

**GENERAL PLAN COMMUNITY SURVEY  
RESEARCH REPORT**

PREPARED FOR THE  
**CITY OF CUDAHY**



MARCH 23, 2016



1061 NEPTUNE AVENUE  
ENCINITAS CA 92024  
760.632.9900 [WWW.TN-RESEARCH.COM](http://WWW.TN-RESEARCH.COM)





# TABLE OF CONTENTS

<b>Table of Contents</b> .....	<b>i</b>
<b>List of Tables</b> .....	<b>iii</b>
<b>List of Figures</b> .....	<b>iv</b>
<b>Introduction</b> .....	<b>1</b>
Purpose of Survey.....	1
Overview of Methodology.....	1
Organization of Report.....	1
Disclaimer .....	2
About True North.....	2
<b>Just the Facts</b> .....	<b>3</b>
Quality of Life & City Services .....	3
Land Use, Development & Redevelopment .....	3
Economic Development .....	4
Neighborhood Issues .....	4
Priorities .....	4
<b>Key Findings</b> .....	<b>6</b>
<b>Quality of Life &amp; City Services</b> .....	<b>8</b>
Overall Quality of Life.....	8
Question 2 .....	8
What Should We Preserve? .....	9
Question 3 .....	9
What Should We Change? .....	10
Question 4 .....	10
Satisfaction with City’s Overall Service Performance .....	10
Question 5 .....	11
<b>Land Use, Development &amp; Redevelopment</b> .....	<b>13</b>
Development Types .....	13
Question 6 .....	13
Redevelopment .....	14
Question 7 .....	14
Will Redevelopment Attract Better Businesses and Jobs?.....	15
Question 8 .....	16
Should the City Actively Support Redevelopment?.....	17
Question 9 .....	17
Impact of Shopping Center Condition on Likelihood of Use .....	18
Question 10 .....	19
Redeveloping Industrial Areas .....	20
Question 11 .....	20
<b>Economic Development</b> .....	<b>22</b>
Retail Shopping Behavior .....	22
Question 12 .....	22
Desire Additional Shopping & Dining Opportunities? .....	23
Question 13 .....	24
Which Stores & Restaurants do you Want in Cudahy? .....	25
Question 14 .....	25
<b>Neighborhood Issues</b> .....	<b>26</b>
Question 15 .....	26
Code Enforcement .....	27
Question 16 .....	27
<b>Priorities</b> .....	<b>29</b>
Question 17 .....	29
<b>Background &amp; Demographics</b> .....	<b>31</b>

**Methodology** ..... 32  
    Questionnaire Development ..... 32  
    Programming & Pre-Test & Translation ..... 32  
    Sample, Recruiting & Data Collection ..... 32  
    Margin of Error due to Sampling ..... 32  
    Data Processing ..... 34  
    Rounding ..... 34  
**Questionnaire & Toplines** ..... 35



# LIST OF TABLES

Table 1	Opinion of Development Types in City by Years in Cudahy & Overall Satisfaction (Showing % Too Little) .....	14
Table 2	Neighborhood Issues by Years in Cudahy & Overall Satisfaction (Showing % Big Problem).....	27
Table 3	Priorities by Years in Cudahy & Overall Satisfaction (Showing % High Priority) . . . .	30
Table 4	Demographics of Sample .....	31



# LIST OF FIGURES

Figure 1	Years in Cudahy .....	8
Figure 2	Years in Cudahy by Age, Child in Hsld, Gender & Senior in Hsld .....	8
Figure 3	Years in Cudahy by Years in Cudahy, Home Ownership Status & Employment Status .....	9
Figure 4	Like Most About Cudahy, Want to See Preserved .....	9
Figure 5	Changes to Improve Cudahy .....	10
Figure 6	Overall Satisfaction .....	11
Figure 7	Overall Satisfaction by Age, Child in Hsld, Gender Senior in Hsld .....	11
Figure 8	Overall Satisfaction Years in Cudahy, Home Ownership Status & Employment Status .....	12
Figure 9	Opinion of Development Types in City .....	13
Figure 10	Shopping Areas Outdated, Need Revitalization .....	14
Figure 11	Shopping Areas Outdated, Need Revitalization by Age, Child in Hsld, Gender & Senior in Hsld .....	15
Figure 12	Shopping Areas Outdated, Need Revitalization by Years in Cudahy, Home Ownership Status & Employment Status .....	15
Figure 13	Revitalization Will Attract Business, Jobs .....	16
Figure 14	Revitalization Will Attract Business, Jobs by Age, Child in Hsld, Gender & Senior in Hsld .....	16
Figure 15	Revitalization Will Attract Business, Jobs by Years in Cudahy, Home Ownership Status & Employment Status .....	17
Figure 16	Government Involvement in Revitalization .....	17
Figure 17	Government Involvement in Revitalization by Age, Child in Hsld, G Gender & Senior in Hsld .....	18
Figure 18	Government Involvement in Revitalization by Years in Cudahy, Home Ownership Status & Employment Status .....	18
Figure 19	Effect of Outdated Commercial Center on Likelihood of Shopping .....	19
Figure 20	Effect of Outdated Commercial Center on Likelihood of Shopping by Age, Child in Hsld, Gender & Senior in Hsld .....	19
Figure 21	Effect of Outdated Commercial Center on Likelihood of Shopping by Years in Cudahy, Home Ownership Status & Employment Status .....	20
Figure 22	Opinion of Industrial Redevelopment .....	20
Figure 23	Opinion of Industrial Redevelopment by Age, Child in Hsld, Gender & Senior in Hsld .....	21
Figure 24	Opinion of Industrial Redevelopment by Years in Cudahy, Home Ownership Status & Employment Status .....	21
Figure 25	Percentage of Household Retail Shopping Dollars Spent in Cudahy .....	22
Figure 26	Percentage of Household Retail Shopping Dollars Spent in Cudahy by Age, Child in Hsld, Gender & Senior in Hsld .....	23
Figure 27	Percentage of Household Retail Shopping Dollars Spent in Cudahy by Years in Cudahy, Home Ownership Status& Employment Status .....	23
Figure 28	Desire Additional Stores, Restaurants in Cudahy .....	24
Figure 29	Additional Stores, Restaurants Desired in Cudahy by Age, Child in Hsld, Gender & Senior in Hsld .....	24
Figure 30	Additional Stores, Restaurants Desired in Cudahy by Years in Cudahy, Home Ownership Status & Employment .....	24
Figure 31	Additional Stores, Restaurants Desired in Cudahy .....	25
Figure 32	Neighborhood Issues .....	26
Figure 33	Opinion of City Code Enforcement .....	27
Figure 34	Opinion of City Code Enforcement by Age, Child in Hsld, Gender & Senior in Hsld .....	28

Figure 35 Opinion of City Code Enforcement by Years in Cudahy, Home Ownership Status & Employment Status ..... 28

Figure 36 Priorities ..... 29

Figure 37 Maximum Margin of Error ..... 33





## INTRODUCTION

Like all cities in California, the City of Cudahy relies on its General Plan to guide decisions with respect to land use, development and related policy matters. Often referred to as a “blueprint” for achieving residents’ vision for the future, the General Plan addresses a variety of topics that affect the quality of life in the City, including circulation, community design, conservation and open space, land use, safety, parks and recreation, and sustainability.

The City of Cudahy's current General Plan was adopted in 1992, nearly 25 years ago. Feeling that it was time to revise the Plan to ensure that it reflects current community values, updated technical and environmental information, and addresses relevant issues that have surfaced since the existing General Plan was created, in 2015 the City embarked upon a process to update the General Plan.

The General Plan update is an opportunity for the Cudahy community to comprehensively evaluate and strategize on local opportunities, trends, and needs. Although City Council, staff and consultants will play an important role in gathering data, organizing the update process, and assisting in the production of the General Plan document, input from citizens of Cudahy will play a major role in guiding the updated policy framework. Through their participation in public workshops, community events, and surveys, Cudahy residents will help to ensure the creation of a General Plan that is consistent with their values, priorities, and concerns for the City and its future.

**PURPOSE OF SURVEY** The purpose of the survey described in this report was to provide objective, *statistically reliable* measures of residents’ opinions on a number of key issues that will be addressed in the General Plan update. The results of the survey will be combined with the information gathered through other public input methods to help Council, staff, and the MIG consulting team update the General Plan.

**OVERVIEW OF METHODOLOGY** A full description of the methodology used for this study is included later in this report (see *Methodology* on page 32). In brief, the survey used a combination of telephone calls and email invitations to recruit participation in the survey from a random sample of Cudahy households. Households were assigned a unique passcode, ensuring that only Cudahy households could participate in the survey, and that the survey could be completed only one time per passcode. A total of 200 adult residents participated in the survey between February 4 and February 22, 2016.

**ORGANIZATION OF REPORT** This report is designed to meet the needs of readers who prefer a summary of the findings as well as those who are interested in the details of the results. For those who seek an overview of the findings, the sections titled *Just the Facts* and *Key Findings* are for you. They provide a summary of the most important factual findings of the survey in bullet point format, as well as a narrative discussion of the findings and their implications. For the interested reader, this section is followed by a more detailed question-by-question discussion of the results from the survey by topic area (see *Table of Contents*), as well as a description of the methodology employed for collecting and analyzing the data. And, for the truly ambitious reader, the questionnaire used for the interviews is contained at the back of this report (see

*Questionnaire & Toplines* on page 35), and a complete set of crosstabulations for the survey results is contained in Appendix A, which is bound separately.

**DISCLAIMER** The statements and conclusions in this report are those of the authors (Dr. Timothy McLarney and Richard Sarles) at True North Research, Inc. and not necessarily those of the City of Cudahy. Any errors and omissions are the responsibility of the authors.

**ABOUT TRUE NORTH** True North is a full-service survey research firm that is dedicated to providing public agencies with a clear understanding of the values, perceptions, priorities and opinions of their residents and customers. Through designing and implementing scientific surveys, focus groups and one-on-one interviews, as well as expert interpretation of the findings, True North helps its clients to move with confidence when making strategic decisions in a variety of areas—such as planning, policy evaluation, performance management, establishing fiscal priorities, passing revenue measures, and developing effective public information campaigns.

During their careers, Dr. McLarney (President) and Mr. Sarles (Principal Researcher) have designed and conducted over 900 survey research studies for public agencies, including more than 300 studies for California municipalities and special districts.



## JUST THE FACTS

The following section is an outline of the main factual findings from the survey. For the reader's convenience, we have organized the findings according to the section titles used in the body of this report. Thus, if you would like to learn more about a particular finding, simply turn to the appropriate report section.

### QUALITY OF LIFE & CITY SERVICES

- Most residents shared favorable opinions of the quality of life in Cudahy, with 10% reporting it is excellent, 30% stating it is good, and approximately 38% rating the quality of life in the City as fair. Approximate one-in-five residents (20%) rated the quality of life in Cudahy as poor or very poor, whereas 1% preferred to not answer the question.
- When asked in an open-ended manner, approximately 25% of respondents were unsure/unable to offer a specific aspect of Cudahy that the city government should make sure to preserve in the future. Among the specific suggestions that were offered, preserving quality parks and recreation opportunities (15%), protecting personal safety/keeping a low crime rate (9%), maintaining community programs and events (9%), and keeping a clean, well-maintained appearance to the City (8%) were the most frequently mentioned.
- Among specific changes that were desired to improve the quality of life in Cudahy, the most common were to improve personal safety and security (19%), improve clean-up/environmental efforts (17%), improve parking (10%), improve/add recreation facilities and parks (7%), and attract restaurants, markets and businesses to Cudahy (6%).
- Nearly three-quarters (71%) of Cudahy residents indicated they were either very (20%) or somewhat (51%) satisfied with the City's efforts to provide municipal services. Approximately 24% were very or somewhat dissatisfied, whereas 6% were unsure or unwilling to share their opinion.

### LAND USE, DEVELOPMENT & REDEVELOPMENT

- More than three-quarters (82%) of residents indicated that there is currently too little entertainment uses such as music and arts in Cudahy, compared with 16% who said it was about right, and less than 3% who said there was too much. Many also viewed a deficiency in the amount of sit down restaurants (50%), retail stores (50%), traditional family homes (45%), commercial offices (45%), and medical offices (43%) in the City.
- Although the most common response for the remaining types of developments tested was that the current amount is about right, among those who felt the balance was not right there was still a tendency to view too little rather than too much of a particular type of development. This was the case for condominiums (37% too little vs. 15% too much), light industrial and manufacturing (36% too little vs. 20% too much), hotels (35% too little vs. 20% too much), and mixed-use (27% too little vs. 20% too much).
- It is worth noting that only two development types (fast food restaurants and apartments) had one-third or more residents perceive that there is too much of this type of development already in Cudahy.
- Nearly two-thirds (65%) of Cudahy residents perceive that there are shopping areas in the City that are outdated and in need of revitalization.
- Overall, 91% of Cudahy residents were of the opinion that redeveloping outdated commercial areas would attract better businesses and jobs to Cudahy, whereas 8% did not perceive this benefit and 1% preferred to not answer the question.

- Nearly nine-in-ten residents (88%) stated that the City should play an active role in the process to improve and revitalize older, outdated shopping areas.
- Approximately half (45%) of respondents stated that the condition of a shopping center makes no difference to their likelihood of shopping there, whereas 39% offered that they were *less* likely to shop at an outdated commercial center. Approximately 14% of Cudahy residents indicated that they preferred to shop at an outdated commercial center, whereas 1% preferred to not answer the question.
- Two-thirds (67%) of Cudahy residents stated that outdated industrial areas in the City should be redeveloped for other uses such as housing, commercial offices and entertainment, whereas one-quarter (26%) preferred that they be updated and kept for industrial businesses. Approximately 7% preferred to not answer the question.

## ECONOMIC DEVELOPMENT

- Nearly two-thirds of Cudahy households reported that they spend less than 50% of their retail shopping dollars in the City of Cudahy, with 32% spending less than 20% of their retail shopping dollars in the City, and 33% spending between 20% and 49% of their retail shopping dollars in Cudahy.
- Fifty-nine percent (59%) of residents indicated there are retail stores and restaurants their household currently patronizes *outside* of the City that they would like to have available in Cudahy.
- The most commonly desired business was a family restaurant chain like Applebee's, Red Lobster or Olive Garden (24%), a fast food restaurant such as Pizza Hut or Taco Bell (16%), a chain retail store such as Target, Wal-Mart or Kmart (11%), and a grocery store like Ralphs or Food 4 Less (9%).

## NEIGHBORHOOD ISSUES

- The most commonly experienced neighborhood problem among those tested was graffiti (mentioned by 75% as a big or moderate problem in their neighborhood), followed by landscapes and buildings not being maintained (66%), too many vehicles for a single home (52%), and too many people living in one house (53%).
- At the other end of the spectrum, fewer respondents cited garages converted into living spaces (40%) and RVs parked on the street for more than 72 hours (34%) as big or moderate problems in their neighborhood.
- Nearly half (48%) of Cudahy residents surveyed preferred that the City be *more* aggressive in identifying and enforcing code violations, and an additional 38% felt that the City's current approach is adequate. Approximately 11% of respondents preferred that the City be less aggressive in identifying and enforcing code violations, whereas 3% were unsure.

## PRIORITIES

- Among the items tested, strengthening economic development programs to improve the local economy and increase the revenues needed to provide city services was assigned the highest priority for future City attention (91% citing it as at least a medium priority), followed by attracting businesses that provide high salary jobs (89%), improving the maintenance of city streets (88%), and improving sidewalks, lighting and benches to make it easier and safer to walk around the City (86%).

