

ECONOMIC DEVELOPMENT

The Town of Cedarburg possesses great potential for new businesses to locate within Ozaukee County. The Town offers a highly skilled and well-educated workforce. Almost 100 (99.7) percent of persons age 25 and older in the Town have received a high school degree or higher (Source: U.S. Census 2020). The Town also has convenient visibility and access to major transportation arterials such as County Trunk Highways C and NN, State Trunk Highway 60, State Trunk Highway 181, and proximity to Interstates 43, 41, and USH 45.

Furthermore, the Town has a relatively high median household income of \$114,435 (Source: U.S. Census 2020). Having a high median household income is a major factor in terms of attracting retail and service providing businesses.

BUSINESS STRENGTHS AND WEAKNESSES

In order to identify the types of businesses to attract, retain, or expand, the Town evaluated the perceived strengths and weaknesses of their community and region.

The business strengths are as follows:

- Well-educated workforce
- Rural character
- Numerous economic development support organizations at the County level
- Convenient visibility and access to major transportation arterials
- Strong educational system (4K-12); the majority of the Town is located in the Cedarburg School District, which has consistently ranked as one of the top public school districts in the State
- Planned space for development (B-1, B-2, B-3 Zoning Districts and Five Corners District)
- High quality public services
- Low crime rates
- Close proximity to Milwaukee Metro area
- High quality of life
- Low tax rate

The business weaknesses are as follows:

- High cost of living
- Lack of public transportation
- Difficulty competing with global manufacturing
- High land values
- Lack of public infrastructure/water/sewer

- Workforce commutes outside of Town

Based on the strengths and weaknesses identified, it is the goal of the Town to enhance and increase the economic vitality of the Cedarburg business community.

LABOR FORCE - NUMBER OF JOBS IN OZAUKEE COUNTY

In Ozaukee County's planning area, there are about 52,500. Of those jobs, the Town of Cedarburg provides about 1,950 jobs or 3.7% of the total (Figure 1).

LABOR FORCE - EMPLOYMENT STATUS

Among the population age 16 and older in the Town, 73.1% are in the civilian labor force. Of those individuals, 156 people (3.4%) are unemployed. The unemployment rate for the Town (4.6%) is higher than the surrounding cities, villages, and towns, but is slightly lower than Southeastern Wisconsin's 5.0% unemployment rate.

LABOR FORCE - OCCUPATION

In the Town, 47.5% of the individuals who are in the civilian labor force are employed in management, business, science, and arts fields; 23.7% are employed in sales and office professions; and 12.8% work in production, transportation, and material moving occupations.

In the County, 48.5% of the individuals who are in the civilian labor force are employed in management, business, science, and arts fields; 20.6% are employed in sales and office occupations; and 13.3% work in service occupations.

LABOR FORCE - AVERAGE ANNUAL WAGE

The average annual wage for all industry groups in Ozaukee County for 2020 was \$48,961. Financial activity industries produced the highest average annual wage (\$70,748) and leisure and hospitality industries (\$12,120) produced the lowest average annual wage for 2020.

ECONOMIC PROJECTIONS (TABLE 1)

Future employment levels in the County are expected to be strongly influenced by the strength of the regional economy relative to the rest of the State and Nation. However, based on a recent study prepared by SEWRPC in 2013 (Technical Report No. 10 (5th Edition) – The Economy of Southeastern Wisconsin) concluded that the regional economy is unlikely to significantly increase or decrease in strength over the projected period from 2010 to 2050.

Based on this study, the total number of jobs in the County is projected to increase by about 16,800 jobs, or by approximately 32%, to 69,300 jobs by 2050. From this study, the number of jobs in the Town could increase by 870 jobs from about 1,950 (2010) to approximately 2,820 (by 2050). These projections indicate that the Town of Cedarburg is projected to account for about 4% of the total number of jobs in Ozaukee County in 2050, which is a similar percentage for the total number of jobs the Town accounts for in 2010.

When comparing Ozaukee County to adjacent Counties in the Region, the percentage of the total number of jobs in the County is expected to be similar to Washington County, about a 30% to 34% increase from 2010 to 2050, while the percentage of the total number of jobs in Milwaukee County is expected to increase around 6% in that same time period.

