

**Jefferson County Economic Development Consortium  
Comprehensive Plan Update  
(With Economic Development Emphasis)**

**Topic Group/Focus Group Proceedings Report:  
Compilation of Vision Ideas  
(Moving Toward Consensus)  
...DRAFT...**

**Internal Core Group Workshop Participants:**

- ❖ Greg David
- ❖ Bill Dovi
- ❖ Bruce Haukom
- ❖ Paul Moderacki
- ❖ Augie Tietz
- ❖ Dennis Heling (Resource)

**Workshop on August 14, 2008, 1:00 - 5:30 p.m.**

**Vision Statements/Ideas by the Following Topics:**

- Tourism
- Innovation/Technology/Higher Education
- Agricultural Enterprise
  - Regional Foods/Organics
- Small Town Living
- Bio Energy
- Economic Development Programming\*
- Health Care and Health Living\*
- Pending
  - Water
  - Sustainable Systems

\*Not yet reviewed by Internal Core Group

Facilitated and Compiled By:  
Steve Grabow, Professor and Community Development Educator  
University of Wisconsin-Extension, Jefferson County Office

In Cooperation with:  
Dennis Heling, Executive Director  
Jefferson County Economic Development Consortium (J.C.E.D.C.)

August 29, 2008

**Topic Group/Focus Group Proceedings Report:  
Compilation of (Moving Toward Consensus) Vision Ideas**

**TABLE OF CONTENTS**

	<u>Page</u>
SECTION 1: Methodology and Content Overview .....	1
SECTION 2: Preliminary Consensus Vision Statements by Topic .....	3
◆ Small Town Livability .....	3
◆ Innovation Technology .....	4
◆ Tourism .....	5
◆ Bio Energy .....	6
◆ Agricultural Enterprises .....	7
◆ Regional Foods/Organics .....	8
◆ Economic Development Programming .....	9
◆ Health Care and Healthy Living .....	10
APPENDIX: .....	11
◆ August 14, 2008 Agenda for Core Group Workshop .....	12
◆ Community Capacity Model.....	13

## **SECTION 1**

### **Methodology and Content Overview**

**Definition of a Vision:** Vision statements “describe a future and desired end-state” or what a system should look after it achieves its full potential. Conceptualizing a system into “subsystem” components helps a planning team break out the description of a complex system into the important and more manageable parts. A vision should avoid “measure-terms” and should avoid flowery or “marketing-oriented” language. A narrative vision will be a composite set of descriptive statements that imagine what will be in place or established at a future point in time if the plan is achieved.

#### **Vision Foundation Steps in Vision Development:**

- ◆ Consultant initially identified an “Emerging Opportunity Framework” based on assessment and idea gathering.
- ◆ Community leaders identified “Themes of Emphasis” and “Vision Statement Samples” based on individual community planning sessions.
- ◆ Topic meetings were concerned with “thought-leaders” identified by the Jefferson County Economic Development Consortium Board members, Core Group, Consultant and other advisors.
- ◆ Detailed responses from the topic meetings were captured by an assistant moderator/recorder at each workshop. Essentially, this raw material from each workshop has been documented. In addition, the consultant prepared summary notes from eight topic meetings.
- ◆ Vision ideas from each topic meeting were organized by affinity or grouping of ideas with an effort to prepare the “candidate vision ideas” into a manageable and understandable format.

#### **Decision-Making Methodology and Selection of Vision:**

- ◆ An array of possible decision-making criteria was reviewed to provide a rationale for moving toward an “agreed-upon” set of vision ideas.
- ◆ The Core Group agreed to three objective criteria to help select preferred vision ideas. The criteria are:
  1. Vision ideas were identified and/or given emphasis by community leaders, and the ideas are documented in the two Proceedings Reports (from the S.W.O.C. Workshops and Straw Poll; these two reports were shared at the first Steering Committee meeting).
  2. Vision ideas occur with frequency or were “built-upon” in the topic meeting/focus group dialogue.
  3. Vision ideas complement or reinforce existing plans or planning efforts currently underway.
- ◆ The Internal Core Group reviewed and used a resource packet containing the ideas generated at the topic meetings/focus group sessions along with a draft set of vision statements by functional subcomponents.

