



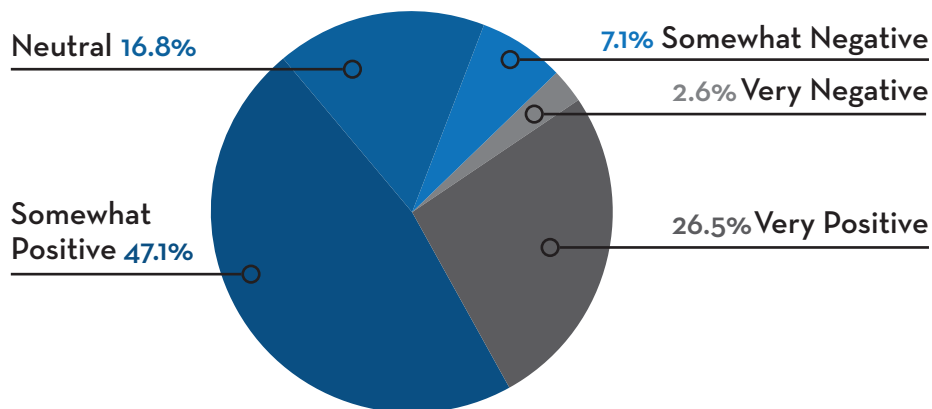
Mayor's Committee Survey Results

The Murray-Calloway County Chamber of Commerce is the region's second-largest business advocacy organization and is the 9th largest Chamber in the state of Kentucky. It is governed by a 20-member Board of Directors, run by a staff of 4, and supported by community investors.

The Chamber was engaged to present information to the Mayor's Committee focused on what the Chamber sees as growth and areas of need, what the Chamber would like to see and/or needs from City Government, and our overall input on the future of the City of Murray. The Chamber surveyed its 655 members and the overall business community May 1-7, 2017. It received 156 responses for a response rate of 23.8%.



1. How would you grade the City of Murray's efforts to become more "business friendly" since the effort began in 2015?



Specifics Given on Individual Experiences

- I honestly didn't realize there was an "effort". i.e. Sign ordinance is totally against the growth of businesses in Murray. The fact that I have to purchase a permit to display banner to advertise a special, and only allowed one every 90 days when holidays sometime come more frequently.
- No direct experience
- At least there are conversations going on which is better than ignoring the problems.
- Pursuing the city payroll tax will have a negative impact on businesses.
- Buy local campaign, MKY
- Just feel like there is an under current of not fully wanting to allow new ideas.
- Having multiple units gather at the same time and place to provide assistance to client. Saved weeks.
- signage is still an issue
- They overly restrict businesses, stopping them from coming to Murray.
- Signing for our building
- Trash services are much worse than before
- The perception on the street is that Murray is still a good old boys club when it comes to business. I have heard from others that it is very difficult to establish a business in Murray.
- Interaction with the Planning and Building departments has been positive, but their hands are tied. Need more public/private partnerships to solve transportation and infrastructure needs.
- We haven't had a need to work with the city of Murray for our current business needs.
- Should be able to do city stickers online and pay with credit card and received in mail. Same with business license
- First of all I did not know that there was an initiative. Second the whole city sticker / payroll tax has become unclear as to what is expected from citizens, employees and employers."
- Signage restrictions
- There's definitely growth which shows that changes are being made.

- I know that the current administration has made it a priority to listen and empower people to reduce the burden of entering the market to start a new business.
- The sign ordinance is too strict. Businesses should be able to advertise and promote specials to the public without having to jump through hoops!
- Still need to streamline process so only 1 trip through the BZA or change zoning
- It seems that we have a LOT of committees sponsored by both the city & MSU - hear a lot of discussion points, but not much substance for demonstrative positive change. In other words, we need action, not words."
- There are several businesses that have tried to come into Murray, and are ran off due to the strict regulations! Such as one business was ran off because they wanted to save signage of their food put on the exterior of the building & MURRAY refused! This is RIDICULOUS!"
- Many people tell me they do not get a friendly feeling when doing business with City Hall. The people on the front counter reflect the face of the city.
- Business growth is vital but we fair city also needs to concentrate of making us different from the other cities about our size and one way to do that is to re-design the entry roads into Murray. Now these roads look like any other city, let's make them lovely and inviting"
- Take. Take. Take. Every business owner in this town is still looking for the "give"
- city taxes on commercial real estate and utility cost is hindering city business
- The outward appearance seems to be more banks even though boutiques and other small businesses are being added to the community. I often hear "Oh, look we're getting another bank. Just what we need" from other members of the community."
- Went to renew a business licence and was told that the price had changed from the letter I received from the city. They wanted \$25.00 more than was stated in the letter.

