

PLAN COMMISSION MEETING MEMORANDUM

TO: David Valentine, Chairman
Plan Commission & Town Board

FROM: Jim Culotta, Town Administrator, Eric Ryer, Asst. Administrator/Clerk

MEMO WRITTEN: October 15, 2015

SUBJECT: Agenda Item # 4a: Discussion on updating the Five Corners Master Plan*

BACKGROUND

Like most long-range planning documents, municipal master plans don't always age well. The economy, market forces, transportation issues, and development trends can dramatically change over time. As such, it's important the plan for the Five Corners area reflects the realities of today. Drafting of the Five Corners Master Plan (FCMP) began in August 2005 and was completed in 2006. Since then, the Great Recession has made its mark on all levels of the economy. Locally, much has changed over the past nine years. Average daily traffic at Five Corners has grown by 67%. Business development and planning by neighboring communities have already directly impacted the Five Corners area. The FCMP didn't consider these factors, analyze the residential and commercial markets, or assess the Town's competitive position.

UPDATE OUTLINE

More than any other area in the Town, the Five Corners Business District will pose a myriad of questions in the years to come. Some of these questions include (**Plan Commission responses shown in red**):

- Should residential development be considered? If so, what type(s) and how dense? **Yes, pedestrian friendly in the form of mixed-use, senior, and traditional housing as options.**
- How can Town-owned properties be leveraged for the greater good?
- What type of businesses should be pursued? **Focus on new business development.**
- What role should cultural/recreational attractions and pedestrian facilities play? **Incorporate the Sports Complex.**
- Are public improvements needed to facilitate development?
- Are there public finance tools/public-private partnerships the Town could pursue that could assist the Town with its goals? **Continue relationship with PWSB loan program.**

Town decision-makers will be better equipped to answer these and other questions by updating the Five Corners Master Plan.

PLAN COMMISSION DISCUSSIONS IN MAY/JUNE

The Plan Commission took up this discussion at their May 20th meeting, deciding to address the plan update internally. The first step in this deliberate and thorough process was a discussion on the purpose of the plan at the June meeting. Staff presented four questions to the Commission regarding this. Those questions, along with Commission responses (**in red**) are below.

- Should future development of Five Corners focus primarily on tax base growth? **Yes.**
- Or accommodating certain types of new businesses/services (i.e. Recreation hub/Sports Complex)? **Yes, bring in new business and continue to strive for realization of the Sports Complex.**
- Or drawing more customers for existing businesses? Or some sort of a combination? **Growth of new business is priority over focusing on current businesses.**
- Or perhaps some other role? **Attempt to attract restaurants connected to public spaces such as compact parks or gathering areas.**

The Commission directed staff to take into consideration their comments and update the statement for review at the July meeting. The recommended updated statement is shown below.

Old statement: “to create a vibrant and pedestrian-friendly “town center,” featuring mixed-use development and providing a focal point and gathering place for the town”.

New statement: “to create a vibrant and pedestrian-friendly “town center,” attracting new business, generating tax base growth, and realizing the construction of a Sports Complex”.

JULY MEETING

The next logical step was to begin updating the “Introduction and Background” section of the plan. While only three pages in length, updates to this section will set the stage for the remainder of the plan update. Topics to be addressed within this section of the existing plan, associated questions, **and Commission responses** include:

- Incorporate the updated purpose statement as confirmed by the Plan Commission (**seen above**)
- Review the area to which the Five Corners Master Plan applies. **The Commission directed Administrator Culotta to contact the Grob family to see if they are interested in adding their Airport Fields properties to the Five Corners Business District & Town Center Overlay area.**
- Public input. Staff presented business and resident surveys that could be circulated with the fall Town newsletter. **The Commission directed staff to issue surveys (including a question regarding senior housing as an option in the Five Corners area and Town as a whole). The resident survey went out with the fall newsletter, and the business survey was available to those on the Town business list.** *Of note is the original Master Plan was drafted with the assistance of a steering committee, stakeholder and property owner interviews/workshop, and concluded with a Joint Steering Committee/Plan Commission meeting.*

SEPTEMBER MEETING

Cody Gunstenson, a representative with Buxton, gave a presentation to the Commission regarding retail recruitment noting a partnership with Buxton would cost \$50,000 annually. Although the Commission appreciated the presentation, it was a general agreement of the Commission this was not a good fit due to the Town’s characteristics. The Commission also noted the Design Guidelines and Standards approved by the Board in August of 2014 and Design Preference Survey contained within the current Five Corners Master Plan did not need any updates at this time.

CURRENT MEETING

The Business survey was closed out on October 9th with 39 responses. Staff also included five development related questions in the Annual survey available to residents (455 responses). The summary data is attached for your review. This month, staff would ask the Commission review the survey data and the project goals found in Chapter 3 of the Master Plan and discuss the influence this information has on this update process. Specifically:

- **How does the current data align with the goals found in the current version of the Master Plan?**
- **Does this data influence the Commission’s vision for the Master Plan moving forward?**

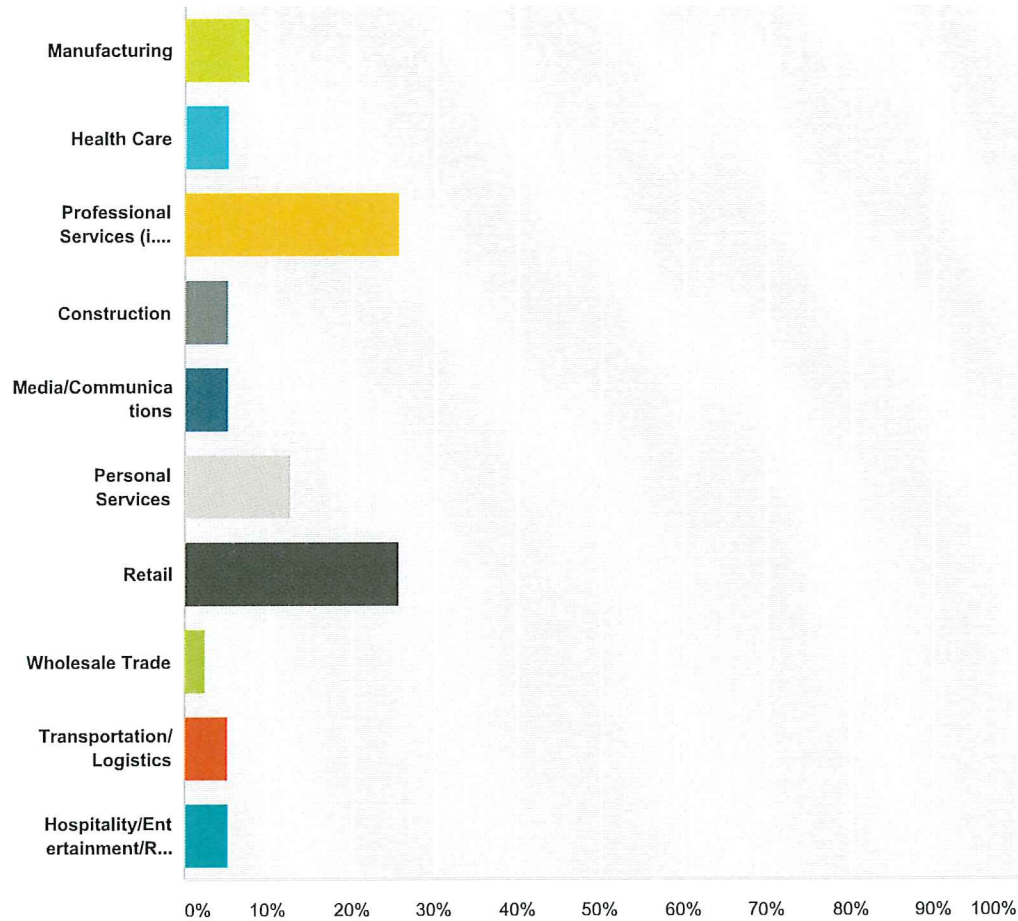
The answer to these questions will provide much of the guidance for the remainder of the Plan update.

ATTACHMENTS

- I. Business survey data
- II. Annual Survey data
- III. Chapter 3 of the Master Plan

Q1 What type of industry is your business involved in?

Answered: 39 Skipped: 0



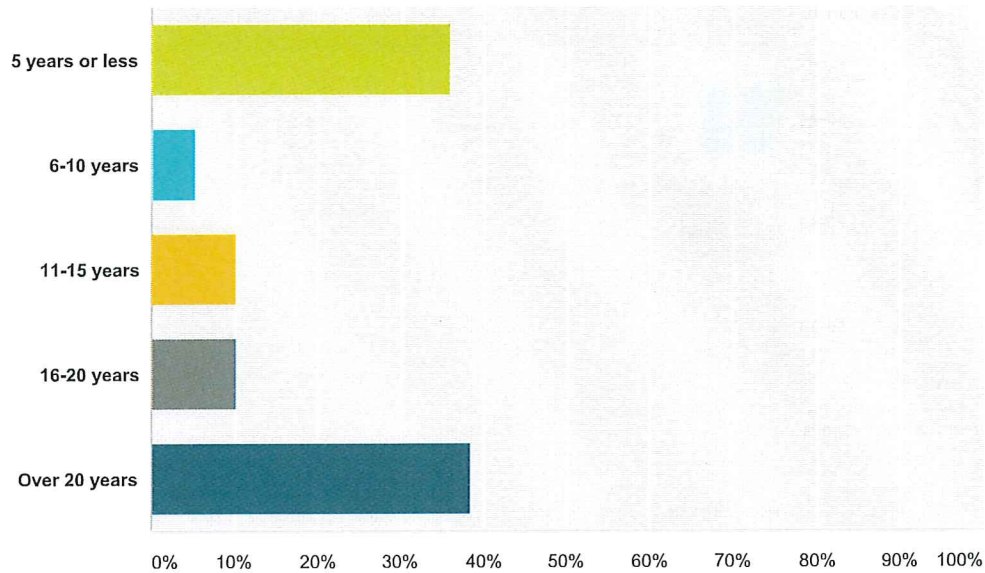
Answer Choices	Responses	
Manufacturing	7.69%	3
Health Care	5.13%	2
Professional Services (i.e. finance, legal, insurance)	25.64%	10
Construction	5.13%	2
Media/Communications	5.13%	2
Personal Services	12.82%	5
Retail	25.64%	10
Wholesale Trade	2.56%	1
Transportation/Logistics	5.13%	2
Hospitality/Entertainment/Restaurant	5.13%	2

Total

39

Q2 How long has your business operated in the Town of Cedarburg?

