



2015-2016 ANNUAL REPORT: STATE OF THE AREA'S ECONOMY

JEFFERSON COUNTY ECONOMIC DEVELOPMENT CONSORTIUM





About the JCEDC

The Jefferson County Economic Development Consortium (JCEDC) serves as the lead economic development organization in Jefferson County. The Consortium was formed to implement Jefferson's Overall Economic Development Program and to achieve the economic development goals of the County. Its overall goals are to foster and encourage responsible, sustainable economic development activities that result in job creation, job retention, increase the tax base and improve the quality of life for the citizens of Jefferson County.

The Jefferson County Economic Development Consortium (JCEDC), including the member communities of Cambridge, Fort Atkinson, Jefferson, Johnson Creek, Lake Mills, Waterloo, Watertown, and Whitewater, was founded more than a decade ago to proactively drive area economic growth. The JCEDC provides direct services to businesses in the areas of alternative business finance, location consulting, workforce recruitment, expansion and investment decision-making, and beyond.

A special thanks to the staff of Jefferson County, elected officials of the County's communities, and the local community and business leaders of the area.

2016 JCEDC Board of Directors

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Tuesday, May 10th, 2015

To whom it may concern,

This year, I have been tremendously impressed with the work of the Jefferson County's Economic Development Consortium (JCEDC), its partners, and the communities within the Jefferson County area. I have enjoyed joining the JCEDC team and am looking forward to the year to come.

Enclosed is JCEDC's 2015-2016 Annual Report. Included within this document are three main sections overviewing the work of the JCEDC and its partners over the last year as well as looking forward to next year: 1) an overview on the State of Jefferson County Area Economy, 2) a 2015-2016 Year in Review of the work of the JCEDC and its economic partners, and 3) Looking Forward to 2016-2017. We encourage you to review the report and share it with the local leaders and affiliates you work with.

State of the Jefferson County Area's Economy

Jefferson County is currently holding at about a 5% unemployment rate, lower than both the State of Wisconsin and the nation. However, when examining detailed economic data there are still opportunities for improvement in the area's economy. 11% of the County's residents fall below the poverty line. 15.8% of the County's children are living in poverty. An estimated 45% of the County's workforce are employed in occupation areas typically at or below a self-sufficiency wage. In Jefferson County a single-parent with one child must work 124 hours at minimum wage a week to earn enough salary to be self-sufficient given costs of living. This translates into a salary of \$47,074 annually. While local industry has grown 6.2% since 2009, several industries have experienced losses.

Business retention and expansion is becoming increasingly competitive, necessitating a professional and coordinated local support system for business executives and site selectors. Business attraction and expansion initiatives saw much activity in the last year with Create-A-Pack Foods, Trek Bicycle Distribution Center, Johnsonville Sausages, Fisher Barton, Clasen Quality Coatings, BASO Gas Products, DP Electronic Recycling, Jones Dairy Farm, RateWatch, Glory Global, and Ball Corporation (to name a few) all working on growth of facilities or jobs.

Both within the County and outside of it, regionalism is ever-important; the Jefferson County area is within three larger laborsheds (Madison, Janesville, and Milwaukee). With a laborshed of over 500,000 within 20 miles of the County, the area has a significant amount of commuting within the larger region. 26,115 of Jefferson County residents work outside the County; 15,837 workers are imported from outside the County.

Year in Transition & Looking to the Future

The past year has seen much transition from the legacy built on by the JCEDC in the last ten years. The work the JCEDC staff completed in 2015-2016 has laid a solid foundation for the work to come in growing both the quality of life and economy of the area. The JCEDC has launched a Strategic Initiative for 2017-2021 to invite the private-sector to the table administratively and financially in our economic development, community development, and tourism work. The Strategic Initiative will be supported through the establishment of a public-private nonprofit organization, the Glacial Heritage Development Partnership. Our team is expanding with a merger with the Watertown Economic Development Organization later this year. And there are more partnerships being built with key initiatives such as the 2016 Area Job Fair and the launch of the Jefferson County Area Business Alliance.

Please do reach out to introduce yourself if we have not had an opportunity to do so already - I very much would like to learn the work you and your organization or agency is doing to improve the region. In addition, I look forward to talking with you about both continuing existing partnerships you have had with the JCEDC and discussing new initiatives we can collaborate with you on in the future. I am honored to work with the region, and appreciative of the opportunity to help serve the Jefferson County area.

Sincerely,

Genevieve C. Coady, PhD, AICP
Executive Director, Jefferson County Economic Development Consortium



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State of Jefferson County Area

BUSINESS

INDUSTRY

Industry areas of employment growth for Jefferson County since 2011 include manufacturing; administration & support, waste management and remediation; professional, scientific, and technical service; management of companies and enterprises; and health care and social service.

Areas of largest employment decline include finance and insurance, public administration, education, and retail trade.

EMPLOYMENT

Currently out of 22 main employment areas by occupation, 15 of these areas typically made a wage below self-sufficiency. This represents 45% of the workforce in the County. Occupational employment areas with typical wages at or above self-sufficiency in our County include management, business and financial operations, computer and mathematical, architecture and engineering, life/physical/social sciences, legal, and healthcare practitioner and technical.

SELF-SUFFICIENCY

According to an analysis by Massachusetts Institute of Technology, in Jefferson County a single-parent with one child must work 124 hours at minimum wage a week to earn enough salary to be self-sufficient given costs of living. This translates into a salary of \$47,074 annually.

COMMUTING PATTERNS

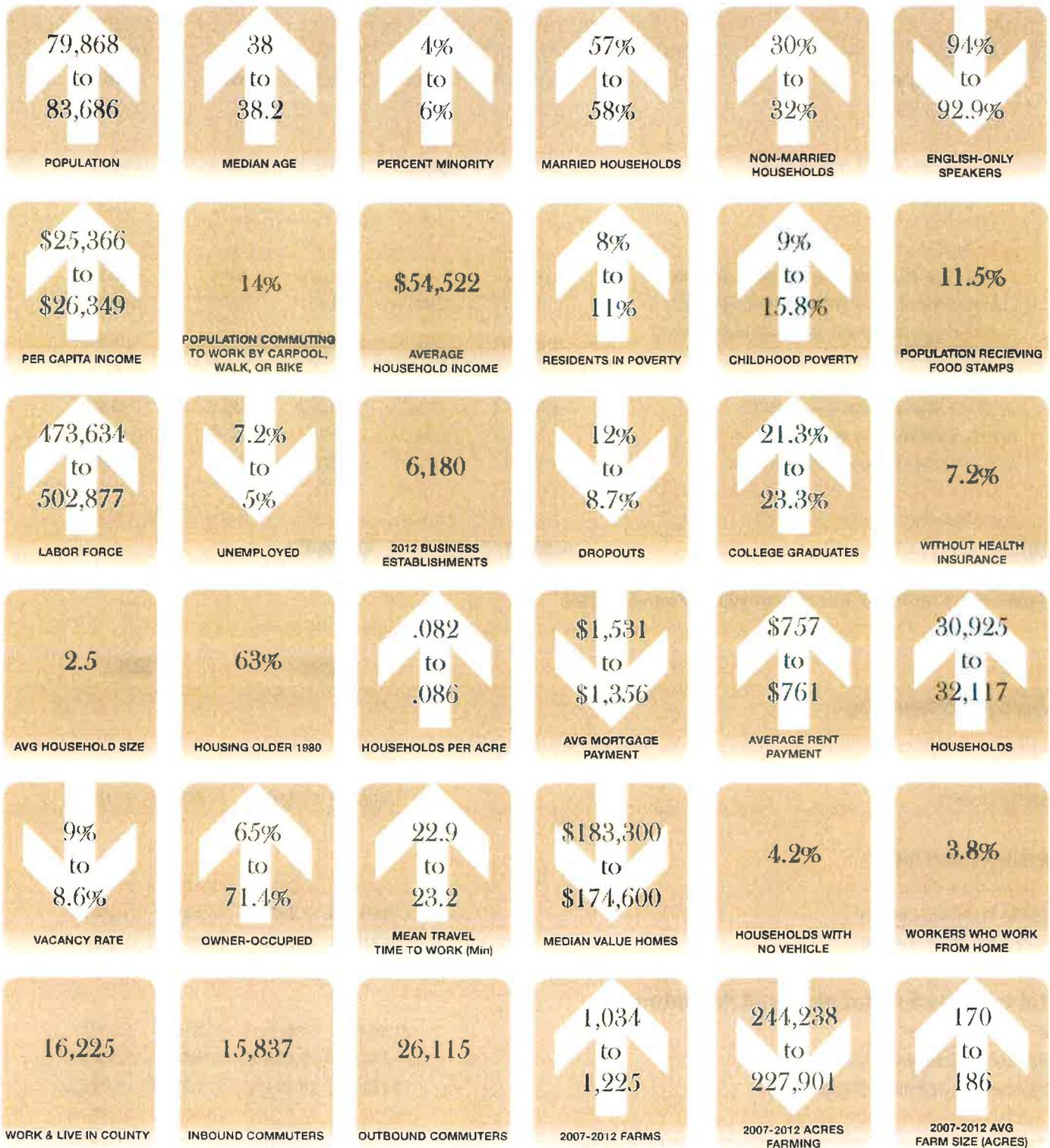
Jefferson County has a highly dynamic workforce that draws upon over 500,000 employees within 20 miles.

42,340 Jefferson County residents are in the work force (working anywhere). Of these, 16,225 residents work in the county and 26,115 of Jefferson County residents work outside the County.

In Jefferson County, the workforce is 32,062. Of these, 15,837 workers are imported from outside the County. See page 9 for more info.

Stats for Jefferson County Area

All data is for 2009 and 2014 and from the 5-Year ACS US Census unless otherwise noted.



