

Plan Implementation by Community Proceedings Report

For:

**Johnson Creek Fort Atkinson
Watertown Waterloo
Lake Mills Jefferson**

Plan Implementation Process Associated with the
Jefferson County Comprehensive Plan Update
with Economic Development Emphasis
May - August 2011

Agenda

- Welcome and Introductions
- Overview – Dennis Heling - 10 minutes
- Presentation - Steve Grabow - 20 minutes
- Workshop Exercise- Approximately 75 minutes
- Adjourn

Section 1 – Page 1

**Plan Implementation by Community:
Possible Initiatives and Strategy Ideas for Each Community**

Section 2 – Page 14

**Economic Vision Summary:
From Approved Comprehensive Plan Update
with Economic Development Emphasis**

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 (JCEDC)

October 12, 2011

Section 1

Plan Implementation by Community: Possible Initiatives and Strategies for Each Community

A PowerPoint presentation on the key components of the Jefferson County Comprehensive Plan Update (With Economic Development Emphasis) was given to the participants of each workshop. At the conclusion of the presentation, the participants were led through a facilitated workshop session in which they addressed three key questions:

- *What are initiatives and actions that you or your organization can do to move towards the economic vision ideas?*
- *What are realistic and doable actions that you or your organization will commit to in order to respond to the economic vision?*
- *What are practical ways that you or your organizations can respond to the economic vision?*

The following ideas were generated at those workshops. The output has been organized by the facilitator as an initial way to group the ideas by some of the focus areas identified in the economic development plan initiative. This initial work was intended to provide a foundation for each community action plan for community and economic development. It should be noted that these relatively brief facilitated sessions did not determine the extent of consensus on these ideas nor did these sessions determine priority initiatives. The participants appeared committed to further, self-directed follow-up and refinement in order to come up with a realistic set of initiatives for which they would lead a commitment to community action.

Section 1 Content

	<u>Page</u>
Johnson Creek Initiatives and Strategies	2
Watertown Initiatives and Strategies	3
Lake Mills Initiatives and Strategies	5
Fort Atkinson Initiatives and Strategies	7
Waterloo Initiatives and Strategies	10
Jefferson Initiatives and Strategies	12

Johnson Creek Initiatives and Strategies (May 16, 2011 Workshop)

Participants

Nick Ansay; Fred Albertz; Mary Beth Kupsche;
Mark Johnsrud; David Gwidt; and Michelle Kaltenberg

Innovation Connections

- a. To market to people in Milwaukee and Madison (students, business people, tourists, gathering places).
- b. To promote our local businesses as stops along I-94.
- c. Local economic development group to market our strengths.
Vision: Johnson Creek as a leader in marketing our area.
- d. To “inventory” those businesses and attractions.
- e. To nurture the businesses on Highway 26 (since we are the only “stop-light” area; draw from the North and South).
- f. To “network” with all our other partner communities in Jefferson County. Communicate with the “economic development community”.

Advanced Manufacturing/Home Grown Business

- a. To “reach out” to Johnson Creek’s local businesses (including local manufacturers, retail, other).
- b. To actually “go to” our businesses and directly ask them what their needs are.
- c. To use UW-Whitewater/Professor Choton and students in helping our business strategies.
- d. To be “selective” in our business development.

Tourism

- a. To capitalize on the natural resources (kayaking, etc. and the Rock River).
- b. To partner with the Jefferson County Tourism Council.

Small-Time Living

- a. To identify promising “events” that Johnson Creek could take leadership on.

Organizational

- a. To prioritize the “8 Topics” for Johnson Creek so that Johnson Creek can focus.
- b. Organize business opportunities by two tiers:
 1. Stop opportunities for travelers on I-94 and Hwy. 26
Strategy: Make access on/off easy
 2. Longer-term stay opportunities

Watertown Initiatives and Strategies (June 2, 2011 Workshop)

Participants

Dan Barnes; Charles Damaske; Sue Dascenzo; John David
Kim Erdmann; Todd Fischer; Mike Hoppenrath; Scott Huedepohl
Ron Krueger; Melissa Lampe; Tim Raether; Augie Tietz

Advanced Manufacturing and Home-Grown Business

Relationship

- a. To proactively “knock on doors” to help local business.
- b. To spend a lot of time with our existing businesses.
- b. To establish links with corporate leaders who may not live in Watertown.
- c. Nurture “participation” in various ways with existing business and industry.
- d. To determine industry needs for workforce by developing personal relationships with business.
- e. To figure out new ways to develop relationships with local business. This is not easy.
- f. To keep in touch with our 50+ industries (embrace this and keep lines of communication open).
- g. Respond quickly to late-breaking business changes, i.e. Diversy purchase. Streamline processes – these are available. Build on successes of U.S. Chemical and Claussen deals.

