

**CITY OF CEDARBURG
MEETING OF COMMON COUNCIL
July 15, 2019 – 6:30 P.M.**

A regular meeting of the Common Council of the City of Cedarburg, Wisconsin, will be held on **Monday, July 15, 2019 at 6:30 p.m.** at the **Cedarburg Cultural Center**, W62 N546 Washington Ave, Cedarburg, WI.

Please note the change in Council meeting time & location above.

AGENDA

1. CALL TO ORDER - Mayor Mike O'Keefe
 2. MOMENT OF SILENCE
 3. PLEDGE OF ALLEGIANCE
 4. ROLL CALL: Present – Common Council – Mayor Mike O'Keefe, Council Members Sherry Bublitz, Jack Arnett, Kristin Burkart, Rick Verhaalen, Garan Chivinski, and Patricia Thome

Excused – Council Member Rod Galbraith
 5. STATEMENT OF PUBLIC NOTICE
 6. APPROVAL OF MINUTES* - July 8, 2019
 7. COMMENTS AND SUGGESTIONS FROM CITIZENS** Comments from citizens on a listed agenda item will be taken when the item is addressed by the Council. At this time individuals can speak on any topic not on the agenda for up to 5 minutes, time extensions at the discretion of the Mayor. No action can be taken on items not listed except as a possible referral to committees, individuals or a future Council agenda item.
 8. NEW BUSINESS
 - A. Department presentations, discussion, and direction thereon
- * 1. Strategic Plan Review
- * 2. Citizen Survey Report
- * 3. Financial Trends Monitoring System (FTMS) 2014-2018
4. Personnel Committee Report
5. Department Goals & Changes
 - a. Administration
 - i. Debt Service

- ii. Insurance/Risk Management
 - iii. Room Tax
- b. Assessor
- c. Building Inspection/City Hall Complex
 - i. Cemetery
- d. City Clerk
- e. Engineering/Planning
 - i. Capital Improvement
- f. Fire Department
- g. Library
- h. Parks, Recreation & Forestry
 - i. Parks
 - ii. Recreation Programs
 - iii. Forestry Operations
 - iv. Pool
 - v. Celebrations
 - vi. Civic Band
- i. Police
 - i. Emergency Management
- j. Public Works
- k. Senior Center
- l. Treasurer
 - i. IT

6. Priorities for 2020

- B. Discuss and approve preliminary budget parameters, including operating expenditures and/or tax levy, growth targets for development of the proposed 2020 budget; and action thereon

- * C. Consider budget calendar for 2020; and action thereon

9. COMMUNICATIONS

- ** A. Comments and suggestions from citizens
- B. Comments and announcements by Council Members
- C. Mayor's Report

10. ADJOURNMENT

Individual members of various boards, committees, or commissions may attend the above meeting. It is possible that such attendance may constitute a meeting of a City board, committee or commission pursuant to State ex. rel. Badke v. Greendale Village Board, 173 Wis. 2d 553, 494 NW 2d 408 (1993). This notice does not authorize attendance at either the above meeting or the Badke Meeting, but is given solely to comply with the notice requirements of the open meeting law.

* *Information attached for Council; available through City Clerk's Office.*

** *Citizen comments should be primarily one-way, from citizen to the Council. Each citizen who wishes to speak shall be accorded one opportunity at the beginning of the meeting and one opportunity at the end*

of the meeting. Comments should be kept brief. If the comment expressed concerns a matter of public policy, response from the Council will be limited to seeking information or acknowledging that the citizen has been understood. It is out of order for anyone to debate with a citizen addressing the Council or for the Council to take action on a matter of public policy. The Council may direct that the concern be placed on a future agenda. Citizens will be asked to state their name and address for the record and to speak from the lectern for the purposes of recording their comments.

Information available through the Clerk's Office.

UPON REASONABLE NOTICE, EFFORTS WILL BE MADE TO
ACCOMMODATE THE NEEDS OF INDIVIDUALS WITH DISABILITIES.
PLEASE CONTACT THE CITY CLERK'S OFFICE AT (262) 375-7606
E-MAIL: cityhall@ci.cedarburg.wi.us

07/11/19 cwv

**CITY OF CEDARBURG
COMMON COUNCIL
July 8, 2019**

**CC20190708-1
UNAPPROVED**

A regular meeting of the Common Council of the City of Cedarburg, Wisconsin, was held on Monday, July 8, 2019, at City Hall, W63 N645 Washington Avenue, second floor, Council Chambers. Mayor O'Keefe called the meeting to order at 7:02 p.m.

Roll Call: Present - Mayor Michael O'Keefe, Council Members Sherry Bubnitz, Jack Arnett, Kristin Burkart, Rick Verhaalen, Garan Chivinski, Patricia Thome

Excused - Council Member Rod Galbraith

Also Present - City Administrator/Treasurer Christy Mertes, City Attorney Michael Herbrand, Deputy City Clerk Amy Kletzien, Director of Parks, Recreation & Forestry/Assistant Administrator Mikko Hilvo, Police Chief Thomas Frank, Patrol Officer/Canine Handler Steven Chojnacki, Canine Officer Ranger, interested citizens and news media

STATEMENT OF PUBLIC NOTICE

At Mayor O'Keefe's request, Deputy City Clerk Kletzien verified that notice of this meeting was provided to the public by forwarding the agenda to the City's official newspaper, the *News Graphic*, to all news media and citizens who requested copies, and by posting in accordance with the Wisconsin Open Meetings Law. Citizens present were welcomed and encouraged to provide their input during the citizen comment portion of the meeting.

APPROVAL OF MINUTES

Motion made by Council Member Thome, seconded by Council Member Burkart, to approve the minutes of the June 24, 2019 meeting as presented. Motion carried without a negative vote with Council Member Galbraith excused.

COMMENTS AND SUGGESTIONS FROM CITIZENS - None

PRESENTATIONS – OATH OF OFFICE – CANINE OFFICER RANGER

Police Chief Frank provided background information on Ranger and introduced his handler, Patrol Officer Steven Chojnacki.

Deputy City Clerk Kletzien administered the Oath of Office to Canine Officer Ranger.

NEW BUSINESS

CONSIDER PROPOSAL FROM RUEKERT & MIELKE FOR PRELIMINARY ENGINEERING SERVICES RELATED TO THE FUTURE HIGHWAY 60 BUSINESS PARK DEVELOPMENT; AND ACTION THEREON

City Administrator/Treasurer Mertes explained that the City had completed preliminary engineering studies on the Highway 60 Business Park back in 2006 but the project was indefinitely postponed due to a downturn in the economy. Over the years the City has worked with private developers to extend utilities to serve the Highway 60 corridor, and the City is at the point where it would make sense to formally update the construction cost estimate for a potential business park development. Ruekert and Mielke, the firm who completed the previous business park studies, has submitted a proposal to prepare an updated construction cost estimate along with a wetland delineation report. The wetland delineation would help pin down development yield, which is critical in evaluating the viability of a TIF District. City Administrator/Treasurer Mertes brought attention to the map provided to the Council Members showing the orange outline areas as the current wetland and the purple outline areas as potential wetland.

Council Member Arnett explained that 60 acres of land was purchased on Hwy 60 in 1997 with the intent to diversify the tax base in Cedarburg. Business Park #1 is 100% occupied with no other available options at this time. Due to area development, the utilities are within 1,300 feet of the proposed business park. Council Member Arnett explained that the City should do this work now to determine the cost of the required improvements to Hwy. 60 to advance the plans of developing a business park on this land.

Council Member Arnett further explained that the wetland delineation report would include the Baehmann property and would determine the viability of the property. The Baehmann Family would need to contribute approximately \$10,000 and they asked for some additional time to make a decision. The two components can be done separately.

Council Member Thome explained that this is a good opportunity to see if all the pieces will come together to make it work.

Mayor O'Keefe explained that city homeowners will benefit from a manufacturing presence and their purchase of power and water from Cedarburg Light & Water.

Discussion ensued about the private Town land behind Circle B and a connection to Sheboygan Road. City Attorney Herbrand said there may be two options of either going across the quarry or using a right-of-way on Hwy. 60. Council Member Arnett added that the City has the right to put infrastructure on Town property.

In answer to Council Member Verhaalen's question regarding a possible TIF, Council Member Arnett explained that a TIF would be needed for the sewer and streets. City Administrator/Treasurer Mertes said that a TIF would help the City pay for infrastructure.

Council Member Arnett explained that Mukwonago had a large tenant that wanted to expand. Mukwonago did a lot of work in advance to allow the tenant to build in their community. It would be appropriate for Cedarburg to move forward and be able to respond to interested businesses.

It was a consensus of the Common Council to hold off on the wetland delineation report at this time. Mayor O'Keefe said the work should be done before the end of September, before the ground freezes.

Motion made by Council Member Arnett, seconded by Council Member Thome, to award the contract to Ruekert & Mielke for preliminary engineering services related to the construction cost estimate on the future Highway 60 Business Park development in an amount not to exceed \$10,500. Motion carried without a negative vote with Council Member Galbraith excused.

CONSIDER RECOMMENDATION OF POLICE CHIEF TO DENY RENEWAL OF OPERATOR'S LICENSE APPLICATION OF CRAIG LOWDERMILK; AND ACTION THEREON

Police Chief Frank made a recommendation to deny the license application submitted by Craig E. Lowdermilk based on his arrest and conviction record. Mr. Lowdermilk was recently arrested for a 3rd offense operating while intoxicated in December 2018. This is a criminal misdemeanor conviction.

Motion made by Council Member Verhaalen, seconded by Council Member Chivinski, to deny the renewal of an Operator License application for Craig Lowdermilk based on the Police Chief's recommendation. Motion carried without a negative vote with Council Member Galbraith excused.

City Attorney Herbrand explained that this will require a formal hearing allowing the license holder the right to attend. A hearing will be set for August 12 or 26 at 6:30 p.m. prior to a Council meeting.

CONSIDER RECOMMENDATION OF PERSONNEL COMMITTEE REGARDING AN ADDITIONAL DEFERRED COMPENSATION PLAN; AND ACTION THEREON

City Administrator/Treasurer Mertes explained that the Personnel Committee is recommending an additional deferred compensation plan be offered to employees. The Wisconsin Deferred Compensation Plan (WDC) is offered through the Employee Trust Fund (ETF), which also administers the City pension plan. The Light & Water staff has requested the City add this plan as an option for employees. It does not cost the City any money; all contributions are made by the employees. Currently 39 employees take advantage of the other two plans offered by the City.

Motion made by Council Member Thome, seconded by Council Member Burkart, to approve the recommendation of the Personnel Committee for an additional deferred compensation plan (WDC) offered through the Employee Trust Fund (ETF). Motion carried without a negative vote with Council Member Galbraith excused.

CONSIDER LICENSE/PERMIT APPLICATIONS; AND ACTION THEREON

Motion made by Council Member Verhaalen, seconded by Council Member Thome, to approve new Operator License applications for the period ending June 30, 2020 for: Abigail L. Arnholt, Mark A. Arnholt, Jaime L. Jacobson, Lane M. Kassner, Zachery R. Lewis-Grill, Stephen S. Ladd, JoAnne LaVake, and Loren R. Salsman. Motion carried without a negative vote with Council Member Galbraith excused.

Motion made by Council Member Verhaalen, seconded by Council Member Thome, to approve renewal Operator License applications for the period ending June 30, 2020 for: Joey M. Baumle,

Benjamin S. Clithero, Elizabeth A. Albers, Stephen C. Bicek, Lys M. Buck, Daniel S. Kniess, Alexander J. Knaus, Brian A. Kurlinski, William A. Langholz, Gary W. Rogahn, Caryn M. Sager, and Brian C. Tiegs. Motion carried without a negative vote with Council Member Galbraith excused.

CONSIDER PAYMENT OF BILLS DATED 06/21/19 THROUGH 06/28/19, TRANSFERS FOR THE PERIOD 06/25/19 THROUGH 07/05/19; AND PAYROLL FOR THE PERIOD 06/16/19 THROUGH 06/29/19; AND ACTION THEREON

Motion made by Council Member Burkart, seconded by Council Member Bublitz, to approve payment of bills dated 06/21/19 through 06/28/19, transfers for the period 06/25/19 through 07/05/19; and payroll for the period 06/16/19 through 06/29/19. Motion carried without a negative vote with Council Member Galbraith excused.

ADMINISTRATOR'S REPORT

City Administrator/Treasurer Mertes reminded the Common Council of the special budget meeting scheduled on Monday, July 15 at 6:30 p.m. at the Cedarburg Cultural Center.

POLICE DEPARTMENT ANNUAL REPORT

Police Chief Frank presented a summary report of the Police Department activities for 2018. He acknowledged the Police & Fire Commission and their contributions. The following facts were presented:

- There were 3 violent crimes in 2018.
- Property crimes decreased to 59 in 2018, compared to 71 in 2017.
- Stolen property increased to \$46,425, compared to \$35,445 in 2017.
- 17 felonies and 61 misdemeanors occurred in 2018, compared to 24 felonies and 61 misdemeanors in 2017.
- 635 reports were investigated in 2018, compared to 548 in 2017.
- Calls for service increased to 24,597, compared to 23,614 in 2017.
- 2,694 people were assisted in 2018, compared to 2,141 in 2017.
- Citizens at the station increased to 6,039 compared to 5,700 in 2017.
- Telephone calls increased to 10,456, compared to 10,290 in 2017.
- 911 calls increased to 3,416 compared to 3,047 in 2017.
- Alarms decreased from 202 in 2017 to 188 in 2018.
- Department activities included 207 non-traffic arrests in 2018, compared to 273 in 2017; 1,603 traffic arrests in 2018, compared to 1,444 in 2017.
- Warnings for non-traffic offenses decreased from 301 in 2017 to 202 in 2018.
- Traffic warnings increased from 4,222 in 2017 to 4,769 in 2018.
- 104 speeding tickets were issued in 2018, compared to 129 in 2017.
- OWI offenses increased to 34 in 2018, compared to 15 in 2017.
- Arrests for adult alcohol offenses increased to 28 in 2018, compared to 6 in 2017.
- There were 4 juvenile arrests in 2017 and 2018.
- 19 tobacco violations occurred in 2018, compared to 3 in 2017.

- Drug offenses increased to 34 in 2018, compared to 28 in 2017.
- 32 bicycle/skateboard warnings were issued in 2018, compared to 40 in 2017.
- There were no worthless checks in 2018, compared to \$107 in 2017.
- 182 accidents occurred in 2018, compared to 191 in 2017.
- Community policing included 105,850 checked doors with 209 open, 1,875 vacation checks, 131 vehicle lockouts, 861 rescue squad calls, 231 fire calls, Safety Town and Safety Camp for 190 students, School Liaison Officers, child safety seat inspections (45), Safety Days, Website, Tele-care program, Facebook, Tip app, Hunter safety program (50 participants x 2), Community Room (97 public meetings), Cops and Bobbers, and the DMV vehicle registration program resulted in 468 transactions totaling \$3,685 in profit to the City.

Personnel changes included two retirements (Sgt. Richard Leach and Officer Joseph Biliskov) and the addition of two Patrol Officers (Steven Chojnacki and Benjamin Buckenberger).

The Cedarburg Police Department participates in Mutual Aid with three officers and one negotiator on the Ozaukee Special Response Team and one officer plus the K-9 on the Ozaukee Drug Enforcement Unit.

Equipment changes consisted of two marked patrol vehicles, handgun replacements for all officers, and a siren replacement on the Interurban Trail at the south end.

The Department has 14 crossing guards at 10 intersections that work diligently in all types of weather.

Chief Frank explained that Emergency Government/Auxiliary Police helps with traffic control and parades/runs/walks. The 16 active members are a tremendous help in alleviating overtime and are an asset for the Police Department and the community.

Sergeant Joe Kell received the Paul Jacobs Master Firearms Award and Officer Bradley Meyer received the Top Shot Award for having the high score in the yearly competition.

The Police Department had an on-site review last month for their 4th WILEAG Accreditation and will be notified in September if awarded.

The Common Council Members commended Chief Frank on a well-run Department and expressed their appreciation for working hard to keep the citizens of Cedarburg safe and their focus on community engagement.

COMMENTS AND SUGGESTIONS FROM CITIZENS - None

COMMENTS & ANNOUNCEMENTS BY COUNCIL MEMBERS

Council Member Verhaalen asked that parking be reviewed on Spring Street east of the railroad tracks before the bend in the road. It is especially difficult to pass during festivals.

Council Member Bublitz expressed concern for a narrow road when both sides are parked on Fieldcrest Street and Willowbrooke Drive during special events.

Police Chief Frank explained that Summer Sounds is busy and parking is a challenge. There are rarely any accidents because people have to drive slowly. One way streets help but it is a burden on the Department of Public Works.

In answer to Mayor O’Keefe’s question, Police Chief Frank confirmed that the Department is paying overtime for two police officers to be present at Summer Sounds. The event is getting very busy and there have not been any problems; however, he wants to be proactive and have a police presence at the event.

Council Member Verhaalen explained that the offensive odor in the vicinity of Kemp’s Dairy is due to a broken pipe that is scheduled for repair on July 14.

In answer to Mayor O’Keefe’s question, Director Hilvo explained that the fountains in Centennial Park and Willowbrooke Park ponds will be installed this week.

MAYOR’S REPORT – None

ADJOURNMENT

Motion made by Council Member Arnett, seconded by Council Member Bublitz, to adjourn the meeting at 8:17 p.m. Motion carried without a negative vote with Council Member Galbraith excused.

Amy D. Kletzien, MMC/WCPC
Deputy City Clerk

2020-2024

STRATEGIC PLAN

Mission Statement:

“The City of Cedarburg seeks to preserve its historic, “small town” atmosphere and quality of life while balancing the desires of our community by delivering high quality programs and services in a fiscally responsible manner.”

Vision Statement:

We envision a municipal government operation that recognizes people are central to all policy decisions.

Guiding Principles:

- 1) Preserve the historic, “small town” atmosphere.
- 2) Be open and accountable to the taxpayers and citizens.
- 3) Strive for excellence and satisfaction in public services.
- 4) Maintain a high level of professionalism in the manner with which we carry out our duties.
- 5) Foster a progressive environment and positive attitude where employees are strongly encouraged to reach their full potential.
- 6) Continually improve channels of communications both internally and externally.
- 7) Encourage participation by all in the development and improvement of services.
- 8) Maintain respect for each other and the public.

A. Enhance Effectiveness of our City Government: Financial, Organizational, & Technology

Responsible Staff: Administrator, Department Heads

VISION:

Be responsive to citizen concerns and needs by involving citizens and providing sufficient staffing levels to meet service standards.

Promote sound fiscal management that seeks to minimize debt, pre-fund significant expenditures, maximize non-tax revenues, and share expenses with other government entities when feasible.

Improve efficiencies and productivity between city departments, residents, and businesses through technology.

Objectives (What)	Strategies/Tactics (How)	Progress	Responsible Staff
1. Recodify the city code	<ul style="list-style-type: none">• Research funding & vendors in (year)		Clerk
2. Complete city-wide revaluation	<ul style="list-style-type: none">• Pre-fund revaluation in the amount of \$10,000 annually.• Hire contractor to do revaluation in 2020 at a cost of \$_____.		Assessor
3. Purchase equipment to make City services more efficient	<ul style="list-style-type: none">• Parks and DPW will research and develop a plan to purchase new equipment that can be used by both departments to increase efficiency by 2025.• Improve equipment listing• Annually fund equipment replacement fund		Parks Director & Superintendent Public Works
4. Develop better ways to communicate with staff and residents	<ul style="list-style-type: none">• City app was developed in 2018 at a cost of \$9,500.• Enhance use of Facebook, Instagram, and Constant Contact.• Utilize shared calendars between staff• Increase # of City app users to 1000 by 2021.• Update website		Administrator
5. Attract and retain qualified paid and volunteer staff for all services and activities	<ul style="list-style-type: none">• Complete a staffing study in 2019 to include salaries, benefits, and staffing levels to ensure we are compensating our staff accordingly.• Encourage hiring positive, forward thinking, team-oriented staff.		Department Heads
6. Improve paperless environment and record retention efforts	<ul style="list-style-type: none">• Complete a departmental evaluation on the potential effectiveness of going paperless by 2025.• Research funding options for upgrading technology needed for implementing a paperless environment by 2025.• Update record retention policy and procedures		Clerk

B. Support Economic Development

Responsible Staff: Administrator, Department Heads, Economic Development Coordinator, Planner

VISION:

Provide opportunities for business growth, foster historic preservation in historical areas, preserve quality of life and continue the vitality of the local economy.

Objectives (What)	Strategies/Tactics (How)	Progress	Responsible Staff
1) Develop HWY 60 Business Park	<ul style="list-style-type: none">• Complete a traffic study in 2019 at a cost of \$_____.• Utilize sewer and water infrastructure completed by private development to reduce City cost.		City Planner & City Engineer
2) City Branding	<ul style="list-style-type: none">• Work with Chamber and staff for future implementation of the plan. Cost \$_____		Economic Development Coordinator
3) Find solutions to develop smart growth areas.	<ul style="list-style-type: none">• Develop plan for future of Weil Pump property by (year).• Monitor Amcast cleanup and development		City Planner & City Administrator
4) Update the Zoning Code	<ul style="list-style-type: none">• Research funding to update code by (year) at a cost of \$_____.		City Planner
5) Continue to promote vitality of the downtown historic business district as well as other business districts in the city	<ul style="list-style-type: none">• Work with the Chamber of Commerce and other business owners in the City		Economic Development Coordinator

C. Improve and Maintain our Infrastructure

Responsible Staff: Director of Engineering & Public Works, WRC Superintendent, Building Inspector, PRF Director

VISION:

Proactively maintain public facilities while planning and improving infrastructure compatible with growth.

Objectives (What)	Strategies/Tactics (How)	Progress	Responsible Staff
1) Dams Compliance/Exception with WI DNR NR333	<ul style="list-style-type: none">• Complete DNR mandated repairs by (year)		Engineer
2) Make improvements to our water recycling operations	<ul style="list-style-type: none">• Replace valves and pipes at Garfield lift station. Cost \$_____• Replace and move Highland lift station. Cost \$_____• Continue following compliance with phosphorus regulations. Cost \$_____		Water Recycling Supervisor
3) Update street and utility projects plan	<ul style="list-style-type: none">• Maintain a 7-year capital plan• Continue to prefund projects		Engineer
4) Develop plan for providing utilities to the business park	<ul style="list-style-type: none">• Retain consulting engineering firm. Cost? When?		Engineer; Light & Water Utility
5) Support our urban forest	<ul style="list-style-type: none">• Continue funding EAB treatment annually at a cost of \$55,000.• Continue contracting pre-construction pruning at a cost of \$_____.• Develop plan and funding options for tree removals, stump grinding, and tree planning by 2020.• City Forester will update tree and shrub ordinance in 2019.		Director, Parks, Rec & Forestry; Parks & Forestry Superintendent

D. Enhance our Quality of Life Services

Responsible Staff: Parks, Recreation, & Forestry Director, Senior Center Director, Library Director

VISION:

Preserve and enhance quality of life by providing cultural, educational, leisure, and recreational activities for all generations to enjoy.

Objectives (What)	Strategies/Tactics (How)	Progress	Responsible Staff
1) Complete restoration of Adlai Horn Park	<ul style="list-style-type: none">• Work with Mercury Marine to complete their portion of the restoration.• Develop a plan and funding for the council circle in 2019.• Work with the scouts on building fishing piers in 2019.		Director – Parks, Recreation & Forestry
2) Support Public Art	<ul style="list-style-type: none">• Research ways to fund public art projects.• Develop a public art sculpture walk in 2019.		Director – Parks, Recreation & Forestry
3) Develop community partnerships to provide quality of life services for our residents.	<ul style="list-style-type: none">• Work with the Town of Cedarburg and the Cedarburg School District for joint programming and development of facilities.• Work with Chamber and Festivals on annual special events.• Continue supporting Summer Sounds by providing assistance as necessary.• Work with local businesses for sponsorship of City programs		Director – Parks, Recreation & Forestry
4) Develop a beautification plan for the City.	<ul style="list-style-type: none">• Economic Development Board will work with Director of Parks, Recreation & Forestry on beautification projects around the City.		Director – Parks, Recreation & Forestry; Economic Development Coordinator
5) Research options for an indoor athletic facility	<ul style="list-style-type: none">• Research potential land for the facility.• Research potential partnerships (public/private).		Director – Parks, Recreation & Forestry

E. Provide a Safe, Secure, and Healthy Community: Public Safety & Risk Management

Responsible Staff: Police Chief, Fire Chief, Safety Committee

VISION:

Conduct City operations in a manner that reduces risk exposure to citizens and employees in the most cost-effective manner possible.

Objectives (What)	Strategies/Tactics (How)	Progress	Responsible Staff
1) Continue to recruit citizens to maintain FD volunteer status and maintain low budget impact to the City	<ul style="list-style-type: none">• In 2019 research options for city employees to become certified as Fire/EMS personnel• Continue to allow employees to go on calls during the day from work.• When hiring staff, look at hiring certified Fire/EMS		Department Heads; Fire Chief
2) Enhance our public alert systems	<ul style="list-style-type: none">• Upgrade of severe weather siren system• Utilize city app for public alerts starting in 2019		Police Chief
3) Work with neighboring communities to provide safety services	<ul style="list-style-type: none">• Develop a county-wide search and rescue team in _____.• Research county-wide dispatch options in 2019		Fire Chief; Police Chief
4) Provide exceptional public education about safety	<ul style="list-style-type: none">• Continue offering public safety classes to the community at no cost to them.		Fire Chief; Police Chief
5) Enhance employee work environment	<ul style="list-style-type: none">• Update City Hall furniture to be more ergonomically correct. Complete all updates by 2025.• Provide proper safety equipment for staff• Provide proper safety training for staff		Administrator

F. Strengthen our Neighborhoods

Responsible Staff: Administrator, Planner, Parks, Recreation, & Forestry Director, Economic Development Coordinator

VISION:

Strengthen our neighborhoods by developing a smart growth plan for each of the five districts within the city. (Districts: North, East, South, West, and Downtown)

Objectives (What)	Strategies/Tactics (How)	Progress	Responsible Staff
1) Develop plan for the Downtown District	<ul style="list-style-type: none">• Keep the downtown historic but also look at new ways to improve it.• Encourage downtown vacant property development• Continue funding flower baskets and building lights at a cost of \$9,000/yr.		Administrator; Economic Development Coordinator
2) Develop plan for the North District	<ul style="list-style-type: none">• Update entry sign with new brand as signs need to be replaced• Support ongoing residential development in the area.		Economic Development Coordinator
3) Develop plan for the East District	<ul style="list-style-type: none">• In 2020, update entry sign on Sheboygan with new city brand.• Enhance entry to Cedarburg to Grafton by 2025• Support ongoing residential development in the area.		Economic Development Coordinator
4) Develop plan for the South District	<ul style="list-style-type: none">• Enhance entry sign in 2019 to include a raised flower bed by finding a private donor to complete the project.		Economic Development Coordinator
5) Develop plan for the West District	<ul style="list-style-type: none">• Parks Department will continue maintaining the roundabouts on Wauwatosa Road within the City limits		Economic Development Coordinator



City of Cedarburg

Citizen Survey Summary

Introduction

A survey of citizens in Cedarburg was done in May of 2019. This report will analyze the results of this survey and provide insight into the perspectives of the citizens on a variety of issues. The 2019 Cedarburg Citizen Survey included 11 questions along with a question requesting general demographic data as well as an opportunity for comments from the respondents. Five hundred and forty-three (543) surveys were returned and the resulting data has been placed in a report format. Depending upon the nature of the question, individuals were asked to respond to each question based on three following possible rating options: 1) excellent, good, fair and poor 2) very important, somewhat important, no opinion, somewhat unimportant, and not important or 3) strongly agree, somewhat agree, neither agree/disagree, somewhat disagree, strongly disagree and no opinion. The survey was done through survey monkey and sent through constant contact and also advertised in the News Graphic on two different dates. It should be noted that based on the survey being online we are unable to state that the report has any statistical significance. If the survey was sent out to a pre-determined number of residents than we would be able to figure out the statistical significance of the survey.

How Frequently do the Residents Utilize Various City Services – Question 1

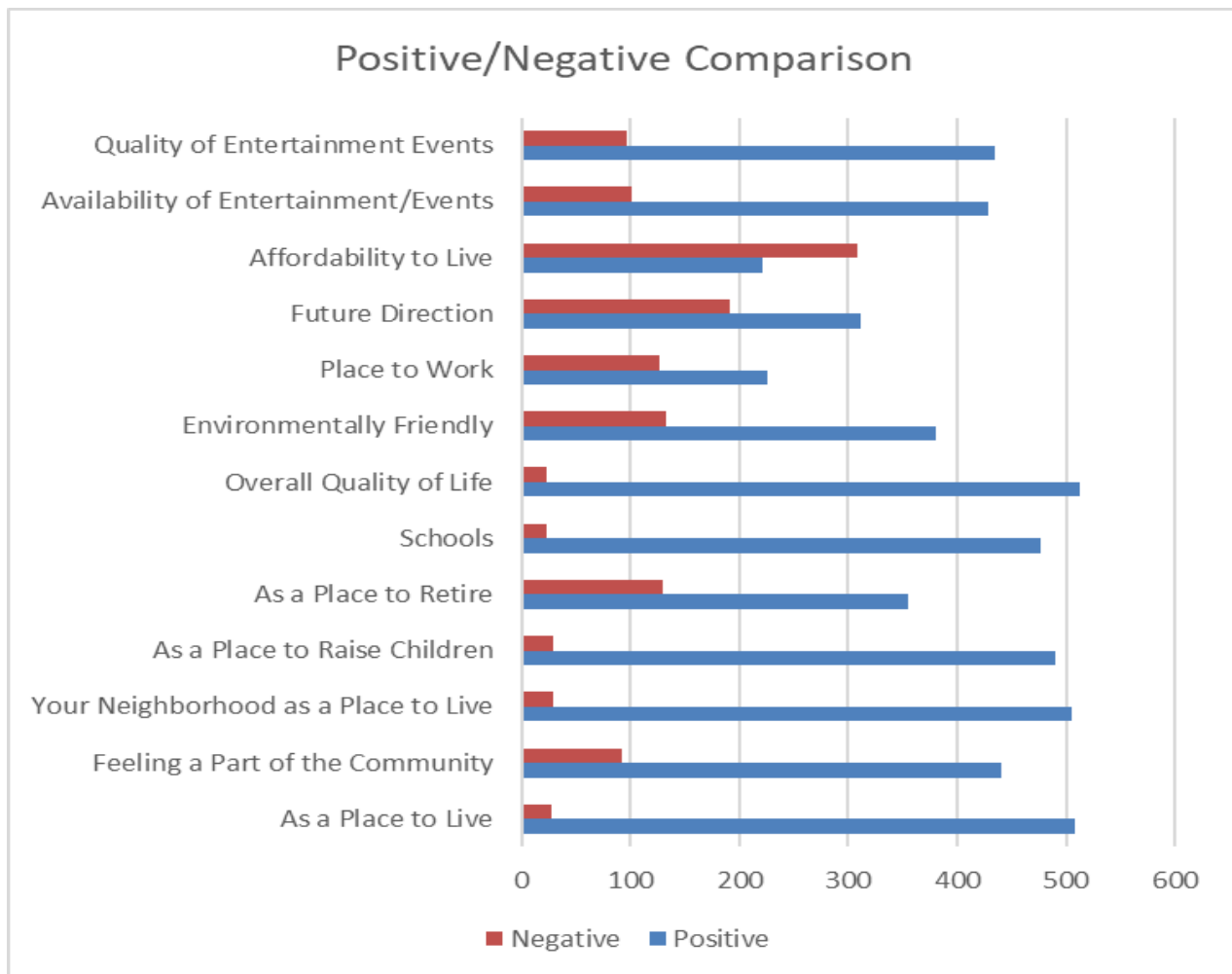
The following is an analysis of how frequently residents use various City Services. The questions asked about various services the City provides and if the resident uses it daily, weekly, monthly, seasonally, rarely, or never. Based on the chart below the most used service by the respondents is Recycling and Refuse Collection with over 385 of them utilizing these services on a weekly basis. The next significant service utilized is the Interurban Trail with 86 using it daily and 131 weekly. It is also important to note that the Library, City Parking Facilities, and Brush/Yardwaste Drop Off Site are also widely used by respondents. The lowest used services by respondents are the Senior Center, EMS, Property Nuisance Enforcement, and Fire Protection. The low use of EMS and Fire Protection does not mean that it is not an important service when needed but instead that those services are less used on a regular basis by the respondents. The low use of nuisance reports shows that majority of the residents take care of their properties and the reports to the city are infrequent.

Please indicate how frequently, if ever, you utilize the following City services.									
	Daily	Weekly	Monthly	Seasonally	Annually	Rarely	Never	Total	Weighted Average
Bike and Pedestrian Trails (Interurban Trail)	86	131	61	130	15	67	49	539	3.47
Community Pool	16	42	12	149	19	142	159	539	5.18
Senior Center	0	6	12	17	11	79	410	535	6.57
Recreation Programs	6	32	23	99	37	153	184	534	5.48
Public Library Services	19	139	179	44	31	69	57	538	3.68
Police Services	24	10	15	18	33	302	134	536	5.74
Fire Protection and Prevention Services	26	4	3	10	27	244	223	537	6.04
Emergency Medical Services (ambulance)	19	5	2	7	13	202	288	536	6.26
Building Permits and Inspections	1	3	7	16	37	280	192	536	6.16
Enforcement of Property Maintenance/Nuisance Code	4	1	2	10	8	155	353	533	6.55
City Parking Facilities	29	114	136	46	14	110	86	535	4.08
Recycling Collection Services	24	385	70	8	11	15	21	534	2.49
Refuse Collection Services	21	386	31	30	6	19	39	532	2.67
Leaf and Brush Pickup (curbside)	8	34	101	270	9	36	77	535	4.22
Brush/Yardwaste Drop Off Site (New)	5	91	109	134	12	49	133	533	4.38
								Answered	540
								Skipped	3

How Citizens of Cedarburg Feel About Their City – Question 2

The following is an analysis of question 2 “How the citizens of Cedarburg feel about their city”. Graph 1 provides an overall view of how the citizens of Cedarburg feel about their city. The original responses of excellent and good were combined into a single category of “positive”, while fair and poor responses were combined to form a category of “negative”. By displaying the results in this manner, it seems apparent that respondents generally feel “positive” about their city, except when asked about the affordability to live in the city.

