



City of Hudson:
Comprehensive Plan Survey Report –
Perspectives of the Business Community

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Executive Summary

In February and March of 2006, the Survey Research Center (SRC) at the University of Wisconsin at River Falls, mailed questionnaires to Hudson business owners to gather opinions about important issues facing the City. A total of 228 questionnaires were returned by businesses, which, if we consider the business community as a single population, should yield estimates accurate to within plus or minus 5 percent with 95 percent confidence.

Key findings of the study include:

A majority of business owners said that they do not think the amount of development in the city of Hudson is too great yet they want to have appropriate strategies in place to deal with the continued growth.

Downtown Hudson business owners hold significantly different views about development issues than do industrial parks or hill area business owners.

Business owners believe the City of Hudson should promote and encourage the growth of existing businesses.

- A majority of business owners (54%) strongly disagree or disagree that the city of Hudson has been too restrictive in guiding where new development occurs. Twelve percent of business owners believe the city has been too restrictive in its development guidance.
- Almost two-thirds (65%) of respondents would support future expansion of the city's limits for public purposes (such as parks) paid for with city funds. Almost three-fourths (73%) of respondents would support future expansion of the city's limits for continued growth if developers pay for street and utility improvements.
- There is a consistent opinion that the top business concerns due to city growth management issues are traffic congestion and maintaining the community atmosphere. All three business populations (hill, industrial parks, and downtown) listed crime rate/safety as one of their top three business concerns.
- Stronger land use controls, more public funds, and slowing growth and development did not gather a majority of support from business owners as important city growth strategies.
- One third (33%) of business owners either strongly disagreed or disagreed that the road network meets the needs of businesses and over one-fourth (26%) of business owners either strongly disagreed or disagreed that the road quality and street conditions are acceptable for present usage.
- There is support from most business owners for the construction of sidewalks and pathways to promote walking and bicycling within the city of Hudson. A combined sixty-four percent of business owners report being able to find qualified employees in the area. One-fourth of industrial parks business owners report that their business is not able to find qualified employees in the area.
- Respondents overwhelmingly (82%) believe the development occurring in downtown Hudson is positive, and 65% believe the hill commercial area development is satisfactory. Only 15% believe that there is too little development in the industrial areas of Hudson.

Purpose of Survey

The goal of this portion of the study is to provide up-to-date information about the views of Hudson business owners regarding key planning issues.

The City of Hudson chose to work with Jim Janke, the University of Wisconsin Extension Service Educator for St. Croix County and the Survey Research Center (SRC) at the University of Wisconsin – River Falls to survey area business owners. The SRC would like to give special thanks to Dennis Darnold, Community Development Director for the city of Hudson, Jack Breault, Mayor of Hudson, Krissy Shilts, Utility Clerk, Liz Moline, Assessor's Office, and Hudson Plan Commission members for their assistance throughout the survey process.

Survey Methods

In February and March of 2006, the Survey Research Center (SRC) at the University of Wisconsin at River Falls, mailed questionnaires to Hudson business owners. The questionnaires were sent to three unique business populations: hill commercial area businesses on the north and south sides of I-94, downtown businesses, and industrial park businesses.

A total of 558 questionnaires were mailed to businesses in Hudson. The questionnaire was followed by a post card reminder followed by a second questionnaire to non respondents. A total of 228 questionnaires were returned by businesses, which, if we consider the business community as a single population, should yield estimates accurate to within plus or minus 5 percent with 95 percent confidence. If we consider each of the three business areas as unique and separate populations, the confidence intervals are substantially larger (plus or minus 8 or 9 percent). A summary of responses can be found in Table 1.

Table 1: Population size, sample size, response rate, confidence interval and level					
Population	Mailed Surveys	Sample Size	Response Rate	Confidence Interval	Confidence Level
Downtown	201	85	42%	+/-8	95%
Industrial	93	53	56%	+/-9	95%
Hill	264	90	34%	+/-8	95%
TOTAL	558	228	41%	+/-5	95%

Based on the statistical tests described in Appendix A, results indicate that business owners from downtown Hudson hold views that are significantly different from hill and industrial parks business owners. We found 10 variables with statistically significant differences between the mean responses of downtown business owners and the other two Hudson business populations (industrial park and hill) out of 57 variables tested. Downtown business owners are more supportive of slowing growth and development, stronger land use controls, and sidewalk and pathway development. Downtown business owners place significantly more importance on hotels, tourism, professional services, and retail/shopping business development than hill or industrial parks business owners. **Differences will be noted as they occur in the analysis to follow.**

Any survey has to be concerned with “non-response bias”. Non-response bias refers to a situation in which people who don’t return a questionnaire have opinions that are systematically different from the opinions of those who return their surveys. Based on the statistical tests described in Appendix A, **the SRC concludes that non-response bias is not a concern for this sample.**

In addition to the numeric questions, respondents provided a number of written comments. A total of 244 individual comments were compiled by the SRC from the surveys. **A complete listing of comments can be found in Appendix B.**

Tables in the body of the report highlight the level of agreement or level of importance business owners gave each question. Tables do not include ‘neutral’ or ‘no opinion’ responses. **See Appendix C for combined survey averages and Appendix D for the survey instruments, with responses by question.¹**

¹ Counts (sample size) for each population are as follows: 85 completed surveys from downtown business owners, 53 completed surveys from industrial parks business owners, and 90 completed surveys from hill business owners.

The following section will summarize the results of the questionnaires sent to Hudson's business community. *When applicable, results from the City of Hudson Comprehensive Planning Public Opinion Survey will be incorporated for comparison purposes.*

Land Use and Growth Management Policy

Business owners' opinions about development issues are summarized in Table 2. Business owners are particularly supportive of the expansion of the city limit for continued growth if developers pay for street and utility improvements (almost three-fourths strongly agree or agree). When Hudson residents were surveyed, a slight majority (52%) were in favor of this expansion option. One-fourth of downtown business owners disagreed or strongly disagreed with this expansion method compared to 12.5 percent of hill businesses and only 4 percent of industrial concerns. Almost two-thirds of all business owners surveyed are in favor of future expansion of the city's limits for public purposes, such as city parks, paid for with city funds. Fifty-three percent of Hudson residents were supportive of this expansion. Over half of all businesses strongly disagree or disagree that the amount of development in the city of Hudson is too great. Businesses' opinions about the amount of development contrast sharply with those of residents, over half of whom agreed or strongly agreed that the pace of growth in Hudson was too great. Only 12% of businesses believe that the city has been too restrictive in guiding where new development occurs (10% of Hudson residents agreed with this statement).

Table 2: Development Issues		
Amount of development in Hudson is too great	Strongly Agree or Agree	Strongly Disagree or Disagree
Industrial	15%	54%
Downtown	29%	47%
Hill	14%	60%
Combined	20%	54%
City too restrictive in guiding new development	Strongly Agree or Agree	Strongly Disagree or Disagree
Industrial	6%	48%
Downtown	14%	64%
Hill	13%	48%
Combined	12%	54%
Support city expansion for public purposes	Strongly Agree or Agree	Strongly Disagree or Disagree
Industrial	78%	8%
Downtown	62%	18%
Hill	61%	15%
Combined	65%	14%
Support city expansion if developers pay	Strongly Agree or Agree	Strongly Disagree or Disagree
Industrial	77%	4%
Downtown	66%	25%
Hill	76%	13%
Combined	73%	15%

Table 3 highlights the concerns of business owners in terms of city growth management issues. The results are fairly consistent regardless of the business population. Traffic congestion was

Table 3: Business Concerns			
	Of Most Concern	2nd Most Concern	3rd Most Concern
Industrial	19% Traffic congestion	11% ¹ Impact fees from new development ² Crime rate/safety	9% ¹ Building/zoning regulations ² Environmental protection ³ Quality of roads
Downtown	21% Maintaining community atmosphere	15% Crime rate/safety	12% Traffic congestion
Hill	17% Building/zoning regulations	16% Traffic congestion	12% ¹ Crime rate/safety ² School facilities and programs
Combined	15% <i>Traffic congestion</i>	14% <i>Maintaining community atmosphere</i>	13% <i>Crime rate/safety</i>
1. All items with identical percentages are listed with superscript numbers.			

chosen as one of the top three city growth management concerns for all three populations. Overall, 42 percent of all businesses listed traffic congestion as one of their top three concerns. Industrial parks business owners state that traffic congestion is their number one concern.

Maintaining community atmosphere is the number one concern for downtown business owners. Overall 43 percent of all businesses listed maintaining community atmosphere as one of their top three concerns.

Hill business owners reported building/zoning regulations as their top concern. For all businesses (including the hill), only one-quarter of all respondents listed building/zoning regulations as one of their three concerns.

Written comments about city growth management issues included: concern about the high cost of redeveloping small sites, parking concerns, and having another exit off of I-94 between exits 1 and 2.

When businesses were asked to rate the importance of various strategies to deal with growth issues (Table 4), over four-fifths of business owners were in favor of coordination between local governments in the region, almost half were in favor of stronger land use controls, and less than one-third were in favor of slowing growth and development. Results were remarkably similar to those from the residents' survey in terms of regional governmental coordination; by a substantial margin (82%), business owners felt that coordination between local governments in the region is the most important strategy for dealing with growth issues (83% of residents felt the same). The need for stronger land use controls was of higher importance to residents than business owners, however, this amount was not dramatic (almost half (47%) of business owners felt stronger land use controls was very important or important vs 63% of Hudson residents). In terms of slowing growth and development, less than one-third of business owners were supportive of this strategy; 60% of Hudson residents were in favor of slower growth. Fifty percent of downtown business owners believe it is either very important or important to slow growth and development. When asked how important more public funds would be as a growth management strategy, a similar

result emerges from both the business owners and area residents (44% of residents supported this position compared to 45% of business owners).

Table 4: Growth Strategies

Q6a Coordination between local governments in the region	Very Important or Important	Unimportant or Very Unimportant
Industrial	81%	4%
Downtown	84%	5%
Hill	82%	4%
Combined	82%	4%
Q6b More public funds	Very Important or Important	Unimportant or Very Unimportant
Industrial	44%	12%
Downtown	51%	10%
Hill	39%	10%
Combined	45%	10%
Q6c Slowing growth and development	Very Important or Important	Unimportant or Very Unimportant
Industrial	26%	40%
Downtown	50%	21%
Hill	19%	39%
Combined	32%	33%
Q6d Stronger land use controls	Very Important or Important	Unimportant or Very Unimportant
Industrial	45%	40%
Downtown	55%	11%
Hill	41%	22%
Combined	47%	16%

Transportation

When asked about the overall road network, road quality, and street conditions in the city, a consistent opinion emerges (Table 5 – page 7). Approximately one-half of respondents are satisfied with the overall road network (roads and streets) in the area and the overall road quality and street conditions. However, almost one-third of owners strongly disagree or disagree that the road network meets the needs of businesses and over one-fourth of owners strongly disagree or disagree that the road quality and street conditions in the city are acceptable for present usage. More than 60% of Hudson residents said that the overall road network in Hudson meets the needs of its citizens and that the road quality and conditions are also acceptable for present usage. Eighty percent of downtown business owners would support the construction of sidewalks and pathways to promote walking and bicycling within the city of Hudson, a significantly higher rate than businesses in the other two areas (70% of industrial park business owners and 57% of hill business owners). Seventy-three percent of Hudson residents would support the construction of sidewalks and pathways. Roundabouts were a less popular proposal; overall, approximately 30% of business owners do not support roundabout development (this is consistent with the 33% of Hudson residents who do not support roundabout construction). One-fourth of all business owners felt that the speed at which drivers travel through commercial areas is a concern (vs 39% of area residents). Downtown business owners had the highest level of agreement with 40%

stating that driver speed is a concern compared to 25 percent in the industrial areas and only 14 percent on the hill. The difference in concerns about speeding in commercial areas is statistically significant.