2.

Of these areas, please rank which is most important to you as a tax dollar spending priority. (1 being the highest)

Top 12 Priorities

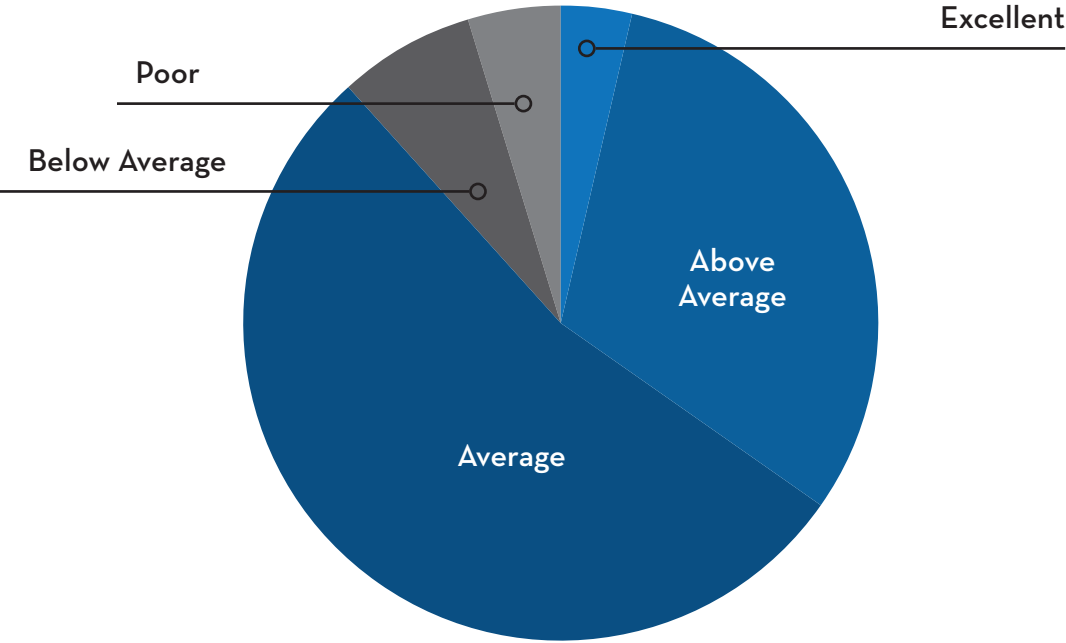
Rank	Priority
1	Recruiting industrial businesses
2	Widening of Highway 641 South to four lanes
3	City of Murray infrastructure
4	Retention and expansion of small businesses
5	Lowering business taxes and personal taxes
6	Recruitment of retail/restaurant businesses to Murray
7	Salary and benefits for first responders
8	Community assets (i.e. a Convention Center, the Arts, walkable areas, downtown and tourism projects)
9	Investment in the Murray-Calloway County Parks system
10	Affordable high-speed fiber internet speed access
11	Increased investment in workforce development
12	Building of an East Bypass to connect Highway 641 South to Highway 68/80

**priorities listed by highest ranked weighted average*

**scores ranged from 1 to 12, with a score of 1 receiving the highest priority*

3.

