



# Palmyra, Eagle River and Phelps Business Development Report

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## Executive Summary

During the late winter of 2017 and early spring of 2018, 22 businesses in Eagle River and Phelps, Wisconsin and another 22 businesses in Palmyra, Wisconsin were interviewed by UW-Extension educators Chris Stark and Steve Chmielewski. Eagle River and Phelps are in Vilas County and Palmyra is in Jefferson County. The goals of the survey were to understand key issues facing these businesses and identify training needs of the business community in these villages.

### Eagle River and Phelps

About two thirds of the firms from Eagle River and Phelps had been in business for more than a decade (**Figure 1**). There were a few larger employers included in the Eagle River and Phelps group; two had between 11 and 20 employees and five had more than 20 employees.

By far, the biggest community challenge noted by business leaders from these two towns focused on the local workforce. Businesses said they have a hard time finding enough people to hire (**Tables 1 and 1a**).

When asked what business resources such as SBA loans, the Main Street Program, etc., they had used; a large proportion said they had not used any (**Tables 2 and 2a**). The Vilas County EDC seems to be the primary business resource used.

The primary concerns voiced by business leaders in Eagle River and Phelps were workforce problems and the need to promote the area more effectively (**Tables 3 and 3a**).

The largest number of comments about support from the Chamber of Commerce and EDC were positive (**Tables 4 and 4a**). Respondents were somewhat critical of local government and would like to see greater coordination across Chambers of Commerce in the County.

Roughly two-thirds of the Eagle River and Phelps respondents said they expect to add products, services, new equipment, hire staff, enter new markets or initiate new marketing efforts (**Tables 5 and 5a**). These new initiatives tend to be unique to a given business, so there were no obvious common themes.

Three informational/educational topics appear to be of greatest interest to the business community in Eagle River and Phelps: marketing, promoting tourism, and community branding (**Figure 3**).

When asked about any final thoughts they had, business people in Eagle River and Phelps returned to the theme of the difficulty of finding workers (**Tables 6 and 6a**). They also mentioned the need for better communication technology in the area.

## Palmyra

About two-thirds of the businesses from Palmyra included in this study had been in business for a decade or longer (**Figure 4**). Most of the businesses were relatively small; only four of twenty-two had ten or more employees (**Figure 5**).

In terms of community challenges in Palmyra, a number of comments focused on the need for greater community cooperation (**Tables 7 and 7a**). Tensions between Village and Town were noted, as was a perceived lack of support for business from local government.

More than half the respondents said they had not used business resources (SBA loan, Main Street Program, etc.) in the past (**Tables 8 and 8a**).

Concerns about sustaining businesses in Palmyra are dominated by marketing issues (**Tables 9 and 9a**). One-third of the 27 comments made by Palmyra business people, focused on improving the promotion of their businesses. The promotion concerns do not seem to clump around any particular marketing factor.

In terms of support the business community in Palmyra would like from the Chamber, EDC or local government, marketing again topped the list (**Tables 10 and 10a**). The idea of pitching Palmyra as a destination for those interested in equine sports was raised here and in other portions of the study. A number of comments about the Chamber were included in this section.

Roughly two-thirds of the Palmyra respondents said they expect to add products, services, new equipment, hire staff, enter new markets or initiate new marketing efforts (**Tables 11 and 11a**). These new initiatives tend to be unique to a given business, so there were no obvious common themes.

The educational topics of greatest interest to the Palmyra business community appear to be marketing and promoting tourism (**Figure 6**).

In terms of final comments, Palmyra respondents had a number of positive things to say about safety and school quality, but the lack of cooperation between Town and Village was again noted (**Tables 12 and 12b**).

## **Composite Conclusions**

The business climate in the two areas, Eagle River and Phelps on the one hand and Palmyra on the other, are sufficiently different, that a composite analysis does not seem justified.

In Eagle River and Phelps, the major concerns seem to be focused on labor force issues and, to a lesser extent, the need for better communication technology infrastructure. These topics were rarely mentioned in Palmyra.

In Palmyra, the focus was on marketing with an undercurrent of concern about a divide between Village and Town. While marketing is also of interest in Eagle River and Palmyra, it takes a back seat to the labor issues and a lack of inter-jurisdiction collaboration was rarely mentioned.

The one area of somewhat clear commonality was with respect to educational programming. Both jurisdictions seem quite interested in programs focused on marketing and tourism promotion. The other topic of interest in Eagle River and Phelps, community branding, might be a place to start to build greater coordination and collaboration in Palmyra.

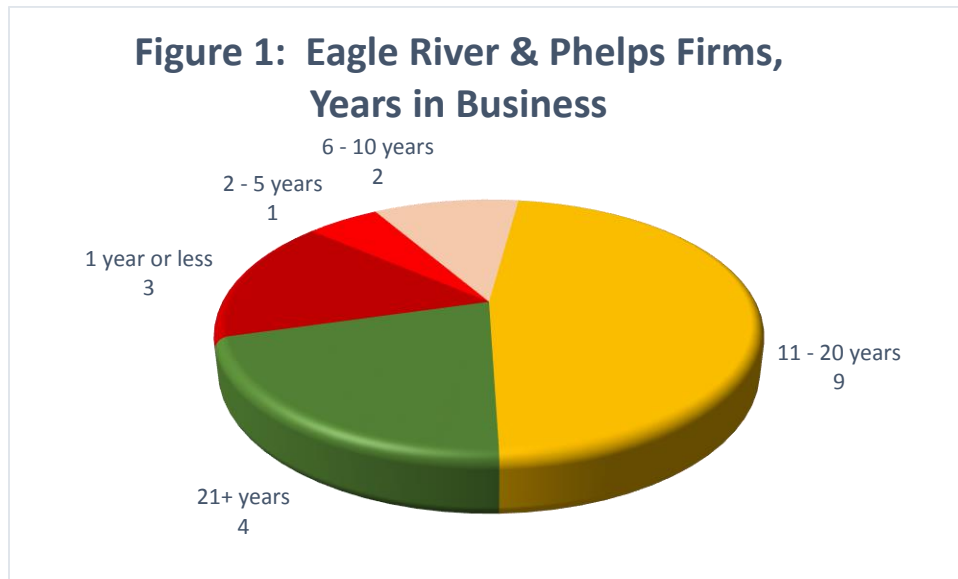
## **Introduction**

During the late winter of 2017 and early spring of 2018, 22 businesses in Eagle River and Phelps, Wisconsin and another 22 businesses in Palmyra, Wisconsin were interviewed by UW-Extension educators Chris Stark, Steve Chmielewski and Jerry Braatz. Eagle River and Phelps are in Vilas County and Palmyra is in Jefferson County. The goals of the survey were to understand key issues facing these businesses and identify training needs of the business community in these villages.

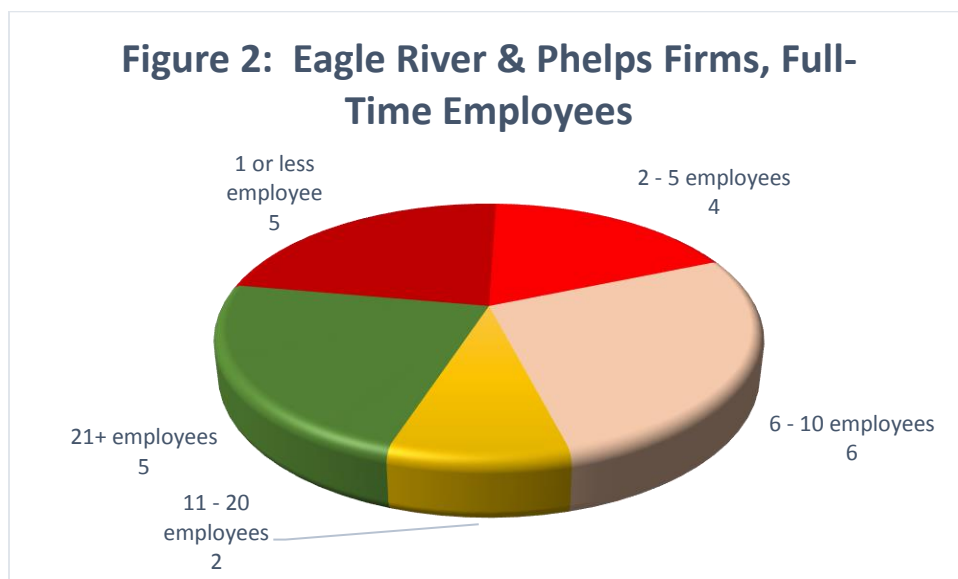
There were a few quantitative questions, but most of the survey consisted of open-ended questions. Participants' responses during the interviews were subsequently entered into a Qualtrics survey questionnaire. The resulting dataset was sent to the Survey Research Center at UW-River Falls for analysis.