Table 5: Transportation Issues		
Overall road network meets business needs	Strongly Agree or Agree	Strongly Disagree or Disagree
Industrial	62%	28%
Downtown	53%	36%
Hill	54%	32%
Combined	56%	33%
Support construction of sidewalks and pathways	Strongly Agree or Agree	Strongly Disagree or Disagree
Industrial	70%	13%
Downtown	80%	8%
Hill	57%	13%
Combined	68%	11%
Support constructing modern roundabouts	Strongly Agree or Agree	Strongly Disagree or Disagree
Industrial	45%	19%
Downtown	39%	34%
Hill	41%	32%
Combined	41%	30%
Road quality and street conditions meet business needs	Strongly Agree or Agree	Strongly Disagree or Disagree
Industrial	56%	25%
Downtown	51%	24%
Hill	47%	28%
Combined	50%	26%
Speed of drivers in commercial areas is a concern	Strongly Agree or Agree	Strongly Disagree or Disagree
Industrial	25%	42%
Downtown	40%	37%
Hill	14%	44%
Combined	26%	41%

Economic Development

Table 6 summarizes the opinions of Hudson’s business owners with respect to a number of economic development issues. With one exception, there is a remarkable degree of consistency across these issues.

Table 6: Economic Development Issues		
Able to find qualified employees in the area	Strongly Agree or Agree	Strongly Disagree or Disagree
Industrial	55%	25%
Downtown	64%	16%
Hill	71%	10%
Combined	64%	16%
Development in downtown Hudson is positive	Strongly Agree or Agree	Strongly Disagree or Disagree
Industrial	77%	2%
Downtown	84%	7%
Hill	83%	5%
Combined	82%	5%
Hill commercial development is satisfactory	Strongly Agree or Agree	Strongly Disagree or Disagree
Industrial	75%	2%
Downtown	44%	25%
Hill	79%	17%
Combined	65%	16%
There is too little development in industrial areas of Hudson	Strongly Agree or Agree	Strongly Disagree or Disagree
Industrial	15%	55%
Downtown	15%	45%
Hill	16%	39%
Combined	15%	45%

In three cases, respondents have consistent opinions. All three areas generally agree that they can find qualified employees in the area, that development that is occurring in downtown Hudson is positive and that there isn’t too little development in the industrial areas of the city. Overall, sixty-four percent of business owners believe that they are able to find qualified employees in the area, eighty-two percent believe that the development occurring in downtown Hudson is positive, and 45 percent disagree that there is too little development in Hudson’s industrial areas.

The one significant inconsistency in business views is with respect to hill commercial area development. Only forty-four percent of downtown business owners strongly agree or agree that the development is satisfactory (vs 75% of industrial parks business owners and 79% of hill business owners).

Although survey questions were different in the economic development section of the Hudson residents’ survey, it is useful to examine residents’ responses when asked to rate the importance of the three Hudson “business areas”. When Hudson area residents were asked to rate the importance of development and revitalization of the downtown area, the hill commercial district and the industrial area south of I-94, three out of four residents stated that the redevelopment and revitalization of the downtown area is very important or important, 60% believe that hill

commercial area business redevelopment/revitalization is very important or important, and 57% view industrial area development/expansion as very important or important.

A majority of business owners (59%) were not aware of the revolving loan fund program to assist businesses in the City of

Table 7: Revolving Loan Program			
Aware of Hudson's revolving loan fund to assist city businesses?	Yes	No	Not Sure
Industrial	52%	42%	6%
Downtown	31%	63%	6%
Hill	28%	66%	7%
Combined	35%	59%	6%

Hudson. Awareness of the program is significantly higher in the industrial areas of the city than on the hill or downtown. Over one-third of all business owners were familiar with the assistance.

Hudson area businesses were asked to identify the three most important issues facing their business in respect to their particular location: along the I-94 corridor through Hudson, in one of

Table 8: Issues Facing Businesses			
Q17	Most Important	2nd Most Important	3rd Most Important
Industrial	52% Control property tax rates	15% Traffic congestion	13% Workforce issues
Downtown	24% ¹ Preservation of historic character ² Expansion of supply of parking	13% ¹ Control property tax rates ² Revitalization of some of the downtown business area	11% Traffic congestion
Hill	33% Control property tax rates	31% Traffic congestion	9% Redevelopment of aging stores
1. All items with identical percentages are listed with superscript numbers.			

Hudson's industrial parks, or in downtown Hudson. Examples: Hill businesses were asked about increasing efforts to advertise/brand the hill corridor, downtown businesses were asked about preservation of historic character, industrial parks businesses were asked about expansion of the variety of businesses in the parks, etc.

The top three concerns are listed for each population. Even though some issues were identical for all three populations, a combined result is not possible due to the unique questions posed to each business population. Controlling property tax rates on businesses appeared for all three populations in

terms of importance. Traffic congestion appeared to be an important issue with all business populations: hill (31%), industrial parks (15%), and downtown (11%).

Hudson businesses were asked to rate the City of Hudson in terms of the local business climate. Table 9 (page 11) summarizes their opinions. Only four items had a majority of respondents rating the service as either excellent or good: K-12 school system, medical services, sanitary sewer and water systems, and availability of workers. Similarly, combining the poor and very poor ratings, the top three in terms of lower ratings were: affordable housing supply, local business incentives, and the transportation system. For these three items, the percentage of businesses rating them poor or very poor exceeds the percent rating them good or excellent.

When comparing responses based on the three individual business populations, all rated the Hudson K-12 school system the highest in terms of the local business climate with 68% (industrial), 71% (downtown), and 80% (hill) rating it excellent or good respectively. Likewise, industrial parks business owners, downtown business owners, and hill business owners had the same lowest rated business climate item - affordable housing supply. Thirty-one percent of industrial parks business owners rated the affordable housing supply very poor or poor and 40% of both downtown and hill business owners rated affordable housing supply very poor or poor. Interestingly, almost one-half (49%) of all business felt that *overall housing supply* (not designated as affordable housing) was excellent or good.

A near-majority of downtown business owners (45%) rated local business incentives as either poor or very poor (vs 21% of industrial parks business owners and 30% of hill business owners). One in five downtown business owners felt that the support from the Hudson Common Council was either poor or very poor (vs 2% of industrial parks business owners and 17% of hill business owners). In both of these business climate factors, downtown business owner views are statistically different than those of their counterparts on the hill and the industrial areas.

Table 9: Local Business Climate					
Available workers	Excellent or Good	Poor or Very Poor	Housing supply	Excellent or Good	Poor or Very Poor
Industrial	43%	15%	Industrial	52%	4%
Downtown	55%	7%	Downtown	49%	6%
Hill	51%	8%	Hill	46%	6%
Combined	51%	9%	Combined	49%	5%
Available skilled workers	Excellent or Good	Poor or Very Poor	Affordable housing supply	Excellent or Good	Poor or Very Poor
Industrial	30%	21%	Industrial	17%	31%
Downtown	49%	14%	Downtown	15%	40%
Hill	36%	7%	Hill	19%	40%
Combined	39%	13%	Combined	17%	38%
Access to job training	Excellent or Good	Poor or Very Poor	Local business incentives	Excellent or Good	Poor or Very Poor
Industrial	38%	8%	Industrial	27%	21%
Downtown	35%	8%	Downtown	11%	45%
Hill	36%	6%	Hill	18%	30%
Combined	36%	7%	Combined	17%	33%
Support from City Council	Excellent or Good	Poor or Very Poor	Medical services	Excellent or Good	Poor or Very Poor
Industrial	46%	2%	Industrial	60%	0%
Downtown	31%	21%	Downtown	62%	12%
Hill	30%	17%	Hill	71%	4%
Combined	34%	15%	Combined	65%	6%
Transportation system	Excellent or Good	Poor or Very Poor	School systems, K-12	Excellent or Good	Poor or Very Poor
Industrial	35%	23%	Industrial	68%	2%
Downtown	18%	34%	Downtown	71%	2%
Hill	19%	26%	Hill	80%	2%
Combined	22%	28%	Combined	74%	2%
Sewer and water system	Excellent or Good	Poor or Very Poor	Day care facilities	Excellent or Good	Poor or Very Poor
Industrial	51%	6%	Industrial	22%	4%
Downtown	52%	8%	Downtown	31%	10%
Hill	56%	2%	Hill	34%	5%
Combined	53%	5%	Combined	30%	6%
Telecom/fiber optic	Excellent or Good	Poor or Very Poor			
Industrial	35%	17%			
Downtown	30%	26%			
Hill	30%	27%			
Combined	31%	24%			

Table 10 (page 13) suggests that emerging technology (83%), retail/shopping (79%), and recreational facilities (78%) all have widespread support for future business development from Hudson area businesses. Other business developments of which a majority of business owners are supportive are medical services (77%), professional services (71%), entertainment venues (68%), restaurants (68%), hotels, tourism (63%), and light industrial (63%). Downtown business owners in particular were enthusiastic about both hotels/tourism and retail/shopping as future business developments for the city. Seventy-four percent of downtown business owners viewed hotels/tourism development as very important or important and 88% of downtown business owners viewed retail/shopping development as very important or important.

On the other end, the only business development option not seen by a majority of business owners to be very important or important was heavy industry. Thirty-one percent felt that heavy industrial development was very important or important and 41% of all businesses were ‘neutral’ about the importance of heavy industrial business development. A majority of Hudson residents also shared this sentiment (only 23% rated heavy industry as an important or very important future business development in the city).

When comparing responses based on specific business populations, the first choices for future business development for each population (highest percentage choosing very important or important) were:

- respondents from downtown were the most supportive of retail/shopping (88%)
- industrial parks business owners indicated both emerging technology and medical services as their number one choices (83%)
- hill business owners’ first choice was emerging technology (84%)

The lowest rated future business development item for all business populations was heavy industrial. Sixteen percent of industrial parks business owners, 30% of downtown businesses, and 24% of hill businesses rated heavy industrial future business development as unimportant or very unimportant. Light industrial business development rated much higher (overall 63% rated it as very important or important), especially with the industrial parks business owners (37% of industrial parks business owners rated *heavy industrial* as very important or important, 72% rated *light industrial* as very important or important).

Business owners also offered additional suggestions for future business development in the City of Hudson:

“Class A office space”

“River – city connection”

“River related”

Table 10: Importance of Future Business Development					
Emerging technology	Very Important or Important	Unimportant or Very Unimportant	Medical services	Very Important or Important	Unimportant or Very Unimportant
Industrial	83%	0%	Industrial	83%	0%
Downtown	82%	1%	Downtown	78%	1%
Hill	84%	0%	Hill	72%	1%
Combined	83%	0%	Combined	77%	1%
Entertainment venues	Very Important or Important	Unimportant or Very Unimportant	Professional services	Very Important or Important	Unimportant or Very Unimportant
Industrial	62%	2%	Industrial	72%	2%
Downtown	72%	8%	Downtown	79%	1%
Hill	69%	7%	Hill	63%	3%
Combined	68%	6%	Combined	71%	2%
Heavy industrial	Very Important or Important	Unimportant or Very Unimportant	Recreational facilities	Very Important or Important	Unimportant or Very Unimportant
Industrial	37%	16%	Industrial	72%	4%
Downtown	24%	29%	Downtown	81%	5%
Hill	33%	24%	Hill	80%	2%
Combined	31%	24%	Combined	78 %	4%
Hotels, tourism	Very Important or Important	Unimportant or Very Unimportant	Restaurants	Very Important or Important	Unimportant or Very Unimportant
Industrial	52%	4%	Industrial	66%	2%
Downtown	74%	7%	Downtown	73%	14%
Hill	58%	6%	Hill	66%	8%
Combined	63%	6%	Combined	68%	9%
Light industrial	Very Important or Important	Unimportant or Very Unimportant	Retail/shopping	Very Important or Important	Unimportant or Very Unimportant
Industrial	72%	2%	Industrial	62%	0%
Downtown	53%	11%	Downtown	88%	2%
Hill	67%	3%	Hill	80%	1%
Combined	63%	6%	Combined	79%	1%

When asked to rank various business incentives the city of Hudson should promote, a consistent theme emerges. As shown in Table 11, all three business populations stated that the most important encouragement would be to promote and encourage the growth and retention of existing businesses. Financial assistance to local businesses through low interest loan programs was the second choice for both industrial parks business owners and downtown business owners. Attracting new businesses to the city was also chosen by all three populations.