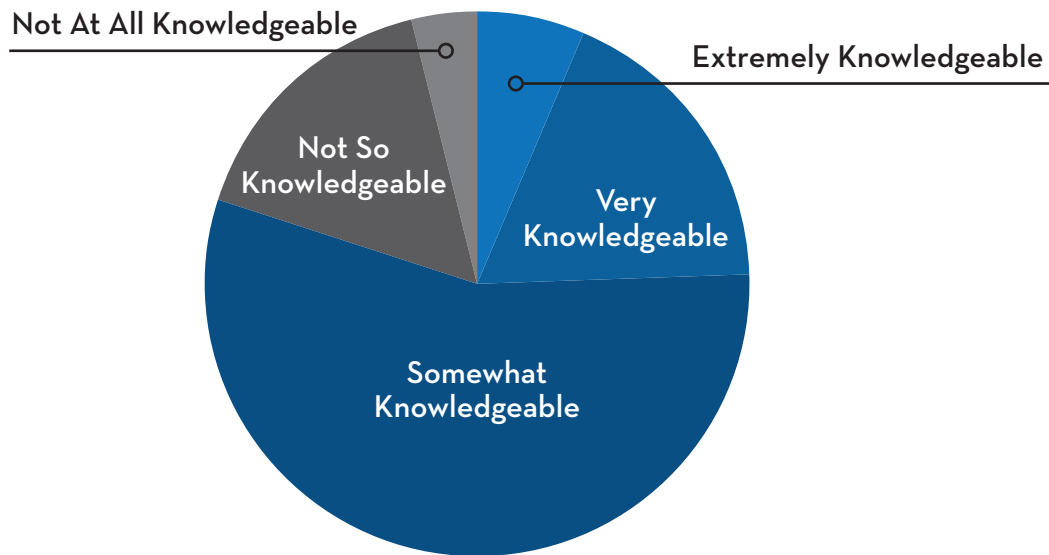
How would you rate the value you receive for your tax dollars used by the City of Murray?



	Number of Response(s)	Response Ratio
Excellent	6	3.9%
Above Average	48	31.0%
Average	83	53.5%
Below Average	11	7.1%
Poor	7	4.5%

4.

How knowledgeable are you on how your City of Murray tax dollars are used?



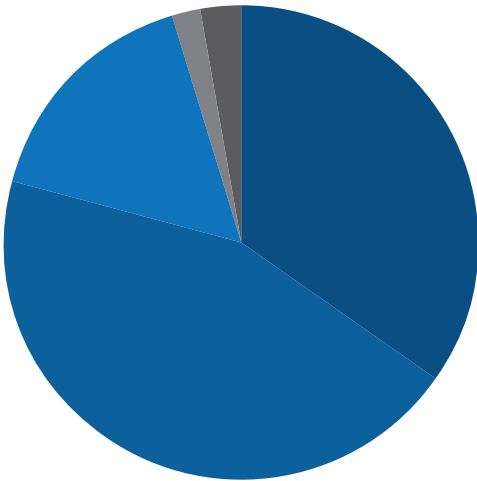
	Number of Response(s)	Response Ratio
Extremely Knowledgeable	10	6.5%
Very Knowledgeable	28	18.1%
Somewhat Knowledgeable	86	55.5%
Not So Knowledgeable	25	16.1%
Not at all Knowledgeable	6	3.9%

Suggestions to increase that knowledge

- Be transparent. Publish the budget and monies spent
- Monthly online spending/ budget comparison. If already available, let citizens know.
- Section in the newspaper: Your tax dollars at work-weekly or monthly
- A print out of the budget mailed in the annual property tax bills might help.
- Newspaper articles and radio news - WKMS
- make it easier to see what departments generate money and easier to see why money is transferred
- Would be nice to know where to look at these expenditures
- City of Murray Budget with details should be available on-line
- Use new mediums, for example social media.
- Publish it. Where is every dollar spent in easy to understand terms.

5.

How likely are you to recommend Murray as a place to do business?



	Number of Response(s)	Response Ratio
Extremely Likely	54	34.8%
Very Likely	69	44.5%
Somewhat Likely	25	16.1%
Not So Likely	3	1.9%
Not At All Likely	4	2.6%

6.

In your own words, what areas in our community need more investment of City tax dollars?