Most of the job growth is in the County expected to occur in service jobs (jobs in finance, insurance, real estate, and other service industries). Retail and industrial jobs are expected to increase, while only minor changes are expected in the number of transportation, communication, and utility jobs; government jobs; and agricultural and natural-resource jobs.

DESIRED BUSINESSES

The following list of businesses and industries were identified by Ozaukee County in their planning process as particular types of desired new businesses and industries to attract, retain, or expand. The entirety of this list may not pertain to the Town of Cedarburg; however, it is a basis for the Town to identify which businesses it may wish to help attract, retain, or expand, and to establish a collaborative economic relationship with the County. The desired businesses and industries for the County are:

- Biotechnology and Biomedical Technology
- Healthcare
- Information Systems
- Tourism and Eco-Tourism
- Communications Media
- Entrepreneurial Companies and Independent Businesses
- Research and Development Firms
- Residential Development
- Educational Institutions and Support Services
- Retail (i.e. grocery store)
- Financial Services
- Home Occupations (consistent with Town Code)
- Agriculture
- Locally Owned Restaurants and Micro-Breweries
- Indoor and Outdoor Recreation Uses
- Professional Offices

Town residents indicated businesses they desire to see in the Town through the household survey conducted in 2007. Of 13 choices, “sit-down restaurant” was ranked the highest (46.0% of respondents), grocery was ranked second (39.7% of respondents), and clothing was ranked third (16.3% of respondents).

In efforts to attract, retain, or expand these particular types of desired new businesses and industries, the Town should also use the regional standards for number of jobs per acre per use (Table 2). By utilizing these standards, the Town is supporting the County’s efforts to meet the 2050 economic job growth projections, as well as efficiently using land resources within the Town.

BUSINESS DISTRICTS

As the Town of Cedarburg continues to attract, retain, and expand businesses and industries, it is recommended that the Town promote the Five Corners and Deckers Corners districts as particularly suitable development locations. In addition, the Town may wish to promote the Columbia, Hamilton, and Horns Corners districts as described in the land use element of this comprehensive plan update.

Five Corners District

As identified in the Five Corners Master Plan (Figure 2), approximately 457 acres have been identified as the Town of Cedarburg’s future mixed-use Town Center. This area is located at the intersections of State Trunk Highway (STH) 60, County Trunk Highway (CTH) NN, and Covered Bridge Road.

Within this area, land has been identified for commercial uses, office uses, and residential uses ranging from single-family to condominium building types. The “vision” for the Five Corners district is to attract new businesses and industries that focus on “neighborhood scale necessity retail” establishments. As a result of the 20-year planning boundary with the City of Cedarburg, an update to the Five Corners Master Plan is expected to update the vision for this area to become a true Town Center focusing on recreation, residential, retail, restaurants, and related uses. The updated plan will apply to both greenfield and redevelopment projects as the area transitions to service the growing residential population. Water and sewer utilities may be explored to maximize potential. The borders of the Five Corners Master Plan area may be reconsidered as part of the update.

Deckers Corners District

This area is located at the intersections of Pleasant Valley Road, Granville Road, and County Trunk Highway (CTH) NN. The “vision” for the parcels surrounding this intersection are for “neighborhood businesses” similar to the Five Corners District. Similar policies for attracting, retaining, or expanding businesses and industries in the Five Corners District should be utilized for Deckers Corners as well.

GENERAL ECONOMIC DEVELOPMENT ORGANIZATIONS AND PROGRAMS

A number of economic development organizations and programs have been created to assist in the establishment, retention, and expansion of area businesses, including the following:

Ozaukee Economic Development

- Business Retention
- Business Attraction and Marketing
- Business Financing and Business Programs
- Promoting Ozaukee County Through Regional Partnerships
- Workforce 2010
- Fast Trac
- First Steps to Entrepreneurship
- Ozaukee Youth Apprenticeship

Waukesha–Ozaukee–Washington (WOW) Workforce Development Board

- H-1B Advanced Manufacturing Training Program
- On-the-Job Training Program
- Workforce Advancement and Attachment Training Program
- Dislocated Worker Program
- Work Keys Program
- Regional Economic Partnership (REP)
- The Milwaukee 7
- Ozaukee County Revolving Loan Fund
- Community Development Block Grant – Economic Development (CDBG-ED)
- Technology Zones
- Tax Incremental Financing

ECONOMIC DEVELOPMENT:

GOALS, OBJECTIVES, AND POLICIES

GOAL #1

Develop and retain a diverse tax base.

