



## **CITY OF CUDAHY: COMMUNITY VISION WORKSHOP RESULTS SUMMARY**

**HELD ON APRIL 30, 2008  
CUDAHY HIGH SCHOOL CAFETERIA**

The City of Cudahy held a Community Vision Workshop to facilitate public participation in the Comprehensive Planning process. The Workshop provided a forum for residents to share what they value most about Cudahy, to identify key goals and directions they feel the City should pursue in the future, to brainstorm strategies for achieving top goals and directions, and to identify areas within the City they feel are ripe for redevelopment, reinvestment, preservation, or other improvement. The overarching goals were to encourage the public to think broadly about Cudahy's assets and opportunities and to provide the City and its Comprehensive Planning consultants with valuable public input, ideas, and suggestions. The Workshop was attended by approximately 55 people.

This document is a compilation of the results from the Community Vision Workshop.

### **ACTIVITY ONE: IDENTIFYING KEY VALUES, GOALS AND DIRECTIONS**

This exercise was intended to help understand participants' perspectives on what individuals value most about Cudahy, and what goals they have for the City now and over the next 20 years. Individuals were asked to work independently for 10 minutes to answer two questions:

1. What are the top five things you Value most about the City of Cudahy?
2. What do you believe should be the City's most important Goals/Directions for the future?

Immediately following this individual exercise, participants worked with their table groups for 20 minutes to prioritize a list of about 5-10 top responses to each question above. There were six table groups.

Once the table group lists were complete, each group presented their responses for Question 2 to all other meeting attendees. As the groups presented, the facilitators recorded their responses on large flip charts, taking care to not repeat similar responses. This "master list" was posted on the wall.

Each participant was given five sticky-dots, with which they "voted" on their top Goals/Directions amongst all those recorded on the master list. Participants could use one vote on each of five different responses, five votes on one response, or any other combination. The

results of this voting activity (top goals/directions) are below, as are the table group results for Question 1 (key values), for which voting was not conducted.

### What Participants Value About Cudahy

Each of the six groups considered the City’s location and accessibility to be a top value. Many groups noted its proximity to Downtown Milwaukee, Lake Michigan, General Mitchell International Airport, freeways/parkways, rail transit—both current (Amtrak) and proposed (KRM), the network of bike and pedestrian trails, parks, and the numerous outdoor recreation opportunities in and near to Cudahy.

Each of the six groups also indicated that they value the City’s natural resources, naming Lake Michigan and/or the City’s parks and green spaces. All six groups also indicated they value the City’s family-friendly nature, noting its involved residents, its sense of community, small-town feel, and traditional design. Five of the six groups also valued the City’s quality, neighborhood-based schools.

Four of the six groups indicated they valued the City services provided, including water provision, waste management, and safe, clean streets.

In general, groups valued the City’s stability (i.e. “self-contained”, “developed”), yet also indicated they valued the City’s opportunities for change (i.e. “enhancement”, “growth”).

The following are the complete lists of values identified by each of the groups.

#### Group A

- Green Space
- Location
- Schools & Churches
- Proximity to the Lake
- Small-town lifestyle
- Neighborhood schools
- Water supply; City services
- Parks
- Safety
- Sense of Community
- Community Involvement

- Moderate cost of living
- Potential for growth/change
- People (stability) small town
- Pride in heritage and history
- Clean neighborhoods
- Lake Michigan: Fresh water; cool breeze
- Quiet; comfortable
- Low taxes, yet high level of service

#### Group C

- Location and Accessibility
- Sense of Community
- Committed Industrial Base
- Parks, Schools, Family-Friendliness

#### Group B

- Location—relative to Downtown Milwaukee; Airport; 794 Freeway; Lake Michigan; Amtrak, and the proposed KRM Station in Cudahy; and Cudahy’s bike-friendliness; low-hassle living.
- Parks
- Stable-setting (Cudahy is developed)

#### Group D

- Location—near Downtown Milwaukee; Lake Michigan views; Airport; proximity to Amtrak and the proposed KRM Station in Cudahy; Access to Freeway



- and Parkway; Parks, golfing, hiking, fishing, biking, trapshooting, archery.
- Good housing value
- Parks and green areas
- Water—clean, safe, affordable, and unlimited availability
- Active community with small-town atmosphere
- Assets such as the new library; decent and safe roads; good, safe schools with quality teachers; senior center; nearby hospital