- Poplar Street going to the hospital is embarrassing--needs paving. 641 of course, but I know that is at the state decision level.
- Library and parks.
- Entertainment, things to do, something to take friends and family to when they are in town.
- Invest in the businesses you already have which would make them stronger and that would naturally ATTRACT more businesses.
- Roads & streets; police and fire protection
- Investment toward small privately owned businesses rather than tax cuts for chain restaurants etc. Bring the focus to elements that make Murray unique.
- We are always recognized as one of the top cities in the state, including all school systems. I think it's about time we paid those that protect these valuable assets accordingly.
- Better working relationship between the City of Murray and Murray State University.
- Storm water drainage is still poor in several areas of the city. Parks need to be a priority due to the recreation factor and the business activities there create for our local economy.
- Continue work on roads and infrastructure, build a rainy day fund. Support public library
- Court square is just sad. And doesnt just need businesses. It us the heart of Murray and the City needs to fix the heart! Then the traffic problem of 12 only main road! Fux that then concentrate on bringing more in.
- Local roads are bad, bad, bad. Personally, I don't believe I have ever seen them in such sad shape. Creek beds and water drainage need cleaning out yearly like they used to be. If the creeks were clean the water would flow in them and not flood the roads so much, causing a lot of the road issues. The flooding issues created by the Weaks Center at 7th and Elm is just one of many examples.
- Increase tourism to this community.
- Workforce development for the hard to employ, including GED worksite programs
- We need more jobs(industrial) that will lead to more retail/restaurant business because of more people which will create a higher need for affordable family housing and these families need things to do together(parks dept), etc.
- Since I don't have much knowledge of that I would hate to comment. I do think the Chamber of Commerce has made many improvements in promoting new businesses in the past 5 years!

- As an outside the city person and a vendor, what I see is a better way to get into or around when Murray St. is in session. The construction bottlenecks, road closures hamper as well. However, we love Murray. It is clean, the business folks are great to work with. It is a good place to do business. It is like my second home. Now, I do hear that Teresa's niece at Murray St., says that all the young folks would like more shopping. That's for another survey I guess. Thank you!
- Infrastructure.
- The library, the park system, and the salaries of first responders
- Road repair, business development, both old and new, acceptance of the business models of new business, to help drive growth in Murray.
- Murray is a fantastic community and seems to use tax dollars efficiently. I would like to see more industry/manufacturing here for those that want that kind of work to find better jobs to support their families. These people also need incentive to be trained. The other options for taxes being spent then tend to fall in line... more retail, infrastructure, need for more 'spaces', widening roads, etc. Thanks!
- jobs
- GOOD PAYING JOBS!!!!
- Parks/better acc around busy areas such as 641
- Parks.
- Murray needs to be very small business friendly so as not to scare away the charm of Murray... don't need more big box stores.
- Recruiting industry
- Murray should be the premier city in West Kentucky and should begin to act like it. We are not a small town, but a growing hub of education and business within West Kentucky. We need to be the next Bowling Green or Owensboro. Also, we have to stop with all the development being up and down 1 road ie Hwy 641. In order to grow the city, we have to expand our infrastructure. Begin widening 4th street, 16th street, Doran, Johnny Robertson Rd. Also, people from TN want to spend their money in Murray because of the lower tax. Why was this not considered 30 years ago and a nice / safe highway built for them to get to Murray and to spend their money?
- Workforce development is where growth and development are centered in this economy. A skilled workforce has replaced the old demand generators like river ports, lake front, or railroad access. That is why Murray has been so successful without an interstate. Murray is ahead in this respect, but everybody else has recognized the pattern. Murray should do everything it can do to stay ahead. Promote MSU. Next step, vocational and skilled training. Medical specialties, construction trades, machine tools, computer applications to routine factory jobs, all are wide open. Pay attention to the City's efforts to balance the tax burden, now, you are loading up the property owners (stickers on cars, really?) and letting people like me come to town, make a good living, then leave and live elsewhere.
- Infrastructure and Parks
- Zoning
- Restaurants that are NOT fast food!
- Factories, or larger companies that will employ many people.
- Quality of life is importance to families as well as prospective industries who's employees will have families here. One of the biggest negatives in terms of quality of life is the parks. We have a good amount and size of parks in Murray they just need to be upgraded and taken better care of in my opinion.
- City tax dollars should be used to benefit those paying the taxes and living in the city. After the community is safe and basic utilities/amenities are available, the next priority should be job creation. The best way to create jobs is to invest in the retention and expansion of small businesses. Investment in infrastructure should focus on helping small businesses and attracting industrial businesses to the city. Investment in parks and other community assets tend to benefit a select few, while job creation and growth benefit the entire population. City beautification is much more important to attracting the type of workers needed by small businesses than parks, the Arts, walkable areas, and other isolated projects.
- Business incentives for revitalizing downtown. Parks.
- Parks, Library, Streets, Safety, Growth
- Telephone and internet quality and speed seems to be a problem.
- Congestion on 12th street between Main and 121 bypass needs some relief.
- Small business
- Signage is cluttered and confusing. For example, there are too many unrelated directional signs on 4th and Chestnut. And why would I care that Murray has some kind of water treatment blah-blah-blah as I drive south past Stewart Stadium? That is where I should see how to access MSU campus.
- underground utilities in a variety of locations along major thoroughfares.
- I don't see major opportunities any where in the city, but high speed internet and up grades to that infrastructure is a game changer for future development.
- APPEARANCE
- A new City Council.
- Continued investment in recruiting quality tradesmen and manufacturing workforce through continued education and training.