Industry Space/Use

- a. To tear down unusable industry space that is not suitable for modern industry.
- b. To look at “repurposing” of some larger vacant industrial facilities.
- c. To look at “brownfield redevelopment” opportunities, i.e. Lindberg’s facility.
- d. To look into assembling appropriate space for manufacturing (new and reused).
- e. To look at Jefferson Business Center as a potential model for building reuse.

Marketing/Inventory

- a. To develop a list/inventory of pros and cons from our individual companies.
- b. To get to “know” all the manufacturing industries; develop “profiles/a directory”.
- c. Prepare an analysis of the “incubator facility” to then explore ways to help this function.

Workforce

- a. To reestablish links with manufacturers on their workforce needs, i.e. for apprentices, internships, etc..
- b. To leverage the work of employment agencies. (Five or six agencies were identified.)

Innovation Connections

- a. *Establish the “communication link” to build communication among government, business, Chamber, and Manufacturing Alliance.
- b. To provide education on leveraging applications of technology (to work for you).
- c. To market this area as a good place for businesses focused on technology.
- d. To nurture apprentice/intern-like programs for high school students, and partner more with Madison College (especially good for machinists/technical skill jobs).
- e. To engage Watertown High School leaders on their technical training programs (welding as example).
- f. To enhance apprentice program opportunities with local businesses and local education (Watertown High School and Madison College).
- g. To partner with JCEDC and WE Energies on “broadband” and other large economic development issues. (Example: subcommittee with Jim Romlein.)
- h. To cooperate with Countywide and Statewide economic development efforts.

*Note: The participants identified this strategy as a priority initiative.

Small-Town Living

- a. To create a competitive environment by marketing our “quality of life” as a way of bringing younger families back to Watertown. (Get the secret out.)
- b. Attract younger workforce with “our “Small-Town Living”.
- c. To develop underutilized “river area” and focus on TIF #5.
- d. To market the small-town feel, parks to younger workers involved with technology.
- e. To continue events for Downtown merchants (like the successful Art Walk): expand this concept into a series.
- f. To promote our Downtown and its uniqueness to our residents and visitors to market better and to tell the story of Watertown better.

Tourism

- a. To consider a “center” of business (example from Beloit) to serve as a hub for visitor/tourism info, demonstration of technology, incubator uses, economic development, Chamber?, Arts Council, destination for youth.
- b. To develop a “quarterly event series” to build on success of the Arts Walk (35 merchants participated).
- c. To partner with the many other local communities for interesting tourism opportunities.
- d. To enhance/improve lodging capacity.

Organizational

- a. Actively educate “ourselves” on what all of us can do to help the local economy.
- b. Consolidate and make concerted efforts for economic development.
- c. Use “smaller-group settings” to refine any of these strategy ideas.

Lake Mills Initiatives and Strategies (July 11, 2011 Workshop)

Participants

Kate Anderson; Carol Burrows; Jim Heilman;
Wayne Magnussen; Jill Nadeau; Katie Otto; Randy Otto;
Todd Temperly, Greg Waters; Steve Wilke

Advanced Manufacturing and Home-Grown Business

- a. To make information available to business (website, get word out on Revolving Loan Fund, proactive presentations, etc.)
- b. To respond to local (Home grown business) recruiters
- c. To help local businesses understand that they can expand, and there are resources to help them grow

Space/Site Planning

- a. To make the industrial sites available (to help in funding packages through Revolving Loan Fund program)
- b. To help with "Brownfield Redevelopment" (City has put effort into this)
- c. Build on the success of the Business Park methods (provide space for growing local business)
- d. Develop the "Incubator Concept" (Retail, Industrial, Arts, Manufacturing)
- e. Use vacant buildings for "Incubator Space"