GRAPH 1



How Cedarburg Citizens Feel About Their City Results

	Excellent	Good	Fair	Poor	No Opinion	Total
Cedarburg as a place to live?	377	131	24	3	1	536
Feeling a part of the community?	229	212	67	25	3	536
Your neighborhood as a place to live?	353	152	23	5	4	537
Cedarburg as a place to raise children?	390	100	23	5	18	536
Cedarburg as a place to retire?	205	150	98	31	52	536
Cedarburg Schools?	331	145	16	6	38	536
The overall quality of life in Cedarburg?	350	163	20	3	1	537
Cedarburg as an environmentally friendly City?	146	234	95	38	24	537
Cedarburg as a place to work?	81	145	80	47	183	536
The direction Cedarburg is moving for the future?	89	223	122	69	29	532
Affordability of living in Cedarburg?	34	187	217	91	7	536
The availability of entertainment/events?	191	238	89	12	6	536
The quality of entertainment/events?	188	246	83	13	7	537
					Answered	537
					Skipped	6

How Cedarburg Citizens Feel About Their City Results Summary

	Positive	Negative	No opinion
As a Place to Live	508	27	1
Feeling a Part of the Community	441	92	3
Your Neighborhood as a Place to Live	505	28	4
As a Place to Raise Children	490	28	18
As a Place to Retire	355	129	52
Schools	476	22	38
Overall Quality of Life	513	23	1
Environmentally Friendly	380	133	29
Place to Work	226	127	183
Future Direction	312	191	29
Affordability to Live	221	308	7
Availability of Entertainment/Events	429	101	6
Quality of Entertainment Events	434	96	7

Positive = Excellent or Good

Negative=Fair or Poor

The following is an analysis of the above tables:

How would you rate Cedarburg as a place to live? There were 536 valid responses to the question with 1 no opinion. Of the four rating options available with 4 being excellent, 3 good, 2 fair, and 1 poor, on average the respondents rated the City of Cedarburg a 3.6. This could be interpreted as an opinion that is above average denoting Cedarburg as a place to live. Overall, the cumulative percentage results show that slightly over 95% of survey respondents thought Cedarburg was an excellent or good place to live.

How would you rate the sense of community in Cedarburg? There were 536 valid responses to the sense of community rating with 3 no opinion. The average response for sense of community was 3.2 placing it half way between good and excellent. 83% of the citizens thought that Cedarburg had a “positive” sense of community.

How would you rate your neighborhood as a place to live? There were 537 responses with 3 no opinion. The average response for your neighborhood as a place to live was 3.6 which is higher than overall sense of community. Overall respondents are pleased with their neighborhoods.

How would you rate Cedarburg as a place to raise children? There were 536 responses with 18 no opinion. After looking at the surveys in depth the 18 no opinion was based on the respondents not having children. The average response for Cedarburg as a place to raise children was 3.6. Majority of the respondents saw Cedarburg as a “positive” place to raise children.

Comparing the respondent’s place of residence demographics with their response to Cedarburg as a place to raise children shows no major impact on whether there is a preferred area of the city in which to raise children. It may be worth determining what is working well with this topic that could be utilized to improve other aspects of the City

How would you rate Cedarburg as a place to retire? There were 536 responses with 52 no opinion. The average response for Cedarburg as a place to retire was 2.8.

How would you rate the Cedarburg Schools? There were 536 responses with 38 no opinion. The average response for Cedarburg Schools was 3.4.

How would you rate the overall quality of life in Cedarburg? There were 537 valid responses and 1 no opinion to this question. 96% of respondents rated the quality of life in Cedarburg as “positive”. The average response was 3.6. It is worth noting that 23 respondents stated that they had a “negative” opinion about the quality of life in Cedarburg.

How would you rate Cedarburg as an environmentally friendly City? There were 537 responses with 38 no opinion. The average response for Cedarburg as an environmentally friendly City was 2.8.

How would you rate Cedarburg as a place to work? There were 536 valid responses with 183 no opinion. The average response for Cedarburg as a place to work was 2.3.

How would you rate the direction Cedarburg is moving for the future?

There were 532 valid responses and 29 no opinion in rating the direction Cedarburg is moving for the future. 51% feel “positive” about the direction of the city as opposed to 41% who feel negative about it. The average response for the direction Cedarburg is moving in the future was 2.5.

How would you rate the affordability of living in Cedarburg? There were 536 valid responses and 6 no opinion. 51% feel that the affordability of living in Cedarburg is positive. The average response for affordability of living in Cedarburg was 2.3.

How would you rate the availability of entertainment/events in Cedarburg? There were 537 valid responses with 7 no opinion. The average response for availability of entertainment/events was 3.1.

How would you rate the quality of entertainment/events? There were 284 valid responses with 3 no opinion. The average response for the quality of entertainment/events was 3.1.

Conclusion to Section One

Overall, one can conclude that Cedarburg citizens are very happy with the quality of life in the city. The lowest ranking items were affordability of living in Cedarburg, the direction Cedarburg is moving in the future, Cedarburg as a place to work, and Cedarburg as being environmentally friendly. As the City plans for the future these items should be evaluated to see how they can be improved upon.

City of Cedarburg Importance and Quality of Services

Importance of Services

It is apparent from the citizen responses that almost all services have an importance associated with them. It is not surprising that there are services that citizens find important and are of excellent or good value. It may be that if a service is provided, people inherently assign importance to them. Although this is not surprising, the following services were rated very important by over eighty-five percent of the respondents: Police Services, Fire Protection and Prevention Services, and Emergency Medical and Rescue Services and Removal of Snow and Ice from City Streets. In addition, roughly 70 percent or more of the respondents found that the following services were very important: Street Paving Maintenance and Repair, Sidewalk Maintenance and Repair, Refuse and Recycling collection service, and Appearance of Parks and Greenways.

A chart showing the overall responses to the Importance of Services questions is shown below.

We would like you to rate the importance of the following City services. For each service listed below, please check the box that best reflects your opinion.						
	Very Important	Somewhat Important	Somewhat Unimportant	Not Important	No Opinion/Not Aware of Service	Total
Support for a variety of development	176	232	49	21	53	531
Public Library Services	305	166	28	32	4	535
Senior Center Services	181	229	51	19	53	533
Appearance of City-Owned Buildings	255	235	28	9	6	533
Forestry: Tree Pruning	236	251	29	9	7	532
Forestry: Tree and Stump Removal	219	252	41	7	14	533
Forestry: Tree Planting	335	161	24	7	5	532
Parks: Bike and Pedestrian Trails	351	154	12	12	5	534
Parks: Playgrounds	348	153	18	8	7	534
Parks: Appearance of City Parks and Greenways	362	153	11	3	5	534
Parks: Cedarburg Community Pool	226	229	54	15	10	534
Economic Development Assistance to Businesses	171	222	67	33	39	532
Efforts to Improve the quantity/variety of housing	170	198	93	61	12	534
Building Permits and Inspections	144	254	73	18	44	533
Enforcement of Property Maintenance/Nuisance Codes	178	233	66	19	38	534
Land Use, Planning, and Zoning Services	208	232	54	10	28	532
Leaf and Brush Pickup Curbside	248	214	31	18	17	528
Brush/Yardwaste Drop-off site (new)	271	178	25	11	43	528
Recycling Collection Services	412	90	12	8	9	531
Refuse Collection Services	417	93	3	3	15	531
Police Services	458	62	4	3	5	532
Emergency Medical Services (ambulance)	457	62	4	3	5	531
Fire Protection and Prevention Services	476	44	6	3	5	534
Road Maintenance: City Parking Facilities	323	179	20	4	8	534
Road Maintenance: City's Sidewalk System	372	148	5	3	6	534
Road Maintenance: Removal of Snow and Ice from City Streets	446	79	4	1	2	532
Road Maintenance: Traffic Signs and Signals	363	152	13	2	4	534
Road Maintenance: Street Lighting	307	193	22	7	5	534
Road Maintenance: Street Maintenance and Sweeping	265	226	32	6	3	532
Road Maintenance: Street Repair	416	106	6	1	3	532
Storm Drainage Systems	371	136	13	3	9	532
Storm Water Ponds	257	198	34	10	32	531
City Dispatch Services	323	151	23	9	22	528
					Answered	537
					Skipped	6

Quality of Services

Not only is it important to know the citizens' opinions on the importance of the services offered by the city, but the administrative staff also need to know if the citizens feel the quality of service and the value of services is meeting expectations. This information is essential, as taxpayers, citizens feel the services offered should be meeting high quality standards.

Overall the survey showed that most of the services rank within the Excellent, Good or Fair Ranges. This shows that the quality of services are meeting or exceeding the residents' expectations. The services ranked with the highest percentage in the excellent area are the Police Services, Public Library Services, Fire Protection and Prevention Services, EMS, Refuse and Recycling, Brush and Yard Waste Drop-off, and Leaf and Brush Pickup. It is promising to see that most of the percentages in the poor category were low. The city should take pride in this but should continue to strive to increase the excellent and good areas and decrease the number of poor responses.

Residents feel that the following services have a poor value based on the survey results: Efforts to Improve Quality of Housing, Street Maintenance and Repair, and Support for Variety of Development.

The results of this survey should show the administrative staff what areas the residents feel are meeting their expectations and what service areas need more attention or further review. It may be beneficial to use this survey information along with additional analysis of the survey during budgetary discussions and budget preparation.

We would like your opinion on the quality of City services provided by the City of Cedarburg.						
For each service, please check the box that best represents your opinion.						
	Excellent	Good	Fair	Poor	Don't Know	Total
Support for a variety of development	49	215	119	42	100	525
Public Library Services	273	187	25	7	35	527
Senior Center Services	65	118	29	4	311	527
Appearance of City-Owned Buildings	180	302	28	1	17	528
Forestry: Tree Pruning	127	282	73	16	31	529
Forestry: Tree and Stump Removal	96	235	78	38	81	528
Forestry: Tree Planting	104	245	72	34	73	528
Parks: Bike and Pedestrian Trails	179	267	43	8	32	529
Parks: Playgrounds	141	296	48	9	34	528
Parks: Appearance of City Parks and Greenways	182	282	48	8	9	529
Parks: Cedarburg Community Pool	123	253	46	7	100	529
Economic Development Assistance to Businesses	32	137	60	32	266	527
Efforts to Improve the quantity/variety of housing	33	154	118	68	153	526
Building Permits and Inspections	54	186	57	15	215	527
Enforcement of Property Maintenance/Nuisance Codes	40	147	62	31	247	527
Land Use, Planning, and Zoning Services	52	145	88	41	197	523
Leaf and Brush Pickup Curbside	209	228	39	7	44	527
Brush/Yardwaste Drop-off site (new)	240	159	18	1	108	526
Recycling Collection Services	260	200	33	12	23	528
Refuse Collection Services	310	162	17	4	35	528
Police Services	304	149	20	7	47	527
Emergency Medical Services (ambulance)	237	110	15	6	160	528
Fire Protection and Prevention Services	277	119	13	5	114	528
Road Maintenance: City Parking Facilities	86	262	101	37	35	521
Road Maintenance: City's Sidewalk System	92	286	103	30	16	527
Road Maintenance: Removal of Snow and Ice from City Streets	170	247	73	28	9	527
Road Maintenance: Traffic Signs and Signals	171	284	38	12	21	526
Road Maintenance: Street Lighting	156	292	46	11	18	523
Road Maintenance: Street Maintenance and Sweeping	152	280	52	19	23	526
Road Maintenance: Street Repair	61	202	140	107	16	526
Storm Drainage Systems	93	256	57	9	112	527
Storm Water Ponds	68	203	45	7	203	526
City Dispatch Service	159	137	21	8	197	522
					Answered	530
					Skipped	13

Analysis of Importance and Quality of Services

Upon analysis of the importance and quality of services, it was found through the use of cross tabs that the following services are viewed by the citizens as very important and excellent quality. Again, it should be of no surprise that the following core services were rated very important and excellent quality: Police Services, Fire Protection and Prevention Services, and Emergency Medical and Rescue Services. In addition to the anticipated results of the core services, it was also found that Refuse and Recycling Collection, and Library Services were also viewed as very important and that respondents found them to be of excellent value.

The only areas that had received a higher poor rating compared to the mean was efforts to improve the quantity/variety of housing and support for a variety of development.

Budgeting Priorities – Question 5 and 6

Section 5 listed twelve areas of services provided by the city and asked citizens to give dollar amounts to each service area as if the city had an additional \$100,000 dollars. Services listed included Community Services, Economic Development, Refuse and Recycling, Finance and Administration, Police Protection, Fire Suppression and Prevention, Parks Maintenance, Outdoor Pool, Forestry Tree Removal, Forestry Cycle Pruning, Storm Water Management, Road Maintenance. These rankings are indicative of citizen opinion of where additional money ought to go. The rankings could refer to service areas that may be deemed problematic, important or worthy of additional funds.

Conversely, section 6 listed the same areas of service and asked the citizens to cut \$100,000 from the budget. Citizens ranked finance/administration, Economic Development as the top two areas to receive cuts. Road Maintenance, Parks Maintenance, Police and Fire Protection ranked in the bottom four with regard to cutting finances.

By performing a cross-match of the rankings, it is not surprising that finance/revenue ranked the lowest to receive any additional funding and second highest to receive cuts. Even though this is a vital service for the city to be able to operate it is a service that many residents do not deal with or see on a regular basis. This makes it an easy area for residents to think cuts could be done without effecting the level of services they receive. The highest to receive cuts was economic development. One reason for this can be attributed to residents thinking the city paid entirely for the cost of the branding that was done in 2018. Road Maintenance was well above average to receive additional funds and ranked low to receive cuts. It is important to note that this year road maintenance was ranked higher than police and fire protection which have typically been ranked at the top.

Budgeting Priorities

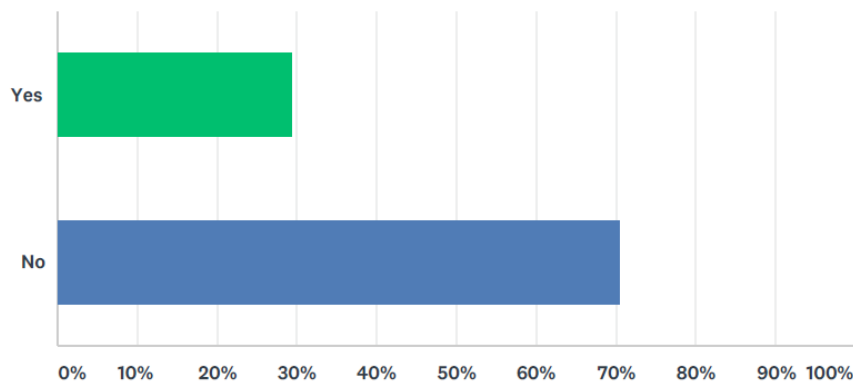
	#	Minimum	Maximum	Mean
# 5 - Extra \$100,000				
Library & Senior Center	375	.00	\$100,000	\$7438
Economic Development	375	.00	\$100,000	\$6458
Refuse and Recycling	375	.00	\$50,000	\$2963
Finance and Administration	375	.00	\$10,000	\$1058
Police Protection	375	.00	\$100,000	\$9073
Fire Suppression	375	.00	\$100,000	\$6554
Parks Maintenance	375	.00	\$100,000	\$7585
Outdoor Pool	375	.00	\$100,000	\$5294
Forestry Tree Removal	375	.00	\$100,000	\$6172
Forestry Cycle Pruning	375	.00	\$50,000	\$2196
Storm Water Management	375	.00	\$75,000	\$4298
Road Maintenance	375	10,000.00	\$100,000	\$33682
# 6 - Reduce \$100,000				
Library and Senior Services	288	.00	\$100,000	\$6437
Economic Development	288	.00	\$100,000	\$20,644
Refuse and Recycling	288	.00	\$60,000	\$3263
Finance and Administration	288	.00	\$100,000	\$14,312
Police Protection	288	.00	\$75,000	\$3241
Fire Suppression	288	.00	\$100,000	\$4314
Parks Maintenance	288	.00	\$50,000	\$2694
Outdoor Pool	288	.00	\$75,000	\$6887
Forestry Tree Removal	288	.00	\$50,000	\$3998
Forestry Cycle Pruning	288	.00	\$75,000	\$7706
Storm Water Management	288	.00	\$50,000	\$3694
Road Maintenance	288	.00	\$50,000	\$2381

Dispatch Services – Question 7

This question asked residents if they thought that Cedarburg Dispatching Services should be done by Ozaukee County or continued to be done by our local dispatchers. The reason for this question was to get input from residents on this item so that the adhoc dispatch committee and common council would have the necessary information to make an informed decision on this service. There were 389 valid responses with 154 skipped. 29.56% stated that dispatch services should be moved to the county and 70.44% stated that dispatch services should remain local. (Additional comments can be found in the appendix)

Q7 Do you think the city should move dispatch services to the county?

Answered: 389 Skipped: 154

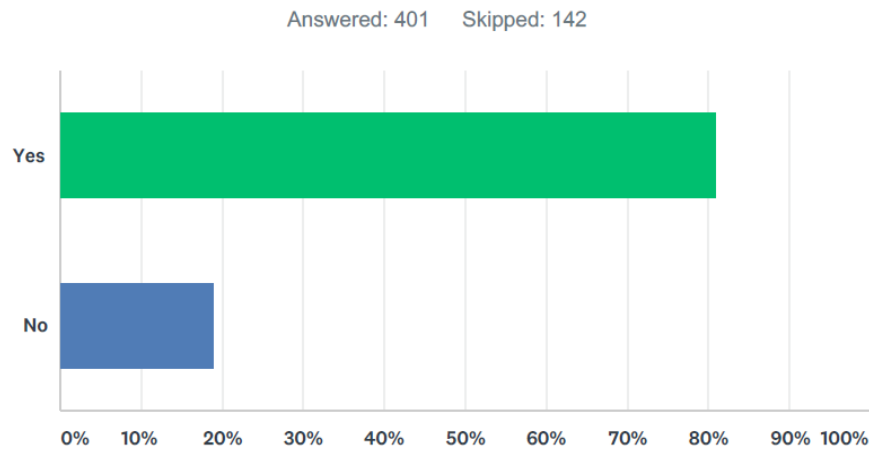


ANSWER CHOICES		RESPONSES	
Yes		29.56%	115
No		70.44%	274
TOTAL			389

Dams – Question 8

This question asked if residents supported keeping the dams in the City or if they felt that the dams should be removed. There were 401 valid responses with 142 respondents skipping this question. 81.05% stated that the dams should remain and 18.95% stated that they should be removed. (Additional comments available in the appendix.)

Q8 Are you supportive of keeping the dams in the city?



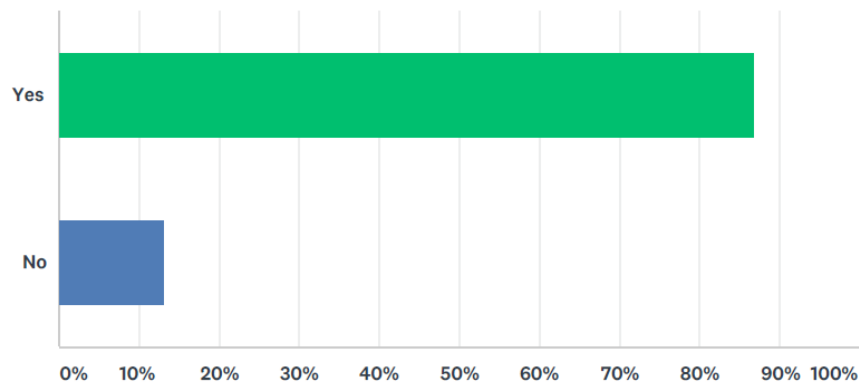
ANSWER CHOICES	RESPONSES	
Yes	81.05%	325
No	18.95%	76
TOTAL		401

City Hall Hours – Question 9

Occasionally City Hall staff get asked if they would be able to have open hours during the evenings since some residents are not able to come in to conduct city business during the normal operating hours. City staff have looked at various options over the years so this question will help answer if change is needed and if so, what are the best times to add for additional open office hours. There were 428 valid responses with 115 respondents skipping this question. 86.2%% stated that the current hours are sufficient and 13.08% stated that they would like to see City Hall for additional times. (Additional comments available in the appendix.)

Q9 Do you feel city hall hours are sufficient? Comment below if you would like to see earlier or later hours.

Answered: 428 Skipped: 115



ANSWER CHOICES		RESPONSES
Yes		86.92% 372
No		13.08% 56
TOTAL		428

General areas that the City needs to look at – Question 10

This question asked what respondents feel the City needs the most attention in terms of investment, rehabilitation, or redevelopment. There were a total of 309 valid responses and 234 respondents skipped this question.

Top 4 Responses

- 1) Repair and Maintain Roads – 65 responses. 21 for Evergreen, 12 for Washington Ave, 32 Other Areas.
- 2) Fix Blighted Properties – 15
- 3) Add or Repair Playgrounds – 7
- 4) Provide Affordable Housing – 6, Allow Variety of Downtown Businesses - 6

<u>Item</u>	<u>Number of comments</u>
Road Repair	65
-Evergreen Blvd Repair	21
-Washington Ave Repair	12
Fix Blighted Properties	15
Add Playgrounds/More Maintenance	7
Provide Affordable Housing	6
Provide/Allow Variety of Downtown Businesses	6
Keep Historic Downtown “Historic”	5
Add more Downtown Parking	4
Add Bike Lanes throughout the City	4
Develop HWY 60 Business Park	4
Update Pool	3
Remove the Dams	3
More Downtown Restaurants	2
Repair Buildings at Fairgrounds/Fireman’s Park	3
More Senior Programs	2
Provide safety features to trail crossings	2
Hold Line on Taxes	2
Stop Development	2
Replant Trees	2
Develop Riverwalk	2
More Frequent Recycling	2
Attract Millenials	2
Provide East-West Connector to Susan Lane	1
Fix Downtown sidewalk weeds	1
Promote Pickleball	1

Hotel on Pioneer	1
Economic Development	1
Better Parking during Festivals	1
Invest in the downtown	1
Industrial Development	1
Replace Dead Trees	1
Flower Planting	1
Update Community Center	1
“Smart City”	1
Better Snow Removal	1
Replace Entry Sign	1
Support Summer Sounds	1
Provide Funding for Stump removal	1
Add Downtown Crosswalks	1

Comments – Question 10

In reviewing the written comments, the following major themes were noted:

- Many commented that the city's roads need to better maintained, especially Evergreen Blvd and Washington Ave.
- There were many comments in regards to fixing up rundown buildings and unmaintained homes.
- Several residents expressed concern about not having affordable housing within the City.

Additional Comments – Question 11

This section provided the respondents an opportunity to mention anything else they wanted to that had not already been covered by the questionnaire. There were 180 valid responses with 363 respondents skipping this question. The most comments were in regards to the roads being in poor condition and that there was too much emphasis on helping developers especially through the use of TIF's. It is important to note that there were 8 responses that stated they are ok with paying more taxes to maintain the quality of life services they expect.

Other Comments

<u>Item</u>	<u>Number of comments</u>
Invest in Roads	13
Too Much Emphasis on Helping Developers	12
Ok with Paying More Taxes for Quality of Life	8
Provide and Allow Diverse Businesses	8
Love the City	6
Provide Funds for Parks and Trees	5
Support Quality of Life	3
Be More Environmentally Friendly	3
Attract More Restaurants	3
Have a Better Vision for the City	3
Encourage Volunteerism	2
Lower Taxes/Cut Budget	2
Concerned about Development	2
Be more Transparent	2
Look at Creative Fees to Offset Taxes	2
Keep Dispatch	2
Great Staff	2
Please with Services	2
Hotel	2
Keep Dams	2
Stop TIF's	2
Respect Historic Downtown	1
Provide Bike Trail Safety	1
Smart us of TIF's	1
Promote Cedarburg Education and Tourism	1
Provide Better Snow Removal	1
Provide Paramedic EMS service	1
Adopt Bicycle and pedestrian friendly policies	1

Stop destroying Green Space	1
Provide Weekly Recycling	1
Research Creative Fees to Offset Taxes	1
Fix Blighted Properties	1
Provide a Full-Time Paid Fire Department	1
Switch Trash Pickup to more automated	1
Provide More Traffic Lights around the City	1
Provide Downtown Recycling	1
City Does a Great Job Snow Plowing	1
Have concern for “lifers”	1
Provide Affordable Housing	1
No Pool	1
Better Money Management	1
Remove the Dams	1

Analysis of Survey Results to Demographics of City – Section Eight

The following survey demographics were requested from the participants and compared to the census data from 2013-2017 American Community Survey 5-year estimates. The purpose of comparing the demographics of the survey participants to the census data is to determine if the surveyed participants are reflective of the community composition.

		Surveys Results	Surveys %	Cedarburg Census
Gender	Male	185	42.24%	48.8%
	Female	250	57.08%	51.2%
	Missing	3	0.68%	-
Age	18 to 29	22	4.99%	-
	30 to 39	91	20.63%	-
	40 to 49	104	23.58%	-
	50 to 59	97	22.00%	-
	60 or older	127	28.80%	-
Marital Status	Married	363	82.31%	55.6%
	Not Married	65	14.74%	26.2%
	Widowed	13	2.95%	6.7%
Time Lived in Cedarburg	5 or less	82	18.51%	-
	6 to 20	181	40.86%	-
	>20	180	40.63%	-
Rent or Own	Own	402	91.16%	91.7%
	Rent	39	8.84%	8.3%
Place of Residence	Northeast side of City	145	33.56%	-
	Northwest side of City	103	23.84%	-
	Southeast side of City	77	17.82%	-
	Southwest side of City	107	24.77%	-
Income	Less than \$24,999	6	1.48%	5.6%
	\$25,000 - \$49,999	33	8.13%	8.7%
	\$50,000 - \$74,999	48	11.82%	9.4%
	\$75,000 - \$99,999	74	18.23%	11.1%
	\$100,000 - \$149,999	113	27.83%	12.9%
	\$150,000 or more	132	32.51%	15.2%
Employment Status	Employed Full-time	238	54.09%	68.8%
	Employed Part-time	44	10.00%	-
	Self-employed	24	5.45%	-
	Unemployed	2	0.45%	-
	Student	6	1.36%	-
	Retired	103	23.41%	-
	Stay at home parent	23	5.23%	-

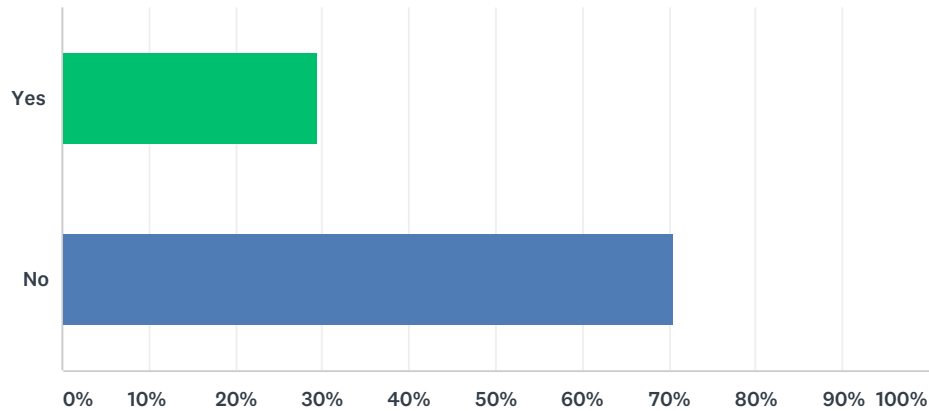
Occupation	Homemaker	16	4.8%	-
	Service Occupation	20	6.01%	-
	Sales and Office	39	11.71%	-
	Education	39	11.71%	-
	Management, professional	145	43.54%	-
	Farming, fishing, forestry	1	0.30%	-
	Construction, extraction, maintenance	4	1.20%	-
	Production, transportation, moving	1	0.30%%	-
	Other	68	20.42%	-
Education	Less than HS	1	0.23%	0
	HS/GED	31	7.14%	97%
	Associates or some college	74	17.05%	-
	Bachelors	210	48.39%	57.4%
	MA or higher	118	27.19%	20.2%
Race	White	407	95.99%	94.7%
	Black or African American	1	0.24%	1.1%
	American Indian or Alaska Native	2	0.47%	0.1%
	Asian	1	.24%	1.8%
	Native Hawaiiin and other Pacific Islander	0	0	0
	Hispanic or Latino	4	0.94%	2.8%
	Two or more races	7	1.65%%	1.0%
	Some other race	2	0.47%	1.8%

- **Gender** – The sample replying to the survey is representative of the population in Cedarburg.
- **Age** – The response rate over 60 years of age was higher than the amount of the other groups which could lead to higher value placed on senior services and lower value on services for the younger population.
- **Marital Status** – The percentage of married respondents to the census population data is high which may result in different views on child related services, public safety needs, and more vested interest in the community.
- **Years Lived in Cedarburg** – The percentage of individuals that have lived in Cedarburg for 5 years or less has the lowest percentage of survey responses with the reverse for those who have lived in Cedarburg over 20 years. Longer term residents may have more vested interest in the community overall.
- **Home Ownership or Rental** – The percentage of individuals who own homes has a higher response rate than those that rent. Individuals who rent have a low percentage of responses compared to the number of renters which may reflect a lower vested interest in the community.

- **Location in City** – The percentage of survey respondents on all four sides from the center of the City seem to be equal.
- **Household Income Level** – A high percentage of respondents make over \$100,000 per year.
- **Employment Status** – Majority of respondents are either employed full-time or retired.
- **Profession** – Close to half of the respondents are in some type of management position.
- **Level of Education** – The level of education of the participants surveyed is reflective of the census data.
- **Race** – The race of the participants surveyed is reflective of the census data.

Q7 Do you think the city should move dispatch services to the county?