Laborshed Employment Trends

Employment by Industry	2015 Count	2015 Share	2015 Percent	2009 Total	Difference from 2009 to 2015
Agriculture, Forestry, Fishing and Hunting	2,886	0.6%	2,503	0.5%	0.05%
Mining, Quarrying, and Oil and Gas Extraction	394	0.1%	413	0.1%	-0.01%
Utilities	2,388	0.5%	2,281	0.5%	-0.01%
Construction	21,200	4.2%	21,243	4.5%	-0.27%
Manufacturing	80,864	16.1%	75,792	16.0%	0.08%
Wholesale Trade	26,516	5.3%	25,080	5.3%	-0.02%
Retail Trade	51,446	10.2%	50,970	10.8%	-0.53%
Transportation and Warehousing	15,272	3.0%	14,885	3.1%	-0.11%
Information	11,671	2.3%	10,806	2.3%	0.04%
Finance and Insurance	22,711	4.5%	25,340	5.4%	-0.83%
Real Estate and Rental and Leasing	5,290	1.1%	5,161	1.1%	-0.04%
Professional, Scientific, and Technical Services	23,522	4.7%	21,555	4.6%	0.13%
Management of Companies and Enterprises	11,587	2.3%	8,151	1.7%	0.58%
Administration & Support, Waste Management and Remediation	26,084	5.2%	19,333	4.1%	1.11%
Educational Services	43,813	8.7%	43,094	9.1%	-0.39%
Health Care and Social Assistance	68,914	13.7%	61,989	13.1%	0.62%
Arts, Entertainment, and Recreation	7,797	1.6%	7,117	1.5%	0.05%
Accommodation and Food Services	39,071	7.8%	36,591	7.7%	0.04%
Other Services (excluding Public Administration)	16,455	3.3%	16,197	3.4%	-0.15%
Public Administration	24,996	5.0%	25,133	5.3%	-0.34%
Total	502,877		473,634		

Employment by Industry Source: OnTheMap, US Census. Laborshed pool defined by residents within 20 miles of Jefferson County. Industries in red indicate loss of employment share since 2009.

Jobs by Worker Age	2014		2009	
	Count	Share	Count	Share
Age 29 or younger	114,469	22.8%	114,149	24.1%
Age 30 to 54	275,319	54.7%	271,492	57.3%
Age 55 or older	113,089	22.5%	87,993	18.6%

Jobs by Earnings	2014		2009	
	Count	Share	Count	Share
\$1,250 per month or less	125,412	24.9%	129,055	27.2%
\$1,251 to \$3,333 per month	156,034	31.0%	163,433	34.5%
More than \$3,333 per month	221,431	44.0%	181,146	38.2%

Jobs by Worker Educational Attainment	2014		2009	
	Count	Share	Count	Share
Less than high school	31,904	6.3%	25,219	5.3%
High school or equivalent, no college	117,476	23.4%	107,804	22.8%
Some college or Associate degree	131,082	26.1%	121,738	25.7%
Bachelor's degree or advanced degree	107,946	21.5%	104,724	22.1%
Educational attainment not available (workers aged 29 or younger)	114,469	22.8%	114,149	24.1%

Employment by Industry Source: OnTheMap, US Census. Laborshed pool defined by residents within 20 miles of Jefferson County. Figures in red indicate loss of employment share since 2009.

Income and Living Wage Calculations

Hourly Wages

	1 Adult	1 Adult, 1 Child	1 Adult, 2 Children	1 Adult, 3 Children	2 Adults	2 Adults, 1 Child	2 Adults, 2 Children	2 Adults, 3 Children
Living Wage	\$9.97	\$22.63	\$29.13	\$38.12	\$8.32	\$12.42	\$15.92	\$19.38
Poverty Wage	\$5.00	\$7.00	\$9.00	\$11.00	\$3.00	\$4.00	\$5.00	\$6.00
Minimum Wage	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25

MIT Living Wage Source: 2015 MIT Living Wage Study. The living wage shown is the hourly rate that an individual must earn to support their family, if they are the sole provider and are working full-time (2,080 hours per year). The state minimum wage is the same for all individuals, regardless of how many dependents they may have. The poverty rate is typically quoted as gross annual income. It has been converted it to an hourly wage for the sake of comparison. Wages that are less than the living wage are shown

Monthly Expenses

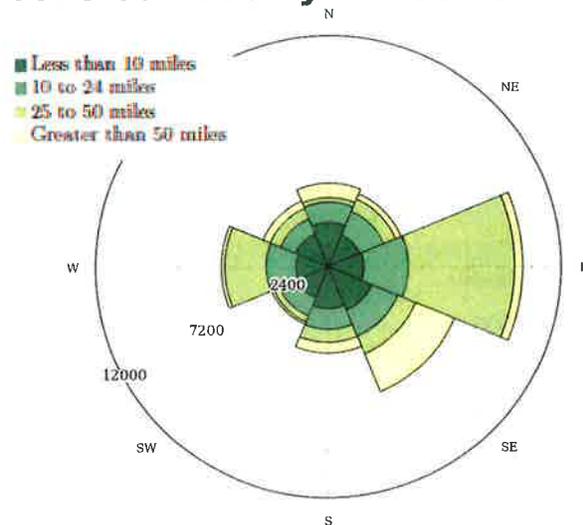
	1 Adult	1 Adult, 1 Child	1 Adult, 2 Children	1 Adult, 3 Children	2 Adults	2 Adults, 1 Child	2 Adults, 2 Children	2 Adults, 3 Children
Food	\$3,087	\$4,553	\$6,849	\$9,078	\$5,659	\$7,047	\$9,095	\$11,068
Child Care	\$0	\$8,284	\$16,108	\$23,932	\$0	\$8,284	\$16,108	\$23,932
Medical	\$2,231	\$5,727	\$5,516	\$5,580	\$4,542	\$5,516	\$5,580	\$5,547
Housing	\$5,664	\$9,528	\$9,528	\$12,852	\$7,260	\$9,528	\$9,528	\$12,852
Transportation	\$4,569	\$8,320	\$9,589	\$11,236	\$8,320	\$9,589	\$11,236	\$10,735
Other	\$2,127	\$3,699	\$4,046	\$4,891	\$3,699	\$4,046	\$4,891	\$4,569
Required annual income after taxes	\$17,678	\$40,111	\$51,636	\$67,569	\$29,480	\$44,010	\$56,438	\$68,703
Annual taxes	\$3,069	\$6,963	\$8,964	\$11,730	\$5,118	\$7,640	\$9,798	\$11,927
Required annual income before taxes	\$20,747	\$47,074	\$60,600	\$79,299	\$34,598	\$51,650	\$66,235	\$80,630
Working Hours Needed Per Week Per Adult at Minimum Wage	55	124	160	210	46	67	88	107

MIT Living Wage Source: 2015 MIT Living Wage Study. These figures show the individual expenses that went into the living wage estimate. Their values vary by family size, composition, and the current location.

Commuting Patterns

	Total Workforce	Commuter Inbound	Live & Work	Commuter Outbound
Cambridge	527	491	36	823
Fort Atkinson	8,429	6,075	2,354	4,390
Jefferson	3,800	3,002	798	3,408
Johnson Creek	2,147	2,025	122	1,606
Lake Mills	2,317	1,753	564	2,289
Waterloo	1,811	1,582	229	957
Whitewater	6,996	5,674	1,322	4,442
Watertown	9,622	6,028	3,594	7,823

Work Destination Direction for Jefferson County Residents



Household Income Source: OntheMap, US. Census. 2014 Data for area residents in workforce.

Source: OntheMap, US. Census. 2014 Data for Jefferson County Residents in Workforce.

Employment by Occupation

	Total	Male	Female	Typical Annual Salary
Management	3,978	64.9%	35.1%	\$87,490
Business and Financial Operations	1,323	35.5%	64.5%	\$56,640
Computer and Mathematical	752	74.6%	25.4%	\$67,320
Architecture and Engineering	618	90%	10%	\$64,660
Life, Physical and social Science	241	49.4%	50.6%	\$53,170
Community and Social Services	628	31.2%	68.8%	\$41,100
Legal	276	34.8%	65.2%	\$58,550
Education, Training and Library	2,189	25%	75%	\$44,540
Arts, Design, Entertainment, Sports and Media	582	40%	60%	\$39,990
Healthcare Practitioner and Technical	1,664	15.5%	84.5%	\$60,280
Healthcare Support	1,236	7.1%	92.9%	\$28,030
Protective Service	770	78.4%	21.6%	\$36,440
Food Preparation and Serving Related	2,473	33.8%	66.2%	\$18,590
Building and Grounds Cleaning and Maintenance	1,651	70%	30%	\$22,970
Personal Care and Services	1,396	19.1%	80.9%	\$21,560
Sales and Related	4,545	52.1%	47.9%	\$24,620
Office and Administrative Support	5,765	25.1%	74.9%	\$32,220
Farming, Fishing and Forestry	540	81.3%	18.7%	\$28,490
Construction and Extraction	1,888	97.9%	2.1%	\$46,820
Installation, Maintenance and Repair	1,624	95.1%	4.9%	\$42,000
Production	5,396	68.4%	31.6%	\$33,440
Transportation and Material Moving	3,223	83.9%	16.1%	\$30,130
Total	43,639	51.9%	48.1%	

Employment by Occupation Source: 2014 MIT Living Wage Study. Wages that are below the living wage for one adult supporting one child are marked in red.

Household Income

Less than \$10,000	1,399
\$10,000 to \$14,999	1,416
\$15,000 to \$24,999	3,003
\$25,000 to \$34,999	3,587
\$35,000 to \$49,999	5,113
\$50,000 to \$74,999	6,856
\$75,000 to \$99,999	4,636
\$100,000 to \$149,999	4,374
\$150,000 to \$199,999	1,115
\$200,000 or more	768
Median household income	\$54,522
Mean household income	\$67,041
Total Households	32,267

Cost of Living Comparison

Jefferson County	\$30,063	\$60,000
Dane County	\$32,297	\$64,458
Waukesha County	\$31,367	\$62,603
Dodge County	\$30,927	\$61,724
Walworth County	\$30,229	\$60,332
Rock County	\$30,714	\$61,289
Racine County	\$31,282	\$62,422
Milwaukee County	\$32,504	\$64,871
Winnebago County, Illinois	\$31,408	\$62,685
Cook County, Illinois	\$35,525	\$70,901

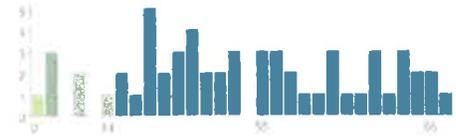
Household Income Source: RelocationEssentials.com. According to 2014 ACS 5-Yr Estimates, Median Non-Family Income for Jefferson County - \$30,063.