Workforce

- a. To address and improve the "local workforce"
- b. To work with Madison College and UW-W to develop targeted training needs for local businesses
- c. To look at ways for young, technical folks to either commute or relocate to Lake Mills, (from Madison/Milwaukee)
- d. To continue working with Lake Mills High School in workforce training
- e. To work with JCEDC on workforce
- f. To promote the quality of local schools in workforce attraction (our schools appear good enough to attract business executives)
- g. To understand commuting patterns of our workforce

Innovation Connections

- a. To make personal connections
- b. To use State location resources ("Locate in Wisconsin")
- c. To provide support to new businesses coming to town through the new Ambassador Program (Chamber/Main Street)
- d. Identify our local business people who may be our "new innovators"
- e. Build on the community energy

Share Vision/Plans

- a. Use existing business community to help share the vision in the new plan (or another way to reach out to innovators)
- b. Create awareness on the role of innovators and develop communication mechanisms for those who could use help in business creation (news articles, web, flares, etc)
- c. To help “direct community energy” toward sharing this vision
- d. To enhance the “network” system in the Lake Mills community. (Who are the leaders/ reps to advance this vision?)
- e. Improve the “communication/marketing” around the content of the city zoning
- f. To make simple the value/importance of city zoning (assure the public that it is “reasonable”)
- g. Use creative ways to market the economic/community vision

Success Stories

- a. Share success stories (Brewery, Wine Shop, Aztalan Engineering, etc.)
- b. Use simple ways to tell stories of success in Lake Mills (the many ways that Lake Mills is succeeding)
 - How did Main Street Program/Organization become a part of Waterhouse Foods?
 - How did the Lewis Winery project happen?

Small-Town Living

- a. To continue to support/fund the Main Street Program
- b. To keep the downtown economically viable (maintain the Commons, Library, etc.)
- c. To make downtown very accessible, walkable, bikable
- d. To better understand the types of businesses that can use downtown buildings
- e. To pay attention to the details of the housing market, and assure a mix of housing types/values to serve all income levels (House Element in Comp Plan should be followed)
- f. Market the relative “low cost of living” in Lake Mills compared to other areas in Wisconsin
- g. To continue work in Downtown to make it a destination for visiting for a day or a weekend, example: new antique shops have opened
- h. Find local people who have a Vision and encourage them to “invest” in new downtown projects

Organizational

- a. To use “boots on the ground” to plug organizations into the economic development planning
- b. To enhance the “network” system in the Lake Mills community. (Who are the leaders/ reps to advance this vision?)
- c. Maintain the moderate- to high-quality standards/expectations of city zoning (make sure that the city continues to be “easy to work with”)
- d. To continue to improve processes in working with the city (including mediums that are easy to understand)
- e. Educate City Council on key messages in the City Comprehensive Plan

Fort Atkinson Initiatives and Strategies (August 11, 2011 Workshop)

Participants

Chip Day; Jim Fitzpatrick; Jim Nelson; John Wilmet; Jeff Woods

Advanced Manufacturing and Home-Grown Business

- a. Take care in the selection of possible land use/space use. (We are not interested in “warehousing”. Let other communities handle this.)

Workforce

- a. Keep in pace with the changing demographics and help assimilate those with language differences.
- b. Train employees and help provide care for those with language barriers (provide translation, brochures, other help).
- c. Step up efforts to help integrate new-diverse populations into our local culture and workforce. (Help diverse populations get into college and higher education.)
- d. Address the needs of the “growing poor” which is a drag on education and health systems.
- e. Help the community and County appreciate that this affects us all and must be addressed.

Small-Town Living

- a. Foster a willingness of business to invest in our local community needs and fabric (including companies that are “outside owned”).

Key Services

- a. Sustain our key services, even in difficult times, including education/school system, health care services, other public services to attract businesses.
- b. Recruit top talent by marketing the strong community services, family-oriented features in Fort.