OBJECTIVES

Promote the marketing of business districts and residential developments with the local Chamber of Commerce.

Encourage the development or expansion of businesses and industries in the Business Districts within the Town.

Encourage home-based businesses within residential areas that have minimal impacts on adjoining uses.

POLICIES

Pursue and assist appropriate business and industry prospects to locate in the Town within the business districts.

Support and promote the use of economic development programs to attract, retain, and expand businesses and industries in the Town.

GOAL #2

Ensure well-designed, visually attractive development while preserving the Town's rural character.

OBJECTIVE

Encourage high-quality architecture, site design, public spaces, landscaping and signage for new or expanding businesses consistent with design standards and other planning documents.

POLICIES

Ensure new development is compatible with nearby land uses, architecture, and landscaping.

Establish business, commercial, and industrial design standards for new and expanding businesses in the Town.

Encourage the improvement of facades, landscaping, and signage of existing businesses within the Five Corners District.

GOAL #3

Continue to improve the Town's infrastructure.

OBJECTIVE

Encourage the improvement and development of the Town's infrastructure through a potential utility study for water and sewer or consider intergovernmental efforts for the provision of such services.

POLICIES

Pursue and support consulting studies conducted to assist in the improvement and expansion of the Town's infrastructure.

Maintain a 5-year Capital Improvement Plan that allows proper planning and financing of related infrastructure.

GOAL #4

Focus on creating a Town Center in the Five Corners area.

OBJECTIVE

Update the community vision for the Five Corners Master Plan area that results in a regional destination for recreation and related uses.

POLICIES

Update the Five Corners Master Plan while considering how water and/or sewer would affect development patterns.

Potentially update the design standards to reflect the updated vision for the Five Corners Master Plan area and other Town business areas.

Update the Zoning Code to property guide growth in a manner consistent with the updated Five Corners Master Plan, design standards, and other applicable planning documents and studies.

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TABLE 1: Ozaukee County Economic Projections (2010 and 2050)

Industry Group	Existing Number of Jobs (2010)	Projected Number of Jobs (2050)	2010-2050 Number Change in Employment	2010 Percent of Total Employment	2050 Percent of Total Employment
Industrial ¹	12,300	16,153	3,853	23.4%	23.3%
Retail	9,156	11,272	2,116	17.4%	16.3%
General ²	25,697	36,369	10,672	48.9%	52.5%
Transportation, Communications, and Utilities	715	843	128	1.4%	1.2%
Government	3,966	4,139	173	7.6%	6.0%
Other ³	666	524	-142	1.3%	0.7%
Total⁴	52,500	69,300	16,800	100.0%	100.0%

¹Industrial includes construction, manufacturing, and wholesale trade categories.

²General includes finance, insurance, and real estate (FIRE), and service categories.

³Other includes agricultural services, forestry, mining, and unclassified jobs.

⁴Total includes all of Ozaukee County.

Source: U.S. Bureau of Economic Analysis & SEWRPC

TABLE 2: Regional Standards for Number of Jobs Per Acre Per Use

Land Use	Average Number of Jobs per Acre of Land ¹
Commercial - Retail	16.7
Commercial - Service	16.7
Commercial - Office (Low Density) ²	25.0
Commercial - Office (High Density) ²	40.0
Industrial - All ³	8.3

¹ Includes the area devoted to the given use, consisting of the ground floor site area occupied by any building, required yards and open space, and parking and loading areas.

²The low-density office standard is equivalent to a floor area ratio of 30 percent and a gross area of about 325 square feet per employee. In situations where high-rise office buildings are common, such as in the Milwaukee central business district, the number of employees per acre would be significantly higher, and the high-density office standard would apply.

³The industrial standard is intended to be representative of typical new single-story industrial development. It should be recognized that the number of industrial employees per acre can vary considerably from site to site, depending upon the nature of the manufacturing activity, the level of automation, the extent to which warehousing or office functions are located at the site, and other factors.

