

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. Ninety-three percent of persons age 25 and older in the Town have received a high school degree or higher (Source: U.S. Census 2000). The Town also has convenient visibility and access to major transportation arterials such as County Trunk Highway NN, State Trunk Highway 60, State Trunk Highway 181, and proximity to Interstates 43 and 45.

Furthermore, the Town has a relatively high median household income of \$75,909 (Source: U.S. Census 2000). 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 (K-12)
- Planned space for development (B-1, B-2, B-3 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
- Workforce commutes outside of Town
- Lack of skilled labor businesses
- Lack of commercial space for start-up businesses

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.

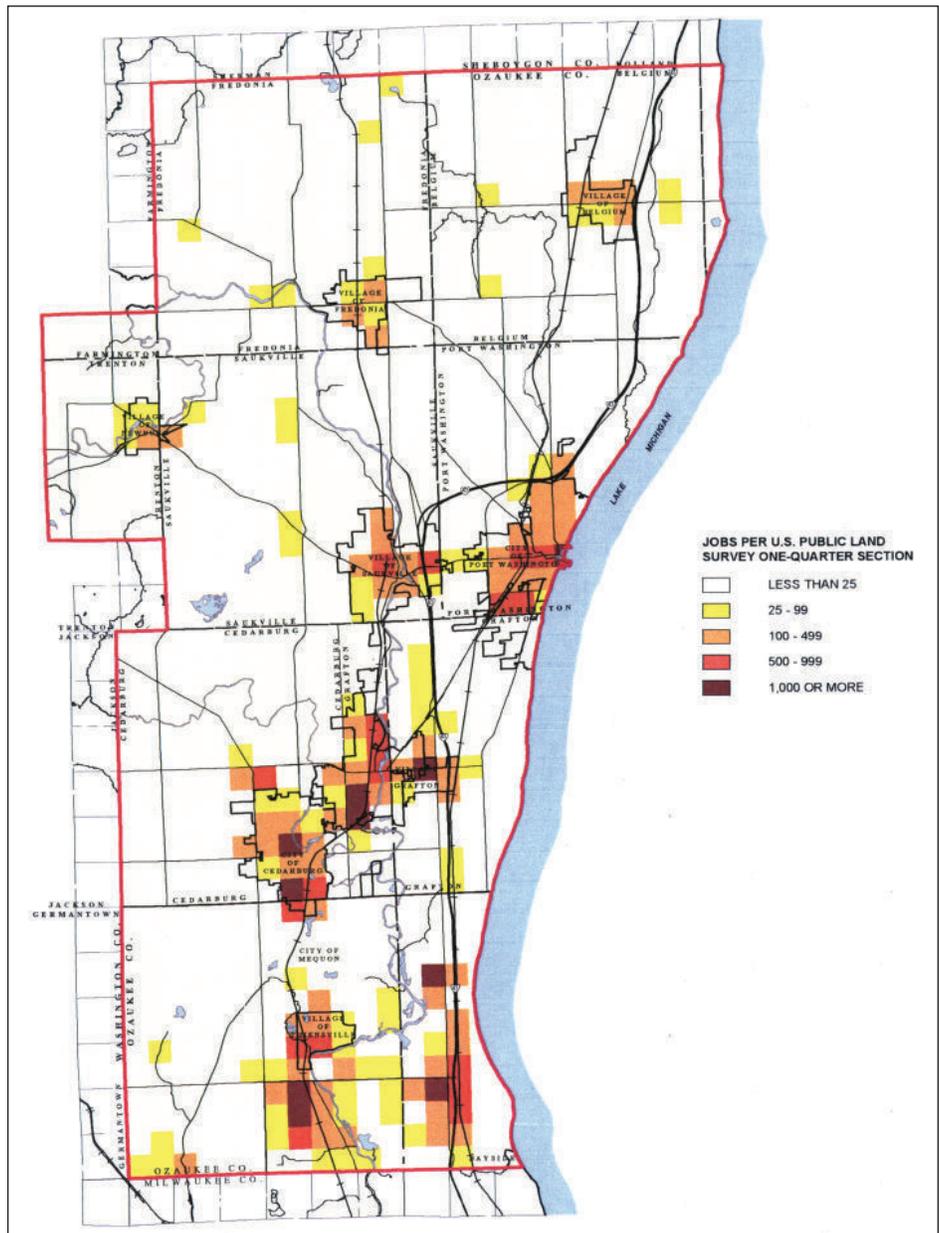


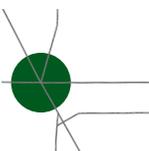
FIGURE 1: Job Distribution in Ozaukee County (2000)
Multi-Jurisdictional Comprehensive Plan for Ozaukee County: 2035

LABOR FORCE - NUMBER OF JOBS IN OZAUKEE COUNTY

In Ozaukee County's planning area, there are 51,161 jobs. Of those jobs, the Town of Cedarburg provides 1,462 jobs or 2.9% 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, only 26 people (0.6%) are unemployed. This percentage is lower than the surrounding cities, villages, and towns. The Town unemployment rate is considerably lower than Southeastern Wisconsin's 5.7% unemployment rate.



