

OVERALL ECONOMIC DEVELOPMENT PROGRAM PLAN

CITY OF CUDAHY MILWAUKEE COUNTY WISCONSIN

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**MEMORANDUM REPORT
NUMBER 66**

**CITY OF CUDAHY OVERALL ECONOMIC
DEVELOPMENT PROGRAM PLAN
MILWAUKEE COUNTY, WISCONSIN**

Prepared by the
Southeastern Wisconsin Regional Planning Commission
P. O. Box 1607
Old Courthouse
916 N. East Avenue
Waukesha, Wisconsin 53187-1607

June 1992

**Inside Region \$2.50
Outside Region \$5.00**

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SOUTHEASTERN WISCONSIN REGIONAL PLANNING COMMISSION

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The Honorable Raymond S. Glowacki
City of Cudahy
5050 S. Lake Drive
Cudahy, Wisconsin 53110

June 15, 1992

Dear Mayor Glowacki:

In July of 1991, the City of Cudahy asked the Southeastern Wisconsin Regional Planning Commission to assist in the preparation of an overall economic development program (OEDP) plan for the City. The requested plan, which was adopted by the Common Council on May 5, 1992, is set forth in this report.

The plan is based in part on the material compiled in a companion document entitled, "City of Cudahy Economic Development Fact Book." That book consists of a compilation of pertinent data on the natural resource base and physical characteristics of the City and its environs, as well as on the characteristics of the resident population, labor force, and economy of the City. In this report, the potentials for, and constraints on, economic development in the City are identified. Recognizing those potentials and constraints, the plan sets forth a development strategy that can help guide and coordinate the efforts of local individuals and organizations concerned with the economic development of the City, as well as help to facilitate the creation of employment opportunities and foster a more stable and diversified City economy.

The Commission and its staff were materially assisted in the preparation of the plan by the City of Cudahy Economic Development Committee, which includes representatives from various public and private sector interests in the City. The assistance of the Economic Development Committee contributed substantially to the development of the report and is very much appreciated.

The Regional Planning Commission is pleased to have been of assistance to the City in this important planning effort. The Commission stands ready to assist the City in the implementation of the recommendations contained in this report.

Sincerely,



Kurt W. Bauer
Executive Director

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CITY OF CUDAHY
OVERALL ECONOMIC DEVELOPMENT PROGRAM (OEDP) PLAN

SUMMARY

SUMMARY OF SECTION I: INTRODUCTION

Background

In June 1991, the Southeastern Wisconsin Regional Planning Commission (SEWRPC), acting in response to a request from the City of Cudahy, undertook the preparation of an overall economic development program (OEDP) plan for the City. An economic development plan is the initial stage of an ongoing local economic development planning process that: 1) inventories the City economic resources; 2) assesses the City economic strengths and weaknesses; 3) develops a program of projects and activities designed to capitalize on the City strengths and eliminate or minimize the weaknesses; 4) implements the recommended projects and activities; and 5) periodically evaluates the results of the economic development program in order to improve the program's effectiveness.

Purpose of the OEDP Plan

The purpose of the OEDP plan was to develop, as part of a continuing economic development program planning process, a document that would:

1. Collect and analyze appropriate economic development data and information in order to identify the need for various economic development program activities in the City.
2. Develop a consensus among public and private individuals and organizations in the City concerning the potentials for, and constraints on, economic development.
3. Identify specific economic development program activities for improving economic conditions in the City.

The Regional Planning Commission staff was assisted in the conduct of this study by the City of Cudahy Economic Development Committee. The Committee consisted of 14 persons representing a variety of economic development-related interests in the City. The membership of the Committee is shown in Table S-1.

Sections of this Report

The findings and recommendations of the OEDP planning process are presented in the OEDP plan, which includes the following sections:

1. Introduction

The introduction describes the purpose of the OEDP plan, identifies the individuals that comprise the study's advisory committee, and summarizes the specific elements of the economic development program.

2. Summary of Economic Conditions in the City

This section provides summary data and information on the current condition of the City economy relative to the regional, state, and national economies.

Table S-1

CITY OF CUDAHY ECONOMIC DEVELOPMENT COMMITTEE

Committee Member	Representation
Eugene Zawikowski, Chairman	Citizen
Carl Baranek	Citizen, Retired--Construction/Real Estate
William D. Edwards	President, Ace World Wide Industrial Park
Craig Faucett, P.E.	Director of Engineering, City of Cudahy
Charles Fojtik	Citizen
Raymond S. Glowacki	Mayor, City of Cudahy
Gordon Gordon	Owner, Retail Business
James Hardy	President, Neighborhood Video Centers, Ltd. Representative, Downtown Association
Henry Herdeman	President, Herdeman Corporation Representative, Chamber of Commerce
Harold Knuth	President, M & I First National Bank of Cudahy
Ronald Smolinski	Alderman, City of Cudahy
Lucia Tschohl	Owner, Service Business
Thomas Wangerin	Vice President, Bank One Milwaukee, N. A.
John A. Watson, Ph.D.	Superintendent, School District of Cudahy

Source: City of Cudahy and SEWRPC.

3. Review of Historic Economic Development Activities

This section identifies the existing economic development-related organizations in the City and reviews the adequacy of current local economic development activities.

4. Economic Development Potentials and Constraints

This section describes the economic development potentials and constraints in the City. Economic development potentials are those factors that give the City certain competitive advantages in attracting and sustaining economic development. Economic development constraints are those factors that act to restrict the expansion of the local economy and, therefore, the expansion of employment opportunities.

5. Economic Development Program Plan

The final section identifies the specific economic development program that can be adopted and pursued by the City. As such, this section presents: 1) overall goals for the economic development program; 2) specific criteria to guide the development and operation of the City economic development program; 3) recommended economic development objectives and activities that are derived from the broader goals for such a program; 4) the actions required to implement the recommended economic development program; and 5) monitoring criteria for measuring the success of the various economic development program activities over time.

SUMMARY OF SECTION II: ECONOMIC CONDITIONS IN THE CITY

The most important conclusion that can be drawn from the selected economic indicators presented in this report is that the economy of the City of Cudahy is undergoing a period of significant and very difficult change. A number of indicators for the City, Milwaukee County, the State, and the United States show that the City economy may be expected to continue to experience change which, if unguided, may be expected to be undesirable.

Specifically, the following should be viewed as important economic concerns to City officials, development organizations, and citizens interested in the economic development of the City: 1) the decline in the resident population during the 1970's and 1980's; 2) the large percentage of workers that are employed outside the City; 3) the smaller percentage increase in the per capita income in the City relative to other areas; 4) the small percentage of persons who have completed one through four years of college; and 5) the lower vacancy rate in the City relative to the other areas of comparison. It is important to note, however, that a portion of the demographic and labor force data presented is for 1980. As soon as data are available from the 1990 U. S. Census, the City should evaluate these data to determine if the same trends are apparent for the 1980's.

While the location of the City within the Milwaukee metropolitan area and the availability of workers from throughout this area to City employers could lessen the impact of these negative labor force factors on the local economy, these factors should be viewed as constraints on the economic development of the City.

In addition, this section has indicated that economic conditions in the City of Cudahy and Milwaukee County are being affected by a number of changes, including: a shift from manufacturing industry employment to service industry employment; a change from a local and national economy to a global economy; technological change; changing consumer values; and the restructuring of American corporations. The dependence of the City and County economies on the manufacturing industry makes these changes of particular importance to the local economy.

A comprehensive local economic development program can help to maintain and strengthen the economy of the City. The implementation of local economic development activities that take advantage of local resources, local officials and economic development organizations can help to minimize the effects of negative national, state, and regional economic trends.

SUMMARY OF SECTION III: REVIEW OF HISTORIC ECONOMIC DEVELOPMENT ACTIVITIES

The historical assessment of recent economic development activities in the City indicates that the City has taken a number of positive steps to improve the local economy. The City, through the office of the Mayor, has taken an active role in leading and coordinating local economic development activities. The active participation of the City in local economic development helps to ensure that economic development projects are successfully implemented.

The Cudahy Economic Development Committee, created by the City, has representation of both the public and private sector interests in the community, thereby providing a forum for the discussion of economic development issues affecting the City, and the development of policy recommendations to the Common Council. The Chamber of Commerce has been actively promoting business interests in the City, while working to improve overall economic conditions. Finally, Milwaukee County has initiated a variety of programs to assist businesses in the City.

The City of Cudahy and the Cudahy Chamber of Commerce have successfully undertaken a number of activities that have a direct impact on the economy of the City. Recently completed industrial and commercial business retention surveys have developed an important data base on the problems and concerns of local employers, and have demonstrated to local businesses the City's and Chamber's commitment to improving the local economy. The City's new low-interest home repair loan program has been extremely successful, while the recent direct mail program sponsored by the City and the Chamber has the potential of attracting new businesses to the community. Finally, the Education for Employment program sponsored by the Cudahy School District addresses the employment training component of local economic development.

While a number of important economic development activities have been undertaken, the City should address a number of specific economic development-related issues existing in the community which are not addressed by the current programs.

1. The economic development activities that are being undertaken may not be sufficient given the intense competition for economic development that is occurring between local governments. Many of the current activities are reactive, rather than proactive. This is of particular concern due to the

changes that are occurring in the local economy. In particular, the City needs to have an annual work program for economic development, with attendant goals, objectives, and activities, in order to remain competitive in economic development.

2. There is no ongoing program for identifying the emerging problems of existing businesses, developing solutions to these problems, and assisting with implementation of these solutions.
3. The industry attraction activities being implemented in the City are too limited and, at a minimum, need to be expanded to include coordination of City activities with the activities of local real estate brokers, public agencies, and private sector organizations conducting industry attraction programs.
4. The City does not have a land use plan to guide growth and development in the community.
5. The City needs to address the issues attendant to reuse of vacant and unused or underutilized industrial and commercial properties in the City.

SUMMARY OF SECTION IV: ECONOMIC DEVELOPMENT POTENTIALS AND CONSTRAINTS

The information presented in this section of the report indicates that there are three overall economic development potentials in the City of Cudahy: 1) organizational development activities in the City; 2) retention and expansion of the City's existing manufacturing industry base; and 3) retention and expansion of the City's retail trade and service industry base. In addition, this section has identified a number of economic development constraints that are inhibiting the realization of the City's economic development potentials. The economic development constraints, as they relate to the economic development potentials, are shown in Table S-2. The elimination of these constraints should represent the focus of future economic development activities in the City.

SUMMARY OF SECTION V: ECONOMIC DEVELOPMENT PROGRAM PLAN

Goals of the Economic Development Program

An economic development program in the City of Cudahy will be successful only if the program has clear long-term goals that can guide the development and implementation of the program. These goals should reflect the type of economic development program that is desired in the City, and to which specific economic development program objectives and activities can be related. Only in this way can an effective economic development program be formulated for the City and its effectiveness measured over time.

The following long-term goals have been established for the City to guide the economic development program:

1. The program should establish and maintain an organizational framework that will guide and coordinate the citywide efforts of individuals and organizations concerned with local economic development.

Table S-2

ECONOMIC DEVELOPMENT POTENTIALS AND CONSTRAINTS
IN THE CITY OF CUDAHY

Potential One: Organizational Development Activities in the City

Constraints Related to Potential One:

1. Lack of Available Local Economic Development Staff.
2. Limited Public Sector Funds Available to Finance Economic Development Activities.
3. Lack of an Organization that Has the Authority to Develop an Economic Development Program and Raise Funds for Economic Development Projects and Activities.
4. Poor Perception of Local Economic Development Efforts.
5. Limited Financial Assistance Available for Business Expansion and Start-Up Projects.
6. Lack of Direct Job-Generating Activities.
7. Lack of Membership by Manufacturing Firms in the Cudahy Chamber of Commerce.
8. The Need for Additional Information for Business Prospects.
9. Lack of a Formal Evaluation of the Local Economic Development Program.

Potential Two: Retention and Expansion of the City's Existing Manufacturing Industry Base

Constraints Related to Potential Two:

1. The Need for an Economic Development Program that Includes the Retention and Attraction of Manufacturing Industry Establishments.
2. Limited Use of Federal or State Economic Development Assistance Programs.
3. Lack of a City Land Use and Traffic Circulation Plan.
4. Lack of a Capital Improvement Program in the City.
5. Limited Number of Marketable Vacant Industrial Buildings.
6. Lack of Industrial Park Land.
7. The Need to Develop an Up-to-Date Inventory of Vacant and Underutilized Industrial Land and Buildings.
8. Lack of Existing Manufacturing Firms Planning Business Expansion Projects.
9. Efforts by Other States to Attract Local Manufacturing Firms Out of the City.
10. Difficulty in Recruiting Skilled, Blue-Collar Workers.
11. Higher Worker Earnings in Milwaukee County than in Other Counties of the Greater Milwaukee Area.
12. Low Vacancy Rate for Available Housing Units.

Table S-2 (continued)

Potential Three: Retention and Expansion of the City's Retail Trade and Service Industry Base

Constraints Related to Potential Three:

1. The Need for an Economic Development Program that Includes the Retention and Expansion of Commercial Business Establishments.
2. The Need to Improve the Central Business District.
3. Quality of Local Shopping Areas.
4. Competition Between the Central Business District and Outlying Shopping Centers.
5. Competition with Retail Trade and Service Industry Establishments in Other Communities of the Greater Milwaukee Area.
6. Loss of Population During the 1980 to 1990 Time Period.
7. Low Per Capita Income Increase During the 1985 to 1987 Time Period.
8. Problems in Securing Business Financing.
9. Lack of Hotel and Conference Center in the City.
10. Commercial Firms Planning to Relocate Outside the City.
11. Lack of a Positive Identity for the City.

Source: City of Cudahy Economic Development Committee and SEWRPC.

2. The program should meet the needs of existing employers to provide for the retention and expansion of existing employment opportunities in the City.
3. The program should attract new employers to help create new employment opportunities in the City.
4. The program should facilitate entrepreneurial opportunities to help create new employment opportunities in the City.
5. The program should provide the necessary community facilities and services to facilitate economic development and provide for the expansion of employment opportunities in the City.

City of Cudahy Economic Development Program: Objectives and Activities

This section presents the objectives and activities that should be undertaken to enable the City to accomplish its economic development goals. In this regard, the objectives and activities are intended to help alleviate the economic development constraints that were identified in Section IV of this report.

The recommended objectives and activities are shown in Tables S-3 and S-4, and are categorized by the following six major functional areas: 1) organizational development; 2) industry retention; 3) industry attraction; 4) small business development; 5) community facilities and services; and 6) future economic development activities.

Overall Cost of the Economic Development Program

The total cost of the two-year economic development program cannot be accurately determined at this time because of the need to identify the costs associated with preparing the land use and traffic circulation plan; conducting a feasibility analysis to identify a site for an industrial park in the City; offering assistance to the Ladish Company in examining redevelopment opportunities for vacant land and buildings in the City; developing a plan for rehabilitating building facades in the central business district; and implementing the future economic development activities identified as a part of Objective Six.

The City Economic Development Committee should utilize available Community Development Block Grant (CDBG) administrative funds to provide a portion of the funding necessary to implement the economic development program. Should the Economic Development Committee require funding in excess of that available from the CDBG allocation to carry out this work program, the Economic Development Committee and the Cudahy Chamber of Commerce should investigate the potential for public sector bonding, as well as private sector contributions, to supplement the funding provided by the CDBG program.

Major Economic Development Activities

Several of the recommended economic development program activities are expected to require a relatively large financial investment and/or time commitment, and are critical to the successful implementation of the City economic development program. These activities result from the unique economic development needs of the City.

Major economic development activities include: 1) establishing an annual budget of \$20,000 to implement the economic development program; 2) following up on the direct mail program to targeted industries; 3) developing a referral system for the industry attraction program; 4) participating in Forward Wisconsin, Inc., "call trips"; 5) developing and maintaining a computerized inventory of vacant, available, and underutilized buildings and land sites in the City; 6) investigating the feasibility of establishing a Cudahy small business revolving loan fund; 7) preparing a City land use and traffic circulation plan; 8) conducting a feasibility analysis to identify a site for an industrial park in the City; 9) supporting the development of a business improvement district in the central business district; and 10) continuing the housing rehabilitation loan fund program in the City. In addition, the future economic development activities identified herein, if implemented, would have a major impact on economic development in the City.

The remaining economic development program activities can be described as minor in nature and are expected to require substantially less of an investment in time, effort, and cost. While a number of these activities result from specific economic development needs in the City, these activities represent the program components that are usually a part of a community's economic development program.

Table S-3

CITY OF CUDAHY ECONOMIC DEVELOPMENT PROGRAM OBJECTIVES

1. To establish and maintain an organizational framework that will be responsible for guiding and coordinating the development and redevelopment of the City.
2. To develop and maintain an ongoing industry retention program that will identify the problems and concerns of local employers, develop and implement solutions to these problems and concerns, and assist local business and industry in taking advantage of opportunities to expand their facilities and increase employment opportunities.
3. To initiate an industry attraction program that will attract new industrial and commercial establishments to the City during the next two years.
4. To place special emphasis on retaining and expanding small industrial and commercial establishments in the City during the next two-year time period.
5. To ensure that community facilities and services are adequate to meet the needs of existing and new business and industry.
6. To provide for the continuing growth and development of business and industry in the City by expanding the City's involvement in economic development.

Source: City of Cudahy Economic Development Committee and SEWRPC.

CITY OF CUDAHY OVERALL ECONOMIC DEVELOPMENT PROGRAM PLAN IMPLEMENTATION SCHEDULE

Activity	Responsibility	Estimated Cost	Time Period During Which Activity Will Take Place						
			1992		1993		1994		
			APR-JUN	JUL-SEP	OCT-DEC	JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC
A. ORGANIZATIONAL DEVELOPMENT									
1. Continue to Utilize the City Economic Development Committee as the Lead Economic Development Organization in the City.	Mayor/Common Council	None	(ongoing)						
2. Annually Request the Assistance of Area Economic Development Organizations in the Implementation of the Economic Development Program.	Mayor/EDC	None	-----			-----			-----
3. Establish a Two-Year Activity Budget of \$20,000 to Implement the Economic Development Program.	Common Council	None			-----			-----	
4. Examine City Staff Responsibilities and Determine the Potential for Allocating Additional Staff Time to Economic Development.	Mayor/City Staff	None	-----						
5. Establish an Economic Development Committee Advertising Subcommittee to Promote the City.	Mayor/EDC	None		-----					
6. Distribute OEDP Document to State and Regional Economic Development Agencies.	Mayor/City Staff	None		-----					

Table S-4 (continued)

Activity	Responsibility	Estimated Cost	Time Period During Which Activity Will Take Place					
			1992		1993		1994	
			APR-JUN	JUL-SEP	OCT-DEC	JAN-MAR	APR-JUN	JUL-SEP
B. INDUSTRY RETENTION								
7. Continue the Existing Informal Network of Contacting Local Businesses.	Mayor	None	(ongoing)					
8. Establish an "Early Warning System".	Mayor/EDC	None						
9. Contact Industry Establishments with Corporate Headquarters Located Outside the City.	Mayor/EDC	\$100						
10. Examine Feasibility of Developing a Local Federal Procurement Program.	Mayor/EDC	None						
11. Request Initiation of a Milwaukee County Revolving Loan Fund Program for Businesses.	Mayor/EDC	None						
12. Meet with Local Financial Institutions to Discuss State and Federal Financing Programs.	Mayor/EDC	None						
13. Develop a Business Financing Brochure and Distribute to Local Businesses.	Mayor/EDC/ SEWRPC	\$1,000						
14. Continue to Follow-up on Wisconsin Bell and OEDP Surveys.	Mayor/EDC	None						

Table S-4 (continued)

Activity	Responsibility	Estimated Cost	Time Period During Which Activity Will Take Place							
			1992			1993		1994		
			APR-JUN	JUL-SEP	OCT-DEC	JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC	JAN-MAR
B. INDUSTRY RETENTION (continued)										
15. Assist Local Businesses with Planned Expansion Projects.	Mayor/EDC	None	(ongoing)							
16. Hold an Annual Meeting for Local Business and Industry.	EDC/Chamber	\$600	(ongoing)							
17. Assist Local Businesses with Employment Training Needs.	Mayor/EDC	None	(ongoing)							
C. INDUSTRY ATTRACTION										
18. Establish a Cudahy Industry Attraction Team.	Mayor/EDC	None	(ongoing)							
19. Follow-up on Direct Mail Program to Targeted Industries.	Mayor/EDC/ Chamber	\$3,000	(ongoing)							
20. Develop a Referral System for the Industry Attraction Program.	Mayor/Ace World Wide Ind'l Park	None	(ongoing)							
21. Participate in Forward Wisconsin "Call Trips".	Mayor/Industry Attraction Team	\$2,400	(ongoing)							

Table S-4 (continued)

Activity	Responsibility	Estimated Cost	Time Period During Which Activity Will Take Place				
			1992		1993		1994
			APR-JUN	JUL-SEP	OCT-DEC	JAN-MAR	APR-JUN JUL-SEP OCT-DEC JAN-MAR
C. INDUSTRY ATTRACTION (continued)							
22. Utilize "City of Cudahy Economic Development Fact Book" and "City of Cudahy Community Economic Profile" in Contacts with Businesses.	Mayor/Industry Attraction Team	None	(ongoing)				
23. Develop and Maintain a Computerized Inventory of Vacant, Available, and Underutilized Buildings and Land Sites in the City.	Mayor/EDC/ Ace World Wide Industrial Park	None	(ongoing)				
24. Assist Business Prospects in Utilizing Available Sources of Public Sector Financing.	Mayor/EDC/ City Staff	None	(ongoing)				
D. SMALL BUSINESS DEVELOPMENT							
25. Develop a Written Summary of Available Small Business Development Assistance and Provide to Local Small Businesses.	EDC/SEWRPC/ UW-Extension	\$1,000	-----				
26. Sponsor Local Small Business Development Workshops.	EDC/MATC/ Chamber	None	(ongoing)				
27. Investigate the Feasibility of Establishing a Cudahy Small Business Revolving Loan Fund.	Mayor/EDC	None	-----				

Table S-4 (continued)

Activity	Responsibility	Estimated Cost	Time Period During Which Activity Will Take Place					
			1992		1993		1994	
			APR-JUN	JUL-SEP	OCT-DEC	JAN-MAR	APR-JUN	JUL-SEP
E. COMMUNITY FACILITIES AND SERVICES								
28. Encourage Milwaukee County to Complete the New Master Plan for General Mitchell International Airport.	Mayor/Common Council	None	-----					
29. Prepare and Adopt a Land Use and Traffic Circulation Plan for the City.	Common Council/ Plan Commission	To Be Determined	-----					
30. Conduct a Feasibility Analysis to Identify a Site for an Industrial Park in the City.	Mayor/EDC/ Milwaukee County	To Be Determined	-----					
31. Develop and Maintain a Five-Year Capital Improvements Program for the City.	Common Council/ City Staff	None	(ongoing) -----					
32. Offer Assistance to the Ladish Company in Examining Redevelopment Opportunities for Vacant Land and Buildings in the City.	Mayor/EDC/ City Staff	To Be Determined	(ongoing) -----					
33. Support the Development of a Business Improvement District (BID) in the Downtown.	EDC/Chamber	None	(ongoing) -----					
34. Develop a Plan for Rehabilitating Building Facades in the Central Business District.	EDC/Chamber/ UW-Milwaukee	To Be Determined	-----					

Table S-4 (continued)

Activity	Responsibility	Estimated Cost	Time Period During Which Activity Will Take Place					
			1992		1993		1994	
			APR-JUN	JUL-SEP	OCT-DEC	JAN-MAR	APR-JUN	JUL-SEP
E. COMMUNITY FACILITIES AND SERVICES (continued)								
35. Continue the Housing Rehabilitation Loan Fund Program in the City.	Mayor/EDC/WHEDA/ Milwaukee County	None	(ongoing)					
36. Consider the Need for Additional Land Zoned for Rental Housing in the City.	Mayor/Plan Commission/EDC	None						
F. FUTURE ECONOMIC DEVELOPMENT ACTIVITIES								
37. Examine the Feasibility of Creating a Community Development Authority (CDA).	Mayor/EDC	None						
38. Examine Feasibility of Establishing a Local Land Bank Fund.	Mayor/EDC	To Be Determined						
39. Examine Feasibility of Creating Tax Incremental Financing (TIF) Districts in the City.	Mayor/EDC	To Be Determined						
40. Prepare an Industrial Park Development Plan for the City Industrial Park.	Mayor/EDC	To Be Determined						
41. Conduct a Feasibility Study on the Need for a New Motel or Hotel in the City.	Mayor/EDC/ UW-Extension	To Be Determined						

Section I

INTRODUCTION

BACKGROUND

In June 1991, the Southeastern Wisconsin Regional Planning Commission (SEWRPC), acting in response to a request from the City of Cudahy, undertook the preparation of an overall economic development program (OEDP) plan for the City. An economic development plan is the initial stage of an ongoing local economic development planning process that: 1) inventories the City economic resources; 2) assesses the City economic strengths and weaknesses; 3) develops a program of projects and activities designed to capitalize on the City strengths and eliminate or minimize the weaknesses; 4) implements the recommended projects and activities; and 5) periodically evaluates the results of the economic development program in order to improve the program's effectiveness.

PURPOSE OF THE OEDP PLAN

The purpose of the OEDP plan was to develop, as part of a continuing economic development program planning process, a document that would:

1. Collect and analyze appropriate economic development data and information in order to identify the need for various economic development program activities in the City.
2. Develop a consensus among public and private individuals and organizations in the City concerning the potentials for, and constraints on, economic development.
3. Identify specific economic development program activities for improving economic conditions in the City.

The Regional Planning Commission staff was assisted in the conduct of this study by the City of Cudahy Economic Development Committee. The Committee consisted of 14 persons representing a variety of economic development-related interests in the City. The membership of the Committee is shown in Figure 1. The economic development program was adopted by the Common Council of the City of Cudahy on May 5, 1992 (see Figure 2).

ELEMENTS OF THE ECONOMIC DEVELOPMENT PLANNING PROCESS

The first step in the planning process utilized to prepare the economic development program plan consisted of an inventory and analysis of the existing natural and cultural resource base of the City of Cudahy. The findings of this inventory and analysis are set forth in Sections II and III of this report, "Summary of Economic Conditions in the City" and "Review of Historic Economic Development Activities," respectively, as well as in the "City of Cudahy Economic Development Fact Book" prepared by the Commission staff as a part of the economic development program planning process.

Figure 1

CITY OF CUDAHY ECONOMIC DEVELOPMENT COMMITTEE

Committee Member	Representation
Eugene Zawikowski, Chairman	Citizen
Carl Baranek	Citizen, Retired--Construction/Real Estate
William D. Edwards	President, Ace World Wide Industrial Park
Craig Faucett, P.E.	Director of Engineering, City of Cudahy
Charles Fojtik	Citizen
Raymond S. Glowacki	Mayor, City of Cudahy
Gordon Gordon	Owner, Retail Business
James Hardy	President, Neighborhood Video Centers, Ltd. Representative, Downtown Association
Henry Herdeman	President, Herdeman Corporation Representative, Chamber of Commerce
Harold Knuth	President, M & I First National Bank of Cudahy
Ronald Smolinski	Alderman, City of Cudahy
Lucia Tschohl	Owner, Service Business
Thomas Wangerin	Vice President, Bank One Milwaukee, N. A.
John A. Watson, Ph.D.	Superintendent, School District of Cudahy

Source: City of Cudahy and SEWRPC.

Figure 2

CITY OF CUDAHY COMMON COUNCIL
APPROVAL OF THE OEDP PLAN

RESOLUTION NO. 5062

**A RESOLUTION ADOPTING OVERALL ECONOMIC DEVELOPMENT
PROGRAM (OEDP) PLAN**

WHEREAS, the City of Cudahy has established a goal of encouraging economic development in the City through the preparation of an overall economic development program (OEDP) plan, which would collect and analyze appropriate economic development data, develop a consensus among individuals and organizations in the City regarding economic development, and identify specific economic development program activities to assist in improving economic conditions in Cudahy; and

WHEREAS, the City of Cudahy, on July 5, 1991, formally requested that the Southeastern Wisconsin Regional Planning Commission (SEWRPC) prepare an OEDP plan for the City; and

WHEREAS, the City of Cudahy requested that the Economic Development Committee of the City of Cudahy assist the Regional Planning Commission in preparing the OEDP plan; and

WHEREAS, the Regional Planning Commission and the Economic Development Committee have completed work on the OEDP plan; and

WHEREAS, the Economic Development Committee has recommended that the Common Council of the City of Cudahy formally adopt the OEDP plan; and

WHEREAS, it is in the best interest of the City to adopt the OEDP Plan document.

NOW, THEREFORE, Be It Resolved, that the Common Council of the City of Cudahy does hereby adopt the OEDP Plan document and the economic development strategy, contained therein, and recommends that the implementation of the economic development strategy begin immediately.

Introduced at a meeting of the Common Council of the City of Cudahy, held this 5 day of May, 1992.

Introduced by Alderperson Glen F. Procher.

Passed and approved this 5 day of May, 1992.

Attest:

Raymond S. Glowacki
RAYMOND S. GLOWACKI, Mayor

Joseph R. Bukowski
JOSEPH R. BUKOWSKI, City Clerk

Prepared by: JAMES E. BOREN
City Attorney

The second step in the economic development program planning process consisted of the formulation of economic development goals, objectives, and program evaluation criteria based upon the information gained and conclusions drawn from the inventory and analysis step, as well as from meetings held with the City Economic Development Committee.

The third step in the process consisted of defining local economic development needs based upon the economic development goals, objectives, and evaluation criteria, as well as identifying the positive and negative factors relating to the natural and cultural resource base that may act to influence economic growth in the City.

The fourth step in the process consisted of identifying various alternative economic development activities that could be undertaken by the City, as well as by public and private economic development organizations and interests in the City. The program activities are intended to address the economic development needs of the City by capitalizing on the City's economic development potentials and eliminating, or minimizing, economic development constraints, and thereby assist in the attainment of the program goals and objectives.

The fifth step in the process consisted of selecting certain economic development activities to be included in the economic development program, and the creation of a plan to carry out these activities. The various alternative activities were evaluated against the economic development goals, objectives, and program evaluation criteria identified in the second step of the planning process. In addition, the fifth step included the identification of criteria that would facilitate the monitoring of the effectiveness of the program activities in attaining the City's economic development goals and objectives, the effectiveness of the work of the economic development program staff, and the effectiveness of the economic development program, including the economic development program planning process.

SECTIONS OF THE OVERALL ECONOMIC DEVELOPMENT PROGRAM PLAN

The findings and recommendations of the OEDP planning process are presented in the OEDP plan, which includes the following sections:

1. Introduction

The introduction describes the purpose of the OEDP plan, identifies the individuals that comprise the study's advisory committee, and summarizes the specific elements of the economic development program.

2. Summary of Economic Conditions in the City

This section provides summary data and information on the current condition of the City economy relative to the regional, state, and national economies.

3. Review of Historic Economic Development Activities

This section identifies the existing economic development-related organizations in the City and reviews the adequacy of current local economic development activities.

4. Economic Development Potentials and Constraints

This section describes the economic development potentials and constraints in the City. Economic development potentials are those factors that give the City certain competitive advantages in attracting and sustaining economic development. Economic development constraints are those factors that act to restrict the expansion of the local economy and, therefore, the expansion of employment opportunities.

5. Economic Development Program Plan

The final section identifies the specific economic development program that was recommended for the City. As such, this section presents: 1) overall goals for the economic development program; 2) specific criteria to guide the development and operation of the City economic development program; 3) recommended economic development objectives and activities that are derived from the broader goals for such a program; 4) actions required to implement the recommended economic development program; and 5) monitoring criteria for measuring the success of the various economic development program activities over time.

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Section II

SUMMARY OF ECONOMIC CONDITIONS IN THE CITY

INTRODUCTION

An understanding of the current economic conditions in the City is critical to the development of a sound economic development program. The City of Cudahy Economic Development Fact Book, prepared by the Southeastern Wisconsin Regional Planning Commission staff as a part of the City economic development program planning process, provides a detailed description of the City's natural and cultural resource base, and of the status of certain significant economic indicators. The purpose of this section of the program plan is to summarize those economic indicators presented in the Economic Development Fact Book that have an impact on the local economy. As such, this section includes data and information on: 1) historical population trends and important characteristics of the City population; 2) labor force characteristics; 3) the structure of the area's economy; 4) housing characteristics; and 5) a summary of regional, state, and national economic trends.

SUMMARY OF ECONOMIC CONDITIONS

Historical Population Trends

Important to an understanding of the development of an area is knowledge of the changing size of the resident population over time. Such an analysis reveals population growth trends and provides important insights essential to the proper conduct of an economic development planning program.

Table 1 provides information on the total population of the City of Cudahy, Milwaukee Standard Metropolitan Statistical Area (SMSA), Southeastern Wisconsin Region, State of Wisconsin, and United States during the 1950 to 1990 time period. As indicated in Table 1, the 1990 resident population of the City was 18,659 persons. From 1980 to 1990, the resident population of the City decreased by 888 persons, or 4.5 percent, while the population of the Milwaukee SMSA and the Region increased by 2.5 percent, and 2.6 percent, respectively. In addition, the population of the State and United States increased by 4.0 percent and 10.2 percent, respectively. The decrease in resident population experienced during the 1980 to 1990 time period was a continuation of a trend which began during the 1970 to 1980 time period. During this period, the resident population of the City declined by 2,531 persons, or 11.5 percent. During the same time period, the population of the Milwaukee SMSA declined by 0.5 percent, and the population of the Region, State, and United States increased by 0.5 percent, 6.5 percent, and 11.4 percent, respectively. The decline in growth of the resident population during the 1970's and 1980's, is in contrast to the rapid increase in the resident population during the 1950's and 1960's. From 1950 to 1960, the resident population of the City increased by 5,793, or 47.6 percent; and from 1960 to 1970 by 4,103, or 22.8 percent. These increases during the 1950's and 1960's were substantially greater than the increases of the other areas of comparison.

Losses in population are not unusual for older, more mature communities and, indeed, are to be expected as households age and children mature and leave home. Table 2 shows that the resident population of Milwaukee County overall,

Table 1

TOTAL POPULATION IN THE CITY OF CUDAHY, THE MILWAUKEE STANDARD METROPOLITAN STATISTICAL AREA,
THE SOUTHEASTERN WISCONSIN REGION, WISCONSIN, AND THE UNITED STATES: 1950 TO 1990

Population						
City of Cudahy			Milwaukee SMSA*		Region**	
Year	Population	Percent Change from Preceding Time Period	Population	Percent Change from Preceding Time Period	Population	Percent Change from Preceding Time Period
1950	12,182		1,014,211		1,240,618	
1960***	17,975	47.6	1,278,856	26.1	1,573,614	26.8
1970	22,078	22.8	1,403,884	9.8	1,756,083	11.6
1980	19,547	-11.5	1,397,020	-0.5	1,764,919	0.5
1990	18,659	-4.5	1,432,149	2.5	1,810,364	2.6

Population				
Wisconsin			United States	
Year	Population	Percent Change from Preceding Time Period	Population	Percent Change from Preceding Time Period
1950	3,434,575		151,325,798	
1960	3,951,777	15.1	179,323,175	18.5
1970	4,417,821	11.8	203,302,031	13.4
1980	4,705,767	6.5	226,545,805	11.4
1990	4,891,769	4.0	249,632,692	10.2

* The Milwaukee Standard Metropolitan Statistical Area (SMSA) includes the Counties of Milwaukee, Ozaukee, Washington, and Waukesha. This definition for the SMSA was established in 1970, and, as such, the data for 1950 and 1960 have been adjusted to include the four counties.