- Second-tier priorities included expanding and improving local parks (81%), requiring environmentally friendly building practices when constructing or remodeling buildings in the City (80%), redeveloping and revitalizing older, outdated commercial centers in the City (78%), improving local bus and shuttle services (75%), improving the flow of traffic in the City (75%), and improving public transit (72%).
- When compared to the other items tested, identifying historic buildings in the City (53%) and creating bike lanes and bike paths (66%) were viewed as lower priorities.



## KEY FINDINGS

As noted in the *Introduction*, this study was designed to provide the City of Cudahy with statistically reliable information regarding residents' opinions on key issues and themes that will be addressed in the General Plan. Whereas subsequent sections of this report are devoted to conveying the detailed results of the survey, in this section we attempt to 'see the forest through the trees' and note how the collective results of the survey answer some of the key questions that motivated the research.

*What do residents most value about Cudahy that the General Plan should seek to preserve?*

Most residents surveyed held a positive opinion regarding the quality of life in Cudahy, with 41% rating it as excellent or good, 38% stating it is fair, and 20% using poor or very poor to describe the quality of life in the City. The quality of parks and recreation facilities, personal safety/low crime rate, community programs and events, and the clean, well-maintained appearance of the City were some of the key things that residents feel make Cudahy a special place to live. These are the aspects of the City that residents value most, as well as those that they are most interested in preserving through the General Plan process. For more on this topic, see *Quality of Life & City Services* on page 8.

*What changes do residents seek to improve the quality of life in Cudahy?*

Although most residents hold a positive opinion of the quality of life in the City, they also see opportunities to improve Cudahy as a place to live and work. When asked what they would most like to change about the City, improving personal safety and security (19%), clean-up/environmental efforts (17%), parking (10%), recreation facilities and parks (7%), and attracting restaurants, markets and businesses to Cudahy (6%) were the changes most frequently mentioned. For more on this topic, see *What Should We Change?* on page 10.

For the vast majority of residents surveyed, the opportunity to improve Cudahy as a place to live and work extends to the concepts of development, redevelopment and economic development. Indeed, more so than any other community that True North has surveyed, Cudahy residents perceive a need for many different types of new development/redevelopment projects, including entertainment uses (music and arts), sit-down restaurants, retail stores, traditional family homes, commercial offices, and medical offices. There is strong support (65%) for the city government playing an active role in redeveloping outdated commercial centers, and a recognition by nearly all residents (91%) that revitalizing outdated commercial areas will attract better businesses and jobs to the City. For more on this topic, see *Land Use, Development & Redevelopment* on page 13.

Economic development, in particular, was widely recognized to be a top priority for Cudahy both for the businesses and high paying jobs it can attract to the City, as well as the revenues it will generate to help fund city services and capital improvements. It was striking that nearly two-

thirds of Cudahy households reported that they spend less than 50% of their retail shopping dollars in the City of Cudahy, which undermines the local economy and the City's sales tax revenues. Among the businesses they currently patronize *outside* of the City that they would like to have available in Cudahy, the most desired were family restaurant chains like Applebee's, Red Lobster or Olive Garden (24%), fast food restaurants such as Pizza Hut or Taco Bell (16%), chain retail stores such as Target, Wal-Mart or Kmart (11%), and grocery stores like Ralphs or Food 4 Less (9%). For more on public support for economic development, see *Economic Development* on page 22 and *Priorities* on page 29.

*How do residents prioritize among projects and goals that may be part of the General Plan?*

The objective of the General Plan is to identify residents' shared vision for the City's future, identify and prioritize specific goals that are consistent with that vision, as well as develop policies to help the City achieve its goals. Because the City has limited resources, however, the survey asked residents to prioritize among a series of projects, programs, and policies that the City is considering for the future.

Among the items tested, strengthening economic development programs to improve the local economy and increase the revenues needed to provide city services was assigned the highest priority (91% citing it as at least a medium priority), followed by attracting businesses that provide high salary jobs (89%), improving the maintenance of city streets (88%), and improving sidewalks, lighting and benches to make it easier and safer to walk around the City (86%).

Second-tier priorities included expanding and improving local parks (81%), requiring environmentally friendly building practices when constructing or remodeling buildings in the City (80%), redeveloping and revitalizing older, outdated commercial centers in the City (78%), improving local bus and shuttle services (75%), improving the flow of traffic in the City (75%), and improving public transit (72%).

When compared to the other items tested, identifying historic buildings in the City (53%) and creating bike lanes and bike paths (66%) were viewed as lower priorities.

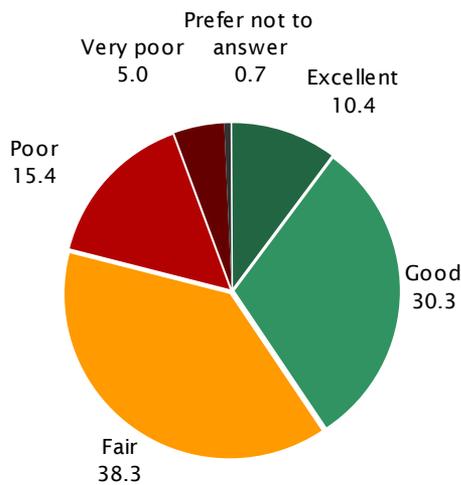
# QUALITY OF LIFE & CITY SERVICES

The opening series of questions in the survey was designed to assess residents' top of mind perceptions about the quality of life in Cudahy, what they would most like to preserve about the City, the quality of city services, as well as ways to improve the quality of life in Cudahy—now and in the future.

**OVERALL QUALITY OF LIFE** At the outset of the interview, respondents were asked to rate the quality of life in Cudahy using a five-point scale of excellent, good, fair, poor, or very poor. As shown in Figure 1 below, most residents shared favorable opinions of the quality of life in Cudahy, with 10% reporting it is excellent, 30% stating it is good, and approximately 38% rating the quality of life in the City as fair. Approximate one-in-five residents (20%) rated the quality of life in Cudahy as poor or very poor, whereas 1% preferred to not answer the question.

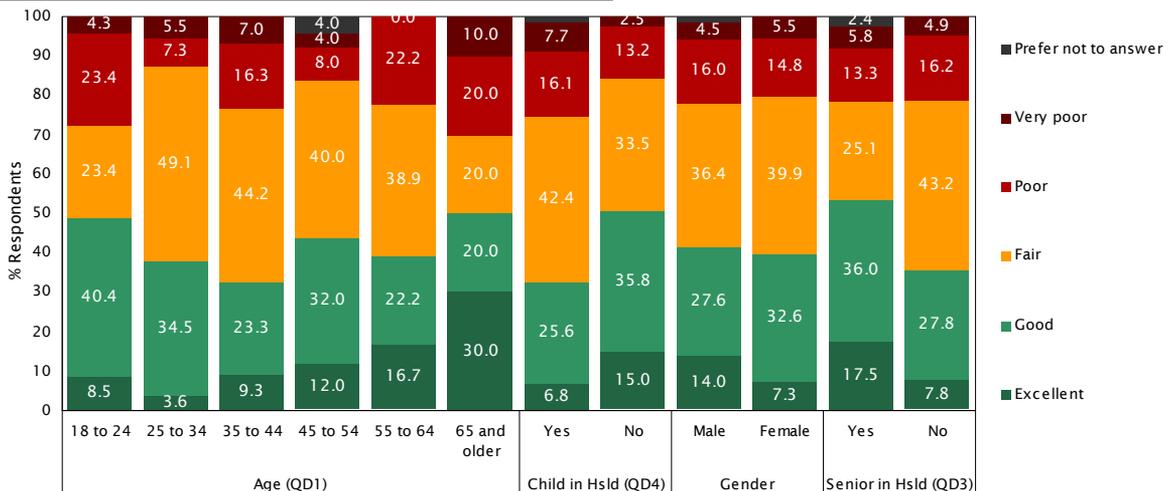
**Question 2** *How would you rate the overall quality of life in the City? Would you say it is excellent, good, fair, poor or very poor?*

FIGURE 1 YEARS IN CUDAHY

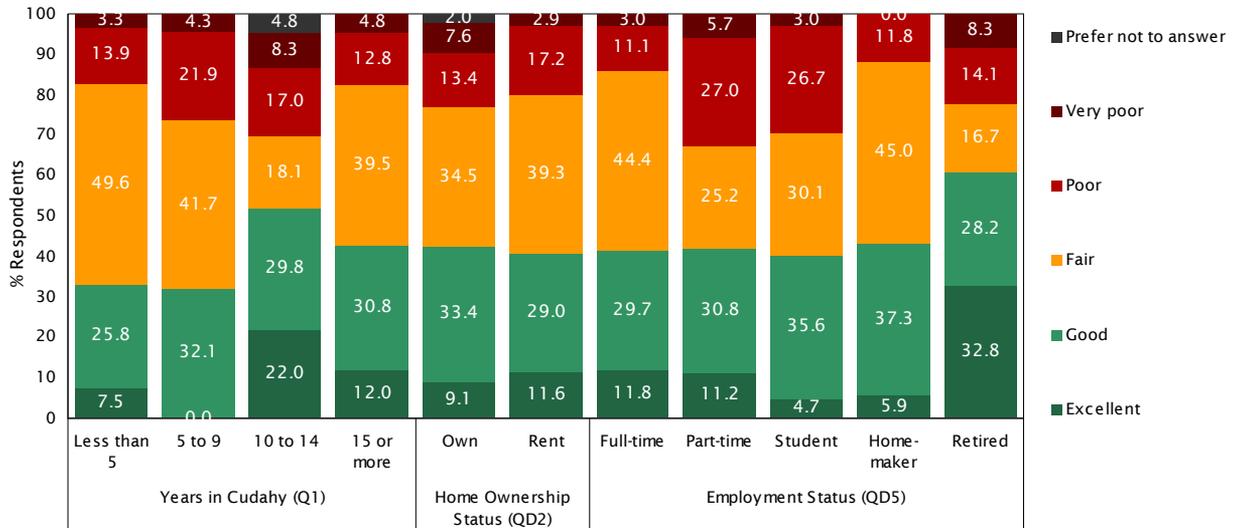


For the interested reader, Figures 2 and 3 show how ratings of the quality of life in Cudahy varied across demographic subgroups. Opinions about the quality of life in Cudahy differed substantially by age, presence of a child in the home, presence of a senior in the home, length of residence, and whether a respondent was retired (or not).

FIGURE 2 YEARS IN CUDAHY BY AGE, CHILD IN HSLD, GENDER & SENIOR IN HSLD



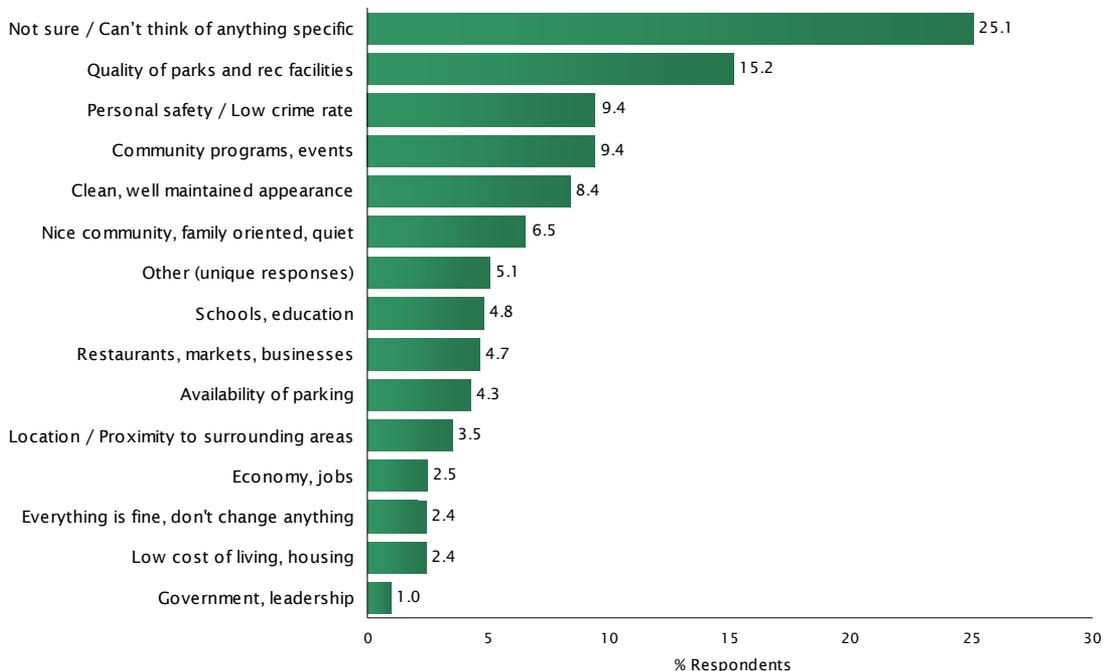
**FIGURE 3 YEARS IN CUDAHY BY YEARS IN CUDAHY, HOME OWNERSHIP STATUS & EMPLOYMENT STATUS**



**WHAT SHOULD WE PRESERVE?** The next question in this series asked residents to identify what they value most about Cudahy that should be preserved in the future. This question was posed in an open-ended manner, thereby allowing residents to mention any aspect or attribute that came to mind without being prompted by—or restricted to—a particular list of options. True North later reviewed the verbatim responses and grouped them into the categories shown in Figure 4.

**Question 3** *What do you like most about Cudahy that the city government should make sure to preserve in the future?*

**FIGURE 4 LIKE MOST ABOUT CUDAHY, WANT TO SEE PRESERVED**



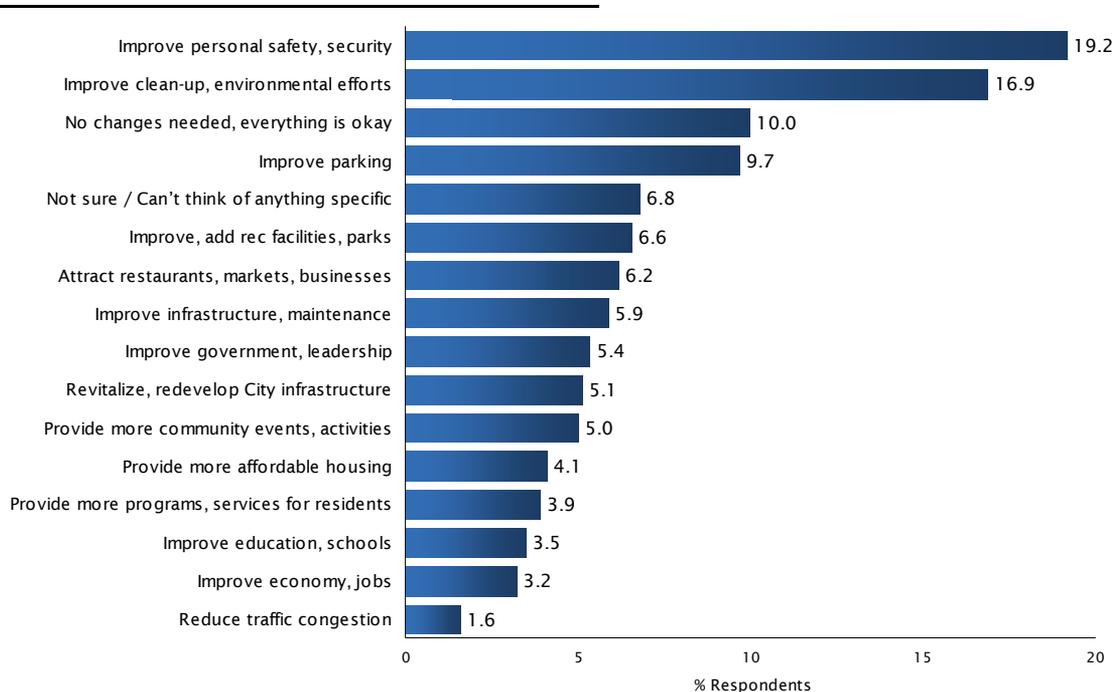
Approximately 25% of respondents were unsure/unable to offer a specific aspect of Cudahy that the city government should make sure to preserve in the future. Among the specific suggestions that were offered, preserving quality parks and recreation opportunities (15%), protecting personal safety/keeping a low crime rate (9%), maintaining community programs and events (9%), and keeping a clean, well-maintained appearance to the City (8%) were the most frequently mentioned.

