



December 9th, 2015, 8:30 a.m.
864 Collins Road, Room 12, Jefferson, WI 53549
JCEDC BOARD AGENDA

Board Members

Chairman: John David – City of Watertown

Timothy Freitag – City of Jefferson, Linda Bagley-Korth – Cambridge, Steve Wilke – City of Lake Mills, Mark Johnsrud - Village of Johnson Creek, Mo Hansen – City of Waterloo, Pat Cannon – City of Whitewater, Matt Trebatoski – City of Fort Atkinson, Augie Tietz – County Supervisor, Jim Mode – County Supervisor, Glen Borland – County Supervisor

- I. Call to Order
- II. Roll Call (Establish a quorum)
- III. Certification of Compliance with Open Meeting Laws
- IV. Approval of December, 2015 Agenda
- V. Approval of Minutes - October, 2015 *#
- VI. Citizens' Comments. *Members of the Public who wish to address the JCEDC on specific agenda items must register their request at this time.*
- VII. JCEDC Reports
 - A. Finance Reports - October, 2015 *#
- VIII. General Orders
 - A. Director's Report #
 - 1. Tyson Update
 - B. Homebuyer Counseling Report
- IX. Special Orders
 - A. Discussion on Moving Towards a New JCEDC Organizational Model *#
 - B. Authorization of a Capital Campaign Feasibility Study Request for Proposals *#
- X. Citizens' Comments
- XI. New Business
 - A. Future Agenda Items
 - B. Upcoming Meetings/Seminars - 2016 Board Meeting Schedule
- XII. Adjournment

The JCEDC Board of Directors may discuss and/or take action on any item specifically listed on the agenda.

**** Indicates a vote will be taken. # Indicates a document is enclosed.***

***** 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.***



Board Action Form

Action

Docs Enclosed

Future Review

Date: December 9, 2015

Point of Contact: Watertown Mayor John David
JCEDC Board Chairman

Agenda Item: IV

Respective Issue: Motion to approve December, 2015 Agenda.

Action Taken:

Motion Carried

Not Carried / Denied

Amended As Follows:



Board Action Form

Action

Docs Enclosed

Future Review

Date: December 9, 2015

Point of Contact: Watertown Mayor John David
JCEDC Board Chairman

Agenda Item: V

Respective Issue: Motion to approve October, 2015 Minutes.

Action Taken:

Motion Carried

Not Carried / Denied

Amended As Follows:



Board Action Form

Action

Docs Enclosed

Future Review

Date: December 9, 2015

Point of Contact: Genevieve Borich
JCEDC Executive Director

Agenda Item: VII.A

Respective Issue: Motion to approve 2015 October Finance Report.

Action Taken:

Motion Carried

Not Carried / Denied

Amended As Follows:



Board Action Form

Action

Docs Enclosed

Future Review

Date: December 9, 2015

Point of Contact: Genevieve Borich
JCEDC Executive Director

Agenda Item: VIII.A

Respective Issue: Directors Report



JCEDC DIRECTOR'S REPORT

December 9th, 2015

JCEDC ADMINISTRATIVE SUMMARY

Enclosed is the JCEDC Director's Report for December, 2015. Included within this document are a summary of JCEDC's work centered around the five areas of the organization's focus: Communication, Marketing, Workforce Development, Supporting a Positive Business Climate, and Facilitation and Coordination. Looking ahead to the remainder of 2015, the JCEDC Board and its staff look to continue to grow collaborations with economic development partners and the County's communities focused on work within these five core areas.

Brownfields Grant

Two sites were nominated for Phase I ESA assessments through the brownfields program. The EPA grant affords up to five Phase I assessments. Staff are assessing whether to extend the nomination period or to approve the two sites nominated. Once sites are identified staff will work with SCS consultants to qualify the sites for the Phase I ESAs. Staff will also continue to work with SCS to finish the countywide inventory.

Area-wide Business Alliance

The Jefferson County Economic Development Consortium has been introducing the area business alliance to area economic development partners. Staff are meeting with partner staff and Boards to introduce the alliance as well as answer any questions posed. The Alliance is still on track to launch the spring of 2016.

Upcoming Focus

The JCEDC staff will work in the coming months to continue to garner support for the Jefferson County Area-wide Business Alliance and the area's first State of the County's Economy event (estimated to be hosted for Spring 2016). Staff will continue to develop the CRM contact database for communications for the JCABA. If approved, staff will issue an RFP for a capital campaign feasibility study in early 2016. Also if approved, staff will work with Von Briesen and Roper on developing a plan for the JCEDC board to consider encompassing the steps needed to move towards a new organizational model. Finally

staff are working to complete the area hotel/event space market demand analysis.