** The Southeastern Wisconsin Region includes the counties of Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Washington, and Waukesha.

*** The growth in population from 1950 to 1960 was due, in part, to the annexation of surrounding land.

Source: U.S. Bureau of the Census; Wisconsin Department of Administration; and SEWRPC.

Table 2
POPULATION IN MILWAUKEE COUNTY BY MINOR
CIVIL DIVISION: 1980 AND 1990

Civil Division	Population Change			
	1980	1990	1980 to 1990	
			Number	Percent
CITIES				
Cudahy	19,547	18,659	(888)	-4.5
Franklin	16,871	21,855	4,984	29.5
Glendale	13,882	14,088	206	1.5
Greenfield	31,353	33,403	2,050	6.5
Milwaukee*	636,295	628,088	(8,207)	-1.3
Oak Creek	16,932	19,513	2,581	15.2
St. Francis	10,095	9,245	(850)	-8.4
South Milwaukee ..	21,069	20,958	(111)	-0.5
Wauwatosa	51,308	49,366	(1,942)	-3.8
West Allis	63,982	63,221	(761)	-1.2
VILLAGES				
Bayside	4,612	4,681	69	1.5
Brown Deer	12,921	12,236	(685)	-5.3
Fox Point	7,649	7,238	(411)	-5.4
Greendale	16,928	15,128	(1,800)	-10.6
Hales Corners	7,110	7,623	513	7.2
River Hills	1,642	1,612	(30)	-1.8
Shorewood	14,327	14,116	(211)	-1.5
West Milwaukee ...	3,535	3,973	438	12.4
Whitefish Bay	14,930	14,272	(658)	-4.4
MILWAUKEE COUNTY	964,988	959,275	(5,713)	-0.6

* Milwaukee County portion only.

Source: U.S. Bureau of the Census and SEWRPC.

as well as of a number of local units of government in the County, experienced recent declines in population. Specifically, during the 1980 to 1990 time period, the County population declined by 5,713 persons, or 0.6 percent; while a total of six of the 10 cities in Milwaukee County, and six of the nine Villages experienced a loss of population.

Age Composition

Knowledge of the age composition of the population is important to the formulation of a sound economic development program, since the age at which a person completes his or her education, enters the labor market, and retires from the labor force all have economic implications.

A comparison of the age structure of the City population to that of the United States is helpful in identifying those specific age groups that may be over- or under-represented in the City. Table 3 compares the age distribution of the resident population of the City of Cudahy to the age distribution in the Milwaukee SMSA, the Region, the State, and the United States in 1990. As indicated in Table 3, the City is under-represented, in comparison to the United States, in the nine-year old and under age category, by 1.3 percent; in the 10- to 19-year old age category, by 4.7 percent; and in the 20- to 24-year old age category, by 2.0 percent. The City is over-represented in the 25- to 44-year old age category, by 4.3 percent; the 45- to 64-year old age category, by 1.2 percent; and in the 65-year old and over age category, by 2.5 percent.

Income

Another indicator of the economic status of the City of Cudahy is personal income. The 1985 and 1987 per capita income for the City, Milwaukee County, Region, State, and United States is shown in Table 4. The per capita income in the City increased by 7.5 percent, to \$11,366 during the 1985 to 1987 time period. The increase for the City was less than that experienced in Milwaukee County, 9.7 percent, the Region 11.5 percent, the State, 10.9 percent, and the United States, 10.4 percent. As a result of the smaller increase, the City has fallen below the State of Wisconsin average per capita income of \$11,417.

Educational Attainment

The level of formal education attained is a significant determinant of the social and economic status of a population. For many people, the degree of participation in, and understanding of, the complex technological changes occurring in our society today are directly related to the extent of their formal education. For example, persons with less than a fifth grade education are considered functionally illiterate. Such persons are generally relegated to unskilled labor in a technologically advancing society, and often find themselves part of the unemployed labor force.

Since most formal education is completed by age 18, educational attainment is most relevant when related to the population 18 years of age and older. Table 5 indicates the 1980 educational attainment of this age group in the City, Milwaukee SMSA, Region, State, and United States. The educational attainment of the City population surpasses that for the other areas in terms of persons who have completed at least four years of high school. The percentage of the City population that has completed high school, 46.6 percent, is greater than that for the Milwaukee SMSA, 40.1 percent; the Region, 40.5 percent; the State, 42.2 percent; and the United States, 36.3 percent. However, the percentage of City population completing one through four years of college,

Table 3

AGE COMPOSITION OF THE POPULATION OF THE CITY OF CUDAHY, THE MILWAUKEE STANDARD METROPOLITAN STATISTICAL
STATISTICAL AREA, THE SOUTHEASTERN WISCONSIN REGION, WISCONSIN, AND THE UNITED STATES: 1990

Age Group	Population									
	Cudahy		SMSA*		Region**		Wisconsin		United States ***	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
9 & Under ...	2,486	13.3	217,999	15.2	276,026	15.2	737,033	15.1	33,048,210	14.6
10-19	2,367	12.7	198,378	13.9	252,463	13.9	700,876	14.3	39,410,253	17.4
20-24	1,372	7.4	104,610	7.3	132,736	7.3	363,399	7.4	21,318,704	9.4
25-44	5,978	32.0	469,246	32.8	588,367	32.5	1,546,832	31.6	62,716,549	27.7
45-64	3,874	20.8	263,401	18.4	334,301	18.5	892,408	18.2	44,502,662	19.6
65 & Over ...	2,582	13.8	178,515	12.5	226,471	12.5	651,221	13.3	25,549,427	11.3
Total	18,659	100.0	1,432,149	100.0	1,810,364	100.0	4,891,769	100.0	226,545,805	100.0

* The Milwaukee Standard Metropolitan Statistical Area (SMSA) includes the counties of Milwaukee, Ozaukee, Washington, and Waukesha.

** The Southeastern Wisconsin Region includes the counties of Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Washington, and Waukesha.

*** United States figures are for 1980.

Source: U. S. Bureau of the Census and SEWRPC.

Table 4

CHANGE IN PER CAPITA INCOME IN THE CITY OF CUDAHY, MILWAUKEE
COUNTY, THE SOUTHEASTERN WISCONSIN REGION, WISCONSIN,
AND THE UNITED STATES: 1985 AND 1987

Area	Per Capita Income Change			
	1985	1987	1985 to 1987	
			Number	Percent
City of Cudahy	\$10,575	\$11,366	791	7.5
Milwaukee County	\$11,194	\$12,278	1084	9.7
Region*	\$11,504	\$12,823	1319	11.5
Wisconsin	\$10,298	\$11,417	1119	10.9
United States.....	\$10,797	\$11,923	1126	10.4

* The Southeastern Wisconsin Region includes the counties of Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Washington, and Waukesha.

Source: U.S. Bureau of the Census and SEWRPC.

Table 5

PERSONS 18 YEARS OF AGE AND OLDER BY YEARS OF SCHOOL COMPLETED IN THE CITY OF CUDAHY,
THE MILWAUKEE STANDARD METROPOLITAN STATISTICAL AREA, THE SOUTHEASTERN
WISCONSIN REGION, WISCONSIN, AND THE UNITED STATES: 1980

Education	City of Cudahy		Milwaukee SMSA*		Region**	
	Number	Percent	Number	Percent	Number	Percent
Elementary Through High School						
One to Three Years.....	4,412	31.3	270,829	27.0	350,714	27.8
High School, Four Years...	6,580	46.6	402,018	40.1	510,428	40.5
College						
One to Three Years.....	2,035	14.4	176,095	17.6	217,090	17.2
Four Years.....	588	4.2	91,063	9.1	108,972	8.6
Five or More Years.....	493	3.5	62,033	6.2	73,601	5.8
Total	14,108	100.0	1,002,038	100.0	1,260,805	100.0

Education	Wisconsin		United States	
	Number	Percent	Number	Percent
Elementary Through High School				
One to Three Years.....	945,674	28.3	51,697,642	31.8
High School, Four Years...	1,413,216	42.2	59,069,903	36.3
College				
One to Three Years.....	548,953	16.4	28,289,943	17.4
Four Years.....	258,175	7.7	12,939,870	8.0
Five or More Years.....	180,312	5.4	10,519,122	6.5
Total	3,346,330	100.0	162,516,480	100.0

* The Milwaukee Standard Metropolitan Statistical Area (SMSA) includes the Counties of Milwaukee, Ozaukee, Washington, and Waukesha.

** The Southeastern Wisconsin Region includes the counties of Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Washington, and Waukesha.

Source: U.S. Bureau of the Census and SEWRPC.

18.6 percent, is less than that for the Milwaukee SMSA, 26.7 percent; the Region, 25.8 percent; the State, 24.1 percent; or the United States, 25.4 percent.

Labor Force Characteristics

The quality and size of the labor force are important factors influencing the economic development of the City. The importance of the labor force to private business is indicated in a 1978 report by the U. S. Congressional Budget Office. The report, Barriers to Local Economic Development, stated that for every dollar of value added by business in the United States, 66 cents are spent on labor--nearly four times the expenditure for land, plant, and equipment combined. As a result, productive labor is an important factor in the locational decisions of business and industry, and, as such, it is important for proponents of economic development in the City to be concerned with the quality and size of the local labor force. This section presents pertinent information on the City labor force, including information on the size of the employed and unemployed segments, the educational attainment, and the commuting patterns of the labor force.

Total Employed and Unemployed Labor Force: The City of Cudahy is an integral part of the Milwaukee metropolitan area, and, as such, it is useful to examine changes in the actual unemployed segment of the County labor force during the 1986 to 1991 time period.

In 1986, 33,400 persons were unemployed in Milwaukee County, or 7.1 percent of the total civilian labor force, compared to 7.1 percent in the State, and 7.0 percent in the United States. As shown in Table 6, in 1991, a total of 27,300 persons were unemployed in the County, or 5.6 percent, compared to 6.7 percent in the State and 7.1 percent in the United States. During the 1986 to 1991 time period, the number of unemployed persons in the County declined by 6,100 persons, or 18.3 percent, compared to an increase of 0.4 percent for the State and 5.2 percent for the United States. In addition, the County's unemployment rate declined by 1.5 percentage points, compared to a decline of 0.4 percentage points for the State and an increase of 0.1 percentage points for the United States.

Place of Work: The location of the City of Cudahy in the Milwaukee metropolitan area results in the availability of workers to local employers from throughout the area. In addition, the location of the City results in a large number of the City labor force working outside the City. As indicated in Table 7, a total of 5,154 workers, or 57.4 percent of the City labor force, were employed outside the City in 1980, a percentage that is significantly greater than that for places within the Region, 44.1 percent; places within the State, 36.0 percent; or places within the United States, 43.3 percent. Table 8 shows the specific location of employment for the City labor force. The largest percentage of the labor force working outside the City of Cudahy is employed in the City of Milwaukee, 34.5 percent.

As indicated in Table 9, in 1980, persons residing in places outside of the City of Cudahy accounted for 9,237 jobs within the City of Cudahy, or 74.1 percent of the total jobs in the City, while City of Cudahy residents accounted for 3,232 jobs, or 25.9 percent.

Table 6

TOTAL CIVILIAN LABOR FORCE, EMPLOYED AND UNEMPLOYED CIVILIAN LABOR FORCE,
AND UNEMPLOYMENT RATE IN MILWAUKEE COUNTY, THE MILWAUKEE STANDARD
METROPOLITAN STATISTICAL AREA, THE SOUTHEASTERN WISCONSIN REGION,
WISCONSIN, AND THE UNITED STATES: MARCH 1986 AND MARCH 1991

Civilian Labor Force Change				
Area	1986	1991	1986 to 1991	
			Number	Percent
Milwaukee County				
Civilian Labor Force	473,300	489,900	16,600	3.5
Employment	439,900	462,600	22,700	5.2
Unemployment	33,400	27,300	(6,100)	-18.3
Unemployment Rate	7.1	5.6	-1.5	---
Milwaukee SMSA*				
Civilian Labor Force	710,700	741,600	30,900	4.3
Employment	667,300	701,900	34,600	5.2
Unemployment	43,400	39,700	(3,700)	-8.5
Unemployment Rate	6.1	5.4	-0.7	---
Region**				
Civilian Labor Force	888,400	919,900	31,500	3.5
Employment	828,300	866,600	38,300	4.6
Unemployment	60,100	53,170	(6,930)	-11.5
Unemployment Rate	6.8	5.8	-1.0	---
Wisconsin				
Civilian Labor Force	2,398,100	2,535,900	137,800	5.7
Employment	2,228,000	2,365,100	137,100	6.2
Unemployment	170,100	170,800	700	0.4
Unemployment Rate	7.1	6.7	-0.4	---
United States				
Civilian Labor Force	119,540,000	124,443,000	4,903,000	4.1
Employment	111,170,000	115,639,000	4,469,000	4.0
Unemployment	8,370,000	8,804,000	434,000	5.2
Unemployment Rate	7.0	7.1	0.1	---

* The Milwaukee Standard Metropolitan Statistical Area (SMSA) includes the counties of Kenosha, Milwaukee, Ozaukee, Washington, Walworth, and Waukesha.

** The Southeastern Wisconsin Region includes the counties of Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Washington, and Waukesha.

Source: Wisconsin Department of Industry, Labor and Human Relations; U.S. Bureau of Labor Statistics; and SEWRPC.

Table 7

PLACE OF WORK FOR THE LABOR FORCE IN THE CITY OF
CUDAHY, THE SOUTHEASTERN WISCONSIN REGION, WISCONSIN,
AND THE UNITED STATES: 1980

Area and Place of Work	1980	
	Number	Percent
City of Cudahy		
All Workers*.....	8,985	100.0
Worked in Place of Residence	3,232	36.0
Worked Outside Place of Residence	5,154	57.4
Place of Work Not Reported.....	599	6.7
Region**		
All Workers*.....	667,099	100.0
Worked in Place of Residence	321,872	48.2
Worked Outside Place of Residence	294,030	44.1
Place of Work Not Reported.....	51,197	7.7
Wisconsin		
All Workers*.....	1,302,536	100.0
Worked in Place of Residence	734,307	56.4
Worked Outside Place of Residence	469,062	36.0
Place of Work Not Reported.....	99,167	7.6
United States		
All Workers*.....	66,594,552	100.0
Worked in Place of Residence	31,862,055	47.8
Worked Outside Place of Residence	28,848,055	43.3
Place of Work Not Reported.....	5,884,442	8.8

* Excludes workers working outside of their state of residence.

** The Southeastern Wisconsin Region includes the counties of
Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Washington, and
Waukesha.

Source: U.S. Bureau of the Census and SEWRPC.

Table 8

DISTRIBUTION OF EMPLOYED PERSONS LIVING
IN THE CITY OF CUDAHY BY PLACE OF WORK: 1980

Place of Work	Number	Percent
City of Cudahy.....	3,232	36.0
City of Milwaukee.....	3,102	34.5
Remainder of Milwaukee County....	1,830	20.4
Ozaukee County.....	9	0.1
Kenosha, SMSA.....	21	0.2
City of Waukesha.....	37	0.4
City of Brookfield.....	20	0.2
Remainder of Waukesha County.....	23	0.3
City of Racine, SMSA.....	26	0.3
Walworth County.....	46	0.5
Worked Elsewhere.....	40	0.4
Place of Work Not Reported.....	599	6.7
Total Labor Force	8,985	100.0

Source: U.S. Bureau of the Census; Wisconsin Department
of Administration; and SEWRPC.

Table 9

DISTRIBUTION OF EMPLOYED PERSONS WITH KNOWN
PLACE OF RESIDENCY WORKING IN THE CITY OF CUDAHY: 1980

Place of Residency	Number	Percent
Village of Brown Deer.....	14	0.1
City of Cudahy.....	3,232	25.9
City of Franklin.....	227	1.8
City of Glendale.....	23	0.2
Village of Greendale.....	175	1.4
City of Greenfield.....	404	3.2
Village of Hales Corners.....	40	0.3
City of Milwaukee.....	3,494	28.0
City of Oak Creek.....	747	6.0
City of St. Francis.....	885	7.1
Village of Shorewood.....	20	0.2
City of South Milwaukee.....	1,862	14.9
City of Wauwatosa.....	88	0.7
City of West Allis.....	209	1.7
Village of West Milwaukee.....	12	0.1
Village of Whitefish Bay.....	7	0.1
Milwaukee County Total	11,439	91.7
Ozaukee County.....	11	0.1
Racine County.....	658	5.3
Washington County.....	11	0.1
Waukesha County.....	350	2.8
Total*	12,469	100.0

* Total represents employment in the City of Cudahy that resides in Counties identified within this table.

Source: U.S. Bureau of the Census; Wisconsin Department of Administration; and SEWRPC.

Changing Structure of the Metropolitan Milwaukee Economy: Over much of the period since its settlement, the City of Cudahy and Milwaukee metropolitan area have been in a favorable position for industrial growth and development. During the past decade, however, there has been deterioration in the industrial base of the Southeastern Wisconsin Region. An examination of economic trends in the County, as well as in the State and United States, is important to an understanding of the changes which have occurred in the regional economy, as well as to an understanding of future economic trends.

Specifically, an examination of national economic trends can provide insight into economic activity in the State, the County, and the City of Cudahy. A number of national economic trends appear to have a direct bearing on economic activity in these areas, including: 1) the changing structure of the national economy; 2) the emergence of the global economy; 3) technological change; 4) changing consumer values; and 5) the restructuring of American corporations.

A recent national economic trend that has important implications for the economic growth of Milwaukee County, and to the economic growth of the City, is the changing structure of the national economy and the declining importance of the manufacturing industry to employment growth. Growth in manufacturing industries has traditionally been viewed as the most effective means for creating jobs and ensuring long-term economic growth. The rate of increase in manufacturing employment in the United States, however, has declined significantly during the past decade.

Table 10 indicates that manufacturing employment in the United States, enumerated by employee place of work, increased by 5.4 percent during the 1975 to 1990 time period, compared with an overall increase in total employment of 30.6 percent. During the same time period, employment in the services industry increased by 101.6 percent. As a result, manufacturing employment as a percentage of total employment declined nationally from 23.8 percent in 1975 to 17.5 percent in 1990, a decline of 6.3 percentage points.

Table 10 also shows that, overall, total employment growth in Wisconsin, 28.1 percent, and Milwaukee County, 12.5 percent, during the 1975 to 1990 time period was less than that for the United States, 30.6 percent. In contrast, the employment growth in the manufacturing industry in Wisconsin, 9.2 percent, was greater than that for the United States, 5.4 percent. Milwaukee County, experiencing a 30.4 percent decline in manufacturing employment growth, lagged well behind both the State and the United States during this time period. At the same time, employment growth in the services industry in Wisconsin and the County expanded significantly, 89.6 percent and 81.1 percent, respectively, yet lagged behind the United States in employment growth for this industry, 101.6 percent. As a result of the growth in the service industry employment, Milwaukee County service industry employment in 1990 exceeded the manufacturing industry in total employment, accounting for 28.5 percent of the total, while the manufacturing industry accounted for 21.2 percent.

A 1991 study by the Urban Research Center of the University of Wisconsin-Milwaukee examined employment trends in the Milwaukee metropolitan area between 1979 and 1989. As shown in Table 11, the study reported a growth in employment in Milwaukee County and in the majority of the local units of governments in the County during this time period. However, four of the 10 cities and two of the nine villages experienced a loss of employment. The

Table 10

INDUSTRY EMPLOYMENT BY PLACE OF WORK AND PERCENTAGE CHANGE IN
MILWAUKEE COUNTY, WISCONSIN, AND THE UNITED STATES: 1975 AND 1990

Major Employment Category	Employment by Place of Work: March 1975					
	Milwaukee County		Wisconsin		United States	
	Number	Percent	Number	Percent	Number	Percent
Agriculture, Forestry and Mining.....	446	0.1	6,295	0.4	729,000 *	1.0
Construction	10,563	2.3	48,217	3.1	3,467,000	4.5
Manufacturing	158,182	34.8	503,849	32.4	18,226,000	23.8
Durable Goods	122,285	26.9	335,143	21.5	10,728,000	14.0
Lumber & Wood Products	382	0.1	16,781	1.1	539,000	0.7
Furniture & Fixtures	1,332	0.3	8,115	0.5	434,000	0.6
Stone, Clay, & Glass Products	1,011	0.2	7,248	0.5	610,000	0.8
Primary Metal Industries	9,814	2.2	27,265	1.8	1,218,000	1.6
Fabricated Metal Products	19,967	4.4	51,786	3.3	1,336,000	1.7
Machinery, Except Electrical	47,463	10.5	118,397	7.6	2,128,000	2.8
Electrical & Electronic Equipment ..	24,067	5.3	45,652	2.9	1,773,000	2.3
Transportation Equipment	13,788	3.0	40,808	2.6	1,624,000	2.1
Instruments & Related Products	2,227	0.5	9,489	0.6	490,000	0.6
Misc. Manufacturing	2,234	0.5	9,602	0.6	576,000	0.8
Nondurable Goods	35,897	7.9	168,706	10.8	7,498,000	9.8
Food & Kindred Products	14,077	3.1	54,704	3.5	1,659,000	2.2
Textile Mill Products	789	0.2	5,398	0.3	845,000	1.1
Apparel & Other Textile Products ...	1,811	0.4	6,219	0.4	1,180,000	1.5
Paper & Allied Products	2,966	0.7	40,135	2.6	636,000	0.8
Printing & Publishing	8,837	1.9	27,554	1.8	1,089,000	1.4
Chemicals & Allied Products	3,002	0.7	9,661	0.6	1,009,000	1.3
Petroleum & Coal Products	20	0.0	352	0.0	194,000	0.3
Rubber & Misc. Plastics Products ...	1,530	0.3	13,396	0.9	564,000	0.7
Leather & Leather Products	2,862	0.6	11,278	0.7	245,000	0.3
Other Nondurable Goods.....	3	0.0	9	0.0	77,000	0.1
Transportation & Public Utilities	22,526	5.0	70,503	4.5	4,506,000	5.9
Wholesale Trade	24,384	5.4	81,910	5.3	4,178,000	5.5
Retail Trade	73,940	16.3	274,818	17.7	12,673,000	16.6
Finance, Insurance, & Real Estate	27,842	6.1	72,851	4.7	4,207,000	5.5
Services	81,720	18.0	246,095	15.8	13,864,000	18.1
Government	53,977	11.9	251,687	16.2	14,618,000	19.1
Miscellaneous*	610	0.1	137	0.0	---	---
Total Jobs	454,190	100.0	1,556,362	100.0	76,468,000	100.0

Table 10 (continued)

Major Employment Category	Employment by Place of Work: March 1990					
	Milwaukee County		Wisconsin		United States	
	Number	Percent	Number	Percent	Number	Percent
Agriculture, Forestry, and Mining.....	1,028	0.2	16,317	0.8	729,000	0.7
Construction	13,136	2.5	72,193	3.3	5,313,000	4.8
Manufacturing	110,030	21.2	550,408	25.4	19,217,000	17.5
Durable Goods	77,369	14.9	334,312	15.4	11,261,000	10.2
Lumber & Wood Products	676	0.1	26,457	1.2	751,000	0.7
Furniture & Fixtures	1,171	0.2	13,014	0.6	518,000	0.5
Stone, Clay, & Glass Products	979	0.2	7,445	0.3	565,000	0.5
Primary Metal Industries	4,852	0.9	21,182	1.0	754,000	0.7
Fabricated Metal Products	11,776	2.3	58,581	2.7	1,418,000	1.3
Machinery, Except Electrical.....	28,666	5.5	112,510	5.2	2,119,000	1.9
Electrical & Electronic Equipment ..	11,984	2.3	38,561	1.8	1,718,000	1.6
Transportation Equipment	6,019	1.2	25,435	1.2	2,022,000	1.8
Instruments & Related Products	8,125	1.6	20,466	0.9	1,008,000	0.9
Misc. Manufacturing	2,973	0.6	10,661	0.5	388,000	0.4
Nondurable Goods	32,809	6.3	216,096	10.0	7,956,000	7.2
Food & Kindred Products	9,699	1.9	60,279	2.8	1,648,000	1.5
Textile Mill Products	694	0.1	4,306	0.2	709,000	0.6
Apparel & Other Textile Products ...	1,846	0.4	6,975	0.3	1,037,000	0.9
Paper & Allied Products	3,310	0.6	50,684	2.3	698,000	0.6
Printing & Publishing	10,237	2.0	46,267	2.1	1,578,000	1.4
Chemicals & Allied Products	2,968	0.6	10,805	0.5	1,083,000	1.0
Petroleum & Coal Products	INA	0.0	257	0.0	159,000	0.1
Rubber & Misc. Plastics Products ...	2,303	0.4	30,194	1.4	867,000	0.8
Leather & Leather Products	1,727	0.3	6,329	0.3	131,000	0.1
Other Nondurable Goods.....	---	---	---	---	--	--
Transportation & Public Utilities	30,954	6.0	104,602	4.8	5,808,000	5.3
Wholesale Trade	27,306	5.3	116,094	5.4	6,361,000	5.8
Retail Trade	88,910	17.1	406,724	18.8	19,764,000	17.9
Finance, Insurance, & Real Estate	40,679	7.8	116,864	5.4	6,821,000	6.2
Services	148,029	28.5	466,484	21.5	27,950,000	25.4
Government	59,039	11.4	316,310	14.6	18,159,000	16.5
Miscellaneous*	---	---	8	0.0	--	--
Total Jobs	519,111	100.0	2,166,004	100.0	110,122,000	100.0

Table 10 (continued)

Major Employment Category	Percentage Change 1975 and 1990		
	Milwaukee County	Wisconsin	United States
Agriculture, Forestry and Mining.....	130.5	159.2	--
Construction	24.4	49.7	53.2
Manufacturing	-30.4	9.2	5.4
Durable Goods	-36.7	-0.2	5.0
Lumber & Wood Products	77.0	57.7	39.3
Furniture & Fixtures	-12.1	60.4	19.4
Stone, Clay, & Glass Products	-3.2	2.7	-7.4
Primary Metal Industries	-50.6	-22.3	-38.1
Fabricated Metal Products	-41.0	13.1	6.1
Machinery, Except Electrical	-39.6	-5.0	-0.4
Electrical & Electronic Equipment ...	-50.2	-15.5	-3.1
Transportation Equipment	-56.3	-37.7	24.5
Instruments & Related Products	264.8	115.7	105.7
Misc. Manufacturing	33.1	11.0	-32.6
Nondurable Goods	-8.6	28.1	6.1
Food & Kindred Products	-31.1	10.2	-0.7
Textile Mill Products	-12.0	-20.2	-16.1
Apparel & Other Textile Products	1.9	12.2	-12.1
Paper & Allied Products	11.6	26.3	9.7
Printing & Publishing	15.8	67.9	44.9
Chemicals & Allied Products	-1.1	11.8	7.3
Petroleum & Coal Products	---	-27.0	-18.0
Rubber & Misc. Plastics Products	50.5	125.4	53.7
Leather & Leather Products	-39.7	-43.9	-46.5
Other Nondurable Goods.....	---	---	---
Transportation & Public Utilities	37.4	48.4	28.9
Wholesale Trade	12.0	41.7	52.2
Retail Trade	20.2	48.0	56.0
Finance, Insurance, & Real Estate	46.1	60.4	62.1
Services	81.1	89.6	101.6
Government	9.4	25.7	24.2
Miscellaneous*	---	-94.2	---
Total Jobs	12.5	28.1	30.6

* The data for the United States does not include employment in the agriculture and forestry industry.

Source: U.S. Bureau of Labor Statistics; Wisconsin Department of Industry, Labor and Human Relations; and SEWRPC.

Table 11

EMPLOYMENT BY PLACE OF WORK AND PERCENTAGE CHANGE
IN MILWAUKEE COUNTY BY MINOR CIVIL DIVISION: 1979 AND 1989

	Employment Change			
	1979 to 1989			
Civil Division	1979	1989	Number	Percent
CITIES				
Cudahy	13,753	8,767	(4,986)	-36.3
Franklin	2,340	3,615	1,275	54.5
Glendale	10,776	14,044	3,268	30.3
Greenfield	3,613	6,752	3,139	86.9
Milwaukee	347,430	337,353	(10,077)	-2.9
Oak Creek	10,973	11,933	960	8.7
St. Francis	1,707	2,685	978	57.3
South Milwaukee	6,716	4,449	(2,267)	-33.8
Wauwatosa	38,581	56,357	17,776	46.1
West Allis	31,600	30,330	(1,270)	-4.0
VILLAGES				
Bayside	562	1,573	1,011	179.9
Brown Deer	3,771	7,008	3,237	85.8
Fox Point	1,255	1,853	598	47.6
Greendale	4,739	5,227	488	10.3
Hales Corners	2,751	4,065	1,314	47.8
River Hills	308	310	2	0.6
Shorewood	2,412	3,763	1,351	56.0
West Milwaukee	5,557	4,638	(919)	-16.5
Whitefish Bay	2,187	2,166	(21)	-1.0
MILWAUKEE COUNTY	491,031	506,888	15,857	3.2

Source: UW-Milwaukee, Urban Research Center; and SEWRPC.

study identified the City of Cudahy as having a total employment of 8,767 in 1989, a decrease of 4,986 jobs, or 36.3 percent, from the 1979 total of 13,753. This decrease in total employment in the City and other parts of the County is in direct correlation with the effects that the recessionary period of the early 1980's and the continuing decline of manufacturing employment has had throughout the Milwaukee metropolitan area.

A second major change is the emergence of the global economy. A 1986 report by the Stanford Research Institute (SRI), Investing in the Future: A Prospectus for Mid-America, indicates that "in today's global economy, the factors that comprised Mid-America's previous competitive advantage in manufacturing have lost much of their importance: natural resources, proximity to markets, a large industrial labor force, and a critical mass of traditional buyers and suppliers. Evidence that these factors are less compelling in the new economy is found in the loss of competitiveness of Midwest companies in the global economy (reduced exports), the incursion of foreign trade into the region (increased imports), and the shrinking of the traditional manufacturing sector."

Three other national economic trends are also important. These trends, as documented in the above-referenced SRI report, include: technological change; changing consumer values; and the restructuring of American corporations. Technological change has resulted in a new work place environment, the need for workers to adapt to changes in production processes, and in the growth of "high tech" industries. The most important factors associated with changing technologies include: 1) information technologies (microelectronics, computer hardware and software, and telecommunications); 2) factory automation; 3) office automation; 4) new materials; 5) biotechnology; and 6) health and medical technologies.

Changing consumer values are also an important factor in the declining importance of manufacturing in the United States. Consumers are demanding products that are specialized and customized to meet their particular need. This is in contrast to the standardized consumer products previously produced by American manufacturers. The changing demands of consumers results in the need for manufacturing firms to expend additional resources on product development and marketing, as well as on manufacturing products that are unique in the marketplace.

Manufacturing companies in today's economy tend to disperse their operations--research and development, manufacturing, product service, corporate offices--to those locations that are perceived as the most beneficial in terms of cost-efficiency. As a result, communities must strive to create an environment that is conducive to all of the functions of the company in order to provide the greatest number of job opportunities to its residents, as well as to diversify the local economy.

A comparison of the percentage distribution of industry employment in Milwaukee County to the percentage distribution of labor force employment in the United States is helpful in identifying those industries that are concentrated in the County and that comprise a significant segment of the economic base.

Such comparison of the economic structure may be accomplished through the use of industry location quotients. The industry location quotient is a

comparison of the percentage employment within the County in an industry to the percentage employment in that industry in the United States, and is derived by dividing the percentage employment in an industry within the County by the percentage employment in that industry for the United States. The resulting ratio, if greater than 1.0, indicates an over-representation of County employment in the given industry, while a ratio of less than 1.0 indicates an under-representation of County employment in that industry.

The economy of the County is concentrated, in comparison to the nation, in the manufacturing industry, although a significant number of workers are also employed in the services industry. Table 10 shows that the manufacturing industry in the County employed 110,030 persons in 1990, or 21.2 percent of all workers. As indicated in Table 12, this resulted in a location quotient of 1.21. In 1990, the services industry was the largest employer in the County with 148,029 workers, or 28.5 percent of all workers. The services industry, like the manufacturing industry, is concentrated in the County in comparison to the United States, with a location quotient of 1.12. Other areas of concentration are the finance, insurance, and real estate industry with a location quotient of 1.27, and the transportation and public utilities with a location quotient of 1.13.

The County industries that show an under-representation of employment include: agriculture, forestry, and mining (location quotient: 0.30); construction (location quotient: 0.52); government (location quotient: 0.69); wholesale trade (location quotient: 0.91); and retail trade (location quotient: 0.95).

In addition, the 1990 Classified Directory of Wisconsin Manufacturers indicates that the Cudahy economy has a large concentration of industry establishments in the machinery, except electrical industry, and the fabricated metal products industry. A list of the major employers in the City is provided in Table 13.

Housing Characteristics

The existing housing stock is an important consideration in any economic development effort. In particular, data concerning the quantity and quality of housing in the City of Cudahy are useful in determining the extent to which the housing stock is able to satisfy any new housing demand accompanying an economic development action, as well as the current housing requirements of the resident population of the City.

During the 1980 to 1990 time period, many local units of government within Milwaukee County experienced significant change in the number of households located within each community. As indicated in Table 14, the County, as a whole, experienced a modest increase of 9,395 households, or 2.6 percent, during this time period. However, several communities within the County experienced increases greater than 20.0 percent. The Cities of Franklin and Oak Creek and the Village of Hales Corners were responsible for 44.2 percent of the County's total increase in households during this time period, with each experiencing significant increases of 38.7 percent, 27.2 percent, and 22.7 percent, respectively. Older and more mature communities within Milwaukee County experienced less growth in total households. Eight of the 19 local units of governments within the County experienced growth in total households no greater than 10.0 percent. The City of Cudahy experienced an increase of 360 households, or 5.1 percent. The City of Milwaukee and the Village of

Table 12

INDUSTRY LOCATION QUOTIENTS FOR MILWAUKEE COUNTY
IN COMPARISON TO WISCONSIN AND THE UNITED STATES: MARCH 1990

Major Employment Category	Location Quotient	
	Wisconsin	United States
Agriculture, Forestry and Mining.....	0.26	0.30
Construction	0.76	0.52
Manufacturing	0.83	1.21
Durable Goods	0.97	1.46
Lumber & Wood Products	0.11	0.19
Furniture & Fixtures	0.38	0.48
Stone, Clay, & Glass Products	0.55	0.37
Primary Metal Industries	0.96	1.37
Fabricated Metal Products	0.84	1.76
Machinery, Except Electrical	1.06	2.87
Electrical & Electronic Equipment	1.30	1.48
Transportation Equipment	0.99	0.63
Instruments & Related Products	1.66	1.71
Misc. Manufacturing	1.16	1.63
Nondurable Goods	0.63	0.87
Food & Kindred Products	0.67	1.25
Textile Mill Products	0.67	0.21
Apparel & Other Textile Products	1.10	0.38
Paper & Allied Products	0.27	1.01
Printing & Publishing	0.92	1.38
Chemicals & Allied Products	1.15	0.58
Petroleum & Coal Products	0.00	0.00
Rubber & Misc. Plastics.....	0.32	0.56
Leather & Leather Products.....	1.14	2.80
Other Nondurable Goods	---	---
Transportation & Public Utilities.....	1.23	1.13
Wholesale Trade	0.98	0.91
Retail Trade	0.91	0.95
Finance, Insurance, & Real Estate.....	1.45	1.27
Services	1.32	1.12
Government	0.78	0.69

Source: Wisconsin Department of Industry, Labor, and Human Relations;
U.S. Bureau of Labor Statistics; and SEWRPC.

