



CEDARBURG



W I S C O N S I N

STRATEGIC PLAN

2024 - 2029



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

“To be a safe and welcoming city with a vibrant small-town atmosphere that values its historic character while actively embracing a bright future.”



GUIDING PRINCIPLES



Preserve

Preserve the historic, “small town” character

Preserve community open spaces, natural areas, and accessible parks and trails



Promote

Promote a vibrant, safe, and active Downtown

Promote Cedarburg as a tourist destination



Provide

Provide a high level of government services

Provide a safe, healthy, and inclusive community

Provide quality educational and recreational opportunities for all



Support

Support responsible growth and economic development



Collaborate

Collaborate with neighboring communities and local organizations to deliver quality programs, facilities, and services in a fiscally responsible manner

STRATEGIC GOALS

Enhance Efficiency and Effectiveness of our City

Support Economic Development

Improve and Maintain our Infrastructure

Enhance our Quality of Life Services

Provide a Safe, Secure, and Healthy Community

Plan for Well Managed Growth and Development



Enhance Efficiency and Effectiveness of our City



Objectives (What)	Strategies/Tactics (How)	Progress	Responsible Staff
Develop a long-range capital improvement program strategic plan	<ul style="list-style-type: none"> Identify seven-year capital projects. Identify Funding Sources through the development of a long-range financial plan. Develop the plan. Implement the plan. 	<ul style="list-style-type: none"> 2024 2024 2024 2025 	Department Heads; Administrator; Finance Committee
Utilize Software to make City services more efficient	<ul style="list-style-type: none"> Purchase new building inspection software to streamline inspections. Research use of AI software within the city. Increase the use of SeeClickFix throughout the City departments. 	<ul style="list-style-type: none"> Implemented in 2023 2024 Ongoing 	Building Inspector; City Administrator
Develop better ways to communicate with staff and residents	<ul style="list-style-type: none"> Continue to enhance use of zoom/teams for meetings. Evaluate recording meetings for future viewing by residents. Develop a communications plan to provide information to residents on a regular basis. 	<ul style="list-style-type: none"> Ongoing Ongoing 2024-2025 	Social Media Coordinator; Administrator
Attract and retain qualified paid and volunteer staff for all services and activities	<ul style="list-style-type: none"> Encourage hiring of positive, forward thinking, team-oriented staff. Provide Competitive Wages. Provide a positive work culture. 	<ul style="list-style-type: none"> Ongoing Ongoing Ongoing 	Department Heads; Administrator
Create a positive work culture throughout the City	<ul style="list-style-type: none"> Complete a work culture survey. Create a culture statement & implement it throughout the city departments and committees. 	<ul style="list-style-type: none"> 2024 2024-2025 	Administrator

Support Economic Development



Objectives (What)	Strategies/Tactics (How)	Progress	Responsible Staff
Continue to develop HWY 60 Business Park	<ul style="list-style-type: none"> Work with a Commercial Broker to sell rest of the land by 2025 Work with the CDA on future development of the business park beginning in 2022. 	<ul style="list-style-type: none"> Broker hired in 2020 CDA discussions 2022-2025 	Engineer; Administrator; CDA; Mayor
Update the Zoning Code	<ul style="list-style-type: none"> Update the code in 2023 - 2024 with plan commission and common council approvals completed by the end of 2024. 	<ul style="list-style-type: none"> 2023 – 2024 	Planner; Plan Commission
Update the Land Use Plan	<ul style="list-style-type: none"> Update the plan in 2024-2025 with plan commission and common council approvals completed by the end of 2025. 	<ul style="list-style-type: none"> 2024 – 2025 	Planner; Plan Commission
Continue to promote the vitality of the downtown historic business district	<ul style="list-style-type: none"> Promote the vitality of the downtown. Attract a variety of restaurants and businesses to the downtown historic business district. Encourage development of vacant properties within the district. 	<ul style="list-style-type: none"> Ongoing Ongoing Ongoing 	Administrator; ED Board
Continue to support our historic small-town character	<ul style="list-style-type: none"> Provide policies and regulations that preserve our historic small-town character. 	<ul style="list-style-type: none"> Ongoing 	Mayor; Common Council; Plan Commission; Landmarks
Develop a plan for Pioneer Rd and South Washington Ave business district	<ul style="list-style-type: none"> Develop a plan for the south business district in 2024. Attract a hotel, fast food restaurants, and other businesses to Pioneer Rd./South. Washington Ave business district. Evaluate traffic flow options on South Washington business district. 	<ul style="list-style-type: none"> 2024 Ongoing 2024-2025 	Administrator; ED Board; CDA; City Engineer
Promote Tourism	<ul style="list-style-type: none"> Promote Cedarburg as a tourist destination. Work with Festivals and other organizations to increase events that bring additional tourism to Cedarburg. Provide support for TP&D through room taxes and other potential revenue sources 	<ul style="list-style-type: none"> Ongoing Ongoing Ongoing 	Administrator; ED Board; Planner