Respondent comments about city of Hudson business promotion include:

“Attract businesses with long term goals such as staying in Hudson and contributing to the economy by offering jobs with high paying salaries and benefits.”

“Health Insurance for small businesses as a group.”

“Plans for downtown parking in relation to growth.”

Table 11: City of Hudson Should Promote:				
	Of Most Importance	2nd Most Important	3rd Most Important	4th Most Important
Industrial	63% <i>Promote and encourage the growth and retention of existing businesses</i>	19% <i>Financial assistance to local businesses through low interest loan programs</i>	15% <i>Attract new businesses</i>	2% <i>Promote job training opportunities for existing businesses</i>
Downtown	76% <i>Promote and encourage the growth and retention of existing businesses</i>	14% <i>Financial assistance to local businesses through low interest loan programs</i>	5% <i>‘Other’</i>	4% <i>Attract new businesses</i>
Hill	70% <i>Promote and encourage the growth and retention of existing businesses</i>	18% <i>Attract new businesses</i>	10% <i>Financial assistance to local businesses through low interest loan</i>	2% <i>Promote job training opportunities for existing businesses</i>
Combined	71% <i>Promote and encourage the growth and retention of existing businesses</i>	14% <i>Financial assistance to local businesses through low interest loan programs</i>	12% <i>Attract new businesses</i>	2% <i>‘Other’</i>

Demographics

Over two-thirds of business owners described their primary business as ‘other’. This included many who described their business as construction, retail, manufacturing, etc. Of the choices listed in Table 12, the highest percentage of business owners described their business as retail, food and beverage at 14%.

Table 12 : Primary Business										
	Plastic or rubber prod. mfg.	HVAC or comm. refriger. equip. mfg.	Wholesale, non-durable goods	Retail, building materials and garden equip.	Legal services	Fabricated metal product mfg.	Retail, food and bev.	Wholesale durable goods	Retail, motor veh. and parts	Other
Industrial	0.00%	2.00%	10.00%	0.00%	0.00%	12.00%	0.00%	2.00%	2.00%	72.00%
Downtown	0.00%	0.00%	0.00%	2.44%	7.32%	1.22%	14.63%	1.22%	0.00%	73.17%
Hill	0.00%	0.00%	1.16%	5.81%	4.65%	0.00%	20.93%	0.00%	10.47%	56.98%
Combined	0.00%	0.46%	2.75%	3.21%	4.59%	3.21%	13.76%	0.92%	4.59%	66.51%

As indicated in Table 13, the average business in this sample has 22 employees, with an average of 15 full-time employees. The largest business (hill business) said they employed 300 workers; there were a number of businesses (mostly downtown) that claimed a single full-time employee. A majority of businesses (55%) had less than ten employees. Only five percent of businesses had 76 or more employees. The industrial parks businesses had the highest average at 32. The average number of full-time workers at each business was 15. Contract work appeared to be highest at downtown businesses.

Table 13: Employees							
Total number of employees at this location?	Avg.	< 10	10-25	26-50	51-75	76-100	100+
Industrial	32	39.22%	25.49%	15.69%	11.76%	1.96%	5.88%
Downtown	11	69.14%	23.46%	3.70%	2.47%	0.00%	1.23%
Hill	25	51.76%	29.41%	8.24%	3.53%	1.18%	5.88%
Combined	22	55.30%	26.27%	8.29%	5.07%	0.92%	4.15%
How many full-time employees are at this location?	Avg.	< 10	10-25	26-50	51-75	76-100	100+
Industrial	30	44.90%	20.41%	18.37%	10.20%	0.00%	6.12%
Downtown	6	81.82%	14.29%	2.60%	0.00%	1.30%	0.00%
Hill	13	72.50%	16.25%	7.50%	1.25%	0.00%	2.50%
Combined	15	69.42%	16.50%	8.25%	2.91%	0.49%	2.43%

How many employees work half-time or less at this location?	Avg.	< 10	10-25	26-50	51-75	76-100	100+
Industrial	7	80.00%	16.67%	3.33%	0.00%	0.00%	0.00%
Downtown	6	76.36%	21.82%	0.00%	1.82%	0.00%	0.00%
Hill	18	59.65%	22.81%	7.02%	5.26%	0.00%	5.26%
Combined	11	70.42%	21.13%	3.52%	2.82%	0.00%	2.11%
How many contract or '1099' workers work at this location?	Avg.	< 10	10-25	26-50	51-75	76-100	100+
Industrial	6	83.33%	8.33%	8.33%	0.00%	0.00%	0.00%
Downtown	8	84.00%	4.00%	12.00%	0.00%	0.00%	0.00%
Hill	5	86.67%	6.67%	6.67%	0.00%	0.00%	0.00%
Combined	7	84.62%	5.77%	9.62%	0.00%	0.00%	0.00%

Table 14 indicates that the vast majority of businesses (86%) were independent businesses. Fourteen percent of the businesses defined themselves as franchises with the highest number of franchise businesses being reported from the hill business owners.

Table 14: Independent or Franchise Business		
	Independent	Franchise
Industrial	97.96%	2.04%
Downtown	90.59%	8.33%
Hill	74.42%	25.58%
Combined	86.30%	13.70%

Businesses were evenly split between those in business for less than 5 years (30%) and those in business for over twenty years (31%). The downtown businesses were of the longest tenure; 40% have been in business for over fifteen years (Table 15). Hill businesses were the 'newest' with 35% being in business for less than 5 years. Fifty-seven percent of industrial park businesses have been in operation for over ten years.

Table 15: Length of Time Business Has Been in Operation in the City of Hudson						
	Less than 1 yr.	1 to 5 years	5.1-10 years	10.1-15 years	15.1-20 years	Over 20 yrs.
Industrial	11.76%	19.61%	11.76%	7.84%	11.76%	37.25%
Downtown	4.82%	18.07%	22.89%	14.46%	6.02%	33.73%
Hill	9.09%	26.14%	15.91%	11.36%	13.64%	23.86%
Combined	8.11%	21.62%	17.57%	11.71%	10.36%	30.63%

Respondents were asked if there was anything they would like to say about the City of Hudson's Comprehensive Plan in regards to their business. Comments include:

"Concerned about the amount of "Big Chain Businesses" and repeats of the same industry, esp. coffee, pizza, subs."

“I want to be part of a vital business community in a pedestrian-friendly environment, nature-connected, aesthetically pleasing environment, the downtown historical character, its unique features, and its connection to the river need to be developed and nurtured/facilitated, to capitalize on Hudson's unique character and setting in the St. Croix River Valley.”

“What makes us popular is our small town atmosphere- with history- variety of shops- restaurants, businesses- start to homogenize and we all lose. Just like 50th & France in Stillwater.”

“Pay special attention to the retention of local businesses who have invested heavily in their expansions in Hudson... At least as much attention as is spent on bringing in new businesses.”

“A major face lift on 1st Street would attract many visitors and bring life to downtown.”

“Carmichael Road needs to be developed beyond a string of office buildings. The area south of 94 is/will be overbuilt with inadequate traffic access - Crestview and Carmichael is at over capacity.”

“There are too many strip malls and stand alone buildings being built on the hill. Hudson is becoming another Woodbury.”

Conclusions

Hudson area businesses (hill, industrial parks, and downtown) were given the opportunity to provide input into key planning issues facing the city. They responded in relatively high numbers; 228 responses out of 558 mailed out for an overall response rate of 41 percent.

Three key themes can be drawn from the information contained in this report. **First, a majority of business owners said that they do not think the amount of development in the city of Hudson is too great yet they want to have appropriate strategies in place to deal with the continued growth.** Cooperation between local governments in the region is seen by business owners to be an important growth management strategy. Over four-fifths of business owners were in favor of this cooperative approach. This is consistent with Hudson area residents' opinions; regional governmental cooperation was seen by residents to be the most important strategy for dealing with growth issues.

Secondly, **downtown Hudson business owners hold significantly different views about development issues than do industrial parks or hill area business owners.** Downtown business owners are more likely to believe that slowing growth and development and stronger land use controls are important growth issue strategies, and are more supportive of sidewalk and pathway development to promote walking and bicycling within the city of Hudson. Downtown business owners place significantly more importance on hotels, tourism, professional services, and retail/shopping business development than hill or industrial parks business owners.

Finally, **business owners believe the City of Hudson should promote and encourage the growth of existing businesses.** By a wide margin, all three business populations stated that the item of most importance in terms of what the City of Hudson should promote would be to support established businesses. Their responses tell us that they are also interested in financial assistance through low interest loan programs. A majority of business owners (59%) were not aware of the revolving loan fund program to assist businesses in the City of Hudson.

Other key findings of the study include:

- Traffic congestion and maintaining the community atmosphere are consistent items of concern to area businesses.
- Respondents overwhelmingly (82%) believe the development occurring in downtown Hudson is positive; 65% believe the hill commercial area development is satisfactory. Only 15% believe that there is too little development in the industrial areas of Hudson.
- The types of business development favored by a majority of business owners were: emerging technology, retail/shopping, and recreational facilities. The only business development option not seen by a majority of respondents to be very important or important was heavy industrial business development.
- In terms of rating the local business climate in the city of Hudson, the top three choices chosen by business owners (combining excellent and good ratings) were: the K-12 school system, medical services, and sanitary sewer and water systems. The three items with the lowest ratings (combining poor and very poor ratings) were: affordable housing supply, local business incentives, and the transportation system.

Appendix A – Sample and Non-Response Bias Tests

To test for business population differences, the responses of downtown business owners were compared to those of hill and industrial businesses using a standard two-tailed T-Test.

Table A1 lists the 10 opinion variables (out of 57 tested) for which the SRC found a statistically significant difference between the views of downtown business owners and business owners in the industrial parks and hill areas, the mean values, and the level of significance.

Table A1 indicates that downtown business owners are more likely to believe that slowing growth and development and stronger land use controls are important or very important growth issue strategies, and are more supportive of sidewalk and pathway development to promote walking and bicycling within the city of Hudson. Downtown business owners place significantly more importance on hotels, tourism, professional services, and retail/shopping business development than hill or industrial parks business owners. We will note statistical differences throughout the report.

Table A1: Business Population Comparison			
Variable	Average - Downtown	Average - Ind. Parks & Hill Combined	Significance Level
Slowing growth and development	2.64	3.35	0.00
Stronger land use controls	2.39	2.87	0.03
Support for sidewalks and pathways	1.93	2.44	0.00
Speed at which drivers travel through commercial areas	2.92	3.37	0.02
Hill commercial area development is satisfactory	2.94	2.37	0.00
Importance of heavy industrial business development	3.33	3.01	0.39
Importance of hotels, tourism business development	2.18	2.53	0.12
Importance of light industrial business development	2.57	2.29	0.44
Importance of professional services business development	1.99	2.29	0.20
Importance of retail/shopping business development	1.81	2.13	0.10

Any survey has to be concerned with “non-response bias.” Non-response bias refers to a situation in which people who don’t return a questionnaire have opinions that are systematically different from the opinions of those who return their surveys. For example, suppose non-respondents rate the transportation system in Hudson “excellent” (Question 18e), whereas most of those who returned their questionnaire rated this as “poor”. In this case non-response bias would exist and the raw results would understate the overall businesses’ opinions about the quality of Hudson’s transportation system.

The standard way to test for non-response bias is to compare the responses of those who return the first mailing of a questionnaire to those who return the second mailing. Those who return the second questionnaire are, in effect, a sample of non-respondents (to the first mailing) and we assume that they are representative of that group. In this survey, there were two mailings. The

SRC took the responses to the second questionnaire (75 returned questionnaires) and compared them to the responses from the first mailing of the questionnaire (153 responses). We found very few statistically significant differences between the mean responses of the two mailings to city of Hudson businesses (Table A2). In addition, there was no pattern to the few (3 variables of 57 tested) for which statistical differences exist. Because of the small number of significant differences, the SRC concludes that non-response bias is not a serious concern for this sample.