Table 13

MAJOR EMPLOYERS IN THE CITY OF CUDAHY

MANUFACTURING

Industrial Machinery and Equipment

Alcoe Corporation
Astro Tool and Die Company
Crane Manufacturing and Service Corporation
Herdeman Corporation
Lippmann-Milwaukee, Inc.
Modern Machine Works, Inc.
Nelson Pattern Company
Northern Rail Car Corporation
Rite-Hite Corporation
Schuette Crane Corporation
Stearns Magnetics, Inc.
United Welding and Manufacturing Company

Leather and Leather Products

Cudahy Tanning Company, Inc.

Printing and Publishing

H.H. West Company
Reminder-Enterprise Printing, Inc.
Tiprint, Inc.

Fabricated Metal Products

American Welding and Engineering Company, Inc.
Ladish Company
Piper Products, Inc.
Summit Metal Fabricating, Inc.

Electronic and Other Electric Equipment

Delco Electronics Corporation
Meltric Corporation
Teledex Industries, Inc.

Primary Metal Industries

Lucas-Milhaupt, Inc.
Milwaukee Cylinder
Woodland Aluminum Casting, Inc.

Stone, Clay, and Glass Products

Joy-Mark, Inc.

Food and Kindred Products

Patrick Cudahy, Inc.
The Porkie Company of Wisconsin, Inc.

Instruments and Related Products

G.E. Medical Systems Group

HEALTH SERVICES

Cudahy Dental Associates
Fine-Lando Clinic Chartered
Trinity Memorial Hospital

EDUCATIONAL SERVICES

School District of Cudahy

GOVERNMENTAL SERVICES

City of Cudahy
Foreign Trade Zone of Wisconsin, LTD.
U.S. Customs Service

TRANSPORTATION

Ace World Wide Moving and Storage, Inc.
Air Express International Corporation
DHL Worldwide Express
Jeff's Fast Freight, Inc.
Midwest Express Airlines, Inc.

FINANCIAL INSTITUTIONS

Bank One Milwaukee, NA
Ladish Community Credit Union
M & I First National Bank of Cudahy
Peoples Credit Union
Security Bank FSB
St. Francis Bank FSB

Table 14

HOUSEHOLDS IN MILWAUKEE COUNTY BY MINOR
CIVIL DIVISION: 1980 AND 1990

Civil Division	Household Change			
	1980	1990	1980 to 1990	
			Number	Percent
CITIES				
Cudahy	7,080	7,440	360	5.1
Franklin	5,360	7,434	2,074	38.7
Glendale	4,827	5,513	686	14.2
Greenfield	12,123	13,785	1,662	13.7
Milwaukee*	241,817	240,540	(1,277)	-0.5
Oak Creek	5,565	7,081	1,516	27.2
St. Francis	3,795	3,883	88	2.3
South Milwaukee ..	7,329	8,221	892	12.2
Wauwatosa	19,260	19,848	588	3.1
West Allis	25,668	26,797	1,129	4.4
VILLAGES				
Bayside	1,458	1,666	208	14.3
Brown Deer	4,511	4,838	327	7.2
Fox Point	2,817	2,840	23	0.8
Greendale	5,370	5,575	205	3.8
Hales Corners	2,496	3,063	567	22.7
River Hills	525	566	41	7.8
Shorewood	6,376	6,540	164	2.6
West Milwaukee ...	1,761	1,971	210	11.9
Whitefish Bay	5,515	5,447	(68)	-1.2
Milwaukee County	363,653	373,048	9,395	2.6

* Milwaukee County portion only.

Source: U.S. Bureau of the Census and SEWRPC.

Whitefish Bay each experienced a decrease during this time period of 0.5 percent and 1.2 percent, respectively.

Table 15 indicates the number of owner- and renter-occupied housing units in the City of Cudahy, Milwaukee County, the Region, and the State. In 1990, occupied housing units totaled 7,440 units, or 97.4 percent of the total housing units in the City. Of this total, 4,384 units, or 57.4 percent, were owner-occupied, while 3,056 units, or 40.0 percent, were renter-occupied. As indicated in Table 15, the City of Cudahy has a greater percentage of renter-occupied housing units than the Region and the State, but less than that for the County, with 40.0 percent of all housing units being renter-occupied. In comparison, renter-occupied housing represents 45.8 percent of the total housing in the County, 36.5 percent in the Region and 29.5 percent in the State. During the 1980 to 1990 time period, the City of Cudahy experienced a slight shift from owner-occupied to renter-occupied units. In 1980, 59.9 percent of the City of Cudahy's housing stock was owner-occupied, slightly higher than in 1990, 57.4 percent. In contrast, renter-occupied housing units increased from 37.3 percent in 1980 to 40.0 percent in 1990.

Table 15 also shows the number of vacant housing units in the City, the County, the Region, and the State. In 1990, the vacancy rate in the City, 2.6 percent, was significantly lower than that for the County, 4.5 percent, the Region, 5.7 percent, and the State, 11.4 percent. The lower percentage of vacant housing units indicates that persons locating in the City of Cudahy may have a somewhat more limited choice of housing units than in the other areas.

Table 16 indicates the age of owner-occupied and renter-occupied housing units in the City of Cudahy, the Region, the State and the United States in 1990. As indicated in the table, the housing units in Cudahy are older than those in the Region and the State. A total of 6,486 housing units, or 87.2 percent of all occupied housing units within the City of Cudahy, were built prior to 1970, while 75.0 percent and 70.0 percent, respectively, of the occupied housing units in the Region and the State were built prior to this time. The City of Cudahy has experienced a significant increase in the number of rental units available since 1980, with 340 additional units, or 11.1 percent of renter-occupied housing being developed since 1980. The Region and the State have also seen a significant increase in renter-occupied housing, with increases since 1980 of 9.9 percent and 13.5 percent, respectively.

The median value of owner-occupied, non-condominium housing units in the City of Cudahy, the Region, the State, and the United States in 1980 is indicated in Table 17. The median value of owner-occupied units in the City was \$57,300, slightly less than the Region, \$59,604, but more than that for the State and the United States, \$48,600, and \$47,300, respectively. Table 17 also shows the median value of rents paid in renter-occupied units in 1980. As indicated, the median rent paid in the City of Cudahy in 1980, \$198, is similar to that for the United States, \$199, less than that for the Region, \$204, and more than that for the State, \$186.

While most households in the City of Cudahy are able to obtain decent, safe, and sanitary housing through the normal operation of the housing market, a number of households were inadequately housed in 1980. As indicated in Table 18, 1,003 housing units, or 14.2 percent of the total housing units in the

Table 15

TOTAL YEAR-ROUND HOUSING UNITS AND STATUS OF YEAR-ROUND HOUSING UNITS
IN THE CITY OF CUDAHY, THE SOUTHEASTERN WISCONSIN REGION,
AND WISCONSIN: 1980 AND 1990

Area	Housing Units					
	1980		1990		1980 to 1990	
	Number	Percent	Number	Percent	Number	Percent
City of Cudahy						
Owner.....	4,364	59.9	4,384	57.4	20	0.5
Renter.....	2,716	37.3	3,056	40.0	340	12.5
Vacant.....	210	2.9	202	2.6	(8)	-3.8
Total.....	7,290	100.0	7,642	100.0	352	4.8
Milwaukee County						
Owner.....	195,141	51.6	194,221	49.7	(920)	-0.5
Renter.....	168,512	44.6	178,827	45.8	10,315	6.1
Vacant.....	14,261	3.8	17,667	4.5	3,406	23.9
Total.....	377,914	100.0	390,715	100.0	12,801	3.4
Region*						
Owner.....	389,381	59.4	414,049	57.7	24,668	6.3
Renter.....	238,547	36.4	262,058	36.5	23,511	9.9
Vacant.....	27,840	4.2	41,068	5.7	13,228	47.5
Total.....	655,768	100.0	717,175	100.0	61,407	9.4
Wisconsin						
Owner.....	1,127,367	64.2	1,215,350	59.1	87,983	7.8
Renter.....	524,894	29.9	606,769	29.5	81,875	15.6
Vacant.....	104,050	5.9	233,655	11.4	129,605	124.6
Total.....	1,756,311	100.0	2,055,774	100.0	299,463	17.1

* The Southeastern Wisconsin Region includes the counties of Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Washington, and Waukesha.

Source: U.S. Bureau of the Census and SEWRPC.

Table 16

YEAR-ROUND OCCUPIED HOUSING UNITS BY TENURE AND OCCUPANCY STATUS BY YEAR STRUCTURE
BUILT IN THE CITY OF CUDAHY, THE SOUTHEASTERN WISCONSIN REGION, WISCONSIN,
AND THE UNITED STATES : 1990

Tenure of Structure and Year Structure Was Built	Housing Units							
	Cudahy		Region*		Wisconsin		United States	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Owner-Occupied								
1980 to March 1990.....	20	0.5	24,668	6.0	87,983	7.2	INA	0.0
1979 to March 1980.....	9	0.2	6,231	1.5	26,285	2.2	1,674,251	3.2
1975 to March 1978.....	89	2.0	28,218	6.8	108,770	8.9	5,485,082	10.6
1970 to March 1974.....	206	4.7	31,660	7.6	112,165	9.2	6,573,138	12.7
1960 to March 1969.....	1,068	24.4	67,129	16.2	177,639	14.6	10,294,974	19.9
1950 to March 1959.....	1,149	26.2	94,836	22.9	189,150	15.6	9,889,450	19.1
1940 to March 1949.....	457	10.4	44,778	10.8	108,270	8.9	5,322,811	10.3
1939 or earlier.....	1,386	31.6	116,529	28.1	405,088	33.3	12,556,689	24.2
Total.....	4,384	100.0	414,049	100.0	1,215,350	100.0	51,796,395	100.0
Renter-Occupied								
1980 to March 1990.....	340	11.1	23,511	9.9	81,875	13.5	INA	0.0
1979 to March 1980.....	13	0.4	4,739	2.0	13,506	2.2	657,773	2.3
1975 to March 1978.....	161	5.3	17,710	7.4	49,637	8.2	2,212,683	7.7
1970 to March 1974.....	116	3.8	26,978	11.3	64,920	10.7	3,924,136	13.7
1960 to March 1969.....	769	25.2	44,127	18.5	85,792	14.1	5,796,432	20.3
1950 to March 1959.....	375	12.3	30,526	12.8	54,685	9.0	4,201,949	14.7
1940 to March 1949.....	279	9.1	29,200	12.2	57,730	9.5	3,644,487	12.7
1939 or earlier.....	1,003	32.8	85,294	35.8	198,624	32.7	8,155,818	28.5
Total.....	3,056	100.0	238,574	100.0	606,769	100.0	28,593,278	100.0

* The Southeastern Wisconsin Region includes the counties of Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Washington, and Waukesha.

INA: Information not available until late 1992.

Source: U.S. Bureau of the Census and SEWRPC.

Table 17

MEDIAN VALUE OF OWNER-OCCUPIED HOUSING UNITS AND
MEDIAN RENTS OF RENTER-OCCUPIED HOUSING UNITS IN THE
CITY OF CUDAHY, THE SOUTHEASTERN WISCONSIN REGION,
WISCONSIN, AND THE UNITED STATES: 1980

Area	Median Owner - Occupied Value	Median Monthly Contract Rent
Cudahy	\$57,300	\$198
Region*	\$59,604	\$204
Wisconsin	\$48,600	\$186
United States	\$47,300	\$199

* The Southeastern Wisconsin Region includes the counties of Kenosha,
Milwaukee, Ozaukee, Racine, Walworth, Washington and Waukesha.

Source: U. S. Bureau of the Census and SEWRPC.

Table 18

SUBSTANDARD OCCUPIED HOUSING UNITS IN THE CITY OF CUDAHY,
MILWAUKEE COUNTY, AND WISCONSIN: 1980

Housing Units	Housing Units					
	Cudahy		Milwaukee County		Wisconsin	
	Number	Percent	Number	Percent	Number	Percent
Standard.....	6,077	85.8	285,050	78.4	1,364,710	82.6
Owner-Occupied.....	4,054	66.7	179,163	62.9	1,024,793	75.1
Renter-Occupied.....	2,023	33.3	105,887	37.1	339,917	24.9
Sub-Standard	1,003	14.2	78,603	21.6	287,551	17.4
Owner-Occupied.....	310	30.9	15,978	20.3	102,574	35.7
Renter-Occupied.....	693	69.1	62,625	79.7	184,977	64.3
Total.....	7,080	100.0	363,653	100.0	1,652,261	100.0
Owner-Occupied.....	4,364	61.6	195,141	53.7	1,127,367	68.2
Renter-Occupied.....	2,716	38.4	168,512	46.3	524,894	31.8

* The Southeastern Wisconsin Region includes the counties of Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Washington, and Waukesha.

Source: Wisconsin Department of Development and SEWRPC.

City, were substandard, compared with 21.6 percent in Milwaukee County and 17.4 percent in the State. A substandard housing unit is defined by the Wisconsin Department of Development to include one or more of the following conditions: 1) units without plumbing facilities; 2) overcrowding; 3) more than 30 percent of the household income being used to pay for rent; or 4) units built prior to 1940 and valued at less than 27,500 in 1980.

SUMMARY AND CONCLUSIONS

The most important conclusion that can be drawn from the selected economic indicators presented herein is that the economy of the City of Cudahy is undergoing a period of significant and very difficult change. A number of indicators for the City, Milwaukee County, the State, and the United States show that the City economy may be expected to continue to experience change which, if unguided, may be expected to be undesirable.

Specifically, the following should be viewed as important economic concerns to City officials, development organizations, and citizens interested in the economic development of the City: 1) the decline in the resident population during the 1970's and 1980's; 2) the large percentage of workers that are employed outside the City; 3) the smaller percentage increase in the per capita income in the City relative to other areas; 4) the small percentage of persons who have completed one through four years of college; and 5) the lower vacancy rate in the City relative to the other areas of comparison. It is important to note, however, that a portion of the demographic and labor force data presented is for 1980. As soon as data are available from the 1990 U. S. Census, the City should evaluate these data to determine if the same trends are apparent for the 1980's.

While the location of the City within the Milwaukee metropolitan area and the availability of workers from throughout this area to City employers could lessen the impact of these negative labor force factors on the local economy, these factors should be viewed as constraints on the economic development of the City.

In addition, this section has indicated that economic conditions in the City of Cudahy and Milwaukee County are being affected by a number of changes, including: a shift from manufacturing industry employment to service industry employment; a change from a local and national economy to a global economy; technological change; changing consumer values; and the restructuring of American corporations. The dependence of the City and County economies on the manufacturing industry makes these changes of particular importance to the local economy.

A comprehensive local economic development program can help to maintain and strengthen the economy of the City. The implementation of local economic development activities that take advantage of local resources, local officials and economic development organizations can help to minimize the effects of negative national, state, and regional economic trends.

Section III

REVIEW OF HISTORIC ECONOMIC DEVELOPMENT ACTIVITIES

INTRODUCTION

A sound economic development program planning process requires an assessment of the historic economic development activities of a community. An assessment of this kind can indicate the types of economic development activities that have been successful and can help to indicate the direction of future economic development activities for the community.

Overall, community economic development activities can be broadly categorized into five major functional areas, including: 1) organizational development activities; 2) industry retention activities; 3) industry attraction activities; 4) small business development activities; and 5) the development of public facilities and services. This section categorizes the historical economic development activities that have been undertaken in the City by these broad functional areas.

ORGANIZATIONAL DEVELOPMENT ACTIVITIES

The successful implementation of a local economic development program requires the coordination of an economic development organization that is comprised of public and private sector representatives who are knowledgeable about local economic conditions. The purpose of this organization should be to identify economic problems in the City; to identify potential solutions to these problems; and to coordinate the implementation of the best solutions through economic development activities that will help to improve local economic conditions. While a number of economic development-related organizations can exist in a community, it is critical that a single organization be identified to lead the economic development efforts. The purpose of this section is to identify the historical organizational activities in the City in order to evaluate the appropriateness of these organizations providing the needed coordination for an effective economic development program.

City of Cudahy

The City of Cudahy is the lead economic development organization in the City with public officials, local business persons, and City staff all actively involved in the City effort. More specifically, the Mayor and Common Council created the City of Cudahy Economic Development Committee in August 1990 to act as the clearinghouse for all economic development activities in the City. The Economic Development Committee is comprised of 12 voting members--six representatives of the business community, three citizens, a representative of the Cudahy School District, the Mayor, and an alderman--and two nonvoting City staff members.

The City has two staff positions that have economic development-related responsibilities--the City Clerk and the City Engineer. These staff members serve as staff support to the Mayor and the Economic Development Committee, and assist the Mayor in formulating and administering City economic development efforts, conducting industry retention and attraction activities, and coordinating Federal and State grant-in-aid programs. The Mayor is also

responsible for coordinating City activities with those of the Cudahy Chamber of Commerce, Milwaukee County, the Wisconsin Electric Power Company, the Wisconsin Department of Development, and Forward Wisconsin, Inc.

The City of Cudahy, through the Mayor's office, seeks out and contacts business persons who have indicated, formally or informally, that they have a problem related to the conduct of their business in the City. In addition, the City of Cudahy has been involved in the following activities among others: 1) holding a "Town" meeting that offered local citizens and business persons an opportunity to speak about problems and concerns in the community; 2) conducting a slogan and banner contest, whereby the City was able to select a community slogan, "Generations of Pride", and a community banner that was also used to develop a new City logo; 3) creating a low-interest home improvement loan program, through which the City uses Community Development Block Grant (CDBG) funds and funds from the Wisconsin Housing and Economic Development Authority (WHEDA) and Milwaukee County to finance housing rehabilitation activities in the City; 4) developing a list of available land and buildings in the City; 5) working with the Cudahy Chamber of Commerce on two industry retention surveys in 1986 and 1991, and on a direct mail program for targeted industry classifications that have been identified as a part of this study. In addition, the City has supported local business development through the issuance of industrial revenue bonds, thereby providing lower cost financing for business expansion projects.

Cudahy Chamber of Commerce

The Cudahy Chamber of Commerce is organized for the purpose of advancing the commercial and industrial interests of the community. The Chamber is governed by a Board of Directors that consists of 22 persons, including four officers and an executive secretary, and has approximately 170 members that include retail, service, and manufacturing businesses. The Chamber raises funds through membership fees and donations for special projects.

The Chamber activities include: 1) working to encourage shopping for retail goods and services in the City; 2) enhancing the image of the business community; 3) providing educational opportunities to the membership; 4) acting as a liaison between the business community and educational institutions; 5) providing financial assistance to charitable organizations; and 6) providing special promotional activities for the community. Recent economic development projects that the Chamber has been involved in that are discussed separately in this section include: two retention surveys of manufacturing establishments, one in 1986 and another in 1991; a direct mail program to targeted industry establishments in 1991; and business fairs that are held on a periodic basis.

Milwaukee County

Milwaukee County has established a Division of Economic Development within the County Department of Public Works and Development. The Division provides a comprehensive economic development program for Milwaukee County. Specific economic development activities that are currently being undertaken include: 1) an industry retention and expansion program to enhance and preserve the County tax base and preserve and enhance employment opportunities in the manufacturing sector; 2) a direct marketing program to attract high technology and aviation-related businesses to Milwaukee County; 3) a computerized resource and referral network, identified by the acronym "McBIN", that provides local

businesses with information on government procurement, financing, business incubators, minority assistance, and others; and 4) a small business video clinic that includes 13 video cassettes which present information helpful in starting a new business.

INDUSTRY RETENTION ACTIVITIES

Economic development studies have shown that the majority of new jobs in a community are created through the expansion of established local businesses, rather than through the attraction of new businesses to a community. As a result, local economic development activities designed to assist in the retention and expansion of local businesses are particularly important in any comprehensive local economic development program.

In March 1986, the City of Cudahy, the Cudahy Chamber of Commerce, and Wisconsin Bell initiated a retention and expansion survey of manufacturing establishments in the City. The purpose of the survey was to create a data file on each of the manufacturing establishments in the City in order to facilitate a systematic approach to local industry retention activities. A total of 25 industries were surveyed and the results published in a document entitled, Cudahy Industrial Business Retention and Expansion Study, October 1986.

In January 1991, the City of Cudahy, the Cudahy Chamber of Commerce, and Wisconsin Bell initiated a second retention and expansion survey of manufacturing establishments in the City. A total of 26 industries were surveyed and the results published in a document entitled, Cudahy Industrial Business Retention and Expansion Study, April 1992.

As a part of this economic development study, the City undertook a retention survey of commercial business establishments in the City. The purpose of this survey was similar to that of the survey of manufacturing establishments, but also included questions regarding the types of economic development activities that business persons felt should be undertaken in the City. A total of 148 establishments were surveyed. A summary of the findings is included as Appendix A to this report.

As a followup to the industrial and commercial business retention surveys, the Mayor has contacted businesses that indicated a specific problem attendant to their operation within the City. In addition, the Mayor maintains an informal industry retention network with existing businesses, under which periodic contacts are made with the chief executive officers of local businesses.

As already noted, the Cudahy Chamber of Commerce sponsors periodic "Business Fairs." The Business Fairs are designed to bring together business persons, local officials, and citizens in the City to acquaint them with the products and services provided by local businesses, service organizations, and government agencies.

INDUSTRY ATTRACTION ACTIVITIES

While the retention and expansion of existing business establishments is an important economic development activity, a comprehensive community economic development program should also include activities that will result in the attraction of new business establishments to the community.

In order to attract new business establishments to the City, the City, the Chamber of Commerce, and the Ace World Wide Industrial Park have prepared a brochure providing pertinent data on the City that includes letters of invitation from the Mayor and the President of the Chamber of Commerce. The purpose of the brochure is to provide prospective businesses with necessary information relative to locating a business within the City. The brochure will be mailed to business establishments within targeted industrial classifications that were identified as a part of this study. In addition, Ace World Wide Industrial Park maintains a listing of available lease space for the 20 buildings within its industrial park, and markets the industrial park through various activities that includes a quarterly direct mail program.

Finally, the Mayor and the Chamber of Commerce President currently provide information and assistance to business establishments interested in locating in the City, including information on available land and buildings as described herein. These individuals also provide a contact with other community resources, as necessary, to meet the needs of business prospects.

SMALL BUSINESS DEVELOPMENT ACTIVITIES

Small business development activities are an additional component of a successful local economic development program. These activities allow a community to expand upon its business retention and attraction efforts by creating an environment that is conducive to the creation of new businesses and the growth of existing small businesses.

All of the current economic development activities provided by the City or by other concerned economic development organizations directed at industry retention and attraction serve small businesses. In addition, Ace World Wide Industrial Park has developed approximately 34 acres of land adjacent to General Mitchell International Airport on E. College Avenue for business establishments interested in leasing office and warehouse space. The Park includes 20 single- and multi-tenanted buildings with a total of 600,000 square feet of building space. Ace World Wide Industrial Park offers a variety of services to its tenants that include among others: a Foreign Trade Zone; U.S. Customs Service; transportation services; a labor pool of clerical and data entry workers, truck drivers, and warehouse personnel; and equipment maintenance and repair.

COMMUNITY FACILITIES AND SERVICES

While economic development organizational activities, as well as industry retention, attraction, and small business development activities, are important components of a local economic development program, the establishment and maintenance of the public and private facilities and services needed to support business is also important.

Ace World Wide Industrial Park

As already indicated, Ace World Wide Industrial Park has developed a unique program of providing leased industrial space with many shared services. The Industrial Park location in proximity to General Mitchell International Airport provides a particularly good location for transportation-related businesses.

Cudahy Low-Interest Home Repair Loan Program

The City of Cudahy utilizing Milwaukee County Community Development Block Grant (CDBG) funds and funds provided by the Wisconsin Housing and Economic Development Authority (WHEDA) and Milwaukee County in 1991 established a low-interest home repair loan program. Loans are provided at below market interest rates to low- and moderate-income homeowners for selected housing rehabilitation activities. The response from homeowners was so great that the funds budgeted in 1991--\$30,000 for the CDBG program and \$50,000 for the WHEDA program--were all expended well before the end of 1991.

Educational Coordination

The Cudahy School District has established an Education for Employment program to assist youth in the transition from the educational environment to the work environment. The purpose of the program is to help prepare elementary and secondary students for employment; to promote cooperation between business and education; and to establish a role for the public school system in economic development. In order to implement the program, the School District employs an Education for Employment Coordinator that is shared with the South Milwaukee and St. Francis School Districts.

In addition, the Cudahy School District and the Milwaukee Area Technical College (MATC) have been working together to enhance the relationship between the School District and MATC to ensure that students have the option of continuing their education beyond high school and receiving dual credit for educational work that is completed while in high school.

Finally, the Cudahy School District has recently completed a \$9.8 million capital improvements program, under which three school buildings that were built in the early 1900's were replaced and facilities consolidated, the high school was expanded, and a new elementary school was constructed.

SUMMARY AND CONCLUSIONS

The historical assessment of recent economic development activities in the City indicates that the City has taken a number of positive steps to improve the local economy. The City, through the office of the Mayor, has taken an active role in leading and coordinating local economic development activities. The active participation of the City in local economic development helps to ensure that economic development projects are successfully implemented.

The Cudahy Economic Development Committee, created by the City, has representation of both the public and private sector interests in the community, thereby providing a forum for the discussion of economic development issues affecting the City, and the development of policy recommendations to the Common Council. The Chamber of Commerce has been actively promoting business interests in the City, while working to improve overall economic conditions. Finally, Milwaukee County has initiated a variety of programs to assist businesses in the City.

The City of Cudahy and the Cudahy Chamber of Commerce have successfully undertaken a number of activities that have a direct impact on the economy of the City. The recently completed industrial and commercial business retention surveys have developed an important data base on the problems and concerns of local employers, and have demonstrated to local businesses the City's and

Chamber's commitment to improving the local economy. The City's new low-interest home repair loan program has been extremely successful, while the recent direct mail program sponsored by the City and the Chamber has the potential of attracting new businesses to the community. Finally, the Education for Employment program sponsored by the Cudahy School District addresses the employment training component of local economic development.

While a number of important economic development activities have been undertaken, the City should address a number of specific economic development-related issues existing in the community which are not addressed by the current programs.

1. The economic development activities that are being undertaken may not be sufficient given the intense competition for economic development that is occurring between local governments. Many of the current activities are reactive, rather than proactive. This is of particular concern due to the changes that are occurring in the local economy. In particular, the City needs to have an annual work program for economic development, with attendant goals, objectives, and activities, in order to remain competitive in economic development.
2. There is no ongoing program for identifying the emerging problems of existing businesses, developing solutions to these problems, and assisting with implementation of these solutions.
3. The industry attraction activities being implemented in the City are too limited and, at a minimum, need to be expanded to include coordination of City activities with the activities of local real estate brokers, public agencies, and private sector organizations conducting industry attraction programs.
4. The City does not have a land use plan to guide growth and development in the community.
5. The City needs to address the issues attendant to reuse of vacant and unused or underutilized industrial and commercial properties in the City.

The next section of this report identifies the specific economic development potentials and constraints in the City. This analysis will provide for the identification of specific economic development needs, and ultimately the economic development activities that should be implemented to meet those needs.

Section IV

ECONOMIC DEVELOPMENT POTENTIALS AND CONSTRAINTS

INTRODUCTION

Certain characteristics of the City have important implications for local economic development, as indicated by the preceding sections of this report; by the data and information presented in the City of Cudahy Economic Development Fact Book; by the findings of the Wisconsin Bell industry retention survey; and by the business retention survey that was conducted as a part of this study. Some of these characteristics constitute positive attributes that give the City a comparative advantage in attracting and sustaining economic development; others constitute negative attributes that act as constraints on further economic development in the City and may need to be addressed in order to revitalize the economy of the City.

ECONOMIC DEVELOPMENT POTENTIALS AND CONSTRAINTS

The purpose of this section is to summarize the economic development potentials for, and constraints on, economic development in the City. The identification of these potentials and constraints should help persons and organizations that are interested in pursuing the economic development of the City to identify appropriate economic development activities. The economic development potentials and constraints that are identified in this section are summarized in Table 19.

Potential One: Organizational Development Activities in the City

As previously documented in this report, the City of Cudahy and the Cudahy Chamber of Commerce have been involved in a number of economic development activities over the past several years. This involvement, while not unique among communities in Southeastern Wisconsin, represents an important commitment to improving local economic conditions, and therefore can be identified as an economic development potential.

The City of Cudahy established an Economic Development Committee in 1990 that is responsible for promoting the economic development of the City and coordinating local economic development projects and activities. The Mayor and two City staff members provide staff support to the Economic Development Committee, and serve as the initial contact for establishments considering a business expansion or start-up project in the City.

Beginning in 1991, the City of Cudahy established a low-interest home repair loan program with funds from the Federal Community Development Block Grant (CDBG) program, the Wisconsin Housing and Economic Development Authority (WHEDA), and Milwaukee County. The program was well received by the residents of the community and plans are being made to offer the program again in 1992.

Finally, the City and Cudahy Chamber of Commerce are currently involved in an industry attraction program for the City that is attempting to expand the manufacturing industry base of the City.

Table 19

ECONOMIC DEVELOPMENT POTENTIALS AND CONSTRAINTS
IN THE CITY OF CUDAHY

Potential One: Organizational Development Activities in the City

Constraints Related to Potential One:

1. Lack of Available Local Economic Development Staff.
2. Limited Public Sector Funds Available to Finance Economic Development Activities.
3. Lack of an Organization that Has the Authority to Develop an Economic Development Program and Raise Funds for Economic Development Projects and Activities.
4. Poor Perception of Local Economic Development Efforts.
5. Limited Financial Assistance Available for Business Expansion and Start-Up Projects.
6. Lack of Direct Job-Generating Activities.
7. Lack of Membership by Manufacturing Firms in the Cudahy Chamber of Commerce.
8. The Need for Additional Information for Business Prospects.
9. Lack of a Formal Evaluation of the Local Economic Development Program.

Potential Two: Retention and Expansion of the City's Existing Manufacturing Industry Base

Constraints Related to Potential Two:

1. The Need for an Economic Development Program that Includes the Retention and Attraction of Manufacturing Industry Establishments.
2. Limited Use of Federal or State Economic Development Assistance Programs.
3. Lack of a City Land Use and Traffic Circulation Plan.
4. Lack of a Capital Improvement Program in the City.
5. Limited Number of Marketable Vacant Industrial Buildings.
6. Lack of Industrial Park Land.
7. The Need to Develop an Up-to-Date Inventory of Vacant and Underutilized Industrial Land and Buildings.
8. Lack of Existing Manufacturing Firms Planning Business Expansion Projects.
9. Efforts by Other States to Attract Local Manufacturing Firms Out of the City.
10. Difficulty in Recruiting Skilled, Blue-Collar Workers.
11. Higher Worker Earnings in Milwaukee County than in Other Counties of the Greater Milwaukee Area.
12. Low Vacancy Rate for Available Housing Units.

Table 19 (continued)

Potential Three: Retention and Expansion of the City's Retail Trade and Service Industry Base

Constraints Related to Potential Three:

1. The Need for an Economic Development Program that Includes the Retention and Expansion of Commercial Business Establishments.
2. The Need to Improve the Central Business District.
3. Quality of Local Shopping Areas.
4. Competition Between the Central Business District and Outlying Shopping Centers.
5. Competition with Retail Trade and Service Industry Establishments in Other Communities of the Greater Milwaukee Area.
6. Loss of Population During the 1980 to 1990 Time Period.
7. Low Per Capita Income Increase During the 1985 to 1987 Time Period.
8. Problems in Securing Business Financing.
9. Lack of Hotel and Conference Center in the City.
10. Commercial Firms Planning to Relocate Outside the City.
11. Lack of a Positive Identity for the City.

Source: City of Cudahy Economic Development Committee and SEWRPC.

Constraints Related to Potential One:

1. Lack of Available Local Economic Development Staff--Limitations on the time that existing City staff have available and the lack of full-time staff for the Cudahy Chamber of Commerce may constrain the implementation of an ongoing economic development program in the City.
2. Limited Public Sector Funds Available to Finance Economic Development Activities--The Economic Development Committee expressed the concern that there are insufficient resources available to finance an ongoing economic development program in the City. This is due in part to the high level of property taxes in the City relative to other communities in Milwaukee County. Fifty-six firms responding to the business retention survey that was conducted as a part of this study, or 43 percent, indicated that local property taxes were having a negative impact on the future development of their firm.
3. Lack of an Organization that Has the Authority to Develop an Economic Development Program and Raise Funds for Economic Development Projects and Activities--While the Economic Development Committee has been actively pursuing an economic development agenda since 1990, there is a need for an independent organization that has the authority to develop its own work program and to raise the necessary funds to finance economic development projects.
4. Poor Perception of Local Economic Development Efforts--A total of only five respondents to the Wisconsin Bell industry retention survey, or 21 percent of the total number of respondents, indicated that local economic development efforts were excellent or good; while 46 percent of the respondents across the State indicated this response.¹
5. Limited Financial Assistance Available for Business Expansion and Start-Up Projects--There is a need to encourage the availability of financing for business expansion and start-up projects from Milwaukee area, State, and Federal financing sources. The City has been involved in issuing a limited number of industrial revenue bonds for business expansion projects. However, the City does not have a revolving loan fund available to assist with business expansion and start-up projects at the local level. In addition, 96 percent of the respondents to the Wisconsin Bell survey indicated that they had not used a Federal or State grant or loan program. Similarly, 86 percent of the respondents to the business retention survey conducted as a part of this study indicated that they were not familiar with State and Milwaukee area business financing programs.
6. Lack of Direct Job-Generating Activities--The historical economic development activities in the City have been predominately reactive, rather than proactive, and have been involved only to a limited extent in directly creating new employment opportunities. The Economic Development Committee perceives that this constraint is a result of the mixed signals that local residents are providing to community leaders as to the proper direction for local economic development efforts.

¹"Respondents across the State" refers to the aggregation of responses to all of the Wisconsin Bell industry retention surveys as of September 1991.

7. Lack of Membership by Manufacturing Firms in the Cudahy Chamber of Commerce--The Wisconsin Bell industry retention survey identified 13 respondents, or 50 percent, that were not members of the Cudahy Chamber of Commerce; while 35 percent of the respondents across the State indicated this response.
8. The Need for Additional Information for Business Prospects--While the informational packet provided by the City to business prospects includes a variety of information on local physical, cultural, and recreational opportunities, the packet lacks information on local, Milwaukee area, and State economic development financial and technical assistance programs.
9. Lack of a Formal Evaluation of the Local Economic Development Program--The City of Cudahy is not evaluating its existing economic development program on an annual basis. The lack of a formal evaluation prevents the City from monitoring the effectiveness of the economic development program in meeting the program goals and objectives.

