

JEFFERSON COUNTY DRAFT GOALS

General Planning Goals

1. Utilize the Comprehensive Plan to guide county-wide decision making and update the plan as warranted to respond to changing conditions and trends.
2. Plan for resilience in all systems, considering future changes or trends that may impact services provided by the county.
3. Actively seek collaboration with and engagement with residents, local jurisdictions, and local and regional partners in all aspects of the planning process.
4. Maintain the access to a high quality of life for all residents through active and meaningful long-range planning.

Land Use Goals

1. Preserve and enhance the county's rural character, including its prime farmland and natural resources, and support growth in areas that support the housing and economic goals of this plan.
2. Guide and manage development patterns that will preserve prime farmland and natural resources, provides benefits to the regional economy, and best utilizes the county's existing transportation and utility infrastructure.
3. Ensure that new development responds to the existing built and natural environment of the county.
4. Respond to changing trends and growth patterns throughout the county to ensure that policies are current and respond to the county's long-range vision.
5. Recognize the county's regional placement and the opportunities and challenges it provides. Capitalize on the opportunities provided, while reducing impacts from challenges or concerns.
6. Actively maintain collaborative relationships with local government entities, neighboring counties, State and Federal agencies, and school districts serving county residents to inform land use decision making and education of policies and regulations.
7. Provide educational resources and continued public engagement through the land use planning process, ensuring that residents and stakeholders have a role and understanding of the process.
8. Utilize the Jefferson County Farmland Preservation and Land Use Plan to inform and support land use decision making.
9. Support growth in areas that promote housing and economic development goals of this plan, and preserve and enhance the county's rural character.
10. Provide guidance and manage development matters that provide benefits to the regional economy, best utilize the county's existing transportation and utility infrastructure and preserves prime farmland and natural resources.
11. Promote new development that is responsive to built and natural environments in the county
12. Ensure that the county is able to be responsive to changing trends and growth patterns throughout the county, and to ensure that policies are current and consistent with the county's long-range vision

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13. Optimize and capitalize opportunities that arise from the county's regional placement, and reduce impacts from challenges or concerns.
14. Inform land use decision-making and education related to policies and regulations by maintaining collaborative relationships with local government entities, neighboring counties, state & federal agencies, and school districts serving the county.
15. (and 8. All seem the same?) Utilize the County's Farmland Preservation and Land Use Plan to inform and support development/land use decision-making.
16. Provide opportunities for residents and stakeholders to have a role in understanding the process by offering education and public engagement throughout the land use planning process.

Housing Goals

1. Promote diversity in the type, density, and location of housing within the county and its cities to reflect the different needs of current and future residents.
2. Provide for safe, attractive, and affordable housing to meet existing needs and forecasted housing demands for all residents of the county.
3. Enhance opportunities for a variety of housing types, designs, densities, and price ranges to meet the needs of residents of varying incomes, ages, and lifestyle patterns.
4. Ensure housing options for the county's existing and future workforce, that provide a range of housing options and affordability.
5. Preserve and enhance the existing housing stock through programs and available rehabilitation assistance.
6. Maintain a collaborative relationship with local jurisdictions, regional housing entities, and local real estate professionals to provide programs and assistance with housing development and rehabilitation.
7. Monitor changing demographic patterns in the county (e.g., aging populations) and examine housing gaps or deficiencies for growing groups.
8. Understand the broad and changing housing needs throughout the county from rural to urban populations and balance the policies and guidance to provide a range of opportunities.

Transportation Goals

1. Support a full range of multi-modal transportation options to enhance access and connectivity throughout the county.
2. Support changes in mobility trends across all county users and plan for opportunities for ride sharing, modal splits, and other emerging technologies.
3. Develop and maintain a transportation system that supports new and existing residential, employment, commercial, and recreation areas, preserves and enhances neighborhood livability and the quality of life for County residents, while providing for safe, efficient and effective movement of people and goods.
4. Actively participate in regional transportation planning efforts.
5. Plan, build, and maintain an interconnected and accessible transportation system that considers all users and modes of travel.

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6. Improve safety and efficiency for all users and modes.
7. Coordinate transportation funding, investments, and maintenance with the county's local jurisdictions.
8. Provide for a safe, efficient, multi-modal, and well-maintained transportation network for all residents, farmers, commercial and emergency vehicles.
9. Recognize walking and biking as modes of transportation and recreational activity and provide opportunities for safe and efficient movement within the county's transportation network.
10. Acknowledge the regional location and State transportation network of the county to capitalize on the movement of goods and people to regional centers.

Economic Development, Tourism, and Community Development Goals

1. Actively participate in the branding of the county and promote tourism efforts to bring new residents and visitors to Jefferson County.
2. Encourage county-wide and community-based economic development and revitalization programs to promote economic diversity, entrepreneurial activities, and tourism attractions.
3. Develop and maintain a physical, cultural, educational, and recreation environment in the county that is conducive to and attracts business and residential development.
4. Promote and market the quality of life, rich diversity and assets of Jefferson County.
5. Provide resources and education to help entrepreneurs establish in the county and existing businesses grow.
6. Promote the development of businesses and support existing industries that provide a living wage for Jefferson County residents to live, work and thrive.
7. Explore opportunities to help businesses attract and retain a talented workforce and find ways to keep our working residents here in the county.
8. Support the significant industries – Manufacturing, Agriculture, and Healthcare – in the county and promote local assets to support expansion into related sectors with living wages.
9. Encourage and support the agricultural economy and entrepreneurship at all scales.
10. Balance the needs for growth with maintaining the current quality of life.

Agricultural, Natural and Cultural Resources Goals

1. Preserve, protect, and enhance the quality and quantity of Jefferson County's natural and cultural resources, balancing the county's rural character and future needs.
2. Promote a diverse agriculture economy, including local food, entrepreneurial opportunities, and emerging agricultural practices.
3. Preserve, protect, and expand the natural resources of the county for use and enjoyment by future generations of residents and visitors.
4. Protect sensitive environmental corridors and resources, wildlife habitat, and local cultural and historic resources for current and future residents.

Commented [PC1]: Cultural Resources includes preservation – burial mounds

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5. Manage the quality and quantity of water resources to protect human and wildlife health and ensure sufficient supplies of clean water. ~~to support human uses.~~
6. Carefully plan for siting of development to protect agricultural, natural and cultural resources within the county.
7. Monitor and utilize best management practices for the preservation of lands within the county that include resources that contribute to Jefferson County's quality of life.
8. Provide educational opportunities for residents and jurisdictions on new agricultural practices and natural resource protection.
9. Collaborate with local, regional, State and Federal agencies for funding and program support to pursue preservation efforts throughout the county.

Intergovernmental Cooperation Goals

1. Facilitate strategic planning within the region by strengthening communication and identifying opportunities to share information.
2. Actively collaborate with local jurisdictions regarding policy changes or opportunities affecting residents and agencies.
3. Explore opportunities for cost sharing or shared services between the county and local jurisdictions to provide continuity and efficiency of service offerings and budgeting.
4. Support economic development and tourism goals throughout the county, collaborating with local jurisdictions.
5. Foster and support strong local government units, serving as a planning partner.
6. Continue to foster a supportive and collaborative relationship for growth and development planning between towns and incorporated municipalities.