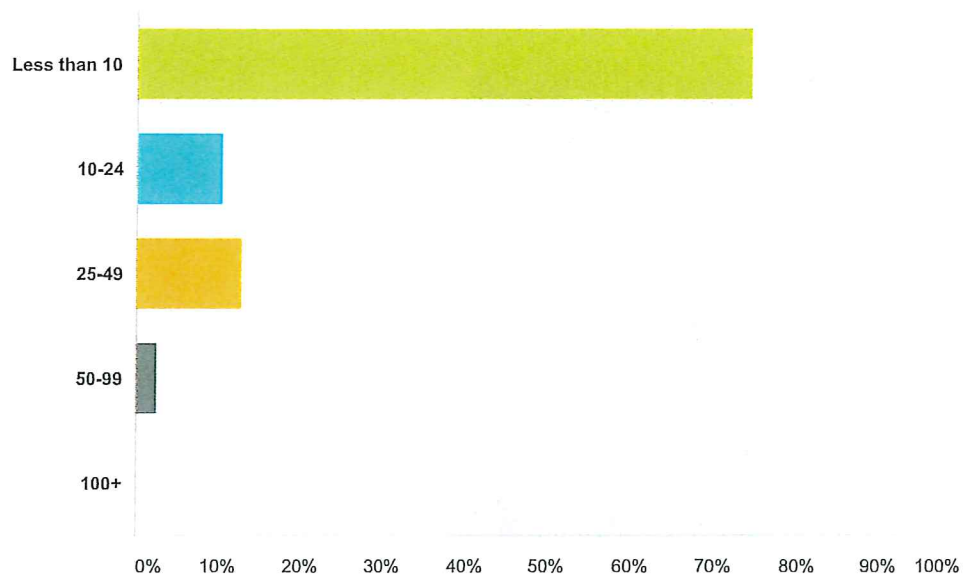
Answered: 39 Skipped: 0



Answer Choices	Responses	
5 years or less	35.90%	14
6-10 years	5.13%	2
11-15 years	10.26%	4
16-20 years	10.26%	4
Over 20 years	38.46%	15
Total		39

Q3 How many employees do you have?

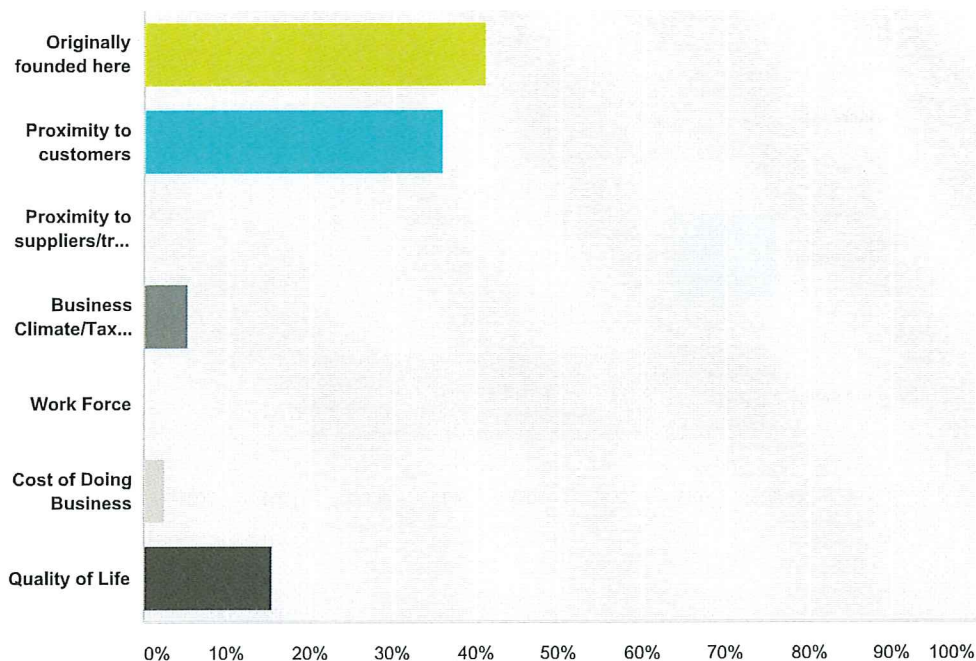
Answered: 39 Skipped: 0



Answer Choices	Responses	
Less than 10	74.36%	29
10-24	10.26%	4
25-49	12.82%	5
50-99	2.56%	1
100+	0.00%	0
Total		39

Q4 Why is your business in the Town of Cedarburg?

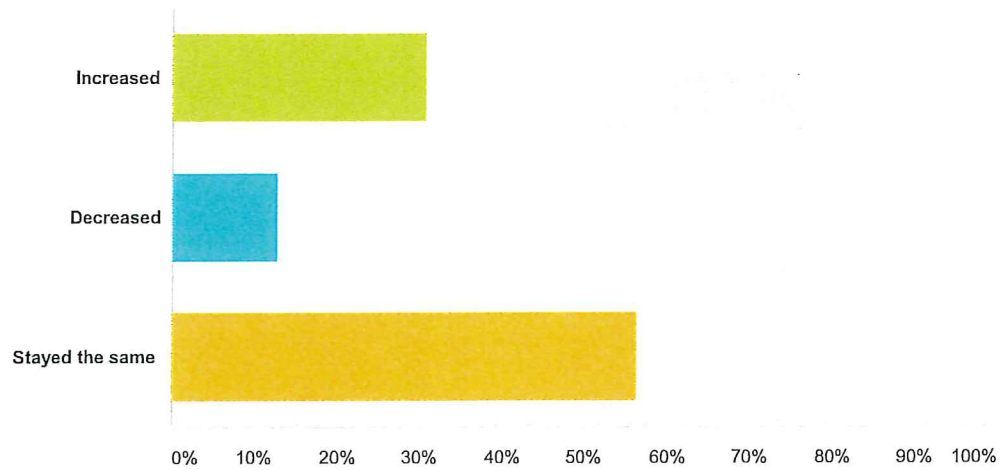
Answered: 39 Skipped: 0



Answer Choices	Responses	
Originally founded here	41.03%	16
Proximity to customers	35.90%	14
Proximity to suppliers/transportation	0.00%	0
Business Climate/Tax Rate	5.13%	2
Work Force	0.00%	0
Cost of Doing Business	2.56%	1
Quality of Life	15.38%	6
Total		39

Q5 Compared to a year ago, how has the number of people your business employs changed?

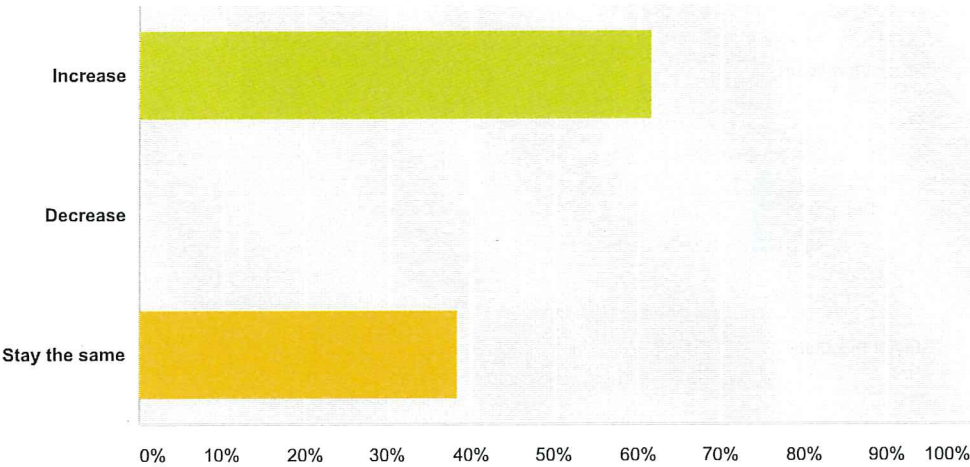
Answered: 39 Skipped: 0



Answer Choices	Responses	
Increased	30.77%	12
Decreased	12.82%	5
Stayed the same	56.41%	22
Total		39

Q6 Over the next five years, how will your employee count change?

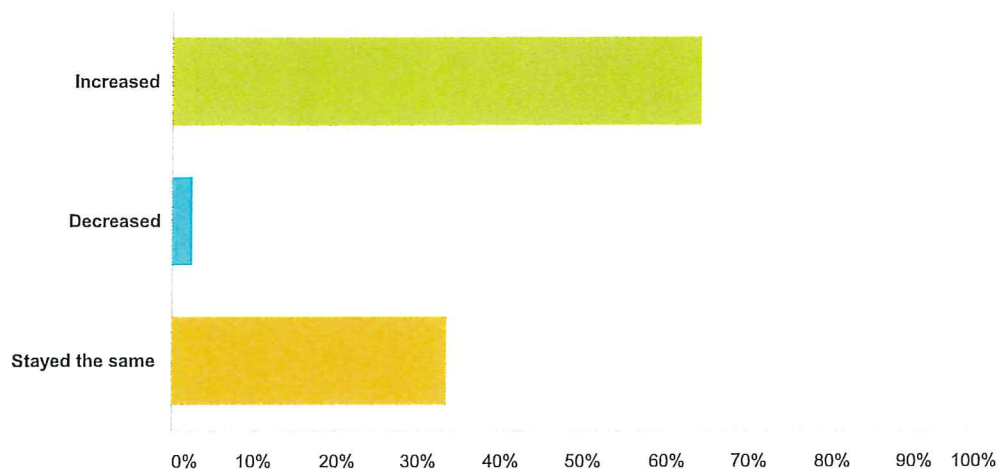
Answered: 39 Skipped: 0



Answer Choices	Responses	
Increase	61.54%	24
Decrease	0.00%	0
Stay the same	38.46%	15
Total		39

Q7 Compared to a year ago, how has your sales/revenue changed?

