

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

**Strengths, Weaknesses, Opportunities and Challenges (S.W.O.C.)
Straw Poll Results
Themes of Emphasis and Vision Statement Samples**

Participating Communities:

- ❖ City of Lake Mills
- ❖ Village of Johnson Creek
- ❖ City of Watertown
- ❖ City of Waterloo
- ❖ City of Jefferson
- ❖ City of Fort Atkinson
- ❖ City of Whitewater

Organized by the Following Topics/Categories:

- Location
- Bioenergy/Environment
- Organization/Planning/Governing
- Small-Town Livability/Community Livability
- Recreation/Parks/Tourism
- Economic Development Programming
- Housing
- Transportation
- Health
- Natural Resources
- External Forces/Global Conditions
- Education/Schools/UW System

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2008 SWOC Straw Poll Results

By Theme

Participants in the seven community workshops were asked to identify the most important economic development/planning themes that were suggested at their respective workshops. The straw poll was completed by 35 of the 58 workshop participants and the results are shown below. The number of votes for each theme is shown in parentheses.

First Tier

1. Economic Development Programming (29)
2. Small-Town Livability/Community Livability (26)
3. Organizational/Planning/Governing (24)

Second Tier

4. Education/Schools/UW System (10)
5. Recreation/Parks/Tourism (8)
6. Bioenergy/Environment (7)
7. Location (6)
8. Transportation (6)
9. Health (6)

Third Tier

10. Housing (2)
11. Natural Resources (2)
12. External Forces/Global Conditions (2)

2008 SWOC Straw Poll Results

By Vision Statements

Participants in the workshops were asked to identify specific “vision ideas” that were most important to them. These “favorite descriptive” vision ideas are listed below. They are organized by community. The number of votes for each vision ideas is shown in parentheses.

Economic Development Programming

❖ Fort Atkinson

- A. Hope to inventory/identify the types of business we want to go after (i.e. property/casualty company at Industrial Parks). (2)
- B. Hope to ask existing business the best models for economic development assistance to them. (2)
- C. Hope to address changing demographics (emerging Hispanic/ethnic diversity; aging population). (1)

❖ Jefferson

- A. Hope for more “professional services industries” (accountants, engineers, software designers, attorneys, white collar/professionals). (1)

❖ Johnson Creek

- A. Hope for a food store including local food and specialty foods. (1)
- B. Hope for unique, mixed-use, environmentally friendly, human-scaled business park. (1)

❖ Lake Mills

- A. Hope for good mix of economic development and to keep our ideal mix of manufacturing and other diverse industries. (2)
- B. Hope to get people to better understand importance of economic development. (1)

❖ Waterloo

- A. Hope to fill buildings (less of a “ghost town”). (1)
- B. Hope to attract “tech people”; businesses in software development. (1)
- C. Hope for a micro-brewery/brew pub. (1)
- D. Hope to gravitate toward some of the “new economy”. (1)

- ❖ Watertown
 - A. Like to see a well-balanced and expanding economic sector (manufacturing, service, retail, schools, etc.). (3)
 - B. Hope for a “filled-up” industrial park. (2)
 - C. Hope for higher paying jobs. (2)
 - D. Hope to finally figure out a good use for former Kohl’s property (i.e. mini-convention center, water park, other). (1)
- ❖ Whitewater
 - A. Hope for balanced growth (job creation, housing all addressed). (3)
 - B. Research Park would be a great place to provide high-quality workers, a “Green” Data Center (with energy savings). (1)
 - C. Hope for two things to be emphasized – UW-Whitewater and Highway 12. (1)
 - D. Hope for a “senior campus” associated with UW-Whitewater (can be a draw for “Boomer Population”). (1)

