

## ESOPUS-DELAWARE REGIONAL BUSINESS SURVEY RESULTS

**PLEASE NOTE:** This document was originally produced in June 2011 and does not reflect the impact of Tropical Storm Irene.

### Methodology

In spring 2011, the consultant team developed an online business survey to assist in the preparation of the regional economic revitalization strategy. The survey was designed to gather information from entrepreneurs about their businesses and solicit input about the local business climate and potential economic opportunities.

Concurrently, the consultant team compiled the names and addresses (and, where available, e-mail addresses) of approximately 575 businesses in the study area communities. This information was compiled from a range of websites, including those of:

- Town of Andes
- Town of Olive
- Town of Roxbury
- Central Catskills Commerce of Commerce
- Delaware County Chamber of Commerce
- Belleayre Lodging & Tourism Association
- Ulster County Chamber of Commerce
- Delaware County Economic Development
- Ulster County Tourism
- Catskill Mountain Club
- Pure Catskills
- Pine Hill, In New York's Catskill Mountains
- Visit New York's Catskills Mountains, Official Tourism Site of the Catskill Region

In late March 2011, the MARK Project mailed an introductory letter to the businesses on the mailing list, explaining the Esopus-Delaware Economic Revitalization Strategy and inviting them to participate in the online survey. As an incentive for their participation, all respondents would be entered into a random drawing to win tickets for two for "Twilight on the Rails," with refreshments and entertainment aboard the Delaware & Ulster Railroad. A link to the survey was posted on the website of the MARK Project and e-mailed to businesses with e-mail addresses a few weeks after the letter was sent; in addition, the Central Catskills Chamber of Commerce notified its members about the business survey via an e-newsletter.

Due to the nature of the questions, the survey was targeted to "person who makes the primary decisions for the business (e.g., owner, principal, executive director) based on his or her experience in the study area."

*The tabulated survey results, including responses to open-ended questions, are provided at the end of this document.*

## Respondent Characteristics

A total of 86 business owners completed the survey, a rate of response of approximately 15%.<sup>1</sup> The largest proportion, 41.9%, came from businesses located in Margaretville/Arkville; businesses located in the Town of Roxbury, including the hamlets of Halcottsville and Grand Gorge, comprised 14% of those responding to the survey.

About 62% of the respondents indicated that they started their businesses, as opposed to purchasing or inheriting an existing establishment. Businesses were asked what year the business was established: the average was 1983 and the median was 1990. Fewer than 10% of the businesses represented among the respondents were established before World War II, including two banks and an inn that began operating in the nineteenth century.

Businesses of all types participated in the survey. Taken together, lodging establishments, restaurants, and retail stores accounted for 40% of the respondents. This is not surprising given the prevalence of these types of businesses within the region. There were relatively few responses received from farmers, manufacturers, or wholesale/distribution companies. Other industries, such as construction and business and professional services, appear to be underrepresented among the survey respondents.

Based on the survey results, most of the businesses in the study area provide a limited number of employment opportunities. Nearly 85% of the responses came from sole proprietorships or microenterprise establishments, defined as businesses that have fewer than five employees year-round. Only 4.3% indicated that they have 20 or more full-time employees. Many businesses hire seasonal help, however: 40.5% of the respondents said that they have seasonal employees during the summer months to supplement year-round paid staff, with 5.4% hiring at least 10 people, while 17% hire seasonal workers during the winter.

## Markets and Revenue Trends

Asked to characterize the market(s) served by their business, some respondents appear to have interpreted the question to be *evaluative* (i.e., akin to asking how your business is doing) rather than *factual*. The question was merely designed to identify the geographic, demographic, and/or other characteristics of the “population” to which the business sells its products or services.

Of the business owners who provided a written response to this question, roughly 30% cited second homeowners, 25% mentioned local/year-round populations, 20% cited tourists/visitors, and 15% cited northeastern, national, and even global markets. These figures do not add up to 100% because most businesses indicated that they serve *multiple* target markets, with some combination of these and other populations noted. A handful of respondents said that they provide services to other *businesses* rather than (or in addition to) individuals.

Based on the responses to question #9, on average, 36% of annual business revenues are derived from tourists/visitors from outside the region; 32% from year-round residents; and 32% from seasonal or part-time residents. That leaves about 37% of the revenues earned by the respondents coming from other markets, such as other businesses.

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<sup>1</sup> Some of the mailings were returned by the postal service as undeliverable. It is believed that about 500 letters were delivered, which means that the rate of response is closer to 17%.

Nearly three-quarters of the business owners responding to the survey said that they belong to a chamber of commerce within the region. Asked to describe the methods or media used to market themselves, respondents provided a variety of responses; the majority of business owners market their goods and services in multiple ways, with advertising in local/regional newspapers and magazines, the Internet/web sites, and “word of mouth” among the most common. Some businesses advertise on radio, produce brochures and flyers, conduct direct mail advertising, or purchase listings in the local Yellow Pages. Although it is difficult to draw conclusions based on the responses provided, word of mouth and print advertising have been the most effective marketing tools, according to participants.

Only three or four respondents said that they use social media, with one stating that while Facebook is “probably effective to a self-contained market, we need to be more skilled and consistent at using it.” The apparently limited use of social media suggests a need for training to teach business owners how to utilize online social networking sites like Facebook and Twitter for online marketing.

### **Business Health**

We asked business owners about the trends they have experienced over the last two years in terms of such variables as sales/revenues, demand, and year-round employment. Although the national recession officially ended in June 2009, the last two years have been marked by continuing high unemployment, reduced consumer and business spending levels, and a significant downturn in the housing market. With respect to both sales and overall demand for their products or services, the survey responses were all over the map; while one-third indicated that their revenues had decreased significantly, 21% said that they had *increased* significantly. For most, employment stayed the same.

Asked to elaborate, the majority of business owners who had experienced a decline in sales/revenues attributed it to the economy and the downturn in the real estate market. Respondents whose businesses experienced an *increase* in sales over the last two years cited competitive advantages (e.g., unique products offered, low prices), strong demand in their particular industry (like solar energy), and increased consumer awareness of their products and services.

### **Doing Business In the Region**

The survey asked business owners to describe the main advantages and disadvantages of doing business in the region. The advantages listed most frequently were:

- **Natural environment and beauty of surroundings** – “A spectacularly beautiful region,” “A unique area with a lot of natural beauty and resources,” “Beautiful surroundings and lower stress than urban areas,” “Even on crummy days, it's beautiful.”
- **Clientele/customers** – “Customer loyalty and strong community support,” “Know most of our clients,” “Clientele are kind and appreciative,” “More personal relationship with customers.”
- **Location** – “Well-placed between NYC and Albany,” “Proximity to ski centers,” “Proximity to NYC.”
- **Relaxed pace** – “The relaxed and less frenetic mode of living in this environment,” “Peace of mind,” “Incredibly beautiful and peaceful area.”
- **None** – “No business advantages - only lifestyle advantages,” “None. We moved here for personal/lifestyle reasons,” “There is no advantage. No people with money, only SSD and section 8's.”

The challenges involved in doing business in the region included:

- **Small population** – “Dearth of available clients,” “Fewer customers per square mile,” “I have to travel outside of the area to find clients,” “Small population, little disposable income for many residents.”
- **Seasonal economy** – “Dramatic fluctuations in this seasonal tourism business makes it difficult to keep full staffs during slower periods,” “The dramatic month to month and seasonal revenue changes,” “Trying to financially make it through the winter when all expenses are up & revenues are greatly reduced.”
- **Lack of leadership** – “Development seems to be hampered by a culture that cannot accept change,” “Local politics,” “Lack of cohesion in bringing about a renaissance to the area,” “Lack of coordination between business/chamber groups; apathy.”
- **Limited investment** – “No tourism promotion by state or counties. I Love NY commercials are gone. Losing all our restaurants and businesses. People leaving in droves,” “Lack of new business investment,” “Not enough knowledge of the area and its benefits. We need more marketing of the region and all it has to offer.”
- **Isolation and distance** – “Being away from clients/other connections in advertising and writing,” “Lack of relationship with other business owners,” “Too far of a distance to get anywhere,” “You have to be willing to drive a lot.”

One business owner cited “making money” as a major challenge, echoing the views of many year-round residents who work multiple jobs to support themselves. Despite the beauty and relaxed pace of the Catskills region, “It takes a lot of time and effort to make a living [here]. I am working 7 days a week to do so.”

Asked to indicate their satisfaction with various characteristics related to running a business in the region, business owners gave the highest accolades to the *quality of life*: nearly 53% of respondents indicated that they are *very satisfied* and 29.2% are *satisfied* with the quality of life. Business owners are also generally satisfied with high-speed Internet service (66.7% “*very satisfied*” or “*satisfied*”), the cost of living (65.3%), and business costs (63.4%).

On the other hand, nearly four out of five business owners participating in the survey are *not* satisfied with cell phone coverage, while 56.3% are not happy with the responsiveness of local government to business needs. Labor availability is an issue for about half the respondents. In terms of the permitting and development review process and access to capital, 20% or more of business owners are not sure how they feel, possibly because they have not been involved in constructing a building or have sought financing.

Business owners were asked what resources they use when they have issues or problems, and whether this support has been helpful. The responses indicate that while many businesses have sought help from County economic development agencies, chambers of commerce, local and state representatives, SCORE, and the MARK Project, others have relied on other businesses or paid service providers (e.g., accountants) for advice and assistance.

Notably, more than a third of the business owners said that they turned to family members and friends or tried to work out issues alone, either because they were not aware of the resources available or did not trust certain organizations:

- “We have nowhere to turn”
- “No help experienced when issues come up. I almost have an impression that they are waiting for failure especially now in hard economic times”
- “I have not found any organization that is not in it for their own self interest and have learned to figure things out on my own”
- “Banks and government agencies are of no help at all. CWC [Catskill Watershed Corporation] and MARK are political”

Funding challenges have also impacted the availability of support. Wrote one business owner, “Tourism representatives try to help, but they are useless as all their budgets have been slashed.”

Given the diversity of resources and the fact that so many business owners still feel isolated, it is difficult to evaluate the effectiveness of services delivered. Most respondents were satisfied with the support they received, however, whether it came from a family member willing to provide advice or an organization assisting with a business plan.