Household Income Source: 2014 5-Year ACS US Census. Numbers in red indicate households, depending on household size, that may be in danger of being at or below self-sufficiency threshold.

Average Household Costs on Housing and Transportation



H+T Costs % Income: 56%
 Housing: 29% Transportation: 26%



Cost Range	Population	% of Population
< 24%	0	0%
24 - 36%	0	0%
36 - 45%	6,398	7.6%
45 - 54%	31,298	37.3%
54 - 66%	36,501	43.6%
66 - 78%	9,688	11.5%
78 - 87%	0	0%
87% +	0	0%
Total	83,985	100%

Source: Center for Neighborhood Technology. Generally speaking it is recommended for households to spend less than 30% of their income on housing and no more than 45% combined on housing and transportation.

COST OF LIVING

It is more affordable to live in Jefferson County than any other surrounding county. There is also a significantly lower cost of living than in Madison, Milwaukee, Rockford, Janesville, and Chicago.

H&T EXPENSES

Generally speaking it is recommended for households to spend less than 30% of their income on housing and no more than 45% combined on housing and transportation.

The area average is 56%. Several areas within the County exceed this threshold (see above).





2015 -
2016

A YEAR OF TRANSITION

The Jefferson County Economic Development Consortium (JCEDC), including the member communities of Cambridge, Fort Atkinson, Jefferson, Johnson Creek, Lake Mills, Waterloo, Watertown, and Whitewater, was founded more than a decade ago to proactively drive area economic growth. The JCEDC provides direct services to businesses in the areas of alternative business finance, location consulting, workforce recruitment, expansion and investment decision-making, and beyond.

Announcing the 2017-2021 5-Year Strategic Plan & Capital Campaign

The JCEDC is embarking on the area's first capital campaign to engage the region's private sector in collaborative economic development work. In conjunction, local leadership is also developing a 5-year economic development strategic initiative for 2017-2021. Together, this effort aims to increase economic development responsiveness; improve visibility of the area statewide, regionally, and globally; and align area communities, businesses, and economic development partners with the impactful work of the 5-year work program.

A feasibility study for the capital campaign is being completed this month to determine both the scope of the campaign fundraising goal as well as to refine the strategic initiative draft plan based on the feedback of area community and business leaders. The campaign, to be executed in the second half of the year, will focus on raising funds for economic development programming. Programming will include job fairs, workshops and seminars, and a host of other economic development activities designed to promote business retention and attraction. For more information on the new strategic initiative visit <http://jcedc.net/resources/strategicinitiative.php>.

Genevieve Coady, JCEDC Executive Director, said, "Businesses don't stop functioning at the municipal or county boundaries; this new model for economic development is a model for business - not for government. Our job is to best support businesses with their challenges and opportunities, and I believe this newly merged organization and the strategic plan will empower us to do just that."

OUTDOOR RECREATION OPPORTUNITY



Exploring Launch of Tourism and Economic Development Brand and Growth Focus

The Glacial Heritage Development Partnership, a newly-formed public-private nonprofit, believes the Jefferson County area is and should be viewed as the outdoor recreation epicenter of the Midwest – the premiere tourist destination and economic hub for outdoor recreation in the greater region. For to Chicago, Rockford, Janesville/Beloit, Madison, and Milwaukee the Glacial Heritage Area is the closest rural outdoor recreation hub that has a collection of charming smaller communities to explore. The Rock River, a nationally-designated water trail, snakes through the entire region and is a focal point for outdoor activity and to the small towns in the area. Jefferson County is also home to the international headquarters of Trek Bicycle.

Accordingly, GHDP has included in the Initiative a variety of strategies and tactics designed to strengthen the area's outdoor recreation offerings, capitalize on these by attracting and retaining talent predisposed to locate near such opportunities, and nurture the area's tourism and outdoor recreation manufacturing economic sectors. GHDP believes that our strategic economic location plus the high quality of life that comes with outdoor recreation opportunities can and will add up to a niche economic and tourism brand that will resonate regionally and nationally to strong economic effect and an improved quality of life for all businesses and residents alike.

The Launch of the Glacial Heritage Development Partnership (GHDP)

Along with the launch of the strategic initiative is to form a newly-developed partner nonprofit organization, to be named the Glacial Heritage Development Partnership (GHDP). This organization will be led jointly by area public and private-sector leadership and JCEDC staff. The leadership of the partner organization will oversee the implementation of the plan's programming. With the economy recovery gaining momentum, each community in the area has a different economic focus; this new model aims to provide more extensive specialized support to area public and private leaders with expanded staff, programming, and resources. This expansion of capabilities to the area's communities will include a range of new initiatives under the 5-year work program including an area-wide manufacturing council, an entrepreneurship council, an extensive branding/marketing campaign, increased workforce assistance and programming, a renewed focus on logistics development, and targeted industrial and retail sector growth.

Matt Trebatoski, City Manager of Fort Atkinson, said, "Fort Atkinson has placed increased focus on strategic economic development work through a partnership of the Chamber, the Fort Industrial Development Corporation, and the JCEDC. There is more than enough work to be done, and we welcome the increased support from this new model. To be truly effective at assisting our businesses it is imperative that we elevate our business retention, business attraction, and small business support."

The organization will be funded by both the public and private sectors through the capital campaign. Currently, JCEDC member communities in Jefferson County pay a per-resident fee. Member communities include Cambridge, Fort Atkinson, Jefferson, Johnson Creek, Lake Mills, Waterloo, Watertown, and Whitewater.

James Schroeder, Chairman of the Jefferson County Board of

Supervisors, said, "Jefferson County has one of the only publically-funded area-wide economic development organizations in the Midwest. The creation of a true public-private economic partnership and supporting strategic plan for our area will not only emulate best practices but, more importantly, give the private sector a leadership role in the health of our area's economy."

JCEDC Merger with Watertown Economic Development Organization (WEDO)

Alongside this process the JCEDC and Watertown Economic Development Organization (WEDO) have also formally announcing a merger of the two organizations under the auspices of the JCEDC. Leadership from both organizations have been in discussions since late 2015 about how to better work together on economic development initiatives in Watertown and the greater Jefferson County area. Both organizations approved the merger this spring.

"The development of this new model and the merger holds much promise for the City of Watertown as well as the greater area. Having WEDO merge with the JCEDC is a smart move that helps both organizations towards long-term sustainability and while providing better value for our businesses," noted Watertown Mayor John David and Board Chair of the JCEDC. "When companies look at expansion or relocation they look at an entire customer base, laborshed, and supply chain of an area – the steps area economic development leadership is set to take in 2016 positions Watertown and our area to be more relevant in the economic development arena."

"Economic development is an increasingly competitive field. Our area alone is experiencing a significant number of layoffs – but is set to grow our workforce by nearly 1,000 jobs. Our economy is evolving and our organizational model needs to evolve with it. Alignment is critical for local economic partners to be as effective as possible," said Jefferson County Administrator Benjamin Wehmeier.

The newly merged organization will eliminate duplication of efforts and align resources to effectively manage and implement the work program of the 5-year strategic plan. Since both organizations are currently operating with minimal staff and budgets, it is difficult for each to work on the breadth of economic development projects. The merger will allow for a broader scope of work and cover more sectors of economic development in the area. For Watertown, it will also increase efficiencies, as most of the businesses currently served by the organization operate area wide.

Julie Olver, WEDO Marketing Manager, will join the JCEDC staff in June as the area's new marketing manager and Kim Erdmann, Director of WEDO, will be joining the JCEDC as the Associate Director of Business Development in January of 2017.

"Watertown businesses aren't confined to jurisdictional boundaries," notes Matthew Mauthé, WEDO Board President and CEO of Marquardt Village in Watertown. "As businesses expand beyond Watertown, whether it's through their supply chain, workforce, customer bases, or additional facilities such as Marquardt Village, the new organization will be able to assist them more effectively and efficiently. More resources and staff will be directly available and on-call to our companies under this new model; the work program of the 5-year plan will cover more of the spectrum of economic development work we need to focus on in Watertown."

Kim Erdmann, WEDO Executive Director, said "Ultimately our area operates as one economy sandwiched in between major metros; there is a unique opportunity at hand to reinvent how we support our area's economy. This merger will enable us to take economic development to the next level – not only for Watertown and its businesses but for all of the businesses in the area. Our plan is to provide more strategic assistance to a greater number of companies in the area."

BUILDING TOURISM AND ECONOMIC DEVELOPMENT PARTNERSHIPS WITH DODGE COUNTY

Exploring Formal Collaborations with the GHDP Strategic Initiative

The JCEDC is exploring formal partnerships with Dodge County for their area to join the public-private coalition supporting the GHDP Strategic Initiative. Under the different scenarios being explored the work of the strategic plan and its benefits would extend to Dodge County through networking, programming, and marketing for economic development, community development, and tourism. The partnership is intended to provide an initial opportunity for the Dodge County leadership to explore a formal collaboration with the work of GHDP for the term of 2017-2021. If the partnership is successful, either during the term or at its close, the partnership could be expanded through a number of avenues.