Small-Town Livability/Community Livability

- ❖ Fort Atkinson
 - A. Hope to preserve all the good things (strong health care; strong retail) and still embrace growth. (6)
 - B. Hope to balance the small-town atmosphere (the good things) with growth. (5)
 - C. Hope to capitalize on the river walk, outside cafes, “all the way along the river” (i.e. San Antonio). (2)
 - D. Hope for housing downtown; perhaps destination retail. (2)
 - E. Hope for business/scale of business that will be vested in the community. (1)
 - F. Hope to clarify “quality of life” and what it means (given the pluralistic population in Fort). (1)
- ❖ Jefferson
 - A. Hope for a fully reinvigorated downtown (both in business environment and “the look”). (2)
 - B. Hope for “big-town living experience”, but in a “small town”. (Build on low crime; bring in cultural/entertainment opportunities; more restaurants; good education; great quality of life services/streets, etc.) (2)

- C. Hope to keep County government located downtown. (2)
- D. Hope for a distinct “identity” for Jefferson County and its communities (don’t want to be a quasi-Waukesha/quasi-Madison). (1)

❖ Johnson Creek

- A. Opportunity for “Downtown TIF” (smaller, focused TIF) (successful in Sun Prairie/Watertown). (2)
- B. Hope for a rejuvenated downtown. (1)

❖ Lake Mills

- A. Opportunity to balance economic development with preserving small community assets. (4)
- B. Hope to still have an intact Main Street and commons area. (2)
- C. Hope to build on the “best” parts of small-city living. (2)
- D. Hope to preserve historic feel of Downtown and hope to use this area well. (1)
- E. Hope to maintain historic buildings. (1)
- F. Hope to frame as a good place to live, good place to raise kids, with appropriately restrictive ordinances to assure quality (with enforcement). (1)
- G. Hope for a good Senior Center for the emerging “baby boom” generation (places to go, things to do, be around people, need to socialize). (1)

❖ Watertown

- A. Hope to continue the maintenance of a low crime rate (for business attraction). (2)
- B. Hope for more retail downtown (build on “fun eateries”). (2)

❖ Whitewater

- A. Hope for more young “families” in the community. (1)
- B. Hope for Downtown to be more of a destination (more cultural, arts, events). (1)

Organizational/Planning/Governing

❖ Fort Atkinson

- A. Hope to control/manage the anticipated growth (coordinated with new infrastructure). (3)
- B. Hope to have a long-term (beyond 10 years) vision. (2)
- C. Hope to identify the ideal for “sustaining and succeeding”. (2)

D. Hope to articulate a City “vision” and get people to rally around the vision of Fort as a great place (communicate to the citizenry the ideal vision). (2)

E. Hope to avoid “strip malls”/“sprawl” and bring “mixed uses” together (retail, service, groceries). (1)

❖ Jefferson

A. Hope to preserve the relatively strong services, competitive tax rate, low utility rates and the way to insure this is by economic development. (3)

❖ Johnson Creek

A. Hope for more “local”/Johnson Creek activity in business recruitment/attraction. (2)

❖ Lake Mills

A. Hope “groups” in Lake Mills and the County get together more and stay in the loop. (2)

B. We should propose our vision so we have our own destiny. (2)

C. Consider flexibility in zoning to enable changes in markets/production/manufacturing by entrepreneurs. (1)

D. Hope to work with the other regional entities (Milwaukee 7/THRIVE). (1)

❖ Waterloo

A. Hope to have a better relationship between the City and economic development and the large businesses (i.e. Trek and McKay). (3)

B. Hope to assure Waterloo’s interests in economic development planning. (1)

❖ Watertown

A. Hope to find ways that different interests can support one another. (Market benefits of school as a ripple effect; hope to promote all of Watertown.) (1)

B. Hope for additional revenue sources for more significant overall marketing. (Oconomowoc spent \$75,000 in marketing for Downtown which is three times the Watertown budget.) (1)

❖ Whitewater

A. UW-Whitewater/four-lane highway/”Dark Cable” must be on short-list of vision ideas. (These three most significantly effect economic development in the plan.) (3)