Potential Two: Retention and Expansion of the City's Existing Manufacturing Industry Base

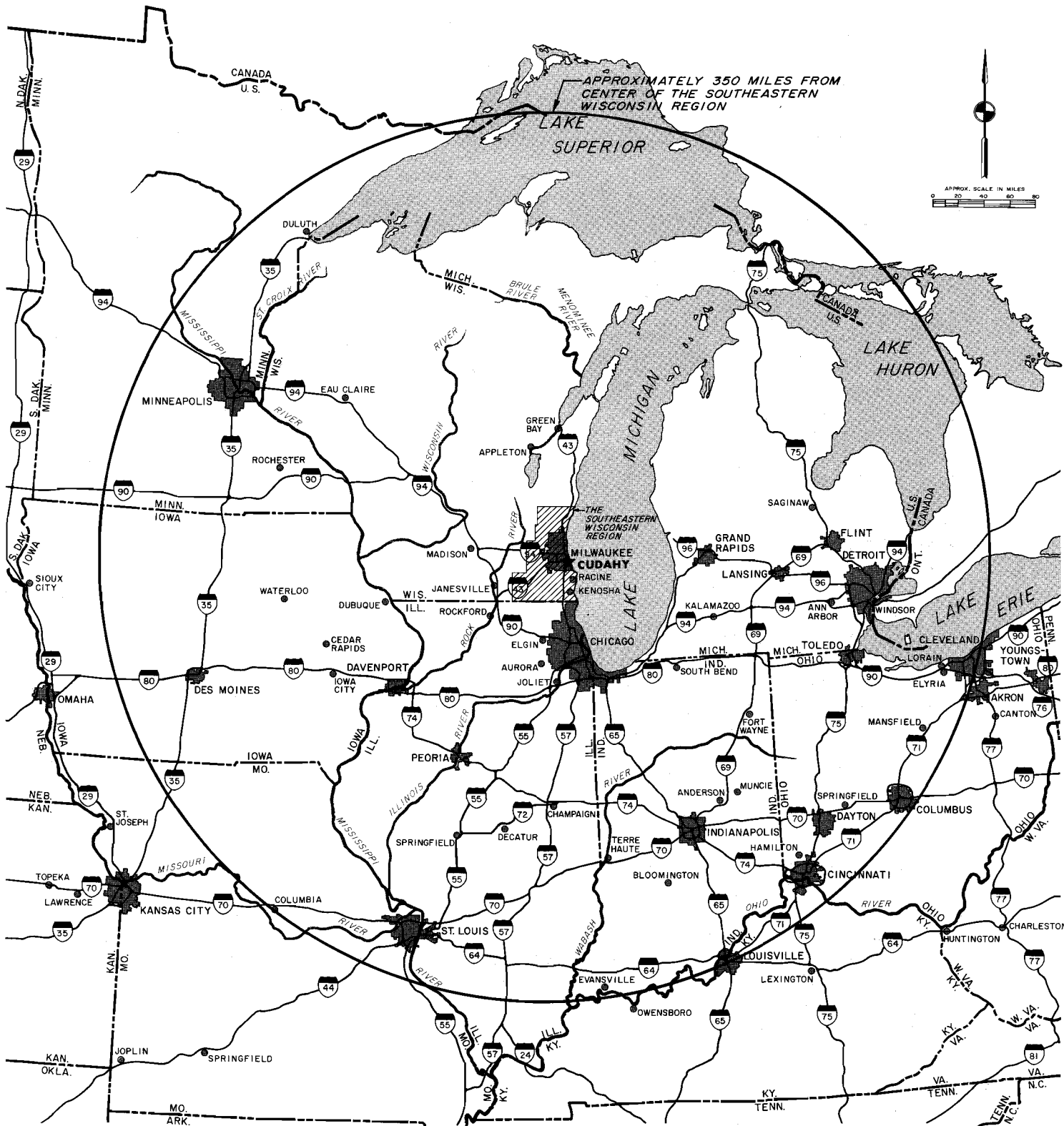
The structure of the City economy results in a need for special emphasis on the retention and expansion of existing manufacturing industries, as well as the attraction of new manufacturing industries to the City. This industrial development potential includes both the durable and nondurable goods manufacturing industry. In March 1990, the manufacturing industry in Milwaukee County employed about 110,000 workers, or 21 percent of all workers in the County, a level that was higher than that for the United States, 18 percent, indicating the importance of manufacturing to the County and local economy.

The strategic location of the City of Cudahy in the Milwaukee metropolitan area provides the City with a substantial labor pool that is available to meet the needs of industrial establishments contemplating expanding or locating in the City. Many of the most important industrial areas and heaviest population concentrations in the midwest region are located within 350 miles of the City (see Map 1). In addition to being an integral part of the Milwaukee metropolitan area, the City is also located in proximity to several large urban areas in southern Wisconsin and northeastern Illinois, including the Racine, Kenosha, and Madison areas in Wisconsin, and the greater Chicago area in Illinois. These urban areas, as well as the remainder of the midwest region, provide a large potential market for the sale of goods that are manufactured in the City, as well as for access to raw materials and product inputs. The location of the City adjacent to General Mitchell International Airport, a full service commercial airport located along the eastern edge of the City, makes the Cudahy area particularly attractive for future industrial development (see Map 2).

The high educational attainment of the resident population, as defined by the number of local residents with at least a high school education, indicates that local manufacturing employers should be able to attract workers who are prepared for existing jobs, or can readily be trained for such jobs.

Map 1

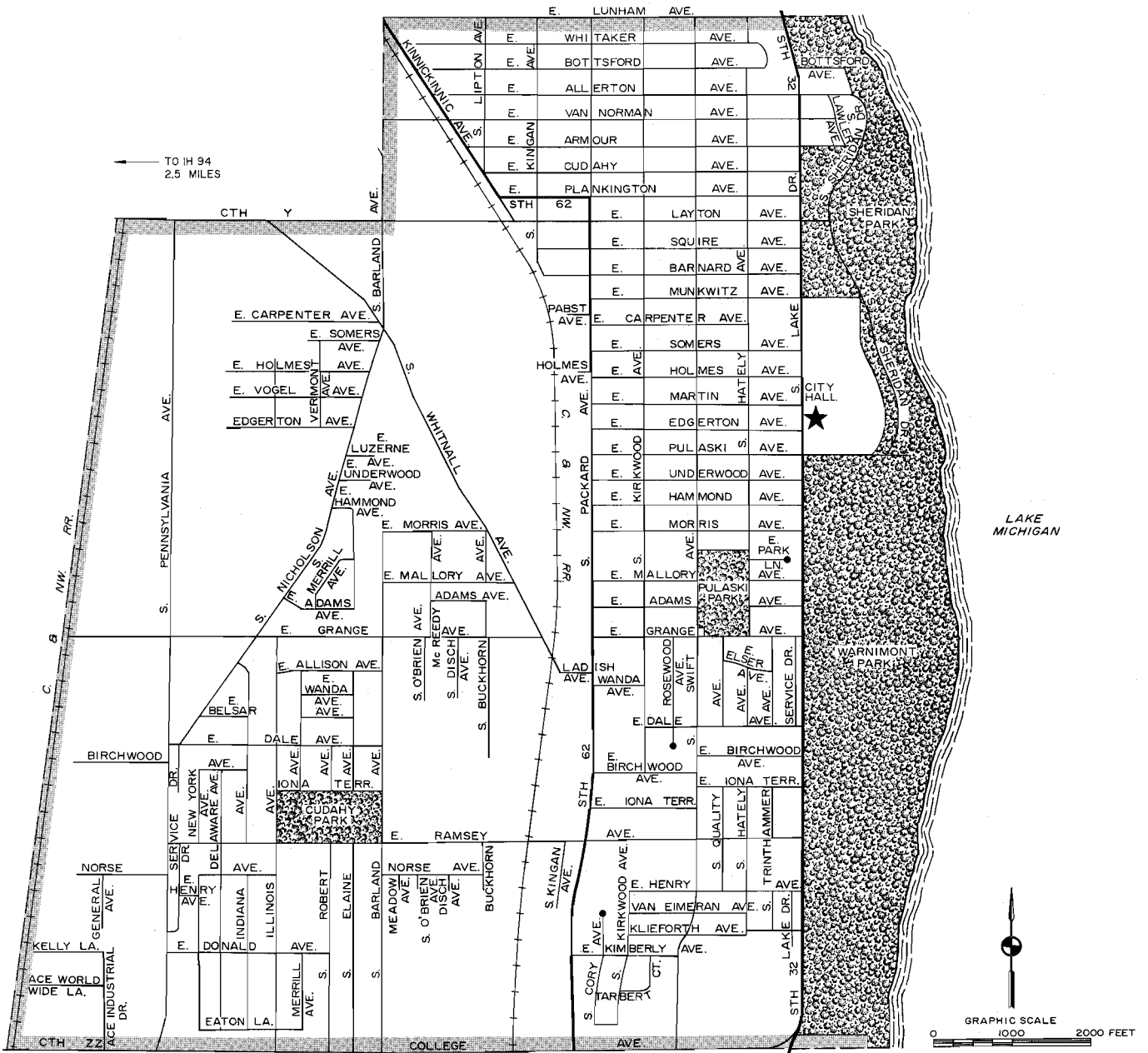
REGIONAL SETTING IN THE MIDWEST



Source: SEWRPC.

Map 2

CITY OF CUDAHY



Source: SEWRPC.

Many of the City's public facilities and services have the capacity to meet the needs of an expanding industrial base. The City is served by transportation facilities that include well-developed, all-weather arterial streets and highways, mainline railway facilities, and air transportation facilities that are readily accessible to the City, the latter including Milwaukee General Mitchell International Airport. The City Engineer indicates that the sanitary sewer system has adequate capacity available for future development and that there is an abundant supply of water available providing excess capacity for future development. Finally, the Wisconsin Electric Power Company and the Wisconsin Natural Gas Company provide service to the community at competitive prices.

Several findings of the Wisconsin Bell industry retention survey indicate that the manufacturing industry represents an economic development potential. A total of 22 respondents, or 85 percent, compared to 73 percent of the respondents across the State, indicated that the City of Cudahy was the location of the firm's corporate headquarters; and 18 respondents, or 72 percent, compared to 59 percent of the respondents across the State, indicated that they planned to modernize or improve their present building or equipment. In addition, respondent firms were satisfied with the water pressure and supply, police and fire protection, and solid waste disposal, with 96 percent or more of respondent firms indicating that these services were adequate. These factors, alone or in combination, can contribute significantly to a firm's decision to continue or to expand its operations in the City.

Constraints Related to Potential Two:

1. The Need for an Economic Development Program that Includes the Retention and Attraction of Manufacturing Industry Establishments--The City of Cudahy has been involved over the past several years in assisting in the expansion of manufacturing industry establishments on an ad hoc basis. While the City is currently involved in a limited number of industry retention and attraction activities, the City does not have an ongoing program that is specifically designed to help retain existing manufacturing firms and to attract new manufacturing firms to the City. An ongoing industry retention and attraction program can often help facilitate business expansion projects through technical and/or financial assistance provided by state and federal agencies.
2. Limited Use of Federal or State Economic Development Assistance Programs--There is limited use of State and Federal economic development assistance programs by manufacturing establishments in the City. Only four firms responding to the Wisconsin Bell survey, or 15 percent, indicated that they had used State or Federal job development programs.
3. Lack of a City Land Use and Traffic Circulation Plan--The City of Cudahy does not have a comprehensive land use and traffic circulation plan that identifies City land use development objectives and promulgates a recommended land use and traffic circulation plan that best meets the needs of the City.
4. Lack of a Capital Improvement Program in the City--The Economic Development Committee perceived that a problem exists with regard to the lack of planning for capital improvements. At the present time, capital

improvements are scheduled as a part of the annual budgeting process, and are reactive in nature. The absence of long-range planning is evident in the number of manufacturing firms that indicated they had problems with public facilities in the City. Thirty-six percent of the respondents to the Wisconsin Bell survey indicated that street pavements adjacent to their facility were in a deteriorating condition; 31 percent indicated that flash flooding was a problem on the streets adjacent to their facility; and 27 percent were dissatisfied with storm water drainage. In addition, the Economic Development Committee perceived that storm water drainage was a problem at certain locations within the City.

5. Limited Number of Marketable Vacant Industrial Buildings--Currently, there are two large vacant industrial buildings in the City--one 360,000 square feet in floor area, and the other 205,000 square feet in floor area. In addition, there are several buildings that have less than 20,000 square feet of floor area. Industrial real estate brokers in the Milwaukee area have indicated that industrial buildings that are 25,000 to 50,000 square feet in size are in demand, while other buildings are more difficult to market due to their size.
6. Lack of Industrial Park Land--The City currently has approximately 230 acres of available land that is zoned for manufacturing use. However, the vacant land is in scattered locations throughout the community, rather than in one location such as a City industrial park.
7. The Need to Develop an Up-to-Date Inventory of Vacant and Underutilized Industrial Land and Buildings--The City Engineering Department has developed an inventory of vacant and underutilized industrial land in the City. However, this inventory is not updated on a regular basis and does not include a current listing of all vacant and underutilized industrial buildings as well as land.
8. Lack of Existing Manufacturing Firms Planning Business Expansion Projects--The Wisconsin Bell survey showed that only five firms in the City, or 19 percent, had plans for the expansion of their existing building, while 31 percent of the respondents across the State so indicated. In addition, only three respondents, or 12 percent, indicated that they were planning to construct a new building at the present site or elsewhere in the community. This compares with 23 percent statewide.
9. Efforts by Other States to Attract Local Manufacturing Firms Out of the City--A total of 17 respondents, or 65 percent, to the Wisconsin Bell survey, compared with 38 percent of the respondents across the state, indicated that they have been contacted by other states in an attempt to relocate the firm out of the State. In addition, nine respondents, or 36 percent, indicated that they have considered moving in the past, compared with 23 percent of the respondents across the State that indicated this response.
10. Difficulty in Recruiting Skilled, Blue-Collar Workers--The Wisconsin Bell survey identified a problem in the recruitment of skilled, blue-collar workers in the City of Cudahy, with 54 percent of the respondents indicating difficulty recruiting these types of workers. This problem is not

unique to the City of Cudahy and is evident throughout Southeastern Wisconsin.

11. Higher Worker Earnings in Milwaukee County than in Other Counties of the Greater Milwaukee Area--The City of Cudahy Economic Development Fact Book, which has been prepared as a part of this study, indicates that in 1990 the average weekly wage for manufacturing industries in Milwaukee County, \$591.48, was higher than that for the neighboring counties of Ozaukee County, \$484.26, Washington County, \$465.74, and Waukesha County, \$556.89, as well as for the State, \$520.95. This higher average weekly wage in Milwaukee County could discourage or inhibit the expansion of existing manufacturing firms, as well as the location of new manufacturing firms to the County.
12. Low Vacancy Rate for Available Housing Units--As documented in Section II of this study, the vacancy rate for owner- and renter-occupied housing units in the City, 2.6 percent, is substantially less than that for Milwaukee County, 4.5 percent; the Southeastern Wisconsin Region, 5.7 percent; and the State, 11.4 percent. The availability of housing units is an important economic development consideration because communities that have higher vacancy rates are generally better able to accommodate new residents that wish to locate in the community as the result of expanded employment opportunities.

Potential Three: Retention and Expansion of the City's Retail Trade and Service Industry Base

The City of Cudahy has a good potential to expand its commercial base. In March 1990, the services industry employed about 148,000 workers in Milwaukee County, or 28 percent of all workers; the finance, insurance, and real estate industry employed about 40,700 workers, or 8 percent; and the retail trade industry employed about 88,900 workers, or 17 percent. Thus, together, these three industries employed 53 percent of the County labor force.

Fourteen percent of the resident population of the City is 65 years of age or older, which is similar to the percentage for the State, and slightly larger than the percentage for the Milwaukee metropolitan area, the Southeastern Wisconsin Region, and the U. S. In addition, the community has shown a commitment to assisting the elderly with the development of three elderly housing complexes in the City--Washington Square, Williamstown Bay, and Evergreen Square. The concentration of older adults in the City provides a market for consumer goods and services, since these individuals have access to a variety of income sources such as government aids, dividends, interest, and rent.

To address the existing and future traffic and related community development problems at the south end of the Daniel Webster Hoan Memorial Bridge, a new surface arterial street--the Lake Arterial Highway--is being constructed that will connect the southern end of the Hoan Bridge to E. Layton Avenue along the Chicago & Northwestern Railway right-of-way. An extension of the Lake Arterial from E. Layton Avenue southerly through Milwaukee and Racine Counties to connect to STH 31 in Kenosha County is also being considered. The first phase of the Lake Arterial--down to E. Layton Avenue--is scheduled to be completed in 1994, while the completion of the second phase has not been scheduled at this time. The Lake Arterial would benefit the City by substantially

improving the accessibility of the City to persons and businesses throughout the greater Milwaukee area and the Racine and Kenosha areas.

Several findings of the business retention survey that was conducted as a part of this study indicate that commercial development represents an economic development potential. Overall, the survey showed that 39 respondent firms, or 26 percent, had undergone an expansion project during the 1986 to 1991 time period, resulting in an additional 400 employees and 348,500 square feet of building space. In addition, 41 respondent firms, or 29 percent, indicated that they are planning to expand operations during the next five years, adding a projected 370 new employees and 546,350 square feet of additional building space. The survey also showed that an average 35 percent of respondent firms rated local government services, regulations, and public utilities as excellent, and an average 53 percent rated them as satisfactory. In addition, an average 73 percent of respondent firms identified having no problems with their employees with regard to turnover, absenteeism, lack of basic skills, poor attitudes, or use of drugs or alcohol. Finally, 121 respondent firms, or 85 percent, indicated that the City was excellent or satisfactory as a place to operate a business.

Constraints Related to Potential Three:

1. The Need for an Economic Development Program that Includes the Retention and Expansion of Commercial Business Establishments--The City of Cudahy has been involved over the past several years in assisting in the expansion of commercial business establishments on an ad hoc basis. However, as with the manufacturing industry, the City does not have an ongoing program that is specifically designed to help retain existing commercial firms and attract new commercial firms to the City.
2. The Need to Improve the Central Business District--The Cudahy Economic Development Committee perceived that businesses along S. Packard Avenue need to improve the appearance of their storefronts and that financial assistance needs to be provided to assist with the storefront improvements. As with many central business districts in Southeastern Wisconsin, this includes a need for local businesses, as well as absentee owners, to undertake a truly cooperative effort to solve problems related to the physical appearance and marketing of local businesses.
3. Quality of Local Shopping Areas--Fifty-seven respondents to the business retention survey, or 42 percent, indicated that the quality of shopping areas in the City was poor. In addition, 13 respondents to the business retention survey, or 8 percent, identified the need to attract new business establishments to the Packard Plaza.
4. Competition Between the Central Business District and Outlying Shopping Centers--The location of strip commercial development along E. Layton Avenue provides commercial establishments that are in direct competition with the central business district. This competition could affect the viability and accelerate the decline of the central business district as a commercial center.

5. Competition with Retail Trade and Service Industry Establishments in the Other Communities of the Greater Milwaukee Area--The City of Cudahy is only one of several communities in the greater Milwaukee area that have an established central business district or other major centers of commercial activity. Consequently, the retail trade and service industry establishments in the City face competition from establishments in the other communities. In particular, the proximity of the City to regional shopping malls provides opportunities for local residents to purchase goods and services in other locations.
6. Loss of Population During the 1980 to 1990 Time Period--The population in the City of Cudahy declined during the 1980 to 1990 time period by 888 persons, or 4.5 percent. It is important to note, however, that, while the population of the City declined during the 1980 to 1990 time period, the number of households increased by 360, or 5.1 percent. Nevertheless, the loss of population could limit the demand for consumer goods and services in the City.
7. Low Per Capita Income Increase During the 1985 to 1987 Time Period--The growth in per capita income during the 1985 to 1987 time period was lower in the City of Cudahy, 7.5 percent, than in Milwaukee County, 9.7 percent, the Southeastern Wisconsin Region, 11.5 percent, and the State, 10.9 percent. The lower percent increase in per capita income may limit growth in retail trade and service industry establishments due to local residents having less disposable income than in the other areas of comparison.
8. Problems in Securing Business Financing--A total of 47 respondents to the business retention survey, or 34 percent, indicated that they anticipated the need to seek additional financing for ongoing business operations or a business expansion project within the next five years; while 17 of the respondents, or 36 percent, anticipated having difficulties in securing the necessary financing from a commercial financial institution.
9. Lack of Hotel and Conference Center in the City--The Economic Development Committee identified the need to encourage hotel development near General Mitchell International Airport. In addition, 44 respondents to the business retention survey, or 32 percent, rated the availability of meeting and/or convention facilities as poor. While the development of a hotel and conference center may be desirable from an economic development perspective, locating a developer or hotel chain interested in a project such as this is questionable given the significant amount of hotel development that has occurred along S. Howell Avenue adjacent to the airport.
10. Commercial Firms Planning to Relocate Outside the City--Fourteen firms responding to the business retention survey, or 10 percent, indicated that they were planning to move their operations outside the City.
11. Lack of a Positive Identity for the City--The Cudahy Economic Development Committee perceived that the City of Cudahy has a negative image among the residents of the greater Milwaukee area and that the City lacks a marketing program to promote the unique attributes of the City. As a result of these problems, commercial establishments have a limited market in which they can sell their goods and services.

SUMMARY AND CONCLUSIONS

The information provided herein indicates that there are three overall economic development potentials in the City of Cudahy: 1) organizational development activities in the City; 2) retention and expansion of the City's existing manufacturing industry base; and 3) retention and expansion of the City's retail trade and service industry base. In addition, this section has identified a number of economic development constraints that are inhibiting the realization of the City's economic development potentials.

The next section of this report presents the recommended City economic development program. This program sets forth the overall goals, objectives, and activities that are necessary to eliminate the economic development constraints that have been identified in this section.

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Section V

ECONOMIC DEVELOPMENT PROGRAM PLAN

INTRODUCTION

The preceding sections of this report have: 1) examined the need for an economic development program in the City of Cudahy; 2) described the current state of the City economy; 3) analyzed the historical economic development efforts in the City; and 4) set forth the potentials for, and constraints on, economic development in the City. The purpose of this section is to identify and recommend an economic development program for adoption and implementation by the City.

More specifically, this section of the economic development program presents: 1) overall long-term goals for the City economic development program; 2) specific criteria to guide the development and operation of the economic development program; 3) recommended economic development objectives and activities that will assist in implementing the long-term goals; 4) a recommended time period during which the activities can be implemented; and 5) monitoring criteria for measuring the success of the various economic development program activities.

GOALS OF THE ECONOMIC DEVELOPMENT PROGRAM

An economic development program in the City of Cudahy will be successful only if the program has clear long-term goals that can guide the development and implementation of the program. These goals should reflect the type of economic development program that is desired in the City, and to which specific economic development program objectives and activities can be related. Only in this way can an effective economic development program be formulated for the City and its effectiveness measured over time.

The following long-term goals have been established for the City to guide the economic development program:

1. The program should establish and maintain an organizational framework that will guide and coordinate the citywide efforts of individuals and organizations concerned with local economic development.
2. The program should meet the needs of existing employers to provide for the retention and expansion of existing employment opportunities in the City.
3. The program should attract new employers to help create new employment opportunities in the City.
4. The program should facilitate entrepreneurial opportunities to help create new employment opportunities in the City.
5. The program should provide the necessary community facilities and services to facilitate economic development and provide for the expansion of employment opportunities in the City.

CRITERIA TO GUIDE THE CITY'S ECONOMIC DEVELOPMENT PROGRAM

The City economic development program is envisioned as an ongoing effort to improve the local economy. In order to guide the persons responsible for implementing the program in its initial, as well as ongoing, selection of objectives and activities, the following decision-making criteria have been identified:

1. Nature of Program Activities. The City economic development program should include the following functions: a) coordination of existing economic development activities in the City; b) implementation of specific economic development programs and activities; c) provision of economic development technical assistance to public and private economic development organizations in the City; and d) utilization of available public financial assistance for local employers.
2. Existing Economic Development Organizations. The City of Cudahy and the Cudahy Chamber of Commerce are capable of assisting in the successful implementation of the City economic development program. In addition, economic development assistance is available from Forward Wisconsin, Inc., the Milwaukee Area Technical College, the Milwaukee County Division of Economic Development, the Southeastern Wisconsin Regional Planning Commission, the University of Wisconsin-Extension, Wisconsin Bell, the Wisconsin Department of Development, the Wisconsin Department of Transportation, the Wisconsin Housing and Economic Development Authority, and the Wisconsin Electric Power Company. The City economic development program should utilize these organizations in implementing the program activities.
3. Scope of Program Activities. The local economy is dependent upon the growth and development of all business and industry in the City. Consequently, the economic development program should include activities that address problems and issues facing both industrial and commercial businesses in the City.
4. Program Responsibility. Primary responsibility for the City economic development program should rest with the City of Cudahy, and appropriate City staff working in consultation with the Mayor.
5. Unemployed and Underemployed. The economic development program should be designed to enhance the ability of unemployed and underemployed workers to gain meaningful employment opportunities in the City.

CITY OF CUDAHY ECONOMIC DEVELOPMENT PROGRAM: OBJECTIVES AND ACTIVITIES

This section presents the objectives and activities that should be undertaken to enable the City to accomplish its economic development goals. In this regard, the objectives and activities are intended to help alleviate the economic development constraints that were identified in Section IV of this report.

The recommended objectives and activities are categorized by the following six major functional areas: 1) organizational development; 2) industry retention;

3) industry attraction; 4) small business development; 5) community facilities and services; and 6) future economic development activities.

Organizational Development

Objective One: To establish and maintain an organizational framework that will be responsible for guiding and coordinating the development and redevelopment of the City.

Objective One is directly related to Goal One of the City economic development program, as well as indirectly related to all of the identified goals of the program. This objective and the activities identified below are intended to address the following economic development constraints that are documented in Section IV of this report: 1) poor perception of local economic development efforts; 2) lack of a formal evaluation of the local economic development program; and 3) lack of a positive identity for the City.

Activity One--The City of Cudahy should continue to utilize the City Economic Development Committee (EDC) as the lead economic development organization in the City. The EDC would be responsible for guiding and coordinating economic development activities. The EDC should continue to include a member of the Common Council, a representative from education, citizen representatives, and business representatives on the Committee. The Mayor and the President of the Chamber of Commerce should serve in an ex-officio capacity. A staff person from the City Engineering Department should also attend the EDC meetings to ensure the coordination of the work program with that of the City's public works programs.

Activity Two--The EDC should request on an annual basis the assistance of public sector agencies and organizations, such as Forward Wisconsin, Inc., the Milwaukee Area Technical College, the Milwaukee County Division of Economic Development, the Southeastern Wisconsin Regional Planning Commission, the University of Wisconsin-Extension, Wisconsin Bell, the Wisconsin Department of Development, and the Wisconsin Electric Power Company.

Activity Three--In order to successfully implement the economic development activities set forth herein, the City of Cudahy should establish a two-year activity budget of \$20,000. The activity budget would be used to implement the economic development activities identified herein, with the exception of the preparation of a land use and traffic circulation plan--Activity No. 29. It is important to indicate that this budget does not include administrative costs, which should be absorbed within the existing City budget.

Activity Four--The City staff, under the direction of the Mayor, should consider allocating a portion of their time for the implementation of the economic development program.

Activity Five--The Mayor and EDC should establish an EDC advertising subcommittee that would work on enhancing the image of the City and marketing the City as a good location for business and industry. The advertising subcommittee should seek executives from local advertising and public relations firms to serve in an advisory capacity on the subcommittee, as well as coordinate its activities with those of other local governments in Milwaukee County.

Activity Six--The Mayor and EDC should forward copies of the overall economic development program (OEDP) plan to Forward Wisconsin, Inc., the Milwaukee County Division of Economic Development, Wisconsin Bell, the Wisconsin Department of Development, and the Wisconsin Electric Power Company. A cover letter should accompany the document that indicates the City's interest in pursuing an active economic development program, and that the City is interested in working with these organizations to attract new industry to the City.

Industry Retention

Objective Two: To develop and maintain an ongoing industry retention program that will identify the problems and concerns of local employers, develop and implement solutions to these problems and concerns, and assist local business and industry in taking advantage of opportunities to expand their facilities and increase employment opportunities.

Objective Two is directly related to Goal Two of the economic development program. This objective and the activities identified below are intended to address the following economic development constraints that are documented in Section IV of this report: 1) the need for an economic development program that includes the retention and attraction of manufacturing and commercial business establishments; 2) the lack of existing manufacturing firms planning business expansion projects; 3) efforts by other states to attract local manufacturing firms out of the City; 4) limited use of Federal or State economic development assistance programs; 5) difficulty in recruiting skilled, blue collar workers; 6) higher worker earnings in Milwaukee County; 7) the lack of membership by manufacturing firms in the Cudahy Chamber of Commerce; 8) problems in securing business financing; and 9) commercial firms planning to relocate outside of the City.

Activity Seven--The City of Cudahy should continue its informal network of contacting local businesses. This includes personal visits and telephone contacts from the Mayor to the chief executive officers of local businesses. As a part of these informal contacts, the Mayor should provide information on necessary local and state permits, building codes, and zoning requirements, as well as information on available local, state, and federal business financing and technical assistance programs.

Activity Eight--The EDC should work with the Mayor in the implementation of an "early warning system" that would enable the City to identify firms that are experiencing problems that could result in the relocation of the business establishment outside the City. The Mayor should be designated as the initial contact person for existing business and industry that are experiencing problems in doing business in the City.

Activity Nine--The chief executive officers of manufacturing and service industry establishments with corporate headquarters located outside the City should be contacted. These contacts should be in the form of a personalized letter from the Mayor and the EDC. The chief executive officers should be informed of the City's interest in retaining these firms in the City and in assisting with any future expansion of the firm. In addition, these individuals should be notified of the City's current economic development efforts.

Activity Ten--The EDC should work with the office of U. S. Congressman Gerald D. Kleczka and the Aspin Procurement Institute in examining the feasibility of

establishing a federal procurement program in the City. In addition, the EDC should participate in regional and statewide conferences and workshops on procuring government contracts. The Mayor should provide information to local business and industry on the time and location of such activities.

Activity Eleven--The EDC should request that Milwaukee County establish a local revolving loan fund program. One source of funding for this loan fund program would be the annual U. S. Department of Housing and Urban Development, Entitlement Community Development Block Grant (CDBG) program. At the present time, CDBG funds are used for housing rehabilitation and public facility improvements. The County should be encouraged to also utilize these funds for economic development projects.

Activity Twelve--The Mayor and the EDC should meet periodically with representatives of local financial institutions to discuss available financing programs provided by the Milwaukee Economic Development Corporation, the Wisconsin Department of Development, the Wisconsin Housing and Economic Development Authority (WHEDA), and the U. S. Small Business Administration.

Activity Thirteen--The Mayor and City staff should develop a business financing brochure that identifies conventional and nonconventional sources of business financing. This brochure should be distributed to local businesses, financial institutions, and attorneys. The Regional Planning Commission would be responsible for assisting the EDC in this activity.

Activity Fourteen--The Mayor and EDC should continue their informal program of contacting local business establishments and respondents to the Wisconsin Bell Industry Retention Survey and the OEDP Business Retention Survey that have indicated a problem or concern relative to operating a business in the City.

Activity Fifteen--The EDC should identify local business expansion projects that are expected to take place in the City. The Mayor should contact those business establishments planning an expansion project in order to identify any anticipated problems and the remedies for these problems. In addition, an appropriate local official should participate in all groundbreaking ceremonies or similar activities that will publicly recognize the expansion activity of the business.

Activity Sixteen--The EDC and the Cudahy Chamber of Commerce should hold an annual meeting for all business and industry in the City, the purpose of which would be to identify local problems and concerns and potential solutions to those problems and concerns. In addition, the EDC and the Chamber should co-sponsor an annual awards banquet that would be used to recognize local businesses that have expanded or recently located in the City.

Activity Seventeen--The EDC should work with local employers to ensure that local firms' labor force needs are being met. More specifically, the Mayor and the EDC should: 1) ensure that local businesses are familiar with the services of employment training organizations, such as the Cudahy School District, the Milwaukee Area Technical College, and the Private Industry Council of Milwaukee County; 2) make available to local businesses information that is contained in the Wisconsin Economic Development Association, Skilled Labor Initiative Resource Directory; and 3) assist the Cudahy School District with its Education for Employment program.

Industry Attraction

Objective Three: To initiate an industry attraction program that will attract new industrial and commercial establishments to the City during the next two years.

Objective Three is directly related to Goal Three of the economic development program. This objective and the activities identified below are intended to address the following economic development constraints that are documented in Section IV of this report: 1) the need for an economic development program that includes the retention and attraction of manufacturing and commercial business establishments; 2) the lack of direct job-generating activities; 3) the need for additional information for business prospects; 4) the need to develop an up-to-date inventory of vacant and underutilized industrial land and buildings; 5) the loss of population during the 1980 to 1990 time period; and 6) the low per capita income increase during the 1985 to 1987 time period.

Activity Eighteen--The EDC should establish a local industry attraction team. The team, which would consist of five individuals knowledgeable about the City's community facilities and services and existing business and industry in the City, would be responsible for working with business and industry interested in locating in the City. The Mayor should be designated as the lead person for the industry attraction team and should serve as the primary contact person for industries inquiring about locating in the City. In addition, the EDC should coordinate its industry attraction activities with the activities of Forward Wisconsin, Inc., the Milwaukee County Division of Economic Development, and the Wisconsin Electric Power Company. These agencies have established their own promotional programs, direct mail programs, call programs, and trade show contacts, and the EDC should utilize these programs when applicable.

Activity Nineteen--The EDC and Cudahy Chamber of Commerce should follow-up on their initial direct mail program to targeted industries. The follow-up should include the solicitation of businesses located outside of the State of Wisconsin as identified in Appendix B of this report. Specifically, these organizations should evaluate the high-priority and medium-priority targeted industries in Appendix B, as well as any industries included in the Forward Wisconsin, Inc., and Wisconsin Electric Power Company industry attraction programs, and select five targeted industries to include in the direct mail program. The direct mail program should focus on those states, outside the State of Wisconsin, with the highest concentrations of targeted industry classifications, and mail a promotional packet to 2,000 randomly selected targeted industries. At a minimum, the direct mail program should be repeated on a semi-annual basis.

Activity Twenty--The EDC should develop a referral system for its industry attraction program. As indicated, the Mayor should be designated as the lead person for the industry attraction team, and, as such, should also be the initial contact for all businesses inquiring about commercial and industrial sites in the City. In addition, it is recommended that after initial screening by the Mayor that all inquiries be forwarded to the staff of the Ace World Wide Industrial Park for follow-up. The referral to Ace World Wide should be made immediately after making contact with the prospective business.

Activity Twenty-One--Forward Wisconsin, Inc., sponsors three "call trips" annually to neighboring states to inform business and industry of the advantages of doing business in Wisconsin. The call trips are open to all interested communities and provide local officials and business persons with an opportunity to attract business and industry to the City. The Mayor or a member of the industry attraction team should participate in the call trips of Forward Wisconsin.

Activity Twenty-Two--The Mayor and the industry attraction team should utilize the "City of Cudahy Economic Development Fact Book" and the "City of Cudahy Community Economic Profile" as a part of their industry attraction program. Copies of these documents should be provided to businesses and developers that request additional information on the City.

Activity Twenty-Three--The EDC should work with the staff of the Ace World Wide Industrial Park to develop and maintain a computerized inventory of vacant, available, and underutilized industrial and commercial buildings and land sites in the City. It is recommended that this effort be coordinated with the Economic Development Information Management System (EDIMS), that has been developed by the Wisconsin Electric Power Company.

Activity Twenty-Four--In working with business prospects, the EDC should utilize all available sources of public sector financing to assist the business in locating in the City. In particular, the EDC should encourage the use of City of Cudahy industrial revenue bonds, the Wisconsin Transportation Facilities Economic Assistance and Development (TEA) program, Wisconsin Housing and Economic Development Authority programs, Wisconsin Department of Development (DOD) programs, and U. S. Small Business Administration (SBA) programs.

Small Business Development

Objective Four: To place special emphasis on retaining and expanding small industrial and commercial establishments in the City during the next two-year time period.

Objective Four is directly related to Goal Four of the economic development program. This objective and the activities identified below are intended to address the following economic development constraints that are documented in Section IV of this report: 1) the need for an economic development program that includes the retention and attraction of manufacturing and commercial business establishments; 2) limited public sector funds available to finance economic development activities; 3) limited financial assistance available for business expansion and start-up projects; and 4) competition with retail trade and service industry establishments in other communities of the greater Milwaukee area.