- ◆ The Core group supported the proposed decision-making approach using the three criteria referred to previously.
- ◆ The Core Group was facilitated in a “We Agree” exercise to determine the level of consensus on each Vision Idea.

**Draft Consensus Vision Statements:**

- ◆ This Proceedings Report identifies the Core Group’s initial set of vision statements for the majority of the topic areas.
- ◆ The Core Group will be sharing this methodology and the report with the Consultant, and a follow-up workshop will be convened by the Consultant to both introduce their perspectives/observations and to move toward further vision refinement.

## SECTION 2 Preliminary Consensus Vision Statements by Topic

### Topic: Small Town Living

*The Core Group used a “We Agree” technique to develop a preliminary set of “Consensus Vision Statements” organized around “functional components” for each topic. The statements without consensus, and the reasons or rationale explaining the concern with the possible vision idea, are also included.*

#### **Community Livability/Human Scale**

##### Statement with Consensus

- a. Will have all the good things of the city in a small-town atmosphere (strong health care, community-vested business, culture/entertainment, invigorating downtown, quality education, young family-friendly, etc.)...will build on the best parts of small town living. *Note: Generally o.k., but could use revision.*

##### Statement without Consensus

- b. Will have a human scale and variety that stimulates our imagination and contributes to our quality of life.

##### Rationale:

- ◆ Needs major work – remove quality of
- ◆ Possible alternative language: Will have human scale development with walkable communities.

#### **Community Center/Downtown**

##### Statements with Consensus

- a. Will have strong community centers or “destination downtowns” in each of the communities that comprise the “heart and soul” of the community that contribute to the economic health through destination retail, heritage and civic pride.
- b. Will have community gathering places where social life comes together (cafes, taverns, “fun eateries”, greens, plazas, commons, riverwalks) for routine and special events.
- c. Will have vital downtowns both for the business environment and “the look”.

#### **Community Pattern/Form**

##### Statement with Consensus

- a. Will have development patterns that recognize the clear distinction between the city and the country.

#### **Sense of Place**

##### Statement with Consensus

- a. Will have characteristics that instinctively draw us to this area including strong local character, community identity, authenticity and a special sense of place.

##### Statement without Consensus

- a. Will have communities that are created by and maintained by the love and care of the people who live and work in the Jefferson County area.

##### Rationale:

- ◆ Too general.
- ◆ Blurry eyes.

## **Topic: Innovation Technology**

*The Core Group used a “We Agree” technique to develop a preliminary set of “Consensus Vision Statements” organized around “functional components” for each topic. The statements without consensus, and the reasons or rationale explaining the concern with the possible vision idea, are also included.*

### **New Markets/International**

#### Statement without Consensus

- a. Will have new markets such as Biotech/Bio energy and Sensor Technology in emerging international markets, such as China, India and other.

#### Rationale:

- ◆ Not sure what sensor technology means.
- ◆ Need examples of sensors.

### **Applied Higher Education/Technology/Research**

#### Statements with Consensus

- a. Will have University of Wisconsin-Whitewater (UW-W) using applied higher education in individual companies’ project management, stage development, international marketing and training company leaders.
- b. Will have research institutes that use UW-W technology and business capacity for new leading edge business such as search engine optimization/multi-lingual web sites; Green Chemistry/energy-oriented business development; international healthcare and other spin-offs of world renowned experience in business management expertise.

### **Innovation Forces**

#### Statements with Consensus

- a. Will have a network of higher education/JCEDC/ Jefferson County committees with a focus on innovation forces.
- b. Will have a network of five or six leading companies to collaborate and focus on innovation and new directions for business growth.

## **Topic: Tourism**

*The Core Group used a “We Agree” technique to develop a preliminary set of “Consensus Vision Statements” organized around “functional components” for each topic.*

### **Glacial Heritage Area**

#### Statement with Consensus

- a. Will have a “Glacial Heritage Area” system consisting of new, large natural resource-oriented parks (conservation parks or “pearls”) connected by a network of bike paths and trails (“strings”) to each park and the Jefferson County communities.

### **Silent Sports & Biking**

#### Statements with Consensus

- a. Will have recognizable and identifiable bike loops and connections customized for a variety of users (i.e. families, youth, and enthusiasts)
- b. Will have facilities and activities for high participation “Silent Sports” that respond to emerging and changing demands (including hiking, wildlife viewing, fishing, biking and others).