Education/Schools/University

❖ Waterloo

A. Hope that schools have “college-prep/advanced placement” programs. (This is a major draw for small communities.) (2)

- B. Hope that MATC links with Waterloo Schools to provide foundational “tech” skills and then enables linkage to Universities (UW/UW-M/University of Chicago/NIU). (2)
- C. Hope that families recognize quality of life in Waterloo via schools. (1)

❖ Watertown

- A. Hope for more “mentoring” of school-age kids (to keep them here). (3)
- B. Hope to grow “intellectual capital” (i.e. chef’s school, broader trades training like welders). (1)

❖ Whitewater

- A. Hope for a University Research Park that would tie in strengths of UW-Whitewater (being studied now). (3)
- B. Hope for more UW-Whitewater faculty living in the community. (1)

Recreation/Parks/Tourism

❖ Waterloo

- A. Hope to assist, in partnership, the role of Trek in the Glacial Heritage Area initiative. (2)
- B. Hope for some kind of “entertainment draw” (skate park, fine arts, others cited in comprehensive plan). (1)

❖ Watertown

- A. Hope to find ways to package more, but modest-sized, events. (2)

Bioenergy/Environment

❖ Johnson Creek

- A. Opportunity to “heat” Johnson Creek from Deer Track methane. (1)

❖ Lake Mills

- A. Consider geothermal issues/LEED issues which may require new ways of doing business by government/others. (1)

❖ Waterloo

- A. Hope to consider new businesses that may involve energy production (landfill, innovative energy). (1)

❖ Watertown

- A. Hope for a new bio-research facility (or other businesses) with higher paying jobs. (2)

❖ Whitewater

- A. Hope for Algae Firm project at Renew Energy. (1)

Location

- ❖ Johnson Creek
 - A. Hope for office building presence to take advantage of Milwaukee-Madison location (great location for high-tech opportunities). (3)

Transportation

- ❖ Johnson Creek
 - A. Opportunity to explore rail linkages/transit linkages/small bus. (1)
- ❖ Lake Mills
 - A. Opportunity to take advantage of transportation enhancements in Madison/Milwaukee. (1)
- ❖ Whitewater
 - A. Hope for a four-lane highway – Highway12. (3)
 - B. Hope for enhanced mass transit/light rail/linkage to Sturtevant (Madison/Whitewater/Sturtevant). (1)

Health

- ❖ Jefferson
 - A. Hope for some type of medical care facility (including emergency care). (2)
- ❖ Johnson Creek
 - A. Hope to build on “Cancer Center” so enhance this/expand medical services. (1)
 - B. Opportunity to use great location/transportation for health care facilities. (1)

Housing

- ❖ Waterloo
 - A. Hope for Trek employees to buy homes in the City. (1)

External Forces/Global Conditions (2)

- ❖ Watertown
 - A. Realize the opportunities from a broader and even global economy. (1)
 - B. Hope to take advantage of trends of youth interest in technology. (1)

Appendix:
Sample Straw Poll Instrument (Watertown)

**Economic Development Vision Straw-Poll Survey:
 From Watertown’s Hopes and Opportunities**

Objective of this Straw Poll: To determine individual and community preferences on important category or theme areas to emphasize in the development of an economic vision. This will be a starting point for dialogue.

Exercise 1: Identify your preferred vision categories (up to 5)

Instructions: Please mark an “x” next to the general categories or vision theme areas that you think are the most important to your community. You may select up to 5 different categories. (Note: Please do not select more than 5 categories from among items in the Roman Numerals I. thru X.)

