

Cuba City



Today & Tomorrow

City of Cuba City Comprehensive Plan 2020 - 2040



REDEVELOPMENT
RESOURCES

Acknowledgements

This Comprehensive Plan, *Cuba City: Today & Tomorrow* was developed through a process that involved many stakeholders, community members, city staff, and city leadership. Input was collected from businesses and residents throughout the city to provide local context to the data and analysis. The following groups played a key role in developing this plan, but to all members of the community who attended meetings, filled out the survey, shared their stories, and told their friends and neighbors to join in: thank you.

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Leland Weber	District 2
Betty Loeffelholz	District 2
Gregory Bockhop	District 3
John Van de Wiel	District 3
Tim Hazen	District 4
Craig Hendrickson	District 4

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Bob Jones	Economic Development Director
Amber Majerus	Library Director
Terry Terpstra	Chief of Police
George Morrissey	Director of Public Works

Cuba City Committees and Commissions

Cuba City Plan Commission

Thomas Gile	Mayor
George Morrissey	Building Inspector
Betty Loeffelholz	Park & Rec Board President
Tim Hazen	Council Member
Melvin Kreul	Citizen
John Davis	Citizen
Rachel Mahun	Citizen

Cuba City Downtown Taskforce

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Cuba City Chamber of Commerce

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Casey Funeral Home
Cuba City Telephone Co.
Haudenshield Funeral Home
Munyon's Auto Service
Hometown Pharmacy
Medical Associates
Junque Stops Here



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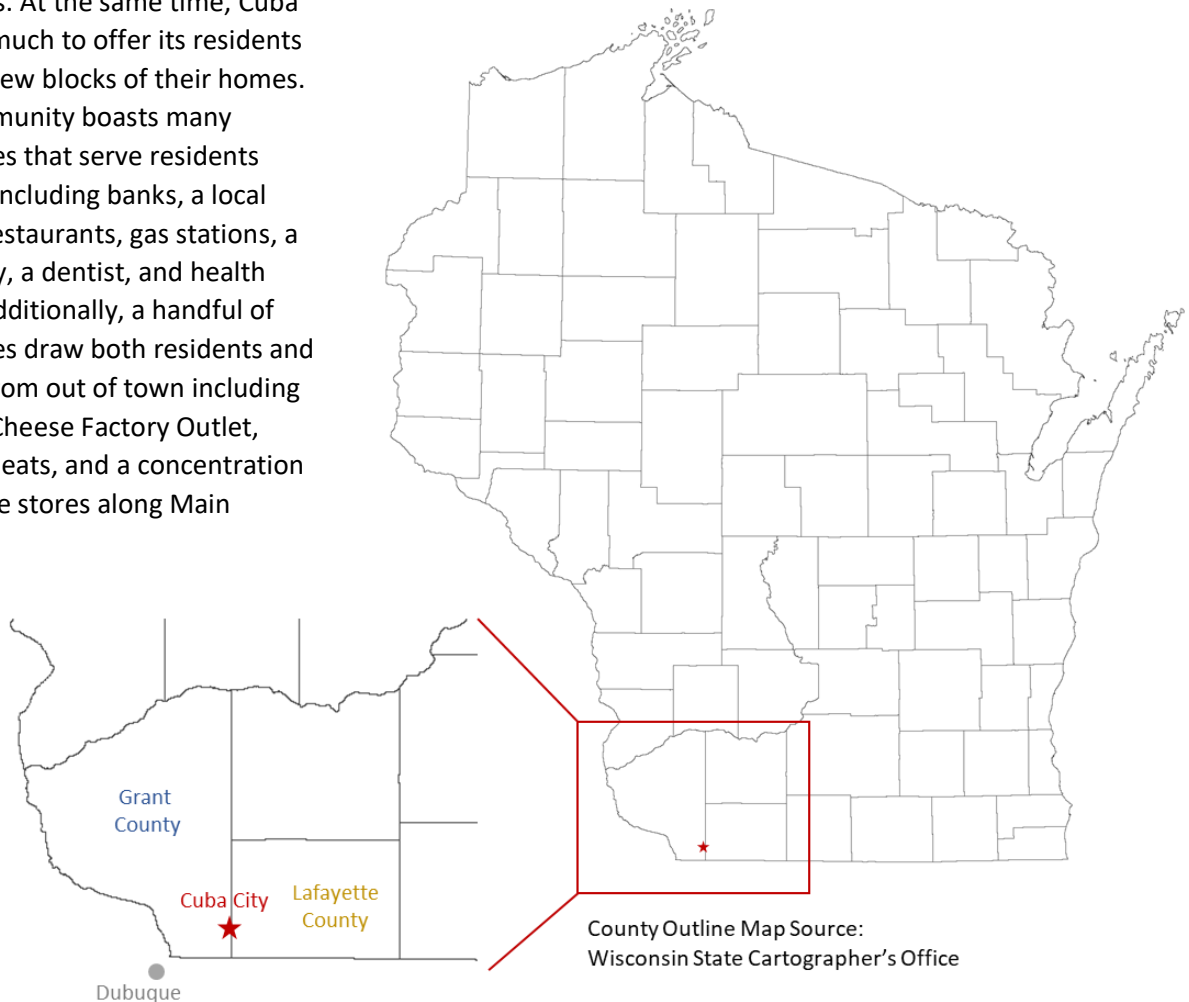
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Introduction: Cuba City, WI

The City of Cuba City is a cozy community of about 2,168 residents¹ located in Southwest Wisconsin as part of both Grant and Lafayette Counties. The city is bordered by the Towns of Smelser, Hazel Green, Benton, and Elk Grove. Located in the Driftless region and situated along Wisconsin State Highway 80, Cuba City's businesses and history draw visitors from across the state and the Midwest.

Cuba City is known as "The City of Presidents", a nod to its successful 1976 bicentennial community project "Parade of Presidents". The project erected red, white, and blue shields on the lamp posts along Main Street. Each shield displays a U.S. President's name, silhouette, term in office, and birth state. The shields still exist as one of the country's longest lasting bicentennial projects and a new shield is added for each new president elected to office.

Cuba City's proximity to Platteville, WI (10 miles, pop. 12,301) and Dubuque, IA (20 miles, pop. 58,340) lends itself to being a place where residents can enjoy small-town living with ready access to larger city amenities. At the same time, Cuba City has much to offer its residents within a few blocks of their homes. The community boasts many businesses that serve residents directly, including banks, a local grocer, restaurants, gas stations, a pharmacy, a dentist, and health clinics. Additionally, a handful of businesses draw both residents and visitors from out of town including the Gile Cheese Factory Outlet, Weber Meats, and a concentration of antique stores along Main Street.



¹ 2018 American Community Survey Estimate

About This Plan

A comprehensive plan sets the course for a city for the next 20 years. It will be a guide for Cuba City decision-makers to use when determining if, how, when, and where the city should grow and develop, how land-uses should evolve, and what capital investments to pursue. The plan should also be used by land owners and developers to understand the City's goals for development.

The goals, objectives, and recommendations in this plan are derived from community input provided by residents, business owners, and property owners in Cuba City throughout the planning process. While the data documented in this plan provides a foundation for understanding the population and functions of the city, community input is what drives how the city should plan for the future. The planning team used their expertise and experience to translate community feedback into actionable steps the City can take to achieve the goals set forth in this plan.

This plan meets the requirements laid out in the Wisconsin Comprehensive Planning laws under Wis. Stat. § 66.1001, including identifying issues and opportunities and elements regarding:

- Housing
- Transportation
- Utilities and community facilities (included in the Government, Public Facilities, and Utilities chapter and the Community chapter)
- Agricultural, natural, and cultural resources (included in the Land Use & Natural Resources chapter and the Community chapter)
- Economic development
- Intergovernmental cooperation (included in the Government, Public Facilities, and Utilities chapter)
- Land use
- Implementation

The state statute requires municipalities to update their comprehensive plan every ten years, and this plan serves as an update to Cuba City's 2009 Comprehensive Plan. Though the plan should be updated every ten years, this plan has a 20-year planning horizon, meaning it considers how the city will change between 2020 and 2040.

A comprehensive plan on its own is not a regulation. However, by state statute, certain ordinances must be consistent with the comprehensive plan. Those ordinances, according to Wis. Stat. § 66.1001(3), are:

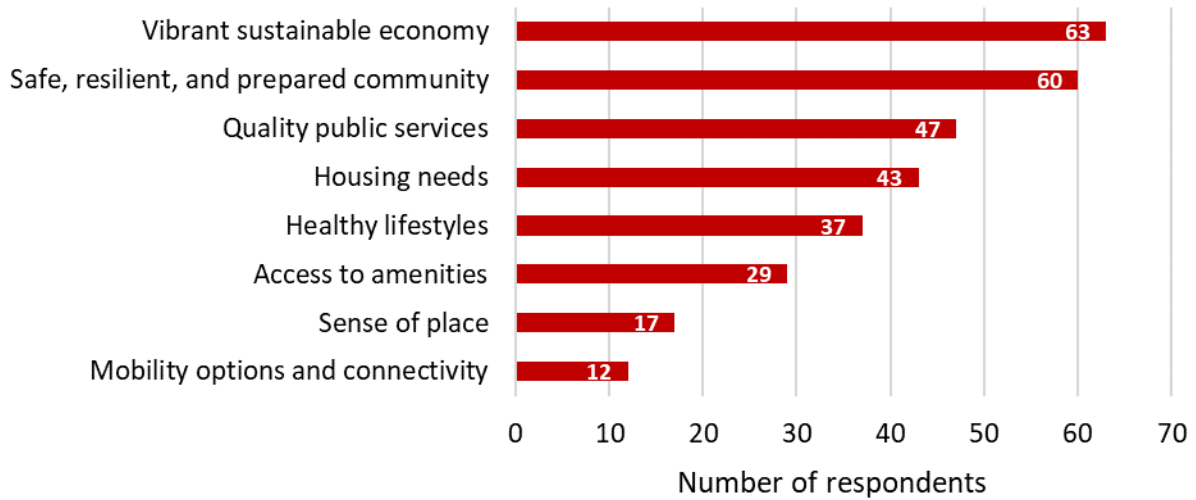
- Official mapping ordinances
- Local subdivision ordinances
- County zoning ordinances
- City or village zoning ordinances
- Town zoning ordinances
- Shorelands or wetlands in shorelands zoning ordinances

After adopting this plan, the City should update its applicable ordinances from the list above if necessary, to ensure they are consistent with the plan.

While this comprehensive plan attempts to project and account for changing needs of the City over the next ten to 20 years, the plan should remain flexible to adapt over time. For this reason, comprehensive plans can be amended and updated as-needed.

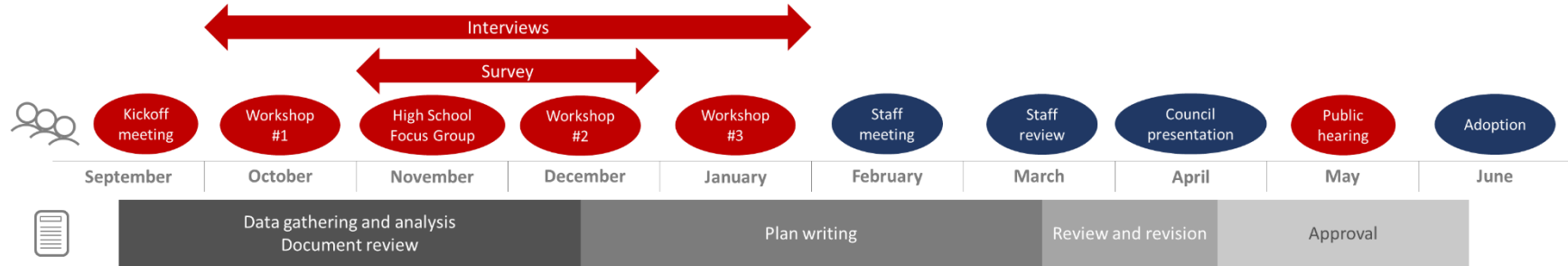
When asked in a survey what the plan should focus on, respondents indicated *Vibrant sustainable community, Safe, resilient, and prepared community, and Quality public services* as their top three priorities.

Topics of Focus



The Planning Process

This plan was created over the course of seven months. The process was led by consulting firm Redevelopment Resources. It started with a kickoff meeting with the City Plan Commission, which served as the project steering committee. This group helped develop goals and guiding principles for the project. From there, a series of public engagement activities were conducted, which are described in more detail in the next section. Then, Redevelopment Resources worked with City staff and the Mayor to develop recommendations and an implementation strategy that reflects input gathered from the community. The planning process is outlined in more detail in the following graphic.



Public Engagement

Overview

Public engagement was at the forefront of developing this plan for Cuba City. All in, the team had 226 contact points with the community, which is about 11% of the population (including some who participated in more than one activity).

Public participation was driven by a Public Participation Plan adopted by the City Council on November 6, 2019. The Public Participation Plan is included in Appendix B of this plan.

Community input is included throughout this plan in relevant chapters and a more thorough analysis of community feedback, including results of the survey, are included in Appendix B.

Public Participation Guiding Principles

1. As many people as possible should be reached when advertising engagement activities or publicizing information about the project. This means communication often needs to happen in more than one way.
2. Engagement activities, both online and in person, should be accessible, within reason, to all users.
3. All participants should feel safe sharing their ideas and concerns.
4. Discussion questions and survey questions should aim to assess values and priorities and should not focus on specific solutions. Rather, solutions should be developed to align with values and priorities.
5. Engagement activities should be fun!

Schedule of Activities

Activity	Date
Kickoff meeting with Steering Committee	September 5, 2019
Meet with Downtown Taskforce, Economic Development Committee, and Chamber of Commerce	September – October
Community interviews	October – January
Workshop 1	October 9, 2019
Online/Paper Survey	November – December
High School Focus Group	November 12
Workshop 2	December 11, 2019
Workshop 3	January 29, 2020



Cuba City residents participating in the second public workshop.

Goals

The goals outlined in this Comprehensive Plan were driven by feedback received from the community, including businesses and residents. The following table is a collection of the goals which will be discussed in more detail in the chapters of this plan.

	Housing	<ol style="list-style-type: none"> 1. Accommodate housing for various income levels and household compositions. 2. Increase and improve housing stock to attract more people to live in Cuba City.
	Transportation	<ol style="list-style-type: none"> 1. Improve walkability within and around Cuba City. 2. Improve safety and accessibility of all modes of transportation. 3. Continue to maintain roads to reduce deterioration and improve safety.
	Government, Public Facilities, Utilities, Infrastructure, and Services	<ol style="list-style-type: none"> 1. Continue to maintain and improve safety throughout the community. 2. Improve and maintain infrastructure to meet changing needs. 3. Encourage coordination and cooperation among nearby units of government. 4. Ensure appropriate staffing levels for needed city services and functions. 5. Proactively strengthen resiliency and preparedness of government functions.
	Economic Development	<ol style="list-style-type: none"> 1. Grow the population of the City to better support businesses and services. 2. Increase variety of downtown businesses with a focus on those that serve community. 3. Support local employers' growth and expansion in Cuba City. 4. Increase Cuba City's economic resiliency and preparedness.
	Land Use, Natural Resources, and Recreation	<ol style="list-style-type: none"> 1. Use existing land efficiently by encouraging redevelopment and infill development, and by proactively planning for greenfield development. 2. Plan for extension of public services in a way that reduces impact on productive agricultural areas and minimizes environmental impact. 3. Reduce negative impacts on ground and surface water. 4. Provide safe recreation opportunities for Cuba City residents, employees, and visitors.
	Community	<ol style="list-style-type: none"> 1. Support a high quality of life for residents and visitors so Cuba City continues to be a great place to live. 2. Foster community engagement and connectedness.
	Implementation	<ol style="list-style-type: none"> 1. Ensure zoning regulations and other ordinances are consistent with this Plan. 2. Ensure this Comprehensive Plan remains relevant and useful over time.

CHAPTER 1:

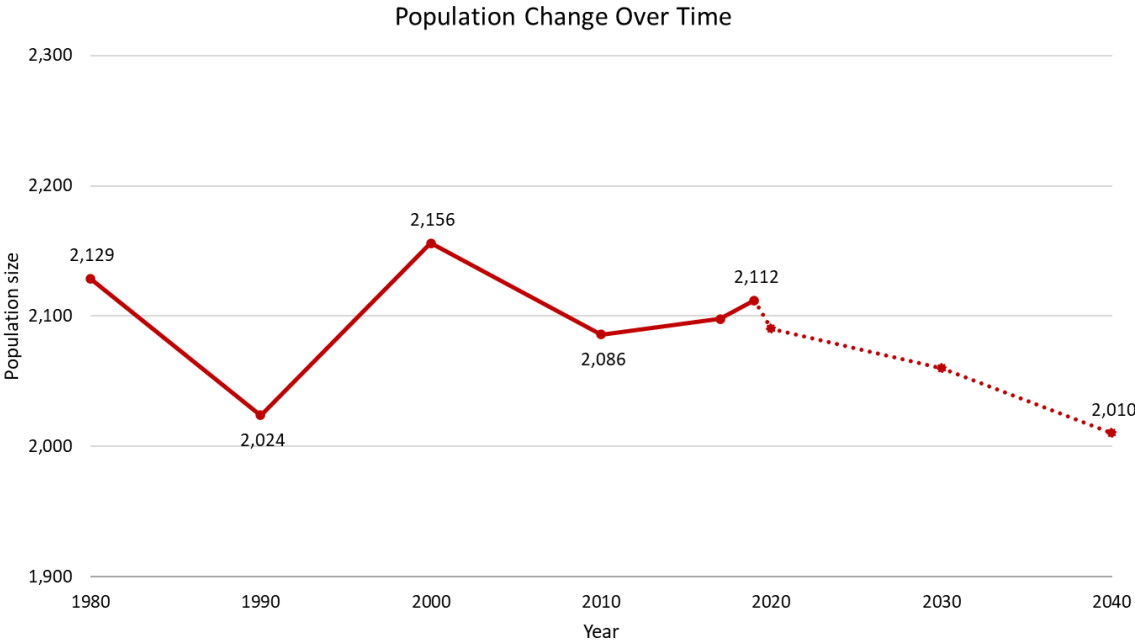
Demographics & Economy

(Issues & Opportunities)

Demographics

Population

Over the past 40 years, Cuba City’s population has fluctuated above and below 2,100 residents reaching a low in 1990 of 2,024 and a high of 2,156 a decade later in 2000. In the last decade since 2010, the population has stayed even more consistent with a 2019 estimate of 2,112 people. Over the next 20 years, the Wisconsin Department of Administration predicts the population will decline to 2,010.



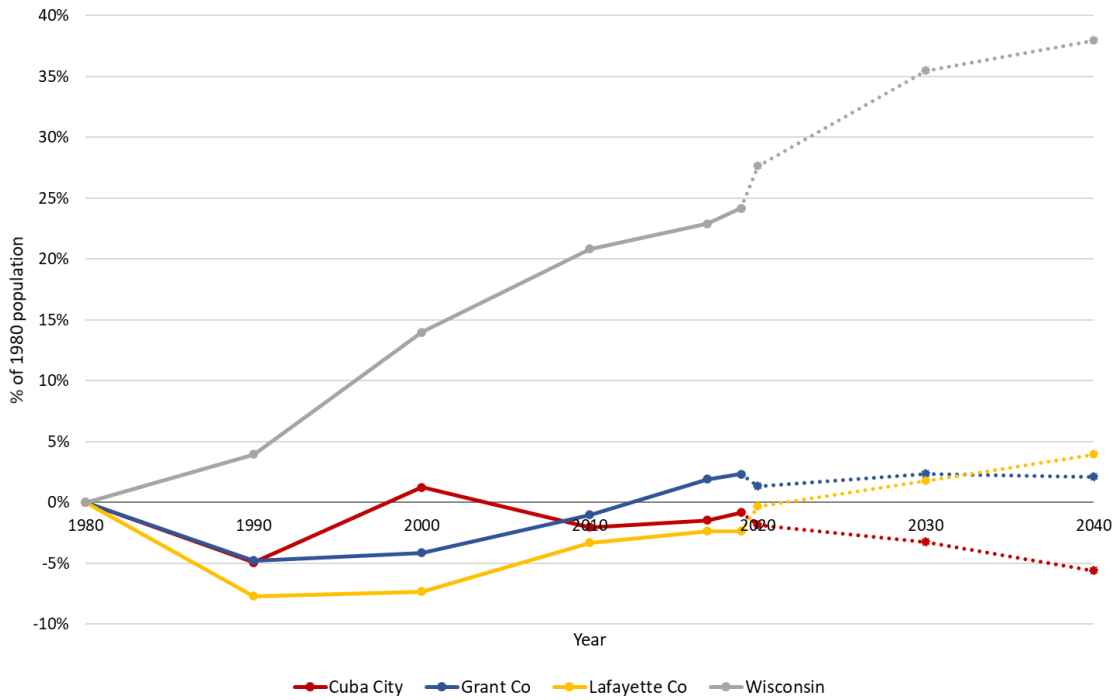
Data sources: US Census, Wisconsin DOA

The graph below shows Cuba City’s population over time as a percentage of the 1980 population compared with that of the State of Wisconsin, Grant County, and Lafayette County. This metric allows us to compare the growth (or decline) over time even though each location has widely different total populations.

The two counties followed roughly the same pattern of change, though Grant County had less significant change, as indicated by its tighter proximity to the baseline of 0% (no change since 1980). Cuba City veered off course from the two counties by growing in population more significantly from 1990 to 2000 and decreasing, rather than increasing from 2000 to 2010. Meanwhile, the State of Wisconsin saw relatively consistent and aggressive growth from 1980 to present.

Looking to the future, Wisconsin’s and Lafayette County’s populations are projected to continue growing strongly while Grant County is projected to stay close to the same and Cuba City is projected to decline. These projections are based on past and projected future age-group survival rates, fertility rates, and migration patterns. However, the projections do not account for demand to live in the City found on-the-ground or for changing needs of people who currently live there. These aspects will be discussed in the Future Housing Needs section of this plan.

Percent Population Change Relative to 1980

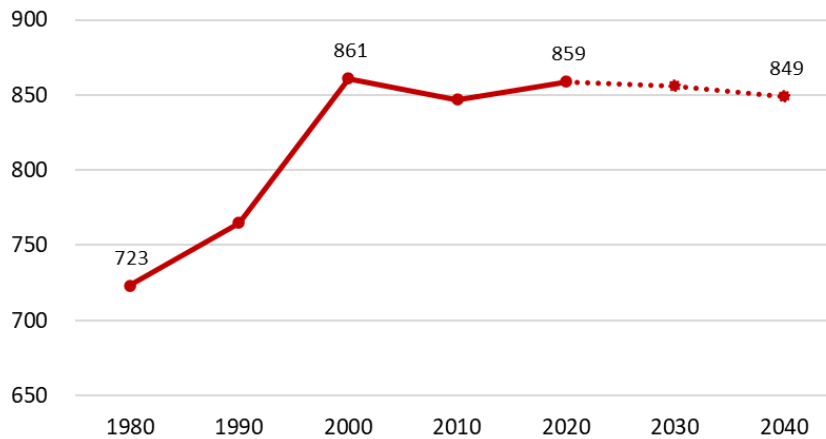


Data sources: US Census, Wisconsin DOA

Households

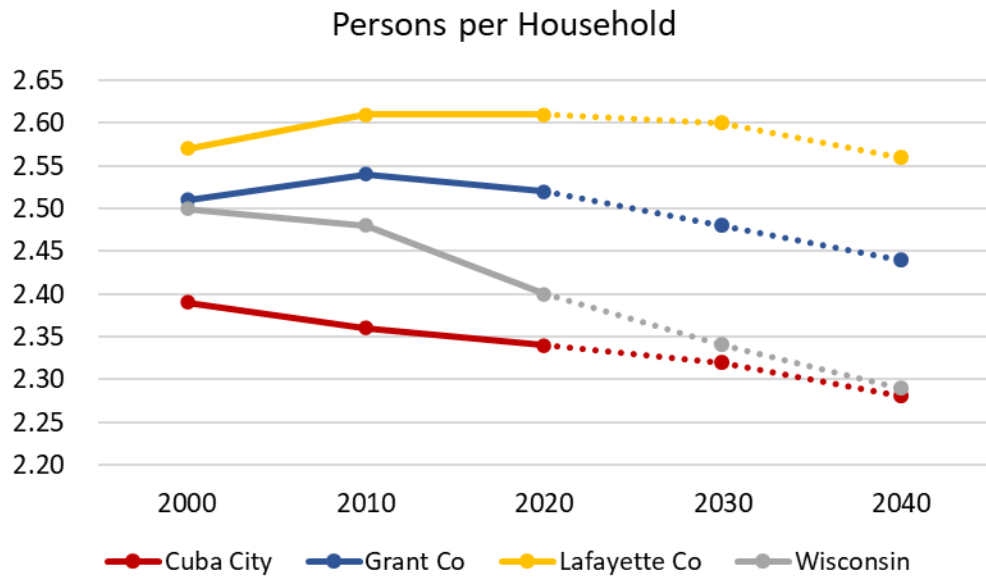
Cuba City's past and projected total households follows a similar pattern to population where there is a relatively large drop from 2000 to 2010, recovery from 2010 to 2019, and decline projected from 2020 to 2040.

Cuba City Total Households



Data sources: US Census, Wisconsin DOA

Compared to its counties and the state, Cuba City has the lowest persons per household at 2.36 in 2010 and projected at 2.28 in 2040, though all four locales are projected to decrease over time.

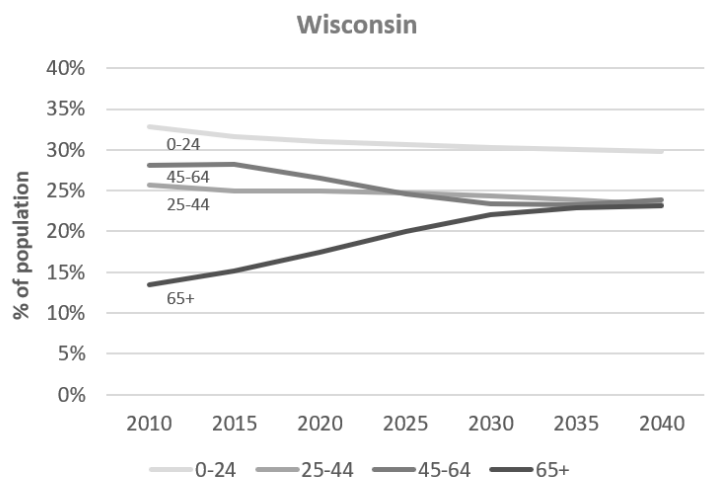
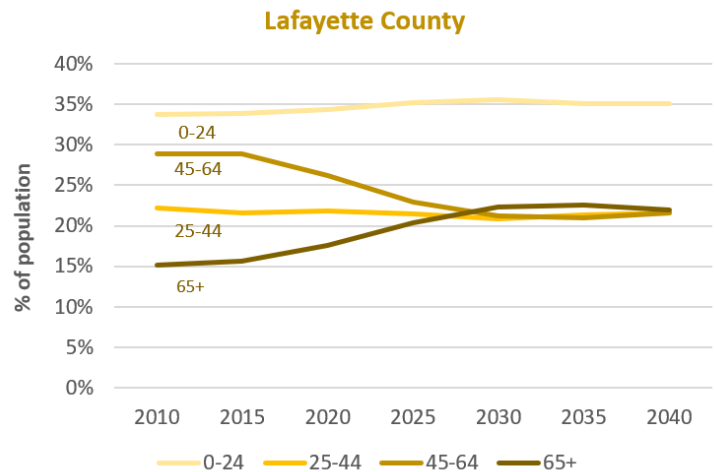
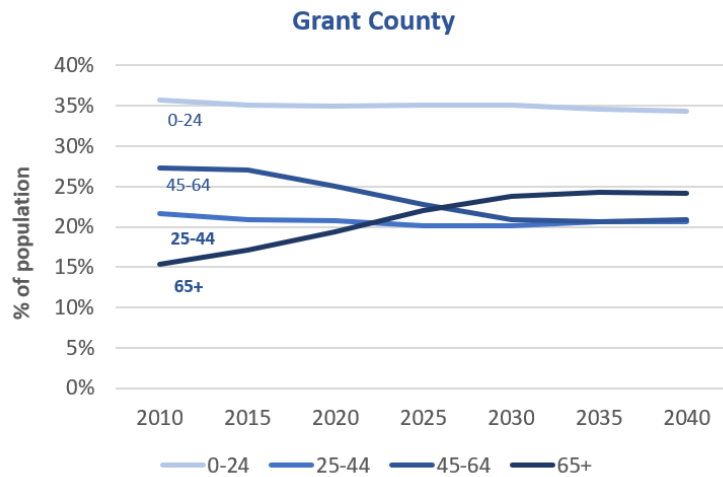


Data sources: US Census, Wisconsin DOA

Age

Age is an important factor of long-range planning, as residents of different ages have different needs for infrastructure and services. Viewing the current mix of ages in the area and the projected mix of ages for the future will provide some insight into how the City should plan for the future.

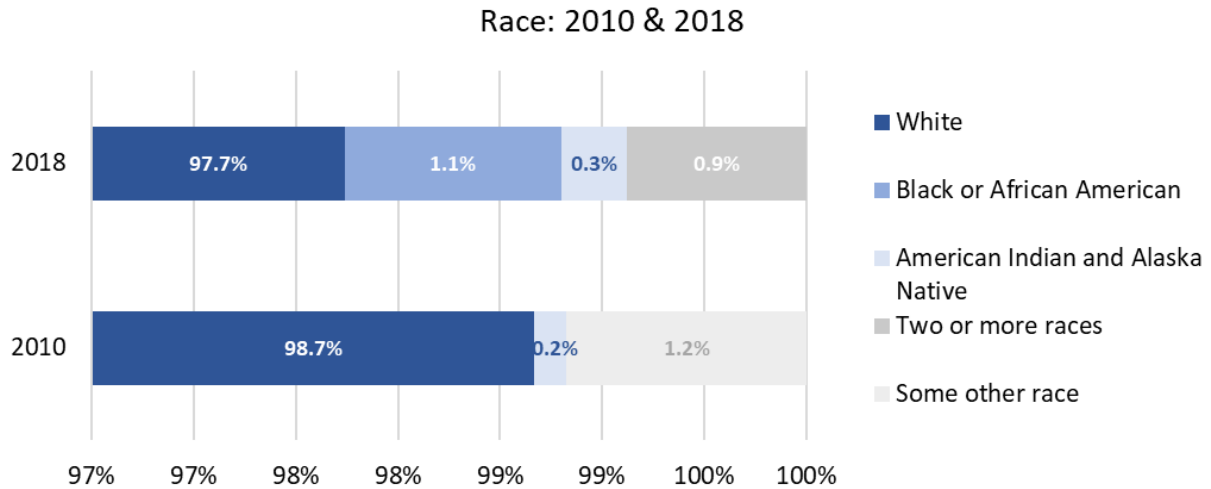
In the graphs depicting age across the various communities, the lines are lightest for the youngest age group and darkest for the oldest. In the Counties, from 2010 to 2040, the proportions of 0-24-year-olds and 25-44-year-olds are projected to stay consistent at approximately 35% and 20-22%, respectively. However, the oldest age group (65+) is projected to increase steadily from 2010 to 2030, then plateau at just under 25%, becoming the second largest group rather than the smallest group as it was in 2010. Meanwhile, the 45-65 cohort is expected to decline as those members age into the oldest group. The state as a whole shows similar patterns, but to varying degrees as seen in the third graphic.



Data source: Wisconsin DOA

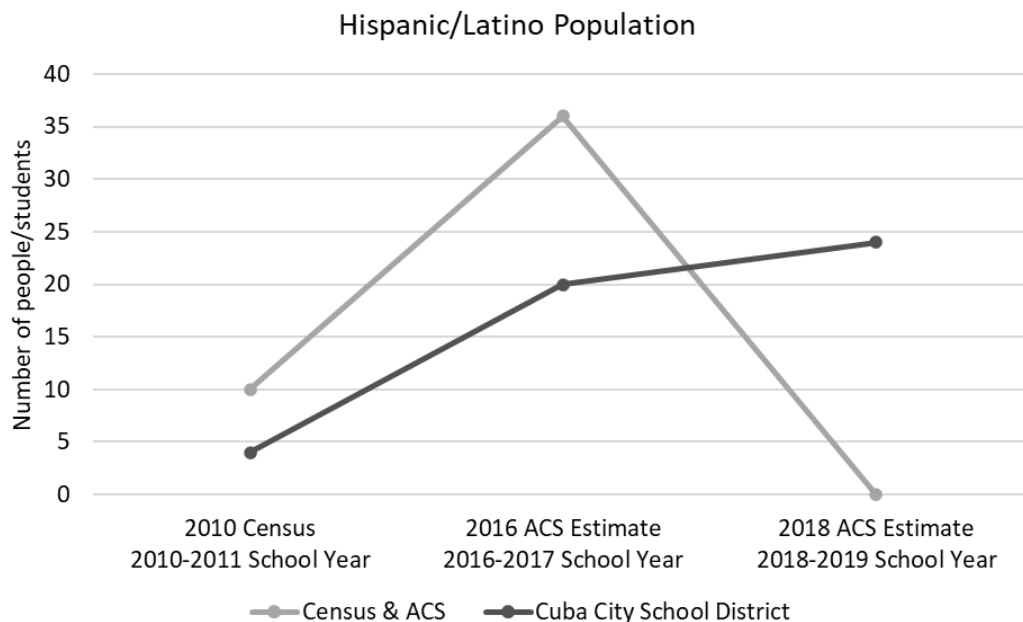
Race & Ethnicity

Cuba City is a predominantly white community which has become slightly more diverse over the past decade. Today, 97.7% of the population is white, 1.1% are black or African American, 0.3% are American Indian or Alaska Native, and 0.8% indicate they are two or more races.



Data source: US Census, ACS Estimates

The 2010 US Census reported ten persons who are Hispanic/Latino in Cuba City and the ACS estimate for 2016 spiked to 36 persons. The 2018 ACS estimate dropped to zero Hispanic/Latino persons in the City. However, the Cuba City School District enrollment for 2018-2019 included 24 Hispanic students, though all may not necessarily live in the City.

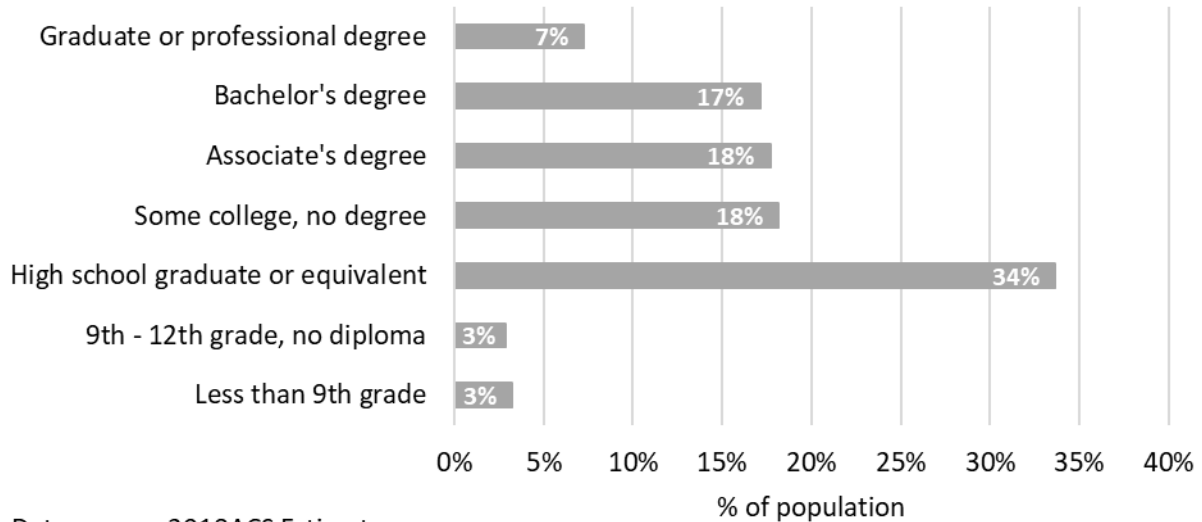


Data sources: US Census, ACS Estimates, and Wisconsin Information System for Education (WISE)

Education

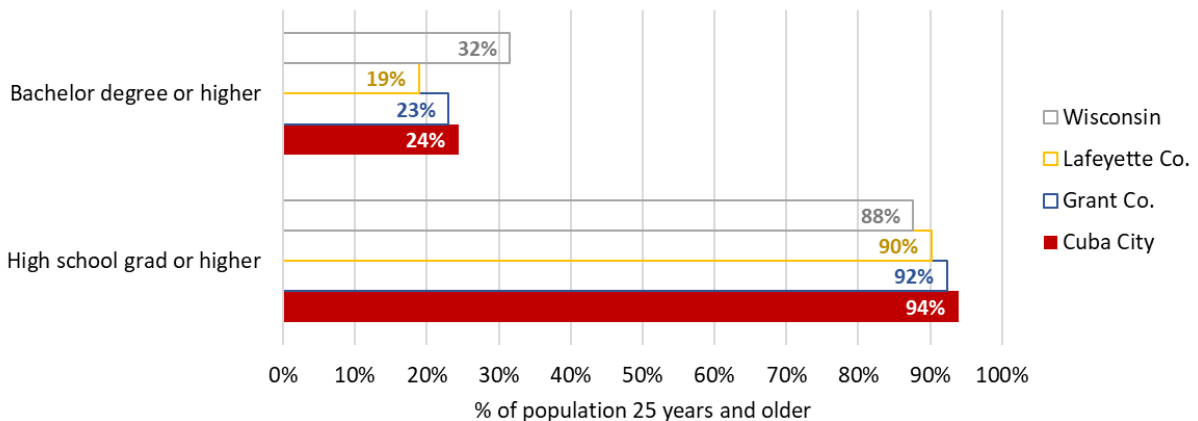
Of Cuba City residents aged 25 years and over, 94% have at least a high school degree or equivalent and 60% have at least some college education.

Educational Attainment: Ages 25+



Compared to its counties, Cuba City has higher rates of high school graduates and those with a bachelor's degree or higher. Compared with the state of Wisconsin, Cuba City exceeds the high school graduate rate by 6% but has a lower proportion of bachelor degrees and higher by 8%.

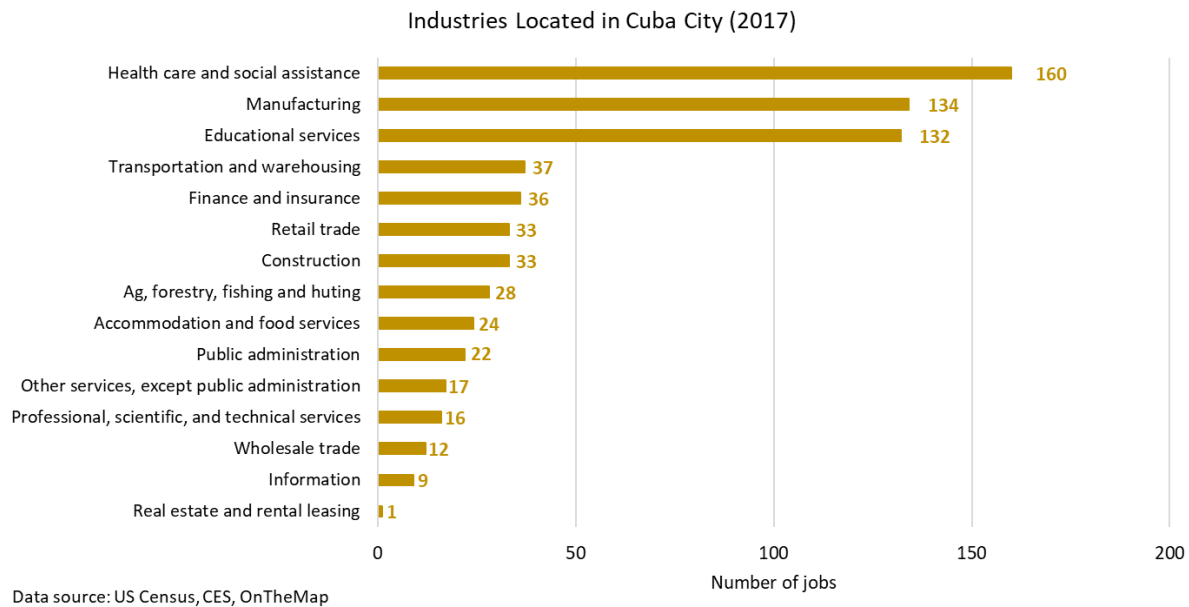
Educational Attainment: Ages 25+



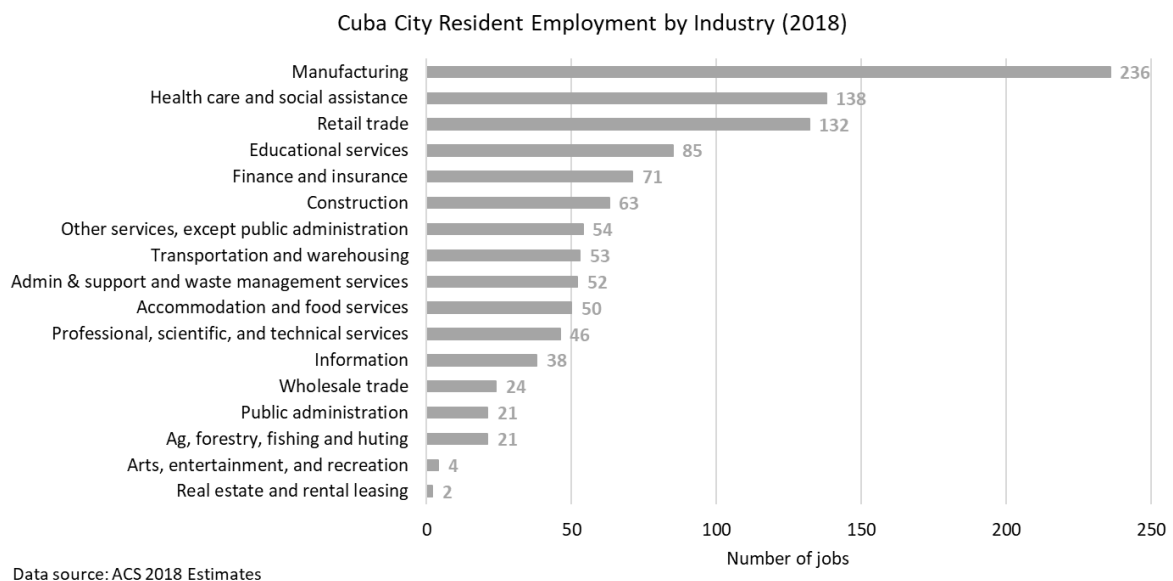
Economy

Industry & Business

Healthcare, manufacturing, and educational services are the dominant industries located in Cuba City. These three industries make up 61% of employment in the city.