Following up on the issue of responsiveness of local government, business owners were asked what municipal leaders, economic development officials, and community organizations are doing to help them succeed, as well as what more, if anything, they *could* be doing. About 15% of the written responses were blatantly negative: e.g., “NOTHING - just adding cost to doing business,” “Municipal leaders are doing nothing and are in fact harming the business climate by their constant attacks on NYC.” Other business owners, while critical of municipal leaders, offered specific suggestions:

- “There's definitely been some movement over the past year... but in my opinion, municipal leaders are not doing enough to promote tourism”
- “Need greater municipal support for economic development initiatives”
- “[They should be] streamlining [the] permitting process, welcoming new businesses”

Survey respondents also commented on the lack of collaboration and the need to market the region as a whole:

- “It doesn't feel like they're doing anything. There is just a general lack of working together - very territorial”
- “Put more marketing \$\$ into the region and let downstaters know what we have to offer”
- “Collaborate more effectively”
- “[They should be] working together to better market this region as a destination”
- “If we could have some sort of central information bank of all of the events happening and all of the resources in the region, it would be helpful”

Business owners praised a number of agencies and organizations for their efforts in promoting the area and providing business advice and encouragement, adding, however, that more remains to be done:

- “Community and arts organization seems to be working hard to try to produce events and culture that make life in the region more appealing and attract tourism. But we need more help all the time to help those who are maintaining buildings that are on Main Streets, to work to maintain roads, signage, lighting, parking, etc. that make towns attractive to tourists”

- “Besides the M-ARK Project, these organizations seem invisible. They seem to have their focus on abstracts, not on the real time pulse of what is happening in our communities and how to help Main Street businesses”

Ulster County’s Main Street Toolbox was commended for being helpful to businesses in Olive and Shandaken, but no such program exists in Delaware County. Several business owners complained that Delaware County does not do enough for local businesses.

### Opportunities for the Future

Asked to identify opportunities for strengthening the area’s economy, respondents provided diverse feedback, with responses ranging from types of businesses needed to marketing to actions that should be taken by local government. Examples by category are provided below:

- **Types of businesses** – “We need restaurants which complement retail and provide essential services for residents,” “We desperately need good, modern restaurants that serve healthy food at a reasonable cost. And a bagel bakery!” “Affordable (not luxury) lodging is needed,” “We need to expand our lodging and resort capability in size and also make it year round,” “...whatever it is that younger people look for in a community,” “Almost all businesses are needed. However, demographics make their chance of success highly improbable.”
- **Renewed tourism focus** – “A transition to a tourism based economy... has been in place for quite a while. Why from my perspective does it seem as if the Poconos have more cache than the Catskills?” “Expanded focus on promoting tourism. Desperately need lodging facilities,” “Promoting the environment, open NYC reservoirs to recreational boating, encourage local agriculture and forestry, continue efforts to bring outside activities to us - e.g., triathlon, bike races, footraces, kayak, canoe events, orienteering, hiking”
- **Marketing** – “We need a more cohesive brand-identity of the Catskills. Even the name *Catskills*, to many travelers, is more associated with an abandoned period of time. Like the forgotten stepchild of the Hudson Valley Region,” “...online marketing would be helpful,” “Marketing our wares to a wider audience,” “We certainly could use a comprehensive business guide and a map of the area.”
- **Government actions** – “TAX INCENTIVES for new businesses and investment in the area, especially for new village businesses,” “Attract new businesses, hold hands through permitting and locating processes and be competitive with start-up grants and tax incentives,” “Existing zoning ordinances need to be applied consistently,” “[Contribute] some money for storefront improvements that encourage business development,” “Signage for Roxbury businesses at the Arkville cutoff and not being harassed by local officials for putting up signs.”

Other opportunities identified by the survey respondents included the proposed Belleayre Resort, improved cell phone coverage, transportation for visitors to travel between towns and attractions, and efforts to support local food systems, including processing facilities to allow farmers to access NYC markets.

Owners of businesses that specifically cater to tourists were also asked about the activities, attractions, and events that are most popular among visitors, as well as suggestions for additional attractions or amenities that could be offered to improve their experience and encourage them to return. Many

respondents identified various outdoor recreational activities – e.g., hiking, biking, skiing, fishing – as important to travelers, but noted that people still ask about things to do. Visitors often do not know where to look for information:

- “Biggest question I get: How do we get to the trails? Try[ing] to find a book or website that has good trail descriptions and maps is easy. Try[ing] to find a website that has good driving directions TO the trails...Good luck!!!”
- “Many tourists drive past the [Ashokan] reservoir and miss the beautiful view, unaware”

A number of comments were made regarding the need for maps and guides to activities, including regional guides “to get towns to market together to direct people to travel from town to town and plan longer vacations.” “[We need] maps of trails, information about hotels, scenic overlooks, pubs, cafes and cool historic sites.”

Several survey participants suggested simple improvements to make communities more tourist-friendly:

- “How about cell phones that work? A decent clean place to go to the bathroom and a place to park in the hamlets?”
- “Public rest rooms in Phoenicia”

Cell phone coverage is an issue not only for the business owners themselves, but also for their customers. As one person commented, “People are a little freaked by their cell phones not working.” Better cell service in the area would make metropolitan travelers more comfortable during their stay.

Other needs identified by the survey respondents included more activities and events for families with children:

- “Most B&B's complain that they have to tell guests what is available to do around here during off-seasons. Tourists, especially ones with young families/children, need to have entertainment destinations or events as a reason to travel”
- “Expanded activities for children and families such as animal farm visits, pony or llama rides, guided nature tours, miniature golf, promotion of hiking trails and outdoor ecology tours for the whole family”
- “Create a water park at Belleayre Mountain and start mountain bike rentals for the mountain. Create a mini boat race down the Esopus Creek for children. Sponsor a fishing derby for children”
- “Focus on kids and the parents will follow”

Provided with list of potential approaches to the future of the region, participants were asked to designate each item as very important, important, or not important. *All* of the business owners who responded to this question identified independent, locally-owned businesses as either very important (84.3%) or important (15.7%). Other items perceived by the majority of respondents as very important included encouraging residents to shop locally (80.0% “very important”), tourism (78.6%), and upkeep of commercial property (75.7%). There was less consensus on the importance of national chains and franchises; encouraging non-retail businesses to locate in the area; small, home-based businesses; and the recruitment of more year-round residents.

## Future Plans

Asked about their plans for their business over the next 12-24 months, nearly one-third of respondents reported that it is very likely that they will expand their marketing and promotional efforts, while 30.4% said they are very likely to network/collaborate with other business owners. Exploring new markets (29.0% “very likely”) and purchasing new or replacing existing equipment (27.9%) are other activities that business owners are seriously considering over the next two years. In contrast, very few indicated a likelihood of relocating, either inside or outside the region, or closing the business, which is certainly good news for the communities in which they are located.

## Conclusions

- Based on the survey results, most businesses in the study area are sole proprietorships or small companies that do not provide large numbers of jobs. While this is not unusual for a rural area, the question is whether these businesses have *chosen* to remain small or whether some of them have the potential for growth given the right conditions and resources.
- The economic downturn of the last few years hurt many area businesses, but some of them were able to weather the storm by pursuing niche opportunities, selling specialized products or services, or diversifying their markets.
- Business owners are frustrated by what they see as a lack of leadership and support, turf battles, and reduced levels of funding for tourism marketing. While they credit the efforts of various organizations in addressing specific issues, they also perceive a lack of coordination and collaboration that stymies the region’s progress.
- There appears to be a need to better publicize the resources available to businesses in the region and offer training on social media marketing and other topics to help businesses improve their chances of success.
- Many of the survey respondents called for a more cohesive and up-to-date marketing effort to attract visitors to the Catskills and direct them to suitable activities, attractions, and events. The business owners offered a number of insightful comments and suggestions worth pursuing further as part of this project.

**ESOPUS-DELAWARE REGIONAL BUSINESS SURVEY  
SUMMARY OF RESULTS (N=86)**

<b>1. Contact information</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Name of Owner	98.8%	85
Business Name	100.0%	86
Business ZIP Code	100.0%	86
<i>answered question</i>		<b>86</b>

<b>2. In what town, village, or hamlet is your business located?</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Andes	7.0%	6
Grand Gorge	1.2%	1
Halcottsville	3.5%	3
Roxbury (outside Grand Gorge or Halcottsville)	9.3%	8
Margaretville/Arkville	41.9%	36
Fleischmanns	10.5%	9
New Kingston	2.3%	2
Pine Hill/Highmount	3.5%	3
Big Indian/Oliveria	7.0%	6
Phoenicia/Shandaken	5.8%	5
Shokan/West Shokan	1.2%	1
Mount Tremper	1.2%	1
Other: - Boiceville/Town of Olive [2x] - Town of Middletown - Lexington - Both Margaretville & Grand Gorge	5.8%	5
<i>answered question</i>		<b>86</b>

3. What year was this business established?	4. What year did you become the owner?
1860	1931
1882	1950
1891	1973
1910	1978 [2x]
1916	1979 [2x]
1930	1980
1931	1981 [5x]
1946	1982
1950	1983
1955	1984 [3x]
1957	1985 [2x]
1959 [2x]	1986 [3x]
1960 [2x]	1987 [3x]
1965	1989
1970s	1990 [4x]
1974	1991 [5x]
1975	1992
1978	1993
1979 [2x]	1995
1980	1996
1981 [3x]	1997 [2x]
1982 [2x]	1998 [2x]
1983	1999
1984 [3x]	2000 [4x]
1985	2001 [3x]
1986 [2x]	2002 [3x]
1987 [2x]	2003 [2x]
1990 [5x]	2004 [2x]
1991 [6x]	2005 [4x]
1992 [2x]	2006 [3x]
1993	2007 [3x]
1995	2008
1996	2009 [3x]
1998	2010 [3x]
1999	N/A [8x]
2000 [2x]	
2002 [2x]	
2003	
2004	
2005 [6x]	
2006 [3x]	
2007 [2x]	
2008 [2x]	
2009 [3x]	
2010 [4x]	
<i>average = 1934</i>	<i>average = 1993</i>
<i>median = 1990</i>	<i>median = 1995</i>
<b>answered question: 83</b>	<b>answered question: 83</b>