Answered: 389 Skipped: 154



ANSWER CHOICES	RESPONSES	
Yes	29.56%	115
No	70.44%	274
TOTAL		389

#	COMMENTS	DATE
1	no real opnion, either works	6/28/2019 9:44 PM
2	keep it local	6/26/2019 10:34 PM
3	Shared services save money.	6/23/2019 11:57 AM
4	When I call 911, I don't get the Cedarburg Police. Why not??!!! I'm always transferred and have to repeat what I just said. Crazy!!	6/14/2019 9:31 AM
5	I don't know. Would it provide BETTER service?	6/13/2019 5:40 PM
6	The county already has 911 cell calls going to them first. It's a waste of time to transfer the calls to the police department. A majority of the dispatchers are very un professional over the radio.	6/10/2019 11:47 PM
7	After listening to the comments made in the meetings it confirmed my beliefs, Cedarburg must stay with Cedarburg. Don't make the same mistake Grafton did!	6/10/2019 10:35 PM
8	Absolutely not! I will sell my house ad leave Cedarburg if that happens. It's not working in other communities where the County has budded in and made promises they can't even come close to meeting!! The most recent is Grafton and it is a disaster... ask the people who live there not the ones who made it happen --- they will tell you everything is great and never admit they were wrong. Please don't do this to our wonderful community.	6/10/2019 8:15 PM
9	Depends of the benefit/risk analysis. If it saves money and doesn't put citizens at risk, I don't have a problem with it.	6/10/2019 6:17 PM
10	Though it would save the city money, I think it's important for the city to feel safe, and not spread thin throughout the county	6/10/2019 6:14 PM
11	Don't know enough about it	6/10/2019 5:29 PM
12	I don't know enough about this to speak on it.	6/10/2019 4:51 PM
13	Don't know	6/10/2019 3:02 PM
14	I don't know...?	6/10/2019 2:57 PM

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15	Cedarburg Police dispatch offers great service to the community we live in. Keeping dispatch in the PD is a far better option	6/8/2019 10:51 PM
16	The question as written is biased. This is no-brainer stuff here.	6/5/2019 12:03 AM
17	It would be a huge mistake.	6/4/2019 1:25 PM
18	Id dispatch service were transferred to the county we would loose the personal service Cedarburg is known for. I don't believe there would be a savings. The county is not going to do this for free. They would just raise our county taxes. The money they say we would save would just be spent elsewhere while the county raises our county tax as a result it would really cost the citizens more for less services. KEEP OUR DISPATCHERS. It is GOOD for Cedarburg!	6/3/2019 10:28 AM
19	if there are cost savings	6/1/2019 8:53 PM
20	We are paying through county taxes to support every other municipality in the County other than Cedarburg and Mequon. 911 cell already routes through county	5/26/2019 8:26 AM
21	Not sure.	5/25/2019 9:13 PM
22	The city should keep this service but only if they can continue effectively and efficiently.	5/25/2019 3:17 PM
23	No need to change it - the current system is proficient.	5/24/2019 10:39 PM
24	It's common and appropriate to do so.	5/23/2019 2:28 PM
25	The Sherrif does not support Fire and EMS. The City will lose all control and save no money! Local CPD dispatch should stay and staffing should increase!	5/23/2019 11:26 AM
26	Are you nuts?	5/22/2019 9:16 PM
27	We already pay through our county tax for the service. The use of central dispatch is cost effective and works well for the rest of the county(Port, Saukville, Belgium, etc) only Cedarburg and Mequon opt out. Makes no sense to duplicate services, especially since 911 calls already go the County	5/21/2019 1:24 PM
28	I'm not sure of what the issues are here. Sorry	5/21/2019 12:38 PM
29	I do not want to move the Dispatch service. It's important to myself and family to keep Cedarburg Dispatch.	5/21/2019 12:05 AM
30	No way. We pay taxes for this service. It a safe town don't ruin this	5/20/2019 8:43 PM
31	If it would not make a significant difference in response times	5/20/2019 8:35 PM
32	Unsure what that even means	5/20/2019 8:32 PM
33	Our city is unique. We need our dispatch to keep our city running, protect our students and be there when someone is in need.	5/20/2019 7:46 PM
34	The people that answer calls are rude, almost feel like you interrupted their day. Waste of money too keep, gotta cut the fat.	5/20/2019 7:14 PM
35	Want the police station open 24x7 for public safety. I once had to call 911, didn't know the address, local dispatcher knew by my description - wouldn't have happened with an outsider.	5/20/2019 5:00 PM
36	No opinion	5/20/2019 4:09 PM
37	I know it would mean a loss of jobs, but could those folks get hired by the county to pick up the extra work load? I guess I want to know more about the cost savings and the impact on service too.	5/20/2019 3:47 PM
38	If it saves money and doesn't adversely impact response times.	5/20/2019 3:36 PM
39	I don't understand why it's such a big deal.	5/20/2019 3:24 PM
40	If it is cost saving measure absolutely	5/20/2019 3:08 PM
41	I think this is a terrible idea that will drastically reduce the level and speed of service that Cedarburg residents deserve.	5/20/2019 3:06 PM
42	Absolutely NOT!!!	5/20/2019 2:12 PM
43	Absolutely NOT. Terrible idea. He quality of service to citizens will suffer and at no savings to taxpayers.	5/20/2019 12:53 PM

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44	Absolutely not, we greatly appreciate the extra level of service and care provided by our dispatch center and feel it is well worth the expense. We choose to live in Cedarburg because of services like this.	5/20/2019 12:53 PM
45	I would need to hear about what this entails to make an informed decision.	5/20/2019 12:43 PM
46	I read that all cell call already go through the county - If that is true, in short time there probably won't be many land lines left.	5/20/2019 12:41 PM
47	Cedarburg has a great police and fire department. If we dispatch to the county, the wait times will be longer, which could make the outcome worse. When seconds count, you can count on Cedarburg police and fire rescue To get there is a Matter of moments.	5/20/2019 12:27 PM
48	I think the pros and cons need to be presented a little clearer to the residents so opinions can be formed based on information not emotion.	5/20/2019 12:23 PM
49	I don't really know if it matters. Prove to me one way is worse than the other and then I'll feel informed enough to decide, but it seems like it's working for other communities.	5/20/2019 12:20 PM
50	No idea	5/20/2019 12:02 PM
51	Dispatch services should be kept local. Cedarburg is a community that is different than all other Ozaukee County communities. Residents of the City expect a certain level of service and our local dispatch center does more than most others.	5/20/2019 11:40 AM
52	Yes, if the timeliness is not compromised.	5/20/2019 10:46 AM
53	No opinion	5/20/2019 9:26 AM
54	Keep decisions in the hands of those most closely affected by them.	5/19/2019 8:01 PM
55	It will increase response time for fire, police, and ems. No good reason to take control away fro our local departments. Money is spent for foolish things, how about spending for life saving measures.	5/18/2019 9:47 PM
56	Only if the cost/benefit calculations support such a move. Really am not that familiar with this issue.	5/18/2019 6:42 PM
57	I don't believe the quality of services will be as good.	5/18/2019 2:27 PM
58	Keep it localized	5/18/2019 7:00 AM
59	If it saves money or improves quality.	5/17/2019 7:01 PM
60	Not sure	5/17/2019 6:23 PM
61	I would need more information regarding this decision to answer this question.	5/17/2019 4:34 PM
62	Check and see how Grafton has adjusted	5/17/2019 1:46 PM
63	Why is this even as issue? You're better off removing a terrible alderman than downgrading our city services.	5/17/2019 6:26 AM
64	I think the police station should be open and accessible 24 hours a day	5/16/2019 10:13 PM
65	Cedarburg dispatchers know our area and can act quickly!	5/16/2019 5:46 PM
66	I don't have confidence that the quick service we now have could be maintained thru the County when Grafton has already been added to their responsibilities.	5/16/2019 4:35 PM
67	County dispatchers would not have adequate knowledge of unique aspects of Cedarburg and its tourist events	5/16/2019 8:36 AM
68	Dispatch services currently is money well spent	5/15/2019 7:27 PM
69	Not sure. How is it working for the other communities that have joined? Would probably consider it if the current status has been positive.	5/15/2019 4:24 PM
70	not sure	5/15/2019 4:02 PM
71	But I really don't know what this consists of	5/15/2019 11:28 AM
72	Central dispatch loses the local connection.	5/15/2019 10:22 AM
73	If the service is as good or improved and it presents a significant cost savings without other adverse effects including loss of control or diminished priority of service due to calls being a part of many being served from other municipalities.	5/15/2019 5:26 AM

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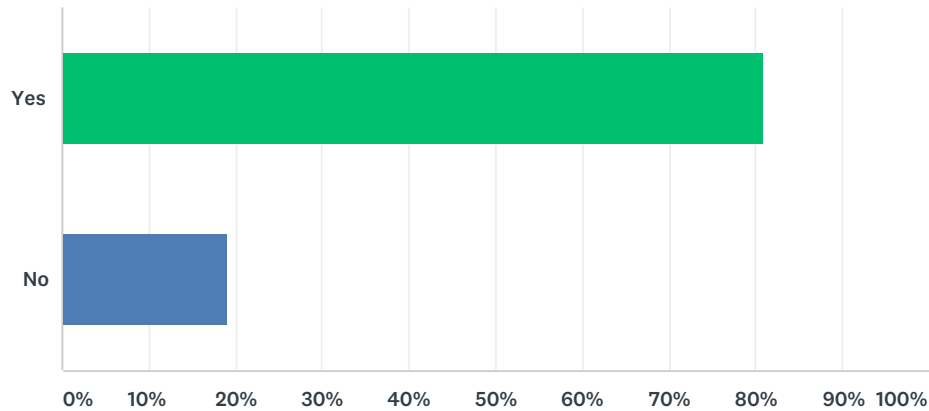
74	If it saves money	5/15/2019 4:29 AM
75	absolutely not	5/15/2019 4:01 AM
76	I am unsure of the impact for the city, county and residents. More information is needed to have an opinion.	5/14/2019 10:39 PM
77	And get cell 911	5/14/2019 10:09 PM
78	They need to be close to the citizens of cedarburg and provide jobs to many	5/14/2019 9:27 PM
79	Its important that our dispatchers be located in our city where they know the streets and are familiar with all activities that our city hosts throughout the year, where situations occur. Safety in our community begins with the person that answers that emergency phone call, and they need to be familiar with every street, alley, park, school, etc. in our city. We live in Cedarburg because it is a safe community, and a close knit city. That will change if we move our dispatch. Our dispatchers are as important as our police and fire fighters and they need to work together here in Cedarburg.	5/14/2019 9:17 PM
80	If it only is cost efficient and without any reservations or decline of accurate, prompt service	5/14/2019 8:46 PM
81	Absolutely not. The community will lose many services it has now. Why upset the police department and the ALL VOLUNTEER fire department!!	5/14/2019 8:37 PM
82	Please don't. We don't need to be like other communities. Let's be better than the rest and other communities and continue as a well rounded reason to live in cedarburg	5/14/2019 8:34 PM
83	Do what's best for the citizens of Cedarburg. We aren't the first city in the county to consider or do this.	5/14/2019 8:12 PM
84	don't know enough about this	5/14/2019 7:25 PM
85	If it saves money.	5/14/2019 7:14 PM
86	No opinion	5/14/2019 6:31 PM
87	Unsure	5/14/2019 6:22 PM
88	Only if it saves a lot of money	5/14/2019 6:14 PM
89	City system is optimized and more stable than the county.	5/14/2019 5:46 PM
90	I do not have a strong opinion on this.	5/14/2019 5:44 PM
91	Keep dispatch the way it is!!	5/14/2019 5:10 PM
92	Let the process assess this. See what makes sense. Goal is keep people safe, not project employees.	5/14/2019 4:52 PM
93	Keep dispatchers here! Familiarity with the City and the people. Knows the City including general information for tourists. Building open 24/7 in emergencies. If fire chief and police chief are in favor of keeping them - they know the MOST of what is needed here - then keep them. I am willing to pay that little amount extra in my taxes for their services.	5/14/2019 4:50 PM
94	If we are reimbursed	5/14/2019 4:15 PM
95	But am okay if financially necessary	5/14/2019 4:04 PM
96	Not sure	5/14/2019 3:22 PM
97	don't know	5/14/2019 2:07 PM
98	With the number of large events in Cedarburg it is best local. Also like Grafton learned. You still need to have someone at the Police station for walk-ins and other calls.	5/14/2019 1:24 PM
99	I'm glad you're asking! Keeping dispatch local should be imperative. It's worth the money!	5/14/2019 12:36 PM
100	We will lose so many perks of having our local dispatch!	5/14/2019 12:23 PM
101	What are the financial implications? Does this represent a cost savings for the city and taxpayers? If so, provide the details. If moved to the county, can residents/tax payers expect the same level of service?	5/14/2019 12:08 PM
102	It is too early in the review process to answer that question. I don't think all the answers to questions surrounding this issue are publicly known yet.	5/14/2019 11:54 AM
103	The benefits of scale.	5/14/2019 11:52 AM

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104	As long as quality and response time does not suffer we don't need 24-7 dispatch services in Cedarburg.	5/14/2019 11:47 AM
105	Absolutely not...We have always been proud of the small town, friendly & caring atmosphere offered in our community. This atmosphere needs to be most prevalent when a person needs to contact our PD for emergency or non-emergency services. Dispatchers are the first voice you hear that can offer that comforting &/or voice to the caller. They know our city like no others which is imperative in times of emergency.	5/14/2019 11:41 AM
106	Unless the cost savings is significant.	5/14/2019 11:33 AM
107	Ridiculous!	5/14/2019 11:08 AM
108	I believe local knowledge helps with communication, which ultimately reduces delays in response	5/14/2019 10:32 AM
109	That's a real waste of talent and services to the community. Nobody has ever liked the work the county does anyway.	5/14/2019 10:29 AM
110	No opinion	5/14/2019 10:28 AM
111	Absolutely not.	5/14/2019 10:25 AM
112	I don't know enough about this. I don't have an opinion.	5/14/2019 10:24 AM
113	Dispatch should be centrally located. Location has zero affect on response	5/14/2019 10:20 AM
114	I don't really know what the difference would be either way. I feel confident that those in charge can make a decision that we not adversely affect the safety of citizens.	5/14/2019 10:20 AM
115	Actual police and fire fighters are in danger. It's politically motivated	5/14/2019 10:11 AM
116	Long overdue	5/14/2019 10:07 AM
117	reduce costs	5/14/2019 9:56 AM
118	Would like to be provided with more facts about this issue. Actual costs, response times, etc	5/14/2019 9:56 AM
119	The behavior of the CFD representatives at the dispatch meetings is shameful and reflects poorly on our city. The CFD member who is a city employee and wife of a dispatcher SHOULD NOT be encouraging CFD members to take an aggressive stance against this move. This is a situation where the only people who are upset are the ones who have a personal stake in it.	5/13/2019 12:28 PM
120	The city needs to create a simple but comprehensive and highly visible pro/con list so people can better understand the issue.	5/11/2019 1:45 PM
121	Absolutely not!!	5/11/2019 6:02 AM
122	I support whatever is most cost effective to the taxpayers without sacrificing response time.	5/10/2019 9:38 PM
123	Only if there is a cost savings that will be passed onto the taxpayers. What is the goal?	5/10/2019 8:32 PM
124	Tough call, but leaning local	5/10/2019 7:35 PM
125	Yes to this and to other intergovernmental cooperation opportunities including sewage treatment and Lake Michigan as drinking water source.	5/10/2019 5:09 PM
126	We will lose if this happens. Our dispatchers are familiar with our community. County may learn streets, but nothing else. Festivals will be poorly managed by people that are not familiar. Frequent callers will not be assisted the call will just be dispatched, instead of the dispatcher talking to them and potentially avoiding the waste of police and EMS services.	5/10/2019 12:53 PM
127	Assuming it saves money and is easier to administer. This probably becomes more complicated and demanding over time, and consolidating may help with technology updates and training.	5/10/2019 12:33 PM

Q8 Are you supportive of keeping the dams in the city?

Answered: 401 Skipped: 142



ANSWER CHOICES	RESPONSES	
Yes	81.05%	325
No	18.95%	76
TOTAL		401

#	COMMENTS	DATE
1	Depends on maintenance costs and condition.	6/29/2019 8:41 AM
2	the creek is an integral part of the City's landscape, parks, history, charm, life!	6/26/2019 10:34 PM
3	Very important to keep the dams	6/25/2019 8:35 PM
4	We should be doing what is best for our environment. The money spent on the dam they are currently working on is a waste of money. Only a handful of people can see that dam - I feel it should have been changed to reflect what is best environmentally. The other dam is much more visible to all. Research what other communities have done to support the environment & retain the beauty of Cedarburg please.	6/24/2019 8:20 AM
5	Returned the creek to its natural state, allowing rapids and beauty instead of an out dated relic.	6/23/2019 11:57 AM
6	Biggest waste of money the city could possibly think of.	6/17/2019 7:11 PM
7	Total waste of money. Get rid of them.	6/14/2019 9:31 AM
8	There's a lot of energy wasted just going over the dams. I wonder if power generation could be practical.	6/13/2019 5:40 PM
9	If it prevents flooding	6/11/2019 8:35 PM
10	Dams are not environmentally friendly	6/10/2019 6:14 PM
11	Not sure	6/10/2019 6:05 PM
12	Only a full-on uninformed pollster would word this question this way. Are we honestly paying salaries for this crap?	6/5/2019 12:03 AM
13	They add to the historic nature of the downtown.	6/2/2019 9:29 PM
14	Dams have long since lost their purpose. Remove them increase water quality and Fish passage. Return nature as it is intended	5/26/2019 8:26 AM
15	Needs more study.	5/25/2019 9:13 PM
16	I need to investigate this further, don't feel confident in answering.	5/23/2019 10:22 PM

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17	Yes, but because they're aesthetically pleasing. I'm not sure if they serve a purpose.	5/23/2019 4:46 PM
18	I could be swayed on this if a compelling environmental argument could be made.	5/23/2019 9:20 AM
19	One of Cedarburg's attractions. Do you people not see how many tourists are taking pictures every day??	5/22/2019 6:07 PM
20	The dams were originally installed to serve a useful purpose. Since they no longer are being used, it makes no sense to incur the cost and liability. Water quality would be greatly improved if removed and the creek were allowed to restore itself to its original, natural condition	5/21/2019 1:24 PM
21	I'm not sure of what the issues are here. Sorry	5/21/2019 12:38 PM
22	Proponents of dam removal have zero interest or understanding of the complex legal issues associated with dam removal or the impact on tourism and community appeal. Dam removal is a decade + undertaking that may pose lasting damage to the city's reputation and cost much more than simple construction once legal issues arise.	5/21/2019 10:39 AM
23	Need more infirmation to make a decision,	5/20/2019 8:43 PM
24	Not especially either way	5/20/2019 8:35 PM
25	Not sure why we would take them out?	5/20/2019 8:32 PM
26	I'm not sure of the environmental impact of the dams.	5/20/2019 8:07 PM
27	Unsure, depending on the flow of water and flooding issues	5/20/2019 5:47 PM
28	Don't know about this issue	5/20/2019 5:00 PM
29	Don't damn the dams!	5/20/2019 3:36 PM
30	Don't know enough to care	5/20/2019 3:24 PM
31	Depending on the cost	5/20/2019 3:14 PM
32	I'm not sure the use for the dams currently. I'd be in favor of keeping them if they provided safety or security or help control flooding. But if they're just for aesthetics I would not keep them	5/20/2019 3:08 PM
33	Whatever is cheaper; I think both sides of this argument have valid points - but respect the city's officials decision in this matter.	5/20/2019 3:06 PM
34	While the dams themselves no longer provide power, the mill ponds behind them provide great value to the aesthetic of what is Cedarburg. They offer boating opportunities and fishing for larger fish that would not be present if the dams were removed. Removing the dams would eliminate all boating opportunities and with the new boat launch in Adlei Horn park, many more people will hay opportunities to enjoy this great resource.	5/20/2019 2:51 PM
35	I do not know enough about the impact of removing them to answer	5/20/2019 1:05 PM
36	They are a historical part of Cedarburg and help maintain the beauty of the cedar creek which is a big art of Cedarburgs tourism attraction and charm.	5/20/2019 12:53 PM
37	Maybe the one by Bridge street, but even that - the water backed up behind it in summer is very poor quality.	5/20/2019 12:41 PM
38	The dams help from the playgrounds and people's yards from flooding.	5/20/2019 12:27 PM
39	Again, I don't know enough about the arguments either way to decide.	5/20/2019 12:20 PM
40	Would be nice to have them removed, but I don't view as a necessity.	5/20/2019 12:06 PM
41	They are pivotal to the classic beauty and history of our city. Removing them would ruin the look and feel of downtown Cedarburg, regardless of what costs it would take to repair them.	5/20/2019 12:00 PM
42	Dams once served a very useful purpose. At this time, dams seem antiquated and no longer serve their original purposes.	5/20/2019 11:40 AM
43	I see the dams as an issue of aesthetics as well as important to the land owners in the retention areas. I have done extensive research into the talking points the dam opponents have and do not see an environmental need nor any boost to economic activity or adjoining property values.	5/20/2019 10:46 AM

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44	As a geologist I fully support the removal of the Cedarburg dams. The dams are aging dangerous low head dams that have low water quality in the upstream impoundments. In addition the dams are no longer working and burden the city with an unneeded ecological and monetary expense. I'd much rather see a free flowing Cedar Creek than an impounded one.	5/20/2019 9:26 AM
45	They are part of Cedarburg's charm.	5/20/2019 12:30 AM
46	Great for historic continuity, community identity, and tourism	5/19/2019 8:01 PM
47	Free flow of water is clean water. Salmon and trout are making a big comeback in other area rivers, bringing tourists from other states too! Kayaking and canoeing is also very popular. People want to use the river!	5/19/2019 4:29 PM
48	???	5/18/2019 9:26 PM
49	Yes, they add character to the city. Question - would removing the dams improve the water flow north of the dam by The Anvil? Last summer this area a few blocks north was shore to shore weeds	5/18/2019 6:42 PM
50	The dams provide us with beautiful waterways and is what makes cedarburg unique.	5/18/2019 2:27 PM
51	No longer necessary	5/18/2019 7:00 AM
52	I do not have enough information regarding the pros or cons of the dams to answer this question.	5/17/2019 4:34 PM
53	Funds should be allocated to present plans on how the creek would look with the dams removed. Most people think the dams will be removed and no restoration of the creek. This is a	5/17/2019 1:46 PM
54	They make Cedarburg.	5/17/2019 6:26 AM
55	Don't know enough about it.	5/16/2019 5:46 PM
56	Yes, for several reasons I.e. the prevention of invading species.	5/16/2019 4:35 PM
57	Serves no purpose. Collects trash	5/16/2019 10:57 AM
58	100%... please work hard to preserve and maintain / keep the dams!	5/16/2019 9:18 AM
59	They are presently being maintained so why remove them.	5/16/2019 8:36 AM
60	I LOVE the dams, but lately have been rethinking them due the extreme increase in flooding throughout the US. Would we not be safer without them?	5/15/2019 4:24 PM
61	Iconic part of cedarburg image. Don't continue to strip cedatburg of what makes it special.	5/15/2019 2:16 PM
62	Again, I don't know enough about the topic - what would be the other options??	5/15/2019 11:28 AM
63	Create wildlife diversity both in and out of the waters. Also beautiful for residents and tourists	5/14/2019 9:27 PM
64	This is necessary to maintain the image and reputation of Cedarburg. It should also be considered how to harness the power to demonstrate clean energy generation by water power.	5/14/2019 9:18 PM
65	The dams adds historical character to the city. They should be invested in to preserve them at all costs.	5/14/2019 9:09 PM
66	Only if absolutely needed based on expert analysis of each situation	5/14/2019 8:46 PM
67	The dams are part of the identity of Cedarburg.	5/14/2019 8:12 PM
68	They are no longer needed and are a huge financial burden on future generations. The environmental aspects of removal greatly outweigh any reasons for keeping them as they are an eyesore that collect stagnant, algae filled water.	5/14/2019 8:00 PM
69	don't know enough about this	5/14/2019 7:25 PM
70	I can't say, as I have no info on the need for flood control.	5/14/2019 6:59 PM
71	Only a fool would consider ruining our views!	5/14/2019 5:46 PM
72	I feel very strongly about this. Currently I think the dams prevent the citizens of Cedarburg from enjoying the priceless resource that is Cedar Creek.	5/14/2019 5:44 PM
73	They are picturesque, but it's not the natural state of Cedar Creek. The buildings will remain. The city will adapt.	5/14/2019 4:52 PM
74	It keeps the water levels controlled. They are part of our history and are wonderful you look at.	5/14/2019 4:15 PM

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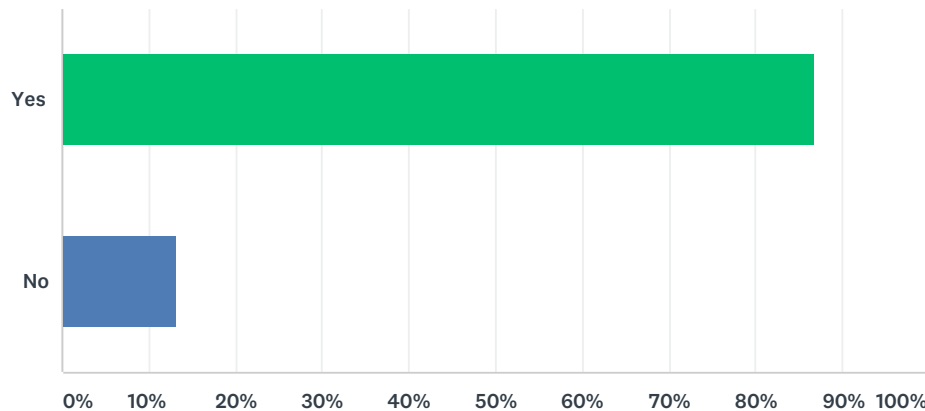
75	Would like to keep, but not at a high price	5/14/2019 4:04 PM
76	Not sure	5/14/2019 3:22 PM
77	I support keeping the dams, but only if the costs are not substantial. If the cost is significant, than I would not support keeping the dams.	5/14/2019 2:21 PM
78	don't know	5/14/2019 2:07 PM
79	It depends of how the waterways are done if dams removed. It needs to fit with the city. Can't just be a muddy basin in dry season	5/14/2019 1:24 PM
80	not sure	5/14/2019 12:28 PM
81	I'm really not sure. I would like to see pros/cons fully laid out. What is the position of the city? Of the council? Perhaps a referendum?	5/14/2019 12:08 PM
82	They are very much a part of the local scene. That said, I'd like to have a better understanding of the environmental impact of leaving the dams in place vs. removing them.	5/14/2019 11:52 AM
83	At some point retaining the dams for historic value doesn't overcome the impact on fish and the environment.	5/14/2019 11:47 AM
84	They're nice to look at.	5/14/2019 11:19 AM
85	Remove dams to back to nature. The dams serve no good purpose. Our roads are terrible especially Evergreen. The downtown association has too much power. We are a progressive modern city not a Make Believe Norman Rockwell theme park for tourists to gap at.	5/14/2019 10:41 AM
86	The dams are central to the history and development of Cedarburg. To remove those dams would eliminate the pleasant water/pond views, and the banks of the creek would become an overgrown eyesore.	5/14/2019 10:32 AM
87	I'm sentimental. It's part of the community. I can hear the water flowing over the dam from my bedroom window. It's soothing. It's touristy	5/14/2019 10:29 AM
88	Yes, but not at a cost that eliminates essential services. Then no if the cost means cuts to essential services	5/14/2019 10:25 AM
89	I don't know enough about this. I don't have an opinion.	5/14/2019 10:24 AM
90	Again, I would leave this decision to those who are in charge and who are more educated about this than I am.	5/14/2019 10:20 AM
91	The dams create an eyesore, which is dirty, unhealthy, water. Take them out, restore the natural waterfalls.	5/14/2019 10:20 AM
92	Serves no purpose but looks	5/14/2019 10:11 AM
93	do they generate money?	5/14/2019 9:56 AM
94	We don't know enough about this as citizens right now.	5/13/2019 12:28 PM
95	The dams provide no services and harm a public resource to the point that the public is not legally permitted to swim or wade in their own resource. Spending much more money on defunct dams that provide no service, than on street repairs is a very uninformed decision and tough to defend. If the city would look at similar towns where rivers were restored, they would learn how much new and sustained economic activity occurs immediately, and how important a clean public waterway is to a community. Spending the public's money to prevent new economic growth, keep property values lower than they should be, prevent the public from enjoying their river, and preventing the hugely positive impacts of new recreation and tourism industries is not money well spent. There was a balance once between what complete dam systems provided, and the disruption caused to the river. That balance is long gone. None of the dams have wheels or mills or saws or do any work, and as a result, have little to no historical integrity. Without the ability to do work anymore, they are nothing more than harmful, expensive chunks of concrete in the middle of a public resource. The original dam builders would not spend money on obsolete, incomplete dams. Why should we be forced to? Even if the city continues to not research what happens when rivers are restored, spending the public's money to make sure kids can't go play in their own river is wrong.	5/11/2019 1:45 PM
96	Whatever is best for the creek	5/11/2019 6:02 AM
97	If the dams serve no longer serve any purpose for power generation then no.	5/10/2019 9:38 PM

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98	If it saves the tax payers money that we will see then close the dams unless there is a purpose for them	5/10/2019 8:32 PM
99	Our greatest landmarks	5/10/2019 7:35 PM
100	Essential for the ambiance, history and aesthetics of Cedarburg.	5/10/2019 5:09 PM
101	I love the old dams, but for environmental and fiscal reasons they should come down. They have outlived their purpose. Those that built them would think we foolish to maintain them.	5/10/2019 12:33 PM
102	Not sure	5/10/2019 12:29 PM

Q9 Do you feel city hall hours are sufficient? Comment below if you would like to see earlier or later hours.

Answered: 428 Skipped: 115



ANSWER CHOICES	RESPONSES
Yes	86.92% 372
No	13.08% 56
TOTAL	428

#	COMMENTS	DATE
1	Should be open one or two evenings a week.	6/29/2019 8:41 AM
2	Would be good to have evening hours one day, perhaps when city meetings occur, like Mondays.	6/25/2019 9:01 PM
3	Not for households where both parents work	6/11/2019 6:13 AM
4	Later hours	6/11/2019 12:02 AM
5	I never understood why City Hall can't be open during the lunch hour! When do you think working people can come??? Your not open on Saturdays! It won't cost the any money to stagger lunch hours with your office staff.	6/10/2019 8:15 PM
6	Later one day a week	6/10/2019 7:24 PM
7	Earlier hours so people can stop by before work.	6/10/2019 6:36 PM
8	One evening or a Saturday morning would be helpful	6/10/2019 6:36 PM
9	Who cares about city hall hours? How did this even make the survey?	6/5/2019 12:03 AM
10	one late day might be nice	5/27/2019 6:01 PM
11	one saturday morning a month would be nice for licensing, absentee ballots etc	5/27/2019 5:12 PM
12	No city hall ever has good hours...	5/27/2019 9:42 AM
13	I would shorten a day so another day can be open to 6 pm for people who work outside of Cedarburg.	5/26/2019 10:23 AM
14	Need longer hours	5/25/2019 9:55 PM
15	later hours. i work the same hours and can't get there before they close.	5/25/2019 4:30 PM
16	Don't you mean sufficient?	5/25/2019 3:17 PM
17	Later hours would be helpful	5/24/2019 10:39 PM

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18	I feel they are sufficient. Instead of money being allocated for more staffing for more hours why not make on-line paying, ie taxes not so expensive to do online	5/23/2019 4:46 PM
19	Late hrs arw needed at least one week night	5/22/2019 5:36 PM
20	It would be helpful if they were a little late because I'd we work it makes it hard to her to City Hall before they closed.	5/22/2019 12:25 AM
21	No issues with the hours of city hall	5/21/2019 1:24 PM
22	I haven't had to use their services yet.	5/21/2019 12:38 PM
23	City Hall is user friendly and the staff is very accomodating.	5/21/2019 10:39 AM
24	8-6:30 would work better for most people	5/21/2019 5:40 AM
25	There should be some hours to accommodate working people	5/20/2019 8:58 PM
26	Later and maybe be open on Saturday at least until noon.	5/20/2019 7:14 PM
27	No comment	5/20/2019 5:47 PM
28	Longer hours would be nice, but considering costs, residents can make the effort to go in when they are open.	5/20/2019 5:00 PM
29	Later	5/20/2019 3:14 PM
30	I would like to see the hours open 2 hours later in the morning to allow for more time in the evening for citizens that work to use City Hall after their normal job	5/20/2019 3:08 PM
31	One night should be later a week	5/20/2019 2:12 PM
32	There should always be someone at city hall you can talk to. Plus when you do call during "normal" business hours, it is hard to get a hold of sometime.	5/20/2019 12:27 PM
33	Later hours	5/20/2019 12:20 PM
34	Later hours	5/20/2019 12:04 PM
35	Later hours	5/20/2019 12:03 PM
36	Longer times in the evening for people who work 8-5!	5/20/2019 12:00 PM
37	Perhaps have one day with later hours	5/20/2019 11:58 AM
38	I think it would be beneficial to have one weeknight with later hours and maybe one Saturday each month where it would be open for a few hours (say eight in the morning until noon). Not everyone can make it in during standard business hours.	5/20/2019 11:40 AM
39	No Opinion	5/20/2019 12:30 AM
40	Good as is.	5/18/2019 9:26 PM
41	5:30 (early voting/after work activities)	5/18/2019 7:00 AM
42	The city is working, why reinvent the wheel. Christy has done an amazing job and no one is giving her credit.	5/17/2019 6:26 AM
43	Don't Know.	5/16/2019 5:46 PM
44	Perhaps the hours could be reduced	5/16/2019 8:36 AM
45	either one or alternate, for a few days per week	5/16/2019 5:14 AM
46	Extended hrs for people that work	5/15/2019 9:35 PM
47	Hours are not very friendly to the majority or residence who work 9-5	5/15/2019 7:27 PM
48	having them open until 5pm or by 7am would help many people that work	5/15/2019 2:53 PM
49	Later hours but not at the cost of tax payers	5/15/2019 3:03 AM
50	Later	5/14/2019 11:35 PM
51	Maybe have earlier and later hours on certain days of the week to keep the hours/week the same but offer flexibility	5/14/2019 10:39 PM
52	Just fine	5/14/2019 10:09 PM

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53	There should be one late night especially around elections	5/14/2019 8:12 PM
54	hours it's open may be sufficient, but I've already called and left messages for debts w/ no response	5/14/2019 7:25 PM
55	Employees there at 7:30am - make it open to public at that time.	5/14/2019 4:50 PM
56	I work during city hall hours so it is impossible to get there.	5/14/2019 3:15 PM
57	Hours seem to be fine.	5/14/2019 2:21 PM
58	Earlier	5/14/2019 1:23 PM
59	City Hall hours are adequate. Perhaps they could be reduced as a potential cost savings.	5/14/2019 12:08 PM
60	Would be nice if they were open until 5, could start at 8:30 or 9.	5/14/2019 11:33 AM
61	Why?????	5/14/2019 10:29 AM
62	later	5/14/2019 10:20 AM
63	Reduce if it would save money	5/14/2019 10:07 AM
64	I am a teacher and have difficulty getting services when I need them. Having at least one option for weekend or evening hours would be very helpful.	5/14/2019 10:02 AM
65	cut back hours	5/14/2019 9:56 AM
66	They should have at least one evening during election season so a working person can vote early after 5 pm.	5/14/2019 9:56 AM
67	Saturday AM hours. Most people work during normal hours	5/14/2019 7:45 AM
68	Later hours	5/11/2019 1:49 PM
69	Efficient or sufficient? Maybe one night a week they could be open late to assist those with our of town day jobs.	5/10/2019 12:33 PM
70	I would like to see a mix of day/evening hours	5/10/2019 12:12 PM

Q10 What general area(s) of the City of Cedarburg do you feel needs the most attention in terms of investment, rehabilitation, or redevelopment? Please provide suggestions below using common neighborhood names, street names or landmarks. What do you think needs to be done?