Table A2: Mail 1 and Mail 2 Comparison			
Variable	Average – 1st Mail	Average – 2nd Mail	Significance Level
Q6a Coordination between local governments in the region (strategy for dealing with growth issues)	1.75	2.05	.034
Q19c Heavy industrial (rate the importance of future business development)	2.28	2.62	.014
Q27 Independent or franchise business	1.11	1.21	.047

We then took the responses to the second questionnaire for hill businesses and industrial parks businesses (53 returned questionnaires) and compared them to the second mailing of the downtown businesses (22 responses). Again, there were very few statistically significant differences between the mean responses of these two groups of City of Hudson businesses (Table A3).

Table A3: Downtown Mail 2 and Industrial Parks and Hill Mail 2 Combined Comparison			
Variable	Average – Downtown Mail 2	Average – Ind and Hill Combined Mail 2	Significance Level
Q6b More public funds (strategy for dealing with growth issues)	2.14	2.82	.008
Q8 Construction of sidewalks and pathways	1.82	2.53	.013
Q19d Hotels, tourism (rate the importance of future business development)	1.95	2.72	.015

Appendix B– Hudson Industrial Parks Business Comments

Question 5

From the following list of city growth management issues, a-n, please identify your/your business' top three concerns.

'Other' response

- business park expansion

Question 6

As the city deals with growth issues, (e.g. traffic, housing, open space) how important do you think the following strategies are?

'Other' responses

- planning
- traffic
- amateur police force needs major improvement
- govt. accountability for growth issue decisions
- visionary development

Question 17

From the following list, please identify which of the following items, a-i, do you think are the three most important issues facing businesses in Hudson industrial parks?

'Other' responses

- security
- construction costs for new development
- exposure of variety of business in parks - general advertising to educate public of non-industrial services

Question 18

Rate the city of Hudson in terms of the local business climate.

'Other' response

- mass transit

Question 19

Rate the importance of the following types of future business development in the city of Hudson.

'Other' response

- class A office space

Question 20

From the following list, please rank the following items, a-e, the city of Hudson should promote.

'Other' response

- help existing businesses help each other

Question 21

Is there anything else you would like to tell us now about the city of Hudson's Comprehensive Plan in regards to your business?

Satisfied (2 responses)

- The current administration I believe has done an outstanding job on creating an opportunity for community growth.
- You do it right. It was a pleasure working with Jack & Denny to bring our business from MN. Keep up the Good work!!

Other (7 responses)

- The 2nd Street area needs more parking / better traffic regulation. It gets extremely congested.
- Security issues are arising due to the fast population growth. Police need to have some honest feedback and take it seriously. There should be regularly scheduled bus service to Mpls-St. Paul. The quality of the local newspaper is terrible. Hudson schools need an objective 3rd party assessment of their success/failure because I have heard very critical comments from students (but I have no way of assessing these comments).
- Develop the 1st Street River area for restaurants and retail to capitalize on river as an asset.
- Unaware of how this affects us
- Public transportation. E.g.: Bus service to twin cities, airport.
- Pay special attention to the retention of local businesses who have invested heavily in their expansions in Hudson... At least as much attention as is spent on bringing in new businesses.
- I'm worried about a total reconstruction of the downtown area where I work.

Question 22

My primary business is in:

'Other' responses

- construction/construction materials/service and construction (4x)
- professional services (3x)
- truck transportation/transportation (3x)
- property management
- real estate
- distribution
- service-fitness center
- pet daycare, training, boarding & grooming
- health related
- manufacturing
- software/ consulting
- development
- dance education
- copying/graphic design
- engineering
- technology
- repair shop
- information storage and management
- product identification
- medical
- business support service and printing
- leasing
- commercial printing
- aircraft repairs
- consulting engineer
- signs
- development-product
- audio/video
- MFGR electronics

Appendix B– Hudson Downtown Business Comments

Question 5

From the following list of city growth management issues, a-n, please identify your/your business' top three concerns.

'Other' responses

- parking (5x)/ better downtown parking (1x)
- too much retail development
- high cost for redeveloping small sites

Question 6

As the city deals with growth issues, (e.g. traffic, housing, open space) how important do you think the following strategies are?

'Other' responses

- consolidate Hudson, North Hudson, Town of Hudson
- develop riverfront Rec. facilities
- realistic school population/ growth stats
- DO NOT BECOME A WOODBURY! DON'T OVER DEVELOP. TRAFFIC SIGNALS ON THE HILL ARE AWFULL!! HATE GOING UP THERE!!!
- don't let metropolitan council dictate its wishes on our development decisions
- downtown parking and traffic congestion.

Question 17

From the following list, please identify which of the following items, a-j, do you think are the three most important issues facing businesses in downtown Hudson?

'Other' responses

- business owner's safety
- free parking - parking ramp
- connecting to and reinforcing city-river connection

Question 18

Rate the city of Hudson in terms of the local business climate:

'Other' response

- downtown parking and traffic flow

Question 19

Rate the importance of the following types of future business development in the city of Hudson:

'Other' responses

- river-city connection
- river related

Question 20

From the following list, please rank the following items, a-e, the city of Hudson should promote.

'Other' responses

Parking (3 responses)

- do away with downtown off street parking. Ordinance required
- free employee parking
- plans for downtown parking in relation to growth.

Other (4 responses)

- attract businesses with long term goals such as staying in Hudson and contributing to the economy by offering jobs with high paying salaries and benefits
- libraries, parks, paths
- expand and revitalize historic downtown
- health Insurance for small businesses at a group

Question 21

Is there anything else you would like to tell us now about the city of Hudson's Comprehensive Plan in regards to your business?

Parking (5 responses)

- Downtown parking has fallen critically behind. Expansion of downtown businesses and population growth of the entire area.
- The city should utilize 1st - the entire city is wasted by parking lots, underutilized buildings, and frankly "dumpy" looking lots. A major face lift on 1st Street would attract many visitors and bring life to downtown.
- Access - thru parking for business growth - helping existing businesses grow - promoting existing businesses
- Parking is the #1 issue!!
- The city must provide more downtown parking (ramps) to be ahead of the business development curve, and not behind it, like Stillwater was. This is in spite of the recently completed parking survey, which was taken during a "slow" time in downtown activity.

History (3 responses)

- Please promote the historic downtown
- Revitalize and expand historical downtown and provide more free parking therein.
- What makes us popular is our small town atmosphere- with history- variety of shops- restaurants, businesses- start to homogenize and we all lose. Just like 50th and France in Stillwater.

River (2 responses)

- Focus on the river, improve downtown streetscape, more parking downtown
- I want to be part of a vital business community in a pedestrian-friendly environment, nature-connected, aesthetically pleasing environment, the downtown historical character, its unique features, and its connection to the river need to be developed and nurtured/facilitated, to capitalize on Hudson's unique character and setting in the St. Croix River Valley.

Other (11 responses)

- It would be nice of the local area municipalities involved local professional (i.e. A&E)
- Create more twin home developments for affordable housing. Mix in w/ residential developments
- Residential development is going too fast. Is this rate of development consistent with the plan? If it is change the plan. If development exceeds that specified in the plan, enforce the plan.
- #22 - Typical, you forget about the retail entrepreneurs who bring in out of towners who want to shop on 2nd street.
- More police patrols on streets where bars are. Dibbo's, Bob Sportsman etc. - trash and vandalism of store fronts, and litter from beer cans, and plain old garbage. Cigs in flower pots, etc. Maybe more trash cans on Main Street would help!
- They could help promote small businesses, which would encourage more customers.
- Would like to turn the barber pole, but city says it would distract the drivers. Hmmm, what about 1st National Bank's sign?

- If Hudson attracts businesses that have decent salaries and medical and dental benefits, it will attract physicians and dentists to this area to provide for their medical and dental needs
- There should be a level of required maintenance on existing downtown buildings.
- Common Council must focus on releasing liquor licenses only to quality operators with a proven track record... poor operators promote poor growth and only hurt our great mix of existing retail/restaurants
- NEED ALL BUSINESS TO BE MORE RESPONSIBLE FOR THEIR PROPERTIES APPEARANCE AS IT CAN BE DETRIMENTAL TO OTHER BUSINESS AROUND THEM. I.E. LOOK AT THE BUSINESSES AROUND MINE... ICK!!!!

Question 22

My primary business is in:

'Other' responses

- retail/retail complex/general retail/service and retail (6x)
- dentist/dentistry (3x)
- financial/financial services/financial services and bank (3x)
- consulting (2x)
- retail clothing/retail apparel and gifts (2x)
- architecture/design services, architecture (2x)
- professional services (3x)
- retail - home décor (2x)
- florist/retail- florist (2x)
- insurance services/insurance (2x)
- real estate (2x)
- retail home furniture (2x)
- mortgage co. (2x)
- construction/custom home construction and land development (2x)
- engineering/engineering research
- art and other misc. items
- barber shop
- building mgt
- computer services
- counseling
- electrical
- health
- investments
- lodging
- manufacturer - food
- manufacturers rep
- mental health services
- new beauty salon
- offices
- restaurants/bar
- retail sales/gifts
- retail, art
- service business
- video production services

Appendix B– Hudson Hill Business Comments

Question 5

From the following list of city growth management issues, a-n, please identify your/your business' top three concerns.

'Other' responses

- how A effects D,M,K, and F
- developing parks - especially waterfront park
- another exit from I-94 between exit 1 and 2

Question 6

As the city deals with growth issues, (e.g. traffic, housing, open space) how important do you think the following strategies are?

'Other' responses

- lowering tax payments
- development of an efficient road system
- slow retail development
- plan for growth
- encourage growth in business and industry, not just housing

Question 17

From the following list, please identify which of the following items, a-i, you think are the three most important issues facing businesses along the I-94 corridor through Hudson?

'Other' responses

- stop expansion
- high speed internet
- a walking path over I-94 in the middle of between 11th and Carmichael
- develop Carmichael

Question 20

From the following list, please rank the following items, a-e, the city of Hudson should promote.

'Other' responses

- lower taxes on business and property owners
- find a theme

Question 21

Is there anything else you would like to tell us now about the city of Hudson's Comprehensive Plan in regards to your business?

Traffic (4 responses)

- Fix the road/traffic by McDonalds/Arby's
- We see traffic flow as one of the most important issues to keep an eye on.
- Carmichael Road needs to be developed beyond a string of office buildings. The area south of 94 is/will be overbuilt with inadequate traffic access - Crestview and Carmichael is at over capacity
- The intersection of Carmichael and Crestview has people running the lights all the time to make left turn from Crestview onto Carmichael. Its terrible

Expansion (3 responses)

- Continue with the expansion of commercial areas/services and hold the line on residential growth
- Would appreciate support when time comes to expand our business
- Needs more new business in Hudson to support hotels

Revolving Loan Fund (2 responses)

- Has the city ever told anyone about their "revolving loan fund program"
- We (small business owners) should be more aware of financial aid available (ex revolving loan fund)

Other (8 responses)

- Concerned about the amount of "Big Chain Businesses" and repeats of the same industry, esp. coffee, pizza, subs
- Development riverfront-face the river-large transient boat facility/docking
- Need for more open spaces/green areas/ park, etc.
- Thanks for your help and support.
- There are too many strip malls and stand alone buildings being built on the hill. Hudson is becoming another Woodbury.
- The city does not hold out of state contractors to a strict enough performance standard. There is too much shoddy workmanship coming into town from Minnesota.
- Personal property filings are odd
- Edina Realty has the parking lot so bank customers have to park and walk

Question 22

My primary business is in:

'Other' responses

- medical (8x)/behavioral health (1x)/health care (1x)
- professional services (5x)
- financial services (3x)/investment representative (1x)
- banking (3x)
- real estate (1x)/ real estate development (1x)/ commercial real estate (1x)
- insurance (2x)
- salon (2x)
- service (2x)
- accounting services
- arts
- commercial rental
- construction
- HVAC contractor
- lodging
- manufacturing
- mattress retail
- office rentals
- other business service
- personnel service
- pool and spa
- retail - archery
- retail - books and gifts
- retail - c store
- retail - furniture
- retail - pet
- retail - sports
- retail - video games, movies & music
- senior housing/assisted care

Appendix C–Averages by Section

Table C1 lists the combined averages for all three business populations for range questions throughout the survey. The averages are for those business owners who had an opinion. For the purposes of this table only, respondents that chose ‘No Opinion’ for a particular question were not included in the averages.

