

Jefferson County Economic Development Consortium

Making Connections Giving Directions



June 12, 2013

8:30 a.m.

864 Collins Rd, Room 12, Jefferson

AGENDA

Committee Members

Chairman John David – City of Watertown, Vice Chairman Evelyn Johnson – City of Fort Atkinson, Secretary Al Counsell – County Supervisor, Timothy Freitag-City of Jefferson, Steve Wilke - City of Lake Mills, Mark Johnsrud-Village of Johnson Creek, Mo Hanson – City of Waterloo, Vacant-City of Whitewater, Augie Tietz-County Supervisor, James Schroeder-County Supervisor

1. Call to Order
2. Roll Call (Establish a quorum)
3. Certification of Compliance with Open meeting Laws
4. Approval of Agenda
5. Citizens Comments
6. Approval of Minutes – May 8, 2013
7. Communications
8. Review, recommend, or deny Resolution to Jefferson County Board of Supervisors supporting Thrive Regional Economic Development District (EDD) application.
9. Review and discuss East Wisconsin Counties Rail Consortium and identify next steps.
10. Refresher and orientation for Economic Visioning Jefferson County Comprehensive Plan Implementation by Community- Professor Steve Grabow
11. Review, recommend, or deny Jefferson County Tourism Council request for financial assistance to print and distribute the Jefferson County Official Guide.
12. Directors Report
 - a. Activities Report
 - b. Finance Report
13. Committee Reports
 - a. Broadband Taskforce
 - b. Glacial Heritage – Discover Wisconsin
14. Future Agenda Items
15. Upcoming Meetings/Seminars
16. Adjournment

The Committee may discuss and/or take action on any item specifically listed on the agenda.

"Individuals requiring special accommodations for attendance at the meeting should contact the County Administrator at 920-674-7101 24 hours prior to the meeting so appropriate arrangements can be made."

STATE OF WISCONSIN ECONOMIC DEVELOPMENT JEFFERSON COUNTY
CONSORTIUM

RESOLUTION NO. 2013-03
**Resolution Supporting the Regional EDA Application
for Economic Development District Approval**

WHEREAS, Jefferson County is located within the six-county proposed Madison Region Economic Development District (EDD) in South Central Wisconsin; and

WHEREAS, in May, 2012, Thrive submitted a Comprehensive Economic Development Strategy (CEDS) for approval to the United States Economic Development Administration (EDA); and

WHEREAS, the CEDS submitted to the EDA included the six Wisconsin counties of Columbia, Dane, Dodge, Jefferson, Rock, and Sauk, which together form the proposed Madison Region Economic Development District (EDD), and

WHEREAS, Jefferson County Economic Development Consortium was an active participant in the completion of the Comprehensive Economic Development Strategy (CEDS) submitted to the Economic Development Administration (EDA); and

WHEREAS, one or more counties in the proposed Madison Region Economic Development District (EDD) have felt the impact of adverse economic conditions and meet all applicable measures of economic distress for unemployment and per capita income as provided in 13 C.F.R. 301.3 for the 24-month period ending May, 2012; and

WHEREAS, the Jefferson County Economic Development Consortium believes that the designation of the Madison Region as an Economic Development District (EDD) will help to ensure full cooperation among stakeholders in the Region, along with sustainable economic development actions; and

WHEREAS, the designation of Economic Development District (EDD) qualifies the counties and area communities located with the District for grant and aid assistance available through the Economic Development Administration (EDA) upon approval of the Comprehensive Economic Development Strategy (CEDS) for the District;

NOW, THEREFORE, BE IT RESOLVED that the Jefferson County Economic Development Consortium Board of Directors does hereby support Madison Region Economic Partnership (formerly Thrive) in its preparation and filing of an application to the Economic Development Administration and JCEDC staff is authorized to assist, as it determines, and has capacity, with supporting the application and informing the Jefferson County Board of Supervisors and County Administration about the Economic Development District project in accordance with this resolution;

BE IT FURTHER RESOLVED, the Jefferson County Economic Development Consortium Board of Directors respectfully requests that the Jefferson County Board of Supervisors adopt a resolution supporting the application and the proposed designation of the six-county Madison Region, comprised of Columbia, Dane, Dodge, Jefferson, Rock, and Sauk Counties, as an Economic Development District through the United State Economic Development Administration.

Adopted by the Jefferson County Economic Development Consortium Board of Directors this 12th day of June 2013.