Commented [PC2]: Consider Public Policy Forums, Strategic Plan Implementation

Utilities & Community Facilities Goals

1. Explore the creation and use of alternative and renewable energy sources, while monitoring the siting impacts to existing resources and development.
2. Identify and expand the use of energy efficient practices and renewable energy resources.
3. Protect public health and the environment by properly managing solid waste produced within the county.
4. Maintain, improve, and expand recreational features (parks, trails, and open space) to meet the demand of residents and visitors.
5. Actively support the ~~Comprehensive Outdoor Parks, Recreation and Open Space~~ Recreation Plan to provide recreational opportunities to residents and visitors that support the county's quality of life.
6. Support the expansion of broadband and other emerging technologies throughout the county to provide access for residents and businesses.
7. Manage and promote infrastructure that maintains the county's small-town living and urban growth in a manner that is both cost effective and efficient.
8. Continue to provide county facilities that provide gathering and recreational opportunities for a range of users.
9. Actively plan for emergency management response throughout the county.

Commented [PC3]: Find a way to "clump" internal versus external sources as they have different funding mechanisms.

Goals should be proactive and specific to include long-term needs

IMPLEMENTATION PLAN - DRAFT

What are Implementation Measures?

The implementation measures of the Jefferson County Comprehensive Plan identify actionable steps that can help the county achieve its long-range vision and goals. These measures align with the goals and themes identified in the Comprehensive Plan and define specific actions that the county can take. These actions can range from the completion of a detailed analysis of a plan element to the modification of existing regulations/ordinances. While this is not an inclusive list of all potential actions, these are identified actions that will help the county tackle the biggest issues and opportunities identified in this process. Implementation measures will include a measureable outcome, staffing and resource requirements, and estimated costs.

Definitions

The draft structure of the implementation plan identifies elements to assist with implementation efforts. These elements are defined below:

- **Measure:** Direction for the county to move toward to meet the vision and goals for the future of the county.
- **Actions:** Activities that the county can act upon to complete work towards the measure. These may include specific actions to be completed or can include a general direction to be considered during the decision-making process.
- **Timeline:** Understanding the priority or timeliness of when the actions should occur
 - **On-Going:** Highlight existing efforts, which may warrant an initial review to ensure that on-going actions support the goals of the Comprehensive Plan.
 - **Short-Term:** Actions to be completed in the next 5 years.
 - **Mid-Term:** Actions to be completed in the next 5-10 years
 - **Long-Term:** Actions to be complete in the next 10-20 years that may require the identification of additional funding or completion of short- and medium-term actions.
- **Lead Agency:** Jefferson County governmental entity (department, commission, etc.) that will be responsible for leading the action.
- **Supporting Agency:** Local, county, regional, or State agencies, groups, and resources that can support the completion of the implementation action.
- **Plan Tool:** A reference to existing documents, policies, regulations, or agencies that can assist the county to implement the action or program.

What are the Reference Documents?

Throughout the planning process, the planning team has identified a range of planning documents, regulations, tools, and programs that align with elements of the Comprehensive Plan. A list of these documents has been compiled to provide background information on some of these available tools. These documents are referenced within the implementation actions to connect the actions with available tools or resources that may aid the county.

General Planning Implementation Measures

Measure: Utilize the Comprehensive Plan to guide county-wide decision making and to align with other planning efforts throughout the county.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Review and update the county Comprehensive Plan and Agricultural Preservation and Land Use Plan as warranted.	On-Going	County Administrator	County Board, County Departments, County Commissions, Local Jurisdictions, Community Organizations	Wisconsin Comprehensive Planning Law
Continue engagement with community groups to confirm the county policy changes align with the latest developments.	On-Going	County Board	County Departments, Community Groups, County Commissions, Residents	
Update department annual reports to align with the goals and implementation actions of the comprehensive plan.	Short Term	County Administrator	County Departments	Department Annual Reports
Create a working group of county staff and community groups to guide the implementation of the Comprehensive Plan.	Short Term	County Board	County Departments, Community Groups, Residents	
Review and update the county Comprehensive Plan every 10 years.	Long Term	County Board	County Departments, County Commissions, Community Groups, Residents	Wisconsin Comprehensive Planning Law
Consider all plan elements and systems during the decision-making process, understanding the connectivity of the county's systems.	On-Going	County Board	County Departments, Community Groups, County Commissions, Residents	

Commented [PC1]: Planning tools can be directly referenced in 5-year plan and costs can build into these. We should find a way to incorporate resources and skill sets to keep these plans moving forward. Usable and referenceable to the extent possible, making sure lifespan considerations are in place and works. Can be used for department reviews (2020 department annual accomplishments)

Measure: Plan for resilience in all county systems and apply planning concepts and tools that increase the county's ability to adapt and respond to change.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Use the Comprehensive Plan and County Strategic Plan to guide decision making and investment priorities.				
Consider the County's diverse geographies, demographics, and quality of life during the decision-making process to promote equity and inclusivity.				
Monitor changes in economic, social, and environmental conditions and adjust policy if necessary.				
Support the efforts of the County Emergency Management Department to prepare and protect communities before, during, and after an emergency or disaster.				
Support the efforts of the Health and Human Services Departments to provide resources and social infrastructure that support the health and welfare of all county residents.				

Measure: Maintain a collaborative approach to county planning and decision-making through efforts with county residents, local jurisdictions, community partners, and local and state agencies.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Continue to collaborate with residents and stakeholders on long-range planning efforts, providing opportunities for the public to participate.				
Maintain opportunities for open dialogue between the county, local jurisdictions, residents and community organizations for the sharing of issues and opportunities.				
Recognize and engage the diverse population groups throughout the county and strive to receive diverse input to inform decision making.				

Measure: Actively consider the long-term impacts to the quality of life for all residents as policies and regulations are updated.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Update county ordinances and policies to align with the Comprehensive Plan.				
Monitor changing trends and needs throughout the county and update policies to respond.				
Consider the primary aspects of quality of life (e.g., housing, public health, recreation) and how they may be affected by policy changes.				

Land Use Implementation Measures

Land Use Example

Measure: Maintain policies and regulations and utilize planning practices that promote development that preserve the sense of place, agricultural foundation, and development desires, while limiting impacts to agricultural, natural, and cultural resources.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Update the zoning ordinance to align with the Comprehensive Plan and Agricultural Preservation and Land Use Plan.			Townships, Land and Water Conservation Dept.	
Utilize the defined environmental corridors as a planning tool to guide preservation efforts.			Land and Water Conservation Dept., Land Information Dept, State Agencies (WDNR, NRCS), Parks	Glacial Heritage Area HA-Plan (GHA), Parks, Recreation, and Open Space Plan
Work with jurisdictions to encourage infill, redevelopment or reuse of properties.			Cities and Villages, Major Users (major developers, corporations, larger farms)	
Collaborate with jurisdictions with high development pressure to guide development in an orderly fashion.			SEWRPC, CARPC	

Measure: Consider the infrastructure and service needs of development while siting new growth, ensuring the best use of existing transportation and utility infrastructure.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Direct new development toward areas already supported with improved infrastructure, public facilities, and areas in reasonable proximity to basic services.				

When development opportunities arise in isolated areas, ensure such development is self-supporting and is otherwise consistent with the Comprehensive Plan.				
Utilize the Long-Range Urban Service Area and Limited Service Area when siting new development within the county.				