- 1) Ensuring that our government personnel, especially first responders, are compensated at a fair and competitive rate, so as to recruit and retain the most qualified candidates. 2) Improving the beauty and utility of public spaces to make Murray an attractive and desirable place for families and residents to spend time, especially those spaces outside of Murray State (which are fairly well maintained as is). 3) Decrease the tax burden on residency so that we can encourage new citizens to live inside the City Limits, which will help to ensure a thriving, dynamic population.
- Law enforcement, city parks and city streets/ sidewalks.
- Infrastructure, mostly roads. Murray/Calloway has to have the least amount of four-lane highway miles per capita in Kentucky.
- Downtown and around the university... there are a lot of empty lots needing businesses and a lot of need in retail and tourism for a growing student population.
- I would love to see the City take an interest incentives for small business. Small Business is the backbone of many communities and I feel there are additional opportunities that could be created to fuel additional growth.
- We need to increase the pay for our Fire Department Employees to be on par with those in Paducah. We also need to look at truly doing something with the 5 points intersection and crosswalks on 16th Street for safety of both driver's and pedestrians.
- Roads (including planning to relieve congestion -- 641 is a nightmare). There is very little shopping available in Murray (i.e., shoe stores, clothing stores). Rated need for retail/restaurants as higher priority, primarily more toward retail and chain restaurants (not fast foods).
- Parks department and increase school safety officers, etc. Drastically decrease property taxes and eliminate the cost of a city sticker. Housing costs are ridiculously outrageous in this area.
- The Calloway County Library is woefully inadequate for a community of its size and a deterrent to businesses and retirees who often look at the local library as an indicator of a community's investment in its people.
- Infrastructure
- We need more industry for jobs. I would like to see more spent on the parks.
- Downtown
- We need to invest more in our park system, as well as places for walking, biking and enjoying green space. These are really important for attracting families and enhancing quality of life.
- The parks and infrastructure, especially roads. we are i heavy rain storm away from big problems. we need to retain police and fire.
- parking area for the square. also, lets not reject zoning for one company and then let another business get the zoning for the same property. I am referring to jimmy johns development request being denied for murray donuts. this does nothing but stop job growth.
- Infrastructure within the city along with salaries of first responders probably need the most attention. Recruiting and retaining industrial businesssss is very important as well.
- First priorities should be widening of 641 South and second should be better targeted infrastructure expenditures. Then an East bypass for Hwy 80 to tie in with improved & expanded 641 South. Concurrently items like pay increases for emergency personnel to improve retention and then focus efforts on providing better incentives for small businesses & restaurants to locate. Lastly, better and more cordial coordination/cooperation with county officials. We could do a lot more if we had better aligned goals/missions between all agencies & officials.
- I wouldn't mind a payroll tax if I saw sidewalks, more investment in the arts, and our parks. Make Murray a better place to live, and I'm in. Increase my taxes just to decrease the property taxes of wealthy older folks, and that just doesn't seem as fair. I'd also mention that I'd hate to see the folks who make minimum wage or who are barely scraping by have their taxes go up. If you do payroll tax, maybe it shouldn't affect the first \$15,000 of income? Proud of our community overall and the growth here is tremendous. Just need the infrastructure to keep up! One last minor thing included in that thought: Stick pick-up truck fixed anytime soon?? Good luck!
- I'm a developer and think its very unfair to pay for all the infrastructure cost then pay the city tap fee for each home I sell which have doubled recently. There are currently no incentives for developers to continue to develop residential areas. There are only a long list of requirements and headaches one has to go through. I also believe people living in the county that own property in the city that are paying thousands of dollars in city taxes should have the right to vote.
- Infrastructure needs to continue to outpace growth to continue to attract more new business.
- Cops get enough tax money from liquor/beer sales
- The Library has millions in the bank already! which is a waste of money! The biggest NEED in Murray (besides new officials) are JOBS/BUSINESSES!
- Infrastructure (with short & long-term planning), business development, workforce development.
- Sewer Expantion
- Roads & infrastructure
- Lower taxes, more manufacturing, road projects, and tax incentives for small business interest. The effort by the chamber is encouraging.
- • continue to concentrate on 641 so project. tax free on consumable groceries will bring more shoppers to us from Tenn.
- Murray needs a bypass period. 12th street is overloaded with traffic and this has a negative effect on businesses. Many people