Answered: 309 Skipped: 234

#	RESPONSES	DATE
1	Traffic on Sheboygan Rd is going to increase significantly with apartment construction at Hwy 60. Intersection with Washington Ave is going to become very backed up. An east-west connector needs to be developed along Susan Lane crossing Cedar Creek to the east and connecting to Washington Ave to the west. Was formerly proposed on City plan but nothing has happened with it. Also the senior center needs to be rethought with ground level access and larger facilities. A bike path from the NE side of the city (Sheboygan Road neighborhoods) would help kids safely access downtown.	6/29/2019 8:41 AM
2	County fairgrounds/buildings seem dilapidated. Level walking areas, updated sheds and grandstand, etc.	6/28/2019 9:44 PM
3	STREETS - Washington Avenue should look like the gateway to the beautiful downtown. Currently looks very patchwork especially near fairgrounds	6/26/2019 10:34 PM
4	Many of the downtown properties and most of the downtown sidewalks appear weedy and poorly maintained (in terms of summer growth). TherSpecifically Washington Avenue. This is a big and disconcerting change over the last 25 years.	6/25/2019 9:01 PM
5	More housing that's available for the kids who grew up here but who can't come back (at least not til they're in their 40's) because they're too poor	6/25/2019 8:35 PM
6	We need to keep our roads, schools, & parks up - they are key to our quality of life.	6/24/2019 8:20 AM
7	The large industrial site to the south of Western Road by Washington.	6/23/2019 11:57 AM
8	The river. Remove the dams and restore the public's rights to access and enjoy a public resource. Stop wasting our money to keep the river polluted by walls of concrete.	6/17/2019 7:11 PM
9	Road maintenance in older subdivisions/neighborhoods- Evergreen Blvd. is in rough shape; pool playground; set specific standards for acceptance of retail shops in historic downtown; limit amount of retail shops' outdoor displays of items for sale (a few shops have excessive outdoor items for sale which detracts from the visual appeal of Washington Ave.)	6/15/2019 8:10 AM
10	STOP ALL THE DEVELOPMENT!!! Farm land is being sold off and turned into subdivisions. Why can't these properties be preserved and put into a land trust? The Cedarburg City Leaders are ruining our city with all this development. Why are only \$450,000+ homes being allowed to be built on those lots? Why can't reasonably priced homes for the middle class be allowed to be built? STOP THE DEVELOPMENT!!!	6/14/2019 9:31 AM
11	Promotion of indoor pickleball rather than tennis, a declining sport	6/14/2019 8:34 AM
12	Get more businesses and restaurants in downtown area to continue to draw people in. Quit charging high rent that is prohibitive to new businesses. Re-pave Evergreen Blvd	6/14/2019 7:38 AM
13	Hwy 60	6/14/2019 7:31 AM
14	Put in a hotel on Pioneer. There is no place for visitors to stay beyond expensive bed and breakfast places.	6/13/2019 8:46 PM
15	The Amcast site. The former Mercury Marine site now open.	6/13/2019 5:40 PM
16	Please make the overdue repairs to streets like Evergreen. The High School was rated #1 in the state but the streets to get to it are treacherous! Happy to see at least patching being done on N Washington but this is just temporary.	6/13/2019 11:31 AM
17	Woodland Rd is bad, via Hawthorne and/or Highwood. Highland Dr. and parts of Portland (going out of city) towards Lakefield Rd	6/11/2019 11:27 PM

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18	Senior Programs, taxes, newer younger leaders	6/11/2019 9:49 PM
19	Stop screwing around with the former Amcast site and knock the building down.	6/11/2019 9:26 PM
20	Get rid of power of the landmarks commission	6/11/2019 8:51 PM
21	Safety of bicycle trail street crossings at Pioneer road and 11th street. WE NEED A LIGHT at pioneer road to avoid another death!!!	6/11/2019 8:35 PM
22	Evergreen (by the high school!	6/11/2019 7:04 PM
23	Economic development	6/11/2019 6:13 AM
24	Pavement on Evergreen boulevard and public parking lots; more warning signs/better visibility of roads/bike trail crossections; improvement of garbage pick up procedure - more automatization and backup plan if the garbage tracks are broken; better snow removal during snowstorms..	6/11/2019 12:02 AM
25	The city really needs to focus their efforts on fixing city roads including Evergreen North of Western.	6/10/2019 11:47 PM
26	Washington avenue desperately needs to be repaired; especially between Pioneer road and Western ave.	6/10/2019 10:23 PM
27	Evergreen - Street is in awful condition Parking along the Bend on Cleveland, near Evergreen should be a no-parking zone, parking on both sides of the street is a visual hazard to drivers — and the high school kids speed and text while driving relentlessly down Cleveland	6/10/2019 9:48 PM
28	Roads - Sunnyside Ln is rough! Some houses on Highland look pretty rough too	6/10/2019 9:36 PM
29	Better signage and lighting at trail crosswalk on pioneer rd/washington ave, near speedway.	6/10/2019 8:42 PM
30	The empty parking lot and seemingly empty buildings on Western near Hanover. Something new and exciting should go in there.	6/10/2019 8:42 PM
31	neighborhood streets in general. evergreen blvd and surrounding to be specific. some downtown buildings are a little shabby too.	6/10/2019 8:30 PM
32	They keep approving apartment complexes that claim to be affordable rents. Wrong! Arabella is an eyesore.	6/10/2019 8:16 PM
33	The apartments in south side of town on Washington look run down.	6/10/2019 8:06 PM
34	dc massive empty lot and building near the water tower on western and Washington. It's a huge building sitting on some prime time real estate.	6/10/2019 7:35 PM
35	Approve the more progressive businesses that want to come to town. There are many empty business spaces downtown. The city should support filling those.	6/10/2019 7:31 PM
36	On Hamilton, the old automotive plant should be taken care of. It is an eye sore and would be great if it were repurposed or demolished.	6/10/2019 6:44 PM
37	Welcome new businesses, don't discourage them. Support what is successful and working (Festivals, Summer Sounds, etc.) and don't support what isn't.	6/10/2019 6:36 PM
38	Parking during festival season is outrageous. A municipal lot located outside of the festival area with shuttle would be beneficial. Downtown sidewalks are not wheelchair friendly... too narrow, uneven.	6/10/2019 6:36 PM
39	City streets are in very poor condition. Examples, Orchard, Meadow, Highwood. Removing dead Ash trees from city property	6/10/2019 6:32 PM
40	I would love to see some serious work out into the fairgrounds and firemen's park. It's a great facility and I don't mind things with a historic, even rustic look, but it's pretty shoddy looking.	6/10/2019 6:17 PM
41	Bike lanes	6/10/2019 6:16 PM
42	More development around 5 Corners, increasing housing and business	6/10/2019 6:14 PM
43	The roads in Cedarburg are terrible.. Evergreen, Harrison, to name 2.	6/10/2019 4:51 PM
44	Continued investment downtown. That is what makes Cedarburg Cedarburg. The fairgrounds could use some love too. That area feels pretty dated. It's kept well maintained for what it is, but if \$100,000 dropped out of the sky, those 2 areas could certainly benefit from financial investment.	6/10/2019 2:59 PM

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45	I think the addition of big, ugly apartments next to a historic landmark needs to be reevaluated and redeveloped. It looks awful! I also think more attention needs to be made with the pedestrian traffic and enforcement so traffic actually yields to pedestrians! Especially the south end of cedarburg... Western Ave south to Lincoln Blvd has had lots of close calls lately with traffic not yeilding.	6/10/2019 2:57 PM
46	Evergreen BLVD needs to be fixed and maintained better.	6/8/2019 10:51 PM
47	Absolutely absurdly worded question.	6/5/2019 12:03 AM
48	I would like to see Cedarburg be more bike & pedestrian friendly. We could start with a 4 way stop at Mill & Washington. It is a very dangerous street cross and the traffic needs to be slowed down. Investing in flashing cross walk signs for both people and bikes. We just had a biker killed when a car drove around a stopped car waiting for a biker. We also really need a bike crossing sign on Mequon in front of the fire department.	6/2/2019 9:29 PM
49	Bike path or sidewalk from railroad tracks on Portland to Quilt Museum. Might be nice to have flashing lights to warn cars that bikes are on the path. Why plants trees on roadsides just to have Cedarburg light and water butcher them every spring ? County wide dispatch makes sense.. we should consider more shared services, but egos get in the way. Tear down the unsightly St. Francis Borgia apartment eye-sore. Cedarburg deserves a lot better construction and visual attractiveness. Take a look at Mequon's newest project.	6/2/2019 8:05 PM
50	The streets are all in disrepair - they need to be fixed	5/30/2019 12:38 PM
51	Streets and sidewalks - Evergreen from Western to Washington; continue focus on improving schools	5/28/2019 2:45 PM
52	Garfield Street should be repaved after construction of Cedarburg Place condos.	5/27/2019 10:38 PM
53	The old factory on Western needs attention. It would be great to get a business in there.	5/27/2019 5:12 PM
54	I would like to see the interiors of some of the older buildings be forced to updated their facilities due to either them no longer working decently or being outdated (think like stonewall pub)	5/27/2019 9:42 AM
55	Get rid of the inconsistent buildings grandfathered in on Washington that don't fit with the historic feel, I.e. car repair etc...	5/26/2019 8:26 AM
56	There are numerous homes on the south side of town that need to be looked at, the home on Hilbert and Sprint the lawn is overgrown every year but no one does anything, another home on spring that had a fire is an eye sore, the vacant home on Hamilton and Hilbert often has an overgrown yard.	5/25/2019 9:55 PM
57	Recent reduction of public tennis courts (Horn Park) is difficult. Keep pickleball & tennis courts separate rather than trying to make them double duty. Need multiple tennis courts together for recreational and instructional uses. Cannot rely on school district tennis courts for recreational play.	5/25/2019 9:13 PM
58	None	5/25/2019 8:48 PM
59	What needs to be redeveloped is the festival's, particularly Strawberry Festival. What seems like many, many years ago it was a fun small town festival. Now I can't get out of the mess soon enough, it's an absolute disaster. You can't park on your own street, you can't get to any of the normal businesses downtown, pretty much all the vendors there are from out of state, and they keep taking over more and more area to increase the junk that they have there. Heaven forbid there ever be a fire, I have dreaded that for years. As excellent as our fire department is there's not much they can do. Where do you move 10,000 people and a bunch of vendor booths in case of emergency? You can't. End of story. Any emergency downtown during the festival is likely to be catastrophic. Not to mention the mess they leave behind when it's over. Cedarburg thrives on tourism, but I feel there are MUCH better options. At least Festival's of Cedarburg is finally being held responsible for clean up, as for years it was the tax payers. The special events in Cedarburg are wonderful, but taking over city streets fo do so is ridiculous. Fireman's Park is best suited for that especially with the huge access to parking. The hay wagon idea transporting people from downtown and across the city is a great idea for special events to promote tourism and the ability for all businesses to function normally and reap the benefits, not just Festival's of Cedarburg. Cedarburg has lots of parks which brings the ability for lots of events for tourists. Tourism would be most beneficial to spread across the city, and not just limited to the downtown. Doing so would make tourism more efficient for businesses across the board.	5/25/2019 8:00 PM
60	fix all the roads	5/25/2019 4:30 PM
61	More affordable housing is needed, and not within a few feet of the main street.	5/25/2019 3:17 PM

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62	More senior programming, affordable housing for seniors and lower income. Encourage and support Diversity in retail business. Diversity in population as well	5/25/2019 7:19 AM
63	Leave the dispatch system alone. Listen to the professionals in the city that work with it every day.	5/24/2019 10:39 PM
64	Hold the line on taxes	5/24/2019 5:23 PM
65	More tax base....more industrial development.	5/24/2019 2:05 PM
66	Traffic signs where the bike path crosses the road stating...traffic does not stop, bikes must stop and wait for traffic to clear.	5/24/2019 9:32 AM
67	Building tacky condos and apartment blocks like on the north side of Cedarburg will make our city look worse.	5/23/2019 10:13 PM
68	We need to replace the dead trees	5/23/2019 9:51 PM
69	I love to see a greater variety of restaurants in Cedarburg. We have many pizza places and bars but lacking in additional variety.	5/23/2019 6:09 PM
70	Bike crossing signage and crosswalk indicators for bikes and pedestrians esp on bike trail.	5/23/2019 2:28 PM
71	New Xmas decorations	5/23/2019 1:59 PM
72	Fire Department	5/23/2019 11:26 AM
73	Streets are in rough shape all over the city.	5/23/2019 9:20 AM
74	Preserve downtown, preserve green space....too much building going on to ensure the historical feel of Cedarburg	5/23/2019 8:50 AM
75	South Washington Ave road maintenance especially, but also most roads leading into/out of the city. Stump removal and replacement of tree in front of our house on Jefferson Ave :) Is there anything more the city can do to help new businesses succeed vs rapid turnover in some retail spaces?	5/23/2019 8:07 AM
76	Fix the damn Evergreen road!!! Tower got fixed and now Evergreen is still a mess!!	5/22/2019 6:07 PM
77	Sidewalks, tree trimming	5/22/2019 5:36 PM
78	To many people for size. More parking, more shaded seating at pool, smaller class sizes. So crowded can't enjoy what city offerd	5/22/2019 5:09 AM
79	Road repair	5/22/2019 12:25 AM
80	1. Stop signs at the very busy intersections in the Praire View Neighborhood (across from the Police Station). Many young children in the neighborhood. 2. Develop the east side of town along T and Pioneer.	5/21/2019 9:54 PM
81	Many streets around us are in very poor shape, Evergreen Street, Windward Street	5/21/2019 8:54 PM
82	City space from sidewalks to streets need major help/grass seeding and plantings	5/21/2019 7:56 PM
83	Road repairs	5/21/2019 2:02 PM
84	Overall, more priority needs to be placed on road maintenance and reconstruction. South Washington concrete hasnt been touched since it was built in the 70's, Evergreen blvd needs attention. Local streets should be rebuilt based on their condition ratings, but there simply needs to be more \$ provided. With 50 miles of streets, if a cycle of 25 years was applied, that would mean 2 miles per year of rebuilding and I dont believe the city is anywhere near that	5/21/2019 1:24 PM
85	The streets need to be repaired.	5/21/2019 12:38 PM
86	Stop all the building its ruining the charm.	5/21/2019 11:34 AM
87	The historical Washington Avenue business district needs to be protected from efforts to "modernize" it. Leave the cannabis dispensaries and other low end and non contributing businesses to surrounding communities and Milwaukee.	5/21/2019 10:39 AM
88	Western road needs to be rebuilt because it is the main thoroughfare for all the Fest and tourist traffic. There are some homes that need serious rehabilitation on Western road. Evergreen is horrible, putting a rough road sign is embarrassing to the community.	5/21/2019 5:40 AM
89	Playground maintance. Maintenance of the gate to Mill race. Larger public parking signs and more clarity to parking lots.	5/21/2019 12:05 AM

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90	Tree being re planted where the ash trees were taken out! A lot are missing in Georgetown.	5/20/2019 10:54 PM
91	The roads are TERRIBLE. Crescent Dr is ridiculous, arbor dr, even Sheboygan is degrading again...	5/20/2019 9:51 PM
92	Could ozaukee disposal be relocated out of the city of Cedarburg or at least located in a non residential area.	5/20/2019 9:37 PM
93	Bring in more businesses along Hwy 60 near 5 corners. Residential tax levels continue to rise and bringing in more businesses can help that tax burden.	5/20/2019 9:23 PM
94	There is a lot of hypocrisy on the part of the Common Council, which leads one to believe that they are entirely disingenuous. I hate the apartments going up next to SFB. That was done to accommodate SFB and not for the good of the City. The CC was entirely dishonest about the whole process from start to finish. Why is Walter's Lofts (or whatever it's called now) allowed to have such a hideous storefront? The side of the Out n Out building is hideous. For all the talk of retaining Cedarburg's charm, i.e., its appeal, the actions of the CC don't seem to support that goal. There's no way in hell that these WEALTHY apartment developers should be getting tifs and assistance. Why is Witte's being denied, and the CBD shop owner being lied to and denied, while the CC is kissing developers' collective asses? HSI behaved like a cast of lying, condescending, arrogant slimeballs and the CC let them and supported them. Why?	5/20/2019 8:58 PM
95	Redevelopment of our empty stores downtown	5/20/2019 8:43 PM
96	I would love if the city would provide some minor pest control on Washington avenue. I love talking walks but am terrified of the spiders that cover the town in summer.	5/20/2019 8:35 PM
97	I think the pool park needs to be updated. There are some pretty bad roads that need to be resurfaced. I can't think of which ones. Evergreen?	5/20/2019 8:32 PM
98	Road repair in maple manor.	5/20/2019 8:10 PM
99	There's drug use happening in the bathrooms of Cedarburg high school's while school is in session. I wish That someone could be posted there to supervise	5/20/2019 7:57 PM
100	The All Children's Playground by the pool is rotten and needs to be replaced.	5/20/2019 7:46 PM
101	New playground equipment at All Children's Playground Repair Evergreen Blvd Increase snow removal/plow trucks during the winter, some people have to work early in the morning and get to hospitals!	5/20/2019 7:19 PM
102	.	5/20/2019 7:14 PM
103	South central Cedarburg is in poor shape. Not necessarily everything there, but the CVS strip mall, the old Kowloon, the old Kettle Moraine Appliance. Everything but Wittenberg and Ottos needs attention.	5/20/2019 5:36 PM
104	1. Centennial park play ground 2. Snack shack at cedar creek park 3. Riverwalk of some kind to showcase Cedar Creek...most business have a weed patch and dumpsters looks tacky and doesnt take advantage of a great part of downtown 4. Less consignment shops and less insurance agencies with store fronts that look tacky. 5. Bring more IT companies / consulting firms to the area for better jobs in the community. 6. Try to bring in a specialty cheese shop to the downtown. 7. Try to bring in a "general store" throw back store.	5/20/2019 5:25 PM
105	1 - Add seating to the Nature Conservancy parking lot on Lincoln or replace the picnic table that used to be there. 2 - Continue the beautiful flower planting in the blvd areas	5/20/2019 5:00 PM
106	Washington avenue before and after downtown is horrible with way too many potholes. Please fix them. Same with evergreen Blvd in cedar point. Horrible condition.	5/20/2019 4:59 PM
107	Need to lower taxes	5/20/2019 4:41 PM
108	By Speedway south side of cedarburg	5/20/2019 4:39 PM
109	Tennis courts at Zeunart Park need repair Tree pruning along Western Ave looks like a hack job. I expect most of those trees will not survive long. Can we develop a food truck park near downtown? We need more, good restaurant options! The number/quality of restaurants around here is disappointing considering the number of expensive houses.	5/20/2019 4:09 PM
110	Resurfacing Evergreen Blvd.	5/20/2019 3:47 PM
111	We need to attract young families looking to invest in the community by putting down roots. Let's focus on things that will attract millennials and first time homebuyers.	5/20/2019 3:36 PM

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112	The roads are atrocious (i.e. Evergreen by CHS), parks/pool need to be well maintained.	5/20/2019 3:24 PM
113	All children's park needs to be redone	5/20/2019 3:14 PM
114	The old amcast lot.	5/20/2019 3:08 PM
115	Extending the downtown river walk would be nice.	5/20/2019 2:51 PM
116	Improve park playgrounds. Willow Brooke is a good start but compared to surrounding communities our playgrounds are lacking or old. All children's playground is old and outdated.	5/20/2019 2:44 PM
117	Street repair!	5/20/2019 2:33 PM
118	Road maintenance especially on Evergreen	5/20/2019 2:31 PM
119	Sidewalks along I are terrible, in general sidewalks could use repair.	5/20/2019 2:25 PM
120	Stop building apartments. You get renters that have no investment to our community. Littering, stealing	5/20/2019 2:12 PM
121	Amcast area	5/20/2019 2:05 PM
122	The roads are terrible after this winter. Road repair is #1.	5/20/2019 1:31 PM
123	Cedarburg residents can pay for private garbage pick up like other communities do. That will save a lot of money.	5/20/2019 1:27 PM
124	New homes/ townhouses/ apartments for 25-40 year olds that are AFFORDABLE. Who can afford the new Arabelle apartments? \$3k a month is hurting our city there is no room to go shopping at local businesses because all of my money went to a rent payment. For the record, I am a nurse and make a decent paycheck. But combined with student loan payments, car payments, and children....\$3k a month is FAR outside my budget for a rental.	5/20/2019 1:13 PM
125	There are not enough things to do in the city. I have lived here my entire life, 32 years, and it's the same old activities all the time. Fireworks, festivals, parades. Not everyone likes those things. We are so focused on our image to the outside that I feel like we have forgotten about the people that actually live in the city. I like the outdoors and there is barely any support to get outside and enjoy nature such as snowmobiling, ATVing, etc..	5/20/2019 12:57 PM
126	I think the city needs to focus on maintaining the historical and community values of Cedarburg. This is what makes this city unique and attractive. It is not such a desirable city because of big business and large housing projects. People love Cedarburg because we care about high level services, safety, and the sense of community. Those are values we should never sacrifice, no matter the cost.	5/20/2019 12:53 PM
127	- Community Center- rehabilitation and more effort to use the space for fun events - Investment in the environment and encouragement of actions and developments that support sustainability - Keup Road North of 60 needs repaving	5/20/2019 12:43 PM
128	Crosswalks downtown - Possibly look into signals for them (Like WI Dells)?	5/20/2019 12:41 PM
129	Streets	5/20/2019 12:35 PM
130	With an aging population, attention must be given to affordable housing (that isn't just cookie-cutter beige "senior apartments"), walkable and accessible shops for daily needs (not just tourists), and quality-of-life programs.	5/20/2019 12:34 PM
131	Maple manor streets various pothole coverage. All Children's Park updated to standards similar to Possibility Playground in Port Updated/enlarged pool area Businesses on Wauwatosa near five corners- could the city buy those buildings/land near 5 corners and use more efficiently?	5/20/2019 12:34 PM
132	Roads around Cedarburg are horrible, some of the parks are horrible for kids to play on. Since there are so many family's with small children that live in Cedarburg, you really should make an effort in improving all the parks and the pool. Also, every year, the roads in Cedarburg get worse and are not well maintained. Fix the problem because temporarily fixing the streets isn't working. We are in a Cedarburg, a small community, we are not in a major city. Let's make people who live here and visit, have a nice roads to drive on, sidewalks to walk on and let's make the crosswalks safer for everyone.	5/20/2019 12:27 PM
133	Park/playgrounds need to be updates	5/20/2019 12:24 PM
134	The roads in Willowbrooke neighborhood	5/20/2019 12:22 PM
135	River/creek water quality.	5/20/2019 12:14 PM

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136	I think there needs to be more affordable housing for families—not low income, but 1500-2500 a month to rent is a little ridiculous. Why can't there be places that are between 750-1000?? When I moved here with my children 11 years ago rent was 775 and those same apartments now go for around 1200. Why?? It's not like there's been many upgrades or updates to the place. Most families are here because the schools are amazing and provide opportunities others don't for their children, but for single parents it can be tough to provide a roof over their heads while you're trying to do what's best for your kids education and future.	5/20/2019 12:14 PM
137	Bigger public parking for downtown area, better marked public parking for downtown area.	5/20/2019 12:13 PM
138	Roads within neighborhoods are horrible. Patched every year, when they actually need to be re done completely	5/20/2019 12:11 PM
139	Maplewood Ct needs paving/fixing.	5/20/2019 12:11 PM
140	Cannot think of any as I think the public works crews do an excellent job.	5/20/2019 12:06 PM
141	Behling Field needs a fence.	5/20/2019 12:04 PM
142	Affordable housing for single parent families	5/20/2019 12:03 PM
143	Repaving roads like Evergreen Blvd. Rough shape! Tell Cedar Corporation on the corner of Western and Washington to paint their building. If you're on Washington Avenue in the downtown district, you need to keep your building in good repair! Paint is peeling, it looks bad. The post office on Hanover also looks terrible. They still have salt on their entryway sidewalk from winter. Can't they ever sweep?!?	5/20/2019 12:02 PM
144	Some of the main roads into and out of the city are pathetic and extremely rough (Washington Ave South of Out'n'out, Lakefield rd, Washington Ave near the City Pool.	5/20/2019 12:00 PM
145	more frequent recycling! Weekly please! Also look into Compost Crusaders for community wide composting! They are based in Milwaukee.	5/20/2019 11:58 AM
146	Repair roads	5/20/2019 11:54 AM
147	Affordable housing Senior housing	5/20/2019 11:54 AM
148	Roads really need attention. Sunnyside Lane, Birch Street, Edgewater Drive and Highland could all use revitalization. The southern portion of Keup Road is also somewhat rough, but I'm not sure if that's in the city or town of Cedarburg.	5/20/2019 11:40 AM
149	Attracting and embracing diverse business activity and improving the quality of downtown businesses. The development of a new business park as well as improvement of the Cardinal Avenue corridor are prime opportunities that need to be considered as well.	5/20/2019 10:46 AM
150	Downtown needs additional off street parking, a multi use municipal lot on the vacant lot on Mill St and Washington seems like a good location. Something like Stevens Point's Mitchell Square project.	5/20/2019 9:26 AM
151	The Police and Fire Departments	5/20/2019 12:30 AM
152	The quarry at Hwy 60 and county .could have been developed as a new park and development, but has been turned into a dump for out of community rubble. I am not a fan of conspiracies, but this usage being shoved down our throats smells of public corruption! How was the downtown distillery/antique/second hand store building ever allowed to strip the historic cream city brick from its exterior? Why does the Willow Brooke park community have to raise money independently to replace playground equipment removed by the city? Has any thought gone into the possibility of turning the great Willow Brooke park pavilion into an ice skating warming house, snack bar, and winter restroom facility and develop the pond as a popular ice skating destination? Public right-of-way access trails along cedar creek should be better maintained, patrolled for access denial obstructions by property owners along this right-of-way and be clearly marked for better public awareness of their existence. The public pool is a wonderful facility for our children for a short time out of the year. What is the possibility of having a referendum to float a bond to make this into an indoor/outdoor pool? A year-round facility would make it more accessible to the general public and families when school is in session.	5/19/2019 8:01 PM
153	Our river! Remove the dams and restore the natural flow. Also there is too much urban sprawl going on. All of the surrounding farm land is being turned into subdivisions, storage facilities, and strip malls. It's starting to look like Bluemound Road in Brookfield!	5/19/2019 4:29 PM
154	We must be sensitive to our only industry TOURIST. If you want industry you will have to keep up with technology with highspeed internet. Look up "Smart City."	5/19/2019 4:27 PM

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155	Neighborhood roads	5/19/2019 2:36 PM
156	Road repairs and maintenance	5/19/2019 2:29 PM
157	Roads repaved, affordable new housing. Also cleaning up of trash along bike path on south end of city between Alyce Street and Pioneer Road. Killing of weeds between sidewalk cracks downtown during summer months.	5/19/2019 2:11 PM
158	South Washington Ave/Pioneer Road area. Not very visually pleasing as you enter the city.	5/19/2019 12:29 PM
159	More affordable housing	5/18/2019 9:47 PM
160	Less STOP sign controlled intersections; use yield signs. Make Hilbert Street a thru street by removing Hilbert St. stop signs. Improve downtown nighttime lighting. To dark at night in commercial district.	5/18/2019 9:26 PM
161	Better clearing of snow and ice, our street typically is not plowed properly	5/18/2019 7:11 PM
162	As noted, Cedar Creek between highway 60 and the next dam south is becoming a solid bed of weeds by midsummer.	5/18/2019 6:42 PM
163	Love to see more trees planted and garden/tree parks to be built. Less housing to built.	5/18/2019 3:20 PM
164	Evergreen Blvd is a mess and needs to be repaired. We need a more business friendly attitude for businesses downtown. Too many vacancies.	5/18/2019 2:27 PM
165	the city streets anywhere you go are falling apart, pot holes everywhere, pieces of concrete broken out and laying in the roadways everywhere the streets need serious attention.	5/18/2019 12:04 PM
166	street flooding,storm sewer grid cleaning. Madison&Grant	5/18/2019 10:27 AM
167	Our streets in Georgetown are in great need of repair!	5/18/2019 9:51 AM
168	N/A	5/18/2019 7:00 AM
169	The east end of Portland Road and Highland Drive need to be resurfaced. The intersection of these 2 roads needs to be fixed - it is too sharp a turn when coming from the east. It would be helpful to remove parking in front of the L&G Express bar as it is difficult to see oncoming traffic from the west on Portland Road.	5/17/2019 7:01 PM
170	Highland Drive	5/17/2019 6:23 PM
171	In general I think the city needs to maintain it's roads better. A good example is Washington St. just north of the city near the fair grounds.	5/17/2019 4:34 PM
172	Remodel or demolish some of the older factories.	5/17/2019 3:14 PM
173	Better downtown parking areas. Let the CBD store open!!!!	5/17/2019 2:26 PM
174	Restoration of Cedar Creek. Allow for a natural flowing waterway with the use of several elevation changes allowing for wading, tubing, kayaking, fishing. This will bring more tourism and business to the downtown district. Sell the 100 acres of land off of Pioneer Road to pay for a portion of project and seek grants from DNR	5/17/2019 1:46 PM
175	Better street lighting in the Georgetown subdivision.	5/17/2019 11:06 AM
176	Repair the roads particularly in some of the 40-50 year old neighborhoods. Again, it is an embarrassment when you have such a beautiful city with great schools but the roads are falling apart. I would also like to see the power lines buried or a better solution to tree pruning. It seems very severe along Hamilton Road and Bridge Road. Is that really necessary to such a degree? We haven't had a storm bad enough to bring down power lines since the 1990s but we have to live with these crippled trees that just highlight the power lines. I'd rather repair the lines IF they come down than to drive daily and look at the remains of our beautiful trees.The severity of the pruning in the park and along our roadways is far more severe than in the past.	5/17/2019 10:55 AM
177	Increase permits for food & alcohol. Quality & fair priced eateries are lacking in the city. People really enjoy Cedarburg, but the all to often complaint I hear is places to eat.	5/17/2019 10:53 AM
178	Finish fixing side streets, finish projects that have already been started.	5/17/2019 6:26 AM
179	Amcast site rehab, Fireman's Park bleacher repair, continue to invest in the pool	5/16/2019 10:13 PM
180	Street sweeping is lacking!	5/16/2019 8:39 PM
181	??	5/16/2019 5:46 PM

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182	The greatest need is for those in office to realize the basic attraction for Cedarburg is it's history. This is the foundation for the attraction - architecture, ethnicity, charm etc. To think that change into modern, crowded development is a good thing is way off base and it's something that will not be fixable - when something is gone, it's gone.	5/16/2019 4:35 PM
183	Empty factories and buildings that are in bad repair.	5/16/2019 12:38 PM
184	Provide more downtown parking.	5/16/2019 10:57 AM
185	Street repair needs work. Specifically Evergreen Dr. by the high school and Windwood in the Cedar Point neighborhood.	5/16/2019 10:02 AM
186	Street maintenance is horrible such as Washington from the church south to Lincoln, Crescent and Arbor Drives in Willowbrooke	5/16/2019 8:36 AM
187	Take trees down near power lines and those heaving the sidewalks.	5/16/2019 8:07 AM
188	Some roads need improvements. We also need to start using fewer resources, so more recycling would help.	5/16/2019 7:26 AM
189	More tree care, Earlier and later hours in the automated gate dump. More alternatives for larger junk to throw out, raise the speed limits in less crowded areas to reduce the speed traps.	5/16/2019 5:14 AM
190	The roads!!!!	5/15/2019 4:24 PM
191	Paving- Portland Rd, Bridge Rd (downtown to 181) Redevelopment - Amcast / Mercury Sites	5/15/2019 4:21 PM
192	I'd love to see more family friendly restaurants in the city. It seems like the ones that we do have are always busy or serve mostly pizza type meals.	5/15/2019 2:53 PM
193	Stump removal	5/15/2019 2:49 PM
194	Roads	5/15/2019 2:16 PM
195	More municipal parking for Downtown	5/15/2019 12:58 PM
196	Area on the edge of Hwy 60. Also the old factories sites needs to be rehabilitated. Both sites Weil Pump and the other site that is contaminated.	5/15/2019 11:49 AM
197	PLEASE require businesses on the main drag to be open 7 days a week and stay open to reasonable hours! Shops closed on Sunday or shops that close at 5pm during the week are crazy - I can never visit those locations because their hours do not correspond to working families. I don't visit those shops because I don't support their hours of operation.	5/15/2019 11:28 AM
198	Improve cedar creek park	5/15/2019 11:21 AM
199	The increase in traffic that was predicted with the large apartment complex seems to already be here and people haven't even moved in yet. I've had to reroute my drive to and from work and am not pleased.	5/15/2019 11:07 AM
200	Road repairs so bike races could again be held in Cedarburg	5/15/2019 10:56 AM
201	Street maintenance.	5/15/2019 10:22 AM
202	The roads are SO bad, I had to get rid of my Vespa because the potholes make it too dangerous to ride. Example: Evergreen Blvd has basically been reduced to a gravel road. It's totally pulverized. I also think tall/majestic trees need to be planted all over town to replace the Ash we lost.	5/15/2019 9:48 AM
203	Woodland park has a number of dead ash trees that need attention from the city. The surrounding community members use the park to walk, enjoy the pond, etc... and the dead ash trees are not only an eyesore, but a safety hazard in the event one of them falls after a storm. The neighborhood would help out if a clean up were organized. The trail around the pond is overgrown and needs a little attention, too.	5/15/2019 9:34 AM
204	Improve rough streets. Add arm truck to refuse pickup. Too many new apartments.	5/15/2019 9:23 AM
205	Would love to see a dedicated and marked crosswalk across Hwy 181 from Topview Trails neighborhood to Chestnut Street for easier pedestrian access to Parkview Elementary. However, I know this is probably something the state of Wisconsin needs to address, rather than the city of Cedarburg.	5/15/2019 8:24 AM
206	St. John Ave. Road maintenance Giant eye sore of a building on Western Ave. Former pump factory? Tear it down and create some needed Green space.	5/15/2019 7:37 AM