Infrastructure

- a. Invest in infrastructure. (One of our strengths is that we have existing capacity in new schools, industrial land available, library, waste treatment facilities, MATC, K-14 schools, hospital, universities close by.)
- b. “Toot our horn” on our capacity of infrastructure. (Use this as a strong selling point.)
- c. Differentiate Fort by marketing its infrastructure, in its water facilities in particular.
- d. Market the access advantages of the new Highway 26 corridor and access to I-94.

Innovation Connections

- a. Create new ways to provide access to capital (involve/use local banks).

Manufacturing

- a. Work with “upper management” of business to be more involved in local community/civic initiatives. (Look at strategies to encourage more involvement.)
- b. Work with “management teams” on a constant basis (since there is turnover and new management).

Entrepreneurs/Small Businesses

- a. Help our smaller entrepreneurs. (Help our struggling retailers.)
- b. Communicate the availability of capital, access to capital and other help to small business.

Communication

- a. Communicate all of the information to differentiate Fort Atkinson from others on health and education.
- b. Look at effective communication methods. (Message visually and multi-sensory such as a five-minute video, two-minute demonstrations, YouTube, websites.) Get message out the way people get it quickly and easily and using the media people are using.
- c. Get out economic development communication using new social media.
- d. Figure out how we can tie things together in a simple way.
- e. Make presentation on the internet as really catchy and really good. Use local talent to lead this/produce this. Salty Earth/Steve Zombo. More emotional to capture interest.

Success Stories

- a. Consider using room tax revenue to fund the promotion of our “Community Story” and our “Economic Development Story” of success.
- b. Turn the “Economic Development Story” into a short video (look at examples such as Park Falls).

Healthy Living

- a. To figure out ways to improve the health of the community so that we can “drive down” health care costs.
- b. Differentiate Fort as an emerging healthy community.
- c. Create a larger health/wellness culture in our workforce and community (FHC leading).
- d. Promote “good health” which reduces demand and costs of “health care”.

Employers

- a. Work with local employers for them to take more responsibility in the health of their employees. (Fort HealthCare is leading this.)
- b. Help employers learn how much of a stake they have in healthy living (improve cafeterias) and their fiscal bottom line.
- c. Encourage and promote healthy living with our large employers and have them promote this to their employees.
- d. Better understand the links between healthy living and business productivity (i.e. for every \$1.00 investment in wellness, return to the company is \$4.00).

Programs

- a. Advance national and local initiatives on “Get Moving” and other ways to tackle childhood obesity.
- b. Meet with school nurses to develop joint strategies (FHC, schools, other partners) on healthy nutrition, physical activity, mental/cerebral health, other.
- c. This will help learning.
- d. Tie healthy living into other vision areas (biking, GHA, tourism, parks.
- e. Advance the notions of the joint schools/FHC “Wellness Committee”. (There has been a very successful wellness push over the past few years; great progress in last five years.)

Waterloo Initiatives and Strategies (August 17, 2011 Workshop)

Participants

Laura Cotting; Bill Dovi; Mo Hansen; Michelle Hansen;
John Lichtenheld; Keri Sellnow; Errin Welty; Cecelia Wiltzius

Advanced Manufacturing and Home-Grown Business

- a. Keep going on what has been started in economic development.
- b. Advance the Mauneshia Business Center partnership with Madison Area Technical College.
- c. To explore “spin-off” business from Trek’s presence (i.e. supply chain).
- d. To explore venture capital opportunities for homegrown business development. (Where is the next Trek, and how can we support it?)

Council/Forum/Networking

- a. **To create a targeted “Business Council” to meet quarterly (for larger manufacturers/ businesses) **Participants placed a high priority on this strategy.
- b. Provide a forum for manufacturers’ needs.
- c. To create a “Merchant’s Council”.
- d. Consider fun and innovative ways to get businesses to dialogue/talk shop (including adult beverages).
- e. Develop a stable mechanism for good business networking (“Wind Power Happy Hour”).
- f. Share ideas/status/needs in a gathering of businesses.
- g. Really work towards stronger economic development networks (see vision).
- h. Develop informal network opportunities.

Retention

- a. Harness the energy of existing businesses (beyond the Chamber).
- b. Consider plan for “Business Succession” in Waterloo.
- c. Retain young workers in the community by developing programs that meet their needs.