**WHAT SHOULD WE CHANGE?** In an open-ended manner similar to that described above for Question 3, all respondents were also asked to indicate the one thing that the city government could *change* to make Cudahy a better place to live. True North reviewed the verbatim responses to Question 4 and grouped them into the categories shown in Figure 5.

Among specific changes that were desired, the most common were to improve personal safety and security (19%), improve clean-up/environmental efforts (17%), improve parking (10%), improve/add recreation facilities and parks (7%), and attract restaurants, markets and businesses to Cudahy (6%). It is also worth noting that 10% of respondents stated that no changes are needed/everything is fine, and an additional 7% could not think of a change that the city government could make that would improve Cudahy.

**Question 4** *If the city government could change one thing to make Cudahy a better place to live, what change would you like to see?*

**FIGURE 5 CHANGES TO IMPROVE CUDAHY**



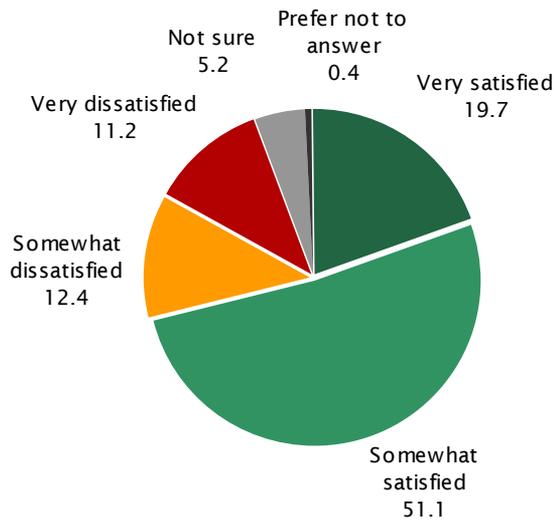
**SATISFACTION WITH CITY'S OVERALL SERVICE PERFORMANCE** The final question in this series asked respondents to indicate if, overall, they were satisfied or dissatisfied with the job the City of Cudahy is doing to provide city services. Because this question does not reference a specific program, facility, or service and requested that the respondent consider the

City’s performance in general, the findings of this question may be regarded as an *overall performance rating* for the City.

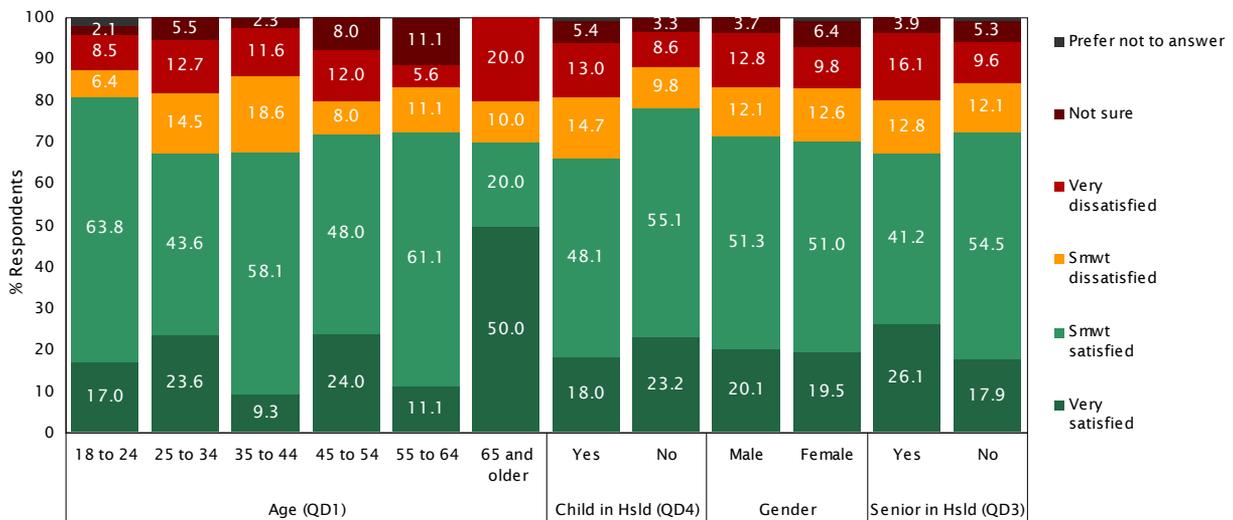
As shown in Figure 6, nearly three-quarters (71%) of Cudahy residents indicated they were either very (20%) or somewhat (51%) satisfied with the City’s efforts to provide municipal services. Approximately 24% were very or somewhat dissatisfied, whereas 6% were unsure or unwilling to share their opinion. Figures 7 and 8 display how satisfaction with the City’s overall performance varied across subgroups of residents.

**Question 5** *Generally speaking, are you satisfied or dissatisfied with the job the City is doing to provide city services?*

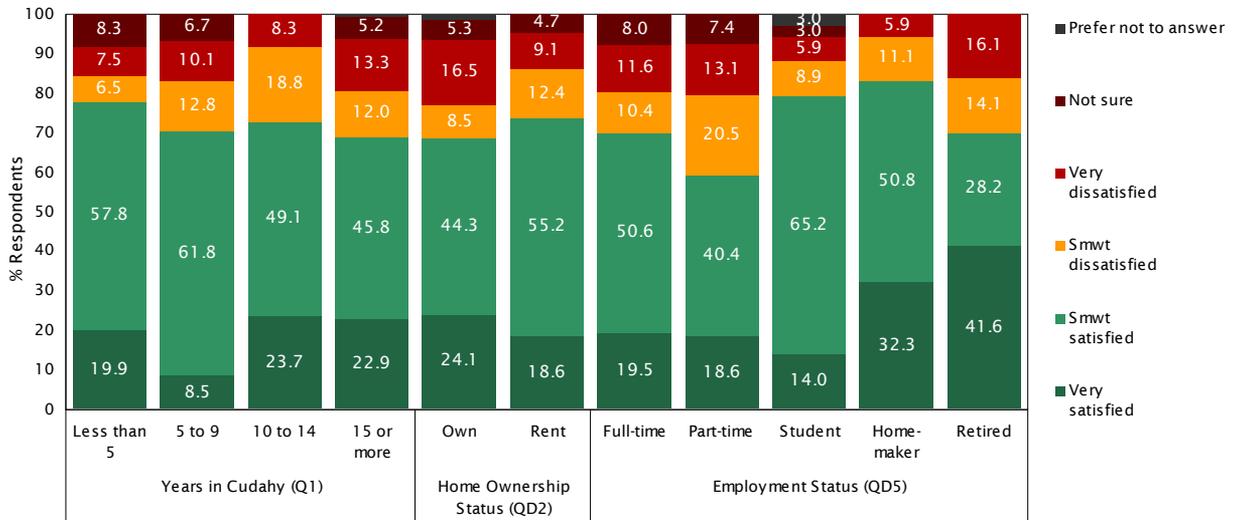
**FIGURE 6 OVERALL SATISFACTION**



**FIGURE 7 OVERALL SATISFACTION BY AGE, CHILD IN HSLD, GENDER SENIOR IN HSLD**



**FIGURE 8 OVERALL SATISFACTION YEARS IN CUDAHY, HOME OWNERSHIP STATUS & EMPLOYMENT STATUS**



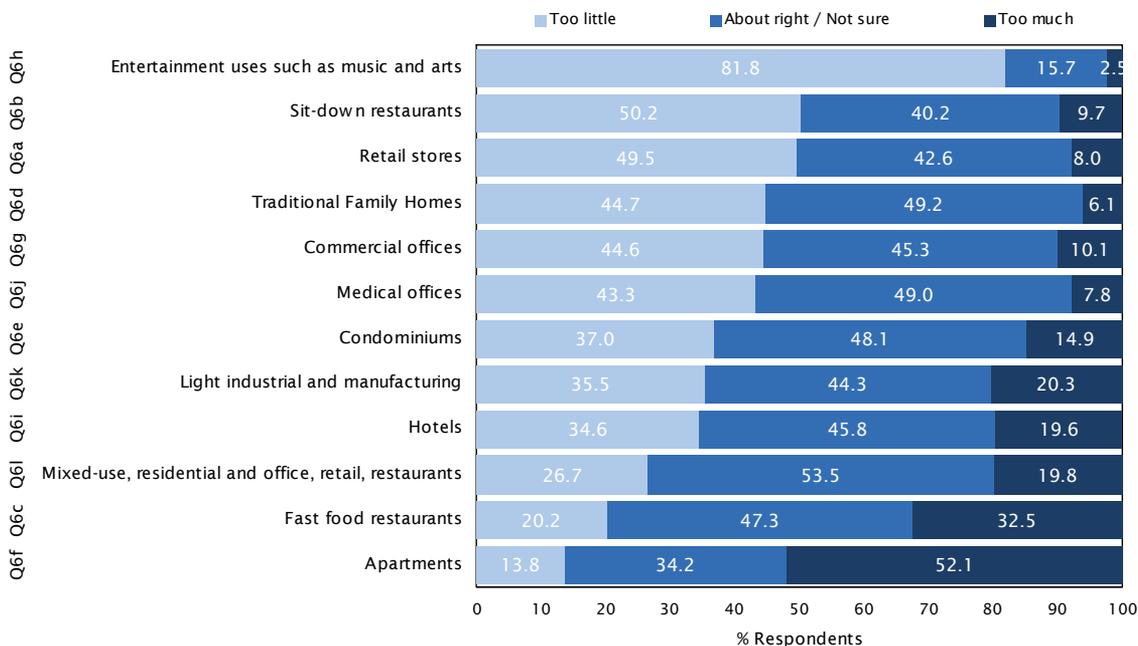
# LAND USE, DEVELOPMENT & REDEVELOPMENT

The General Plan will help shape the nature of Cudahy’s future development and redevelopment—including the size, type, character and location of new developments and redevelopment projects—as well as the pace at which these changes occur. Recognizing that opinions about development often hinge on the *type* of use being considered, the survey included a series of questions to gauge community interest in specific types of developments and redevelopment projects.

**DEVELOPMENT TYPES** After explaining that there are a number of properties in the City of Cudahy that have yet to be developed, as well as existing properties that can be redeveloped to serve a different purpose, respondents were presented with the development types shown on the left of Figure 9 and asked—for each type—whether there is currently too much, about the right amount, or too little in Cudahy.

**Question 6** *Now I'd like to ask you a few questions about planning and policy issues. There are a number of properties in the City that have yet to be developed, but will be developed in the future for residential or commercial purposes. There are also existing properties that can be redeveloped to serve a different purpose. As I read the following list of development types, please tell me whether you feel there is currently too much, about the right amount, or too little of this type of development in Cudahy.*

**FIGURE 9 OPINION OF DEVELOPMENT TYPES IN CITY**



As expected, residents expressed quite different opinions depending on the type of development. More than three-quarters (82%) of residents indicated that there is currently too little entertainment uses such as music and arts, compared with 16% who said it was about right, and less than 3% who said there was too much. Many also viewed a deficiency in the amount of sit

down restaurants (50%), retail stores (50%), traditional family homes (45%), commercial offices (45%), and medical offices (43%).

Although the most common response for the remaining types of developments was that the current amount is about right, among those who felt the balance was not right there was still a tendency to view too little rather than too much of a particular type of development. This was the case for condominiums (37% too little vs. 15% too much), light industrial and manufacturing (36% too little vs. 20% too much), hotels (35% too little vs. 20% too much), and mixed-use (27% too little vs. 20% too much). It is worth noting that only two development types (fast food restaurants and apartments) had one-third or more residents perceive that there is too much of this type of development already in Cudahy.

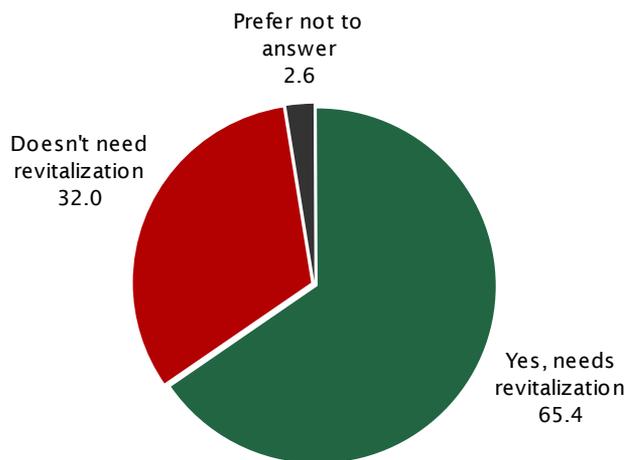
For the interested reader, Table 1 shows how the percentage of residents who perceived too little of each type of development in Cudahy varied by length of residence and overall satisfaction with the City’s performance.

**TABLE 1 OPINION OF DEVELOPMENT TYPES IN CITY BY YEARS IN CUDAHY & OVERALL SATISFACTION (SHOWING % TOO LITTLE)**

	Years in Cudahy (Q1)				Overall Satisfaction (Q5)		
	Less than 5	5 to 9	10 to 14	15 or more	Very satisfied	Smwt satisfied	Very/smwt dissatisfied
Entertainment uses such as music and arts	73.6	89.9	66.7	83.1	74.0	85.5	79.2
Sit-down restaurants	43.6	35.5	52.3	56.2	45.3	51.5	49.4
Retail stores	38.6	47.1	40.3	54.9	53.5	48.5	48.1
Traditional Family Homes	48.7	42.2	49.2	42.0	38.5	47.5	40.3
Commercial offices	42.1	47.1	37.7	45.5	56.5	36.3	55.5
Medical offices	52.5	51.3	40.8	38.0	52.8	41.1	41.9
Condominiums	36.2	36.1	47.0	34.4	34.9	37.4	42.8
Light industrial and manufacturing	22.6	36.8	39.1	36.8	47.3	28.5	42.8
Hotels	24.7	36.1	40.8	34.1	44.3	36.6	20.4
Mixed-use, residential and office, retail, restaurants	24.7	27.0	47.4	21.0	26.2	23.7	38.6
Fast food restaurants	24.7	21.7	15.0	19.7	22.1	19.0	18.9
Apartments	14.8	10.4	25.6	11.5	18.0	12.3	16.4

**REDEVELOPMENT** Turning to the topic of redevelopment, the survey first asked respondents whether there are shopping areas in the City that are outdated and in need of revitalization (Figure 10).