Improve and Maintain our Infrastructure



Objectives (What)	Strategies/Tactics (How)	Progress	Responsible Staff
Ensure Dams Compliance/Exception with WI DNR NR333	<ul style="list-style-type: none"> Complete DNR mandated repairs for Woolen Mills Dam in 2024. 	<ul style="list-style-type: none"> 2024 	Engineer
Make improvements to our Water Recycling Center operations	<ul style="list-style-type: none"> Continue following compliance with phosphorus regulations in 2022-2027. Upgrade Evergreen Lift Station in 2024. Facility Study Plan for treatment plant. Develop a plan for upgrading current plant or building a new plant. 	<ul style="list-style-type: none"> Ongoing 2024 2023 2024-2025 	Water Recycling Superintendent
Provide sustainable streets, sidewalks and facility capital project plans	<ul style="list-style-type: none"> Update a 7-year capital plan for roads and storm sewers and review annually. Biannually evaluate road conditions and provide a rating on them to the common council. Partner with the Town of Cedarburg to develop a plan for shared or connected roads, biking paths and walking paths. Develop a downtown parking master plan. 	<ul style="list-style-type: none"> 2024, Ongoing Ongoing 2024-2025 2025-2026 	Engineer; Assistant Engineer; Finance Director; Planner; PRF Director; Administrator
Become a more bicycle and pedestrian friendly community	<ul style="list-style-type: none"> Create a bicycle and pedestrian plan by working with various community groups. Implement the bicycle and pedestrian plan. 	<ul style="list-style-type: none"> 2024 - 2025 2026 – 2027 	Engineer; Planner; PRF Director; Administrator
Create a sustainable plan for replacing lead pipes and failing sewer laterals	<ul style="list-style-type: none"> Develop a plan to replace publicly and privately owned lead pipes and leaking sewer laterals. Develop and manage a grant and loan program to assist homeowners with paying for replacing privately owned lead pipes and failing sewer laterals. 	<ul style="list-style-type: none"> 2024-2025 2024-2026 	Water Utility Superintendent; WRC Superintendent; Administrator; Finance Director
Support our urban forest	<ul style="list-style-type: none"> Continue to fund EAB treatments annually. Continue to evaluate best practices to increase efficiencies in forestry operations. Continue to support a 5-year plan for tree removals, stump grinding, cycle pruning and tree planting that began in 2022. 	<ul style="list-style-type: none"> Ongoing Ongoing 2024-2027 	Director, Parks, Rec & Forestry & City Forester
Support city wide beautification projects	<ul style="list-style-type: none"> Maintain and enhance downtown flower baskets, downtown flower program, boulevard flower program, and parks flower program. 	<ul style="list-style-type: none"> Ongoing 	Parks, Recreation, & Forestry Director; Public Works Director; Horticulturist; Engineer

Enhance our Quality of Life Services



Objectives (What)	Strategies/Tactics (How)	Progress	Responsible Staff
Develop community partnerships to provide quality of life services for our residents.	<ul style="list-style-type: none"> Partner with the Chamber and Festivals on annual special events. Support Summer Sounds, Festivals and other local non-profits or businesses to enhance our entertainment options. Partner with local businesses for sponsorship of City programs. 	<ul style="list-style-type: none"> Ongoing 	Director of Parks, Recreation & Forestry; Administrator; Library Director; Librarians
Create additional outdoor recreational areas	<ul style="list-style-type: none"> Develop a plan for outdoor recreational areas on Pioneer Rd. property. Partner with the Town of Cedarburg to remediate and develop the Prochnow landfill site within the next five years to include recreational opportunities for all Cedarburg residents. Update the Park and Open Space Plan. 	<ul style="list-style-type: none"> 2024 - 2026 2024 – 2030 2025 	Parks, Recreation, & Forestry Directo; Park Board
Build an indoor recreation center	<ul style="list-style-type: none"> Research potential partnerships to build an indoor recreation center (public/private). Research the best location for a recreation center. Work with a consultant for a feasibility study. Work with a builder on the facility plan. Begin construction of an indoor recreation facility. 	<ul style="list-style-type: none"> Ongoing Ongoing 2026 - 2027 2027-2028 2029-2030 	Director of Parks, Recreation & Forestry; Administrator
Enhance pool facility and amenities	<ul style="list-style-type: none"> Partner with Friends of Parks and Recreation to fundraise for additional pool amenities. 	<ul style="list-style-type: none"> Ongoing 	Director of Parks, Recreation, & Forestry; Recreation Superintendent
Update and improve our playgrounds	<ul style="list-style-type: none"> Research and develop a plan for new playground locations as part of the Park and Open Space plan update. Partner with the Baehmann Family to build a new playground at Baehmann park. Create a continuous multi-year playground replacement/maintenance plan. 	<ul style="list-style-type: none"> 2025 2023/Build in 2024 2024 	Director of Parks, Recreation, & Forestry
Acquire land for additional nature trails and enhance existing trails	<ul style="list-style-type: none"> Acquire easements from developers along Cedar Creek as development on Sheboygan Rd. continues. Develop a plan to enhance existing nature trails. 	<ul style="list-style-type: none"> Ongoing 2025 	Parks, Recreation, & Forestry Director

Provide a Safe, Secure, and Healthy Community



Objectives (What)	Strategies/Tactics (How)	Progress	Responsible Staff
Enhance our Fire/EMS service level and response times.	<ul style="list-style-type: none"> • Work with a consultant to successfully pass a referendum in Spring of 2024 to support adding full time FF/Paramedic staff to improve response times and level of care. • Continue working towards having our own paramedic program. 	<ul style="list-style-type: none"> • 2023-2024 • 2024–2026 	Fire Chief; Administrator; Mayor
Build a new Public Safety Building	<ul style="list-style-type: none"> • Hire a consultant to evaluate the need for a new facility, location, and building requirements that would combine the Police and Fire Departments. • Hire a firm to provide a facility design. • Begin construction of a new facility. 	<ul style="list-style-type: none"> • 2024 • 2025 • 2026-2027 	Fire Chief; Police Chief; Administrator; Common Council
Ensure a safe community	<ul style="list-style-type: none"> • Increase the number of patrol officers to meet national standards. • Provide officers for all events held in the community. • Continue to work with the school district to provide school resource officers, public safety education/training, and school safety equipment. • Continue to utilize preventive policing strategies. • Provide a bomb detecting dog for all events. 	<ul style="list-style-type: none"> • 2026 • Ongoing • Ongoing • Ongoing • Ongoing 	Police Chief; Administrator
Engage in diversity and non-bias policing efforts	<ul style="list-style-type: none"> • Meet with community members to discuss diversity and non-bias policing. • Attend annual antibias training. 	<ul style="list-style-type: none"> • Ongoing • Ongoing 	Police Chief; Police Officers
Provide exceptional public education about safety	<ul style="list-style-type: none"> • Offer public safety classes to the public. 	<ul style="list-style-type: none"> • Ongoing 	Fire Chief; Police Chief
Enhance employee work environment	<ul style="list-style-type: none"> • Update City Hall furniture to be more ergonomically correct within the next three years. • Provide proper safety equipment for all staff. • Provide proper safety training for staff. 	<ul style="list-style-type: none"> • 2026 • Ongoing • Ongoing 	Administrator; Building Inspector; Safety Committee Members; CVMIC; Library Director

Plan for Well Managed Growth and Development



Objectives (What)	Strategies/Tactics (How)	Progress	Responsible Staff
Promote vibrant, walkable mixed-use areas	<ul style="list-style-type: none"> Enhance pedestrian and bicyclist amenities and connectivity to support a vibrant and walkable downtown district. Require developments to include pedestrian amenities within the development and provide connectivity to the downtown area where possible. 	<ul style="list-style-type: none"> Ongoing Ongoing 	Plan Commission; Planner; Mayor; Administrator
Develop desirable residential areas	<ul style="list-style-type: none"> Require developers to provide eclectic mixture of homes to respect and emulate the original development patterns of Cedarburg. Work with a developer on potential quarry development off Susan In. to ensure the preservation of natural areas as determined by the DNR. 	<ul style="list-style-type: none"> Ongoing 2023 – 2025 	Planner; Engineer; Plan Commission
Preserve historic structures and sites	<ul style="list-style-type: none"> Support the Cedarburg Landmark Preservation Society Inc. Preserve the Dams. Preserve buildings in the historic downtown district. Preserve any historic buildings within the city. 	<ul style="list-style-type: none"> Ongoing Ongoing Ongoing Ongoing 	Landmarks Commission; Plan Commission
Promote quality public spaces	<ul style="list-style-type: none"> Enhance City Hall Park area to promote it as a community gathering place. Enhance Fireman's Park to create a venue that will support current and future public events. 	<ul style="list-style-type: none"> 2023-2025 2024-2025 	Administrator; Parks, Recreation, & Forestry Director Administrator; Fire Chief; Fireman's Park Inc. Board
Plan for and develop smart growth areas	<ul style="list-style-type: none"> Develop plan for future of Smart Growth Area #1 & #2. Monitor Amcast cleanup and development. Update the smart growth area list in 2024. 	<ul style="list-style-type: none"> 2024 Ongoing 2024 	Planner; Administrator; Mayor, Economic Development Board, CDA
Work with the Town of Cedarburg on future growth of the City	<ul style="list-style-type: none"> Work with the Town of Cedarburg to plan for future development of the City and Town north of current City boundaries. Partner with the Town to create a plan for Prochnow remediation and development. 	<ul style="list-style-type: none"> 2023 – 2025 2024-2025 	Administrator; Attorney; Common Council
Plan for Smart Growth of the City	<ul style="list-style-type: none"> Evaluate the effects of new developments on City and School District Services. Through the WRC facility study evaluate the effects of future growth on the need for a new WRC facility. 	<ul style="list-style-type: none"> Ongoing 2023-2024 	Planner; Administrator; Mayor; Common Council WRC Superintendent