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207	Road and sidewalk repair	5/15/2019 6:30 AM
208	Evergreen Blvd repair by the high school. Amcast.	5/15/2019 5:26 AM
209	The roads are in horrible condition	5/15/2019 4:29 AM
210	All children's park needs to be redone. The fairgrounds is very very sad looking and not a good representation of our city.	5/15/2019 3:03 AM
211	Pot holes. Nice welcome to Cedarburg sign (Simple) corner of pioneer and port Washington road vacant lot. Did I say pot holes? Road repairs.	5/14/2019 11:35 PM
212	Road repair, not just a quick patch work... Evergreen has been terrible for years from the pool to Western it SUCKS!!!!	5/14/2019 11:21 PM
213	I think the downtown area needs more development in having a town center. Look at the amazing development in Mequon. It would be great to have not only the restaurants they have, but also shopping that is fashion forward and would draw people in. I wish the park at the corner of Bridge and Topview had bigger equipment for older kids. It is mainly for 2-5 year olds. I love the band shell for summer sounds- why not use that to show Friday night outdoor movies?! I hope we can have an outdoor ice rink again! The cedarburg pool is an amazing facility, but I am afraid if changes aren't made, it will outdate itself fast.	5/14/2019 10:39 PM
214	Road repair, especially Evergreen.	5/14/2019 10:30 PM
215	Continue to invest in service to seniors, parks, library, pool, and family recreation services. These maintain the economic value of the city and residential property.	5/14/2019 9:18 PM
216	Please repair our roads. They are terrible.	5/14/2019 9:17 PM
217	I love Cedarburg and enjoy living here. My husband and I are most distressed about the new apartments at St. Francis. The beautiful church, the focal point of the main street of town, is now surrounded by out-of-scale apartments all to supposedly increase economic base - at the same time the city did a TIF. The city didn't TIF either of Dewey's projects. Hopefully when the MetaMold property is redeveloped it will be more in keeping with the neighborhood - which was not considered with the new Arrabelle project and has forever changed the feel of the neighborhood around it - to the negative.	5/14/2019 9:14 PM
218	Evergreen street road repairs West Bridge road from Washington repairs Keep adding to the tree planting to replace what was removed	5/14/2019 9:09 PM
219	Playgrounds, specifically my neighborhood playground at Wegmann park.	5/14/2019 8:54 PM
220	Fix the pot holes and paint the lines	5/14/2019 8:51 PM
221	streets - potholes, re-paving, etc.	5/14/2019 8:46 PM
222	Better job with the parks and rec with upkeep. More cutting crews, tree pruning, tree planting. Enforcing codes of people who don't follow ordinances. Less at the top administration and more at the bottom of actual workers in the field. DPW should work WITH sparks and rev and not feel superior to them. All taxes should go to everyone and not just a DPW.	5/14/2019 8:34 PM
223	Roads are horrendous everywhere evergreen is exceptionally bad	5/14/2019 8:15 PM
224	Converting industrial sites to viable housing or business locations. Continue the positive growth like Arabella.	5/14/2019 8:12 PM
225	Get rid of empty buildings on Hamilton st.	5/14/2019 8:09 PM
226	Affordable housing in place of some of the abandoned factories, for example the property near downtown on western rd. Restoration work to make Cedar Creek pollution free is important.	5/14/2019 8:00 PM
227	keep downtown area vibrant!	5/14/2019 7:25 PM
228	Need to clean up the Interurban trail from downtown east to Bridge Road. Such a mess and so many people use it.	5/14/2019 7:20 PM
229	Would like to see a dog park in the city. Like to see a book drop off from car at library.	5/14/2019 7:14 PM
230	South end retail area, coax norstar to move to a more industrial area and get rid of/update brown apt buildings near there (st John street) and have a cool corridor that goes up toward the high school.	5/14/2019 6:31 PM

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231	Help merchants retain the old world charm on Washington. Encourage restoration of old neighborhoods .	5/14/2019 6:22 PM
232	Improved general appearance of downtown. Improved lighting and pavement/walkways. Acquire and remove or restore downtown buildings that don't fit the architecture (eg. the old hair salon just north of the art museum)	5/14/2019 6:15 PM
233	Road repair. Hickory, pine and Evergreen	5/14/2019 6:14 PM
234	Stop allowing a small group of investors to buy up all of the buildings in the downtown area. Pay attention to the needs of the organizations that are working day-to-day in Cedarburg.	5/14/2019 6:08 PM
235	Less encroachment on historic districts, codes, and structures. Only a fool would remove the vintage water tower.	5/14/2019 5:46 PM
236	The abandoned factories/buildings need to be redeveloped. I would guess that some need to have pollution removed first. Any federal grant opportunities that provide funds for the remediation of polluted sites should be pursued.	5/14/2019 5:44 PM
237	Street improvements. Oak street, evergreen, and Harrison.	5/14/2019 4:52 PM
238	Road maintenance is number one. Streets are deteriorating yet the budget was cut in half last year to do road repairs.	5/14/2019 4:50 PM
239	Street repair	5/14/2019 4:44 PM
240	Evergreen Blvd near the high school needs to be resurfaced as does Pine St by the swimming pool park.	5/14/2019 4:37 PM
241	The children's park by the pool needs work.	5/14/2019 4:15 PM
242	Road repairs in general	5/14/2019 4:10 PM
243	5 corners	5/14/2019 4:04 PM
244	It's unfortunate to see our roads in such disrepair. Evergreen Blvd, Pine Street leading up to Parkview Elementary, Washington Ave.	5/14/2019 4:03 PM
245	All new housing is being developed for the wealthy. No smaller affordable housing has been built since I moved here 31 years ago.	5/14/2019 3:48 PM
246	Recycling pickup should be every week, rather than every other week. Some major roads, like Evergreen are in horrible shape. We do not need any more houses or apartments when the schools are overpopulated already. Keep more green space or Cedarburg will not remain the quaint community everyone loves.	5/14/2019 3:22 PM
247	Road repair on Evergreen and many neighborhood side streets. Adlai Horn needs rehabilitation although you will never be able to replace the trees that were senselessly cut down- that is an eyesore and makes my blood boil every time I go past what used to be such a great park. Vacant stores/businesses need to be torn down or filled with new business. High turnover of stores needs to be addressed.	5/14/2019 3:15 PM
248	It would be great to see more bike paths and lanes in the city.	5/14/2019 3:09 PM
249	Amcast building, vacant lot at Mill and Washington, vacant building where August Weber house. Let's fill the vacancies with good businesses	5/14/2019 2:57 PM
250	I would like to see the lake at Herman a Zeunert Park cleaned so that it can be utilized. I would also like to see a river walk developed through downtown.	5/14/2019 2:21 PM
251	Resurface Washington Ave south of Western. Increase recycling pickup to occur weekly.	5/14/2019 1:18 PM
252	Filling empty buildings (commercial buildings, for example that building on Western and that big ugly empty parking lot). Cleaning up that creepy brick house on western, investing in the pool.	5/14/2019 12:59 PM
253	Evergreen Blvd between Bridge and Western really needs attention. It hurts my kidneys while riding my bike and over stresses my suspension while driving.	5/14/2019 12:36 PM
254	The area around zeunert parks. The businesses need a facelift. The city entrance sign by pioneer road needs to be updated. Ugly entrance to our city!	5/14/2019 12:23 PM

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255	Washington Ave between Lincoln and Hamilton - it is the main entry into Cedarburg and looks terrible. New sidewalks, new street, street lighting, landscaping - all of it. Also, after having just spent time driving around the state, I will also say that the 'downtown' area is looking tired. IMO we don't need new modern storefronts, but rather find a way to work w/ the businesses (TIF?) to encourage the property owners to upgrade the store fronts in the style of the architecture of the city.	5/14/2019 12:15 PM
256	Downtown	5/14/2019 12:14 PM
257	Affordable housing	5/14/2019 12:13 PM
258	In general, I think the city is beautiful. Efforts to maintain or improve the city aesthetic should be fully funded. The look and feel of Cedarburg is what draws residents, homeowners/taxpayers, business owners/taxpayers and visitors/taxpayers. Though somewhat unforeseen, i am disappointed with the number of trees removed in the last year or so. I was led to believe that the budget does not support grinding and replacement for all. This represents an opportunity for improvement. The downtown retail businesses cater to visitors and tourists and not residents. I have no daily or weekly need for multiple confectionaries, popcorn stores and lawn/yard art purveyors. Additional diversity of business would be appreciated and I would spend more in my own town.	5/14/2019 12:08 PM
259	Old Mercury Marine site between St. John and Madison Ave. Pocket neighborhood idea floated last year would be interesting for this location. Also, the industrial building on Western Ave. by the bike path is quite an eyesore. .	5/14/2019 11:54 AM
260	Redevelopment of the several large abandoned factory buildings.	5/14/2019 11:52 AM
261	The north and south ends of Washington Ave. are in terrible condition.	5/14/2019 11:49 AM
262	We should continue to develop bike trails throughout the city.	5/14/2019 11:47 AM
263	Retaining downtown businesses and limiting development of more multi-family condos & apartments. Develop proposed business park on Hwy 60 & stop TIF funding to developers who delay development after being granted funding i.e. Washington & Mill.	5/14/2019 11:41 AM
264	Apartments on Lincoln and Alyce. Corner of Bridge and Evergreen. Madison from Cleveland to Victoria.	5/14/2019 11:33 AM
265	Washington Avenue coming into the City has gotten really bad. As one of the gateways into the community, I don't think its a great reflection on the City. The road is in terrible shape as is the intersection at Lincoln.	5/14/2019 11:19 AM
266	Street and sidewalk repair.	5/14/2019 11:09 AM
267	For a city who seems to be so strict on what businesses can and can't do to the exterior of their business, find it strange that we have little to no rules on private residences and the mess they can have on their property. There need to be rules that prohibit property owners who use their yards and junkyards.	5/14/2019 11:08 AM
268	If the police want to crack down on drivers between Western and Lincoln on Madison Ave. They should be there in the off hours!	5/14/2019 11:04 AM
269	The roads are in extremely poor condition.	5/14/2019 11:03 AM
270	None at the moment	5/14/2019 10:57 AM
271	Evergreen street road is terrible.	5/14/2019 10:41 AM
272	1. Road repairs/pot hole repairs are needed throughout the city. Washington Avenue and Pioneer road is in terrible shape (and is the entrance to the city from the South) 2. Do we really have code enforcement officers? There are a number of homes in Cedarburg with over grown lawns, homes in need of painting/maintenance, junk in the yard, fences in disrepair etc, and they never improve....	5/14/2019 10:32 AM
273	Nothing. Stop trying to turn this into a bedroom/college occupancy city. So short sighted. Leave it alone.	5/14/2019 10:29 AM
274	I think the bathrooms should be redone in City Park Horrible for Summer Sounds and festivals	5/14/2019 10:28 AM
275	Beechwood park. Nothing has been done in years. Trees are down, the paths are awful. City use to put wood chip path. We have called several times. Once we spoke to a woman answering phone and she didn't even know there was a park. It didn't show up on her computer.	5/14/2019 10:27 AM

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276	No opinion	5/14/2019 10:21 AM
277	Road surface repair/replacement - both lengths of Evergreen, most of Lincoln, all of Alyce, portions of Washington.	5/14/2019 10:21 AM
278	Improve the condition of main roads - Evergreen, Bridge. Clean up the businesses and street scape along Washington Ave when you first come into Cedarburg from Pioneer	5/14/2019 10:20 AM
279	Potholes	5/14/2019 10:20 AM
280	I think it's very important to keep the shops/storefronts in downtown Cedarburg filled.	5/14/2019 10:20 AM
281	Need to decrease the insularity of this community and create business and living opportunities for people of all levels and races. Also, our younger population is looking for different housing opportunities and Cedarburg is focusing too much on expensive single-family housing. This will backfire in the long run. Consider developing community vegetable gardens--great for community spirit and health.	5/14/2019 10:20 AM
282	The streets in the Willowbrooke neighborhood have been left to crack and crumble. Evergreen is in terrible shape. All of the dams need to come out, save us money and restore the health of the river. The dams are an eyesore. Revisit the new branding, it looks old and dated not new and fresh. Let the high schoolers come up with something, they'd do a better job.	5/14/2019 10:20 AM
283	fix roads in Cedar Pointe	5/14/2019 10:17 AM
284	South Side on Washington (strip malls, i.e. Costco, laundromat & across the street (west) Otto's, Webs, etc). area need proper planning and renovation.	5/14/2019 10:17 AM
285	The employees who serve the city are are greatest asset and should be compensated accordingly	5/14/2019 10:11 AM
286	Taking trees down when they are clearly dead and replanting (Parkview)	5/14/2019 10:09 AM
287	Fix roads, replace all trees, end city dispatch, no more multi family dwellings unless it is part of amcast, brownfield, or a tid. Build back up the rainy day fund. Decrease city staff where available.	5/14/2019 10:07 AM
288	More affordable senior housing/condo's	5/14/2019 10:02 AM
289	Madison ave nesr westlawn elementary. Too much water along East side of street. Sump pumps run year round. Creates ice issues in winter and slippery sidewalks the rest of the year.	5/14/2019 10:01 AM
290	roads and parks	5/14/2019 9:56 AM
291	Madison Ave in Westlawn neighborhood has awful sidewalk issues. They are uneven which causes slippery conditions when it rains and thick ice in winter. It is a hazard for those walking and the city advises the homeowners to try to fix it themselves.	5/14/2019 9:56 AM
292	Roads - Evergreen by the high school	5/14/2019 9:56 AM
293	Evergreen Ave road in front of school.	5/14/2019 7:45 AM
294	Some of the roads are really bad, like Evergreen.	5/13/2019 12:28 PM
295	Park system is horrible. No grass, just weeds. An embarrassment for the city.	5/11/2019 1:49 PM
296	There is nothing with more positive potential for Cedarburg than restoring the river. What needs to be done, is research into what happens in similar communities when obsolete dams are removed. Similar communities forever ended a large taxpayer burden while greatly increasing economic development and social benefit. What needs to be done, is a little research.	5/11/2019 1:45 PM
297	Give Summer Sounds more financial support	5/11/2019 7:31 AM
298	Business park	5/11/2019 6:17 AM
299	Attention is needed in the strip mall on Washington Ave South of Lincoln Ave, there are many that have vacant spots and I would like to see more quality businesses moving into that area.	5/10/2019 9:58 PM
300	I'm very satisfied with Cedarburg as is. I support reducing property taxes if there is extra money.	5/10/2019 9:38 PM
301	Clean up Amcast, redevelop same. Develop Wash and Mill St. More restaurants and live music. Maintain bike trails.	5/10/2019 7:35 PM
302	Washington Avenue Paving. Repair of Wittenberg Mill and Ruck Dams, Amcast Site. Historic designation for Sheboygan Ave.	5/10/2019 5:09 PM

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303	Accepting of new businesses and zonings. If the St Francis site can be rezoned, why not the area for the CBD dispensary. It is a business that is actually unique to downtown. It would be nice to have more of a variety. Most of town is based around alcohol (bars, restaurants), same gift type shops, in order to keep tourists coming we need to expand what there is to offer in town.	5/10/2019 1:26 PM
304	Roads	5/10/2019 12:53 PM
305	Hiking/walking trails in parks/woodlands are in poor condition and often impassable. Abandoned/empty buildings are a blight. Should offer a Spring yard cleanup curbside collection as well as Fall. Enforce sidewalk shoveling ordinances. They are overly aggressive with the tree pruning I think. Cedarburg PAC performances are boring and expensive.	5/10/2019 12:33 PM
306	Keeping stores	5/10/2019 12:29 PM
307	pool	5/10/2019 12:26 PM
308	Redo Evergreen Blvd by the High School and First Immanual. Avoid large housing like the apartment buildings that went up on Hamilton Rd.	5/10/2019 12:11 PM
309	Evergreen road is a mess. Needs repaving.	5/10/2019 11:24 AM

Q11 The City of Cedarburg is interested in any additional comments or suggestions you may have regarding the City budget or City government. Any comments you make will be kept anonymous. Please feel free to include your comments below.

Answered: 180 Skipped: 363

#	RESPONSES	DATE
1	Too much emphasis on helping developers in this community and bringing in tourists without considering the impact on the people who live here. In the 22 years we have lived here we have seen a loss of services downtown for the residents vs. tourism interests. We who live here pay the taxes but tourism money seems to drive the downtown decisionmaking. Traffic movement especially has really deteriorated in the 22 years we have been here.	6/29/2019 8:41 AM
2	Time to invest in roads! Even if it is only cosmetic! The look of roads reflects on the whole community. (Potholes of course are always seasonal concern)	6/26/2019 10:34 PM
3	It isn't wise for the city to hold or cut taxes if community quality of life is affected. I know of very few things that cost the same or cost less over time. It is simply silly for government and citizens to be held hostage to alleged "tax conservatives", as there is nothing conservative or fiscally responsible about deferred maintenance. If taxes are truly too high for some people, then I expect elected officials and staff to creatively seek policy solutions for tax relief or alternative sources of income for residents and the city alike. For instance, via Airbnb's I have stayed in the homes of retired women in other cities whose Airbnb income helped them pay their property taxes and other living expenses. As a tourist town, we are uniquely short-sighted to limit Airbnb to downtown properties. I love the "round up" program that the Piggly Wiggly offers and perhaps that is also a place to seek insights and ideas about what is important to people who live/shop in Cedarburg. A neighbor helping neighbor day (or one week a month) could help ignite citizen participation and identify people who struggle in our community. Engage and involve youth in local government. We need a youth representative on each of our boards and commissions to train and inspire the next generation.	6/25/2019 9:01 PM
4	Respect the historic properties more in Cedarburg.	6/25/2019 8:35 PM
5	Quality of life issues are most important to me. I believe the businesses should support themselves. Was personally very disappointed that we gave tax money to a wealthy developer to build apartments in Cedarburg. I am not adverse to the building of apartments, but feel they certainly should have been built without help from taxpayers.	6/24/2019 8:20 AM
6	Bike trail safety at the Crossing on Pioneer. I suggest flashing lights or a button to stop cars for pedestrians. Also pedestrian crosswalk by the police station to Cross Wauwatosa Road for kids going to soccer games.	6/23/2019 11:57 AM
7	The second page of this survey was not useful and should be ignored.	6/17/2019 7:11 PM
8	TIFs should only be used for blighted areas that need to be cleaned up. The Cedarburg City Leaders were totally screwed by the developer of the apartments next to St. Francis Borgia Catholic Church. I worked a lifetime for my home and what I have....and you guys are so flippant about giving tax dollars away to rich developers. STOP DOING THAT!!!	6/14/2019 9:31 AM
9	continue to promote Cedarburg education and tourism	6/14/2019 8:34 AM
10	There really are residents willing to pay more in taxes to get the services we need/want.	6/13/2019 8:46 PM
11	Despite one late snow plowing event last winter, I think public works does a good job. However; I'm concerned they may be getting "fat". It seems like there's a lot more equipment and people involved than in the past. Could the city leverage volunteers, such as friends of the parks, to do more actual work rather than just fund-raise?	6/13/2019 5:40 PM
12	Love, Love the community effort done for Willowbrooke park play area. Would like to see the city encourage more similar efforts.	6/13/2019 11:31 AM
13	Roads, roads, roads.	6/11/2019 11:27 PM

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14	The roads in cedarburg are terrible... also the snow removal is terrible.	6/11/2019 9:49 PM
15	Why don't we have paramedic level EMS service? I'll give you a hint.....it's not a money problem it's a leadership problem.	6/11/2019 9:26 PM
16	The expectations for the privately owned historical homes as far as exterior renovation are ridiculous. There are other products available to keep the same historical look without the obscene cost of maintenance.	6/11/2019 8:51 PM
17	Cedarburg is a charming town with plenty of business activity— bringing tons of pedestrians and cyclists. The city should adopt a Complete Streets Bicycle and Pedestrian policy and build a plan to sustain this great tourist attraction.	6/11/2019 8:35 PM
18	Cut the budget so my taxes are so crazy high	6/11/2019 6:13 AM
19	I recently started listening to the Cedarburg Police over the radio and have discovered just how un professional their dispatchers are over the radio. I've heard them laugh and make noises over the radio several times.	6/10/2019 11:47 PM
20	PLEASE stop destroying all the open green spaces with new housing. We are not Milwaukee and do not want to turn into an urban area. There are so few towns like Cedarburg left, please let us keep our quaint little town quaint and little. Growth should not be the goal.	6/10/2019 10:23 PM
21	Housing prices and rent has gotten so far out of control in Cedarburg	6/10/2019 9:48 PM
22	We could really use more adult recreation programs. More ways for moms with young children to get out and meet new parents. More restaurants too!	6/10/2019 8:42 PM
23	A little concerned with all these new condos and apartments going up. may increase traffic in that area and our school system will need to do something to accommodate the growing population	6/10/2019 8:30 PM
24	Council members need to remember they are elected to represent City residents. Please listen to their concerns.	6/10/2019 8:16 PM
25	I love the City of Cedarburg!	6/10/2019 8:15 PM
26	Don't add any more large condo developments. The city is overcrowding as it is and those have really ruined our small historic town. We need more support of local businesses. New and existing. The rental costs for downtown buildings are ridiculously high.	6/10/2019 7:31 PM
27	Expand the festival footprint and increase distance between each booth to reduce congestion.	6/10/2019 6:32 PM
28	Comprehensive overview of bike lanes and safety of bike riders,	6/10/2019 6:16 PM
29	From what I've seen the last 7 years, the city and it's employees do a really great job with what they have to work with. It's really impressive! Each area of the city I have come in contact with from office staff to staff working out of a truck all are very nice, helpful and do great work. The people that work for the city certainly make a big difference! Any areas that need a little paint or repair aren't as obvious with someone who is kind and working hard in front of it. Keep it up!	6/10/2019 2:59 PM
30	To cut money for the dispatch services and move is a terrible idea. Keep dispatched at the PD 24/7 to give Cedarburg residents and our high tourist population the customer service and emergency services they deserve.	6/8/2019 10:51 PM
31	Fire a great many employees who obviously do not serve the community, and then make sure that Pat Thome and Mike O'Keefe cannot be reelected because they aren't smart enough to see $1 + 1 = 2$	6/5/2019 12:03 AM
32	I think Cedarburg missed an opportunity to build apartments that would add to the downtown and neighborhood on Hamilton. Instead they allowed over crowding and an outdated looking plan to go through. The apartments look like they came from a 1980s old development. Look what Grafton and Mequon have encouraged developers to build. The St Francis apartments are ugly and too many for the site. The traffic will be a nightmare moving on and off of Washinton Ave. It's unfortunate that the Council folded to the developer. I'm one of many people that are very disappointed in the low standards and quality the Council is willing to accept just to get something built for St Francis Church & School. A missed opportunity to do something that would contribute to the neighborhood on Hamilton. Disappointing. I think the Council is weak and lacks vision in city housing planning.	6/2/2019 9:29 PM
33	Question 6 does not make sense. The survey is a nice idea. It will be interesting to see the results and how you use them. When is Cedarburg going to do something with the corner of Mill and Washington Avenue ?	6/2/2019 8:05 PM

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34	The roads all need to be fixed! Evergreen Blvd is a DISASTER.	5/30/2019 12:38 PM
35	Would be happy to pay more in taxes to accomplish the goals of the city. This is a wonderful place to live and we should continue to maintain and improve.	5/28/2019 2:45 PM
36	Planning Commission should be disbanded; use zoning & compliance in place of subjective determinations. No tree pruning done on Fillmore Ave in more than 10 years. Mequon/Thiensville snowplowing is more reliable than Cedarburg.	5/27/2019 10:38 PM
37	I worry about large housing projects like the SFB project overbuilding the small infrastructure of downtown.	5/27/2019 5:12 PM
38	Repair Washington Avenue over by our and out!!	5/27/2019 9:42 AM
39	Downtown needs a greater variety of businesses, we don't need another boutique clothing store or gift shop. Let food trucks come into downtown, if the restaurants are complaining then tell them to make better food! This city needs to modernize but we should be focusing our money on public spaces/uses not tax incentives for businesses. New businesses are trying to come in but the city is making it hard because the council isn't looking into the future!	5/25/2019 9:55 PM
40	I think that city officials have a tendency to do what they feel like doing, rather than what their constituents actually want, and as always small town politics seems to either grease the pockets of certain people or they are allowed certain privileges that others aren't. I'll give you examples of what I mean by that. Years ago before the Creek Walk was started there was opposition from residents. Everyone involved knew it would be a creek walk to nowhere, that the dams weren't up to DNR requirements which would in turn effect the creek walk at a later date, and destroyed tons of nature to install a 3 foot asphalt walkway with no provisions for future maintenance in the plans. Yet it was touted as a great addition as it would enhance the natural beauty of the downtown. You can't even see the walkway from the downtown. The only ones who truly benefited from that project was Kubala Washatko. As citizens we truly lost out. There was no benefit for us. Bringing us today for example. Let's talk about the CBD dispensary issue. Now I don't necessarily have an issue with the business itself, but I do kind of have an issue with it being located in the historical district. Those ordinances and guidelines were brought about for a reason. So to allow it for one business, than from that point forward it needs to be allowed for all. There shouldn't be the ability for city officials to pick and choose what they want to follow. Now that brings us to the other side of that same token. If it isn't allowed for a new business to open, than that also means that any pre existing businesses that are selling the same items should have to immediately cease the sale of those same items. Just because they have been already rooted in the historical district doesn't mean that they should be exempt from following the same rules. Being in this area for over 20 years and not knowing that those products were already being sold leads me to believe that they really didn't want the masses to know about it because I'm sure that they already knew it was a no no.	5/25/2019 8:00 PM
41	Re: the hypothetical question of a reduced budget, why does it ask how much would we put into those areas? Shouldn't it be how much should be taken away?	5/25/2019 3:17 PM
42	Where was quality of water and electric in this survey? I understand it is a separate entity but it contributes to quality of life too. Emergency vehicle sirens are becoming a nuisance. I hear 2-3 times a day and late at night. I don't believe full on sirens are need3 for EVERY response/dispatch for police fire or EMT.	5/25/2019 7:19 AM
43	Let Cedarburg dispatch continue to dispatch for the city as they are well versed and trained, they know the city, and understand the expectations for the increased coverage for the various festivals and county fair. I pay dearly for specialized services this is why I choose to live here.	5/24/2019 10:39 PM
44	N a	5/24/2019 5:23 PM
45	Get a new alderman for downtown business District	5/23/2019 11:21 PM
46	Stop creating frankentrees around the power lines - move the damn power lines or let the trees grow naturally	5/23/2019 9:51 PM
47	I am really happy to see a survey such as this. Thank you for looking out for all opinions. Not just the "Squeaky wheel"	5/23/2019 6:09 PM
48	Prices are increasing but funds are decreasing. Taxes need to be raised so the City can get out of debt instead of getting further. This Council has no clue what they are doing!	5/23/2019 11:26 AM
49	Arabelle was a sham. A powerful church and its congregation was able to manipulate the city. Neighbors and taxpayers were not fairly represented. The latest nonsense blocking the CBD oil dispensary is the reason I would vote against every incumbent next election.	5/23/2019 9:20 AM

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50	We love living in Cedarburg! It's a great place for our three-generation family to thrive, in large part due to the work that city government and service employees and volunteers do. Thank you!!	5/23/2019 8:07 AM
51	Stop giving away our money for builders to destroy our quaint and cozy city (Arrabelle). That structure is ugly and all consuming. It was supposed to be 2 stories on Washington, but I think I am smart enough to count it actually looks like 3 stories!!! And now we citizens who moved here from Milwaukee to enjoy our retirement have to look at it and pay for it!!	5/22/2019 6:07 PM
52	please have recycling weekly, and better use of police time then sitting in our way at the schools trying to intimidate parents during drop off and pick up	5/21/2019 9:09 PM
53	We need streets repaired!	5/21/2019 8:54 PM
54	Budgeting is difficult with little opportunity to increase revenues without tax increases. User fees are another form of taxes. Perhaps a wheel tax would be an option to get more dollars for road improvements	5/21/2019 1:24 PM
55	I am disappointed by the BIG apartment complex that is being built on Sheboygan south of Hwy 60. Also we live in the Glen at Cedar Creek and think our tax rate should reflect the lack of street services that we are getting because we have private streets.	5/21/2019 12:38 PM
56	Stop making cedarburg bigger its destroying what it was	5/21/2019 11:34 AM
57	We need a new forestry director that gets things done. The founders park forest is a death trap. Please clean up all the dead Ash trees, before a falling limb kills somebody.	5/21/2019 5:40 AM
58	I'd be interested to know where our tax dollars are going to. We already know they will be rising due to the recent school referendum but with all the new construction and increase in population, I wonder why our taxes continue to rise. A breakdown of where our taxes are going would be appreciated...and where to find that information.	5/20/2019 9:23 PM
59	I had a lot of faith in this city's government until I went to some meetings. This city's government thinks they are better than the constituents, when they are actually equal to us. They are rude, condescending, lying and despicable. I fear for the future of this area after seeing how they behave.	5/20/2019 8:58 PM
60	Do not mess with our fire or police services. We need more money for tuem to,continue fo be efficient with all our growth. Also keep our growth to a minimum. Don't ruin our small town feel.	5/20/2019 8:43 PM
61	More affordable apartments would be great. Making the town more young people friendly in general would be even better.	5/20/2019 8:35 PM
62	There is drug use in the high school bathrooms while school is in session. I believe someone needs to be supervising those areas	5/20/2019 7:57 PM
63	What is the status of the empty building on Western right off of Washington? Such prime land and and such a run down/empty building.	5/20/2019 7:19 PM
64	Condition of our roads. My gosh are there some awful city streets on which to drive. Embarrassingly poor reflection of Cedarburg.	5/20/2019 5:36 PM
65	Please do not allow cannabis or weed dispensaries in town...if people want it they can go to West Bend or Milwaukee we don't need to have it here.	5/20/2019 5:25 PM
66	Get a full-time fire department and EMT!!! ALL I SEE is Grafton or Mequon on our calls!! Most work at the city of Cedarburg where they should be doing that job not leaving that job to save someone that probably needed someone 40 mins ago!!! Time them one and see how if you had a heart attack around here your better off driving yourself to the hospital	5/20/2019 4:39 PM
67	Working to bring diverse businesses into the city that support diversity and inclusion.	5/20/2019 3:47 PM
68	The City staff is great. They're not appreciated enough. The overall quality of life is good, but we cannot rest on our laurels. We must keep working to improve the quality of life that we enjoy.	5/20/2019 3:24 PM
69	Encourage people who live here and businesses to be more environmentally friendly. Add a compost drop off to the recycling drop off site. There are a lot of apartment buildings in town who don't have a composting disposal option.	5/20/2019 3:19 PM
70	A wider variety of businesses downtown would be good and extending the Fourth of July parade route	5/20/2019 3:14 PM

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71	I for life of me can't understand why we still pick up trash by hand. Almost every other municipality uses a truck with an arm to pick up the trash cans. We pay for people to go around an empty the trash bins manually. This seems like an easy cost saving measured to me	5/20/2019 3:08 PM
72	Residents are ok with tax increases to keep the city looking nice and functioning well. We live here because it is a city where the people care that the city looks nice, is welcoming and doesn't cheap out like every other city.	5/20/2019 2:44 PM
73	Allow more variety of shops downtown.	5/20/2019 2:33 PM
74	Recycling every week instead of every other.	5/20/2019 2:25 PM
75	Fix our roads. Your so quick to spend money building school parking lots fix our roads	5/20/2019 2:12 PM
76	More recycling and trash cans downtown. More education about how to recycle and add a compost service.	5/20/2019 1:05 PM
77	#6 in this survey is worded a bit strangely. Is it meant to read differently? 100,000 out of each area? I put the number 0 for each area as the question did not make sense to me as written. If 100,000 needed to be cut from the budget I would put off non essential projects and ask for tax increases for residents that would most likely use parks/pools and give tax breaks to homeowners willing to pay for tree pruning near their homes from reputable businesses. Cburg maintenance is outstanding, but it seems there is a lot on their plate.	5/20/2019 12:34 PM
78	I've been living since Cedarburg for the past 16 years. I do love this area, but somethings need to change. The roadways, sidewalks, crosswalks and trails need maintaining. If we need more traffic lights on some intersections (Bridge and Harrison, Lincoln by the trail) or even more roundabouts, let's make it happen. I know too many people that have been hit by vehicles who goes through the stop signs. We need to have harsher punishments for people that do that. My own son has been hit many times riding his bike while in the crosswalk. It is a great place to live but it is starting to be unsafe for people to be walking or biking.	5/20/2019 12:27 PM
79	Addition of recycling bins in downtown area	5/20/2019 12:22 PM
80	Many people who are actually from here can hardly afford to live here anymore. I think the businessmen running our government love it, but at a certain point many of us who've made this town the enjoyable and attractive place it is will be gone. Then what will it be? It's nice to move forward but let's not forget where we came from. My neighbors and I are also still upset about the Arabelle apartments. They don't fit the district and we feel sold out. It's gross and very much not the Cedarburg I once loved. It doesn't feel like home anymore.	5/20/2019 12:20 PM
81	I'm disappointed by all the tree and shrub removal along the inter urban between western and pioneer. This is an important habitat for birds. Big kudos to the team that does snow plowing. Cedarburg always seems really safe to drive in and that crew is constantly out when it's snowing. If time allows, I'd like to see more snow removal in the downtown area. That would help local small businesses.	5/20/2019 12:13 PM
82	Focus on improving the road quality in neighborhoods and around town. They are in horrible condition	5/20/2019 12:11 PM
83	The city government allocates budget very responsibly and I appreciate that. Any proposed tax increases (such as the referendum) are well explained and taxpayers have the opportunity to be well informed. I would be disappointed to receive a tax bill with a large increase and without reasoning, but I believe the current local government would not let that happen anyway. Similarly, I would be concerned about the quality of services the city provides if my tax bill saw a significant decrease.	5/20/2019 12:06 PM
84	Behling Field needs a fence. We can even do a removable fence. It's not that difficult, and it's not expensive.	5/20/2019 12:04 PM
85	City govt like all govt is difficult to deal with. A bunch of bureaucrats who could use some training in customer service, as they are supposed to be serving us!	5/20/2019 12:02 PM
86	Make home owners maintain their yards better	5/20/2019 11:54 AM
87	Citizens of Cedarburg expect higher levels of service than other surrounding communities; it's why we choose to live here and raise our families here. While I definitely don't *want* to pay more in taxes, I would do so to keep the services I expect.	5/20/2019 11:40 AM
88	Do Not increase Low Income Housing! I have seen the negative effects of this type of housing.	5/20/2019 12:30 AM
89	See comments under number ten above.	5/19/2019 8:01 PM