Developing a formal partnership with Dodge County would aim to have the GHDP Strategic Initiative and JCEDC staff supplement, not supplant, the work of existing Dodge County and its community's staff (including any existing staff charged with working on economic development, community development, and/or tourism. For communities without existing dedicated staff focused on economic development, community development, our tourism, the JCEDC staff would serve as the lead support. For communities with dedicated staff in these areas the JCEDC staff would serve as background/secondary support in these areas. Some of the key areas where the JCEDC staff has served well in providing secondary support for these types of communities in Jefferson County are:

- Developing marketing materials for business attraction
- Doing research analysis for request for information for site selectors
- Doing research analysis (i.e. targeted retail market analysis, competitive analysis for business parks, demographic research for business requests, etc.)
- Providing grantwriting assistance for economic development grant applications
- Extending beyond a community's borders the networks needed to support local community and business leaders on a variety of topics (i.e. customer bases, supply chains, workforce needs, etc.)
- Extend reach of a community's brand awareness



NEW

2016 AREA JOB FAIR

A total of nearly 135,000 online impressions were achieved through job fair marketing activities.

FORGING NEW WORKFORCE PARTNERSHIPS

The Jefferson County Area's workforce is in flux with the recent announcements from Tyson and several other companies totalling nearly 1,000 in layoffs and closures for dislocated workers. In addition, surveying area employers is indicating around 1,000 jobs are being added to the area's workforce in the coming year.

In response, the JCEDC and area workforce partners hosted a regional job fair on May 11th, 2016 for area employers hiring this year and for workers seeking internships, apprenticeships, entry-level, and professional-grade positions.

The morning of area-wide job fair focus ed on high school students looking for part-time/seasonal, apprenticeships, and career-path opportunities as well as veterans. All high schools in area were invited to attend. The remainder of the day was open to the general public.

Statistics from the Fair

- Over 200 companies were invited to participate in the fair
- XX job seekers attended
- 50 area employers and workforce partners hosted booths at the fair - full capacity
- 31,000 emails were sent out to job seekers from the Department of Workforce Development
- 2,249 website hits resulted from job fair marketing activities
- 34,952 people/impressions were reached through organic and paid Facebook engagements for the fair
- 97,476 LinkedIn impressions were achieved from job fair marketing activities
- 8 print ads ran in local papers
- Staff promoted event on 9:40 WFAW's Morning Magazine
- Area Chamber and Community partners assisted with posting the job fair on their websites, social media, and sending out e-blasts to area employers and job-seekers
- 200 flyers were posted around the area on community boards





AVAILABLE BUSINESS PARK PROPERTY

Park Name	Community	Acreage	Land Use	Rail Access	Park Type	Acres Available	Developed Land?	Contact	Contact Number	Contiguous Acres	City Owned	TIF District	Minimum Lot Size
Crossroads Business Park	Cambridge	248	Agricultural	No	Mixed Use Business Park	35	Some	Ulrich, Judy-Korth	608-423-3712	35	No		
Robert F Klement Business Park	Fort Atkinson	203	Industrial	No	Industrial	88	Yes	Vivian Barcas	262-818-5660	33	Yes	6	2
North Industrial Park	Jenison	227	Heavy Industrial	Yes	Industrial	13	Some	Tom Fietz	420-674-7700	5	Yes	2	2
North Business Park	Johnson Creek	110	Mixed Use	No	Mixed Use Business Park	30	Yes	Joan Dystra	920-000-2200	30	Yes	3	0
Crossroads Business Park	Johnson Creek	37	Planned Business	No	Business Park	37	No	Rachel Schmidt	414-395-4691	37	No	3	2
North Industrial Area	Johnson Creek	71	Industrial	Yes	Industrial	60	Yes	Joan Dystra	920-699-2296	60	No	3	0
East Industrial Area	Johnson Creek	144	Mixed Use	No	Mixed Use Business Park	142	No	Joan Dystra	920-699-2296	144	No	2	0
Lake Mills Business Park	Lake Mills	448	Industrial	No	Industrial	68	Yes	Lang Group	866-653-2198	26	Yes	2, 3	2
Waldo Business Park	Waldo	38	Industrial	No	Industrial	15	Yes	Lary Wald	920-478-2711	15	No	3	1
Sheehy Industrial Park	Waldo	152	Industrial	Yes	Industrial	152	No	John Sheehy	920-202-5086	152	No		
Westside Business Park	Walesboro	116	Industrial	No	Business	63	Yes	Ken Luhn	920-302-8833	30	Yes	4	
University Technology Park	Whitewater	86	Tech Park	No	Technology Park	80	Yes	Pat Cannon	262-473-0148	80	Yes	4	1
Whitewater Business Park	Whitewater	318	Industrial	No	Business Industrial Park	92	Yes	Pat Cannon	262-473-0148	42	Yes	4	1

BUSINESS SUCCESS

Create-A-Pack Foods

Create-A-Pack Foods of Ixonia will be adding more than 100,000 square-foot expansion. The company, which performs contract manufacturing for both dry and liquid foods, will be \$5M investment and includes 15,000 square feet of office space, 19,000 square feet of production space and 77,000 square feet of warehousing space.

Trek Bicycle Distribution

TREK Bicycle Corporation opened their doors to a new Wisconsin Distribution Center in November of 2015 in Johnson Creek, Wisconsin. The Johnson Creek site was chosen based on its convenient location to I-94 and State Highway 26. The \$7M, 300,000 square-foot building provides distribution of bicycles and parts to TREK dealers throughout the World. The state of the art pre-cast concrete building was completed in less than twelve months on the 17 acre site.

Johnsonville Sausage

After a severe fire heavily damaged their facility in Watertown, Johnsonville Sausage announced the purchase of the recently-closed Multi-Color Corporation building in Watertown. The 63,000 square foot industrial building is being remodeled. Since the fire, Johnsonville has been paying its employees full wages, and their workforce has been in training and volunteering at local organizations. With the new facility about 120 employees will grow by about 30 in the near future.

Fisher Barton Tech Center

In September of 2015, Fisher Barton opened its state-of-the-art Technology Center in Watertown, the company's third location in the community. The company renovated and restored the aging Village Blacksmith building and created the Technology Center. The multimillion dollar renovation preserves the history of the building while allowing the company to further devote itself to innovation and process development.

Confectionery Manufacturing

The Johnson Creek Board of Trustees approved a site plan of a yet-to-be named 200,000 square-foot confectionery and snack-food processing facility. The \$12M building will be located on 28 acres near the new Trek Bicycle Corp's distribution center. The site plan includes space for two future additions of 105,000 square feet and 173,000 square feet.

Clasen Quality Coatings

Clasen manufactures confectionery coatings and fillings for a variety of products and in 2015 began exploring expansions of their facility in Watertown. The construction would include 20 stalls of parking, four additional docks, an addition of an overhead door, a warehouse, two silo tanks, and additional trailer parking. This will be the company's third expansion in five years. In 2012, a 123,395 square-foot addition was built and again in 2013 with a 102,000 square-foot expansion.

BASO Gas Products

BASO Gas Products recently received approval from the City of Watertown for a new 75,000 square-foot facility. The new facility will provide needed updates to the office space required, provide better operating layout, and improve the exterior look of the building through landscaping. A planned future addition has also been proposed which would provide an additional 50,710 square-feet to the building area.

DP Electronic Recycling

The City of Whitewater has approved a developers agreement with DP Electronic Recycling in the Whitewater University Tech Park. The company is proposing building a 100,000 square-foot facility with a total value of \$8M. An estimated 90 new full-time positions will also be created as a part of this process. Their recycling process turned old electronic equipment glass into new tiling.

Jones Dairy Farm

Jones Dairy Farm announced in 2015 the purchase of the former McCain Foods facility for expansions of its product lines. When completed, the new space will provide over 155,000 square-feet of floor area for production. In addition, Jones Dairy opened the Jones Market facility facing the Glacial Heritage Trail in Fort Atkinson.

RateWatch

RateWatch, a Fort Atkinson company, moved into a recently renovated Creamery Building in downtown. With \$655,000 in "build-out", a 10-year lease is empowering the company to expand from 65 to an estimated 100 employees in the next year. RateWatch is a leading independent digital financial media company providing business and financial news, investing ideas and analysis to personal and institutional investors worldwide.

Glory Global Solutions

The City of Watertown has been supporting a 25,000 square-foot additional to Glory Global's warehouse on a 16-acre site. This addition will allow the company to centralize their operations and modernize the workspace.

Ball Corporation

Ball Corporation is undergoing a \$21 million renovation to "build for the future". This expansion will be to retool the entire plant and provide modernization. Recently Ball Corporation announced producing cans for New Glarus Brewery.

2015-
2016

Year in Review

An Overview of Key Economic Development Initiatives in the Jefferson County Area

Osteopathic Medical College

The following is a summary of the initiative to bring Wisconsin's third medical school to Jefferson, Wisconsin. It provides an update of the initiative from Jennifer Dekrey and Mark Lefebvre, the two consultants working to spearhead the initiative.

The Need

According to the Wisconsin Hospital Association in its 2011 report, 100 New Physicians a Year: An Imperative for Wisconsin, there is a significant shortage of doctors in our state. The greatest shortfall is in the area of Primary Care physicians. Despite the laudable efforts of the state's two existing medical schools, they have not and cannot produce enough Primary Care doctors to fill the current need, let alone the growing long-term need. The national shortage was underscored by a 2015 report prepared for the Association of American Medical Colleges, The Complexities of Physician Supply and Demand: Projections from 2013 to 2025. Another 2015 report, one by the University of Wisconsin School of Medicine and Public Health, Projection of Physician Supply and Demand in Wisconsin through 2025, underscores that current efforts are not going to be enough to solve this crisis (please note pages 67-69).

The Idea

Viewed by many nationally as "the historic

moment" when Primary Care providers are again becoming the leaders in how medicine is practiced and delivered, due to legislative and financial changes, an urgent demand has been created. In response, there are nearly twenty Osteopathic medical colleges, those graduating D.O.s, in various stages of development, while there are a limited number of new Allopathic medical schools, those graduating M.D.s, being created. The American Osteopathic Association reports on average that 60% of graduates of Osteopathic medical colleges choose to practice Primary Care. Supply meets demand.

The Uniqueness of Osteopathic Medicine

Graduates of Osteopathic Medical Schools and graduates of Allopathic Medical Schools are both fully qualified physicians licensed to perform the full spectrum of medical care. Yet, there is a difference. D.O.s practice a "whole person" approach to medicine. Furthermore, they are noted for their focus on preventive health care and addressing broad population health issues. D.O.s are trained to lead integrated health care teams that include professionals from other health care disciplines. Collaborative practice is at the heart of Osteopathic Medicine. D.O.s are noted for their communication skills, both with their fellow professionals and with patients, families and communities. Many medical educators view D.O.s as the best trained general practice physicians in the country.

An essential lesson that we have learned as we have traveled throughout Wisconsin and talked with hundreds of people is that our state may not need more doctors who are M.D.s, but Wisconsin does need more doctors who are D.O.s.

The Scope

The College of Osteopathic Medicine will be a best-in-class institution. Its creation will be driven by a funding consortium with a goal of \$125 million. The consortium model promotes a wide circle of partners ensuring immediate and ongoing philanthropy and support to sustain the college. Additionally, to support the completion of the students' education, a new model for funding medical residencies has been created. The first class, anticipated to be 160 students, should matriculate no later than 2018 or 2019.

Key Issues

There are a number of key issues identified by the state which the creation of this college will address: statewide and local economic development, statewide and local job creation, educating and retaining the "best and brightest," addressing an identified shortfall of physicians for Wisconsin and providing grassroots health care. The funding model, especially as it relates to the funding of residencies, supported and endowed at the community level, embodies a hometown belief in self-reliance.

Economic impact and job creation are key elements of the college. The Jefferson County Economic Development Consortium developed a Local and Statewide Economic Impact Analysis. As the College anticipates placing graduates in every county in the state, the aggregate impact is significant.

Brownfield Initiative

Jefferson County was awarded a \$200,000 grant from the Environmental Protection Agency to develop an area-wide brownfield site inventory and to assess a number of existing brownfield properties known to have hazardous substances. Work has centered

around the following two tasks to-date.

Task 1: Brownfields Inventory and Prioritization

Consultant undertook, in conjunction with the JCEDC, a community-wide inventory of existing and potential brownfield properties located throughout the County. The brownfield inventory is being managed using a Geographic Information System (GIS) database. In an effort to prevent brownfields, the GIS will also be used to track "at risk" properties that could become brownfields if there is a change in condition, such as vacancy.

Task 2: Phase I Environmental Site Assessments (ESAs)

SCS Engineering is conducting two Phase I ESAs. Two sites (one in Waterloo and Johnson Creek a piece) were nominated for Phase I ESA assessments through the brownfields program have received formal qualification from the EPA. SCS is conducting the Phase I ESAs.

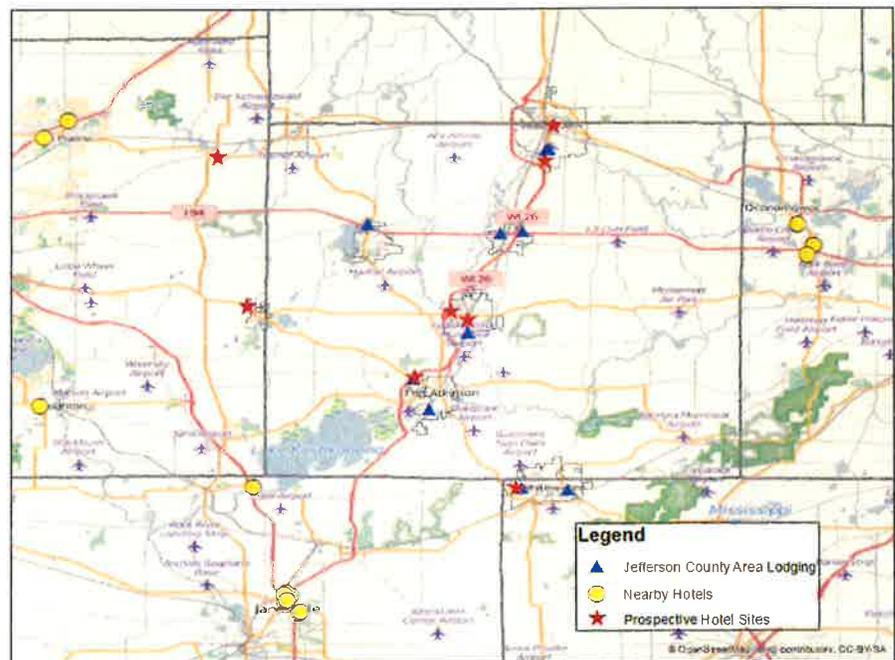
Hotel & Event Space Demand Analysis

The JCEDC is in the process of finalizing a hotel and event space demand analysis for the area. This

study aims to outline the demand for hotels in the Jefferson County area as well as for event space as well. Several developers are looking at numerous communities in the area for growth in both hotel space and event space. It is the hope of the JCEDC this report will aid with the development of the tourism industry in the area. The report will be completed in the spring of 2016. See below for a graphic from the report.

Waterloo Strategic Action Plan

The JCEDC has supported Waterloo in developing an community economic development strategic action plan. This document, currently being finalized, will serve as a road-map for Waterloo outlining a set of innovative economic strategies for Waterloo to follow in the coming years. Focus ranges from downtown and retail redevelopment to industrial growth to supporting infrastructure and community development needs. JCEDC staff assisted with the development of an RFP for consulting services to lead the initiative, aided in group facilitation in prioritizing strategies and action items, and assisted with finalizing the initiative and plan draft.



HOMEBUYER ASSISTANCE

Homebuyer Education

The JCEDC continues to partner with the Home Consortium and the Wisconsin Partnership of Housing to provide homebuyer education for down-payment assistance. Since JCEDC took over the counseling program in 2011, staff have now counseled 328 families which totaled 803 family members.

Assisting homebuyers contributes to workforce stabilization and enhances the property tax base. This translated into 44 home purchases in 2015, with a total sales value of \$4,081,450.

In 2015, JCEDC counseled 86 families, comprised of 200 family members for home ownership. Not all families are ready to purchase a home once they have completed their education; some will continue their counseling to work on their credit worthiness with hopes to purchase a home in the near future. Of those 86 families counseled 44 were able to purchase their first home which had an average purchase price of \$92,760.23 reflecting affordable housing in Jefferson County. While all families counseled are not able to use the grants, those that did were able to use \$233,850 of state and federal grant funds in Jefferson County.



Rehab Programs

Jefferson County continues to partner with the Home Consortium to provide both a Pre-Purchase Rehab Loan Program and also a Post Purchase Rehab Loan Program to families in Jefferson County that need to make repairs to their home and are at the 80% of county median income. These programs offer a loan of up to \$15,000 at 0% interest with no monthly payments. The loan is paid in full when the property owner sells the home.

The pre-purchase loan is used to pay for things that fail on the code inspection thereby preventing the family from using the down payment funds offered by the county to purchase the home. In 2015, we were able to assist 11 families using the Pre-Purchase Rehab Loan Program with \$160,225 to make the code repairs so they would be able to purchase their first home using the down payment assistance programs offered in Jefferson County.

In, 2015 the Post Purchase Loan Program was able to help 1 family with a loan of \$9,852 to make needed repairs to their home.

Jefferson County is also a member of the Southern Housing Region CDBG program along with 9 other counties to offer a Post Purchase Rehab Program. This program also offers a loan up to 115% of loan to value at 0% interest with no monthly payments. The loan is paid in full when the property owner sells the home. Since the program was started in 2014 Jefferson County has been able to offer loans to 10 families with a total loan amount of \$316,345.00 to make the needed repairs to their homes.

Fort Atkinson CDI Grant Application

The JCEDC provided grant writing support to Fort Atkinson in a \$250,000 WEDC Community Development Investment grant for the renovation of 201 North Main Street in Fort Atkinson (known as the Creamery Building). Local leaders expect to hear word on the status of the award in the spring of 2016.

The grant application outlined the goal of developing additional retail,

restaurant, office, and brewery space in what is locally known as the Creamery Building Complex in the heart of Fort Atkinson, Wisconsin. Specifically, the CDI grant funds would assist in the renovation of a combined 38,000 square feet of space consisting of the second and third floors of the complex and build out of a section known as the North Building - all adjacent to the Glacial Heritage Trail on the west side of the building. The \$250,000 would leverage over \$1M in private direct investment in the redevelopment of this complex. These additional preliminary build-outs are critical to prepare the spaces for tenant attraction and ultimately full activation use of this highly demanded space in downtown Fort Atkinson. This grant project is an important part of a larger \$5M redevelopment program for the site the City of Fort Atkinson is partnering on with the current site owners and developers, Badger 47, LLC.

In 2015, JCEDC counseled 86 families, comprised of 200 family members for home ownership. 44 families purchased first homes with an average price of \$92,760 and represented \$233,850 of state and federal grant funds brought into Jefferson County.

Matt Trebatoski, Fort Atkinson City Manager, said, "the redevelopment of this key site will be catalytic for not only downtown Fort Atkinson but for the region's economy overall. The amount of premiere office, restaurant, brewery, and retail space in the facility will truly create an anchor for downtown for several hundred employees supporting downtown vitality."

The buildings renovations began in 2015, when \$300,000 in revolving

loan fund (RLF) assistance (a low-interest loan program) was awarded by the City of Fort Atkinson to building owners to renovate office space for RateWatch – a local company that was able to be retained in the area and moved in the complex in January of 2016 under a 10-year lease. RateWatch, is a leading independent digital financial media company providing business and financial news, investing ideas, and analysis to personal and institutional investors worldwide and has plans to expand from 65 employees to around 100 over the course of the next year.