### **Packaging Key/Authentic/Unique Features for Tourism**

#### Statements with Consensus

- a. Will have authentic and innovative tourism opportunities which is a package of key/authentic/unique Jefferson County themes/attractions including:
  - Museum/Historical Connector (i.e. Hoard, Octagon House, Aztalan)
  - Glacial Heritage/Bicycle Connection
  - Active Person Theme
  - Water Experience
  - Entertainment layer including downtown events.

### **Networking/Marketing/Wayfinding**

#### Statement with Consensus

- a. Will have a comprehensive “wayfinding system” (including gateway signs, direction signs, reassurance signs, kiosks, maps, web-based guidance, etc.) that markets and enables connectivity/movement in the Jefferson County region.

### **Organization Structure**

#### Statement with Consensus

- a. Will have diversified leadership in tourism promotion/marketing such as currently led by Jefferson County Tourism Council.
- b. Will have tourism integrated with businesses strongly linked to tourism (such as The Fireside, Trek, Hoard’s Dairy, the Outlet Mall, etc.).

Question: Should we name individual companies? Is this sensitive?

**Topic: Bio Energy**  
**(Possibly broaden to Bio Energy and Other)**

*The Core Group used a “We Agree” technique to develop a preliminary set of “Consensus Vision Statements” organized around “functional components” for each topic. The statements without consensus, and the reasons or rationale explaining the concern with the possible vision idea, are also included.*

**Digesters/Co-Generation/Gasification**

Statement without Consensus

- a. Will have community and local facilities for digesters, co-generation and gasification.

Rationale:

- ◆ Concerns about implying that all communities must have these facilities.

**Landfills**

Statement with Consensus

- a. Will use landfills and alternative technology for supplemental energy production.

**Other Energy Sources**

Statement without Consensus

- a. Will have a diverse source of feed stocks/raw materials for energy production – such as solar, geothermal, high starch crops, cellulose (i.e. sugar beets, switch grass, etc), algae, and other biological sources.

Rationale:

- ◆ Need 2:
  - 1. Biological
  - 2. Geothermal/Solar
- ◆ Possibly move to Sustainable Systems
- ◆ Bill wants wind.

**Infrastructure/Transportation**

Statement with Consensus

- a. Will have an infrastructure and transportation system which supports movement of energy-producing raw materials.

**Networking/Marketing Cluster**

Statement with Consensus

- a. Will have clusters of business related to bio energy and associated market and commodity exchange.

**Ideas/Planning/Research**

Statement with Consensus

- a. Will have an integrated association between the UW research capacity and bio-energy business for applied research and planning in Jefferson County.

**Training/Capacity Building**

Statement with Consensus

- a. Will have specialized and skilled workforce in bio-energy



## **Topic: Agricultural Enterprises**

*The Core Group used a “We Agree” technique to develop a preliminary set of “Consensus Vision Statements” organized around “functional components” for each topic.*

### **Ag Mix and Size**

#### Statements with Consensus

- a. Will have an enterprise mix in the future as it currently exists consisting of commercial ag complemented by niche agriculture.
- b. Will have stronger partnering for different commercial ag segments (i.e. dairy/crop/grain) and energy production/manure processing technology.
- c. Will have some larger family, commercial farms as a result of consolidation.
- d. Will have “niche” agriculture that complements/enhances income and market opportunities for commercial agriculture.

### **Land Use**

#### Statements with Consensus

- a. Will have a protected agricultural land base with viable large agricultural districts where modern agricultural technology and practices can occur.
- b. Will have a sustainable rural economy with affordable land for farming, new generation ag farms, and strong markets for commercial ag and complementary niche ag.
- c. Will have an understanding of urban and rural life with compatibility between ag communities and urban/residential communities.
- d. Will have clear differentiation between rural areas and urban communities.

### **Education**

#### Statement with Consensus

- a. Will have comprehensive and integrated education that reinforces the value, complexity and market responsiveness of agriculture to Jefferson County, the region and the world.

## **Topic: Regional Foods/Organics**

*The Core Group used a “We Agree” technique to develop a preliminary set of “Consensus Vision Statements” organized around “functional components” for each topic.*

### **Local Business**

#### Statement with Consensus

- a. Will have a foundation of local organic food businesses responsive to local, regional and national/international market demands. (such as Standard Process, Kincaids, Oskri, etc.)