Attest:

John David
Chairperson

Dennis Heling Director

**JEFFERSON COUNTY ECONOMIC DEVELOPMENT CONSORTIUM
BOARD OF DIRECTORS
MEETING**

Wednesday, June 12, 2013

8:30 a.m.

Room 12

Workforce Development Center

Jefferson, WI 53549

**June 2013
DIRECTOR'S REPORT**

Below are examples of some of the activities the department was involved in during this reporting period:

1. Attended and participated in a round table for small business leaders which provided and opportunity for area business leaders to discuss the economic landscape of the area and throughout Wisconsin. These leaders gave their insights into the obstructions facing their businesses and how the State might assist by providing pathways to success. Topics ranged from tourism to workforce development and featured Lt Governor Rebecca Kleefisch fielding questions and commenting on the State of Wisconsin's approach to assistance for small businesses to succeed in Wisconsin.
2. Activities for the Community Development Block Grant Emergency Assistance Program (CDBG-EAP) for this reporting period included: Numerous communications with Wisconsin Department of Administration regarding projects. Once again communications for reimbursements requested, continue to conduct interviews for Labor Standards Compliance, prepared project disbursements requests and numerous site visits. Additional meetings and telephonic conversations with City of Jefferson staff on several of the CDBG-EAP projects. In addition provide information to and spent substantial time with audit staff on our single audit for the 2012 performance period.
3. Following the Capital Area team travel to Plover (Stevens Point Area) and meeting with Central Region RLF Committee representatives additional discussions had for incorporating "working practice" from experience gained in Wausau Region revolving loan regionalization initiative. Review of next draft and made comments and highlighted additional discussion points for our upcoming June meeting.
4. Attend and participated in the St.Coletta round robin to identify and inform participants about the activities happening in the region. This also allowed discussions on current levels of coordination regarding programs from transportation to housing. Participants include community leaders from various businesses to City of Jefferson officials.
5. Attend two meetings on the Makerspace potential project. This project is investigating creation of a space which would facilitate interaction and creation of a collaboration space for developing everything from intellectual property to potential business and product development all in a collaborative and supportive environment with a facility that would be co-utilized by members. This project could foster and encourage business start up and enhancement as well as a sense of place for community activities.
6. Attend regional summit hosted by Madison Region Economic Partnership MREP (formerly known as Thrive). The meeting provided a state of the region report and also identified various actions that will be taking place and spearheaded by MREP over the next five year period. This was a

Jefferson County Economic Development Consortium
Thursday, May 30, 2013

Income	May 2013*	Year to Date	2013 Budget
CDBG & Others	-	-	10,000.00
Home Buyer Counseling - 2012	-	4,350.00	0.00
Home Buyer Counseling - 2013	3,150.00	-	0.00
Jefferson County	-	83,857.00	83,857.00
Fort Atkinson	-	12,380.00	12,380.00
Jefferson	-	7,934.00	7,934.00
Johnson Creek	-	2,806.00	2,806.00
Lake Mills	-	5,742.00	5,742.00
Waterloo	-	3,331.00	3,331.00
Watertown	-	15,444.00	15,444.00
Whitewater	-	1,593.00	3,205.00
Transfers & Other Financing Sources	-	-	-
TOTAL INCOME	\$ 3,150.00	\$ 137,437.00	\$ 144,699.00
Expenses			
Wages	\$ 10,235.19	\$ 52,074.52	\$ 119,439.00
Professional Services	-	-	0.00
Furniture & Fixtures	-	-	0.00
Office Equipment	-	-	200.00
Computer Equipment	-	133.07	100.00
Office Equipment Lease	-	-	0.00
Postage	12.06	47.10	260.00
Office Supplies	-	104.75	300.00
Printing	-	-	30.00
Subscription	-	99.75	400.00
Membership Dues	-	425.00	425.00
Advertising	-	-	0.00
Tourism Development- Discover Wisconsin	-	-	4,500.00
Registration	-	-	400.00
Mileage	125.00	750.66	2,250.00
Meals	25.00	292.80	280.00
Lodging	-	-	300.00
Other Travel	-	143.00	50.00
Telephone/IP Telephone	50.00	257.23	660.00
MIS	651.08	3,255.38	6,551.00
Other Insurance	39.92	198.77	479.00
ED workshop/materials	-	-	500.00
Web Page	-	-	0.00
Repair & Maintenance	-	-	510.00
County Duplication Allocation	-	-	603.00
Transfer to Reserve	-	-	6,462.00
TOTAL EXPENSES	\$ 11,138.25	\$ 57,782.03	\$ 144,699.00

* Note these items are estimates only

Focus and Summary Statements: Jefferson County Economic Development Consortium

SECTION A. MISSION STATEMENT

“The purpose of the Jefferson County Economic Development Consortium (JCEDC) is to foster and encourage responsible, economic development activities that result in job creation, retention, increased tax base and an improved sustainability and quality of life for the citizens of Jefferson County.”