FOCUS AREA 1: COMMUNICATION

Work Accomplished

- Attended Dodge Jefferson County Health Partnership Board meeting
- Attended GHA session exploring future administrative options
- Advised Fair Park staff on financial modelling, expansion opportunities for growth
- Met with SWAG officials to explore growth opportunities with headquarters at Bethesda Campus in Watertown
- Attended several meetings to further support for the osteopathic medical college initiative as well as to share findings and story of the statewide economic impact analysis completed for the initiative
- Continuing to build contact database for both the JCEDC quarterly e-newsletter as well as other announcements, etc. Adopted online CRM platform Insightly
- Finished development memo with a comparative analysis of economic development funding and administrative models for the JCEDC
- Attended Watertown CDA meeting
- Attended Jefferson RDA meeting

FOCUS AREA 2: MARKETING OF JEFFERSON COUNTY

Work Accomplished

- Updated JCEDC marketing website
- Explored co-marketing opportunities for Fair Park, County Parks, County Branding
- Reached out to local partners for content for JCEDC E-Newsletter
- Finishing development of suite of marketing pieces that can be used as a general development marketing set for Jefferson County
- Gave online lecture to ISU graduate planning students on economic development programs of Jefferson County

FOCUS AREA 3: SUPPORTING A POSITIVE BUSINESS CLIMATE & WORKFORCE DEVELOPMENT

Work Accomplished

- Worked with the County to have \$25,000 dedicated to a JCEDC Capital Campaign Feasibility study
- Met with Wisconsin Extension Manufacturing Partnership staff to explore how their programs and services can aid both the JCEDC in its outreach work but also local companies
- Working on finalizing county-wide hotel and event space demand analysis
- Submitted a CDI WEDC grant application for a site in Fort Atkinson
- Finishing work on developing county-wide brownfields inventory
- Met with several business executives in area for preliminary business retention/expansion interviews
- Met with several businesses in area looking to expand or diversify
- Continuing to develop an analysis for business park development and marketing program opportunities for JCEDC communities
- Working to build a continuously up-to-date database of commercial and industrial properties available (both buildings and sites) to market through both LOIS and Locate in Wisconsin as well as local agencies websites'

ExperienceWorks staff to assist the JCEDC with 20 hours of support per week

- Attended ICC meeting where Pat Schramm presented on workforce topics for area
- Attended several meetings with business expansion/retention/relocation interests
- Continue to assist with implementation of AdvanceNow, the Greater Madison Region's Comprehensive Economic Development Strategy (CEDS) and partner with MADREP on various activities
- Serve as support and as a liaison to local planning and economic development staff and local leaders

FOCUS AREA 4: FACILITATION AND COORDINATION

Work Accomplished

- Met with County Parks representative and DNR staff to explore collaborations on the Business Engagement Marketing Program
- Met with each JCEDC Board member to talk through organizational model opportunities
- Attended several meetings with Watertown representatives from the CDA, City, WEDO, and Chamber/Main Street program to explore alignment of projects and opportunities
- Attended Maranatha Breakfast panel with Lt. Governor
- Attended Waterloo Visioning Session for work on their Economic Development Strategic Planning process
- Hosted meetings on Tyson announcement of closure
- Presenting Area-wide Business Alliance at area Chambers and other local ED partners
- Continued to develop work program for



Board Action Form

Action

Docs Enclosed

Future Review

Date: December 9, 2015

Point of Contact: Genevieve Borich
JCEDC Executive Director

Agenda Item: IX.A

Respective Issue: Discussion and possible action on Moving Towards a New JCEDC Organizational Model



TO: JCEDC BOARD OF DIRECTORS
FROM: GENEVIEVE COADY, JCEDC DIRECTOR
SUBJECT: COMPARING PUBLIC AND PRIVATE INVESTMENT IN REGIONAL ECONOMIC DEVELOPMENT
DATE: DECEMBER 3RD, 2015
CC: BEN WEHMEIER, JEFFERSON COUNTY ADMINISTRATOR

BACKGROUND ON JCEDC FINANCIAL SITUATION

Since mid-2014 the JCEDC Board of Directors began examining budgetary projects and an increasing refined interest in more direct engagement of the private sector with the JCEDC, both administratively and financially. Since then, a significant number of discussions have occurred with local, county, and regional partners in community and economic development to identify focus and investment in the long-term management of the organization.

To summarize, budget projections show monies are available to cover basic current basic and programmatic costs through 2017; however, current basic income does not cover current basic costs without relying on assistance from the JCEDC reserve fund. With the increase in HR and IT expenses the JCEDC will be increasingly relying on drawing down financial reserves through the end of 2017. In 2018 it is a projected the program's financial reserves will not cover basic costs of operations. This fund was built up over several years with the growth of the home buyer counseling administrative dollars raised. However, in the last several years there has been a steep downward trend in income received and expected. It appears this trend will continue in the future.

COMPARATIVE ANALYSIS OF PUBLIC AND PRIVATE INVESTMENT IN ECONOMIC DEVELOPMENT ACTIVITIES

One of the goals of the JCEDC has been to do a comparative analysis of what other successful, dynamic communities are doing to financially and programmatically support economic development in their areas. JCEDC staff has looked to other communities and counties around the Midwest to understand what bar the organization may be reaching towards in accomplishing the area's economic goals. Enclosed is a comparison of JCEDC's dollars invested in economic development compared with other communities' investment (see end of memo).