Measure: Capitalize on the county's position in the state to promote investments, development, and recreational opportunities that take advantage of regional transportation infrastructure.				
Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Monitor growth and development activities along the I-94, US 18, US 12, STH 16, and State Highway 26 corridors that may affect investments in Jefferson County.				
Explore opportunities to utilize the transportation network to support economic growth and service offerings.				
Retain large-acre sites that are located adjacent to existing industry and/or freight corridors to enable facility expansion or attract compatible development.				

Measure: Collaborate regularly with local jurisdictions and other planning agencies to inform the planning process and changes to policy.				
Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Establish a quarterly forum of planning officials to share opportunities and challenges and provide opportunities for collaboration.				

Create educational materials and tools that simplify technical processes.

Participate in local planning activities, including Comprehensive Plan updates and other long-range planning efforts.

Measure: Continue to foster an inclusive planning process by providing educational tools and including public engagement opportunities.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Clearly communicate planning application requirements and procedures to landowners and developers through the development of tools.				
Consider the usability and clarity of planning-related regulatory documents.				
Create simple flow charts and graphics that illustrate processes and regulations that are easily accessible and understandable.				
Conduct annual workshops with Planning & Zoning, the Board of Adjustment, and staff to address zoning issues and development approval criteria.				
Continue to engage the public throughout the planning process to gather broad input.				

Measure: Utilize the Jefferson County Agricultural Preservation and Land Use Plan to inform and support land use decision making.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Deploy the implementation plan actions identified within the Agricultural Preservation and Land Use Plan.				
Monitor changes to the Department of Agriculture, Trade and Consumer Protection's Farmland Preservation Program and pursue updates as needed.				

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Housing Implementation Measures

Measure: Monitor housing affordability needs for all demographics and geographies.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Create and support local and regional programs that provides affordable owner-occupied and rental housing.				
Maintain and promote loan and rehabilitation programs that support the creation of affordable housing.				
Support the development of new rental and ownership housing which is affordable to low and moderate-income households.				
Collaborate with local jurisdictions, regional, State, and Federal agencies to obtain financial assistance to help address the need for affordable housing for all demographics.				

Measure: Allow and promote housing opportunities of various types, densities, design, and price ranges that respond to the character of the area.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Explore the need for a county-wide housing inventory. Partner with regional cities and housing agencies. Map the age, price, and type of homes using assessor's data. Identify gaps in the housing mix.				
Explore and utilize housing programs that help to provide a range of housing options within the county.				
Collaborate with the Jefferson Housing Authority and local housing agencies to provide recommendations and policies that support housing options for all residents.				
Promote a diversity of housing types by working with local jurisdictions and through program incentives and offerings.				
Regularly review and update housing policies and programs to respond to current needs and trends.				
Promote and support fair housing practices and non-discriminatory practices in the sale and rental of housing units.				

Measure: Develop programs and incentives to preserve, enhance, and rehabilitate the existing housing stock throughout the county.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Support reinvestment and maintenance of the existing housing stock.				
Support property tax policies that encourage the maintenance and rehabilitation of owner-occupied and renter-occupied housing.				
Ensure that ordinances support the continued maintenance of residential properties and contribute to the character of place.				

Housing Example

Measure: Monitor emerging and continued housing needs, including workforce housing, senior housing, senior services, and urban versus rural housing, and pursue programs, tools, and research to respond to these needs.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Work with state and other regional government, nonprofit, and development groups to identify opportunities for independent living developments in all areas of the county.				
Collaborate with existing and proposed employers to understand housing needs compared to gaps in the current housing stock to support workforce housing opportunities.				
Monitor the availability of housing types and service needs for the county's senior population to promote aging in place. Develop educational tools to assist seniors and families with senior housing transitions.				

Measure: Adjust housing policies based on local needs, growth or decline in population, and urban or rural context.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Monitor changing housing markets and assess needed policy or programmatic changes.				
Collaborate with local jurisdictions, housing agencies, and real estate professionals to understand changing trends and needs to assure county policies and tools are up to date.				
Understand the varied housing needs throughout the county, considering both urban and rural housing needs and tools.				

Measure: Meet regularly with local jurisdictions, regional housing agencies, and real estate professionals to collaborate on housing needs and tools, and to increase awareness of offerings.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Create educational tools and training opportunities to share programs and policies with existing and future residents.				
Create opportunities for an open dialogue regarding the housing market for the sharing of tools and policies.				

Transportation Implementation Measures

Transportation Example

Measure: Maintain and grow an interconnected, safe, and accessible multimodal transportation network that considers all modes and jurisdictions.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Pursue to the completion of a County Transportation Plan that analyzes deficiencies and needs for all modes.	Mid-term	Highway Dept.	WisDOT, SEWRPC, CARPC, Municipalities, Mobility Manager	Jefferson County Bike and Pedestrian Plans
Promote safety for all modes, including safety strategies and infrastructure as warranted.	On-going/Short-term	Highway Dept.	WisDOT, Municipalities	Safety Improvements (HSIP and High Risk Rural Roads), Jefferson County Bike and Pedestrian Plans
Align local and state highway system planning with goals for highway-adjacent land uses.	On-going/Mid-term	Highway Dept. and Zoning	WisDOT	County Zoning Map, Jefferson County Bike and Pedestrian Plans
Conduct long-range planning of all transportation modes, integrating personal vehicles, freight, transit, bicyclists, and pedestrians within one transportation system.	Mid-term		WisDOT, SEWRPC, Municipalities	Numerous State Plans consistent with WisDOT 2050 updates, Jefferson County Bike and Pedestrian Plans
Support local studies and investments in the safety of the transportation system, particularly in high traffic areas that promote multiple modes.	Mid-term	Highway Dept.	WisDOT, Townships	County Bike Map, Pedestrian Plan,

Commented [PC2]: Per Ted Vratny, certain roads are designated bike paths because of natural beauty, but these roads maintenance and town priority should be considered so that towns don't have to unnecessarily allocate funds when it is against their desires or doesn't fit within local planning.

Measure: Monitor changes in transportation choice (e.g., shared mobility, senior transportation) and emerging transportation technologies (e.g., electric vehicles) to maintain policies and strategies for an adaptable network.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Continue to explore opportunities to expand shared mobility (taxi, Uber, Lyft, etc.) for all users.				
Explore opportunities to provide additional transportation options for residents without access to a personal vehicle to travel within the county.				
Monitor new transportation trends and technologies and explore opportunities to allow for growth within the county's system.				

Measure: Understand the transportation network's role in economic development and recreational offerings to provide access to commercial, employment, and recreational opportunities.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
For county road improvements, ensure that the land use context is considered and enhancement to pedestrian, bicycle, and other multimodal facilities are provided where appropriate and feasible.				

Include recreational facilities that provide a recreational and transportation purpose as part of the transportation network.				
Coordinate economic development strategies with transportation planning, using the transportation network as a tool for promoting growth and investment.				

Measure: Actively participate in regional and statewide transportation planning efforts and investment decision making.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Participate in regional transportation planning efforts to advocate for the county's system and align priorities.				
Work with local jurisdictions and the Wisconsin Department of Transportation to review potential jurisdictional transfers of the roadway system.				

Measure: Support a connected transportation network by collaborating with local jurisdictions on funding, investments, and maintenance.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Collaborate with local jurisdictions to implement the objectives and tools defined within the Comprehensive Plan.				
Create educational tools that share information about transportation funding availability and local and county roadway maintenance policies.				
Assist local jurisdictions with asset management and preservation planning, identifying funding opportunities to pursue improvements.				

Measure: Capitalize on the county's location within the State by supporting freight and commuting needs.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Address freight needs when federal, state, and county highways are improved.				
Coordinate with local airports for the movement of people and goods.				
Encourage expansion of regional commercial opportunities in existing commercial corridors along collector or arterial routes and at nodes where infrastructure and traffic volumes can support economic growth.				

Economic Development Implementation Measures

Measure: Promote the quality of life and offerings of Jefferson County through a county-wide branding strategy that spurs tourism and economic development.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Collaborate with local groups to create a unified branding and marketing approach for Jefferson County that emphasizes the diverse offerings.				
Capitalize on the quality of life and services offerings available in the county to support economic development efforts.				

Economic Development Example

Measure: Maintain a county-wide and community-based economic development strategy that promotes economic diversity, entrepreneurial activities, and tourism attractions.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Develop new industries or clusters of related industries which support and strengthen local assets. Broaden the industrial base by supporting marketing efforts for value-added industries that "spin-off" from existing industries.				
Regularly perform and review regional market analyses to understanding changing trends and markets that may provide issues and opportunities to the markets in the county.				
Work with local, regional, and state partners to maintain a data-driven approach to align economic development strategies with market opportunities and industry needs.				

Measure: Develop and maintain physical, cultural, educational, and recreational programs that are conducive to and attract residential and business development.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Encourage local workforce training programs and continuing education to match local workforce with workforce demand.				
Participate in and lead investments and initiatives that provide services and infrastructure to support growing markets and industries.				

Measure: Develop tools and programs that assist businesses in attracting and retaining a talented workforce, paying a living wage, and maintain a thriving business.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Monitor market changes and external effects that may shift wages for local employees.				
Use economic development strategies that attract businesses that provide a living wage.				
Support the county identity and market as a place to live, work, and play for workforce attraction.				

Measure: Support significant industries within the county, including agriculture, tourism, and manufacturing, allowing for growth and expansion of the industries.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Catalog the services and infrastructure needed to support significant industries and develop tools and regulations to support growth of these services to allow for growth and reinvestment.				
Collaborate with stakeholders of significant industries to understand changing trends and needs to support maintenance and growth.				

Measure: Capitalize on the regional surroundings of the county and explore opportunities to grow the presence of Jefferson County's economic strengths.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Participate in regional economic development activities and planning.				
Explore opportunities to support larger regional economies with products produced and grown in Jefferson County.				

Measure: Support the continued access to a high quality of life for all by creating an economic environment that support local businesses, diverse offerings, and opportunities for growth.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Explore "shop local" campaigns and similar tools that support local businesses and services.				
Encourage continued educational opportunities for the local workforce. Target programs towards competitive industries, existing and emerging, that align with economic development strategies.				
Promote expansion and growth of businesses that support local businesses.				

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Agricultural, Natural and Cultural Resources Implementation Measures

Agriculture, Natural, and Cultural Resources Example

Measure: Ensure that county policies and regulations consider impacts and benefits to agricultural, natural, and cultural resources that are a part of the county's fabric.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Preserve environmentally sensitive areas (e.g., 100-year floodplain, wetlands, bluffs) and other important natural features (e.g., high quality native plant communities, rare species habitat) and protect these areas as open space.				
Encourage historical preservation and outreach efforts in the county.				
Continue to update and expand environmental resource data into the County's GIS database. Use County GIS to evaluate impacts to the natural environment.				
Review county wetland, stream, and lakeshore ordinances to help define and strengthen buffering and protection of natural resources.				

Measure: Promote a diverse agricultural presence, supporting local food growth, entrepreneurial opportunities, processing of local goods, and emerging agricultural practices.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Support local foods efforts to support restaurants, food production, or other manufacturing.				
Collaborate with the county's economic development strategy to support agricultural industry growth within the county.				
Provide educational opportunities to connect the public with the agricultural industry, including the awareness of practices, emerging technologies, and employment opportunities.				

Measure: Minimize impacts to natural resources and explore opportunities to enhance environmental corridors, wetlands, woodlands, wildlife habitat, and open spaces.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Distinguish areas of natural resources for recreational use from areas that serve as primarily as wildlife habitat.				
County policies and approvals related to land use, development, and management will be made to address current needs without compromising the ability to meet future needs.				
Continue to use the defined environmental corridors as a planning tool to preserve natural resources.				

Measure: Monitor and protect water quality and water quantity throughout the county.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Utilize the Jefferson County Land and Water Resources Management Plan to guide water resource decision making and preservation efforts.				
Collaborate with local jurisdictions and the Wisconsin Department of Natural Resources to monitor water quality concerns and changes.				
Work with local organizations to pursue investments and enhancement to the water network for quality and engagement with the natural resource.				

Measure: Develop educational materials and opportunities for residents to learn about agricultural, natural, and cultural resources; including land management techniques, new agricultural practices, and natural resource preservation.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Increase public and stakeholder engagement, with the support of partners, regarding the stewardship, conservation, and efficient use of natural resources.				
Provide a list of development standards and best practices for conservation design, low impact development, and environmental management as a resource for landowners, developers, and contractors.				

Measure:**Collaborate with local, regional, State, and Federal agencies for funding and program support to pursue preservation and enhancement efforts.**

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Expand targeted partnerships to effectively advance county natural resources goals and to better manage sensitive natural areas.				
Continue to explore and expand partnerships with environmental advocacy groups (local, regional, state) to protect, enhance, expand, and connect natural areas.				
Pursue grant opportunities to fund planning and implementation for resource conservation and restoration.				

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Intergovernmental Cooperation Implementation Measures

Measure: Foster a strong government network of collaboration between governmental units, identifying opportunities for collaboration and idea sharing.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Involve local jurisdictions early in the process of policy changes to understand the various impacts across jurisdictions.				
Establish a quarterly forum of county and jurisdictional leadership to share opportunities and challenges and collaboration.				

Measure: Collaborate with local jurisdictions to provide a unified approach to growth and development.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Facilitate a strategic planning session with each department to assess its abilities to help local jurisdictions.				
Coordinate with cities on their urban growth boundaries on the fringes of their municipal limits to ensure the orderly extension of city services over time.				
Participate in local long-range planning efforts to understand local issues and opportunities and connections to county efforts.				

Measure: Recognize the history and unique character of the places in Jefferson County and support efforts to preserve and enhancement these resources.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Building from county-wide branding efforts, identify the unique history and character of various areas throughout the county and consider impacts to these identifiers as policies and investments are pursued.				
Support local and grassroots efforts that preserve the history and sense of place in communities.				

Intergovernmental Example

Measure: Explore opportunities for cost sharing or shared services between the county and local jurisdictions to provide continuity and efficiency of service offerings and budgeting.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Continue to direct federal, state, and local grants funds best suited to assist with development and redevelopment in the local communities.				
Continue to build upon the shared services research completed for local emergency services to explore cost saving opportunities while continuing to provide a high level of service.				
Collaborate with local jurisdictions to understand funding gaps and explore possibilities for the sharing of services or other funding opportunities.				

Utilities & Community Facilities Implementation Measures

Measure: Manage and promote public infrastructures, services, and facilities in a manner that is both cost effective and efficient.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Perform county-wide asset management planning to catalog the county's assets and track maintenance and replacement needs.				
Collaborate with local jurisdictions and service providers to ensure that quality and affordable services are available to residents throughout the county.				
Encourage an equitable distribution of schools, health care services, grocers, and other resources that are necessary to sustain personal well-being and enhance the quality of county communities.				
Work with local municipalities to map and identify optional locations for infrastructure and service offerings.				

Utilities & Community Facilities Example

Measure:	Monitor changing practices and technologies across the county's systems to maintain innovative and effective offerings, including utilities, public health, emergency management, solid waste, etc.			
Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Support the activities of various county departments to promote long-range planning and investments in the county's systems.				
Continue to review and expand the county's solid waste management, exploring opportunities to expand service offerings and modernize practices.				
Support the activities of the health department to provide access to healthy lifestyle options for all residents.				
Maintain an up-to-date hazard mitigation plan.				

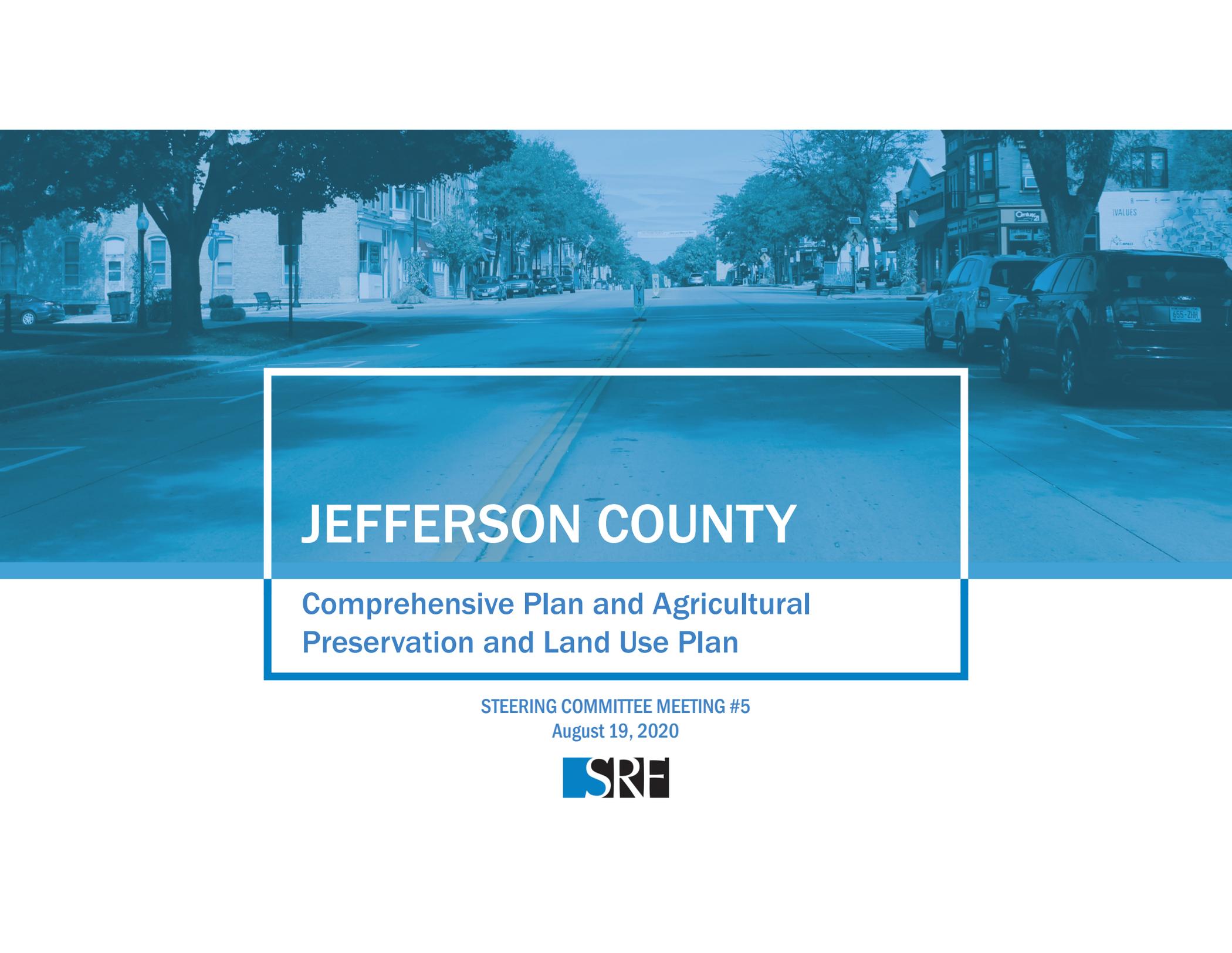
Measure:	Utilize the Parks, Recreation and Open Space Plan to maintain, improve, and expand recreational features (parks, trails, and open space).			
Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Support the goals and policies established in the Parks, Recreation and Open Space Plan to provide recreational opportunities to county residents.				
Invest recreational opportunities that contribute to the quality of life, healthy lifestyle, tourism, and resource preservation.				
Support open space preservation through other planning efforts.				

Measure:**Support the expansion of communications technologies and practices that support both personal use and economic development.**

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Promote high-speed telecommunications network expansion in the locations where the service is needed. Work with local stakeholders to prioritize areas for service expansion.				
Work with utility providers and local, regional, and state government agencies to promote the availability of high-speed network access and the corresponding opportunity to work remotely				
Develop county policies and partnerships to creatively include high-speed network infrastructure in plans for economically efficient road and other utility and infrastructure system projects.				

Reference Documents

Plan Tool	Description/Purpose	Agency	Source
Wisconsin Comprehensive Planning Law (s.66.1001)	Provides information and resources on the required elements of comprehensive plans in Wisconsin	Department of Administration	https://doa.wi.gov/Pages/home.aspx
Jefferson County Strategic Plan	Guides the county's vision and budget decisions	County Administration	
Jefferson County Department Annual Reports	Reviews department activity over the past year and guides action or areas of attention for the coming year	County Departments	
Wisconsin Certified Sites program			https://wedc.org/programs-and-resources/certified-sites/



JEFFERSON COUNTY

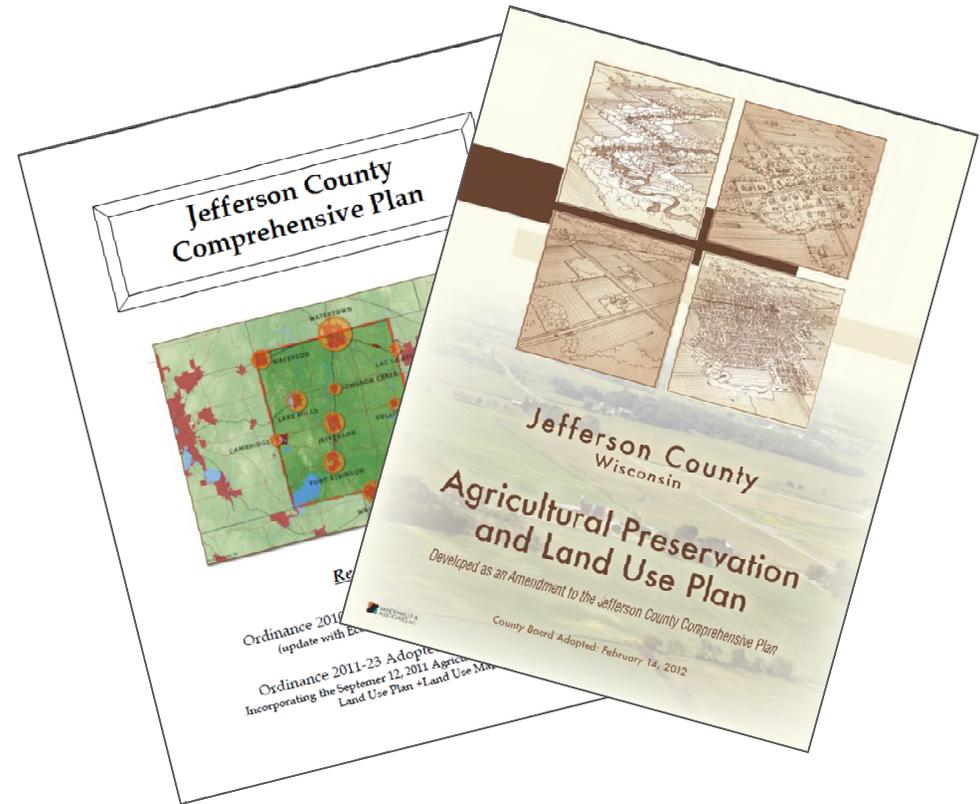
Comprehensive Plan and Agricultural Preservation and Land Use Plan

STEERING COMMITTEE MEETING #5
August 19, 2020



Agenda

- Introductions
- Zoom Meeting Logistics
- Approval of Past Steering Committee Minutes
- Process Update
- Public Engagement Update
- Plan Format Overview
- Plan Goals Overview
- Plan Implementation Workshop
- Next Steps



Today's Goal

Review recent and upcoming activities

Introduce draft goals and implementation measures for the Comprehensive Plan to allow for further comment and review

Steering Committee Role:

- Understand the process for goal & implementation development
- Participate in discussion and identify questions or missing elements
- Prepare for further review
 - Hold “wordsmithing” comments for later

Introductions

What are you looking forward to this fall?



Zoom Meeting Logistics

- Raise your hand feature
 - *6 if you are on the phone
- Mute
 - *9 if you are on the phone
- Chat feature

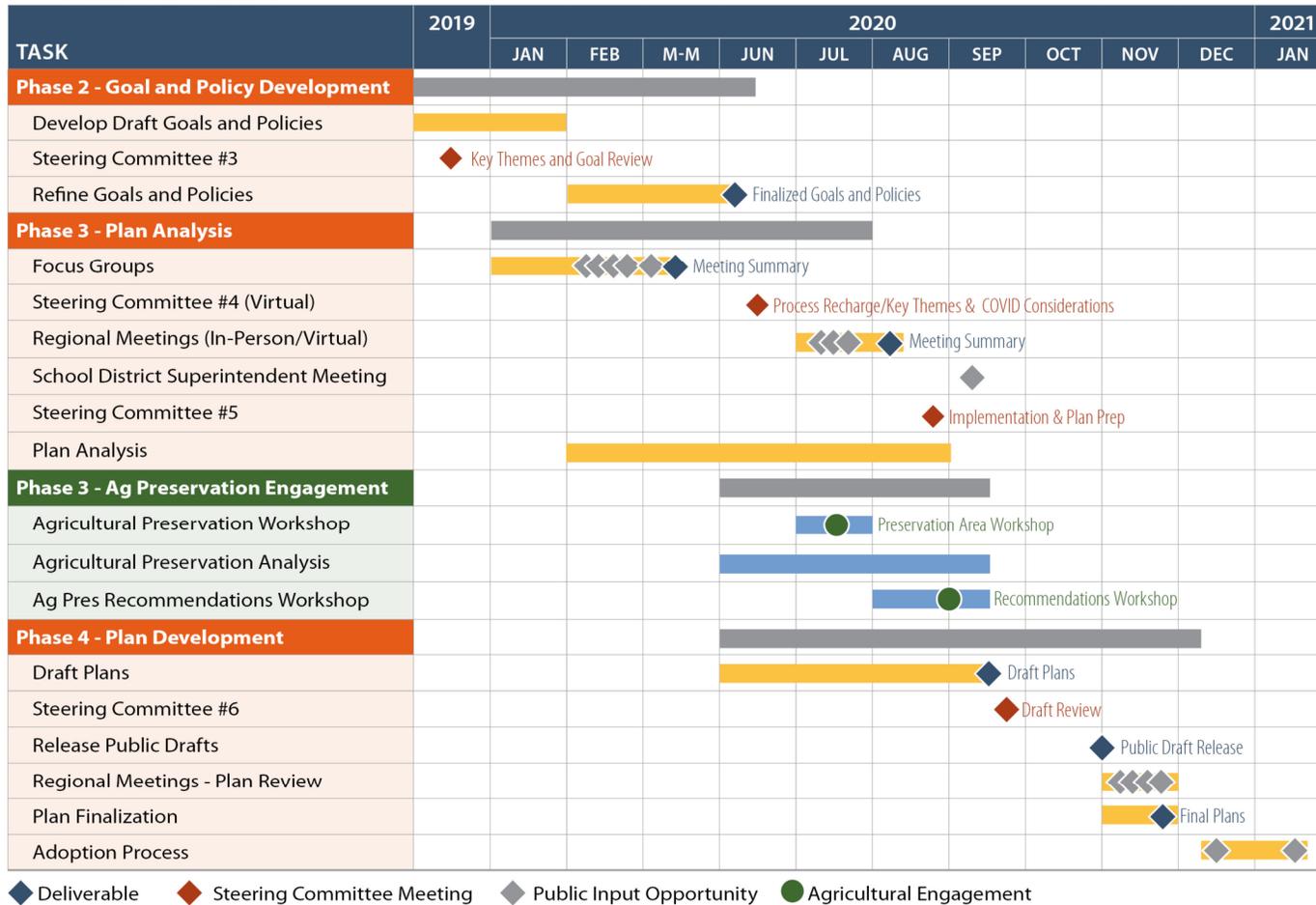
*If there are any members of the public in attendance, you will have a chance to contribute at various points throughout the meeting.

Approval of Past Steering Committee Meeting Minutes

- Steering Committee Meeting #1 – April 10, 2019
- Steering Committee Meeting #2 – October 1, 2019
- Steering Committee Meeting #3 – November 14, 2019

- **Suggested Motion:** *“Motion to approve the Steering Committee Minutes from Meeting #1 on April 10, 2019, Meeting #2 on October 1, 2019, and Meeting #3 on November 14, 2019.”*

Process Update



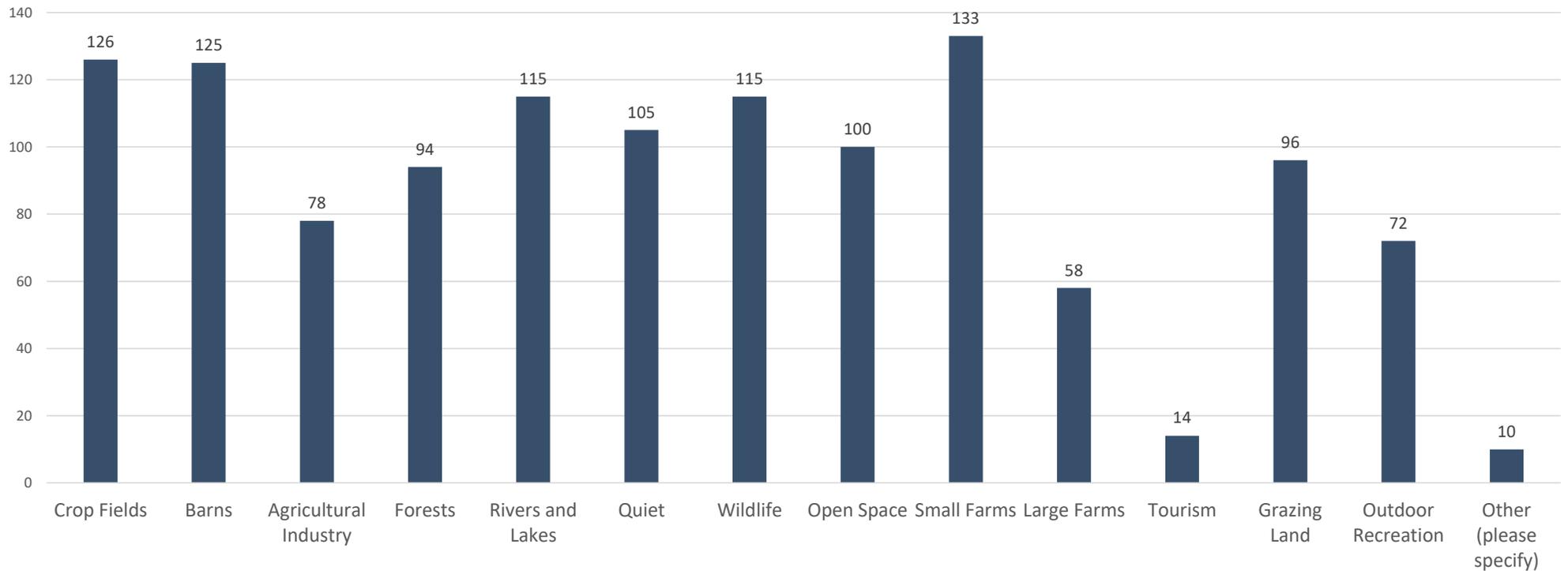
Public Engagement Update – Regional Meetings #2

- Virtual Meeting – July 22nd
- In-Person Event – July 28th
- In-Person Event – July 29th

- Online Community Survey – 145 Responses
- In-Person Attendees – 20 Responses

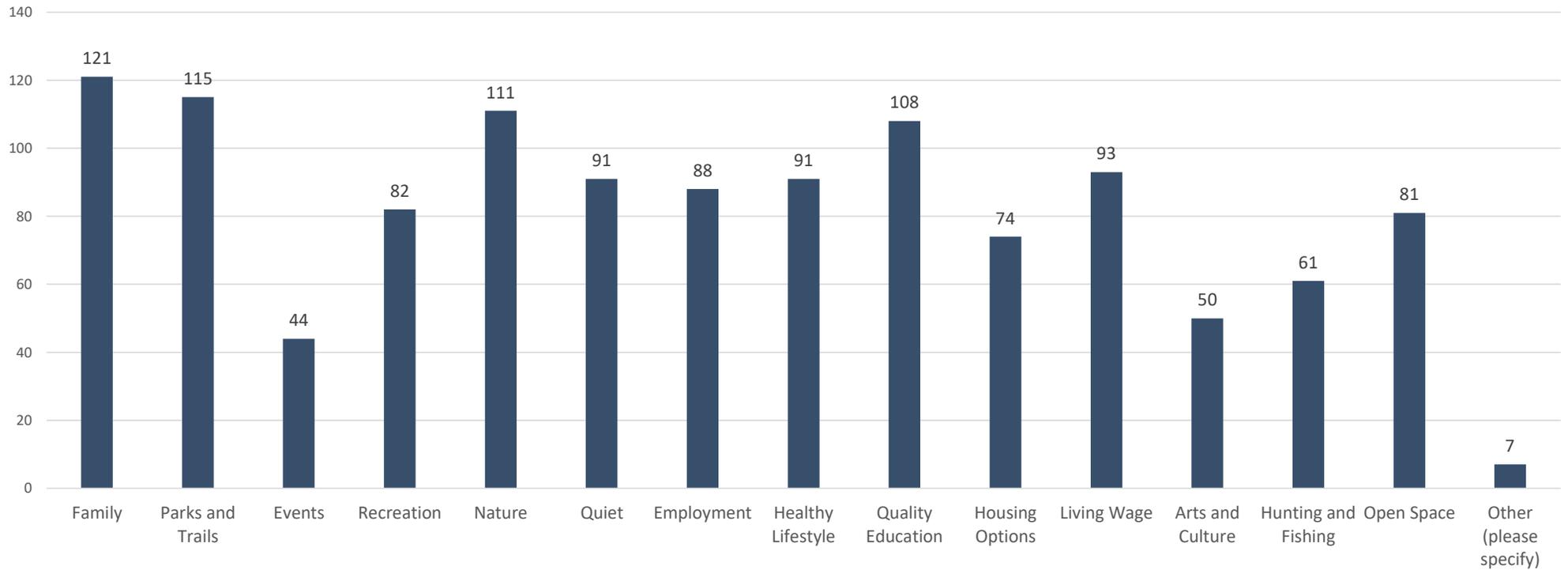
Engagement Results

Help us define "Rural Character" in Jefferson County. Identify which of the following words or phrases you identify with when you think of rural character. (Select all that apply)



Engagement Results

Help us define "Quality of Life" in Jefferson County. Identify which of the following words or phrases you identify with when you think of quality of life. (Select all that apply)



Engagement Results

Where should growth and development occur in Jefferson County?

- Low Density Residential Development – Within 15-year Growth Areas, Within Towns, Within Cities, Within Villages
- Higher Intensity Residential Development – Within Cities, Within 15-year Growth Areas, Near Major Roadways, Within Villages
- Commercial Development – Within Cities, Near Major Roadways, Within 15-year Growth Areas, Within Villages
- Industrial Development - Near Major Roadways, Within Cities, Within 15-year Growth Areas, Within Villages
- Industrial Agriculture – Near Major Roadways, Within Towns, Within Villages, Within 15-year Growth Areas

Engagement Results

- **Single-Occupancy Vehicles** defined as biggest priority, followed by **Pedestrians** and **Bicyclists**.
- **Broadband Technology Services** and **Available Workforce Retention** identified as the two largest barriers to economic development.
- **Affordable, Senior, and Single-Family Development** identified as the three major priorities for housing development.
- Respondents identified **water quality management, innovative agriculture,** and **farms of all sizes** as the top three future considerations for agriculture.
- **Broadband Infrastructure** and **Police, Fire and EMS** were identified as the top two priorities for services when finding a place to live

Plan Format Overview – Comprehensive Plan

CHAPTER 1 – EXECUTIVE SUMMARY

- **Comprehensive Plan Purpose and Scope**
- **County Role**
- **Comprehensive Plan Overview**

CHAPTER 2 – 2040 PROCESS AND ISSUES AND OPPORTUNITIES

- **Plan Development Process**
- **Public Engagement Overview**
- **Issues and Opportunities**

CHAPTER 3 – COUNTY CONTEXT

- **History & Settlement**
- **Data Sources**
- **Population & Households**
- **Population Characteristics**
- **Economy**

Plan Format Overview – Comprehensive Plan

CHAPTER 4 – GOALS AND OBJECTIVES

- **2040 Vision**
- **Plan Element Goals and Objectives**

CHAPTER 5 – LAND USE

- **Existing Conditions**
- **Policy & Guidance**

CHAPTER 6 – HOUSING

CHAPTER 7 – TRANSPORTATION

CHAPTER 8 – ECONOMIC DEVELOPMENT

CHAPTER 9 – AGRICULTURAL, NATURAL AND CULTURAL RESOURCES

CHAPTER 10 – INTERGOVERNMENTAL COOPERATION

CHAPTER 11 – UTILITIES & COMMUNITY FACILITIES

CHAPTER 12 - IMPLEMENTATION

- **Implementation Actions**

Plan Format Overview – Ag Preservation & Land Use Plan

CHAPTER 1 – EXECUTIVE SUMMARY

- Purpose and Scope
- Jefferson County Preservation Program
- Agricultural History
- Importance of Agriculture
- Planning Under Working Lands Law
- County Role
- Plan Overview

CHAPTER 2 – PLANNING PROCESS

- Planning Process
- Farmland Preservation Model
- Land Use and Farmland Preservation

CHAPTER 3 – PRESERVATION VISION

- Preservation Issues and Opportunities
- Vision Statement and Goals

CHAPTER 4 – PLANNING FRAMEWORK

- Existing Agricultural Uses and Preservation Areas
- Local and Regional Preservation Actions and Policies
- Current and Emerging Trends and Activities
- Land Use Considerations
- Growth Areas and Preservation Planning

CHAPTER 5 - IMPLEMENTATION

- Preservation Program and Tools
- Implementation Actions

Plan Element Goals and Key Themes

- **Issues and Opportunities** – Areas of improvement or opportunity that the county should act upon in response to public comment.
- **Key Themes** – Priority areas within each plan element that include the key issues and opportunities for the topic at hand.
- **Goals** – Statement identifying a desired direction or path to help the county achieve its long-range vision.



Plan Goals Overview

General Planning

Land Use

Housing

Transportation

Economic Development

Agricultural, Natural, and Cultural Resources

Intergovernmental Cooperation

Utilities and Community Facilities

**Steering Committee
Role:**

Consider the broad concepts of the goals and identify any misdirection or missing areas. Follow up with any ‘wordsmithing’ or additional comments.

General Planning Goals

1. Utilize the Comprehensive Plan to guide county-wide decision making and update the plan as warranted to respond to changing conditions and trends.
2. Plan for resilience in all systems, considering future changes or trends that may impact services provided by the county.
3. Actively seek collaboration with and engagement with residents, local jurisdictions, and local and regional partners in all aspects of the planning process.
4. Maintain the access to a high quality of life for all residents through active and meaningful long-range planning.

Land Use Goals

KEY THEMES

- Balance rural character and urban growth
- Preserve agricultural foundation
- Collaboration with jurisdictions
- Educational Opportunities
- Geographic Region
- Preserve Resources
- Modernize Policies



DRAFT EXAMPLE GOAL

Preserve and enhance the county's rural character, including its prime farmland and natural resources, and support growth in areas that support the housing and economic development goals of this plan.

Housing Goals

KEY THEMES

- Affordability
- Housing Options and Markets
- Available Housing Tools
- Aging Housing Stock
- Aging Resident Needs
- Urban versus Rural Residential
- Workforce Housing Needs



DRAFT EXAMPLE GOAL

Enhance opportunities for a variety of housing types, designs, densities, and price ranges to meet the needs of residents of varying incomes, ages, and lifestyle patterns.

TRANSPORTATION

KEY THEMES

- Various Transportation Modes
- Aging Population Mobility
- Rideshare Opportunities
- Transportation Safety
- Agriculture and Freight
- Bicycle Transportation
- Commuting
- Roadway System Planning



DRAFT EXAMPLE GOAL

Develop and maintain a transportation system that supports new and existing residential, employment, commercial, and recreation areas, preserves and enhances neighborhood livability and the quality of life for County residents, while providing for safe, efficient and effective movement of people and goods.

ECONOMIC DEVELOPMENT

KEY THEMES

- Agricultural Economy
- Tourism Economy
- County Identity and Marketing
- Manufacturing Economy
- Quality of Life and Growth
- Supporting Existing Businesses and Attracting New Industry
- Growing Regional Presence



DRAFT EXAMPLE GOAL

Actively participate in the branding of the county and promote tourism efforts to bring new residents and visitors to Jefferson County.

AGRICULTURAL, NATURAL, & CULTURAL RESOURCES

KEY THEMES

- Preserve Character and Balance Growth
- New and Emerging Ag Practices
- Water Quality and Quantity
- Education
- Preservation of Natural Resources and Open Spaces
- Environmental Corridors
- Collaboration



DRAFT EXAMPLE GOAL

Preserve, protect, and enhance the quality and quantity of Jefferson County's natural and cultural resources, balancing the county's rural character and future needs.

INTERGOVERNMENTAL COOPERATION

KEY THEMES

- Coordinate Growth and Development
- Recognize Varied Character and Desires
- Fostering Strong Local Government
- Funding Tools and Opportunities
- Shared Services



DRAFT EXAMPLE GOAL

Explore opportunities for cost sharing or shared services between the county and local jurisdictions to provide continuity and efficiency of service offerings and budgeting.

UTILITIES AND COMMUNITY FACILITIES

KEY THEMES

- Maintenance and Preservation
- Public Health
- Energy Practices
- Communications Technology
- Outdoor Recreation Opportunities



DRAFT EXAMPLE GOAL

Support the expansion of broadband infrastructure and other emerging technologies throughout the county to provide access for residents and businesses.

Plan Implementation Workshop

What is an Implementation Plan?

- Identify action steps to work towards the Comprehensive Plan Vision and Goals
- Creates a playbook to guide decision making and investments
- Sets planning direction
- Identifies general themes and specific actions
- Not an inclusive list

Plan Implementation Workshop

- Measure
- Action
- Timeline
 - On-Going
 - Short-Term
 - Mid-Term
 - Long-Term
- Lead Agency
- Supporting Agency
- Plan Tool

Plan Implementation Workshop

Measure: Utilize the Comprehensive Plan to guide county-wide decision making and to align with other planning efforts throughout the county.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Review and update the county Comprehensive Plan and Agricultural Preservation and Land Use Plan as warranted.	On-Going	County Administrator	County Board, County Departments, County Commissions, Local Jurisdictions, Community Organizations	Wisconsin Comprehensive Planning Law
Continue engagement with community groups to confirm the county policy changes align with the latest developments.	On-Going	County Board	County Departments, Community Groups, County Commissions, Residents	
Update department annual reports to align with the goals and implementation actions of the comprehensive plan.	Short Term	County Administrator	County Departments	Department Annual Reports
Create a working group of county staff and community groups to guide the implementation of the Comprehensive Plan.	Short Term	County Board	County Departments, Community Groups, Residents	
Review and update the county Comprehensive Plan every 10 years.	Long Term	County Board	County Departments, County Commissions, Community Groups, Residents	Wisconsin Comprehensive Planning Law
Consider all plan elements and systems during the decision-making process, understanding the connectivity of the county's systems.	On-Going	County Board	County Departments, Community Groups, County Commissions, Residents	

Next Steps

- Agricultural Preservation Workshop #2
- School District Superintendent Meeting - TBD
- Plan Development

- **Steering Committee #6 – September/October**

Process Update – Schedule Update