Activity Twenty-Five--The EDC should develop a written summary of available small business development technical and financial assistance programs and distribute the summary to all local small businesses. The summary should be provided to all businesses with fewer than 20 employees together with the name of a contact person who can provide additional detailed program information. The Regional Planning Commission and the University of Wisconsin-Extension Small Business Development Center (SBDC) would be responsible for assisting the EDC in this activity.

Activity Twenty-Six--The EDC and the Chamber of Commerce should work with representatives from the SBDC and the Milwaukee Area Technical College in sponsoring local small business development workshops and in-plant management programs for existing businesses, and to provide workshops for individuals interested in starting a new business.

Activity Twenty-Seven--The Mayor and the EDC should investigate the feasibility of initiating a small business revolving loan fund program in the City in the amount of \$100,000. According to a report by Quarles and Brady, Municipal Incentives for Economic Development, February 1988, financing for this activity can be provided through the issuance of tax-exempt redevelopment authority revenue bonds, City general obligation bonds, and/or contributions from public and private organizations.

Community Facilities and Services

Objective Five: To ensure that community facilities and services are adequate to meet the needs of existing and new business and industry.

Objective Five is directly related to Goal Five of the economic development program. This objective and the activities identified below are intended to address the following economic development constraints that are documented in Section IV of this report: 1) lack of a City land use and traffic circulation plan; 2) lack of a capital improvement program in the City; 3) limited number of marketable vacant industrial buildings; 4) lack of industrial park land; 5) the need to improve the central business district; 6) quality of local shopping areas; and 7) competition between the central business district and outlying shopping centers.

Activity Twenty-Eight--Milwaukee County is in the process of updating its master plan for General Mitchell International Airport. As a part of the planning process, the County is examining options for the addition of a new parallel runway to accommodate future aviation needs. The new runway configuration would require the acquisition of additional land, possibly in the City of Cudahy. The Mayor and the Common Council should encourage Milwaukee County to complete the new airport master plan so that the City can properly plan for industrial development along the eastern boundary of the Airport.

Activity Twenty-Nine--The City of Cudahy should prepare and adopt a land use and traffic circulation plan for the City. An important aspect of the land use plan would be the identification of new industrial land areas in the City. The land use planning effort should be carried out under the direction of the City Plan Commission. The EDC should request that an EDC member serve as a special advisory member to the Plan Commission to ensure that the goals and objectives of the economic development program plan are considered in the preparation of the land use plan. The plan should include the following elements: 1) an inventory of the existing cultural and natural resource base of the City and surrounding area; 2) a set of recommended land use development and redevelopment objectives for the City; 3) forecasts of population and economic activity; 4) alternative land use and circulation plans that could accommodate the forecast population and employment levels; 5) a recommended plan that best meets the City land use objectives; and 6) identification of the means of implementing the recommended plan, including as may be found necessary revisions to the City zoning, land subdivision, and official map ordinances.

Activity Thirty--In conjunction with the update of the airport master plan and the completion of the City land use plan, the City of Cudahy should conduct a feasibility analysis attendant to the City sponsorship of a new industrial park in the City. This feasibility analysis would be completed with the assistance of the Milwaukee County Division of Economic Development and would identify the most appropriate location for an industrial park. The selection process would be based upon the lands identified as suitable for industrial development in the forthcoming land use plan, an environmental assessment of the site selected, and the potential costs associated with such development.

Activity Thirty-One--The Common Council, with the assistance of the City Engineering Department, should develop a five-year comprehensive capital improvements program for the City. A capital improvements program is defined as a comprehensive schedule of major improvement projects that are proposed to be undertaken that cannot be financed through the municipality's annual operating budget. The capital improvements program should be reviewed, updated, and extended periodically so that it remains current and reflects potentially changing needs and priorities.

Activity Thirty-Two--The City of Cudahy should offer assistance to the Ladish Company, Inc., in the examination of redevelopment opportunities for the Ladish site in the City, so that any new development at the site or reuse of existing facilities meets the economic development and land use objectives of the City.

Activity Thirty-Three--The EDC and the Chamber of Commerce should support the creation of a business improvement district (BID) in the downtown. A BID would provide a mechanism for developing, managing, and promoting the revitalization of the central business district through a special assessment on businesses located within the district. The formation of this district could provide funding for specific projects in the central business district, such as building facade improvements, retail promotion, business management assistance, streetscape improvements, special events, and so forth. The EDC and the Chamber of Commerce should provide technical assistance to local business persons and property owners in the creation of a BID.

Activity Thirty-Four--In cooperation with the University of Wisconsin-Milwaukee School of Architecture, the EDC and the Chamber of Commerce should develop a plan for rehabilitating building facades in the central business district. To assist the building owners in financing any recommended improvements, the EDC and the Chamber should work with local financial institutions to provide facade improvement loans at below-market interest rates.

Activity Thirty-Five--The low-interest home improvement loan program that the City initiated in 1991 should be offered on an annual basis. The City should continue to utilize a portion of its annual Community Development Block Grant (CDBG) allocation for this purpose, as well as continue to utilize loan funds that are available through the Wisconsin Housing and Economic Development Authority (WHEDA) and Milwaukee County.

Activity Thirty-Six--The proposed land use and traffic circulation plan to be developed for the City should consider the need for additional land zoned to accommodate low- and moderate-income housing, including rental housing in the City.

Future Economic Development Activities

Objective Six: To provide for the continuing growth and development of business and industry in the City by expanding the City's involvement in economic development.

Objective Six is indirectly related to all of the identified goals of the City economic development program. This objective and the activities identified below are intended to address the following economic development constraints that are documented in Section IV of this report: 1) lack of an organization that has the authority to develop an economic development program and raise funds for economic development projects and activities; 2) lack of available industrial land; and 3) lack of a hotel and conference center in the City. However, the implementation of these activities should begin in 1994 following the implementation of the activities associated with Objectives One through Five.

Activity Thirty-Seven--The Mayor and the EDC should examine the feasibility of creating a City of Cudahy Community Development Authority (CDA) at the end of the two-year planning period identified in this report. Section 66.4325 of the Wisconsin Statutes (see Appendix D) enables the City to create such an Authority by a two-thirds vote of the Common Council. The City ordinance or resolution creating the CDA should authorize the CDA to act as the agent of the City in planning and carrying out community development activities. The CDA and the Common Council should develop and maintain a close working relationship in the development and implementation of the City economic development program, so that the Common Council has a thorough understanding of the CDA activities.

Activity Thirty-Eight--The Mayor and the EDC should examine the feasibility of establishing a land bank fund for the purchase of large, vacant industrial buildings and available land parcels in the City. Through the utilization of a land bank fund, the EDC could provide industrial parcels at below-market rates to new and expanding businesses. This incentive, in conjunction with industrial revenue bonds and low-interest revolving loan fund loans, can provide the City with a competitive advantage in pursuing economic development projects.

Activity Thirty-Nine--The Mayor and the EDC should examine the feasibility of creating one or more tax incremental financing (TIF) districts in the City to assist in the development and redevelopment of commercial and industrial areas. TIF districts provide a mechanism for funding land purchases and public facility improvements, as well as providing industrial land parcels at below-market rates to new and expanding businesses. In addition, TIF district revenues can provide partial funding for City staff costs associated with the economic development program.

Activity Forty--Once the site for the new industrial park has been selected, the EDC should prepare a plan for the development of the park. This plan would include industrial park design, including a recommended platting layout and a phasing schedule for the development of the park; proposed deed restrictions and protective covenants; and a development guide for the marketing of the park.

Activity Forty-One--The EDC should work with the University of Wisconsin-Extension Recreation Resources Center to determine the feasibility of developing a new motel or hotel in the City.

CITY OF CUDAHY OVERALL ECONOMIC DEVELOPMENT PROGRAM: IMPLEMENTATION

Table 20 provides a summary of the recommended economic development program activities, estimates the cost of each activity, and identifies the time period during which implementation should take place. These activities are scheduled to be implemented during an initial two-year time period. This summary is provided to facilitate an overall understanding of the program by local officials, business persons, and the general public.

The total cost of the two-year economic development program cannot be accurately determined at this time because of the need to identify the costs associated with preparing the land use and traffic circulation plan; conducting a feasibility analysis to identify a site for an industrial park in the City; offering assistance to the Ladish Company in examining redevelopment opportunities for vacant land and buildings in the City; and developing a plan for rehabilitating building facades in the central business district. In addition, the costs associated with implementing the future economic development activities identified as a part of Objective Six cannot be accurately determined at this time.

The City Economic Development Committee (EDC) should utilize available Community Development Block Grant (CDBG) administrative funds to provide a portion of the funding necessary to implement the economic development program. Should the EDC require funding in excess of that available from the CDBG allocation to carry out this work program, the EDC and the Cudahy Chamber of Commerce should investigate the potential for public sector bonding, as well as private sector contributions, to supplement the funding provided by the CDBG program.

Major Economic Development Activities

Several of the recommended economic development program activities are expected to require a relatively large financial investment and/or time commitment, and are critical to the successful implementation of the City economic development program. These activities result from the unique economic development needs of the City.

Major economic development activities include: 1) establishing an annual budget of \$20,000 to implement the economic development program; 2) following up on the direct mail program to targeted industries; 3) developing a referral system for the industry attraction program; 4) participating in Forward Wisconsin, Inc., "call trips"; 5) developing and maintaining a computerized inventory of vacant, available, and underutilized buildings and land sites in the City; 6) investigating the feasibility of establishing a Cudahy small business revolving loan fund; 7) preparing a City land use and traffic circulation plan; 8) conducting a feasibility analysis to identify a site for an industrial park in the City; 9) supporting the development of a business improvement district in the central business district; and 10) continuing the housing rehabilitation loan fund program in the City. In addition, the future economic development activities identified herein, if implemented, would have a major impact on economic development in the City.

CITY OF CUDAHY OVERALL ECONOMIC DEVELOPMENT PROGRAM PLAN IMPLEMENTATION SCHEDULE

Activity	Responsibility	Estimated Cost	Time Period During Which Activity Will Take Place							
			1992			1993			1994	
			APR-JUN	JUL-SEP	OCT-DEC	JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC	JAN-MAR
A. ORGANIZATIONAL DEVELOPMENT										
1. Continue to Utilize the City Economic Development Committee as the Lead Economic Development Organization in the City.	Mayor/Common Council	None	(ongoing)							
2. Annually Request the Assistance of Area Economic Development Organizations in the Implementation of the Economic Development Program.	Mayor/EDC	None	-----			-----				-----
3. Establish a Two-Year Activity Budget of \$20,000 to Implement the Economic Development Program.	Common Council	None			-----				-----	
4. Examine City Staff Responsibilities and Determine the Potential for Allocating Additional Staff Time to Economic Development.	Mayor/City Staff	None	-----							
5. Establish an Economic Development Committee Advertising Subcommittee to Promote the City.	Mayor/EDC	None		-----						
6. Distribute OEDP Document to State and Regional Economic Development Agencies.	Mayor/City Staff	None		-----						

Table 20 (continued)

Activity	Responsibility	Estimated Cost	Time Period During Which Activity Will Take Place					
			1992		1993		1994	
			APR-JUN	JUL-SEP	OCT-DEC	JAN-MAR	APR-JUN	JUL-SEP
B. INDUSTRY RETENTION								
7. Continue the Existing Informal Network of Contacting Local Businesses.	Mayor	None	(ongoing)					
8. Establish an "Early Warning System".	Mayor/EDC	None						
9. Contact Industry Establishments with Corporate Headquarters Located Outside the City.	Mayor/EDC	\$100						
10. Examine Feasibility of Developing a Local Federal Procurement Program.	Mayor/EDC	None						
11. Request Initiation of a Milwaukee County Revolving Loan Fund Program for Businesses.	Mayor/EDC	None						
12. Meet with Local Financial Institutions to Discuss State and Federal Financing Programs.	Mayor/EDC	None						
13. Develop a Business Financing Brochure and Distribute to Local Businesses.	Mayor/EDC/ SEWRPC	\$1,000						
14. Continue to Follow-up on Wisconsin Bell and OEDP Surveys.	Mayor/EDC	None						

Table 20 (continued)

Activity	Responsibility	Estimated Cost	Time Period During Which Activity Will Take Place							
			1992		1993		1994			
			APR-JUN	JUL-SEP	OCT-DEC	JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC	JAN-MAR
B. INDUSTRY RETENTION (continued)										
15. Assist Local Businesses with Planned Expansion Projects.	Mayor/EDC	None				(ongoing)				
16. Hold an Annual Meeting for Local Business and Industry.	EDC/Chamber	\$600				(ongoing)				
17. Assist Local Businesses with Employment Training Needs.	Mayor/EDC	None				(ongoing)				
C. INDUSTRY ATTRACTION										
18. Establish a Cudahy Industry Attraction Team.	Mayor/EDC	None				(ongoing)				
19. Follow-up on Direct Mail Program to Targeted Industries.	Mayor/EDC/ Chamber	\$3,000				(ongoing)				
20. Develop a Referral System for the Industry Attraction Program.	Mayor/Ace World Wide Ind'l Park	None				(ongoing)				
21. Participate in Forward Wisconsin "Call Trips".	Mayor/Industry Attraction Team	\$2,400				(ongoing)				

Table 20 (continued)

Activity	Responsibility	Estimated Cost	Time Period During Which Activity Will Take Place					
			1992		1993		1994	
			APR-JUN	JUL-SEP	OCT-DEC	JAN-MAR	APR-JUN	JUL-SEP
C. INDUSTRY ATTRACTION (continued)								
22. Utilize "City of Cudahy Economic Development Fact Book" and "City of Cudahy Community Economic Profile" in Contacts with Businesses.	Mayor/Industry Attraction Team	None	(ongoing)					
23. Develop and Maintain a Computerized Inventory of Vacant, Available, and Underutilized Buildings and Land Sites in the City.	Mayor/EDC/ Ace World Wide Industrial Park	None	(ongoing)					
24. Assist Business Prospects in Utilizing Available Sources of Public Sector Financing.	Mayor/EDC/ City Staff	None	(ongoing)					
D. SMALL BUSINESS DEVELOPMENT								
25. Develop a Written Summary of Available Small Business Development Assistance and Provide to Local Small Businesses.	EDC/SEWRPC/ UW-Extension	\$1,000						
26. Sponsor Local Small Business Development Workshops.	EDC/MATC/ Chamber	None	(ongoing)					
27. Investigate the Feasibility of Establishing a Cudahy Small Business Revolving Loan Fund.	Mayor/EDC	None						

Table 20 (continued)

Activity	Responsibility	Estimated Cost	Time Period During Which Activity Will Take Place					
			1992		1993		1994	
			APR-JUN	JUL-SEP	OCT-DEC	JAN-MAR	APR-JUN	JUL-SEP
E. COMMUNITY FACILITIES AND SERVICES								
28. Encourage Milwaukee County to Complete the New Master Plan for General Mitchell International Airport.	Mayor/Common Council	None	-----					
29. Prepare and Adopt a Land Use and Traffic Circulation Plan for the City.	Common Council/ Plan Commission	To Be Determined	-----					
30. Conduct a Feasibility Analysis to Identify a Site for an Industrial Park in the City.	Mayor/EDC/ Milwaukee County	To Be Determined	-----					
31. Develop and Maintain a Five-Year Capital Improvements Program for the City.	Common Council/ City Staff	None	(ongoing)					
32. Offer Assistance to the Ladish Company in Examining Redevelopment Opportunities for Vacant Land and Buildings in the City.	Mayor/EDC/ City Staff	To Be Determined	(ongoing)					
33. Support the Development of a Business Improvement District (BID) in the Downtown.	EDC/Chamber	None	(ongoing)					
34. Develop a Plan for Rehabilitating Building Facades in the Central Business District.	EDC/Chamber/ UW-Milwaukee	To Be Determined	-----					

Table 20 (continued)

Activity	Responsibility	Estimated Cost	Time Period During Which Activity Will Take Place					
			1992		1993		1994	
			APR-JUN	JUL-SEP	OCT-DEC	JAN-MAR	APR-JUN	JUL-SEP
E. COMMUNITY FACILITIES AND SERVICES (continued)								
35. Continue the Housing Rehabilitation Loan Fund Program in the City.	Mayor/EDC/WHEDA/ Milwaukee County	None	(ongoing)					
36. Consider the Need for Additional Land Zoned for Rental Housing in the City.	Mayor/Plan Commission/EDC	None						
F. FUTURE ECONOMIC DEVELOPMENT ACTIVITIES								
37. Examine the Feasibility of Creating a Community Development Authority (CDA).	Mayor/EDC	None						
38. Examine Feasibility of Establishing a Local Land Bank Fund.	Mayor/EDC	To Be Determined						
39. Examine Feasibility of Creating Tax Incremental Financing (TIF) Districts in the City.	Mayor/EDC	To Be Determined						
40. Prepare an Industrial Park Development Plan for the City Industrial Park.	Mayor/EDC	To Be Determined						
41. Conduct a Feasibility Study on the Need for a New Motel or Hotel in the City.	Mayor/EDC/ UW-Extension	To Be Determined						

Source: City of Cudahy Economic Development Committee and SEWRPC.

The remaining economic development program activities can be described as minor in nature and are expected to require substantially less of an investment in time, effort, and cost. While a number of these activities result from specific economic development needs in the City, these activities represent the program components that are usually a part of a community's economic development program.

MONITORING CRITERIA FOR MEASURING THE SUCCESS OF THE CITY OF CUDAHY ECONOMIC DEVELOPMENT PROGRAM

In order to determine the success of the City economic development program in addressing the community economic development needs, the program described in this section must be monitored and evaluated with regard to: 1) the effectiveness of the activities in attaining the City economic development goals and objectives; 2) the effectiveness of the economic development program's staff support; and 3) the overall effectiveness of the economic development program, including the economic development planning process.

The City of Cudahy budget planning process begins in July of each year. The process includes a budget request to the Mayor by each department head, and the eventual adoption of a budget by the Common Council. The City Economic Development Committee will be responsible for the implementation of the economic development program documented herein. Due to the fact that the economic development program is funded primarily by the City, the EDC will need to evaluate its economic development program on an annual basis in compliance with the City budget review process.

Program Evaluation

It is recommended that, at a minimum, the following evaluations of the program be conducted by the EDC annually:

1. The appropriateness of the major assumptions of the economic development program should be evaluated, including the current state of the City's economy, and the economic development potentials and constraints of the City. Changes in these major assumptions should be made when necessary.
2. The overall goals of the economic development program should be evaluated relative to their appropriateness for guiding the program during a five-year time period.
3. The degree to which the program activities have led to the accomplishment of the specific economic development objectives should be evaluated. In addition, the problems encountered in the implementation of the specific program activities should be identified and this information utilized to refine the economic development activities.
4. The appropriateness of the economic development monitoring criteria should be evaluated.
5. The methods used to provide staff support to the economic development program should be evaluated, with special attention devoted to the present strategy of utilizing a combination of existing City staff, consultants, areawide agency staff, and volunteers to carry out the program activities.

6. The Economic Development Committee and the Cudahy Chamber of Commerce should convene a joint meeting to discuss the results of the evaluation process and the manner in which these results can be incorporated into the economic development program for the forthcoming year, and to estimate the amount and sources of funding needed to implement the program for the upcoming year.
7. The EDC should hold a public informational meeting to explain the results of the evaluation process and identify the proposed program activities for the forthcoming year. The EDC should invite the general public to the informational meeting, as well as representatives of organizations interested in, and affected by, economic development in the City, to comment on the program activities that have been implemented over the past year, as well as the activities that have been identified for the forthcoming year. The EDC should consider the minutes of the public informational meeting and, when appropriate, alter the program activities based upon the public comments received.

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APPENDICES

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Appendix A

CITY OF CUDAHY BUSINESS RETENTION SURVEY

SUMMARY

INTRODUCTION

In June 1991, the City of Cudahy, in cooperation with the Southeastern Wisconsin Regional Planning Commission, undertook the preparation of an overall economic development program (OEDP) plan for the City. An important aspect of this planning process included identifying the perceptions of existing employers with regard to their problems and concerns relative to doing business in the City. In this regard, a survey of local non-manufacturing employers was conducted in September 1991 to obtain information on firm history and status; past and future business expansions; labor force issues; an assessment of government services, regulations, and public utilities; availability and sources of business financing; and overall impressions of the City of Cudahy, Milwaukee County, and the State of Wisconsin as places in which to do business.

A total of 148 surveys were completed, or about 44 percent of the total 340 surveys distributed. The survey included all business establishments within the following industry sectors in the City: construction; transportation and public utilities; wholesale trade; retail trade; finance, insurance, and real estate; and services.

HISTORY AND CURRENT STATUS OF RESPONDENT FIRMS

1. The largest percentage of the respondent firms, 72 percent, were more than five years of age, with 15 percent of the firms two years of age or less (see Table A-1).
2. Fifty-five percent of the firms that responded to the survey owned their own building, or principals of the firm owned the building and leased it back to the firm; while 45 percent of the firms leased their building (see Table A-2).
3. Seventeen percent of the respondent firms indicated they would use a business incubator if one were available (see Table A-3).
4. Thirty-eight percent of the firms supplied products and/or services to the local government; 20 percent to the State government; and 19 percent to the Federal government (see Table A-4).
5. Respondents indicated an interest in receiving additional information on business assistance programs that included: business loans, 33 percent; marketing and sales management assistance, 27 percent; communications and public relations assistance, 26 percent; government contracting assistance, 21 percent; financial management assistance, 20 percent; credit and collections assistance, 16 percent; and personnel management assistance, 15 percent (see Table A-5).

PAST AND FUTURE BUSINESS EXPANSIONS

1. A total of 39 respondent firms, or 26 percent, have undergone an expansion project during the last five years, resulting in a total of 348,500 square feet of additional building space and 400 new employees. Seventy-one percent of the expansions occurred in the City of Cudahy (see Tables A-6, A-7, and A-8).
2. A total of 41 respondents, or 29 percent, indicated that they were planning to expand their operations during the next five years, resulting in an expected 546,350 additional square feet and 370 new employees. However, seven of the proposed expansions were not expected to occur in the City; and nine of the expansions expected to occur in the City anticipated difficulties with the expansion. The difficulties identified most often included obtaining financing for fixed assets and working capital; obtaining local building and zoning permits; insufficient land and building space available for expansion projects; and parking problems (see Tables A-9, A-10, A-11, A-12, and A-13).
3. Five respondent firms, or 3 percent, were aware of businesses currently located outside the City that have indicated an interest in relocating to the City (see Table A-14).
4. Eight respondent firms, or 6 percent, were aware of businesses that have indicated an interest in relocating their businesses outside of the City (see Table A-15).
5. Fourteen respondent firms, or 10 percent, were planning to move all or part of their operations outside of the City (see Table A-16).
6. Overall, a declining customer base, local property taxes, market conditions and the economy, crime and vandalism, and parking problems were cited as having the greatest negative impact on the future development of respondent firms. The greatest positive impact on the respondent firm's future development cited were the high of quality of the labor force, the lack of management problems relating to personnel, and obtaining financing (see Table A-17).

LABOR FORCE ISSUES

1. Overall, 73 percent of respondent firms indicated that they experienced no problems with their employees with regard to turnover, absenteeism, lack of basic skills, lack of basic educational skills, underutilized skills, poor attitudes, use of drugs and alcohol, union cooperation, expectations of higher wages, need for child care services, or lack of transportation to and from work; 23 percent indicated having minor problems in this respect; and 4 percent indicated having severe problems (see Table A-18).
2. Seventeen percent of respondent firms identified possession of a high school diploma as the most important job skill that will be needed by future employees; followed by a basic knowledge of reading, writing and arithmetic, 15 percent; a good attitude toward customer service, 13

percent; computer knowledge, 11 percent; good work habits, 9 percent; and sales and communications skills, 8 percent (see Table A-19).

3. Eighteen percent of respondent firms reported difficulty in obtaining workers in specific occupational areas, with occupations in medicine and health services, managerial trainees and sales, and auto mechanics mentioned most often (see Tables A-20 and A-21).

ASSESSMENT OF GOVERNMENT SERVICES, REGULATIONS, AND PUBLIC UTILITIES

1. Respondent firms were generally satisfied with local government services, regulations, and public utilities, with 35 percent of the firms rating these services as excellent overall, and an additional 53 percent rating them as satisfactory overall. Of the individual responses, 16 percent of the firms rated parking availability as poor; with street maintenance and repair receiving a poor rating by 11 percent; and solid waste disposal, sidewalk maintenance and repair, and zoning regulations each receiving a poor rating by 8 percent of the firms (see Table A-22).
2. Respondent firms were most satisfied with the Milwaukee Area Technical College and the Cudahy Chamber of Commerce, with 63 percent and 51 percent, respectively, rating these organizations as either excellent or satisfactory. Forty-five percent or more of the respondents were unfamiliar with the City of Cudahy Economic Development Committee; the City of Cudahy Downtown Association; and the Milwaukee County Economic Development program (see Table A-23).
3. The City's performance in working to improve local economic and business conditions was rated as excellent by 10 percent of respondent firms; as satisfactory by 58 percent; and as poor by 32 percent. Four percent of the firms rated Milwaukee County's performance as excellent; 56 percent as satisfactory; and 40 percent as poor (see Table A-24).
4. Overall, respondent firms recommended that economic development organizations should undertake activities to retain and attract industry and expand and enhance community facilities and services to improve the City's economy. Specific actions mentioned most often included: attracting new business and industry; attracting new businesses to the Packard Plaza; improving the overall appearance and the appearance of existing buildings on Packard Avenue; promoting existing business and industry; promoting the availability of business properties; improving the City's image; creating incentives for small businesses; and lowering property taxes (see Table A-25).
5. Quality of life factors in the City that received an excellent rating most often included: recreational facilities, 32 percent; the public school system, 29 percent; and affordability of housing, 27 percent. The respondents were most dissatisfied with the following factors, rating them as poor: quality of shopping areas, 42 percent; and availability of meeting and/or convention facilities, 32 percent (see Table A-26).

AVAILABILITY AND SOURCES OF BUSINESS FINANCING

1. Eighty-six percent of the respondent firms were unfamiliar with State of Wisconsin and Milwaukee area business financing programs; while 62 firms, or 51 percent, indicated a desire for more information on these programs (see Tables A-27 and A-28).
2. Fifteen respondent firms, or 11 percent, reported having had difficulty in securing financing for their business. A total of 47 firms, or 34 percent, anticipated the need to seek financing for future business activities; with 17 firms, or 36 percent, anticipating a problem in securing the necessary financing (see Tables A-29, A-30, and A-31).

OVERALL IMPRESSIONS OF THE CITY, COUNTY, AND STATE

1. As a place to operate a business, 85 percent of the respondent firms indicated that both the City and Milwaukee County were excellent or satisfactory; 89 percent indicated that the State of Wisconsin was excellent or satisfactory; and 15 percent rated both the City and Milwaukee County as a poor place to operate a business, while 10 percent rated the State of Wisconsin as poor (see Table A-32).
2. Positive characteristics reported relative to operating a business in the City included: friendly, honest, hard working people, 16 percent of all responses; proximity to a major commercial airport, 8 percent; geographic location, 8 percent; freeway access, 7 percent; government services, 7 percent; and lack of crime, 7 percent (see Table A-33).
3. The survey results indicated that local businesses were willing to help the City in working to improve local economic conditions and to assist in the development of learning activities. A total of 29 respondents, or 22 percent, indicated a willingness to serve on a volunteer economic development committee; and a total of 18 respondents, or 14 percent, indicated a willingness to serve on a volunteer committee to assist the public schools in the development of learning activities that are most relevant to anticipated needed job skills (see Tables A-34 and A-35).

The findings of the Business Retention Survey have been incorporated into Section IV of the City of Cudahy OEDP plan, "Economic Development Potentials and Constraints". That section of the plan summarizes the positive attributes that give the City a comparative advantage in attracting and sustaining economic development, and the negative attributes that act as constraints on further economic development in the City.

WASQ1

Table A-1

YEAR FIRM WAS ESTABLISHED
BY CURRENT OWNERS

Year	Respondents	
	Number	Percent
1989-91	21	14.9
1986-88	18	12.8
1983-85	16	11.3
1980-82	11	7.8
1979 or before ...	75	53.2
Total	141	100.0

Note: This table corresponds to
survey question no. 1.

Source: SEWRPC.

WASQ2

Table A-2

OWNERSHIP OF BUSINESS LOCATIONS

Type of Ownership	Respondents	
	Number	Percent
Own	75	51.4
Lease	66	45.2
Own/Leaseback ...	5	3.4
Total	146	100.0

Note: This table corresponds to
survey question no. 2.

Source: SEWRPC.

WASQ3

Table A-3

**RESPONDENT FIRMS THAT WOULD USE A BUSINESS
INCUBATOR IF ONE WERE AVAILABLE**

Business Program	Respondents					
	Yes		No		Total	
	Number	Percent	Number	Percent	Number	Percent
Business Incubator	23	17.0	112	83.0	135	100.0

Note: This table corresponds to survey question no. 3.

Source: SEWRPC.

WASQ6

Table A-4

RESPONDENT FIRMS SUPPLYING PRODUCTS AND/OR SERVICES TO THE GOVERNMENT

Level of Government	Respondents					
	Yes		No		Total	
	Number	Percent	Number	Percent	Number	Percent
Local Government	52	38.0	85	62.0	137	100.0
State Government	25	19.8	101	80.2	126	100.0
Federal Government	23	18.7	100	81.3	123	100.0

Note: This table corresponds to survey question no. 4.

Source: SEWRPC.

WASQ7

Table A-5

RESPONDENT FIRMS INTERESTED IN MORE INFORMATION ON BUSINESS ASSISTANCE PROGRAMS

Business Assistance Program	Respondents					
	Yes		No		Total	
	Number	Percent	Number	Percent	Number	Percent
Business Loans	43	32.8	88	67.2	131	100.0
Marketing and Sales Management	34	27.0	92	73.0	126	100.0
Communication and Public Relations ...	33	25.8	95	74.2	128	100.0
Government Contracts	27	20.8	103	79.2	130	100.0
Financial Management	25	20.0	100	80.0	125	100.0
Credit and Collections	20	16.5	101	83.5	121	100.0
Personnel Management	19	15.3	105	84.7	124	100.0

Note: This table corresponds to survey question no. 5.

Source: SEWRPC.

WASQ8

Table A-6

**RESPONDENT FIRMS INVOLVED IN AN EXPANSION
PROJECT DURING THE 1986 TO 1991 TIME PERIOD**

Response	Respondents	
	Number	Percent
Yes	39	26.5
No	108	73.5
Total	147	100.0

Note: This table corresponds to survey
question no. 6.

Source: SEWRPC.

WASQ8a

Table A-7

SQUARE FOOTAGE AND EMPLOYMENT ADDED AS A RESULT OF
FIRM EXPANSIONS DURING THE 1986 TO 1991 TIME PERIOD

Number of Firms	Square Footage		Number of Firms	Employment	
	Total	Average		Total	Average
28	348,500	12,446	28	400	14

Note: This table corresponds to survey question no. 6a.

Source: SEWRPC.

WAS08b

Table A-8

LOCATION OF EXPANSION DURING THE 1986 TO 1991 TIME PERIOD

Location	Respondents	
	Number	Percent
Within the City of Cudahy	27	71.1
Outside the City of Cudahy	11	28.9
Total	38	100.0

Note: This table corresponds to survey question no. 6b.

Source: SEWRPC.

WASQ9

Table A-9

RESPONDENT FIRMS PLANNING AN EXPANSION
PROJECT DURING THE 1992 TO 1996 TIME PERIOD

Response	Respondents	
	Number	Percent
Yes	41	29.1
No	100	70.9
Total	141	100.0

Note: This table corresponds to survey
question no. 7.

Source: SEWRPC.

WASQ9a

Table A-10

**SQUARE FOOTAGE AND EMPLOYMENT THAT WILL BE ADDED AS
A RESULT OF FIRM EXPANSIONS DURING THE 1992 TO 1996 TIME PERIOD**

Number of Firms	Square Footage		Number of Firms	Employment	
	Total	Average		Total	Average
29	546,350	18,840	33	370	11

Note: This table corresponds to survey question no. 7a.

Source: SEWRPC.

WASQ9b

Table A-11

LOCATION OF PROPOSED EXPANSION PROJECTS

Location	Respondents	
	Number	Percent
Within the City of Cudahy	32	82.1
Outside the City of Cudahy	7	17.9
Total	39	100.0

Note: This table corresponds to survey question no. 7b.

Source: SEWRPC.

WASQ9c

Table A-12

**RESPONDENT FIRMS EXPANDING IN THE CITY OF CUDAHY
THAT ANTICIPATE DIFFICULTIES WITH PROPOSED EXPANSION
PROJECTS**

Response	Respondents	
	Number	Percent
Yes	9	28.1
No	23	71.9
Total	32	100.0

Note: This table corresponds to survey question
no. 7c.

Source: SEWRPC.

WASQ9d

Table A-13

FACTORS THAT WILL HAVE A NEGATIVE IMPACT ON PROPOSED
EXPANSION PROJECTS IN THE CITY OF CUDAHY

Problem	Responses*	
	Number	Percent
Obtaining Financing for Fixed Assets	6	23.1
Obtaining Financing for Working Capital	4	15.4
Obtaining Local Building/Zoning Permits	3	11.5
Insufficient Land for Expansion	3	11.5
Parking Problems	3	11.5
Insufficient Building Space for Expansion ..	3	11.5
Budgeting and Managing Working Capital	2	7.7
Receiving Credit from Suppliers	1	3.8
Developing a Business Plan	1	3.8
Total	26	100.0

Note: This table corresponds to survey question no. 7d.

* Firms responding could indicate up to three responses.

Source: SEWRPC.

WASQ10

Table A-14

NUMBER OF RESPONDENT FIRMS THAT WERE AWARE OF BUSINESSES
THAT HAVE INDICATED AN INTEREST IN MOVING TO OR EXPANDING
IN THE CITY OF CUDAHY

Response	Respondents	
	Number	Percent
Yes	5	3.4
No	142	96.6
Total	147	100.0

Note: This table corresponds to survey question no. 8.

Source: SEWRPC.

WASQ11

Table A-15

NUMBER OF RESPONDENT FIRMS THAT WERE AWARE OF BUSINESSES
THAT HAVE INDICATED AN INTEREST IN RELOCATING THEIR BUSINESS
OUTSIDE THE CITY OF CUDAHY

Response	Respondents	
	Number	Percent
Yes	8	5.6
No	136	94.4
Total	144	100.0

Note: This table corresponds to survey question no. 9.

Source: SEWRPC.

WASQ12

Table A-16

NUMBER OF RESPONDENT FIRMS THAT ARE PLANNING TO MOVE ALL
OR PART OF THEIR OPERATIONS TO A LOCATION
OUTSIDE THE CITY OF CUDAHY

Response	Respondents	
	Number	Percent
Yes	14	9.8
No	129	90.2
Total	143	100.0

Note: This table corresponds to survey question no. 10.

Source: SEWRPC.