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90	There needs to be more to do after 5:00pm. It's a ghost town!	5/19/2019 4:29 PM
91	The businesses in Cedarburg are extremely fragile. Putting LED street lights are nice, but they don't take the place of good roads and fast internet. You must set up the targets on what you want Cedarburg to be and head for it. Maybe the small three room homes that are "off the grid" will satisfy the technology and the Cedarburg look.	5/19/2019 4:27 PM
92	Generally extremely pleased with my city services.	5/19/2019 12:29 PM
93	Keep festivals open into the evening, say 10:00pm. Friday and Saturday.	5/18/2019 9:26 PM
94	Love the city hall building. Cleanest rest rooms to be found anywhere. Well, and the staff is always terrific.	5/18/2019 6:42 PM
95	More environmental friendly decisions and alternatives. Advocacy for reuse recycle and environmental protection. Such as ban of straws, LEED certified buildings, less food waste or material waste, reusing recycled material. More local unique shops/restaurants. Less banks and places that are owned by larger corporations. Rain gardens: Culverts with local wildflowers that are water absorbent. Solar panels. Advocacy for organic materials: such as organic food, fabrics, fertilizers. Putting less salt on the roads and searching for a more environmental friendly alternative such as sand. Setting up a system to take food that businesses are going to throw away and giving it to people who need it, lowering food hunger and food waste.	5/18/2019 3:20 PM
96	This City needs additional grocery store options, and additional hotel/motel options. We are not offering people who want to come to visit anywhere to stay other than the bed and breakfasts that are somewhat over priced and generally booked. People want a hotel option and this City needs to open up their minds and allow healthy competition	5/18/2019 12:04 PM
97	I love living here!!	5/18/2019 9:51 AM
98	N/A	5/18/2019 7:00 AM
99	Overall Cedarburg is a wonderful community to live in.	5/17/2019 7:01 PM
100	The city attorney has recommended that Public Works NOT enforce existing codes concerning private resident use and modification of public rights of way. This results in the potential for injury and taxpayer liability, non-uniform appearance, and decrease in property values.	5/17/2019 4:11 PM
101	No further comments	5/17/2019 3:14 PM
102	Better street lighting in the downtown area at night.	5/17/2019 2:26 PM
103	First we need a full time Mayor who actively manages City staff and is a visionary for moving us into the future. Start by identifying properties that are challenged and have the City buy the properties. Come up with a plan on what ultimately is the best use for the property, provide guidance to prospects. The due diligence is already done, allowing a prospective buyer to know what they can do with the property. Create a larger green space surrounding City Hall. See what Bayshore Town Center has! Buy the US Bank building and nearby properties to allow for a new green space, allowing for seasonal splash pad/fountain, food trucks, music, ice skating, etc. YES the Keefus house gets relocated on the new property! Plan for the Senior Center to be moved to a one story building. Should have moved them into the old Library! Have Common Council meetings broadcast live and then rebroadcast. Available on the new website? Use the Middle School or HS students interested in AV career to manage	5/17/2019 1:46 PM
104	I feel very strongly about keeping the dams! People who complain about not being able to use the creek for pleasure just need to go 1 mile farther upstream or downstream. Let us keep our unique treasures that have made Cedarburg famous. Everytime a dam comes down somewhere else, ours become more precious.	5/17/2019 10:55 AM
105	I understand that the "historic" image of Cedarburg, but we also need to progress with society. Peoples focus on quality lives are changing, and I hope the city changes with it.	5/17/2019 10:53 AM
106	Stop wasting tens of thousands of dollars coming up with stupid new slogans and rebranding a city that isn't struggling. We waste money on that and then waste money because no one on the council reads a contract that doesn't include snow removal for the old Mercury Marine. It seems that common sense has left Cedarburg since Kip left as the mayor. We want to get rid of our services like dispatch because someone who worked at sheriffs department wants to and Grafton did it so that means we should. The mayor and an alderman need to stop trying to play police chief and worry about the frivolous spending they're letting happen. Why don't we worry about keeping our city great instead of giving it away.	5/17/2019 6:26 AM

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107	The Arabelle TIF should never have happened. That site does not warrant a TIF as it is prime Cedarburg real estate.	5/16/2019 10:13 PM
108	Great job overall. Would like to see more restaurant choices. We already have enough bar/liquor choices. Street sweeping is lacking! Thank you for asking!	5/16/2019 8:39 PM
109	??	5/16/2019 5:46 PM
110	I feel that recently, less concern is being shown toward the seniors in the city - the 'lifers' who have lived and worked here all their lives and helped make the city what it is. All the attention goes to the wealthy, the tourists and the schools. It feels hurtful and insulting.	5/16/2019 4:35 PM
111	Promote business development to increase restaurant variety	5/16/2019 10:02 AM
112	My family and I love living here. Please work hard to keep the schools great, crime down and the quality of life high. We want to attract the best people and families to our community!	5/16/2019 9:18 AM
113	City crews do a poor job of tree pruning; we seem to have more city workers and get less done	5/16/2019 8:36 AM
114	More information on the budget and government should be included in the paper. I don't want to see opinions, but more facts and numbers.	5/16/2019 7:26 AM
115	I love Cedarburg. I love the somewhat later access to the dump. Why not more hours? How about a Burger King or an Arbys, or a Hardees, instead of DQ?	5/16/2019 5:14 AM
116	I'm tired of money going to developers in the form of TIF or other ways.	5/15/2019 4:24 PM
117	Whoever decided to add the cardboard recycling dumpster at the DPW yard should be commended. That addition keeps bi-weekly recycling pickup very agreeable as I now have a way to dispose of the one thing that makes the bin go from empty to full in one minute. Well Done!	5/15/2019 4:21 PM
118	We live at the Glen at Cedar Creek (Sheboygan Road just South of Hwy. 60). It's a private neighborhood. We need to pay for our own plowing, road repairs, maintenance, brush/yard waste removal, etc. yet we pay the same mil rate as every other homeowner. This is a huge disparity in what we pay vs. other homeowners and we feel the mil rate should be reduced accordingly.	5/15/2019 4:02 PM
119	Please keep dispatch and dams.	5/15/2019 2:49 PM
120	Less tax breaks for big developers..return to basics..roads, dams, tree maintenance.	5/15/2019 2:16 PM
121	No further comments.	5/15/2019 11:49 AM
122	PLEASE better train the staff that work at the City Pool! Those kids can't seem to make any decisions or understand the basic way the entrance should be operated. For example - last summer my kids had wrist bands since they were there during the day and when I took them back in the evening the staff didn't know what the wrist bands meant! Also - they didn't ask me to pay to get in - so I didn't! Which is a loss to the community. In a second instance there was a severe weather warning so people were told to get out of the pool. At the same time our babysitter was arriving at the pool and the staff took their money - but they later found out they couldn't go in the pool. And they were only going to be there for a very short time. The staff would not refund our money when they decided not to say. #1 - why did they not tell our babysitter the pool was essentially closed due to weather and #2 - why would they not refund their money? I am not impressed with the staff at all that work at the pool. If we have a pool let's get some decent training so we can set these kids up for success!	5/15/2019 11:28 AM
123	I am concerned that the city council and mayor are obsessed with saving money and have no real vision for the future	5/15/2019 11:21 AM
124	We need bigger items like a chain hotel. A big name restaurant.	5/15/2019 10:22 AM
125	I feel fortunate and grateful for being able to live in this great community! However, as a single parent, it is a financial struggle. Cedarburg seems made for married couples who have 2.5 children and a dog. I'm hoping I can afford to keep my child in this community until high school graduation.	5/15/2019 9:48 AM
126	Long time resident in downtown cedarburg. Very disappointed with the planning commission and city council. Blind leading the blind. Jamming the arrabelle project thru with the tif...really? Preserving history. That is your mission! Failed!	5/15/2019 7:37 AM
127	We don't need the pool	5/15/2019 7:12 AM
128	Progressive incentives for green initiatives for businesses and residents	5/15/2019 5:26 AM

Cedarburg Citizen Survey - 2019

129	With the growth of Cedarburg and surrounding areas, I would think additional police to the payroll is needed to nip crime before it gets out of hand. Cut back on Cadillac benefits/retirement for administrative employees. Contract/hire people that are not related or friend of a friend, where the advantage of overpaying is greater. I recently overheard a city employee given approval of his supervisor to go to the dental appt during work hours just bring a signed note from a doctor. Taxes are paid for working employees not paying for their personal appointments. Taxes do not need to be raised but better management of money is needed. Perhaps replacing controller is needed and term limits of administrative employees are needed.	5/14/2019 11:35 PM
130	Get rid of the mayor	5/14/2019 10:09 PM
131	Cedarburg has an effective variety of home, condo, side-by-side, and apartment value price points. Let's keep that going.	5/14/2019 9:18 PM
132	Thank you for the ongoing investment in our long term future even if that means raising taxes. There is no savings to kicking the can down the road for capital improvement and delayed capital spending. That choice is not savings it's just not smart. Take care of things when the need replacing. We did not move here for low taxes we moved here because this community and its leaders take care of the community and the schools by investing in them. Keep that up even it means raising taxes each year. Thank you	5/14/2019 9:09 PM
133	Lower property taxes	5/14/2019 9:02 PM
134	We have a great city its an awesome place to live. Don't change it and don't ever let it be a Grafton	5/14/2019 8:51 PM
135	I think our city and its streets have been degraded tremendously this past winter by the harshness and damages done to the streets. I believe some urgent, next to emergency actions, need to be taken by the council in concert with the executive of public works to determine what must be done for street repairs.	5/14/2019 8:46 PM
136	Do not get rid of the Cedarburg dispatch center!!	5/14/2019 8:37 PM
137	Less government of the Good Ole Boys club and more up to date with people on the boards.	5/14/2019 8:34 PM
138	Remember what makes Cedarburg an attractive place to live and do business and protect and defend it.	5/14/2019 8:12 PM
139	Spent too much on school referendum. Taxes are high to begin with.	5/14/2019 8:09 PM
140	Remove the dams and consider work on a river walk.	5/14/2019 8:00 PM
141	City departments should make an effort to return phone calls, particularly if calls are made to specific people & messages are left.	5/14/2019 7:25 PM
142	The parks dept is important and should be given more money to replace trees, do maintenance, and have median gardens. Less money should be given to draw in businesses. Consider allowing small chains, such as city market to come into the city. We need more restaurants.	5/14/2019 6:31 PM
143	Need to be sure to oversee new developments such as apartments to be sure their impact is not negative.	5/14/2019 6:22 PM
144	Do not move dispatch to the county!	5/14/2019 6:08 PM
145	Imo the city has made poor decisions the last few years. Very disappointed in the focus on city building and development at the cost of aesthetics. A brand new brand platform for naive non-marketers. Lack of perspective viewpoints on the council.lower taxes aren't worth ruining everything guys.	5/14/2019 5:46 PM
146	The natural resources of Cedarburg should be top priority. The creek and the beautiful parks are historically important and a key part of Cedarburg's future.	5/14/2019 5:44 PM
147	We did a similar survey two years ago and the areas that residents said were the most important were Police, Fire, and Roads yet Council voted to decrease the budget in HALF for the road improvements and now are thinking of eliminating the dispatchers. Why bother filling out these surveys and giving our opinions when obviously the Council doesn't listen!	5/14/2019 4:50 PM
148	Wonderful place to live.	5/14/2019 4:15 PM
149	Please enforce the traffic laws for motorist and pedestrians. Stop using TIF districts.	5/14/2019 3:48 PM
150	See above.	5/14/2019 3:22 PM

Cedarburg Citizen Survey - 2019

151	Need more restaurants. Without these it's not a destination. City should be freer with home improvements and bringing a variety of businesses in.	5/14/2019 2:57 PM
152	I moved to Cedarburg from downtown Milwaukee about two years ago. I was disappointed to see the massive apartments approved on Washington Ave. They cheapen what makes Cedarburg special. I understand the need to develop our community, but smart development is equally important. I didn't move to Brookfield, Mequon, or Grafton for a reason. I now see a CBD store on the agenda for approval. I moved from Milwaukee to live in a good, crime free, community where I can raise a family. The way I'm seeing the community develop makes me question the future of this community. If these types of changes continue, I will absolutely move from Cedarburg.	5/14/2019 2:21 PM
153	While new home builds add to our tax base, my taxes don't go down, they only go up. Additionally, schools and other services can't keep up with this home expansion. A combined fire/police/dispatch service with Grafton should be considered.	5/14/2019 12:59 PM
154	The council seems to award money to the strangest places and take away from necessary and visually appealing areas (roads and parks).	5/14/2019 12:23 PM
155	Anything to invest back into the city that will continue to help provide the tax necessary to keep the city alive and well.	5/14/2019 12:15 PM
156	Dedicate additional funding to stump grinding and replacement as we recover from the emerald ash borer. This should be a short term endeavor (1-5 years). I have been very pleased with the responsiveness I have received when engaging various City departments. It is greatly appreciated.	5/14/2019 12:08 PM
157	We should continue to encourage a variety of business development. Food trucks, small businesses, distilleries, etc. We cannot survive on antique shops alone. It makes no sense to ban a CBD dispensary when two other businesses are already selling CBD products on Washington Ave.	5/14/2019 11:47 AM
158	I believe the first several questions don't allow respondent to provide fair opinions regarding police, fire & ambulance services. Most answers will no doubt be "used rarely" which diminishes the appearance of the importance of these services in my opinion. Please do not decrease areas of services for these important departments. And please think about current multi-family & senior living facilities will dictate increases in funding to protect our residents!!!	5/14/2019 11:41 AM
159	The City staff should be contributing to their health care (at least 12% and retirement (at least 50%). Road work is not being done timely, effectively or efficiently. Use of TIF districts needs better oversight and more limited use. Seniors are being driven out of our community due to uncontrolled school district taxes. Shared services could be utilized in more areas. Downtown is suffering due to influx of inappropriate business for the location.	5/14/2019 11:33 AM
160	The condition of Washington Ave. We live on Western Avenue and I see a lot of police presence on the street which is very much appreciated. It's such a busy street and the cars are usually speeding up and down it..	5/14/2019 11:19 AM
161	I am not adverse to raising taxes to improve the quality of the roads, parks, etc.	5/14/2019 11:08 AM
162	Who ever is destroying all of the trees in the city by "pruning" them, needs to be fired. Not only is it destroying trees, it is destroying the aesthetic of the city. Never have I ever seen trees decimated in this manner ANYWHERE in the world. For a supposed "Tree City" we should be embarrassed. Even my children want to know how this kind of pruning is even being considered. The splitting of the trees into obnoxious overstated "Y" shapes needs to be eliminated now. The second part of this is, are we to the point yet, where we can bury these utility's lines? Like every other city in this country? The amount of money, time and effort it takes to "prune" these trees could be applied to burying the lines we are trying to protect.	5/14/2019 10:57 AM
163	Overall, Cedarburg is a great place to live. I am not sure why we are spending so much time and energy on marketing and branding....we need to put more attention on maintenance of our roads/infrastructure. We now have a state of the art Library, a brand new City Maintenance Facility, and have passed a huge spending plan on the schools. We need to focus more money on our existing roads as many are in disrepair.	5/14/2019 10:32 AM
164	So, keep track of your tenants in store fronts. (Itty Bitty Piggy comes to mind with the trashy purse store right there). Work within the existing budget. Keep drunken college kids out of town. I work at Concordia. The kids are AWFUL and love to come here (Hamilton House) to drink and piss on our streets. Ugh.	5/14/2019 10:29 AM
165	Keep the funding needed for public safety services. This is one of the top factors always noted as to why people love Cedarburg	5/14/2019 10:25 AM

Cedarburg Citizen Survey - 2019

166	I believe that the downtown business zone should allow sales of CBD.	5/14/2019 10:24 AM
167	As the fire dept is complaining they can't get proper help, why not turn ambulance services back to a private company? Also, how many fire trucks are there within a 10-mile radius? Can't there be a consolidated force requiring a fraction of the equipment?	5/14/2019 10:21 AM
168	I'm not in favor of the proposed CBD dispensary, but feel the way the permitting was handled is atrocious. For the responsible city personnel to claim misunderstanding or confusion is unacceptable, and to cause the expenditure and liability to the proprietor is just not right.	5/14/2019 10:21 AM
169	Please remove parking on BOTH sides of Bridge just west of Washington Ave. When cars are parked on both sides just west of Washington Ave, you can not fit two cars driving in opposite directions.	5/14/2019 10:20 AM
170	Roads need work. Fix potholes	5/14/2019 10:20 AM
171	1. The city needs to reduce the amount of salt used on the streets, mix it with sand etc. Look to Madison for example. 2. The city should not waste money and endanger health by using pesticides on its properties; this is environmentally irresponsible and not a good steward of our planet. 3. The new large cardboard dumpsters at the yard are a hazard for anyone who is short, elderly, cannot safely climb those ladders--also people should be required to collapse the boxes.	5/14/2019 10:20 AM
172	More needs to be done to expand refuse services. More than just cardboard should be accepted at the city drop off. All recycling should be accepted along with an area for refuse. A city wide, week long spring clean up should be held annually. Residents can put items out to the curb to be picked up for disposal. We don't have access to dump services in this area. With how much we pay in property taxes, it's ridiculous to have to pay an outside private company to pick up items.	5/14/2019 10:20 AM
173	I have no confidence in City Government after the approval of Arrabelle Apartments. City ignored the voice of the neighborhood and was influenced by St. Francis Borgia.	5/14/2019 10:17 AM
174	Forestry department is run bad and really not needed	5/14/2019 10:11 AM
175	Investment in solar power on city owned buildings	5/14/2019 10:09 AM
176	Fix roads, replace trees, keep maintaining pool, parks, senior center, and library. I am in favor of a tid to fix any blighted site like amcast and the factory on western	5/14/2019 10:07 AM
177	too many police, sitting there busting old ladies driving 5 over.	5/14/2019 9:56 AM
178	Bring on the CBD dispensary, it's actually unique to town.	5/10/2019 1:26 PM
179	Our road conditions are an embarrassment.	5/10/2019 12:53 PM
180	See above	5/10/2019 12:33 PM

FINANCIAL TRENDS MONITORING SYSTEM
CITY OF CEDARBURG
FY-2014 to FY-2018



December 2018

Page

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INTRODUCTION

Financial Trend Monitoring System

The purpose of the Financial Trends Monitoring System (FTMS) is to comprehensively look at the financial trends of the City of Cedarburg to identify if the City's financial conditions are sound and heading in the right direction. The Financial Trend Monitoring System (FTMS) was developed by the International City/County Management Association (ICMA) as a method for monitoring the financial condition of local governments. This system identifies factors that affect financial condition and sets the framework for their analysis. The indicators described in the ICMA publication, *Evaluating Financial Condition, A Handbook for Local Government*, are designed to give local governments a method of monitoring financial condition using data that is easily accessible. Using this model local governments can provide a report to policy makers, citizens, employees, bond rating agencies, and anyone else who may be interested in their financial well-being. The FTMS is intended to be used as a management tool that can help to shape long term policy priorities.

Financial Condition

Financial condition, as defined by the FTMS, is the ability of a locality to maintain existing service levels, withstand local and regional economic disruptions, and meet the demands of natural growth, decline and change. These conditions are examined by looking at four areas of a locality's fiscal condition as follows:

1. Cash Solvency – the ability to pay the bills over the next 30 or 60 days.
2. Budgetary Solvency – the ability to cover expenditures with revenues and other resources over the normal budget period.
3. Long-Run Solvency – the ability to meet expenditures as they come due in the future.
4. Service Level Solvency – the ability to provide services at the level and quality that are required for the health, safety, and welfare of the community and that the citizens desire and expect.

Financial Indicators

ICMA provides a list of over 40 indicators that can serve as a litmus test for the financial condition of a locality. These indicators are broken down into specific categories for further analysis. For this report 22 indicators were chosen from 5 categories that best fit the City's accounting structure.

Adjusting For Inflation

Adjusting for inflation converts current dollars into constant dollars. The conversion from actual dollars to constant dollars allows for analysts to take into account the appearance of growth that may be due to inflation.

Adjusting for inflation involves three steps. The first step is selecting a price index. For this report the Bureau of Labor Statistics Index (CPI-All urban consumers) was used. The CPI tracks the prices of goods and services used by average wage earners. The goods and services include items such as food, housing, clothing, transportation, health, and recreation. The second step is selecting a base year as the starting point for comparison. 2014 is used as the base year in this report. The third step is the actual conversion from actual to constant dollars by multiplying the actual dollar amount by the conversion factor. The conversion factor is equal to the 2014 CPI divided by the CPI of following years.

The following example converts 1,000 dollars in 2018 to constant 2014 dollars:

Conversion Factor = (2018 CPI / 2014 CPI) or (225.425/233.561) = 0.96


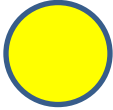

Constant Dollar = (Actual Dollar X Conversion Factor) or (\$1000 X 0.96) = \$960

This means that \$1,000 in 2018 would have been worth \$960 in 2014.









































Ratings Financial Trends Monitoring System

Rating Structure

There are significant variations in the way that local governments manage their finances. These variations make it difficult to develop standards that apply from organization to organization. Therefore, there are no defined benchmarks for many of the indicators. Benchmarks for these indicators should be set by the individual municipality. A few of the indicators do have benchmarks that are generally set by bond rating agencies or organizations such as the Government Finance Officers Association (GFOA). The FTMS focuses on trends rather than defined benchmarks. For each indicator a warning trend has been defined. I have evaluated each indicator and assigned ratings according to the following rating scheme:

	Green – the trend is favorable. The indicator meets any policy or performance measure set by the City.
	Yellow – the trend is uncertain. The indicator should be watched carefully because it may move in a direction that could have a negative impact on the City's financial health.
	Red – the warning trend has been observed. The indicator does not meet the policy or performance measure set by the City. More information should be gathered and corrective action should be taken.

RATINGS

2014	2018		
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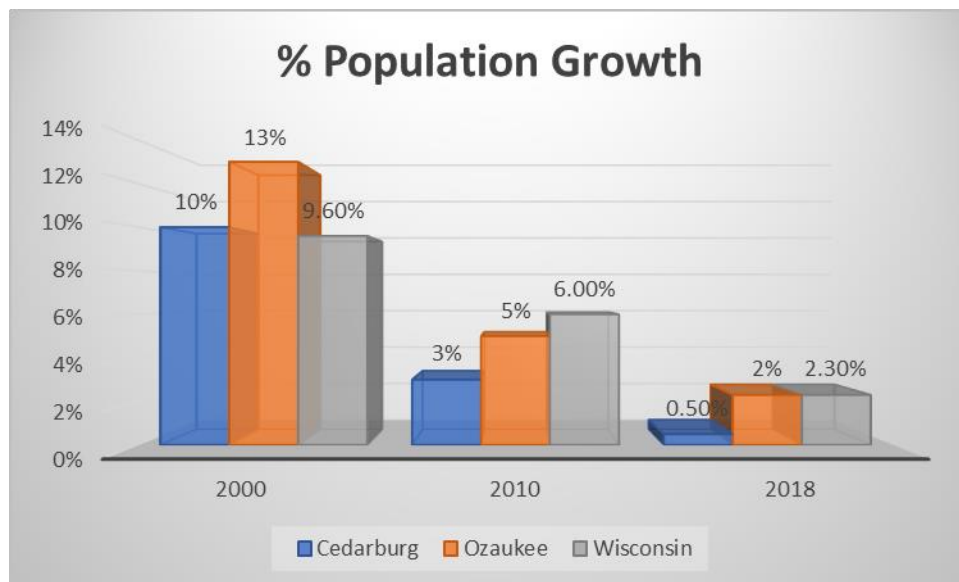
Population

Description

Changes in population can directly affect city revenues, such as property tax collections and cost of services. Population level indirectly relates to such issues as employment, income, and property value. An increasing population is generally considered positive as long as the city is prepared to take on the added service responsibilities. With respect to population, the biggest indicator of fiscal hardship is a dramatic change. If the population increases or decreases rapidly it may be difficult to react to the sudden changes.

Analysis

In the past ten years the city has seen a lower percentage growth rate than the county or state.



Population

Year	Cedarburg	Ozaukee	Wisconsin
1990	10,086	72,831	4,891,769
2000	11,102	82,317	5,363,675
2010	11,412	86,395	5,686,986
2018	11,465	88,429	5,820,000

Trend

Although the city has seen yearly population increases, city growth has been slower than both the county and state averages. The city would like to see increases at or above the county average in the next five years. This indicator received a **yellow** rating.

Personal Income Per Capita

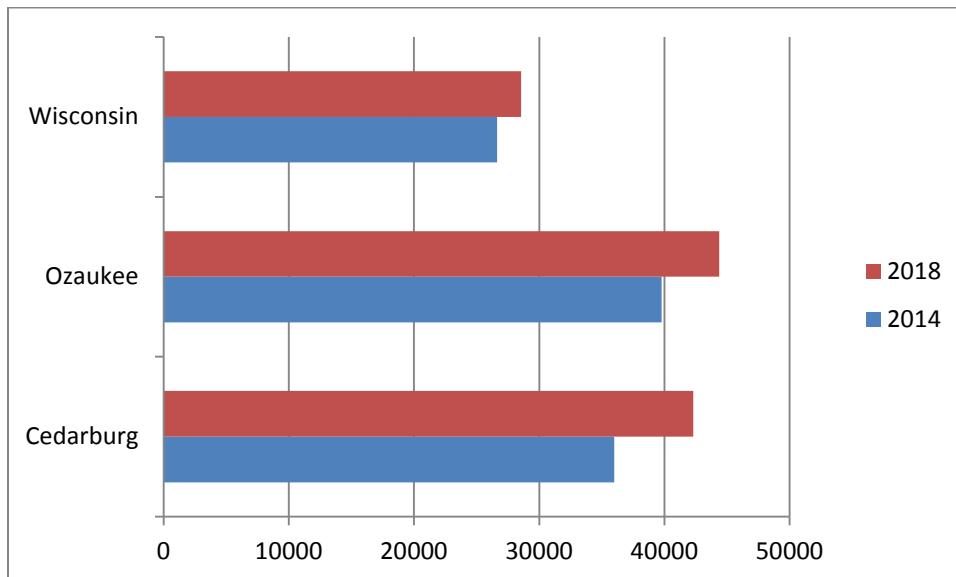
Description

Personal income is one measure of a community's ability to pay taxes. Generally, the higher the per capita income, the more property taxes, sales taxes, and business taxes the city can generate. If income is distributed evenly, a higher per capita income may mean a lower dependency on governmental services, depending on the mix of services provided. A decline in per capita income results in loss of consumer purchasing power and can provide advance notice that businesses, especially in the retail sector, will suffer a decline that can ripple through the rest of the city's economy. Credit rating firms use per capita income as an important measure of a city's ability to meet its financial obligations.

Analysis

From 2014 to 2018 the city's per capita personal income was lower than the counties but higher than the State of Wisconsin.

PER CAPITA INCOME



	<u>2014</u>	<u>2018</u>
Cedarburg	\$35,986	\$42,298
Ozaukee	\$39,778	\$44,369
Wisconsin	\$26,624	\$28,555

Trend

The per capita personal income is much higher than the State average and it has continued to see increases over the last evaluation period. This indicator receives a **green** rating.

Employment Base

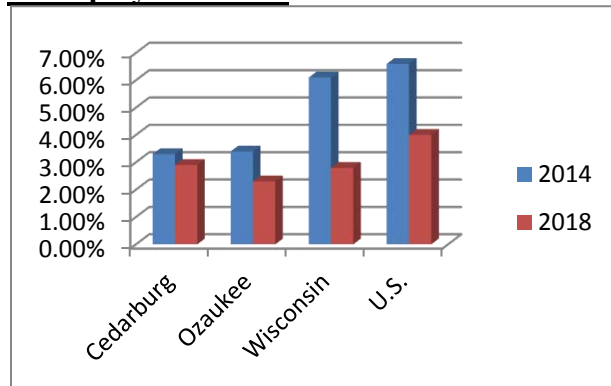
Description

The unemployment rate and number of jobs in the community make up the employment base. They are considered together because they are so closely related. A growing employment base will help to provide a cushion against economic downturn in individual business categories. A decline in the employment base can indicate the early signs of an overall decline in economic activity and a decline in government revenues as well. The largest employers of the City are: Cedarburg School District (374), Lasata Care Center (200), Olsen's Piggly Wiggly (160), Wilo USA (140), Carlson Tool (120), Cedar Springs (93), Norstar (70), LaRosa (51), Birchwood (30).

Analysis

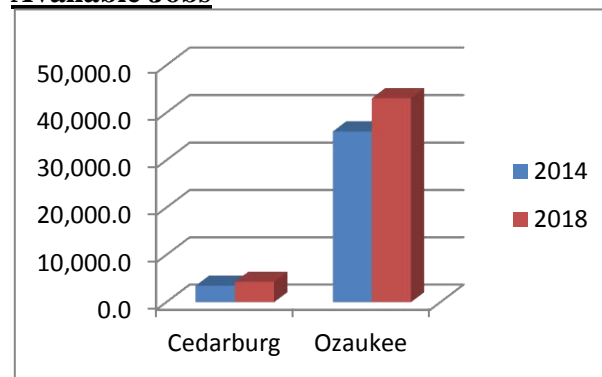
Cedarburg has seen a decline in unemployment and an increase in available jobs since 2014. Unemployment rate is still slightly higher than Ozaukee County and the State of Wisconsin but much lower than the national average.

Unemployment Rate



	<u>2014</u>	<u>2018</u>
Cedarburg	3.3%	2.9%
Ozaukee	3.4%	2.3%
Wisconsin	6.1%	2.8%
U.S.	6.6%	4.0%

Available Jobs



	<u>2014</u>	<u>2018</u>
Cedarburg	3,491	4,305
Ozaukee County	36,081	43,068

Trend

Despite the unemployment rate being higher than the County or the State Cedarburg is well below the national average and continues to increase the number of jobs available. This indicator receives a green rating.

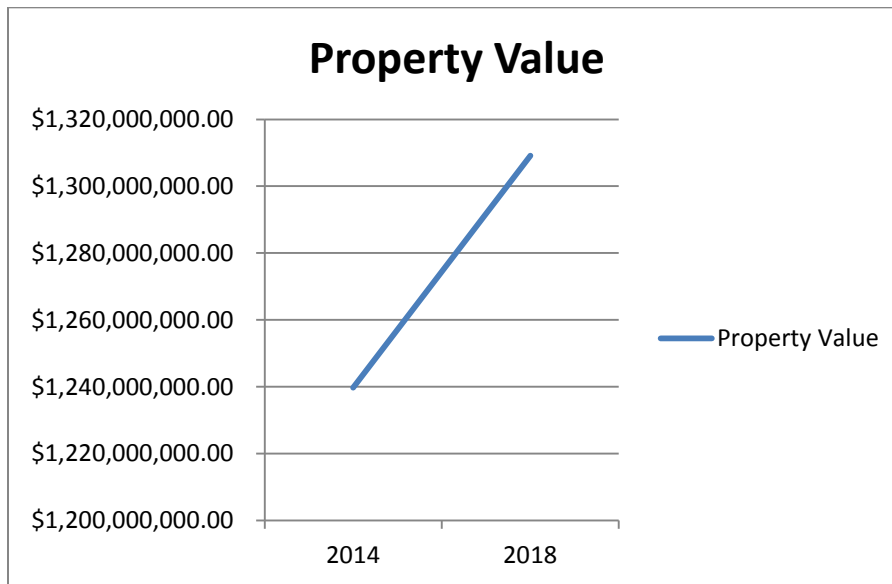
Real Property Value

Description

Real property value is an important indicator since general property taxes account for approximately 76% of the city's operating revenue. With Cedarburg maintaining a relatively stable tax rate, higher aggregate property values generate greater property tax revenue. This allows the city to maintain a stable or increasing revenue stream without raising the property tax mill levy.

Analysis

Cedarburg has seen gradual growth in residential property values during the evaluation period.



	<u>2014</u>	<u>2018</u>
Real Property Value	\$1,239,670,163	\$1,309,147,300

Trend

Cedarburg property values continue to increase at a healthy rate. This indicator receives a green rating.