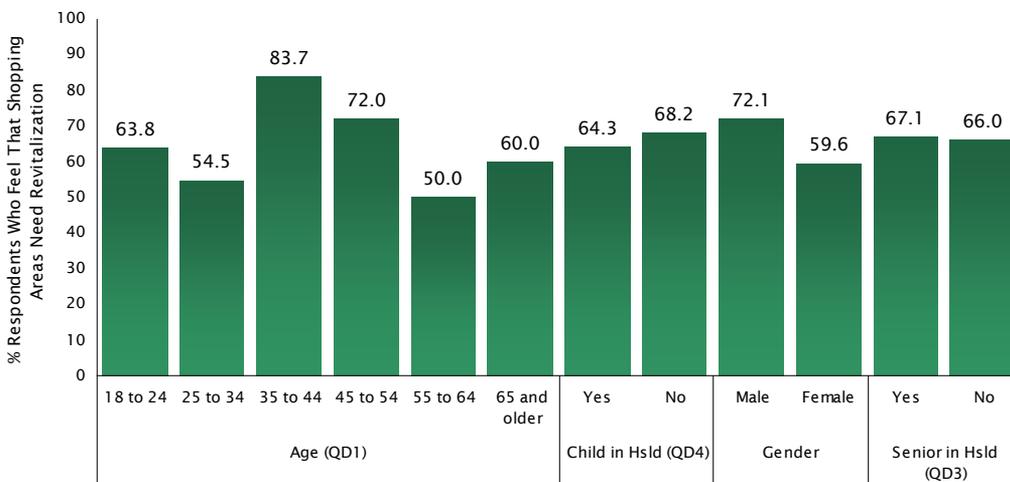
**FIGURE 10 SHOPPING AREAS OUTDATED, NEED REVITALIZATION**



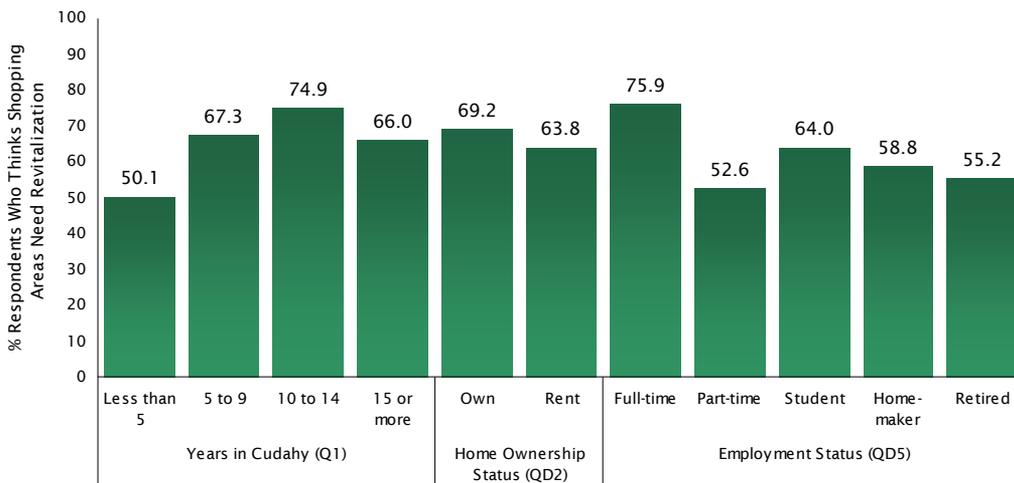
**Question 7** *In your opinion, are there shopping areas in the City that are outdated and in need of revitalization?*

As shown in the figure, nearly two-thirds (65%) of Cudahy residents perceive that there are shopping areas in the City that are outdated and in need of revitalization. When compared to their respective counterparts, the perceived need for redevelopment was most common among residents 35 to 44 years of age, males, those who have lived in Cudahy between 10 and 14 years, and full-time employees (Figures 11 & 12).

**FIGURE 11 SHOPPING AREAS OUTDATED, NEED REVITALIZATION BY AGE, CHILD IN HSLD, GENDER & SENIOR IN HSLD**



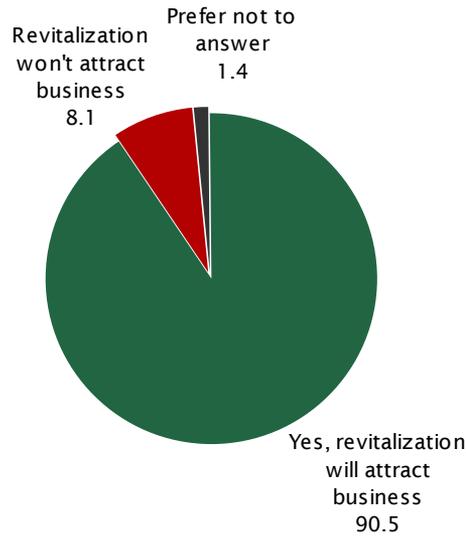
**FIGURE 12 SHOPPING AREAS OUTDATED, NEED REVITALIZATION BY YEARS IN CUDAHY, HOME OWNERSHIP STATUS & EMPLOYMENT STATUS**



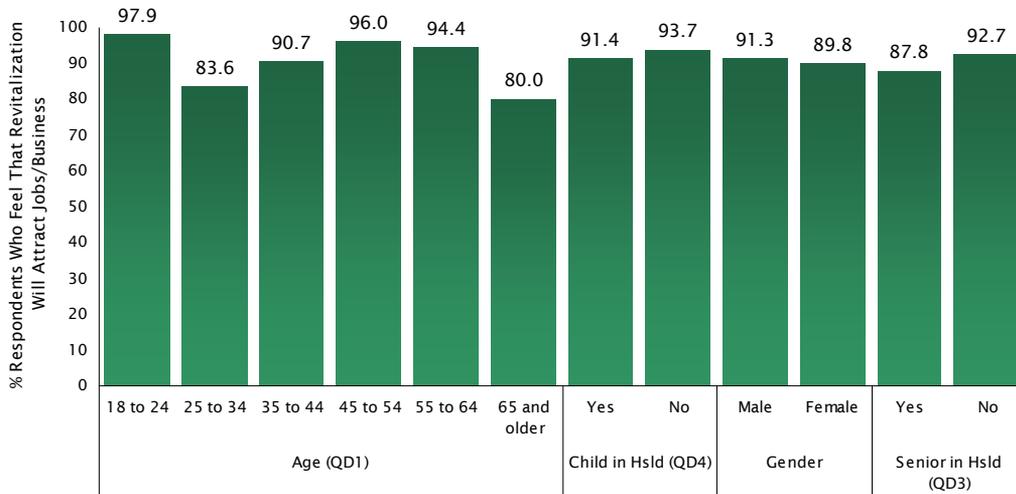
**WILL REDEVELOPMENT ATTRACT BETTER BUSINESSES AND JOBS?** All respondents, regardless of how they answered Question 7, were next asked whether they think that revitalizing outdated commercial areas would attract better businesses and jobs to Cudahy. Overall, 91% of Cudahy residents were of the opinion that redeveloping outdated commercial areas would attract better businesses and jobs to Cudahy, whereas 8% did not perceive this benefit and 1% preferred to not answer the question (Figure 13). The perception that redevelopment would attract better businesses and jobs to the City was widespread, being found in at least 80% of residents in every identified subgroup (see Figures 14 & 15).

**Question 8** Do you think that revitalizing outdated commercial areas will attract better businesses and jobs to the City?

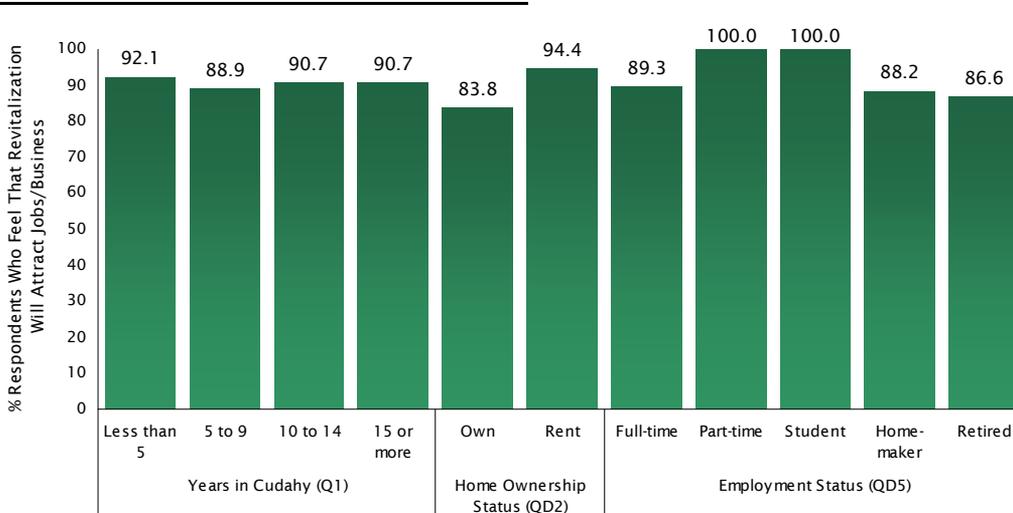
**FIGURE 13 REVITALIZATION WILL ATTRACT BUSINESS, JOBS**



**FIGURE 14 REVITALIZATION WILL ATTRACT BUSINESS, JOBS BY AGE, CHILD IN HSLD, GENDER & SENIOR IN HSLD**



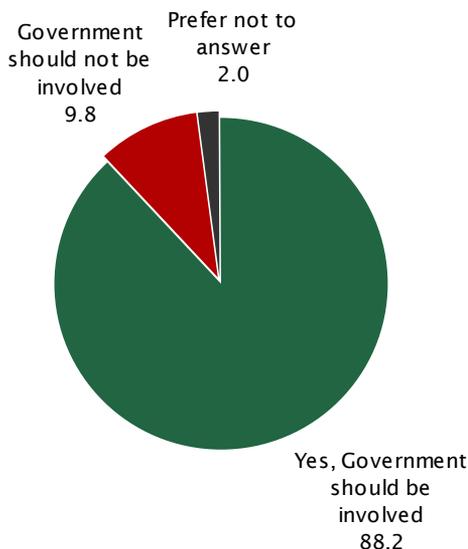
**Figure 15 REVITALIZATION WILL ATTRACT BUSINESS, JOBS BY YEARS IN CUDAHY, HOME OWNERSHIP STATUS & EMPLOYMENT STATUS**



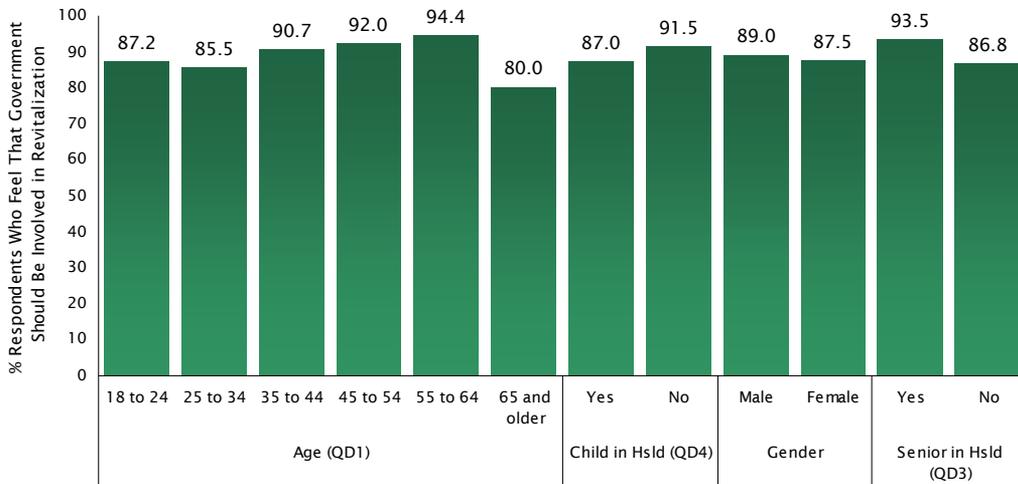
**SHOULD THE CITY ACTIVELY SUPPORT REDEVELOPMENT?** Question 9 continued with the redevelopment theme by asking residents whether the city government should play an active role in helping to improve and revitalize older, outdated shopping areas in the City. Once again, Cudahy residents were supportive of redevelopment, with 88% stating that the City should play an active role in the process to improve and revitalize older, outdated shopping areas (Figure 16). It is also worth noting that support for the City playing an active role in redeveloping older shopping centers was widespread, exceeding 79% in every resident subgroup (see Figures 17 & 18 on the next page).

**Question 9** *Do you think the city government should play an active role in helping to improve and revitalize older, outdated shopping areas in the City?*

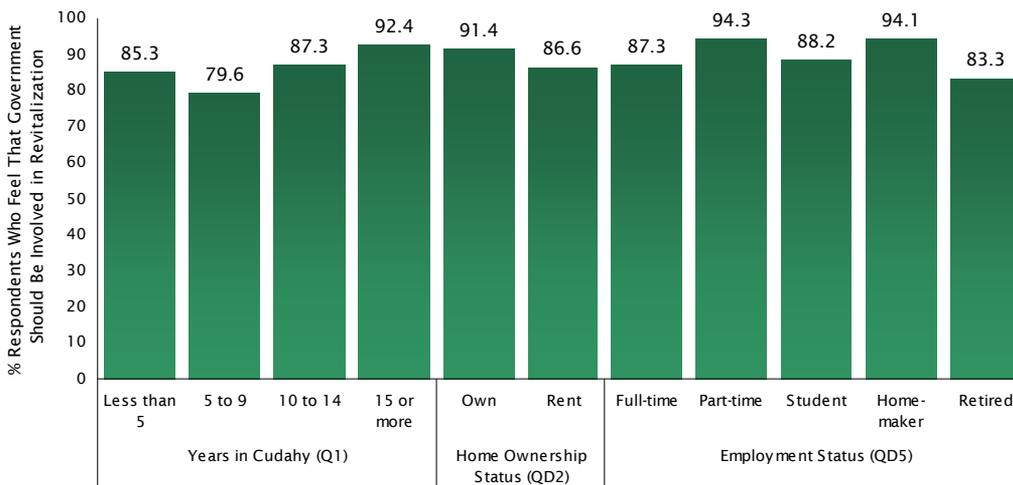
**FIGURE 16 GOVERNMENT INVOLVEMENT IN REVITALIZATION**



**FIGURE 17 GOVERNMENT INVOLVEMENT IN REVITALIZATION BY AGE, CHILD IN HSLD, G GENDER & SENIOR IN HSLD**



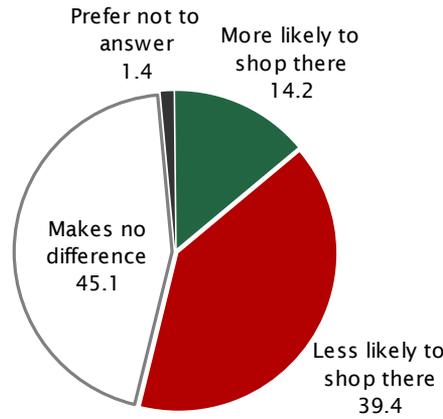
**FIGURE 18 GOVERNMENT INVOLVEMENT IN REVITALIZATION BY YEARS IN CUDAHY, HOME OWNERSHIP STATUS & EMPLOYMENT STATUS**



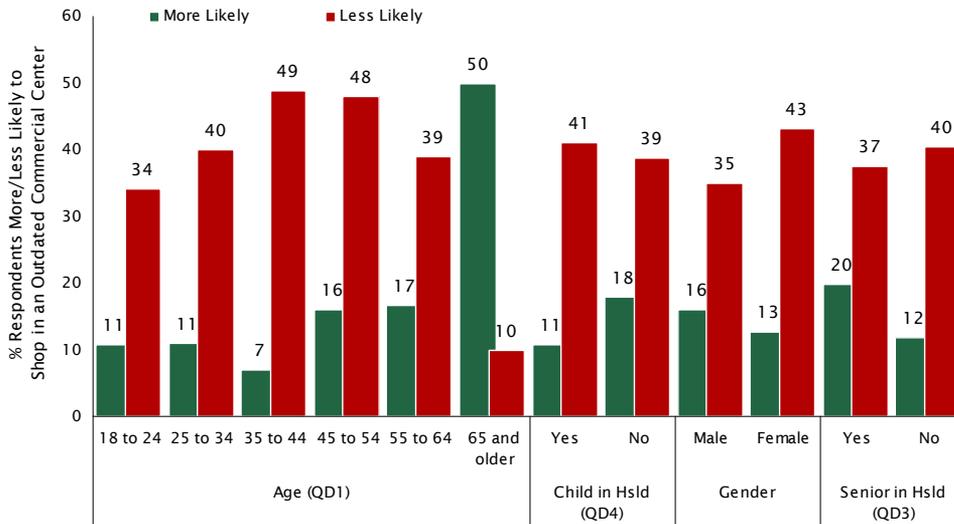
**IMPACT OF SHOPPING CENTER CONDITION ON LIKELIHOOD OF USE** Having gauged community support for redeveloping outdated shopping centers in the City, the survey next asked whether the condition of a commercial center impacts the respondents’ shopping behavior. All other things being equal, are they more or less likely to shop in a commercial center that is in an outdated condition, or does it not make a difference? Nearly half (45%) of respondents stated that the condition of a center makes no difference to their likelihood of shopping there, whereas 39% offered that they were *less* likely to shop at an outdated commercial center. Approximately 14% of Cudahy residents indicated that they preferred to shop at an outdated commercial center, whereas 1% preferred to not answer the question (Figure 19). Among various subgroups of Cudahy residents, only seniors and retired individuals indicated that they preferred to shop in outdated commercial centers (see Figures 20 & 21).