WASQ13

Table A-17

FACTORS HAVING THE GREATEST IMPACT ON THE FUTURE DEVELOPMENT OF RESPONDENT FIRMS

Response	Respondents							
	Positive Impact		Negative Impact		No Impact		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Hiring Quality Employees	81	62.3	10	7.7	39	30.0	130	100.0
Managing Personnel	58	45.3	4	3.1	66	51.6	128	100.0
Obtaining Financing	38	29.9	9	7.1	80	63.0	127	100.0
Insufficient Building Space for Expansion ..	11	8.7	34	27.0	81	64.3	126	100.0
Insufficient Land for Expansion	4	3.2	31	24.6	91	72.2	126	100.0
Obtaining Local Building/Zoning Permits	17	13.6	20	16.0	88	70.4	125	100.0
Parking Problems	19	15.0	38	29.9	70	55.1	127	100.0
Traffic Patterns	19	15.0	29	22.8	79	62.2	127	100.0
Public Service or Utility Costs	18	14.4	28	22.4	79	63.2	125	100.0
Crime/Vandalism	24	18.9	42	33.1	61	48.0	127	100.0
Declining Customer Base	16	12.2	61	46.6	54	41.2	131	100.0
Local Competition from Other Businesses	19	15.2	37	29.6	69	55.2	125	100.0
Locating Suppliers of Products	17	13.4	12	9.4	98	77.2	127	100.0
Receiving Credit from Suppliers	20	15.7	8	6.3	99	78.0	127	100.0
Collecting from Customers	25	19.7	25	19.7	77	60.6	127	100.0
Public Transportation	25	19.5	15	11.7	88	68.8	128	100.0
Local Property Taxes	23	17.6	56	42.7	52	39.7	131	100.0
Interest Rates	24	18.8	38	29.7	66	51.6	128	100.0
Market Conditions/Economy	27	22.7	55	46.2	37	31.1	119	100.0
Other*	3	100.0	0	0.0	0	0.0	3	100.0

* Other comments provided by respondent firms: the small amount of body shops located in the Cudahy area; quality of life in Cudahy; and a friendly local government.

Note: This table corresponds to survey question no. 11.

Source: SEWRPC.

WASQ14

Table A-18

RESPONDENT FIRMS RATINGS OF EMPLOYEES

Response	Respondents							
	Severe Problem		Minor Problem		No Problem		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Employee Turnover	5	3.7	42	31.3	87	64.9	134	100.0
Employee Absenteeism	3	2.3	33	25.2	95	72.5	131	100.0
Employee Lack of Basic Skills	8	6.2	41	31.8	80	62.0	129	100.0
Lack of Basic Educational Skills	6	4.7	32	25.2	89	70.1	127	100.0
Employees with Underutilized Skills ...	4	3.1	38	29.7	86	67.2	128	100.0
Poor Employee Attitudes	6	4.6	34	26.0	91	69.5	131	100.0
Use of Drugs/Alcohol	4	3.1	17	13.4	106	83.5	127	100.0
Union Labor Cooperation	1	0.8	5	4.0	118	95.2	124	100.0
Employee Expectations of Higher Wages .	9	7.0	46	35.7	74	57.4	129	100.0
Employee Need for Child Care Services .	5	3.9	20	15.6	103	80.5	128	100.0
Lack of Transportation to/from Work ...	4	3.2	15	12.0	106	84.8	125	100.0
Other*	2	100.0	0	0.0	0	0.0	2	100.0
Average Percentage	---	3.9	---	22.7	---	73.4	---	100.0

* Other comments provided by respondent firms: employee theft and employee loyalty.

Note: This table corresponds to survey question no. 12.

Source: SEWRPC.

WASQ14a

Table A-19

**RESPONDENT FIRMS INDICATION OF THE JOB SKILLS THAT WILL
BE MOST IMPORTANT FOR FUTURE EMPLOYEES**

Job Skills	Responses*	
	Number	Percent
Educational Skills		
High School Diploma	26	17.4
Reading, Writing, and Arithmetic	22	14.8
College Degree	6	4.0
Graduation from a Trade School	4	2.7
Electrical Apprentice	2	1.3
Subtotal	60	38.2
Work Place Skills		
Friendly, Customer Service Oriented	19	12.8
Good Work Habits	13	8.7
Sales and Communications	12	8.1
Willingness to Learn	6	4.0
Subtotal	50	31.8
Occupational Skills		
Computer Knowledge	16	10.7
Secretarial Skills	9	6.0
Mechanical Aptitude	6	4.0
Accounting/Bookkeeping	4	2.7
Excellent Driving Record and Ability	4	2.7
Medical Technician Training	2	1.3
Electrician	2	1.3
Commercial Cleaning Experience	1	0.7
ASE Training	1	0.7
Good Physical Condition	1	0.7
Ability to Read Blueprints	1	0.7
Subtotal	47	29.9
Total	157	100.0

Note: This table corresponds to survey question no. 13.

* Firms responding could indicate more than one response.

Source: SEWRPC.

WASQ15

Table A-20

NUMBER OF RESPONDENT FIRMS THAT ARE EXPERIENCING DIFFICULTIES
IN OBTAINING WORKERS IN OCCUPATIONAL AREAS

Response	Respondents	
	Number	Percent
Yes	24	17.6
No	112	82.4
Total	136	100.0

Note: This table corresponds to survey question no. 14.

Source: SEWRPC.

WASQ15a

Table A-21

**OCCUPATIONAL AREAS IN WHICH RESPONDENT FIRMS ARE
EXPERIENCING DIFFICULTY IN OBTAINING WORKERS**

Occupational Area	Responses*	
	Number	Percent
Medicine and Health	6	27.3
Managerial Trainee and Sales	3	13.6
Auto Mechanics	3	13.6
Secretarial and Office Work	2	9.1
Retail Workers	2	9.1
Beauticians	2	9.1
Janitorial, Commercial Cleaning	1	4.5
Computing and Account-Recording	1	4.5
Professional Drivers	1	4.5
Metalworking	1	4.5
Total	22	100.0

Note: This table corresponds to survey question no. 14a.

* Firms responding could indicate more than one response.

Source: SEWRPC.

WASQ16

Table A-22

RESPONDENT FIRMS RATINGS OF GOVERNMENT SERVICES, REGULATIONS, AND PUBLIC UTILITIES IN THE CITY OF CUDAHY

Response	Respondents									
	Excellent		Satisfactory		Poor		Not Applicable		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Water Service	58	40.6	70	49.0	8	5.6	7	4.9	143	100.0
Sanitary Sewer Service	59	41.8	71	50.4	3	2.1	8	5.7	141	100.0
Solid Waste Disposal	48	33.6	69	48.3	11	7.7	15	10.5	143	100.0
Snow Removal	52	36.1	79	54.9	7	4.9	6	4.2	144	100.0
Telephone Service	59	41.0	77	53.5	2	1.4	6	4.2	144	100.0
Natural Gas Service	63	43.8	68	47.2	2	1.4	11	7.6	144	100.0
Electric Service	62	43.4	72	50.3	4	2.8	5	3.5	143	100.0
Police Protection	65	45.1	70	48.6	6	4.2	3	2.1	144	100.0
Fire Protection	74	51.7	65	45.5	0	0.0	4	2.8	143	100.0
Street Maintenance/Repair ...	41	28.7	81	56.6	15	10.5	6	4.2	143	100.0
Sidewalk Maintenance/Repair .	38	26.8	82	57.7	11	7.7	11	7.7	142	100.0
Building Codes	30	21.0	94	65.7	6	4.2	13	9.1	143	100.0
Zoning Regulations	29	20.4	89	62.7	11	7.7	13	9.2	142	100.0
Parking Availability	31	22.3	74	53.2	22	15.8	12	8.6	139	100.0
Average Percentage	---	35.4	---	53.1	---	5.4	---	6.0	---	100.0

Note: This table corresponds to survey question no. 15.

Source: SEWRPC.

WASQ17

Table A-23

RESPONDENT FIRMS RATINGS OF ORGANIZATIONS AND PROGRAMS IN THE CITY OF CUDAHY

Organization/Program	Respondents									
	Excellent		Satisfactory		Poor		Don't Know		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
City of Cudahy Economic Development Committee	14	9.8	41	28.7	19	13.3	69	48.3	143	100.0
Cudahy Chamber of Commerce	22	15.5	50	35.2	19	13.4	51	35.9	142	100.0
Cudahy Downtown Association	10	7.1	47	33.6	20	14.3	63	45.0	140	100.0
Milwaukee County Economic Development Program ..	7	5.0	37	26.6	18	12.9	77	55.4	139	100.0
Milwaukee Area Technical College	27	19.0	63	44.4	5	3.5	47	33.1	142	100.0

Note: This table corresponds to survey question no. 16.

Source: SEWRPC.

WASQ25a

Table A-24

**RESPONDENT FIRMS RATINGS OF THE CITY OF CUDAHY'S AND MILWAUKEE COUNTY'S
PERFORMANCE IN WORKING TO IMPROVE ECONOMIC AND BUSINESS CONDITIONS**

Response	Respondents							
	Excellent		Satisfactory		Poor		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
City of Cudahy	14	10.1	81	58.3	44	31.7	139	100.0
Milwaukee County	6	4.4	75	55.6	54	40.0	135	100.0

Note: This table corresponds to survey question no. 21.

Source: SEWRPC.

WASQ20

Table A-25

TYPES OF ACTIONS TO BE TAKEN BY ECONOMIC DEVELOPMENT ORGANIZATIONS IN
THE CITY OF CUDAHY TO IMPROVE THE CITY'S ECONOMY

Type of Action	Responses*	
	Number	Percent
Industry Retention and Attraction Activities		
Attract New Business and Industry	18	11.3
Attract New Business to Packard Avenue Plaza ...	13	8.1
Promote Existing Business and Industry	10	6.3
Promote Availability of Business Properties	10	6.3
Improve City Image--Both Residential and Commercial	10	6.3
Improve Communication Between Business and Government	6	3.8
Develop a Low Interest Loan Program	5	3.1
Develop Incentives for New Business Development.	5	3.1
Assist Business in Obtaining Financing	4	2.5
Retain Established Business and Industry	3	1.9
Encourage a City-Wide Beautification Program ...	3	1.9
Subsidize Successful Local Businesses	2	1.3
Attract Businesses that Require Air Service and/or Use Large Quantities of Water	2	1.3
Obtain Federal, State, or Local Funds to Encour- age Building Owners to Renovate Store Fronts .	1	0.6
Subtotal	92	57.5
Community Facilities and Services		
Lower Property Taxes	8	5.0
Ease Zoning Requirements and Restrictions	5	3.1
Renovate the Downtown	5	3.1
Improve Streets, Sidewalks, and Curbs	3	1.9
Discourage Low Income Housing Developments	3	1.9
Discourage Strip Mall Development	2	1.3
Improve Parking Downtown	2	1.3
Develop the Lake Front	2	1.3
Develop More Quality Housing--Mixed Age Groups, Elderly, Etc.....	2	1.3
Assist in the Development of a Meeting Facility and Hotel	2	1.3
Develop a New Industrial Park	1	0.6
Subtotal	35	21.9

Table A-25 (continued)

Type of Action	Responses*	
	Number	Percent
Small Business Development		
Create Incentives for Small Businesses	9	5.6
Ease Building Code Restrictions for Small Businesses	2	1.3
Create a Business Incubator for Small Business .	1	0.6
Subtotal	12	7.5
Other		
Improve the Overall Appearance and the Appearance of Existing Buildings on Packard Avenue .	12	7.5
Promote the Expansion of the Hoan Bridge	2	1.3
Improve the City's Educational System	1	0.6
Diminish the Perception of Cudahy as a Strong Union City	1	0.6
Promote Tourism and Develop the Lakefront	1	0.6
Change the Name of the City	1	0.6
Promote the Expansion of the Airport	1	0.6
Issue Class B Liquor Licenses for Restaurants ..	1	0.6
Improve the Overall Appearance of Layton Ave....	1	0.6
Subtotal	21	13.1
TOTAL	160	100.0

Note: This table corresponds to survey question 23.

* Firms responding could indicate more than one response.

Source: SEWRPC.

WASQ22

Table A-26

RESPONDENT FIRMS RATINGS OF QUALITY OF LIFE FACTORS IN THE CITY OF CUDAHY

Quality of Life Factor	Respondents							
	Excellent		Satisfactory		Poor		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Quality of Housing	23	16.4	115	82.1	2	1.4	140	100.0
Affordability of Housing	38	27.0	102	72.3	1	0.7	141	100.0
Availability of Housing	20	14.5	104	75.4	14	10.1	138	100.0
Quality of Shopping Areas	10	7.4	68	50.4	57	42.2	135	100.0
Quality of Public School System ..	40	28.8	95	68.3	4	2.9	139	100.0
Quality of Vocational and/or Technical Training	20	15.6	89	69.5	19	14.8	128	100.0
Quality of Recreational Facilities	44	31.7	91	65.5	4	2.9	139	100.0
Availability of Meeting and/or Convention Facilities	11	8.1	81	59.6	44	32.4	136	100.0
Availability of Professional Services	23	16.7	99	71.7	16	11.6	138	100.0
Quality of Local Media:								
Cudahy Reminder-Enterprise	26	19.1	97	71.3	13	9.6	136	100.0
Quad City Shopper	13	10.5	94	75.8	17	13.7	124	100.0
Milwaukee Journal/Sentinel	14	10.4	101	74.8	20	14.8	135	100.0
Cable T.V.: Local Channels	14	10.9	97	75.2	18	14.0	129	100.0
Other Media	0	0.0	1	20.0	4	80.0	5	100.0
Average Percentage	---	15.5	---	66.6	---	17.9	---	100.0

Note: This table corresponds to survey question no. 18.

Source: SEWRPC.

WASQ18

Table A-27

**RESPONDENT FIRMS THAT ARE FAMILIAR WITH STATE
OF WISCONSIN AND MILWAUKEE AREA BUSINESS
FINANCING PROGRAMS**

Response	Respondents	
	Number	Percent
Yes	21	14.3
No	126	85.7
Total	147	100.0

Note: This table corresponds to survey
question no. 17.

Source: SEWRPC.

WASQ18a

Table A-28

RESPONDENT FIRMS THAT WOULD LIKE MORE INFORMATION
ON STATE OF WISCONSIN AND MILWAUKEE AREA BUSINESS
FINANCING PROGRAMS

Response	Respondents	
	Number	Percent
Yes	62	50.8
No	60	49.2
Total	122	100.0

Note: This table corresponds to survey
question no. 17a.

Source: SEWRPC.

WASQ23

Table A-29

RESPONDENT FIRMS THAT HAVE EXPERIENCED DIFFICULTIES
IN SECURING THE NECESSARY FINANCING FROM A COMMERCIAL
FINANCIAL INSTITUTION FOR ONGOING BUSINESS OPERATIONS
OR A BUSINESS EXPANSION PROJECT

Response	Respondents	
	Number	Percent
Yes	15	10.9
No	123	89.1
Total	138	100.0

Note: This table corresponds to survey
question no. 19.

Source: SEWRPC.

WASQ24

Table A-30

RESPONDENT FIRMS THAT ANTICIPATE THE NEED TO SEEK
 ADDITIONAL FINANCING FOR ONGOING BUSINESS OPERATIONS OR
 A BUSINESS EXPANSION PROJECT WITHIN THE NEXT FIVE YEARS

Response	Respondents	
	Number	Percent
Yes	47	33.6
No	93	66.4
Total	140	100.0

Note: This table corresponds to survey
 question no. 20.

Source: SEWRPC.

WASQ24a

Table A-31

**RESPONDENT FIRMS THAT ANTICIPATE DIFFICULTIES
IN SECURING THE NECESSARY FINANCING FROM A COMMERCIAL
FINANCIAL INSTITUTION FOR ONGOING BUSINESS OPERATIONS
OR A BUSINESS EXPANSION PROJECT**

Response	Respondents	
	Number	Percent
Yes	17	36.2
No	30	63.8
Total	47	100.0

Note: This table corresponds to survey
question no. 20a.

Source: SEWRPC.

WASQ25

Table A-32

RESPONDENT FIRMS RATINGS OF THE CITY OF CUDAHY, MILWAUKEE COUNTY,
AND THE STATE OF WISCONSIN AS A PLACE TO OPERATE A BUSINESS

Response	Respondents							
	Excellent		Satisfactory		Poor		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
City of Cudahy	30	21.0	91	63.6	22	15.4	143	100.0
Milwaukee County	14	9.8	107	74.8	22	15.4	143	100.0
State of Wisconsin	20	13.9	109	75.7	15	10.4	144	100.0

Note: This table corresponds to survey question no. 22.

Source: SEWRPC.

WASQ26

Table A-33

**PERCEIVED POSITIVE CHARACTERISTICS ABOUT OPERATING
A BUSINESS IN THE CITY OF CUDAHY**

Positive Characteristics	Responses*	
	Number	Percent
Quality of Life		
Friendly, Honest, Hard Working People	32	15.8
Lack of Crime	14	6.9
Low Cost of Housing	9	4.5
Clean Community	7	3.5
Quality of Life	6	3.0
Population Density	5	2.5
Residential Character	5	2.5
Small Community Feeling	4	2.0
Stable Community	4	2.0
Affordable Cost of Living	3	1.5
Subtotal	89	44.1
Business Environment		
Geographic Location	16	7.9
Customer Loyalty	8	4.0
Availability of Land for Development	4	2.0
Labor Market	3	1.5
Mix of Industrial and Commercial Activity	2	1.0
General Appearance of the Downtown	2	1.0
Subtotal	35	17.3

Table A-33 (continued)

Positive Characteristics	Responses*	
	Number	Percent
Government Services and Infrastructure		
Proximity to Airport	17	8.4
Freeway Access	15	7.4
Government Services	14	6.9
Cooperative, Concerned City Officials	9	4.5
Police and Fire Protection	8	4.0
Infrastructure	4	2.0
Quality and Availability of Water	3	1.5
Educational System	3	1.5
Parking	2	1.0
Parks	2	1.0
Mass Transportation	1	0.5
Subtotal	78	38.6
TOTAL	202	100.0

Note: This table corresponds to survey question 24.

* Firms responding could indicate more than one response.

Source: SEWRPC.

WASQ27

Table A-34

RESPONDENT FIRMS THAT WOULD BE INTERESTED IN
SERVING ON A VOLUNTEER ECONOMIC DEVELOPMENT COMMITTEE

Response	Respondents	
	Number	Percent
Yes	29	21.6
No	105	78.4
Total	134	100.0

Note: This table corresponds to survey
question no. 25.

Source: SEWRPC.

WASQ27A

Table A-35

**RESPONDENT FIRMS THAT WOULD BE INTERESTED IN SERVING
ON A VOLUNTEER COMMITTEE TO ASSIST IN THE DEVELOPMENT
OF LEARNING ACTIVITIES**

Response	Respondents	
	Number	Percent
Yes	18	13.7
No	113	86.3
Total	131	100.0

Note: This table corresponds to survey
question no. 26.

Source: SEWRPC.

WASQ28

Table A-36

FINAL COMMENTS OR SUGGESTIONS FROM RESPONDENTS

Comments or Suggestions	Responses*	
	Number	Percent
Positive Comments		
Implementation of a Local Economic Development Program		
Will Help to Revitalize the Local Economy	4	10.8
Cudahy Has a Clean and Efficient Government that Maintains		
a Genuine Interest in Local Business	3	8.1
Thank You for Your Interest in Our Business	2	5.4
Cudahy Is a Good Location for Our Business	1	2.7
Cudahy Has a Real Family Spirit and Good Work Ethic	1	2.7
The Drive into Cudahy on Lake Drive Is Beautiful	1	2.7
Subtotal	12	32.4
Problems that Need to Be Addressed by Local Government		
Need to Improve the Layton and Packard Avenue Areas	4	10.8
Lowering of Property Taxes	3	8.1
City Has Not Attempted to Help Local Businesses	3	8.1
Improve the Downtown, Make it More of a Showplace	2	5.4
Land Affordability and Availability Is a Problem	2	5.4
School Board Is Spending too Much Money	1	2.7
The City Needs to Attract a Major Department Store	1	2.7
The City Needs to Reverse the Trend of Businesses Leaving	1	2.7
Need to Develop a Positive Business Attitude	1	2.7
Encourage Local Residents to Shop in Cudahy	1	2.7
City Building Codes and Regulations Must Be Enforced for All		
Local Businesses	1	2.7
Reduce the Number of Liquor Licenses in the City	1	2.7
Subtotal	21	56.8

Table A-36 (continued)

Comments or Suggestions	Responses*	
	Number	Percent
Other		
City Should Reward Home Owners Who Remodel Their Homes Instead of Increasing Their Taxes	1	2.7
High School Students Need to Be Taught Basic Interviewing Skills .	1	2.7
Tax Breaks for New Business Start-ups in Cudahy Are Needed	1	2.7
This Is the First Time in Twenty Years that Anyone Has Shown Interest in Economic Development	1	2.7
Subtotal	4	10.8
TOTAL	37	100.0

Note: This table corresponds to survey question 27.

* Firms responding could indicate more than one response.

Source: SEWRPC.

WASA37

Table A-37

TYPE OF RESPONDENT BUSINESS

Type of Business	Respondents	
	Number	Percent
Construction	7	4.7
Manufacturing	4	2.7
Transportation and Public Utilities ...	8	5.4
Wholesale Trade	13	8.8
Retail Trade	48	32.4
Finance, Insurance, and Real Estate ...	9	6.1
Services	58	39.2
Public Administration	1	0.7
Total	148	100.0

Source: SEWRPC.

Control Number _____-_____-_____

SIC Code _____

CITY OF CUDAHY
BUSINESS RETENTION SURVEY

Coders
Column

1. What year was this business established by the current owners in the City of Cudahy? _____

2. Do you currently own or lease your building?

- 1) Own _____
2) Lease _____
3) Own/Leaseback .. _____

3. Would you use a business incubator if one was made available to your firm? (Business Incubator: a new or renovated building that provides office or warehouse space for new or young businesses at below-market rents, along with access to a secretarial pool and a wide range of office equipment).

- 1) Yes _____
2) No _____

4. Does your business supply products and/or services to any of the following levels of government?

- | | Yes | No |
|-----------------------|-------|-------|
| 1) Local level | _____ | _____ |
| 2) State level | _____ | _____ |
| 3) Federal level | _____ | _____ |

5. Would you be interested in receiving additional information on any of the following:

- | | Yes | No |
|---|-------|-------|
| 1) Government contracts | _____ | _____ |
| 2) Financial management | _____ | _____ |
| 3) Credit and collections | _____ | _____ |
| 4) Communications and public relations .. | _____ | _____ |
| 5) Marketing and sales management | _____ | _____ |
| 6) Business loans | _____ | _____ |
| 7) Personnel management | _____ | _____ |
| 8) Other (please describe): | _____ | _____ |
| _____ | _____ | _____ |

6. Has your Cudahy business been involved in an expansion project which included additional square footage or additional employees within the last five years (1986 through 1991) either within or outside the City of Cudahy?

1) Yes _____ (GO TO 6a and 6b)
2) No _____ (GO TO 7)

Note: Those businesses that have started their business operations or established a branch location in the City of Cudahy in the last five years (regardless of where the firm's headquarters are located) should answer "Yes" to Question No. 6.

- 6a. If yes, what was the total amount of square footage and/or number of employees added to your business?

1) Square footage: _____

2) Number of employees: _____

- 6b. If yes, did this expansion occur within or outside the City of Cudahy?

1) Inside the City of Cudahy _____
2) Outside the City of Cudahy _____

7. Is your Cudahy business planning an expansion project during the next five years?

1) Yes _____ (GO TO 7a and 7b)
2) No _____ (GO TO 8)

- 7a. If yes, what will be the approximate amount of additional square footage and/or additional number of new employees?

1) Amount of additional square footage: _____

2) Number of new employees: _____

- 7b. If yes, will the proposed expansion project take place in the City of Cudahy?

1) Yes _____ (GO TO 7c)
2) No _____ (GO TO 8)

- 7c. If yes, do you anticipate any difficulties with your expansion project in the City of Cudahy?

1) Yes _____ (GO TO 7d)
2) No _____ (GO TO 8)

7d. If yes, indicate the three major factors that you anticipate will have a negative impact on your expansion project in the City of Cudahy?

- 1) Insufficient building space for expansion _____
- 2) Insufficient land for expansion _____
- 3) Obtaining local building/zoning permits _____
- 4) Parking problems _____
- 5) Developing a business plan _____
- 6) Hiring quality employees _____
- 7) Managing personnel _____
- 8) Difficulty establishing customer base _____
- 9) Locating suppliers of products _____
- 10) Receiving credit from suppliers _____
- 11) Collecting from customers _____
- 12) Obtaining financing for fixed assets _____
- 13) Obtaining financing for working capital _____
- 14) Budgeting and managing working capital _____
- 15) Other (please describe): _____

8. Have any businesses that you are familiar with indicated an interest in relocating their firm to the City of Cudahy, or establishing a branch location in the City of Cudahy?

- 1) Yes _____ (GO TO 8a)
- 2) No _____ (GO TO 9)

8a. If yes, what is the firm's name, address, and telephone number?

Name: _____

Address: _____

Telephone Number: _____

9. Have any businesses that you are familiar with indicated an interest in relocating their firm outside of the City of Cudahy?

- 1) Yes _____ (GO TO 9a)
- 2) No _____ (GO TO 10)

9a. If yes, what is the firm's name, address, and telephone number?

Name: _____

Address: _____

Telephone Number: _____

10. Do you have immediate or future plans to move all or part of your business operations from your present location to a location outside of the City of Cudahy?

1) Yes _____
2) No _____

11. Please rate the impact of the following factors on the future development of your firm?

	<u>Positive</u>	<u>Negative</u>	<u>No Impact</u>
1) Hiring quality employees	_____	_____	_____
2) Managing personnel	_____	_____	_____
3) Obtaining financing	_____	_____	_____
4) Insufficient building space for expansion .	_____	_____	_____
5) Insufficient land for expansion	_____	_____	_____
6) Obtaining local building/zoning permits ...	_____	_____	_____
7) Parking problems	_____	_____	_____
8) Traffic patterns	_____	_____	_____
9) Public service or utility costs	_____	_____	_____
10) Crime/vandalism	_____	_____	_____
11) Declining customer base	_____	_____	_____
12) Local competition from other businesses ...	_____	_____	_____
13) Locating suppliers of products	_____	_____	_____
14) Receiving credit from suppliers	_____	_____	_____
15) Collecting from customers	_____	_____	_____
16) Public transportation	_____	_____	_____
17) Local property taxes	_____	_____	_____
18) Interest rates	_____	_____	_____
19) Market conditions/economy	_____	_____	_____
20) Other (please describe):	_____	_____	_____

12. How would you rate your employees with regard to the following labor force concerns?

	<u>Severe Problem</u>	<u>Minor Problem</u>	<u>No Problem</u>
1) Employee turnover	_____	_____	_____
2) Employee absenteeism	_____	_____	_____
3) Lack of basic work skills	_____	_____	_____
4) Lack of basic educational skills	_____	_____	_____
5) Employees with underutilized skills	_____	_____	_____
6) Poor employee attitudes	_____	_____	_____
7) Use of drugs/alcohol	_____	_____	_____
8) Union labor cooperation	_____	_____	_____
9) Employee expectations of higher wages ..	_____	_____	_____
10) Employee need for child care services ..	_____	_____	_____
11) Lack of transportation to/from work	_____	_____	_____
12) Other (please describe):	_____	_____	_____

13. Overall, indicate the job skills that you feel will be the most important for future employees at your firm.

Educational Skills: _____

Work Place Skills: _____

Occupational Skills: _____

14. Overall, does your firm experience difficulties in obtaining workers in any occupational areas?

1) Yes _____ (GO TO 14a)

2) No _____ (GO TO 15)

- 14a. If yes, indicate the occupational areas in which you are experiencing difficulties in obtaining workers?

1) _____

2) _____

3) _____

15. How would you rate the following government services, regulations, or public utilities in the City of Cudahy?

	<u>Excellent</u>	<u>Satis- factory</u>	<u>Poor</u>	<u>Not Applicable</u>
1) Water service	_____	_____	_____	_____
2) Sanitary sewer service	_____	_____	_____	_____
3) Solid waste disposal	_____	_____	_____	_____
4) Snow removal	_____	_____	_____	_____
5) Telephone service	_____	_____	_____	_____
6) Natural gas service	_____	_____	_____	_____
7) Electric service	_____	_____	_____	_____
8) Police protection	_____	_____	_____	_____
9) Fire protection	_____	_____	_____	_____
10) Street maintenance/repair .	_____	_____	_____	_____
11) Sidewalk maintenance/repair	_____	_____	_____	_____
12) Building codes	_____	_____	_____	_____
13) Zoning regulations	_____	_____	_____	_____
14) Parking availability	_____	_____	_____	_____
15) Other (please describe):	_____	_____	_____	_____
_____	_____	_____	_____	_____

16. How would you rate the following organizations and programs in the City of Cudahy?

	<u>Excellent</u>	<u>Satisfactory</u>	<u>Poor</u>	<u>Don't Know</u>
1) City of Cudahy Economic Development Committee	_____	_____	_____	_____
2) Cudahy Chamber of Commerce	_____	_____	_____	_____
3) Cudahy Downtown Association	_____	_____	_____	_____
4) Milwaukee County Economic Development Program	_____	_____	_____	_____
5) Milwaukee Area Technical College ..	_____	_____	_____	_____
6) Other (please describe):	_____	_____	_____	_____

17. Are you familiar with State of Wisconsin and Milwaukee area business financing programs?

- 1) Yes _____ (GO TO 18)
 2) No _____ (GO TO 17a)

17a. If no, would you like more information on these programs?

- 1) Yes _____
 2) No _____

18. How would you rate the following quality of life factors in the Cudahy area in terms of their effect on your business?

	<u>Excellent</u>	<u>Satisfactory</u>	<u>Poor</u>
1) Quality of housing	_____	_____	_____
2) Affordability of housing	_____	_____	_____
3) Availability of housing	_____	_____	_____
4) Quality of shopping areas	_____	_____	_____
5) Quality of public school system	_____	_____	_____
6) Quality of vocational/technical training	_____	_____	_____
7) Quality of recreational facilities ..	_____	_____	_____
8) Availability of meeting/convention facilities	_____	_____	_____
9) Availability of professional services	_____	_____	_____
10) Quality of local media:			
a) Cudahy Reminder-Enterprise	_____	_____	_____
b) Quad City Shopper	_____	_____	_____
c) Milwaukee Journal/Sentinel	_____	_____	_____
d) Cable T.V.: local access channels.	_____	_____	_____
e) Other Media (please specify):	_____	_____	_____

19. In the past, has your business experienced any difficulties in securing the necessary financing from a commercial financial institution for ongoing business operations or a business expansion project?

- 1) Yes _____ (GO TO 19a)
 2) No _____ (GO TO 20)

19a. If yes, what difficulties did you have in obtaining financing?

- 1) _____
 2) _____
 3) _____

20. Does your firm anticipate the need to seek additional financing for ongoing business operations or a business expansion project within the next five years?

- 1) Yes _____ (GO TO 20a)
 2) No _____ (GO TO 21)

20a. If yes, do you anticipate any difficulties seeking additional financing?

- 1) Yes _____ (GO TO 20b)
 2) No _____ (GO TO 21)

20b. If yes, what difficulties are you anticipating?

- 1) _____
 2) _____
 3) _____

21. Overall, how would you rate the City of Cudahy's and Milwaukee County's performance with regard to working to improve economic and business conditions in the area?

	<u>Excellent</u>	<u>Satisfactory</u>	<u>Poor</u>
1) City of Cudahy	_____	_____	_____
2) Milwaukee County	_____	_____	_____

22. Overall, what is your opinion of the City of Cudahy, Milwaukee County, and the State of Wisconsin as a place to operate a business?

	<u>Excellent</u>	<u>Satisfactory</u>	<u>Poor</u>
1) City of Cudahy	_____	_____	_____
2) Milwaukee County	_____	_____	_____
3) State of Wisconsin	_____	_____	_____

23. What types of actions do you think should be taken by City of Cudahy economic development organizations to improve the City's economy?

- 1) _____
- 2) _____
- 3) _____

24. What three characteristics of the Cudahy area do you see as positive in terms of operating a business in the City?

- 1) _____
- 2) _____
- 3) _____

25. Would you be interested in serving on a volunteer committee whose goal it is to try and improve the economic conditions in the City of Cudahy?

- 1) Yes _____
- 2) No _____

26. Would you be interested in serving on a volunteer committee to assist the public schools in the development of learning activities that are most relevant to expected job skills.

- 1) Yes _____
- 2) No _____

27. Please use the space below for any final comments or suggestions.

Thank you for your time and cooperation in completing this survey. Individual responses will be kept confidential and only aggregated data will be reported. The City of Cudahy will be publishing an analysis of the results of this survey, and will be forwarding a copy to you upon completion.

Appendix B

CITY OF CUDAHY INDUSTRY ATTRACTION STUDY

INTRODUCTION

The purpose of the City of Cudahy industry attraction study is to identify, in a systematic fashion, targeted industry classifications whose locational requirements are compatible with the physical and socioeconomic characteristics of the City, and that should be the focus of an industry attraction program. The industry attraction program would consist of a direct mail program, whereby the City would provide promotional materials to targeted industrial establishments located in neighboring states.

This section presents the findings of the industry attraction study, which includes: 1) a list of 50 manufacturing industry classifications that have exhibited recent growth; 2) a priority ranking of the growth industry classifications relative to the industry attraction criteria developed in cooperation with the City of Cudahy Economic Development Committee; and 3) a list of targeted industry classifications that can be utilized in a targeted industry attraction program in the City.

IDENTIFICATION OF GROWTH INDUSTRIES

The Southeastern Wisconsin Regional Planning Commission, utilizing data provided by the U.S. Department of Commerce, International Trade Administration, developed a list of 50 manufacturing industry classifications that have exhibited growth in the value of industry shipments during the 1987 through 1991 time period.¹ This list is presented in Table B-1. A summary description of the manufacturing industry classifications listed in Table B-1, as provided by the Standard Industrial Classification Manual, published by the U.S. Department of Commerce, Office of Federal Statistical Policy and Standards, is set forth in Appendix C.

RANKING OF GROWTH INDUSTRIES

In order to identify those industries that would find the City of Cudahy a particularly good place to locate, the list of manufacturing industry classifications presented in Table B-1 has been ranked in accordance with criteria identified by the City of Cudahy Economic Development Committee. Table B-2 lists the criteria and the ranking points that were assigned to each of the 50 manufacturing industry classifications identified in Table B-1.

¹The list of manufacturing industry classifications was developed by rank ordering the U.S. Department of Commerce list "Forecasted Growth Rates for 184 Manufacturing Industries: 1987 to 1991" by a compounded annual growth in the value of industry shipments during the 1987 through 1991 time period, and, of those manufacturing industry classifications that showed growth during the time period, selecting those at or above a compounded annual growth rate of 3 percent. Industry shipments refers to the total value of all products shipped by establishments classified in an industry.

Table B-1

INDUSTRY CLASSIFICATIONS THAT HAVE EXHIBITED GROWTH
IN INDUSTRY SHIPMENTS DURING THE 1987 THROUGH THE
1991 TIME PERIOD, MEASURED IN 1987 DOLLARS^a

Industry	SIC Code	Compounded Annual Growth Rate
X-Ray Apparatus and Tubes	3844	10.9
Electromedical Equipment	3845	10.7
Medicinals and Botanicals	2833	9.8
Semiconductors and Related Devices	3674	8.9
Machine Tools	3540 b	8.1
Farm Machinery and Equipment	3523	8.0
Oil and Gas Field Machinery and Equipment	3533	7.8
Computers and Peripherals	3570 c	7.7
Surgical Appliances and Supplies	3842	7.7
Surgical and Medical Instruments	3841	7.3
Textile Machinery	3552	6.9
Space Propulsion Units and Parts	3764	6.6
Welding Apparatus	3548	6.3
Poultry Slaughtering and Processing	2015	6.2
Measuring and Controlling Instruments	3820 d	6.0
Fabricated Rubber Products, nec	3069	6.0
Wood Pallets and Skids	2448	5.9
Synthetic Rubber	2822	5.8
Electronic Parts, Excluding Semiconductors	3670 e	5.7
Guided Missiles and Space Vehicles	3761	5.7
Vitreous Plumbing Fixtures	3261	5.6
Cosmetics	2844	5.5
Biological Products, Except Diagnostic	2836	5.5
Footwear, Except Rubber, nec	3149	5.4
Paper Coated and Laminated, nec	2672	5.3
Laboratory Instruments	3820 f	5.2
Household Audio and Video Equipment	3651	5.1
Book Printing	2732	5.1
Paper Industries Machinery	3554	5.0
Construction Machinery and Equipment	3531	4.9
Surface Active Agents	2843	4.8
Platemaking Services	2796	4.8
Aircraft	3721	4.7
Refrigeration and Heating Equipment	3585	4.3
Power-driven Handtools	3546	4.3
Wines, Brandy, and Brandy Spirits	2084	4.2
Typesetting	2791	4.2
Pharmaceutical Preparations	2834	4.1

Table B-1 (continued)

Industry	SIC Code	Compounded Annual Growth Rate
Organic Chemicals, Except Gum and Wood	2860 g	3.8
Bottled and Canned Soft Drinks	2086	3.7
Dental Equipment and Supplies	3843	3.7
Industrial Inorganic Chemicals, Except Pigments ...	2810 h	3.6
Sanitary Food Containers	2656	3.6
Commercial Printing	2750 i	3.5
Current-carrying Wiring Devices	3643	3.5
Agricultural Chemicals, Except Fertilizer Mixing ..	2870 j	3.5
Converted Paper Products, nec	2679	3.4
Diagnostic Substances	2835	3.3
Household Vacuum Cleaners	3635	3.2
Printing Trades Machinery and Equipment	3555	3.0

^a Industry shipments refers to the total value of all products shipped by establishments classified in an industry.

^b SIC Codes: 3541, 3542

^c SIC Codes: 3571, 3572, 3575, 3577

^d SIC Codes: 3822, 3823, 3824

^e SIC Codes: 3671, 3672, 3675, 3676, 3677, 3678, 3679

^f SIC Codes: 3821, 3826, 3827, 3829

^g SIC Codes: 2865, 2869

^h SIC Codes: 2812, 2813, 2814

ⁱ SIC Codes: 2752, 2754, 2759

^j SIC Codes: 2873, 2874, 2879

Source: U. S. International Trade Administration and SEWRPC.

Table B-2

CRITERIA AND RANKING POINTS UTILIZED TO RANK ORDER
THE LIST OF GROWTH INDUSTRIES

Criteria	Ranking Points
1. Growth in the Number of Industry Establishments in Wisconsin from 1982 to 1987	15
2. Likely Job Generators in Wisconsin in 1985	15
3. Growth in the Number of Industry Establishments in the Midwest Region--Illinois, Indiana, Michigan, Minnesota, Ohio, and Wisconsin--from 1982 to 1987	11
4. Location in the Milwaukee Metropolitan Area in 1990	7
5. Growth in Employment in the U. S. from 1987 to 1990	5
6. Industry Classifications with a Concentration of Industry Establishments in Wisconsin or Illinois in 1987	5
7. Industry Establishments in the U. S. with Fewer than 100 Employees in 1988	3

Source: City of Cudahy Economic Development Committee and SEWRPC.

The following steps were used to rank order the manufacturing industry classifications: 1) a set of local industry attraction criteria was developed by the Regional Planning Commission staff and the City of Cudahy Economic Development Committee; 2) weights ranging from three to 15 points were assigned to the industry attraction criteria by the Regional Planning Commission staff utilizing the Economic Development Committee's ranking of the industry attraction criteria; 3) weights were assigned to manufacturing industry classifications within each criterion utilizing qualitative and quantitative measures that reflected the distribution of the data and the need to select a limited number of industry classifications; and 4) the weighted criteria were applied to the previously identified 50 manufacturing industry classifications, with the total of the weights assigned to each criterion resulting in a rank order of the manufacturing industry classifications.

Tables B-3 through B-9 set forth the ranking of industry classifications by the weighted industry attraction criteria. Table B-10 presents the final ranking of the manufacturing industry classifications for use in a targeted industry attraction program in the City of Cudahy. Table B-11 identifies the number of high-priority targeted industry establishments that are located in the midwest region.

Ranking Criterion One: Manufacturing Industry Classifications that Exhibited Growth in Industry Establishments in Wisconsin During the 1982 to 1987 Time Period

The growth of an industry in Wisconsin is an important consideration in rank ordering manufacturing industry classifications for an industry attraction program. Those industry classifications that have shown growth in industry establishments in Wisconsin in the recent past have the potential for continued growth in the future. Table B-3 identifies the total number of industry establishments in Wisconsin in 1982 and 1987 and the percentage change in the number of establishments from 1982 to 1987. A weight of 15 points was assigned to those industry classifications that had a rate of growth during the 1982 to 1987 time period that was at or above 20.0 percent, reflecting this criterion's perceived importance relative to the other criteria in the ranking system.

Ranking Criterion Two: Manufacturing Industry Classifications Identified As "Likely Job Generators" in Wisconsin in 1985

In August 1985, the Wisconsin Strategic Development Commission, a gubernatorial study committee, issued a Final Report, which presented a strategic plan for the State of Wisconsin and identified 77 industries in Wisconsin that were expected to be "likely job generators" for the long-term future. These industries showed employment growth in Wisconsin that exceeded employment growth in the U.S. during the 1976 through 1983 time period, and are projected to show growth in employment in the U.S. during the 1979 through 1995 time period. As indicated in Table B-4, those manufacturing industry classifications listed in Table B-1 that coincide with the industries identified by the Strategic Development Commission as "likely job generators" in Wisconsin were awarded 15 points in the ranking system, reflecting this criterion's perceived importance relative to the other criteria in the ranking system.

Table B-3

**RANKING CRITERION ONE: MANUFACTURING INDUSTRY CLASSIFICATIONS
THAT EXHIBITED GROWTH IN INDUSTRY ESTABLISHMENTS IN WISCONSIN: 1982 TO 1987**

Industry	SIC CODE	Number of Industry Establishments		Percent Change 1982 to 1987	Ranking Points
		1982	1987		
Poultry Slaughtering and Processing	2015	7	7	0.0	0
Wines, Brandy, and Brandy Spirits	2084 (208)	99	72	-27.3	0
Bottled and Canned Soft Drinks	2086	59	37	-37.3	0
Wood Pallets and Skids	2448	70	75	7.1	0
Sanitary Food Containers	2656 (265)*	78	80	2.6	0
Paper Coated and Laminated, nec	2672	30	17	-43.3	0
Converted Paper Products, nec	2679	20	29	45.0	15
Book Printing	2732	18	19	5.6	0
Commercial Printing	2750 a	640	798	24.7	15
Typesetting	2791	60	61	1.7	0
Platemaking Services	2796 (279)*	84	106	26.2	15
Industrial Inorganic Chemicals, Except Pigments ...	2810 b	18	18	0.0	0
Synthetic Rubber	2822 (282)	6	9	50.0	15
Medicinals and Botanicals	2833	5	5	0.0	0
Pharmaceutical Preparations	2834	5	9	80.0	15
Diagnostic Substances	2835	5 **	11 **	120.0	15
Biological Products Except Diagnostic	2836	5 **	11 **	120.0	15
Surface Active Agents	2843	6	5	-16.7	0
Cosmetics	2844	5	9	80.0	15
Organic Chemicals, Except Gum and Wood	2860 c*	20	15	-25.0	0
Agricultural Chemicals, Except Fertilizer Mixing ..	2870 d	18	22	22.2	15
Fabricated Rubber Products, nec	3069 *	28	16	-42.9	0
Footwear, Except Rubber, nec	3149 (314)	25	22	-12.0	0
Vitreous Plumbing Fixtures	3261	1	1	0.0	0
Farm Machinery and Equipment	3523	91	85	-6.6	0
Construction Machinery and Equipment	3531 *	55	53	-3.6	0
Oil and Gas Field Machinery and Equipment	3533 (353)	114	111	-2.6	0
Machine Tools	3540 e	49	29	-40.8	0
Power-driven Handtools	3546	7	3	-57.1	0
Welding Apparatus	3548 *	13	9	-30.8	0
Textile Machinery	3552 (355)	165	163	-1.2	0
Paper Industries Machinery	3554	32	37	15.6	0
Printing Trades Machinery and Equipment	3555 *	21	13	-38.1	0
Computers and Peripherals	3570 f*	10	9	-10.0	0
Refrigeration and Heating Equipment	3585 *	29	32	10.3	0
Household Vacuum Cleaners	3635 (363)	22	20	-9.1	0
Current-carrying Wiring Devices	3643	8	7	-12.5	0
Household Audio and Video Equipment	3651	2	4	100.0	15
Electronic Parts, Excluding Semiconductors	3670 g	57	57	0.0	0
Semiconductors and Related Devices	3674	12	13	8.3	0

Table B-3 (continued)

Industry	SIC CODE	Number of Industry Establishments		Percent Change 1982 to 1987	Ranking Points
		1982	1987		
Aircraft	3721	11	8	-27.3	0
Guided Missiles and Space Vehicles	3761	0	0	0.0	0
Space Propulsion Units and Parts	3764	0	0	0.0	0
Laboratory Instruments	3820 h	38	63	65.8	15
Measuring and Controlling Instruments	3820 i	39	59	51.3	15
Surgical and Medical Instruments	3841	47	51	8.5	0
Surgical Appliances and Supplies	3842	45	57	26.7	15
Dental Equipment and Supplies	3843	35	34	-2.9	0
X-ray Apparatus and Tubes	3844	12 **	16 **	33.3	15
Electromedical Equipment	3845	12 **	16 **	33.3	15

Note: Manufacturing industry classifications that had a rate of growth that was at or above 20.0 percent were awarded 15 points.

a SIC Codes: 2752, 2754, 2759

b SIC Codes: 2812, 2813, 2814

c SIC Codes: 2865, 2869

d SIC Codes: 2873, 2874, 2879

e SIC Codes: 3541, 3542

f SIC Codes: 3571, 3572, 3575, 3577

g SIC Codes: 3671, 3672, 3675, 3676, 3677, 3678, 3679

h SIC Codes: 3821, 3826, 3827, 3829

i SIC Codes: 3822, 3823, 3824

* The totals reported for these SIC Codes may not reflect the total number of industry establishments in 1982 and 1987 due to changes in the standard industrial classification system.

** Reflects a combined total in 1982 and 1987 for the SIC Codes identified.

(xxx) Indicates that a four-digit SIC Code was not available for the specific industry identified, and the number of establishments reported were identified using a three-digit SIC Code.

Source: U.S. Bureau of the Census and SEWRPC.

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Table B-4

**RANKING CRITERION TWO: MANUFACTURING INDUSTRY CLASSIFICATIONS
IDENTIFIED AS LIKELY JOB GENERATORS IN WISCONSIN: 1985**

Industry	SIC CODE	Likely Job Generator		Ranking Points
		Yes	No	
Poultry Slaughtering and Processing	2015	X		15
Wines, Brandy, and Brandy Spirits	2084		X	0
Bottled and Canned Soft Drinks	2086		X	0
Wood Pallets and Skids	2448		X	0
Sanitary Food Containers	2656		X	0
Paper Coated and Laminated, nec	2672		X	0
Converted Paper Products, nec	2679		X	0
Book Printing	2732		X	0
Commercial Printing	2750 a	X		15
Typesetting	2791		X	0
Platemaking Services	2796		X	0
Industrial Inorganic Chemicals, Except Pigments ...	2810 b		X	0
Synthetic Rubber	2822		X	0
Medicinals and Botanicals	2833		X	0
Pharmaceutical Preparations	2834		X	0
Diagnostic Substances	2835		X	0
Biological Products Except Diagnostic	2836		X	0
Surface Active Agents	2843	X		15
Cosmetics	2844	X		15
Organic Chemicals, Except Gum and Wood	2860 c		X	0
Agricultural Chemicals, Except Fertilizer Mixing ..	2870 d		X	0
Fabricated Rubber Products, nec	3069		X	0
Footwear, Except Rubber, nec	3149		X	0
Vitreous Plumbing Fixtures	3261		X	0
Farm Machinery and Equipment	3523		X	0
Construction Machinery and Equipment	3531		X	0
Oil and Gas Field Machinery and Equipment	3533		X	0
Machine Tools	3540 e		X	0
Power-driven Handtools	3546		X	0
Welding Apparatus	3548		X	0
Textile Machinery	3552		X	0
Paper Industries Machinery	3554		X	0
Printing Trades Machinery and Equipment	3555		X	0
Computers and Peripherals	3570 f	X		15
Refrigeration and Heating Equipment	3585		X	0
Household Vacuum Cleaners	3635		X	0
Current-carrying Wiring Devices	3643		X	0
Household Audio and Video Equipment	3651		X	0
Electronic Parts, Excluding Semiconductors	3670 g	X		15
Semiconductors and Related Devices	3674	X		15

Table B-4 (continued)

Industry	SIC CODE	Likely Job Generator		Ranking Points
		Yes	No	
Aircraft	3721	X		15
Guided Missiles and Space Vehicles	3761		X	0
Space Propulsion Units and Parts	3764		X	0
Laboratory Instruments	3820 h	X		15
Measuring and Controlling Instruments	3820 i		X	0
Surgical and Medical Instruments	3841		X	0
Surgical Appliances and Supplies	3842		X	0
Dental Equipment and Supplies	3843		X	0
X-ray Apparatus and Tubes	3844		X	0
Electromedical Equipment	3845		X	0

a SIC Codes: 2752, 2754, 2759

b SIC Codes: 2812, 2813, 2814

c SIC Codes: 2865, 2869

d SIC Codes: 2873, 2874, 2879

e SIC Codes: 3541, 3542

f SIC Codes: 3571, 3572, 3575, 3577

g SIC Codes: 3671, 3672, 3675, 3676, 3677, 3678, 3679

h SIC Codes: 3821, 3826, 3827, 3829

i SIC Codes: 3822, 3823, 3824

Source: Wisconsin Strategic Development Commission and SEWRPC.

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Ranking Criterion Three: Manufacturing Industry Classifications that Exhibited Growth in Industry Establishments in the Midwest Region During the 1982 to 1987 Time Period

The growth of an industry in the midwest region is an important consideration in an industry attraction program, since firms have historically chosen to expand or establish branch locations near their existing location. Table B-5 identifies the total number of industry establishments in the midwest region--defined as the States of Illinois, Indiana, Ohio, Michigan, Minnesota, and Wisconsin--in 1982 and 1987, and the percentage change in the number of establishments from 1982 to 1987. A weight of 11 points was assigned to those industry classifications that had a rate of growth during the 1982 to 1987 time period that was at or above 15.0 percent.

Ranking Criterion Four: Manufacturing Industry Classifications Located in the Milwaukee Metropolitan Area in 1990

The identification of manufacturing industry classifications currently located in the Milwaukee metropolitan area is an important industry attraction criterion. This criterion recognizes that locational factors that are important to a particular industry may be important to other establishments in the same industry. Additionally, local industrial firms that are similar to one another may be able to utilize the same suppliers and/or customers. Table B-6 lists the number of manufacturing industry classifications that are currently located in the Milwaukee metropolitan area--defined as the Counties of Milwaukee, Ozaukee, Washington, and Waukesha. A weight of seven points was assigned to those industry classifications whose total number of industrial establishments located in the metropolitan area was at or above nine establishments.

Ranking Criterion Five: Manufacturing Industry Classifications that Exhibited Growth in Employment in the U.S. During the 1987 to 1990 Time Period

The growth of employment in an industry is an important consideration in an industry attraction program, since the firms experiencing employment growth are the most likely to expand or establish branch locations near their existing location, or in new service areas. Table B-7 identifies the total number of employees in each of the manufacturing industry classifications in 1987 and 1990, and the percentage change in the number of employees from 1987 to 1990. A weight of five points was assigned to those industry classifications that had a rate of employment growth during the 1987 to 1990 time period that was at or above 10.0 percent.

Ranking Criterion Six: Manufacturing Industry Classifications with Primary Locations in the States of Wisconsin or Illinois in 1987

The City of Cudahy may be expected to exhibit industrial location characteristics similar to those of other communities in the State of Wisconsin. Additionally, due to the proximity of the City to the highly urbanized northeastern Illinois region, the City may be expected to attract industries located in northeastern Illinois that are expanding and/or establishing branch locations. Table B-8 shows the total number and percentage of industry establishments that were located in the States of Wisconsin or Illinois in 1987. Manufacturing industry classifications that had 6.0 percent or more of their industry establishments located in these states were awarded five points in the ranking system.

Table B-5

RANKING CRITERION THREE: MANUFACTURING INDUSTRY CLASSIFICATIONS
THAT EXHIBITED GROWTH IN INDUSTRY ESTABLISHMENTS IN THE MIDWEST REGION:
1982 TO 1987

Industry	SIC CODE	Total Establishments		Percent Change 1982 to 1987	Ranking Points
		1982	1987		
Poultry Slaughtering and Processing	2015	49	72	46.9	11
Wines, Brandy, and Brandy Spirits	2084 (208)	489	367	-24.9	0
Bottled and Canned Soft Drinks	2086	304	209	-31.3	0
Wood Pallets and Skids	2448	499	520	4.2	0
Sanitary Food Containers	2656 (265)*	718	726	1.1	0
Paper Coated and Laminated, nec	2672	171	107	-37.4	0
Converted Paper Products, nec	2679	178	174	-2.2	0
Book Printing	2732	127	111	-12.6	0
Commercial Printing	2750 a	6,043	7,106	17.6	11
Typesetting	2791	626	636	1.6	0
Platemaking Services	2796 (279)*	897	982	9.5	0
Industrial Inorganic Chemicals, Except Pigments ...	2810 b	108	128	18.5	11
Synthetic Rubber	2822 (282)	67	105	56.7	11
Medicinals and Botanicals	2833	36	29	-19.4	0
Pharmaceutical Preparations	2834	107	112	4.7	0
Diagnostic Substances	2835	98 **	88 **	-10.2	0
Biological Products Except Diagnostic	2836	98 **	88 **	-10.2	0
Surface Active Agents	2843	36	36	0.0	0
Cosmetics	2844	90	92	2.2	0
Organic Chemicals, Except Gum and Wood	2860 c*	164	166	1.2	0
Agricultural Chemicals, Except Fertilizer Mixing ..	2870 d	90	107	18.9	11
Fabricated Rubber Products, nec	3069 *	416	281	-32.5	0
Footwear, Except Rubber, nec	3149 (314)	62	49	-21.0	0
Vitreous Plumbing Fixtures	3261	12	15	25.0	11
Farm Machinery and Equipment	3523	497	419	-15.7	0
Construction Machinery and Equipment	3531 *	285	284	-0.4	0
Oil and Gas Field Machinery and Equipment	3533 (353)	941	894	-5.0	0
Machine Tools	3540 e	637	340	-46.6	0
Power-driven Handtools	3546	60	43	-28.3	0
Welding Apparatus	3548 *	178	97	-45.5	0
Textile Machinery	3552 (355)	1,056	1,168	10.6	0
Paper Industries Machinery	3554	82	125	52.4	11
Printing Trades Machinery and Equipment	3555 *	155	123	-20.6	0
Computers and Peripherals	3570 f*	186	163	-12.4	0
Refrigeration and Heating Equipment	3585 *	203	202	-0.5	0
Household Vacuum Cleaners	3635 (363)	151	128	-15.2	0
Current-carrying Wiring Devices	3643	115	110	-4.3	0
Household Audio and Video Equipment	3651	61	77	26.2	11
Electronic Parts, Excluding Semiconductors	3670 g	776	754	-2.8	0
Semiconductors and Related Devices	3674	57	74	29.8	11

Table B-5 (continued)

Industry	SIC CODE	Total Establishments		Percent Change 1982 to 1987	Ranking Points
		1982	1987		
Aircraft	3721	23	19	-17.4	0
Guided Missiles and Space Vehicles	3761	1	1	0.0	0
Space Propulsion Units and Parts	3764	3	2	-33.3	0
Laboratory Instruments	3820 h	365	362	-0.8	0
Measuring and Controlling Instruments	3820 i	217	307	41.5	11
Surgical and Medical Instruments	3841	201	245	21.9	11
Surgical Appliances and Supplies	3842	295	352	19.3	11
Dental Equipment and Supplies	3843	105	94	-10.5	0
X-ray Apparatus and Tubes	3844	50 **	64 **	28.0	11
Electromedical Equipment	3845	50 **	64 **	28.0	11

Note: The midwest region comprises the following states: Illinois, Indiana, Michigan, Minnesota, Ohio, and Wisconsin. Manufacturing industry classifications that had a rate of growth that was at or above 15.0 percent were awarded 11 points.

a SIC Codes: 2752, 2754, 2759

b SIC Codes: 2812, 2813, 2814

c SIC Codes: 2865, 2869

d SIC Codes: 2873, 2874, 2879

e SIC Codes: 3541, 3542

f SIC Codes: 3571, 3572, 3575, 3577

g SIC Codes: 3671, 3672, 3675, 3676, 3677, 3678, 3679

h SIC Codes: 3821, 3826, 3827, 3829

i SIC Codes: 3822, 3823, 3824

* The totals reported for these SIC Codes may not reflect the total number of industry establishments in 1982 and 1987 due to changes in the standard industrial classification system.

** Reflects a combined total in 1982 and 1987 for the SIC Codes identified.

(xxx) Indicates that a four-digit SIC Code was not available for the specific industry identified, and the number of establishments reported were identified using a three-digit SIC Code.

Source: U.S. Bureau of the Census and SEWRPC.

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Table B-6

**RANKING CRITERION FOUR: MANUFACTURING INDUSTRY CLASSIFICATIONS
LOCATED IN THE MILWAUKEE METROPOLITAN AREA: 1990**

Industry	SIC CODE	Number of Industry Establishments Located in Milwaukee Metropolitan Area	Ranking Points
Poultry Slaughtering and Processing	2015	2	0
Wines, Brandy, and Brandy Spirits	2084	0	0
Bottled and Canned Soft Drinks	2086	6	0
Wood Pallets and Skids	2448	16	7
Sanitary Food Containers	2656	0	0
Paper Coated and Laminated, nec	2672	6	0
Converted Paper Products, nec	2679	4	0
Book Printing	2732	3	0
Commercial Printing	2750 a	250	7
Typesetting	2791	31	7
Platemaking Services	2796	32	7
Industrial Inorganic Chemicals, Except Pigments ...	2810 b	4	0
Synthetic Rubber	2822	0	0
Medicinals and Botanicals	2833	1	0
Pharmaceutical Preparations	2834	4	0
Diagnostic Substances	2835	2	0
Biological Products Except Diagnostic	2836	3	0
Surface Active Agents	2843	1	0
Cosmetics	2844	2	0
Organic Chemicals, Except Gum and Wood	2860 c	6	0
Agricultural Chemicals, Except Fertilizer Mixing ..	2870 d	3	0
Fabricated Rubber Products, nec	3069	9	7
Footwear, Except Rubber, nec	3149	2	0
Vitreous Plumbing Fixtures	3261	0	0
Farm Machinery and Equipment	3523	10	7
Construction Machinery and Equipment	3531	31	7
Oil and Gas Field Machinery and Equipment	3533	0	0
Machine Tools	3540 e	31	7
Power-driven Handtools	3546	2	0
Welding Apparatus	3548	6	0
Textile Machinery	3552	0	0
Paper Industries Machinery	3554	10	7
Printing Trades Machinery and Equipment	3555	8	0
Computers and Peripherals	3570 f	1	0
Refrigeration and Heating Equipment	3585	10	7
Household Vacuum Cleaners	3635	0	0
Current-carrying Wiring Devices	3643	10	7
Household Audio and Video Equipment	3651	2	0
Electronic Parts, Excluding Semiconductors	3670 g	27	7
Semiconductors and Related Devices	3674	1	0

Table B-6 (continued)

Industry	SIC CODE	Number of Industry Establishments Located in Milwaukee Metropolitan Area		Ranking Points
Aircraft	3721	0		0
Guided Missiles and Space Vehicles	3761	0		0
Space Propulsion Units and Parts	3764	0		0
Laboratory Instruments	3820 h	9		7
Measuring and Controlling Instruments	3820 i	24		7
Surgical and Medical Instruments	3841	8		0
Surgical Appliances and Supplies	3842	17		7
Dental Equipment and Supplies	3843	2		0
X-ray Apparatus and Tubes	3844	4		0
Electromedical Equipment	3845	9		7

Note: Manufacturing industry classifications were awarded seven points if the total number of establishments located in the Milwaukee metropolitan area was at or above nine establishments.

- a SIC Codes: 2752, 2754, 2759
- b SIC Codes: 2812, 2813, 2814
- c SIC Codes: 2865, 2869
- d SIC Codes: 2873, 2874, 2879
- e SIC Codes: 3541, 3542
- f SIC Codes: 3571, 3572, 3575, 3577
- g SIC Codes: 3671, 3672, 3675, 3676, 3677, 3678, 3679
- h SIC Codes: 3821, 3826, 3827, 3829
- i SIC Codes: 3822, 3823, 3824

Source: Wisconsin Department of Industry, Labor and Human Relations and SEWRPC.

Table B-7

**RANKING CRITERION FIVE: MANUFACTURING INDUSTRY CLASSIFICATIONS
THAT EXHIBITED GROWTH IN EMPLOYMENT IN THE U.S.: 1987 TO 1990**

Industry	SIC CODE	Total Employment (in Millions)		Percent Change 1987 to 1990	Ranking Points
		1987	1990		
Poultry Slaughtering and Processing	2015	147.0	162.0	10.2	5
Wines, Brandy, and Brandy Spirits	2084	13.5	13.8	2.2	0
Bottled and Canned Soft Drinks	2086	95.6	92.0	-3.8	0
Wood Pallets and Skids	2448	25.7	28.7	11.7	5
Sanitary Food Containers	2656	15.8	18.5	17.1	5
Paper Coated and Laminated, nec	2672	30.9	33.0	6.8	0
Converted Paper Products, nec	2679	29.6	32.0	8.1	0
Book Printing	2732	N/A	N/A	0.0	0
Commercial Printing	2750 a	553.0	575.0	4.0	0
Typesetting	2791	N/A	N/A	0.0	0
Platemaking Services	2796	N/A	N/A	0.0	0
Industrial Inorganic Chemicals, Except Pigments ...	2810 b	85.3	93.6	9.7	0
Synthetic Rubber	2822	10.4	12.0	15.4	5
Medicinals and Botanicals	2833	11.6	11.6	0.0	0
Pharmaceutical Preparations	2834	132.0	138.0	4.5	0
Diagnostic Substances	2835	15.4	15.0	-2.6	0
Biological Products Except Diagnostic	2836	13.3	13.7	3.0	0
Surface Active Agents	2843	9.1	9.2	1.1	0
Cosmetics	2844	58.5	65.8	12.5	5
Organic Chemicals, Except Gum and Wood	2860 c	123.0	119.0	-3.3	0
Agricultural Chemicals, Except Fertilizer Mixing ..	2870 d	32.8	34.2	4.3	0
Fabricated Rubber Products, nec	3069	54.0	53.0	-1.9	0
Footwear, Except Rubber, nec	3149	6.6	N/A	0.0	0
Vitreous Plumbing Fixtures	3261	9.7	11.0	13.4	5
Farm Machinery and Equipment	3523	57.0	64.2	12.6	5
Construction Machinery and Equipment	3531	81.2	85.2	4.9	0
Oil and Gas Field Machinery and Equipment	3533	24.8	27.6	11.3	5
Machine Tools	3540 e	45.5	47.5	4.4	0
Power-driven Handtools	3546	16.8	17.0	1.2	0
Welding Apparatus	3548	18.5	19.2	3.8	0
Textile Machinery	3552	15.6	17.1	9.6	0
Paper Industries Machinery	3554	17.1	18.4	7.6	0
Printing Trades Machinery and Equipment	3555	25.0	24.2	-3.2	0
Computers and Peripherals	3570 f	286.0	277.0	-3.1	0
Refrigeration and Heating Equipment	3585	133.0	134.0	0.8	0
Household Vacuum Cleaners	3635	11.3	N/A	0.0	0
Current-carrying Wiring Devices	3643	N/A	N/A	0.0	0
Household Audio and Video Equipment	3651	30.9	350.0	1,032.7	5
Electronic Parts, Excluding Semiconductors	3670 g	363.0	350.0	-3.6	0
Semiconductors and Related Devices	3674	185.0	171.0	-7.6	0

Table B-7 (continued)

Industry	SIC CODE	Total Employment (in Millions)		Percent Change 1987 to 1990	Ranking Points
		1987	1990		
Aircraft	3721	268.0	268.0	0.0	0
Guided Missiles and Space Vehicles	3761	167.0	176.0	5.4	0
Space Propulsion Units and Parts	3764	31.8	36.2	13.8	5
Laboratory Instruments	3820 h	109.0	121.0	11.0	5
Measuring and Controlling Instruments	3820 i	90.0	101.0	12.2	5
Surgical and Medical Instruments	3841	73.1	84.9	16.1	5
Surgical Appliances and Supplies	3842	78.5	87.2	11.1	5
Dental Equipment and Supplies	3843	14.3	15.3	7.0	0
X-ray Apparatus and Tubes	3844	8.7	12.0	37.9	5
Electromedical Equipment	3845	29.2	31.6	8.2	0

Note: Manufacturing industry classifications that had a rate of employment growth that was at or above 10.0 percent were awarded five points.

a SIC Codes: 2752, 2754, 2759

b SIC Codes: 2812, 2813, 2814

c SIC Codes: 2865, 2869

d SIC Codes: 2873, 2874, 2879

e SIC Codes: 3541, 3542

f SIC Codes: 3571, 3572, 3575, 3577

g SIC Codes: 3671, 3672, 3675, 3676, 3677, 3678, 3679

h SIC Codes: 3821, 3826, 3827, 3829

i SIC Codes: 3822, 3823, 3824

Source: U.S. Department of Commerce and SEWRPC.

B6.WQ1

Table B-8

**RANKING CRITERION SIX: MANUFACTURING INDUSTRY CLASSIFICATIONS
WITH PRIMARY LOCATIONS IN THE STATES OF WISCONSIN OR ILLINOIS: 1987**

Industry	SIC CODE	Number of Industry Establishments			Percent of Industry Location		Ranking Points
		Wisconsin	Illinois	U.S.	Wisconsin	Illinois	
Poultry Slaughtering and Processing	2015	7	12	463	1.5	2.6	0
Wines, Brandy, and Brandy Spirits	2084 (208)	72	76	2,211	3.3	3.4	0
Bottled and Canned Soft Drinks	2086	37	39	1,190	3.1	3.3	0
Wood Pallets and Skids	2448	75	64	1,701	4.4	3.8	0
Sanitary Food Containers	2656 (265)	80	198	2,779	2.9	7.1	5
Paper Coated and Laminated, nec	2672	17	36	412	4.1	8.7	5
Converted Paper Products, nec	2679	29	39	821	3.5	4.8	0
Book Printing	2732	19	29	561	3.4	5.2	0
Commercial Printing	2750 a	798	2,039	36,111	2.2	5.6	0
Typesetting	2791	61	209	3,364	1.8	6.2	5
Platemaking Services	2796 (279)	106	320	4,777	2.2	6.7	5
Industrial Inorganic Chemicals, Except Pigments	2810 b	18	26	639	2.8	4.1	0
Synthetic Rubber	2822 (282)	9	34	343	2.6	9.9	5
Medicinals and Botanicals	2833	5	9	225	2.2	4.0	0
Pharmaceutical Preparations	2834	9	33	732	1.2	4.5	0
Diagnostic Substances	2835	11	9	158	7.0	5.7	5
Biological Products Except Diagnostic	2836	6	8	241	2.5	3.3	0
Surface Active Agents	2843	5	17	217	2.3	7.8	5
Cosmetics	2844	9	37	694	1.3	5.3	0
Organic Chemicals, Except Gum and Wood	2860 c	15	52	885	1.7	5.9	0
Agricultural Chemicals, Except Fertilizer Mixing	2870 d	22	13	518	4.2	2.5	0
Fabricated Rubber Products, nec	3069	16	52	1,009	1.6	5.2	0
Footwear, Except Rubber, nec	3149 (314)	22	5	483	4.6	1.0	0
Vitreous Plumbing Fixtures	3261	1	4	65	1.5	6.2	5
Farm Machinery and Equipment	3523	85	87	1,634	5.2	5.3	0
Construction Machinery and Equipment	3531	53	71	954	5.6	7.4	5
Oil and Gas Field Machinery and Equipment ..	3533 (353)	111	185	3,473	3.2	5.3	0
Machine Tools	3540 e	29	68	624	4.6	10.9	5
Power-driven Handtools	3546	3	14	199	1.5	7.0	5
Welding Apparatus	3548	9	9	225	4.0	4.0	0
Textile Machinery	3552 (355)	163	273	4,557	3.6	6.0	5
Paper Industries Machinery	3554	37	57	278	13.3	20.5	5
Printing Trades Machinery and Equipment	3555	13	53	438	3.0	12.1	5
Computers and Peripherals	3570 f	9	35	1,750	0.5	2.0	0
Refrigeration and Heating Equipment	3585	32	41	894	3.6	4.6	0
Household Vacuum Cleaners	3635 (363)	20	33	481	4.2	6.9	5
Current-carrying Wiring Devices	3643	7	35	430	1.6	8.1	5
Household Audio and Video Equipment	3651	4	23	378	1.1	6.1	5
Electronic Parts, Excluding Semiconductors ..	3670 g	57	260	4,905	1.2	5.3	0
Semiconductors and Related Devices	3674	13	21	853	1.5	2.5	0

Table B-8 (continued)

Industry	SIC CODE	Number of Industry Establishments			Percent of Industry Location		Ranking Points
		Wisconsin	Illinois	U.S.	Wisconsin	Illinois	
Aircraft	3721	8	2	155	5.2	1.3	0
Guided Missiles and Space Vehicles	3761	0	0	40	0.0	0.0	0
Space Propulsion Units and Parts	3764	0	0	35	0.0	0.0	0
Laboratory Instruments	3820 h	63	84	2,042	3.1	4.1	0
Measuring and Controlling Instruments	3820 i	59	72	1,196	4.9	6.0	5
Surgical and Medical Instruments	3841	51	54	1,136	4.5	4.8	0
Surgical Appliances and Supplies	3842	57	68	1,501	3.8	4.5	0
Dental Equipment and Supplies	3843	34	37	520	6.5	7.1	5
X-ray Apparatus and Tubes	3844	6	12	224	2.7	5.4	0
Electromedical Equipment	3845	10	13	196	5.1	6.6	5

Note: Ranking points were awarded if the States of Wisconsin or Illinois included 6.0 percent or more of all U.S. establishments.

a SIC Codes: 2752, 2754, 2759

b SIC Codes: 2812, 2813, 2814

c SIC Codes: 2865, 2869

d SIC Codes: 2873, 2874, 2879

e SIC Codes: 3541, 3542

f SIC Codes: 3571, 3572, 3575, 3577

g SIC Codes: 3671, 3672, 3675, 3676, 3677, 3678, 3679

h SIC Codes: 3821, 3826, 3827, 3829

i SIC Codes: 3822, 3823, 3824

(xxx) Indicates that a four-digit SIC Code was not available for the specific industry identified, and the number of establishments reported were identified using a three-digit SIC Code.

Source: U.S. Bureau of the Census and SEWRPC.