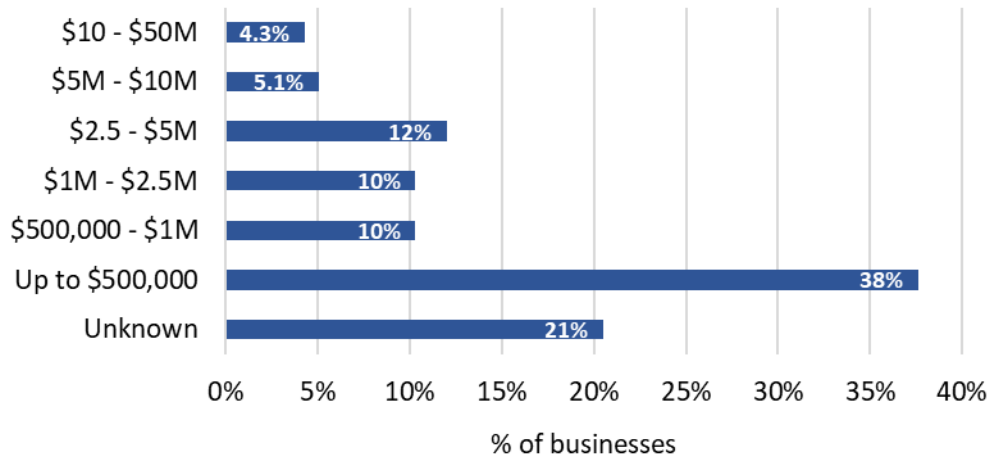
Looking at industries in which Cuba City residents work, either within or outside Cuba City, manufacturing jobs dominate with 236 jobs or almost 22% of employment when broken down by industry. Healthcare and retail are also big players at 13% and 12%, respectively, while Information (3%) and Professional/Scientific/Technical services (4%) rank toward the bottom.



According to Database USA, there are 117 businesses in Cuba City. Of those, 103 have only their Cuba City location, 80 are considered small businesses, all but one are private companies, and 12 are home-based.

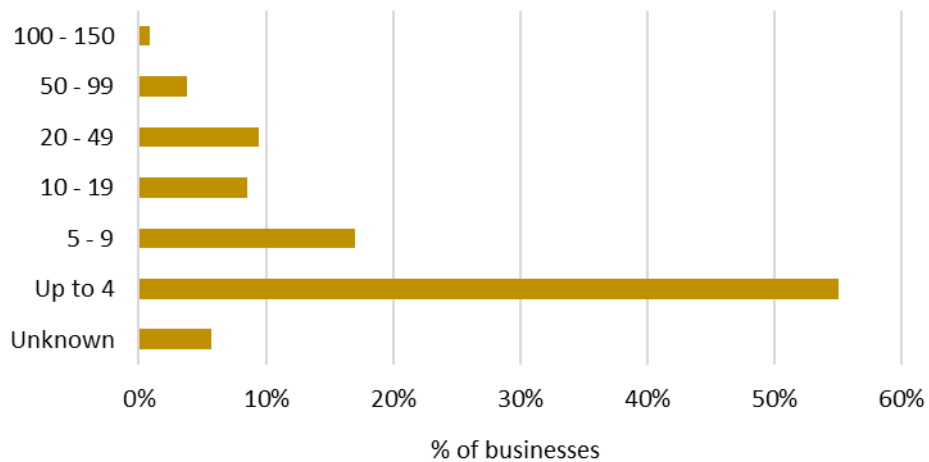
Almost half (48%) of Cuba City businesses have annual revenue under \$1,000,000 and 72% have fewer than 10 employees.

Businesses by Annual Revenue



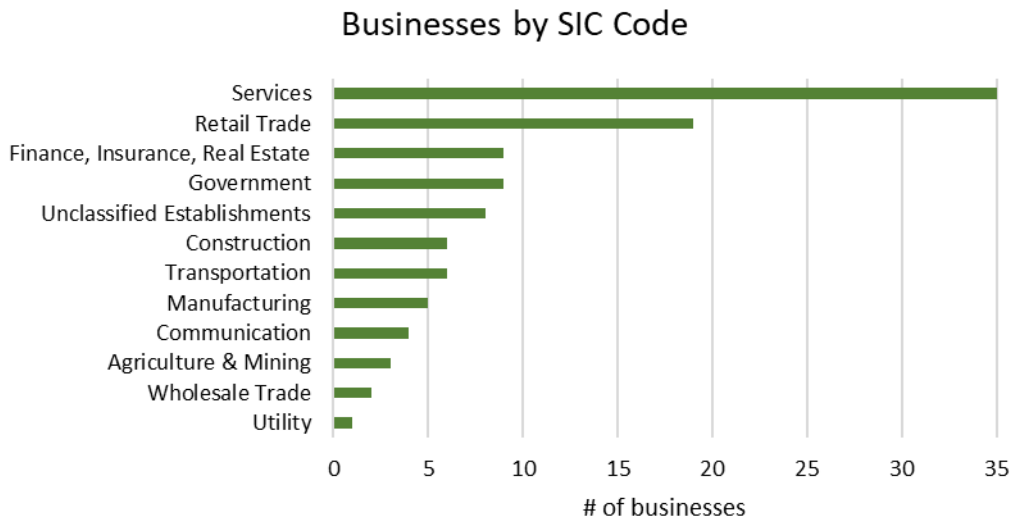
Data source: Database USA

Businesses by Number of Employees



Data source: Esri

When organized by Standard Industrial Classification (SIC) codes, businesses in Cuba City somewhat mirror the top industries discussed previously in this section, but this metric counts the number of businesses and does not account for employee size.

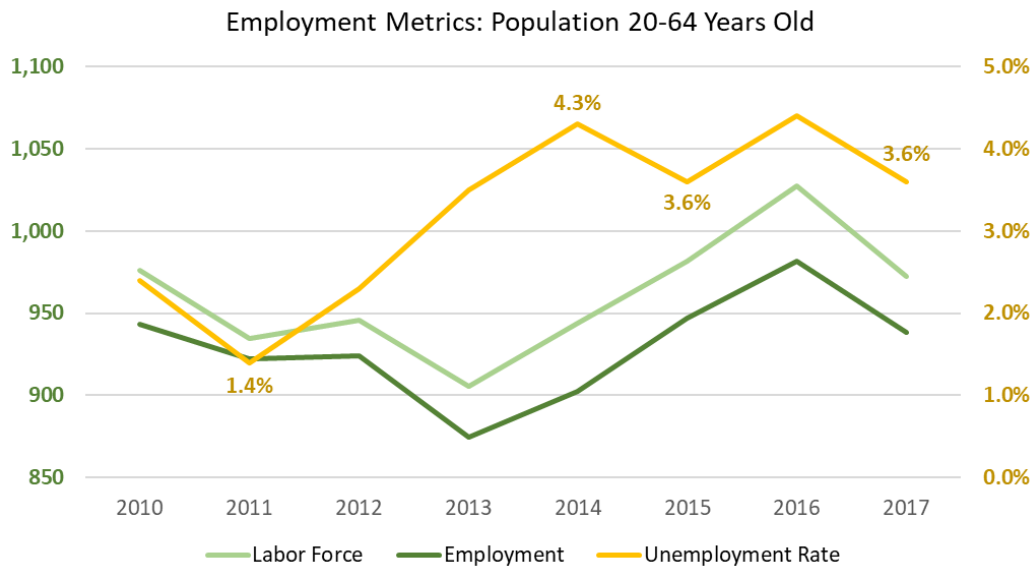


Data source: Esri

Employment & Workforce

The workforce available to Cuba City includes those within the City (1,005), as well as those in the surrounding communities. Living within a five-mile radius of Cuba City are 1,986 workers age 16+. Within a ten-mile radius, this number is 4,995, and within a 15-mile radius, it is 16,556².

Among 20-64-year-olds in Cuba City, the employed portion of the labor force remained relatively stable from 2010 to 2017. Unemployment, on the other hand varied widely from a low of 1.4% in 2011 to a high of 4.4% in 2016. The differing patterns may be due to more people looking for work between 2011 and 2016 who were previously not counted as unemployed.



Data source: ACS Estimates

² ACS 2014-2018 Estimate vis Esri

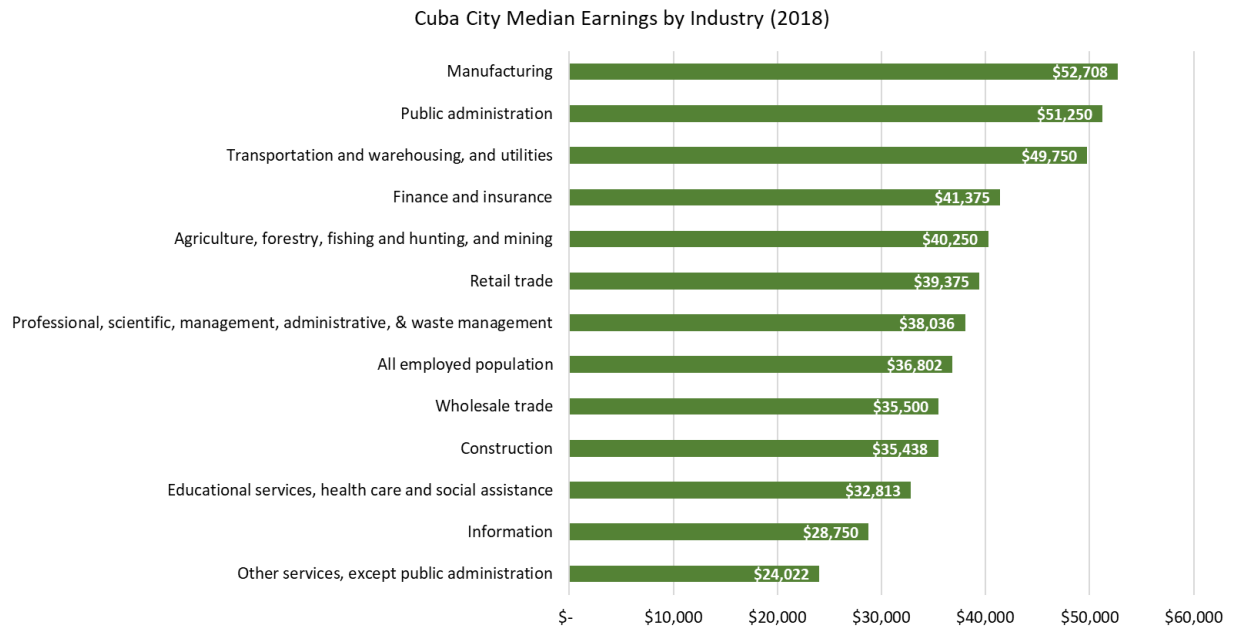
Major employers in Cuba City include both manufacturing and non-manufacturing businesses. The ten largest employers are:

Manufacturing & Ag	Employees
Non-Metallic Components	60
Innovative Ag Services	22
Gro Alliance	22

Non-Manufacturing	
Epione Pavilion/Nursing Home/Clinic	120
Cuba City School District	103
Weber Meat Processing	38
Thompson's IGA	29
Sloan Implement	25
Kwik Trip	21
Russ Stratton Buses	17

Data source: Esri & Employer interviews

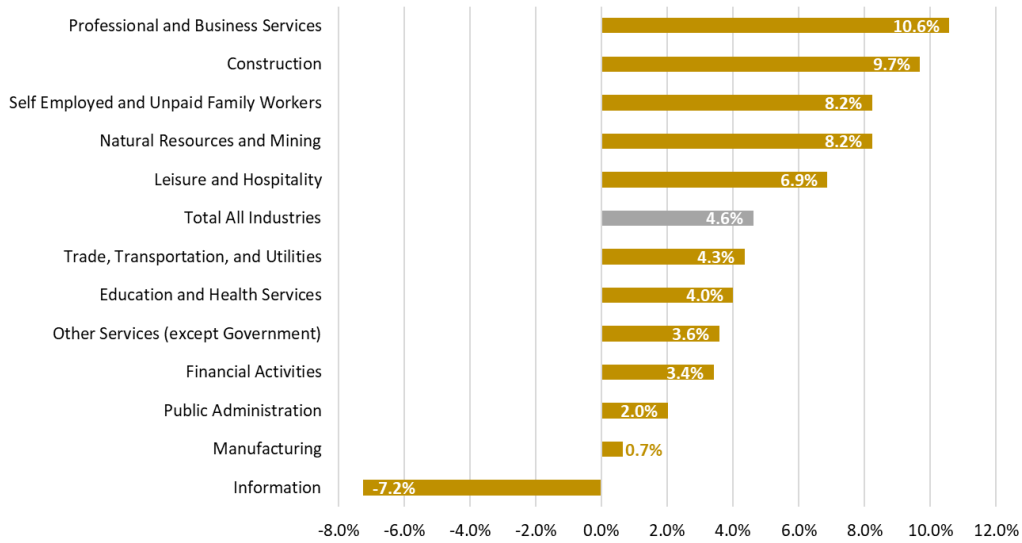
The median wages earned for Cuba City workers over the age of 16 was \$36,802 in 2018. Wages range across industries from a low of \$24,072 for “Other services” to a high of \$52,708 for manufacturing.



Data source: ACS 2018 Estimates

According to the Wisconsin Department of Workforce Development, employment across all industries is expected to grow by 4.6% from 2016 – 2026 in Southwest Wisconsin. Professional and Business Services (10.6%), Construction (9.7%), Self Employed and Unpaid Family Work (8.2%), and Natural Resources and Mining (8.2%) are expected to grow the most while Information is expected to decline by 7.2% and manufacturing is expected to grow only 0.7%.

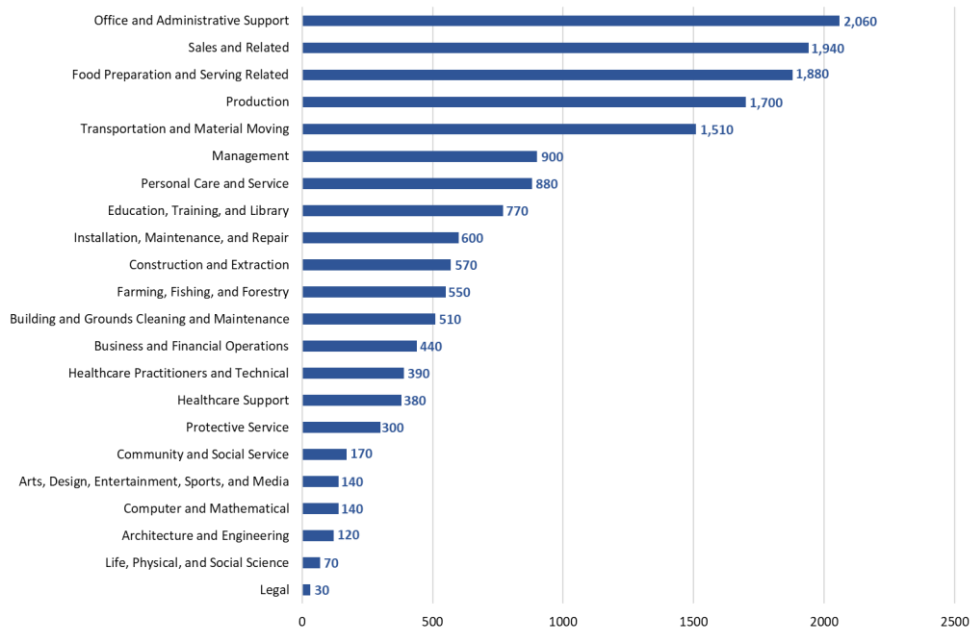
Industry Employment Projections 2016 - 2026
Grant, Green, Iowa, Lafayette, Richland, and Rock Counties



Data source: Office of Economic Advisors, Wisconsin Department of Workforce Development, December 2018

Taking into account the effect of those leaving the workforce from certain industries, those transferring to other industries, and industry growth, the Wisconsin Department of Workforce Development also provides projections for occupational openings. Office and Administrative Support (2,060), Sales (1,940), Food Preparation and Serving (1,880), and Production (1,700) are projected to have the highest number of openings while Arts, Design, Entertainment, Sports, and Media (140), Computer and Mathematical (140), Architecture and Engineering (120), Life, Physical, and Social Science (70), and Legal (30) are projected to have the fewest openings.

Projected Occupational Openings 2016-2026
Grant, Green, Iowa, Lafayette, Richland, and Rock Counties



Data source: Office of Economic Advisors, Wisconsin Department of Workforce Development, December 2018

Income

As of 2018, the median household income in Cuba City was \$53,472 and the mean income was \$63,841. About 43% of households make less than \$50,000 per year, a little more than half of households (55%) make between \$50,000 and \$150,000 per year, and 2% make \$150,000 or more per year.

\$53,472

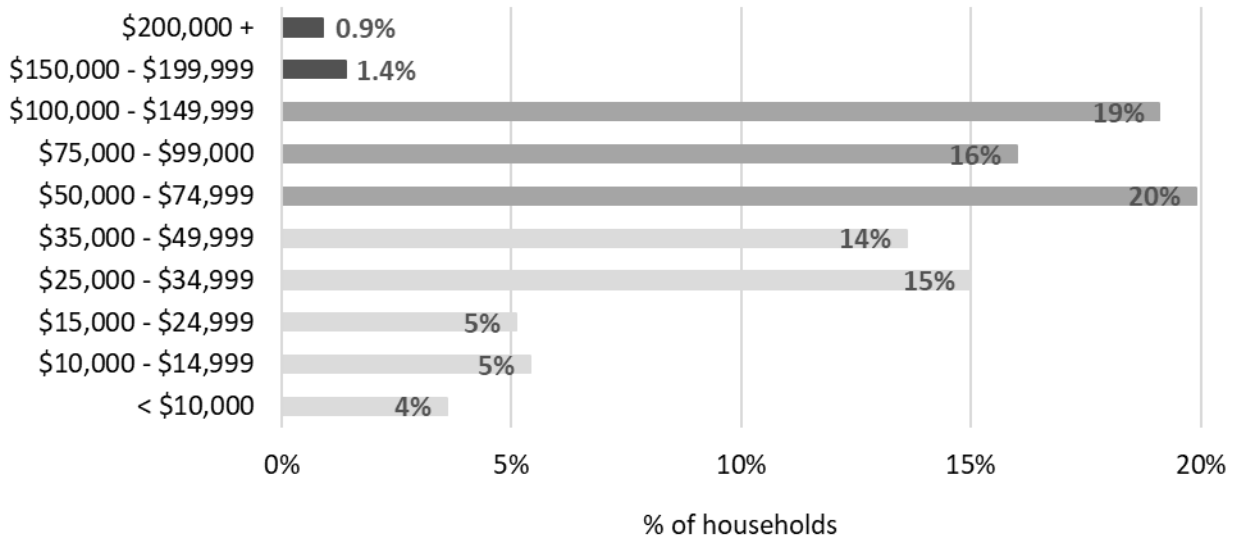
Median Household Income

\$63,841

Mean Household Income

Data source: ACS 2018 Estimates

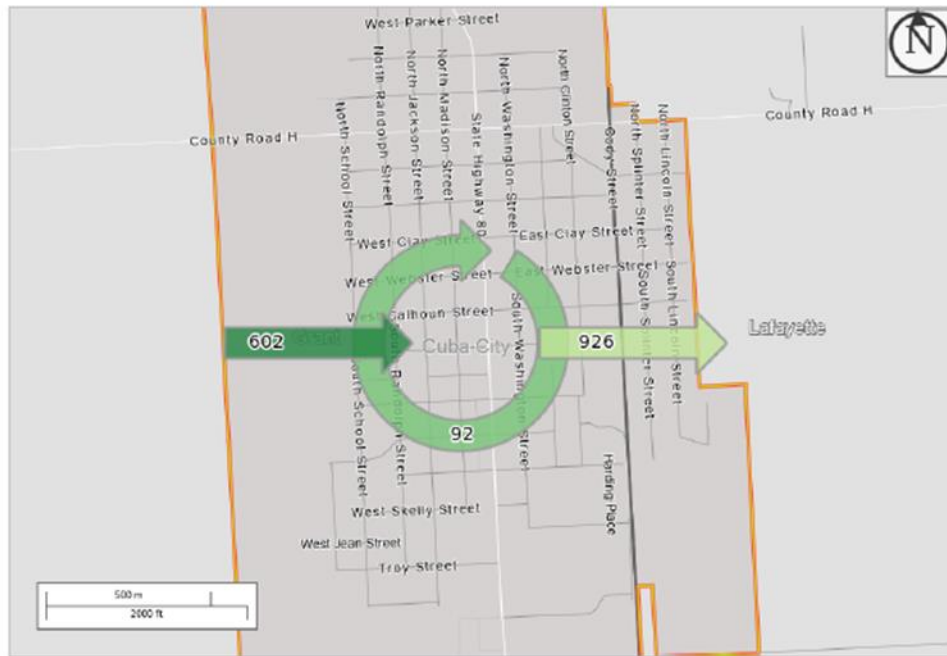
Household Income Past 12 Months (2018)



Data source: ACS 2018 Estimates

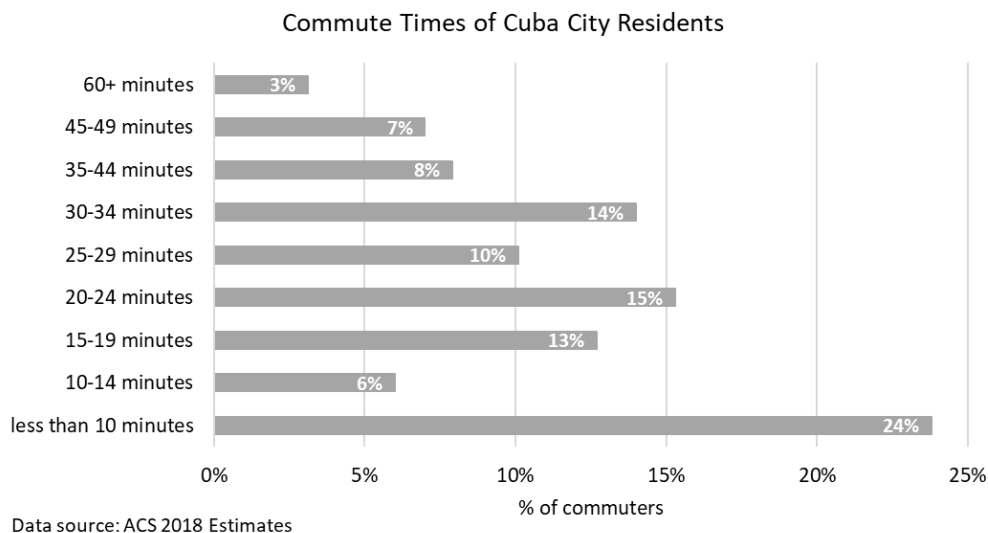
Commuting

According to OnTheMap, a data tool which uses U.S. Census data and data from Longitudinal Employer-Household Dynamics (LEHD) to show where workers live and work, 92 people both live and work in Cuba City while 926 residents commute out and 602 workers commute in. That means about 13% of jobs in the city are occupied by Cuba City residents and almost 91% of Cuba City residents who work commute elsewhere.



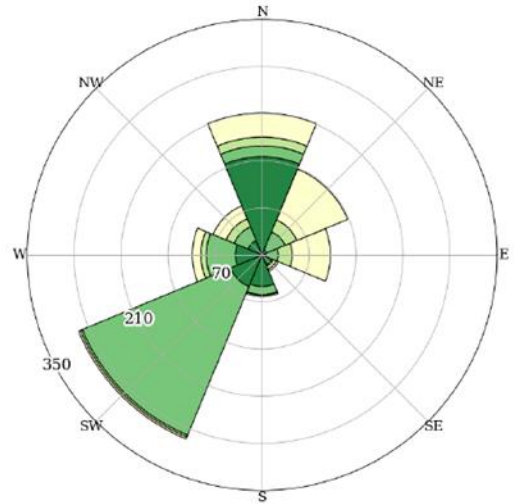
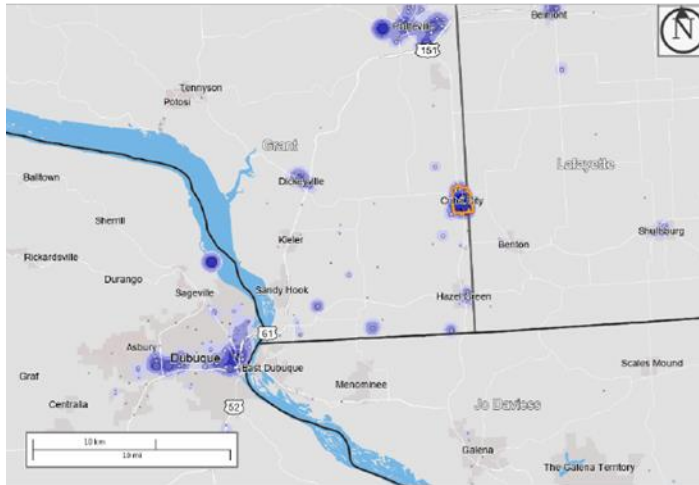
Source: US Census, CES, OnTheMap

Though many residents are commuting out of the city for work, they are generally not traveling very far. Indeed, almost 60% of Cuba City residents who work are commuting less than 25 minutes.



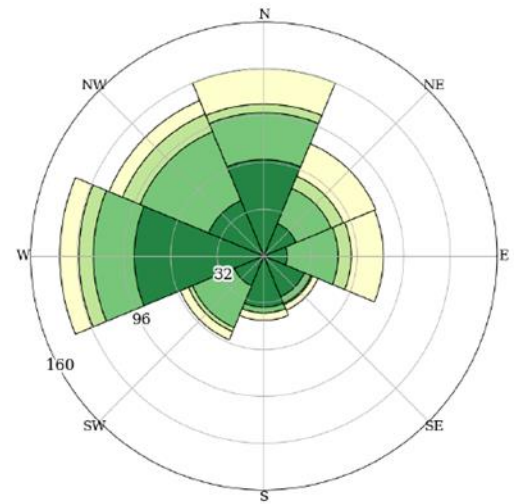
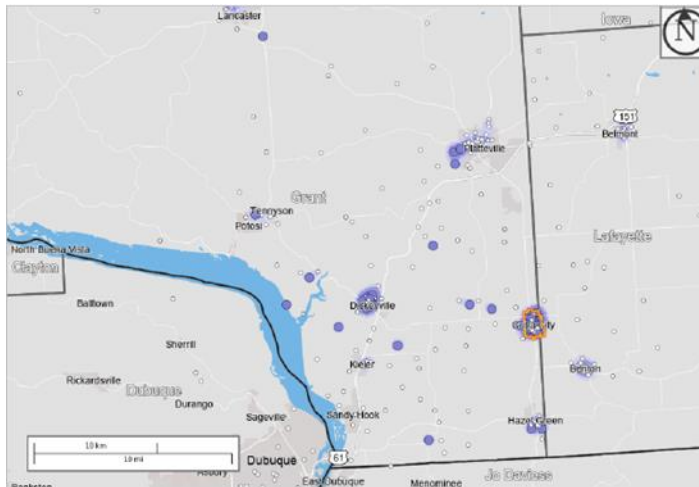
Residents of Cuba City commuting elsewhere to work are mostly doing so toward the southwest and the north with Dubuque and Platteville drawing strong concentrations of workers from Cuba City. Workers commuting into Cuba City are mostly coming from the north and northwest, with a strong concentration coming from Dickeyville.

Residents Commuting Out:



Source: US Census, CES, OnTheMap

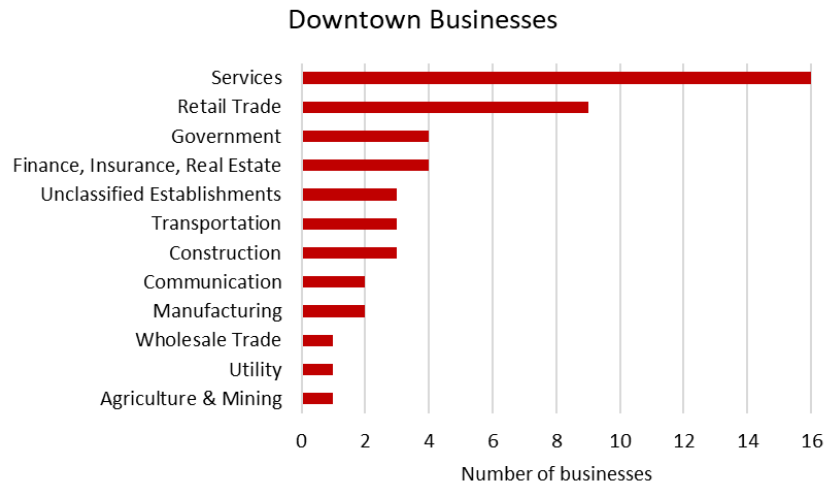
Workers Commuting In:



Source: US Census, CES, OnTheMap

Downtown

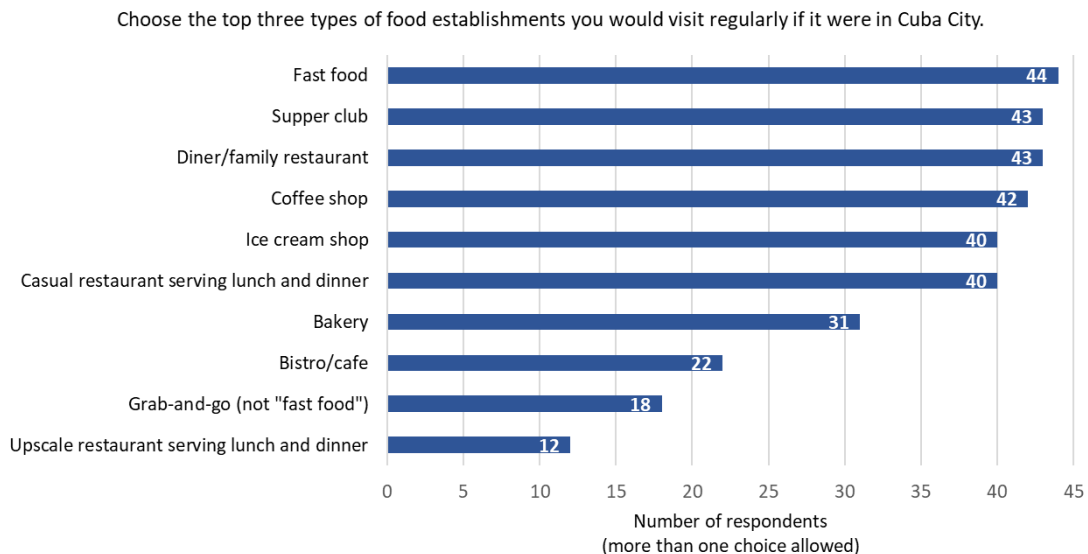
There are 49 businesses located along Main Street from County Highway H to Kelly Street. Of those, most are retail and services, which includes stores as well as banks, the pharmacy, the grocery store, and the gas station. A handful of buildings downtown are used for residential purposes, both on the ground floor and upper floors.



Data source: Esri

Notable businesses that attract customers to Cuba City from out of town include Weber Meats, located on the northern edge of the city along STH 81, the Gile Cheese Factory Outlet located on Main Street next to City Hall, and a few antique stores along Main Street.

When asked what types of restaurants they want to see downtown, respondents were most in favor of fast food, a supper club, diner/family restaurant, and coffee shop.



CHAPTER 2:

Housing

Housing

Availability and affordability of housing is critical to the economic success and social well-being of a community. This chapter of the comprehensive plan describes existing housing stock in Cuba City and needs identified during the planning process.

Challenges & Assets

Challenges

- The population of Cuba City cannot grow with the current housing stock, but the community has struggled to develop new homes. Developers are interested in building in Cuba City, but so far have not been able to make the numbers work or have been unsuccessful working directly with property owners to acquire and develop land.
- The local workforce, particularly in the industrial park, struggles to afford housing in Cuba City.
- Much of the housing stock is aging and needs renovations.
- Though some senior-focused apartments are available in the city, seniors who no longer can or want to remain in their homes don't have many options that provide services along the spectrum between independent living and a nursing home.

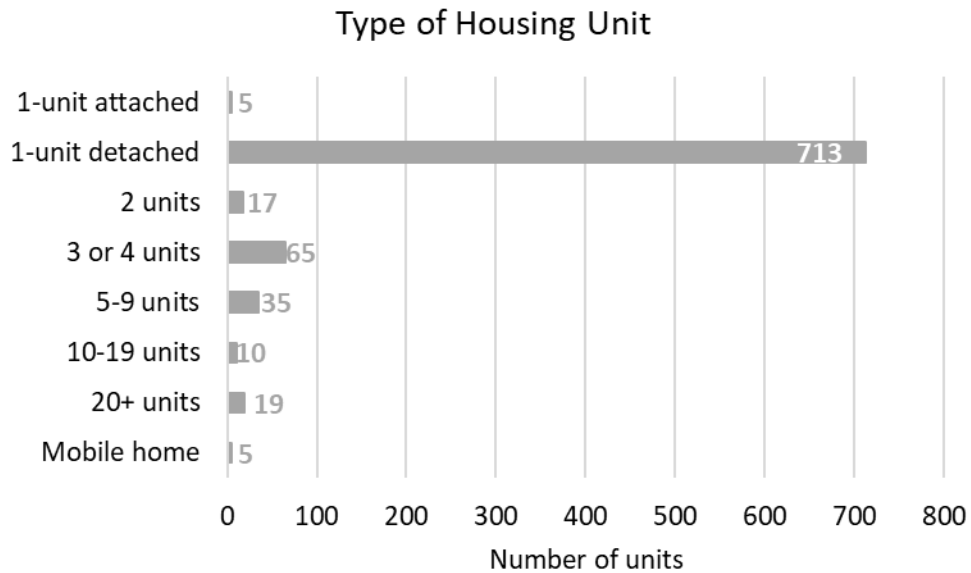
Assets

- Land is available to develop within city boundaries and directly adjacent.
- TID 2 is closing soon and can be extended for 1 year to put 75% of the increment towards affordable housing and 25% of the increment towards improving existing housing stock³.

³ Wisc. Stat. [66.1105\(6\)\(g\)3](#)

Existing Housing Characteristics

As of the 2018 ACS Estimates, there were 869 total housing units in Cuba City. Of those, 855 were occupied and 14 were vacant, leading to a vacancy rate of 2%. Most homes are owner-occupied (75%) and 25% are renter-occupied. Single-family homes dominated the mix of units at 83%. Over half (52%) of units have three bedrooms and 24% of units have two bedrooms.

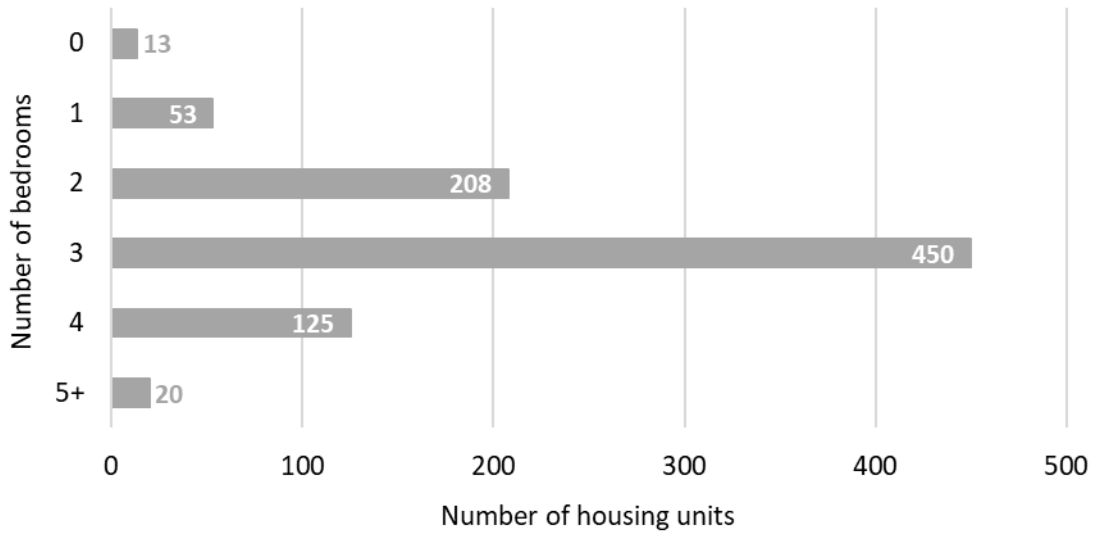


Data source: ACS 2018 Estimates



Data source: ACS 2018 Estimates

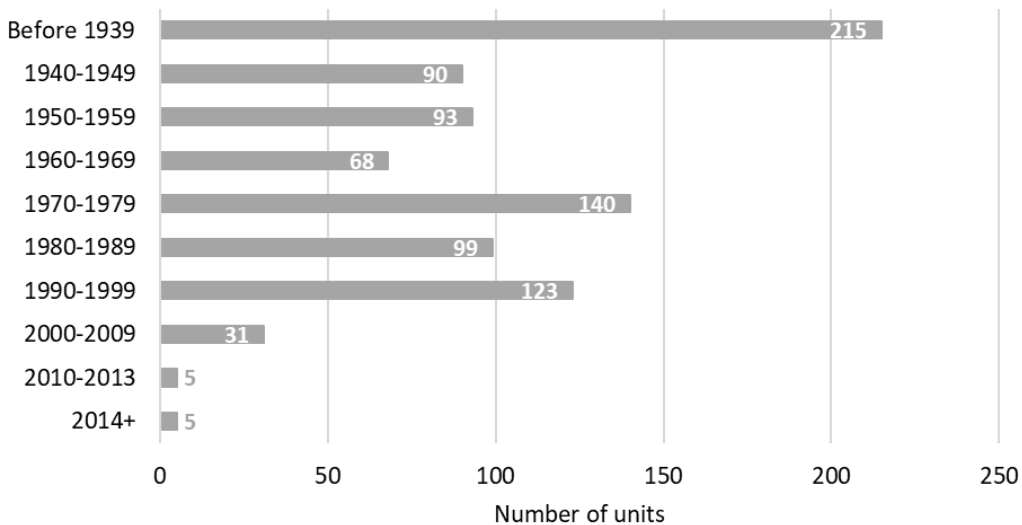
Bedroom Count



Data source: ACS 2018 Estimates

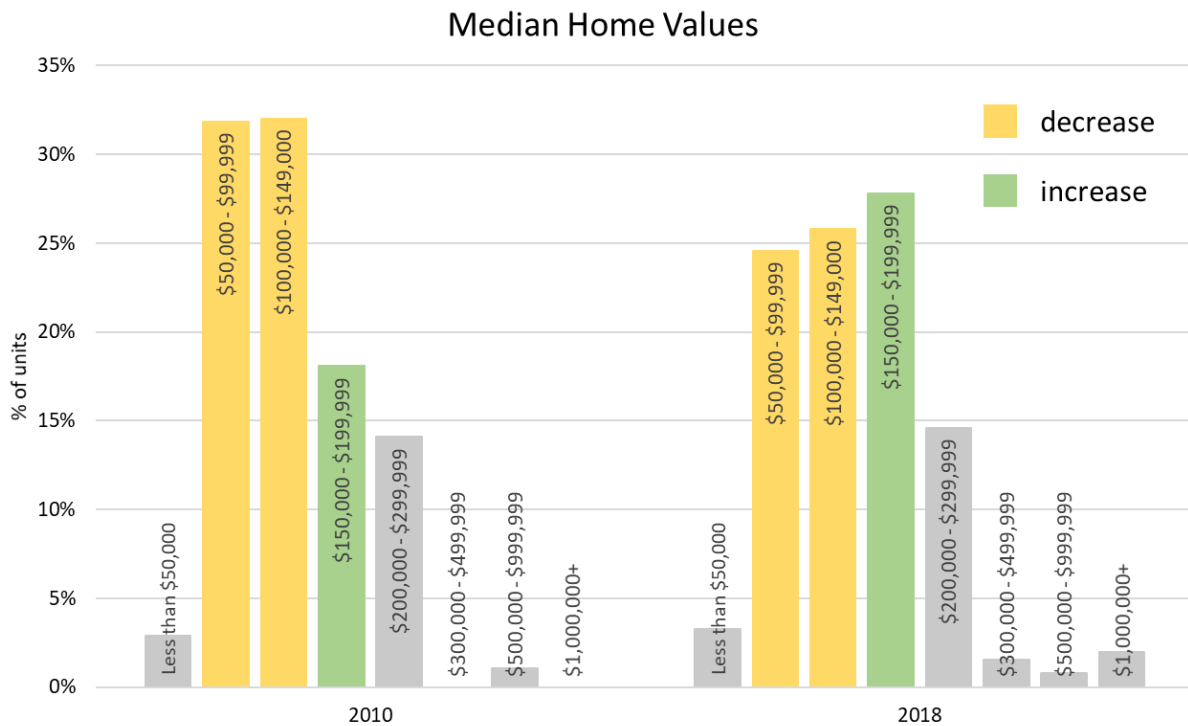
The housing stock in Cuba City is aging, with the median age of homes at 55 years old and 25% of homes being built before 1939. Another almost quarter were built between 1940 and 1959 and another quarter from 1960 to 1979. The remaining units were built since 1980 with only 41 homes built in the last 20 years, which is consistent with population and household trends during that time. Most new home development has happened on the west side of the city in part due to the higher property tax rate in Lafayette County on the east side of the city and the fact that the school is on the west side of the city. Many stakeholders interviewed for the City’s 2019 Housing and Workforce Study by the Southwest Wisconsin Regional Planning Commission commented on the poor physical condition of the housing stock and that first-time homebuyers tend to have significant maintenance issues and expenses.

Housing Year Built



Data source: ACS 2018 Estimates

From 2010 to 2018, median home values increased from \$119,900 to \$139,700. The most significant changes over that period of time were a reduction of homes between \$50,000 and \$150,000 and an increase of homes between \$150,000 and \$200,000.