**Question 10** All other things being equal, are you more or less likely to shop in a commercial center that is in an outdated condition, or does it not make a difference?

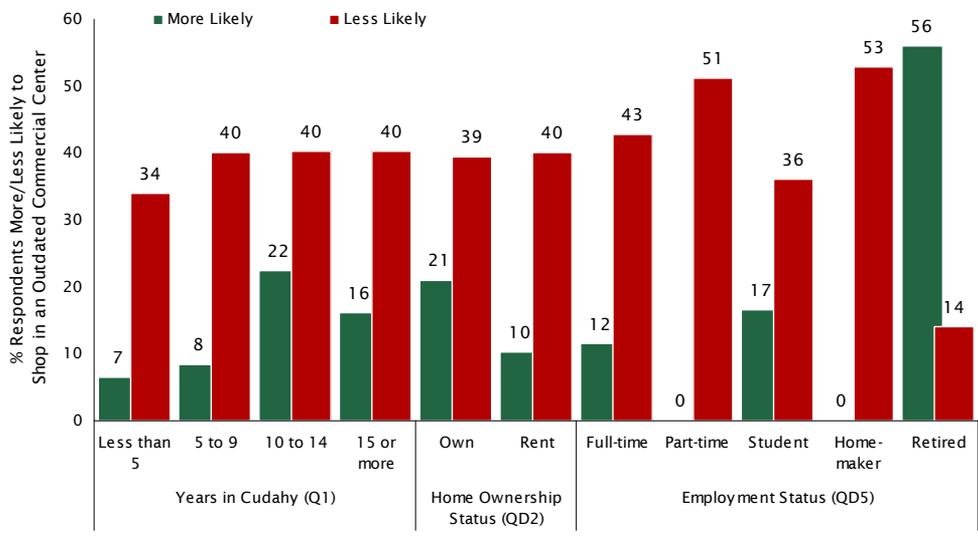
**FIGURE 19 EFFECT OF OUTDATED COMMERCIAL CENTER ON LIKELIHOOD OF SHOPPING**



**FIGURE 20 EFFECT OF OUTDATED COMMERCIAL CENTER ON LIKELIHOOD OF SHOPPING BY AGE, CHILD IN HSLD, GENDER & SENIOR IN HSLD**



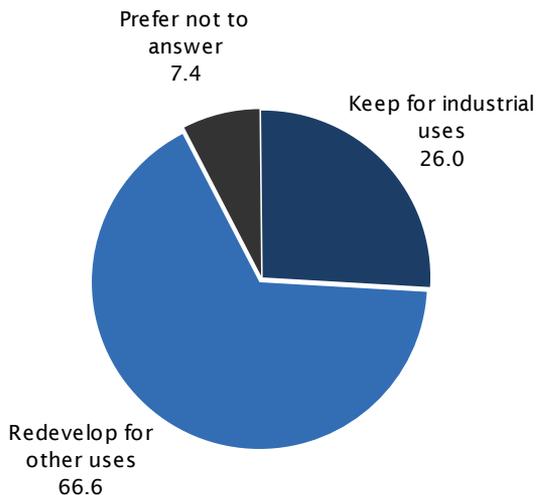
**FIGURE 21 EFFECT OF OUTDATED COMMERCIAL CENTER ON LIKELIHOOD OF SHOPPING BY YEARS IN CUDAHY, HOME OWNERSHIP STATUS & EMPLOYMENT STATUS**



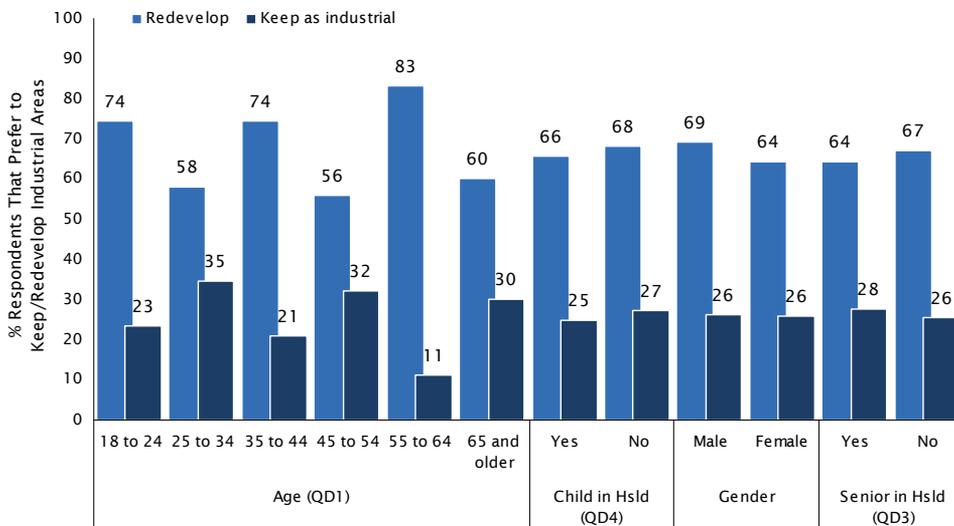
**REDEVELOPING INDUSTRIAL AREAS** The final question in this series shifted the focus away from commercial shopping centers to industrial areas. Do residents think outdated industrial areas in the City should be updated and kept for industrial businesses, or should they be redeveloped for other uses such as housing, commercial offices, or entertainment? Overall, two-thirds (67%) of Cudahy residents stated that outdated industrial areas in the City should be redeveloped for other uses, whereas one-quarter (26%) preferred that they be updated and kept for industrial businesses. Approximately 7% preferred to not answer the question. Across all sub-groups, there was a clear preference for redeveloping outdated industrial areas for other uses such as housing, commercial offices, and entertainment (see Figures 23 & 24).

**Question 11** *There are also several outdated industrial areas of the City. Do you think these areas should be updated and kept for industrial businesses, or do you think they should be redeveloped for other uses such as housing, commercial offices, or entertainment?*

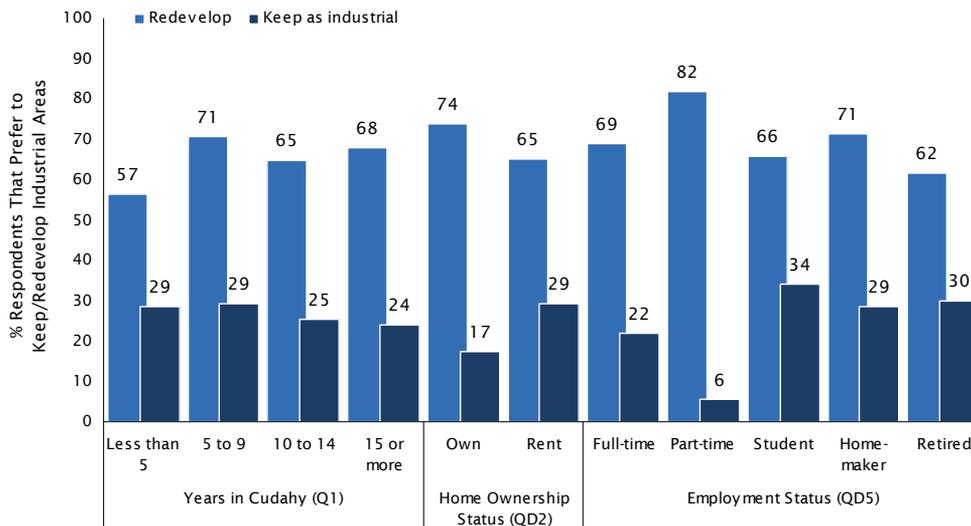
**FIGURE 22 OPINION OF INDUSTRIAL REDEVELOPMENT**



**FIGURE 23 OPINION OF INDUSTRIAL REDEVELOPMENT BY AGE, CHILD IN HSLD, GENDER & SENIOR IN HSLD**



**FIGURE 24 OPINION OF INDUSTRIAL REDEVELOPMENT BY YEARS IN CUDAHY, HOME OWNERSHIP STATUS & EMPLOYMENT STATUS**



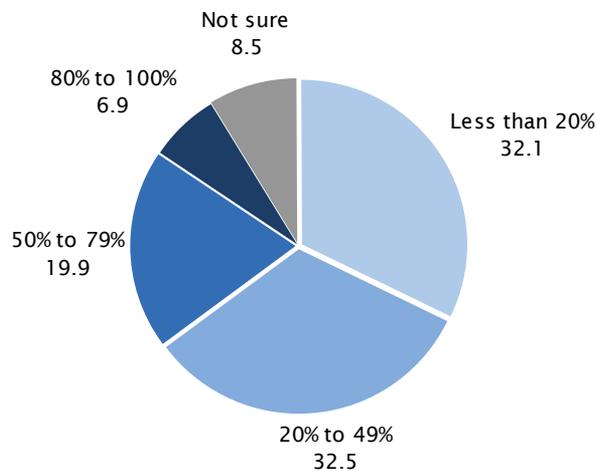
## ECONOMIC DEVELOPMENT

A key challenge for all cities is to create sustainable economic development and redevelopment initiatives that will support the tax base required for current and future needs. Naturally, the success and sustainability of future retail economic initiatives depend in part on the shopping behaviors and preferences of Cudahy residents. Businesses that meet these preferences will thrive, whereas those that do not will not succeed. Accordingly, the survey included three questions to profile residents' shopping behaviors and their desire for new shopping/dining opportunities in Cudahy.

**RETAIL SHOPPING BEHAVIOR** The first question in this series was designed to profile residents' retail shopping habits, focusing on the proportion of retail shopping dollars they spend within the City of Cudahy. As shown in Figure 25, nearly two-thirds of Cudahy households reported that they spend less than 50% of their retail shopping dollars in the City of Cudahy, with 32% spending less than 20% of their retail shopping dollars in the City, and 33% spending between 20% and 49% of their retail shopping dollars in Cudahy. Approximately one-quarter (27%) of Cudahy residents spend at least half of their retail shopping dollars in the City, whereas 9% were unsure.

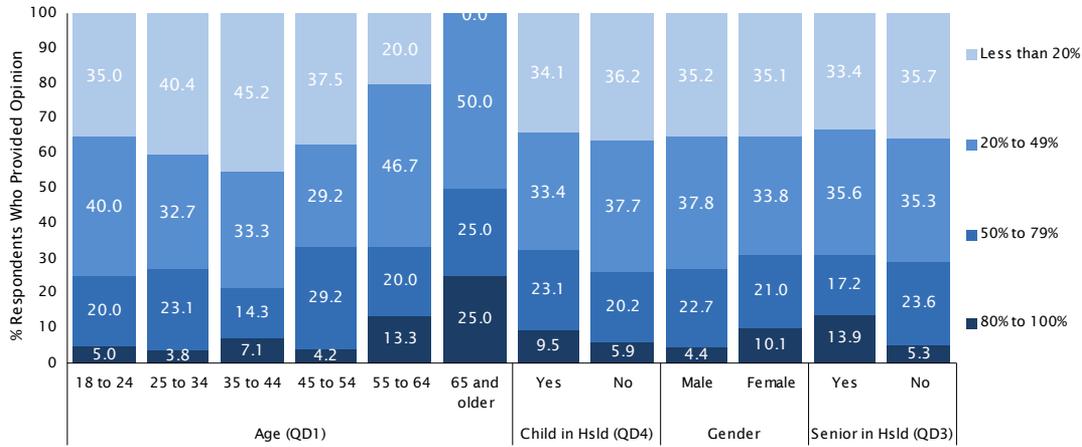
**Question 12** *What percentage of your household's retail shopping dollars do you spend in the City of Cudahy?*

**FIGURE 25 PERCENTAGE OF HOUSEHOLD RETAIL SHOPPING DOLLARS SPENT IN CUDAHY**

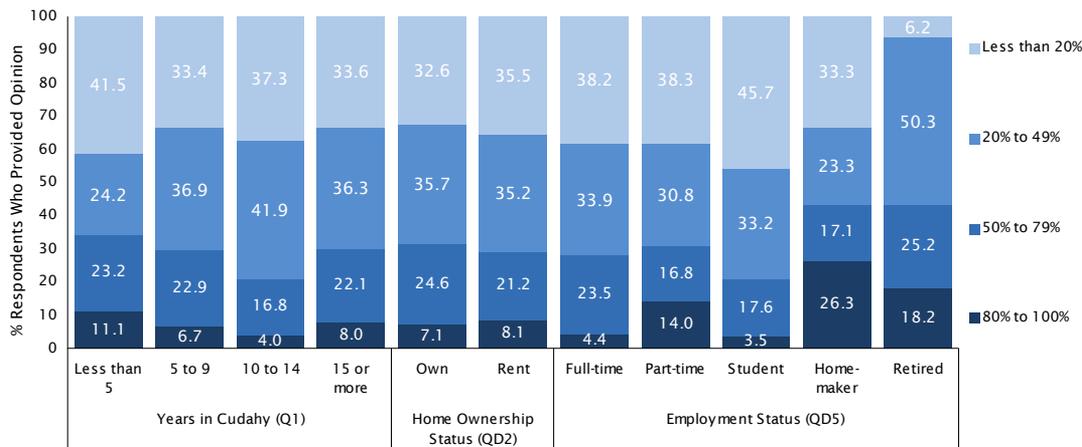


Figures 26 and 27 show how the local retail spending habits of Cudahy residents varied by age, the presence of children in the home, gender, presence of a senior in the home, length of residence, home ownership status, and employment status. As shown in the figures, age and employment status bore the strongest relationship to local retail spending, with those over 55 and retired individuals spending a greater share of their retail shopping dollars in Cudahy when compared to their counterparts.