<b>5. Which of the following best describes how you came to own this business?</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Started the business	61.9%	52
Purchased the business	19.0%	16
Inherited the business	4.8%	4
Other (e.g., not-for-profit)	14.3%	12
<b><i>answered question</i></b>		<b>84</b>

<b>6. What is your primary business activity?</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Agriculture/horticulture	1.2%	1
Business and professional services	8.2%	7
Construction/contracting	4.7%	4
Finance/insurance/real estate	3.5%	3
Food services (e.g., restaurant, cafe, tavern)	8.2%	7
Health care/medical services	3.5%	3
Lodging (e.g., motel, B&B)	16.5%	14
Personal/repair services (e.g., hair salon, auto repair)	3.5%	3
Recreation	8.2%	7
Retail	15.3%	13
Wholesale/distribution	2.4%	2
Other: - Café & retail - Content creation - EBay sales - Energy consulting and contracting - Full service interior design - Historic landmark roadside attraction - Landscape design and installation - Landscaping/some indoor work - Legal - Manufacturer - Not-for-profit - Offer space for retail and business locations - Photography - Public golf course, driving range - Real estate agency - Solar electric energy - Spirituality, nature, health and wellness - Telecommunications - Theater - Video production - Wholesale and some retail	24.7%	21
<b><i>answered question</i></b>		<b>85</b>

**7. How many people are employed by your business in each of the following categories?**

<b>Answer Options</b>	<b>None</b>	<b>1 to 4</b>	<b>5 to 9</b>	<b>10 to 19</b>	<b>20 to 49</b>	<b>50 or more</b>	<b>Response Count</b>
Year-round, full-time	40.0%	44.3%	4.3%	7.1%	2.9%	1.4%	70
Year-round, part-time	44.0%	48.0%	6.0%	2.0%	0.0%	0.0%	50
Seasonal, winter	82.8%	13.8%	0.0%	3.4%	0.0%	0.0%	29
Seasonal, summer	59.7%	27.0%	8.1%	2.7%	2.7%	0.0%	37
<b><i>answered question</i></b>							<b>85</b>

<b>8. How would you characterize the market(s) served by your business?</b>
[We] service Delaware and surrounding counties. The Andes branch services residents and businesses in Andes, Delancey, Margaretville, and surrounding areas.
24 hour road service & towing serving local and regional markets
2nd home owners, tourists, summer residents from NYC, NJ, LI, and other states. Mid-upper income.
2nd home owners
50 mile radius from Margaretville; second home owners, transplants, retirees, local professionals
All ages (5-80), male and female from Shandaken to Andes
Both domestic and international.
Businesses use video to communicate to their customers.
Catskill Region and Hudson Valley
Catskills Region and surrounding areas
Changeable
Competitive vacation rental business (lodging)
Downstate, NYC, Long Island, Northern NJ
Drive by, second home owners, near by regional
Fairly steady
Farm and home
Fine artists and high-end craft artists.
Gift market
Global
Global brands and ad agencies.
Health conscious individuals
Home owners
Hunters and fishermen from Long Island, NYC, NJ & PA. Middle to high income. Many are 2nd home owners in the Catskill region.
I serve entry level, time conscious, and value oriented golfers and those looking to practice golf
In the beginning we had three employees. In 1996 we were down to none, after the flood.
Internet Coffee Shop with small market
Landowners with forest land
Legal
Local and national
Local and second home and tourists
Local people as well as tourists
Local people/ seasonal home owners/seasonal house rental properties
Local residents & second homeowners
Local/regional primary residents & businesses and second homeowners.
Local/seasonal second home owner/tourist

<b>8. How would you characterize the market(s) served by your business?</b>
Locals
Locals and second homeowners of all ages and occupations
Locals, second home owners, snowbirds, tourists
Locals/weekenders/tourists
Mainly older
Margaretville, Roxbury, and Rt. 28 EAST/ New York City, Long Island, New Jersey, PA.
Middle class families, singles, seniors
Mix of full time residents and second home owners
Mostly second homeowners
New construction of homes, service of existing homes
Non-industrial private forest owners
Predominantly second-homeowners, visitors, skiers.
Primarily local residents for league play, part-time residents and tourists secondarily
Primarily residential plumbing and heating some light commercial and industrial
Primary customers are 2nd home owners. Other business owners have supported us this year and now full time professionals (teachers) are slowly shopping with us.
Residents in need of health care
Residents, 2nd Home Owners, Visitors, Winter People & Summer People
Rural environment with a depressed economy.
Rural, economically challenged, second home communities relying primarily on tourism and services related employment.
Second home and recreational land buyers
Second home owners, local residents and businesses
Serving the area's financial requirements.
Slow to poor
Sporting goods customer
Tourism, municipalities, utilities, realty, retail shops, non profit organizations
Tourists
Tourists looking for a rental house for weekend or week - some retreat/conference groups. Cater to groups of 10-16
Tourists mostly from NJ; Long Island and suburbs of NYC - weekends or occasional weekly rental - winter is busiest season because of skiing at Belleayre (about 50% of business)
Tourists, second home owners
Upmarket tourist to the Catskill region
Vacation home rental
Vacation rentals
Visitors from outside the region, second homeowners, full time locals including those "transplanted" from urban areas.
We have had home grown business such as crafts food stuff, lawyers, hair stylists, and non profit organizations renting space to promote their products

**8. How would you characterize the market(s) served by your business?**

We service the moving industry primarily and support local craftsman and builders with products they need

We supply the moving industry with mostly 4 wheeled dolly wooden parts. The sawmill supplies some wood for the construction around the area.

Worldwide

Our offices are located in New Kingston, but the majority of our work is done in metro NYC or in other larger cities in the Northeast.

9. Approximately what percentage of your annual revenue is derived from...			
Year-round residents?	Seasonal/part-time residents?	Tourists/visitors from outside the region?	Other markets (e.g., businesses)?
0 [13x]	0 [8x]	0 [6x]	0 [5x]
2	1 [3x]	1	2
5 [2x]	2	4	3
10 [13x]	5 [2x]	5 [7x]	5 [3x]
15 [2x]	10 [8x]	10 [7x]	10 [10x]
20	15 [2x]	15 [4x]	15
25 [3x]	20 [5x]	20 [3x]	20
30 [9x]	25 [7x]	25 [2x]	25 [3x]
35	30 [5x]	30 [3x]	30
40 [3x]	35 [3x]	35	50 [2x]
45 [2x]	40 [7x]	40	60
48	45 [2x]	50 [4x]	85
50 [6x]	50 [5x]	60	90
55	60 [3x]	65	95
60 [4x]	70 [7x]	75	100 [8x]
61	80	80 [2x]	
70 [4x]	85	90	
75 [3x]	90	95	
80	95	96	
85 [2x]		99 [2x]	
90		100 [5x]	
100			
<i>average = 32</i>	<i>average = 32</i>	<i>average = 36</i>	<i>average = 37</i>
<i>median = 30</i>	<i>median = 28</i>	<i>median = 20</i>	<i>median = 13</i>
<b>answered question:</b>			<b>82</b>

10. Is your business currently a member of a local/regional business association or chamber of commerce?		
Answer Options	Response Percent	Response Count
Yes	74.1%	63
No	23.5%	20
Not sure	2.4%	2
<b>answered question</b>		<b>85</b>

<b>11. What methods or media do you use to market your business, and which have been most effective?</b>
Ads in local papers have been most effective
Direct mail, radio, print
Direct mail.
eBay, posters, social networking
Google Pay Per click
Homeaway.com Vacation rentals.com
In the past been a member of chamber and always cost me more than it created in revenue for business. Actually I never received one bit of support from being a chamber member for the years I was a member so instead of wasting time and money with the one-way support I elected not to be a member anymore. Word of mouth for making an honest fair priced products has always been my biggest driving force and worked great thus far.
Internet [6x]
Internet, local papers, seasonal publications
Internet "Vacation Rental" sites; Internet Search Engine Pay per Click; some local CMN ads in summer supplement; Belleayre Lodging Bureau
Internet and word of mouth
Internet marketing and word or mouth. Membership in the BRLTA means that we are listed on a connection to the Belleayre Site. This along with other sites is our most effective marketing.
Internet to vacation property renters. Local newspaper to vacation property owners.
Internet website on various "Find Rental" type search engines (Vacation Rentals; Find Retreats; ) Ads in "Tourist Supplement" to CMN - less and less written ads.
Internet, brochures, business cards, web links
Internet, brochures, referrals, business cards, word of mouth
Local newspaper Facebook Radio WOM Local newspaper gets a "C" grade: people read it, but readership is low, and its annual Best Services "contest" is a ballot-stuffing joke. Facebook: prob. effective to a self contained market, we need to be more skilled and consistent at using it. The jury is still out on radio, though to judge by the ribbing we took on our WIOX ad, folks are listening. WOM and in-house promotions, like coupons for regulars, seems to be our best "marketing" ploy.
Local newspapers
NEED ALL-Website/ web listings/ email blasts / Facebook/ Twitter/Public Access TV/ Rack Cards/ Posters/ Newspaper Ads/ Press Releases / Radio
Newspaper, internet
Newspaper advertising, Internet, mailings
Newspaper advertising, website, links from other websites, print materials
Newspaper advertising, word of mouth (recommendations)
Newspaper and magazine, entertainment program guides, website ads; most effective: select periodicals
Newspaper and radio
Newspaper flyers
Newspaper most effective Plus internet
Newspaper, flyers, radio station and cable access channels. Newspaper most effective
Newspaper, magazine