### **Local Institutions**

#### Statement with Consensus

- a. Will have local institutions (schools, health care facilities, universities, etc.) giving preference to locally produced foods.

### **Distribution Systems**

#### Statement with Consensus

- a. Will use established and new food distribution systems (Roundy’s, Woodman’s, Sentry, “Organic Valley-like”) to access markets (including nearby urban areas – Chicago; Milwaukee.)

### **Networking/Collaboration**

#### Statement with Consensus

- a. Will have local leadership in identifying and establishing local food markets, local business collaborations and a local Jefferson County brand/identity.

## **Topic: Economic Development Programming**

*These statements represent preliminary vision statements organized around functional components. The sources of these preliminary statements are identified in the footnote.*

### **Balance and Mix**

- a. Will have a diverse mix of manufacturing industries recognizing our strength in food, food products and advanced manufacturing (i.e. metal manufacturing, electrical equipment, bicycles).
- b. Will have balanced and expanding economic sectors beyond manufacturing including services (with prominence in health care) and retail (with vital downtowns and shopping centers).

### **Established Corporate Presence**

- a. Will have a foundation\* of long-time, established businesses that value and are committed to their Jefferson County presence.

\*76% of businesses have been in operation over 20 years.

### **Sources:**

- Jefferson County Retention and Expansion Study, 2004
- S.W.O.C. Straw Poll Results, Themes of Emphasis and Vision Statement Samples, April 8, 2008
- The Structure of the Retail and Service Industries in Jefferson County, May 2006

## **Topic: Health Care and Healthy Living**

*These statements represent preliminary vision statements organized around functional components.*

### **Integrated Health Care**

- a. Will have an integrated area health care system for major hospital care needs, patient care (including mental health and special needs), and an information support system.

### **Healthy Living and Life Style**

- a. Will have a culture that exhibits healthy living and healthy life style choices related to healthy eating (including healthy fast foods), responsible alcohol consumption and smoke-free communities.
- b. Will have a healthy physical environment (including living space, public places/restaurants/lodging and natural resources/water/air).
- c. Will have a citizenry that embraces “wellness” as a life style (including healthy eating, regular exercise, disease prevention)

### **Leadership in Community Health**

- a. Will have motivated leaders and established community structures (i.e. networks, workgroups, etc.) moving towards Jefferson County’s vision of health care and healthy living.

### **Health Care Education**

- a. Will have a supply of and access to health care professionals trained in best practices of preventive medical care and treatment methods supported by local higher education (Medical College of Wisconsin, UW-Madison, etc.).
- b. Will have an informed and knowledgeable citizenry responsible for their own role in being healthy.

### **Appendix:**

- ◆ August 14, 2008 Agenda for Core Group Workshop
  - ◆ Community Capacity Model

**Core Group Workshop  
Topic Meeting/Focus Group  
August 14, 2008**

**AGENDA**

- ❖ Purpose of Today's Meeting
- ❖ Topic Meeting/Focus Group Protocol (What it consisted of; who attended; etc.)
- ❖ Results (How we compiled; methodology)
- ❖ Draft Statements (Review)
- ❖ Workshop Setting
  - ◆ "We-Agree" Exercise (Those already drafted)
  - ◆ Sustainable Systems Facilitation and Determination of Criteria
  - ◆ Purpose of Workshop: To move toward our consensus vision statements
- ❖ Discuss "Game Plan" for taking to the Consultant

**Parking Lot\***

- Transportation needs to be addressed.
- Add Vision on Innovations for new companies from east and west.

\*These additional items to revisit were brought up at the meeting.

## Community Capacity Model

### Community Environment

The capacity and ability to define a community, describe and understand its unique environment, and take responsibility for community issues and common purposes.

### Community Structures

The capacity and ability to create, manage, and maintain appropriate community structures that address community issues and achieve community purposes.

### Purpose-Based Action

The capacity and ability to take appropriate actions to address community issues and achieve community purposes.

- Planning
- Learning
- Research
- Evaluating
- Operating/Supervising/Managing

The community capacity model is thus complete: three capacity elements, all of which are essential. If a community is to be a capable community, it must be able to apply the elements together, so that understanding of community environment, community structures, and purpose-based action can work together.

A better way to portray the three interdependent elements of this model is:

