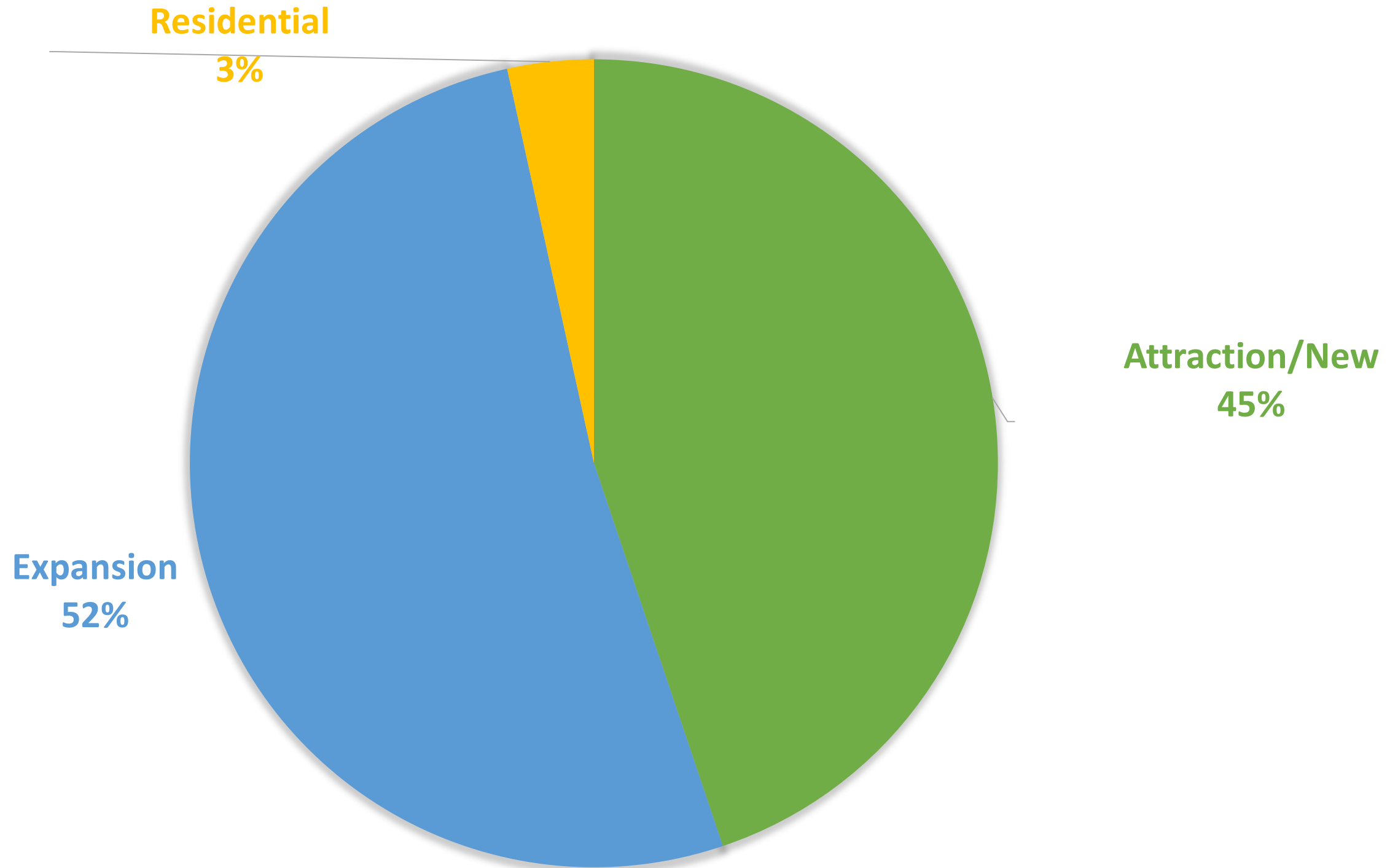
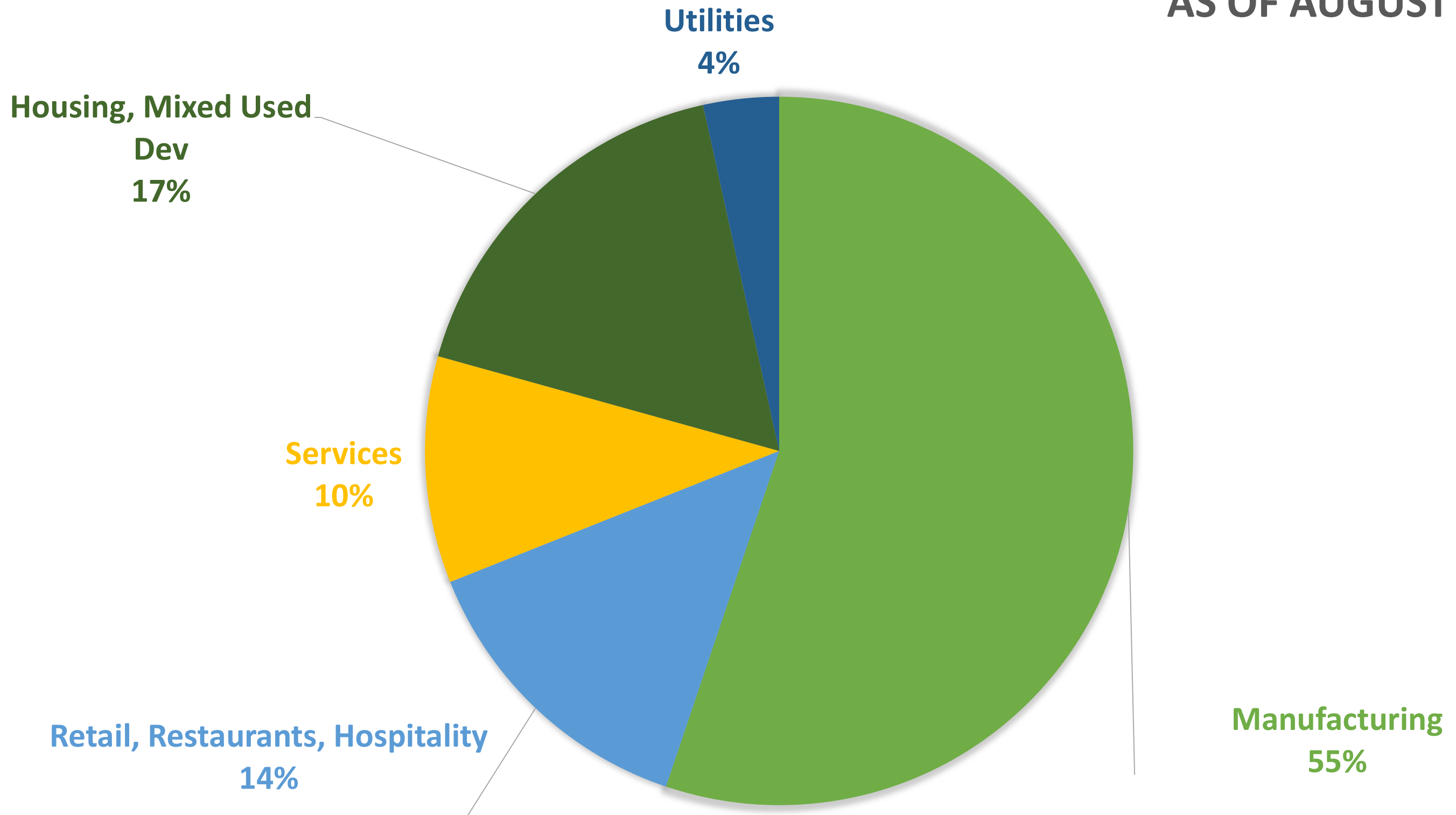


# PROJECTS BY TYPE AS OF AUGUST 23, 2021






# PROJECTS BY INDUSTRY AS OF AUGUST 23, 2021







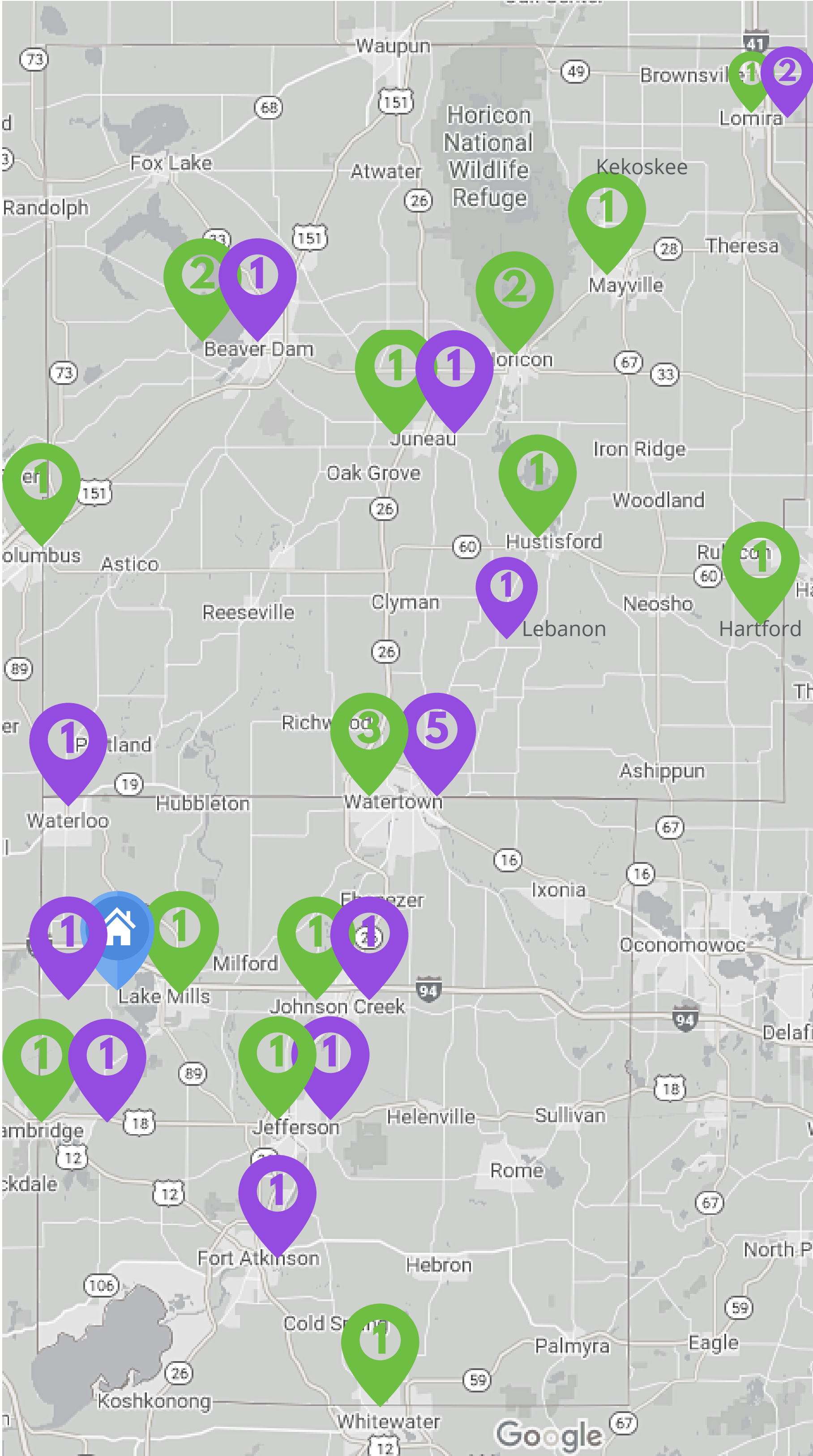
# Pipeline Report August 23, 2021

Report represents 29 projects. Numbers add up to >29 due to multiple locations considered for many projects

### Legend

-  **Attraction**
-  **Expansion**
-  **Residential Dev**

Jefferson County	 
Dodge County	
Two-county region	



### Pipeline Activity Past 60 Days - August 23, 2021

Active Date	Project Name	Project Stage	Locations Considered	Opportunity Type	Industry Type	Pipeline Description (Public)
10/01/2019	AFR	Preliminary - LOW	Watertown (J),Whitewater (J)	New Business	Advanced Manufacturing	
05/17/2021	Away	WIN - Dodge County	Beaver Dam (D)	Existing Business - Expansion	Educational Services	Expansion proposed to add to tourism, events and edu services; seeking assistance
01/06/2020	BooHoo	Preliminary - LOW	Whitewater (J)	New Business	Food Processing	Reactivated.
07/20/2021	Campy	Preliminary - 50/50	Johnson Creek (J),Lake Mills (J)	Existing Business - Expansion	Retail	Zoning assistance to accommodate expansion. Considering other locations along interstate if zoning doesn't accommodate needs.
07/19/2021	Capacity	PRELIMINARY - Too new to know!	Horicon (D)	Mixed-Use Development	Mixed Use Development	SF developer is looking for development partners for senior housing & retail.
07/14/2021	Capsule	PRELIMINARY - Too new to know!	Dodge County,Jefferson County	Business Attraction	Advanced Manufacturing	Statewide search for existing or new build building ready in ~6 months.
08/02/2021	Catalyst	ACTIVE - LOW	Lake Mills (J)	New Business	Mixed Use Development	Mixed-use development
01/14/2020	Corner	ACTIVE - HIGH	Jefferson County	Mixed-Use Development	Mixed Use Development	
02/02/2021	Craft	Delayed	Watertown (J)	Existing Business - New Product	Retail	Owners seeking location to expand product offering.
02/08/2021	Crane	ACTIVE - LOW	Jefferson County,Beaver Dam (D),Columbus (D),Hartford (D),Horicon (D),Hustisford (D),Juneau (D),Mayville (D),Watertown (D)	Business Attraction	Advanced Manufacturing	Looking for 50,000+ sf facility. Prefer property with a crane. Looking in Dodge, Jefferson & Rock counties. Has toured properties in Dodge & Jefferson counties.
07/12/2021	Dairy	Delayed	Watertown (J),Watertown (D)	Existing Business - Expansion	Food Processing	Expand production facility & retail footprint. Search paused until October/November
07/13/2021	Eastbound	PRELIMINARY - Too new to know!	Dodge County,Jefferson County	Business Attraction	Food Processing	200,000-400,000sf Food grade manufacturing space
04/21/2021	Goat	ACTIVE - 50/50	Cambridge (J)	Existing Business - Expansion	Food Processing	Company would like to expand but needs improved infrastructure before investing
08/02/2021	Gruff	ACTIVE - HIGH	Waterloo (J),Watertown (J)	Existing Business - Expansion	Advanced Manufacturing	Considering multiple locations for expansion
01/04/2021	Highland	WIN - Jefferson County	Ft Atkinson (J)	Existing Business - Expansion	Professional, Scientific & Technica	Build new office
01/28/2021	Hope	ACTIVE - HIGH	Jefferson County	Existing Business - Expansion	Agribusiness	Assisting with proposed expansion and incentives. Solved temporary space needs; looking to solve long term needs.
06/17/2021	Jaberg	PRELIMINARY - Too new to know!	Cambridge (J),Watertown (J),Beaver Dam (D)	Business Attraction	Mixed Use Development	Development opportunities
04/20/2021	Lake	PRELIMINARY - Too new to know!	Lake Mills (J)	Residential Development	Housing	Residential Development
07/12/2021	National	PRELIMINARY - Too new to know!	Lomira (D)	Existing Business - Expansion	Advanced Manufacturing	Potential expansion
12/07/2020	Pervasive	Delayed	Lebanon (D),Watertown (D)	Existing Business - Expansion	Food Processing	Meat processing facility
10/24/2016	Pipe	ACTIVE - HIGH	Jefferson County	Existing Business	Advanced Manufacturing	Heavy manufacturer looking for a new facility in Jefferson County
08/02/2021	Reliable	ACTIVE - LOW	Lomira (D)	Existing Business - Expansion	Advanced Manufacturing	Warehouse expansion
07/26/2021	Speedway	PRELIMINARY - Too new to know!	Dodge County,Jefferson County	Business Attraction	Advanced Manufacturing	Looking for 475,000+ sf on 40+ acres
08/04/2020	Spring	Preliminary - HIGH	Lomira (D)	New Business		Solar development
01/28/2021	Stamp	ACTIVE - 50/50	Dodge County	New Business	Advanced Manufacturing	Start-up looking to rent/buy a 5,000-15,000 sf facility
07/27/2021	Target	ACTIVE - LOW	Juneau (D)	Existing Business - Expansion	Advanced Manufacturing	Expansion if construction costs are reasonable. Discussed incentives.
06/14/2019	Tees	ACTIVE - HIGH	Jefferson (J)	Existing Business	Other Services	Assisting with TID, developers, some of property has already sold; more development planned.
06/24/2020	Trellis	ACTIVE - HIGH	Watertown (J)	Existing Business - Expansion	Restaurant / Food Services	Owner interested in selling business
06/03/2021	Twice Baked	ACTIVE - 50/50	Jefferson (J),Johnson Creek (J)	Business Attraction	Retail	Retail business attraction

## Proposed Municipal Economic Development

### Services Offered

August 2021

Economic Development is a non-mandated government service. However, business growth generates taxable income streams for municipal governments and generates jobs that support a community's economy. This simple fact is why Federal, State and local governments provide funding for economic development services.

As JCEDC/ThriveED is about to embark on finalizing its 2022-2026 strategic plan; 5 years after the creation of the public-private partnership; now is a good time to review the work we do and the work behind the scenes that most never see. This document is for discussion purposes only; to be shared with members of the boards of both organizations, prior to adoption of the strategic plan.

**Lead Generation:** ThriveED/JCEDC promotes the assets and resources attractive to primary industry sector businesses, to businesses both inside and outside the region. As leads are generated, these are professionally managed from the LEAD stage to the PROSPECT stage by ED staff. A report is generated and shared monthly, that lists, under code names, of all leads/prospects/projects the staff is working on. The report does not reveal any information that might violate the businesses' request for confidentiality. Currently, each business transaction is managed, as needed, to conclusion with the engagement of staff. In some instances, depending upon the businesses' needs and the municipality chosen, staff may back out of the negotiations between the business and the municipality. Each opportunity is managed based upon the request for engagement from the business and/or from the municipality.

**Prospect Management:** this service is led by the business and normally requires that confidentiality be maintained. Often, businesses are negotiating with several municipalities at the same time, to maximize their return on investment and ensure that their future operating needs will be met. In these scenarios, staff works closely with the business and encourages the decision-makers/influencers, to meet with each municipality. If the company is unwilling to do so, JCEDC/ThriveED remains engaged as the SPOC (Single Point of Contact) for the prospect leads.

**Project Management:** JCEDC/ThriveED staff in various aspects of project management as needed; i.e., assisting businesses with everything from identifying sites or buildings that meet

their needs; accessing financing/building the necessary capital stack to complete the project; identifying builders or services contractors, ensuring that incentives offered at the state and federal level are delivered, assisting with other recruitment or relocations needs the business may have such as finding housing, child care, health care, etc.