<b>11. What methods or media do you use to market your business, and which have been most effective?</b>
Newspaper, web page most effective
None [2x]
None, word of mouth
Online and through Catskill High Peaks
Our marketing is primarily through word of mouth and by presentations at business associations.
Periodical Display Ads, Yellow Pages Ads, Website, Flyers, Newsletters, Television, Radio, Word of Mouth... WoM is by far the best as is cultivating my own mailing list
Phonebook, Google ads, WIOX, networking has been the most effective via word of mouth
Print
Print ads, internet & referrals from existing customers & centers of influence (referrals have been the most effective).
Print ads, internet ads. ?
Print advertisements, TV commercials, chamber events
Print Advertising, Website, Social Media, community outreach and fund-raisers. Being a part of the community, hosting events and doing charitable work for the area has provided me with good word-of-mouth which has been the most effective way to bring people into the store
Print and internet. Lately mostly internet
Print, internet
Radio and Newspapers. Print ads have been most effective.
Radio, web, newspaper and events/word of mouth. Events/word of mouth have been most effective so far.
Reputation and word of mouth
Roxbury Community Radio Station, catalogue distribution, word of mouth, newspaper/magazines specific to the Woodstock area.
Signs and word of mouth
The Internet, talks at national shows.
Travel Guides, Radio, Regional Magazines, Local Paper, Internet - Really word of mouth has been the best and for a time, when I could advertize with a banner as on local cable. would like to do more television but the cost is high.
WAMC regional public radio- underwriter WIOX community radio- underwriter WKZE radio- advertiser Edible Hudson Valley magazine Watershed Agricultural Council - Pure Catskills- advertiser/member Occasional print media in local papers Can't really comment on effectiveness.
We make products with a fair market value and word of mouth has always been my biggest asset
Web site, print advertising and signs. Effectiveness is a combination of all 3.
Web, radio
Website, Association membership, no print media
We've used radio but primarily print. Both are effective but most traffic is seen after a newspaper ad.
WIOX, Catskill News, Internet, Chamber
WIOX, Margaretville phone book
Word mouth, signage, paper ads, c of c
Word of mouth [5x]

**11. What methods or media do you use to market your business, and which have been most effective?**

Word of mouth. Occasional promotions and donations and publications

Word of mouth and advertisements in local media

Word of mouth and flyers placed in town

Word of mouth referrals, newspaper ads. telephone/book advertising

Word of mouth, web site, town and county Chambers of Commerce, trade associations. Word of mouth is the most effective.

Word of mouth. We had all the local business in our market

[www.create-a-gift.com](http://www.create-a-gift.com) and in the process of listing products on [Amazon.com](http://Amazon.com)

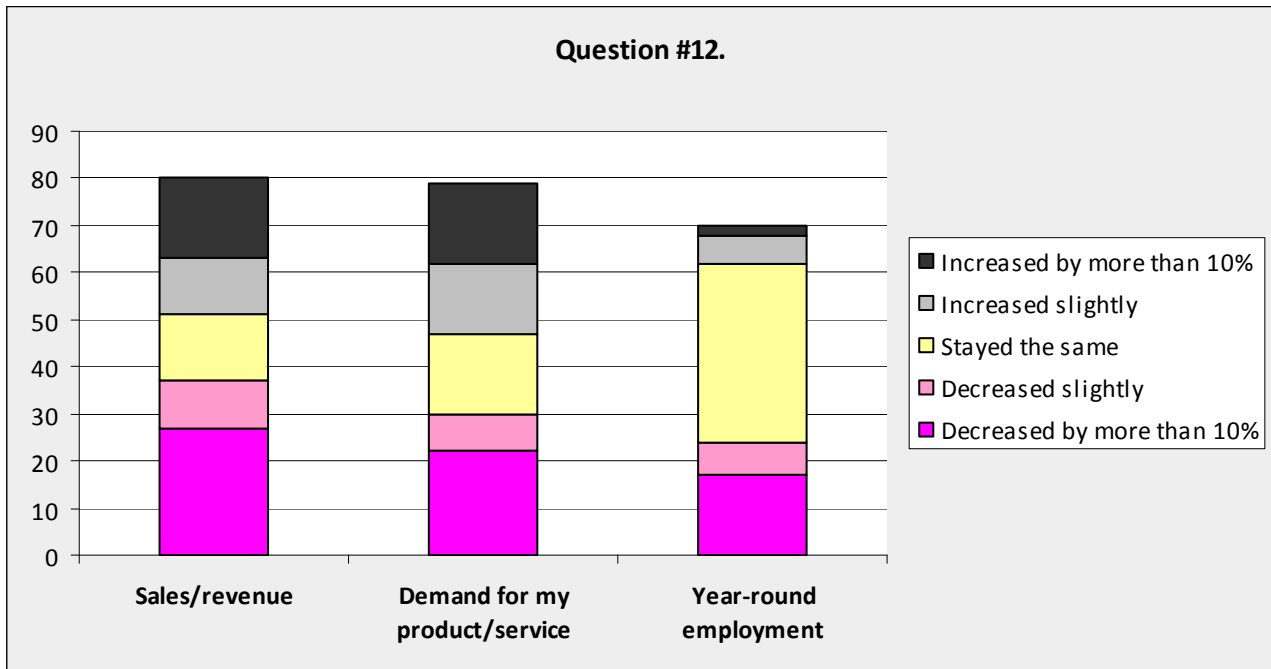
Yellow pages newspapers billboard

Yellow pages, ad in newspaper

Yellow pages; journal advertising

**12. Over the last two years, have the following increased, decreased, or stayed the same?**

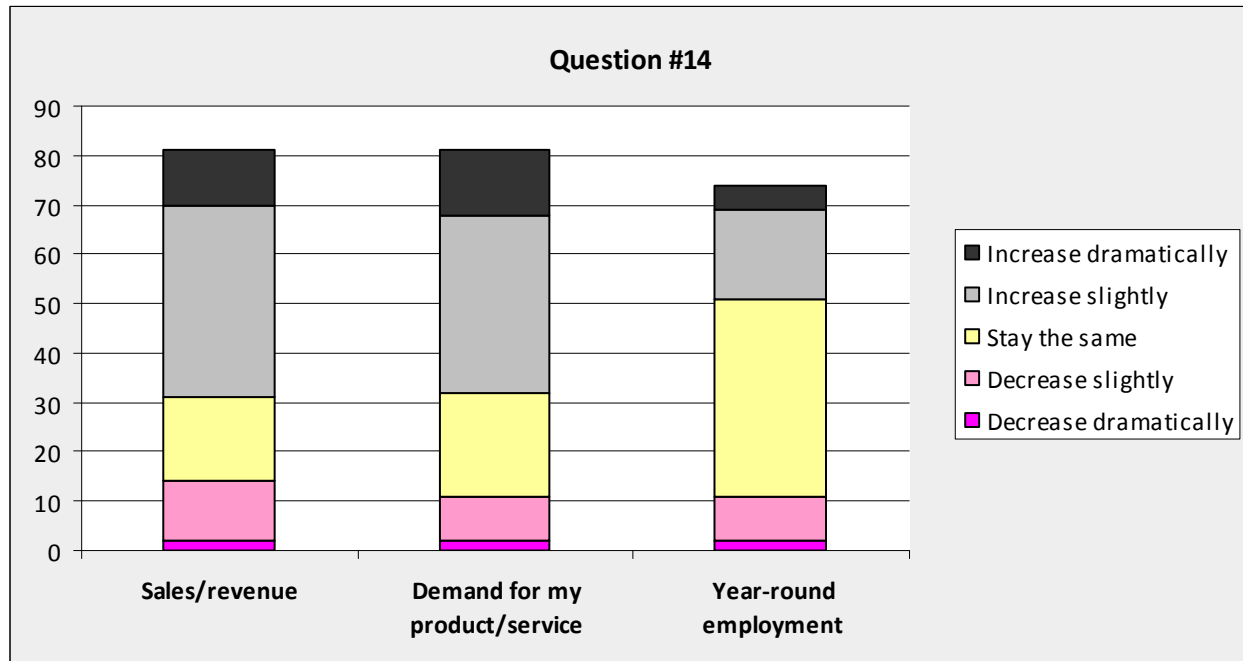
Answer Options	Increased by more than 10%	Increased slightly	Stayed the same	Decreased slightly	Decreased by more than 10%	Response Count
Sales/revenue	21.3%	15.0%	17.5%	12.5%	33.8%	80
Demand for my product/service	21.5%	19.0%	21.5%	10.1%	27.8%	79
Year-round employment	2.9%	8.6%	54.3%	10.0%	24.3%	70
<b>answered question</b>						<b>82</b>



<b>13. If your sales/revenue, demand for your products and services, and/or year-round employment increased or decreased by more than 10%, what were the main reasons?</b>
<b>-Increased by more than 10%-</b>
? added overnight rooms
2nd year in business, keeping prices as low as possible and beating the big box store competition
Awareness of the economic and environmental benefits of solar energy
Building a sound food business with local clientele and the expansion of the motel next door... But we note that local business is building faster than the motel "incoming."
Business dynamics have changed from gasoline full service station to road service towing and minor repairs
Diversity of product - We're a new business with both home essentials (linens, towels) and gift items (candles/fine soaps). As customers find us they continue to return to always find new, unique and basic essentials.
Focusing on energy savings
Going to the New York International Gift Fair last summer.
I am not really sure
Improved economy.
Improved national economy.
Improving economic conditions
It has increased since we are in business longer and we get return visits
Land owners becoming more aware about WAC Forestry Programs. Increased land taxes.
People are more aware of the service I provide.
References
The bad economy seemed to help us.
Telecommunications - broadband usage
Uncertain
We are a feel good type of organization that supports the region with typical growth and have not reached our potential. Wide scale promotion through community programming
We are one of only a few newly renovated lodging businesses. We cannot fill demand during the holiday weeks. Our proximity to the ski center is important as well.
We feel increased exposure in magazines that have written about us, combined with appearances on <i>[deleted cable channel]</i> and strong word-of-mouth has been helpful in increasing traffic. We have also lowered our prices and began offering more value-centered menu items to move with the economic times. Our check average decreased, but our guest count increased dramatically.
We have no idea, but our services are in surprisingly high demand for a recession.
<b>-Decreased by more than 10%-</b>
2010 had a 15% increase over 2009 but still 17% less than 2008; I attribute the decrease from 2008 to the economy mostly and the increase in 2010 to whatever
Clients use my graphic design services primarily to advertising and marketing their businesses. In a bad economy, that's often the first budget item that gets cut.
Democrats elected, economy crashed, unemployment sky rockets, lack of progress in area, loss of goods and services in area, gas, food prices rising, lack of tourism promotion from state and county governments, rising taxes, bed tax, you name they'll do anything to ruin business.