Strategic Business Park Growth through Competitive Analysis & Targeted Marketing

Strategic communities are cohesive -- continuously innovating and measuring progress. They are transparent in their messaging and work as powerful engines of business while being both socially and environmentally healthy for its residents. The City of Fort Atkinson, Fort Industrial Development Corporation, and the Fort Atkinson Chamber's prior work have positioned the community's industrial corridors for prime economic development – the backbone for the area having a truly vibrant quality of life.

JCEDC aims to empower the Fort Atkinson business park to do more strategic, intelligent development by utilizing competitive market analysis data for business park growth. Some of the most significant benefits of this initiative include:

- Quicker access to targeted data for marketing key properties
- Enhanced ability to help businesses grow with market, consumer, and demographic data
- Better marketing capabilities for available properties within Fort's business parks

Once completed, this approach will be able to be similarly implemented in other communities in the area.

CDA: Renewed Focus on Development in Watertown

Activating the development function of

the Community Development Authority (CDA) for the City of Watertown turns the page for the organization and for the City of Watertown. It establishes an avenue through which redevelopment and economic development activity can flow. Since the CDA has many powers necessary for development and redevelopment implementation, equipping the organization with the proper structure, staff and accompanying skill sets will allow the CDA to operate as an approving body, with the ability to literally change the landscape and economy throughout the City. A renewed redevelopment focus has been approved by the CDA board and is in the process of being implemented this year.

Jefferson County Area Business Alliance

The Jefferson County Economic Development Consortium is launching the area's first area-wide business alliance – a formal partnership between the JCEDC, Chambers of Commerce, Main Street downtown revitalization programs, and key local development organizations. This collaboration will be known as the Jefferson County Area-wide Business Alliance (or JCABA) and include increased direct support of business establishments within the general area of Jefferson County.

The JCABA aims to empower local economic development partners in the area to work together on providing additional value and support to businesses. The JCABA will supplement work of community business organizations by offering occasional area-wide programming and networking opportunities for businesses. It is the hope this collaboration will empower business leaders to share mutual interests, challenges, and opportunities in a more regional approach while providing additional continuing education programming that is only possible at an area-wide scale as opposed to being offered only at a community level. By working together our organizations can provide higher-caliber (supplemental) support for area businesses than we could by working solely on direct business engagement each on our own.

HOMEBUYER ASSISTANCE



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Benefits to Area Businesses

- Network with existing and expanded supply chain partners
- Develop strategic business partnerships
- Identify and expand customer bases
- Participate in continuing education seminars for both business executives and employees
- Learn about area-wide economic development trends and programming opportunities
- Increase capacity of corporate volunteerism
- Participate in an area-wide manufacturing council
- Grow future business leaders through an area-wide entrepreneurship organization
- Engage area leaders in the labor shed where employees reside

Benefits to Local Economic Development Partners

- Maintain relationships with business executives
- Work with partners to develop targeted economic development programming
- Newly engage area businesses
- Provide additional value for existing businesses with programming and networking opportunities
- Participate in supplemental business engagement support with an area-wide business retention interview program
- Marketing of own organization through co-sponsorships of area-wide JCABA events
- Engage industry to a higher degree by supporting a JCABA manufacturing council
- Grow future business leaders through an area-wide entrepreneurship organization/group
- Co-sponsor events including continuing ed seminars, quarterly JCABA networking events, and an annual State of the JCABA's Economy event
- Co-manage business & community leader contact database

Key Programming of JCABA

- Continuing education seminar series for business leaders and employees on various business and economic development topics
- Quarterly networking sessions
- Business retention interview programs for both primary employers and retail/service sectors
- Area-wide manufacturing council



- Area-wide entrepreneurship group
- Area-wide co-sponsorship an online volunteer platform enabling corporate volunteerism opportunities
- Annual State of JCABA Economy - area-wide networking event

Regional Coordination and Comprehensive Planning

JCEDC supports coordination and collaboration to promote the region and the advantages of economic development cooperation. Staff worked with JCEDC partners to improve regional growth. Initiatives focused on building infrastructure, identifying economic assets, and growing community contacts. Staff specifically worked on compiling detailed information about the composition of the county and it's municipalities with such data as transportation infrastructure, business/industries parks, hospitals and school districts/ higher education and the natural resources. Doing so gives Jefferson County representation in the greater region and helps residents and community leaders alike prepare for the future growth of the area.

In 2015, staff continued to work with University of Wisconsin Extension on various activities. This included providing information to such organizations as the Inter-county Coordinating Committee (ICC) as well as attending and participating in selected meetings held by the ICC. Staff attended numerous community events and meetings and relaying information about the implementation

process and actions being taken.

JCEDC's active participation with regional economic development professionals such as MadREP (Madison regional economic development), M7 (Milwaukee region economic development), SEWRPC (Milwaukee regional planning), and CARPC (Madison regional planning) continued during the last year.

Developing a Comprehensive List of Marketable Industrial and Commercial Properties

The JCEDC continues to supply information to the LOIS and Locate in Wisconsin websites - sites that are made available to the public to search for commercial and industrial property and buildings available for lease or sale. These sites provide community data/information such as community profiles, key businesses, business sites, industrial parks, and buildings available.

Business Development

Within JCEDC's role as an information clearinghouse for economic development staff provides information to the business community. Staff regularly answers questions and responds to inquires to a variety of issues such as permits, local government issues, financing, educational programs, census and demographic information, and training assistance. In working with the business community requests for information and assistance on such topics as refinancing, employment related information requests and economic trends continue to dominate the inquiries.

Supporting Small Business Growth

The JCEDC remains committed to supporting the business community and maintaining a positive business climate. This includes developing and continuing programs which promote the "entrepreneurial spirit". Area staff and partners assist entrepreneurs with business plan fundamentals and

other technical business development concerns. JCEDC routinely works with the SBDC at U-W Whitewater to provide direction and resource for both product development and for business planning efforts. This includes working with the Innovation Center at University of Whitewater to assist businesses obtain market research and guidance for product development.

CDQB Economic Development Assistance

The JCEDC is the administrator of a program known as the Community Development Block Grants-Economic Development (CDBG-ED) for Jefferson County. The loan funds come from repayments from grants initially released to assist businesses located in Jefferson County. The repayments act as a funding source for the Jefferson County Revolving Loan Fund (RLF) which is then available to businesses with their job creation activities for such activities as start-up or expansion projects. As each loan is repaid, the Jefferson County RLF program balance replenishes and is then available to lend to other businesses in Jefferson County.

Staff continue to market the program and provide assistance for local business on potential lending assistance. The revolving loan fund balance as of May, 2016 was \$531,487.71 which reflects interest and principal payments received during the calendar year.

Communications and Marketing

The JCEDC continues its effort to market the many benefits and advantages of Jefferson County to businesses interested in expanding, to entrepreneurs anticipating a startup of a new business, and to those companies considering whether to locate, expand or relocate to Jefferson County.

JCEDC's philosophy includes utilizing its website to help "make connections and give direction "for those seeking information. In the last year staff strived to keep an up-to-date, dynamic

interface to the website. The JCEDC increased website hits to jcedc.net nearly 300% in the last year, increasing users from 2,412 to 9,825. Page views doubled and users tripled.

Tourism is a solid driver of economic development in the Jefferson County area. The JCEDC responds to requests for tourism information refers inquiries to various other organizations for further assistance, such as local municipalities, chambers of commerce, county parks and recreation departments.

Staff routinely provide press information for the local news media. This has included information on programs as well as various workshops and activities that JCEDC has hosted, participated in and/or sponsored. Additionally, JCEDC utilizes the print media in advertising such activities as the Home Consortium rehabilitation program and the down payer's assistance program and also the Southern Housing Region Consortia Home Rehab programs.

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2016 Area Manufacturing Council Launch

In June of 2016, the JCEDC will be launching an area manufacturing council for area manufacturing executives. This event will host area manufacturing experts in a panel discussion outlining resources available to area executives. Panelists include Paul Jadin from MadREP, Pat Schramm of the Workforce Development Board of South Central Wisconsin, and Andy Broderick of the Wisconsin Manufacturing Extension Partnership. Executives will be invited

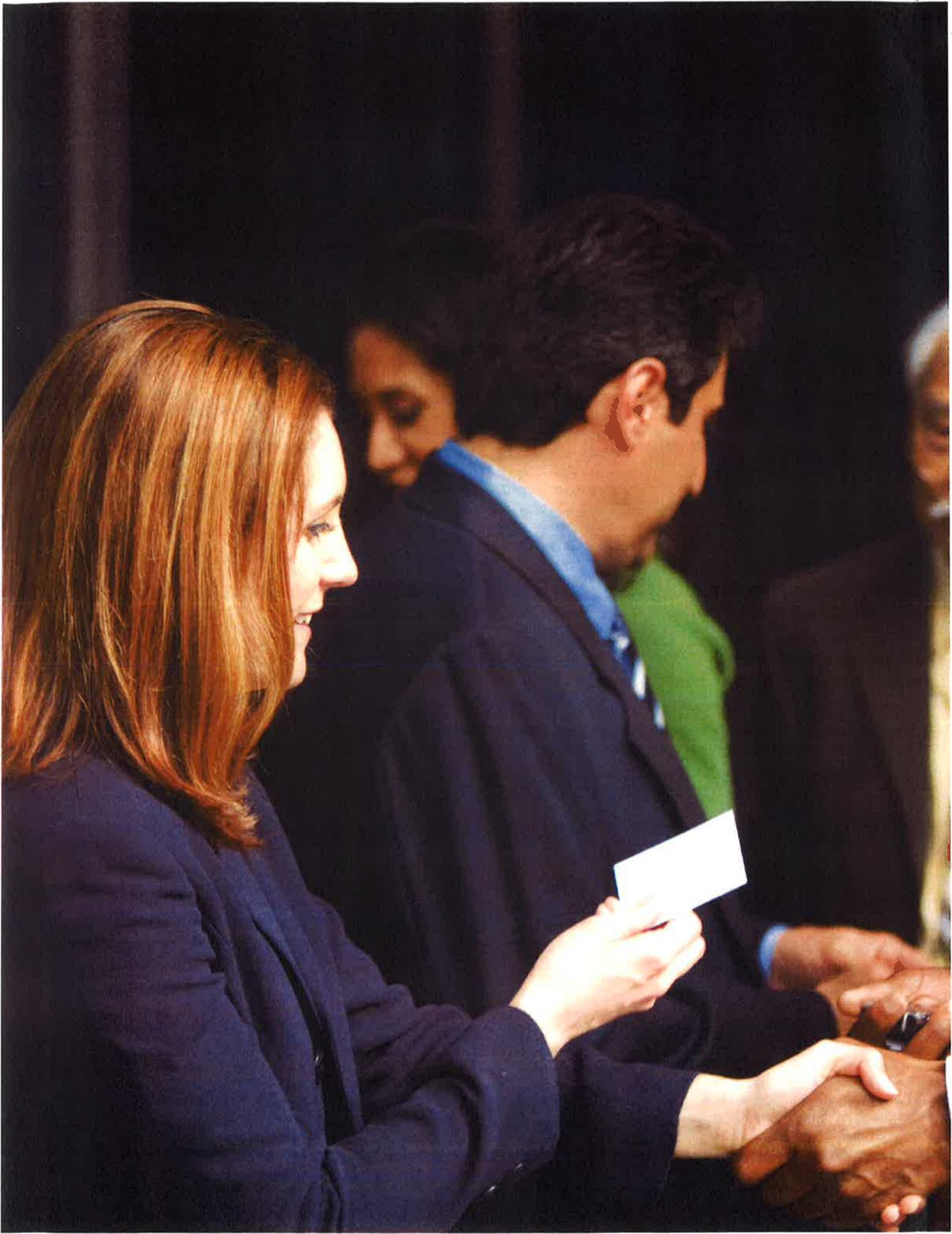
to join a manufacturing-focused CEO roundtable and to help prioritize manufacturing-focused "lunch and learn" events with topics specifically aimed at better informing and supporting area industry leaders.

Evolving Workforce

In addition to the 2016 area job fair, the JCEDC continued its strong working relationship with the Workforce Development Board of South Central Wisconsin (WDBSCW) and the Department of Workforce Development.

WDBSCW has authorized JCEDC to access and disseminate information utilizing Strategic Advantage software (economic modeling software). JCEDC's use of this software helps staff provide an economic impact model designed to provide a quantifiable and economically sound method for determining relative impacts of proposed or impending changes to our regional economy. As such, the software is not only an essential tool for guiding economic development, but is also invaluable in justifying the decisions made in respect to a specific project. Staff routinely provided economic modeling information to various communities, businesses, leaders and agencies. JCEDC frequently utilizes this resource for research, site review and potential projects.

Our department collaborates with the University of Wisconsin-Extension, University of Wisconsin Whitewater and Madison College, in an effort to bring information and programs to residents and the workforce of Jefferson County. Madison College typically has a representative attending the JCEDC monthly board meeting as an ex-official member. This allows the Board to receive current information and trends data to guide the decisions it makes. JCEDC staff informs business on various programs which they can utilize to enhance the skill sets of their workforce. Staff also receives request from businesses about training and options available to assist them in job retention.





2016-
2017

LOOKING AHEAD: INCREASING IMPACT

For the last several years, the JCEDC has conducted a national review of economic development, community development, and tourism best practices and considered how it might take the organization and its impact to the next level. Why? Because these sectors today are highly competitive, with competitor communities and regions pursuing new jobs, investment, and brand awareness through aggressive tactics to attract new businesses, retain / expand their existing companies, and grow new companies from the ground up. Many communities—both larger and smaller than the Jefferson County area—have launched ambitious multi-year programs to gain a competitive advantage and ensure they are on the winning side of the continuing economic rebound and beyond.

JCEDC leadership has concluded that the right approach is for the public sector to partner with and engage the private sector in developing, funding and implementing a dynamic new strategic initiative for economic development, community development, and tourism.

As mentioned on page 14, the JCEDC is creating a public-private nonprofit organization, the "Glacial Heritage Development Partnership" (GHDP), which will lead and coordinate the area's strategic efforts in economic development, community development, and tourism. The plan is for an expanded JCEDC staff to manage implementation of GHDP's 5-year plan ("2017-2021 Strategic Initiative"), and for the organization to be funded by yet-to-be-secured private and public sector financial supporters.

As detailed in the draft plan, the 2017-2021 GDP Strategic Initiative will:

- Dramatically strengthen the Jefferson County area's capacity to attract jobs, talent, investment and ideas
- Improve state, national, and international awareness regarding the benefits of visiting and locating in the area
- Align area communities, businesses, and economic development partners in pursuit of GHDP and partners' shared economic development, community development, and tourism goals
- Result in significant business growth, job creation, higher average wages, increased tax base, millions in new capital investment, and an improved sustainability and quality of life for the Jefferson County area



2016-
2017

Looking Forward

THE THREE-GOAL INITIATIVE

This Initiative is about taking the Jefferson County area to the next level of economic competitiveness. It reflects a proactive, intentional, and coordinated approach to economic development, community development, and tourism and is consistent with best practice in the industry. Each goal has a set of actionable strategies and measurable outcomes.

The Three Goals addressed in subsequent pages are:

1. **Workforce** | Attract, Develop, and Align Talent
2. **Businesses** | Grow Businesses, Jobs and Capital Investment
3. **Marketing** | Drive Communications & Tourism

GOAL 1 WORKFORCE | ATTRACT, DEVELOP, AND ALIGN TALENT

PROJECTED OUTCOMES

- Question to Employers: What outcomes do you recommend? We plan to develop appropriate metrics and track/report progress.

STRATEGIES

Attract Talent | Develop and implement a comprehensive marketing program to attract talent to the Jefferson County area. Sample tactics include:

- **Job Fair** | Host an annual premiere regional job fair
- **Special Focus** | Include a special focus on employees seeking outdoor recreation opportunities
- **HR Departments** | Partner with and provide information to company HR departments to assist them in selling the Jefferson County area
- **Rural Transportation** | Ensure the availability of workers by developing solutions for rural transportation challenges
- **Workforce Design** | Work with WMEP to educate and assist area employers on market-rate workforce design

Develop & Align Talent | Ensure the skills of the workforce match employers' needs. Sample tactics include:

- **Labor Study** | Conduct an area-wide labor force study to determine unmet employer needs and the profile of underemployed and unemployed workers in area
- **Align Programming** | Communicate the results of the study to area workforce development partners and assist in aligning programming to area workforce needs
- **Connect. Connect. Connect.** | Connect Jefferson County area employers and employees to:
 - Workforce programs of interest provided by MadREP, M7, and other workforce partners
 - Area educational institutions and programs to ensure employer and employee needs for licensed trades folk, certified employees, and college graduates are met
- **Youth Apprenticeships** | Increase the number of companies and high school students utilizing youth apprenticeships by annually convening for a strategy session area K-12, workforce development board, and higher education institution leaders (supported by BRE program)
- **Soft Skills** | Improve and expand soft-skill (financial literacy, etc.) education programs for students and employees (supported by BRE program)
- **Employee Health** | Support employers in their efforts to improve the health of employees. Sample tactics include:
 - In conjunction with area health providers and employers, develop a healthy-employee program (i.e. Step Challenge)
 - Support efforts to grow pedestrian commuting opportunities through the area trail system

GOAL 2 BUSINESSES | GROW BUSINESSES, JOBS, AND CAPITAL INVESTMENT

PROJECTED OUTCOMES

- Create or retain 4,000 jobs
- Grow new planned commercial and industrial investment by \$100M

STRATEGIES

Entrepreneurs & Startups | Develop and implement an early-stage entrepreneurship program that connects high-potential startups to resources inside and outside the Jefferson County area. GHDP recognizes the important role of area chambers in providing support to startups and small businesses. GHDP intends to supplement these and serve as an area liaison to regional resources.

- **PoC for Startups** | Serve as the area Point of Contact (PoC) for entrepreneurs to assess their initial needs and refer them to existing support programs such as SCORE, Small Business Development Center (SBDC), Gener8r (accelerator), Starting Block (incubator), MadREP, M7, UW-Whitewater's Innovation Center, etc.
 - Establish formal collaboration with area chambers and support their efforts to serve as additional area PoCs for entrepreneurs
- **Incubation Space** | Develop an area incubator that provides programs, services, and space (co-working space, office space, incubation space for manufacturing, etc.)
- **Entrepreneurship Council** | Establish the Area Entrepreneurship Council – a group of area entrepreneurs in need of targeted programming, networking, and support
- **Network Outside Area** | Plug GHDP into Madison and Milwaukee's entrepreneurial ecosystems and promote MadWaukee region's programs (i.e. angel networks, experts, etc.) to local entrepreneurs
- **Outdoor Business** | Start a "How to Start an Outdoor Business" program
- **Funding** | Develop locally-sourced, non-traditional public and private funding sources (i.e. revolving loan funds, private investor network, etc.) to support small business growth

Business Retention & Expansion | Develop and implement a business retention and expansion program that connects existing businesses to resources inside and outside the Jefferson County area.

- **Retention & Expansion Interviews** | Implement a robust business retention and expansion interview program with JCEDC staff conducting at least 100 interviews per year with major employers. **GHDP intends to invite area chambers** to partner in this program and interview local small businesses.
- **Direct Expansion Assistance** | Provide direct support to businesses looking to expand by providing assistance with incentives, property identification and acquisition, etc.
- **Manufacturing Council** | Create Area Manufacturing Council to support area manufacturing executives through CEO round table and lunch & learn sessions on manufacturing-specific topics

- **BRE Survey** | Conduct an annual business survey (in coordination with MadREP) to identify collective business challenges and growth opportunities, and communicate aggregate results to area partners
- **Business Alliance** | Launch Jefferson County Area Business Alliance (JCABA), in partnership with area chambers, to bring the area's business community together. JCABA will host quarterly area-wide education seminars and networking events, and host an annual State of the Area's Economy event.
- **RLF Program** | Administer the Jefferson County Revolving Loan Fund (RLF) - a low-interest loan program available to existing businesses looking to expand in Jefferson County
- **Regional Alliances** | Invest in and partner with MadREP and M7 for the services they provide to GHDP and area employers
- **Government Affairs** | Annually meet with state and federal legislators for an economic development update and discussion

Business Attraction | New business attraction efforts will focus within the upper Midwest and collaborate with regional economic partners to attract businesses nationally and internationally.

- **Targeted Sectors** | Focus marketing and business attraction efforts on the following industry sectors:
 - Agribusiness
 - Advanced Electrical
 - Bioenergy
- **Prospect Identification**
 - Identify businesses looking for expansion locations in targeted industry sectors within a 3-hour radius
 - Meet with existing businesses to explore opportunities to attract their supply chain partners
- **Symposium** | Host a regional symposium in Johnson Creek for developers and site selectors to hear area development trends and opportunities
- **Site & Demographic Info** | Maintain database of demographic and site information for community leaders, business executives, and site selectors
- **Marketing Partners** | Work with MadREP, M7, WEDC to develop and maintain robust relationships with regional, national, and global site selectors, developers, and commercial/industrial realtors including annual familiarization tours of area assets and opportunities
- **Trade Shows** | Attend key Midwest industry trade shows and events in the targeted sectors (above) and coordinate with regional and state economic development partners on attending national and global events
- **Special Focus** | Focus on growing the outdoor recreation manufacturing industry - host a Midwest outdoor recreation manufacturing trade show, etc.
- **Med College** | Continue to advocate for the establishment of Wisconsin's third medical school (osteopathic) to be in Jefferson
- For additional information on specific business attraction marketing tactics, see Goal 3

Area Assets & Infrastructure | GHDP will work to further develop the infrastructure necessary for economic growth.

- **I-94 Corridor Summit** | Co-Host corridor summit with M7, MadREP, Waukesha County Business Alliance, and other corridor partners to explore infrastructure and workforce development needs and opportunities
- **Site Readiness** | Drive efforts with local and regional economic development partners to develop industrial and commercial properties
- **Transportation Plan** | Work with area partners to develop a regional transportation plan that drives the development of key economic infrastructure in the area
- **Rail** | Continue participation in the Wisconsin River Rail Transit Commission
- **Outdoor Amenities** | Support area and regional partners (especially the Rock River Trail Initiative group, County Parks, and the Glacial Heritage Area, Discover Dodge, and JCTC) on continued development of outdoor recreation amenities desired by area workers and employers
- **Revitalization** | Connect Chambers, RDAs, and CDAs to resources for revitalization programs and incentives
- **Brownfields** | Develop and grow the area's brownfields program to redevelop key properties for economic development

Community Development | GHDP will work to further develop the infrastructure necessary for economic growth.

- **Retail** | Support local targeted retail attraction programs with area commercial brokers
- **Homebuyer Programs** | Administer the homebuyer grant programs and counseling in the area
- **Financial Literacy** | Develop programming to increase financial literacy of area residents
- **Housing Gap** | Conduct a housing gap analysis - support area communities in advocating to developers to fill gaps in targeted geographic areas

Emerging Opportunities Fund | GHDP will apply capital to forward-thinking initiatives for the region's economy.

It is likely that, during the life of this five-year Initiative, opportunities and challenges unforeseen at the time of the Initiative's creation will arise. GHDP must be in a position to respond to these without jeopardizing planned components of the Initiative, and without having to go back to the community repeatedly with urgent funding requests.

An "Emerging Opportunity Fund" is an appropriate and widely used method of "planning for the unforeseeable." This fund will be used to support forward-thinking initiatives to leverage positive change for economic development of the region. Potential opportunities include projects that aid the region's capacity to grow, focused efforts to remove stubborn or difficult barriers to growth, and large-scale projects that capture the community's imagination and enhance the quality of life for the entire area.

A Leadership Council comprised of individuals and representatives of entities that contribute (at least \$5,000 annually) to GHDP will oversee the Emerging Opportunities Fund.

GOAL 3 MARKETING | DRIVE COMMUNICATIONS & TOURISM

EXPECTED OUTCOMES

- Triple GHDP social media and website hits
- Increase hotel patronage by 15%

STRATEGIES

Communications | The GHDP brand will raise regional awareness of the area's tourism and economic development assets. The five-year goal for brand penetration for economic development audiences will be the upper Midwest.

- **Branding Campaign** | Develop / implement a regional branding and marketing campaign designed to enhance the area's image as an ideal location within the Chicago-Milwaukee IQ Corridor for outdoor recreation and small town living, both for increasing tourism and driving economic development
 - **Tactics** | Update and strengthen existing branding plan with multi-channel tactics
 - **Materials** | Develop a set of marketing materials for area economic development and tourism; work with regional partners to further the reach of these materials
 - **Communications Committee** | Launch a GHDP Communications Committee to oversee the branding campaign
 - **Promotions** | Support and promote events that build and strengthen outdoor recreation brand
- **Ongoing Communications** |
 - **Website** | Upgrade website and social media platforms to targeted audiences (i.e. site selectors, community leaders, tourists, residents, etc.)
 - **Dashboard** | Maintain an online dashboard of key economic, tourism, and community development indicators to track impact of programs to overall goals
 - **Promotions** | Promote area successes in regional and national publications
 - **E-News** | Publish quarterly newsletters highlighting the area's economic success stories, programs, and news
 - **Presentations** | Regular updates to area local governments, nonprofits, and community organizations
 - **Coordination** | Coordinate announcements with MadREP and M7

Tourism | The GHDP will serve as the tourism lead for the Jefferson County area - including the Glacial Heritage Area and Southern Dodge County.

- **Designated Marketing Org** | Serve as the designated marketing organization (DMO) for the area (a Wisconsin Department of Tourism designation) - coordinating and implementing the area's branding campaign
- **Tourism App** | Develop outdoor recreation and tourism app to promote recreation opportunities in the area and to support the local tourism industry
- **Business Engagement** | Launch the Outdoor Recreation Business Engagement Plan to engage the private sector in continued support of outdoor amenities in the area - partner with GHA, County Parks, Wisconsin DOT, Tourism, WEDC, and DNR departments
- **Multi-Channel Promotions** | Promote area's top community and outdoor recreation assets and events to audiences within a 200 mile radius through multiple media channels
 - **Tourism Guide** | Support the Jefferson County Tourism Council (JCTC) on their Tourism Guide

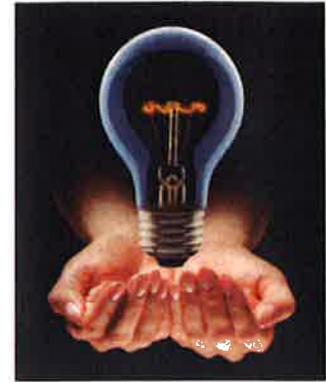
Investor Relations |

Investor confidence in the Initiative will only be maintained through the highest level of transparency, communications and accountability. It will also require that the Jefferson County area's "first team" of business and elected leaders take an active role in keeping the Initiative on task, on time, and on budget. Specific oversight of the Initiative will be vested in the Board of Directors of GHDP, which will evolve more fully after funds have been committed. The Board of Directors will be comprised of individuals whose financial and leadership investment clearly identifies their commitment to the program's success.

LOOKING FORWARD...

EXPANDED STAFFING

- CEO | Genevieve Coady, AICP, PhD
- VP of Business Development | Kim Erdmann
- Manager of Marketing and Communications | Julie Olver
- Manager of Community Development | RoxAnne Witte
- Communications Assistant | To Be Filled



PROPOSED INITIATIVE NEXT STEPS

The JCEDC preliminarily estimates that \$4.1 million will be needed to implement the three goal strategy. This budget is being vetted through this feasibility study process. A final capital campaign goal, a revised strategic initiative plan document, and a phased-action strategy for each will be developed and refined later this spring.

1. \$800,000 | Attract, Develop, and Align Talent
2. \$2,200,000 | Grow Businesses, Jobs, and Capital Investment
3. \$1,100,000 | Drive Communications and Tourism

ECONOMIC IMPACT / BENEFITS OF THE PROPOSED INITIATIVE

The 2017-2021 Initiative – IF adequately funded - will result in a variety of tangible and intangible benefits to the region. The most visible of these are new / retained jobs and new / retained capital investment.

As this initial "Feasibility Study" phase moves forward to a campaign, GHDP intends to conduct a full economic impact analysis of new job creation and capital investment. In the meantime, it is appropriate to highlight the primary economic development, community development, and tourism outcomes that will be associated with successful implementation of the Initiative.

These outcomes include:

- New businesses and expanded existing businesses in the Jefferson County area
- New commercial and industrial capital investment
- New high-grade jobs (quantity); these "direct" jobs will trigger additional "indirect" (supplier-type) and "induced" (service sector) jobs
- Increased workforce quality
- Substantial payroll associated with direct, indirect and induced jobs
- New disposable personal income to be spent inside and outside Jefferson County; all local businesses will benefit
- New deposit potential for area financial institutions
- New sales and property tax revenue to governments throughout the area
- Improved infrastructure support for tourism and economic development
- Substantial increase in tourism spending

CASE FOR THE NEW DIRECTION

The "Feasibility Study" is wrapping up this spring and is principally about determining whether the private and public sector leaders of the Jefferson County area are supportive of this stepped-up approach to economic and community development, and ready to assume a new level of leadership and influence over driving economic growth in our area.

In order to implement this Initiative and move the region to the next level, the initiative must have the endorsement and buy-in of the community's stakeholders—public and private. the JCEDC and leadership of the soon-to-be formed Glacial Heritage Development Partnership intend to seek involvement and funding for this Initiative from private and public sources--those with a vested interest in the regional economy's growth and development. Investments in this program should be based on each organization's / individual's capacity, potential for direct benefit, and community leadership.



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