When completed, please email your responses to UW Extension Administrative Secretary Linda Woolridge at: lindaw@co.jefferson.wi.us Linda will be compiling the results. Call her at 920-674-7296 if you have questions. Thank you for your assistance, Steve Grabow and Dennis Heling

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| _____ | <p>I. <u>Location</u> A. Hope to use Chicago/Metro markets related to fresh foods/local foods.</p> |
| _____ | <p>II. <u>Bioenergy/Environment</u> A. Hope for a new bio-research facility (or other businesses) with higher paying jobs.</p> |
| _____ | <p>III. <u>Organization/Planning/Governing</u> A. Hope for better communication among economic development organizations. B. Hope to find ways that different interests can support one another. (Market benefits of school as a ripple effect; hope to promote all of Watertown.) C. Hope for a “Comprehensive Watertown Marketing Plan”. D. Hope for additional revenue sources for more significant overall marketing. (Oconomowoc spent \$75,000 in marketing for Downtown which is three times the Watertown budget.) E. Hope for an integrated “Campaign Watertown” initiative pooling funds from multiple entities (to create the needed pool of funds).</p> |
| _____ | <p>IV. <u>Small-Town Livability/Community Livability</u> A. Hope to continue the maintenance of a low crime rate (for business attraction). B. Hope for more retail downtown (build on “fun eateries”).</p> |
| _____ | <p>V. <u>Recreation/Parks/Tourism</u> A. Hope for new/major hotel and lodging (and accommodate new winter events). B. Hope to find ways to package more, but modest-sized, events.</p> |

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| <p>_____</p> | <p>VI. <u>Economic Development Programming</u></p> <ul style="list-style-type: none"> A. Like to see a well-balanced and expanding economic sector (manufacturing, service, retail, schools, etc.). B. Hope to build on “software development” company that is here (good opportunities for youth). C. Hope for a “filled-up” industrial park. D. Hope to assimilate the Hispanic community into our community (overcome the rifts, barriers). E. Hope to improve Hispanic population’s link to our factories, business, places of work. F. Hope for higher paying jobs. G. Hope for “localized food source” system. (Build on trends of organic/fresh food.) H. Hope we are a “hub” to showcase fresh food (and part of the change). I. Hope to attract and maintain the “intellectual” leaders. J. Hope to finally figure out a good use for former Kohl’s property (i.e. mini-convention center, water park, other). K. Hope to find way to use former Lindberg/Applied Molding sites (and overcome environmental concerns). Is a good pocket of industrial uses. L. Hope for combination of conventional and innovative economic development. |
| <p>_____</p> | <p>VII. <u>Transportation</u></p> <ul style="list-style-type: none"> A. Hope for continued expansion of transportation corridors/hubs; airport as a regional hub. B. Hope for enhancements in Highway 26 corridor. |
| <p>_____</p> | <p>VIII. <u>Natural Resources</u></p> <ul style="list-style-type: none"> A. Hope to retain the advantage of high-quality water resources. |
| <p>_____</p> | <p>IX. <u>External Forces/Global Conditions</u></p> <ul style="list-style-type: none"> A. Hope for a competitive, global economy (business processes/transactions serving the U. S./World). B. Realize the opportunities from a broader and even global economy. C. Hope to take advantage of trends of youth interest in technology. |

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| | <p>X. <u>Eduction/Schools</u></p> <p>A. Hope to help local businesses with “software development” (hope to educate businesses on this).</p> <p>B. Hope for more “mentoring” of school-age kids (to keep them here).</p> <p>C. Hope to grow “intellectual capital” (i.e. chef’s school, broader trades training like welders).</p> |
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Exercise 2 (Optional): Identify your favorite vision statements (up to 5)

Instructions: Please identify up to 5 specific “vision statements” that you believe are particularly important in describing a “desirable” future for your community. You can select from any of the statements which begin with an Alpha designation. On the lines provided below, refer to your selected vision statements by both the Roman Numeral and Alpha designations. (For Example: II.C ; IV.A ; IX.B.)

Thank you for your participation in the workshop and this straw-poll. Please remember to email your response to Linda at lindaw@co.jefferson.wi.us by **Friday, April 4, 2008**.

Project Sponsor: Jefferson County Economic Development Consortium