B9.WQ1

Ranking Criterion Seven: Manufacturing Industry Classifications in the U.S. with Fewer than 100 Employees in 1988

The size of an industrial establishment is an important consideration in an industry attraction program. The attraction of small- and medium-size firms, as measured by total employment, is important because industrial establishments with fewer than 100 employees generated 79 percent of the net new manufacturing jobs in the Milwaukee metropolitan area from 1979 to 1987, and 65 percent of the net new jobs for all industries during the same time period, as reported in the August 1991 issue of the Economic Development Quarterly, in an article entitled, "Is Employment Growth Really Coming from Small Establishments?" Table B-9 indicates the total number of establishments in each of the manufacturing industry classifications, as well as the total number and percentage of establishments with fewer than 100 employees. A weight of three points was assigned to those industry classifications whose percentage of total industry establishments with fewer than 100 employees in 1988 was at or above 87.5 percent.

RESULTS OF THE INDUSTRY RANKING PROCESS

Table B-10 sets forth the results of the ranking of the manufacturing industry classifications for the industry attraction program. As indicated in Table B-10, the commercial printing and measuring and controlling instruments industry, with 51 and 43 points, respectively, are industry classifications that would be appropriate to target in an industry attraction program for the City. In contrast, several industries, including bottled and canned soft drinks, book printing, and footwear, except rubber, with 0 points, are industry classifications that would be inappropriate to target in an industry attraction program.

The manufacturing industry classifications listed in Table B-10 can be classified into three priority categories: 1) the industry classifications that should receive highest priority in an industry attraction program, or those industry classifications receiving from 35 to 51 points in the priority ranking system; 2) the industry classifications that should receive medium priority in an industry attraction program, or those industry classifications receiving from 20 to 31 points in the priority ranking system; and 3) the industry classifications that should have low priority in an industry attraction program, or those industry classifications receiving 18 or fewer points in the priority ranking system.

Table B-11 lists the total number and percentage of industry establishments located in each of the states comprising the midwest region, the total number of establishments in the midwest region, the total number of establishments in the U.S., and the percent of industry establishments located in the midwest region for each of the high-priority manufacturing industry classifications. The distribution of industry establishments within each of the targeted industry classifications provides a perspective on the concentration of these industries in the Midwest, and will provide a means by which the City of Cudahy can determine the states that should be included in the city industry attraction program.

As indicated in Table B-11, of the eight high-priority targeted industry classifications, the State of Illinois had the largest number of industry establishments for six high-priority classifications and the State of Ohio for two high-priority classifications.

Table 8-9

**RANKING CRITERION SEVEN: MANUFACTURING INDUSTRY CLASSIFICATIONS
IN THE U.S. WITH FEWER THAN 100 EMPLOYEES: 1988**

Industry	SIC CODE	Total Number of Establishments	Establishments With Fewer Than 100 Employees in 1988		Ranking Points
			Number	Percent	
Poultry Slaughtering and Processing	2015	472	171	36.2	0
Wines, Brandy, and Brandy Spirits	2084	513	488	95.1	3
Bottled and Canned Soft Drinks	2086	1,135	830	73.1	0
Wood Pallets and Skids	2448	1,669	1,653	99.0	3
Sanitary Food Containers	2656	84	48	57.1	0
Paper Coated and Laminated, nec	2672	411	334	81.3	0
Converted Paper Products, nec	2679	754	680	90.2	3
Book Printing	2732	535	440	82.2	0
Commercial Printing	2750 a	34,456	33,456	97.1	3
Typesetting	2791	3,157	3,112	98.6	3
Platemaking Services	2796	1,392	1,345	96.6	3
Industrial Inorganic Chemicals, Except Pigments ...	2810 b	1,282	1,154	90.0	3
Synthetic Rubber	2822	115	93	80.9	0
Medicinals and Botanicals	2833	223	198	88.8	3
Pharmaceutical Preparations	2834	718	529	73.7	0
Diagnostic Substances	2835	161	120	74.5	0
Biological Products Except Diagnostic	2836	231	199	86.1	0
Surface Active Agents	2843	204	179	87.7	3
Cosmetics	2844	687	557	81.1	0
Organic Chemicals, Except Gum and Wood	2860 c	871	613	70.4	0
Agricultural Chemicals, Except Fertilizer Mixing ..	2870 d	488	419	85.9	0
Fabricated Rubber Products, nec	3069	1,024	885	86.4	0
Footwear, Except Rubber, nec	3149	115	83	72.2	0
Vitreous Plumbing Fixtures	3261	63	33	52.4	0
Farm Machinery and Equipment	3523	1,580	1,468	92.9	3
Construction Machinery and Equipment	3531	903	748	82.8	0
Oil and Gas Field Machinery and Equipment	3533	601	537	89.4	3
Machine Tools	3540 e	680	575	84.6	0
Power-driven Handtools	3546	201	165	82.1	0
Welding Apparatus	3548	219	172	78.5	0
Textile Machinery	3552	493	462	93.7	3
Paper Industries Machinery	3554	272	232	85.3	0
Printing Trades Machinery and Equipment	3555	431	383	88.9	3
Computers and Peripherals	3570 f	1,900	1,502	79.1	0
Refrigeration and Heating Equipment	3585	914	643	70.4	0
Household Vacuum Cleaners	3635	35	21	60.0	0
Current-carrying Wiring Devices	3643	451	324	71.8	0
Household Audio and Video Equipment	3651	368	317	86.1	0
Electronic Parts, Excluding Semiconductors	3670 g	4,799	3,897	81.2	0
Semiconductors and Related Devices	3674	831	609	73.3	0

Table B-9 (continued)

Industry	SIC CODE	Total Number of Establishments	Establishments With Fewer Than 100 Employees in 1988		Ranking Points
			Number	Percent	
Aircraft	3721	163	118	72.4	0
Guided Missiles and Space Vehicles	3761	40	4	10.0	0
Space Propulsion Units and Parts	3764	35	20	57.1	0
Laboratory Instruments	3820 h	2,067	1,786	86.4	0
Measuring and Controlling Instruments	3820 i	1,178	972	82.5	0
Surgical and Medical Instruments	3841	1,137	966	85.0	0
Surgical Appliances and Supplies	3842	1,464	1,271	86.8	0
Dental Equipment and Supplies	3843	503	468	93.0	3
X-ray Apparatus and Tubes	3844	87	58	66.7	0
Electromedical Equipment	3845	214	151	70.6	0

Note: Manufacturing industry classifications that were at or above 87.5 percent were awarded three points.

- a SIC Codes: 2752, 2754, 2759
- b SIC Codes: 2812, 2813, 2814
- c SIC Codes: 2865, 2869
- d SIC Codes: 2873, 2874, 2879
- e SIC Codes: 3541, 3542
- f SIC Codes: 3571, 3572, 3575, 3577
- g SIC Codes: 3671, 3672, 3675, 3676, 3677, 3678, 3679
- h SIC Codes: 3821, 3826, 3827, 3829
- i SIC Codes: 3822, 3823, 3824

Source: U.S. Bureau of the Census and SEWRPC.

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Table B-10

TOTAL RANKING OF MANUFACTURING INDUSTRY CLASSIFICATIONS

Industry	SIC CODE	Growth in Wisconsin 1982-87	Likely Job Generators Wisconsin 1985	Growth in Midwest 1982-87	Location in Milwaukee Metro. Area 1990	Growth in Emp- loyment in U.S. 1987-90	Primary Locations Wisconsin/ Illinois 1987	Fewer than 100 Employees 1988	Total Points
High Priority									
Commercial Printing	2750 a	15	15	11	7	0	0	3	51
Measuring and Controlling Instruments	3820 i	15	0	11	7	5	5	0	43
Laboratory Instruments	3820 h	15	15	0	7	5	0	0	42
Electromedical Equipment	3845	15	0	11	7	0	5	0	38
Surgical Appliances and Supplies	3842	15	0	11	7	5	0	0	38
Synthetic Rubber	2822	15	0	11	0	5	5	0	36
Household Audio and Video Equipment .	3651	15	0	11	0	5	5	0	36
Cosmetics	2844	15	15	0	0	5	0	0	35
Medium Priority									
X-ray Apparatus and Tubes	3844	15	0	11	0	5	0	0	31
Poultry Slaughtering and Processing .	2015	0	15	11	0	5	0	0	31
Platemaking Services	2796	15	0	0	7	0	5	3	30
Semiconductors and Related Devices ..	3674	0	15	11	0	0	0	0	26
Agricultural Chemicals	2870 d	15	0	11	0	0	0	0	26
Surface Active Agents	2843	0	15	0	0	0	5	3	23
Paper Industries Machinery	3554	0	0	11	7	0	5	0	23
Electronic Parts, Excluding Semiconductors	3670 g	0	15	0	7	0	0	0	22
Vitreous Plumbing Fixtures	3261	0	0	11	0	5	5	0	21
Diagnostic Substances	2835	15	0	0	0	0	5	0	20

Table B-10 (continued)

Industry	SIC CODE	Growth in Wisconsin 1982-87	Likely Job	Growth in Midwest 1982-87	Location in	Growth in Emp- loyment in U.S. 1987-90	Primary	Fewer than 100 Employees 1988	Total Points
			Generators Wisconsin 1985		Milwaukee Metro. Area 1990		Locations Wisconsin/ Illinois 1987		

Low Priority									
Converted Paper Products, nec	2679	15	0	0	0	0	0	3	18
Surgical and Medical Instruments	3841	0	0	11	0	5	0	0	16
Farm Machinery and Equipment	3523	0	0	0	7	5	0	3	15
Aircraft	3721	0	15	0	0	0	0	0	15
Biological Products Except									
Diagnostic	2836	15	0	0	0	0	0	0	15
Computers and Peripherals	3570 f	0	15	0	0	0	0	0	15
Pharmaceutical Preparations	2834	15	0	0	0	0	0	0	15
Wood Pallets and Skids	2448	0	0	0	7	5	0	3	15
Typesetting	2791	0	0	0	7	0	5	3	15
Industrial Inorganic Chemicals	2810 b	0	0	11	0	0	0	3	14
Current-carrying Wiring Devices	3643	0	0	0	7	0	5	0	12
Machine Tools	3540 e	0	0	0	7	0	5	0	12
Construction Machinery and									
Equipment	3531	0	0	0	7	0	5	0	12
Sanitary Food Containers	2656	0	0	0	0	5	5	0	10
Printing Trades Machinery and									
Equipment	3555	0	0	0	0	0	5	3	8
Dental Equipment and Supplies	3843	0	0	0	0	0	5	3	8
Textile Machinery	3552	0	0	0	0	0	5	3	8
Oil and Gas Field Machinery and									
Equipment	3533	0	0	0	0	5	0	3	8

Table B-10 (continued)

Industry	SIC CODE	Growth in Wisconsin 1982-87	Likely Job Generators Wisconsin 1985	Growth in Midwest 1982-87	Location in Milwaukee Metro. Area 1990	Growth in Emp- loyment in U.S. 1987-90	Primary Locations Wisconsin/ Illinois 1987	Fewer than 100 Employees 1988	Total Points
Low Priority (continued)									
Fabricated Rubber Products, nec	3069	0	0	0	7	0	0	0	7
Refrigeration and Heating Equipment ..	3585	0	0	0	7	0	0	0	7
Space Propulsion Units and Parts	3764	0	0	0	0	5	0	0	5
Power-driven Handtools	3546	0	0	0	0	0	5	0	5
Household Vacuum Cleaners	3635	0	0	0	0	0	5	0	5
Paper Coated and Laminated, nec	2672	0	0	0	0	0	5	0	5
Wines, Brandy, and Brandy Spirits ...	2084	0	0	0	0	0	0	3	3
Medicinals and Botanicals	2833	0	0	0	0	0	0	3	3
Bottled and Canned Soft Drinks	2086	0	0	0	0	0	0	0	0
Organic Chemicals, Except Gum and Wood	2860 c	0	0	0	0	0	0	0	0
Welding Apparatus	3548	0	0	0	0	0	0	0	0
Book Printing	2732	0	0	0	0	0	0	0	0
Guided Missiles and Space Vehicles ..	3761	0	0	0	0	0	0	0	0
Footwear, Except Rubber, nec	3149	0	0	0	0	0	0	0	0

a SIC Codes: 2752, 2754, 2759

b SIC Codes: 2812, 2813, 2814

c SIC Codes: 2865, 2869

d SIC Codes: 2873, 2874, 2879

e SIC Codes: 3541, 3542

f SIC Codes: 3571, 3572, 3575, 3577

g SIC Codes: 3671, 3672, 3675, 3676, 3677, 3678, 3679

h SIC Codes: 3821, 3826, 3827, 3829

i SIC Codes: 3822, 3823, 3824

Source: SEWRPC.

Table B-11

NUMBER AND PERCENT OF HIGH PRIORITY TARGETED INDUSTRY ESTABLISHMENTS
LOCATED IN THE UNITED STATES AND THE MIDWEST REGION: 1987

Industry Establishments							
High Priority Targeted Industry Classification	SIC Code	Illinois	Percent of Midwest Region Establishments	Indiana	Percent of Midwest Region Establishments	Michigan	Percent of Midwest Region Establishments
Commercial Printing	2750 a	2,039	28.7	729	10.3	1,218	17.1
Measuring and Controlling Instruments ..	3820 i	72	23.5	25	8.1	56	18.2
Laboratory Instruments	3820 h	84	20.8	15	3.7	69	17.1
Electromedical Equipment	3845	13	29.5	3	6.8	0	0.0
Surgical Appliances and Supplies	3842	68	19.3	29	8.2	52	14.8
Synthetic Rubber	2822	34	32.4	11	10.5	19	18.1
Household Audio and Video Equipment	3651	23	29.9	13	16.9	10	13.0
Cosmetics	2844	37	40.2	0	0.0	14	15.2

Industry Establishments							
High Priority Targeted Industry Classification	SIC Code	Minnesota	Percent of Midwest Region Establishments	Ohio	Percent of Midwest Region Establishments	Wisconsin	Percent of Midwest Region Establishments
Commercial Printing	2750 a	748	10.5	1,574	22.2	798	11.2
Measuring and Controlling Instruments ..	3820 i	27	8.8	68	22.1	59	19.2
Laboratory Instruments	3820 h	37	9.2	135	33.5	63	15.6
Electromedical Equipment	3845	10	22.7	8	18.2	10	22.7
Surgical Appliances and Supplies	3842	57	16.2	89	25.3	57	16.2
Synthetic Rubber	2822	0	0.0	32	30.5	9	8.6
Household Audio and Video Equipment	3651	8	10.4	19	24.7	4	5.2
Cosmetics	2844	11	12.0	21	22.8	9	9.8

Table B-11 (continued)

Industry Establishments				
High Priority Targeted Industry Classification	SIC Code	Midwest Region	United States	Percent of U.S. Establishments in the Midwest Region
Commercial Printing	2750 a	7,106	36,111	19.7
Measuring and Controlling Instruments ..	3820 i	307	1,196	25.7
Laboratory Instruments	3820 h	403	2,042	19.7
Electromedical Equipment	3845	44	196	22.4
Surgical Appliances and Supplies	3842	352	1,501	23.5
Synthetic Rubber	2822	105	343	30.6
Household Audio and Video Equipment	3651	77	378	20.4
Cosmetics	2844	92	694	13.3

a SIC Codes: 2752, 2754, 2759

b SIC Codes: 2812, 2813, 2814

c SIC Codes: 2865, 2869

d SIC Codes: 2873, 2874, 2879

e SIC Codes: 3541, 3542

f SIC Codes: 3571, 3572, 3575, 3577

g SIC Codes: 3671, 3672, 3675, 3676, 3677, 3678, 3679

h SIC Codes: 3821, 3826, 3827, 3829

i SIC Codes: 3822, 3823, 3824

Source: U.S. Bureau of the Census and SEWRPC.

INDUSTRY ATTRACTION ACTIVITIES IN SOUTHEASTERN WISCONSIN

Forward Wisconsin, Inc.

Forward Wisconsin, Inc., a nonprofit marketing corporation formed by the Wisconsin Legislature, has developed an economic development marketing program that identifies targeted industries that have the potential for locating in Wisconsin and are economic-base oriented. This marketing program is giving priority to targeted industries that are growing nationally, that are projected to be fast-growth industries in the future, that have shown good performance in Wisconsin and the Midwest, and that have locational requirements that correspond with the unique assets of the State.

In addition, Forward Wisconsin hosts and attends industry trade shows and prospecting call trips for local officials and business persons to assist in recruiting industry from neighboring states.

Over the next two years, Forward Wisconsin will direct their marketing efforts towards conducting direct mail programs to the following targeted industries: 1) administrative centers; 2) plastics; and 3) composites.

Wisconsin Electric Power Company

The Wisconsin Electric Power Company is continuing to implement a major economic development marketing program with the theme "Wisconsin: Where Success Stories Start" to bring new industry to Wisconsin Electric's service area in southeastern Wisconsin. The major objectives of this program continues to be to improve Wisconsin's out-of-state image, to generate leads that will assist in attracting new industries to the area, and to coordinate the efforts of Wisconsin Electric with the marketing efforts of communities in southeastern Wisconsin. In addition, Wisconsin Electric will be working with targeted markets that include the following industries: 1) biotechnology; 2) medical instruments; 3) printing and publishing; 4) plastics; and 5) service industries.

Finally, Wisconsin Electric is planning to focus its future marketing efforts on target markets in Canada and the Chicago, Illinois, area, and to work in conjunction with Milwaukee County in marketing the Milwaukee Medical Resources Consortium by targeting high-technology medical firms that may be interested in expanding or locating in the County.

Wisconsin Electric will be utilizing a variety of methods to conduct its marketing program. These include: 1) print advertising; 2) newsletters; 3) direct mail promotions; 4) trade shows; 5) industry call programs; and 6) miscellaneous activities such as developing and updating fact sheets and community profiles, and expanding its site and building data bank so that the data can be updated and accessed by local units of government, Forward Wisconsin, the Wisconsin Department of Development, and various other public or not-for-profit development agencies.

Milwaukee County

The Milwaukee County Division of Economic Development, which is a branch of the Department of Public Works, has developed as part of its overall work program economic development activities that promote Milwaukee County and assist new and existing businesses in their efforts to expand or relocate to the County. The County's marketing efforts include hosting and attending trade shows, direct mailings of promotional material to businesses located in neighboring states and

Canada, accompanying Forward Wisconsin staff on prospecting call trips primarily to the Chicago area, and responding to inquiries about Milwaukee County made by businesses.

In addition, Milwaukee County in conjunction with Wisconsin Electric is involved in the marketing of the Milwaukee Medical Resources Consortium and plans to conduct a direct mail program for high-technology medical firms that may be interested in expanding or locating in the County.

The Forward Wisconsin, Wisconsin Electric, and Milwaukee County economic development marketing programs include targeted industries that correspond, in part, with the targeted industry classifications identified in this study. Three of the targeted industries selected by Forward Wisconsin, Wisconsin Electric, and Milwaukee County coincide with this study's high-priority ranked industries: commercial printing, electromedical equipment, and surgical appliances and supplies.

TARGETED INDUSTRY PROGRAM

The final recommendation for the City of Cudahy industry attraction program is contained in Section V of this overall economic development program plan. In general, an industry attraction program would consist of a direct mail program using postcards or promotional packets that would target randomly selected industry establishments in those states exhibiting the highest concentrations of high-priority industry classifications. The City would purchase manufacturing directories for those states selected. The Mayor should be designated as the primary contact person for industry establishments responding to the industry attraction effort. In addition, the City should closely monitor the results of the initial attraction effort. Telephone calls and letters received from industry establishments in response to the solicitation should be carefully logged and the results analyzed.

Information regarding the names, addresses, and telephone numbers of specific manufacturing establishments within the Standard Industrial Classification (SIC) codes indicated above is available in printed form for each state in the nation. The publications setting forth this information range in price from \$20 to \$210 and can be ordered from Manufacturing News, Inc., 1633 Central Street, Evanston, Illinois, 60201 (708) 864-7000.

Appendix C

STANDARD INDUSTRIAL CLASSIFICATION (SIC) CODES AND INDUSTRY DESCRIPTIONS

Poultry Slaughtering and Processing (SIC Code: 2015)

Establishments primarily engaged in slaughtering, dressing, packing, freezing, and canning poultry, rabbits, and other small game.

Wines, Brandy, and Brandy Spirits (SIC Code: 2084)

Establishments primarily engaged in manufacturing wines, brandy, and brandy spirits, also includes bonded wine cellars engaged in blending wines.

Bottled and Canned Soft Drinks (SIC Code: 2086)

Establishments primarily engaged in manufacturing soft drinks and carbonated waters.

Wood Pallets and Skids (SIC Code: 2448)

Establishments primarily engaged in manufacturing wood and wood-metal combination pallets and skids.

Sanitary Food Containers (SIC Code: 2656)

Establishments primarily engaged in manufacturing nonfolding food containers from special foodboard. Important products of this industry include fluid milk containers, round nested food containers, paper cups, and similar products.

Paper Coated and Laminated, nec (SIC Code: 2672)

Establishments primarily engaged in manufacturing coated, laminated, or processed paper and film from purchased paper, except for packaging.

Converted Paper Products, nec (SIC Code: 2679)

Establishments primarily engaged in manufacturing miscellaneous converted paper or paperboard products, not elsewhere classified, from purchased paper or paperboard. Also included in this industry are pressed and molded pulp goods.

Book Printing (SIC Code: 2732)

Establishments primarily engaged in publishing, or in publishing and printing, books and pamphlets.

Commercial Printing (SIC Codes: 2752, 2754, 2759)

Establishments primarily engaged in letterpress and screen commercial or job printing, including flexographic, printing by the lithographic process, offset printing, photo-offset printing, photolithographing, and gravure printing.

Typesetting (SIC Code: 2791)

Establishments primarily engaged in typesetting for the trade, including advertisement typesetting.

Platemaking Services (SIC Code: 2796)

Establishments primarily engaged in making plates for printing purposes and in related services. Also included are establishments primarily engaged in making positives or negatives from which offset lithographic plates are made.

Industrial Inorganic Chemicals, Except Pigments (SIC Codes: 2812,13,14)

Establishments primarily engaged in manufacturing basic industrial inorganic chemicals, except pigments, including alkalies, and chlorine, industrial gases (including organic) for sale in compressed, liquid, and solid forms.

Synthetic Rubber (SIC Code: 2822)

Establishments primarily engaged in manufacturing synthetic rubber by polymerization or copolymerization.

Medicinals and Botanicals (SIC Code: 2833)

Establishments primarily engaged in: 1) manufacturing bulk organic and inorganic medicinal chemicals and their derivatives and (2) processing (grading, grinding, and milling) bulk botanical drugs and herbs.

Pharmaceutical Preparations (SIC Code: 2834)

Establishments primarily engaged in manufacturing, fabricating, or processing drugs in pharmaceutical preparations for human or veterinary use.

Diagnostic Substances (SIC Code: 2835)

Establishments primarily engaged in manufacturing in vitro and in vivo diagnostic substances, whether or not packaged for retail sale. These materials are chemical, biological, or radioactive substances used in diagnosing or monitoring the state of human or veterinary health.

Biological Products Except Diagnostic (SIC Code: 2836)

Establishments primarily engaged in the production of bacterial and virus vaccines, toxoids, and analogous products (such as allergenic extracts), serums, plasmas, and other blood derivatives for human or veterinary use.

Surface Active Agents (SIC Code: 2843)

Establishments primarily engaged in producing surface active preparations for use as wetting agents, emulsifiers, and penetrants.

Cosmetics (SIC Code: 2844)

Establishments primarily engaged in manufacturing perfumes (natural and synthetic), cosmetics, and other toilet preparations.

Organic Chemicals, Except Gum and Wood (SIC Codes: 2865,2869)

Establishments primarily engaged in manufacturing cyclic organic crudes and intermediates, organic dyes and pigments, and organic chemicals, not elsewhere classified, not including gum and wood.

Agricultural Chemicals, Except Fertilizer Mixing (SIC Codes: 2873,74,79)

Establishments primarily engaged in manufacturing nitrogenous and phosphatic basic fertilizers, pesticides, and other agricultural chemicals.

Fabricated Rubber Products, nec (SIC Code: 3069)

Establishments primarily engaged in manufacturing industrial rubber goods, rubberized fabrics, and vulcanized rubber clothing, and miscellaneous rubber specialties and sundries, not elsewhere classified.

Footwear, Except Rubber, nec (SIC Code: 3149)

Establishments primarily engaged in the production of shoes, not elsewhere classified, such as misses', youths', boys', children's and infants' footwear.

Vitreous Plumbing Fixtures (SIC Code: 3261)

Establishments primarily engaged in manufacturing vitreous china plumbing fixtures and china and earthenware fittings and bathroom accessories.

Farm Machinery and Equipment (SIC Code: 3523)

Establishments primarily engaged in manufacturing farm machinery and equipment, including wheel tractors, for use in the preparation and maintenance of the soil; planting and harvesting of the crop; preparing crops for market on the farm; or for use in performing other farm operations and processes.

Construction Machinery and Equipment (SIC Code: 3531)

Establishments primarily engaged in manufacturing heavy machinery and equipment of a type used primarily by the construction industries.

Oil and Gas Field Machinery and Equipment (SIC Code: 3533)

Establishments primarily engaged in manufacturing machinery and equipment for use in oil and gas fields or for drilling water wells, including portable drilling rigs.

Machine Tools (SIC Code: 3541, 3542)

Establishments primarily engaged in manufacturing metal cutting type machine tools, and metal forming machine tools, not supported in the hands of an operator while in use.

Power-Driven Handtools (SIC Code: 3546)

Establishments primarily engaged in manufacturing power-driven handtools, such as drills and drilling tools, pneumatic and snagging grinders, and electric hammers.

Welding Apparatus (SIC Code: 3548)

Establishments primarily engaged in manufacturing electric and gas welding and soldering equipment and accessories.

Textile Machinery (SIC Code: 3552)

Establishments primarily engaged in manufacturing machinery for the textile industries, including parts, attachments, and accessories.

Paper Industries Machinery (SIC Code: 3554)

Establishments primarily engaged in manufacturing machinery for the pulp, paper, and paper product industries.

Printing Trades Machinery and Equipment (SIC Code: 3555)

Establishments primarily engaged in manufacturing machinery and equipment used by the printing and bookbinding trades.

Computers and Peripherals (SIC Codes: 3571, 72, 75, 77)

Establishments primarily engaged in manufacturing electronic computers including, storage devices, terminals, and peripheral equipment, not elsewhere classified, including, plotters, printers, and graphic displays.

Refrigeration and Heating Equipment (SIC Code: 3585)

Establishments primarily engaged in manufacturing refrigeration equipment and systems, air conditioners, nonelectric warm air furnaces, soda fountain and beer dispensing equipment, humidifiers, and dehumidifiers.

Household Vacuum Cleaners (SIC Code: 3635)

Establishments primarily engaged in manufacturing vacuum cleaners for household use.

Current-Carrying Wiring Devices (SIC Code: 3643)

Establishments primarily engaged in manufacturing current-carrying wiring devices, such as attachment plugs and caps, convenience outlets, lamp sockets and receptacles, snap switches, conductor connectors, lightning arrestors, and other lightning protective equipment.

Household Audio and Video Equipment (SIC Code: 3651)

Establishments primarily engaged in manufacturing electronic equipment for home entertainment, including automobile radios and tape players.

Electronic Parts, Excluding Semiconductors (SIC Codes: 3671-72, 75-79)

Establishments primarily engaged in manufacturing electron tubes, tube parts, circuit boards, electronic capacitors, electronic resistors, electronic coils, transformers, inductors, electronic connectors, and electronic components, not elsewhere classified.

Semiconductors and Related Devices (SIC Code: 3674)

Establishments primarily engaged in manufacturing semiconductor and related solid state devices, such as semiconductor diodes and stacks, including rectifiers, integrated microcircuits, transistors, solar cells, and light sensing and emitting semiconductor devices.

Aircraft (SIC Code: 3721)

Establishments primarily engaged in manufacturing or assembling complete aircraft.

Guided Missiles and Space Vehicles (SIC Code: 3761)

Establishments primarily engaged in manufacturing complete guided missiles and space vehicles. Research and development and other services on or for guided missiles and space vehicles are included in this industry.

Space Propulsion Units and Parts (SIC Code: 3764)

Establishments primarily engaged in manufacturing guided missile and space vehicle propulsion units and propulsion unit parts. Research and development on guided missile and space vehicle propulsion units and propulsion unit parts is also included in this industry.

Laboratory Instruments (SIC Codes: 3821, 26, 27, 29)

Establishments primarily engaged in manufacturing laboratory apparatus and furniture, laboratory analytical instruments, optical instruments and lenses, and measuring and controlling devices, not elsewhere classified.

Measuring and Controlling Instruments (SIC Codes: 3822-24)

Establishments primarily engaged in manufacturing temperature and related controls for heating and air-conditioning installations and refrigeration applications, automatic regulators used as components of household appliances, instruments for measurement, display, and control of process variables for industrial instruments, and totalizing fluid meters and counting devices.

Surgical and Medical Instruments (SIC Code: 3841)

Establishments primarily engaged in manufacturing medical, surgical, ophthalmic, and veterinary instruments and apparatus.

Surgical Appliances and Supplies (SIC Code: 3842)

Establishments primarily engaged in manufacturing orthopedic, prosthetic, and surgical appliances and supplies, arch supports, and other foot appliances; fracture appliances, elastic hosiery, abdominal supporters, braces, and trusses; bandages; surgical gauze and dressings; sutures; adhesive tapes and medicated plasters; and personal safety appliances and equipment.

Dental Equipment and Supplies (SIC Code: 3843)

Establishments primarily engaged in manufacturing artificial teeth, dental metals, alloys, and amalgams, and a wide variety of equipment, instruments, and supplies used by dentists, dental laboratories, and dental colleges.

X-Ray Apparatus and Tubes (SIC Code: 3844)

Establishments primarily engaged in manufacturing radiographic X-ray, fluoroscopic X-ray, and therapeutic X-ray apparatus and tubes for medical, industrial, research, and control application, or in manufacturing other irradiation equipment, including gamma and beta-ray equipment.

Electromedical Equipment (SIC Code: 3845)

Establishments primarily engaged in manufacturing electromedical and electrotherapeutic apparatus.

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Appendix D

COMMUNITY DEVELOPMENT AUTHORITY STATUTES

community development programs and activities approved by the mayor and common council under the federal housing and community development act of 1974 and as agent to perform all acts, except the development of the general plan of the city, which may be otherwise performed by the planning commission under s. 66.405 to 66.425, 66.43, 66.435 or 66.46. A certified copy of such ordinance or resolution shall be transmitted to the mayor. The ordinance or resolution shall also:

(a) Provide that any redevelopment authority created under s. 66.431 operating in such city and any housing authority created under s. 66.40 operating in such city, shall terminate its operation as provided in sub. (5); and

(b) Declare in substance that a need for blight elimination, slum clearance, urban renewal and community development programs and projects and housing projects exists in the city.

(2) APPOINTMENT OF MEMBERS. Upon receipt of a certified copy of such ordinance or resolution, the mayor shall, with the confirmation of the council, appoint 7 resident persons having sufficient ability and experience in the fields of urban renewal, community development and housing, as commissioners of the community development authority.

(a) Two of the commissioners shall be members of the council and shall serve during their term of office as council members.

(b) The first appointments of the 5 noncouncil members shall be for the following terms: 2 for one year and one each for terms of 2, 3 and 4 years. Thereafter the terms of noncouncil members shall be 4 years and until their successors are appointed and qualified.

(c) Vacancies shall be filled for the unexpired term as provided in this subsection.

(d) Commissioners shall be reimbursed their actual and necessary expenses including local travel expenses incurred in the discharge of their duties, and may, in the discretion of the city council, receive other compensation.

(3) EVIDENCE OF AUTHORITY. The filing of a certified copy of the ordinance or resolution referred to in sub. (1) with the city clerk shall be prima facie evidence of the community development authority's right to transact business and such ordinance or resolution is not subject to challenge because of any technicality. In any suit, action or proceeding commenced against the community development authority, a certified copy of such ordinance or resolution is conclusive evidence that such community development authority is established and authorized to transact business and exercise its powers under this section.

(4) POWERS AND DUTIES. The community development authority shall have all powers, duties and functions set out in ss. 66.40 and 66.431 for housing and redevelopment authorities and as to all housing projects initiated by the community development authority it shall proceed under s. 66.40, and as to all projects relating to blight elimination, slum clearance, urban renewal and redevelopment programs it shall proceed under s. 66.405 to 66.425, 66.43, 66.431, 66.435 or 66.46 as determined appropriate by the common council on a project by project basis. As to all community development programs and activities undertaken by the city under the federal housing and community development act of 1974, the community development authority shall proceed under all applicable laws and ordinances not inconsistent with the laws of this state. In addition, if provided in the resolution or ordinance, the community development authority may act as agent of the city to perform all acts, except the development of the general plan of the city, which may be otherwise performed by the planning commission under s. 66.405 to 66.425, 66.43, 66.435 or 66.46.

66.4325 Housing and community development authorities. (1) AUTHORIZATION. Any city may, by a two-thirds vote of the members of the city council present at the meeting, adopt an ordinance or resolution creating a housing and community development authority which shall be known as the "Community Development Authority" of such city. It shall be deemed a separate body politic for the purpose of carrying out blight elimination, slum clearance, urban renewal programs and projects and housing projects. The ordinance or resolution creating a housing and community development authority may also authorize such authority to act as the agent of the city in planning and carrying out

66.4325 MUNICIPAL LAW

(5) TERMINATION OF HOUSING AND REDEVELOPMENT AUTHORITIES. Upon the adoption of an ordinance or resolution creating a community development authority, all housing and redevelopment authorities previously created in such city under ss. 66.40 and 66.431 shall terminate.

(a) Any programs and projects which have been begun by housing and redevelopment authorities shall, upon adoption of such ordinance or resolution be transferred to and completed by the community development authority. Any procedures, hearings, actions or approvals taken or initiated by the redevelopment authority under s. 66.431 on pending projects is deemed to have been taken or initiated by the community development authority as though the community development authority had originally undertaken such procedures, hearings, actions or approvals.

(b) Any form of indebtedness issued by a housing or redevelopment authority shall, upon the adoption of such ordinance or resolution, be assumed by the community development authority except as indicated in par. (e).

(c) Upon the adoption of such ordinance or resolution, all contracts entered into between the federal government and a housing or redevelopment authority, or between such authorities and other parties shall be assumed and discharged by the community development authority except for the termination of operations by housing and redevelopment authorities. Housing and redevelopment authorities may execute any agreements contemplated by this subsection. Contracts for disposition of real property entered into by the redevelopment authority with respect to any project shall be deemed contracts of the community development authority without the requirement of amendments thereto. Contracts entered into between the federal government and the redevelopment authority or the housing authority shall bind the community development authority in the same manner as though originally entered into by the community development authority.

(d) A community development authority may execute appropriate documents to reflect its assumption of the obligations set forth in this subsection.

(e) A housing authority which has outstanding bonds or other securities that require the operation of the housing authority in order to fulfill its commitments with respect to the discharge of principal or interest or both, may continue in existence solely for such purpose. The ordinance or resolution creating the community development authority shall delineate the duties and responsibilities which shall devolve upon the housing authority with respect thereto.

(f) The termination of housing and redevelopment authorities pursuant to this section shall not be subject to s. 66.40 (26).

(5m) TAX EXEMPTION. Community development authority bonds issued on or after January 28, 1987, are declared to be issued for an essential public and governmental purpose and to be public instrumentalities and, together with interest thereon and income therefrom, are exempt from taxes.

(6) CONTROLLING STATUTE. The powers conferred under this section shall be in addition and supplemental to the powers conferred by any other law. Insofar as this section is inconsistent with any other law, this section shall control.

(7) CONSTRUCTION. This section shall be construed liberally to effectuate its purposes and the enumeration of specific powers herein does not restrict the meaning of any general grant of power contained in this section nor does it exclude other powers comprehended in such general grant.