SECTION B. SUMMARY VISION STATEMENTS

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

Summary of Economic Vision Emphasis and Broad Strategies (Three Key Areas of Focus)

Home-Grown Business:

- ❖ The County, UW-System and UW-Whitewater will have a network of higher education, government and business communities focused on innovative forces.
- ❖ We will have new international markets based on opportunities in India, China and other countries.
- ❖ 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.

Broad Strategies:

- Grow our own businesses and help existing industries compete globally and locally, by developing strong innovation links and local networks.
- Actively connect to regional research and higher education institutions and economic initiatives to facilitate Jefferson County business growth and startup.

Enterprising Agriculture:

- ❖ 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.

Broad Strategies

- Expand agricultural, food and bioenergy businesses to capture growing regional and national demand.
- Leverage agricultural strengths to complement and fortify the County’s most rapidly emerging opportunities in local foods, food production and bioenergy including: dairy, nursery stock and sod, grain, vegetables, aquaculture, nutraceuticals and energy production.

Small-Town Magnetism:

- ❖ We will have a foundation of long-time established businesses that value and are committed to their Jefferson County and local community presence.
- ❖ The County will have new large natural resource-oriented parks connected by a network of bike paths, trails and silent sport recreation destinations, and will have an authentic and innovative package of tourism attractions linked by a comprehensive county wayfinding system.
- ❖ 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.
- ❖ We will have an integrated health care system for major hospital care and other patient needs.
- ❖ We will have citizenry embracing a wellness/fitness lifestyle and a cultural and physical environment exhibiting healthy living.

Broad Strategies

- Attract top talent by enhancing small-town living, strengthening the natural resource system and becoming a close-to-home tourism destination.
- Jefferson County should capitalize on its intrinsic assets to attract experienced talent and entrepreneurs, through continued downtown revitalization and community reinvestment, natural resource and tourism planning.

SECTION C. IMPLEMENTATION OF MISSION, VISION IDEAS AND BROAD STRATEGIES

The economic development initiatives in Jefferson County and its communities are not under the primary jurisdiction of any one entity. Implementation of the economic vision and strategies will likely involve a broad spectrum of “change agents”. Jefferson County, its communities, nonprofit organizations, businesses, many other entities and the general citizenry will all play a role in developing and acting on strategies and actions for which any or combinations of these community structures, organizations or individuals may take leadership.

Individual communities, corporations and other stakeholders can use this Economic Vision to understand the agreed-upon economic development priorities, and find their own roles to work within the larger framework. To generate momentum for “acting” on this Economic Vision, a major implementation effort will be aimed at getting multiple players to own the Vision and invest in its development. This will require the further engagement of Jefferson County government, Jefferson County communities and leaders (cities, villages, and towns), Regional economic development agencies, State and Federal agencies, educational institutions, private sector corporations, organizations, and foundations including local economic development entities, chambers of commerce and business groups.

Priority Implementation Activities:

Given these broad implementation mechanisms, the implementation process for will include these steps:

- a. Prepare a variety of communication pieces on the Economic Vision and Positioning Framework.
- b. 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.

- c. 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).
- d. See the report entitled, “Plan Implementation by Community”, for specific implementation priorities by the communities in Jefferson County.