CONSIDERATIONS MOVING FORWARD

Several items should be considered when examining the budgetary sustainability of the JCEDC. These include political dynamics, operational model best suiting organizational goals, and revenue opportunities at hand. Some specific considerations to be reviewed include:

- Several models exist for economic development in the area.
 - A small number of communities, such as Jefferson County, solely have countywide or municipal staff supporting economic development activities.
 - Almost all other areas around Wisconsin have nonprofit organizations that manage economic development work at an area-wide level. These organizations are 501c3, 501c4, or 501c6 and have private sector business representation at the leadership and investment levels.
 - Both Kenosha County and Waukesha County have formal countywide business alliances that manage economic development work and coordinate work of the local chambers in their areas.
 - Rock County has a hybrid model where administrative support is financed and managed within County Government and programming is financed and managed by the private sector through a partner nonprofit 501c3; county economic development staff serves as staff managing this nonprofit economic development programming.
- Much concern has been raised in the last year about managing sometimes confidential economic development project information within the different models of economic development programming (public versus nonprofit). However, it appears both public/hybrid and private nonprofit models elsewhere are successfully using best practices when handling confidential project information.
- Should the JCEDC identify basic support for membership in the organization and establish an ala carte model with pricing for “above and beyond” services to members (communities and the county)? Are there opportunities to “in source” support from the communities or county for community development, economic development, or planning services to raise additional (not basic) programming funds for the JCEDC?
- The membership rate has remained the same since the inception of the JCEDC about a decade ago. However, costs have increased and the organization and the area is investing about half the amount/rate other communities do in economic development. Should the JCEDC’s communities examine raising the membership rate from \$1.00 per capita to a higher rate? This analysis could be included in the capital campaign feasibility study process.
- Generally when programming funds are raised from the private sector a capital campaign is utilized committing to defined programming for the committed dollars raised. A capital campaign would allow the JCEDC to formally invite the private sector to the economic development table, both administratively and financially.
- The County has approved allocating to the JCEDC \$25,000 to work with a consulting company (specialized in the economic development arena) to do a capital campaign feasibility study. The feasibility study is critical to lay the groundwork for the support of the private sector in investment in the work of a 5-year work program.
- Staff has been working to develop a draft example 5-year strategic work program that could be tied to the capital campaign. This is a culmination of the work done in the last several years as well as the work committed to in coming years. This 5-year program has goals, quantifiable outcomes, and action items that would communicate to the public and private sectors ROI in the capital campaign and investment in economic development work in the region.

CHALLENGES/OPPORTUNITIES WITH EACH MODEL

501c3 Benefits

- Tax write-off for businesses
- Qualify for additional grants for community and economic development
- Keep current admin/HR structure same – easier, simpler transition
- Keep public funds public
- Allow businesses to mainly fund programming (as opposed to all admin/overhead)
- Have support staff of county (payroll, IT, etc)
- HR benefits a recruitment plus
- Less time on admin, more time on economic development

501c3 Challenges

- Likely need to transfer some of 501c3 funding to cover admin/HR
- Need to likely expand JCEDC Board representation or look at how communities and counties would be represented on 501c3 Board (rotate possibly?)
- Revise IGA?
 - Involvement of private sector on admin side
 - Membership rate increase

501c6/4 Benefits

- One budget and board
- Possibly less concern of open meetings/open records
- Can lobby

501c6/4 Challenges

- Revise/eliminate IGA – need approval for new model from communities' councils and county board
- Set up new admin system
- Pay rent, phone, etc. = additional overhead
- Public funds no longer public (politically feasible?)
- Have admin/payroll/etc to do

Organization/ Community	Public Funds Invested	Private Funds Invested	Total Annual Funds Invested	5- Year Rate	Number Businesses	Org Type	Population	Business Est. per \$ Invested	\$ Invested per Capita
Cambridge	\$53,350	N/A	\$53,350				1,498		\$35.61
Oshkosh Area Economic Development Corporation	\$506,800	\$2,534,000	\$3,040,800	\$15,204,000	3,010	501c4	166,994	1,010	\$18.21
Forward Janesville/City of Janesville/Rock County 5.0	\$293,374	\$607,697	\$901,071	\$4,505,355	2,831	501c3	64,009	318	\$14.08
Jackson County Industrial Development Corporation (IN)	-	-	\$386,748	\$1,933,740	915	501c3	43,466	423	\$8.90
WEDO	\$65,000	\$128,550	\$193,550	\$967,750		501c6	23,905		\$8.10
Door County Economic Development Corporation	-	-	\$212,000	\$1,060,000	1,227	501c3	27,896	173	\$7.60
Fond du Lac Economic Development Corporation	-	-	\$624,000	\$3,120,000	2,113	501c4	101,798	295	\$6.13
Eau Claire Economic Development Corporation, City, County	\$390,300	\$205,000	\$595,300	\$2,976,500	2,309	501c6	101,438	258	\$5.87
Sauk County Economic Development	-	-	\$351,000	\$1,755,000	1,590	501c4	63,162	221	\$5.56
Shawano County Economic Progress Inc	\$80,598	\$116,358	\$196,956	\$984,780	838	501c3	41,776	235	\$4.71
Sheboygan County Economic Development Corporation	\$211,300	\$222,537	\$433,837	\$2,169,185	2,332	501c4	114,922	186	\$3.78
Whitewater	\$51,956	N/A	\$51,956				14,732		\$3.53
Columbia County Economic Development Corporation	\$133,841	N/A	\$190,434	\$952,170	1,268	501c4	56,647	150	\$3.36
MADRep/City of Madison	\$1,152,260	\$462,461	\$1,614,721	\$8,073,605	11,133	501c6	509,939	145	\$3.17
Washington County Economic Development Corp & County	\$100,000	\$317,829	\$417,829	\$2,089,145	2,852	501c4	132,739	147	\$3.15
Kenosha Area Business Alliance	\$125,000	\$353,869	\$478,869	\$2,394,345	2,736	501c4	166,874	175	\$2.87
La Crosse Area Development Corporation & City	\$270,908	\$118,897	\$389,805	\$1,949,025	2,563	501c6	136,749	152	\$2.85
Jefferson County Economic Development Consortium	\$143,435		\$143,435	\$717,175	2,209	County Department /IGA	108,000	65	\$1.33

Jefferson County



Cambridge



Fort Atkinson



Jefferson



Johnson Creek



Lake Mills



Watertown



Waterloo



Whitewater

IGA Memberships:
Public Investors
Funds HR & Administration

JCEDC Board (IGA)

Sets Administrative Policy & Oversees Public Budget Items

Director

Oversees Staff. Reports to IGA Board on management of public funds; reports to nonprofit board on in-kind donated management of nonprofit programming.

Asst. Director of BA/BRE

Business liaison with primary employers in area.

Program Specialist

Manages Housing Programs

Marketing Specialist?

Focused on business relations and marketing campaign(s)

501c3 Board of Directors

IGA Members + Private Sector Leaders. Oversee programs & Nonprofit budget.

Multi-Year Economic Development Work Program

Funded by Donations to 501c3 by Private Sector. In-Kind Donated "Staffed" by IGA.

Business Attraction/Retention/Expansion

Work with MadREP & M7

Economic Tool Box

???

Org Development

???

Workforce

???

Marketing/Branding

???

Entrepreneur/Small Business

???

Local Financial Institutions



Manufacturers



Educational Institutions



Healthcare Institutions

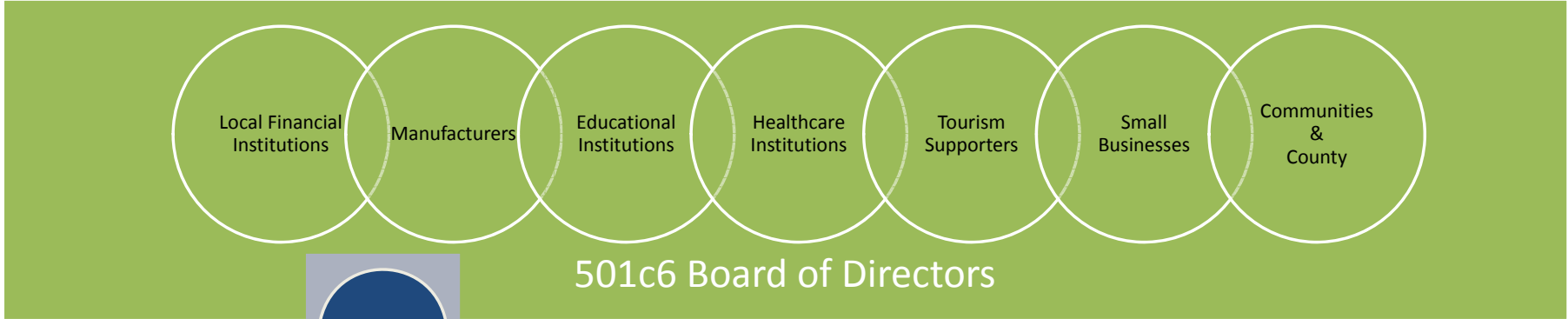


Tourism Supporters



Small Businesses

Capital Campaign:
Private Investors
Funds Work Program

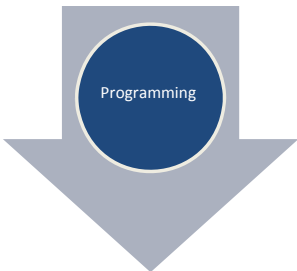


Director

Program Specialist

Assistant Director of BA/BRE

Marketing Specialist



Multi-Year Economic Development Work Program

Business Attraction/Retention/Expansion

Workforce

Marketing/Branding

Entrepreneur/Small Business

Org Development

Economic Tool Box



Board Action Form

Action

Docs Enclosed

Future Review

Date: December 9, 2015

Point of Contact: Genevieve Borich
JCEDC Executive Director

Agenda Item: IX.B

Respective Issue: Authorization of a Capital Campaign Feasibility Study Request for Proposals

Jefferson County Area Econ Dev Key Dates

Task Name	Start Date	End Date	Q4 2015			Q1 2016			Q2 2016			Q3 2016			Q4 2016			Q1 2017			
			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
1 <input type="checkbox"/> JCEDC Organizational Model	12/09/15	01/30/17																			
2 JCEDC December Board Meeting (Discuss Feasibility Study RFP, Formally Authorize Org Model Investigations, WEDO)	12/09/15	12/09/15			◆																
3 Work with Independent Legal Adviser on Org Model Transitional Plan	12/10/15	01/20/16			■																
4 Establish Non-Profit Legal Structure	01/21/16	05/05/16				■	■	■	■												
5 Transition Fully to New Model	05/06/16	01/30/17								■	■	■	■	■	■	■	■	■	■	■	■
6 <input type="checkbox"/> JCEDC Capital Campaign	11/06/15	01/02/17																			
7 Jefferson County Finance Committee Fund Approval	11/06/15	11/06/15	◆																		
8 Capital Campaign Feasibility Study RFP Issued	12/09/15	01/08/16			■																
9 Capital Campaign Strategic Plan Refined, Revised with Public, Private ED Leadership (5 Year Work Program)	01/16/16	04/29/16				■	■	■	■												
10 Feasibility Study Contract Awarded	01/11/16	01/22/16				■															
11 Feasibility Study Conducted	01/25/16	04/27/16				■	■	■	■												
12 Feasibility Study Reviewed at JCEDC April Board Meeting	04/28/16	04/28/16								◆											
13 Capital Campaign	04/29/16	11/10/16								■	■	■	■	■	■	■	■	■	■	■	■
14 Launch Programming	01/02/17	01/02/17																		◆	

JCEDC Capital
Campaign
Draft Work
Program
2017 - 2021

EXAMPLE DRAFT

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EXAMPLE DRAFT

CURRENT JCEDC BOARD OF DIRECTORS AND STAFF

Board Officers and Executive Committee

Chairman | John David, City of Watertown
Vice Chairman | Mark Johnsrud, Village of Johnson Creek
Secretary | Steve Wilkie, Lake Mills

Board Liaisons

Jefferson County Administrator
Jefferson County Board Chairman
University of Wisconsin Extension Community and Economic Development Representative
University of Wisconsin Extension Agricultural Representative
Wisconsin Economic Development Corporation
Jefferson County Tourism Council
Watertown Economic Development Organization
Madison College Campus Administrator
University of Wisconsin - Whitewater
WE Energies Representative
Workforce Development Center
Workforce Investment Board
County Board of Realtors
MadREP
M7
Sustain Jefferson
Jefferson County Literacy Council

Board of Directors

John David, City of Watertown
Mark Johnsrud, Village of Johnson Creek
Steve Wilkie, Lake Mills
Timothy Freitag, City of Jefferson
Linda Bagley-Korth, Village of Cambridge
Matt Trebatoski, City of Fort Atkinson
Pat Cannon, City of Whitewater
Mo Hansen, City of Waterloo
Glen Borland, County Board Supervisor
Augie Tietz, County Board Supervisor
Jim Mode, County Board Supervisor

Staff

Genevieve Coady, PhD, AICP | JCEDC Executive Director
RoxAnne Witte | JCEDC Program Specialist

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.

VISION STATEMENT

To be the premier private/public partnership leading collaborative retention, expansion, and attraction efforts for business and employment development in the Jefferson County Area.

HISTORY

The Jefferson County Economic Development Consortium (JCEDC) serves as the lead economic development organization in Jefferson County. The Consortium was formed in June 2003 to implement Jefferson's Overall Economic Development Program and to achieve the economic development goals of the County. Its overall goals are to foster and encourage responsible, sustainable economic development activities that result in job creation, job retention, increase the tax base and improve the quality of life for the citizens of the Jefferson County Area.

WHAT WE DO STATEMENT

We work directly with local businesses and companies looking to invest in the Jefferson County Area. Our mission is to remove barriers to growth for these firms and help them make informed strategic decisions. We provide direct services in the areas of alternative business finance, location consulting, and workforce development. In addition to a full-time, professional staff, we draw on the vast experience and knowledge of local business executives and community leaders that make up our Board of Directors. We help our clients make expansion and investment decisions quickly, based on accurate, timely information

GOALS

Goals are the targets for an organization's success. The goals are broad statements on how the organization's mission and vision will be achieved.

The Jefferson County Economic Development Consortium's Goals are to:

1. Grow and strengthen the competitiveness of **new and existing businesses** in the area
2. Cultivate a robust ecosystem supporting **entrepreneurs**
3. Expand the **Economic Development "Tool Box"** that works to foster a competitive economic advantage for businesses in the area
4. Address the local **labor and workforce skills** shortage
5. Launch and implement a **regional branding and marketing program** designed to enhance the area's image as an ideal location for outdoor recreation and small town living, both for increasing tourism and driving economic development
6. Optimize how **people, policies, and programs** work together to reach the area's economic goals

CAPITAL CAMPAIGN MISSION

Horizon: 5 Years (2017-2017 work program)

Goal Investors: xxx

Goal Investment: xxx

Staff Proposed: xxxx

CAPITAL CAMPAIGN MISSION

Enclosed is an overview of the various initiatives that may be considered as a part of a capital campaign to engage the private sector financially and administratively in economic development (and tourism) in the Jefferson County area. The programs in the proposed work program are somehow tied to the sustainability of business relations and marketing efforts of the organization (and somewhat also the general Jefferson County area as a whole). A thread within these initiatives is 1) sponsorships and raising funds from the private sector and 2) relationship building/maintenance with the private sector to support economic development and tourism.

Fundamentally there is an opportunity in coming months to align the priorities and initiatives outlined below. Without a coordinated work plan and capital campaign a lack of coordination would lead to

knocking on the doors of area leaders multiple times for investment and support of these closely aligned and overlapping initiatives and efforts – not ideal. Instead, coordination will aim to produce an overarching/connected work program and one singular “ask” to area businesses and leadership for their engagement and support economic development and tourism in the Jefferson County area. Some of the elements listed below may need to remain as separate initiatives and campaigns.

JCEDC ORGANIZATIONAL STRUCTURE

With the possibility of launching an economic development capital campaign, the JCEDC is looking to evolve its organizational model to better suit engagement of the private sector administratively and financially. The organizational model garnering the most interest is to have administration and staff continued to be funded and overseen by the public sector – essentially remaining under the auspices of the current Consortium. The private sector would, under this model, make tax-exempt investments in the economic development capital campaign and associated work program (strategic plan) by making donations to a partner (newly formed) 501c(3) economic development foundation. Leaders from the private sector, representing a cross-sector of the economy and geography of the area, would serve as Board Members of this foundation and oversee the execution of the work program. In addition, local community leaders and regional economic development partners will serve as ex-officio on the Board. Staff of the JCEDC would work to execute the work program of the foundation, pro bono.

Alternatively, the JCEDC is also examining the potentiality of converting the Consortium and engagement of the private sector to a 501c(6).

OUTCOMES & ACTION STEPS

Action steps describe the actions the organization will take to achieve its goals and implement its strategic work plan. The action steps are tied to goals set forth. Outcomes are the desired, assessable results of the action steps.

Goal One | Grow and strengthen the competitiveness of new and existing businesses in the area

Expected Outcomes

- Directly assist primary employers to add an additional xxx employees
- Directly assist primary employers to maintain xxx employees
- Directly Secure \$xxx in new planned investment
- Contact all “at risk” businesses every year
- Secure x additional developments believed to be lacking in the area
- Give tours to xxx different commercial brokers, developers or investors from outside our area
- Ensure the organization has a comprehensive list of available commercial and industrial property

Action: *Participate in a business retention program focused on the most at-risk firms and primary employers. (At-risk firms are primary employers that exhibit characteristics such as ownership structure or location that makes them more likely to close a facility in Jefferson County. It does not mean that closure is eminent).*

- Maintain a robust business retention interview programs for both primary employers and retail/service sectors
 - Meet face-to-face with all at-risk firms at least once per year to identify and solve potential challenges to expanding or maintain operations in Jefferson County
 - Engage primary businesses that are considering expanding or contracting
- Coordinate an annual survey effort to get broad-based information on local trends and potential issues
- Develop and implement business succession planning programming

Action: *Through the Jefferson County Area Business Alliance (JCABA), partner in the development and promotion of education seminars, symposiums, and networking events for business leaders in the area*

- Continuing education seminar series for business leaders and employees on various business and economic development topics
- Quarterly networking sessions
- Host an annual JCABA State of the Area's Economy event
- Encourage area business organizations to talk about topics impactful to county-wide economic development
- Speak at area business organizations to encourage use of available resources by local businesses

Action: *Coordinate outreach efforts to site selectors, real-estate developers, and targeted industry sectors*

- Host quarterly meetings for the JCABA Manufacturing Council
- Partner with regional economic development partners to provide annual familiarization tours of area assets and opportunities
- Research, develop, and implement programming supporting key targeted industries (advanced manufacturing, agribusiness, bioenergy, food processing, healthcare, retail, tourism)
- Develop and maintain robust relationships with regional site selectors, developers, and commercial/industrial realtors
- Connect businesses to MadREP's and M7's programs, resources, and networking opportunities

Action: *Maintain the organization as "the resource" for economic development expertise in the area*

- Work with regional planning and economic development organizations to further drive development and innovation within the Chicago-Madwaukee IQ Corridor
- Reach out to all businesses in the area to educate them on economic development services available from area partners
- Participate in all area Chambers of Commerce and local other economic development organizations to represent the area-wide view for economic development co-operation
- Identify and meet with area and regional networks and organizations that share a congruent goal of business development and ensure an alliance is created and maintained

Action: *Maintain a focused business development program offering information regarding resources, including direct consultative services*

- Utilize organization's contact database to push relevant information to key people within firms (ie. send information about an area business closing to HR Directors)
- Distill business resources into guides to quickly educate business owners on the resources available to them
- Launch a robust targeted retail attraction program with local economic development partners and brokers
- Build a replicable system (process/program) to get individuals and startup businesses to relocate to the Jefferson County area to fill in-demand jobs and start new companies at all levels (entry-level, skilled and professional)

Action: **Continue to drive commercial and industrial properties, including the readiness of land and buildings in the area**

- Identify and work to develop additional industrial and commercial properties
- Maintain a comprehensive database of commercial and industrial property throughout the area
- Maintain data feeds from area commercial and industrial brokerage firms

- Maintain Location One Information Systems (LOIS) on the organization’s website
- Implement LOIS presence on local economic development partners’ websites
- Maintain area presence and commercial and industrial properties on Locate-in-Wisconsin
- Continue to develop and grow the area’s brownfields program
- Continue to plan for and drive the development and maintenance of key infrastructure and transportation amenities in the area as it supports economic development (i.e. roads, rail, bridges, transloading, etc)

Goal Two | Cultivate a robust ecosystem supporting entrepreneurs

Expected Outcomes

- *Xxx business startups within the five-year capital campaign*
- *Decrease the churn rate of business startups by xx*

Action: *Grow programming supporting entrepreneurship*

- Host quarterly meetings for the JCABA Entrepreneurship Council
- Forge an alliance with SCORE and/or the Small Business Development Center (SBDC) to provide free entrepreneurial and business plan services
- Facilitate the start-up and expansion of innovation-based businesses
- Grow relationships with U-W Whitewater’s Innovation Center
- Plug into Madison and Milwaukee’s entrepreneurial ecosystems and promote region’s programs to local entrepreneurs

Action: *Grow physical spaces supporting entrepreneurship*

- Explore establishing a regional Innovation Center that provides services and facilities for innovation-based industries
- Establish a network of entrepreneurship support sites in communities in the area to empower entrepreneurs and small businesses to plug into regional and national entrepreneurial resources and experts available
- Assist in growth of U-W Whitewater’s Innovation Center
- Plug in remotely to Chicago-Madwaukee Corridors’ entrepreneurial educational spaces

Goal Three | Expand the Economic Development “Tool Box” that works to foster a competitive economic advantage for businesses in the area

Expected Outcomes

- Explore a consolidated loan fund to “de federalize” participating Revolving Loan Funds
- Grow local funding available for business incentive programs by xx%
- Counsel xxx households through the homebuyer counseling program
- Research and support indirect topics needed to further drive economic development in the area

Action: Administer the Jefferson County Revolving Loan Fund

- Educate all banks annually on the availability of county and municipal funding
- Maintain a webpage on the program and basic literature
- Stay up to date on CDBG rule changes
- Use up all funds in order to replenish amounts with a fresh allocation from Wisconsin Department of Administration
- Promote, advise, and provide as-needed support to the municipal revolving loan funds in the area

Action: Work with area financial institutions and the private sector to expand the “Tools” in the local economic development tool box

- Grow local and “plug-in” to regional investment pools
- Partner with local financial institutions to promote funding programs available to business
- Develop locally controlled incentives for business development
 - Seed incentive fund with escheated lot funds
 - Market, provide technical assistance, and make recommendations for the use of incentives
- Explore opportunities that maximize the coordination and utilization of the area’s Room Tax Revenue
- Develop a “proof of concept” fund to move targeted industry cluster or platform initiatives from idea to fully developed business concepts with funding and operating plans
- Meet with area SBA lenders to market funding programs available
- Explore the creation of an 105(a)15 organization to consolidate and “de federalize” all local Revolving Loan Funds
- Enhance the entrepreneurial pool in the area including access to capital and commercialization services
 - Strengthening connections with research institutions
 - Angel capital network and alliances with equity funds

Action: Research and support indirect topics needed to further drive economic development in the area

- Develop a robust partnership network of local financial institutions and partners working to develop incentive programs driving economic development
- Maintain and administer the homebuyer grant programs and counseling in the area
- Identify needs of the business community that can be satisfied by outside investment (ie. multifamily housing) and verify need with data
- Continue counseling for low-to-moderate income homebuyers
- Continue to promote living-wage standards and lowering poverty levels within the area by working with community development partners
- Support and further develop partnerships with key institutions and organizations that support economic development and tourism in the area (i.e. County Fair Park, Fireside Theater, Maranatha College, U-W Whitewater, agritourism, etc)

Goal Four | Address the local labor and workforce skills shortage

Expected Outcomes

- To support growth by providing adequate workers
- Current *workers needed: xxx*
- *Expected workers by the end of 2021: xxx*