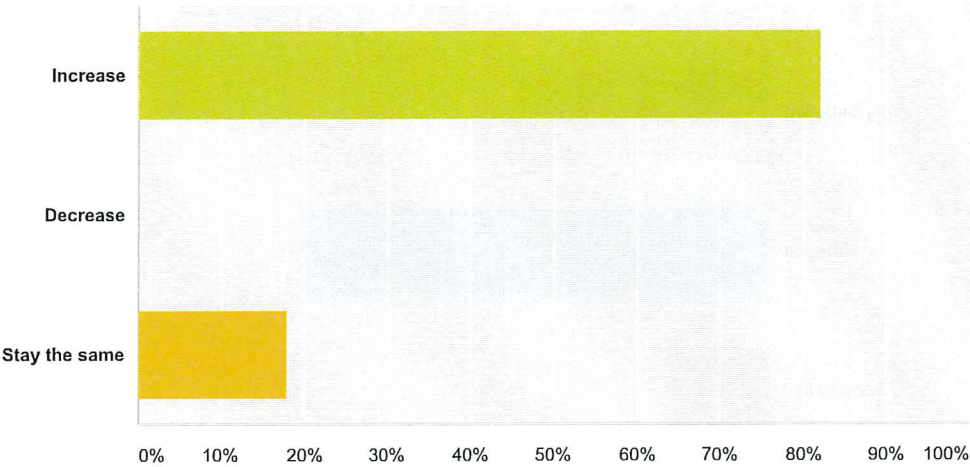
Answered: 39 Skipped: 0



Answer Choices	Responses	
Increased	64.10%	25
Decreased	2.56%	1
Stayed the same	33.33%	13
Total		39

Q8 Over the next five years, how will your sales/revenue change?

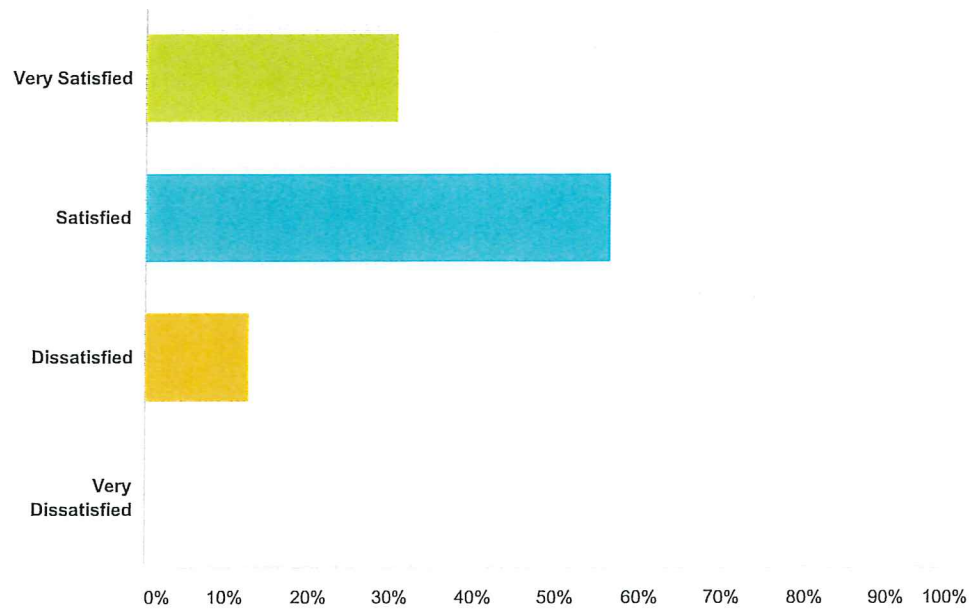
Answered: 39 Skipped: 0



Answer Choices	Responses	
Increase	82.05%	32
Decrease	0.00%	0
Stay the same	17.95%	7
Total		39

Q9 Which of the following best describes your satisfaction with the local business climate?

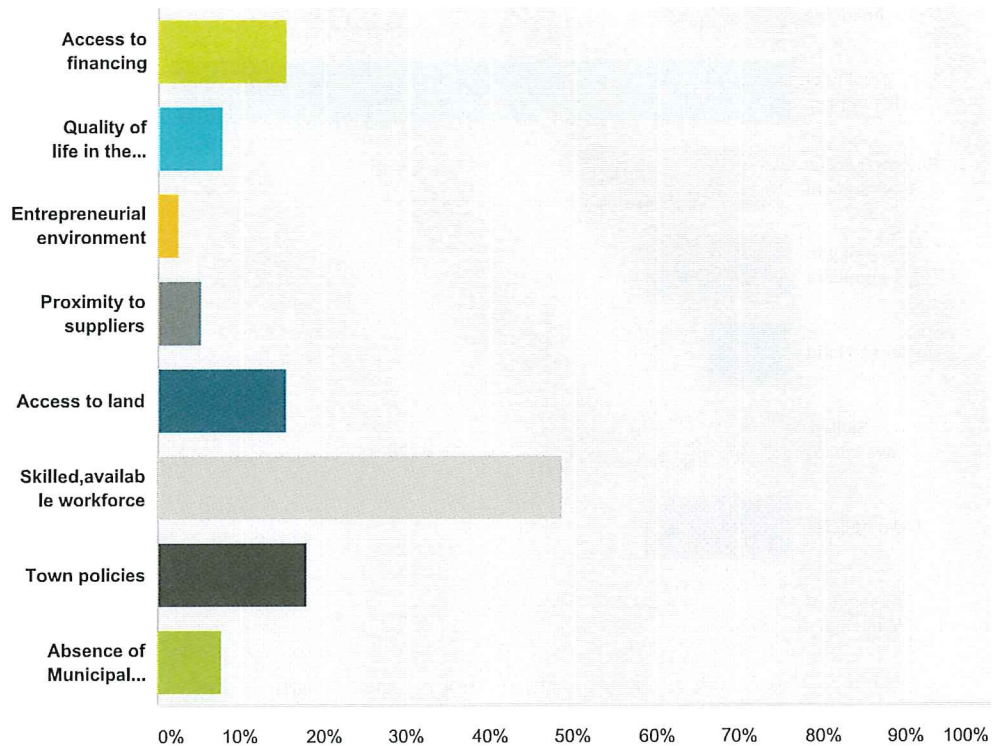
Answered: 39 Skipped: 0



Answer Choices	Responses	
Very Satisfied	30.77%	12
Satisfied	56.41%	22
Dissatisfied	12.82%	5
Very Dissatisfied	0.00%	0
Total		39

Q10 What are the major constraints to the growth of your business? Check all that apply.

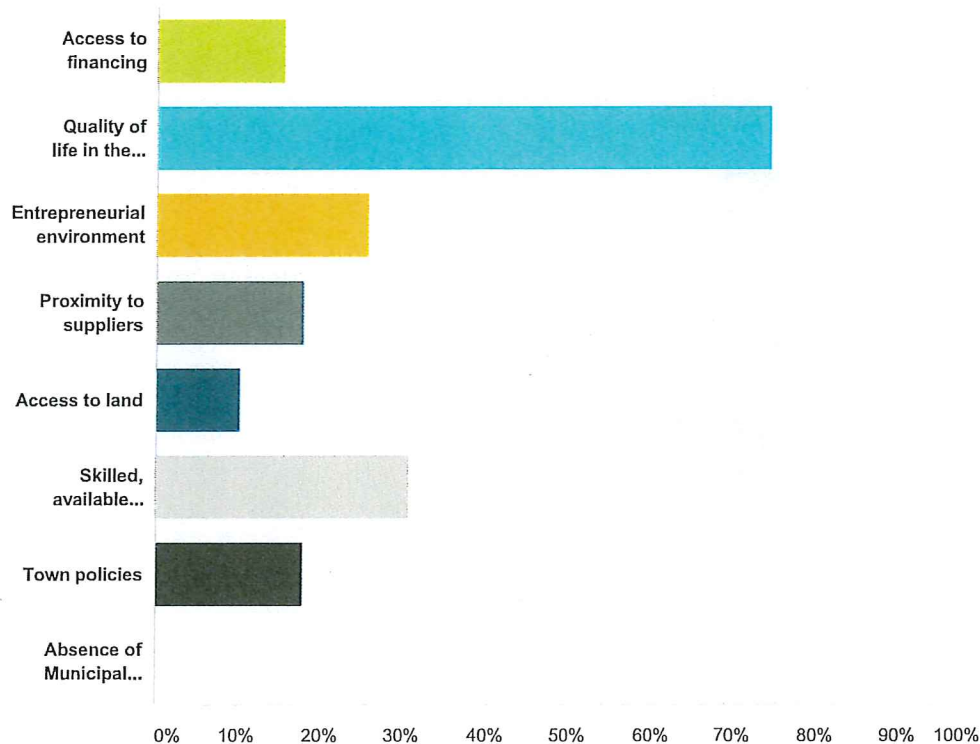
Answered: 39 Skipped: 0



Answer Choices	Responses	
Access to financing	15.38%	6
Quality of life in the area	7.69%	3
Entrepreneurial environment	2.56%	1
Proximity to suppliers	5.13%	2
Access to land	15.38%	6
Skilled,available workforce	48.72%	19
Town policies	17.95%	7
Absence of Municipal Water/Sewer	7.69%	3
Total Respondents: 39		

Q11 What factors positively contribute to your business? Check all that apply.