- Friendly neighbors
- Locally-owned, small businesses (makes for a small-town atmosphere)
- Potential for education
- Access to parts of City
- Traditional main street
- Low poverty
- Normal death rate
- Low teen pregnancy rates
- Involved citizens

Group E

- Traditional neighborhood design (pedestrian-friendly)
- Parks—activities, bike/pedestrian trails, golf courses
- Lake Michigan and Sheridan Park
- Enhancing Historical areas (entertainment)— development tends to happen there faster
- Easy access to Airport; Amtrak; Downtown Milwaukee
- Reduced Crime (low-rate)
- City Services—water, street cleaning, garbage, water, recycling
- Clean
- Health Indexes are high

Group F

- Location
- Lake Michigan
- Parks
- Access to train, parkway, bike trails, and other transport modes
- Self-contained
- Growth Potential
- Library, small-town atmosphere
- Proximity to Downtown Milwaukee and surrounding communities
- Organizations in City: Project Concern of Cudahy/St. Francis; Interfaith Older Adult Programs of Cudahy/St. Francis; Cudahy Historical Society
- Diversity
- Lots of neighborhood schools
- City Services

Participants’ Top Goals and Directions for the Future

When examining the results below, please keep in mind that each goal/direction on this list was identified by at least one table group as one of its several priority goals/directions for Cudahy. So, even if a goal/direction received few or no votes (sticky-dots placed next to it), it was still a priority goal for at least one table group.

Goals/Directions	Votes Received
Increase homeownership; reduce absentee landlords	27
Achieve quality development (commercial; office; residential; jobs)	21
Promote & market City	19
Connect to and capitalize on Metra/KRM commuter rail	18
Keep Cudahy safe	15
Focus on “Live-Work-Play” development	14
Raise the social and economic status of the City	12
Focus on new business attraction and Downtown development	10



South Shore (St. Francis—Cudahy—South Milwaukee) intergovernmental cooperation—working to improve together	10
Capitalize on the Lake and improve access	8
Maintain Infrastructure (including roads, sewers, etc.)	8
Be a business-friendly community	7
Remove old commercial and residential blight	7
Add youth/teen recreation facilities	6
Promote a diverse community	6
Expand commercial/industrial tax base to lower property taxes	5
Attract outside income and dollars into Cudahy	4
Support quality shopping venues	4
Support locally-owned businesses	4
Create a tangible image	3
Ease City process to housing improvements	3
Capitalize on “low-hassle-living”	2
Coordinate with nearby communities to promote unique aspects of area	2
Develop Airport fringe—Pennsylvania avenue area	2
Enhance Greenspace system	2
Make government more effective; more responsive	2
Develop Iceport area	1
“Green” development	1
Improve education system	1
Leverage location, proximity, and local assets	1
Lower taxes	1
Bring in more high-scale commercial development and civic events, to attract new demographics	1
Move City Hall Downtown	1
Promote alternative transportation within Cudahy (bikes, etc.)	0
Attract new residential development	0
Community organizations stay strong—grow as community changes/promote non-profit coordination	0
Improve road corridors into the City—better access (College; Layton)	0

## ACTIVITY TWO: IDENTIFY ISSUES, OPPORTUNITIES, AND STRATEGIES

While participants took a short break, the meeting facilitators reorganized the tables. Four tables were organized around each of five Key Goals/Directions that had received large numbers of votes during the previous activity, including the following:

- Increase homeownership; reduce absentee landlords
- Achieve quality development/Focus on “Live-Work-Play” development
- Promote & market City
- Keep Cudahy safe



Another four tables were organized around each of four designated planning areas--geographic sub-areas within the City. These planning areas included the Layton/Pennsylvania Avenue Corridor, South Packard Avenue Corridor, Downtown, and Eastside Neighborhood.

#### Results from Key Goals/Directions Focus Tables

The Key Goal/Direction Tables were provided a worksheet, a City wide map, and pens and markers. The worksheet instructed participants to work with their table groups to brainstorm specific ideas and strategies for achieving the particular Goals/Directions that they had selected to discuss. The following were the results:

1. **Increase Homeownership & Reduce Absentee Landlords:** This group's ideas and strategies focused on enforcing and raising awareness of existing housing codes, promoting higher property values, marketing rent-to-buy units and owner-occupation of a variety of housing stock (beyond single-family homes), attracting new residents by promoting the Lakefront, and better linking residential improvements with commercial improvements. Specific ideas that this group suggested be explored during the planning process included:
  - Licensing Program for Landlords/Business Owners
  - Inspections to minimum housing codes
  - Buy duplexes and replace with single-family homes
  - Promote owner-occupied duplexes
  - Remove tax incentives on absentee landlords to keep value low
  - Make rental properties more attractive/higher value/help "sell" Cudahy
  - Use TIF money outside district
  - Market "rent-to-buy" program
  - Position Cudahy for Bay View-style revival (don't make bad moves, attract investment)
  - Improve Lakeshore access in Cudahy (stairs, improved path, easement access)
  - Market area with South Milwaukee, St. Francis
  - Target a specific area to improve
  - Sell Marquette University on Cudahy
  - Market to boaters
  - Improve the beach
  - Coordinate residential improvement with commercial improvement
  
2. **Keep Cudahy Safe:** This group was focused on various approaches to improve safety and cleanliness in the community, focused on raising the profile of City and County patrols within Cudahy, encouraging public participation in public safety activities, and keeping Cudahy orderly and clean. Specific ideas that this group suggested be explored during the planning process included:
  - More beat officers
  - Get police officers in schools
  - Regulate absentee landlords (A Committee is focused on this)
  - Install garbage cans throughout City—clean City
  - Join Neighborhood Watch and the Cudahy Citizens Police Academy
  - More sheriff patrol of County Parks



3. **Promote & Market City:** This group focused on more aggressively advertising the City’s assets—its accessibility, its heritage, and its natural resources. The group emphasized developing a stronger sense of place through consistent, memorable signage. As promotional tools, they suggested a public relations firm and better use of the City website. Specific ideas that this group suggested be explored during the planning process included:
  - Advertise ease of access to Cudahy
  - Use various methods to aggressively promote City’s benefits
  - Create major attraction highlighting our natural resources
  - Capitalize on Eastern European immigrant heritage
  - Construct consistent, spectacular entry-points to City
  - Use attractive, consistent signage, e.g. pubs, downtown “Village”
  - Select one major development project that highlights lake and parks
  - Highlight one historical renovation and market its beauty
  - Develop new cultural venues (entertainment, music, films)
  
4. **Achieve Quality Development:** This group’s ideas focused on attracting new commercial activity, either local or chain development. They stressed targeting specific areas ripe for redevelopment and facilitating business funding. They suggested coordination with other communities and successful business owners in the South Side. Specific ideas that this group suggested be explored during the planning process included:
  - Actively talk up Cudahy to trendy businesses
  - Drill into franchise firms for new opportunities
  - Streamline/speed TIF and business funding
  - Concentrate on Layton Ave. corridor
  - Youth center for old Kohl’s building?
  - Work with St. Francis and South Milwaukee more
  - Neighborhood-based conveniences (in light of gas prices)
  - Rejuvenate Packard Plaza
  
5. **Focus on Live-Work-Play Development:** This group’s ideas tended toward creation of new family-friendly recreational attractions (including City-funded, private, and neighborhood-based events and facilities). They suggested increased use of the parks and Lake, and noted programs that have been implemented in nearby communities. Specific ideas that this group suggested be explored during the planning process included:
  - Utilize parks more for activities
  - More block days
  - Events like St. Francis Days
  - Promote access to Lake, similar to South Milwaukee
  - City-funded arts/cultural program
  - Waterpark?
  - Mini-golf (inside & outside)



### Planning Area Focus Tables

The Planning Area Tables were provided a worksheet, an aerial map focused in on their particular planning area, and color-coded sticky-stars and markers. The worksheet instructed participants to work with their table group to identify specific concerns, issues, and opportunities (within or affecting their specific planning area) that they thought should be addressed or acknowledged in the Comprehensive Plan. The color-coded stickers and markers were used to indicate individual sites and delineate specific areas or corridors of interest or concern.