REVENUES

Revenue

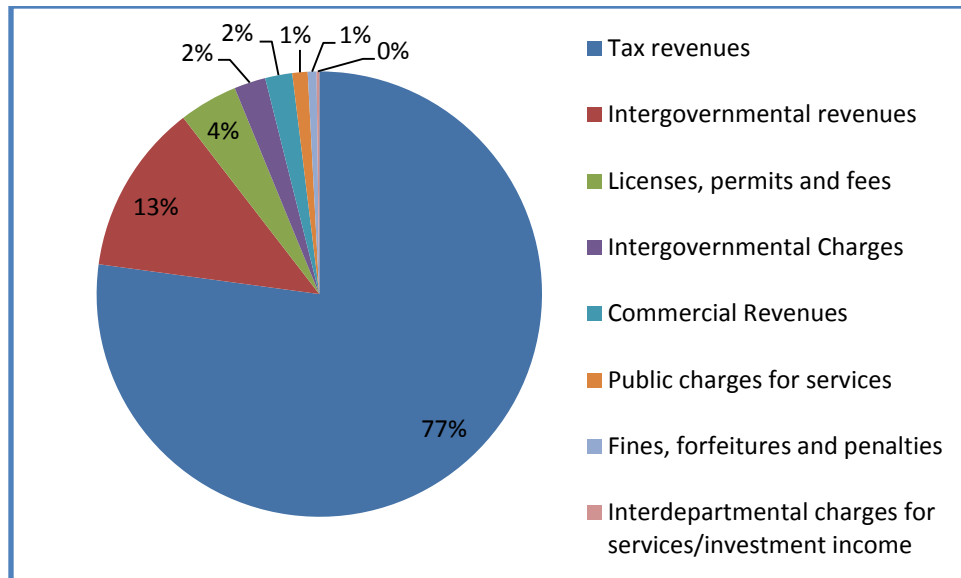
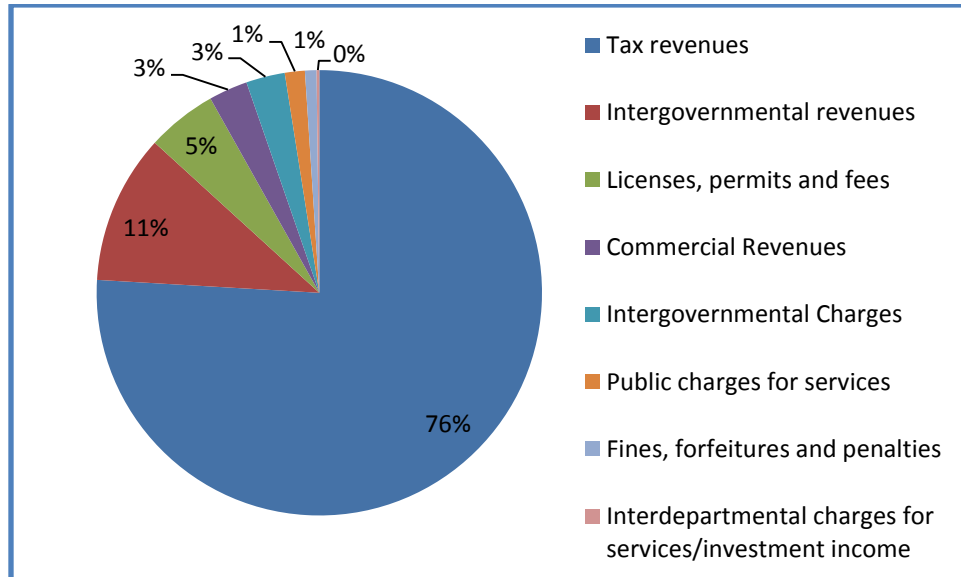
Revenue determines the capacity of the city to provide services. Important issues to consider with respect to revenue are economic growth, diversity, reliability, flexibility, and administration. Under ideal conditions, revenue should be growing at a rate equal to or greater than the combined effects of inflation and expenditures. Revenue should be sufficiently unrestricted to allow for necessary adjustments to changing economic and operational conditions. Revenue should be balanced between elastic and inelastic sources with respect to economic base and inflation. Elastic revenues change more slowly in response to those changes. In general, elastic revenues are good to have during times of growth, and inelastic revenues are more reliable during times of decline or recession. Income taxes is an example of elastic revenues. User fees can be either and depend on rate-setting and sales or use volume.

Revenue should be diversified by source so as not to be overly dependent on residential, commercial, or industrial land uses, or external funding sources such as Federal grants or discretionary State aid. User fees should be regularly reevaluated to cover the full costs of services.

Analyzing the city's revenue structure will help to identify the following types of problems:

- 1) Deterioration of revenue base.
- 2) Internal procedures or legislative policies that may adversely affect revenue yields.
- 3) Overdependence on obsolete or external revenue sources.
- 4) Changes in tax burden
- 5) Lack of cost controls and poor revenue estimating practices.
- 6) Inefficiency in the collection and administration of revenue.

The indicators detailed on the following pages can be used to monitor changes in revenue.

KEY REVENUES 2014**KEY REVENUES 2018**

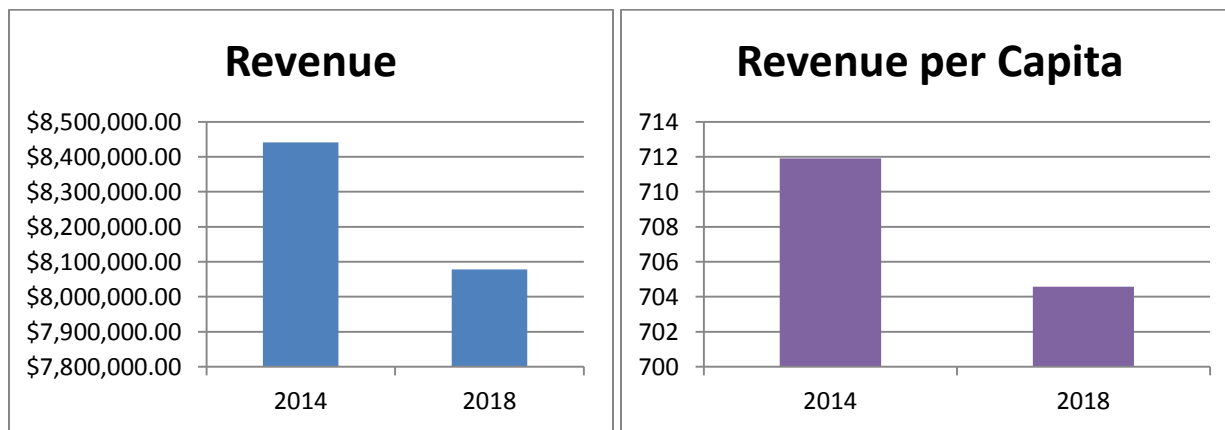
Revenue Per Capita

Description

Per capita revenue illustrates revenue changes relative to population size. As population increases, it may be expected that the need for services would increase proportionately and, therefore, the level of per capita revenue should remain at least constant in real terms. If per capita revenue is decreasing, it would be expected that the city would be unable to maintain existing service levels unless it were to find new revenue sources or financial savings, assuming the cost of service correlates to population. This also assumes that programs are funded at adequate levels.

Analysis

Revenue per capita has decreased slightly since 2014. Loss of revenue can be attributed to decreased intergovernmental revenues.



	<u>2014</u>	<u>2018</u>
Revenue	\$8,441,198	\$8,077,852
Population	11,445	11,465
Rev. Per Capita	\$712	\$705

Trend

The slight decrease in revenue per capita is not a concern but the city should continue to monitor it and continue to look at other potential revenue sources to offset the loss in intergovernmental revenues. This indicator receives a **yellow** rating.

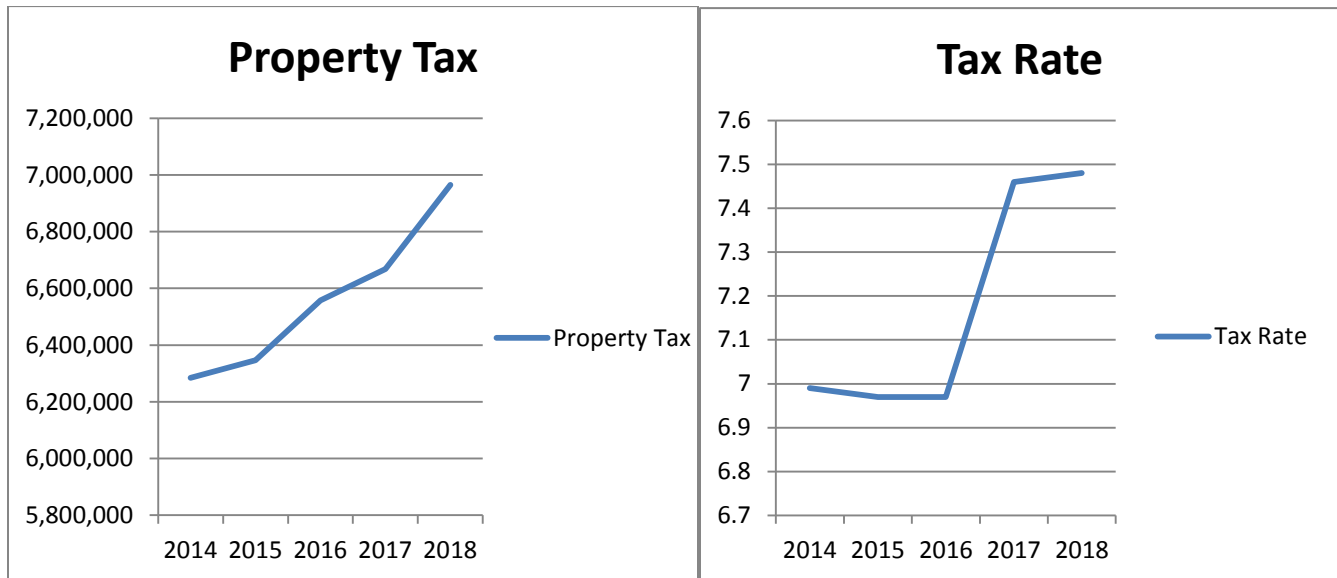
Property Tax Revenue

Description

General property tax revenues include both current and delinquent real and personal property tax revenue levied by the city. Property tax revenue represents the city's largest revenue source. A decline or diminished growth rate in property tax revenue may indicate a number of potential problems in the city's revenue structure.

Analysis

Property taxes have seen a steady growth but the tax rate has also gone up by .49 which equates to \$135 increase in property taxes for a home valued at \$276,000. The increased property taxes correlate with the increase in the tax rate.



	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Property Tax	\$6,284,726	\$6,346,910	\$6,556,403	\$6,668,090	\$6,965,399
Tax Rate	6.99	6.97	6.97	7.46	7.48

Trend

The increase in property taxes is good for the city but it would be more favorable if the tax rate did not rise with it. With the school district passing a referendum recently that will increase property taxes for residents in the next couple of years it will be important for the city to monitor the city tax rate. This indicator receives a **yellow** rating.

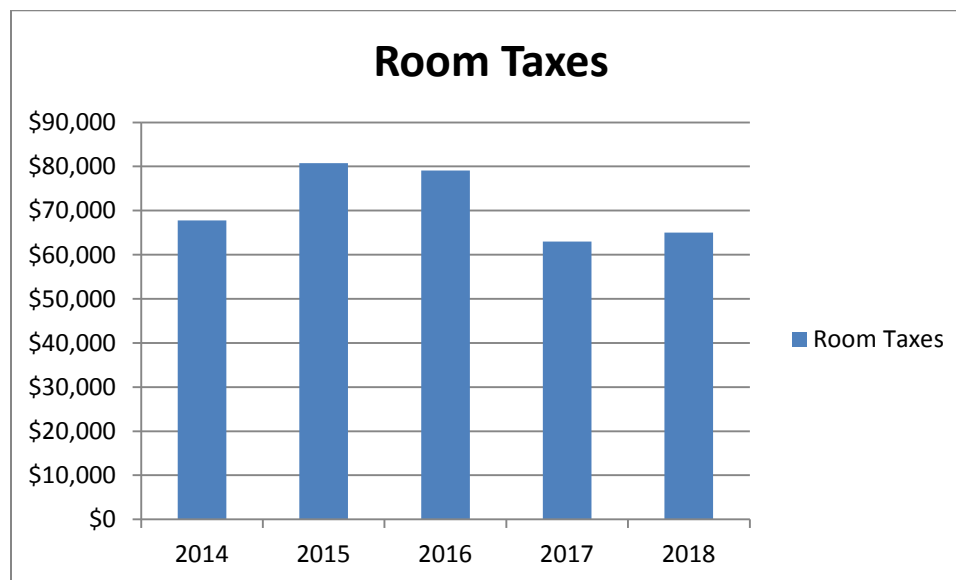
Room Tax Revenue

Description

In 1994, pursuant to Wisconsin Statutes Section 66.75, the city imposed a tax on the privilege and service of furnishing, at retail, rooms or lodging to transients by hotel keepers, motel operators and other persons furnishing accommodations that are available to the public, irrespective of whether membership is required for the use of the accommodations. The tax rate is five percent (5%) of the gross receipts from such retail furnishing of rooms or lodgings. The taxes are due quarterly, thirty days after the end of the quarter. The city keeps 5% of the collected taxes and the other 95% is disbursed to the Chamber of Commerce for tourism promotion and development (70%) and downtown capital improvements (25%). The Chamber of Commerce places 25% of the funds received in an account for capital improvements to enhance the City. The remainder of the funds are used for the operation of the Chamber and the Tourism, Promotion and Development Committee. An increase or decline of the room tax can have a large effect on Chamber operations.

Analysis

Room taxes have decreased slightly since 2015. Loss of revenue can be attributed to two new hotels that were built in the neighboring community.



	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Room Taxes	\$67,749	\$80,752	\$79,061	\$63,000	\$65,000

Trends

With a decrease in room taxes that help support the chamber along with beautification projects in the city it will be important to look at increasing the room tax fees and continue trying to attract a hotel to build within city limits. This indicator receives a **yellow** rating.

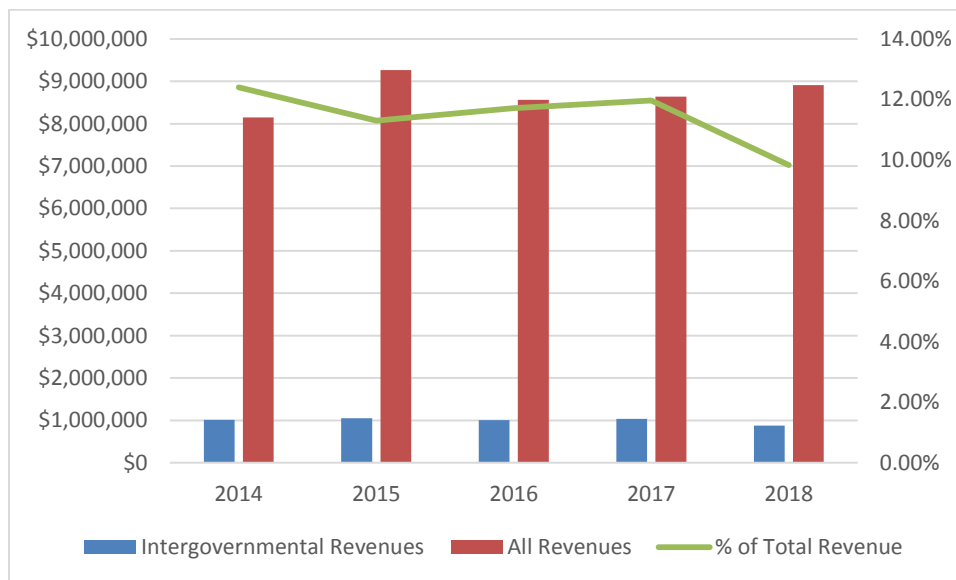
Intergovernmental Operating Revenue

Description

Intergovernmental operating revenues are received from other governmental entities. An overdependence on intergovernmental revenues can have an adverse impact on financial condition due to restrictions or stipulations that the other governmental entities attach to the revenue. The overriding concern in analyzing intergovernmental revenues is to determine whether the city is controlling its use of the revenues or whether these revenues are controlling the city.

Analysis

During the evaluation period the percentage of intergovernmental revenue has declined requiring the city to look at new revenue sources. The decline can be attributed to the city receiving less State Aid and the Town of Cedarburg not renewing shared service agreements for the library, community pool, and recreation services.



	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Intergovernmental Rev.	\$1,010,251	\$1,050,139	\$1,003,161	\$1,304,166	\$876,083
All Revenues	\$8,147,315	\$9,262,940	\$8,561,369	\$8,636,935	\$8,910,201
% of Total Revenue	12.40%	11.30%	11.71%	11.97%	9.83%

Trend

Intergovernmental operating revenue has declined since 2014. Although it is generally considered positive that a city is not reliant on intergovernmental revenues it places more demands on other revenues to maintain current service levels. The city should continually seek other new revenue sources. This indicator receives a **yellow** rating.

EXPENDITURES

Expenditures

Expenditures are an approximate measure of the city's service output. Generally, the more the city spends in constant dollars, the more service it is providing. This reasoning does not account for service delivery efficiency and effectiveness.

The first issue to consider is the expenditure growth rate to determine whether the City is operating within its revenues. Since the city of Cedarburg strives to have a balanced budget, it would seem unlikely that expenditure growth would exceed revenue growth. Nevertheless, city may balance its annual budget yet create a long-run imbalance in which expenditure outlays and commitments grow faster than revenues.

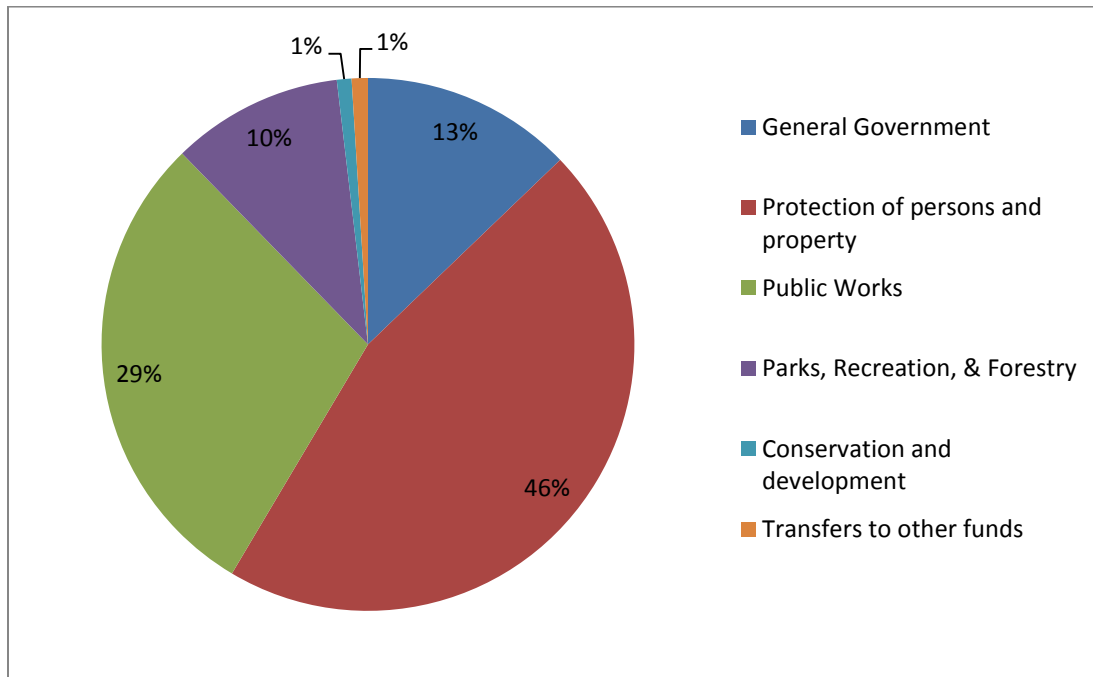
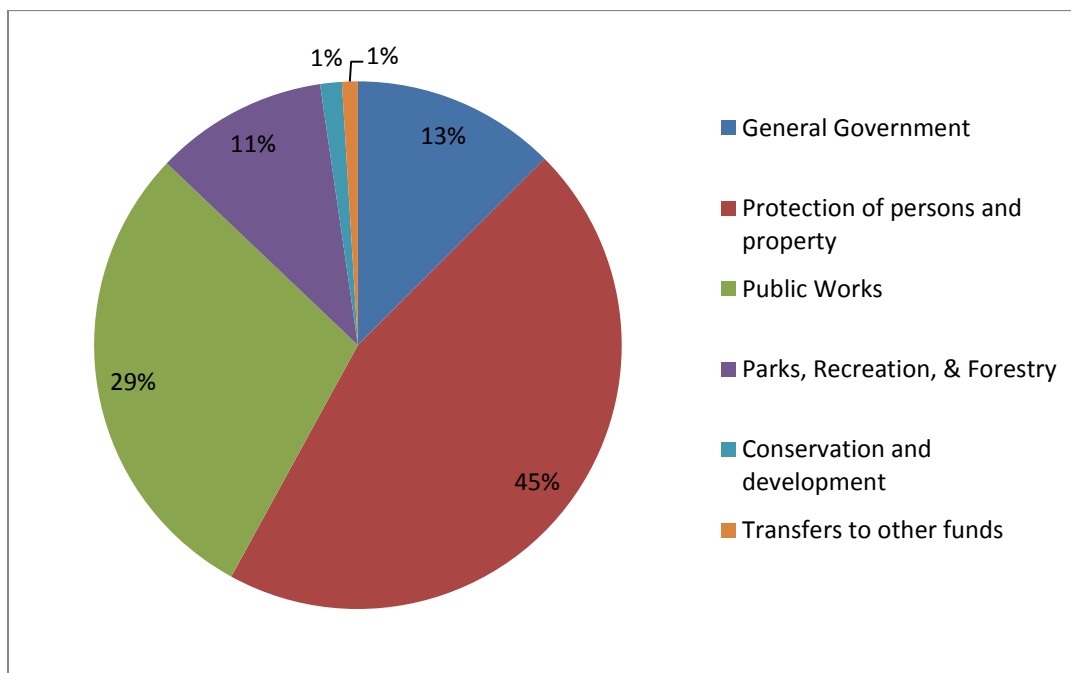
Some of the more common ways in which this happens are to use bond proceeds for operations, rely upon reserve fund, defer maintenance on streets, buildings, or other capital stock, or by deferring funding of contingent liabilities. In each of these cases, the budget remains balanced, but the long-run budget is developing a deficit.

A second issue to consider is the level of mandatory or fixed costs. This is also referred to as expenditure flexibility, which is a measure of the city's freedom to adjust its service levels to changing economic, political, and social conditions. A city with a growing percentage of mandatory costs will find itself proportionately less able to make adjustments. As the percentage of debt service, matching requirement, pension benefits, State and Federal mandates, contractual agreements, and commitments to existing capital plan increases and the flexibility to make spending decision decreases.

Ideally, the city will have an expenditure growth rate that does not exceed its revenue growth rate and will have maximum spending flexibility to adjust to changing conditions. Analyzing the city's expenditure profile will help identify the following types of problems:

- 1) Excessive growth of overall expenditures as compared to revenue growth.
- 2) An undesired increase in fixed costs.
- 3) Ineffective budget controls.
- 4) A decline in personnel productivity.
- 5) Excessive growth in programs that create future expenditure liabilities.

The indicators detailed on the following pages can be used to monitor changes in expenditures.

GENERAL FUND DEPARTMENT EXPENDITURES 2014**GENERAL FUND DEPARTMENT EXPENDITURES 2018**

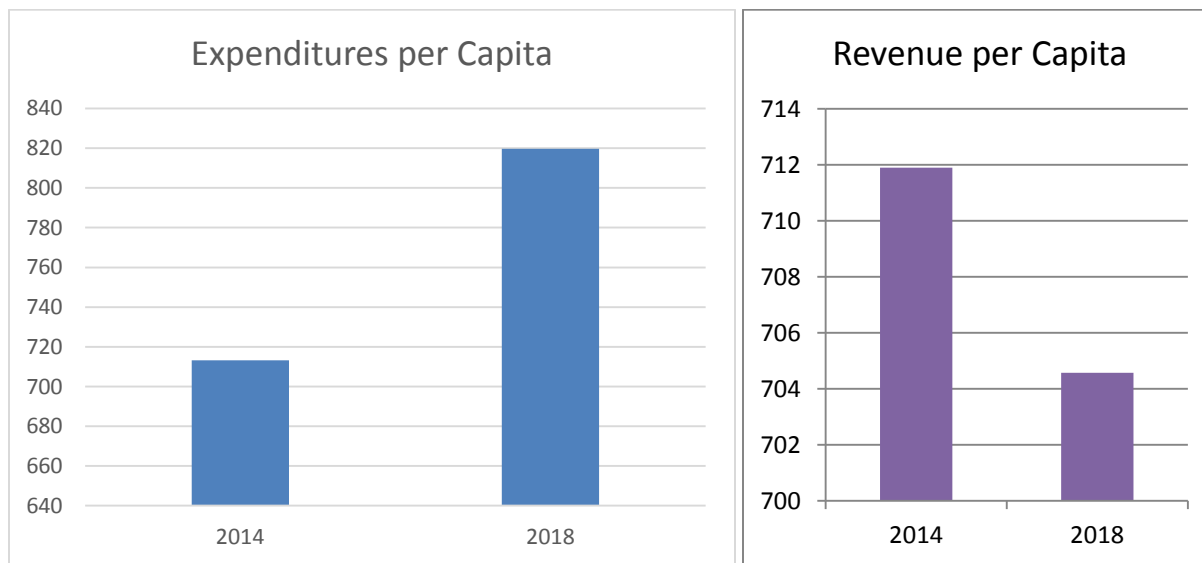
Expenditures Per Capita

Description

Per capita operating expenditures reflect changes in expenditures relative to changes in population. Increasing per capita expenditures may indicate that the cost of providing services is outstripping the city's ability to pay, especially if spending is increasing faster than the city's property, sales, or other relevant tax base. If the increase in spending is greater than would be expected from continued inflation and cannot be explained by the addition of new services, it can be an indicator of declining productivity.

Analysis

Expenditures per capita have increased during the evaluation period while the revenue per capita has decreased. Expenditures can be attributed to construction of a new library and public works garage. The decreased revenues are from the loss of intergovernmental revenues.



	<u>2014</u>	<u>2018</u>
Expenditures per Capita	\$713	\$820
Revenues per Capita	\$712	\$705

Trend

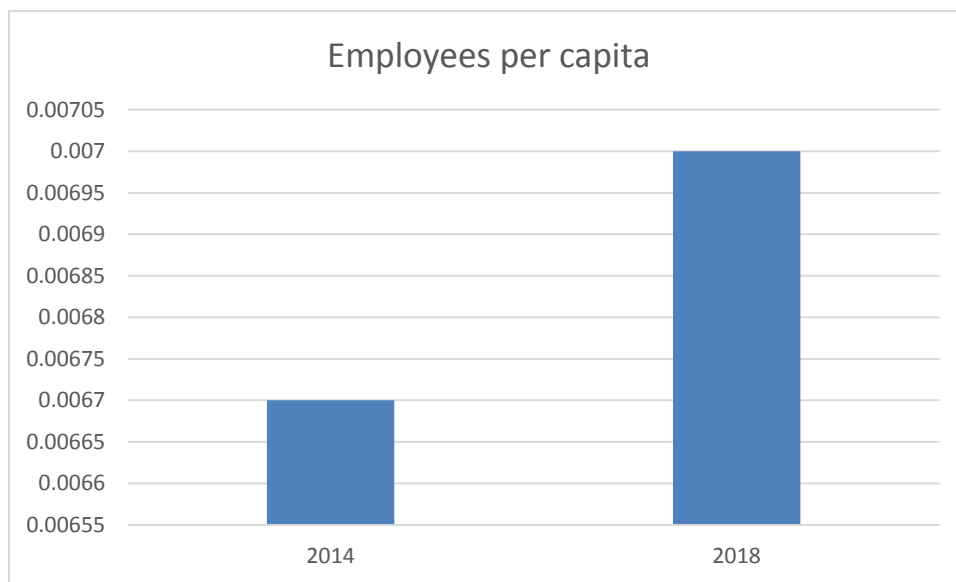
An increase in per capita expenditure has been observed. With the added services the two facilities provide this is expected but the city will need to look at potential new revenue sources that would increase the revenues per capita at the same rate as expenses per capita. This indicator receives a **yellow** rating.

Employees Per Capita**Description**

Personnel costs are a major portion of the city's operating budget. Tracking changes in the number of employees to population is a means to measure changes in expenditures. An increase in employees to population may indicate that expenditures are rising faster than revenues, the city is becoming more labor intensive, productivity is declining, or the city has not yet met labor needs. An increase in employee per capita is not negative if a direct correlation can be shown to increased services.

Analysis

The number of employees working for the city has increased at a reasonable rate to accommodate the slight increase in population. During this time the city has replaced several full-time positions with part time staff.



	<u>2014</u>	<u>2018</u>
Employees -FTE	77.14	81.37
Population	11,479	11,628
Employees per capita	0.0067	0.0070

Trend

The city has done a good job in replacing and increasing staff as necessary to keep up with city services. It will be important to re-evaluate the services in the next couple of years as several new residential developments are completed. This indicator receives a **green** rating.

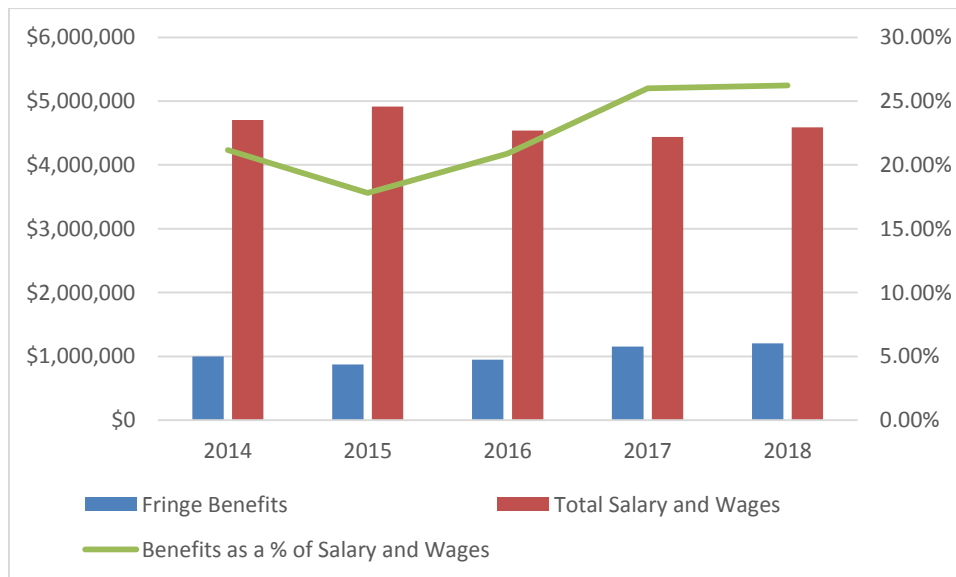
Fringe Benefits

Description

Fringe Benefits represent a significant share of the city's operating cost. The fringe benefits used for this analysis are health, dental, life insurance, longevity pay, and sick payout. Fringe benefits represent fixed costs that the city must pay. Monitoring fringe benefits will allow the city to isolate increasing costs and make adjustments where necessary.

Analysis

Over the evaluation period fringe benefits as a percentage of total salaries have increased from 21.17% to 26.22%. The increase is primarily the result of increased health insurance costs.



	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Fringe Benefits	\$995,602	\$874,859	\$947,793	\$1,154,503	\$1,203,787
Total Salary/Wages	\$4,702,024	\$4,913,907	\$4,538,230	\$4,439,863	\$4,589,644
Benefits as % of S/W	21.17%	17.80%	20.88%	26%	26.22%

Family Health Insurance Cost (City Cost per employee with family coverage)

<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
\$18,404	\$17,610	\$17,650	\$19,062	\$20,586

Trend

The increase in health insurance costs needs to be evaluated but other benefits such as longevity should be carefully considered along with upcoming retirements to see if employees' contributions could remain the same if the % of benefits to salaries and wages remains constant. This indicator receives a **yellow** rating.

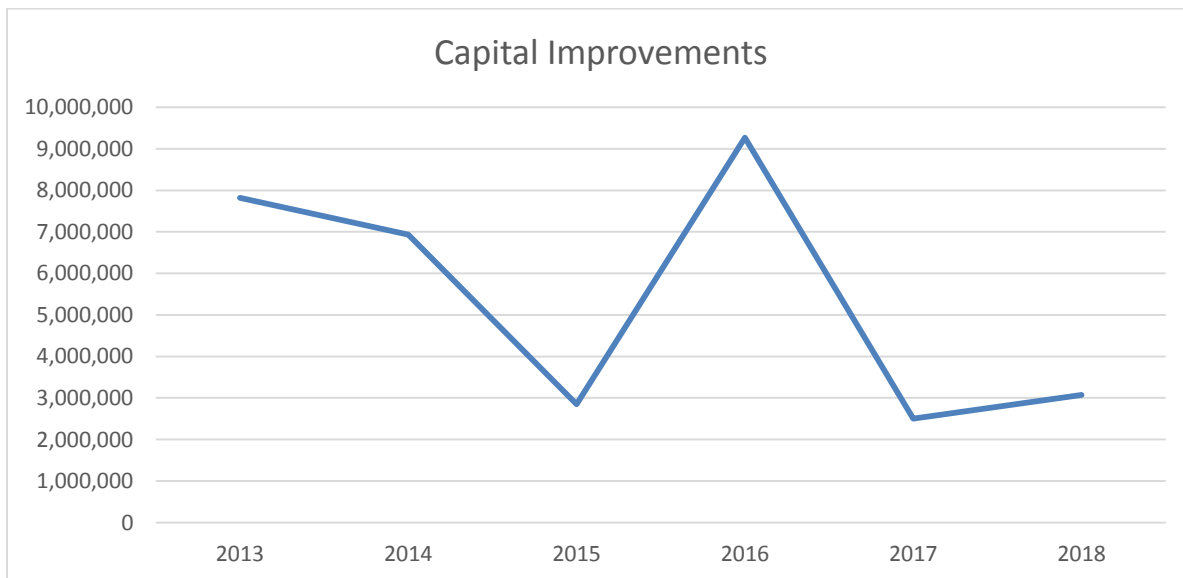
Capital Outlay

Description

The expenditure for operating equipment, such as vehicle, radios, and computer and office equipment purchased from the operating budget is referred to as capital outlay. It includes equipment that will last longer than one year and costs more than \$5,000. Capital expenditures may remain constant or even decline in the short run as new and replacement equipment is purchased. If the decline persists over three years, it can be an indicator that capital outlay needs are being deferred, resulting in the use of obsolete equipment and the creation of an unfunded liability.

Analysis

Capital outlay has fluctuated considerably between 2013 to 2018. The increase in 2013 was for the construction of the library, in 2014 it was for the creekwalk and dams, in 2016 it was for the construction of the public works garage, and in 2018 it was for the monopole construction.



<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
\$7,820,185	\$6,933,659	\$2,847,700	\$9,265,00	\$2,499,724	\$3,076,017
Library	CreekWalk		PW Garage		monopole
	Dams				

Trend

The city built a new library and a public works garage in the last eight years that increased capital costs for those years. Based on past history and if the city wants to be consistent with the amount in capital it is recommended to keep the funding for capital projects under \$3M annually. This indicator receives a **yellow** rating.

Operating Position

Operating position refers to the city's ability to balance its budget on a current basis, maintain reserves for emergencies, and maintain sufficient cash to pay its bills on a timely basis.