<b>13. If your sales/revenue, demand for your products and services, and/or year-round employment increased or decreased by more than 10%, what were the main reasons?</b>
Downturn in real estate market
Economic issues
Economic slow down
Economy
Economy
Economy
Economy
Economy is weak
I lowered rental rates to adjust for the depressed economy and also more competition from 2nd home owners renting their houses at lower rates
I think 2009 season was marred by poor weather and high energy costs. In 2010... weather was not an excuse, so I believe that a poor economic climate has reduced disposable income. This climate necessitates a smarter and larger marketing effort. I think that ineffective marketing has exacerbated revenue issues and so I do not want to give myself an excuse for poor performance.
It's not really relevant to this survey, but the reason was the decline of print magazines that I wrote for.
Lack of business
Lack of new homes being built, NYC buying up prime real estate
Less people and high gas prices shopping out of the area
Less physicians in immediate area
Lowered rental rate due to slow economy and competition from many second home owners also renting their houses
My clients need to be thinking long term in order to value my services and right now they are thinking short term.
Price remained same, so I'll attribute the slower economy, job loss or reduction
Recession -- decreased marketing budgets. My focusing on my own novel.
Recession
The economy
The economy and not many are buying vintage anymore
The economy is the main reason
The economy.
The lack of qualified tenants. There have been no new business ventures that wished to begin their business.
The present economy, people simply spending less
Vacancies abound. My tenants moved out and I have not been able to replace them.
We closed the business when there was not enough income to pay the light bill.

14. Over the next two years, do you expect the following to increase, decrease, or stay the same?						
Answer Options	Increase dramatically	Increase slightly	Stay the same	Decrease slightly	Decrease dramatically	Response Count
Sales/revenue	13.6%	48.1%	21.0%	14.8%	2.5%	81
Demand for my product/service	16.0%	44.4%	25.9%	11.1%	2.5%	81
Year-round employment	6.8%	24.3%	54.1%	12.2%	2.7%	74
<i>answered question</i>						<b>82</b>



<b>15. What would you say are the main <i>advantages</i> of doing business in this region?</b>
Agreeable lifestyle, no theft, metropolitan as well as local buyers
Beautiful setting, peaceful place to be, no large retail stores or commercial chains close to the area.
Beautiful surroundings - lovely community and loyal customers
Being part of a unique area with a lot of natural beauty and resources.
Captive audience for many goods and services; however, Internet is a problem for certain goods.
Clean air and water, NYC watershed, country living
Clientele are kind and appreciative. Clientele are often known to me A second home community increases the interested population
Community minded shopping
Economic impact of large number second home-owners, customer loyalty, and strong community support.
For me, it doesn't make a difference where I am located.
Freedom from the city, working from home, environment, creative space, lower cost of living, supportive community.
Friendly people, good environment (beautiful surroundings and lower stress than urban areas)
Giving residents of the Catskills Region a local and more affordable option to install solar electric systems.
Home town community service oriented
Honesty in advertising, reasonable rates
I live here and can make a living
I love living here and realized when I first started my business I could not rely on the local economy to support what I produce.
I think I am sick on my head to run my business here.
Increasing tourism business to the Catskills
It is a great place to have an office because of the quality of life.
It is a spectacularly beautiful region that is a relatively short drive from several major population centers.
It was that there was great visibility and good traffic of new customers that supported local merchants.
Know most of our clients. Have insured grandparents, parents, children, relatives.....
Knowledge of customers payment habits
Less competition
Less competition, more personal relationship with customers, more word of mouth referrals
Living in a rural area.
Living in an incredibly beautiful and peaceful area, and being somewhat well-placed between NYC and Albany.
Localized, good distance from big box stores and major retailers
Lots of forest land
Lots of private forest owners
Loyalty of locals
Meeting many great people who are just discovering that there is a world beyond Manhattan. Sport shops willingly give referrals and are easy to work with.

<b>15. What would you say are the main <i>advantages</i> of doing business in this region?</b>
Municipal and community connections are easily accessible. The clients are more human and decent. Even on crummy days, it's beautiful.
My business is here because this is where I live. My clients know me and trust me.
Natural scenery is nice. There are no other advantages. It is impossible to break even much less make a living.
No business advantages - only lifestyle advantages
No competitors.
None
None
None. We moved here for personal/lifestyle reasons.
Own part of the East Branch Delaware River, scenic views, fishing, boating, camping.
Peace of mind
People come here for leisure, when they have time off from their busy life, when they want to relax. Often this is the time and place where they use my services to recharge and nourish themselves on a deeper level. Also their physical activities are more dynamic here and my services help them to cope with those challenges
Providing a service to a small town it is easy to impact change and get the word out. Also lower overhead is a huge factor.
Proximity to NYC
Proximity to the ski center and its draw for skiers. The region is becoming a wedding destination and that has increased our summer and fall business.
Quality of lifestyle and beauty of the region. Proximity to local farms (source of ingredients/product). Metropolitan clientele visiting region. Quality of schools. (we have kids)
Relaxed pace; attraction to nature/skiing/ in region draws customers;
Servicing the local residents and business owners. We are the only bank in the immediate area.
The area is beautiful and I get to enjoy it too
The beautiful area - the environment
The diversity of the people, organizations and the size of the communities.
The heritage corridor designation and regional planning and coordination. OMG I have plumbing and can put in a bathroom connected to a waste treatment plant. Cool!
The lack of regulation and bureaucracy; the scope and interest of the properties and terrain; the beauty of the borrowed landscapes
The natural beauty of the Catskills
The relaxed and less frenetic mode of living in this environment
The talented people on my team and the office and factory space I've acquired.
There is no advantage. No people with money, only SSD and section 8's. I tried to open a vintage shop and was turned down. Business at Belleayre is day trippers, no more 2 night stays, check for yourself, closed for 3 years now.
There is only so much "Catskills" to go around, and once discovered, this part of the Catskills is definitely the finest, with the best value for buck, if not the most activities or "things to do."
Tranquility and beauty
Uniqueness, lack of competition directly, little other indoor winter recreation
Very few, if any advantages.
We love the beauty of the area. We get to work around it every day.

<b>16. What do you find most <i>challenging</i> about doing business in this region?</b>
A lower income level of local persons
As long as I work hard and pay attention to the demands as things change I have always done great
Being away from clients/ other connections in advertising and writing.
Being connected to the local residents, acquiring dependable service for maintenance and facility work
Concern about Belleayre Ski Center closing! No cell phone service (lost several customers who would not rent without cell phone service); high cost of internet/cable
Dearth of available clients
Depressed economy - even in good times
Development seems to be hampered by a culture that cannot accept change both on a human level (NIMBY) and on a government/bureaucratic level (DEP, DEC, zoning, etc, etc, etc)
Distance and time for adjusters, marketing....
Dramatic fluctuations in this seasonal tourism business makes it difficult to keep full staffs during slower periods. Sometimes, there seems to be an undercurrent of apathy within other businesses - perhaps as a result of owners needing to work so hard so keep businesses afloat. This region is so spread out and vast, that there seems not to be a centralized concept of "The Catskills" as a brand identity to increase tourism. Also, despite the obvious economic struggles of the region, we find it surprisingly difficult to find reliable staff from time to time.
Fewer customers per square mile, lack of vendors, lack of relationship with other business owners
Finding qualified sales agents.
Finding reliable help to run the business
Finding the right gift shops to carry my products and not having enough fairs to attend.
Getting people who have the income for seasonal campers or tents, getting groups. Getting people interested in historical events, crafts, etc. and paying performers, artists.
Getting the word out to local residents. Other than the newspaper, there are no other areas of media advertising available
High insurance premiums and taxes
I have a historic property but cannot get a tenant for more than 6 months because they cannot earn a living renting my space
I have no complaints about the region, my business mostly depends upon the national economy.
I have to travel outside of the area to find clients.
In my case I'm off the main business strip (Rt. 28)
Keeping main street alive and locals happy
Lack of cell phone service.
Lack of cohesion in bringing about a renaissance to the area. So much potential, so little leadership. Also, the NYC water protectionism limits development.
Lack of cohesive structure for marketing and catering services to tourists.
Lack of good businesses and no new growth in the area for new businesses.
Lack of new business investment. Lack of adequate lodging facilities.
Lack of new investment; lack of coordination between business/chamber groups; apathy; cost of doing business is just as expensive as more populated areas with better services available
Lack of parking
Lack of people

<b>16. What do you find most <i>challenging</i> about doing business in this region?</b>
Lack of reliable trade services - while the area has some spectacular things for tourists are below par
Lack of winter marketing strategy for the region
Limited number of prospects and growth potential in marketing territory. General poor economy and restrictions on growth in our watershed region.
Local politics
Low level of business opportunities available in this part of Delaware County.
Making money. It takes a lot of time and effort to make a living. I am working 7 days a week to do so.
Managing the supply of lodging during 4 seasons
Need more retail. Need more critical mass in year-round population. We are more dependent on year-round locals than we expected to be: but it is the BEST business to have, those folks are with you year-round. Our villages lack the critical mass that one or two great retail ventures and/or non-profit centers might bring.
New York City DEP
Not enough knowledge of the area and its benefits. We need more marketing of the region and all it has to offer.
Not enough working full time residents to support the local economy and services
Seasonal requirement slowing during the winter
Short summers and long winters; advertising and getting the word to the greater New York City visitors about our region
Small minded people with "locals" vs. "flatlander" attitude.
Small population
Small population, little disposable income for many residents, high cost of energy
Small rural area for access
Small town politics regarding sewers and zoning have stunted growth in the area.
Staying in business
Staying viable
Steep terrain
The "disconnect" of society and owners with the forest.
The demand for services is higher during weekends, holidays and vacation time, so I have to choose my time off in opposition to the general public's.
The Democrats and environmentalists stop all progress. They are actively attacking tourism. No tourism promotion by State or counties. I Love NY commercials are gone. Losing all our restaurants and businesses. People leaving in droves.
The dramatic month to month and seasonal revenue changes
The high initial cost of solar electric installations, which I am doing my best to improve upon, and convincing potential customers of the benefits.
The lack of technological support services. For example, we have no cell phone service, and if my computer crashes, the closest facility to repair it is a 2 hour drive away.
The limited market for my services, the difficulty of acquiring materials without extended travel, the cost of fuel; finding interested employees
The service that I offer is not a necessity and is one of the first things that people will cut back on in difficult economic times.
There is no business here, the people are weird, no money and the rich do not shop here
Tight economy, few visitors in winter months

**16. What do you find most *challenging* about doing business in this region?**

Too far of a distance to get anywhere!