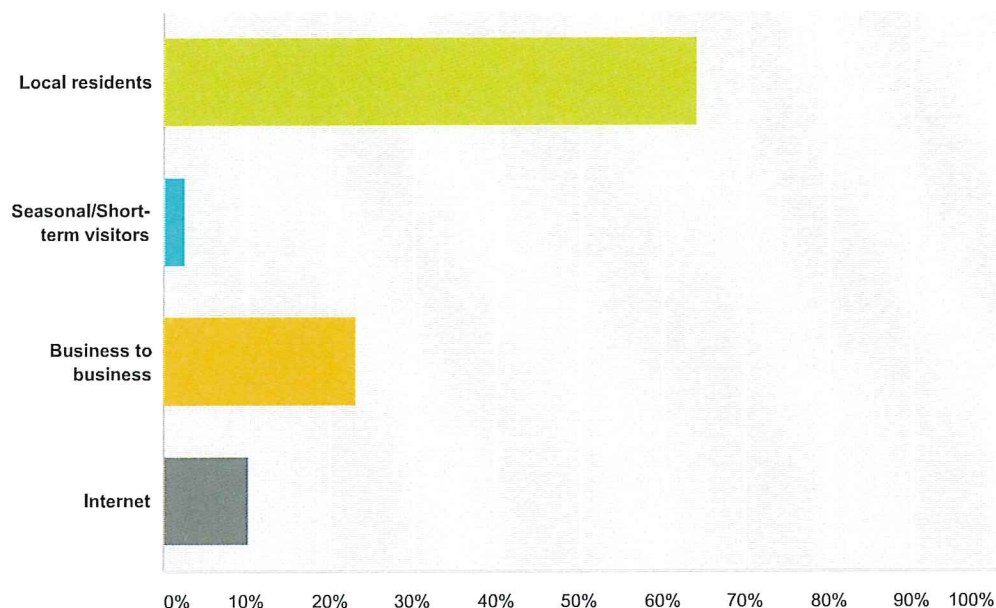
Answered: 39 Skipped: 0



Answer Choices	Responses	
Access to financing	15.38%	6
Quality of life in the area	74.36%	29
Entrepreneurial environment	25.64%	10
Proximity to suppliers	17.95%	7
Access to land	10.26%	4
Skilled, available workforce	30.77%	12
Town policies	17.95%	7
Absence of Municipal Water/Sewer	0.00%	0
Total Respondents: 39		

Q12 Which of the following best describes the primary customer base for your business?

Answered: 39 Skipped: 0



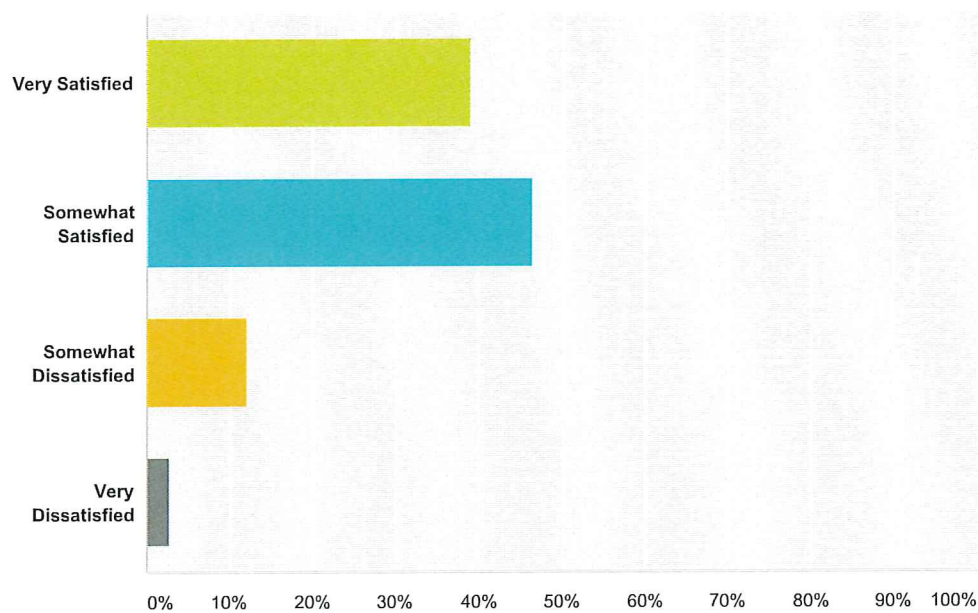
Answer Choices	Responses	
Local residents	64.10%	25
Seasonal/Short-term visitors	2.56%	1
Business to business	23.08%	9
Internet	10.26%	4
Total		39

**Q13 How can the Town improve the
business climate?**

Answered: 19 Skipped: 20

Q9 How satisfied are you with the mix of businesses (retail, office, light manufacturing) in the Town of Cedarburg?

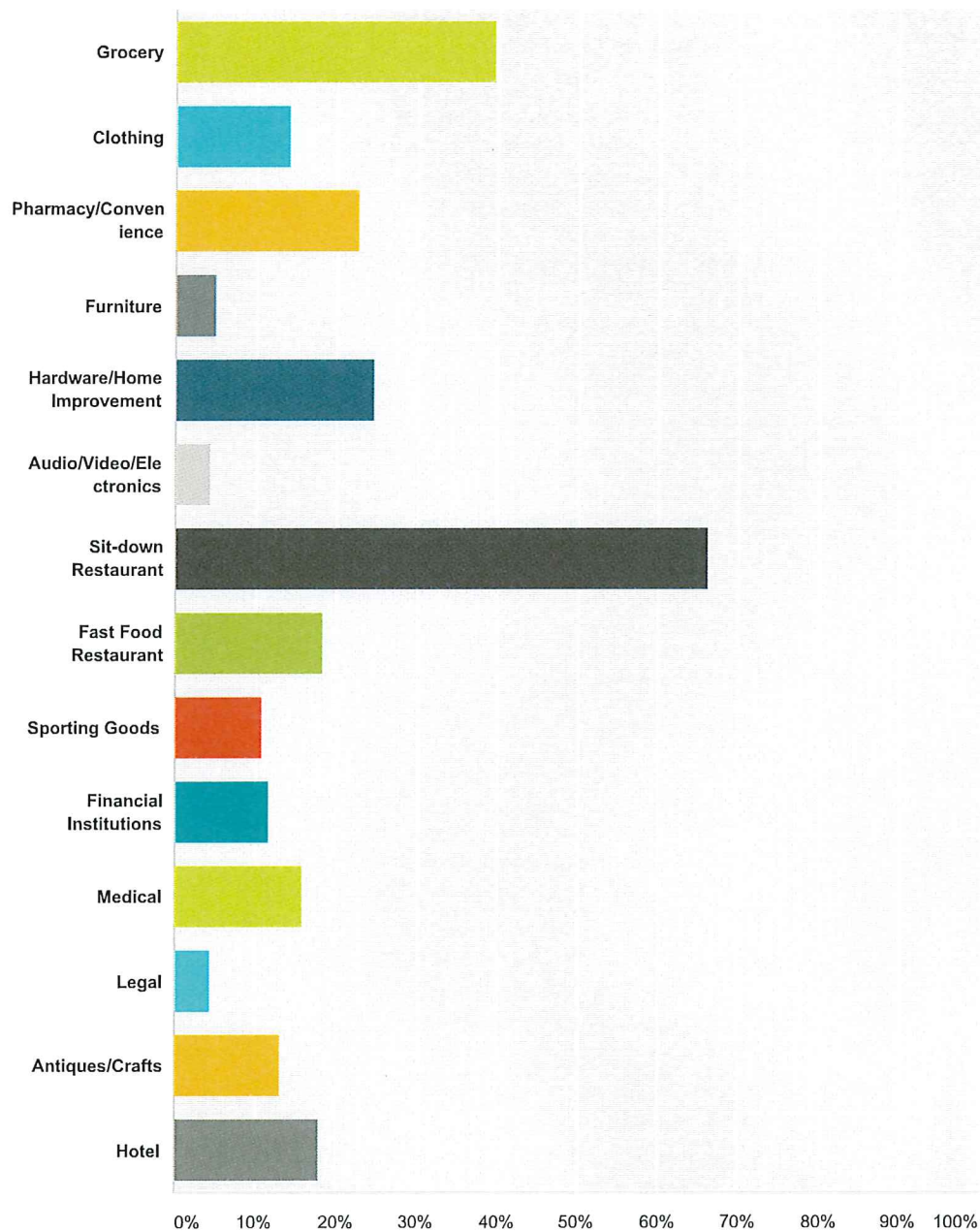
Answered: 415 Skipped: 39



Answer Choices	Responses	
Very Satisfied	39.04%	162
Somewhat Satisfied	46.27%	192
Somewhat Dissatisfied	12.05%	50
Very Dissatisfied	2.65%	11
Total		415

Q11 Please check each type of development you'd like to see inside the Town of Cedarburg. Check all that apply.