During a typical year, a city will usually generate either an operating surplus (when revenues exceed expenditures) or an operating deficit (when expenditures exceed revenues). An operating surplus or deficit may be created intentionally as a result of a conscious policy decision, or may be created unintentionally because it is difficult to precisely forecast revenues and expenditures. When deficits occur, they are usually funded from accumulated fund balances; when surpluses occur, they are usually dedicated to building fund balances, paying down debt, avoiding future debt, or uneven cash flow.

Reserves are built through the accumulation of operating surpluses. Reserves are maintained for the purpose of financial security in the event of loss of a revenue source, economic downturn, unanticipated expenditure demands due to natural disasters, insurance loss, need for large-scale capital expenditures or other non-recurring expenses, or uneven cash flow.

Sufficient cash, or liquidity, refers to the flow of cash in and out of the city treasury. The city receives many of its revenues in large installments at infrequent intervals during the year. It is to the city's advantage to have excess liquidity or cash reserves as security in the event of an unexpected delay in receipt of revenues, an unexpected decline or loss of a revenue source, or an unanticipated need to make a large expenditure.

An analysis of operating position can help identify the following situations:

- 1) Emergence of operating deficits.
- 2) Decline in reserves.
- 3) Ineffective revenue forecasting techniques.
- 4) Ineffective budgetary controls.
- 5) Inefficiencies in management of enterprise operations.

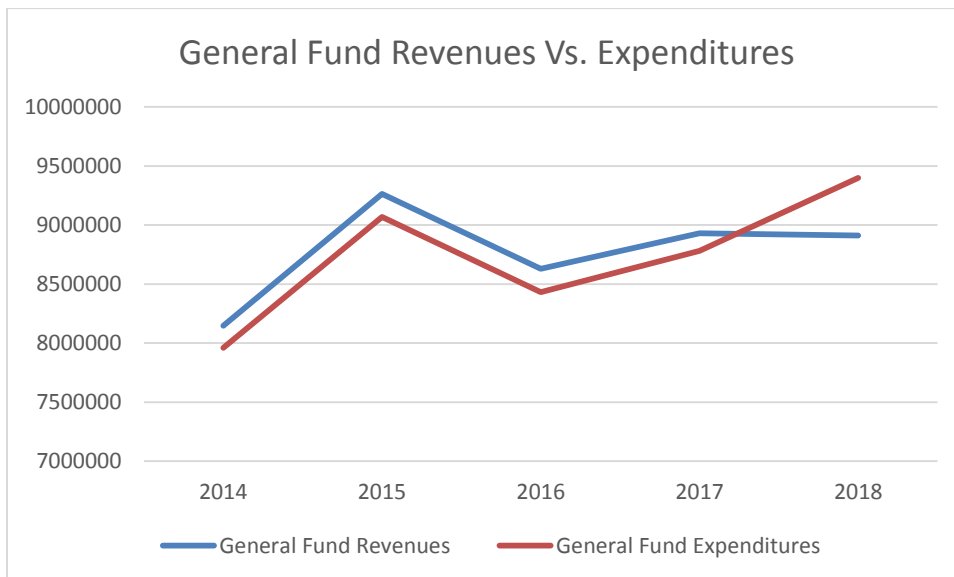
The indicators detailed on the following pages can be used to monitor changes in operating position.

Growth in Revenue vs. Growth in Expenditures**Description**

Revenue vs. expenditure is the most basic measure of a locality's operating position. A city's financial well-being can be gauged by looking at how much money was spent as compared with the amount that was brought in. If more money is spent than is brought in then the locality will have to make adjustments in order to maintain operations. If expenditures are outpacing revenue too quickly than the locality will have to cut costs or decrease the level of services. The level of fund balances allows for a cushion in times when revenues don't meet projections. If expenditures outpace revenue for long enough to bring fund balances down then the ability to pay short term liabilities will be diminished.

Analysis

The city's revenue has outpaced expenditures for the during the evaluation period but it is estimated that expenses will outpace revenues in 2018. This could change once the city gets closer to the end of 2018 and the audit is completed. City staff have done a good job monitoring their department revenues and expenses to keep the city from relying on fund balances to pay for normal operations.



	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Revenue	\$8,147,315	\$9,263,281	\$8,629,586	\$8,930,217	\$8,910,201
Expense	\$7,958,830	\$9,066,646	\$8,432,178	\$8,781,846	\$9,397,301

Trend

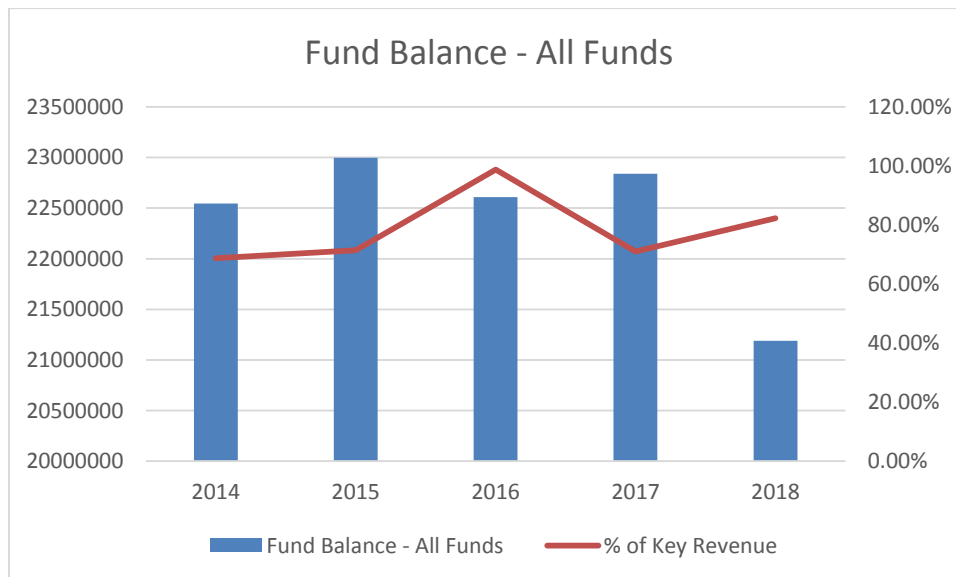
The city's revenue has covered expenses for the past four years but is projected to utilize fund balance in 2018. It will be important for the city to evaluate this again after the audit is done. Continual monitoring of funds by department heads is key to ensuring the city does not rely on fund balance to offset operational costs at the end of the year. This indicator receives a **yellow** rating based on the need to look at the 2018 end of the year financials.

Fund Balances: All Funds**Description**

The level of unrestricted fund balances may determine the city's ability to withstand unexpected financial emergencies that may result from natural disasters, revenue shortfalls, unexpected maintenance costs or steep rises in inflation. Fund balances may also determine the city's ability to manage monthly cash flows or accumulate funds for large-scale purchases without having to borrow.

Analysis

During the evaluation period the city's fund balance as a percentage of operating revenue has been between 68.72% and 98.80%. The highpoint of 98.80% was due to construction of a new public works building in 2016.



	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Balance	\$22,545,871	\$22,997,970	\$22,608,292	\$22,840,534	\$21,188,518
% Revenues	68.72%	71.43%	98.80%	71.02%	82.29%

PW Garage

Trend

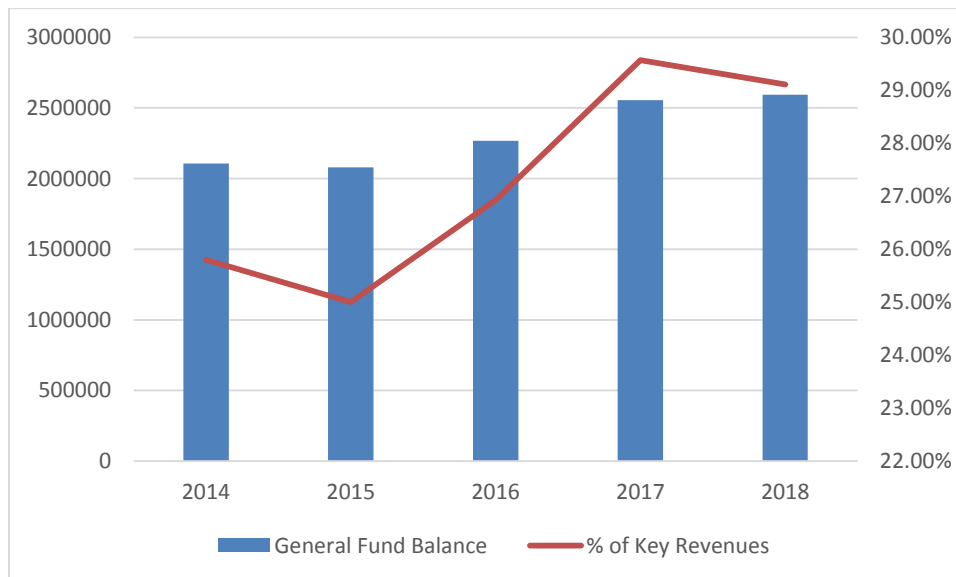
The fund balance as a percentage of operating revenue has increased slightly over the evaluation period despite a large increase in 2016 that was attributed to the construction of the new public works garage. The city should work on bringing the percentage under 80% in the next five years. This indicator receives a green rating.

Fund Balances: General Fund**Description**

The level of unrestricted fund balances in General Fund may determine the city's ability to withstand unexpected financial emergencies in the tax supported funds that may result from natural disasters, revenue shortfalls, unexpected maintenance costs or steep rises in inflation. Fund balances may also determine the city's ability to manage monthly cash flows or accumulate funds for large-scale purchases without having to borrow.

Analysis

Since 2014 the city's unrestricted fund balances as a percentage of operating revenue has been between 25% - 29.57%. The fund balance remains well above the city's target level.



	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Fund Balance	\$2,107,030	\$2,079,774	\$2,267,894	\$2,554,474	\$2,594,352
Key Rev.	\$8,166,224	\$8,317,454	\$8,420,090	\$8,636,935	\$8,910,201
% of Key Rev.	25.80%	25%	26.93%	29.57%	29.11%

Trend

The fund balance as a percentage of operating revenue has increased slightly but it is not a concern currently. This indicator receives a **green** rating.

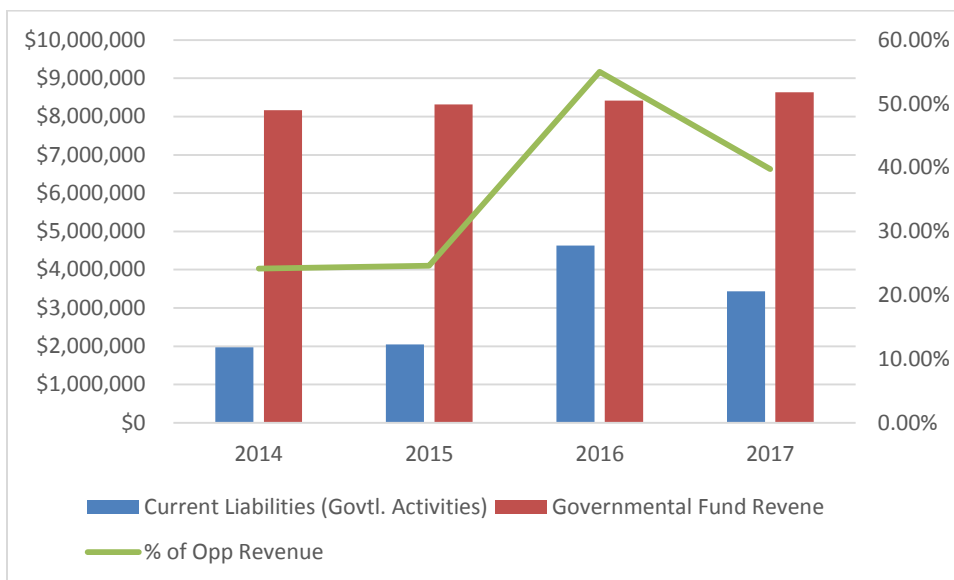
Current Liabilities

Description

Current liabilities are defined as the sum of all liabilities due at the end of the fiscal year. These liabilities represent current annual portions of long-term debt and accrued compensated absences as well as all accounts payable and other accrued liabilities. An increasing amount of debt outstanding at the end of the successive years can indicate liquidity problems, deficit spending, or both. Current liabilities are measured as a percentage of net operating revenues.

Analysis

The city's current liabilities as a percentage of operating revenue have increased from 24.18% to 39.76%. In 2016 there was an increase to 55% which is attributed to the construction of the new public works garage.



	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Current Liabilities	\$1,974,842	\$2,047,088	\$4,632,700	\$3,434,817
Govtl. Fund Rev.	\$8,166,224	\$8,317,454	\$8,420,090	\$8,636,935
% of Opp Rev.	24.18%	24.61%	55%	39.76%

Trend

Increase in debt has led to an increase in liabilities for the city. It will be important for the city to carefully evaluate any new debt. This indicator receives a **yellow** rating.

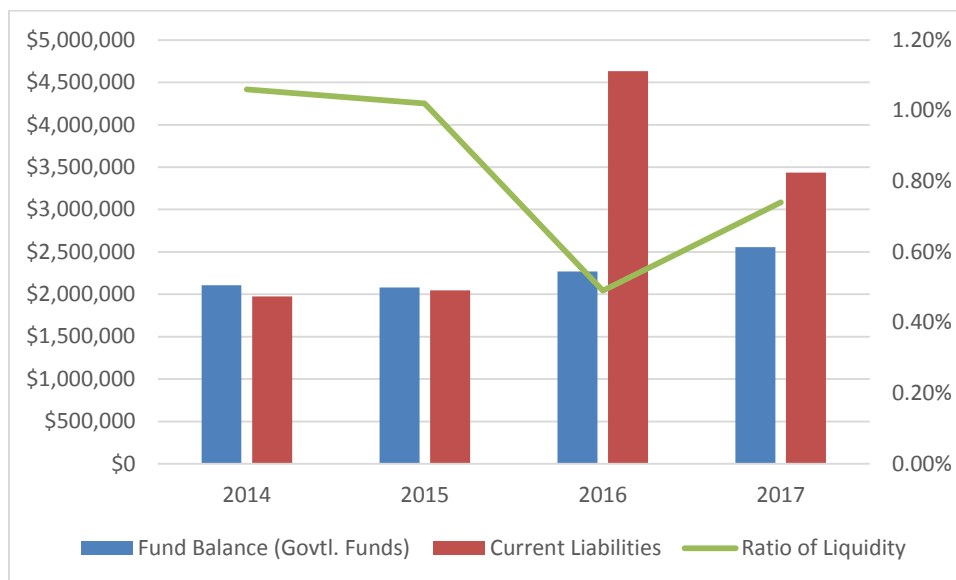
Liquidity

Description

A measure of the city's short-run financial condition is its cash position. Cash position includes cash on hand and in the bank, as well as other assets that can be easily converted to cash, such as short-term investments. The level of this type of cash is referred to as liquidity. Liquidity measures the city's ability to pay its short-term obligations. Low or declining liquidity can indicate that the city has overextended itself in the long term.

Analysis

The city's liquidity reflects a downward trend. A ratio of 1 would mean the city will have enough cash on hand to cover current liabilities.



	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Fund Balance (Govtl. Funds)	\$2,107,030	\$2,079,774	\$2,267,894	\$2,554,474
Current Liabilities	\$1,974,842	\$2,047,088	\$4,632,700	\$3,434,817
Ratio of Liquidity	1.06	1.02	0.49	0.74

Trend

The downward trend is due in part to increased debt obligations. It will be important for the city to not take on any more debt until a good portion of the current debt is either refinanced or paid off. This indicator receives a **yellow** rating.

Debt Structure

Debt structure is important because debt is an explicit expenditure obligation that must be satisfied when due. Debt can be an effective tool to finance capital improvements and to smooth out short-term revenue flows; however, its misuse can cause serious financial problems. Even a temporary inability to repay debt can result in loss of credit rating, increased borrowing costs, and loss of autonomy to State and other regulatory bodies.

The most common forms of long-term debt are general obligation, lease purchases, special assessments, and revenue bonds. When the city issues debt for capital projects, it must ensure that aggregate outstanding debt does not exceed the community's ability to pay debt service as measured by the property value or personal or business income.

Under the most favorable circumstances, the city's debt should be proportionate in size and growth to the city's tax base; should not extend past the useful life of the facilities which it finances; should not be used to balance the operating budget; should not require repayment schedules that put excessive burdens on operating expenditures; and should not be so high as to jeopardize the city's credit rating.

An examination of the city's debt structure can reveal the following conditions:

- 1) Inadequacies in cash management procedures.
- 2) Inadequacies in expenditure controls.
- 3) Decreases in expenditure flexibility due to increased fixed costs in the form of debt service.
- 4) Use of short-term debt to finance current operations.
- 5) Existence of sudden large increases or decreases in future debt service.
- 6) The amount of additional debt that the community can absorb.

The Debt Policy of the City limits the maturity of all outstanding general obligation bonds at or below 20 years. Secondly, it further limits general obligation debt to 4% of equalized valuation. The statutory limit is more generous; 5% of equalized value. This means that the city could theoretically issue an additional \$48 million in general obligation debt under its policy. Thirdly, the total annual debt service for general obligation debt shall not exceed 50% of the city's total annual general operating revenues (inclusive of all property tax levies and exclusive of revenues from proprietary entities).

The indicators detailed on the following pages can be used to monitor changes in debt structure.

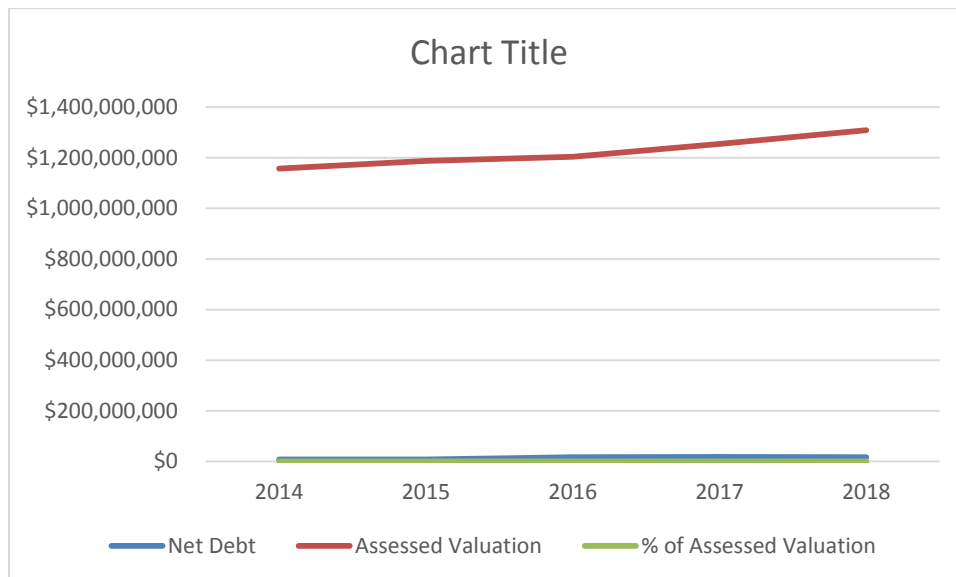
Long-Term Debt

Description

A locality's ability to repay its debt is determined by comparing net direct long term debt to assessed valuation. Net direct debt is defined as any debt for which the city has pledged full faith and credit minus self-supporting debt. Self-supporting debt is any debt that the city has pledged to repay from sources other than tax dollars (user fee from enterprise operations). An increase of net direct debt as a percentage of assessed property valuation can indicate diminishing ability to repay debt obligation. If long-term debt were to exceed a local government's resources for paying the debt, the government may have difficulty obtaining additional capital funds, may have to pay a higher rate of interest for them, and may have difficulty repaying existing debt.

Analysis

The net direct debt as a percentage of assessed valuation has doubled since 2014. This can be attributed to the construction of the public works garage, borrowing for street improvements, dam repairs, monopole and TIF's.



	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Net Debt	\$8,026,833	\$8,237,115	\$16,451,109	\$17,956,109	\$16,657,455
Assessed Valuation	\$1,156,752,200	\$1,187,131,800	\$1,204,323,800	\$1,254,478,000	\$1,309,132,400
% of Assessed Valuation	0.69	0.69	1.35	1.45	1.27

Trend

Even though the net direct debt is not at 10% of assessed value, which credit agencies look at as negative debt, the city has to be careful with taking on any additional debt if they want to keep the current levels of service they provide along with keeping the tax rate constant. This indicator receives a **yellow** rating.

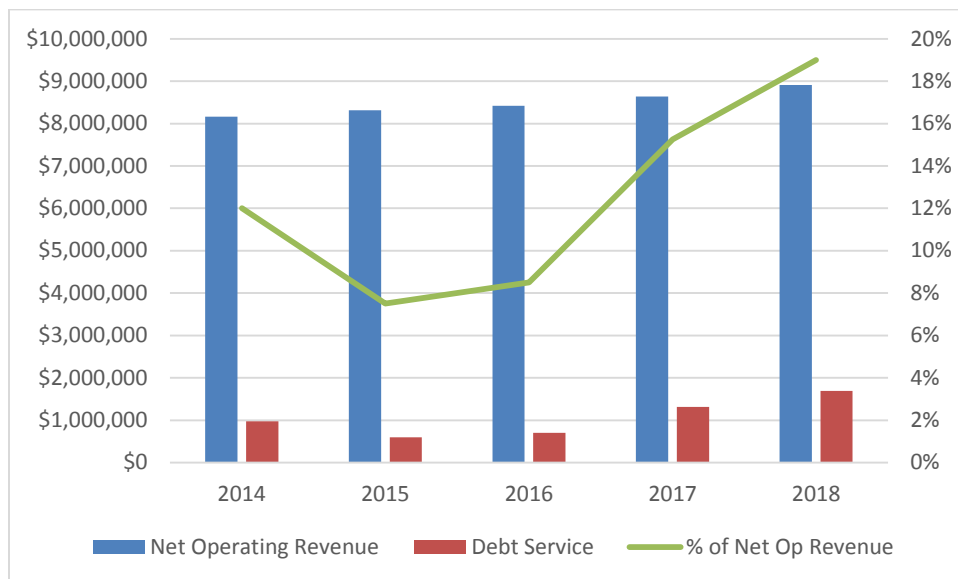
Debt Service

Description

Debt service is defined as the amount of principal and interest that the city must pay each year on long-term debt plus the interest it must pay on direct short-term debt. As the debt service increases, it adds to the city's obligations and reduces the city's expenditure flexibility. Debt service can be a major part of the city's fixed costs and its increase may indicate excessive debt and fiscal strain. When debt service reaches 20% of operating revenue it is considered a potential problem. Debt service at 10% of operating revenue or less is considered acceptable.

Analysis

The net direct debt as a percentage of assessed valuation has increased from 12% to 19%.



	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Net Operating Revenue	\$8,166,224	\$8,317,454	\$8,420,090	\$8,636,935	\$8,910,201
Debt Service	\$972,917	\$600,183	\$705,622	\$1,317,221	\$1,692,046
% of Net Op Revenue	12%	8%	8.50%	15.25%	19%

Trend

The credit industry indicates that net debt exceeding 10% of assessed valuation is negative. The City reached that in 2014, 2017, & 2018. In 2018 the city is close to 20% which is considered a potential problem. This indicator receives a yellow rating with a potential of red if the city continues to borrow funds.

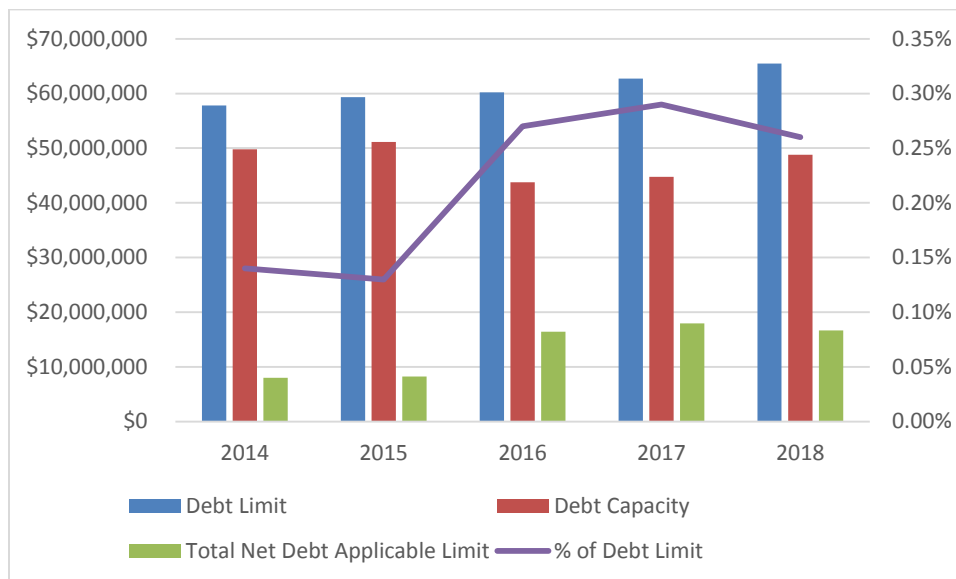
Debt Margin

Description

The debt margin is the amount of debt that the city can legally incur. A decreasing debt margin decreases the city's ability to incur new debt and could hamper the user of bonds for future projects. The State of Wisconsin limits General Obligation Debt to 5% of property valuation.

Analysis

Cedarburg's total net debt has doubled since 2014. The percentage of debt has gone from 0.69% to 1.27% of operating revenue during the evaluation period. Main debt has come from borrowing for the library in 2013 in the amount of \$5.125M and for the public works building in 2016 in the amount of \$8.7M.



	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Assessed Valuation	\$1,156,752,200	\$1,187,131,800	\$1,204,323,800	\$1,254,478,000	\$1,309,132,400
Debt Limit	\$57,837,610	\$59,356,590	\$60,216,190	\$62,723,900	\$65,456,620
Debt Capacity	\$49,810,777	\$51,119,475	\$43,765,081	\$44,767,791	\$48,798,665
Total Net Debt Applicable Limit	\$8,026,833	\$8,237,115	\$16,451,109	\$17,956,109	\$16,657,455
% of Debt Limit	0.14%	0.13%	0.27%	0.29%	0.26%
% of Assessed Valuation	0.69%	0.69%	1.35%	1.45%	1.27%

Trend

Even though the total net debt has doubled since 2014 the percentage is well below the 5% State limit. It is still important to limit the amount of the debt the city takes. This indicator receives a **yellow** rating.

SUMMARY

Overall City of Cedarburg finances are positive but the depletion of the city reserves since the recession of 2008 has required the city to borrow to meet its annual budget. Without the reserves it has been very challenging for the city to keep a consistent tax rate. This has led to an annual increase in the rate and utilization of debt to cover operational expenses. The main reason debt has doubled in the last five years is because of a new library that was built in 2012 and a public works garage that was built in 2016 but the city has also borrowed for capital projects such as monopole construction, dam and road repairs and TIF's. Even though the city is well under the state limit of 5% general obligation debt to property valuation and has an Aa2 Moody's rating it is critical that future debt is avoided until some of it is paid off or there is growth in the city that allows for it without increasing the tax rate. The next major building project that is on the city's radar is a new wastewater treatment plant. A plan on how to properly fund it will be important for city leadership to start discussing within the next year. The city should also consider pre-funding capital projects as was done prior to 2008. Despite increased debt and tax rate the city has been able to create healthy fund balances within the general fund, enterprise funds, and special revenue funds. Having a good fund balance is important if the city were to face a major natural disaster or the economy takes a downturn. As the city continues to grow with several new residential developments already started and a few more being discussed it will help bring in additional revenue and offset some of the decrease in intergovernmental revenue. Along with residential growth the city needs to continue to look at commercial development especially at the Hwy 60 business park and attracting a hotel to build within city limits. Currently, surrounding communities benefit from the many events the city provides since the local INN's are filled up quickly during them. The additional room tax from a new hotel and an increased room tax fee would help fund the many beautification projects that are currently paid by property taxes. This would free up more funds for general city operations. The goal for the city for the next five years should be to pay down or refinance debt, move towards pre-funding capital projects, encourage growth to increase tax base, continue to maintain adequate fund balances, maintain the current (2019) tax rate, and continue looking at other sources of revenue to offset the loss in state aid and shared services.

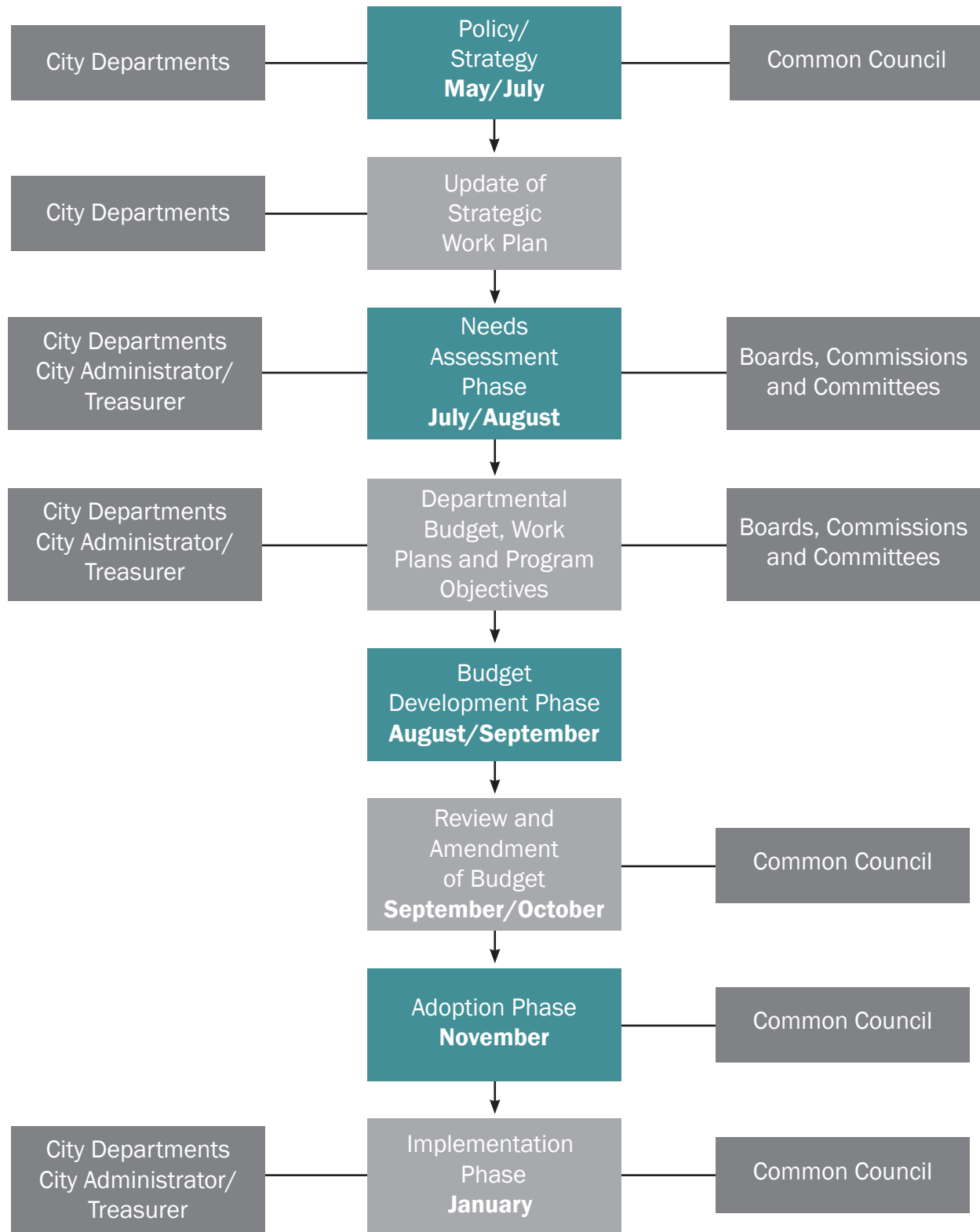
Sources

City of Cedarburg Annual Budgets. (2014-2018)

City of Cedarburg Audit Reports. (2014-2018)

City of Cedarburg Basic Financial Statements and Additional Information Year End Reports (2014-2018)

City of Cedarburg 2018 Financial Report for issue of General Obligation notes. <http://www.ehlers-inc.com/ehlersresources/ehlersresources/bondsale/pos/pos331628.pdf>

2019 BUDGET

2019 BUDGET

The process of budget review and adoption for the City of Cedarburg is prescribed by State Statutes and local ordinance. These laws require public input in the budget process, including the publishing of a budget summary in the local media. Public input is also solicited throughout the budget deliberations.

May-June	Staff Review of Strategic Work Plan. Citizen Survey
Mid-June	Capital planning meeting
June 24	Council set budget parameters Common Council to review and approve 2019 Budget Process Calendar
June 28	Department Heads/Supervisors issued departmental request forms for operational budget needs, review and updating of department descriptions and narratives including unfunded items
August 5	A copy of proposed narrative and line item budget is due to Administrator/Treasurer Preliminary proposed budget review process begins for board, committee and commission comments; public input solicited at City board, committee and commission meetings in order to identify constituent concerns and any other budget issues.
September 6	Department proposed budget requests with comments from boards, committees and commissions due to City Administrator/Treasurer
September 9–13	Department Heads meet with City Administrator/Treasurer
October 3	Proposed budget distributed to Common Council and available for public review
October 7	E-mail budget summary to News Graphic (by 10:00 a.m.) Consider proposed budget. Department presentations
October 10	Budget published in News Graphic
October 14 or 21	Possible budget meeting. Department presentations
October 28	Consider proposed budget, official public budget hearing for citizen comments (citizens are free to comment throughout budget deliberations)
November 14	Consider proposed budget
November 28	Budget adopted by Common Council Budget ordinance published

Following budget adoption, the budget may be amended only by a 2/3 majority vote of the Common Council. Such a majority is required both for additional appropriations and for changes/transfers between appropriations. Appropriations are defined as expenditure categories such as general government, public safety, etc. Budget changes are required to be published in the official newspaper within ten days of approval.