Table C1: Combined Averages for Range Questions	Average
Land Use and Growth Management Policy	Key: 1=Strongly Agree 2=Agree 3=Neutral 4=Disagree 5=Strongly Disagree
1. The amount of development in the city of Hudson is too great.	3.42
2. The city of Hudson has been too restrictive in guiding where new development occurs.	3.57
3. I would support future expansion of the city’s limits for public purposes, such as city parks, paid for with city funds.	2.36
4. I would support future expansion of the city’s limits for continued growth if developers pay for street and utility improvements.	2.25
6. As the city deals with growth issues, (e.g. traffic, housing, open space) how important do you think the following strategies are?	Key: 1=Very Important 2=Important 3=Neutral 4=Unimportant 5=Very Unimportant
a. Coordination between local governments in the region	1.77
b. More public funds	2.56
c. Slowing growth and development	3.04
d. Stronger land use controls	2.57
Transportation	Key: 1=Strongly Agree 2=Agree 3=Neutral 4=Disagree 5=Strongly Disagree
7. The overall road network (roads and streets) in the city of Hudson meets the needs of its businesses.	2.80
8. I would support the construction of sidewalks and pathways to promote walking and bicycling within the city of Hudson.	2.22
9. I would support the development of modern roundabouts at new or reconstructed street intersections that are heavily trafficked.	2.92
10. Road quality and street conditions in the city of Hudson are acceptable for present usage.	2.77
11. The speed at which drivers travel through commercial areas is a concern.	3.14

Economic Development	Key: 1=Strongly Agree 2=Agree 3=Neutral 4=Disagree 5=Strongly Disagree
12. My business is able to find qualified employees in the area.	2.41
13. The development occurring in downtown Hudson is positive.	1.99
14. Hill commercial area development (on the north and south sides of I-94) is satisfactory.	2.47
15. I believe there is too little development in the industrial areas of Hudson.	3.37
18. Rate the city of Hudson in terms of the local business climate:	Key: 1=Excellent 2=Good 3=Average 4=Poor 5=Very Poor
a. Available workers	2.50
b. Available skilled workers	2.67
c. Access to job training	2.59
d. Support from the City of Hudson Common Council	2.67
e. Transportation system	3.13
f. Sanitary sewer and water systems	2.41
g. Telecommunication and fiber optic systems	2.97
h. Housing supply	2.44
i. Affordable housing supply	3.30
j. Local business incentives	3.24
k. Medical services	2.17
l. School systems, K-12	1.97
m. Day care facilities	2.57
19. Rate the importance of the following types of future business development in the city of Hudson:	Key: 1=Very Important 2=Important 3=Neutral 4=Unimportant 5=Very Unimportant
a. Emerging technology	1.83
b. Entertainment venues	2.19
c. Heavy industrial	3.00
d. Hotels, tourism	2.30
e. Light industrial	2.30
f. Medical services	1.95
g. Professional services	2.09
h. Recreational facilities	1.99
i. Restaurants	2.17
j. Retail/shopping	1.94

Appendix D: CITY OF HUDSON COMPREHENSIVE PLANNING INDUSTRIAL PARKS BUSINESS SURVEY

LAND USE AND GROWTH MANAGEMENT POLICY The following questions ask for your opinion about land use and growth management in the city of Hudson.

The city of Hudson, as of January 1, 2005 had an estimated population of 11,353. The population of the city of Hudson in the year 2000, according to the Census was 8,775. It is projected that the city of Hudson's population will be 14,500 in the year 2010.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	No Opinion
1. The amount of development in the city of Hudson is too great.	5.77%	9.62%	25.00%	38.46%	15.38%	5.77%
2. The city of Hudson has been too restrictive in guiding where new development occurs.	0.00%	5.77%	36.54%	40.38%	7.69%	9.62%
3. I would support future expansion of the city's limits for public purposes, such as city parks, paid for with city funds.	15.69%	62.75%	7.84%	7.84%	0.00%	5.88%
4. I would support future expansion of the city's limits for continued growth if developers pay for street and utility improvements.	20.75%	56.60%	13.21%	3.77%	0.00%	5.66%

5. From the following list of city growth management issues, a – n, please identify your/your business' top three concerns. Please place the letter of your choice next to the space allotted. (Please list top three only)

	Most Important	2nd Most Important	3rd Most Important		Most Important	2nd Most Important	3rd Most Important
a. Amount of green space	3.77%	3.77%	9.43%	h. Maintaining community atmosphere	7.55%	7.55%	16.98%
b. Building/zoning regulations	9.43%	11.32%	1.89%	i. Quality of roads	9.43%	11.32%	15.09%
c. Crime rate/safety	11.32%	15.09%	5.66%	j. School facilities and programs	5.66%	11.32%	11.32%
d. Environmental protection	9.43%	5.66%	0.00%	k. Solid waste management (garbage)	0.00%	1.89%	0.00%
e. Housing affordability	7.55%	5.66%	5.66%	l. Traffic congestion	18.87%	15.09%	13.21%
f. Housing density	1.89%	3.77%	0.00%	m. Water/Sewer system adequacy	1.89%	3.77%	15.09%
g. Impact fees from new development	11.32%	3.77%	5.66%	n. Other: See Appendix B	1.89%	0.00%	0.00%

6. As the city deals with growth issues, (e.g. traffic, housing, open space) how important do you think the following strategies are?	Very Important	Important	Neutral	Unimportant	Very Unimportant	No Opinion
a. Coordination between local governments in the region	36.54%	44.23%	9.62%	3.85%	0.00%	5.77%
b. More public funds	5.77%	38.46%	38.46%	9.62%	1.92%	5.77%
c. Slowing growth and development	7.55%	18.87%	28.30%	22.64%	16.98%	5.66%
d. Stronger land use controls	13.21%	32.08%	35.85%	9.43%	3.77%	5.66%
e. Other: See Appendix B	60.00%	40.00%	0.00%	0.00%	0.00%	0.00%

TRANSPORTATION: This series of questions asks your opinion about transportation issues in the city of Hudson.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	No Opinion
7. The overall road network (roads and streets) in the city of Hudson meets the needs of its businesses.	3.77%	58.49%	5.66%	24.53%	3.77%	3.77%
8. I would support the construction of sidewalks and pathways to promote walking and bicycling within the city of Hudson.	16.98%	52.83%	13.21%	9.43%	3.77%	3.77%
9. I would support the development of modern roundabouts at new or reconstructed street intersections that are heavily trafficked.	11.32%	33.96%	32.08%	7.55%	11.32%	3.77%
10. Road quality and street conditions in the city of Hudson are acceptable for present usage.	1.92%	53.85%	15.38%	19.23%	5.77%	3.85%
11. The speed at which drivers travel through commercial areas is a concern.	5.77%	19.23%	28.85%	32.69%	9.62%	3.85%

ECONOMIC DEVELOPMENT: The following questions ask how you view economic development in the city of Hudson.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	No Opinion
12. My business is able to find qualified employees in the area.	3.77%	50.94%	13.21%	18.87%	5.66%	7.55%
13. The development occurring in downtown Hudson is positive.	11.32%	66.04%	13.21%	1.89%	0.00%	7.55%
14. Hill commercial area development (on the north and south sides of I-94) is satisfactory.	3.77%	71.70%	15.09%	1.89%	0.00%	7.55%
15. I believe there is too little development in the industrial areas of Hudson.	1.89%	13.21%	26.42%	49.06%	5.66%	3.77%
16. Did you know that the city of Hudson has a revolving loan fund program to assist businesses located in the city of Hudson?				Yes	No	Not Sure
				51.92%	42.31%	5.77%

17. From the following list, please identify which of the following items, a – i, you think are the three most important issues facing businesses in Hudson industrial parks? Please place the letter of your choice next to the space allotted. (Please list top three only)

	Most Important	2nd Most Important	3rd Most Important		Most Important	2nd Most Important	3rd Most Important
a. Redevelopment of aging businesses	5.77%	12.00%	12.50%	f. Workforce issues (training, supply, etc.)	13.46%	8.00%	12.50%
b. Traffic congestion	15.38%	18.00%	8.33%	g. Expansion of the number of businesses in the parks	1.92%	16.00%	8.33%
c. Improved city services (water, communication, safety)	1.92%	10.00%	4.17%	h. Expansion of the variety of businesses in the parks	3.85%	6.00%	16.67%
d. Control property tax rates on businesses	51.92%	24.00%	10.42%	i. Other: See Appendix B	0.00%	0.00%	4.17%
e. Beautification of area	5.77%	6.00%	22.92%				

18. Rate the city of Hudson in terms of the local business climate:	Excellent	Good	Average	Poor	Very Poor	No Opinion
a. Available workers	7.55%	35.85%	33.96%	11.32%	3.77%	7.55%
b. Available skilled workers	5.66%	24.53%	35.85%	16.98%	3.77%	13.21%
c. Access to job training	0.00%	37.74%	32.08%	5.66%	1.89%	22.64%
d. Support from the City of Hudson Common Council	13.46%	32.69%	25.00%	1.92%	0.00%	26.92%
e. Transportation system	3.85%	30.77%	30.77%	21.15%	1.92%	11.54%
f. Sanitary sewer and water systems	5.88%	45.10%	37.25%	5.88%	0.00%	5.88%
g. Telecommunication and fiber optic systems	1.92%	32.69%	34.62%	15.38%	1.92%	13.46%
h. Housing supply	5.77%	46.15%	32.69%	3.85%	0.00%	11.54%
i. Affordable housing supply	1.92%	15.38%	38.46%	25.00%	5.77%	13.46%
j. Local business incentives	5.77%	21.15%	38.46%	21.15%	0.00%	13.46%
k. Medical services	22.64%	37.74%	32.08%	0.00%	0.00%	7.55%
l. School systems, K-12	13.21%	54.72%	18.87%	1.89%	0.00%	11.32%
m. Day care facilities	1.89%	20.75%	32.08%	1.89%	1.89%	41.51%
n. Other: See Appendix B	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%

19. Rate the importance of the following types of future business development in the city of Hudson:	Very Important	Important	Neutral	Unimportant	Very Unimportant	No Opinion
a. Emerging technology	16.98%	66.04%	9.43%	0.00%	0.00%	7.55%
b. Entertainment venues	11.54%	50.00%	28.85%	0.00%	1.92%	7.69%
c. Heavy industrial	5.88%	31.37%	39.22%	13.73%	1.96%	7.84%
d. Hotels, tourism	11.54%	40.38%	36.54%	3.85%	0.00%	7.69%
e. Light industrial	15.09%	56.60%	20.75%	1.89%	0.00%	5.66%
f. Medical services	24.53%	58.49%	13.21%	0.00%	0.00%	3.77%
g. Professional services	11.32%	60.38%	22.64%	1.89%	0.00%	3.77%
h. Recreational facilities	11.32%	60.38%	20.75%	3.77%	0.00%	3.77%
i. Restaurants	20.75%	45.28%	26.42%	1.89%	0.00%	5.66%
j. Retail/shopping	16.98%	45.28%	32.08%	0.00%	0.00%	5.66%
k. Other: See Appendix B	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%

20. From the following list, please rank the following items, a – e, the city of Hudson should promote. Please rank #1→#4, with #1 being the most important to you, #2 the second most important to you and so on.

	Most Important	2nd Most Important	3rd Most Important	4th Most Important
a. Promote and encourage the growth and retention of existing businesses	63.46%	32.69%	3.85%	0.00%
b. Promote job training opportunities for existing businesses	1.92%	26.92%	17.31%	55.32%
c. Attract new businesses	15.38%	21.15%	34.62%	25.53%
d. Financial assistance to local businesses through low interest loan programs	19.23%	17.31%	44.23%	19.15%
e. Other: See Appendix B	0.00%	1.92%	0.00%	0.00%

21. Is there anything else you would like to tell us now about the city of Hudson's Comprehensive Plan in regards to your business?
See Appendix B

Demographics:**22. My primary business is in:**

0.00% a. Plastic or Rubber Product Mfg.	12.00% f. Fabricated Metal Product Mfg.
2.00% b. HVAC or Commercial Refrig. Equip. Mfg.	0.00% g. Retail, food and beverage
10.00% c. Wholesale, non-durable goods	2.00% h. Wholesale, durable goods
0.00% d. Retail, building materials and garden equipment	2.00% i. Retail, motor vehicles and parts
0.00% e. Legal services	72.00% j. Other: See Appendix B

	< 10	10-25	26-50	51-75	76-100	100+
23. Total number of employees at this location?	39.22%	25.49%	15.69%	11.76%	1.96%	5.88%
24. How many full-time employees are at this location?	44.90%	20.41%	18.37%	10.20%	0.00%	6.12%
25. How many employees work half-time or less at this location?	80.00%	16.67%	3.33%	0.00%	0.00%	0.00%
26. How many contract or '1099' workers work at this location?	83.33%	8.33%	8.33%	0.00%	0.00%	0.00%

27. Is your business independent or a franchise? 97.96% **Independent** 2.04% **Franchise**

28. How long has this business been in operation in the city of Hudson?	11.76% < 1 year	19.61% 1 to 5 years	11.76% 5.1 – 10 years
	7.84% 10.1 – 15 years	11.76% 15.1 – 20 years	37.25% Over 20 years

Thanks for completing the survey!

Please return your survey by _____ to:

Survey Research Center
 RDI Building
 University of Wisconsin - River Falls
 410 S. Third St.
 River Falls, WI 54022-5001

CITY OF HUDSON COMPREHENSIVE PLANNING DOWNTOWN BUSINESS SURVEY

LAND USE AND GROWTH MANAGEMENT POLICY The following questions ask for your opinion about land use and growth management in the city of Hudson.

The city of Hudson, as of January 1, 2005 had an estimated population of 11,353. The population of the city of Hudson in the year 2000, according to the Census was 8,775. It is projected that the city of Hudson's population will be 14,500 in the year 2010.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	No Opinion
1. The amount of development in the city of Hudson is too great.	11.76%	17.65%	23.53%	34.12%	12.94%	0.00%
2. The city of Hudson has been too restrictive in guiding where new development occurs.	1.19%	13.10%	16.67%	47.62%	16.67%	4.76%
3. I would support future expansion of the city's limits for public purposes, such as city parks, paid for with city funds.	15.29%	47.06%	20.00%	12.94%	4.71%	0.00%
4. I would support future expansion of the city's limits for continued growth if developers pay for street and utility improvements.	20.00%	45.88%	8.24%	16.47%	8.24%	1.18%

5. From the following list of city growth management issues, a – n, please identify your/your business' top three concerns. Please place the letter of your choice next to the space allotted. (Please list top three only)

	Most Important	2nd Most Important	3rd Most Important		Most Important	2nd Most Important	3rd Most Important
a. Amount of green space	5.88%	7.06%	8.33%	h. Maintaining community atmosphere	21.18%	8.24%	19.05%
b. Building/zoning regulations	8.24%	12.94%	4.76%	i. Quality of roads	1.18%	8.24%	7.14%
c. Crime rate/safety	15.29%	9.41%	8.33%	j. School facilities and programs	8.24%	12.94%	1.19%
d. Environmental protection	2.35%	8.24%	9.52%	k. Solid waste management (garbage)	1.18%	2.35%	2.38%
e. Housing affordability	8.24%	8.24%	4.76%	l. Traffic congestion	11.76%	9.41%	15.48%
f. Housing density	3.53%	0.00%	0.00%	m. Water/Sewer system adequacy	3.53%	5.88%	8.33%
g. Impact fees from new development	1.18%	4.71%	8.33%	n. Other: See Appendix B	8.24%	2.35%	2.38%

6. As the city deals with growth issues, (e.g. traffic, housing, open space) how important do you think the following strategies are?	Very Important	Important	Neutral	Unimportant	Very Unimportant	No Opinion
a. Coordination between local governments in the region	50.59%	32.94%	10.59%	2.35%	2.35%	1.18%
b. More public funds	16.67%	34.52%	38.10%	7.14%	2.38%	1.19%
c. Slowing growth and development	20.24%	29.76%	27.38%	11.90%	9.52%	1.19%
d. Stronger land use controls	24.71%	30.59%	31.76%	9.41%	1.18%	2.35%
e. Other: See Appendix B	83.33%	16.67%	0.00%	0.00%	0.00%	0.00%

TRANSPORTATION: This series of questions asks your opinion about transportation issues in the city of Hudson.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	No Opinion
7. The overall road network (roads and streets) in the city of Hudson meets the needs of its businesses.	4.71%	48.24%	10.59%	27.06%	9.41%	0.00%
8. I would support the construction of sidewalks and pathways to promote walking and bicycling within the city of Hudson.	37.65%	42.35%	11.76%	5.88%	2.35%	0.00%
9. I would support the development of modern roundabouts at new or reconstructed street intersections that are heavily trafficked.	18.82%	20.00%	25.88%	11.76%	22.35%	1.18%
10. Road quality and street conditions in the city of Hudson are acceptable for present usage.	4.71%	45.88%	25.88%	16.47%	7.06%	0.00%
11. The speed at which drivers travel through commercial areas is a concern.	12.94%	27.06%	22.35%	31.76%	4.71%	1.18%

ECONOMIC DEVELOPMENT: The following questions ask how you view economic development in the city of Hudson.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	No Opinion
12. My business is able to find qualified employees in the area.	10.59%	52.94%	9.41%	14.12%	2.35%	10.59%
13. The development occurring in downtown Hudson is positive.	27.06%	56.47%	8.24%	7.06%	0.00%	1.18%
14. Hill commercial area development (on the north and south sides of I-94) is satisfactory.	5.95%	38.10%	27.38%	16.67%	8.33%	3.57%
15. I believe there is too little development in the industrial areas of Hudson.	3.53%	11.76%	32.94%	35.29%	9.41%	7.06%
16. Did you know that the city of Hudson has a revolving loan fund program to assist businesses located in the city of Hudson?				Yes	No	Not Sure
				31.33%	62.65%	6.02%

17. From the following list, please identify which of the following items, a – j, you think are the three most important issues facing businesses in downtown Hudson? Please place the letter of your choice next to the space allotted. (Please list top three only)

	Most Important	2 nd Most Important	3 rd Most Important		Most Important	2 nd Most Important	3 rd Most Important
a. Preservation of historic character	23.81%	11.76%	9.64%	f. Increase efforts to advertise/brand downtown Hudson	4.76%	11.76%	15.66%
b. Traffic congestion	10.71%	15.29%	4.82%	g. Expansion of the number of businesses downtown	3.57%	2.35%	12.05%
c. Expansion of the supply of parking spaces	23.81%	21.18%	6.02%	h. Expansion of the variety of businesses downtown	3.57%	7.06%	10.84%
d. Control property tax rates on businesses	13.10%	7.06%	15.66%	i. Revitalization of some of the downtown business area	13.10%	18.82%	20.48%
e. Improve pedestrian safety	3.57%	4.71%	4.82%	j. Other:	0.00%	0.00%	0.00%

18. Rate the city of Hudson in terms of the local business climate:	Excellent	Good	Average	Poor	Very Poor	No Opinion
a. Available workers	7.06%	48.24%	27.06%	5.88%	1.18%	10.59%
b. Available skilled workers	7.06%	42.35%	22.35%	9.41%	4.71%	14.12%
c. Access to job training	8.24%	27.06%	34.12%	5.88%	2.35%	22.35%
d. Support from the City of Hudson Common Council	5.95%	25.00%	25.00%	17.86%	3.57%	22.62%
e. Transportation system	1.18%	16.47%	37.65%	22.35%	11.76%	10.59%
f. Sanitary sewer and water systems	9.64%	42.17%	25.30%	8.43%	0.00%	14.46%
g. Telecommunication and fiber optic systems	3.57%	26.19%	28.57%	20.24%	5.95%	15.48%
h. Housing supply	7.23%	42.17%	34.94%	4.82%	1.20%	9.64%
i. Affordable housing supply	2.35%	12.94%	32.94%	29.41%	10.59%	11.76%
j. Local business incentives	2.35%	8.24%	28.24%	30.59%	14.12%	16.47%
k. Medical services	22.62%	39.29%	21.43%	7.14%	4.76%	4.76%
l. School systems, K-12	25.88%	44.71%	12.94%	2.35%	0.00%	14.12%
m. Day care facilities	3.57%	27.38%	23.81%	7.14%	2.38%	35.71%
n. Other: See Appendix B	0.00%	50.00%	0.00%	50.00%	0.00%	0.00%

19. Rate the importance of the following types of future business development in the city of Hudson:	Very Important	Important	Neutral	Unimportant	Very Unimportant	No Opinion
a. Emerging technology	36.47%	45.88%	10.59%	1.18%	0.00%	5.88%
b. Entertainment venues	19.28%	53.01%	15.66%	7.23%	1.20%	3.61%
c. Heavy industrial	2.35%	21.18%	43.53%	10.59%	18.82%	3.53%
d. Hotels, tourism	20.00%	54.12%	18.82%	2.35%	4.71%	0.00%
e. Light industrial	7.23%	45.78%	34.94%	8.43%	2.41%	1.20%
f. Medical services	34.12%	43.53%	20.00%	0.00%	1.18%	1.18%
g. Professional services	28.24%	50.59%	18.82%	0.00%	1.18%	1.18%
h. Recreational facilities	30.95%	50.00%	13.10%	3.57%	1.19%	1.19%
i. Restaurants	25.88%	47.06%	12.94%	10.59%	3.53%	0.00%
j. Retail/shopping	34.12%	54.12%	9.41%	1.18%	1.18%	0.00%
k. Other: See Appendix B	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%

20. From the following list, please rank the following items, a – e, the city of Hudson should promote. Please rank #1→#4, with #1 being the most important to you, #2 the second most important to you and so on.

	Most Important	2nd Most Important	3rd Most Important	4th Most Important
a. Promote and encourage the growth and retention of existing businesses	76.47%	20.48%	2.47%	1.28%
b. Promote job training opportunities for existing businesses	1.18%	14.46%	33.33%	43.59%
c. Attract new businesses	3.53%	28.92%	32.10%	26.92%
d. Financial assistance to local businesses through low interest loan programs	14.12%	34.94%	28.40%	24.36%
e. Other: See Appendix B	4.71%	1.20%	3.70%	3.85%

21. Is there anything else you would like to tell us now about the city of Hudson's Comprehensive Plan in regards to your business?
See Appendix B

Demographics:

22. My primary business is in:

0.00%	a. Plastic or Rubber Product Mfg.	1.22%	f. Fabricated Metal Product Mfg.
0.00%	b. HVAC or Commercial Refrig. Equip. Mfg.	14.63%	g. Retail, food and beverage
0.00%	c. Wholesale, non-durable goods	1.22%	h. Wholesale, durable goods
2.44%	d. Retail, building materials and garden equipment	0.00%	i. Retail, motor vehicles and parts
7.32%	e. Legal services	73.17%	j. Other: See Appendix B

	< 10	10-25	26-50	51-75	76-100	100+
23. Total number of employees at this location?	69.14%	23.46%	3.70%	2.47%	0.00%	1.23%
24. How many full-time employees are at this location?	81.82%	14.29%	2.60%	0.00%	1.30%	0.00%
25. How many employees work half-time or less at this location?	76.36%	21.82%	0.00%	1.82%	0.00%	0.00%
26. How many contract or '1099' workers work at this location?	84.00%	4.00%	12.00%	0.00%	0.00%	0.00%

27. Is your business independent or a franchise? 91.67% **Independent** 8.33% **Franchise**

28. How long has this business been in operation in the city of Hudson?	4.82%	< 1 year	18.07%	1 to 5 years	22.89%	5.1 – 10 years
	14.46%	10.1 – 15 years	6.02%	15.1 – 20 years	33.73%	Over 20 years

Thanks for completing the survey!