Answered: 379 Skipped: 75

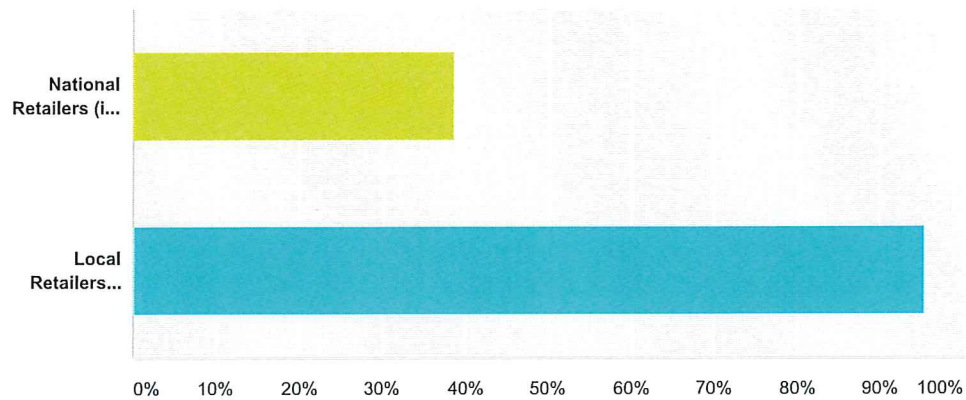


Answer Choices	Responses
Grocery	39.58% 150
Clothing	14.25% 54
Pharmacy/Convenience	22.69% 86

Furniture	5.01%	19
Hardware/Home Improvement	24.54%	93
Audio/Video/Electronics	4.49%	17
Sit-down Restaurant	66.23%	251
Fast Food Restaurant	18.47%	70
Sporting Goods	10.82%	41
Financial Institutions	11.61%	44
Medical	15.83%	60
Legal	4.49%	17
Antiques/Crafts	13.19%	50
Hotel	17.94%	68
Total Respondents: 379		

Q12 What type of retailers would you support in the Town of Cedarburg? Check all that apply.