SECTION D. JCEDC DAY-TO-DAY OPERATING PRINCIPLES

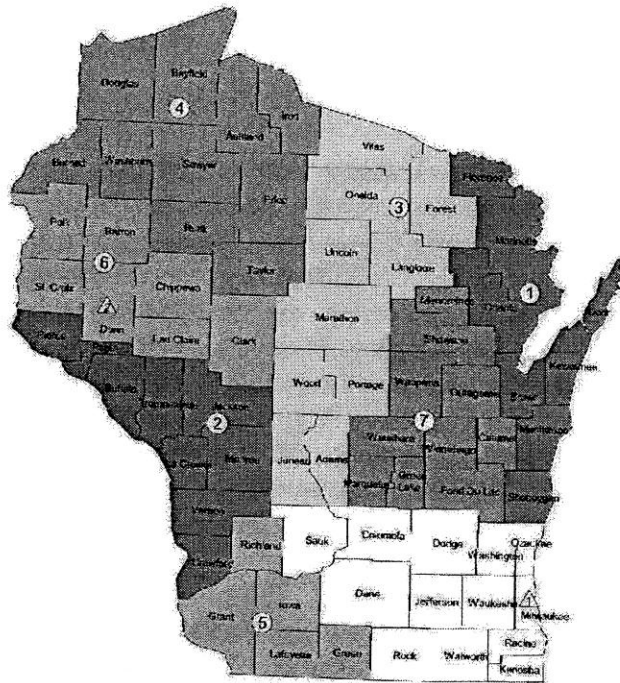
The JCEDC has five generalized operating principles, which guided us in our day-to-day operations. These broad operating principles are:

1. **Communication** - The JCEDC must continue its efforts to inform the public and private sectors on its role and function. This includes clarifying perceptions and communicating information on issues, regulations, policies and other issues that impact the business community in Jefferson County. The JCEDC wants to be recognized as a problem and information clearinghouse on economic development issues. The JCEDC will assist in maintaining and promoting open and free lines of communication between local government officials, area businesses, and local and state agencies.
2. **Marketing of Jefferson County** - The JCEDC must develop and promote the County and its communities. Promotion includes working with existing business, networking with regional and state representatives, recruiting new business, and marketing Jefferson County and supporting a high quality environment.
3. **Workforce Development, Training and Education** - JCEDC will promote workforce development through education, training, and strategies which will foster a quality labor pool. Education and training will focus on basic skills including English as a Second Language (ESL), leadership training, problem solving, and skills upgrades.
4. **Supporting a Positive Business Climate** - JCEDC will promote modernization of business (agricultural, commercial, industrial, and tourism) and attract supporting businesses to Jefferson County. Promote positive government and business environment and maintain high quality public infrastructures. Explore strategies and partnerships to bring more financial resources for business expansions and start-ups.
5. **Facilitation and Coordination** - JCEDC will act as the voice for Jefferson County both at the regional and state level. In its role as facilitator and coordinator, JCEDC will provide assistance with financial, startup, and regulation information.

Draft Prepared By: Steve Grabow, Professor and Community Development Educator, Jefferson County Office; and Dennis Heling, Executive Director, Jefferson County Economic Development Consortium, May 21, 2013.

Economic Development District Brief – 06.06.2013

An Economic Development District (EDD) is a U.S. Economic Development Administration designation that creates regional funding opportunities, including seed money for revolving loan funds, planning grants, and infrastructure funding. There are currently 7 EDDs in Wisconsin, which cover more than 85% of the State (see below). Six of the Madison Region's eight counties are among the few areas not currently covered.



Potential Financial Benefits

- **Planning Investments:** The purpose of EDA Planning Investments is to provide support to Planning Organizations for the development, implementation, revision or replacement of Comprehensive Economic Development Strategies (CEDS), and for related short-term Planning Investments and State plans designed to create and retain higher-skill, higher-wage jobs, particularly for the unemployed and underemployed in the nation's most economically distressed Regions.
- **Public Works and Economic Development Investments:** To help the nation's most distressed communities revitalize, expand and upgrade their physical infrastructure to attract new industry, encourage business expansion, diversify local economies and generate or retain long-term private sector jobs and investments.
- **Training, Research and Technical Assistance Investments:** These funds can be used to support the operations of an organization related to economic development and planning.
- **Economic Adjustment Assistance Investments**
 - a. Strategy Grants: supports developing, updating or refining a CEDS
 - b. Implementation Grants
 - c. Revolving Loan Fund Grants

Economic Development District: Criteria

- 1) Must have at least one geographic area subject to one or more of the following economic distress criteria:
 - i. An unemployment rate that is, for the most recent twenty-four months for which data are available, at least (1) percentage point greater than the national average
 - ii. Per capita income that is, for the most recent period for which data is available, eighty percent or less of the national average average per capita income
 - iii. A special need, as determined by EDA
- 2) Have an approved CEDS
- 3) Obtain State approval

Comprehensive Economic Development Strategies (CEDS): Overview

In order to create an Economic Development District to benefit from these potential financial resources, a region must first develop an EDA-approved Comprehensive Economic Development Strategy (CEDS). CEDS are designed to bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen Regional economies. The CEDS should analyze the Regional economy and serve as a guide for establishing Regional goals and objectives, developing and implementing a Regional plan of action, and identifying investment priorities and funding sources.