Table groups were asked to include everyone's ideas, and to note where there were conflicting ideas surrounding particular areas. The following color legend summarizes the legend that was provided to each Planning Area table:

- **ORANGE: MIXED-USE REDEVELOPMENT OR INFILL AREAS** – Areas where the City should consider allowing or promoting mixed-use redevelopment or infill development. Such areas may include buildings and larger sites that are run-down, vacant, or incompatible with adjacent land uses.
- **YELLOW: RESIDENTIAL REDEVELOPMENT OR INFILL AREAS** – Areas where the City should consider allowing or promoting new residential land uses, including single-family homes, duplexes, town homes, condominiums, apartments, and senior housing complexes.
- **RED: COMMERCIAL REDEVELOPMENT OR INFILL AREAS** – Areas where the City should consider allowing or promoting new commercial land uses, including retail stores, restaurants, offices, and service businesses.
- **PURPLE: INDUSTRIAL REDEVELOPMENT OR INFILL AREAS** – Areas where the City should consider allowing or promoting new industrial land uses. This category includes both lighter industrial uses, such as indoor warehousing, and more intensive manufacturing uses.
- **PINK: KEY PRESERVATION SPACES** – Existing or potential sites, areas, or landmarks of natural, cultural, or historic value or which add to the City's or Planning Area's character. These are places you believe should be preserved or restored in the future and acknowledged in the City's Comprehensive Plan.
- **GREEN: TARGETED REINVESTMENT AREAS** – These are areas the City should consider targeting for reinvestment efforts. Such areas may be residential neighborhoods, business districts, community facilities such as parks, or infrastructure such as right-of-ways. These areas differ from redevelopment or infill areas in that their current land use is appropriate and existing developments and improvements are not too run-down; yet, these areas would benefit from additional investment.
- **BLUE: TRANSPORTATION ISSUES** – Areas where transportation improvements should be made. Transportation facilities include roadways as well as sidewalks, paths, and bike lanes. Improvements might be suggested where reconstruction or extension is needed, where congestion occurs, where dangerous intersections are located, or where non-motorized transportation improvements should be located.

The following were the results from each Planning Area table group:

1. **Eastside Neighborhood Planning Area:** This planning area stretches roughly from S. Packard Avenue east to S. Lake Drive, and from E. Underwood Avenue north to E. Cudahy Ave. The table group focused primarily on the two blocks adjacent to S. Packard Ave., noting key commercial infill sites that should be redeveloped and many sites within the first two residential blocks east of S. Packard Ave where they saw opportunity for residential reinvestment. They also suggested that



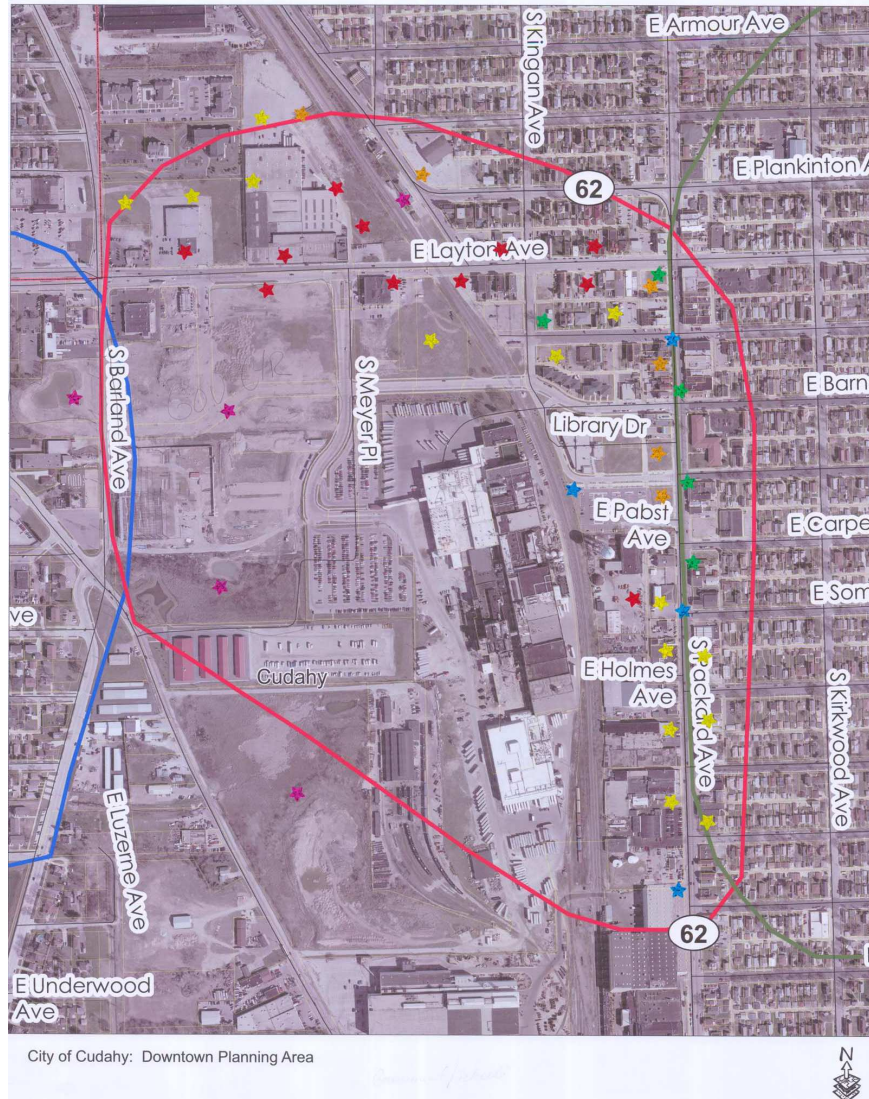
perhaps that the sites of Cudahy High School and the municipal building along S. Lake Drive could be redeveloped as a new residential area in the future, if suitable sites to relocate these public buildings could be found.



- Downtown Planning Area:** This planning area overlapped slightly with the Eastside Neighborhood Planning Area’s western edge, extending through downtown to S. Barland Avenue. Along S. Packard from E. Pulaski to E. Somers, this group recommended sites for residential



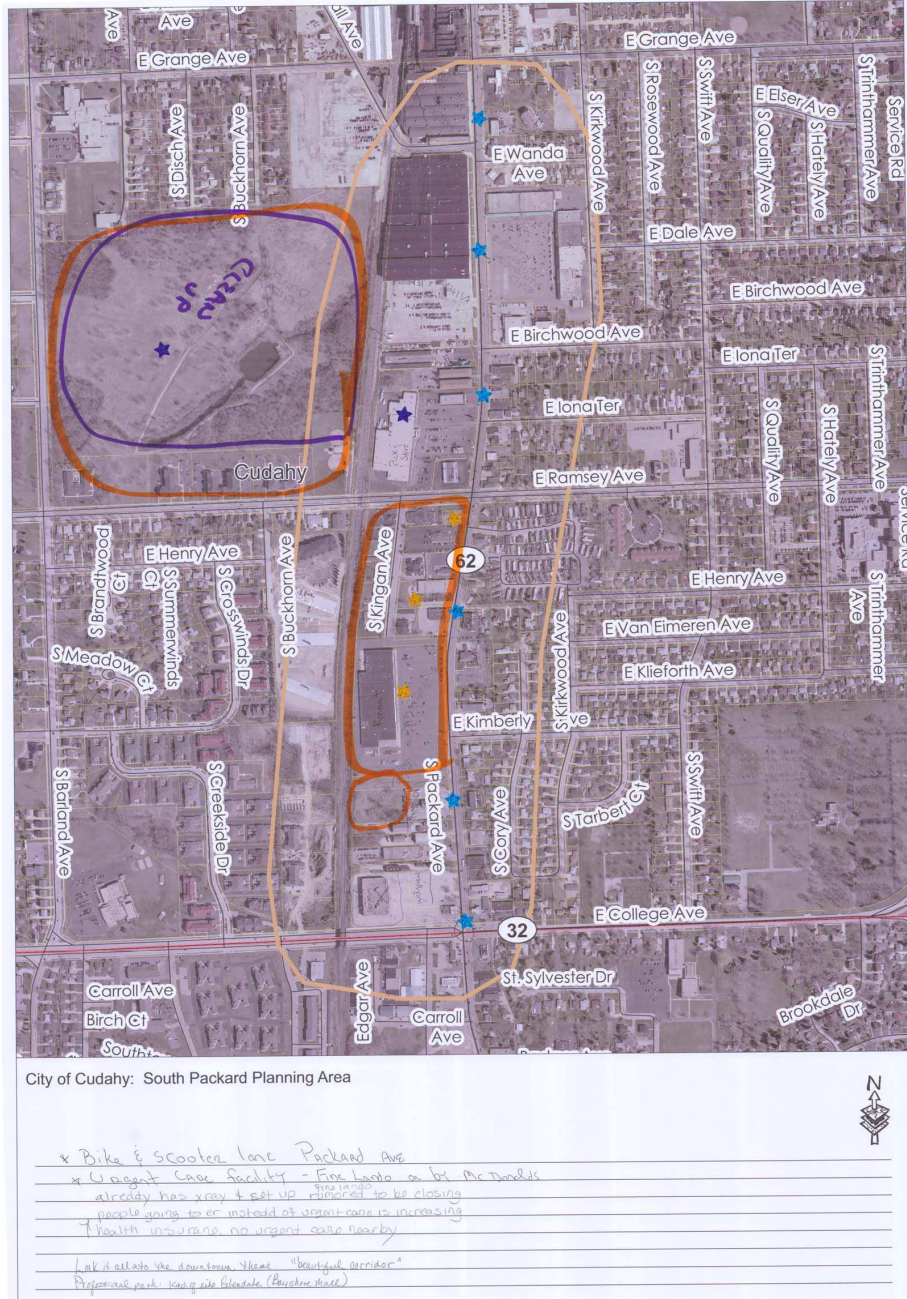
redevelopment, with the idea of promoting greater density in the area. North of E. Somers, they generally indicated that each block of S. Packard’s eastern side of the street could use some reinvestment, while each block of S. Packard’s western side of the street could use mixed-use redevelopment. The infill and redevelopment areas adjacent to E. Layton were recommended for commercial development, with residential infill recommended for infill areas to the north and south of this commercial strip. They commented that higher residential and commercial density in the downtown area would be attractive to businesses and would promote a classic “downtown” atmosphere. The group also noted a few transportation issues along S. Packard, and that the planned KRM station could be moved slightly south to ensure that train traffic does not block Layton Ave.