Please return your survey by _____ to:

Survey Research Center
RDI Building
University of Wisconsin - River Falls
410 S. Third St.
River Falls, WI 54022-5001

CITY OF HUDSON COMPREHENSIVE PLANNING 'HILL' BUSINESS SURVEY

LAND USE AND GROWTH MANAGEMENT POLICY The following questions ask for your opinion about land use and growth management in the city of Hudson.

The city of Hudson, as of January 1, 2005 had an estimated population of 11,353. The population of the city of Hudson in the year 2000, according to the Census was 8,775. It is projected that the city of Hudson's population will be 14,500 in the year 2010.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	No Opinion
1. The amount of development in the city of Hudson is too great.	5.56%	8.89%	25.56%	40.00%	20.00%	0.00%
2. The city of Hudson has been too restrictive in guiding where new development occurs.	1.11%	12.22%	32.22%	36.67%	11.11%	6.67%
3. I would support future expansion of the city's limits for public purposes, such as city parks, paid for with city funds.	12.36%	48.31%	23.60%	13.48%	1.12%	1.12%
4. I would support future expansion of the city's limits for continued growth if developers pay for street and utility improvements.	20.45%	55.68%	11.36%	10.23%	2.27%	0.00%

5. From the following list of city growth management issues, a – n, please identify your/your business' top three concerns. Please place the letter of your choice next to the space allotted. (Please list top three only)

	Most Important	2nd Most Important	3rd Most Important		Most Important	2nd Most Important	3rd Most Important
a. Amount of green space	6.67%	5.56%	0.00%	h. Maintaining community atmosphere	10.00%	14.44%	19.54%
b. Building/zoning regulations	16.67%	4.44%	4.60%	i. Quality of roads	4.44%	15.56%	11.49%
c. Crime rate/safety	12.22%	6.67%	12.64%	j. School facilities and programs	12.22%	8.89%	3.45%
d. Environmental protection	0.00%	4.44%	2.30%	k. Solid waste management (garbage)	0.00%	2.22%	1.15%
e. Housing affordability	8.89%	10.00%	6.90%	l. Traffic congestion	15.56%	13.33%	13.79%
f. Housing density	0.00%	3.33%	6.90%	m. Water/Sewer system adequacy	3.33%	4.44%	5.75%
g. Impact fees from new development	7.78%	6.67%	10.34%	n. Other: See Appendix B	2.22%	0.00%	1.15%

6. As the city deals with growth issues, (e.g. traffic, housing, open space) how important do you think the following strategies are?	Very Important	Important	Neutral	Unimportant	Very Unimportant	No Opinion
a. Coordination between local governments in the region	42.22%	40.00%	13.33%	3.33%	1.11%	0.00%
b. More public funds	7.95%	30.68%	50.00%	7.95%	2.27%	1.14%
c. Slowing growth and development	5.62%	13.48%	41.57%	21.35%	17.98%	0.00%
d. Stronger land use controls	7.78%	33.33%	33.33%	11.11%	11.11%	3.33%
e. Other: See Appendix B	80.00%	20.00%	0.00%	0.00%	0.00%	0.00%

TRANSPORTATION: This series of questions asks your opinion about transportation issues in the city of Hudson.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	No Opinion
7. The overall road network (roads and streets) in the city of Hudson meets the needs of its businesses.	4.44%	50.00%	13.33%	24.44%	7.78%	0.00%
8. I would support the construction of sidewalks and pathways to promote walking and bicycling within the city of Hudson.	15.56%	41.11%	30.00%	8.89%	4.44%	0.00%
9. I would support the development of modern roundabouts at new or reconstructed street intersections that are heavily trafficked.	6.67%	34.44%	26.67%	20.00%	12.22%	0.00%
10. Road quality and street conditions in the city of Hudson are acceptable for present usage.	6.82%	39.77%	25.00%	22.73%	5.68%	0.00%
11. The speed at which drivers travel through commercial areas is a concern.	1.11%	13.33%	38.89%	40.00%	4.44%	2.22%

ECONOMIC DEVELOPMENT: The following questions ask how you view economic development in the city of Hudson.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	No Opinion
12. My business is able to find qualified employees in the area.	10.11%	60.67%	15.73%	10.11%	0.00%	3.37%
13. The development occurring in downtown Hudson is positive.	22.73%	60.23%	10.23%	3.41%	1.14%	2.27%
14. Hill commercial area development (on the north and south sides of I-94) is satisfactory.	11.24%	67.42%	4.49%	12.36%	4.49%	0.00%
15. I believe there is too little development in the industrial areas of Hudson.	0.00%	15.56%	41.11%	33.33%	5.56%	4.44%
16. Did you know that the city of Hudson has a revolving loan fund program to assist businesses located in the city of Hudson?				Yes	No	Not Sure
				27.78%	65.56%	6.67%

17. From the following list, please identify which of the following items, a – i, you think are the three most important issues facing businesses along the I-94 corridor through Hudson? Please place the letter of your choice next to the space allotted. (Please list top three only)

	Most Important	2nd Most Important	3rd Most Important		Most Important	2nd Most Important	3rd Most Important
a. Redevelopment of aging stores	8.99%	11.49%	17.07%	f. Increase efforts to advertise/brand the corridor as a shopping destination	6.74%	12.64%	15.85%
b. Traffic congestion	31.46%	24.14%	13.41%	g. Expansion of the number of businesses in the corridor	4.49%	6.90%	4.88%
c. Expand supply of parking spaces	3.37%	10.34%	4.88%	h. Expansion of the variety of businesses in the corridor	4.49%	8.05%	14.63%
d. Control property tax rates on businesses	32.58%	14.94%	8.54%	i. Other: See Appendix B	1.12%	1.15%	2.44%
e. Beautification of area	6.74%	10.34%	18.29%				

18. Rate the city of Hudson in terms of the local business climate:	Excellent	Good	Average	Poor	Very Poor	No Opinion
a. Available workers	5.56%	45.56%	36.67%	6.67%	1.11%	4.44%
b. Available skilled workers	2.22%	33.33%	44.44%	5.56%	1.11%	13.33%
c. Access to job training	3.33%	32.22%	35.56%	4.44%	1.11%	23.33%
d. Support from the City of Hudson Common Council	7.78%	22.22%	23.33%	12.22%	4.44%	30.00%
e. Transportation system	1.12%	17.98%	47.19%	20.22%	5.62%	7.87%
f. Sanitary sewer and water systems	2.27%	53.41%	37.50%	2.27%	0.00%	4.55%
g. Telecommunication and fiber optic systems	1.11%	28.89%	40.00%	18.89%	7.78%	3.33%
h. Housing supply	8.99%	37.08%	39.33%	5.62%	0.00%	8.99%
i. Affordable housing supply	2.22%	16.67%	27.78%	33.33%	6.67%	13.33%
j. Local business incentives	2.22%	15.56%	28.89%	26.67%	3.33%	23.33%
k. Medical services	20.00%	51.11%	20.00%	3.33%	1.11%	4.44%
l. School systems, K-12	20.22%	59.55%	11.24%	2.25%	0.00%	6.74%
m. Day care facilities	5.68%	28.41%	21.59%	3.41%	1.14%	39.77%
n. Other:	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

19. Rate the importance of the following types of future business development in the city of Hudson:	Very Important	Important	Neutral	Unimportant	Very Unimportant	No Opinion
a. Emerging technology	23.33%	61.11%	10.00%	0.00%	0.00%	5.56%
b. Entertainment venues	17.78%	51.11%	22.22%	6.67%	0.00%	2.22%
c. Heavy industrial	2.22%	31.11%	38.89%	21.11%	3.33%	3.33%
d. Hotels, tourism	8.99%	49.44%	33.71%	3.37%	2.25%	2.25%
e. Light industrial	15.56%	51.11%	27.78%	3.33%	0.00%	2.22%
f. Medical services	23.33%	48.89%	24.44%	1.11%	0.00%	2.22%
g. Professional services	18.89%	44.44%	31.11%	3.33%	0.00%	2.22%
h. Recreational facilities	25.56%	54.44%	14.44%	2.22%	0.00%	3.33%
i. Restaurants	23.33%	42.22%	25.56%	5.56%	2.22%	1.11%
j. Retail/shopping	26.67%	53.33%	17.78%	0.00%	1.11%	1.11%
k. Other: See Appendix B	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

20. From the following list, please rank the following items, a – e, the city of Hudson should promote. Please rank #1→#4, with #1 being the most important to you, #2 the second most important to you and so on.

	Most Important	2nd Most Important	3rd Most Important	4th Most Important
a. Promote and encourage the growth and retention of existing businesses	70.11%	20.93%	6.02%	3.75%
b. Promote job training opportunities for existing businesses	1.15%	19.77%	42.17%	35.00%
c. Attract new businesses	18.39%	29.07%	19.28%	31.25%
d. Financial assistance to local businesses through low interest loan programs	10.34%	27.91%	31.33%	28.75%
e. Other: See Appendix B	0.00%	2.33%	1.20%	1.25%

21. Is there anything else you would like to tell us now about the city of Hudson's Comprehensive Plan in regards to your business?
See Appendix B

Demographics:

22. My primary business is in:

a. Plastic or Rubber Product Mfg.	0.00%	f. Fabricated Metal Product Mfg.	0.00%
b. HVAC or Commercial Refrig. Equip. Mfg.	0.00%	g. Retail, food and beverage	20.93%
c. Wholesale, non-durable goods	1.16%	h. Wholesale, durable goods	0.00%
d. Retail, building materials and garden equip.	5.81%	i. Retail, motor vehicles and parts	10.47%
e. Legal services	4.65%	j. Other: See Appendix B	56.98%

	< 10	10-25	26-50	51-75	76-100	100+
23. Total number of employees at this location?	51.76%	29.41%	8.24%	3.53%	1.18%	5.88%
24. How many full-time employees are at this location?	72.50%	16.25%	7.50%	1.25%	0.00%	2.50%
25. How many employees work half-time or less at this location?	59.65%	22.81%	7.02%	5.26%	0.00%	5.26%
26. How many contract or '1099' workers work at this location?	86.67%	6.67%	6.67%	0.00%	0.00%	0.00%

27. Is your business independent or a franchise? 74.42% Independent 25.58% Franchise

28. How long has this business been in operation in the city of Hudson?	9.09%	<1 year	26.14%	1 – 5 years	15.91%	5.1 - 10 years
	11.36%	10.1 – 15 years	13.64%	15.1 – 20 years	23.86%	Over 20 years

Thanks for completing the survey!

Please return your survey by _____ to:

Survey Research Center
RDI Building
University of Wisconsin - River Falls
410 S. Third St.
River Falls, WI 54022-5001

CITY OF HUDSON COMPREHENSIVE PLANNING BUSINESS SURVEY - COMBINED

LAND USE AND GROWTH MANAGEMENT POLICY The following questions ask for your opinion about land use and growth management in the city of Hudson.