The *Advance Now* Strategy was created under Federal guidelines as a Comprehensive Economic Development Strategy to guide the Madison Region's collective economic development efforts for 2013-2017. Its development included broad public and private sector participation from each of the represented counties.

Advance Now was completed on April 25, 2012, and was available for a 30-day public review period until May 26, 2012 (per Federal guidelines). The strategy was submitted to the EDA for approval on May 31, 2012.



The Watertown Economic Development Organization encourages your support for the East Wisconsin Counties Rail Consortium. This support is not only important for today, but for the future of Jefferson County, as **rail is a key differentiator** in many business ventures.

Three Railroads:

Jefferson County is one of two locations in the State of Wisconsin that has access to three rail providers. Canadian Pacific, Union Pacific and Wisconsin & Southern intersect in Watertown providing an ideal opportunity to develop a plan for rail in the manufacturing market segment. Rail access has drawn new investments to the Westside Business Park and is a necessity to the majority of companies looking to expand or relocate to Watertown.

JCEDC's Mission:

Encourage responsible, economic development activities that result in job creation, retention, increased tax base and an improved sustainability and quality of life for the citizens of Jefferson County. Rail is an important asset to our region because it provides a competitive advantage to local businesses and create jobs both of which help enhance the economic well-being of Jefferson County. As a member of the Jefferson County Economic Development Consortium, the Watertown Economic Development Organization urges you to recognize the significance of supporting the East Wisconsin Counties Rail Consortium.

Jefferson County should demonstrate its commitment to drawing new investment by joining the team of nearby counties already collaborating to support the efforts of the East Wisconsin Counties Rail Consortium. It is critical to the economic vitality of Jefferson County that the Jefferson County Economic Development Consortium and the Jefferson County Board support the East Wisconsin Rail Consortium.

We want you to know the facts about rail's economic impact. Attached is a map of rail lines, county businesses that use or could use rail and a fact sheet about the economic impacts to the county. We are willing to discuss the issue of rail in further detail, but please recognize that this is a time sensitive issue for Jefferson County. The Watertown Economic Development Organization is in full support of the East Wisconsin Counties Rail Consortium and we hope that you will thoroughly consider providing your support as well.

Kim John Erdmann

Executive Director

Rail Facts

- **Economic Impact: 10,160 jobs, \$614 million wages, \$1.03 billion total income, \$1.8 billion industrial sales, \$91.9 million state and local tax revenue**
- **For every job in freight rail there are an additional 2.47 jobs generated elsewhere in the WI economy**
- **For every dollar of labor income paid there is an additional \$0.94 of labor income generated in the WI economy**
- **Transportation systems are bimodal – trucking and rail overlap and complement each other**
- **Rail vs. Truck – 1 Rail car vs. 4 trucks**
- **Rail provides green solutions for transportation: trains achieve nearly 480 MPG per ton of freight shipped.**
- **Rail access is a competitive advantage for local businesses: transportation costs are reduced**
 - **Grain Haulers save \$0.08- \$0.12 per Bushel**
 - **Fertilizers Companies save \$7.00 - \$10.00 per Ton**
- **Hwy Maintenance Savings - \$12 Million Annually**

“If rail was not available in Wisconsin, the cost of business would be much greater because it is much cheaper to ship things over long distances via rail. If the cost of rail transportation increases, the cost of doing business overall in Wisconsin would increase dramatically. So, losing rail services won’t just cause my business to close, but it would also impact other business that rely on their raw materials being shipped from long distances to Wisconsin via rail.”

- Quote from: Economic Contributions of the Railroad Industry to Southern Wisconsin

Jefferson County is one of two locations in the State of Wisconsin that provides access to three rail providers.



CURRENT USE

Canadian Pacific:

- Specialty Ingredients, Watertown

Union Pacific:

- United Cooperative, Johnson Creek
 - Nestle Purina, Jefferson
- Loeb Lorman Metals, Fort Atkinson

Wisconsin & Southern:

- Briess Malt & Ingredients
- Michels' Materials Quarry, Waterloo
- Baker– Rullman Manufacturing, Watertown
 - Jefferson County Coop, Palmyra
 - Standard Processing, Palmyra

SOME POTENTIAL OPPORTUNITES

- Clasen Quality Coatings, Watertown
 - Pallet One, Waterloo
- Frontier FS Cooperative, Ixonia
- Americold Storage, Jefferson
 - Valero, Jefferson
 - WisPak, Watertown

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

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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.