3. **South Packard Planning Area:** This planning area extended roughly two blocks to the east and west of S. Packard Ave, from College to Grange Avenues. This group focused on ideas to clean up



an old vacant, industrial area west of the rail line, and possibly promote the site for mixed-use redevelopment. They also suggested mixed-use redevelopment for parts of the area between Packard and the rail line, south of E. Ramsey. They suggested the redevelopment would consist of smaller buildings than presently on the site. They finally recommended a bike path along or paralleling S. Packard Ave.

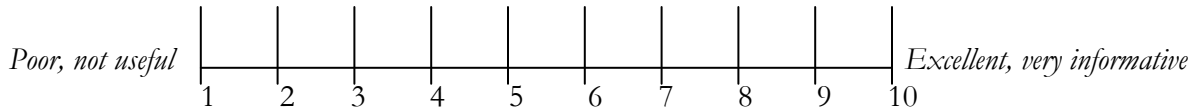




## COMPILATION OF COMMUNITY VISION WORKSHOP EVALUATION FORMS

Participants had the opportunity to complete a written evaluation form before leaving the meeting. The following are the responses to that form:

### 1. On a scale of 1 to 10, how would you rate the overall usefulness of the Vision Workshop?



**RESULTS:**     0     0     0     1     0     0     1     3     5     2

**AVERAGE: 8.3**

### 2. What were the most significant outcomes of this Workshop for you?

- The number of people who care
- There is hope!
- Finding out what people think and their ideas
- Lots of great ideas—options are important
- To see what others were thinking should be done with this City
- Community development of a vision
- Provided me with a wealth of ideas of what people are thinking and listening to their vision
- Being able to participate in City planning; meeting new people; generating many good ideas
- Having a voice and hearing “consensus” around shared goals for the future

### 3. How could we have improved this Workshop?

- Not much. Any more time and people lose interest
- More comfortable seats!
- Less time for workshops
- More advance notice and advertising of Workshop—I was disappointed in that more people did not show up
- Not sure—I felt it was very well done
- Needed to be publicized more for greater participation
- Moving it along a bit faster
- Advertise and schedule when the largest citizen’s group is not scheduled (Neighborhood Watch)
- Fire the consultants and hire some professionals that know how to conduct a meeting with Results
- I happened onto the info re: this session because I visited the City’s website to search for information about Rain Barrels. How was this publicized? The meeting against Wal-Mart was much better attended.

### 4. Please offer any comments, suggestions, or opinions you have on the City’s planning process in the space provided below

- Do not buy whole duplexes for \$250,000 or so each. Buy out Duplex units at \$25,000 each.
- Do it—Don’t just talk about it!!
- Take suggestions and try to put them to work
- Have a comment page on the website where people can offer suggestions
- Nice job—thanks for you time



- Need to know what, if any, restrictions exist from state, county or other entities on areas under concern
- I would like to hear some case studies
- Make sure people know about these events in advance; this was not well-announced in advance
- Do more with this input than you did with the 1994 Plan
- Require all members of CDA, Planning/Zoning; Alderpersons and any other members responsible for development
- Nice job