**BRE and Competitive Best Practices:** These services are bundled for a reason: keeping a finger on the pulse of existing primary industry sector employers in a community, allows the ED staff to understand and credibly share vital information with community leaders about the 'state of businesses' in their community. At the same time, it allows staff to share best practices with businesses across the region. While there are broad best practice actions that any community can undertake to be more competitive; knowing the issues and the impact from consistent business visits creates a better-informed conversation about how the community might address barriers to growth and/or continue doing constructive things to help businesses grow in place. JCEDC/ThriveED staff also provides input as requested on economic development best practices for municipalities ( and for businesses) to help them to compete for and win new business investments.

**Subject Matter Expertise:** JCEDC/ThriveED staff bring 50 years combined economic development experience in multiple markets, rural and urban to the region. Staff has experience developing incentive programs, managing incentive programs, creating financing tools, developing business investment districts, creating TID's and use of TIF funds; along with a variety of other areas. Business development strategies, use of incentives, establishing and running economic development programs, establishing and running revolving loan funds and targeted marketing to attract business investment are just a few areas of expertise where staff can assist municipalities.

**Economic Development Related Research:** Developing a 'value proposition' requires verifiable data. Whether its assisting municipalities with detail-rich RFP responses, or research that quantifies data points to helps businesses or municipalities address issues, JCEDC/ThriveED can lead these efforts and deliver impactful reports. Municipal leaders looking to promote their community to attract residents, or specific types of businesses, will have better outcomes if their outreach is based upon verified information.

**Home Buyer Services:** Offered across Jefferson County, this service includes one-on-one and classroom services designed to help income-constrained folks buy or refurbish homes within the county. Assistance to home buyers includes access to grant funds to apply towards the purchase of a home. Rehab assistance includes loan funds to rehab an existing home. Loan funds for rehab are not payable until said home is sold.

## **WORK COMPONENTS OF CATEGORIES**

**LEAD GENERATION:** The following activities are part of generating leads or filling the top of the funnel.

- Marketing & Promoting – targeted outreach activities to solicit inquiries. Includes identifying targets; crafting compelling messaging; disseminating materials using strategic media channels; and following up.
- Networking – identifying opportunities to interact with decision-makers and decision-influencers; attending and meeting with key contacts; doing follow up.
- Responding to Inquiries – insuring professional and timely responses to all inquiries that come into the organization.
- Completing RFI's – researching appropriate locations to meet requests; assembling all information to complete requested data fields sent out by customer reps. Following up.
- Follow Up – ensuring that all inquiries are followed up on; that all questions and follow up questions have been answered to the customer's satisfaction.
- NOTE: While the ED professionals are capable of researching and compiling data necessary to complete all RFI's received; the organization usually requires input from the municipality where sites are located, to answer specific questions. Since these are always time sensitive; it's critical to have a Point of Contact established at every municipality who has the capacity to respond within a couple of hours.

### **PROSPECT MANAGEMENT:**

- Costs analyses: often if the company is looking at multiple locations; we can offer some guidance to help them weigh the ongoing costs of doing business in one location versus another. On the flip side; if the company has hired someone to do this for them, we work with their consultant to ensure that the numbers they've pulled together are accurate (because they often aren't!).
- Municipality-Company Consultant: due to the nature of the work; the ED professionals are often privy to information that the company or their consultants are not sharing with the municipalities of interest. At this level; we are able to bring forth key information to the municipality that allows them to 'up their competitiveness' in the process with an eye on winning the deal.

- Developer Introductions: As we are working to generate leads, we often identify developers looking for specific investment opportunities. This makes the developer a “prospect” instead of a lead. We routinely introduce developers to opportunities that meet their requested interest – and introduce them to the municipal leaders they’d need to work with to understand if their proposed investment will work in that community.

DRAFT