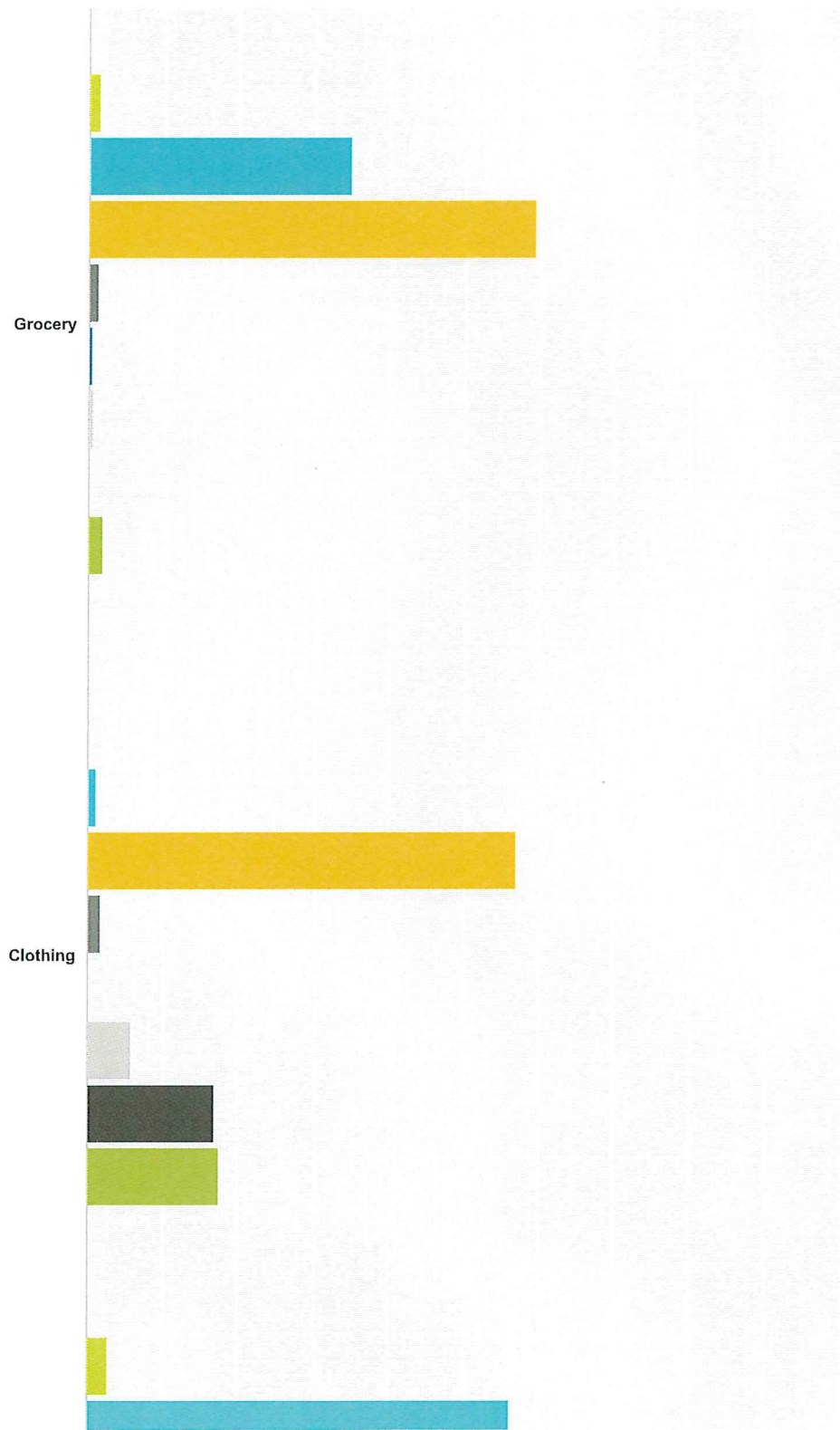
Answered: 380 Skipped: 74

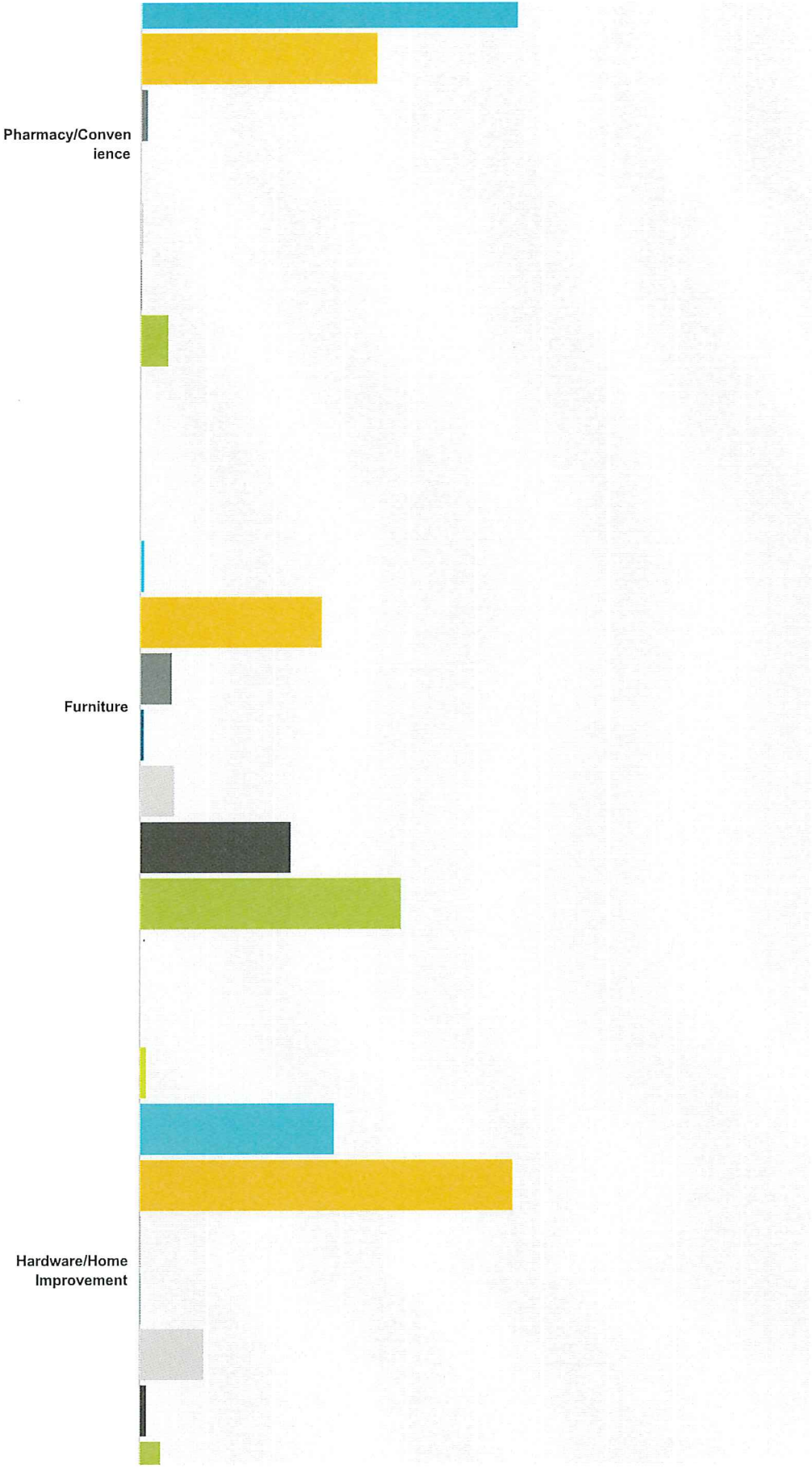


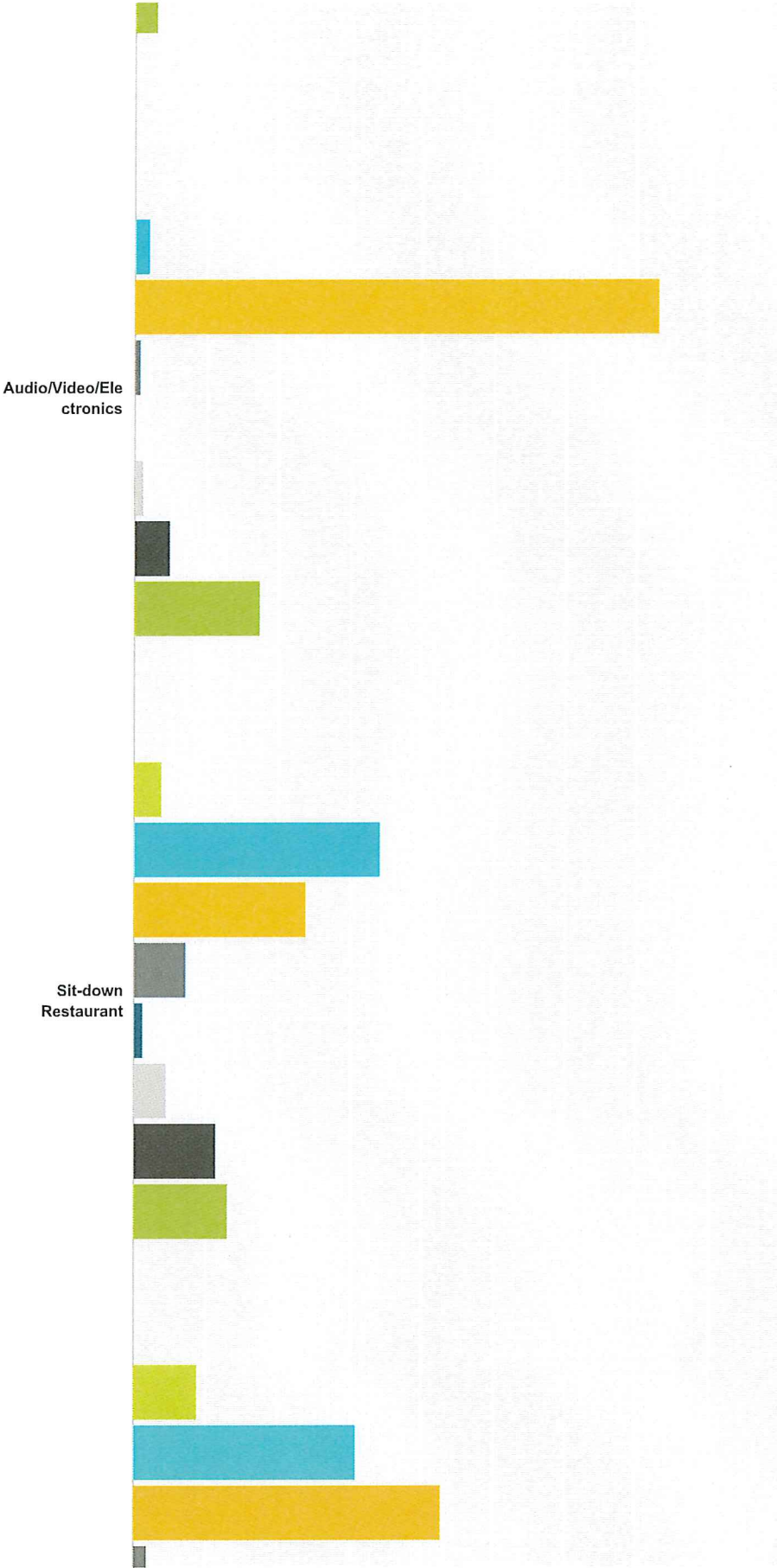
Answer Choices	Responses	
National Retailers (i.e. Target, Applebee's)	38.68%	147
Local Retailers (i.e. Piggly Wiggly, Wayne's Drive-in)	95.26%	362
Total Respondents: 380		

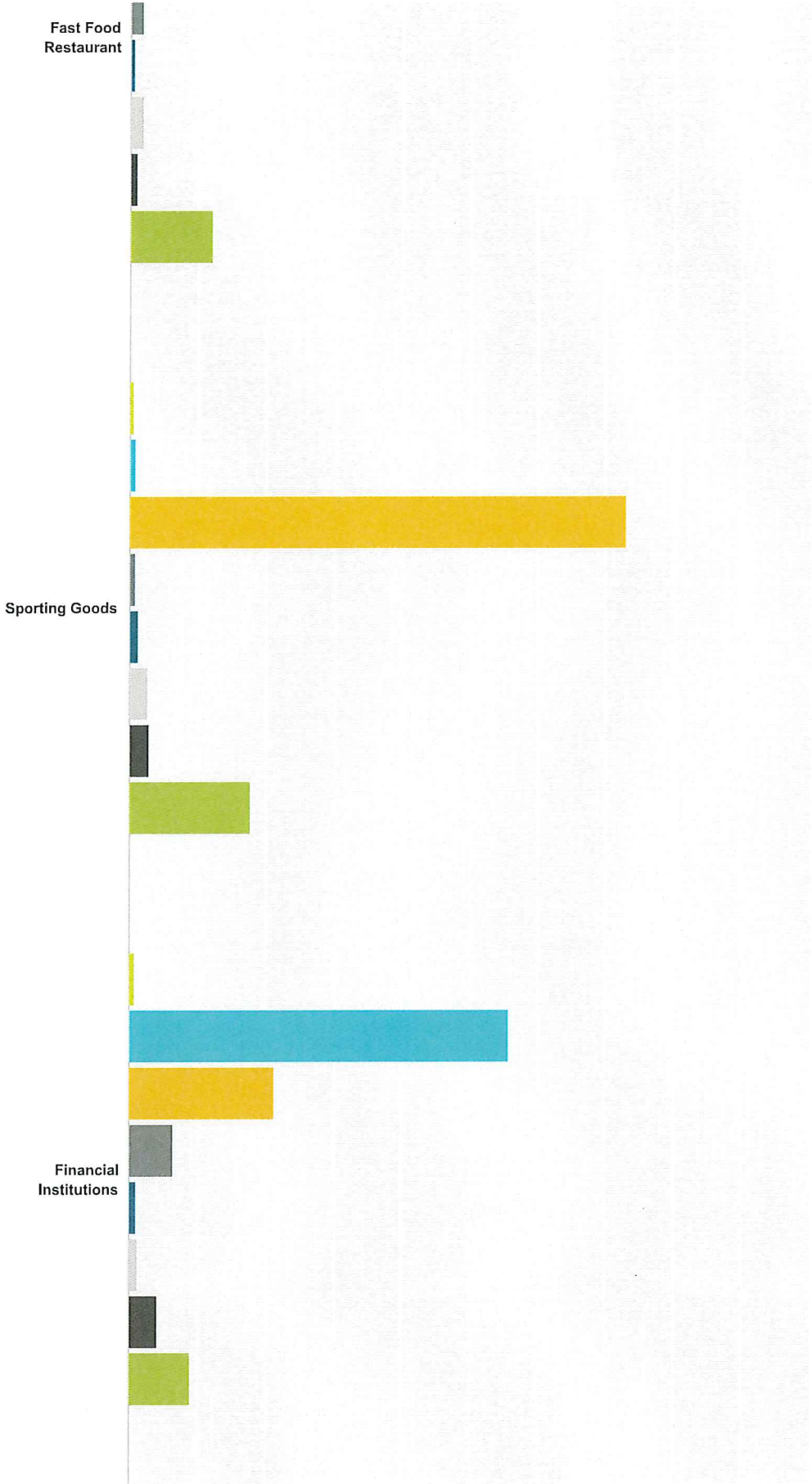
Q13 Which community do you most often frequent for the following retail/services? Check one community per type.