Space/Buildings

- a. Use available buildings and other local assets to welcome small business and entrepreneurs (develop ways).
- b. Use TID #2 to demonstrate progress in Downtown (use this reputation to help with larger projects – like former Perry/Judd facility) – Note: This building is currently leased to Donnelly.

Innovation Connections

- a. Develop our public libraries as community centers (as resources for innovation, business ideas, sparks for innovation).
- b. Work towards becoming a broadband node (provide access to global internet).
- c. Explore new I-94 ramp on County O

Professional

- a. Ask young professionals about what they are seeking (and then provide that) in Waterloo.
- b. Initiate better cell phone service/internet/broadband/high-speed data and more recreational facilities (to attract young professionals).
- c. Continue to use “professionals” in leading economic development.

Shared Vision

- a. Educate the community and leaders on the promising economic development strategies.
- b. Start a community vision/dialogue about the future use/opportunities at former Perry/Judd facility.

Small-Town Living

- a. Try to get new restaurant franchises/business to come to Waterloo (and look at incentives for attracting restaurants) – jobs for youth.
- b. Continue the rehabilitation of Downtown.
- c. Keep momentum going on projects that are “visual” and can be seen by the community.
- d. To focus on business downtown that is not dependent on discretionary income (at this time).
- e. Look into new lodging/motels for tourists, and to serve businesses.
- f. To understand the Waterloo Trade Area and the capacity for a new restaurant.
- g. Consider “live-work” housing areas for entrepreneurs.

Tourism

- a. Tie in an “eco-tourism” program to link to County bike system, Garmen Preserve, the Glacial Heritage Area (GHA), other.
- b. Seek business related to eco-tourism including micro-brewery/winery using locally grown products (i.e. hops, etc.).
- c. Use “Downtown TIF” concept to advance eco-tourism businesses (encourage City/others to identify possible buildings/space).
- d. Build on successful grants (trail head facility) and acquire local match

Bio-Fuel/Alternative Energy

- a. Utilize projects of WPPI – Solar Photo Voltaic Program (Educational program to educate on solar energy).

Healthy Living

- a. Build on the “Fit City” project as a grass-roots project (Fit City Triathlon).

Jefferson Initiatives and Strategies (August 22, 2011 Workshop)

Participants

Peg Beyer; Bill Brandel; Tim Freitag; Mike Kelly;
Dale Opperman; Paul Peachy; Todd Schultz; Pat Vandenberg

Advanced Manufacturing and Home-Grown Business

- a. Continue emphasis in providing strong utilities.
- b. Recognize the emerging changes in economic development; the required assistance for prospective business is now different.

Financial Incentives

- a. Take action on State and federally authorized economic development projects. (TIF District identification.)
- b. Be prepared to bring City/State/Grant money to prospective business.
- c. To take advantage of federally financed projects (ex. Floodplain redevelopment, solar farm).

County Countryside Farm/Land Assembly

- a. Look at acquiring land for economic development (for business, housing development).
- b. Add to our inventory of land for new housing.
- c. To come to consensus on how the County farm property should be developed.
- d. Revisit suggested steps and needed "memorandum of understanding" steps to develop the County farm grounds.
- e. To seriously dialogue with the County on "master plan implementation" ideas for the County farm.

Innovation Connections

- a. Continue the positioning of the key economic development leaders who are currently involved.
- b. Figure out how to develop more private and public partnerships. (Right now the private partners have the money to invest.)

Circulation

- a. Develop internal circulation systems to shuttle people around town (to keep tourists here that are on bus tours) along with partnerships with other communities on Hwy. 26 corridor.
- b. Take short-term steps to address transportation/circulation needs for tourism.

Small-Town Living

- a. Use the Sanctuary Ridge project to help change perceptions about the City.
- b. Market the “special, vibrant”/”progressive” projects happening in Jefferson. (Get the word out!)
- c. Continue the ongoing special projects that are redefining Jefferson.
- d. Figure out new web site outreach (consider volunteer help) about Jefferson’s many assets (the Riverfront, parks downtown, bike paths, other)
- e. Recognize the “new economy” of catalytic economic development (i.e. Sun One, Sanctuary Ridge), and continue to be far-reaching.
- f. To get certain groups more actively involved in our special downtown (build off new energy of new businesses, arts council).
- g. Explore a new “downtown organization” to pull things together.