**FIGURE 26 PERCENTAGE OF HOUSEHOLD RETAIL SHOPPING DOLLARS SPENT IN CUDAHY BY AGE, CHILD IN HSLD, GENDER & SENIOR IN HSLD**



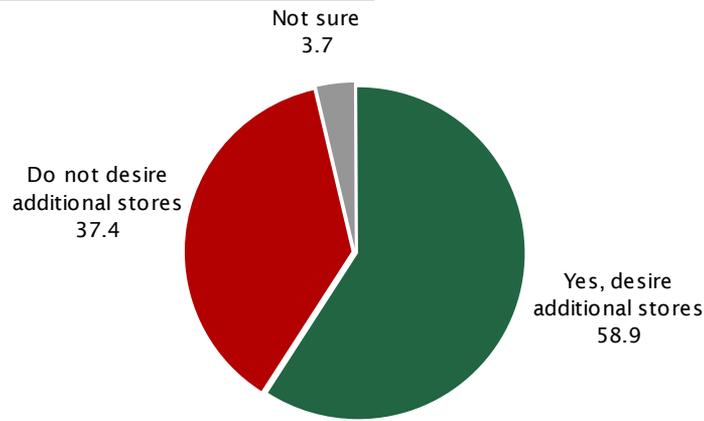
**FIGURE 27 PERCENTAGE OF HOUSEHOLD RETAIL SHOPPING DOLLARS SPENT IN CUDAHY BY YEARS IN CUDAHY, HOME OWNERSHIP STATUS & EMPLOYMENT STATUS**



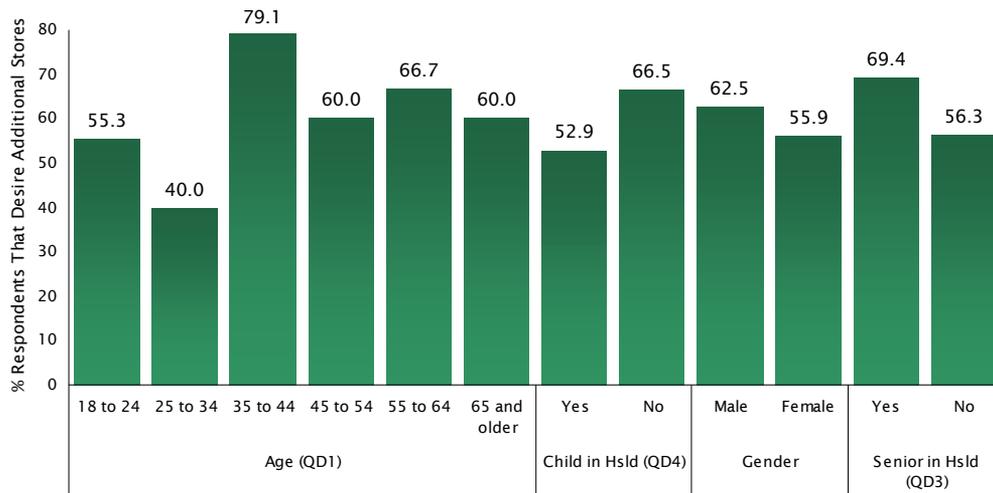
**DESIRE ADDITIONAL SHOPPING & DINING OPPORTUNITIES?** All residents were next asked to indicate whether, among the retail stores and restaurants their household currently patronizes *outside* the City, there are any they would like to have available in Cudahy. Fifty-nine percent (59%) of residents answered this question in the affirmative (see Figure 28), with residents between 35 and 44 years of age, those not living with children, those living in a household with at least one senior, those who have lived in Cudahy at least 10 years, home owners, and full-time employees expressing the most interest in attracting new retail and dining opportunities to the City (see Figures 29 & 30).

**Question 13** Thinking of the retail stores and restaurants that your household visits outside of the City, are there any that you would like to have available in Cudahy?

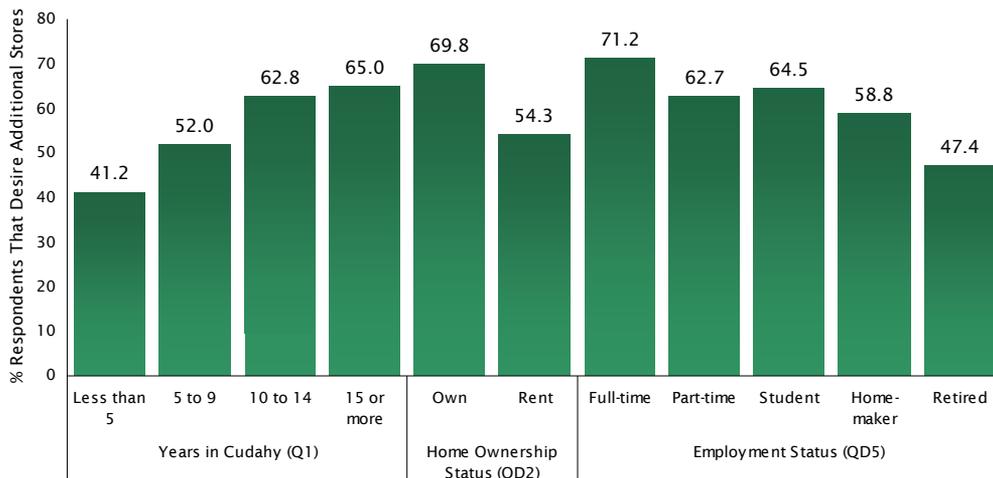
**FIGURE 28 DESIRE ADDITIONAL STORES, RESTAURANTS IN CUDAHY**



**FIGURE 29 ADDITIONAL STORES, RESTAURANTS DESIRED IN CUDAHY BY AGE, CHILD IN HSLD, GENDER & SENIOR IN HSLD**



**FIGURE 30 ADDITIONAL STORES, RESTAURANTS DESIRED IN CUDAHY BY YEARS IN CUDAHY, HOME OWNERSHIP STATUS & EMPLOYMENT**

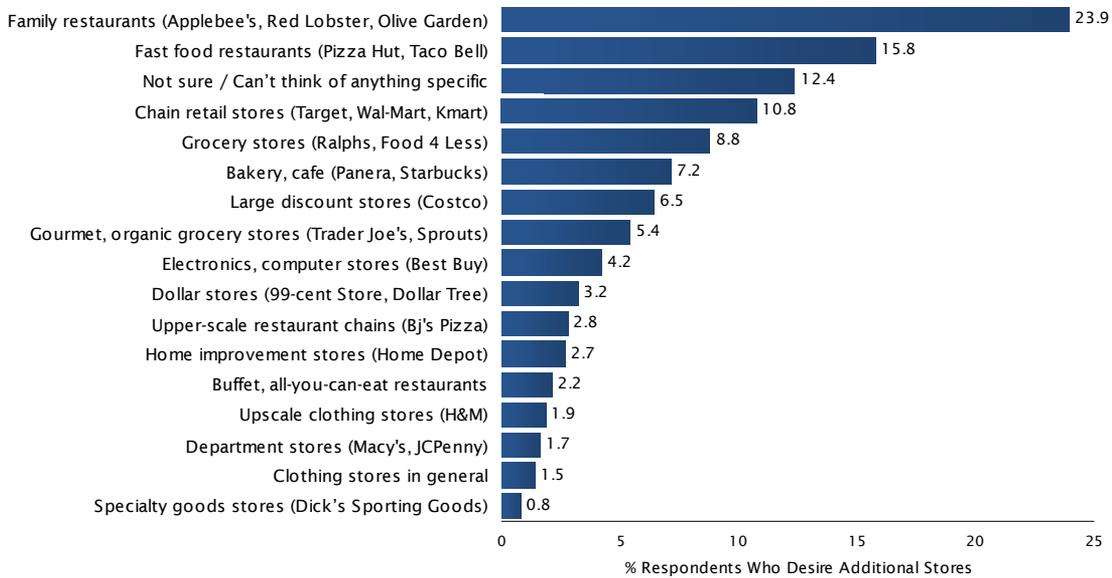


**WHICH STORES & RESTAURANTS DO YOU WANT IN CUDAHY?** Those interested in new retail stores and restaurants were next asked to name the one or two stores/restaurants they were most interested in having located in Cudahy. Question 14 was asked in an open-ended manner, allowing respondents to name any business that came to mind without being prompted by or restricted to a particular list of options. True North later reviewed the verbatim responses and grouped them into the categories shown in Figure 31.

The most commonly desired business was a family restaurant chain like Applebee’s, Red Lobster or Olive Garden (24%), a fast food restaurant such as Pizza Hut or Taco Bell (16%), a chain retail store such as Target, Wal-Mart or Kmart (11%), and a grocery store like Ralphs or Food 4 Less (9%).

**Question 14** *What are the names of one or two stores or restaurants you would most like to have located in your city?*

**FIGURE 31** ADDITIONAL STORES, RESTAURANTS DESIRED IN CUDAHY



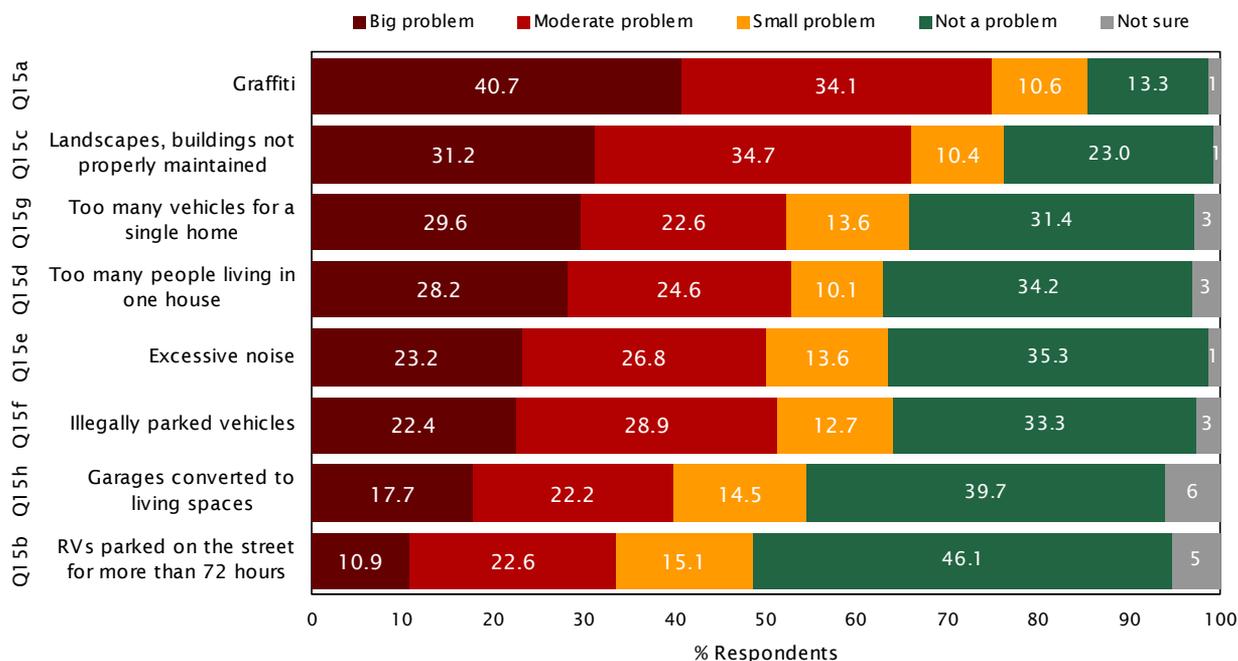
## NEIGHBORHOOD ISSUES

Research has shown that personal fear of crime and perceptions of safety can be influenced by factors that, although they are not directly related to crime, when present in a community are suggestive of an unsafe environment. Graffiti, unkempt yards, and illegally parked vehicles, for example, are problems that can lead a resident to feel that their neighborhood is not safe. If nothing else, these things can detract from the overall quality of life in a neighborhood.

Accordingly, the survey presented respondents with each of the issues shown on the left of Figure 32 and asked, for each, whether the issue is a big problem, moderate problem, small problem, or not a problem in their neighborhood. The most commonly experienced neighborhood problem among those tested was graffiti (mentioned by 75% as a big or moderate problem), followed by landscapes and buildings not being maintained (66%), too many vehicles for a single home (52%), and too many people living in one house (53%). At the other end of the spectrum, fewer respondents cited garages converted into living spaces (40%) and RVs parked on the street for more than 72 hours (34%) as big or moderate problems in their neighborhood. Table 2 on the next page shows how the percentage who cited each item as a big problem in their neighborhood varied by length of residence and overall satisfaction with the City’s performance in providing municipal services.

**Question 15** *As I read the following issues, please indicate whether each issue is a big problem, a moderate problem, a small problem, or not a problem in your neighborhood.*

**FIGURE 32 NEIGHBORHOOD ISSUES**



**TABLE 2 NEIGHBORHOOD ISSUES BY YEARS IN CUDAHY & OVERALL SATISFACTION (SHOWING % BIG PROBLEM)**

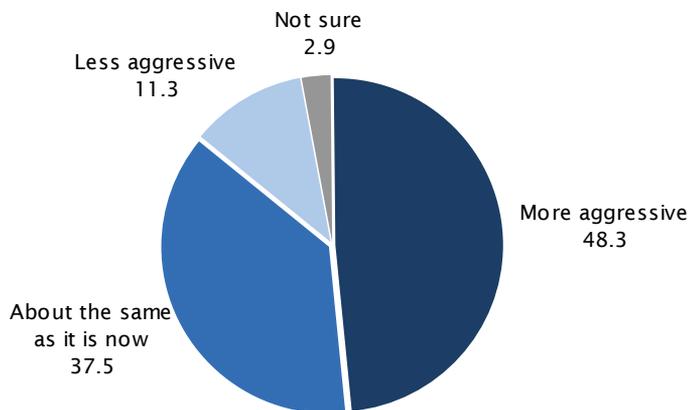
	Years in Cudahy (Q1)				Overall Satisfaction (Q5)		
	Less than 5	5 to 9	10 to 14	15 or more	Very satisfied	Smwt satisfied	Very/smwt dissatisfied
Graffiti	33.4	32.4	48.6	43.1	27.0	39.0	55.7
Landscapes and buildings not being properly maintained	25.1	28.7	43.3	30.1	13.7	28.2	57.2
Too many vehicles for a single home	22.3	38.5	18.0	30.6	26.1	26.6	39.7
Too many people living in one house	7.4	32.8	26.3	31.8	24.9	24.2	43.4
Excessive noise	21.8	15.8	21.0	26.9	21.1	16.2	42.6
Illegally parked vehicles	26.9	16.5	16.2	25.0	16.7	21.1	30.0
Garages that have been converted to living spaces	3.3	19.5	21.0	19.7	14.3	14.7	31.1
RVs parked on the street for more than 72 hours	9.8	3.6	17.5	12.0	8.1	9.0	19.4

**CODE ENFORCEMENT** Respondents were next informed that the City has created codes to address and prevent a variety of issues that can affect a neighborhood, such as illegal parking, abandoned vehicles, non-permitted construction, junk storage, and properties not being properly maintained. They were then asked if the City should be more aggressive, less aggressive, or about the same as it is now in identifying and enforcing code violations.

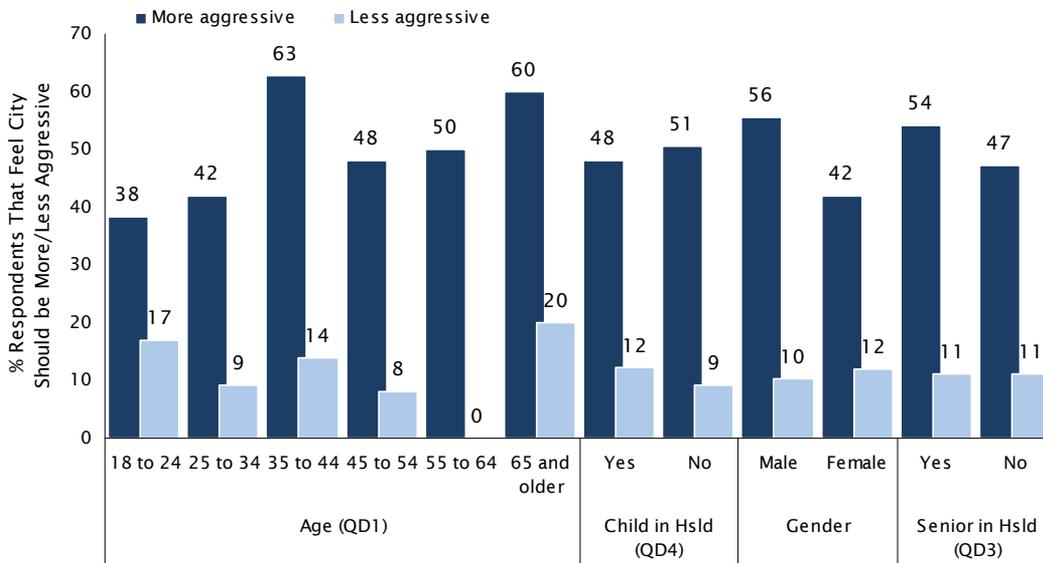
Nearly half (48%) of Cudahy residents surveyed preferred that the City be *more* aggressive in identifying and enforcing code violations, and an additional 38% felt that the City’s current approach is adequate. Approximately 11% of respondents preferred that the City be less aggressive in identifying and enforcing code violations, whereas 3% were unsure (Figure 33). Across all identified subgroups, the proportion of residents who preferred that the City be more aggressive in identifying and enforcing code violations outnumbered those who preferred a less aggressive approach by at least two-to-one (see Figures 34 & 35).