The city of Hudson, as of January 1, 2005 had an estimated population of 11,353. The population of the city of Hudson in the year 2000, according to the Census was 8,775. It is projected that the city of Hudson's population will be 14,500 in the year 2010.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	No Opinion
1. The amount of development in the city of Hudson is too great.	7.93%	12.33%	24.67%	37.44%	16.30%	1.32%
2. The city of Hudson has been too restrictive in guiding where new development occurs.	0.88%	11.06%	27.43%	41.59%	12.39%	6.64%
3. I would support future expansion of the city's limits for public purposes, such as city parks, paid for with city funds.	14.22%	51.11%	18.67%	12.00%	2.22%	1.78%
4. I would support future expansion of the city's limits for continued growth if developers pay for street and utility improvements.	20.35%	52.21%	10.62%	11.06%	3.98%	1.77%

5. From the following list of city growth management issues, a – n, please identify your/your business' top three concerns. Please place the letter of your choice next to the space allotted. (Please list top three only)

	Most Important	2nd Most Important	3rd Most Important		Most Important	2nd Most Important	3rd Most Important
a. Amount of green space	5.70%	5.70%	5.36%	h. Maintaining community atmosphere	13.60%	10.53%	18.75%
b. Building/zoning regulations	11.84%	9.21%	4.02%	i. Quality of roads	4.39%	11.84%	10.71%
c. Crime rate/safety	13.16%	9.65%	9.38%	j. School facilities and programs	9.21%	10.96%	4.46%
d. Environmental protection	3.07%	6.14%	4.46%	k. Solid waste management (garbage)	0.44%	2.19%	1.34%
e. Housing affordability	8.33%	8.33%	5.80%	l. Traffic congestion	14.91%	12.28%	14.29%
f. Housing density	1.75%	2.19%	2.68%	m. Water/Sewer system adequacy	3.07%	4.82%	8.93%
g. Impact fees from new development	6.14%	5.26%	8.48%	n. Other: See Appendix B	4.39%	0.88%	1.34%

6. As the city deals with growth issues, (e.g. traffic, housing, open space) how important do you think the following strategies are?	Very Important	Important	Neutral	Unimportant	Very Unimportant	No Opinion
a. Coordination between local governments in the region	44.05%	38.33%	11.45%	3.08%	1.32%	1.76%
b. More public funds	10.71%	33.93%	42.86%	8.04%	2.23%	2.23%
c. Slowing growth and development	11.50%	20.80%	33.19%	18.14%	14.60%	1.77%
d. Stronger land use controls	15.35%	32.02%	33.33%	10.09%	5.70%	3.51%
e. Other: See Appendix B	75.00%	25.00%	0.00%	0.00%	0.00%	0.00%

TRANSPORTATION: This series of questions asks your opinion about transportation issues in the city of Hudson.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	No Opinion
7. The overall road network (roads and streets) in the city of Hudson meets the needs of its businesses.	4.39%	51.32%	10.53%	25.44%	7.46%	0.88%
8. I would support the construction of sidewalks and pathways to promote walking and bicycling within the city of Hudson.	24.12%	44.30%	19.30%	7.89%	3.51%	0.88%
9. I would support the development of modern roundabouts at new or reconstructed street intersections that are heavily trafficked.	12.28%	28.95%	27.63%	14.04%	15.79%	1.32%
10. Road quality and street conditions in the city of Hudson are acceptable for present usage.	4.89%	45.33%	23.11%	19.56%	6.22%	0.89%
11. The speed at which drivers travel through commercial areas is a concern.	6.61%	19.82%	30.40%	35.24%	5.73%	2.20%

ECONOMIC DEVELOPMENT: The following questions ask how you view economic development in the city of Hudson.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	No Opinion
12. My business is able to find qualified employees in the area.	8.81%	55.51%	12.78%	13.66%	2.20%	7.05%
13. The development occurring in downtown Hudson is positive.	21.68%	60.18%	10.18%	4.42%	0.44%	3.10%
14. Hill commercial area development (on the north and south sides of I-94) is satisfactory.	7.52%	57.52%	15.49%	11.50%	4.87%	3.10%
15. I believe there is too little development in the industrial areas of Hudson.	1.75%	13.60%	34.65%	37.72%	7.02%	5.26%
16. Did you know that the city of Hudson has a revolving loan fund program to assist businesses located in the city of Hudson?				Yes	No	Not Sure
				34.67%	59.11%	6.22%

This section had unique questions for each population: Downtown, Hill, and Industrial. We have not combined the totals due to the different items addressed. Below are the unique Q17 sections for each population and the results for each.

- 17. From the following list, please identify which of the following items, a – i, you think are the three most important issues facing businesses in Hudson industrial parks? Please place the letter of your choice next to the space allotted. (Please list top three only)**

	Most Important	2nd Most Important	3 rd Most Important		Most Important	2 nd Most Important	3 rd Most Important
a. Redevelopment of aging businesses	5.77%	12.00%	12.50%	f. Workforce issues (training, supply, etc.)	13.46%	8.00%	12.50%
b. Traffic congestion	15.38%	18.00%	8.33%	g. Expansion of the number of businesses in the parks	1.92%	16.00%	8.33%
c. Improved city services (water, communication, safety)	1.92%	10.00%	4.17%	h. Expansion of the variety of businesses in the parks	3.85%	6.00%	16.67%
d. Control property tax rates on businesses	51.92%	24.00%	10.42%	i. Other: See Appendix B	0.00%	0.00%	4.17%
e. Beautification of area	5.77%	6.00%	22.92%				

- 17. From the following list, please identify which of the following items, a – i, you think are the three most important issues facing businesses along the I-94 corridor through Hudson? Please place the letter of your choice next to the space allotted. (Please list top three only)**

	Most Important	2nd Most Important	3 rd Most Important		Most Important	2 nd Most Important	3 rd Most Important
a. Redevelopment of aging stores	8.99%	11.49%	17.07%	f. Increase efforts to advertise/brand the corridor as a shopping destination	6.74%	12.64%	15.85%
b. Traffic congestion	31.46%	24.14%	13.41%	g. Expansion of the number of businesses in the corridor	4.49%	6.90%	4.88%
c. Expand supply of parking spaces	3.37%	10.34%	4.88%	h. Expansion of the variety of businesses in the corridor	4.49%	8.05%	14.63%
d. Control property tax rates on businesses	32.58%	14.94%	8.54%	i. Other: See Appendix B	1.12%	1.15%	2.44%
e. Beautification of area	6.74%	10.34%	18.29%				

- 17. From the following list, please identify which of the following items, a – j, you think are the three most important issues facing businesses in downtown Hudson? Please place the letter of your choice next to the space allotted. (Please list top three only)**

	Most Important	2 nd Most Important	3 rd Most Important		Most Important	2 nd Most Important	3 rd Most Important
a. Preservation of historic character	23.81%	11.76%	9.64%	f. Increase efforts to advertise/brand downtown Hudson	4.76%	11.76%	15.66%
b. Traffic congestion	10.71%	15.29%	4.82%	g. Expansion of the number of businesses downtown	3.57%	2.35%	12.05%
c. Expansion of the supply of parking spaces	23.81%	21.18%	6.02%	h. Expansion of the variety of businesses downtown	3.57%	7.06%	10.84%
d. Control property tax rates on businesses	13.10%	7.06%	15.66%	i. Revitalization of some of the downtown business area	13.10%	18.82%	20.48%
e. Improve pedestrian safety	3.57%	4.71%	4.82%	j. Other: See Appendix B	0.00%	0.00%	0.00%

18. Rate the city of Hudson in terms of the local business climate:	Excellent	Good	Average	Poor	Very Poor	No Opinion
a. Available workers	6.58%	44.30%	32.46%	7.46%	1.75%	7.46%
b. Available skilled workers	4.82%	34.65%	34.21%	9.65%	3.07%	13.60%
c. Access to job training	4.39%	31.58%	34.21%	5.26%	1.75%	22.81%
d. Support from the City of Hudson Common Council	8.41%	25.66%	24.34%	11.95%	3.10%	26.55%
e. Transportation system	1.77%	20.35%	39.82%	21.24%	7.08%	9.73%
f. Sanitary sewer and water systems	5.86%	47.30%	32.88%	5.41%	0.00%	8.56%
g. Telecommunication and fiber optic systems	2.21%	28.76%	34.51%	18.58%	5.75%	10.18%
h. Housing supply	7.59%	41.07%	36.16%	4.91%	0.45%	9.82%
i. Affordable housing supply	2.20%	14.98%	32.16%	29.96%	7.93%	12.78%
j. Local business incentives	3.08%	14.10%	30.84%	26.87%	6.61%	18.50%
k. Medical services	21.59%	43.61%	23.35%	3.96%	2.20%	5.29%
l. School systems, K-12	20.70%	52.86%	13.66%	2.20%	0.00%	10.57%
m. Day care facilities	4.00%	26.22%	24.89%	4.44%	1.78%	38.67%
n. Other: See Appendix B	0.00%	33.33%	0.00%	33.33%	33.33%	0.00%

19. Rate the importance of the following types of future business development in the city of Hudson:	Very Important	Important	Neutral	Unimportant	Very Unimportant	No Opinion
a. Emerging technology	26.75%	56.58%	10.09%	0.44%	0.00%	6.14%
b. Entertainment venues	16.89%	51.56%	21.33%	5.33%	0.89%	4.00%
c. Heavy industrial	3.10%	27.43%	40.71%	15.49%	8.85%	4.42%
d. Hotels, tourism	13.72%	49.12%	28.76%	3.10%	2.65%	2.65%
e. Light industrial	12.39%	50.44%	28.76%	4.87%	0.88%	2.65%
f. Medical services	27.63%	49.12%	20.18%	0.44%	0.44%	2.19%
g. Professional services	20.61%	50.44%	24.56%	1.75%	0.44%	2.19%
h. Recreational facilities	24.23%	54.19%	15.42%	3.08%	0.44%	2.64%
i. Restaurants	23.68%	44.74%	21.05%	6.58%	2.19%	1.75%
j. Retail/shopping	27.19%	51.75%	17.98%	0.44%	0.88%	1.75%
k. Other: See Appendix B	66.67%	33.33%	0.00%	0.00%	0.00%	0.00%

20. From the following list, please rank the following items, a – e, the city of Hudson should promote. Please rank #1→#4, with #1 being the most important to you, #2 the second most important to you and so on.

	Most Important	2nd Most Important	3rd Most Important	4th Most Important
a. Promote and encourage the growth and retention of existing businesses	70.98%	23.53%	4.17%	1.95%
b. Promote job training opportunities for existing businesses	1.34%	19.46%	32.87%	42.93%
c. Attract new businesses	12.05%	27.15%	27.78%	28.29%
d. Financial assistance to local businesses through low interest loan programs	13.84%	28.05%	33.33%	24.88%
e. Other: See Appendix B	1.79%	1.81%	1.85%	1.95%

21. Is there anything else you would like to tell us now about the city of Hudson's Comprehensive Plan in regards to your business?
See Appendix B

Demographics:

22. My primary business is in:

0.00%	a. Plastic or Rubber Product Mfg.	3.21%	f. Fabricated Metal Product Mfg.
0.46%	b. HVAC or Commercial Refrig. Equip. Mfg.	13.76%	g. Retail, food and beverage
2.75%	c. Wholesale, non-durable goods	0.92%	h. Wholesale, durable goods
3.21%	d. Retail, building materials and garden equipment	4.59%	i. Retail, motor vehicles and parts
4.59%	e. Legal services	66.51%	j. Other: See Appendix B

	< 10	10-25	26-50	51-75	76-100	100+
23. Total number of employees at this location?	55.30%	26.27%	8.29%	5.07%	0.92%	4.15%
24. How many full-time employees are at this location?	69.42%	16.50%	8.25%	2.91%	0.49%	2.43%
25. How many employees work half-time or less at this location?	70.42%	21.13%	3.52%	2.82%	0.00%	2.11%
26. How many contract or '1099' workers work at this location?	84.62%	5.77%	9.62%	0.00%	0.00%	0.00%

27. Is your business independent or a franchise? 86.30% Independent 13.70% Franchise

28. How long has this business been in operation in the city of Hudson?	8.11%	Less than 1 year	21.62%	1 to 5 years	17.57%	5.1 – 10 years
	11.71%	10.1 – 15 years	10.36%	15.1 – 20 years	30.63%	Over 20 years

Thanks for completing the survey!

Please return your survey by _____ to:

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University of Wisconsin - River Falls
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River Falls, WI 54022-5001