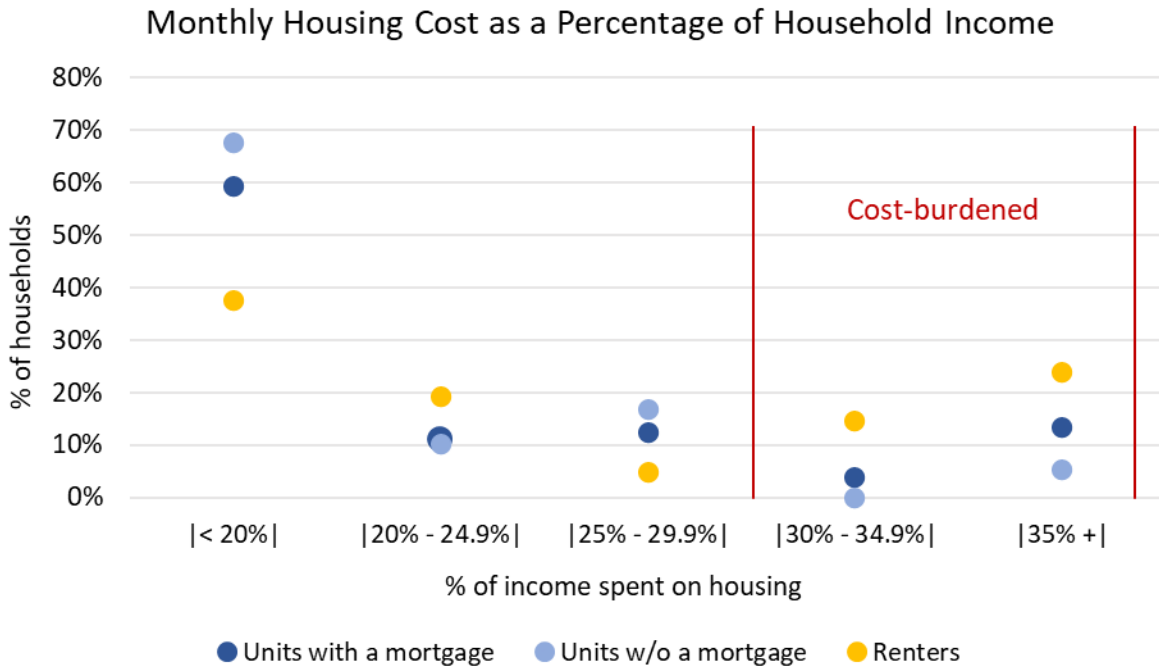


Data source: US Census (2010) and ACS 2018 Estimates

Housing Affordability

Housing affordability is a relative term that considers a household’s income and housing costs, including rent or mortgage, taxes, and insurance. Housing that is affordable to a given household is a unit which costs the household less than 30% of their gross income per month. Therefore, “affordable” does not mean it is less expensive than all other housing or that it is only for low-income households – instead it is relative to the household’s income. As defined by the U.S. Department of Housing and Urban Development (HUD), those spending more than 30% on housing are considered “cost-burdened” and those spending more than 50% on housing are considered “extremely cost-burdened.”

In Cuba City, about 19% of households are cost-burdened, which is lower than the 24% in Lafayette County and 25% in Grant County. The proportion of cost-burdened households is highest for renters at 39%. About 17% of home owners with a mortgage are cost-burdened while only 5% of owners without a mortgage are cost-burdened.



Data source: ACS 2018 Estimates

“Workforce housing” is a term often used to describe housing that is affordable to those making between 60% and 120% of the area median income. In Cuba City’s case, with Grant County’s median household income of \$52,958, this would include households making between \$33,775 and \$63,550. Using the 30% rule discussed above, this would mean that a household in this income range should not pay more than \$794 per month on the low end and \$1,589 per month on the high end for housing expenses (including taxes and insurance). Therefore, a renting household should not pay more than those prices per month in rent and a purchasing household should not spend more than \$118,000 - \$125,000 on the low end or \$227,000 - \$242,000 on the high end, depending on interest rates and down payments.

Matching employment by industry for Cuba City and the two counties with the average yearly wages for Grant County by industry indicates approximately what portion of the City’s workers fall within the “workforce” range defined above. Based on this analysis, 68% of Cuba City residents working in these industries fall into the workforce range, as do 84% of the jobs located in Cuba City, 70% of jobs in Grant County, and 63% of jobs in Lafayette County. This analysis does not account for multiple-income households, so the proportion of households falling within this range could vary, but it shows that jobs in the City and in the County align well with the workforce housing price points.

Industry	Grant County Average Annual Wage*	Cuba City Workers**	Jobs Located in Cuba City***	Grant County Jobs*	Lafayette County Jobs*
Utilities	\$83,719	0	0	68	<none reported>
Management of companies and enterprises	\$74,352	0	0	170	<none reported>
Professional, scientific, and technical services	\$56,121	46	16	470	<none reported>
Finance and insurance	\$52,823	71	36	712	<none reported>
Manufacturing	\$48,021	236	134	2,704	26
Construction	\$45,716	63	33	727	49
Educational services	\$44,273	85	132	2,602	10
Transportation and warehousing	\$39,306	53	37	515	<none reported>
Wholesale trade	\$38,268	24	12	504	32
Health care and social assistance	\$37,774	138	160	2,348	55
Public administration	\$35,874	21	22	1,390	38
Information	\$33,477	38	9	193	4
Admin & support and waste management services	\$29,775	52	0	561	11
Other services, except public administration	\$29,482	54	17	353	32
Real estate and rental leasing	\$29,367	2	1	119	<none reported>
Retail trade	\$24,204	132	33	2,224	34
Accommodation and food services	\$11,423	50	24	1,321	37
Arts, entertainment, and recreation	\$11,149	4	0	162	3
Ag, forestry, fishing and hunting	<none reported>	21	28	0	<none reported>
Mining, quarrying, and oil & gas extraction	<none reported>	0	0	0	<none reported>
Total		1,090	694	17,143	331

* Bureau of Labor Statistics via Job Center of Wisconsin (2017)

** ACS Estimate (2018)

*** OnTheMap (2017)

Similar logic can be applied to the aging population to understand the range of housing price points needed to serve seniors. The median income for households where the householder is 55 years of age or older is \$42,487 (Esri). Using the same 60%-120% range gives an income range of \$25,492 to \$50,984. To avoid paying more than 30% of household income on housing, this translates to a maximum monthly housing cost of \$637 to \$1,275. Home purchase prices for this range fall between \$95,800 and \$102,000 on the low end and between \$183,500 and \$196,000 on the high end, though seniors may be more likely to rent if they are downsizing from a larger home to an apartment or townhome.

Future Housing Needs

Housing Needs

As shown in the demographics portion of this plan, the Wisconsin Department of Administration projects that from 2020 to 2040, Cuba City's population will decline by 80 people and the number of households will decline by ten. These projections are based on past and projected future age-group survival rates, fertility rates, and migration patterns. However, the projections do not account for demand to live in the City found on-the-ground or for changing needs of people who currently live there.

In 2019, the Southwestern Wisconsin Regional Planning Commission conducted a Housing and Workforce Study. The team interviewed various stakeholders regarding housing in the city including regional housing agencies, lenders, realtors, and employers. Those interviews and interviews conducted during this comprehensive planning process revealed that there is demand for:

- Affordable low-maintenance single-family housing (under \$180,000 according to respondents). Said another way, entry-level homes that do not require a large renovation budget to make them workable for buyers.
- High-end housing (\$250,000 - \$350,000 according to respondents).
- Senior-appropriate housing that is affordable.
- Apartments or other rental opportunities available to those not yet able to make a down payment for a house.

Interviewees indicated this demand is driven by the high-quality school district and high quality of life in Cuba City. Prospective residents are also drawn to the small-town living environment close to larger employment and amenity hubs like Platteville and Dubuque. The existence of a tight supply of "good" homes (i.e. not in need of expensive repairs), coupled with seniors staying in their homes longer due to lack of more appropriate options nearby creates a challenging and expensive market for first-time homebuyers. Indeed, some employers indicated they have lost prospective employees or have a hard time retaining employees due to a lack of affordable housing nearby.

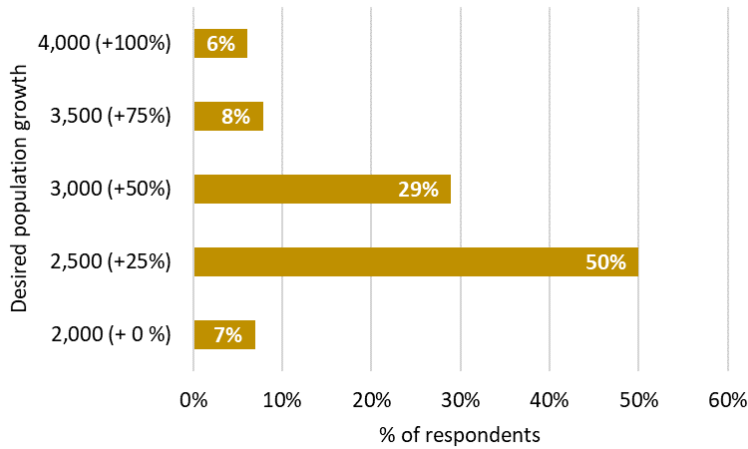
Public Input & Stakeholder Feedback

Housing was a topic of discussion at every open house and was included in the public input survey. The feedback from the open houses includes:

- Desire for an assisted living facility. Participants defined assisted living as falling between independent living and nursing home care, where the level of assistance is flexible and can change over time to meet needs.
- Need for small, nice, affordable rentals for young people.
- The lack of buildable lots available was presented as a challenge to meeting housing goals.
- Some expressed wanting to relocate trailer homes from downtown.
- Needing more quality daycare to meet current demand and any future demand created by adding additional housing.

The public survey asked four housing-related questions. Responses were as follows:

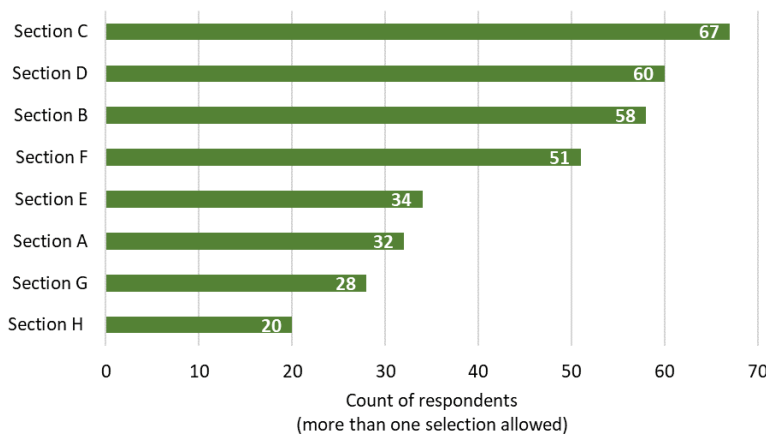
Question #2: I hope to see the population of Cuba City grow over the next 20 years by:



93% of respondents indicated they would like to see some population growth in Cuba City.

Half of respondents specifically want to grow by about 25% to a population of 2,500 people.

Question #3: If the population of the City does grow, where should development of additional housing occur? (select all that apply)



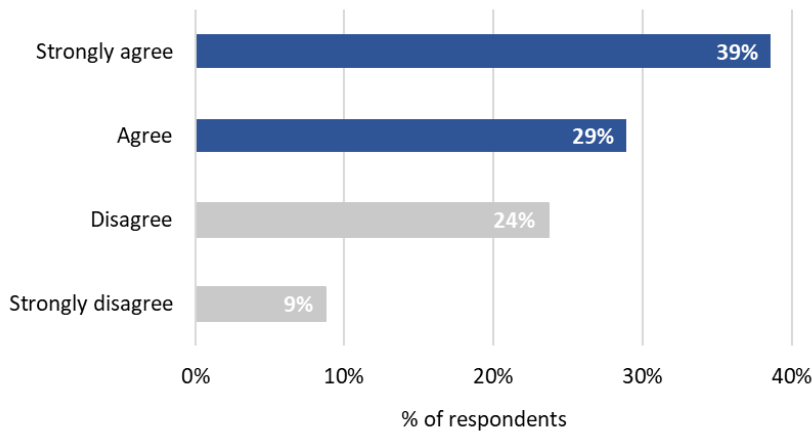
Sections C, D, and B gathered the most responses. All are situated on the west side of the City and are locations which were brought up during the open houses as well. These three areas were also identified in the City's 2014 Economic Development Strategic Plan as potential for residential expansion.

Section F was another popular option, but potentially less so because it falls in Lafayette County, which has higher property taxes than Grant County.

Sections A and G are both close to industrial uses, which may have driven those to score lower.

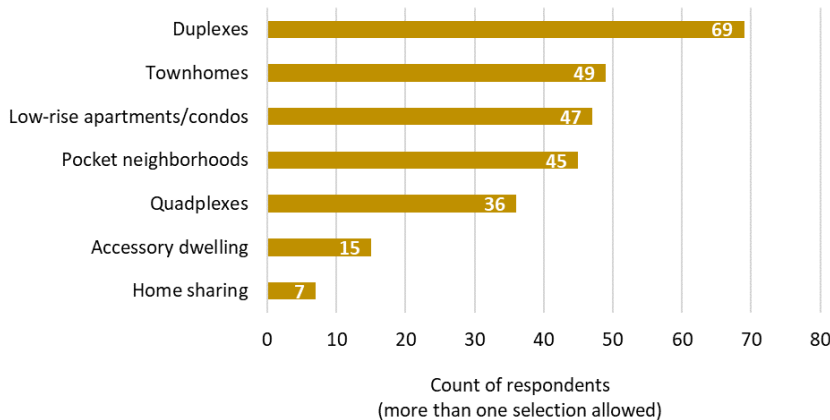
Section H was explained in the survey as "infill among existing housing" and may have scored poorly due to perceived scarce availability of land in that area.

Question #4: Please indicate the extent to which you agree with the following statement: The City should allocate funds and resources toward acquiring and/or developing land to attract more housing development.



About two-thirds (68%) of respondents agreed or strongly agreed that the City should invest in attracting more housing development.

Question #10: Cuba City residents have expressed a desire to attract new families to the community and local employers have indicated more of their employees would like to live in the City, close to work. Given the rising cost of housing, traditional single-family homes may not be attainable for young families and local employees. Additionally, aging residents may not have the ability to stay in a large home due to cost or maintenance. How should housing options in Cuba City adapt to accommodate these changing needs? (check all that apply)



Duplexes, townhomes, low-rise apartments/condos, and pocket neighborhoods were all popular choices for respondents.

Several respondents also used the “other” option and mentioned:

- Assisted living (5)
- Single-family (3)
- 20-unit building for UWP students

Developer Feedback

The 2019 Housing and Workforce Study also shares key takeaways from interviews conducted by SWWRPC with housing developers. Some themes from those interviews include:

- A gap exists between construction costs, which are high and rising, and price points potential buyers can afford. Municipalities need to help fill that gap by purchasing land and offering it to developers, building infrastructure onsite, or providing cash incentives.
- Municipalities should make the development process easier by planning ahead with appropriate zoning, cutting down on “red tape” processes, and expediting approvals that meet city requirements.
- Businesses should be at the table with local government and be vocal about the need for additional housing. Municipalities should proactively get buy-in from local growth industries and housing needs to be part of economic development agenda.

Sources of Housing Demand

Given the information above, the demand for housing in the City can be categorized and linked to housing needs as follows:

Demand driver	Possible types of housing
1. Seniors already living in the city seeking smaller, more affordable housing.	Rental apartments, town homes, du/tri/quadplexes, assisted living, accessory dwelling.
2. Families already living in the city seeking to upgrade to their next home or new residents looking to build a home in Cuba City.	New single-unit homes, possibly on larger lots depending on preferences.
3. First-time homebuyers and employees of local businesses seeking an affordable home not needing expensive renovations (or that they can afford to both purchase and renovate).	Single-family homes, town homes, du/tri/quadplexes. A residential rehab grant or loan program could help make existing housing stock a good option for this group.

Future Housing Opportunities

Location

To address changing housing market conditions, the City should be proactive in determining the future land uses and zoning regulations to accommodate new types of housing which might serve the various demand populations best. Both new development and infill/rehab should be considered to make the most efficient use of the land.

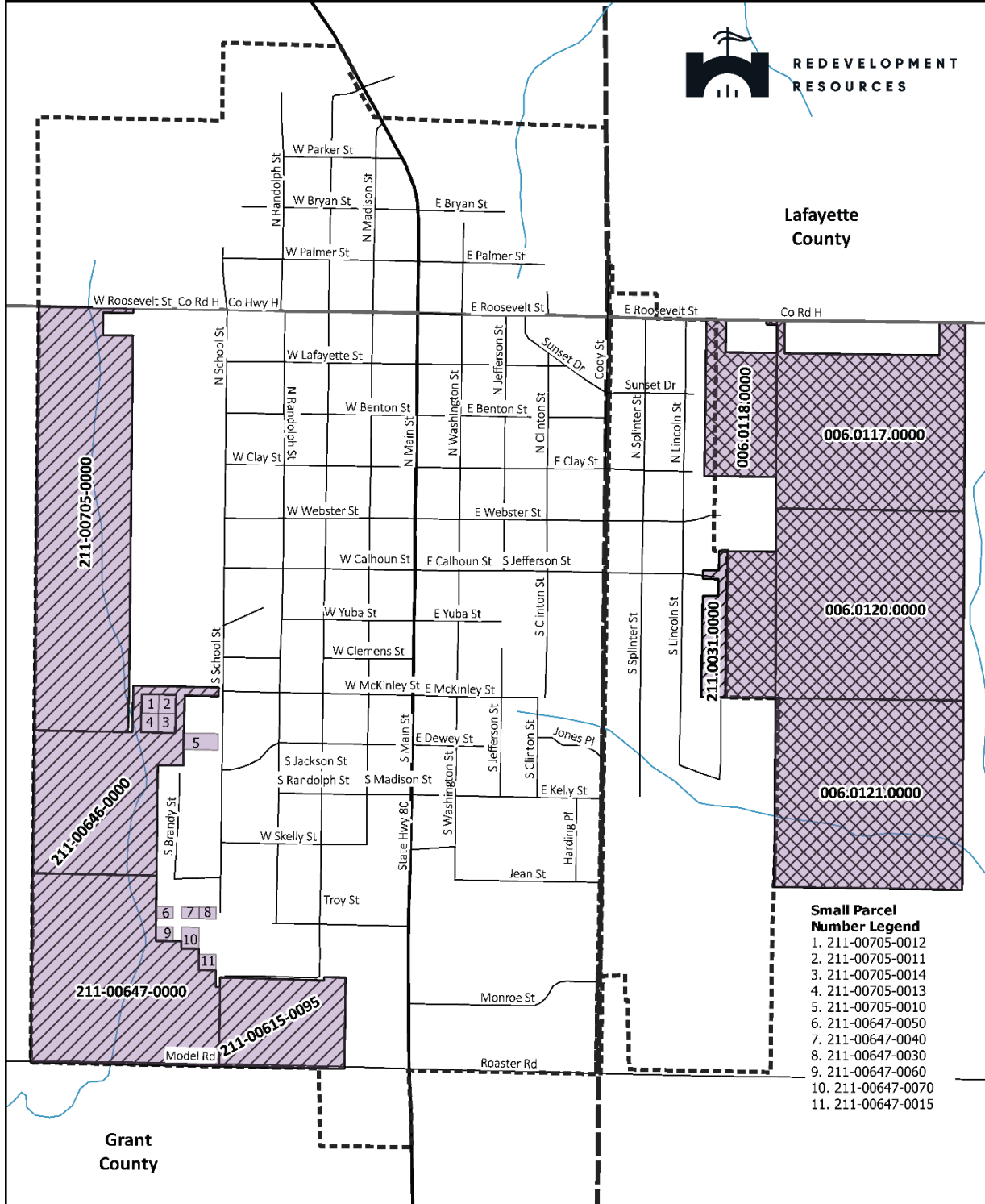
Undeveloped land exists within the City's boundaries which is suitable for new housing development. This land is primarily west of School Street, in the southwest corner of the City, and scattered throughout existing residential areas, which would be infill opportunities. The 2019 Housing & Workforce Study conducted by the Southwestern Wisconsin Regional Planning Commission found that 105.3 acres of land comprised of 101 parcels within the city were suitable for new housing development. Suitable parcels were large enough to accommodate a new housing unit, have a low slope, are outside of environmental regulations, and were near existing road infrastructure. The land identified included 23.1 acres over 96 parcels that were each less than 1 acre, showing the opportunity for infill development.

Land outside the city's eastern boundaries could also be suitable for residential development. The land between the City and the Cole Acres Golf Course is located within the city's Extraterritorial Zoning (ETZ) boundary, which includes unincorporated land within 1.5 miles of the city's boundaries. This land may be less attractive to future homeowners due to the higher property tax rate in Lafayette County, but should still be considered an option as part of an overall housing strategy. Overall, the 2019 Housing and Workforce Study found 1,851.6 acres of land over 118 parcels within the ETZ boundary suitable for housing development.

If a property owner or developer were interested in developing on land adjacent to the city, such as the parcels between the city and Cole Acres, the process would involve the property owner petitioning to the City for annexation. The parcels would then need to be subdivided and zoned appropriately.



Lafayette County



Small Parcel Number Legend

1. 211-00705-0012
2. 211-00705-0011
3. 211-00705-0014
4. 211-00705-0013
5. 211-00705-0010
6. 211-00647-0050
7. 211-00647-0040
8. 211-00647-0030
9. 211-00647-0060
10. 211-00647-0070
11. 211-00647-0015



Housing Development Map

- Potential Housing Sites
- Parcels to be Subdivided
- Parcels to be Annexed
- Cuba City Limits
- County Boundary

0 0.25 mi



Housing Types

While a large majority (83%) of existing homes in Cuba City are single-family and demand exists for more of those units, demand for more variety of housing choices is growing throughout Wisconsin and could be successful in Cuba City. First-time homebuyers may prefer an option that is smaller or sits on a smaller lot and requires less maintenance. Employees of local businesses who are single or do not have children may want to rent or own a townhome or unit in a du/tri/quad-plex. Seniors looking to downsize may want to rent an apartment or live in a pocket neighborhood or accessory dwelling unit (aka a “granny flat” or “in-law suite”) to have neighbors close by who can assist them if needed.



Image source: Palo Alto Forward

The housing market will ultimately dictate

what types of housing will be built, but the City can be ready to accept varied types of housing through flexible zoning and providing assistance or incentives to projects that use land efficiently and best meet the needs of the community. Incentives could include density bonuses for workforce-focused housing, expedited approval processes, low-cost land, or gap financing.

Goals, Strategies, and Actions

GOALS

- 1 Accommodate housing for various income levels and household compositions.
- 2 Increase and improve housing stock to attract more people to live in Cuba City.

STRATEGIES

- 1 Facilitate development of land identified as suitable for housing expansion.
- 2 Encourage infill development for new homes.
- 3 Provide assistance for rehab of older homes.
- 4 Work with developers to create senior-appropriate and senior-affordable housing.
- 5 Allow for more types of housing to fit various needs and price points.

Strategy 1: Facilitate development of land identified as suitable for housing expansion.

Action 1: Plan for efficient development, zone accordingly, and solicit proposals to develop the land.

Develop a rough plan of potential new housing development. Consider a mix of housing types, users, and price ranges. In the plan, use land efficiently and update zoning ordinances to match, while also remaining flexible to developer ideas. This could be accomplished with Planned Unit Development zoning. Developers are more likely to pursue a project where the community already knows what it wants and has paved the way for it to happen. This can include providing a smooth approval process, having zoning in place that accommodates the type(s) of desired housing, and for large parcels of land, having a rough idea of how utilities and roads might be laid out. Educating the public about the plans early and often is also key, as it can help expedite the process when a developer is ready to build a project. Once the vision is in place, the City could issue a Request for Proposals (RFP) for mixed use development. The RFP could indicate an option for the City to create a mixed-use Tax Increment Finance District that could fund pay-as-you-go incentives for developers. This step would help gauge developer and property owner interest.

Action 2: Facilitate meetings between developers and property owners.

Facilitate meetings between developers and property owners who have land that is suitable for new housing development. This could start as a familiarization tour hosted by the City to show developers the various land parcels that are available, share with them the city's vision for new housing, and explain any assistance or incentives that are available if developers find themselves with a gap in their potential project. Then, the city could connect developers with property owners directly to keep the conversation moving forward.

Action 3: Provide incentives to developers as-needed. Extend TID 2 by one year to put increment toward housing incentives, especially in the workforce/affordable range.

If there is a gap in developers' ability to build new homes, provide gap financing to help make the project a reality. Incentives can be provided directly to the developer through a pay-as-you-go structure, or could be in the form of providing land and infrastructure to reduce costs. Any time the city offers an incentive for housing, it should include an aspect of workforce/affordability. If using funds from a TIF extension, 75% of those funds must be put toward affordable housing⁴.

Timeframe:

Planning – short term
Facilitating development – long term

Level of Effort:

High

Funding Sources:

Cuba City TID 2 Extension
Cuba City TID 4

Examples and Resources:

[Example RFP for development](#)

Platteville PUD [Ordinance](#) (22.07)

City of Verona PUD [Ordinance](#) and [Procedures](#)

[APA PUD Report](#)

⁴ Wisc. Stat. [66.1105\(6\)\(g\)3](#)

Strategy 2: Encourage infill development for new homes.

Action 1: Inventory and document lots suitable for infill opportunities.

Inventory infill lots by identifying parcels in the City that are undeveloped or underdeveloped and have enough space for new housing that would meet existing or planned zoning regulations. Encourage owners of these lots to market them for development. For large lots containing an existing home but have space and interest for additional development, work with property owners on the process to split the parcel if appropriate so they can market it for development.

Timeframe: Short

Level of Effort: Medium

Examples and Resources:
[Infill guidebooks and examples from across the country.](#)

Strategy 3: Provide assistance for rehab of older homes.

Action 1: Provide financial assistance for rehab of older homes.

Amend the TID 4 project plan and boundaries to include more existing residential areas and create a low interest loan fund for home rehab projects. Develop an application and set of criteria to guide the program. Private investment should be required.

Timeframe:
Medium

Level of Effort:
Medium

Funding sources:
Cuba City TID 4

Action 2: Get the community involved in helping out.

Plan or work with a community organization to plan a “Neighbors Day” where the community gets together to help with home projects (particularly for seniors). Some similar efforts already exist, such as leaf raking in the fall that students participate in, but a home-improvement version could serve the community well. The City of La Crosse has an annual Neighbors Day conducted by Habitat for Humanity La Crosse Area, which could be a good model for organizations to use as a starting point for planning such an event.

Examples and Resources:
[City of Janesville Housing Loan Programs](#)

[LaCrosse Neighbors Day](#)

Strategy 4: Work with developers to create multi-generational and senior-affordable housing.

Action 1: Provide flexible zoning and incentives as needed to attract development of multi-generational housing.

Providing senior housing options will help seniors live more independently and will also free up larger homes for new residents looking to move to Cuba City. Many public input participants indicated a need for assisted living. In the absence of a formal assisted living facility, multi-generational housing can be a good option to serve those needs. Such options could include apartments, pocket neighborhoods, or accessory dwelling units and would ideally include

Timeframe: Long

Level of Effort: High

Funding sources:
Low Income Housing Tax Credits through WHEDA

services or a defined community structure that help seniors as their needs change.

To accommodate these types of housing options, the City should allow for flexible zoning that will be able to handle various types of development, as solutions for senior housing may not fit into the existing residential zoning codes. One option is to create a Planned Unit Development (PUD) zoning ordinance and apply it to the areas where slightly more dense housing could be developed. The PUD zoning is a tool that allows both the developer and the City more flexibility in designing a new development.

Examples and Resources:
Platteville PUD [Ordinance](#) (22.07)

City of Verona PUD [Ordinance](#) and [Procedures](#)

[APA PUD Report](#)

Action 2: Provide resources for seniors to understand their options and how to make a transition.

Though seniors say they want options for moving out of their home and downsizing, making that a reality can be a challenge economically, mentally, physically, and emotionally. For example, an apartment building for seniors was recently constructed, but only about half the units were rented in the first year. Though it's not up to the city to help seniors make such a decision, the City can point folks in the direction of resources if they need them. The City could partner with an organization such as the Grant County Aging and Disability Resource Center to host a workshop for seniors looking to transition to a different living situation, or simply act as a liaison between developers and future potential residents.

Strategy 5: Allow for more types of housing to fit various needs and price points.

Action 1: Update zoning code to allow various types of housing.

Flexibility in design, size, and layout of new housing can help keep costs down and make for more efficient use of land. Allowing for town homes, duplexes, and fourplexes can open up housing options for more local employees and families.

Timeframe: Short

Level of Effort: Low

Examples and Resources:
[How to regulate "missing middle" housing.](#)

Action 2: Allow for accessory dwelling as a permitted use in all residential zones.

Accessory dwelling units, sometimes called "granny flats" or "in-law suites" can be located in a detached or attached garage or similar structure, or in a basement with a separate entrance. Accessory dwelling provides flexibility and options for seniors and local employees. Seniors in particular benefit from living near their own family or another family they trust.

CHAPTER 3:

Transportation

Transportation

Though Cuba City is a relatively small community, having reliable transportation is important to residents and businesses alike. The primary method of transportation in the city is personal vehicle, but as the population continues to age and as preferences shift toward non-vehicle modes of transportation, some focus should be directed toward making those options safe and accessible for more users. Improving options to travel outside Cuba City can improve quality of life and access to amenities for the aging population as well.

The goals and strategies outlined in this section are consistent with several of the themes set forth in the Wisconsin State Long Range Transportation Plan: Connections 2030. These themes include promoting transportation safety, providing mobility and transportation choice, and preserving Wisconsin's quality of life.

Challenges and Assets

Challenges

- Few options exist to get anywhere outside the city for seniors (or anyone) who don't drive.
- It can be unsafe for kids to bike on County Highway H to get to the swimming pool.
- Pedestrian crossing of STH 80 can be dangerous or daunting for many.
- Walking throughout the city can be challenging due to narrow, non-existent, or cracked sidewalks.
- Crossing and pulling onto Main Street from most intersections, especially Clay St. and Webster St., is challenging. Many called them "blind" intersections due to how the cars are parked.

Assets

- HWY 80 provides good access to HWY 151 for industry needs.
- Amenities and jobs in Dubuque and Platteville are available in under a 25-minute drive.
- Platteville Municipal Airport is just 6.2 miles away on Highway 80.

Roads & Vehicle Transportation

Roads

Cuba City is located along Wisconsin State Highway (STH) 80 approximately eight miles from US Highway 151 and approximately ten miles from US Highway 20. This proximity allows people and supplies to move fairly easily into and through Cuba City. STH 80 is also Main Street which runs north-south through the middle of the City and see over 5,000 vehicles per day. CTH H runs east-west on the north end of the City and moves approximately 2,500 vehicles per day⁵.

Based on WisDOT’s Functional Classification system, STH 80 is classified as a “minor arterial”, CTH H as a “major collector”, and local roads as “minor collectors”.

The Wisconsin Department of Transportation (WisDOT) has STH 80 slated for improvements in 2023 and 2024, including milling and overlay and pavement replacement on almost 9 miles of road and just over 3 miles of road, respectively, between Hazel Green and Platteville⁶.

According to a phone interview with the County Highway State Supervisor for Grant County, no major projects or improvements are planned for CTH H in Cuba City.

Road Type	Miles	Percent
Local roads	14.44	88%
State highway	1.27*	7.5%
County highway	0.75	4.5%
Total	16.46	

Source: Wisconsin Information System for Local Roads (WISLR), *map estimate

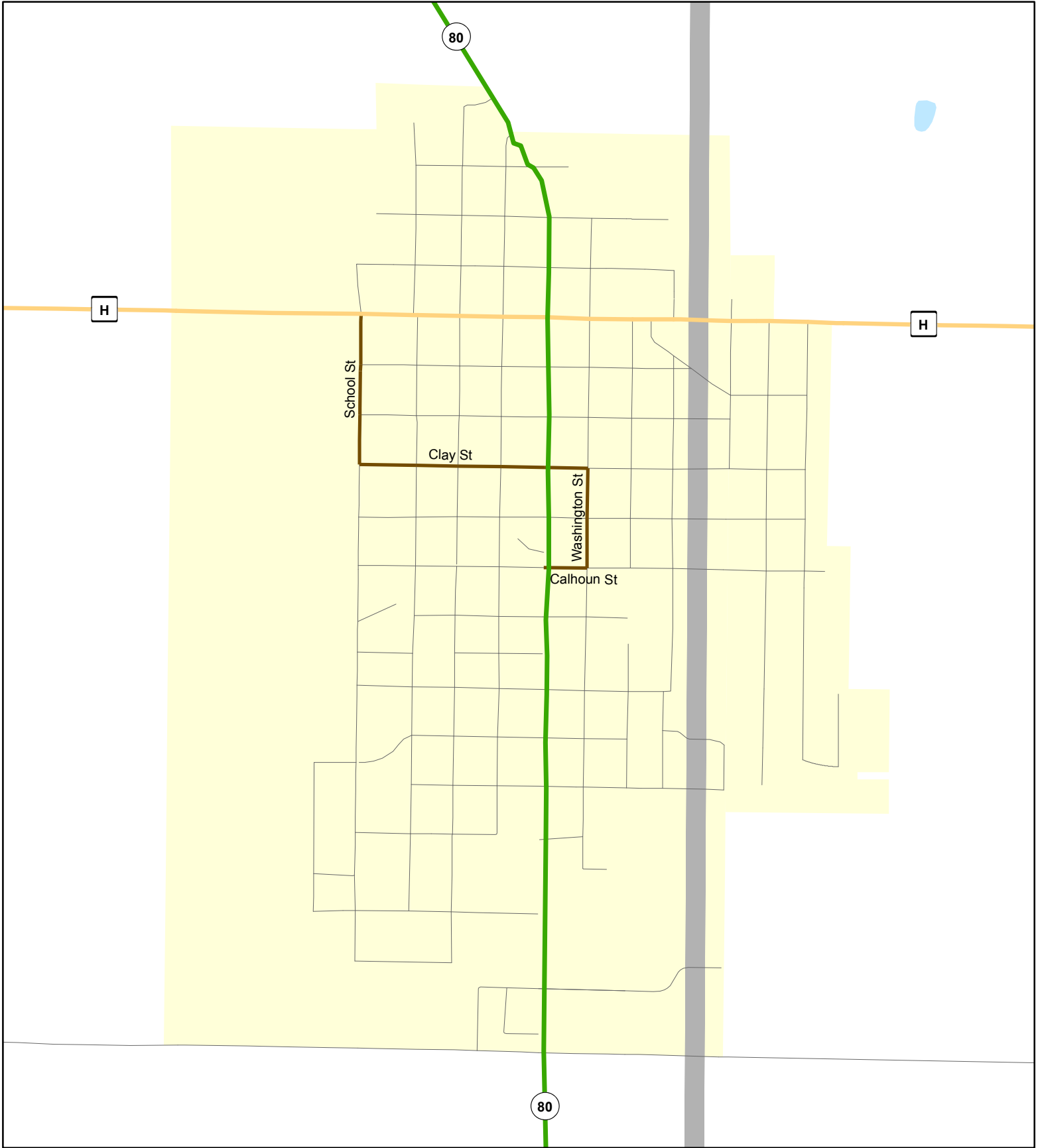
⁵ ©2019 Kalibrate Technologies (Q3 2019) via Esri

⁶ Wisconsin Department of Transportation Six Year Highway Improvement Program (2020-2025)



Chart C Community: CUBA CITY
County: Grant

Functional Classification 03/06/2012



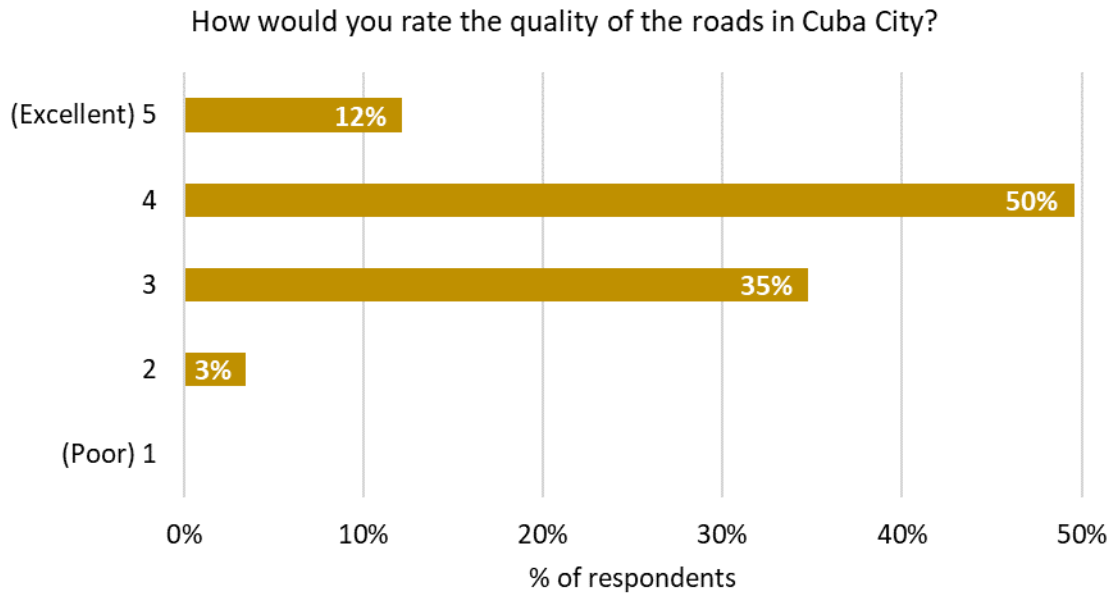
Functional Classification

- | | | | | |
|----------------------------|------------------------|-------------------------|-------------------------|-------------------------|
| Principal Arterial | Minor Arterial | Major Collector | Minor Collector | Chart C Minor Collector |
| planned Principal Arterial | planned Minor Arterial | planned Major Collector | planned Minor Collector | |

WisDOT Bureau of Planning and Economic Development
FHWA approval: 03/06/2012
PDF created: 02/23/2012

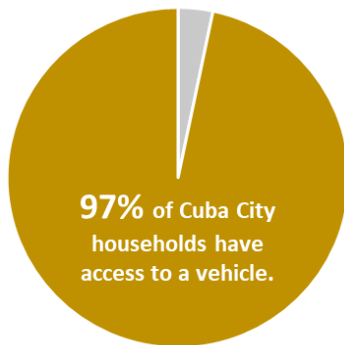
Chart C Community: CUBA CITY
County: Grant

When asked about the quality of roads in Cuba City, 62% of survey respondents rated the roads a four or five on a scale of one (poor) to five (excellent). Thirty-five percent rated them a three, 3% rated them a two, and no respondents rated them as poor.



Vehicle Transportation

Traveling by car is the most common way residents, employees, and visitors get to and around Cuba City. Indeed, 97% of households in Cuba City have access to at least one vehicle.



Data source: 2018 ACS Estimates

Public transportation options are limited in Cuba City, as is the case for most communities of this size. The City of Platteville contracts with Running, Inc., to provide taxi service within, to, and from Platteville. The service is fee-based (that is, users pay for their cab ride) and is available to Cuba City residents if they are traveling to or from Platteville.

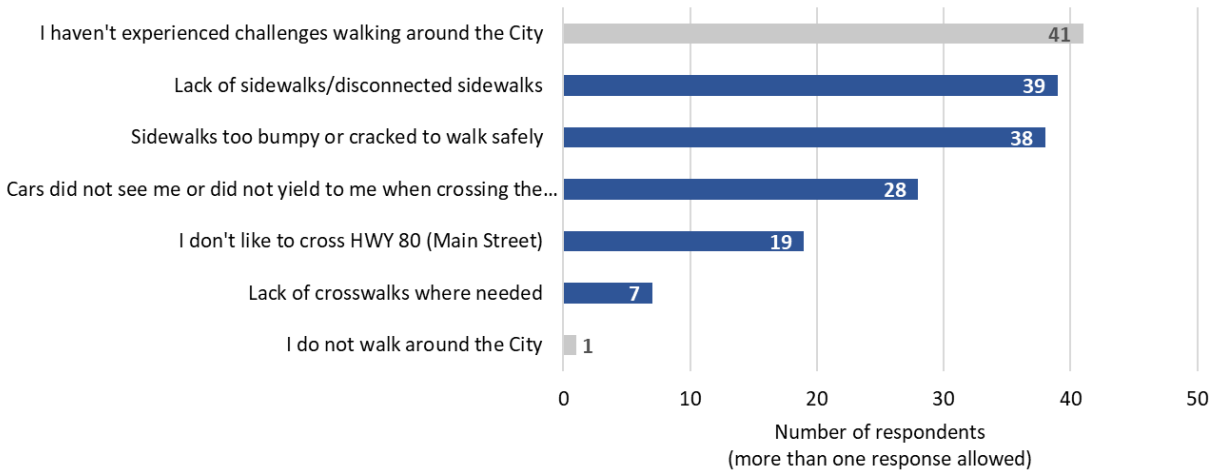
The Grant County Aging and Disability Resource Center (ADRC) offers a bus route which runs from Cuba City to Platteville on Wednesdays for \$3.00 per ride. Custom trips are also provided by volunteer drivers through Grant County ADRC and are charged based on mileage.

Trucks that service the local businesses arrive via STH 80 and are able to make deliveries as needed or fuel up at the gas station on Main Street.

Pedestrian & Bicycle Transportation

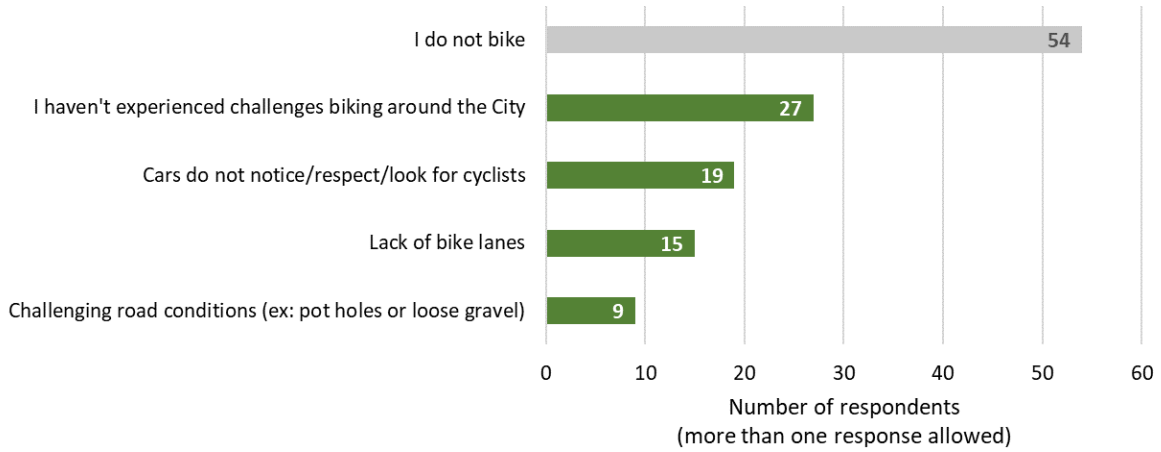
Sidewalks are available on Main Street and throughout other parts of the City, but not all streets or all portions of streets are served by sidewalks. In some cases, sidewalks only exist on one side of a street or will exist for a few blocks and then be absent for the next couple blocks. Additionally, not all sidewalks have curb ramps that make it easy for a wheelchair or stroller user to navigate. Public feedback indicated this can be challenging for those who want to walk around the City and many people noted that people tend to walk in the street even where there are sidewalks. This phenomenon is due to the inconsistency of the sidewalks, cracked or bumpy sidewalks, or sidewalks that are too narrow to share with a companion. Though participants in the budgeting activity during Open House 2 ranked “add/improve sidewalks” low compared to adding a walking trail, many survey respondents indicated they would like to see the sidewalks improved, especially for safety and accessibility. Other than the sidewalks and, unofficially, the roads, there are not many places for pedestrians to walk either for transportation or recreationally that are away from traffic and meet the needs of users.

What challenges have you faced as a pedestrian?



Currently, there are no dedicated areas for bicycling in the City, so most residents bike on sidewalks or on the street. This can present a safety problem for bikers, especially for children. Though many survey respondents indicated they do not bike or haven't experienced issues biking in Cuba City, some challenges were identified. Several survey respondents and open house participants indicated they worry about kids riding bikes on the streets, especially on County Highway H to get to the swimming pool. Others mentioned low-hanging trees over the sidewalks and excessive gravel in the streets as impediments to biking.

What challenges have you faced bicycling?



Future Transportation Needs & Opportunities

The City should inventory the current state of its sidewalks, with a particular focus on safety and accessibility. Even if additional sidewalks are not feasible, improving the existing ones could make a big difference to how they are used.

In addition to regular maintenance of roads and sidewalks, Cuba City residents could greatly benefit from improved pedestrian and bicycle infrastructure. Improved sidewalks and dedicated walking and biking areas would improve safety and accessibility of these activities for more citizens.

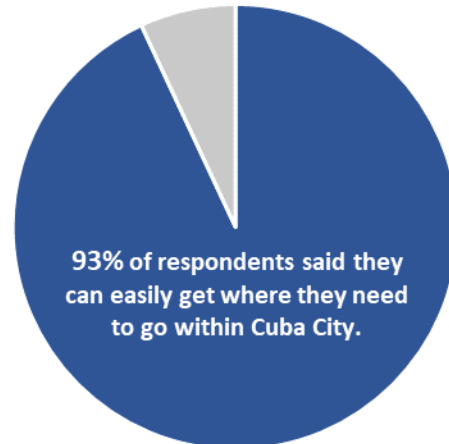
One option the City has is to build a recreational walking and biking trail that is away from traffic and can be enjoyed by users of all ages. More detail about this option and related recommendations and actions can be found in the Community Chapter of this Comprehensive Plan.

In addition to a recreation trail, the City should consider adding on-road walking lanes where sidewalks do not exist and are too narrow or are otherwise unsuitable for future sidewalks. Walking lanes are similar to on-street bike lanes in that they are distinguished by road markings and signage to alert cars to the presence of pedestrians. Walking lanes can help connect residential areas with key locations in the city such as parks, City Hall, and businesses, making walking a more viable mode of transportation for daily activities.

Even with a focus on pedestrian and bicycle safety, the city should continue to focus on vehicle safety since that is the primary mode of transportation used by most. In particular, a few intersections were mentioned in the survey as being especially challenging or dangerous, including:

- S Jackson St. and W Clay St. when exiting the Post Office. This intersection is challenging because there is a utility box partially blocking the view of those trying to turn out of the Post Office parking lot.
- Main Street at Clay St. and Webster St. These intersections were reported as challenging because it can be difficult to see around vehicles parked on Main Street close to the intersection, and vehicles traveling on Main Street are often moving very quickly.

Additionally, open house and survey participants indicated that more options for seniors are needed, especially for those who can no longer drive. Currently, the only options are the Platteville taxi service and weekly bus to Platteville, or calling a friend for a ride.



Goals, Strategies, and Actions

GOALS

- 1 Improve walkability within and around the City.
- 2 Improve safety and accessibility of all modes of transportation.
- 3 Continue to maintain roads to reduce deterioration and improve safety.

STRATEGIES

- 1 Identify, prioritize, and address challenges that hinder walking within Cuba City, with a focus on safety and accessibility.
- 2 Improve traffic safety throughout the city.
- 3 Improve transportation access for seniors.

Strategy 1: Identify, prioritize, and address challenges that hinder walking within Cuba City, with a focus on safety and accessibility.

Action 1: Conduct a walk audit of the city.

Many survey respondents indicated they want more, better, and safer sidewalks, especially those using wheelchairs and strollers. A walk audit will highlight the most challenging areas so future repairs and upgrades can happen strategically. AARP provides free guides and materials for conducting walk audits. The City could take the lead on organizing a walk audit but can solicit help from volunteers to actually conduct the process. The walk audit consists of going to various intersections in the city and documenting through notes and photos areas that pose challenges to pedestrians, especially to elderly, young, or disabled pedestrians. Challenges could include blocked views of traffic, lack of crosswalks, or signals that do not allow enough time to cross the road safely.

Action 2: Make a long-term walkability improvement plan based on results of the audit.

A plan will guide how improvements and maintenance are budgeted for over time, so money is spent effectively, even as community leadership or staff changes over time. The plan should prioritize issues found during the walk audit and identified by any community members and identify strategies and feasibility of addressing those issues.

Action 3: Implement the walkability plan over time.

Fix, upgrade, and add sidewalks according to the plan. Plan ahead during budgeting to ensure some money is set aside for these projects and apply for grants and other funding opportunities as needed.

Timeframe:

Evaluation – short
Plan – medium
Implementation – long

Level of Effort:

Evaluation & planning – medium

Implementation - high

Funding Sources & Partners:

Community volunteers to conduct the audit.

Examples and Resources:

[AARP Walk Audit information](#)

Strategy 2: Improve traffic safety throughout the city.

Action 1: Consider adding stop signs on Clay St. at Jackson St.

Many survey respondents indicated the intersection of Clay St. and Jackson St. is dangerous when pulling out of the Post Office because of a utility box in the sight line. Moving the utility box would be extremely expensive and logistically challenging, so slowing down traffic in the east-west direction with a stop sign could help make that intersection safer for drivers exiting the Post Office.

Timeframe:

Medium

Level of Effort:

Medium

Examples and Resources:

[How to create a parklet](#)

Action 2: Consider temporarily removing parking spaces that are blocking views of Main Street.

Consider temporarily removing parking spots close to intersections that are challenging for drivers, especially Main Street at Clay Street and Webster Street. Starting with a temporary change gives the city and drivers a chance to experiment with visibility on those corners and get used to the idea of reduced parking in favor of visibility. The spaces could be used for something else while not used as parking, such as outdoor seating. Once the temporary period is up, the City can determine if the change was effective and should be permanent, or was not effective and should be reversed. If the parking spots in question are handicap-dedicated consider if there is another spot which could be used for handicap access during the temporary change as long as it is compliant with ADA regulations.

Strategy 3: Improve transportation access for seniors.

Action 1: Explore a City agreement with a cab company to provide more ride options.

Platteville currently contracts with Running, Inc. for taxi service. Cuba City residents can use the service, but only if they are going to or from Platteville. Cuba City should explore if a similar agreement can be arranged with a cab company which allows taxi rides between Cuba City and other destinations.

Timeframe: Short

Level of Effort: Low

Examples and Resources

[City of Platteville ride options](#)

CHAPTER 4:

Government, Public Facilities, and Utilities

Government, Public Facilities, and Utilities

The core functions, services, and facilities provided by a City are extremely important to the health, safety, and quality of life of residents, businesses, and visitors. This chapter outlines the existing conditions, deficiencies, and opportunities of some of the key functions of the City of Cuba City.

Challenges & Assets

Challenges

- Flooding was reported as a challenge across the city by businesses and residents.
- If a business that is a heavy wastewater treatment user locates in Cuba City, the city would need to add wastewater treatment capacity to support it.
- The Fire Department is pushing the limit on space in the current fire house. If another industrial business is added to the industrial park, a ladder truck should be added to the department's fleet.
- The Rescue Squad (EMS) struggles to attract and keep volunteers.
- The library is at capacity for its collections and has no space of its own for programming (currently using City Council chambers).

Assets

- All municipal utilities can handle population growth in the city.
- CS Tech communications provider recently upgraded their fiber infrastructure to reach all residents and businesses in Cuba City.
- The fire house is located such that it could expand in-place to the south.
- The police department has capacity even if the city grows in population and is in the process of adding a K-9 program to expand their capacity for responding to and proactively addressing specialized challenges.

Government

Cuba City, WI is considered by Wisconsin State Statute a Class Four city based on having a population of less than 10,000 people. The elected governing body consists of a mayor and two aldermen from each of four districts. Standing committees include Finance, Sanitation, Public Works, Police, and Ordinances. Boards and commissions include Board of Review, Plan Commission, Board of Zoning Appeals, Library Board, Parks and Recreation Board, Community Development Commission, Electric and Water Commission, and a Joint Review Board.

The City currently employs a Clerk-Treasurer, Deputy Clerk-Treasurer, Economic Development Director, Library Director, Assistant Librarian, Chief of Police, Sergeant Investigator, two Police Officers, Director of Public Works, Public Works Supervisor, Laborer/Wastewater Operator, Water Operator, Electric Lineman, and a Parks employee.

Intergovernmental Relations: Neighboring Municipalities

Cuba City is located in both Grant and Lafayette Counties and is surrounded by the towns of Smelser, Hazel Green, Benton, and Elk Grove. At this time, the City does not have any boundary agreements with other jurisdictions under Wis. Stat. § 66.0301, 66.0307, or 66.0309. Cuba City currently participates in some resource sharing, mostly centered around Fire and EMS volunteers, facilities, and equipment, as both groups provide service to neighboring towns as described in the Services section of this chapter. Additional opportunities for the City to share resources with other municipalities include:

- Sharing municipal staff
- Cooperative purchasing
- Swapping services
- Consolidating services
- Renting equipment

Any of these opportunities could apply to numerous city functions and would happen on an as-needed basis, but would most likely apply to Fire and EMS, city staffing, large purchases, and possibly utility service.

Intergovernmental Relations: Other Organizations and Agencies

Beyond the towns that surround Cuba City are other organizations and agencies that the City regularly interacts with and should continue to do so. These groups can provide support, resources, and sometimes financing for City or multi-jurisdiction project. These groups include but are not limited to:

- Cuba City School District
- City of Platteville
- Grant County and Grant County Economic Development Corporation
- Lafayette County and Lafayette Economic Development Corporation
- Prosperity Southwest
- Southwestern Wisconsin Regional Planning Commission
- Greater Dubuque Development Corporation
- Wisconsin Department of Natural Resources (WDNR)
- Wisconsin Department of Transportation (WisDOT)

Facilities

City Hall and the Cuba City Library share a building on Main Street. This building has offices for city staff, a council chambers, and the library.

The library is at its capacity for space – there is no room to add furniture or collections, so they have been routinely weeding library materials to maintain collection size. Programming is a challenge because they use the council chambers for all activities, which requires them to double-staff so someone stays at the desk and someone supervises programs for children. However, the library staff enjoys being in the center of town and would not want to sacrifice their location to gain more space at this time.

City Hall is generally functioning well at its current capacity. Some nice-to-haves identified by staff include more space for special situations like elections, which they currently run out of the Fire & Rescue building, a kitchen area, and possibly more space for the police department.



City Hall and Public Library. Photo source: Cuba City Chamber of Commerce

Utilities & Infrastructure

Cuba City residents and businesses receive water, sewer, wastewater treatment, and electricity services from Cuba City Light and Water, a municipally owned and operated utility. Gas is provided by We Energies. Refuse and recycling services are provided by Town & Country Sanitation.

At this time, all the municipal utilities have capacity to handle population growth in the City, even if the City were to double in size. One caveat to this statement is if a business that is a heavy user of wastewater treatment were to locate in the City, additional capacity would need to be added.

As of the publishing of this plan, detailed information about utilities is as follows:

Water

Provider:	Cuba City Municipal Utilities
Source:	3 deep wells
Max pumping capacity:	1.75 MG/D
Peak daily use:	0.74 MG/D
Storage capacity	400,000 gal.

Sanitation & Sewer

Provider:	Cuba City Municipal Utilities
System type:	Oxidation ditch
Maximum plan capacity:	760,000 G/D, Design BOD is 790 lbs/day
Average daily use:	150,000 G/D, Current BOD loading is 445 lbs/day
Connection fees:	\$75.00 and \$10 inspection fee

Telecommunications

Provider:	Cuba City Telephone Exchange Co./LaGrant Connections LLC
Service type:	Fiber
Fiber optics:	Yes
DSL:	Yes
Switch services:	DSL, Ethernet, T-1

Up-to-date details regarding utilities can be found on the City's website here:

<https://cubacity.org/community/page/utilities>

Telecommunications options are available through CS Technologies, Inc. (Cuba City Telephone Exchange Company/LaGrant Connections LLC) and Mediacom. CS Technologies recently expanded fiber to all of Cuba City and won't need to upgrade their technology for several more years.

Services

Public Safety

The Police Department is located in City Hall and consists of a Chief, Sergeant Investigator, and two Police Officers. Fire and EMS are volunteer-based services. The Fire Department has a Fire Chief and 44 volunteer fire fighters who serve Cuba City and parts of the towns of Smelser and Elk Grove. EMS currently has 31 volunteers and serves Cuba City and the towns of Benton, Elk Grove, New Diggings, and Smelser.

The Fire & Rescue building is located on Main Street/STH 80 on the south end of the city. The department currently does not have a ladder truck in its fleet.

According to the Insurance Services Office (ISO), a ladder truck is needed if the service area has five buildings that are three stories or 35 feet or more in height, or that have a Needed Fire Flow greater than 3,500 gpm⁷. Cuba City already meets this description, so a ladder truck should be considered in the near future.



Cuba City Police vehicles. Photo source: City of Cuba City

While the current fleet of vehicles fits in the station, it is extremely snug and the squad has to do significant rearranging to get certain vehicles out. This situation also leaves little room for indoor training, which is necessary during the colder months. An expansion of the Fire & Rescue building would be appropriate now, and if another truck needs to be added to the fleet, an expansion would be absolutely necessary.

Additional space to accommodate training in or near the city would also be a welcome addition for the squad. Such a facility could be a training tower or vacant property and could be stand-alone in the city or could be located in and shared with another community nearby.

Schools

The Cuba City School District includes Cuba City Elementary, Cuba City Middle School, and Cuba City High School. The district has an overall accountability rating of 78.3, or “Exceeds Expectations”. This rating is determined by the Wisconsin Office of Educational Accountability and is an indicator of educational outcomes. The four-year high school completion (graduation) rate for the Cuba City school district was almost 97% the past two school years (2017-2018 and 2018-2019), compared with the Wisconsin state-wide rates of about 90% those two years.

The Cuba City School District enrolled 653 students for the 2019-2020 school year including 276 elementary, 133 middle, and 244 high schoolers. According to the school district’s superintendent,

⁷ [ISO Fire Suppression Rating Schedule](#)

enrollment tends to fluctuate between 650 and 700 students, depending on how many students Open Enrollment attracts from other communities.

Cuba City High School is very tight on space, especially for extracurricular activities. The gym space is used for physical education, but is also used by sports teams, theater, band, and student organizations, as it is the only space in the City that can accommodate all these activities.

The City is also home to St. Rose of Lima Catholic School which serves students in pre-kindergarten through eighth grade.

The nearest higher-education institutions are UW-Platteville and Southwest Wisconsin Technical College in Fennimore.

Health Care

Cuba City is home to several health care options. Southwest Health has a clinic in Cuba City offering family medicine and physical therapy services. Southwest Health also operates a nursing home called the Epione Pavilion which offers skilled nursing and inpatient rehab. Southwest Health is based in Platteville, so additional care is available within a ten-minute drive.

Several other health care options in Cuba City include dental, chiropractic, massage therapy, medical services, and a pharmacy.

Daycare

Two daycare centers serve Cuba City. Both are at capacity (one with 85 children enrolled and the other with 90) and have waitlists. The highest demand they currently see is for infant care. Families who are unable to enroll their child(ren) in the Cuba City daycare centers must either find daycare in another community (though most are at capacity too), use in-home daycare, or informal daycare options.

Both centers have physical space to expand in place, but cannot attract and retain enough staff to move forward with such an expansion. Due to the high overhead costs of running a daycare, compensation for daycare staff cannot compete with schools and other jobs potential staff might have the opportunity to fill.

Goals, Strategies, and Actions

GOALS

- 1 Continue to maintain and improve safety throughout the community.
- 2 Improve and maintain infrastructure to meet changing needs.
- 3 Encourage coordination and cooperation among nearby units of government.
- 4 Ensure appropriate staffing levels for needed city services and functions.
- 5 Strengthen resiliency and preparedness of government functions through proactive planning.

STRATEGIES

- 1 Mitigate and prevent flooding throughout the city.
- 2 Plan and budget for current and future Fire, EMS, and Police needs.
- 3 Plan for impact of new housing on utilities.
- 4 Offer additional services as funding and staffing allows.
- 5 Adjust staffing and/or support contracts to meet changing needs.
- 6 Continue to work with other units of government to enhance city policies, services, and initiatives.
- 7 Create a resiliency plan that outlines how the City will fund its operations and continue to function in the face of emergencies and disasters.

Strategy 1: Mitigate and prevent flooding throughout the city.

Action 1: Assess flooding issues city-wide.

Hire an engineering firm to conduct an assessment of flooding throughout the city in both residential and business areas. Conducting an assessment as a starting point will help identify where the issues exist and what the causes are. If there are any causes that the City can address, this will be the starting point for understanding that. The assessment should also review the City's existing stormwater infrastructure requirements laid out in the City's ordinances and permitting processes and determine if these regulations should be adjusted to reduce the amount of flooding in the community.

Action 2: Create and implement a flooding mitigation and prevention plan.

If there are significant infrastructure deficiencies that could be improved to reduce flooding, create a plan based on the findings from the assessment to address the deficiencies. The plan should include what needs to change, budgeting, information, and a timeline to follow to implement the changes. The timeline would be driven by the urgency and prioritization of the findings of the assessment and by availability of funds to address the issues. The plan should also address long-term funding options for ongoing stormwater management, whether through service fees, property taxes/general fund, special assessment district, or system development charges.

Once the plan is in place, follow it to upgrade stormwater infrastructure in the city and develop and pass any recommended ordinance changes to prevent future problems.

Timeframe:

Assessment: Short
Implementation: Long

Level of Effort:

High

Funding sources:

[DNR Municipal Flood Control Grant Program](#) (acquisition of land for flood mitigation or flood mapping)

Cuba City TID 4

Examples and Resources:

[Example Flood Risk Assessment and Risk Reduction Plan](#) – Charlotte, NC

Strategy 2: Plan and budget for current and future Fire, EMS, and Police needs.

Action 1: Plan for an expansion of the Fire & Rescue building.

Space in the Fire & Rescue Building is extremely tight. The current fleet of vehicles fits in the station, but very snugly and the squad has to significantly rearrange to get certain vehicles out. This situation also leaves little room for indoor training, which is necessary during the colder months. Adding more space at the station would be appropriate now, and if another truck is added to the fleet, an expansion would be absolutely necessary. Adding more training space in or near the city, possible in collaboration with another community would also be a welcome addition for the department. Land is available to expand the Fire & Rescue building to the south of its existing footprint. The City should work closely with these departments to determine when and how the station should expand and plan accordingly with budgeting.

Timeframe:

Ongoing, evaluate every 5 years

Level of Effort: Low

Funding sources:

City budget, donations

Grants such as the [FEMA Assistance to Firefighters Grant](#)

Action 2: Plan for and support purchase of new equipment by public safety departments.

All three public safety departments need special equipment to provide appropriate service. For example, the fire department must purchase new equipment every ten years and new packs every 15 years. The city should determine how much they can support these purchases as needed in addition to the grants and fundraising conducted by the volunteers.

Action 3: Prepare for purchase of new ladder truck if needed.

The department currently does not have a ladder truck in its fleet. According to the Insurance Services Office (ISO), a ladder truck is needed if the service area has five buildings that are three stories or 35 feet or more in height, or that have a Needed Fire Flow greater than 3,500 gpm. Cuba City already meets this description, so a ladder truck should be considered in the near future.

Action 4: Consider combining critical resources such as Fire and EMS with nearby units of government or healthcare systems.

Because supporting these services is extremely expensive and both groups struggle to find enough volunteers to fill their squads, considering combining services with another entity or accepting services from another entity may become prudent or even necessary. Start by encouraging these groups to conduct a strategic planning process to understand the needs and outlook for their services over the next five to ten years and consider the most effective way to meet demand in Cuba City and surrounding communities.

Strategy 3: Plan for impact of development on utilities.

Action 1: Budget for a new lift station if west side of the city is developed into residential.

While the utilities in the City generally have enough capacity to handle population growth, a new lift station may be needed on the west side of the city if it develops into additional residential units in order to keep up with the demand on existing lift stations.

Timeframe: As needed

Level of Effort: High

Funding sources:
City budget

Action 2: Plan for adding wastewater treatment capacity if a heavy wastewater industrial user moves to or expands within the city.

The plant is currently using about 40% of its capacity. If a new business or businesses were to push this closer to 70%, the City would need to start looking at upgrading.

Strategy 4: Offer additional services as funding and staffing allows.

Action 1: Contract with waste disposal company to offer occasional curb-side bagged yard waste collection.

Many survey respondents requested curb-side leaf pickup. It seemed most were interested in the type of service that allows you to rake leaves to the edge of the street and the truck will come around and vacuum it up. However, some expressed concerns about how that method can cause problems if there is heavy rain or snow before the truck can pick up the leaves, leading to yard waste flowing into the curb drains.

An alternative option is to offer a bagged leaf collection service. Residents could purchase a special yard bag in which they collect their yard waste and have it picked up at certain times of the year. Platteville offers a similar service in addition to their unbagged leaf collection.

Timeframe: Short

Level of Effort: Medium

Funding sources:
Fee for service

Examples and Resources:
[City of Platteville example](#)

Strategy 5: Adjust staffing and/or support contracts to meet changing needs.

Action 1: Consider adding a Zoning Administrator/Building Inspector or contracting for these services.

Given the amount of potential development and land use changes that could be on the horizon for Cuba City, hiring a Zoning Administrator/Building Inspector could help improve the efficiency and detail with which zoning changes and development plan reviews are handled. Someone in this role could also provide GIS and mapping services to keep a digital copy of the City's zoning map up to date.

An alternative to creating a full-time position is contracting with a "planner of record", which could be a consulting firm or the Southwestern Wisconsin Regional Planning Commission. Though the city currently contracts with an inspector, adding additional building inspector capacity would ensure better knowledge of and compliance with building and fire codes.

Timeframe: As needed and ongoing

Level of Effort: Low

Funding sources:
City budget

Examples and Resources:
Example [job description](#) for a zoning administrator

[Building inspector](#)
information

Action 2: Review staffing needs every three years.

Setting a regular timeframe to review staffing needs helps the City proactively adjust to changing needs. Both existing staff and council should be involved in these discussions and decisions.

Strategy 6: Continue to work with other units of government to enhance city policies, services, and initiatives.

Action 1: Work with other units of government and agencies (including state and federal, the regional planning commission, school districts, etc.) to identify and coordinate policies and initiatives.

Timeframe: Ongoing

Level of Effort: Low

Action 2: Explore new opportunities to cooperate with other units of government to share public services, staff, or equipment where and when appropriate.

Strategy 7: Create an emergency management plan that outlines how the City will operate in the face of emergencies and disasters.

Action 1: Work with the counties and surrounding municipalities to develop or update an emergency management plan.

The plan should include policies and procedures and appoint a head of emergency management services. The plan should also include policies for redirecting funds to assist with government functions and supporting the local economy during crisis. Existing emergency regulations in the City's ordinances should be reviewed to ensure they are consistent with such a plan and with state requirements for emergency procedures.

Timeframe: Short-term

Level of Effort: Medium

Funding sources:
City budget

Examples and Resources:
[Grant County Emergency Management Department](#)

[State of Wisconsin Emergency Response Plan](#)

[League of Wisconsin Municipalities article re: local government emergency powers](#)

[FEMA guide to developing emergency plans](#)

CHAPTER 5:

Economic Development

Economic Development

Municipal units of government play an important role in promoting private-sector development because economic strength is critical to the vitality and financial sustainability of a community. Economic development is the process by which a community organizes and then applies its energies to the task of creating the type of business climate that will foster the retention and expansion of existing businesses, attract new businesses, and promote entrepreneurship.

Efforts to create jobs are important beyond generating additional income for Cuba City residents. These efforts can help generate additional tax base for the provisions of local services and may assist in establishing an environment for sustainable economic vitality.

Activities working toward a goal of creating a solid economic base are not the same as they were ten or even five years ago. Today, it is understood that physical and cultural amenities are a critical component of a community's economic development strategy to attracting and retaining people to fill positions within businesses. One key to a municipal economic development strategy is having a quality product/community to market. The Cuba City Comprehensive Plan is geared toward promoting future development in Cuba City that supports a high-quality community that is attractive to existing and new businesses and their employees. This chapter will provide an overview of the City's economic base, and recommendations to meet goals outlined herein.

Challenges & Assets

Challenges

- There are currently few, if any, vacancies downtown for new businesses.
- Certain medical/personal care and technical services are missing from the community.

Assets

- Proximity to Dubuque and Platteville provides job opportunities for residents and access to talent pool and resources for industries.
- Active TIF Districts with which to provide incentives.
- Business park has 23 acres of shovel-ready sites available.
- The city is not land-locked and has room to grow.

Economic Base

Employment

Labor force information was published earlier in this comprehensive plan, in the Economy Section of the Issues & Opportunities Chapter and is detailed further in this section. With a majority of jobs in the service sector, health care, and education, the community is not reliant on manufacturing jobs for a majority of its economic base like many other Wisconsin communities. Cuba City has a total of 117 businesses. In 2019, the leading industries in Cuba City were Other Services (repair, personal care, laundry, religious), Retail, Health Care and Social Services, and Education. Forty-one percent of the workforce hold blue collar jobs and 58% hold white collar jobs.

With 91% of Cuba City residents working out of town⁸ Cuba City exhibits many characteristics of a typical bedroom community. Most of the businesses will serve residents secondarily, as their primary source for goods and services may be Platteville, Dubuque, or another location.

Industries

The Cuba City Industrial Park has approximately 23 acres available for development; one 4.8-acre parcel and one 18.2-acre parcel which could be divided as needed.

Cuba City, being located in Grant and Lafayette counties is part of Prosperity Southwest, a regional economic development organization which promotes the region to site selectors and other business prospects. According to Prosperity Southwest's website, the top industries in the region include agriculture, manufacturing (primarily ag-related), healthcare, tourism and retail trade⁹. Were Cuba City to proactively promote the community to businesses from outside to locate in Cuba City, it would be prudent to target businesses in these sectors.

Economic Climate

It is necessary to look at the factors that influence the economic climate in Cuba City. The City's biggest strength is likely its small-town feel and charm. Cuba City has inherent character that other communities have tried to create, including an identifiable downtown, a mix of older and newer housing options, and a strong school system. These characteristics are what attract people and businesses when looking to relocate. It is important for Cuba City to maintain these aspects and highlight them when recruiting new businesses.

The state and national economy have made great strides transitioning from a goods-based economy to an information-based economy. As advances in communication technologies continue, businesses will be more influenced to locate where their existing employees will be comfortable living, where there is a high-quality potential employee pool, and where there are well-developed transportation connections rather than a proximity to raw materials for production. Cuba City should maintain or improve those quality of life amenities which are attractive to potential businesses and their employees when deciding where to locate.

⁸ US Census, CES, OnTheMap (see Commuting section of Demographics & Economy chapter of this plan for more details)

⁹ www.prosperitysouthwest.com

Infrastructure

The City is connected via STH 80 to US Highway 151 that connects east/west traffic from Madison, WI to Dubuque, IA, through Platteville, WI.

Many residents find driving to Platteville or Dubuque for goods or services that one might typically find in a community of Cuba City's size to be more of a minor inconvenience than a major problem.

However, Cuba City should continue to work to fill some of these niches with new small businesses that would provide local goods and services, and would allow nearby residents to walk or bike. For truly local businesses to succeed in providing goods or services, it is necessary for the residents to choose to patronize them, rather than always traveling to other area communities.

Economic Development Strengths and Weaknesses

Cuba City has opportunities to grow, but faces some challenges. However, these weaknesses are not insurmountable.

Strengths

- Available, shovel-ready sites in the industrial park.
- Two TIF districts with seven and 13 years left in the expenditure period.
- High quality of life that is attractive to employees.
- Strong partnerships with regional economic development groups.
- Robust utilities and telecommunications.
- Location along STH 80 and US HWY 151 and proximity to Platteville Municipal Airport.

Weaknesses

- Relatively small labor pool.
- Lacking some quality of life elements attractive to younger workers.
- Competing with larger communities like Platteville and Dubuque.

City, County, Regional, and State Economic Development Programs

Cuba City

The City of Cuba City's economic development efforts are to be commended. For a community of its size, Cuba City's priority on economic development is evident by the fact there is a full-time employee dedicated to carrying out activities related to stabilizing and growing the local economy. Staff interacts with local businesses, regional stakeholders and service providers, and development professionals in Wisconsin and Iowa. In addition to staff, the City offers support to business primarily via tax increment financing and access to technical assistance and referrals made by staff.

Cuba City currently has three open Tax Increment Financing districts. A map of each can be found in Appendix A of this plan.

TID #2	
Creation year:	1999
Expenditure period end year:	2017
Maximum life:	2022
Type:	Industrial
Description:	Focuses on industrial development of the southeast corner of the City and provision of infrastructure and services to the area to enable development and promote job growth.

TID #3	
Creation year:	2012
Expenditure period end year:	2027
Maximum life:	2032
Type:	Industrial
Description:	Promote the industrial development of property, stimulate revitalization, improve a portion of the City, enhance the value of property, and broaden the property tax base.

TID #4	
Creation year:	2018
Expenditure period end year:	2033
Maximum life:	2038
Type:	Mixed-use
Description:	Promote mixed-use development by promoting new industrial, commercial and residential development.

Additional economic development services provided by the City include:

- Economic Development section of website
- Available properties list on website
- Kaster-McClain business park with shovel-ready sites
- Chamber of Commerce
- Financial Resources such as Tax Increment Financing, Cuba City’s Revolving Loan Fund, Façade improvement grant/loan program
- Data readily available on website, including:
 - Community profile
 - List of incentives
 - Business resources
 - Demographics and workforce data

Grant County Economic Development Corporation

The Grant County Economic Development Corporation (GCEDC) works with the communities of Grant County to promote the growth and retention of business and industry, and to enhance the quality of life for residents.

Grant County EDC offers a variety of services on their web site including:

- Available Buildings and Sites – commercial retail and office buildings, industrial manufacturing buildings, warehouses, and vacant building sites available in Grant County, WI.
- Business Assistance Resources – financial assistance, loan programs, tax credits, and other local business assistance resources.
- Community Profiles – tax rates, utilities, transportation, major employers, and contact information for Grant County cities.
- Dubuque, Iowa and Grant County, WI – cooperative economic development and employment opportunities.
- Higher Education – technical colleges and universities, extended training programs, and higher education resources.
- Industrial Parks – community industrial park maps.
- Labor Force and Demographics – census information, workforce profiles, and wage comparisons.
- Real Estate Agencies – realtors in Grant County WI with commercial property listings.
- Utilities – community electric rates and utility supplier information.

Lafayette Development Corporation

Lafayette County serves businesses and communities through the Lafayette Development Corporation (LDC), which is comprised of stakeholders from each municipality in Lafayette County. The Corporation is organized exclusively for economic development purposes, and operates under Section 501(c)(4) of the Internal Revenue Code, or the corresponding section of any future federal tax code.

The Lafayette Development Corporation assists the communities of Lafayette County to retain current businesses, including agricultural, and to promote the development of new business and industry, while enhancing the quality of life for residents. They conduct aggressive marketing of their assets and facilitate cooperation between federal and state agencies, communities, and all interested participants.

Lafayette County has an SBA HUBZone (Platteville industrial park), and offers gap financing loans through the Lafayette County Revolving Loan Fund.

Prosperity Southwest

Prosperity Southwest is a regional economic development organization which serves Crawford, Richland, Grant, Iowa, Lafayette and Green Counties. The organization works to support an array of large-scale manufacturers, small businesses, and retailers across the region with specialties in agriculture, dairy, cheese, metals, and plastics.

Marketing to new business through site selectors is one of the key roles of Prosperity Southwest. Highlighted on their web site are all the transportation options into and out of the region, educational resources with highlights around workforce development, and identification of key industries which are clustered within the region. Those industries include agriculture, healthcare, manufacturing, tourism and retail trade.

State of Wisconsin

Wisconsin Economic Development Corporation (WEDC) offers a few programs Cuba City should strongly consider for future projects, which are discussed in this section. The WEDC Region 9 Regional Economic Development Director would be a good resource for the following programs.

Connect Communities

Cuba City is currently a member of Connect Communities, which is administered through WEDC and offers technical assistance and networking opportunities to local leaders interested in revitalizing their downtown or urban commercial districts. The program provides immediate access to resources that will help launch a commercial revitalization effort. Additional information on the Connect Communities program can be found at:

<http://inwisconsin.com/communitydevelopment/programs/connect-communities-program/>.

Community Development Investment Grant Program

The Community Development Investment Grant Program is administered by WEDC and supports redevelopment efforts by providing financial incentives for shovel-ready projects with emphasis on, but limited to, downtown community driven efforts. Successful recipients demonstrate significant, measurable benefits in job opportunities, property values, and/or leveraged investment by local and private partners. Additional information on the Community Development Investment Grant Program may be found at:

<http://inwisconsin.com/communitydevelopment/programs/community-development-investment-grant/>.

The Wisconsin Housing and Economic Development Authority, (WHEDA) offers tax credit programs for affordable housing, economic development loan programs, access to New Market Tax Credits, and other resources for community development.

The Wisconsin Department of Workforce Development offers grants to provide training to employees in growing industries/companies. The objective of the Wisconsin Fast Forward (WFF) standard grant program is to provide industry sector worker training grant awards that target unemployed, underemployed, and incumbent workers that will qualify them for full time employment, higher level employment, or increased wages. http://wisconsinfastforward.com/wff_standard.htm

Federal

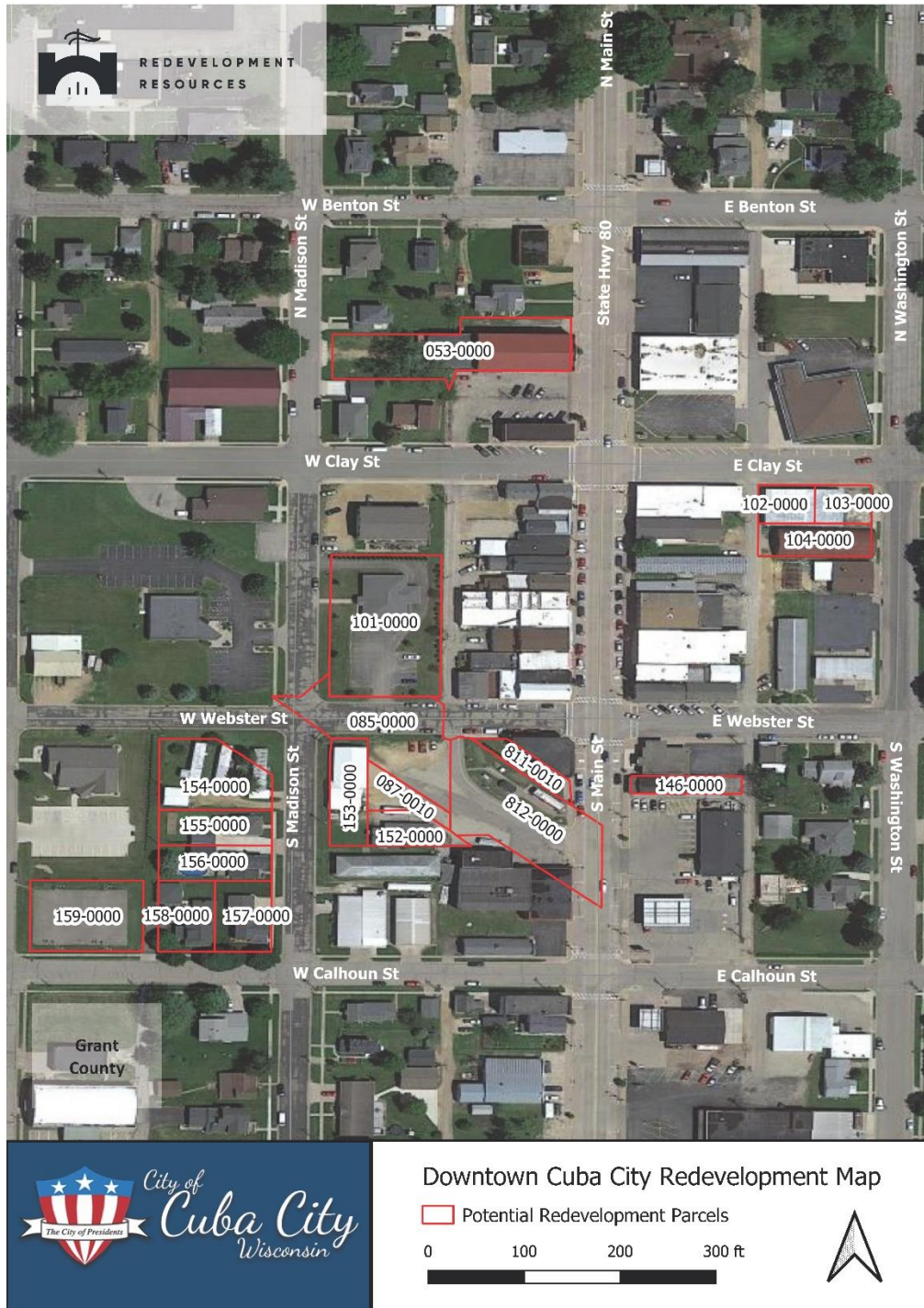
The U.S. Department of Agriculture – Rural Development (USDA-RD) maintains a number of programs geared toward rural areas of the country. Since the City is located outside of a metropolitan area, applicable projects may be eligible for certain USDA-RD programs. The USDA-RD website should be reviewed for additional details at: <http://www.usda.gov/wps/portal/usda/usdahome?navid=rural-development>.

Additional federal grant opportunities (including for community development) for municipalities may be found on the website: <http://www.grants.gov>.

Redevelopment

Cuba City has several opportunities for redevelopment in and around downtown. The goal of redevelopment is to transform properties into a better use and/or better physical form than their current state to increase tax base and improve use and value to the community.

Redevelopment opportunities identified during this planning process are highlighted in the map below.



Goals, Strategies, and Actions

GOALS

- 1 Grow the population of the City to better support businesses and services.
- 2 Increase the variety of downtown businesses with a focus on those that serve the community.
- 3 Support local employers' growth and expansion in Cuba City.
- 4 Increase Cuba City's economic resiliency and preparedness.

STRATEGIES

- 1 Make room downtown for new businesses.
- 2 Maintain the city's clean and welcoming appearance, especially in commercial areas.
- 3 Attract more businesses that serve the community.
- 4 Continue to improve and implement economic development practices.
- 5 Work on workforce development at a regional level.
- 6 Help local businesses become resilient and be prepared to assist them during emergencies and disasters.

Strategy 1: Make room downtown for new businesses.

Action 1: Redevelop key properties to improve their use.

Timeframe:

Redevelopment activities - ongoing
Update zoning - short

Action 2: Update zoning code to disallow residential use on the front of the first floor of Main Street buildings.

Currently, residential uses are allowed on the first floor of Main Street buildings as long as it does not consume more than 25% of the first-floor space. This should be updated that residential uses are only permitted on the back of the buildings to keep space open on the front for commercial use.

Level of Effort: Medium

Examples and Resources:
[Guide to Zoning reform](#)

Strategy 2: Maintain the city's clean and welcoming appearance, especially in commercial areas.

Action 1: Implement the building façade & renovation program from TID 4.

Set aside expenditures in TID 4 to create a grant or revolving loan program for commercial property owners to improve their buildings.

Timeframe:

Medium and ongoing

Level of Effort: Medium

Action 2: Enforce zoning and other ordinances pertaining to outward appearance of buildings.

Ensure policies such as outdoor storage restrictions, parking restrictions, and building codes are enforced. Use a collaborative approach by helping property owners understand expectations and provide resources when possible before taking a punitive approach. A collaborative approach can be achieved by hosting a seminar for property owners in which the city reviews the code and what it means, offers a general range of costs, by way of example projects, for achieving compliance with the bigger code issues, and outlining the resources available to assist property owners with their projects, either from the city or other organizations.

Examples and Resources:
[Stoughton Revolving Loan Fund](#)

Strategy 3: Attract more businesses that serve the community.

Action 1: Focus downtown attraction efforts on businesses that serve residents and visitors.

Attracting businesses that serve residents and visitors will boost quality of life and increase opportunities for community connection. These types of businesses are typically most suitable for downtown, but could potentially be located in other strategic places. Such establishments can also provide employment opportunities for teens. Examples brought up by the public include: a restaurant that serves lunch and dinner, coffee shop, ice cream shop, hardware store.

Timeframe: Ongoing

Level of Effort: Medium

Examples and Resources:
[Pop-ups](#) could be used to show viability of businesses in temporary space until permanent space is available.

Strategy 4: Continue to improve and implement economic development practices.

Action 1: Update City website with latest economic development information, especially regarding TIF and other available incentives.

The City's website has lots of useful information a company or developer might want to know. Adding in more information about the TIF districts, including maps and project lists, will make it that much easier for prospects to determine if Cuba City is a good fit for them.

Timeframe:

Website – ongoing
Retention visits – yearly (minimum)

Level of Effort:

Low - Medium

Action: Perform business retention visits regularly.

Visit each business once per year, or more frequently, to check in on any challenges they are facing and how the city can help. Even if nothing major is new, these visits can improve businesses' perception of and relationship with the city which will be beneficial for both parties in the long run. The City can recruit helpers from the Economic Development Committee or Chamber of Commerce if needed.

Partners:

Chamber of Commerce,
Economic Development
Committee

Examples and Resources:

IEDC [BRE Guide](#)

Example [City Business Retention and Expansion program](#)

Strategy 5: Collaborate with other economic development agencies in the region.

Action 1: Partner with economic development entities in the region to improve workforce skills and availability.

For a smaller community like Cuba City, workforce development is best addressed in partnership with other local and regional economic development entities. Most larger employers (and small ones too) in the City recruit workforce from around the region, so participating in regional workforce efforts can improve employers' abilities to attract and retain the employees they need.

Timeframe: Ongoing

Level of Effort: Low

Partners:

Grant County Economic Development Corporation; Lafayette Development Corporation; Prosperity Southwest; Southwestern Wisconsin Regional Planning Commission; Greater Dubuque Development Corporation

Action 2: Collaborate with various economic development agencies on a regional level.

Collaborate with other Economic Development Agencies on a regional level to market the community, host development tours, promote business opportunities and programs, and work together on how to weather changing market conditions.

Strategy 6: Help local businesses become resilient and be prepared to assist them during emergencies and disasters.

Action 1: Provide local businesses with ongoing support in developing business continuity practices.

Business continuity refers to a business's ability to continue to operate and/or stay in business during and following an emergency event. Such an event could have a large impact like a natural disaster or epidemic, or could be relatively low impact like a several-hour power outage. Businesses should think about how to continue their operations during various scenarios and be prepared to act on those plans when the time comes. The City can help by starting those conversations with businesses who are not yet thinking about it and by providing resources to businesses who are ready to work on continuity planning.

Timeframe: Ongoing

Level of Effort: Medium

Examples & Resources:

[Restore Your Economy](#) guide to building community resilience and spurring economic recovery after a disaster.

Action 2: Be prepared to provide or facilitate financial assistance to businesses during and after an emergency event.

The City should work with its economic development partners throughout the region to have a plan in place that allows them to mobilize relief funds for businesses in the event of an emergency or disaster. Assistance could be provided through grants or low-interest loans, and may be needed for physical rebuilding or for working capital. The key is knowing before a crisis happens where the money is and how to get it to those in need quickly. Making a plan with local partners will help the City be prepared to do that as needed in the future.

CHAPTER 6:

Land Use, Agricultural & Natural Resources, and Recreation

Land Use, Agricultural & Natural Resources, and Recreation

Land use, agricultural resources, natural resources, and recreation are all complimentary functions of the City and this plan. A critical part of planning for how land can and should be developed is accounting for preserving or mitigating impact to natural resources, productive agriculture, and open space for recreation. Cuba City should strive to maintain a balance of all four of these areas as the city grows and evolves.

Challenges & Assets

Challenges

- The swimming pool at Cole Acres is in need of repairs and upgrades but there is no budget for it, and the budget to operate the pool will run out after one more season.
- Some of the playground equipment in the parks is dated or needs repairs. Requests for more universally accessible equipment were made during the public input process.
- There are few places to walk other than sidewalks (where available) or in the streets.

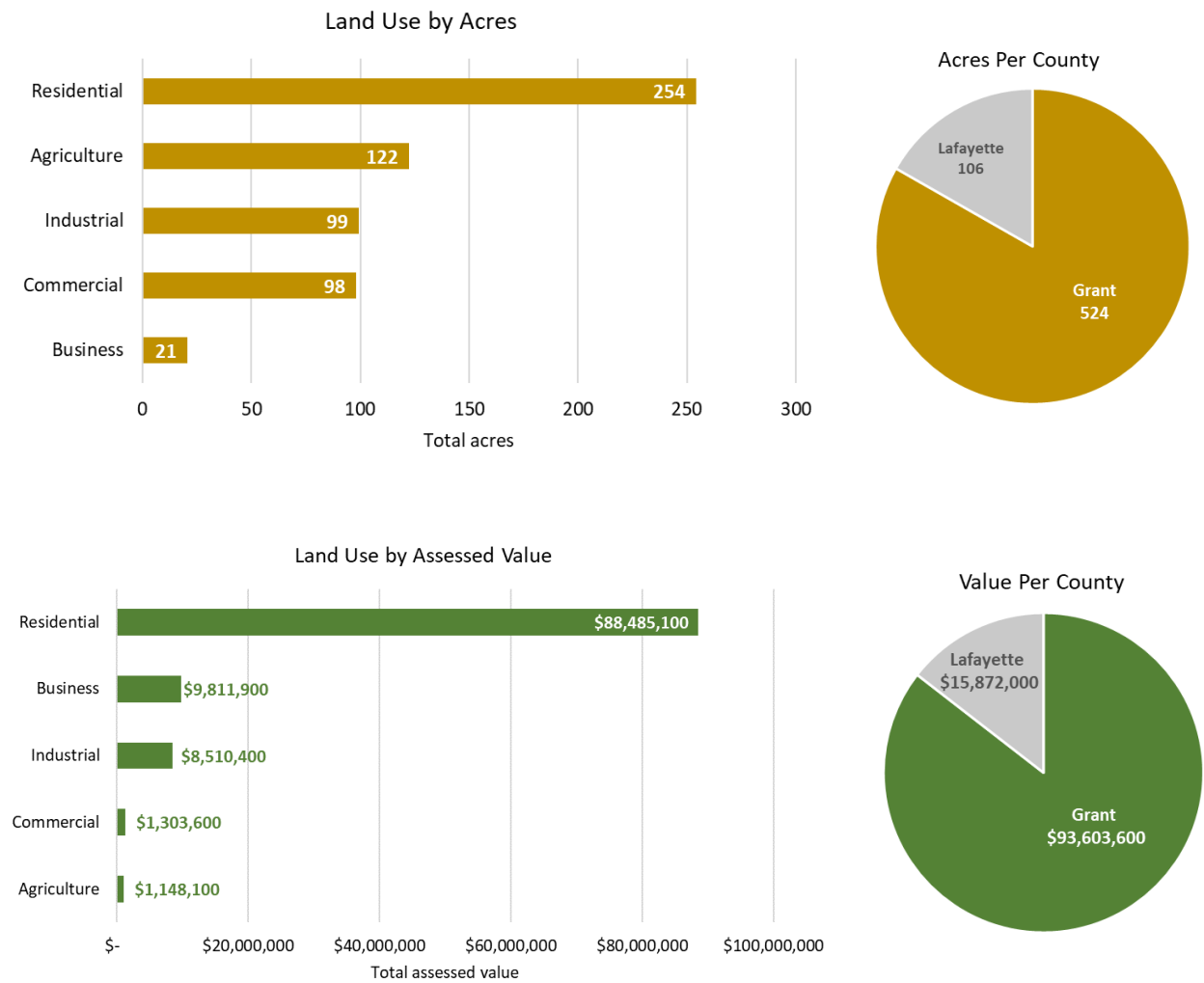
Assets

- Active farmland surrounds the city.
- Many of the parks are well-used and enjoyed by residents.

Land Use

Cuba City is made up of just over 1,000 parcels of land over about 630 acres and has a total assessed value of almost \$109,500,000. Residential is the most common land use, taking up almost 40% of land in the city and about 80% of the assessed value. The breakdown of land use by space and assessed value can be found in the following graphics.

The City also sits in two different counties, Grant and Lafayette. About 83% of the land falls within Grant County, as does about 85% of the assessed value.



Zoning

Cuba City's zoning ordinance currently consists of 12 zoning districts including four residential, two business, three industrial, one agricultural, and three commercial districts. Of these 12, ten are in use on the latest zoning map.

Category	Zoning	Acres	Assessed Value
Agricultural District	A-1	122.2	\$ 1,148,100
Business District	B-1	20.8	\$ 9,811,900
Commercial District	C-1	98.2	\$ 1,303,600
Industrial Districts	M-1	74.6	\$ 5,297,900
	M-2	12.0	\$ 1,124,300
	M-3	12.8	\$ 2,088,200
Residential Districts	R-1	98.7	\$ 33,380,600
	R-2	122.8	\$ 48,338,300
	R-3	32.3	\$ 6,561,500
	R-4	0.3	\$ 204,700

The following is a basic description of each of the zoning districts. The full detail of uses and regulations can be found in the City's zoning ordinance.

Agricultural District

A-1: AGRICULTURAL DISTRICT

Agriculture, dairying, floriculture, forestry, general farming, grazing, greenhouses, hatcheries, horticulture, livestock raising, nurseries, orchards, paddocks, pasturage, poultry raising, stables, truck farming and viticulture. Farm dwellings for those resident owners and laborers actually engaged in the principal permitted uses are accessory uses and shall comply with all the provisions of the R-2 Residential District.

Business Districts

B-1: BUSINESS DISTRICT

Primary uses include retail, automotive body and mechanical repair, restaurants and other eating and drinking establishments, personal service like hair salons and clothing repair, business offices, churches, clinics, drug stores, financial institutions, gas stations, grocery stores, hotels, house occupations, laundry and dry-cleaning establishments, licensed child care facilities, places of entertainment, private schools. Buildings can be a maximum of 35 feet tall.

B-2: BUSINESS DISTRICT

Primary uses include auto body and mechanical repair, clothing repair shops, electrical supply, furniture upholstery shops, heating, ventilation and air conditioning supply, laundry and dry-cleaning establishments, newspaper offices and press rooms, photographic supplies, plumbing supplies, printing, publishing, radio broadcasting studios, television broadcasting studios. Buildings can be a maximum of 35 feet tall.

Commercial Districts

C-1: COMMERCIAL DISTRICT

Primary uses include automobile accessory store, automobile, boat, camper and recreational vehicle showrooms, automotive and heavy equipment rental, motor vehicle, recreational vehicle and commercial equipment dealer, wholesale and commercial heating, plumbing, electrical, lumber, and building equipment and material, auto body and mechanical repairs and paint shops, builders supply yards, sale of lumber and construction products, commercial printing establishment, frozen food lockers, furniture refinishing, machine and woodworking shop, retail sales in conjunction with warehousing wholesale business.

Industrial Districts

M-1: INDUSTRIAL DISTRICT

Primary uses include automotive body and mechanical repairs; cleaning, pressing and dyeing establishments; commercial bakeries, commercial greenhouses; distributors; farm machinery; food locker plants; industrial training center, laboratories; machine shops; manufacture and bottling of nonalcoholic beverages; painting; printing; publishing; storage and sale of machinery and equipment; trade and contractors' offices; warehousing; and wholesaling. Manufacture, fabrication, packing, packaging and assembly of products from furs, glass, leather, metals, paper, plaster, plastics, textiles and wood. Manufacture, fabrication, processing, packaging and packing of field and farm seeds. Manufacture, fabrication, processing, packaging and packing of confections; cosmetics; electrical appliances; electronic devices; food except cabbage, fish and tobacco; and toiletries. Freight yard, freight terminals, and transshipment depots, inside storage, breweries and crematories.

C-2: COMMERCIAL DISTRICT

Primary uses are the same as C-1, except the last item includes retail sales in conjunction with any of the above referenced uses.

M-2: LIMITED INDUSTRIAL

Product assembly, manufacturing which is an integral part of product assembly, packing and packaging of products, machine shops.

M-3: LIMITED INDUSTRIAL

Those principal uses in M-2 districts and warehouses, distribution centers, commercial greenhouses, freight terminals and truck terminals.

Residential Districts

R-1: SINGLE-FAMILY RESIDENTIAL

Primary uses include one family dwellings and allows sales of fresh fruit, vegetables, and plants. Minimum lot size is 80 ft wide and 10,000 square feet total. Minimum living area is 1,000 square feet.

R-2: SINGLE-FAMILY RESIDENTIAL

Primary uses include one family dwellings and allows sales of fresh fruit, vegetables, and plants. Minimum lot size is 70 ft wide and 8,000 square feet total. Minimum living area is 1,000 square feet.

R-3: MULTI-FAMILY RESIDENTIAL

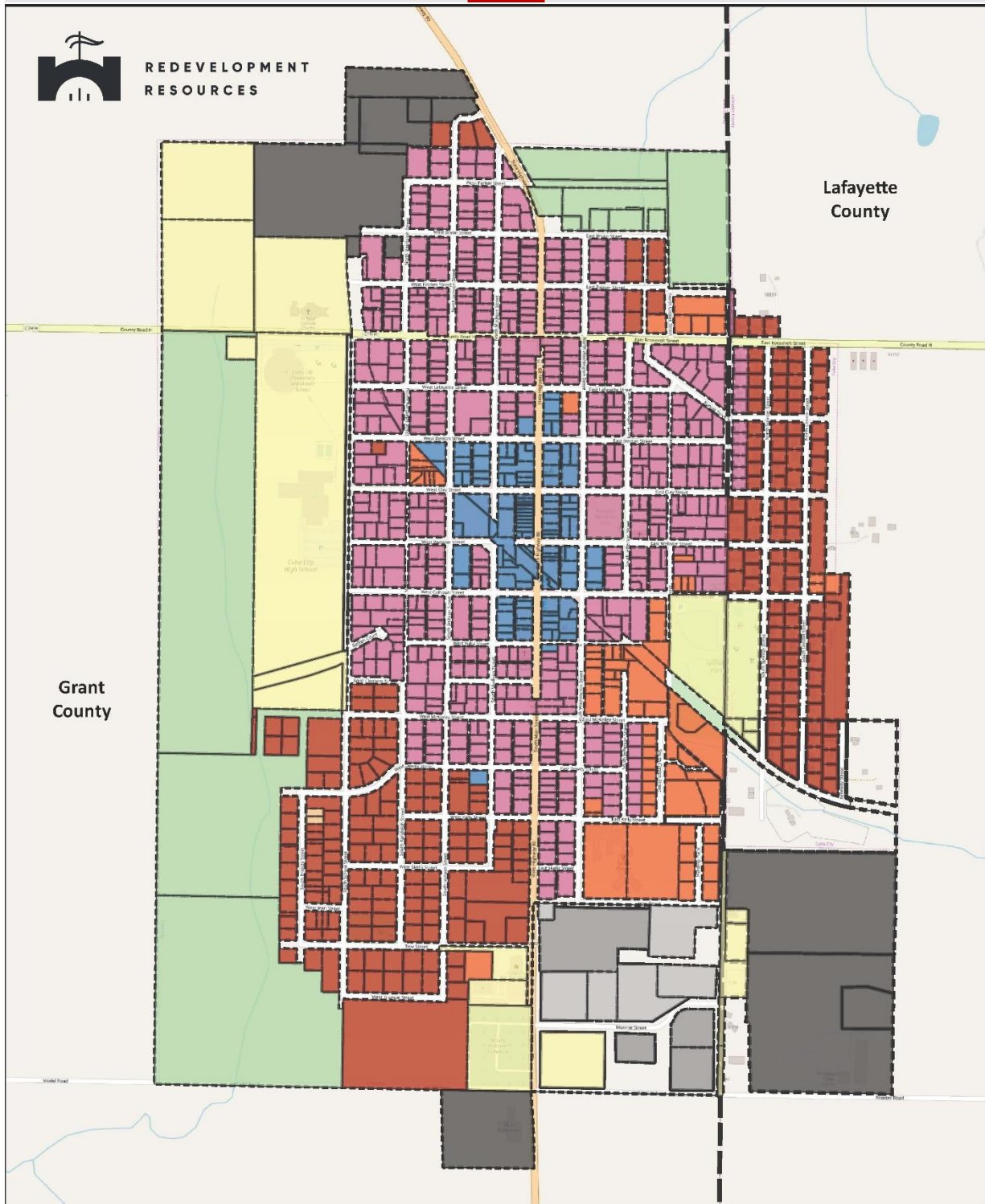
Primary uses include multi-family dwellings and community gardens. Minimum lot size is 100 feet wide and 15,000 sqft. Minimum living area is 500 square feet per unit.

R-4: TWO-FAMILY RESIDENTIAL

Primary uses include two-family dwellings and zero lot line two-family dwellings and community gardens. Minimum lot size is 40 feet of frontage and 10,500 square feet total. Minimum living area is 1,000 square feet per unit.



REDEVELOPMENT
RESOURCES



City of
Cuba City
Wisconsin

Zoning Map

Zoning Codes

- A-1
- B-1
- R-1
- R-2
- R-3
- R-4
- C-1
- M-1
- M-2
- M-3
- ROW

- Cuba City Limits
 - County Boundary
- 0 0.25 mi



Future Land Use Needs

Residential

If Cuba City were to grow its population to 2,500 people, about 30-40 acres of new residential land would be needed to accommodate new residents. This calculation is based on the current minimum lot sizes stipulated in the zoning codes for R-1 (10,000 square feet) and R-2 (8,000 square feet) and the current estimate of household size in Cuba City.

Cuba City 2019 population estimate (WI DOA):	2,112
Population target (as expressed by survey respondents):	2,500
Desired population growth:	388
Cuba City 2020 household size estimate (WI DOA):	2.34
Number of new units needed to accommodate desired population growth:	166
Acres of land needed for R-2 zoning (8,000 square-foot lots):	30.5
Acres of land needed for R-1 zoning (10,000 square-foot lots):	38.1

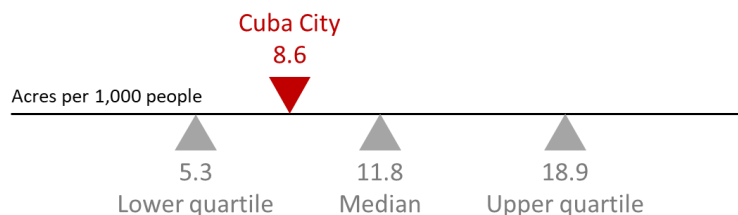
Given the changing housing market discussed in the Housing chapter of this plan that indicates a focus on more multi-unit development like apartments, du/tri/quadplexes, and townhomes to accommodate seniors, first-time homebuyers, and employees of local businesses, any land developed for new housing could be used even more efficiently than calculated above, resulting in more space available for other development or to use as open recreation space.

Commercial and Industrial

The existing land dedicated to commercial and industrial space is sufficient to meet needs in Cuba City for the foreseeable future. Approximately 23 acres are available in the City's industrial park, which can serve at least two more industrial businesses. Though there are few vacancies on Main Street for new businesses, there is sufficient land to use for redevelopment and infill development to accommodate any new commercial needs.

Parks & Recreation

The National Recreation and Parks Association (NRPA) provides benchmarking data for the amount and type of park space per capita in a given municipality. For communities with less than 20,000 people, the median park space per 1,000 residents is 11.8. Cuba City currently offers a total of 18.3 acres of park space across its four parks (more details in the Recreation section of this chapter) which makes for approximately 8.6 acres of park space per 1,000 residents. Adding additional recreation space, particularly for a walking and biking trail would boost the City's ratio of park space per 1,000 residents closer to the national median.



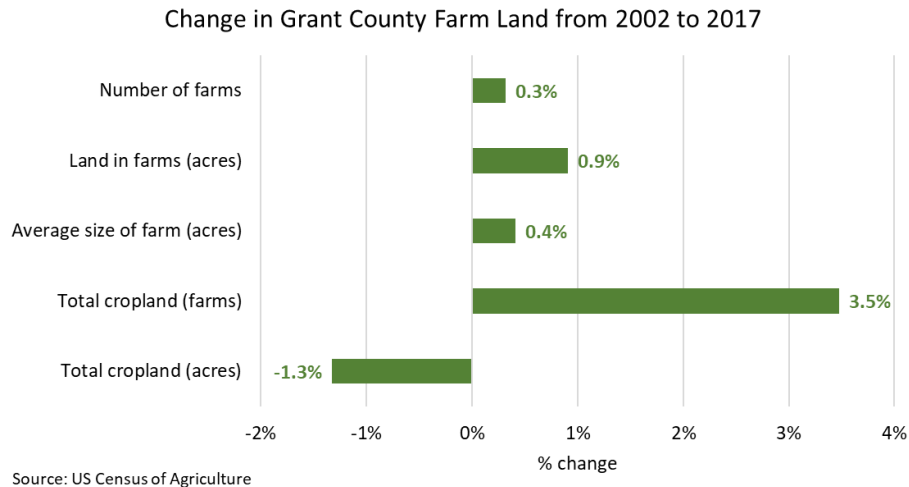
Data source: National Recreation and Parks Association 2019 Agency Performance Review

Agricultural & Natural Resources

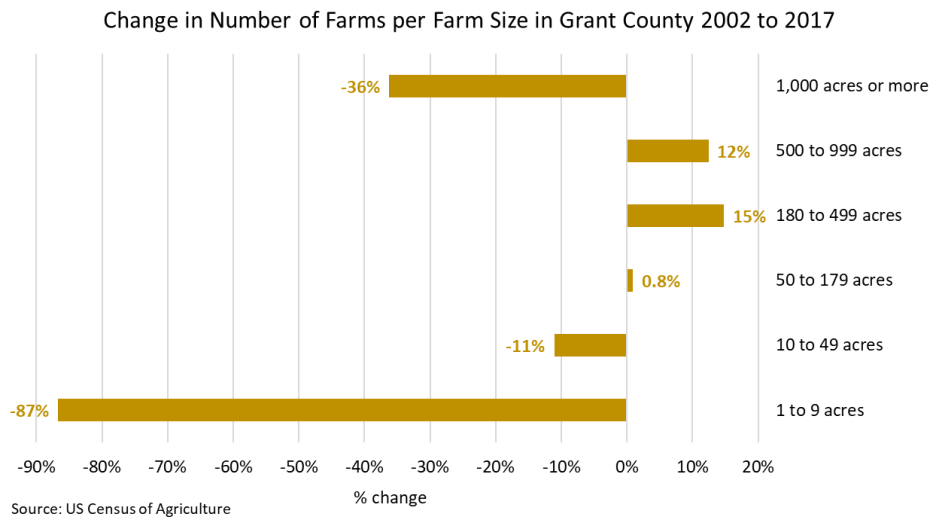
Agricultural Resources

Cuba City is surrounded by productive agriculture land that adds to both the economic and aesthetic strength of the community.

In Grant County from 2002 to 2017, the total number of farms, the amount of land on those farms, average size of farms, and total number of farms with cropland have all increased, with the most significant increase occurring in number of farms with croplands at 3.5%. Total cropland acres on the other hand decreased by 1.3%.



While the average farm size across the county increased by 0.4%, the changes among various farm sizes varied widely. The number of very large (1,000+ acres) and very small (1 to 9 acres) both decreased dramatically from 2002 to 2017 by 36% and 87%, respectively. Meanwhile, the number of medium-to-large size farms increased by 15% for 180 to 499-acre farms and by 12% for 500 to 999-acre farms.

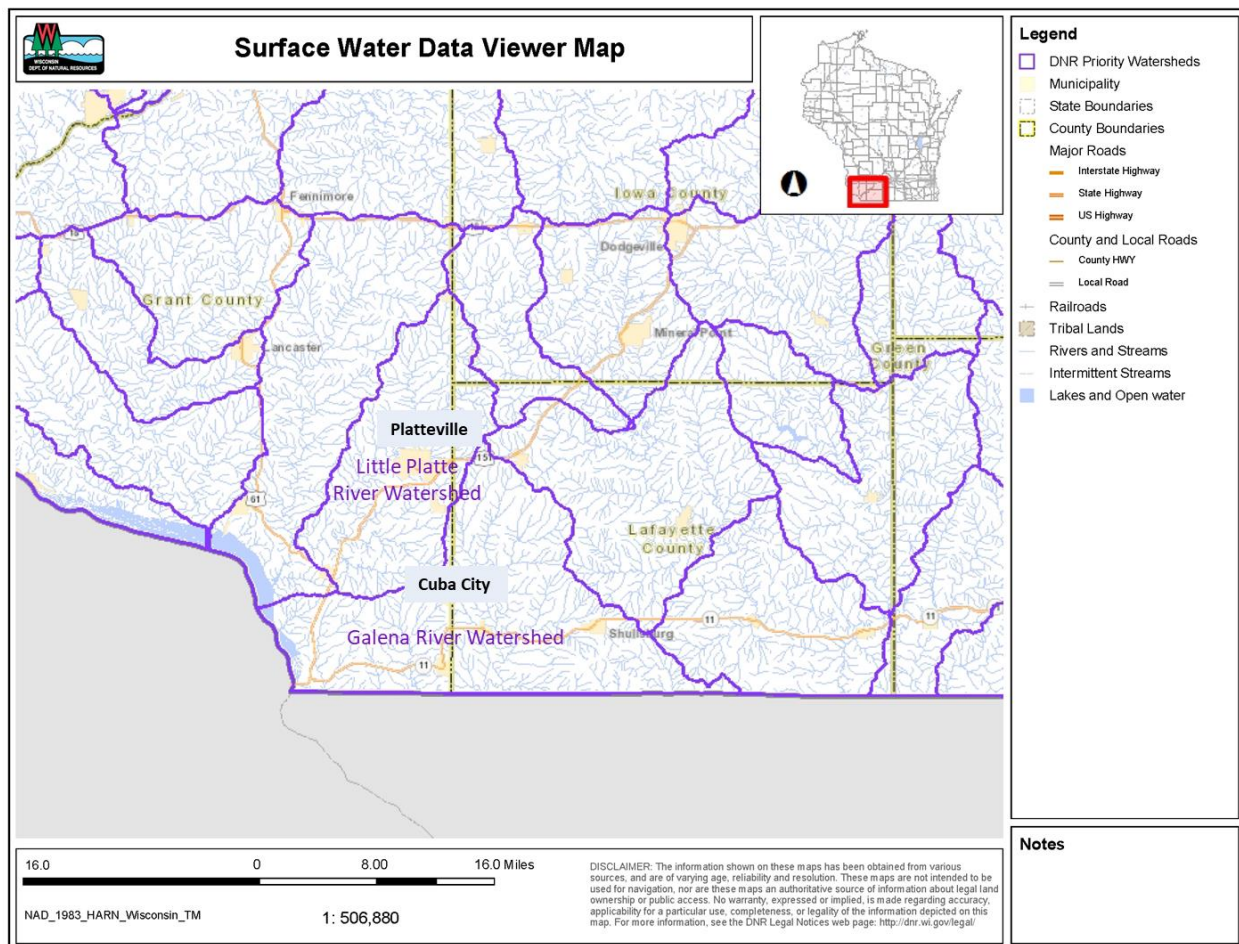


Natural Resources

Cuba City is situated in Wisconsin's Driftless Region, with rolling hills defining the landscape. Though Cuba City does not have any lakes or rivers within its boundaries, nor is it located in a floodplain. However, it does have some natural resources in and around the City to be cognizant of.

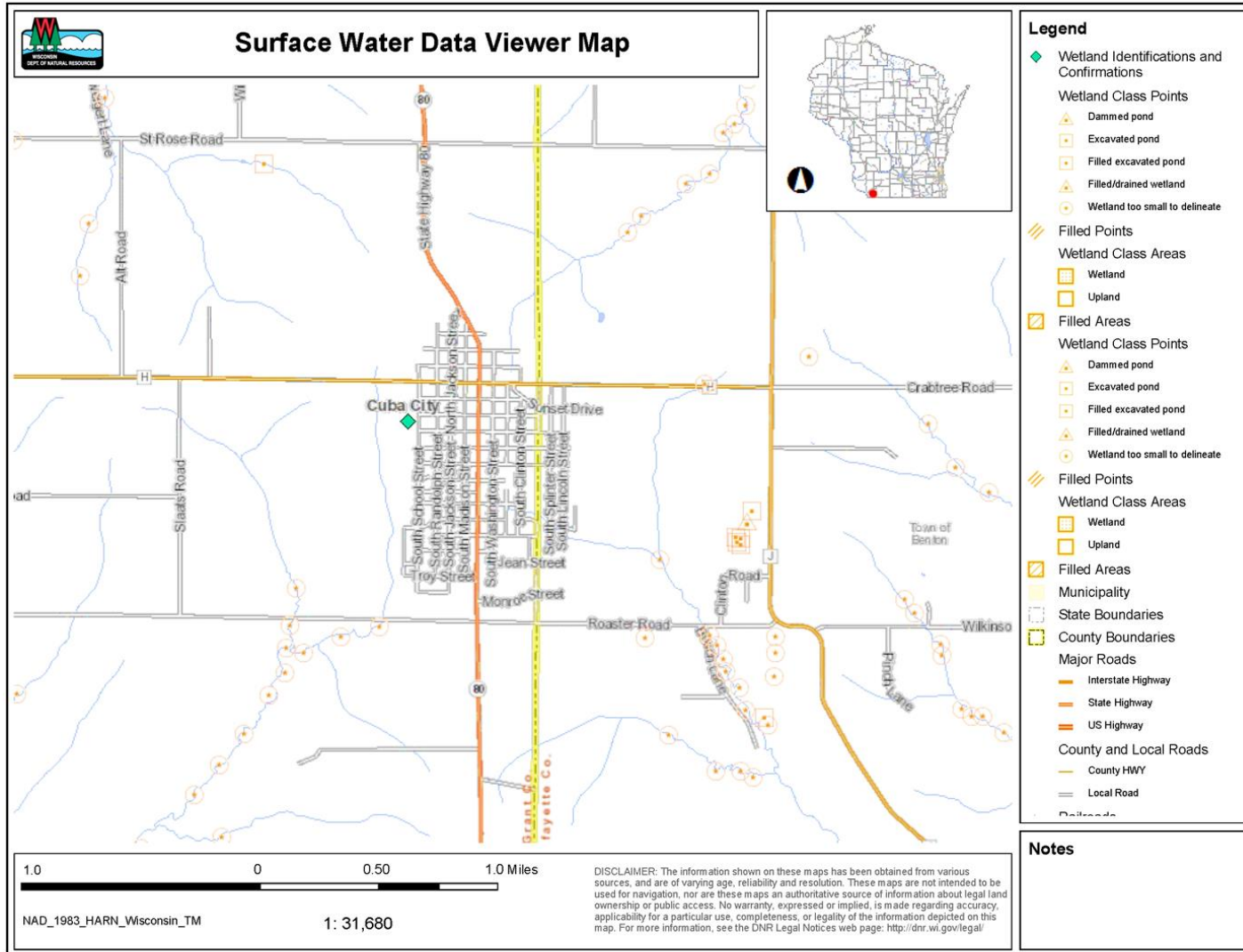
Cuba City falls within the Mississippi River Basin, meaning groundwater in the City eventually drains to the Mississippi River. Cuba City has three first-order streams, which are the smallest type of streams and tend to flow into larger streams.

The Wisconsin DNR designates priority watersheds to focus cleanup efforts and manage runoff and drainage. Two priority watersheds are located near or include Cuba City – the Galena River Watershed and the Little Platte River Watershed. The Little Platte River Watershed is located northwest of Cuba City with its border just outside the City's northwest corner. The Galena River Watershed includes Cuba City and reaches northeast, southwest, and southeast of the City.



Source: Wisconsin DNR and US Geological Survey (USGS)

There are no mapped wetlands in Cuba City, but there are many in the farmland surrounding it. One that is worth noting is located east of the city on land identified in this plan as potentially suitable for new housing or for a recreation trail.



Source: Wisconsin DNR and US Geological Survey (USGS)

Recreation

Parks

Cuba City is home to four parks, each with its own character and functions. Throughout this planning process, parks stood out as one of the amenities most-used and most-enjoyed by residents of Cuba City.

Splinter Park

Splinter Park is the most popular park and covers 14.6 acres on the east side of the city. It offers two lighted softball fields, a playground, restrooms, a concession stand, parking, basketball courts, two soccer fields, pickle ball courts, and two lighted sand volleyball courts, as well as parking and open green space.

Veterans Memorial Park

Veterans Memorial Park covers 1.73 acres and sits a block east of Main Street near the center of the city. The park serves as a memorial honoring all veterans from the Cuba City area, two picnic shelters, a restroom, and playground equipment.



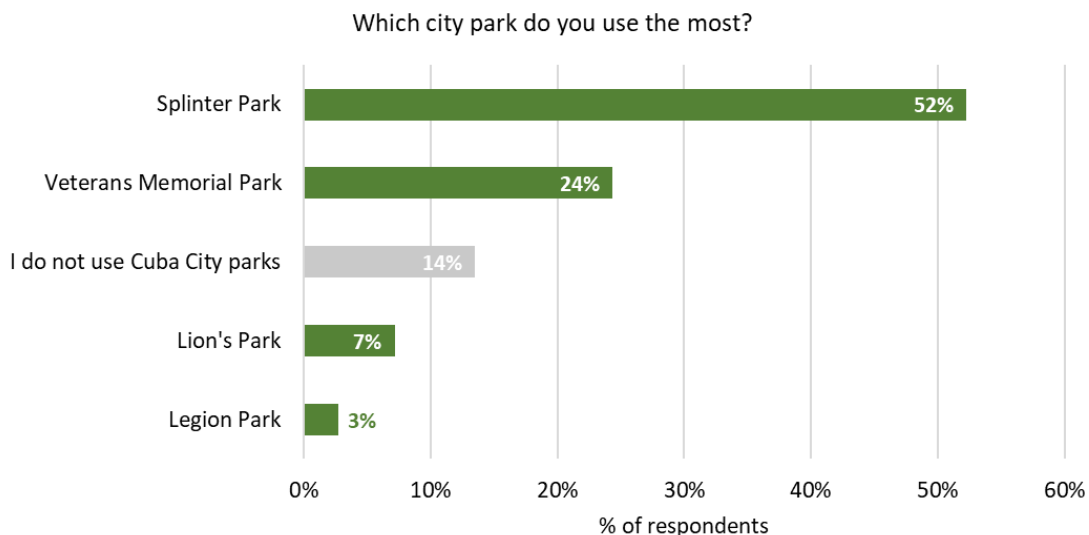
Veterans Memorial Park. Photo source: Cuba City Chamber of Commerce

Lion's Park

Lion's Park covers 1.54 acres in the southwest corner of Cuba City. It features playground equipment, restrooms, and a picnic pavilion.

Legion Park

Legion Park covers 0.43 acres directly north of Splinter Park and offers a picnic shelter, fire pit grill, and restrooms.



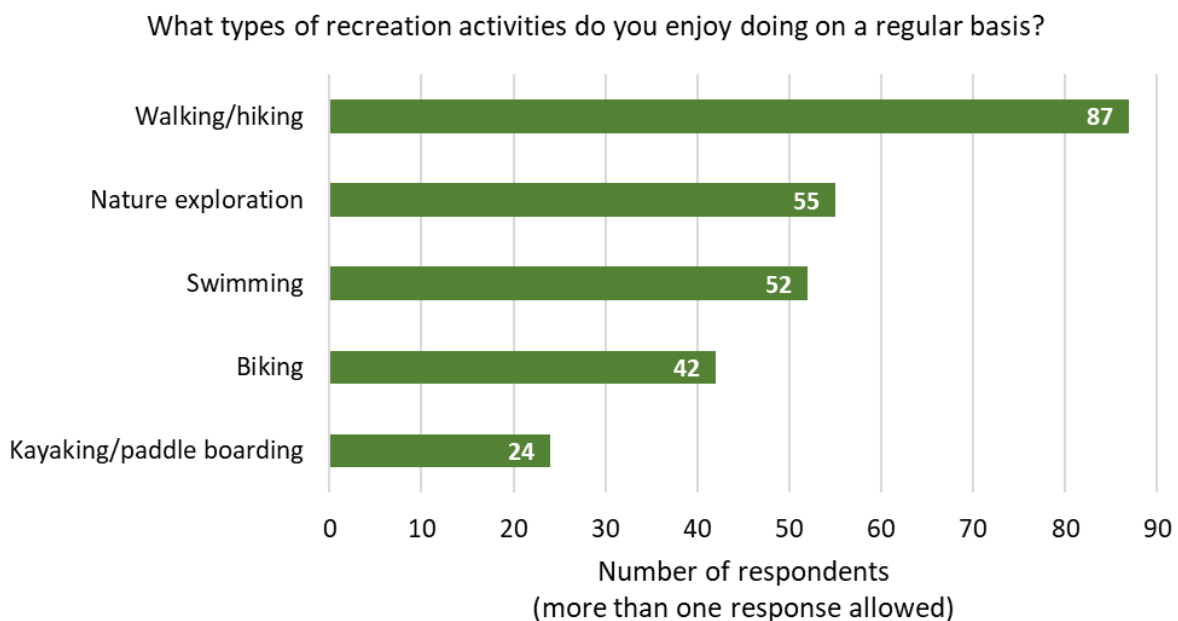
Survey respondents were also asked “Do any parks need repairs, updates, or modifications to meet your needs?” Response themes included:

- Update outdated playground equipment, especially at Splinter Park
- Provide equipment for physically handicapped
- Provide shading over equipment to enjoy on hot days
- Add a pet area/dog park
- Splash pad or pool would be a great addition
- Sand volleyball courts could use new sand and trees trimmed
- Upgrade lighting at Splinter Park
- Turn the Jackson St basketball court into a skating rink
- Splinter Park bathrooms could use a facelift
- Better water drainage on ballfield

Recreation

Living in Cuba City offers two recreation opportunities nearby in addition to its parks. Both are located on the Cole Acres property east of the city. The Cole Acres Golf and Supper Club is a public golf course featuring a 9-hole course, club house, and supper club. Directly next to the supper club is a public pool, which is funded by the City through a large donation. The pool is generally open from Memorial Day through Labor Day and offers open swim, swim lessons, and water fitness classes.

Survey participants were asked to indicate what types of recreation they enjoy regularly. Walking/hiking was by far the most popular response, but many indicated in comments or at the public input sessions that they feel safe and enjoyable walking options are lacking in Cuba City.



Goals, Strategies, and Actions

GOALS

- 1 Use existing land efficiently by encouraging redevelopment and infill development, and by proactively planning for greenfield development.
- 2 Plan for extension of public services in a way that reduces impact on productive agricultural areas and minimizes environmental impact.
- 3 Reduce negative impacts on ground and surface water.
- 4 Provide safe and enjoyable recreation opportunities for Cuba City residents, employees, and visitors.

STRATEGIES

- 1 Identify and support key redevelopment and infill opportunities.
- 2 Create a vision and plan for greenfield development.
- 3 Encourage the proper handling of wastes and chemicals to reduce the effect on ground and surface water.
- 4 Create a multi-use recreational trail.
- 5 Provide additional and upgraded recreational amenities.

Strategy 1: Identify and support key redevelopment and infill opportunities.

Action 1: Identify parcels ideal for redevelopment or infill development.

This comprehensive plan identifies parcels that are suitable for redevelopment. Over time, the City should continue proactively identifying properties for redevelopment and infill so they are prepared if developers or new businesses are interested in smaller lot development.

Timeframe: Ongoing

Level of Effort: Medium

Funding sources:

Cuba City TIF Districts

Examples and Resources:

[Strategies for infill development](#)

Action 2: Support redevelopment and infill development.

Through incentives, programs, and improved processes, support redevelopment and infill development by developers, businesses, and residents.

Strategy 2: Create a vision and plan for greenfield development.

Action 1: Determine where greenfield development should occur.

This plan outlines opportunities for new residential development on greenfield sites and can be used as a starting point for planning for new development. In the future, as new development needs are determined, proactively identify where greenfield development should occur.

Timeframe: Medium

Level of Effort: High

Funding sources:

Examples and Resources:

Factors site selectors review when considering [brownfield vs greenfield sites](#).

Action 2: Create a vision for and plan new greenfield development.

Any time greenfield development is on the table, the City should have a vision and rough plan for how it should be used. While the City should still remain flexible to developer ideas and the market, planning prevents a reactionary approach and can mitigate negative consequences to the City or surrounding land.

Strategy 3: Continue to protect ground water through appropriate regulation.

Action: Continue to protect ground water and wells via City regulations.

Existing regulations which should be upheld include restricting certain development near water infrastructure in Groundwater Protection Overlay zones.

Timeframe: Ongoing

Level of Effort: Low

Strategy 4: Create a multi-use recreational trail.

Action 1: Choose a location or various locations for the trail.

Determine where the trail should go and how it will be connected to the rest of the community. On-street pedestrian lanes which are similar to bike lanes but are used for walking could be used within the city to connect the trail to the city. Connections to parks, schools, and downtown should be considered. A map of suggested options is included here.

Action 2: Assess feasibility of the determined locations and consider alternatives as needed. Plan out additional details of the trail.

Conduct an engineering assessment of the proposed trail and make adjustments to the route as necessary. Select trail materials and signage. Consider what will work well for both walkers and cyclists and how the two can use the trail harmoniously.

Action 3: Construct the trail(s) and celebrate the opening.

Bid out the work to construct the trail. Hold an opening ceremony/inaugural walk to get people out using the trail right away.

Timeframe: Medium

Level of Effort: High

Funding sources:

[WisDOT TAP Program](#) (80% of eligible costs. every 2 years, next round starting end of 2021 for 2022-2026 funding)

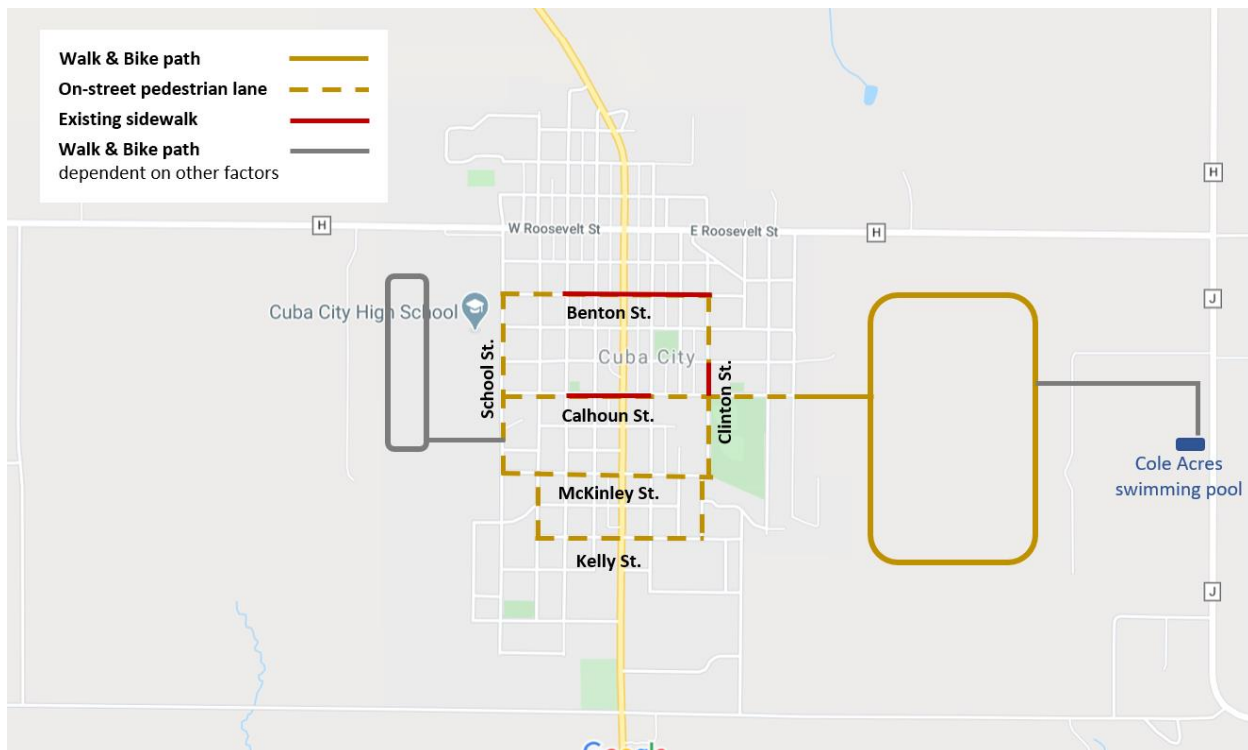
[WDNR Recreational Trails Program](#) (50/50 funding match Deadline typically May 1 each year.)

[AARP Community Challenge Grant](#)

(applications typically due April)

Cuba City TID 4

Possible walking path and pedestrian lane layout:



Strategy 5: Provide additional and upgraded recreational amenities.