Tourism

- a. To tie together the various tourism – related facilities (bike path, boat launch, etc.)
- b. To better market biking and river access.
- c. To package all the new park, trail and river access opportunities.
- d. To take advantage and promote access to the river. (We have been slow on riverwalks and haven’t taken advantage of this asset.)
- e. Use the JEM grant to advance tourism projects (JCEDC to provide some assistance on tourism).

Health Care and Healthy Living

- a. Pursue expanded health care in Jefferson (many needs in Jefferson).
- b. Invite and approach new health care providers to come to Jefferson.
- c. Encourage competition among health care providers.

Bio-Fuel/Alternative Energy

- a. Use the “Jefferson Sun One” project to establish the City of Jefferson as the hub of renewable energy.
- b. Market “Sun One” to establish Jefferson as a vibrant innovation center.

Observations and Follow-Up

Participants suggested an initial list of follow-up activities from this workshop.

- Need more discussion on common themes and implementation
- Share this with the Redevelopment Authority and other members of the City Council
- Try to make this a collective and enduring vision.

Section 2

Economic Vision Summary: From Approved Comprehensive Plan Update (With Economic Development Emphasis)

This section adapts summary concepts from the approved economic development plan. (See full plan for details). The approved vision statements, catalytic strategy ideas and the implementation activities are included in this section. Those groups have approved this “roadmap for economic development” include the Steering Committee for the “Economic Vision and Positioning Framework Initiative”, the Jefferson County Economic Development Consortium Board (with representatives from local communities, County government, and various communities of interest), and the Jefferson County Board.

Summary Vision Statement:

“Jefferson County will be a leader in home-grown business development and innovation linkage, agricultural enterprises and healthy small-town living.”

Summary of Vision Emphasis and Consensus Vision Statements

Home-Grown Business:

Innovation Connections

- **Innovative Forces:** The County will have a network of higher education, the JCEDC and the many Jefferson County communities focused on innovative forces.
- **New Markets:** We will have a network of five or six leading companies to collaborate and focus on innovation and new directions for business growth.
- **International Markets:** We will have new international markets based on opportunities in India, China and other countries.

Advanced Manufacturing

- **Balance and Mix:** We will have a diverse mix of manufacturing industries recognizing our prominence in advanced manufacturing, food products, the service and health care sectors, while taking advantage of our proximity to knowledge and innovation centers in Milwaukee and Madison.
- **Established Corporate Personnel:** We will have a foundation of long-time established businesses that value and are committed to their Jefferson County and local community presence as 76% of businesses have been in operation for over 20 years.

Catalytic Strategies for Home-Grown Business

Create an Innovation Network

- *Create a new network for innovation expansion in Jefferson County with UW-Whitewater, Madison College (formerly MATC), UW-Extension, JCEDC, UW-Whitewater Small Business Development Center, Entrepreneurs and Inventors Club, the WIRED Initiative, and business community; broadcast the organization of this new network regionally and locally.*
- *Connect Jefferson County businesses to regional institutional research activities; Inventory and stay abreast of research focus areas and grants issued to regional academic institutions.*

Grow Jefferson County Businesses

- *Focus economic development energy and capacity to support existing small and mid-sized companies, grow new markets and expand strategic alliances.*

Small-Town Magnetism:

Small-Town Living

- **Downtowns:** We will have strong community centers or “destination downtowns” in each of the communities that comprise the “heart and soul” of the community and that contribute to the economic health through destination retail, heritage and civic pride.
- **Balance and Mix:** We will have balanced and expanding economic sectors beyond manufacturing including services (with prominence in health care) and retail (with vital downtowns and shopping centers).

Tourism

- **Glacial Heritage Area:** The County will have 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:** We will have facilities and activities for high participation “Silent Sports” recreation destinations that respond to emerging and changing demands (including hiking, wildlife viewing, fishing, biking and others.)
- **Biking:** We will have recognizable and identifiable bike loops and connections customized for a variety of users (i.e. families, youth and enthusiasts).
- **Packing Key Features:** We will have authentic and innovative tourism opportunities which is a package of key/authentic/unique Jefferson County themes/attractions including: Museum/Historical Connector ; Glacial Heritage/Bicycle Connection; Active Person Theme; Water Experience; Entertainment layer including downtown events.