Source: SEWRPC VISION 2050: A Regional Land Use and Transportation Plan for Southeastern Wisconsin

FIGURE 1: Job Distribution in Ozaukee County: 2010

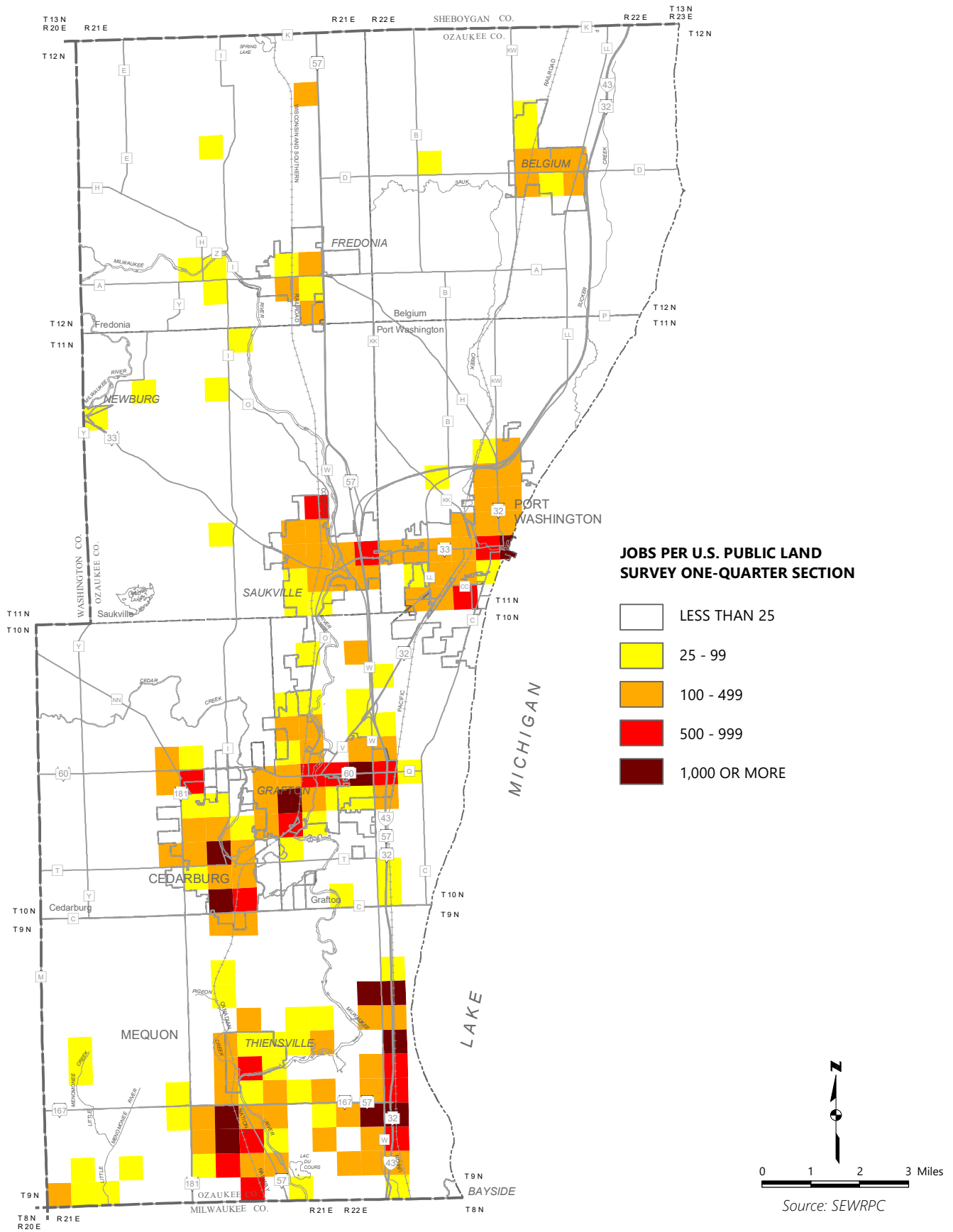


FIGURE 2: Five Corners Master Plan