Action 1: Continue efforts to create a dog park.

Many survey respondents indicated the need for a dog park, especially given that dogs are no longer allowed in the regular parks. The city has already begun this process but nothing has been finalized, so continue pursuing this as a new amenity. Find an area that is easy to access by both car and walking, as some may want to walk their dogs to and from the park. Consider exploring a partnership with the County to maintain such a space, as that model has been successful in other parts of the state.

Timeframe:

Medium - Long

Level of Effort:

Medium - High

Funding sources:

City budget, fund raising for new facilities and maintenance, grants.

Action 2: Upgrade playground equipment in Splinter park.

Splinter Park is the most heavily used in the city and the public has expressed they would like to see more modern, safer, and universally accessible equipment for children of various ages.

Grants for playground equipment and splash pad.

Continue to purposefully include equipment maintenance and replacement costs in city budget.

Action 3: Consider adding a splash pad or interactive fountain to Splinter Park or the potential downtown plaza.

Splash pads and interactive fountains can provide entertainment and relief from the heat for children of all ages during the summer. A location at Splinter Park would provide an additional activity for siblings of kids playing sports. A location on the potential downtown plaza would be more centrally located and could be used during community events.

Action 4: Refresh the volleyball courts.

Public input indicates the sand and nets at the volleyball courts should be replaced and trees should be kept trim to allow for proper use.

Action 5: Upgrade lighting and bathrooms at Splinter Park.

Several community members commented that lighting, particularly on the lower ball fields needs to be upgraded. Bathrooms were also on many respondents' lists of amenities needing upgrades in the parks.

CHAPTER 7:

Community

Community

Though “Community” is not a required element of the Comprehensive Plan, discussions about community were heavily present throughout the public input process, so it seemed appropriate to include it as part of the plan. This chapter encompasses some physical aspects of the community like public spaces, as well as programs the city can provide or encourage among community organizations to improve long-term community engagement.

Challenges & Assets

Challenges

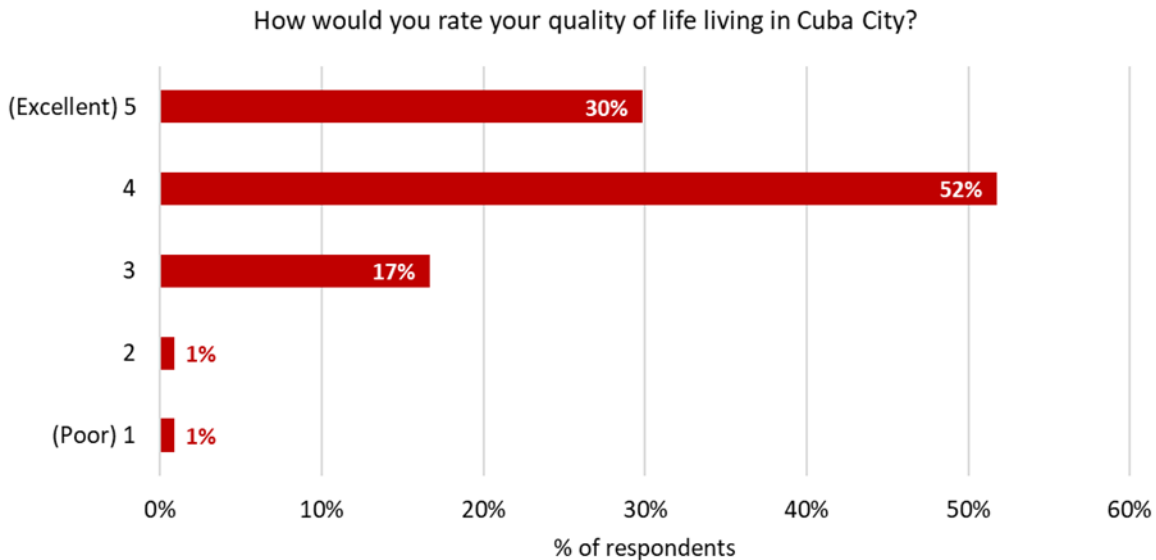
- Few places to have small or large gatherings indoors.
- Difficult to find people to volunteer to plan activities or get involved in organizations, committees, and city leadership.

Assets

- Residents are proud of their city and want to see it continue to thrive.
- City of Presidents theme and Presidential Courtyard are cultural draws to the city.

Quality of Life & Community Engagement

In general, most citizens who participated in this planning process indicated they are happy to live in Cuba City and proud to be part of the community. In the online survey, 82% of respondents ranked their quality of life a four or five on a scale of one (poor) to five (excellent) and only 2% ranked their quality of life a one or two. Self-reported factors that influenced their answer choices included:



Positive

- Amenities, safety, and services
- Schools
- People are friendly and helpful
- Small town feel
- Price, jobs, businesses
- Cleanliness, looks nice
- It's home
- Family atmosphere, family is here
- Close to jobs

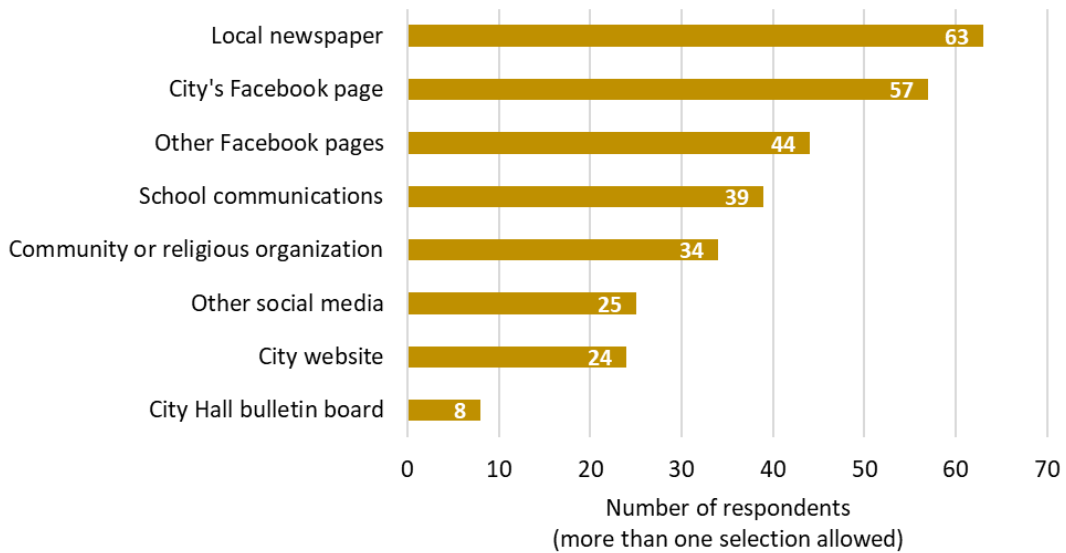
Negative

- Nothing to do here
- Need a community center, a pool, and more organized youth activities
- Residents need to support the businesses here instead of driving to other communities
- Not feeling accepted if hadn't grown up there, not friendly to those from out of town
- Need a motel
- Unattractive Main Street and some run-down residences
- Need more businesses and industry and houses those employees can afford
- Limited access to walking/biking paths, have to drive everywhere

A popular topic of conversation during the public input sessions for this plan was community engagement and collaboration. Many participants indicated it is difficult to execute community events because only a handful of people regularly volunteer to help, or community organizations are working at odds with each other's events. Participants and staff also noted that it is difficult to get people to run for City Council or join committees.

One potential barrier or factor of people participating in their community is how they get their information. The survey asked how respondents find out about events going on in Cuba City. Many included the local newspaper, Facebook, and school communications in their response. The City's website and bulletin board gathered the fewest responses, though the website has recently undergone a complete overhaul, so residents may find it more useful in the future.

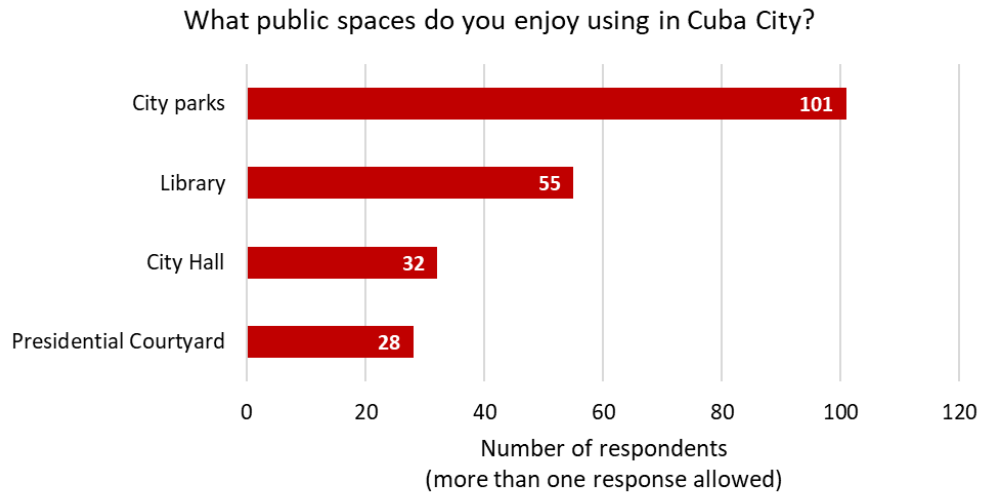
How do you find out about events going on in Cuba City?



Public Spaces

Existing Spaces

Cuba City offers nice public spaces that people enjoy using. The most popular is the City's parks, which are discussed in further detail in the Land Use, Natural Resources, and Recreation chapter of this plan. The library and City Hall are discussed in the Facilities chapter of this plan.



The Presidential Courtyard, which is located in the heart of downtown Cuba City serves as a visitor's center for the City and is a dedication to the railroad that used to pass through that location. The Courtyard consists of a gazebo and restored caboose. The space serves as a focal point within downtown and is home to the Community Market, which is held monthly during the summer.

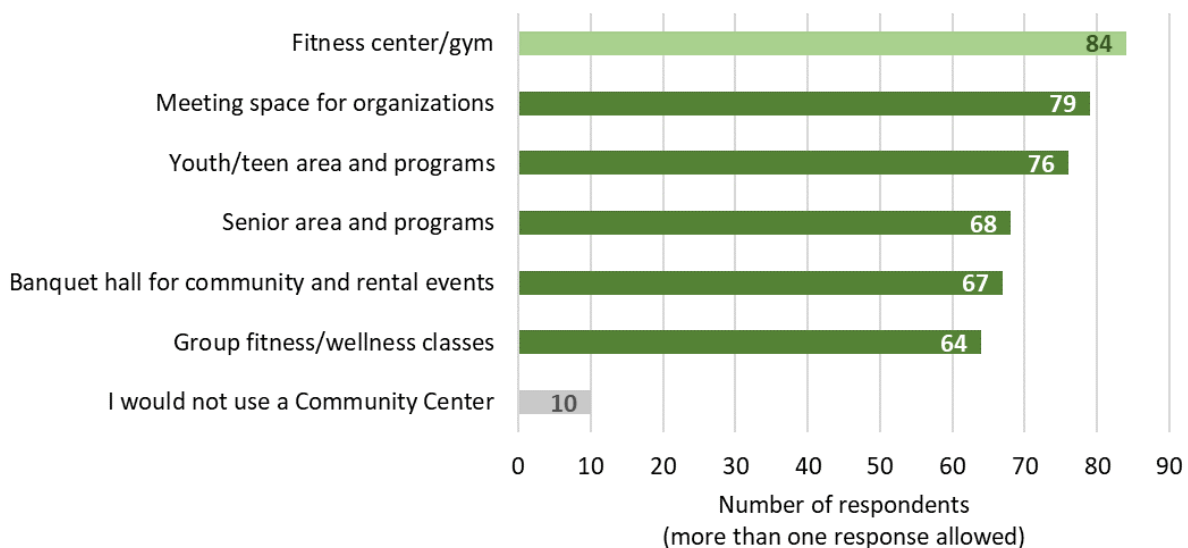


Presidential Courtyard. Photo source: Cuba City Chamber of Commerce

Future Spaces

Cuba City is in need of more public spaces in which the community can gather, especially indoors for colder times of the year. One way to address this need is building a **community center** that can serve as a multi-purpose space for the community. Many community members indicated their desire for a community center during the public input sessions and in the survey. A community center was proposed by referendum in 2014 but did not pass. According to input gathered for this plan, that was partly due to the heavy focus on gym space in the proposed design, which not all residents were comfortable supporting. Though many people still expressed a desire for more gym space in the community during the planning process, almost everyone who mentioned a community center also wanted it to serve as a gathering space. If a community center were to be proposed again, it should focus on the community space aspect rather than or prior to focusing on athletic space.

If a Community Center were to [be built] in Cuba City, what amenities would you want to see available there?



Two other public spaces are already underway – a town square or plaza surrounding the Presidential Courtyard and the Cuba City US Presidential Museum.

The existing **Presidential Courtyard** is in the heart of downtown and has some open space around it, which provides an opportunity to expand this community asset. Currently, a driveway cuts between the buildings next to the courtyard from Main Street to Webster Street and is mostly used to access some parking behind the courtyard. This driveway and possibly the parking could be used to expand the courtyard into a plaza space which could be used for community gatherings and events. Additionally, some of the buildings surrounding the courtyard are used for storage, are not well maintained, and could be improved for a higher use to contribute to the vibrancy of the space.

To date, the City has worked with engineering students from UW-Platteville to gather requirements and create a conceptual design for the space. The renderings to the right were the final product of that project and serve as a starting point for what the plaza could ultimately look like and how it could serve the community.

The **Cuba City US Presidential Museum** is a good candidate to take over one of the buildings next to the Presidential Courtyard to further improve the use of that key space downtown. The mission of the museum is: *“To preserve and share the legacy of all the US Presidents, as well as the history of Cuba City, Wisconsin, known as the City of Presidents, with the purpose of attracting, educating and inspiring the public.”*

The US Presidential Museum would tie in well with the City’s history and its enduring bicentennial project which gave the City its nickname “The City of Presidents”. While other presidential museums exist throughout the country, few feature information about all 45 presidents of the US, which would make Cuba City’s museum concept unique. The museum will feature traditional artifacts as well as interactive displays for visitors to engage with.

A 501(c)(3) has been formed to develop the museum idea and raise funds for making it a reality. To date, about \$27,000 of the \$150,000 fund raising goal has been achieved and a business plan and site evaluations are underway. A museum like this would help tie Cuba City tighter into the already popular tourism in the region, from Platteville to Galena, and serve as a draw for tourists to spend time in the community enjoying the museum, the plaza, and the local businesses.



View from Main St



View from Webster Street

Renderings by Christopher Moore, Dustin Reynolds, Kyle Samann, and Ryan Schuppe
Civil and Environmental Engineering Senior Design, UW-Platteville, May 2020

Goals, Strategies, and Actions

GOALS

- 1 Support a high quality of life for residents and visitors so Cuba City continues to be a great place to live.
- 2 Foster community engagement and connectedness.

STRATEGIES

- 1 Build a community center which includes gathering spaces and is programmed with activities for kids and seniors and available to the public for a variety of uses.
- 2 Create an outdoor gathering space next to the Presidential Courtyard and plan to include a Presidential Library in an adjacent building.
- 3 Encourage engagement, volunteerism, and leadership in the community.

Strategy 1: Build a community center which includes gathering spaces and is programmed with activities for kids and seniors and available to the public for a variety of uses.

Action 1: Finalize space needs and uses for the community center.

Determine the best mix of uses and space for a community center. Previous plans for a community center focused primarily on a large gym space, which, anecdotally, is part of the reason it was unsuccessful in the referendum. Though many people expressed a desire for more gym space in the community, almost everyone who mentioned a community center also wanted it to serve as a gathering space. Therefore, any new proposal for a community center should focus on serving as a gathering space for the community.

Such a facility could include a larger multi-purpose space that can be used for larger community events, group fitness, performances by school and community groups, or rented by people or organizations for banquets and gatherings. Smaller lounge areas geared toward certain users could also be available, such as a senior lounge and teen area. Offices for staff and volunteers, a community kitchen, and restrooms should all be considered.

A FabLab or maker space could also be incorporated into the community center to provide an opportunity for community members to learn new skills or practice old ones and could foster more interaction between generations.

Timeframe:

Long-term

Level of Effort:

High

Funding Sources &

Partners:

City budget

Fund raising

Cuba City Community

Organizations

Cuba City School District

Examples and Resources:

[Deerfield Community Center](#)

Action 2: Determine a location for the community center.

Determine a location for the community center. Consider parking/drop-off (especially for seniors), proximity to schools, and room to expand. At present, the site near the high school which was considered in 2014 is the most suitable option

Action 3: Establish governance and responsibilities.

Establish governance and programming roles of city, community organizations, and other partners. The city should consider facilitating the creation of a non-profit entity to take over operations once it is built. This group would be responsible for managing and programming the center and generating a revenue stream. Explore various models of ownership between the city and the nonprofit organization, as there are many ways to structure the ownership of the land, building, and operations of the community center.

Action 4: Secure funding for the project.

Secure capital funding through grants, fund raising, and the city's budget. Tap into previous donors by educating them on how the approach is different from previous attempts and how that will make it more likely to succeed in coming to fruition. Plan for ongoing funding for community center operations including staff, events, and maintenance.

Action 5: Build the community center.

Create a design steering committee to guide the process of developing a design Request for Proposal and hiring a design firm to design the building based on requirements gathered so far by the City. When the design is confirmed, bid out the construction.

Strategy 2: Create an outdoor gathering space next to the Presidential Courtyard and plan to include the US Presidential Museum in an adjacent building.

Action 1: Assess feasibility of creating a downtown plaza next to the existing Presidential Courtyard.

Assess the engineering and design feasibility of creating a downtown plaza next to the Presidential Courtyard space. The existing courtyard is in the heart of downtown and has some open space around it, which provides an opportunity to expand this community asset. Currently, a driveway cuts between the buildings next to the courtyard from Main Street to Webster Street and is mostly used to access some parking behind the courtyard. This driveway and possibly the parking could be used to expand the courtyard into a plaza space which could be used for community gatherings and events.

Additionally, some of the buildings surrounding the courtyard are used for storage and are not well maintained, and could be improved for a higher use to contribute to the vibrancy of the space. One option for reuse of one of these buildings is for the US Presidential Museum, which is being developed by the City of Presidents organization. The City can play a role in facilitating conversations between the museum organization and property owners, and can work with the organization to ensure proper zoning is available on the site to meet the goals for the museum.

Timeframe: Long-term

Level of Effort: High

Funding sources:

[AARP Livable Communities Grant](#)

City budget; fund raising

Examples and Resources:

Ways to [make your public plaza more successful](#)

[The Power of Public Plazas](#)

Action 2: Determine a program of features to include and a design for the space.

Determine what should and should not be included in the space, such as an interactive fountain, creative seating, fire pit, and interpretive signage. In this space, keeping it simple is key to making the space flexible and functional.

Action 3: Establish governance and responsibilities.

Determine who will be responsible for programming and administering the space. Given that a space like this would likely be considered “park” space, maintenance and administration would fall to the Public Works department. However, this space should be programmed more frequently than other park spaces to keep it a vibrant asset to downtown Cuba City. Community organizations and individuals should coordinate programming with City staff. Explore state and regional resources that might be available to assist in this endeavor, such as the Main Street Connect Communities program through WEDC.

Action 4: Secure funding, design, and build the plaza.

Work with a design firm or UW-Platteville students to design the space according to decisions made in the first step. Secure capital funding through grants, fund raising, and the city's budget to fund the project.

Strategy 3: Encourage engagement, volunteerism, and leadership in the community.

Action 1: Create a welcome basket/packet for new residents.

Create a welcome basket/packet for new residents with information about the city, organizations and social opportunities, volunteer opportunities (including Fire, EMS, and City Council and committees). When the packet is first created, share with existing residents too to make sure everyone knows what's available in town.

Timeframe: Short

Level of Effort:
Low - Medium

Funding Sources & Partners:
Sponsorship from local businesses

Action 2: Facilitate or encourage a yearly "Neighbors' Day" or "Day of Service".

Getting people involved with their community by helping each other with home projects or other needs will build connections and spark more engagement throughout the year. Such an event would need assistance from local organizations, but the city can start the conversation and facilitate partnerships among various groups.

Fund raising

Examples and Resources:
[Inspiring students to volunteer](#)

Ways to [promote community participation and engagement](#)

Action 3: Consider providing a scholarship for elected official leadership training.

Consider providing a scholarship for a new leader to attend the Community Leadership Alliance training provided by Grant County Extension or a similar opportunity. Giving people tools they need to succeed in leadership roles will boost confidence and encourage more people to get involved.

CHAPTER 8:

Implementation

Implementation

Implementation of this plan will be guided by the goals, strategies, and actions set forth in the preceding chapters, which are summarized again here. In order to successfully implement the chapter-specific strategies, additional goals, strategies, and actions for implementing and updating the plan itself are included here.

Goals, Strategies, and Actions for this Comprehensive Plan

GOALS

- 1 Ensure zoning regulations and other ordinances are consistent with this Comprehensive Plan.
- 2 Ensure this Comprehensive Plan remains relevant and useful over time.

STRATEGIES & ACTIONS

- 1 Review and revise the following ordinances to be consistent with and promote the goals outlined in this plan:
 - Zoning
 - Subdivision & Platting
 - Signage
 - Parking
 - Landscaping/yards
 - Stormwater
- 2 Maintain an accurate and detailed electronic version of the City's zoning map. This can be accomplished using free GIS software or by contracting this work to a consultant or regional planning commission.
- 3 Review the goals and strategies of this plan every five years and amend them as needed to be consistent with changes in the city's population or economy.
- 4 Update the data in this plan when the 2020 Census results are released and amend any goals and strategies as needed.
- 5 Review this Comprehensive Plan annually to track progress toward the City's goals using the strategies and actions described in the plan.

Goals

1. Accommodate housing for various income levels and household compositions.
2. Increase and improve housing stock to attract more people to live in Cuba City.

Strategies & Actions

1. Facilitate development of land identified as suitable for housing expansion.

- a) Plan for efficient development, zone accordingly, and solicit proposals to develop the land.
- b) Facilitate meetings between developers and property owners.
- c) Provide incentives to developers as-needed. Extend TID 2 by one year to put increment toward housing incentives, especially in the workforce/affordable range.



Planning:
short term
Implementation:
long term

High level of effort



[Example RFP for development](#)



Cuba City TID 2 Extension;
Cuba City TID 4

2. Encourage infill development for new homes.

- a) Inventory and document lots suitable for infill opportunities.

Short-term;
Medium level of effort

[Infill guidebooks and examples from across the country](#)

3. Provide assistance for rehab of older homes.

- a) Provide financial assistance for rehab of older homes.
- b) Get the community involved in helping out.

Medium-term;
Medium level of effort

[City of Janesville Housing Loan Programs](#)
[LaCrosse Neighbors Day](#)

4

4. Work with developers to create multi-generational and senior-affordable housing.

- a) Provide flexible zoning and incentives as needed to attract development of multi-generational housing.

Long-term
High level of effort

[Platteville PUD Ordinance](#)

Low Income Housing Tax Credits

Housing

- b) Provide resources for seniors to understand their options and how to make a transition.

5. Allow for more types of housing to fit various needs and price points.

- a) Update zoning code to allow various types of housing.
- b) Allow for accessory dwelling as a permitted use in all residential zones.

Short-term;
Low effort

[City of Verona PUD
Procedures](#)

[How to regulate
"missing middle"
housing](#)

Goals

1. Improve walkability within and around the City.
2. Improve safety and accessibility of all modes of transportation.
3. Continue to maintain roads to reduce deterioration and improve safety.

Strategies & Actions

1. Identify, prioritize, and address challenges that hinder walking within Cuba City, with a focus on safety and accessibility.

- a) Conduct a walk audit of the City.
- b) Make a long-term walkability improvement plan based on results of the audit.
- c) Implement the walkability plan over time.

2. Improve traffic safety throughout the City.

- a) Consider adding stop signs on Clay St. at Jackson St.
- b) Consider temporarily removing parking spaces that are blocking views of Main Street.

3. Improve transportation access for seniors.

- a) Explore a City agreement with a cab company to provide more ride options.



Evaluation:
short term

Plan:
medium term
Implementation:
long term

Medium level
of effort

Medium term

Medium level
of effort

Short term
Low effort



[AARP Walk Audit Information](#)

[How to create a parklet](#)

[City of Platteville ride options](#)



Use
community
volunteers to
conduct walk
audit

Goals

1. Continue to maintain and improve safety throughout the community.
2. Improve and maintain infrastructure to meet changing needs.
3. Encourage coordination and cooperation among nearby units of government.
4. Ensure appropriate staffing levels for needed city services and functions.
5. Strengthen resiliency and preparedness of government functions through proactive planning.

Strategies & Actions

1. Mitigate and prevent flooding throughout the city.

- a) Assess flooding issues city-wide.
- b) Create and implement a flooding mitigation and prevention plan.



Assessment:
short term

High level
of effort



[Example Flood Risk Assessment and Risk Reduction Plan](#)



[DNR Municipal Flood Control Grant Program](#)

2. Plan and budget for current and future Fire, EMS, and Police needs.

- a) Plan for an expansion of the Fire & Rescue building.
- b) Plan for and support purchase of new equipment by public safety departments.
- c) Prepare for purchase of new ladder truck if needed.
- d) Consider combining critical resources such as Fire and EMS with nearby units of government or healthcare systems.

Ongoing,

Evaluate every
5 years

Low level
of effort

City budget

[Grants such as the FEMA Assistance for Firefighters Grant](#)

Government, Public Facilities, and Utilities

3. Plan for impact of development on utilities.

- a) Budget for a new lift station if west side of the city is developed into residential.
- b) Plan for adding wastewater treatment capacity if a heavy wastewater industrial user moves to or expands within the city.

As needed

High level of effort

City budget

4. Offer additional services as funding and staffing allows.

- a) Contract with waste disposal company to offer occasional curb-side bagged yard waste collection.

Short term
Medium level of effort

[City of Platteville example](#)

Fee for service

5. Adjust staffing and/or support contracts to meet changing needs.

- a) Consider adding a Zoning Administrator/Building Inspector or contracting for these services.
- b) Review staffing needs every three years.

As needed and ongoing

Low level of effort

[Example job description for zoning admin](#)

[Building inspector information](#)

City budget

6. Continue to work with other units of government to enhance city policies, services, and initiatives.

- a) Work with other units of government and agencies (including state and federal, the regional planning commission, school districts, etc.) to identify and coordinate policies and initiatives.
- b) Explore new opportunities to cooperate with other units of government to share public services, staff, or equipment where and when appropriate.

Ongoing

Low effort

7. Create an emergency management plan that outlines how the City will operate in the face of emergencies and disasters.

- a) Work with the counties and surrounding municipalities to develop or update an emergency management plan.

Short term
Medium level
of effort

[Grant County
Emergency
Management
Department](#)

[State of Wisconsin
Emergency
Response Plan](#)

[League of
Wisconsin
Municipalities info](#)

[FEMA guide to
developing
emergency plans](#)

Goals

1. Grow the population of the City to better support businesses and services.
2. Increase the variety of downtown businesses with a focus on those that serve the community.
3. Support local employers' growth and expansion in Cuba City.
4. Increase Cuba City's economic resiliency and preparedness.

Strategies & Actions

1. Make room downtown for new businesses.

a) Redevelop key properties to improve their use.

Redevelopment activities: ongoing

[Guide to zoning reform](#)

b) Update zoning code to disallow residential use on the front of the first floor of Main Street buildings.

Update zoning: short term
Medium level of effort

2. Maintain the city's clean and welcoming appearance, especially in commercial areas.

a) Implement the building façade & renovation program from TID 4.

Medium term

[Stoughton Revolving Loan Fund](#)

b) Enforce zoning and other ordinances pertaining to outward appearance of buildings.

Ongoing

3. Attract more businesses that serve the community.

a) Focus downtown attraction efforts on businesses that serve residents and visitors.

Ongoing; Medium level of effort

[Pop-ups could be used to show viability of businesses in temporary space.](#)

4. Continue to improve and implement economic development practices.

a) Update City website with latest economic development information, especially regarding TIF and other available incentives.

Ongoing

[IEDC BRE Guide](#)



Economic Development

b) Perform business retention visits regularly.	Yearly	Example City BRE Program	Economic Dev Committee
5. Collaborate with other economic development agencies in the region.			
a) Partner with economic development entities in the region to improve workforce skills and availability.	Ongoing		Partners: GCEDC; LCDC; Prosperity SW; SWWRPC; GDCC
b) Collaborate with various economic development agencies on a regional level.	Low level of effort		
6. Help local businesses become resilient and be prepared to assist them during emergencies and disasters.			
a) Provide local businesses with ongoing support in developing business continuity practices.	Ongoing	Restore Your Economy	
b) Be prepared to provide or facilitate financial assistance to businesses during and after an emergency event.	Medium level of effort		

Goals

1. Use existing land efficiently by encouraging redevelopment and infill development, and by proactively planning for greenfield development.
2. Plan for extension of public services in a way that reduces impact on productive agricultural areas and minimizes environmental impact.
3. Reduce negative impacts on ground and surface water.
4. Provide safe and enjoyable recreation opportunities for Cuba City residents, employees, and visitors.

Strategies & Actions



1. Identify and support key redevelopment and infill opportunities.

- a) Identify parcels ideal for redevelopment or infill development.
- b) Support redevelopment and infill development.

Ongoing

[Strategies for infill development](#)

Cuba City TIF Districts

Medium level of effort

2. Create a vision and plan for greenfield development.

- a) Determine where greenfield development should occur.
- b) Create a vision for and plan new greenfield development.

Medium term

[Brownfield vs greenfield sites](#)

High level of effort

3. Continue to protect ground water through appropriate regulation.

- a) Continue to protect ground water and wells via City regulations.

Ongoing;
Low effort

4. Create a multi-use recreational trail.

- a) Choose a location or various locations for the trail.
- b) Assess feasibility of the determined locations and consider alternatives as needed. Plan out additional details of the trail.

Medium term

[WisDOT TAP Program](#)

High level of effort

[WDNR Rec Trails Program](#)

c) Construct the trail(s) and celebrate the opening.

5. Provide additional and upgraded recreational amenities.

a) Continue efforts to create a dog park.

Medium - long term

b) Upgrade playground equipment in Splinter park.

c) Consider adding a splash pad or interactive fountain to Splinter Park or the potential downtown plaza.

Medium - high level of effort

d) Refresh the volleyball courts.

e) Upgrade lighting and bathrooms at Splinter Park.

[AARP Community Challenge Grant](#)

City budget, fund raising for new facilities and maint., grants for playground equipment and splash pad.

Goals

1. Support a high quality of life for residents and visitors so Cuba City continues to be a great place to live.
2. Foster community engagement and connectedness.

Strategies & Actions



1. **Build a community center which includes gathering spaces and is programmed with activities for kids and seniors and available to the public for a variety of uses.**

- a) Finalize space needs and uses for the community center.
- b) Determine a location for the community center.
- c) Establish governance and responsibilities.
- d) Secure funding for the project.
- e) Build the community center.

Long term

High level of effort

[Deerfield Community Center](#)

City budget

Fund raising

Partners:
Local community organizations, CC School District

2. **Create an outdoor gathering space next to the Presidential Courtyard and plan to include the US Presidential Museum in an adjacent building.**

- a) Assess feasibility of creating a downtown plaza next to the existing Presidential Courtyard.
- b) Determine a program of features to include and a design for the space.
- c) Establish governance and responsibilities.
- d) Secure funding, design, and build the plaza.

Long term

High level of effort

[Ways to make your plaza more successful](#)

[The power of public plazas](#)

City budget
Fund raising

[AARP Livable Community Grant](#)

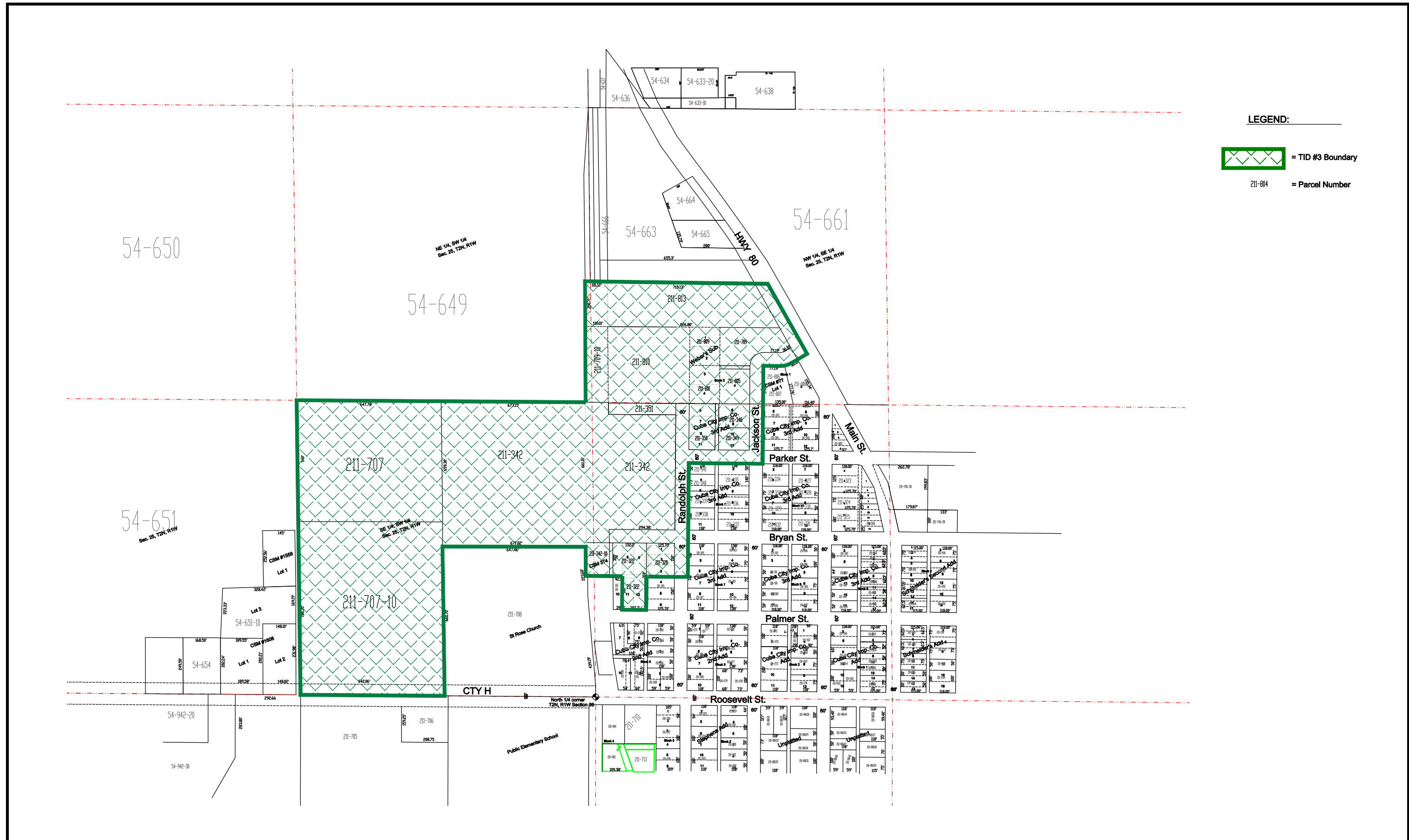
3. Encourage engagement, volunteerism, and leadership in the community.

- | | | | |
|---|------------------------------|---|-----------------------------------|
| a) Create a welcome basket/packet for new residents. | Short term | Inspiring students to volunteer | Sponsorship from local businesses |
| b) Facilitate or encourage a yearly "Neighbors' Day" or "Day of Service". | Low - medium level of effort | | |
| c) Consider providing a scholarship for elected official leadership training. | | Ways to promote community participation and engagement. | Fund raising |


APPENDIX A:

Tax Increment District Maps

1. TID #3 Map
2. TID #2 & 4 Map



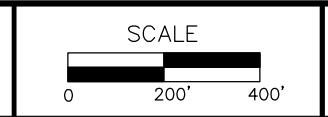
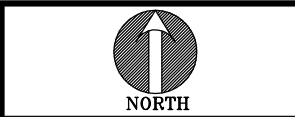
LEGEND:

 = TID #3 Boundary

211-804 = Parcel Number

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 THIS DOCUMENT HAS BEEN DEVELOPED FOR A SPECIFIC APPLICATION AND NOT FOR GENERAL USE, THEREFORE IT MAY NOT BE USED WITHOUT THE WRITTEN APPROVAL OF K.D. ENGINEERING CONSULTANTS, INC. UNAPPROVED USE IS THE SOLE RESPONSIBILITY OF THE UNAUTHORIZED USER.

DATE: MAY 17, 2012
 REVISION: JUNE 6, 2012
 REVISION: JUNE 19, 2012
 REVISION: JUNE 22, 2012



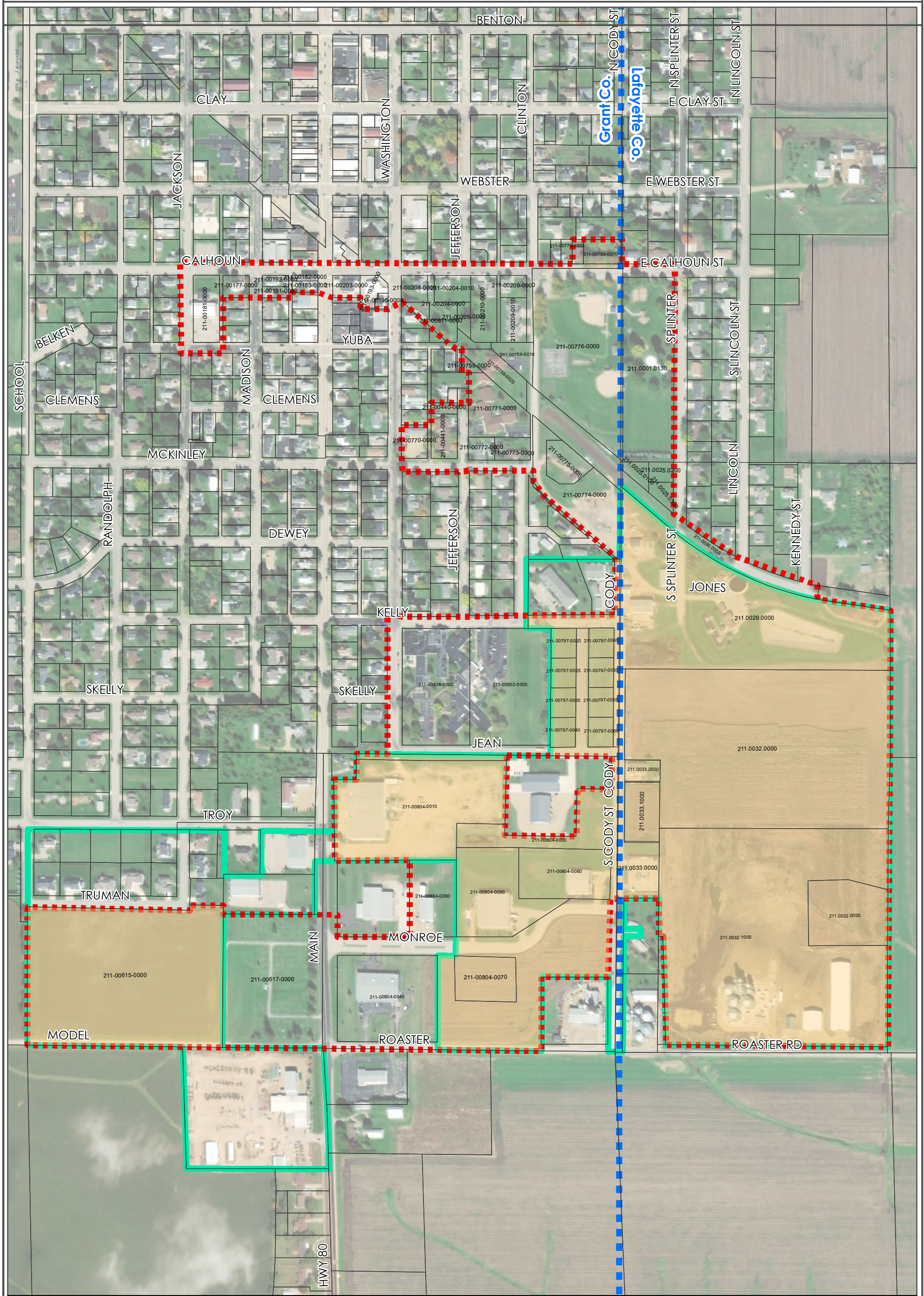
CITY OF CUBA CITY
 TAX INCREMENTAL DISTRICT No. 3

MAP No. 1
 DISTRICT BOUNDARY

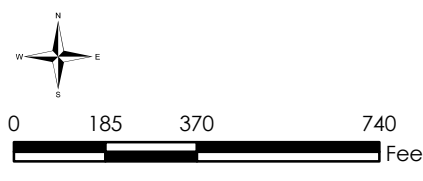
KD ENGINEERING
 CONSULTANTS, INC.

ENGINEERING SURVEYING ENVIRONMENTAL

2800 C.T.H. Y - DODGEVILLE, WI 53533 (608) 935-3310

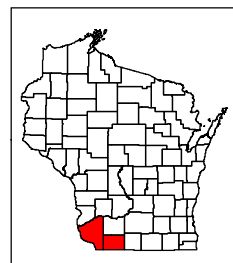
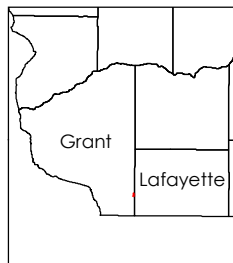


Date Created: 12/3/2018
 Date Amended: 11/12/2019



Map 1: TID Boundary

- County Line
- TID 4 Parcels Overlapping TID 2
- TID 4 Boundary
- TID 2 Boundary



TID No. 4
 City of Cuba City

vierbicher
 planners | engineers | advisors

REEDSBURG - MADISON - PRAIRIE DU CHIEN - MILWAUKEE METRO
 400 Viking Drive, Reedsburg, WI 53959
 Phone: (608) 524-6468 Fax: (608) 524-8218

File Path: R:\Cuba City, City of\TID No. 4\Maps & Parcel Data\TID 4 Maps\Map 1 - TID No. 4 Boundary Map.mxd

Data Sources: GeoData@Wisconsin, ESRI, Vierbicher

APPENDIX B:

Public Engagement

1. Public Participation Plan
2. Public Participation Plan Approval
3. Public Engagement Summary
4. Public Survey Results



Cuba City: Today & Tomorrow Public Participation Plan

Purpose

The purpose of this Public Participation Plan is to guide the public input process throughout the Comprehensive Plan update for the City of Cuba City. This plan fulfills the requirements listed in Wis. Stat. § 66.1001(4)(a) which states:

“The governing body of a local governmental unit shall adopt written procedures that are designed to foster public participation, including open discussion, communication programs, information services, and public meetings for which advance notice has been provided, in every stage of the preparation of a comprehensive plan. The written procedures shall provide for wide distribution of proposed, alternative, or amended elements of a comprehensive plan and shall provide an opportunity for written comments on the plan to be submitted by members of the public to the governing body and for the governing body to respond to such written comments. The written procedures shall describe the methods the governing body of a local governmental unit will use to distribute proposed, alternative, or amended elements of a comprehensive plan to owners of property, or to persons who have a leasehold interest in property pursuant to which the persons may extract nonmetallic mineral resources in or on property, in which the allowable use or intensity of use of the property is changed by the comprehensive plan.”