Tourism (and weekend homeowners) is the big revenue source but the area is not a true tourist area. Our fear is that it will build too quickly as a tourist area and it won't be developed properly or tastefully.

Trying to financially make it through the winter when all expenses are up & revenues are greatly reduced.

Volume of customers, change in population all year round due to weather, seasonal factors, and tough climate, Lack of resources for earning potential in the community to keep buildings full, to sustain small business, to welcome tourists with nice signage, parking and information,

Weather extremes

You have to be willing to drive a lot.

**17. What is your overall level of satisfaction with the following as they relate to your business in this region?**

<b>Answer Options</b>	<b>Very satisfied</b>	<b>Satisfied</b>	<b>Not satisfied</b>	<b>Not sure</b>	<b>Response Count</b>
Quality of life	<b>52.8%</b>	29.2%	11.1%	6.9%	72
Cost of living	9.7%	<b>55.6%</b>	33.3%	1.4%	72
Business costs	2.8%	<b>60.6%</b>	35.2%	1.4%	71
Access to capital	2.9%	<b>45.7%</b>	31.4%	20.0%	70
Entrepreneurial climate	7.1%	35.7%	<b>48.6%</b>	8.6%	70
Responsiveness of local government to business needs	0.0%	29.6%	<b>56.3%</b>	14.1%	71
Permitting & development review process	3.0%	29.9%	<b>43.3%</b>	23.9%	67
Labor quality	5.7%	<b>40.0%</b>	<b>40.0%</b>	14.3%	70
Labor availability	1.4%	31.9%	<b>52.2%</b>	14.5%	69
Cell phone coverage	2.8%	15.3%	<b>79.2%</b>	2.8%	72
High-speed Internet service	19.4%	<b>47.2%</b>	33.3%	0.0%	72
<b><i>answered question</i></b>					<b>72</b>

<b>18. Where do you turn when you have issues or problems with your business? Have you been satisfied with this support?</b>
Belleayre Region Lodging and Tourism (Don Meyers) Yes - help and support usually available.
Chamber
County government, Ulster County Tourism. Local legislative representatives. Governmental officials did not help us. Tourism representatives try to help, but they are useless as all their budgets have been slashed.
Depends partly on the nature of problem but, internet, other business partners, business associations/groups.
Economic Development has been helping me since I started the business. Yes, I'm satisfied.
Family. I have been very satisfied with their support.
Family. Yes I am very satisfied with the support of all of my family
Friends
Friends, other business people, yes
Have not had many problems yet.
Haven't had the need
Husband and family
I am in the process of forming a small business association in Phoenicia. Hopefully we will be able to help each other. The county has made several attempts to do some outreach but there results have not been too effective.
I connect with people that I know locally and with other local retailers to see if they have resources. It takes time to find the answers for the questions this way, but it's the only way that I have found to work.
I don't go outside. Just brainstorm with my partner.
I don't. To my husband but there are few organizations here to discuss the kinds of issues I have.
I have not found any organization that is not in it for their own self interest and have learned to figure things out on my own
I keep my own counsel.
I think the only problem I had was when I moved my business and was unaware of certain rules. Being in a small town has allowed me to talk to officials on a personal basis and I found a lot of understanding, support and proactive action. My business only has a small loss thanks to this.
Just to eBay, no one here. When I was in the lodging business, they always sided with the more affluent place, not mine, favoritism, it stunk, why I opened a chamber of commerce, Heart of the Catskills Chamber of Commerce which I do not know if it is still in existence.
Local and State Representatives
Local gov't. Yes, I've been satisfied somewhat.
Local town clerk or inspector, very satisfied.
M-ARK project - very satisfied
My accountant and/or attorney for my business.
My Board of Directors and other Non-Profits and Industry Associations. Yes.
My own support group and friends
Myself
Myself
No help experienced when issues come up. I almost have an impression that they are waiting for failure especially now in hard economic times

<b>18. Where do you turn when you have issues or problems with your business? Have you been satisfied with this support?</b>
Not an issue
Not aware of local support
Not found many areas of support
Nowhere really; M-ARK was helpful with developing a business plan but I still could not get a loan without putting my house up as collateral
NYS Business Development Center (Kingston) has been helpful but I usually turn to the internet for answers.
On the state level, my rep in the senate or house. No one really on the local level.
Other business owners.
Our issues aren't usually locally based, so the answers come from elsewhere also.
Ourselves. Banks and government agencies are of no help at all. CWC and MARK are political.
Repair services for equipment is somewhat limited
SCORE counselor. Yes, very.
Self-reliant
So far it has been fine but have not received any major support or assistance.
Talk with out of area consultants and other business people in same field
There really is no one to turn to.
To my wife first and then to God. Yes!
To ourselves
To the Olive Press which is out of business. Sylvia Rozelle is fantastic always. Local folks, neighbors, friends - the grapevine really works here.
Trade associations related to my business, networking out of the area.
We have nowhere to turn
We have sought financing from MARK, and a home equity line from our local bank: both were simple easy processes. Getting a loan from CWC seemed like more trouble than it was worth. Small business counseling from Ulster Co. Wasn't really unhelpful, it just .... Didn't give us any real answers. We would have loved to have bought our building, but the price thereto was not realistic. If there had been a plan/program to help us buy our building, that would have made a tremendous difference to us and our future in the region.
We've not really utilized too many support-related sources.
Within...There are no similar businesses in the area

<b>19. What are municipal leaders, economic development officials, or community organizations doing to help your business succeed? What more could they be doing, if anything?</b>
Absolutely nothing! Try actually promoting tourism Get rid of the bed tax. Have the DOT actually trim the roadside brush and debris so we can be seen. Cut taxes
Assure that there is a permanent operating Ski Center at Belleayre Mountain!!! (This is happening on some levels, need to CONVINCCE ALBANY!!!!)
Be less focused on politics and more on government.
Because we primarily work out of the area, they don't have much impact on our business.
Besides the M-ARK Project, these organizations seem invisible. They seem to have their focus on abstracts, not on the real time pulse of what is happening in our communities and how to help Main Street businesses. Open dialogs with real time businesses and help create funding for marketing strategies to get the region over the hurdle at last.
Collaborate more effectively.
Community and arts organization seems to be working hard to try to produce events and culture that make life in the region more appealing and attract tourism. But we need more help all the time to help those who are maintaining buildings that are on Main Streets, to work to maintain roads, signage, lighting, parking, etc that make towns attractive to tourists. To implement any of the many plans that have been funded and how they relate to agreeing on some plan for the future.
Have not received any offers!
Haven't asked for any help
I am in the process of trying to convince these entities to install solar electric systems in buildings and facilities that are funded by taxpayer dollars. I have had all good responses, but in this economic climate it's hard to convince them that the benefits will outweigh the initial costs.
I appreciate the efforts the Ulster County Development Corp. has been making on behalf of women entrepreneurs. Awarding grants.
I only have support from Economic Development in Delhi.
I think that Belleayre Mountain, while having some constraints, is the most helpful and only reason we stay in business
I was very disappointed that the Delaware Tourism Bureau dropped its brochure at the 11th hour. We need to put more marketing \$\$ into the region and let downstaters know what we have to offer.
If we could have some sort of central information bank of all of the events happening and all of the resources in the region, it would be helpful. Rather than having to search multiple places or hear about things at the last minute.
I'm pretty satisfied with the initiatives of the CCCC that promote the area in general and therefore help increase tourism and my business.
I'm sure there is work going on behind the scenes, but I don't see the efforts or any results. I think our region should be marketing more to the metropolitan areas to encourage tourism and second home ownership... Like I Love NY efforts only even more focused...
Infusing grant and developmental monies into the Fleischmanns community.
It doesn't feel like they're doing anything. There is just a general lack of working together - very territorial.
Leaving me alone. They could be doing something to help lower taxes.
Listing companies in more areas.
Making it a place that is nice for all to visit
MARK did have a group of interested alternative health care practitioners meet and discuss our needs, but it faltered, mostly because of lack of interest.
Mike Hein showed up for a photo op and a staged press conference in Phoenicia to promise dredging of the local creeks which have been flooding the area. Once the cameras were turned off, he disappeared. Rob Stanley really seems to care about the community, but I am unfamiliar with how effective he is being.

<b>19. What are municipal leaders, economic development officials, or community organizations doing to help your business succeed? What more could they be doing, if anything?</b>
Municipal leaders are doing nothing and are in fact harming the business climate by their constant attacks on NYC and by backing fracking.
Need greater municipal support for economic development initiatives.
Negotiating for recreational (canoes, kayaks, sailboats, etc.). Access to NYCDEP land around Pepacton Reservoir
Never really been contacted with offer of help, sorry to say
Not an issue
Not much -- encouraging other freelancers and self employed people to relocate from the city. Supporting fiber optic cables/ better connectivity.
Not sure
Not that much although not sure what they could do that would have a significant impact.
Nothing
Nothing for mine specifically
NOTHING just adding cost to doing business
Nothing without wanting more than they give in return
Nothing. They could get me grants to host events or less expensive advertising to target areas, like Westchester or NYC
Organize local merchants and towns
Promoting the Rt. 28 scenic corridor, advertising Andes as a destination area, promoting Andes through newspaper and magazine articles. More of the same always helps.
Promoting tourism in the region; would like to see even more of this
Pursuing more grant funds and working together to better market this region as a destination.
Reduce the permitting process and the many regulations required in this area to build or expand.
SHPO needs some local folks to help people with properties listed on the state and national registers of historic places 1. Recruit tenants and 2. Find money and equipment and resources to maintain and restore these local historic and cultural landmarks.
Some refer people to us and some work with us on events. More referrals thorough word of mouth, links to CFA's web site and CFA brochures being made available to their clients.
Streamlining permitting process, welcoming new businesses, i.e. Welcome wagon etc, introductions at public forums
The BRLTA (Belleayre Region Lodging and Tourism Association) is the only organization that I have had exposure to that works directly with the business owners of the Belleayre region. Unfortunately, they seem to focus primarily on lodging - Restaurant owners (Tier Two members) do not even have voting authority within the organization and little is done to help non-lodging members. Sadly, they are under strong scrutiny at the moment and I feel have been weakened by the economic struggles that they are experiencing. Also, on a personal note, I have seen tremendous apathy within its members and feel frustrated that events like Taste of the Town were marginalized and subsequently canceled due to lack of enthusiasm and participation by the very members it supports.
The Delaware County Office of Economic Development and Delaware County Tourism, in my opinion, do absolutely nothing for anyone's business. Central Catskills Chamber of Commerce, MARK, and CWC help to promote and sustain local businesses by supplying business advice and encouragement.
The Middletown and County chambers have decent web sites. That helps. More cross promotion might be useful.
The only thing all those parties could be doing for us is to help bring MORE businesses to our hamlets, through whatever incentives they could contrive. Without a vision, the people perish. Without shops, they do not purchase.