**Question 16** *The City of Cudahy has created codes to address a variety of issues that can affect a neighborhood, such as illegal parking, abandoned vehicles, non-permitted construction, junk storage and properties not being properly maintained. In your opinion, should the City be more aggressive, less aggressive, or about the same as it is now in identifying and enforcing code violations?*

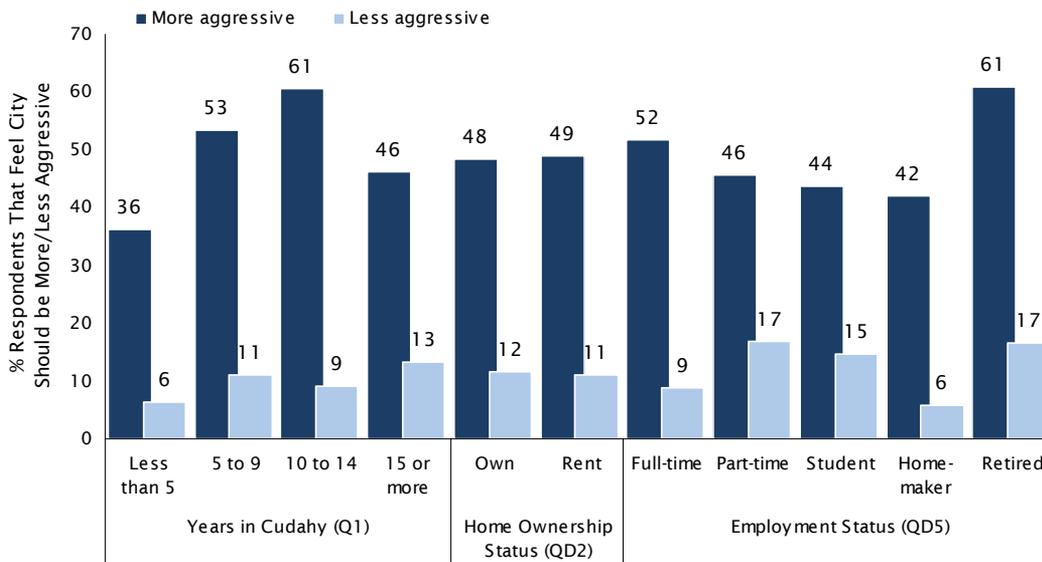
**FIGURE 33 OPINION OF CITY CODE ENFORCEMENT**



**FIGURE 34 OPINION OF CITY CODE ENFORCEMENT BY AGE, CHILD IN HSLD, GENDER & SENIOR IN HSLD**



**FIGURE 35 OPINION OF CITY CODE ENFORCEMENT BY YEARS IN CUDAHY, HOME OWNERSHIP STATUS & EMPLOYMENT STATUS**

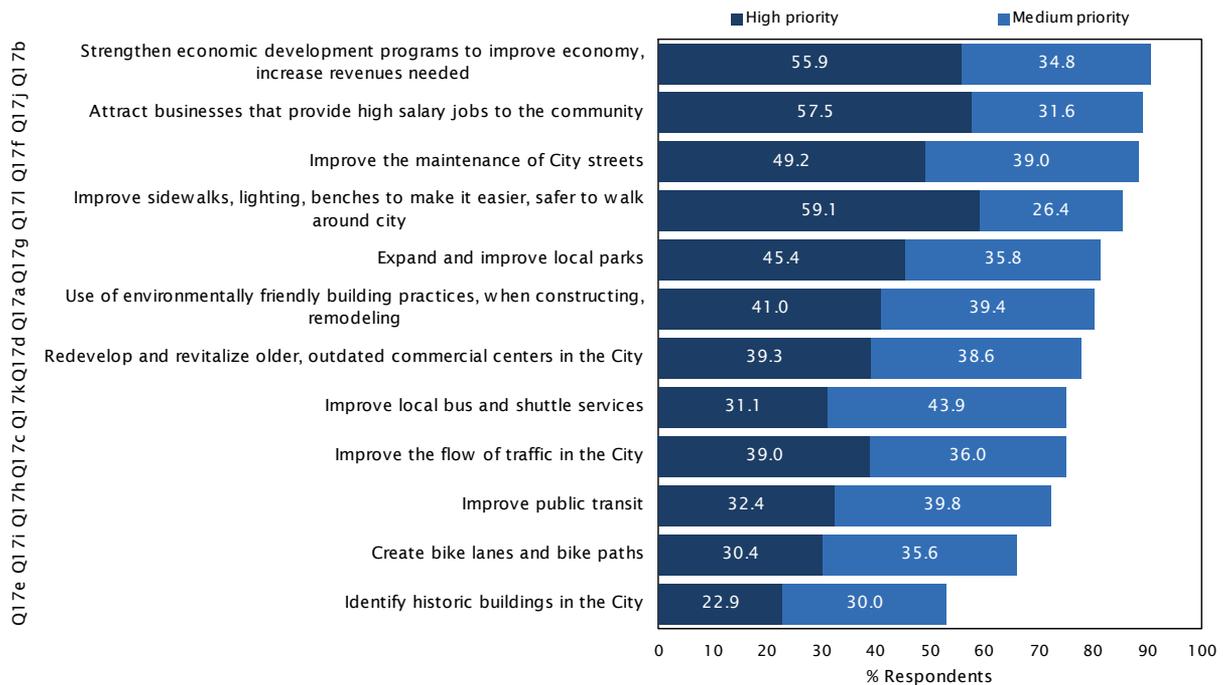


# PRIORITIES

One of the challenges in updating the City’s General Plan is prioritizing among the many projects and improvements that may become part of the plan. Because it has limited resources, the City of Cudahy must set priorities for the things it will accomplish over the next 10 years. With this in mind, the survey took the opportunity to ask residents how they would prioritize among the projects and improvements listed in Figure 36. The format of the question was straightforward: after informing respondents that the City has limited financial resources and must prioritize the things it will accomplish under the new General Plan, respondents were asked whether each item shown in Figure 36 should be a high, medium, or low priority for the City—or if the City should not spend any resources on the project.

**Question 17** *The City of Cudahy is in the process of updating its General Plan. Because it has limited resources, however, the City must set priorities for the things it will accomplish over the next 10 years. As I read each of the following items, I'd like you to indicate whether you think the City should make the item a high priority, a medium priority, or a low priority. If you feel the City should not spend any resources on this item, just say so. Please keep in mind that not all of the items can be high priorities.*

**FIGURE 36 PRIORITIES**



The items are sorted in Figure 36 according to the percentage of respondents who indicated that an item was a *high* or *medium* priority for the City. Among the items tested, strengthening economic development programs to improve the local economy and increase the revenues needed to provide city services was assigned the highest priority (91% citing it as at least a medium priority), followed by attracting businesses that provide high salary jobs (89%), improving the maintenance of city streets (88%), and improving sidewalks, lighting and benches to make it easier and safer to walk around the City (86%).

Second-tier priorities included expanding and improving local parks (81%), requiring environmentally friendly building practices when constructing or remodeling buildings in the City (80%), redeveloping and revitalizing older, outdated commercial centers in the City (78%), improving local bus and shuttle services (75%), improving the flow of traffic in the City (75%), and improving public transit (72%).

When compared to the other items tested, identifying historic buildings in the City (53%) and creating bike lanes and bike paths (66%) were viewed as lower priorities. Table 3 displays how the percentage of residents rating each item as a high priority varied by length of residence and overall satisfaction with the City’s efforts to provide municipal services.

**TABLE 3 PRIORITIES BY YEARS IN CUDAHY & OVERALL SATISFACTION (SHOWING % HIGH PRIORITY)**

	Years in Cudahy (Q1)				Overall Satisfaction (Q5)		
	Less than 5	5 to 9	10 to 14	15 or more	Very satisfied	Smwt satisfied	Very/smwt dissatisfied
Strengthen economic development programs to improve economy, increase revenues needed	44.1	63.2	45.6	58.9	37.6	63.8	57.0
Attract businesses that provide high salary jobs to the community	50.0	62.9	66.6	55.0	63.2	54.3	63.0
Improve the maintenance of City streets	41.2	48.9	47.3	51.9	40.2	54.5	42.3
Improve sidewalks, lighting, benches to make it easier, safer to walk around city	39.0	60.8	65.3	61.9	40.6	61.7	69.3
Expand and improve local parks	40.9	67.4	38.5	39.9	34.9	43.5	53.6
Use of environmentally friendly building practices, when constructing, remodeling	35.6	43.6	57.8	36.9	34.8	40.7	48.9
Redevelop and revitalize older, outdated commercial centers in the City	23.6	48.3	45.5	38.3	41.6	35.9	45.6
Improve local bus and shuttle services	33.3	24.8	36.3	31.6	26.0	32.4	35.6
Improve the flow of traffic in the City	37.5	40.0	40.2	38.7	36.0	37.9	46.1
Improve public transit	28.3	31.8	28.4	34.7	24.7	31.4	46.9
Create bike lanes and bike paths	20.9	34.6	39.8	28.8	27.7	31.3	30.7
Identify historic buildings in the City	17.6	27.9	22.8	22.3	26.9	19.7	27.2



## BACKGROUND & DEMOGRAPHICS

**TABLE 4 DEMOGRAPHICS OF SAMPLE**

<i>Total Respondents</i>	200
<b>Years in Cudahy (Q1)</b>	
Less than 5	13.3
5 to 9	20.1
10 to 14	14.0
15 or more	52.7
<b>Age (QD1)</b>	
18 to 24	19.9
25 to 34	23.8
35 to 44	21.2
45 to 54	16.8
55 to 64	10.1
65 and older	7.2
<b>Home Ownership Status (QD2)</b>	
Own	32.8
Rent	63.7
Prefer not to answer	3.5
<b>Senior in Hsld (QD3)</b>	
Yes	28.4
No	68.9
Prefer not to answer	2.7
<b>Child in Hsld (QD4)</b>	
Yes	50.2
No	46.3
Prefer not to answer	3.5
<b>Employment Status (QD5)</b>	
Full-time	47.0
Part-time	7.6
Student	14.4
Home-maker	8.4
Retired	8.6
Prefer not to answer	14.1
<b>Gender</b>	
Male	46.2
Female	53.8

Table 4 presents the key demographic and background information collected during the survey. Because of the probability-based sampling methodology used in this study (see *Sample, Recruiting & Data Collection* on page 32), the results shown in the table are representative of adult residents in the City of Cudahy. The primary motivation for collecting the background and demographic information was to provide a better insight into how the results of the substantive questions of the survey vary by demographic characteristics (see Appendix A for more details).



## M E T H O D O L O G Y

The following sections outline the methodology used in the study, as well as the motivation for using certain techniques.

**QUESTIONNAIRE DEVELOPMENT** Dr. McLarney of True North Research worked closely with the City of Cudahy and MIG to develop a questionnaire that covered the topics of interest and avoided possible sources of systematic measurement error, including position-order effects, wording effects, response-category effects, scaling effects, and priming. Several questions included multiple individual items. Because asking items in a set order can lead to a systematic position bias in responses, the items were asked in a random order for each respondent.

**PROGRAMMING & PRE-TEST & TRANSLATION** Prior to fielding the survey, the questionnaire was CATI (Computer Assisted Telephone Interviewing) programmed to assist interviewers when conducting the telephone interviews. The CATI program automatically navigates the skip patterns, randomizes the appropriate question items, and alerts the interviewer to certain types of keypunching mistakes should they happen during the interview. The survey was also programmed into a passcode-protected online survey application to allow online participation for sampled residents. The integrity of the questionnaire was pre-tested internally by True North and by dialing into random homes in the City of Cudahy prior to formally beginning the survey. Once finalized, the survey was also professionally translated into Spanish.

**SAMPLE, RECRUITING & DATA COLLECTION** The survey was administered to a random sample of Cudahy households using a mixed-method design that employed multiple recruiting methods (telephone and email) and multiple data collection methods (telephone and online).

Data collection began with phone interviewing. Telephone interviews averaged 17 minutes in length and were conducted in English and Spanish during weekday evenings (5:30PM to 9PM) and on weekends (10AM to 5PM). It is standard practice not to call during the day on weekdays because most working adults are unavailable and thus calling during those hours would likely bias the sample.

Following an initial one-week period of phone interviewing, email invitations were sent to households with an email address on file that had yet to complete a survey. Households were assigned unique passcodes to ensure that only Cudahy residents who received an invitation could access the online survey site. Follow-up phone calls were made and reminder invitations were sent over the next ten days to maximize response from the community. A total of 200 completed surveys were gathered online and by telephone between February 4 and February 22, 2016.

**MARGIN OF ERROR DUE TO SAMPLING** The results of the survey can be used to estimate the opinions of all adult residents of the City. Because not every adult resident of the City participated in the survey, however, the results have what is known as a statistical margin of error due to sampling. The margin of error refers to the difference between what was found in the survey of 200 adult residents for a particular question and what would have been found if all of the estimated 15,546 adult residents<sup>1</sup> had been interviewed.

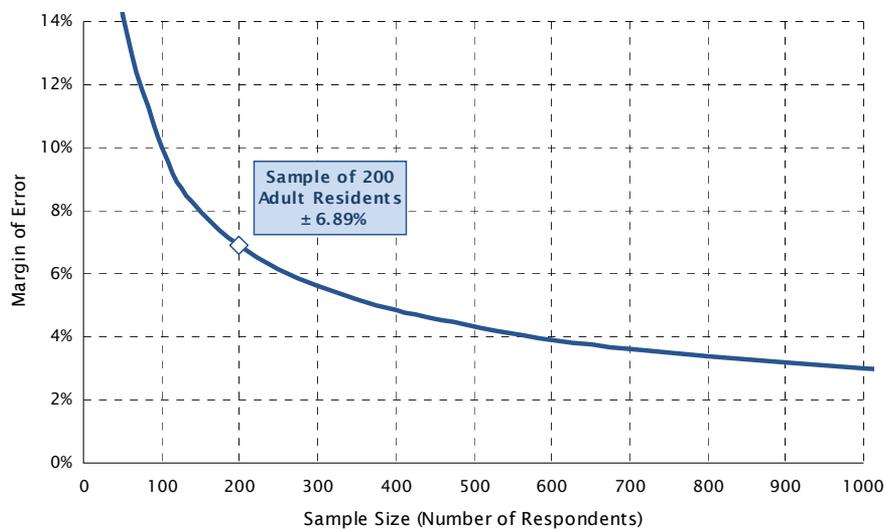
For example, in estimating the percentage of adults who believe that revitalizing outdated commercial areas will attract better businesses and jobs to the City (Question 8), the margin of error can be calculated if one knows the size of the population, the size of the sample, a desired confidence level, and the distribution of responses to the question. The appropriate equation for estimating the margin of error, in this case, is shown below:

$$\hat{p} \pm t \sqrt{\left(\frac{N-n}{N}\right) \frac{\hat{p}(1-\hat{p})}{n-1}}$$

where  $\hat{p}$  is the proportion of adults who believe that revitalizing outdated commercial areas will attract better businesses and jobs (0.91 for 91% in this example),  $N$  is the population size of all adults (15,546),  $n$  is the sample size that received the question (200), and  $t$  is the upper  $\alpha/2$  point for the t-distribution with  $n - 1$  degrees of freedom (1.96 for a 95% confidence interval). Solving the equation using these values reveals a margin of error of  $\pm 3.95\%$ . This means that with 91% of survey respondents indicating they believe that revitalizing outdated commercial areas will attract better businesses and jobs, we can be 95 percent confident that the actual percentage of *all* adult residents in the City who hold this belief is between 87% and 95%.