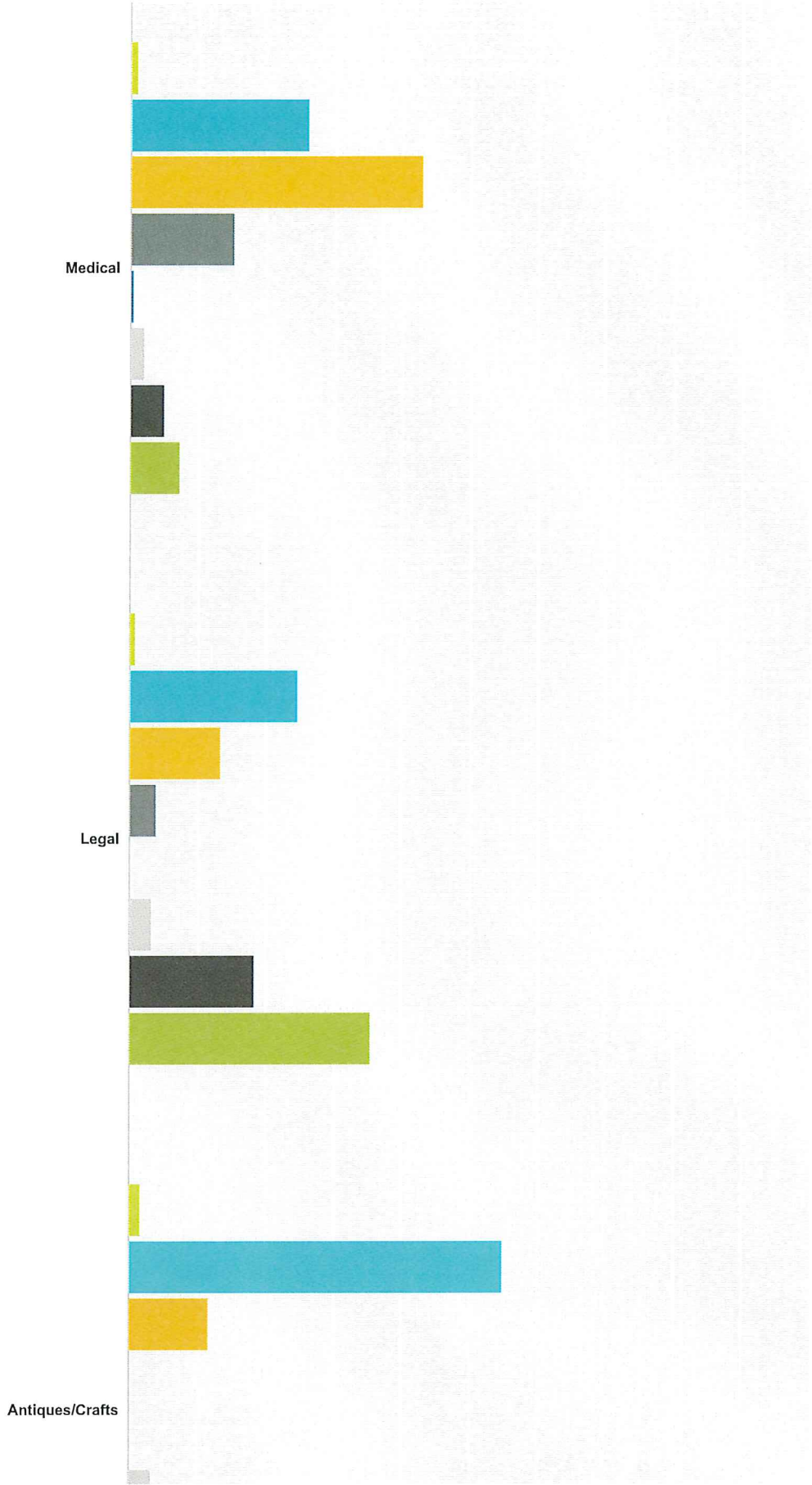
Answered: 415 Skipped: 39

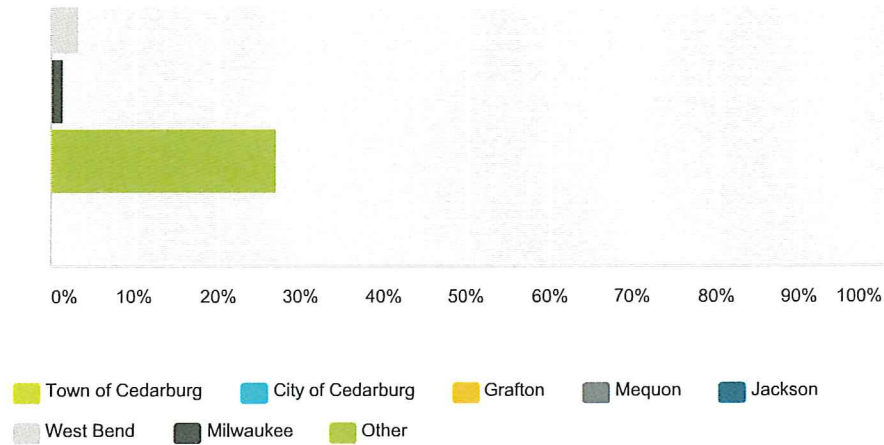








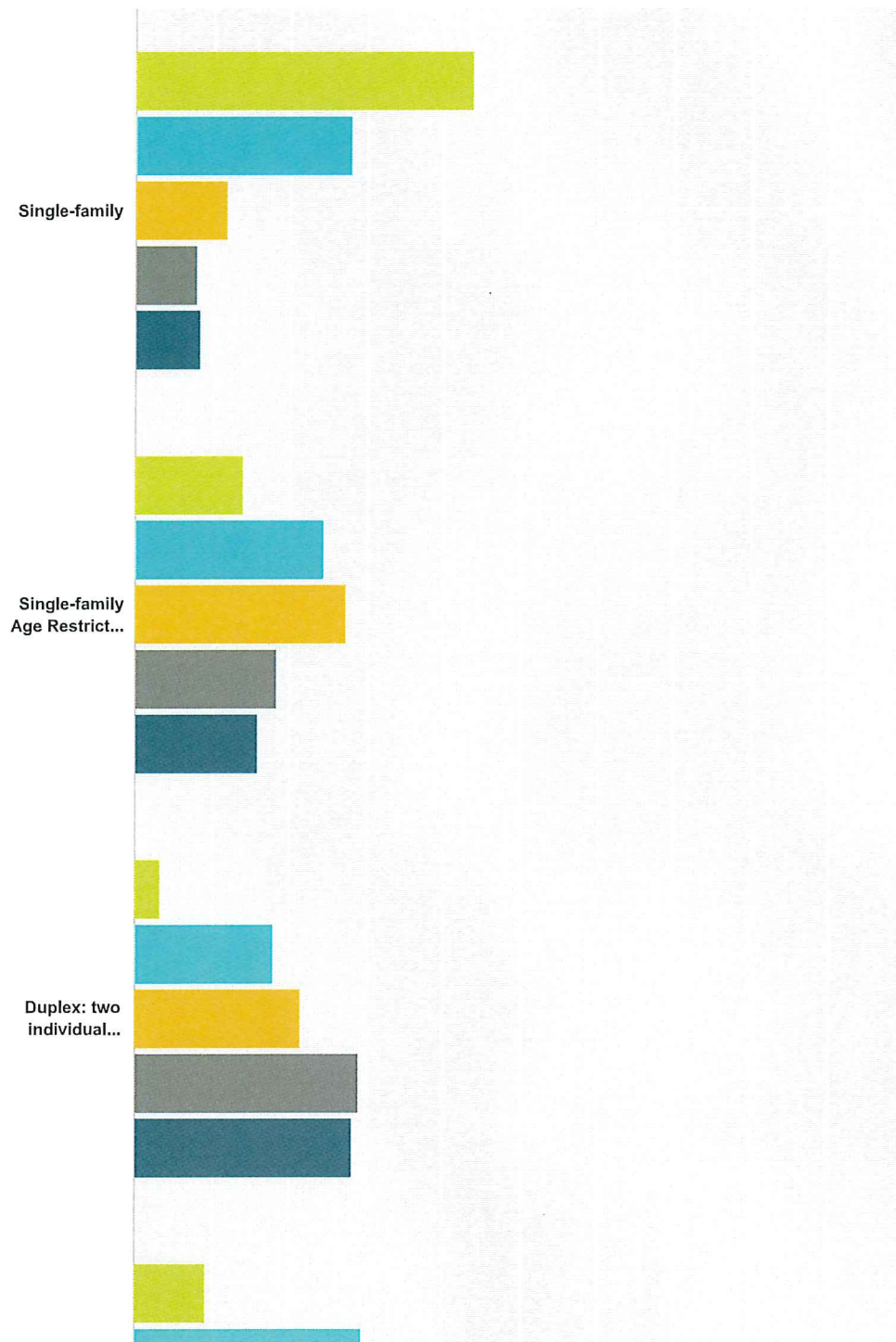


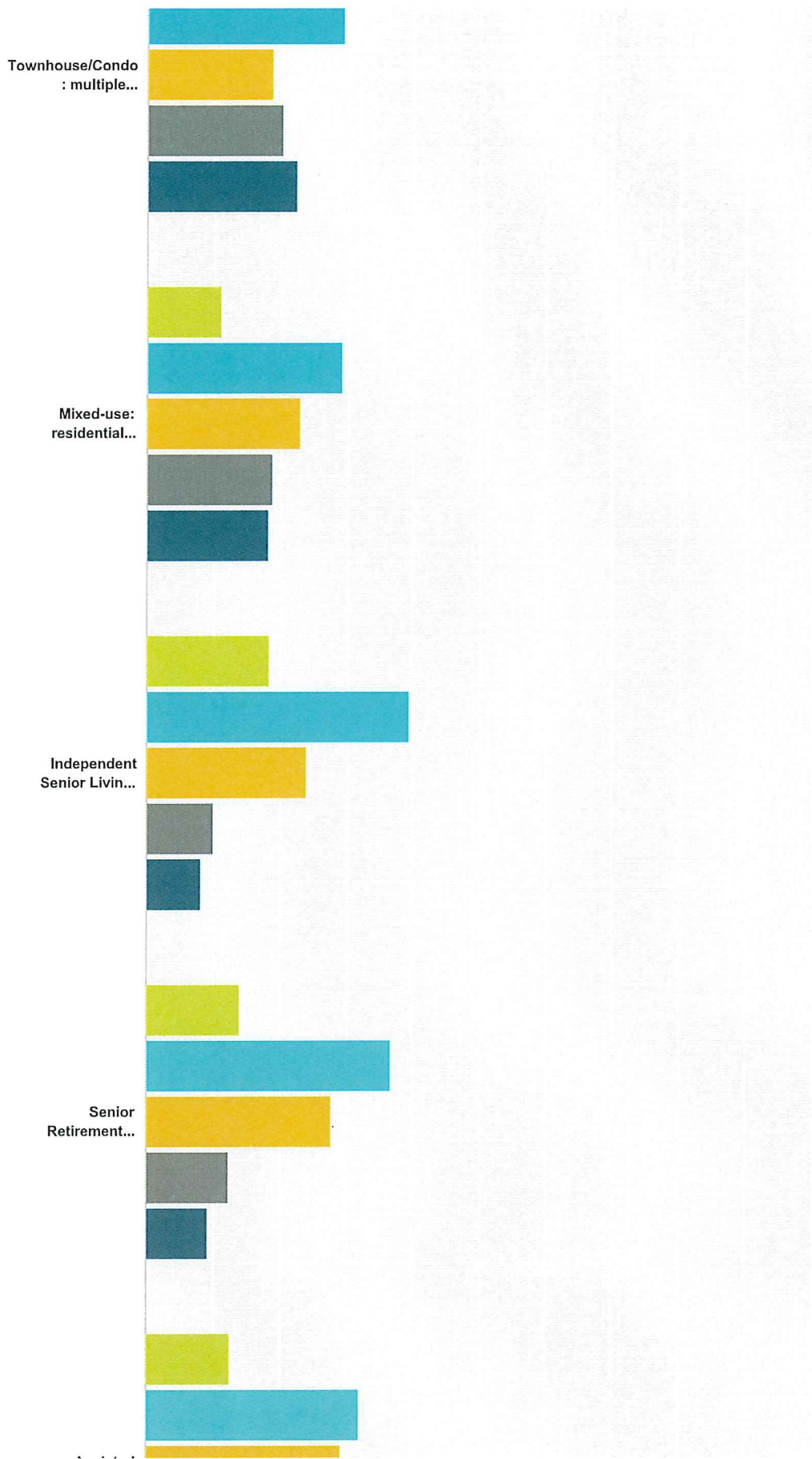


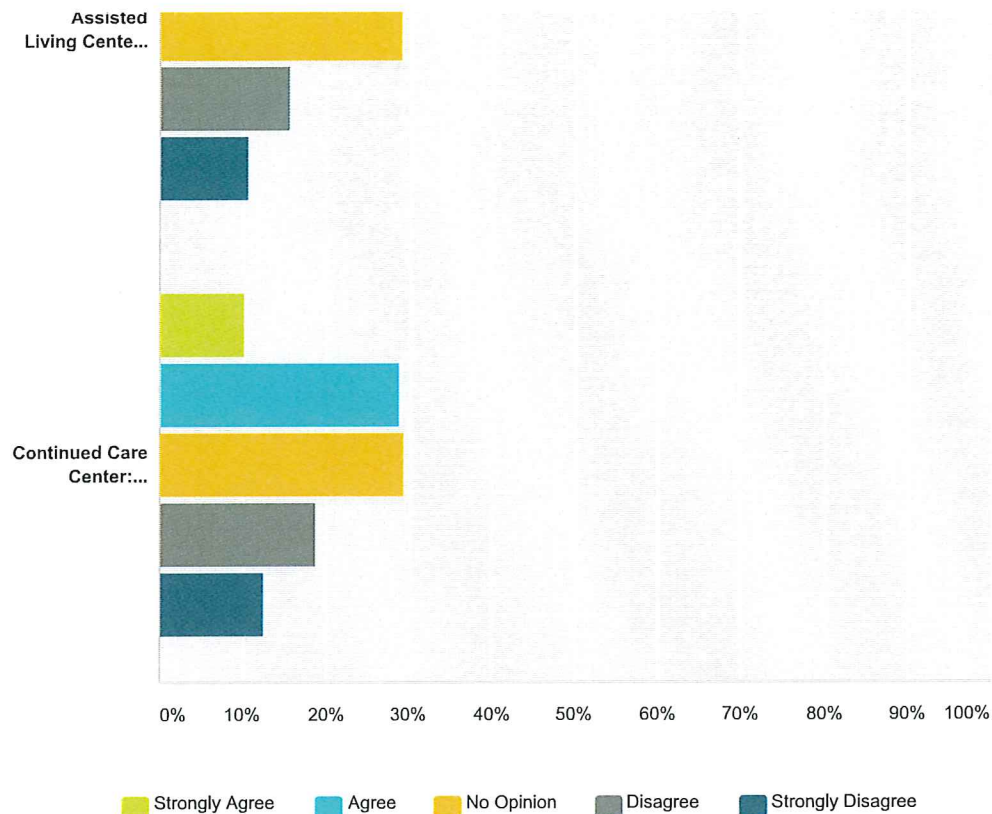
	Town of Cedarburg	City of Cedarburg	Grafton	Mequon	Jackson	West Bend	Milwaukee	Other	Total
Grocery	1.45% 6	34.78% 144	59.42% 246	1.21% 5	0.48% 2	0.72% 3	0.00% 0	1.93% 8	414
Clothing	0.00% 0	1.01% 4	56.93% 226	1.76% 7	0.00% 0	5.79% 23	16.88% 67	17.63% 70	397
Pharmacy/Convenience	2.70% 11	56.13% 229	35.29% 144	0.98% 4	0.00% 0	0.49% 2	0.25% 1	4.17% 17	408
Furniture	0.00% 0	0.54% 2	27.22% 101	4.85% 18	0.54% 2	5.12% 19	22.64% 84	39.08% 145	371
Hardware/Home Improvement	0.99% 4	29.06% 118	55.67% 226	0.25% 1	0.25% 1	9.61% 39	0.99% 4	3.20% 13	406
Audio/Video/Electronics	0.00% 0	2.15% 8	73.12% 272	0.81% 3	0.00% 0	1.34% 5	5.11% 19	17.47% 65	372
Sit-down Restaurant	4.05% 16	34.18% 135	24.05% 95	7.34% 29	1.27% 5	4.56% 18	11.39% 45	13.16% 52	395
Fast Food Restaurant	8.97% 34	30.87% 117	42.74% 162	1.85% 7	0.53% 2	1.85% 7	1.06% 4	12.14% 46	379
Sporting Goods	0.54% 2	0.81% 3	72.97% 270	0.81% 3	1.35% 5	2.70% 10	2.97% 11	17.84% 66	370
Financial Institutions	0.75% 3	55.78% 222	21.36% 85	6.53% 26	1.01% 4	1.26% 5	4.27% 17	9.05% 36	398
Medical	1.00% 4	26.12% 105	43.03% 173	15.17% 61	0.50% 2	1.99% 8	4.98% 20	7.21% 29	402
Legal	0.84% 3	24.58% 88	13.41% 48	3.91% 14	0.00% 0	3.35% 12	18.44% 66	35.47% 127	358
Antiques/Crafts	1.67% 6	54.87% 197	11.70% 42	0.00% 0	0.00% 0	3.34% 12	1.39% 5	27.02% 97	359

Q16 In the Five Corners area, what types of housing should the Town allow or encourage to develop in the future? Assume each is constructed with high quality materials. Check one per type of housing.

Answered: 415 Skipped: 39



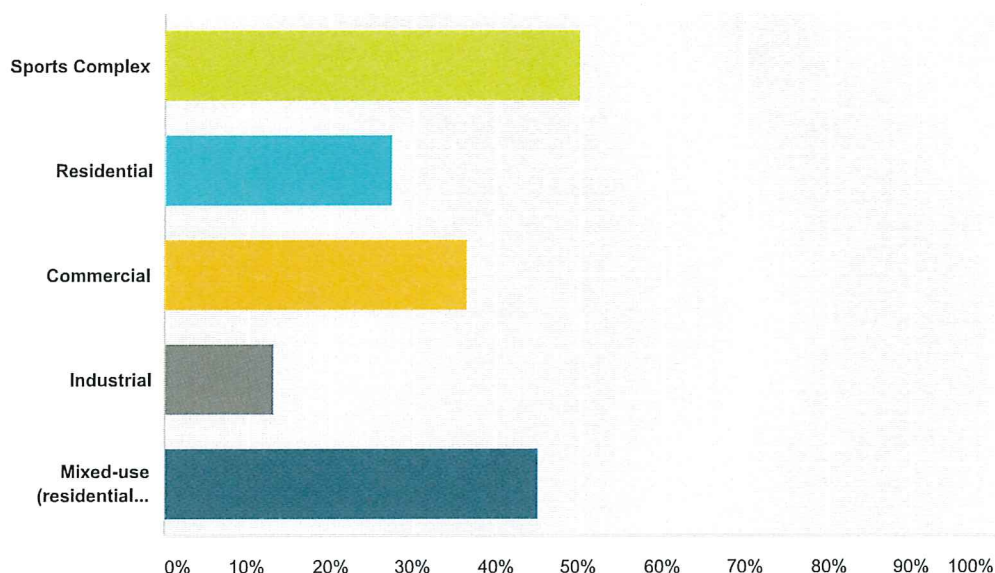




	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Total
Single-family	43.80% 166	27.97% 106	11.87% 45	7.92% 30	8.44% 32	379
Single-family Age Restricted: subdivision of single family homes where one of the owners must be, for example, at least 55 years old.	14.03% 55	24.49% 96	27.30% 107	18.37% 72	15.82% 62	392
Duplex: two individual units attached to each other.	3.29% 13	17.97% 71	21.52% 85	29.11% 115	28.10% 111	395
Townhouse/Condo: multiple individual units attached but not stacked on each other, i.e. row house.	9.16% 37	29.46% 119	18.81% 76	20.30% 82	22.28% 90	404
Mixed-use: residential units above retail or office space.	11.06% 44	29.15% 116	22.86% 91	18.84% 75	18.09% 72	398
Independent Senior Living: self-contained living units for older adults who care for themselves.	18.36% 74	39.45% 159	24.07% 97	9.93% 40	8.19% 33	403
Senior Retirement Community: may provide support services such as meals, housekeeping, social activities.	14.04% 57	36.70% 149	27.83% 113	12.32% 50	9.11% 37	406
Assisted Living Center: offer assistance with activities of daily living, 24-hour supervision, and group dining.	12.47% 50	31.92% 128	29.18% 117	15.71% 63	10.72% 43	401
Continued Care Center: provides 24-hour nursing care, room & board, and activities for convalescent residents.	10.30% 41	28.89% 115	29.40% 117	18.84% 75	12.56% 50	398

Q17 There are many undeveloped parcels in the Five Corners area, one being the former Prochnow landfill which Town officials have identified as the location for a Sports Complex. Over the next five years, the Town should prioritize the development of which of the following land uses? Check all that apply.

Answered: 403 Skipped: 51



Answer Choices	Responses	
Sports Complex	50.12%	202
Residential	27.30%	110
Commercial	36.48%	147
Industrial	13.15%	53
Mixed-use (residential & commercial)	45.16%	182
Total Respondents: 403		

3. Project Goals

As the planning process began a series of project goals was outlined as a component of the public input process. The overall intent of the project was to create a framework for development that provides for additional commercial development to serve the needs of local residents while at the same time complementing the existing residential and natural character of the Town. The goals are listed below:

Develop a mixed-use pedestrian friendly town center

Encourage a mix of uses in a compact area to create an active and vibrant district where people are able to walk between destinations. This mix of uses encourages people to frequent the area and is a key ingredient in creating a sustainable town center.



Figure 3.1

Create opportunities for new recreational open space

Provide additional recreational fields in close proximity to the Town Center. These fields can also act as an "anchor tenant," drawing people to the area.



Figure 3.2

Preserve natural and cultural resources

Ensure that any new development must acknowledge and be sensitive to the existing environmental and cultural resources that currently exist within the district's boundaries.



Figure 3.3

Develop an interconnected system of roads to provide for future circulation needs

Designate future major roadway connections and stress the need to provide for a series of interconnected alternative vehicular routes in and around the Town Center.



Figure 3.4