**19. What are municipal leaders, economic development officials, or community organizations doing to help your business succeed? What more could they be doing, if anything?**

The success of our business depends on the success of our customers. Municipal leaders, economic development officials and community organizations could do more to entice local business to come and develop their business locally; continue to offer incentives, especially to full-time residents!

There is nothing really to be done unless there is more of a market for my services.

There's definitely been some movement over the past year (i.e., designating Rt. 28 a byway), but in my opinion, municipal leaders (Len Utter and the Delaware Co. Board of Supervisors) are not doing enough to promote tourism. Their actions hinder tourism development. And the Delaware Co. IDA is a complete waste of tax dollars. What have they done for eastern Delaware Co.???? We've got commercial real estate that has been sitting vacant for years. There needs to be a plan to get this inventory turned over and new business put in place.

These people are a waste of money. All they are interested is in tourism, which cannot sustain any economy especially in this economic climate.

These people could use my services.

They are studying the economic climate, submitting grants, and working as a larger community of interest

They drink and party and do nothing at the Colonial Inn and the Pine Hill Arms. They could get sober.

They understand and bring awareness to the discussion

Ulster County Planning Board - Main Street Toolbox is helping. Phoenicia Business Association is reorganizing

When we had our fire and lost everything, the county would not even extend us the courtesy of taking our debris. As a car dealer and garage owner I have asked the town and county numerous times about local tire disposal and nothing ever gets done with it.

<b>20. What opportunities exist to strengthen the regional economy? Are there specific types of businesses that are needed, actions that should be taken by local government, or projects that should be pursued?</b>
A movie theater in the area would be nice, a gym that could compete with the hospital physical therapy department.
A transition to a tourism based economy - though half baked due to conservative elements - has been in place for quite a while. Why from my perspective does it seem as if the Poconos have more cache than the Catskills?
Advertising into NYC market.
Affordable (not luxury) lodging is needed
Almost all businesses are needed. However, demographics makes their chance of success highly improbable
Belleayre Resort!
Belleayre Ski Center must remain a viable entity. It is the economic engine for the area and our business would be in trouble without it. Local government and other businesses must support it fully.
Biomass Energy and wood products businesses. Attract new businesses, hold hands through permitting and locating processes and be competitive with start-up grants and tax incentives.
Capitalize on the many talented artists in the region. YES, subsidize a building where I can put together a Hudson Valley artist collective gallery/shop.
Cell phones. Golf. Belleayre. Sewage treatment Phoenicia
Develop historic district with State and Federal designation, more restaurants
Direct markets in NYC should be developed for growers of all types of agricultural products (meat, vegetables, fruit, etc) with local processing facilities which all should be administered in the Catskills by an Ag Marketing group in the Catskills so NYC residents could support the small farmers in its watersheds.
Existing zoning ordinances need to be applied consistently.
Expanded focus on promoting tourism. Desperately need lodging facilities.
Further development of the historic district at the state and national levels. A larger variety of stores are needed on main street. Economic development should put some money for storefront improvements that encourage business development
Handicapped access for fishermen on Pepacton Reservoir. Many older people who fished Pepacton for many years have stopped because the banks are too steep to get to the water. The Dunraven handicapped access is horrible. The Shavertown bridge offers better fishing and deeper water. A handicapped fishing pier would be a definite plus for the area. Also the abolishment of DEC imposed slot limits and catch limits. Fishermen can legally keep only 1 fish per day that is over 21". There were many more fishermen when the catch limit was 3 fish that had to be 15" or more. A change such as this would have to go through NYSDEC and NYS Conservation Council.
Help get prices of gas and heating fuel down/ help get grocery prices down.
High quality artisan products, eco-tourism, convert Ulster Delaware [Railroad] to a hiking/biking trail.
I am not sure. The area just needs to be more attractive to visitors, second home owners and retirees. More jobs to keep bright young folks here.
I don't know
I feel the Town of Roxbury does not embrace new business or stimulate what is already here.
I think an ad campaign that is done without hiring more people but concentrates on on-line marketing would be helpful - Yet , if it is for a person adding to existing staff structure it is inefficient - better to have existing staff with a budget go and contract out higher level IT
I wish that everyone would not think that getting government help is free because it costs taxpayers money and the attitude that that is free money has caused a big problem in our economy because so many people have come to depend on it and it has been really really abused and has snowballed into tax rates that are really obscured. Too much government that only uses tax based money to survive and we taxpayers really cannot afford it to the level it has gotten to

**20. What opportunities exist to strengthen the regional economy? Are there specific types of businesses that are needed, actions that should be taken by local government, or projects that should be pursued?**

I would like to have a full scale manufacturing facility in the factory that I'm currently in and a Create-A-Gift Shop on Main St. To serve the need of a local gift shop that is focused on a big variety of unique gift items. Both ventures will create more local jobs.

If we do not get more jobs and lower taxes no one will be able to continue to live here.

In Roxbury, we have eateries. We need quality retail. Shops. In Margaretville or Andes, the needs are probably different. We need to keep viable, strong schools. We need to keep an eye on how much land the City is buying up. When municipalities can take over struggling but essential tourism ventures, like golf courses, that would be a wise investment.

It is difficult in this area to introduce new ventures to promote growth in the economy. The local agencies do a good job but meet resistance on larger projects.

Local government has not done anything to entertain new business or foster a climate for growth.

Local government needs to somehow lessen the restrictions imposed by the watershed.

Lodging, lodging, lodging & restaurants. And most of all tourist attractions.

Maintain good roads, infrastructure

MARK Project - Need more green business and alternative energy and insulation programs to contain heating costs . (Group pricing for fuels as BRLTA had done in past)

Marketing our wares to a wider audience - destination opportunity for visitors

Need transportation from and to town and attractions (ski resorts). Need restaurants, restaurants, restaurants advertising by local government to promote business. It's hard enough trying to do business and paying bills, advertising always gets put on the back burner for so many of us. Projects to pursue: tourism, tourism, tourism

None. Anything touted today is just a waste of money to create jobs for unqualified people to create jobs.

Nothing

Opportunities - more communication and coordination between chambers and business organizations. Types of businesses - Well, if the growth of the local/organic beef industry is really happening like reported in the Watershed Post, how about a slaughterhouse? Actions to be taken by gov't - TAX INCENTIVES for new businesses and investment in the area, especially for new village businesses.

Promote tourism and business

Promoting the environment, open NYC reservoirs to recreational boating, encourage local agriculture and forestry, continue efforts to bring outside activities to us - e.g., triathlon, bike races, footraces, kayak, canoe events, orienteering, hiking

Public water access / resorts/ skiing / hotels-"rooms"/ cell service

Renewable energy implementation would strengthen the local economy by producing local job opportunities. There are opportunities for manufacturing within these technologies that could be brought to our area if the correct economic incentives and climate were offered.

Signage for Roxbury businesses at the Arkville cutoff and not being harassed by local officials for putting up signs

Small business forums-local

Some sort of pilot program, perhaps with the watershed, that offers some incentive to locals to develop business here, offering retail services that residents currently have to drive long distances to get to.

Stop DEP from buying more land

Support for Farm Catskills and similar locavore organizations, efforts to support local agriculture, farmers' markets

The Pepacton reservoir could have all types of boats (without motors); this would improve tourism and business. Farms back in business, community gardening, would support the city and locals with food (instead of California). Historical events, arts, BETTER FOOD in restaurants without city prices, \$12.00 for a hamburger is too much, dining is disgusting, the chefs must have failed culinary school!

**20. What opportunities exist to strengthen the regional economy? Are there specific types of businesses that are needed, actions that should be taken by local government, or projects that should be pursued?**

There are no opportunities here unless zoning gets more relaxed, a resort put in and other modern day attractions, like any franchise, but none want to come here, no traffic. Wonder why? They will not even let a farm stand be left alone without testing him yearly.

There is a place for people similarly employed as [we] are to live and work here and contribute to the local economy. Little is done to encourage people to move here and to support them in doing so. Also we need to rethink manufacturing here and encourage it.

Too numerous to mention. Rail service from NYC. Bus service along the Route 28 corridor that does not divert to Woodstock at 375 but travels along the Route 28 corridor; a UCTA bus that serves the Trailways station in Kingston within 30 not 90 minutes of buses departing for NYC and Albany. Why can't the scant transit providers work to coordinate their meager schedules - please?

We certainly could use a comprehensive business guide and a map of the area. We could use an non-profit organization that helps make this a cohesive area, like a local tourist office.

We desperately need good, modern restaurants that serve healthy food at a reasonable cost. And a bagel bakery!

We have water ways, mountains hiking trails, golf skiing

We need a more cohesive brand-identity of the Catskills. Even the name Catskills, to many travelers is more associated with an abandoned period of time. Like the forgotten step-child of the Hudson Valley Region. WAC's "Pure Catskills" identity is in line with how we should represent ourselves. Deeper agricultural commitments - Agri-tourism is very popular now. More restaurants are needed too. Brett Barry with Silver Hollow Studio in Phoenicia is looking to compile an oral history of the region, specifically of the Route 28 corridor, on CD, for visitors to listen to as they travel...timed perfectly along with highlights of what makes this region so spectacular. Spring time is notoriously slow for tourism (or else I wouldn't have the time to fill out this survey!) - perhaps a spring festival of flowers - hikes - bike races...anything to bring people up here!

We need more of whatever it is that younger people look for in a community.

We need restaurants which complement retail and provide essential services for residents.