Figure 37 provides a plot of the *maximum* margin of error in this study. The maximum margin of error for a dichotomous percentage result occurs when the answers are evenly split such that 50% provide one response and 50% provide the alternative response (i.e.,  $\hat{p} = 0.5$ ). For this survey, the maximum margin of error is  $\pm 6.89\%$  for questions answered by all 200 respondents.

FIGURE 37 MAXIMUM MARGIN OF ERROR



Within this report, figures and tables show how responses to certain questions varied by demographic characteristics such as length of residence and age of the respondent. Figure 37 is thus useful for understanding how the maximum margin of error for a percentage estimate will grow as the number of individuals asked a question (or in a particular subgroup) shrinks. Because the margin of error grows exponentially as the sample size decreases, the reader should use caution when generalizing and interpreting the results for small subgroups.

1. Source: U.S. Census Bureau, 2009-2013 5-Year American Community Survey

**DATA PROCESSING** Data processing consisted of checking the data for errors or inconsistencies, coding and recoding responses, categorizing open-ended responses, and preparing frequency analyses and cross-tabulations.

**ROUNDING** Numbers that end in 0.5 or higher are rounded up to the nearest whole number, whereas numbers that end in 0.4 or lower are rounded down to the nearest whole number. These same rounding rules are also applied, when needed, to arrive at numbers that include a decimal place in constructing figures and charts. Occasionally, these rounding rules lead to small discrepancies in the first decimal place when comparing tables and pie charts for a given question.

## QUESTIONNAIRE &amp; TOPLINES



City of Cudahy  
General Plan Survey  
Final Toplines  
March 2016

### Section 1: Introduction to Study

Hi, my name is \_\_\_\_\_ and I'm calling on behalf of TNR, an independent public opinion research company. We're conducting a survey about issues in Cudahy (KUH-duh-HAY) and we would like to get your opinions.

*If needed:* This is a survey about important issues in your community, I'm NOT trying to sell anything and I won't ask for a donation.

*If needed:* The survey should take about 12 minutes to complete.

*If needed:* If now is not a convenient time, can you let me know a better time so I can call back?

*If the person says they are an elected official or is somehow associated with the survey, politely explain that this survey is designed to measure the opinions of those not closely associated with the survey, thank them for their time, and terminate the interview.*

### Section 2: Screener for Inclusion in the Study

For statistical reasons, I would like to speak to the youngest adult male currently at home that is at least 18 years of age. *If there is no adult male currently at home, then ask:* OK, then I'd like to speak to the youngest female currently at home that is at least 18 years of age.

*If there is no adult currently available, then ask for a callback time.*

*NOTE: Adjust this screener as needed to match sample quotas on gender & age*

*If respondent asks why we want to speak to a particular demographic group, explain:* It's important that the sample of people for the survey is representative of the population in the city for it to be statistically reliable. At this point, we need to balance our sample by asking for people who fit a particular demographic profile.

SC1 Just to confirm, do you currently live in the City of Cudahy (KUH-duh-HAY)?

1	Yes	Continue with survey
2	No	Terminate

### Section 3: Quality of Life

Next, I'd like to ask you a few questions about what it is like to live in the City of Cudahy (KUH-duh-HAY).

Q1 How long have you lived in the City of Cudahy (KUH-duh-HAY)?

1	Less than 1 year	1%
2	1 to 4 years	12%
3	5 to 9 years	20%
4	10 to 14 years	14%
5	15 years or longer	53%
99	Prefer not to answer	0%

Q2	How would you rate the overall quality of life in the City? Would you say it is excellent, good, fair, poor or very poor?		
	1	Excellent	10%
	2	Good	30%
	3	Fair	38%
	4	Poor	15%
	5	Very Poor	5%
	98	Not sure	0%
	99	Prefer not to answer	1%
Q3	What do you like most about Cudahy (KUH-duh-HAY) that the city government should make sure to <u>preserve</u> in the future? Verbatim responses recorded and grouped into categories shown below.		
	Not sure / Can't think of anything specific		25%
	Quality of parks and rec facilities		15%
	Community programs, events		9%
	Personal safety / Low crime rate		9%
	Clean, well maintained appearance		8%
	Nice community, family oriented, quiet		7%
	Schools, education		5%
	Restaurants, markets, businesses		5%
	Other (unique responses)		5%
	Location / Proximity to surrounding areas		4%
	Availability of parking		4%
	Low cost of living, housing		2%
	Economy, jobs		2%
	Everything is fine, don't change anything		2%
	Government, leadership		1%
Q4	If the city government could change one thing to make Cudahy (KUH-duh-HAY) a better place to live, what change would you like to see? Verbatim responses recorded and grouped into categories shown below.		
	Improve personal safety, security		19%
	Improve clean-up, environmental efforts		17%
	Improve parking		10%
	No changes needed, everything is okay		10%
	Improve, add rec facilities, parks		7%
	Not sure / Can't think of anything specific		7%
	Attract restaurants, markets, businesses		6%
	Improve infrastructure, maintenance		6%

	Improve government, leadership	5%
	Provide more community events, activities	5%
	Revitalize, redevelop City infrastructure	5%
	Provide more programs, services for residents	4%
	Provide more affordable housing	4%
	Improve education, schools	3%
	Improve economy, jobs	3%
	Reduce traffic congestion	2%
Q5	Generally speaking, are you satisfied or dissatisfied with the job the City is doing to provide city services? <i>Get answer, then ask: Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?</i>	
	1 Very satisfied	20%
	2 Somewhat satisfied	51%
	3 Somewhat dissatisfied	12%
	4 Very dissatisfied	11%
	98 Not sure	5%
	99 Prefer not to answer	0%

**Section 4: Land Use & Development**

Now I'd like to ask you a few questions about planning and policy issues.

Q6	There are a number of properties in the city that have yet to be developed, but will be developed in the future for residential or commercial purposes. There are also existing properties that can be redeveloped to serve a different purpose.  As I read the following list of development types, please tell me whether you feel there is <u>currently</u> too much, about the right amount, or too little of this type of development in Cudahy (KUH-duh-HAY).					
	<i>Randomize</i>	Too Much	About Right	Too Little	Not sure	Prefer not to answer
A	Retail stores	8%	40%	49%	3%	1%
B	Sit-down restaurants	10%	38%	50%	2%	1%
C	Fast food restaurants	32%	45%	20%	2%	1%
D	Traditional Family Homes	6%	47%	44%	2%	2%
E	Condominiums	15%	42%	37%	5%	1%
F	Apartments	52%	33%	14%	1%	1%
G	Commercial offices	10%	39%	44%	6%	1%
H	Entertainment uses such as music and arts	2%	11%	81%	4%	1%

I	Hotels	19%	40%	34%	5%	1%
J	Medical offices	8%	46%	43%	3%	1%
K	Light industrial and manufacturing	20%	36%	35%	8%	1%
L	Mixed-use, by which I mean residential housing units built on top of, or next to, office, retail and restaurant businesses	20%	49%	26%	4%	1%

#### Section 5: Redevelopment

Q7	In your opinion, are there shopping areas in the city that are outdated and in need of revitalization?		
	1	Yes	65%
	2	No	32%
	99	Prefer not to answer	3%
Q8	Do you think that revitalizing outdated commercial areas will attract better businesses and jobs to the city?		
	1	Yes	91%
	2	No	8%
	99	Prefer not to answer	1%
Q9	Do you think the city government should play an active role in helping to improve and revitalize older, outdated shopping areas in the city?		
	1	Yes	88%
	2	No	10%
	99	Prefer not to answer	2%
Q10	All other things being equal, are you <u>more</u> or <u>less</u> likely to shop in a commercial center that is in an outdated condition, or does it not make a difference?		
	1	More likely	14%
	2	Less likely	39%
	3	Makes no difference	45%
	99	Prefer not to answer	1%
Q11	There are also several outdated industrial areas of the City. Do you think these areas should be updated and <b>kept for industrial businesses</b> , or do you think they should be <b>redeveloped for other uses</b> such as housing, commercial offices, or entertainment?		
	1	Kept for industrial uses	26%
	2	Redeveloped for other uses	67%
	99	Prefer not to answer	7%

Section 6: Economic Development			
Q12	What percentage of your household's retail shopping dollars do you spend in the City of Cudahy (KUH-duh-HAY)? <i>If they are uncertain, ask them to estimate.</i>		
	1	Less than 10%	19%
	2	10% to 19%	13%
	3	20% to 29%	16%
	4	30% to 39%	8%
	5	40% to 49%	8%
	6	50% to 59%	12%
	7	60% to 69%	3%
	8	70% to 79%	4%
	9	80% to 89%	4%
	10	90% to 100%	3%
	98	Not sure	9%
	99	Prefer not to answer	0%
Q13	Thinking of the retail stores and restaurants that your household visits <u>outside</u> of the City, are there any that you would like to have available in Cudahy (KUH-duh-HAY)?		
	1	Yes	59% Ask Q14
	2	No	37% Skip to Q15
	98	Not sure	4% Skip to Q15
	99	Prefer not to answer	0% Skip to Q15
Q14	What are the names of one or two stores or restaurants you would <u>most</u> like to have located in your city? <i>Verbatim responses recorded and grouped into categories shown below, along with example stores/restaurants where applicable.</i>		
	Family restaurants (Applebee, Red Lobster, Fridays, Olive Garden)		24%
	Fast food restaurants (Pizza Hut, Taco Bell)		16%
	Not sure / Can't think of anything specific		12%
	Chain retail stores (Target, Wal-Mart, Kmart)		11%
	Grocery stores (Ralphs, Food 4 Less)		9%
	Bakery, cafe (Panera, Starbucks)		7%
	Large discount stores (Costco)		6%
	Gourmet, organic grocery stores (Trader Joe's, Sprouts)		5%
	Electronics, computer stores (Best Buy)		4%
	Dollar stores (99-cent Store, Dollar Tree)		3%
	Home improvement stores (Home Depot)		3%
	Upper-scale restaurant chains (Bj's Pizza)		3%

Upscale clothing stores (H&M)	2%
Department stores (Macy's, JCPenny)	2%
Buffet, all-you-can-eat restaurants	2%
Specialty goods stores (Dick's Sporting Goods)	1%
Clothing stores in general	1%

**Section 7: Neighborhood Issues**

Q15 As I read the following issues, please indicate whether each issue is a big problem, a moderate problem, a small problem, or not a problem in your neighborhood.

		Big Problem	Moderate Problem	Small Problem	Not a Problem	Not Sure	Prefer not to answer
	<i>Randomize</i>						
A	Graffiti	40%	34%	10%	13%	1%	1%
B	Recreational vehicles parked on the street for more than 72 hours at a time	11%	22%	15%	46%	5%	1%
C	Landscapes and buildings <u>not</u> being properly maintained	31%	34%	10%	23%	1%	1%
D	Too many people living in one house	28%	24%	10%	34%	3%	1%
E	Excessive noise	23%	27%	14%	35%	1%	0%
F	Illegally parked vehicles	22%	29%	13%	33%	3%	1%
G	Too many vehicles for a single home	29%	22%	13%	31%	3%	1%
H	Garages that have been converted to living spaces	18%	22%	14%	40%	6%	0%

Q16 The City of Cudahy (KUH-duh-HAY) has created codes to address a variety of issues that can affect a neighborhood, such as illegal parking, abandoned vehicles, non-permitted construction, junk storage and properties not being properly maintained.

In your opinion, should the City be more aggressive, less aggressive, or about the same as it is now in identifying and enforcing code violations?

1	More aggressive	48%
2	Less aggressive	11%
3	About the same as it is now	38%
98	No Opinion	3%
99	Prefer not to answer	0%

**Section 8: Priorities**

The City of Cudahy (KUH-duh-HAY) is in the process of updating its General Plan. Because it has limited resources, however, the City must set priorities for the things it will accomplish over the next 10 years.

Q17 As I read each of the following items, I'd like you to indicate whether you think the City should make the item a high priority, a medium priority, or a low priority. If you feel the City should not spend any resources on this item, just say so. Please keep in mind that not all of the items can be high priorities.

Here is the (first/next) one: \_\_\_\_\_. Should this item be a high, medium or low priority for the City – or should the City not spend any resources on this goal?

	<i>Randomize</i>	High Priority	Medium Priority	Low Priority	Should not spend resources	Not sure	Prefer not to answer
A	Require the use of environmentally friendly building practices when constructing or remodeling buildings in the City	41%	39%	14%	1%	4%	1%
B	Strengthen economic development programs that improve the local economy and increase the revenues needed to provide City services	56%	35%	7%	1%	1%	1%
C	Improve the flow of traffic in the City	39%	36%	18%	4%	1%	1%
D	Redevelop and revitalize older, outdated commercial centers in the City	39%	39%	17%	4%	0%	0%
E	Identify historic buildings in the City	23%	30%	32%	10%	4%	1%
F	Improve the maintenance of City streets	49%	39%	8%	2%	1%	1%
G	Expand and improve local parks	45%	36%	13%	4%	2%	0%
H	Improve public transit	32%	40%	19%	7%	1%	1%
I	Create bike lanes and bike paths	30%	36%	23%	8%	1%	1%
J	Attract businesses that provide high salary jobs to the community	58%	32%	8%	1%	1%	0%
K	Improve local bus and shuttle services	31%	44%	18%	4%	2%	1%
L	Improve sidewalks, lighting, and benches to make it easier and safer to walk around the city	59%	26%	10%	3%	1%	1%

**Section 9: Background & Demographics**

Thank you so much for your participation. I have just a few background questions for statistical purposes.

D1	In what year were you born? Year of birth recoded into categories shown below.	
	18 to 24	20%
	25 to 34	24%
	35 to 44	21%
	45 to 54	17%
	55 to 64	10%
	65 and older	7%
	Prefer not to answer	1%
D2	Do you own or rent your residence in the City of Cudahy (KUH-duh-HAY)?	
	1 Own	33%
	2 Rent	64%
	99 Prefer not to answer	4%
D3	Is there at least one person living in your home who is 65 years of age or older?	
	1 Yes	28%
	2 No	69%
	99 Prefer not to answer	3%
D4	Do you currently have any children under the age of 18 living in your home?	
	1 Yes	50%
	2 No	46%
	99 Prefer not to answer	3%

D5 Which of the following best describes your employment status? Would you say you are employed full-time, part-time, a student, a homemaker, retired, or are you in-between jobs right now?		
1	Employed full-time	47%
2	Employed part-time	8%
3	Student	14%
4	Homemaker	8%
5	Retired	9%
6	In-between jobs	4%
98	Not sure	1%
99	Prefer not to answer	9%
D6 What ethnic group do you consider yourself a part of or feel closest to? <i>Read list if respondent hesitates.</i>		
1	Caucasian/white	5%
2	African-American/African/Black	2%
3	Asian/Chinese/Korean/Vietnamese/Other Asian	2%
4	Latino/Hispanic	88%
5	Some other ethnicity	2%
8	Not sure	0%
9	Refused	2%

Those are all of the questions that I have for you! Thanks so much for participating in this important survey! This survey was conducted for the City of Cudahy (KUH-duh-HAY).

#### Post-Interview Items

D7 Gender (by voice in phone version/asked in online version)		
1	Male	46%
2	Female	54%
3	Prefer not to answer	0%
D8 Survey Language		
1	English	86%
2	Spanish	14%