## Eagle River and Phelps

As shown in Figure 1, a majority of the 19 Eagle River and Phelps businesses for which data was available have been in business for more than a decade (13 of 19 or 68%). Three businesses did not include this information.



The number of employees in the 22 businesses are fairly equally distributed across the 5 categories created by the SRC. The data in Figure 2 are estimates in that several businesses indicated a number of part-time workers rather than converting this to a full-time equivalent. The SRC assumed two part-time workers made a full-time equivalent. Seasonal employees are not included in Figure 2.





## Eagle River and Phelps Community Challenges

Respondents were asked to identify a community issue or challenge they would like to see addressed as a way of supporting business growth and development. For this and all subsequent questions, the SRC will first give a numeric summary of comments by category. This will be followed by a table showing the full text of the comments. For the first question for Eagle River and Phelps, the SRC placed the 30 comments into the eight categories shown in Table 1.

Issue	Number Comments
Labor/Workforce Issues	10
Businesses Closed/Seasonality	5
Lack Government Support	4
Community Involvement	3
Downtown Improvements	3
Development	3
Business Issues	1
Community Cooperation	1

Labor issues dominated the list of community concerns in Eagle River and Phelps. Five of the comments in this group focused on the difficulty of finding people to hire and two talked about housing as it relates to workforce issues. One comment talked about the need to provide jobs with a high enough wage to attract younger people to the community and another about working with the local schools to address local labor issues.

The second set of comments raised concerns about stores not being open all year round, vacancies in the downtown and the need for longer store hours. Four respondents had a variety of concerns about local governments they felt could be more business friendly.

<b>Labor/Workforce Issues (10 comments)</b>
<ul style="list-style-type: none"> <li>We have to get industry up here to get enough living wage jobs. Jobs to be able to attract younger people.</li> </ul>
<ul style="list-style-type: none"> <li>It is the workforce issue. They currently have 7 employees FT w. benefits. They are looking to hire one more. The average age of the staff is 24. The manager is in her 30's.</li> </ul>
<ul style="list-style-type: none"> <li>Summer help challenges</li> </ul>
<ul style="list-style-type: none"> <li>Noted the labor issue. She says she does better with high school students than adults.</li> </ul>
<ul style="list-style-type: none"> <li>"Employees" (meaning the lack thereof)</li> </ul>
<ul style="list-style-type: none"> <li>Workforce Hiring Challenges: "Keep people here"</li> </ul>
<ul style="list-style-type: none"> <li>But he felt that school changes were needed to address our workforce issue and he is running for school board in the Phelps School District.</li> </ul>
<ul style="list-style-type: none"> <li>Local challenges to him include affordable housing, which affects the workforce and is prohibitive for the young families that he would like to see.</li> </ul>
<ul style="list-style-type: none"> <li>Housing, as it has much to do with the workforce issue.</li> </ul>
<ul style="list-style-type: none"> <li>Noted that our pay scale up here was too tough for families (to raise them).</li> </ul>

<b>Table 1a (Continued)</b>
<b>Businesses Closed/Seasonality (5 comments)</b>
<ul style="list-style-type: none"> <li>• Store hours are also an issue. They have decided 5 p.m. is the closing time. They would like to stay open longer but nobody else does, hence no customers.</li> </ul>
<ul style="list-style-type: none"> <li>• Staying open in the slow (winter and should seasons). Concern over those who shut down 9 months of the year.</li> </ul>
<ul style="list-style-type: none"> <li>• We also discussed the challenge of businesses that choose to be open only 3 months of the year.</li> </ul>
<ul style="list-style-type: none"> <li>• The seasonality of business up here in the Northwoods.</li> </ul>
<ul style="list-style-type: none"> <li>• The empty storefronts along Wall Street are her greatest concern because it poses the challenge of bringing people into the downtown. Also, the fact that we have no major restaurant in the downtown is a major obstacle to getting people downtown to her store. "This needs to get filled."</li> </ul>
<b>Lack Government Support (4 comments)</b>
<ul style="list-style-type: none"> <li>• She also felt that the Eagle River City Council was frustrating and had missed numerous opportunities for the town to be successful.</li> </ul>
<ul style="list-style-type: none"> <li>• They want to be a good community partner and have been; respondent does feel that Eagle River City Government has been a bit "obstructionist" in progressing the community.</li> </ul>
<ul style="list-style-type: none"> <li>• At the moment, she is trying to get a sign approved from Eagle River City Government, to put in front of her business. It is the standard size of other businesses in the area.</li> </ul>
<ul style="list-style-type: none"> <li>• Three years ago, the County (Vilas) Board decided to not do business locally for health concerns. That decision cost him a reduction from 32 to 26 employees in three county locations: ER, St. Germain and Land O' Lakes.</li> </ul>
<b>Community Involvement (3 comments)</b>
<ul style="list-style-type: none"> <li>• We had a spirited discussion for an hour and 10 minutes on jobs and the need to get people involved in the community. He is very involved in the community.</li> </ul>
<ul style="list-style-type: none"> <li>• Being very community-minded, he had a positive response and noted his community involvement.</li> </ul>
<ul style="list-style-type: none"> <li>• Spent 60 minutes discussing the community and specifically the "synergy" needed to create a Hallmark Postcard downtown for Eagle River. We "need to work together", but didn't have strategy with details. He detailed his man-hour contributions to the City.</li> </ul>
<b>Downtown Improvements (3 comments)</b>
<ul style="list-style-type: none"> <li>• She says "give a tax break when businesses improve their appearance, instead of the natural tax increase that happens when they self-improve." He likes Minocqua's downtown.</li> </ul>
<ul style="list-style-type: none"> <li>• She would like to see a pedestrian mall in downtown ER.</li> </ul>
<ul style="list-style-type: none"> <li>• Create a pedestrian-friendly downtown; focus on downtown as a destination as opposed to a pass through.</li> </ul>

<b>Table 1a (Continued)</b>
<b>Development (3 comments)</b>
<ul style="list-style-type: none"> <li>• Broadband is one.</li> </ul>
<ul style="list-style-type: none"> <li>• Banking</li> </ul>
<ul style="list-style-type: none"> <li>• In Phelps specifically, "just get it to grow."</li> </ul>
<b>Business Issues (1 comment)</b>
<ul style="list-style-type: none"> <li>• They emphasized the importance of business retention over recruitment. They did mention Tractor Supply twice in the visit, which is new in E.R. and a competitor of theirs in some products.</li> </ul>
<b>Community Cooperation (1 comment)</b>
<ul style="list-style-type: none"> <li>• Respondent was actually amazed at how much Eagle River does as a community now. He stressed community volunteering, etc.</li> </ul>

## Business Resources Used in Past – Eagle River and Phelps

<b>Table 2: Business Resources Used in Past in Eagle River and Phelps</b>	
<b>Resource</b>	<b>Number Comments</b>
None/N/A	11
Miscellaneous Programs	7
Sign Grant	3
Entrepreneurship Class	2
SBA Loan	2
Main Street Program	2
Other General	1

Participants were asked what business resources they have worked with in the past and were given several examples, such as SBA loans. There were 28 “responses” to this question, but a large proportion (39%) were variants of not applicable or none (Table 2a).

<b>Table 2a: Business Resources Used in Past</b>
<b>None/NA (11 comments)</b>
<ul style="list-style-type: none"> <li>• None/N/A (8 times)</li> <li>• He hasn't and he now feels that that has cost him (did not build up credit)</li> <li>• "No need"</li> <li>• None. Is quite critical of government programs, He has investigated a few and he felt that there is such strict guidelines, that it is not worth it. "Government stuff is impossible to navigate."</li> </ul>
<b>Miscellaneous Programs (7 comments)</b>
<ul style="list-style-type: none"> <li>• Took E-Seed classes courtesy of the Vilas County EDC.</li> <li>• She said all of them. Perhaps not monetarily but in the process of setting up a business to become an internet provider they had to work with all groups.</li> <li>• All come from corporate Verizon</li> <li>• WI Dept. of Commerce business expansion loan</li> <li>• LIDL Loan</li> <li>• She received a loan for equipment through CEWED (Central Wisconsin Econ Dev. Revolving Loan Fund). Bob E. of VCEDC directed her to that loan. She is very pleased with them.</li> <li>• Isaac at the VCEDC Eye on Entrepreneur Building has been a major assist to her for building her website.</li> </ul>
<b>Sign Grant (3 comments)</b>
<ul style="list-style-type: none"> <li>• Eagle River Main Street Sign Grant.</li> <li>• She has also obtained an Eagle River Main Street Program Sign Grant.</li> <li>• Main Street Sign Grant</li> </ul>