In addition to meeting the minimum requirements outlined above, this plan aims to serve as a starting point for developing a set of creative, engaging, and productive public engagement activities which will allow the project team to accurately assess the needs and desires of citizens for the future of their City and use that information to make customized implementation recommendations in the Comprehensive Plan.

Public Input Strategy

The specific activities which will be implemented to gather public input are likely to evolve throughout the process as the team continually assesses the effectiveness of each stage. However, all activities will follow a set of Guiding Principles and will fit into one of several engagement categories.

Guiding Principles

The following should be considered when designing and implementing each phase of public engagement:

- As many people as possible should be reached when advertising engagement activities or publicizing information about the project. This means communication often needs to happen in more than one way.
- Engagement activities, both online and in person, should be accessible, within reason, to all users.
- All participants should feel safe sharing their ideas and concerns.
- Discussion questions and survey questions should aim to assess values and priorities and should not focus on specific solutions. Rather, solutions should be developed to align with values and priorities.
- Engagement activities should be fun!

Activity Categories

The engagement activities which will be carried out throughout the project will fall into one or more of the following categories:

- Online engagement, e.g. a survey
- Interviews
- Focus groups
- Open houses
- Public meetings and hearings

Example Activities

Possible engagement activities which can be implemented include the following:

- Mapping exercises: The goal of this activity is to identify issues and opportunities throughout downtown. Participants look at a map of the plan area, choose a location they are familiar with, and make a comment regarding the issue or opportunity they see there.
- Investment/budgeting exercises: The goal of this activity is to assess priorities within the community. Participants are given a hypothetical budget, say \$100 or \$1000, and a list of focus areas. Their task is to allocate the money how they see fit. The results will help indicate where participants' priorities lie.

- Visual preference activities: The goal of this activity is to assess preferences of citizens regarding proposed aesthetics of streetscaping, sidewalk/alley activation, and building redevelopment. This type of activity also serves as a way to help citizens start to picture their city in a new way, potentially unlocking even more creative ideas.
- Youth visioning sessions: Engaging youth in planning encourages them to continue to be involved in their community and may inspire them to make Cuba City their permanent home later in life. Working through existing channels such as schools, youth groups, and after school programs, we can design fun activities for youth to express what they want their city to look like.

Public Communication Strategy

Throughout the Cuba City: Today & Tomorrow project, the project team will communicate with the public regarding public engagement opportunities, project updates, public meetings and hearings, and final plan adoption. For all public meetings and hearings, the team will ensure compliance with open meetings laws described in Wis. Stat. § 19.81-19.98.

The team will use the following schedule as an outline for communicating with the public, though exact dates and techniques may change as the project progresses.

1. Notice of project

Purpose: To notify the public that the project is starting and provide information about what it is and how they can get involved in public input opportunities.

When: First week of September

How:

- Flyer included in utility bill to all residents
- Flyer posted to bulletin board in City Hall
- Post on City website under “Public Notices”
- Post on City Facebook page

2. Notice of survey and open houses

Purpose: To notify the public that the survey/online engagement tools are live and provide instructions on how to access them. To notify the public of in-person engagement activities and provide an opportunity to request special accommodations if needed.

When: Ongoing

How:

- Flyers in utility bills
- Notice in local newspaper and posted to bulletin board in City Hall
- Post on City website under “Public Notices”
- Post on City Facebook page

3. Ongoing updates

Purpose: Keep public informed of project progress and any other important information.

When: Ongoing

How:

- E-mail list for which citizens can sign up
- Posts to bulletin board in City Hall
- Post on City website under “Public Notices” and City Facebook page

4. Notice of public hearing & written public comment period

Purpose: Inform public when and where the public hearing will occur. Make proposed plan available online and in hard-copy. Provide opportunity for public to submit written comments via email or mail.

When: 30 days before Public Hearing, likely late March

How:

- E-mail list for which citizens can sign up
- Posts to local newspaper and bulletin board in City Hall
- Post on City website under “Public Notices” and City Facebook page

5. Public hearing

Purpose: Provide an opportunity for public to comment on proposed plan.

When: Late April

How: Public meeting

6. Final adoption

Purpose: Provide copies of the final plan to the public.

When: May

How: Post on City website under “Public Notices”

REGULAR MEETING of the COMMON COUNCIL of the City of Cuba City, November 06, 2019.

Mayor Thomas J. Gile presiding. Called to order at 7:00 PM

Present: Mayor TJ Gile, Alderpersons G Kern, S Tranel, L Weber, B Loeffelholz, T Hazen,
CJ Hendrickson, J Van De Wiel, GA Bockhop

Also Present: J Hill, R Jones, T Terpstra, B Jones, G Morrissey, R Gerhards, J Gerhards, M Ready, J Huffman

Mayor Gile asked all present to join in reciting the Pledge of Allegiance.

Alderman Tranel questioned the invoice from Pioneer Ford for repairs to the Police Department's 2014 Ford Explorer. Chief Terpstra stated that this should be covered by the extended warranty and he will look into it.

Moved by Alderman Kern and seconded by Alderman Loeffelholz that the Common Council approve the consent agenda items: Approval of the minutes of the October 2, 2019 Regular Meeting and the October 21, 2019 Special Meeting of the Common Council; approval of notice of this meeting posted on the bulletin board at City Hall, Cuba City Post Office, and IGA and e-mailed to the Tri-County Press on November 1, 2019; and authorize payment of claims against the General Fund and Municipal Sewer Plant in the amount of \$75,900.44; and Capital Improvement Expenditures in the amount of \$600.00. Motion carried: Ayes-8; Noes-0.

Committee Reports

Finance Committee: The Committee met on 11/4 to review the proposed 2020 budget and will meet again next week to finalize. **Board of Public Works:** The Board will meet on 11/13 to discuss budgeting for 2020 street projects. **Electric & Water Commission:** The Commission met 10/23 where they approved some utility debt write-offs and discussed whether or not to continue adding fluoride to the City's water. Per recommendation of Dr. Matt Andrews, the Commission voted in favor of continuing with the fluoride addition. **Park & Recreation Board:** The Board met 10/11 where they discussed several items including the Community Garden, city parks, the potential purchase of a splash pad, and new ball field lights at Splinter Park.

Department Reports

Chief Terpstra presented the police department's monthly report. Officer Kennicker and Officer Jackson completed 17 hours of radar qualification and are both certified through the state. All officers completed and passed the state qualification for firearms today. Sgt. Lawrence and Officer Kennicker went to Dubuque to watch and learn from their K9 handlers. Chief Terpstra did a presentation on safety to Mrs. Egan's class at the elementary school. Chief Terpstra also assisted St Rose School with their first safety and emergency lock down drill. The department had a facility inspection by the Juvenile Justice division and passed, qualifying them to deal with juveniles for the next three years until the next inspection takes place. The new squad car has been ordered through Pioneer Ford in Platteville, with a build date of the fourth week in January. The squad will then go to Madison to have the equipment installed. The new squad is expected to be operational by mid-February.

DPW Morrissey presented his monthly report. Road salt for the season has been delivered. This year, the City and school purchased salt together and the school's 24 ton is being stored at the salt shed. The street sweeper

was down for about a week, now the Public Works Department is working to get the remainder of the fallen leaves cleaned up before they freeze or wash into the storm sewer. The Kelly Street grant project is going well and the water main is all hooked up. Some of the new sidewalk has been poured, but with the predicted weather, pouring of any more concrete is on hold. Chad Bennett and Robert Hammill traveled to Madison today to write Sanitation tests. Fall sludge hauling still needs to be completed. The 8th grade LEGO Club students toured the wastewater treatment plant today. Sanitation will begin a pilot test on phosphorus treatment. Lineman Jacob Salzman has fixed several street lights and installed 3 new services. The ball field lights at Splinter Park will soon be replaced with 20 new LED fixtures purchased by the school. Park & Rec will use the funds in their outlay reserve account to pay for the majority of the installation costs and are recommending capital improvement funds be used to cover the remainder. Park & Rec also recommended use of the remaining capital improvement funds be used towards the purchase of a splash pad to be placed in one of the parks. Morrissey plans to have more trees planted on Main Street to replace some that were lost in the big storm. Morrissey would like to hold off until spring to make a decision on renting of the soccer field from St. Rose as it was not used for the 2019 season. Other discussions related to Park & Rec include the dog park, collaborating with the school on potential hiring of a summer recreation director, and potential parking lots at the end of Splinter Park.

Economic Development Director Jones presented the Council with his monthly report. Jones met with the principal investor of a manufacturing operation interested in locating in Cuba City. The plan is very large scale and would take several years to complete. Jones will meet with him again Nov. 26th to continue discussions. Redevelopment Resources has developed a survey for “Cuba City Today and Tomorrow”. Jones encourages everyone to complete the survey, (available online via the City website and in hard copy at City Hall) as it will be extremely helpful in forming the Comprehensive Plan for the City. There will be “Cuba City Today and Tomorrow” events held at the Fire/Rescue building on Dec 11th and Jan 29th with refreshments and a chance to win a door prize. Focus group meetings will begin soon, including one for the high school students. Planning for a proposed child care/adult living facility is progressing. Jones will attend a meeting on Nov. 22nd with a developer and potential investors. Old School Estates hosted an open house on Oct. 17th. Jones is in discussions with the engineering department at UW-P regarding creation of some community plaza concept designs for the caboose area. The Request for Proposal for refuse and recycling was sent out Oct. 25th, with bids due Nov. 13th. The new website design is moving along. The website committee is in the process of making updates/changes and testing it.

Fire Chief Gerhards presented the department’s monthly report. With the addition of the newest member, 44 spots of their 45 member roster are filled. Chief Gerhards has met with 3 vendors to obtain quotes on air packs. Once the FEMA grant application period opens, the department will submit an application for a grant to purchase the air packs. On Saturday, Nov 16th from 9-1, a “Rabies Day” will be held at the Fire/Rescue building where rabies shots will be offered for \$20.00. The Fire Department’s raffle drawing will take place on December 9th. Calls for the month include a lift assist, a mutual aid call to Platteville, an electric fire on Southwest Road, a gas leak on Kelly Street, and a car accident which ended up being in Hazel Green’s district.

EMS Administrator, Margaret Ready presented the department’s monthly report. Ready stated that the department responded to 22 calls for the month. Other activities that members were involved in throughout the month include the Kieler Parade, stand-by for the fund raiser football game and Trick-or-Treat. Recruiting is

ongoing as additional volunteers are always needed. Two members will be attending training in Wisconsin Dells and will share the information with the rest of the squad. There will be a CPR class the first part of 2020.

Action Items

Moved by Alderperson Van De Wiel and seconded by Alderperson Tranel that the Common Council approve payment of the \$2000 budgeted to Mount Pleasant Cemetery. Motion carried: Ayes-8; Noes-0.

Motion by Alderperson Kern and seconded by Alderperson Hendrickson that the Common Council approve the Street Closing Application for the Christmas Glow Parade on Saturday, December 14th as submitted by the Cuba City Chamber of Commerce. Motion Carried: Ayes-8; Noes-0.

Moved by Alderperson Van De Wiel and seconded by Alderperson Loeffelholz that the Common Council approve appointment of election inspectors for 2020-2021. Motion carried: Ayes-8; Noes-0.

Moved by Alderperson Hazen and seconded by Alderperson Weber that the Common Council approve Plan Commission's recommendation to adopt a Cuba City Today & Tomorrow Public Participation Plan. Motion carried: Ayes-8; Noes-0.

Moved by Alderperson Tranel and seconded by Alderperson Bockhop that the Common Council approve Finance Committee's recommendation to use capital improvement funds to pay for the remaining costs associated with the installation of the ball field lights above and beyond the funds available in the Parks & Grounds Outlay reserve account. No action was taken on the use of capital improvement funds towards the purchase of a splash pad. The Council will obtain more information on the splash pad and estimated costs to operate it before it will be addressed. Motion carried: Ayes-8; Noes-0.

Moved by Alderperson Hazen and seconded by Alderperson Loeffelholz that the Common Council approve Finance Committee's recommended updates to the Employee Handbook. Motion carried: Ayes-8; Noes-0.

Moved by Alderperson Loeffelholz and seconded by Alderperson Bockhop that the Common Council approve contracting with Ruhl & Ruhl on marketing of the Business Park. Motion carried: Ayes-7; Noes-1.

Moved by Alderperson Kern and seconded by Alderperson Van De Wiel that the Common Council approve rescheduling of the December 4, 2019 Common Council meeting to Tuesday, December 3rd. Motion Carried: Ayes-7; Noes-1.

Informational Items

The following upcoming meetings and events were noted:

- Presidential Museum Soup & Sandwiches at American Legion Building – Mon, Nov 11th, 2019 – 5:00-7:00 p.m. (\$8 per person, \$4 for veterans)
- Cuba City Chamber of Commerce meeting – Tue, Nov 12th, 2019 – 5:30 p.m.
- City Hall Closed – Wed, Nov 13th, 2019
- Downtown Task Force meeting – Tue, Nov 19th, 2019 – 8:15 a.m.
- Electric & Water Commission meeting – Wed, Nov 20th, 2019 – 4:30 p.m.
- Small Business Saturday - Sat, Nov 30th, 2019
- Common Council Regular Meeting – Tue, Dec 3rd, 2019 – 7:00 p.m.

Moved by Alderperson Bockhop and seconded by Alderperson Loeffelholz that this meeting adjourn. Motion carried: Ayes-8; Noes-0. (8:16 PM)

Jill M. Hill
Clerk-Treasurer

I hereby certify that the Clerk-Treasurer has submitted the above minutes to me, and I hereby by my signature approve said minutes and all acts of the Common Council as set forth herein.

Thomas J. Gile
Mayor

Public Engagement Summary

Overview

Public engagement was at the forefront of developing this plan for Cuba City. All in, the team had 226 contact points with the community, which is about 11% of the population. The team did not track who attended each meeting or filled out the survey so that feedback could remain anonymous. Therefore, some of the 226 participants may have done so in multiple ways. Even if a quarter of the participants were double counted, that would still include almost 170 people, about 8% of the population. As a point of comparison, participation in the City of Oconomowoc's 2019 Comprehensive Plan update was around 7% and participation in the City of Madison's 2018 update was around 6%.

Public participation was driven by a Public Participation Plan adopted by the City Council near the beginning of the project on November 6, 2019. The Public Participation Plan is included in the appendix of this plan. The Public Participation Plan outlined a set of Guiding Principles developed by the planning team and the Steering Committee, which are:

1. As many people as possible should be reached when advertising engagement activities or publicizing information about the project. This means communication often needs to happen in more than one way.
2. Engagement activities, both online and in person, should be accessible, within reason, to all users.
3. All participants should feel safe sharing their ideas and concerns.
4. Discussion questions and survey questions should aim to assess values and priorities and should not focus on specific solutions. Rather, solutions should be developed to align with values and priorities.
5. Engagement activities should be fun!

Each of the Guiding Principles was met in the following ways:

1. The Plan and activities were advertised in several ways, including flyers at City Hall, flyers in the monthly utility bill each property owner receives, postings on the City's website and Facebook page, and articles in the local newspaper. The City also handed out information and gathered input at a community picnic in October.
2. In-person activities were held at public buildings (City Hall, Cuba City High School, and the Fire Department) to ensure they were physically accessible to participants. Online materials were available as paper copies, and all materials were tested for color-blindness readability.
3. To encourage a safe, welcoming environment and honest feedback, the surveys were collected anonymously, and in-person meetings were focused on general themes and ideas rather than what each individual said. In-person meetings typically involved small-group discussion before sharing with the whole room to make participants feel more comfortable sharing ideas.
4. The first two workshops and the survey focused on goals and priorities and that feedback was used to develop strategies. Those strategies were presented to the public in the third workshop for feedback before finalizing the plan for the public hearing.

- Each workshop and focus group had a fun atmosphere, with activities that got participants up and moving around the room, and with prizes and refreshments to encourage participation.

Schedule of Activities

Activity	Date	# of attendees
Kickoff meeting with Steering Committee	September 5, 2019	8
Meet with Downtown Taskforce, Economic Development Committee, and Chamber of Commerce	September – October	18
Community interviews	October – January	23
Workshop 1	October 9, 2019	21
Online/Paper Survey	November – December	115
High School Focus Group	November 12	9
Workshop 2	December 11, 2019	30
Workshop 3	January 29, 2020	13

Community Input Summary

Kickoff Meeting and Other Committee Meetings

The goal of the kickoff meeting with the Steering Committee, which consisted of the members of the Cuba City Planning Commission, was for the project team to give an overview of the planning process and solicit input from the committee on community outreach strategy, guiding principles for public participation, and issues and opportunities on which the plan should focus.

Similarly, meetings with Cuba City’s Downtown Taskforce, Economic Development Committee, and Chamber of Commerce aimed to introduce the project and get ideas flowing about the current state of various topics in Cuba City, vision for the future, and specific ideas of what the City wants and needs.

Discussions were guided by three simple questions but allowed to go where the group led. Themes which emerged from these various meetings include:

“In 20 Years, Cuba City will...”

- grow in population and size
- be a great place to live
- be a safe/great place for families, which attracts more families to live here
- have more thriving businesses
- have more housing/housing for everyone
- have more services and resources
- be a tourist destination
- be thriving
- continue to have great schools
- be a place where people are involved in their community
- be convenient to other cities/towns/destinations
- be a “full-service community”
- combine with nearby communities for school system
- still have lots of elderly people
- be active
- have natural recreation
- be eco-friendly and sustainable-minded
- have more job opportunities
- have a booming business park
- still be “Cuba City”

“The biggest opportunity for Cuba City is...”

Assets

- growth
- great school system
- great, welcoming, and friendly community
- growth in Platteville and Dubuque
- excellent businesses and business owners
- the city is not landlocked
- history
- cleanliness

Actions

- adding more housing
- adding more and varied businesses
- continuing to improve downtown
- attracting young families and having housing which suits their needs and is affordable
- adding more industries
- more events like picnics and fairs
- adding a hotel
- add housing options for single-parent households
- purchase land near school for housing
- add multi-unit housing
- promote Cuba City as great place to live
- more professional employment opportunities
- strategically promote local businesses
- collaborate with other communities
- build on our existing assets
- draw in tourists/get people to stop off the highway

“A challenge I face as a resident is...”

- High/increasing taxes
- Not enough or not enough variety of businesses
- Being patient waiting for change in the City
- Nothing for teens/kids to do
- Lack of job opportunities in town
- Some residences need to be cleaned up
- No paid youth director
- Housing for students
- Nowhere to build a home
- Nothing to do after sporting events
- Hard to find affordable housing
- Not many food options
- Failure/lack of community center
- Lack of drainage infrastructure on north end of town
- Keeping momentum on projects with community support
- Networking with other small business owners
- Value of properties
- Need more housing in order to grow
- Not knowing what's going on in town
- Lack of space for new businesses
- Online shopping competes with retail in the City
- Too many organizations doing too many things instead of coming together to make stuff happen
- "None"

Community Interviews

City staff identified a list of almost 30 community members for the team to interview to gain a deeper understanding of the community. The list included City staff, local utilities, business owners and operators, representatives from nearby communities, and local and regional real estate and economic development practitioners. In addition to the list provided by the City, the team interviewed a handful of residents and business owners suggested by other interviewees.

A total of 23 interviews were conducted in person or over the phone from October through January. Many of the discussions echoed themes discovered during other public participation activities, but also brought out more concerns, ideas, and visions for Cuba City.

Themes and specific feedback discussed in the interviews will be summarized in relevant chapters of this plan.

Survey

The project team developed a 35-question survey to solicit feedback from the public regarding various elements and topics to be included in the Plan. The survey was distributed digitally via the City's website, Facebook page, and via personal emails and was available in paper form at City Hall, at Workshop 2 (detailed below), and through some citizens who brought copies to their neighbors and to gathering places in the community.

In total, 90 people responded to the survey online and 25 completed a paper survey for a total of 115 responses, representing a little over 5% of the City's population. Themes and specific feedback acquired through the survey will be summarized in relevant chapters of this plan, and full survey results can be found in the Appendix.

Public Workshops

A series of workshops was held to engage the public in-person to gain more detailed knowledge of what residents and businesses want to see for the future of their City. At each workshop, an overview of the Plan and the planning process were given to set the context for participants and allowed for questions to be answered up-front. A key facet of each workshop was an opportunity for participants to discuss issues and ideas with each other before sharing with the larger group. This structure allowed for more robust discussion, consensus building, and a higher level of comfort with sharing ideas in public.

Workshop 1

The first workshop was held on October 9, 2019 at City Hall and 21 citizens participated. The goals of the session were to familiarize the public with the plan and planning process and to develop a list of challenges and opportunities within each of the nine planning elements. After a brief overview of the project, participants were equipped with sticky notes and pens, with which they could write down opportunities and challenges they see in Cuba City now and for the future. Large sheets of paper hung on the walls listing the various planning elements, and participants were tasked with sticking their ideas to the relevant categories. Then, everyone regrouped to discuss what had been written down. Feedback from this session includes:

Ag, Natural Resources, and Recreation

Opportunities:

- Dog park
- Walk/bike path to Cole Acres
- New playground NE side of town
- Splashpad or pool
- Make better use of local farms, for example offer a guided tour and farmer's lunch

Connectivity

Opportunities:

- Community center
- "Let the state know it's not just a basketball town"
- Ice cream shop, coffee shop
- Arcade
- Promote CC to Platteville employees
- Free public Wi-Fi/hot spots at tourist locations
- City leaders should form relationships with business owners
- Need active TIDs to fund city
- Food options at night

Quality of Life

Assets:

- Enjoy parks/trails
- Peaceful and quiet community without much traffic

Opportunities:

- Restaurant open late
- Place for kids to hang out/eat
- Wellness/fitness center
- Pool
- Coffee shop/ice cream/bakery

Challenges:

- Firepits and smoke is bothersome
- Want to be active all 4 seasons

Residential

Assets:

- Assisted living facility

Challenges:

- Lack of building lots
- Need more quality daycare to meet demand

Opportunities:

- Small, nice affordable rentals for young people
- Relocate trailers - mid-town & north side

Business & Economy

Assets:

- People travel from far away to visit Weber's, Gile, and antique stores

Challenges:

- Need more workforce
- "What if nursing home is moved to Platteville"

Opportunities:

- Bring in 1 or 2 more large businesses
- Small motel/hotel for business and resident guests
- Protect businesses that are here and bring in new ones
- More office jobs
- Keep youth involved
- Opportunities for high school jobs
- Place to hang out (esp. for teens)
- Tourism
- More eating options in evening

Development Patterns

Opportunities:

- Community center west of school in the cornfield
- Create residential lots around the school
- "Need to spend tax dollars to get tax dollars"/"Match money to develop land"
- Get unplotted land going
- Develop Polfer property

Public Services

Assets:

- Public services are a big strength of CC

Challenges:

- Lack of stormwater rules and concerns of damage it is causing
- Internet monopoly
- More expensive here

Public Spaces

Opportunities:

- Well-lit and well-marked recreational trails
- Rec center not connected to school system
- Connect whole city end-to-end with trail/path
- Community center
- Presidential courtyard for events/gatherings

Workshop 2

The second workshop was held on November 11, 2019 at the Fire & Rescue building and drew 30 participants. The workshop was designed to take what the team learned from the first workshop and interviews and have participants prioritize them. To assess priorities, each participant was given \$10 of play-money and asked to divide it up among 18 different categories however they saw fit. Each person could put as many dollars in a single category as they desired and one of the categories was “other” in which they could also place a note indicating what the other topic was. The results are documented below. The tally only totals to 297 rather than 300 due either to participants not using all their dollars or a mis-count. However, the key to this exercise is not the specific numbers or even the exact order of priorities, but the general level of prioritization displayed through the activity and the resulting group discussion.

Bucket	Count
Community gym/fitness facility	36
Attract new industrial/office businesses	29
Community center for gathering	28
Make land available to build new homes	27
Public pool	24
Incentivize developers to price housing for workforce residents	20
Bike/walking trail (off-street)	19
Attract new Main Street businesses	18
Create a town square/plaza	16
Provide assistance to fix older houses	15
Enforce building codes/property maintenance	13
Strengthen existing businesses	13
Provide transportation options for seniors	10
Fix/improve roads	9
Build additional sidewalks/walking lanes	8
Other	7
Fix existing sidewalks	5
Bike Lanes	0

During the discussion that followed the activity, some key takeaways surfaced:

- Off-street walking and biking are preferred to on-street biking or sidewalks.
- Having a space to gather, host meetings and events, and for kids to be after school was very important to most participants.
- The “other” write-ins were:
 - o “city wide storm sewer install [and] repair”
 - o “ice rink”
 - o “expand and update fire department”
- The storm sewer topic garnered a lot of support from others in the room, as both residents and business owners had concerns about flooding throughout the City. Some noted their basements flood every rain storm and others noted standing water on some of the roads, especially on the north end of the City.

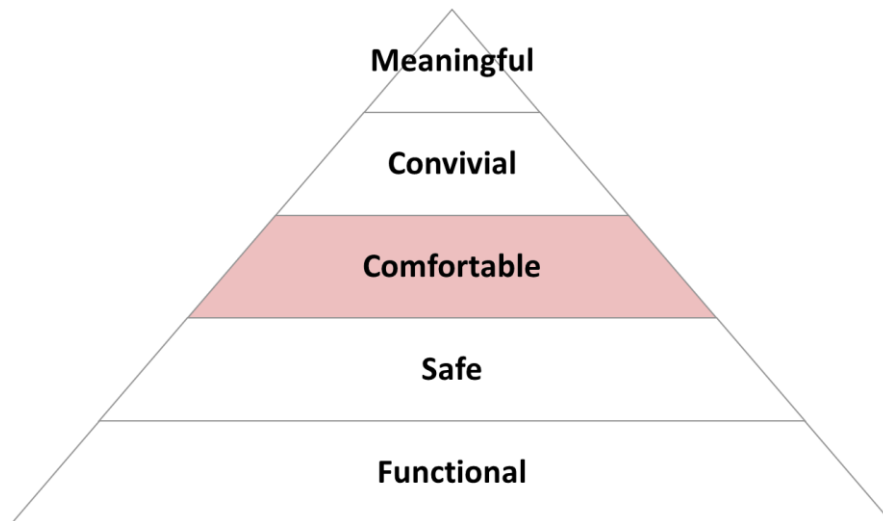
Workshop 3

Workshop 3 was held at the fire station on January 29 at 6:30 pm. Attendance was lower than the previous two workshops at 13 participants. There were three main discussion topics at the workshop: a recreational trail, housing, and community engagement. The trail and community engagement topics were planned by the project team and the housing discussion was requested by participants. All three topics have surfaced as top-of-mind for residents throughout the city during the public input process.

The first activity allowed participants to sketch where they would want to see a recreational trail in the city that can be used for walking or biking. The team prompted them to think about what spaces in the community they would want to connect via a walking trail. Results varied but some themes emerged, including a ring around the city, a path out to Cole Acres east of the city and through Calhoun Street over to the schools, and a path to the west of the city where housing could potentially develop.

During the housing discussion, participants shared more details about which parcels could be developed and how they would like to see the land used there. Participants also stressed the importance of the City playing an active role to attract housing development.

During the community engagement discussion, participants were asked to indicate where along a scale they think Cuba City currently falls. The scale was presented as a pyramid, adapted from Peter Kageyama's book *For the Love of Cities*, shown in the next graphic. Most participants indicated they feel Cuba City falls on the "Comfortable" level. Participants discussed their reasoning for choosing that level. One person indicated it can be difficult for new people to form relationships in the community because many long-term residents already know each other and have formed their social circles. Others mentioned the lack of places where people can meet up, either for planned events or spontaneously. Some were concerned that various organizations within the community don't work together because they all have different goals and ideas about how things should be done. All these reasons led the group to not choose the next level of "convivial", which would require a higher level of cooperation and a more welcoming environment than what residents are currently experiencing.



Adapted from:
For the Love of Cities
Peter Kageyama

High School Focus Group

To engage more young people in the planning process, the team conducted a focus group at the Cuba City High School. Nine students participated. The Principal, Ellen Olson, and the City's Economic Development Director, Bob Jones, were present. Prior to the focus group, the entire high school participated in a three-question survey mirroring the discussions in the meetings outlined earlier. Again, the three questions were regarding vision for the future of the City, opportunities and challenges. Themes from the students' responses include:

- Students like the overall vibe of Cuba City but want to see it modernize and grow
- Students want a more diverse mix of businesses and more (job) opportunities for young people
- Specific requests included: gym, place(s) to eat, things to do, place(s) to gather

Results from these questions helped inform discussion during the focus group. In addition to general discussion, the students participated in an activity to help them express where and how they see themselves living in the future. Photos of different types of housing, transportation options, and community sizes and styles, from small town and rural community to medium-sized cities and large metropolitan areas. Students were given stickers to place on up to three choices in each category to indicate their interest in a particular lifestyle. The goal was to help build a vision for their future and try to incorporate some of those elements into this plan. The results were:

Your Home

A Low-Density Single Family	7
B Higher Density Single Family	5
C Pocket Neighborhood	5
D Duplex	0
E Quadplex	0
F Town homes	1
G Low rise apartments	3

Your Community

A Rural farm	1
B Small town Main St	4
C Suburban	3
D Med density new urbanist	6
E Small urban	5
F Large urban	2

Your Commute

A Country road	4
B Suburban road, no bike/ped	2
C Suburban road w bike lane	3
D Small downtown w protected sidewalk	5
E Main St w green bike lanes and prominent crossings	5
F Small urban w protected bike lanes and public transit	1
G Large highway	1

During the discussion following the activity, the following comments were made regarding the students' choices:

- Students were drawn to the single-family homes of various densities because it was similar to what they currently live in, there is yard space, and the homes seemed to be close enough to town, but not too close. Some were drawn to the low-rise apartments, particularly for the nearer future.
- Students were drawn to the commute options that featured bike and pedestrian lanes because they are interested in those modes of transport and would use them more if paths/lanes were available. Several students also chose the country road because it is familiar to what they drive on now to get to and from Cuba City.
- Many students were drawn to the New Urbanist development depicted because they thought it looked clean and nice, there was room for parking, buildings were multi-purpose, and there were nice sidewalks making it seem safe to walk around.

Other discussion focused on various topics regarding what students wanted to see in Cuba City. The students made the following comments:

Recreation:

- New sand in the volleyball courts
- Dirt bike trail (currently go to Belmont)
- Another gym

Community Center:

- Homework
- Safe place to be and gather/somewhere to hang out
- Activities (ex: video games)
- Conference room/multi-purpose room
- Bigger than legion hall
- Pool
- Place to eat
- Community market during winter

Variety of businesses:

- More clothing options
- More gifty stuff
- Like Galena

Community:

- School does stuff, for example, "Pack it Pink" and Meals on Wheels
- Enjoy the market, tractor pull, 4H
- Church has auctions & suppers
- Fireman's breakfast
- Established clubs (like Lions) always willing to help students

New Events:

- Fair in the summer
- 4th of July parade, pool, fireworks
- Big get-together/cookout

Other:

- Drive-in movie theater
- Auditorium/stage (high school does not have one)
- Bed & Breakfast/somewhere for guests to stay

- Something unique to draw people in
- Ice skating rink (maybe at Splinter Park or the Soccer fields on H)

Finally, when asked if they plan to live in Cuba City in the future as adults, almost all said they do for various reasons, including wanting their future children to grow up how they did, they like the small-town feel, it's a safe community, they enjoying knowing everyone in town, people come together to do things, and there are good schools here. Those who said they do not plan to return said it would likely be a result of finding more job opportunities elsewhere, are looking for a larger community, or want a different feel to where they live.

Public Survey Results

#1 What topics are most important for the City to address with this plan? (choose up to 3)

Option	Count
Mobility options and connectivity	12
Sense of place	17
Access to amenities	29
Healthy lifestyles	37
Housing needs	43
Quality public services	47
Safe, resilient, and prepared community	60
Vibrant sustainable economy	63

Other:

- Things for younger people/families to do
- rehab of homes funding/grants
- why not 24 hour police protection, people drive too fast during the night in town
- Community involvement - the market has been a nice addition, however, the community used to have other activities (4th of July parade and fair, street dance, etc) that we looked forward to and now we have nothing
- Community Events
- Recreation (Outdoor Ice Rink)
- Fire department expansion and updates
- Fire Department/ EMS Updates to buildings
- not sure what some of the above mean
- assisted living options
- things for younger people to do

#2 I hope to see the population of Cuba City grow over the next 20 years by:

Desired population growth	Count
2,000 (+ 0 %)	8
2,500 (+25%)	57
3,000 (+50%)	33
3,500 (+75%)	9
4,000 (+100%)	7

#3 If the population of the City does grow, where should development of additional housing occur? (check all that apply)

Answer	Count
Section H (infill among existing buildings)	20
Section G	28
Section A	32
Section E	34
Section F	51
Section B	58
Section D	60
Section C	67

Other:

- I feel Section F would be a great location for retirement condos
- None
- Coming into town on hwy 81 where the trailer park is and down behind Weber's.
- to some degree, the city needs to share street, water, sewer cost with the contractors. the entire city benefits by a contractor opening new subdivisions and business districts

#4 Please indicate the extent to which you agree with the following statement: “The City should allocate funds and resources toward acquiring and/or developing land to attract more HOUSING development”

Answer	Count
1 Strongly disagree	10
2 Disagree	27
3 Agree	33
4 Strongly agree	44

#5 Please indicate the extent to which you agree with the following statement: “The City should allocate funds and resources toward acquiring and/or developing land to attract more BUSINESSES”

Answer	Count
1 Strongly disagree	4
2 Disagree	19
3 Agree	44
4 Strongly agree	47

#6 What types of recreation activities do you enjoy doing on a regular basis? (choose all that apply)

Answer	Count
Kayaking/paddle boarding	24
Biking	42
Swimming	52
Nature exploration	55
Walking/hiking	87

Other:

- Golfing, exercising
- Boating
- golf
- Dog park
- back road driving
- Exercise classes
- Hunting/Shooting
- Firefighting/ems/ giving back to our community
- ATV'ing
- bowling
- Hunting
- running, sporting events, volleyball, weight training
- Hunting/fishing
- atv/utv
- Utv riding
- Ice Skating, roller skating
- Indoor basketball and volleyball
- Ice skating, Ice Hockey
- Volleyball
- Working Out
- Golf
- Shooting
- Shooting Range
- golf
- I would like to be able to do above in the city
- workout - exercising with machines
- dog park
- youth sports coaching/volunteering
- golf

#7 What types of fitness/wellness activities do you enjoy on a regular basis? (choose all that apply)

Answer	Count
Yoga/pilates	23
Wellness education	23
Mindfulness/meditation	24
Group exercise classes	35
Swimming	36
Individual workout (cardio, weights, calisthenics)	60
Running/walking	84

Other:

- working in flower beds
- Need to build on the Fire house so we have more room to train and have a training tower
- Kickboxing
- bowling
- Ice Skating, roller skating
- Indoor basketball and volleyball
- Ice skating
- I would like it offered in the city

#8 Which City Park do you use the most?

Answer	Count
Legion Park	3
Lion's Park	8
I do not use Cuba City parks	15
Veterans Memorial Park	27
Splinter Park	58

#9 Do any parks need repairs, updates, or modifications to meet your needs? If so, please indicate which park(s) and describe the issue.

<ul style="list-style-type: none"> • Update outdated equipment, provide equipment for physically handicap, provide shading over equipment to enjoy on hot days • Splinter park could use better jungle gym for kids. The park sees LOTS of traffic every year. The jungle gym is small and very out dated. A newer one would be a welcoming addition. Some of the other kid attractions there are usually broken or old. The sand volley ball court is neglected and the trees around it should be trimmed so they can be used . • Lions • All parks could use some updates on the equipment. • Splinter park. Pet area • "Lion's Park Slide • Splinter park needs nicer playground equipment for young kids to play on." • No dogs rule at Veteran's Park needs to be rescinded • The addition of a splash pad in one of the parks would be great! • We need more coordination of summer activities and community gatherings. • It would be great to see a public pool within city limits • I do not use the parks much. • Parks need to be available to anyone at anytime there should not be a curfew for the parks • Water fountain at lion park needs fixed • Splinter and veterans 	<ul style="list-style-type: none"> • Updated play center at splinter park • we have very nice parks • Dog park • Splinter Park- more parking and lights and more centralized food stand. Lion's park-more space • Nets at Splinter • Parks are unattractive and are only focused on sports • Just make the property is kept up and clean, including the bathrooms. • Not that I see • Bathrooms open for longer period of time (Earlier in Spring). • Veterans • Splash pad for young families • Allow dogs in the park • Splash pad • The soccer fields at splinter park need updates. The Basketball courts by the family dental could be turned into a skating rink in the winter and a roller rink in the summer. • Splinter Park needs more activities for children there all day for ball/soccer tournaments with families. It is the main park of Cuba City. • Lights at Splinter Park • Outdoor skating rink at the basketball courts by Cuba City Family Dental • "Splinter - more parking, newer play equipment • Veterans - newer play equipment • Could use better soccer fields. • A bike/walking trail to golf course and swimming pool " 	<ul style="list-style-type: none"> • off street parking Lions park and sidewalk to the park • Splinter park restroom/gazebo area should be painted • More covered areas • "Splinter - need more activities and playground equipment. • Swimming pool" • needs met • none that I know of • we need the heads on the monkey bars at Splinter Park, the metal is sharp and can hurt more of our kids • I'd like to see Splinter more updated. It's the most used in town. • "Some of the playground equipment could be replaced (ex: the ""merry-go-round"") and older equipment that is rusty-rugged (""teetertotters"" , etc.) Ball field lighting. Additional lighting in park. Bathroom upgrades. • Lions Park - playground equipment needs much repair" • the lower ball diamond needs to have new lighting now. they also need ground improvement for water runoff • "Lion's park: repair playground equipment/replace either pieces broken off equipment or replace • Splinter park: lighting on ball fields" • "update outdated playground equipment at Veteran's and Splinter park
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<ul style="list-style-type: none"> • Not that I know of. • the parks are beautiful • Veterans Memorial Park Safety, wear and lack of sufficient playground equipment. • Cuba City has nice parks. I like that they each have a little something different to offer. • It would be nice to see Splinter park get a facelift, since it is probably the most accessed park in town. • The sand volleyball courts could use some attention at Splinter. • benches for handicap • Splinter • update play ground equipment 	<ul style="list-style-type: none"> • I was surprised to see no dogs allowed at Veteran's Park anymore, but that's ok! We just walk other sidewalks now instead. I love the new Lion's Park for children. Cuba Cit parks I've been to seem in good shape. • BETTER LIGHTING • Bathrooms at splinter • Not sure just moved into town • splinter, park could use updates to bathroom and kids areas 	<ul style="list-style-type: none"> • include playground equipment for physically handicap people • install weather awnings to shade equipment on hot days" • Splinter Park - updated restroom facilities possibly could be combined with a new concession stand and pavillion • They all should be kept up well at all times! Safety!
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#10 Cuba City residents have expressed a desire to attract new families to the community and local employers have indicated more of their employees would like to live in the City, close to work. Given the rising cost of housing, traditional single family homes may not be attainable for young families and local employees. Additionally, aging residents may not have the ability to stay in a large home due to cost or maintenance. How should housing options in Cuba City adapt to accommodate these changing needs? (check all that apply)

Answer	Count
Home sharing	7
Accessory dwelling	15
Quadplexes	36
Pocket neighborhoods	45
Low-rise apartments/condos	47
Townhomes	49
Duplexes	69

- assisted living for disabled adults (community room/separate supervised apartments)
- single family homes
- Why not think bigger. We are close to the UWP and rental properties always have tenants. Cuba City could use a 20 Plex. Make it a 2 floor building and build it on the edge of town just passed Weber's.
- need to wait and see how the new apartment building works out.
- Lower taxes
- Single family dwellings
- Single family homes
- Any of these options could be ok if done tastefully. Absolutely no government housing should be allowed.
- Assisted living
- assisted living
- larger lots for larger houses. Some people want space around their houses.
- Assisted Living
- assisted living facility

#11 What makes Cuba City special?