- Wayfinding: 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.

Health Care and Healthy Living

- Health Care: We will have an integrated health care system for major hospital care and other patient needs.
- Healthy Living: We will have citizenry embracing a wellness/fitness lifestyle and a cultural and physical environment exhibiting healthy living.

Catalytic Strategies for Small-Town Living

Celebrate and Maintain Small-Town Living

- *Convene a State agency summit with leaders from Wisconsin's Departments of Commerce, Natural Resources, Transportation, Agriculture, Trade and Consumer Protection and the Office of Energy Independence to identify ways to partner to achieve the Economic Vision.*
- *Focus on downtown reinvestment, redevelopment and increasing downtown housing options, walkable neighborhoods and accessibility, targeting the 20-something and Baby Boomer markets.*

Capitalize on the Natural Resource System

- *Package tourism by interest and demographic profiles; target the Madison and Milwaukee Regions and UW-Whitewater parents and continuing education students.*
- *Advance the Glacial Heritage Area Plan, incorporating community destinations as a key component of the system.*

Enterprising Agriculture:

Agricultural Enterprises

- Agriculture Mix and Size: The County will have a continued foundation of commercial agriculture complemented by niche and value-added agribusiness, food processing, bioenergy and new food businesses to address the market responsiveness of Jefferson County agriculture to the region and the world.
- A protected agricultural land base with viable large agricultural districts where modern agricultural technology and practices can occur.
- Regional Foods: Local leadership in identifying and establishing local food markets, local business collaborations and a local Jefferson County brand/identity.

Bioenergy

- Bioenergy Markets: The County will have clusters of business related to bioenergy and associated market and commodity exchange.

Catalytic Strategies for Enterprising Agriculture

Advance Farmland Preservation

- *Work with State leadership and County Farmland Conservation Easement Commission to declare Jefferson County a prototype county for the state's Working Lands Initiative, advancing and capitalizing on Jefferson County Agricultural Preservation and Land Use Plan (County Comprehensive Plan) and zoning initiatives.*
- *Advance the Jefferson County Agricultural Preservation and Land Use Plan (County Comprehensive Plan) by developing a detailed strategy in response to the 2007 Jefferson County Farmland Preservation Report (including options for easement protection in Jefferson County).*

Create a Jefferson County Food Initiative

- *Hold a Jefferson County food processing summit to identify ways Jefferson County can localize the supply chain to reduce its carbon footprint, be more sustainable and ensure that the food processing cluster can grow.*
- *Create a Jefferson County Food Council to develop an organic and local food cluster development strategy; connect with Thrive on specialty food and local conservation initiatives.*
- *Develop an Institutional Food Committee to explore opportunities to source Jefferson County with Wisconsin grown products in institutions in Jefferson County as well as statewide (hospitals, school districts, County facilities, major employers).*

Priority Plan Implementation Activities for Economic Development

- ❖ Prepare a variety of communication pieces on the Economic Vision and Positioning Framework.
- ❖ Identify champions and leaders who might take on active roles in support and ownership of the in the eight (8) topic areas identified in Economic Vision and Positioning Framework.
- ❖ Engage in strategy refinement and implementation sessions in order to advance the economic vision and catalytic strategies with these leadership structures – County (County Economic Development Consortium, County Board, County committees/commissions, etc.), Local (including local elected officials, community economic development entities, chambers, main street programs,

etc.) , Regional (including THRIVE, Milwaukee 7, etc.), State (including state elected officials, Wisconsin Department of Commerce, University System, other higher education, etc.) , Corporate (the large network of businesses from local to global), Nonprofits (this extensive and growing sector).

Note: The Plan also contained a Topic Section on “Sustainable Systems”. While no consensus vision statements were developed, the topic was framed around the need to develop innovative county-wide energy, transportation, water resources and systems approaches to help businesses and communities become more energy efficient and sustainable.