<b>Table 2a (continued)</b>
<b>Entrepreneurship Class (2 comments)</b>
<ul style="list-style-type: none"> <li>• He did go through the Vilas County EDC's Entrepreneur Class</li> <li>• She has taken a Vilas County Economic Development Entrepreneur classes taught by Nicolet College and funded by local entrepreneur Dave Juday.</li> </ul>
<b>SBA Loan (2 comments)</b>
<ul style="list-style-type: none"> <li>• He has had an SBA loan courtesy of the Vilas County EDC.</li> <li>• SBA Loan.</li> </ul>
<b>Main Street Program (2 comments)</b>
<ul style="list-style-type: none"> <li>• They mentioned a Main Street Facade Program years ago that hey participated in but otherwise they feel they are well financed and have support form Ace Hardware Corporate.</li> <li>• The Eagle River Main Street Program has helped them in the past with loans.</li> </ul>
<b>Other, General (1 comment)</b>
<ul style="list-style-type: none"> <li>• They have a very close relationship with their bank; did not name the bank but praised it. (This actually also speaks favorably of the business)</li> </ul>

## Concerns/Needs to Sustain Businesses – Eagle River and Phelps

Table 3: Concerns to Sustain Business – Eagle River and Phelps	
Concern	Number Comments
Workforce	7
Advertising/Marketing/Promotion	7
No concern/Satisfied	3
Technology	3
Finances/Costs	2
Regulations/Government	2
General/Misc Concerns	2
Growth	1
Competition	1

Echoing the comments summarized in Table 1, workforce issues accounted for one-quarter of the 28 concerns/needs about Eagle River/Phelps business sustainability. Worker availability is a major concern and the quality of that labor is also an issue. Concerns about promoting their businesses accounted for another 25% of concerns. These concerns are fairly broadly distributed but e-marketing opportunities are an area of slight concentration. Communication technologies were the focus of the technology group.

Table 3a: Concerns/Needs to Sustain Businesses – Eagle River and Phelps
<b>Workforce Issues (7 comments)</b>
<ul style="list-style-type: none"> <li>• Employees and quality employees. They have 42 FT employees.</li> <li>• He currently employs 12 people and has been up to 35 at peak several years ago. Labor or lack thereof and the ability to hire people is the greatest problem. He is looking for good craftsman. His wage is \$24 - \$28 an hour. However, he said we're taking warm bodies these days.</li> <li>• Staffing perhaps especially May and December. They are heaviest seasonally, down a little bit in April and October.</li> <li>• Again, labor, especially in summer. So, they used J1 Visa kids for the first time in 2017. Will try some again in 2018. He is aware that people want somebody who speaks English for customer service purposes and that some may not like foreign students "why don't you hire Americans?" Quite simply, he says "good luck with that."</li> <li>• Staff.</li> <li>• Workforce Development challenges were far and away their biggest issue.</li> <li>• Staffing - and then maintaining staff</li> </ul>

<b>Table 3a (Continued)</b>
<b>Advertising/Marketing/Promotion (7 comments)</b>
<ul style="list-style-type: none"> <li>• Advertising. Again, we talked to her about the advantages of social media and a web presence.</li> </ul>
<ul style="list-style-type: none"> <li>• On a different note, he tries to create “synergy” with downtown businesses, so that they know of his hotel and he in turn, can promote them.</li> </ul>
<ul style="list-style-type: none"> <li>• Marketing. The good news is that 80% of their business is from 20% of their customers; “long-time” customers.</li> </ul>
<ul style="list-style-type: none"> <li>• Advertising. We talked to her at length about creating a website and recommending a social media savvy guy that we keep on retainer at the County Economic Development Corp. She was very interested.</li> </ul>
<ul style="list-style-type: none"> <li>• Convincing others to spend locally. Encouraged us to promote the “spend locally” mantra. Believe that we need to sell "culture" up here instead of events.</li> </ul>
<ul style="list-style-type: none"> <li>• Secondly, they hope to start B2B sales, which they currently do not have.</li> </ul>
<ul style="list-style-type: none"> <li>• Getting clients. They have three major ones. They work hard to retain them and then add smaller clients.</li> </ul>
<b>No Concerns/Satisfied (3 comments)</b>
<ul style="list-style-type: none"> <li>• No concerns. None of his market is in Phelps. He sells to medical, veterinary, dental companies, worldwide. He then packages the glass tube and sends it to his market.</li> </ul>
<ul style="list-style-type: none"> <li>• No concern</li> </ul>
<ul style="list-style-type: none"> <li>• They actually just took care of that: more space up to 1,700 sq. ft. They relocated to this site.</li> </ul>
<b>Technology Issues (3 comments)</b>
<ul style="list-style-type: none"> <li>• But developing new markets is dependent upon them keeping up with technology.</li> </ul>
<ul style="list-style-type: none"> <li>• Broadband service in Land O’ Lakes</li> </ul>
<ul style="list-style-type: none"> <li>• Lack or limitations of cell phone service up here</li> </ul>

**How Chamber of Commerce, EDC, or Local Government Could Support Local Businesses – Eagle River and Phelps**

<b>Table 4: Support Sought from Chamber, EDC, or Local Government – Eagle River and Phelps</b>	
<b>Supportive Actions</b>	<b>Number Comments</b>
Satisfied/Positive Comments	7
Marketing/Promotion	4
Negative Comments	4
Don't Know/NA	3
Growth/Development	3
Chamber Comments/Suggestions	2
Workforce Issues	2
Collaboration/Cooperation	2
Miscellaneous	2
Online/Social Media/Website	0

Nearly one-quarter of the 27 comments from Eagle/Phelps businesses about how their local chamber of commerce, economic development committee, or local government could support them were positive. Most of these were general expressions of satisfaction, one talked about positive collaboration between the chamber and EDC and one about a recent recruitment success. The negative comments were mainly about perceived shortcomings in local government and one about lack of success in attracting a business to the respondent’s village. Marketing

comments were also somewhat generic, but included a comment focused on bringing more tourists to Vilas County and another on buying local. With respect to Chamber suggestions, one respondent would like to see greater coordination across the nine Chambers in Vilas County.

<b>Table 4a: Support Sought from Chamber, EDC, or Local Gov’t – Eagle River and Phelps</b>
<b>Satisfied/Positive Comments (7 comments)</b>
<ul style="list-style-type: none"> <li>• Believes that Errand Solutions (our new business in Land O’ Lakes) was a big win.</li> <li>• Thinks the Chamber and the VCEDC are absolutely great.</li> <li>• Pleased with Chamber and EDC</li> <li>• He is involved with both the Chamber and EDC. Spoke positively of both.</li> <li>• She praised local schools.</li> <li>• She is satisfied with the work done locally.</li> <li>• ERBA - (Eagle River Business Assoc.) and the Chamber work well together. It started out as adversarial. Works now.</li> </ul>
<b>Marketing/Promotion Comments (4 comments)</b>
<ul style="list-style-type: none"> <li>• Continue to promote the area.</li> <li>• Attract more tourists.</li> <li>• Branding by the Chamber. Indirectly, the VCEDC helps keep his potential clients (who have need for advertising) strong</li> <li>• Buy local</li> </ul>



<b>Table 4a: (Continued)</b>
<b>Negative Comments (4 comments)</b>
<ul style="list-style-type: none"> <li>• Is disappointed that they cannot get a store in Phelps</li> <li>• A bit critical of his Town Government and local school board.</li> <li>• Does not like the room tax.</li> <li>• At the City level: Enforce the sidewalk shoveling law!</li> </ul>
<b>Don't Know (3 comments)</b>
<ul style="list-style-type: none"> <li>• NA (2x)</li> <li>• She is not really aware of what any of these groups do.</li> </ul>
<b>Growth/Development (3 comments)</b>
<ul style="list-style-type: none"> <li>• Push trail development.</li> <li>• He feels attracting more people and businesses up here is a win-win;</li> <li>• "Promote more business development". More opportunities for B2B sales.</li> </ul>
<b>Chamber Comments/Suggestions (2 comments)</b>
<ul style="list-style-type: none"> <li>• He noted that our local Chamber is really for tourism and not a business-oriented Chamber.</li> <li>• She felt that the Chambers in Vilas County (there are 9) do NOT coordinate efforts. Felt strongly that, and these are my words for it, but that a "regional coordination" effort was necessary between the Chambers.</li> </ul>
<b>Workforce Issues (2 comments)</b>
<ul style="list-style-type: none"> <li>• They can improve the workforce and attract workers by promoting this as a great place to live.</li> <li>• The Workforce issue. Turnover is bigger than they want it to be. "The job is a dirty one. Discussed bonus for staying" have an incentive.</li> </ul>
<b>Collaboration/Cooperation (2 comments)</b>
<ul style="list-style-type: none"> <li>• I refer (to my answer) to question #1 on this (Improve community collaboration)</li> <li>• She felt that people needed to be "sharing calendars" Primarily, among business owners</li> </ul>
<b>Miscellaneous (2 comments)</b>
<ul style="list-style-type: none"> <li>• Secondly, they could have used mentoring on where to get a sign and who to make a sign for their business. They found a guy across the state line in Michigan.</li> <li>• Be aware of the challenge businesses have with banking.</li> </ul>

**Plans to Add New Products, Markets or Services – Eagle River and Phelps**

<b>Table 5: Initiatives Planned – Eagle River and Phelps</b>	
<b>New Activity</b>	<b>Number Comments</b>
No plans	8
Yes, products	6
Yes, services	4
Yes, building/equipment	4
Yes, additional staff/staff issues	3
Yes, markets	0
Yes, marketing	0

Twenty-five comments were received from Eagle River and Phelps business owners when asked about new products, markets or services they expect to add in the next 12 months. Nearly one-third (8 respondents) have no new initiatives planned. Because the new initiatives are related to the unique businesses of the respondents, there are no common threads across respondents.

<b>Table 5a: New Products, Markets, Services Planned – Eagle River and Phelps</b>
<b>No Plans (8 comments)</b>
<ul style="list-style-type: none"> <li>• No or NA (5x)</li> <li>• Those are on hold for a moment as Kroger owns them and makes the call. However, they were going to have a "center store reset" They added self-checkout, salad and soup bar and paved parking lot in past year.</li> <li>• No, but they do a computer upgrade every few years. They also cut back on marketing to be able to maintain their employees (26).</li> <li>• No new products or services but she studies what retailers are up to nationally and knows that she has to create an experience to get people into her store. She does promote (albeit with slight reluctance) on Facebook and social media.</li> </ul>
<b>Yes, New Products (6 comments)</b>
<ul style="list-style-type: none"> <li>• They are deciding that now. They were going to break into television. (I did not get all of this.)</li> <li>• They are hoping to grow with things like ON-STAR, digital remote thermostats, Apple equipment, etc.</li> <li>• Again, #3 above addressed their ideas on this. They hope to "get a foot in the supply closet" of local businesses.</li> <li>• Yes. Swimwear, more apparel, sunglasses</li> <li>• T-shirts are one possibility (for extra sales)</li> <li>• Always looking at bringing in new products. She experiments but never wants to run out of a product.</li> </ul>

<b>Table 5a (Continued)</b>
<b>Yes, New Services (4 comments)</b>
<ul style="list-style-type: none"> <li>Do more in educating people about coffee products and its origin. Trying to create an experience. He is now certified organic coffee bean seller. He sells retail shop locally in the front and a wholesale sells over Internet out of the back of the store.</li> </ul>
<ul style="list-style-type: none"> <li>He has purchased two separate buildings in Eagle River and renewed them inside and rents them for use for those who need a temporary office in the Northwood's for tourists, etc.</li> </ul>
<ul style="list-style-type: none"> <li>Looking into tours day hikes and eventually overnight hikes.</li> </ul>
<ul style="list-style-type: none"> <li>Setting up a Friday Farmers' Market, building a patio, recruiting a musician. She told us that she is still figuring out who her market is.</li> </ul>
<b>Yes, New Building/Equipment (4 comments)</b>
<ul style="list-style-type: none"> <li>Planning for a new sauna.</li> </ul>
<ul style="list-style-type: none"> <li>They have made substantial investments in flatbed printers. We saw two on a walk-through. Did not ask for the price of one. Their diversified customer base includes Coca-Cola, pizza bags, Kwik Trip, etc.</li> </ul>
<ul style="list-style-type: none"> <li>New roof</li> </ul>
<ul style="list-style-type: none"> <li>Wants to buy a new pirate ship to replace the current one.</li> </ul>
<b>Yes, Additional Staff/Staffing Issue (3 comments)</b>
<ul style="list-style-type: none"> <li>New credit specialist</li> </ul>
<ul style="list-style-type: none"> <li>He has purchased a building in Land O' Lakes that is large enough to be used for events like weddings, etc. However, he is looking for someone to run that.</li> </ul>
<ul style="list-style-type: none"> <li>Yes, they could expand right now but the holdup is the workforce challenge. They have a total of 51 with 44 in Eagle River and 7 in Ashland, WI. At \$13 -\$15 an hour and bennies, some of the people on the line picking recycling stuff don't stay longer than four or five months.</li> </ul>

## Topics of Interest – Eagle River and Phelps

The business owners in Eagle River and Phelps were asked, “What financial, marketing, or other technical assistance would be helpful to your business?” They could choose as many of the topics shown in Figure 3 as they would like. Twenty of the twenty-two businesses interviewed selected at least one topic and the average respondent selected between two and three topics. Figure 3 suggests three topics with relatively wide appeal: marketing, promoting tourism and community branding. No one was interested in risk minimization and trade area analysis.



Both of the “Other” selections in Eagle River and Phelps were about technology:

- She chooses to NOT allow her customers to have broadband access in her place.
- Social media

## Final Comments – Eagle River and Phelps

<b>Table 6 – Final Thoughts, Eagle River and Phelps</b>	
<b>Comment</b>	<b>Number Comments</b>
N/A, None	5
Workforce	3
Development Concerns	3
Technology	3
Miscellaneous	3
Finance/Tax	2
Hours of operation	2
Small Town/Village issues	1
Tourism	1
Advertising/Marketing/Promotion	0

Respondents were asked if there was anything else they would like to talk about and the Eagle River and Phelps respondents provided the 23 comments summarized in Tables 6 and 6a. Business owners returned to the theme of the difficulty of finding workers in this final question. They also touched on some specific local economic development issues and the need for more information technology in the area. The complete set of responses to this question are compiled in Table 6a.

<b>Table 6a: Final Comments – Eagle River and Phelps</b>
<b>No or N/A (5 comments)</b>
<ul style="list-style-type: none"> <li>No or N/A (5x)</li> </ul>
<b>Workforce (3 comments)</b>
<ul style="list-style-type: none"> <li>It has been a challenge for them to get skilled people in the printing industry. Unskilled is easy.</li> <li>He is paying \$24 - \$28 an hour for people for the construction trade skills and looking for workers who have passion</li> <li>He has 20 employees PT from May to October. Says of 18 year olds: the work ethic is not there.</li> </ul>
<b>Development Concerns (3 comments)</b>
<ul style="list-style-type: none"> <li>Empty stores specifically no restaurant to attract people.</li> <li>Downtown bathroom availability</li> <li>We also talked about the health care issue; he's feeling the state needs to get involved.</li> </ul>

<b>Table 6a (Continued)</b>
<b>Technology (3 comments)</b>
<ul style="list-style-type: none"> <li>Broadband: not to her shop, which she has, but rather to keep her customers in the area. Some are not staying long enough and have told her they won't move up here because too iffy on broadband.</li> </ul>
<ul style="list-style-type: none"> <li>No, but the concept of pooling resources for delivery as a method to compete with online competition and increase B2B sales locally was discussed a couple times with us. They feel we (EDC and Main Street Programs) can be a vehicle to promote this strategy.</li> </ul>
<ul style="list-style-type: none"> <li>They talked about their E-clips program, meaning their coupons electronically. Up here in the north, with our ageing demographic, some customers do not know how to obtain these on the internet and some do not have adequate broadband to obtain it.</li> </ul>
<b>Miscellaneous (3 comments)</b>
<ul style="list-style-type: none"> <li>I was able to already assist them somewhat as they informed us that the owner had a building in Rhineland and he had 10,000 sq. feet of available space that he was looking to rent out. We placed a call to Oneida County E.D. Director and started the ball rolling. (They appreciated it.)</li> </ul>
<ul style="list-style-type: none"> <li>They discussed numerous specifics of the business</li> </ul>
<ul style="list-style-type: none"> <li>This is a game room with team-building skills. She has four different rooms. You are locked in the room with others and have to collectively figure out how to escape.</li> </ul>
<b>Finance/Taxes (2 comments)</b>
<ul style="list-style-type: none"> <li>He also discussed the politics of taxes. (Actually sticking up for government.)</li> </ul>
<ul style="list-style-type: none"> <li>He needed a microloan of \$10K in the past and was told by his bank "put it on your credit card". This reinforces our knowledge that microloans are badly needed.</li> </ul>
<b>Hours of Operation (2 comments)</b>
<ul style="list-style-type: none"> <li>Store hours - their first 50 years in business they were open from 9-9 daily; today they have drastically reduced their business hours.</li> </ul>
<ul style="list-style-type: none"> <li>Hours that the shops are open. They deliberately open at 9 and close at 6. Nearly all others open at 10 and close at 5. They make a few sales this way and believe if others were open they would increase their sales.</li> </ul>
<b>Small Town/Village Issues (1 comment)</b>
<ul style="list-style-type: none"> <li>Feels that the old line "good old boys" have been unbelievably anti-new business and industry growth here.</li> </ul>
<b>Tourism (1 comment)</b>
<ul style="list-style-type: none"> <li>He has an idea to promote the community through agro-tourism and he is growing grapes for wine. He also says that in the interest of keeping our students in Phelps, the one thing we have is a lot of farmland that can be used for growing crops to keep our agro-tourism in Phelps.</li> </ul>

## **Conclusions – Eagle River and Phelps**

The main theme that emerges from the Eagle River and Phelps interviews focuses on the challenges businesses in these places face finding employees. Some of this is aggravated by the seasonality of some employment and lack of infrastructure, particularly communication technology, in this area.

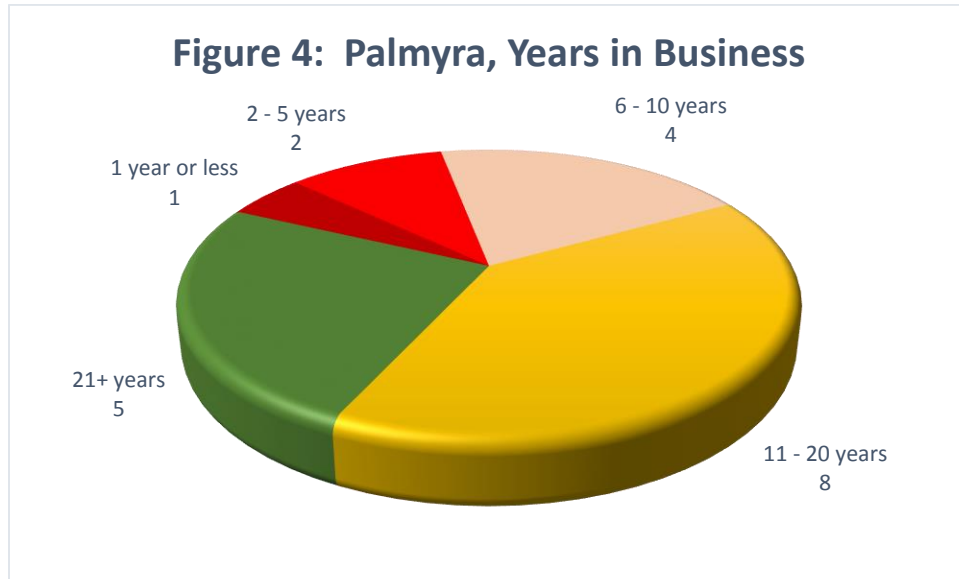
A number of businesses in these villages recognize the need to market the area more effectively to tourists and residents. Some noted the need/benefits of collaborative marketing with others in the County and others would like to use e-media more effectively.

A majority of businesses in this area said they had used some governmental resource available to businesses. While some feel local government could be more supportive of businesses, many had positive things to say about local government and organizations such as the EDC.

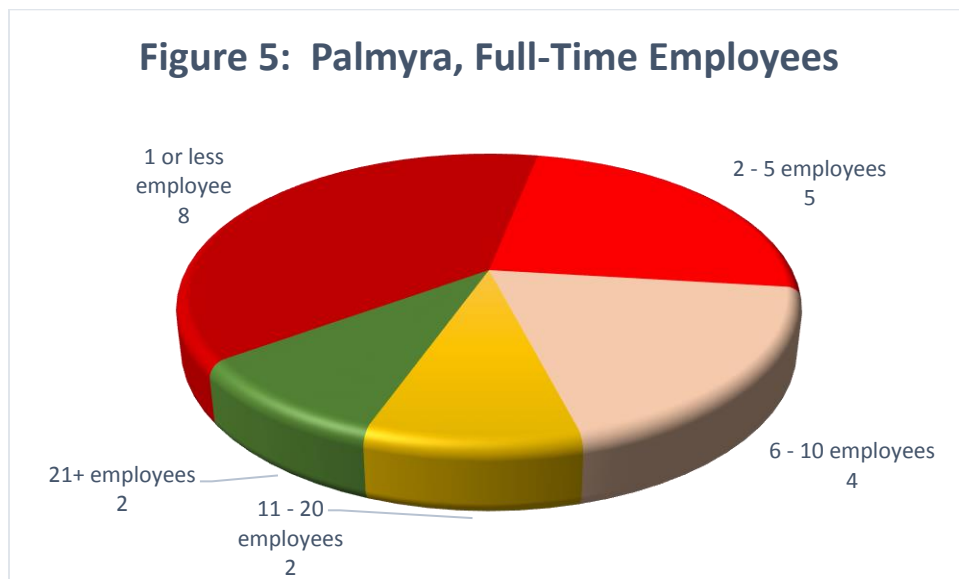
The educational opportunities of greatest interest to business owners in Eagle River and Phelps generally align with the foregoing discussion. They are interested in learning more about marketing, promoting tourism, and community branding. It is less clear what educational offerings could help them with their labor force challenges.

## Palmyra

A majority of the Palmyra businesses interviewed have been in business for at least a decade. Thirteen of the twenty businesses that answered this question, or 65%, said they'd been in business for more than 10 years (Figure 4).



As indicated by Figure 5, the 21 Palmyra businesses that answered this question were mostly relatively small; only 4 of the 21 (19%) had more than 10 employees. The data in Figure 5 are estimates in that several businesses indicated a number of part-time workers rather than converting this to a full-time equivalent. The SRC assumed two part-time workers made a full-time equivalent. Seasonal employees are not included in Figure 5.





## Palmyra Community Challenges

Respondents were asked to identify a community issue or challenge they would like to see addressed as a way of supporting business growth and development. For Palmyra, the SRC placed these 32 comments into the nine categories shown in Table 1.

<b>Table 7: Community Challenges in Palmyra</b>	
<b>Issue</b>	<b>Number Comments</b>
Advertising/Marketing/Promotion	9
Growth	4
Regulations/Government	4
No concern/Satisfied	3
Finances/Costs	3
Workforce	2
Competition	1
Miscellaneous Concerns	1
Technology	0

Comments from Palmyra participants focused heavily on community cooperation (often lack thereof) and economic development. There was not a central theme in the development comments, rather, respondents listed a number of things that they felt would benefit Palmyra. The lack of government support comments noted an array of actions deemed contrary to business interests.

<b>Table 7a: Community Challenges Comments - Palmyra</b>
<b>Community Cooperation (8 comments)</b>
<ul style="list-style-type: none"> <li>• More cooperation-not a lot of togetherness. They want you to be here. They want you to be successful, until you are.</li> </ul>
<ul style="list-style-type: none"> <li>• Works with all community members- did not/would not identify a specific challenge or issue</li> </ul>
<ul style="list-style-type: none"> <li>• Balkanization of people. Just talk to themselves/own groups. They do not talk to other groups; how to encourage more participation?</li> </ul>
<ul style="list-style-type: none"> <li>• I don't know... geographic location. There exists an invisible wall between Palmyra and Eagle; we share a school in Palmyra- people come this way for school from Eagle.</li> </ul>
<ul style="list-style-type: none"> <li>• Old community does not want new community</li> </ul>
<ul style="list-style-type: none"> <li>• Community communications of what is happening between town and village</li> </ul>
<ul style="list-style-type: none"> <li>• More businesses support each other-visit each other</li> </ul>
<ul style="list-style-type: none"> <li>• Town and Village do not get along. Town sued village over Standard Process; really would like to see them unite.</li> </ul>

<b>Table 7a: (Continued)</b>
<b>Development (8 comments)</b>
<ul style="list-style-type: none"> <li>• See more industry.</li> </ul>
<ul style="list-style-type: none"> <li>• More homes and development. #1 problem is not growing; been there 15 years- no new subdivisions; people want to build, but have trouble with not letting them.</li> </ul>
<ul style="list-style-type: none"> <li>• Need bigger population.</li> </ul>
<ul style="list-style-type: none"> <li>• Getting more business into town.</li> </ul>
<ul style="list-style-type: none"> <li>• No pharmacy, people leave area for elder services and needs.</li> </ul>
<ul style="list-style-type: none"> <li>• More recreation- even a golf course.</li> </ul>
<ul style="list-style-type: none"> <li>• Have sidewalk sale to attract residents.</li> </ul>
<ul style="list-style-type: none"> <li>• Small town.</li> </ul>
<b>Lack Government Support (4 comments)</b>
<ul style="list-style-type: none"> <li>• Town to be more business friendly. Ex: expanding with new building- too much time spent solving problems with permitting.</li> </ul>
<ul style="list-style-type: none"> <li>• Small town thinking; zoning permit process- challenge with contracted person to understand what their job responsibilities are, to provide permits-not make things more difficult (being power-hungry).</li> </ul>
<ul style="list-style-type: none"> <li>• Finding ways for the village and town to work together. The Village board is hard to work with. The Village has issues, such as lack of communication and not business friendly (ex: rules on signage on sidewalks and window signs must be approved by the boards. The Village board is also difficult to work with- they are 'first to fine you' [for ordinances]).</li> </ul>
<ul style="list-style-type: none"> <li>• Backlogged 3-5 weeks.</li> </ul>
<b>Businesses Closed/Seasonality (2 comments)</b>
<ul style="list-style-type: none"> <li>• All small towns, same problems.... vacant buildings not being refilled. Find way to make vacant buildings too expensive to keep.</li> </ul>
<ul style="list-style-type: none"> <li>• Used to have Ugly Horse Ranch w/bunkhouse for horse people lodging- now defunct business.</li> </ul>
<b>Landlocked (2 comments)</b>
<ul style="list-style-type: none"> <li>• Village is landlocked - state owned land and farmland surround. One day Eagle and Mukwonago will merge.</li> </ul>
<ul style="list-style-type: none"> <li>• Landlocked</li> </ul>
<b>Business Issues (2 comments)</b>
<ul style="list-style-type: none"> <li>• Being more accommodating to businesses; providing more support; have less white noise and waste of resources to address issue (e.g. village/town squabble with Standard Process)</li> </ul>
<ul style="list-style-type: none"> <li>• How to advertise.</li> </ul>
<b>Vacancies (2 comments)</b>
<ul style="list-style-type: none"> <li>• Have continual vacant space with businesses.</li> </ul>
<ul style="list-style-type: none"> <li>• Find a way to get more business in town and have spaces for them. Force people to do something with empty buildings- empty space sitting w/no advertising- no policy for actively selling or renting.</li> </ul>

<b>Table 7a: (Continued)</b>
<b>Housing/Lodging (1 comment)</b>
<ul style="list-style-type: none"> <li>• Tourism- bringing outside people; No housing, hotels/motels/lodging for destination- Palmyra is not a destination</li> </ul>
<b>Seasonal Issues (1 comment)</b>
<ul style="list-style-type: none"> <li>• Winter is slow time; summer business peaks.</li> </ul>

## Business Resources Used in Past – Palmyra

<b>Table 8: Business Resources Used in Past – Palmyra</b>	
<b>Resource</b>	<b>Number Comments</b>
None/N/A	16
SBA Loan	3
WFDC	2
Miscellaneous Programs	2
Other General	2
Main Street Program	1
Entrepreneurship Class	0
Sign Grant	0

Participants were asked what business resources they have worked with in the past and were given several examples, such as SBA loans. There were 26 “responses” to this question, but substantially more than half (62%) were variants of not applicable or none (Table 8).

<b>Table 8a: Business Resources Used in Past - Palmyra</b>
<b>None/NA (16 comments)</b>
<ul style="list-style-type: none"> <li>• None/N/A (10 times)</li> <li>• None. I should loan myself money. Renting space right now</li> <li>• Contacted SBA when started-no help from them</li> <li>• None personally; not sure what her brother used in the past</li> <li>• None; have own accountant who helps with annual tax review, look back and look ahead</li> <li>• 30 years ago looked at small business loans-qualifications too stiff, was difficult; was laid off in winters and read Entrepreneurship Magazine ... 2 years later started up full time operation</li> <li>• None. Access available data as needed</li> </ul>
<b>SBA Loan (3 comments)</b>
<ul style="list-style-type: none"> <li>• SBA loans-tried for one-not successful.</li> <li>• SBA loan in Jefferson County</li> <li>• SBA loan through Waukesha State Bank</li> </ul>

<b>Table 8a: (continued)</b>
<b>WFDC (2 comments)</b>
<ul style="list-style-type: none"> <li>• With restaurant side, VIP services with WFDC (young adult occupational mentoring program for low income or youth with special needs)</li> </ul>
<ul style="list-style-type: none"> <li>• WFDC intern</li> </ul>
<b>Miscellaneous Programs (3 comments)</b>
<ul style="list-style-type: none"> <li>• Currently working on a veteran loan- Navy Federal Credit Union</li> </ul>
<ul style="list-style-type: none"> <li>• SBDC- 2 plans/market surveys</li> </ul>
<ul style="list-style-type: none"> <li>• SBA resources</li> </ul>
<b>Other, General (2 comment)</b>
<ul style="list-style-type: none"> <li>• No; only recently met Jerry Braatz from UW-Extension- really would like to see assistance uniting the village and town</li> </ul>
<ul style="list-style-type: none"> <li>• Muskego was welcoming to a second business</li> </ul>

## Concerns/Needs to Sustain Businesses – Palmyra

<b>Table 9: Concerns to Sustain Business – Palmyra</b>	
	Palmyra
Advertising/Marketing/Promotion	9
Growth	4
Regulations/Government	4
No Concern/Satisfied	3
Finances/Costs	3
Workforce	2
Competition	1
Miscellaneous Concerns	1
Technology	0

Concerns about sustaining businesses in Palmyra are dominated by marketing issues. One-third of the 27 comments made by Palmyra business people, focused on improving the promotion of their businesses. The promotion concerns do not seem to clump around any particular marketing factor. Concerns about growth focused heavily on increasing Palmyra’s population.

The complete set of Palmyra responses are summarized in Table 9a.

<b>Table 9a: Concerns/Needs to Sustain Businesses – Palmyra</b>
<b>Advertising/Marketing/Promotion Issues (9 comments)</b>
<ul style="list-style-type: none"> <li>• Awareness - people don't know this service is in town; hard to bring in new customers</li> <li>• Connections are always good- help connect the dots for organizations to get their message out</li> <li>• Need to determine what market to focus on; area needs more marketing, team up</li> <li>• Advertise outside of town- use post office route mailing</li> <li>• Getting out, meeting people, have a website and advertise</li> <li>• Building up clientele base-getting name out</li> <li>• Have no experience running a restaurant. How to bring in more customers?</li> <li>• Keep customers here; have affluent snowbirds aging population (SW town); Need rejuvenation; town wants tourism vs. growth; pull people from surrounding communities</li> <li>• Keeping menus fresh (change them with the seasons), quality of food</li> </ul>
<b>Growth (4 comments)</b>
<ul style="list-style-type: none"> <li>• Village needs more people to live here- also needs more housing for population growth</li> <li>• Growth population</li> <li>• Change mindset of Palmyra- newcomers don't want to live in the Village; they do not like the reputation of the school system, 'infrastructure' too; inventory is limited and what is available sits.</li> <li>• See other buildings full- bring more people to town. Building next door vacant for 27 years</li> </ul>

<b>Table 9a: (Continued)</b>
<b>Regulations/Government (4 comments)</b>
<ul style="list-style-type: none"> <li>• Taxes</li> </ul>
<ul style="list-style-type: none"> <li>• Inspector- zoning issues; town chairman and 2 others; permit guy is difficult to work with; County, DNR and State were good to work with. Working with inspector in short time frame stay on project timeline</li> </ul>
<ul style="list-style-type: none"> <li>• Last year State regulations finally changed for agriculture. Many other states have booming in this industry (NC, WV, IO, IN).</li> </ul>
<ul style="list-style-type: none"> <li>• 10 years ago last time tried- shutdown on expansion; lack of cooperation; need to expand, but shut down by the village</li> </ul>
<b>No Concern/Satisfied (3 comments)</b>
<ul style="list-style-type: none"> <li>• Satisfied, plenty of customers; only open at night on Fridays. Open 6-2 Sat- Thursday</li> </ul>
<ul style="list-style-type: none"> <li>• None/No Concern (2x)</li> </ul>
<b>Finances/Costs (3 comments)</b>
<ul style="list-style-type: none"> <li>• Bank and financing</li> </ul>
<ul style="list-style-type: none"> <li>• I need to put money into this business or find something else to do.</li> </ul>
<ul style="list-style-type: none"> <li>• Utility cost</li> </ul>
<b>Workforce (2 comments)</b>
<ul style="list-style-type: none"> <li>• Can't do all the hours- in business for the long run; can't afford to hire a manger. Also having cooks in the back. Need a trustable employee- small business challenges.</li> </ul>
<ul style="list-style-type: none"> <li>• Keeping cooks (talent) here</li> </ul>
<b>Competition (1 comment)</b>
<ul style="list-style-type: none"> <li>• Competition with big guys- running lower cost for 1 year; to compete, keep quality service to maintain customers.</li> </ul>
<b>Miscellaneous Concerns (1 comment)</b>
<ul style="list-style-type: none"> <li>• Need a bigger building= 4,000 sq. ft. All buildings around here are too small- not looking to buy a building at this point- would rather rent until retire from the business.</li> </ul>

**How Chamber of Commerce, EDC, or Local Government Could Support Local Businesses – Palmyra**

<b>Table 10: Support Sought from Chamber, EDC, or Local Government – Palmyra</b>	
<b>Supportive Actions</b>	<b>Number Comments</b>
Marketing/Promotion	6
Chamber Comments/Suggestions	5
Growth/Development	5
Satisfied/Positive Comments	3
Online/Social Media/Website	3
Negative Comments	3
Collaboration/Cooperation	3
Don't Know/NA	2
Miscellaneous	1
Workforce Issues	0

The Palmyra businesses interviewed offered 31 suggestions for support they could use from the Chamber, EDC, or local government. The marketing support suggestions, nearly 20% of the total, were fairly wide-ranging, though two comments focused on making Palmyra a destination for equestrians. In addition to general interest in growth and development, one respondent suggested focusing on stewardship of local water amenities as a growth strategy and another suggested mirroring Fort Atkinson’s strategy.

The complete set of Palmyra responses are summarized in Table 10a.

<b>Table 10a: Support Sought from Chamber, EDC, or Local Gov’t – Palmyra</b>
<b>Marketing/Promotion (6 comments)</b>
<ul style="list-style-type: none"> <li>• Promote assets of horse area- turn area into Sturgis for horses; Eagle restaurants have corals</li> </ul>
<ul style="list-style-type: none"> <li>• Marketing-making sure all business represented; example- represent all paying and nonpaying to represent whole community; non-paying get at least a line item, paying get more space</li> </ul>
<ul style="list-style-type: none"> <li>• Marketing with the village would be beneficial as they have capability for further reach.</li> </ul>
<ul style="list-style-type: none"> <li>• Chamber: mail listing of everything to all homes in 10-15 mile radius- people need to see what the area has to offer</li> </ul>
<ul style="list-style-type: none"> <li>• Chamber: start promoting village and town</li> </ul>
<ul style="list-style-type: none"> <li>• Horse people are a tough market to get in with</li> </ul>
<b>Chamber Comments/Suggestions (5 comments)</b>
<ul style="list-style-type: none"> <li>• Honestly, I think the Chamber has to do things that say this is what we can do for you, otherwise people will not join or participate.</li> </ul>
<ul style="list-style-type: none"> <li>• Local resident network doing referrals, not chamber</li> </ul>
<ul style="list-style-type: none"> <li>• Chamber doing a survey right now</li> </ul>
<ul style="list-style-type: none"> <li>• Chamber meeting schedule doesn't fit theirs- first close shop at 6</li> </ul>
<ul style="list-style-type: none"> <li>• Chamber: resurgence of new blood; new entrepreneurs; offer incentives for people to come here and set up shop.</li> </ul>



<b>Table 10a (Continued)</b>
<b>Growth/Development (5 comments)</b>
<ul style="list-style-type: none"> <li>• How businesses can move beyond complacency. Chamber can increase visibility (e.g. 'Focus on Fort' to create energy; mirror Fort's efforts- constant info sharing);</li> </ul>
<ul style="list-style-type: none"> <li>• Local Government - address issue why village is not growing</li> </ul>
<ul style="list-style-type: none"> <li>• Trying to grow in Palmyra by being guardian of lakes and parks- moderate growth</li> </ul>
<ul style="list-style-type: none"> <li>• Need more businesses to bring tax assistance for tax base of industry. Work with TIF?</li> </ul>
<ul style="list-style-type: none"> <li>• Lots of visitors</li> </ul>
<b>Satisfied/Positive Comments (3 comments)</b>
<ul style="list-style-type: none"> <li>• Village government is very supportive</li> </ul>
<ul style="list-style-type: none"> <li>• Chamber helps a little</li> </ul>
<ul style="list-style-type: none"> <li>• Village has gotten better in past 5 years in working with businesses</li> </ul>
<b>Online/Social Media/Website (3 comments)</b>
<ul style="list-style-type: none"> <li>• How to optimize social media with Chamber</li> </ul>
<ul style="list-style-type: none"> <li>• Chamber could have a paid-type of position to take care of the website- perhaps a third party focus on spending chamber dollars to get most bang for the buck (EX: get three different bids for a project-paying \$100/mo. for chamber website)</li> </ul>
<ul style="list-style-type: none"> <li>• No one looks at Enterprise (newspaper). Need more online presence- paper ads are a waste of money. dailyunion.com used for articles</li> </ul>
<b>Negative Comments (3 comments)</b>
<ul style="list-style-type: none"> <li>• Lions Club does more than Chamber; have not seen Chamber, 'I don't know if they exist'</li> </ul>
<ul style="list-style-type: none"> <li>• Separated from 10-12 years ago- not seeing value</li> </ul>
<ul style="list-style-type: none"> <li>• Local government should be considered customers-town hard to work with</li> </ul>
<b>Don't Know (2 comments)</b>
<ul style="list-style-type: none"> <li>• I don't know</li> </ul>
<ul style="list-style-type: none"> <li>• I don't know- flying by seat of my pants right now</li> </ul>
<b>Miscellaneous Comments (1 comment)</b>
<ul style="list-style-type: none"> <li>• Put pressure on owners of empty buildings</li> </ul>

## Plans to Add New Products, Markets or Services – Palmyra

<b>Table 11: Initiatives Planned – Palmyra</b>	
<b>New Activity</b>	<b>Number Comments</b>
No Plans	8
Yes, Buildings/Equipment	6
Yes, Services	4
Yes, Additional Staff/Staff Issues	2
Yes, Marketing	2
Yes, Markets	2
Yes, Products	1

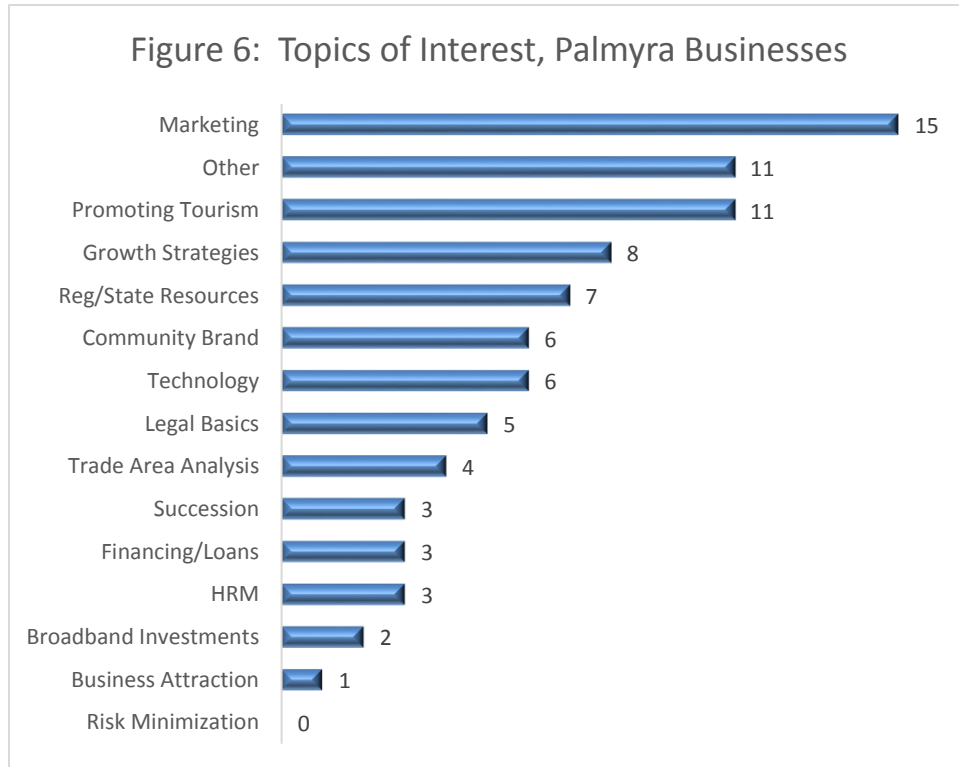
Twenty-five comments were received from Palmyra business owners when asked about new products, markets or services they expect to add in the next 12 months. Nearly one-third (eight respondents) don't have any new initiatives planned. Because the new initiatives are related to the unique businesses of the respondents, there are no common threads across respondents.