<ul style="list-style-type: none"> • Helpful citizens • The people and its leadership • Sense of community. • Small town • Small, well kept houses and lawns, quiet and minimal crime. • Friendly, small town with everything close by • Small town living. Helping each other. • Small town atmosphere • It is very clean! • The amazing community that comes together to help each other out. • I live here • Friendly residents, good businesses • Its history and historic buildings. Friendly, small-town atmosphere. Abundance of antique stores and locally produced cheese and meat shops to entice visitors. • Small respectable community • sense of community • quiet town, lots of shops • School systems. Main st. 'Look'. Close clinic. • The community always comes together in the time of need • Our People • Born here • Small town. Many people know each other = sense of community. • Great fire/ems personal to protect our community • Sense of community. People helping people. • Small town, safe, lots to offer here • Small town feel • Great town • The sense of being not only a community, but being a family and being supportive in times of need. Everyone takes pride in what Cuba City is able accomplish both as a community and in the school district • The people take pride in the city and it shows by driving down main street. • Nothing.. that should change • Small communities are very important to me personally, that's why I moved here 9 years ago. 	<ul style="list-style-type: none"> • I love being able to have so many conveniences close to home. Post office, Southwest Health Clinic, parks, library, grocery store, gas station, restaurants, salons, cheese and meat shops. Not many places that offer that all! Cuba City does. The sense of community pride, and the town theme. • LOCATION • Pride of ownership in housing & business creates a very pleasing landscape • Friendly people, schools • The volunteers in the community. Firefighters ems lions club chamber of commerce • The volunteer work from the fire department, ems, lions club and all the volunteer work done • the city of presidents display along with the effort put into main street. • Access to the tri state area • Close knit community. Safe. • location to UW Platteville and Dubuque • It's a clean, proud little town that does a good job of regular improvements to buildings • Safe&friendly • Small town feel • clean and appealing • grew up here • the friendliness of the people and the cleanliness of the City • "friendly people • clean streets and neighborhoods • good schools" • smaller, friendly, pride in town, clean, not too many run-down buildings • "friendly atmosphere • cleanliness • safety" • clean and good schools • "excellent schools • great infrastructure • shopping needs met • affordable taxes" • "small town living • friendly neighborhoods • social opportunities"
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<p>Wanted a small town like the one I was born and raised in.</p> <ul style="list-style-type: none"> • Cuba City is a friendly small town with great values and great people! • Small and safe. • Unique • Cuba City is clean quiet city. • Clean, safe, small town • It's central location and quality schools • The schools • Nice small town, with a lot of green spaces, have most needs except a hardware store. • Hometown • Very clean with minimal crime, has grocery store, gas station, service station, bar and restaurant establishments • Nothing • City of presidents • Cuba City Fire Department and members, CCARS and CCPD • Sense of community • friendly town. nice businesses • small town feel • It feels like home • Quite clean town • small town vibe • A sense of community. Great businesses, parks and churches • Friendly people, it has everything I need. Very safe. • Currently the only thing is the SCHOOL • The pride from the community members which contributes to a clean, safe town. • Small town but conveniently located to Dubuque • The small town feel. It's also a very safe place to live. • Neat and Clean • The nice variety of playgrounds for kids. • good schools • Has everything you need • Small town • Friendly people and accessible to other local communities • small town • Small town people are nice 	<ul style="list-style-type: none"> • grocery store, dollar general, nick's, the greenhouse, kwik trip, gile cheese, webers, and other stores and salons • great education for children but would like to offer more college credits and math for grade school • it is a very close, small town that loves basketball hence "sports, sports, Cuba City" • "safe town • friendly people" • It is a quiet, but friendly town. Most people are willing to help out. • "it is super safe • nice people" • mostly quiet peaceful city • "Clean • Friendly people • Shops: Nick's, Thompson's, Weber's • Pharmacy, dental, medical • Antique shops • We have all the things small towns have. In addition, we have access to large town amenities (Platteville, Dubuque, Madison)" • "Safety - ability to feel safe while walking or running throughout town • Good schools and churches" • most stores, dentist, churches, post office, city hall are all in walking distance if you don't have a car • it's clean, great schools, has a great grocery store, pharmacy, nice parks, churches • Cuba City is a great place to live and work. It is safe, friendly, and basic necessities such as gas, grocery, and dining are available. Great schools and people! • it's a very safe community • It is a nice town to live in with almost all amenities at your fingertips. Grocery, gas, salons, bars, restaurants etc. • opportunity to grow • The size of the community is good. Most everyone knows everyone else. • Schools • Close to surrounding cities and our volunteer Fire Dept • Friendly and caring community
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<ul style="list-style-type: none"> • Friendly, small town community • Ease of access to all surrounding areas, fire department, has basic needs to get something in a pinch • Small, clean, amenities - grocery, gas, dental office, medical offices, pharmacy 	<ul style="list-style-type: none"> • Hometown • Central location between two cities with job opportunity.
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#12 How would you rate your quality of life living in Cuba City?

Answer		Count
Poor	1	1
	2	1
	3	19
	4	59
Excellent	5	34

#13 What are some things that factored into your assessment of your quality of life here?

<ul style="list-style-type: none"> • Every one is helpful and concerned • The amenities and schools • Accessibility to services, safety, quality of utilities • Small town feel. • People • We love Cuba City. Its quiet, safe and has everything we need.. grocery store, kwik trip, dollar general, day care, clinic, dentist and pharmacy. I also work in Cuba City which makes it perfect for us. • Close to amenities, safety • Price, neighbors, jobs, businesses • Friendly people • Cleanliness • The people • Safe • Grocery store, restaurants, cost of living, closeness to larger cities • Quiet, friendly atmosphere. Slower pace of life with no traffic. • low crime, feeling safe, helpful community, within walking distance to shopping, doctors, dentists, restaurants, pharmacy. • Great public services and great response from community when someone needs help 	<ul style="list-style-type: none"> • Cleanliness • School district, quality fire department with great response time, local business • Amenities, size, cleanliness • better sense of community working together • The school system • Schools, parks, public works • School district, Fire Department, Local businesses • Schools, businesses, job opportunities • Farming • Accessibility of Services, Municipal Government is involved and seems like they want to improve the city and it's growth • Safety, child friendly, people keep up their homes (not tons of deteriorating rentals like in Platteville). • THINGS TO DO • Safety, cost of living, recreational opportunities • Schools, safety, people • The town shop doesn't go over and beyond to help out with helping keep the city clean. Example is leafs or sticks. If you don't have a truck you don't have a way to get it to compost • Volunteer work • safety and comfort • Safe, good city services, people
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- single family ranch house living, double garage, small yard, grocery store
- Need a community center. Need pool. Need more organized youth summer activities for all sports and ages. Town needs to support its own businesses rather than drive so they can; Continue to improve and reinvest in the community
- We have access to all basic needs and the start of good community activities.
- Cleanliness, city services, schools
- Life experiences
- Small town. Many people know each other = sense of community.
- Great community joined the fire department best thing I've done for this city to serve and protect our community
- Safety
- School, my home, my business
- Small but close to other things I like to do
- Lived here all my life
- Local businesses, neighborhoods, cleanliness, curb appeal
- Being able to get what we need right in Cuba City
- We really do not need a dog.
- Small town vibe, know all my neighbors, clean town.
- We're not native Cuba City people, but have lived here close to 50 years and love it. Our children were all born here and even though they have all moved away, still consider Cuba City "home"!
- Available grocery store, gas station, size, proximity to other cities.
- Grew up here
- I like that Cuba City is fairly clean and quiet city.
- small town, cleanliness
- The schools are a plus, but not having grown up here I do not feel accepted. It's not the friendliest town, even if you try to volunteer or attend events. People stick to their own crowd.
- School, available options
- church, fire, police, clean city, low crime, good schools, nice parks
- Like small community
- Small town

- Safety. Quality schools. St. Rose School.
- As a transfer into the city, I feel people see me as a stranger, not one of them.
- Access to grocery, household needs, restaurants, medical needs. Friendly people and good schools.
- Life long resident
- Safety, accessibility, community
- minimal crime; having a grocery store
- Need more local stores; great community minded
- good schools, pharmacy, small clinic
- great schools, city commitment to improvement
- good snow removal of city streets!
- 40 years of residency, involved in city government, principal of Cuba City High School
- small town living, low crime risk, friends here, part-time post retirement work here, family is here
- my daughter and her family live here and have for many years
- small town personality, social, greeting, and conversation
- the people and the jobs
- quality health care close to home, good roads to get to cities close by
- Proximity to work, affordable housing, good school, great community
- safe community, friendly
- Everything in #11 plus a great school system.
- No great public location where private family events can be held., Lack of facilities for sports - ball fields, gymnasiums., Positive: safety, excellent schools, church communities, Weber's, Gile's, IGA, Access
- have a great fire department, police department, EMS group to take care of us when ill or need help
- friendliness, operation of our city services
- quality of housing, school presence and quality, great people, parks, availability of grocery, gas, meat/cheese
- safety, accessibility to amenities
- safety, security, quality public services, low cost of living
- jobs unemployment

<ul style="list-style-type: none"> • cost to eat out, children exposed to crime, school system, close to bigger towns • Nothing to do here. • nice small town • Friendly community • We are fortunate to offer healthcare clinics, an amazing pharmacy, EMT, Fire, Police protection, churches, schools, stores, quality hometown establishments • food, gas, grocery store. need a motel • how friendly people are • How happy I am • Cost of living, safety of town • police, fire dept, rescue squad • Grocery store, pharmacy, specialty shops, great parks, good people, great churches for different denominations, • It's pretty great. • Nearness to DBQ, medical services • Friendly and safe • Generally unattractive main street and rundown "in city" residences 	<ul style="list-style-type: none"> • Simple day to day life • Limited access to walking/biking paths, necessary to travel by car to pool (which is only able to be used for part of the year. Variety of stores is a plus as well as the bright, open area for Mainstreet. • grocery store, Webers, Giles and pharmacy available, quiet neighborhood • Safety • quite family atmosphere • Being able to walk around town for exercise and running to the grocery store for a quick last minute meal. • Close to work and friendly community • People from town are not very friendly to people from out of town! • A coffee / ice cream shop, a gym , walking trails • Need more businesses and industry. But, if there isn't housing for workers, nobody will be interested in locating a business or company here.
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#14 What is one thing you would change about Cuba City?

<ul style="list-style-type: none"> • Need an assisted living complex • Housing is needed • More to things to do • The taxes are outrageous. Almost pricing ourselves out. Could live in nearby Benton or Hazel Green for half the taxes, while still enjoying benefits of Cuba City. Also, people living on East side of town in Lafayette county have to pay more in taxes. It'll affect being able to develop on that side of town, which is unfortunate. • DOG PARK, WALKING Trail • Not a thing • Business growth • Police officer on duty at all times. • High taxes • We need a community center w/a pool • Making sure people abide stop signs and speed limits on side streets by parks. • Needs community center • More sidewalks, walking areas 	<ul style="list-style-type: none"> • eliminate city personnel property tax on business • I would like if the plows would go back to plowing the snow up to the curb instead of leaving piles of snow everywhere making you run over them with your car each and every time you turn a corner. Property taxes would be another subject in Cuba City, we are known for high taxes and when looking at getting families to move here, that is a major turn off! • More businesses • More activities for the young people in town. • More things for the kids to do • Lower taxes • Need a skating rink, clean up some the older eye sore homes, expand and update the fire department, give them a dedicated training grounds/facility • Taxes are high and no large building lots • increase sense of community working together
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- Cuba City has lost many historic buildings in the past. I hope the city can encourage preservation of our remaining historic structures. The recent program to fund improvements for Main Street properties was very impactful.
- indoor swimming facility
- Availability of housing
- ticket the jay walkers
- More community pride and support for our town. This included supporting our schools with what they need, creating enthusiasm for home town events and helping our youth developed into responsible adults.
- The city as a whole needs to be willing to change for an even better future.
- High Taxes
- Need things to attract people to cuba city. Business, pool and Rex center. Cole acres is outdated and out of town
- Provide something for youth to do for entertainment.
- Lower taxes = happy community
- More amenities
- Lower taxes
- More higher paying jobs within the city
- Park at the north end of town
- I would like to see new business and employment that is not factory. Some would prefer to work closer to home and can't as it feels there is not the opportunity to do so.
- Need a large pool or splash pad
- Anything that I would want to change will never happen so it is irrelevant.
- Not that I'd change anything, but when I've called about tree service I felt dismissed. Had to call the mayor to get something done (which was personally taken care of by him, thank you!). Communication could be a lot better in my opinion with public works.
- I feel we need an Assisted Living addition to Epione Pavilion and a little ""village"" of retirement duplexes similar to those just north of Cabela's in Prairie du Chien. We still are in need of a viable multipurpose community center. I don't like the looks of huge camping trailers sitting in driveways or in the yards. Another addition that many towns have is

- The community needs additional indoor gym space. We also could use some more/better eating options.
- Needs more available building lots
- Community skating rink at the basketball courts by the dentist office
- Bike and walking trails
- Growth
- Get rid of all these antiques shops. They don't contribute to the economy and actually hold it back by both taking up space for legitimate businesses and by making us seem like a stagnant community.
- More restaurants!
- ADD MORE BUSINESSES, RESTURANTS, FITNESS CENTER
- Property Taxes too high. Ned more housing/industry to spread the costs
- Add more diversity
- Yearly leaf collection by city , Bigger fire dept, Fire dept training center , A nice sit down restaurant that is not a bar
- The law enforcement. Why do we need so many cops and not have a full time fire chief and full time ems member. Seems to this household that it's favorable to the police
- better lighting on streets
- Better snow plowing on residential streets. Get after residents with run down properties or properties with junk stored visibly. Create more space for downtown business opportunities.
- Adding biking/walking/running paths for wellness. More co-op opportunities between the Benton/SW school districts (I.e. CC specialize in Construction/Skilled Trades, SW in Welding/Mfg., Benton in Auto, etc.).
- More resident involvement in governing the city.
- The outreach to new members of the community. We often hear that people feel Cuba City is 'clicky' and unfriendly to outsiders.
- Community center
- More access to services
- more enthusiasm about projects
- Build pool in town - always told we'd get one and I'm still waiting 60 years for it. Not right money donated for it spent on other things, like

placing your leaves at the curb and the city picks them up-Benton vacuums them up.

- Need splash pad or swimming pool.
- Pool in town
- The over emphasis on sports.
- lack of bike trails, walking paths, high taxes
- I wish it had a community center where I could get to know other young families.
- More buying options/restaurants
- nothing
- Nice to have more shopping places
- Snow plows filling in the end of my driveway
- Add a coffee shop
- All amenities
- not sure
- CCFD building needs to be added onto, they are putting 8 vehicles in a building built for 6
- A fire station to accommodate the equipment growing size and to promote new volunteers
- more street lights on school street.
- Get a dog park. More local business. Actual farmers market
- Additional room on firehouse
- taxes
- Would like to see an evening dining place/supper club
- More events, maybe a movie night or singles night.
- Get rid of the trash houses on main street and throughout the city. This is an eye sore.
- Have a place for young people to gather
- A greater sense of pride in yards and homes and less focus on schools
- Housing. If workers are forced to live out of town, they will spend their money there too. We need a better variety of businesses so I don't have to spend my money in other cities.
- Get rid of the business district residential homes/apts.
- I would like to have more options for exercise, creating connections with others, etc without being forced into sports.
- encouraging neighbors to keep their property free of trash and neat
- More people another gym

Cole Acres pool. How can kids get there safely and when there's not 10 kids there by 1:00 - they don't even open it. NOT RIGHT!

- we need a community building where we can host meetings, need nighttime restaurant
- more diversity - people of color
- need for a local hardware store
- add businesses such as a hardware store for more convenient shopping
- lower the level of horn for responses to a fire!
- wish the community center project had passed the referendum
- a walking trail, more evening eating places, an assisted living facility, add a community center
- taxes on homes owned by widows and widowers!
- Persons even being more friendly for all in and outsiders coming into town
- make it a more open-minded and bigger city
- community center for classes, meetings, swimming pool, activity center for teenagers
- we need an identity and more employment opportunities
- I would add more small shops or businesses
- We have so many good things going for us. I think quality growth will take care of everything.
- Negative attitudes in regard to a community center, new schools, or gymnasium.
- snow plows should slow down instead of going 40 mph speed, the streets would be so messy
- need sidewalks throughout the town
- the people would have collective foresight to build new high school/gym to meet today's needs.
- there is a lack of things to do for young families
- additional recreational trails for bicycles, walking, running. connecting recreation areas
- nothing

#15 How do you find out about events going on in Cuba City? (choose all that apply)

Answer	Count
City Hall bulletin board	8
City website	24
Other social media	25
Community or religious organization	34
School communications	39
Other Facebook pages	44
City's Facebook page	57
Local newspaper	63

Other:

- Utility bill flyers
- Word of mouth
- Lived here my whole life
- There isn't a whole lot that happens.
- One of the big negatives of Cuba, many things happen and no one knows about them.
- Sign coming into town
- Taverns and restaurant
- Email
- I've never heard of any events.
- Fire Department
- Radio

#16 What type(s) of additional businesses would you like to see downtown?

<ul style="list-style-type: none"> • Ice cream shoppe • Brew pub with good food • Bakery/Coffee/Ice Cream Shop, Boutique, home decor store (not antiques), brewery/brewpub • Barber. IT related businesses. Bakery? • Clothing Shop • Thrift or consignment. • Specialty, clothing boutique • Small diner or cafe. • Boutique • Craft store similar to a downscaled hobby lobby. Ice cream shop. Cafe. Places for youth to hang in the winter. Bakery. Book store. Unique gift store. • Hardware store • Hardware store 	<ul style="list-style-type: none"> • coffee shop • Restaurant, specialty food store, ice cream • Clothing store • restaurants • Somewhere for young people to hang out • Gift shops, hardware (like Holt's), dining and less junk stores • Less junk stores. Hardware, cafe', more "service" business • More restaurants and retail. If you want to go out for dinner and aren't comfortable with the taverns, you're out of luck. There goes my money to another city. I might pick up groceries or gas since I'm over there too. • Fast food-Culvers style chain
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- Evening restaurant
- A coffee/ice cream shop would be perfect for visitors and residents. Also, another restaurant option open during the day that would appeal to antiques and tourists--something like sandwiches and pizza in a "trendy" environment. 2nd and Main in Platteville might be an example.
- More Restaurants and Shops so that it is set up as a tourist destination. Weekend getaway Hotel in one of the historic buildings
- A place for dinner
- gluten free restaurant
- Hardware store
- Boutiques, Maybe even a hunting/fishing store
- Hardware Store
- Growing businesses, job creating
- Coffe shop.
- Steak house taco bell
- Restaurants
- Boutique
- All day sit down restaurant
- Popcorn shop
- Restaurant(s), local shop - boutique, home decor, etc.
- Restaurant for dinner
- A fast food joint wouldn't be a terrible idea.
- Hardware
- a hardware store
- Restaurant not in a bar that is open for supper not just lunch.
- Food
- hardware store
- place for teens to hang out, coffee/ice cream shop
- Ice cream/coffee shop
- more restaurants
- hardware store, eye doctor
- Somewhere you could buy clothes
- Fastfood
- a coffee & ice-cream shop
- Food options
- ice cream and coffe shops
- hardware store
- Health and wellness for all ages, senior center, coffee shop, bookstore

- Middle of the line clothes and outerwear. Community Center. Places to eat after lunch that are not a bar.
- happy with what is available
- Ice cream/coffee shop
- coffee and doughnut shop
- Coffee or smoothie shop would be neat
- Food options
- Hardware store
- Coffee / ice cream
- Family restaurant
- Ice cream shop, hardware store
- Coffee/ice cream shop, place for teens to hang out
- A supper club/restaurant
- Restaurants and a Casey's
- 24 hour fitness
- Eating, Hardware store
- Coffee and soup and sandwich shop
- Businesses that attract further population growth. Restaurants, stores, maybe even tourism industry. Also businesses that bring jobs into the community, both blue and white collar. White collar job opportunity is severely lacking.
- More restaurants would be a treat.
- RESTURANTS
- Coffee shop/gathering space, add'l dining options
- General shopping
- Firearms and tackle and BAIT
- Is it down restaurant that is not a bar or fast food
- it would be nice to see hardware store
- Unique or boutique retailers, clothing gifts etc.
- Coffee shop, hardware store, small business offices.
- coffee shop, ice cream shop, small hardware/household store.
- Office supply/computer store
- Clothing/shoe
- Food, grocery, fitness
- hardware store
- something like a small Walmart
- clothing store, hardware store, night restaurant

<ul style="list-style-type: none"> • more family restaurants • coffee shop, small eateries, bakery • more restaurants like pizza places, diners, a cafe, a hangout spot, 80's diner, arcade • hotel for visitors • something for kids to do • something for teens and little kids • We are so blessed to have what we have. • couple restaurant options • ice cream parlor (soft serve) with sandwich/soup/small quiche service, presidential museum at or very near presidential area, buy the old TV shop and expand it, maybe plumbing shop • gym, more shopping 	<ul style="list-style-type: none"> • LOCALLY owned businesses - any type. NO MORE BIG BOX STORES • clothing and shoe store, hardware store • hardware store • brewery, hardware store • hardware supplies • more cafes/diners/restaurants open at night. Even one would help, expand wine bar menu on Main St • restaurant for dinner • coffee shop/bakery, boutique, ice cream shop, brewpub • coffee shop, sporting goods, tax preparation/accounting
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#17 What type(s) of additional businesses would you like to see in the industrial park or other non-residential areas?

<ul style="list-style-type: none"> • Small factory • A wider range of shopping • Manufacturing • Gym • Factory • Manufacturing • Anything • Fitness center • Rude to come back. Retail stores that need more space than the downtown allows. • Utv rental • not familiar enough to give my opinion • whatever wants to call Cuba City Home • not cheese, they smell too much, maybe popcorn or seed corn • Not any good ideas here. Any businesses that will bring people to our town. • Another large manufacturing company that could employ residents for median pay and benefits. • Whatever we can get • Growing • Non factory. Maybe a call center? • Walmart or fast food places • Higher paying manufacturers or hotel with pool • Office jobs or call center, maybe 	<ul style="list-style-type: none"> • Both product and goods creation for blue collar workers as well as offices for white collar workers. • Anything that offers higher level employment (not just minimum wage). • FITNESS CENTER • Fitness Center, Veterinarian, • Hardware store • Fitness • gyms • Manufacturing but no chemical businesses. • Mfg. suppliers to John Deere, IT, Ag • light industrial; artificial intelligence/computer company; warehouse • More agriculture business • Skilled trades jobs • Manufacturing • anything that would bring in more jobs • something like a small Walmart - other things than what Dollar General has. • anything willing to locate in the city • something that would offer jobs (good) to a number of people • weight center - fitness club • anything promoting clean and sustainable energy practices
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<ul style="list-style-type: none"> • A factory possibly.. due to the higher number of jobs it would require. • Any viable business that our city officials would deem appropriate • Ones with higher number of job prospects that don't expect you to work overtime always, so you have no family life. • Industrial • Manufacturing with good paying jobs. • gym • Machining, tech jobs, anything that would bring something besides hair dressers, bars, and antiques to town • places to rent to hold gatherings, fitness studio for group classes • More factories • unknown but no sound pollution or air pollution would be good • Better quality grocery store • machining • Skill training center for youth • gym • Manufacturing that will create more jobs • restaurant • Recreational place to play volleyball, racquet ball, meeting place • Light industrial with flexible spending. In other words, a place that has part time positions open. • We could use a incubator style building for start up businesses 	<ul style="list-style-type: none"> • most any business that would create jobs and reduce taxes • whatever would draw employment • rollerskating rink, movie theater • activity (health) center for exercising • gym • small manufacturing/tech work • small tech work • Any type of company that provides good paying blue collar jobs with decent benefits. • car dealership • business incubator or movement to support business startups • manufacturing • hotel, casino, event building • Unsure. Uneducated on this. • businesses that pay better wages • Clean one that hires about 100 people • smoothie bar • Call centers /customer service centers • What ever pays a good wage. • Fitness center • Manufacturing • Anything to bring in more jobs, training facility/grounds for the fire department • More manufacturing • Call center • Dedicated fire department training grounds with training props/buildings • Community center, bed and breakfast
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#18 Choose the top three (3) types of food establishments you would visit regularly if it were in Cuba City:

Answer	Count
Upscale restaurant serving lunch and dinner	12
Grab-and-go (not "fast food")	18
Bistro/cafe	22
Bakery	31
Casual restaurant serving lunch and dinner	40
Ice cream shop	40
Coffee shop	42
Diner/family restaurant	43
Supper club	43
Fast food	44

Other:

- brew pub
- gluten free
- Bar
- Casey's General Store
- Chinese

#19 Do you feel you can easily get where you need to go within Cuba City?

Answer	Count
Yes	107
No	8

#20 If you answered "no", what challenges do you face traveling around the City?

- Getting to the compost pile
- sidewalk on main st to Dollar General
- Less than half the town has side walks and now that most of the parks don't allow dogs, I struggle to get my child and dog out. We just play in the yard instead.
- Access onto main business area is hard to see incoming traffic
- Stop signs on Washington street need to be implemented to slow vehicles down
- Would like walking and bike trails
- Many of the sidewalks do not have the handicap ramp on corners. We use a stroller so this is not an accessibility issue for me personally, but for older people it could be. Also city planning should address the lack of storm drains. I don't understand why brand new streets are put in without a storm drain in each intersection. I understand it must be costly, but it's evident the

standing water invites pests such as insects, it smells and it ruins the road more rapidly. I would be upset if my property was on one of those affected roads.

- I have to walk on the road due to lack of sidewalks.
- the city has done a marvelous job in getting our streets in great shape
- answered yes but sidewalks in residential areas would be great improvement
- what we may not have then going to dubuque or Platteville

#21 How would you rate the quality of the roads in Cuba City?

Answer		Count
Poor	1	0
	2	4
	3	40
	4	57
Excellent	5	14

#22 Are there any intersections in Cuba City you find challenging, dangerous, or confusing as a driver? If so, please list which intersection(s) and describe the challenges you experience.

<ul style="list-style-type: none"> • Lg. utility box behind post office that blocks view of oncoming traffic • Not that I can recall. • By the Bank • Main and Calhoun, main and Webster. Visibility turning onto main. • Cty h and main street. Hard to cross especially in before and after school. • Crossing Main Street at times • Entering main street by subway. Hard to see around buildings and you have to get right into the intersection. • the corner of main and skelly, school buses, and huge camper parked in turn lane most of the time..... • All of the intersections of the business district are difficult to pull away from with the building so close to the roadway. • All intersections that involve Main St. Always challenging. • Not off top of my head • Jackson & Clay has huge electrical box blocking view. • Pulling out of Webster onto mainstreet with cars parked • By Gile Real Estate 	<ul style="list-style-type: none"> • Clay and main st. Subway parking makes it dangerous • The intersection on Jackson street behind post office. There is a lg utility box and trees that obstruct view • Cty H where Grant & Laf County meet- the steet lines don't match which is ridiculous • Intersection at Bryant and Main. Many walking people cross at this intersection and traffic does not slow. • ATV routes are still not clear. ATV's, dirt bikes and riding lawn mowers need to be regulated and enforced • The intersections of Main and Mound City Bank is worst for visibility and Main and TriCounty Press if a semi is parked in from of the old furniture store. This is a blind intersection. Although popular with semi's it eliminates visibility. • Madison and Webster is a mess if it rains or snows. This is AFTER it was redone • Main and Clay St and Main and Webster St • Many Main Street intersections are difficult to drive due to lack of visibility.
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- School St and Troy st. This used to be a 3 way stop, which made sense. The bottom of the hill going south is fine, but traffic heading north from the newly added subdivision should be required to stop.
- Behind post office, utility box blocks intersection
- Turning onto main Street from the East going south near downtown.
- Main Street is busy and sometimes difficult to cross at 4pm, but that is to be expected and doesn't last long.
- All of the cross streets downtown as you have to pull out so far to see around parked cars.
- W Webster and Main visibility is bad to get out on Main St
- Crossing Main St at Webster street
- I have a hard time with the H/80/81 intersection because some of the trees block the east side view.
- Clay and main and Webster and Main
- yes by gile insurance
- Hard to see Main St traffic at Clay and Webster St
- Intersections onto Main Street in business section
- when driving the visability trying to pull onto main street from gile Ins. or Mound city bank intersection.
- Also coming out of Mound City Bank parking lot, hard to see when looking left because of planter in way - blocks street.
- Also road by Gro Alliance with heavy traffic of big trucks which I understand, but trucks DO NOT stop at stop signs and had to brake for them several times driving down Randolph Street. Also too much corn husks flying around and have orange stuff all over yards and covering cars - don't they use filters?? Imagine people breathing that stuff in - not very medically safe.
- clay & main street, calhoun & main st
- Quick Trip, School St & County H
- near subway - cars on main st drive too fast there
- water retention on main street intersections - near Webers and [Munjons]

- KwikTrip drive way: people not staying to the right and hard to get in or out. Mound city bank driveway onto HWY 80 feels dangerous.
- County H and 80/81
- there are a few corners with trees as well as stop signs that can catch people off guard causing them to pull out in front of someone coming a different direction - corner of West Kelly and S. Jackson is one of them
- Water pools up on Lincoln at Roosevelt, breaks up the road
- Any on Washington st, same with Jackson st, need a way to slow vehicles down around the fire department when an emergency is occuring
- crossing main street by wine bar and hindus
- People dont always stop for pedestrians crossing main street
- Individuals driving too fast on longer roads within the city...School Street and Troy
- Anything on Washington St and Jackson due to no Stop signs
- Crossing main street can be difficult.
- It's difficult to see to cross Main Street.
- CLAY ST AT MAIN ST. WITH VEHICLES PARKING ON MAIN, THAT IS A BLIND INTERECTION PULLING ONTO MAIN FROM BOTH EAST AND WEST.
- Jackson McKinley
- Anything along 80
- insection opposite of mound city bank, very hard to see and get out in the road.
- Troy & School Street. I would expect stop sign heading north on School & east on Troy
- Main and Calhoun street by Munyons/Kwik Trip
- Main & calhoun. Parking on street blocks line of sight
- turning onto Main St from side street by Giles Ins. Hard to see.
- the intersection of Kwik Trip and Munyons: people don't use their signals, people from Kwik Trip like to pull out on to Calhoun St as you approach Main St from the east.
- Webster @ Main - very difficult to see traffic when attempting to pull away from stop signs on either side of main st, to either enter or cross main st.

<ul style="list-style-type: none"> • we have a graveled alley in our backyard. would like to see it blacktopped • by the nursing home • Main & Clay, Main & Webster • Corner by St. Rose School, Jackson/Benton • some of these side street repairs. need better snow removal. don't block every driveway they need to let up on [...] with snow 	<ul style="list-style-type: none"> • where north school street meets H. Seems like the school workers pile the snow at that corner and its hard to see if there are cars coming into town from the west.
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#23 Think of times you have WALKED (or wheeled if using a wheelchair) to get somewhere in Cuba City, or times you have wanted to WALK but chose not to. What challenges did you face as a pedestrian or prevented you from walking? (choose all that apply)

Answer	Count
I do not walk around the City	1
Lack of crosswalks where needed	7
I don't like to cross HWY 80 (Main Street)	19
Cars did not see me or did not yield to me when crossing the street	28
Sidewalks too bumpy or cracked to walk safely	38
Lack of sidewalks/disconnected sidewalks	39
I haven't experienced challenges walking around the City	41

Other:

- Dogs on the loose
- Curbs not cut out for easy walking with strollers when crossing the streets.
- Sidewalk on corner of madison and benton very steep and winter time its very dangerous. Watched 3 kids fall after school with 1st snowfall
- I think our walking areas are fine.
- people who don't clean sidewalks as required
- No one uses sidewalks don't waste money
- Should be a crosswalk by the caboose and kwik trip
- Drivers don't respect peds, speeding
- sidewalks too narrow
- side walk some need repair

#24 Think of times you have BIKED to get somewhere in Cuba City, or times you have wanted to BIKE but chose not to. What challenges did you face as a cyclist or prevented you from biking? (choose all that apply)

Answer	Count
Challenging road conditions (ex: pot holes or loose gravel)	9
Lack of bike lanes	15
Cars do not notice/respect/look for cyclists	19
I haven't experienced challenges biking around the City	27
I do not bike	54

Other:

- There are many overhanging trees/bushes that prevent walking on the sidewalks
- We bike often and find no problems; however, I feel kids biking to Cole Acres is dangerous.
- I am nervous to let my kids ride independently from me on the roads. I would love some dedicated walking/bike paths
- Street cleaner could be used more than twice a rear to remove gravel

#25 What public spaces do you enjoy using in Cuba City? (choose all that apply)

Answer	Count
Presidential Courtyard	28
City Hall	32
Library	55
City parks	101

Other:

- City parks;Watching softball at Splinter pack
- The fire house is like my second house that I pay taxes on. The fire house needs updating and needs to be cleaned regularly. I'd like to see something happen to get the ball rolling on updates on the fire house
- I don't use any.
- Library;Just walking the street of the city.
- Really don't use any public space.
- City parks;Library;Legion building, VFW, Mazzucelli hall, St. Rose gym and kitchen.
- Presidential Courtyard (Caboose and Gazebo);just walking around town...clean open spaces

#26 What types of public space is Cuba City lacking, needs more of, or needs to improve?

<ul style="list-style-type: none"> • Parking • A place for the students to congregate • Community Room - no place to have meetings, family reunions, showers, etc • Splinter Park could use a facelift. • AMERICAN LEGION • None that I can think of • Dog park • Walking path • Community center, pool. Activities for the youth to do indoors year round. • Better playground at splinter park. • Community center • Hall rental • I would love to see more trees throughout the city. It would be wonderful if the old depot could one day be incorporated into the courtyard area. • cut down the dieing ash trees, on south main • Swimming pool. Community auditorium. Bike paths • We need an area that has more pavilions than what is offered at the current parks for lager community events. • City pool • Community rooms, nice pool. • Fire house it's like a safe place where people would go for help an safety we need to update the fire house • Running trail • They do a great job • Gym, indoor pool, dog park, • A community center • Public meeting space. • Public pool • The Fire and EMS building needs lots of repairs and an addition so they can better serve the community. • Indoor/outdoor space for teens • I wish they had picked a more central location for the proposed dog park. I'm not sure about walking my family out to the industrial park to play. But if a trail and park were developed with it, I'd be more inclined. • a place to rent for events 	<ul style="list-style-type: none"> • Community center • The library has four book genres. Religious, westerns, romances, and references. We need to get out of the 1950's and modernize. • Parking for Main Street maybe? • POOL LOCATED WIHIN THE CITY • Shooting range • The city shop should come around and pick up yard waste if you don't have a truck you cannot take anything to the waste pile. It's kind of unfortunate That elderly people and younger people without ability to haul yard waste have to rent or borrow equipment to move waist and dirt • activity center inside for winter • Auditorium for music concerts/plays, community space to rent for family gatherings/high school assessments, an additional gym(s). • Senior Center; meeting rooms • Family recreation and athletic space - Meeting rooms • Covered areas in parks they don't have to be large • Downtown beautification • meeting hall • need more green space • need some [public space] on Main St • indoor recreation hall for public to use • Presidential Courtyard - more space • a walking trail • a rollerskating rink • community center • indoor areas for the community • Need addition to the fire station. Truck bays, training hose tower and storage • Memorial Park is very nice and quaint. The two other parks could use updates. • Paved trails for running/walking, going out from County roads. • bike path to Cole Acres for young kids to bike or walk • community center • place for children to meet and gather without fear of loitering
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<ul style="list-style-type: none"> • Larger meeting room, • community gathering spots for birthday parties, family reunions ect... • Dog park • Health and wellness center • community center that is a community center not a gym for the school. Needs to be over by the parks or edge of town. • street lights • Dog park • I think our public spaces are good • gym for activities • Place for young people to hang out • An event center I suppose. • More green space, public art, • Space for young people to gather • More green spaces in abandoned lots throughout the city. Maybe public art. Make school properties open to public: track • Something for all the citizens to use, especially the teen crowd. They graduate and move away because there's nothing to keep them here or make them want to return. • Would be nice if the city had a small place with a few campsites with hook ups • Skating Rink 	<ul style="list-style-type: none"> • community room - there is a lack of places to host family reunions, showers, etc. • natural areas – trails • nothing really but would be nice to have a food truck come to a park where I can enjoy food in a nice setting • An event area on Main St Community Building • Community Center with library, programming rooms, study areas, visitor center (near food options). • High school gym, swimming pool, community center and more modern library • Splash pad for younger children • maybe a walking path or bike path would be a nice addition? • A dog park wld be great • Make parks dog friendly. • A public pool • Skating rink, fire department needs to be expanded and updated • places for teens • some sort of Pavillion for year round events • Community center with gym space • Community center with some basic kitchen appliances with an indoor and outdoor play area for group and family gatherings.
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#27 A Community Center has been proposed in the past and some residents have indicated there is still interest in such a facility. If a Community Center were to exist in Cuba City, what amenities would you want to see available there? (choose all that apply)

Answer	Count
I would not use a Community Center	10
Group fitness/wellness classes	64
Banquet hall for community and rental events	67
Senior area and programs	68
Youth/teen area and programs	76
Meeting space for organizations	79
Fitness center/gym	84

Other:

- Pool
- not sure what would work, we have most of these items
- area to include a full size kitchen

- right or wrong, the general perception around that center was that it would be utilized for students, and specifically basketball, 90% of the time.
- The city should NOT be in the fitness business. Leave that to private enterprise. I will not pay for another gym or workout facility.
- Multiple gyms to host tournaments and generate revenue.
- Walking area
- The Center in Peosta [?] is the ultimate community center. It was obviously very expensive and had a very generous benefactor.
- Could the old Dellabella [?] Building on edge of town be used for something if Runde's car dealer would sell it reasonable. has lots of parking area
- partnership with school and city on community center/gym, as Cuba City has the poorest gym space of any school in the area and community needs space as described. one taxpayer and maximum benefit

#28 Do you face any challenges or would you like to see anything change with your utility services? (Water, electric, gas, garbage, internet, landline) If so, please describe.

<ul style="list-style-type: none"> • No. I currently use Mediacom internet but plan on switching to fiber through the city. • Gas to St Rose Rd • Paying sewer for outside water that does not go to the sewer. • Many times garbage is left behind after garbage pickup • Nothing • Better recycling program like what Hazel Green uses • I am always interested in ways to be more environmentally friendly-- renewable energy sources, continued access to a wide range of recycling options and compost area, etc. • Very happy that our utilities are so low in monthly service charges • It would be nice to have leaf removal services offered in the fall much like Platteville has. • Better garbage service with larger containers. Also leaf pickup at curb of street • Prices are high for water, sewage especially • Be cheaper • Good • E-bills • Things are just fine • Seems fine 	<ul style="list-style-type: none"> • NO, Pretty happy with them/ would like to see something done about flooding at Main & Bryant • No, everything has been great since I moved here. • Mediacom seems to be a problem. This is the only cable provider and they are not customer friendly. The cable is frequently cut, damaged and Mediacom does not respond. Seems if we report the issue to City Hall, they respond more quickly. • I find Media com difficult for service. Cuba seems to be at the end of the line for Media com and they really don't respond to service needs in timely manner. When it works, its work well and when there are issues; good luck! • I'd like to see the Farmers Market happen at least twice a month. If it rains on the monthly market, we've missed entire crops • Internet for Business is too expensive • I do not live in city limits, but I utilize Cuba City more than my village or the one I work in. • I'd like to see the city become their own internet provider as they are their own electric provider • Would like to see a recycling center or dumpster(s) for bulky items for times when one is gathering large amounts of recycling. Ex.
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<ul style="list-style-type: none"> • Internet too expensive. Paid half the amount in other cities. Provide more information on social services to help pay for utilities. • sewer costs keep going up • Internet has been one of the best things Cuba city has done! • Bid out garbage pickup company for less cost • Great service!! No changes • Service is good • Lower the price of the utilities and have a city workers Take care of yard waste if put next to the curb • no challenges very happy • No, just keep the rates down. Charge businesses that use a lot of water (car washes, etc.) more than residents. • I am happy with utility services. I am concerned costs will go up due to sanitation improvements needed. • More choice for high speed internet • would like City to offer more pickup of grass, leaves, & trash • satisfied • can't think of any at this time • we need faster internet and we should stop light pollution for a day • would be nice to see an area of solar panels to help electric costs and have a house heated by electricity • the city workers do a great job. • snow removal piled up snow at end of driveway you have older people that shovel 	<ul style="list-style-type: none"> • Spring cleaning, after parties, after Christmas holiday. • Live in country • There is concern about water quality with agriculture and chemical run offs from all the surrounding farms getting into our aquifer. Additionally what is considered "acceptable" levels of negative material in our water supply and how outdated could it be? • I'd like to be able to get my water/electric bill and internet bill emailed. They're only offered in hard copy as far as I know. • The garbage and recycling workers are truly excellent. Always helpful, courteous and kind. • The EWG encourages more stringent water quality. I appreciate that Cuba City is up to federal and state standards, however those haven't changed in many years- and farming practices have. Overall I am happy the water utility meets the laws, though. " • No. We are fortunate to have fiber optic options in town, great city workers (although sometimes that Pickel guy is pretty aggressive in the snow plow ;-)) and dependable water/gas/electric service. • Lower the price
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#29 Are there any services you need or would like available which are not currently provided by the City or Counties? If yes, please describe.

<ul style="list-style-type: none"> • would be nice to rake leaves to gutter to be picked up by city, instead of older people loading them up in cars and hauling them to dump by themselves • Not that I can recall at this time. • Natural Gas • Better Cell phone reception • walking path where there are no sidewalks • A larger fire station to allow the department to expand and have a training facility. Also, we 	<ul style="list-style-type: none"> • I would take fitness classes if available but I don't think it needs to be a huge city priority. • I guess living here so long, I don't know what I don't know about what's offered in larger communities. Content now the way things are. • Yard waste pickup • Pick up yard waste • would like to see better garbage bins for all homes
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should look an area where the department can conduct real life fire training such as a burn tower or a facility made of shipping containers.

- Leaf and tree branch removal
- Park at north end of town where open lot is
- Leaf pickup
- Leaf pickup
- Better selection of cable providers.
- not that i can think of
- Taxi service
- Transit for older and disabled population? Not sure if we have one.
- Somewhere to walk/exercise in the winter months
- Not that I know of.
- Taxi service to surrounding communities and to medical appointments.
- Leaves picked up on the curb side
- Transportation to Dubuque and Madison. An on call transportation service for senior folks.
- Not sure. We're in our 50-60's, and there isn't much we participate in. A lot involves kids and we aren't interested in being around a bunch of kids
- Cable TV service without having to buy internet
- Notice your emergency responders by a group text and get rid of that ridiculous air raid siren. It's 2019. If they're on standby they're phones should be on and that daily noon test or emergency notification siren has woken my baby just after he got down entirely too many times.

- Free/reduced high speed internet for rural low-income families. Robust high speed internet options for all to do business.
- affordable public transportation (taxi service)
- More choice for high speed internet
- Transportation for citizens Dr groceries etc
- leaf cleanup, more big item pickup days
- leaf pickup in fall
- a van that would travel back and forth to Platteville for transportation - bus service
- a black topped alley in our back yard between Washington and Jefferson St
- can't think of any at this time
- a rollerskating rink and an 80's diner
- swimming pool
- I think our city employees do a great job, we are so lucky to have such a great police department also.
- bigger social service department to help those in need, it is a growing concern
- gym, event center to hold things
- Pick up leaves
- Leaf curb pickup
- Youth activities that are fun that will discourage underage drinking
- Some one to write housing/ Section 8 vouchers
- Ice rink
- leaf pickup and cleaning streets more frequently so leaves, etc do not go into storm sewer system

Demographics

#30 Which group includes your age?

Answer	Count
0 - 18	2
19 - 24	3
25 - 34	24
35 - 44	17
45 - 54	19
55 - 64	20
65 - 74	23
75 - 84	6
85+	1

#31 If you are employed, where do you conduct most of your work?

Answer	Count
Remote work or self-employed from home	3
Other community over 20 miles away	4
Other	7
Other community up to 20 miles away	12
I don't work	13
Dubuque	16
Platteville	21
Cuba City	39

Other:

- 40 mile radius
- retired teachers
- Homemaker
- Tri State area
- Semi retired
- Retired
- Retired

#32 What is your race/ethnicity?

Answer	Count
Asian / Pacific Islander	2
Black or African American	0
Hispanic or Latino	2
Native American or American Indian	0
White	111

#33 Do you live in Cuba City?

Answer	Count
Yes	105
No	9

#34 How long have you lived in Cuba City? (add up total time if you left for a period of time)

Answer	Count
0 - 5 years	12
6 - 10 years	19
11 - 20 years	20
21 - 30 years	15
31 - 40 years	13
41 - 50 years	10
More than 50 years	16

#35 Do you/your family own or rent your home?

Answer	Count
Own	101
Rent	4