avoid the area because it's too much of a hassle to deal with the traffic.

- Bring more industrial jobs to the area. More money brought to the community. More jobs for the middle class. They are the people who spend money and pay their bills. More jobs = more money for our city and the local business.
- If we don't start investing in our Parks, they are going to continue to go in the downward spiral they are currently in.
- The proposed east bypass will be predominantly in a flood plain, correct? Investment dollars in a bypass that encourages commercial expansion and development would be a better use of my tax dollars. See Eagle Way/Hopkinsville Bypass in Hopkinsville, or Hwy 54 in Owensboro as examples.
- Making recycling easier for businesses and residents. Curbside pickup. I own a small business and throw away lots of cardboard because I don't have the means to haul off all of the boxes. More people would recycle if they didn't have the hassle of running all over the place to get it somewhere.
- City ordinances are not friendly to businesses and health dept inspection on restaurants and septic system is beyond out of hand, adding more lanes/widen, increase speed limits across town,
- I'd like to see Murray shore up the benefits for our first responders first (including office facilities) and then turn to investments that will bring money into our community, such as enhanced Parks or a Convention Center.
- The way our city looks to newcomers. We should invest in making our entry roads more welcoming and less like any other city in our region
- It takes seven times the effort to gain new business over servicing current business ... How about investing in the businesses that are already here and working to create commerce for the community.
- Nothing - the City gets plenty of tax dollars already and should not implement a payroll tax. Our City is doing great.
- I believe that investing in business and industry is wise investment when you are growing at the rate that Murray is growing.
- The commercial utility rates are too high. The commercial property tax rates are too high. Let the property owners keep their money and stimulate their business and property in the best interest of the citizen rather than collect their money and use it in the city's interest.
- Road Structure, Biz development, and Park Development.
- industrial growth- Murray is centralized for shipping any product in the United States for faster, time in transit. This is a major cost savings to companies. It would assist companies while providing growth and jobs for the people of Murray.
- Cleaning streets, and clean up areas on the east part of the square. Replace all stop lights on 641 throughout the city.
- Craft Training / Workforce Development
- There are many areas that need more tax dollars but one in particular is the Parks. We are operating those facilities on a shoe string and eventually the whole place will sink under its own weight if we don't start putting some real money in to it.
- Parks and green spaces. Areas that integrate residential with businesses that will attract more people to live here for healthier living
- Companies that can offer high paying jobs.
- Shopping women's & men's clothing & accessories. I have to go to Paducah to get something to wear.
- The roads and trying to maintain businesses stay downtown it has a lot to offer.



The Chamber
of Commerce ♦ *Murray-Calloway County*

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