LABOR FORCE - OCCUPATION

In the Town, 47.0% of the individuals who are in the civilian labor force are employed in management and professional fields. Similarly, 28.8% are employed in sales and office professions, and 9.6% work in production, transportation, and material moving occupations.

In the County, 20.1% of the individuals who are in the civilian labor force are employed in manufacturing. Similarly, 11.3% are employed in retail trade, and 8.0% work in health care and social assistance.

LABOR FORCE - AVERAGE ANNUAL WAGE

The average annual wage for all industry groups in Ozaukee County for 2005 was \$37,381. Financial activity industries produced the highest average annual wage (\$48,836) and leisure and hospitality industries (\$11,663) produced the lowest average annual wage for 2005.

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 2004 (Technical Report No. 10 (4th Edition) – The Economy of Southeastern Wisconsin) concluded that the regional economy is unlikely to significantly increase or decrease in strength over the projected period of 2000 to 2035.

Based on this study, the total number of jobs in the County is projected to increase by 11,485 jobs, or by approximately 23%, to 62,258 jobs by 2035. From this study, the number of jobs in the Town could increase by 343 jobs from 1,462 (2000) to approximately 1,805 (by 2035).

TABLE 1: Economic Projections.

Industry Group	Existing Number of Jobs 2000	Projected Number of Jobs 2035	2000-2035 Number Change in Employment	2000 Percent of Total Employment	2035 Percent of Total Employment
Industrial ¹	17,205	17,407	202	33.9%	28.0%
Retail	8,575	9,689	1,114	16.9%	15.6%
General ²	18,514	28,854	10,340	36.5%	46.3%
Transportation, Communications, and Utilities	1,190	1,120	-70	2.3%	1.8%
Government	3,764	3,764	0	7.4%	6.0%
Other ³	1,525	1,424	-101	3.0%	2.3%
Total ⁴	50,733	62,258	11,485	100.0%	100.0%

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

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

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

⁴ Total includes all of Ozaukee County

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

Most of the job growth is expected to occur as service jobs (jobs in finance, insurance, and real estate). Retail and industrial jobs are expected to increase, while the number of transportation and utility jobs, government jobs, and agricultural and natural-resource jobs are expected to remain the same or to decrease.

DESIRED BUSINESSES

The following list of businesses and industries have been 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 start 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
- Construction Industry
- Entrepreneurial Companies and Independent Businesses
- Research and Development Firms
- Manufacturing Industry
- Residential Development
- Educational Institutions and Support Services
- Necessity Retail (i.e. grocery store)
- Financial Services
- Business Incubators
- Small Businesses and Home-Based Businesses
- Agriculture
- Locally Owned Restaurants and Micro-Breweries
- Alternative Fuel Suppliers

Town residents indicated businesses they desire to see in the Town through the household survey (Appendix A). 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 this standard, the Town is assisting the County in attempts to meet the 2035 economic job growth projections, as well as efficiently using land resources within the Town.

TABLE 2: Regional Standards.

Land Use	Average Number of Jobs per Acre of Land ¹
Commercial - Retail	16.6
Commercial - Service	16.6
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.

² The 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.

³ The 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 2035 Regional Land Use Plan

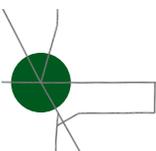




FIGURE 2: Five Corners Master Plan

BUSINESS DISTRICTS

As the Town of Cedarburg progresses to attach, retain, or expand businesses and industries, it is recommended that the Town promote the Five Corners and Deckers Corners districts as 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.

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 60, County Trunk Highway 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.

Deckers Corners District

This area is located at the intersections of Pleasant Valley Road, Granville Road, and County Trunk Highway NN. The "vision" for the parcels surrounding this intersection are for "neighborhood businesses" similar to the Five Corners District. Similar policies for

attaching, 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 County Economic Development Corporation

- 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

Washington – Ozaukee – Waukesha (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

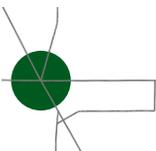
Regional Economic Partnership (REP)

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 businesses and industrial sites 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.

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 and industries.

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 through a matching grant program.

GOAL #3

Continue to improve the Town's infrastructure.

OBJECTIVE

Encourage the improvement and development of the Town's infrastructure.

POLICIES

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