<b>Table 11a: New Products, Markets, Services Planned – Palmyra</b>
<b>No Plans (8 comments)</b>
<ul style="list-style-type: none"> <li>• No (3x)</li> <li>• Waiting to see what son graduating HS wants to do- go to college or stay and learn the business.</li> <li>• No, just added 2</li> <li>• No... always rotating products</li> <li>• Just trying to survive</li> <li>• Running at 130-140% capacity, adding additional materials would need 6-12 months to get money back on buying new materials.</li> </ul>
<b>Yes, Buildings/Equipment (6 comments)</b>
<ul style="list-style-type: none"> <li>• Purchase new cooker- serve more lunches; no alcohol on street</li> <li>• Yes, adding a new machine;</li> <li>• Learning new software for customer database</li> <li>• Added a new deli case</li> <li>• New raceways and hatchery on farm side.</li> <li>• Better electronics-phone with security- recent break-ins in back; new computer and programs w/phone</li> </ul>

<b>Table 11a (Continued)</b>
<b>Yes, Services (4 comments)</b>
<ul style="list-style-type: none"> <li>• Adding games; continuous promotion, more parties (e.g. for kids)</li> </ul>
<ul style="list-style-type: none"> <li>• Mostly repairs, custom repairs; attend sale at Jefferson Fair grounds</li> </ul>
<ul style="list-style-type: none"> <li>• Double size</li> </ul>
<ul style="list-style-type: none"> <li>• Yes, working with older media</li> </ul>
<b>Yes, Additional Staff/Staffing Issues (2 comments)</b>
<ul style="list-style-type: none"> <li>• Will add another staff or professional</li> </ul>
<ul style="list-style-type: none"> <li>• Yes, just added second employee</li> </ul>
<b>Yes, Marketing (2 comments)</b>
<ul style="list-style-type: none"> <li>• Need to advertise and build a bigger client base. Will advertise if serious about the long haul, another 10 years.</li> </ul>
<ul style="list-style-type: none"> <li>• Some competition in Eagle; working with promotion; cost effectiveness</li> </ul>
<b>Yes, Markets (2 comments)</b>
<ul style="list-style-type: none"> <li>• Thinking about weeding out smaller accounts</li> </ul>
<ul style="list-style-type: none"> <li>• World stops at Eagle in reference to invisible line, people not going past to Palmyra</li> </ul>
<b>Yes, Products (1 comment)</b>
<ul style="list-style-type: none"> <li>• No, just (always) add new items to menus- what's new in the city and outside</li> </ul>

## Topics of Interest – Palmyra

The business owners in Palmyra were asked, “What financial, marketing, or other technical assistance would be helpful to your business?” They could choose as many of the topics shown in Figure 6 as they would like. All of the twenty-two businesses interviewed selected at least one topic and the average respondent selected between three and four topics. Figure 6 suggests two topics with relatively wide appeal: marketing and promoting tourism. No one was interested in risk minimization.



Though 11 Palmyra respondents selected “Other,” 18 comments were recorded. Most of these were associated with topics included in Figure 6.

Five of the comments were about promoting tourism:

- Maybes: Promoting tourism
- Promoting agro-tourism
- Tourism- businesses can work on events together
- Tourism is a sore spot there - lives on the lake, special assessment proposed by local government for lake
- Tourism note: business picks up 25% to 30% in summer

Three had to do with technology, though not particularly about training:

- Add DSL-run down road if ROI
- Broadband investments at 'top of list.' All businesses waste a lot of money with providers- time/fees/negotiating; get companies to compete-encourage other providers; there is a monopoly/stranglehold on internet providers
- Technology: credit card not working with Spectrum

One had to do with marketing:

- Marketing- make sure people know the office exists there

One with personnel management:

- Personnel management depends if son wants to come in. Can't handle more business w/existing employees- need more employees for consistency (cooks), no problem retaining waitresses- last wait staff hire was 2 years ago.

One with financing/loans:

- Financing: info on low interest/rate/timing loans to business

One with community branding:

- Community branding: area reputation w/ '90's speed trap'

One with legal basics:

- Legal basics: no full time attorney

Only four of the topics in the "Other" category broached new topics. One of them, which we've called "Visioning" might be part of a community branding workshop. Two "Visioning" comments were received:

- Visioning 5+ years
- Visioning- how to keep growing/success

Two additional comments focused on accessing regional resources:

- Regional resources
- Regional: get info into hands of businesses

## Final Comments – Palmyra

<b>Table 12 – Final Thoughts, Palmyra</b>	
<b>Comment</b>	<b>Number Comments</b>
Small Town/Village issues	6
Miscellaneous	6
Development Concerns	5
N/A, None	3
Tourism	3
Advertising/Marketing/Promotion	2
Workforce	1
Finance/Tax	1
Technology	1
Hours of operation	0

Respondents were asked if there was anything else they would like to talk about and the Palmyra respondents provided the 28 comments summarized in Tables 12 and 12a. In the set of comments about town and village, there are both positive sentiments expressed and concerns about tensions between these two jurisdictions. There are a number of comments in several of the topical groups in this section that are difficult to interpret without more context.

<b>Table 12a: Final Comments – Palmyra</b>
<b>Small Town/Village Issues (6 comments)</b>
<ul style="list-style-type: none"> <li>• Board look at village more than for [word unclear] in history/stagnant</li> <li>• Pretty happy with small town, but have problems to address; Town and village share fire dept.; gave the village board a 'fair' rating; suggested looking at attracting lawyer [professionals] to vacant space. Also note to talk to Dr. Randy at Medical Center. Suggested also asking a lawyer what legal capabilities exist to help fill vacant space</li> <li>• Safety is great here, quiet town, less red tape, no parking meters; moderate growth of people; seeing more pressure on 1 person firms (they are joining groups)- can keep that out here- seen trend in dental and law offices</li> <li>• Village going down quickly in last five years</li> <li>• When with Village development group years ago, they were looking at tax base and told that residential more detriment to tax base (because of children)</li> <li>• Pleased with schools in Palmyra; kids attend</li> </ul>
<b>Miscellaneous (6 comments)</b>
<ul style="list-style-type: none"> <li>• Designing a playground that is ADA- passionate about ADA and accessibility</li> <li>• Perceived abuse of food share with lady who works on a farm</li> <li>• Customers have been good to them</li> <li>• Talk to Anich Lumber; the municipal Judge</li> <li>• Think this is a good thing; interested in helping and being kept informed with the info</li> <li>• Trying to sell, posted for sale on Facebook this week</li> </ul>

<b>Table 12a (Continued)</b>
<b>Development Concerns (5 comments)</b>
<ul style="list-style-type: none"> <li>• Have a close network</li> </ul>
<ul style="list-style-type: none"> <li>• Idea of running shuttle from University of Wisconsin-Whitewater</li> </ul>
<ul style="list-style-type: none"> <li>• Make sure utilizing services more</li> </ul>
<ul style="list-style-type: none"> <li>• Work on community niche development</li> </ul>
<ul style="list-style-type: none"> <li>• Team up with other businesses across the state</li> </ul>
<b>No or N/A (3 comments)</b>
<ul style="list-style-type: none"> <li>• No or N/A (3x)</li> </ul>
<b>Tourism (3 comments)</b>
<ul style="list-style-type: none"> <li>• Build on tourism assets</li> </ul>
<ul style="list-style-type: none"> <li>• Focus on attracting visitors</li> </ul>
<ul style="list-style-type: none"> <li>• Tourism biggest thing village can do</li> </ul>
<b>Advertising/Marketing/Promotion (2 comments)</b>
<ul style="list-style-type: none"> <li>• Advertisements in annual Directory of Horse-knows editor; other efforts 10-15 mile radius; to get new customers, advertise on search hits-'how do I find X product?' Local resident has been helpful with social media needs</li> </ul>
<ul style="list-style-type: none"> <li>• Growth [can be] strategic-build customer base</li> </ul>
<b>Workforce (1 comment)</b>
<ul style="list-style-type: none"> <li>• Palmyra is small and limited pool of employees</li> </ul>
<b>Finance/Tax (1 comment)</b>
<ul style="list-style-type: none"> <li>• Can the Village offer TIF districts?</li> </ul>
<b>Technology (1 comment)</b>
<ul style="list-style-type: none"> <li>• Looking to add basic technician training course</li> </ul>

## **Conclusions – Palmyra**

A key theme that emerged from Palmyra comments was, seemingly, a tension that exists between the Town and Village of Palmyra. There is a recognition cooperation/collaboration between these jurisdictions would be beneficial and some frustration were expressed regarding a perceived lack of local governmental support of businesses.

Palmyra businesses were interested in efforts to promote the area generally and their businesses in particular. One idea that surfaced was to promote the area as a destination for horseback riding as a unique niche.

Palmyra businesses are not active users of governmental resources designed to help businesses. These respondents also seemed less supportive of local government and their chamber of commerce.

The areas of educational programming of interest to the Palmyra business community seem to be marketing and promoting tourism.