We need to expand our lodging and resort capability in size and also make it year round.

Wider broadband access and cell phone coverage would be a good start.

**21. For businesses that cater to tourists: What attractions, activities, and special events in the region seem to be of greatest interest by travelers? What additional attractions or amenities could be offered to improve their experience and encourage them to return?**

Attractions, activities and spec events that are greatest interest - skiing and hiking. Those are the 2 biggies. Improve the mapping of hiking trails and have a website dedicated to directing people to hiking trails. Biggest question I get: How do we get to the trails? Try to find a book or website that has good trail descriptions and maps is easy. Try to find a website that has good driving directions TO the trails...Good luck!!! I also think the destination wedding market needs to be cultivated more. Seems to be a big chunk of our business. However, these are generally 1x travelers, and the wedding market displaces regular repeat travelers, who may go elsewhere. And if the wedding market dries up suddenly, we're left with nothing.

Belleayre (both in winter and summer) seems to be a big draw for tourists. Again, since the region is so vast, there could be a strong sense of community witnessed by tourists via an independent tourism source (i.e. "Country Concierge"). Most B&B's complain that they have to tell guests what is available to do around here during "off" seasons. Tourists, especially ones with young families/children, need to have entertainment destinations or events as a reason to travel. Improvements along the 28 corridor could also make the tourist feel more enveloped in a sense of Catskillian identity. Flowers planted, signs (not billboards), farmstands, antique stores. Even better highway side-rails could be more aesthetically pleasing. More family oriented events. More tourist guides...More internet presence. Although I am personally not a fan of cell phones, lack of coverage is a major drawback for the metropolitan traveler.

Belleayre Mountain Ski Center (over 50% of my rental business is in winter) - Continue to create festivals; farmers markets; possibly a Water Park - Belleayre Lake is also a PLUS! Events such as Driving Tours of art studios/artisans/ antiques /auctions as an attraction

Better cell service and truly high speed internet.

Carnival, street fairs, and places to shop

Catskills Cup tennis tourney, More localized events, festivals, recreational activities.

Community days, carnivals, fairs

DURR, Hanford Mills, theater organizations like RAG, West Kortright Centre, Open Eye, Andes Hotel entertainment. Amenities needed: expanded activities for children and families such as animal farm visits, pony or llama rides, guided nature tours, miniature golf, promotion of hiking trails and outdoor ecology tours for the whole family

Farmers market, local community day events, the county fair, music entertainment at not-for-profit and business venues.

Fireman's Carnival, Belleayre summer programs

Hiking biking trails, concerts and theater

Hiking, fishing, lodging, cultural events, classes in art, music, dance, movie theatre, live bands of all types. BETTER FOOD in restaurants, LESS EXPENSIVE groceries and taxes. Everything here is more than what it cost in the city.

Hiking, Tubing, Fishing, Zip Lines, Skiing. Also events at Local Arts Organizations like Mount Tremper Arts, Phoenicia Festival of the Voice, Mountain Jam and Belleayre Music Fest. Public Restrooms in Phoenicia!

Historic House and Garden Tours, Cinco de Mayo festival, Changing of the Fall Colors, Vintage Baseball, Wine Tours, 4th of July Fireworks

How about a new chain for accommodations to the area, swimming sailing boating walking and bike trails along the reservoir, etc

I believe that efforts like a wellness center or recreational facility, a skating rink in the winter, eating out and gathering spot options would all help at lot

I don't know

I don't know what could help really that could stay in business. Restaurants seems to have a really hard time.

**21. For businesses that cater to tourists: What attractions, activities, and special events in the region seem to be of greatest interest by travelers? What additional attractions or amenities could be offered to improve their experience and encourage them to return?**

I think that ground is shifting as everyone's pocketbook hurts. I think "good deals," packages, off-season getaways will become more attractive. As much as I dread it, weddings may become one of those "economical" options. As things get tougher? I think Going Green, Living off the Land type stuff may increase in interest. Getting off the map, then getting off the grid. On the most pragmatic front, people are a little freaked by their cell phones not working. People love the "old timey" stuff, but that takes funding by state and local entities that may not have it right now. I'm sad to say that I think many of my customers want somewhere to shop. So much for the great outdoors.

I wish I knew. How about cell phones that work. A decent clean place to go to the bathroom and a place to park in the hamlets?

In our area many tourists drive past the reservoir and miss the beautiful view, unaware .We need mountain top access in our town so that baby boomers can get to see the grandeur of the Ashokan Reservoir. There are lots of hiking trails for those with young legs.

Lodging, Lodging, Lodging...everything else will grow out of that

More centralized accommodations for larger groups is needed. For example, in the wedding business, it is very difficult to find rooms for 100 or more people who would like to stay near one another and stay for only one night.

My own selfish interests want our region to become a golf destination... Like Myrtle Beach, or Michigan's Upper Peninsula. Better regional marketing with more cooperation from regional golf businesses and lodging establishments would help.

Need more things to do

None of my guests did any hiking, biking, just skiing and going to concerts and out to eat. We should have a major movie chain, more modern stores, a mall, a gas station open 24 hours, full service. AGAIN RELAX THE ZONING LAWS.

Outdoor activities: skiing, river tubing. Followed by indoor activities: galleries, shopping, dining.

Pakatakan Farmers Market, Main Street Shops Skiing /Hiking/ Biking / Water /ART!!!!!! WE NEED REGIONAL GUIDES to get towns to market together to direct people to travel from town to town and plan longer vacations

Picnic areas, maps of trails, information about hotels, scenic overlooks, pubs, cafes and cool historic sites.

Places to stay over night and more recreational things to do while they are here. Maps and guides to activities.

Skiing, hiking, water sports, chopping crafts. We need more restaurants!!

Street fairs, concerts, ball games. More outdoor sporting events.

Support Belleayre. Invest in more tourist attractions.

The arts. Art festivals. Hudson Valley Artist collective.

The Belleayre Music Festival needs an influx of dates and higher quality acts - this single activity could bring large amounts to understand the area - but again it may need larger seating capacity - not sure

The Catskills Bike Race is an important glue to the entire Rt. 28 corridor. Create a water park at Belleayre Mountain and start mountain bike rentals for the mountain. Create a mini boat race down the Esopus Creek for children. Sponsor a fishing derby for children.

Tourists seem to be more drawn to the nature of the Catskills.

Transportation, restaurants, adorable villages. Paint all the beautiful architecture in villages and have a trail between towns to see the beauty.

Trophy fishing, golf courses, more winter activities Focus on kids and the parents will follow.

Unique type restaurants, Japanese, vegetarian. A movie theater.

Waste of time.

Water museum

We're always in search of camping facilities that are closer to our land.

<b>22. How important are the following for the future of this region?</b>					
<b>Answer Options</b>	<b>Very important</b>	<b>Important</b>	<b>Not important</b>	<b>Not sure</b>	<b>Response Count</b>
Independent, locally-owned businesses	<b>84.3%</b>	15.7%	0.0%	0.0%	70
National chains and franchised businesses	5.7%	22.9%	<b>58.6%</b>	12.9%	70
Tourism	<b>78.6%</b>	18.6%	1.4%	1.4%	70
Small, home-based businesses	<b>55.9%</b>	33.8%	2.9%	7.4%	68
Encouraging non-retail businesses to locate here	<b>53.6%</b>	31.9%	5.8%	8.7%	69
Encouraging residents to shop locally	<b>80.0%</b>	14.3%	4.3%	1.4%	70
Upkeep of commercial property	<b>75.7%</b>	22.9%	1.4%	0.0%	70
Recruiting more year-round residents	<b>54.3%</b>	34.3%	4.3%	7.1%	70
Marketing to increase awareness of existing businesses	<b>70.0%</b>	27.1%	1.4%	1.4%	70
<b><i>answered question</i></b>					<b>70</b>

<b>23. Over the next 12-24 months, how likely is it that your business will...</b>						
<b>Answer Options</b>	<b>Very likely</b>	<b>Somewhat likely</b>	<b>Somewhat unlikely</b>	<b>Very unlikely</b>	<b>Not sure</b>	<b>Response Count</b>
Seek financing	14.5%	13.0%	20.3%	<b>47.8%</b>	4.3%	69
Seek professional or technical assistance	20.3%	<b>31.9%</b>	20.3%	21.7%	5.8%	69
Explore new markets	29.0%	<b>44.9%</b>	15.9%	8.7%	1.4%	69
Network/collaborate with other business owners	30.4%	<b>43.5%</b>	13.0%	10.1%	2.9%	69
Hire additional year-round employees	1.4%	23.2%	27.5%	<b>37.7%</b>	10.1%	69
Expand current facilities	10.1%	13.0%	27.5%	<b>44.9%</b>	4.3%	69
Move to a new location within the region	1.4%	1.4%	21.7%	<b>72.5%</b>	2.9%	69
Move to a new location outside the region	5.8%	1.4%	11.6%	<b>79.7%</b>	1.4%	69
Expand marketing and promotional efforts	32.4%	<b>42.6%</b>	14.7%	10.3%	0.0%	68
Purchase new or replace existing equipment	27.9%	<b>39.7%</b>	13.2%	11.8%	7.4%	68
Computerize current operations	<b>22.6%</b>	<b>22.6%</b>	<b>22.6%</b>	19.4%	12.9%	62
Upgrade computer systems	23.9%	<b>41.8%</b>	19.4%	11.9%	3.0%	67
Sell the business to a new owner/operator	5.8%	8.7%	18.8%	<b>59.4%</b>	7.2%	69
Close the business	6.0%	1.5%	11.9%	<b>73.1%</b>	7.5%	67
Other activities: - Current operations are already fully computerized/automated - Likely to expand web design services offered - Paint, landscape maintain a good looking building - We have no luck even selling our prime commercial property - I do nothing but sit in one room for 5 months as I cannot heat the place nor pay the high taxes or insurance let alone gas for my car - Hopefully sales will increase - We are moving to CT. Husband working full time there living in a motel for over a year						7
<b>answered question</b>						<b>69</b>

**24. Are you interested in participating in a roundtable discussion or telephone interview regarding economic development, business growth, and community revitalization in the region?**

<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Yes	73.5%	50
No	26.5%	18
<b><i>answered question</i></b>		<b>68</b>