Action: *Ensure employer needs are being addressed by K-12 Education and Higher Education*

- Work with area chambers and to ensure the training needs of companies are being addressed
- Bring business decision makers to the table to support expansions in technical education
- Meet with area K-12 and higher education institution leaders at least once per year
- Champion the message to elected and appointed state/federal positions for the need of better addressing the local skills gap

Action: *Champion the message that there is plenty of economic opportunity for workers in Jefferson County*

- Promote expansions and opportunities to local, state, and regional media outlets

- Educate local businesses on growth of the area to encourage relocation
- Focus on continuing to develop outdoor recreation and small town living amenities desired by area workers and employers

Action: *Add value to local companies trying to address their workforce shortage*

- Promote area as drawing from largest labor pool in the state within the Madwaukee Corridor
- Support the creation of an area-wide annual discussion on workforce development
- Map out company seasonality and connect firms that have complementary seasons
- Partner with Human Resource departments to provide information on selling the community as a place to live

Goal Five | Launch and implement a regional branding and marketing program designed to enhance the area’s image as an ideal location within the Chicago-Madwaukee IQ Corridor for outdoor recreation and small town living, both for increasing tourism and driving economic development

Expected Outcomes

- X
- X

Action: *Develop and launch a tourism and economic development brand focused on promoting the area’s “outdoor recreation and small town living” within the I-94 Chicago-Madwaukee IQ Corridor*

- Serve as the designated marketing organization (DMO) for the area
- Raise funds and execute a regional branding and marketing campaign aimed to the business community and non-residents promoting “outdoor recreation and small town living” highlighting the economic development and tourism of the area
- Work with the Jefferson County Tourism Council to merge and align this brand and marketing campaign with their work to market tourism opportunities to area residents
- Promote the economic development opportunities of the area being within the Chicago-Madwaukee IQ Corridor
- Present the Jefferson County area with a world-class business climate drawing from largest labor pool, supply chains, and customer bases in the state within the Madwaukee Corridor and Chicago, Janesville, and Rockford
- Promote area as “Work Where You Want to Vacation” to connect high quality of life to business opportunities in the area

Action: *Communicate the successes of our area’s economy*

- Get regular local and regional press coverage on the actions and successes of the area’s economy and businesses
- Publish regular newsletters highlighting the area’s economic success stories, programs, and news
- Create a series of testimonials to better communicate the services and accomplishments of the organization
- Send business expansion news-releases to state-wide media outlets
- Clarify need of the local business communities to local media and professional publications

Action: *Launch a set of competitive economic development marketing activities*

- Work with regional economic development partners on business attraction and regional, national, and international promotion of the area’s competitiveness for business
- Attend key industry tradeshow and events
- Develop and maintain a set of marketing materials for area economic development (with direct

- dissemination to small businesses, business executives of larger companies, and site selectors)
- Maintain IEDC database of information for business executives and site selectors, use this information in marketing materials
- Connect with and provide regional and national site selectors with marketing materials and information

Action: *Maintain a state-of-the-art website and platforms with quality information to various target groups*

- Upgrade the *organization's* website listing the common programs and resources available to businesses to responsive design
- Do an annual “clean sweep” of the organization’s website ensuring the information is accurate
- Place information that meets IEDC data standards on the organization’s website
- Develop and maintain a robust contact database used to promote success stories, programs, and resources available to the area for economic development and tourism

Action: *Continue to support and grow outdoor recreation amenities in the area*

- Launch (in partnership with the WI-DNR) the Business Engagement Marketing Campaign to engage the private sector in continued support of outdoor recreation in the area and with the Glacial Heritage Area and Jefferson County Parks
- Continue promotion of area as a nationally designated river trail system and as the state-designated Glacial Heritage Area
- Work with regional partners (especially the Rock River Trail Initiative group, Jefferson County Parks, and the Glacial Heritage Area group) on continued development and support of the areas’ outdoor recreation
- Promote outdoor recreation as a tourism destination regionally and nationwide
- Develop and launch an app for outdoor recreation and tourism in the area
- Promote outdoor recreation amenities through sport shows and continued development and publication of maps of amenities in the area

Action: *Continue to support and grow downtown revitalization in the area*

- Connect revitalization resources to local economic development partners
- Serve as a resource for downtown revitalization needs
- Promote area’s community events to area businesses and to outside of the area
- Work with area Chambers to develop local leaders working to revitalize the area’s downtown core business districts
- Collaborate with the RDA and CDA committees of the area on downtown revitalization programs, incentives, and resources

Goal Six | Optimize how people, policies, and programs work together to reach the area’s economic goals

Expected Outcomes

- *Provide for at least x FTE professional, efficient staff*
- *Secure over xxx private investors*
- *Generate an additional xx% private investment per year*
- *Create a way to raise an additional \$xxxxx per year in sponsorship opportunities advantageous to our investors*

Action: *Continue to coordinate work with area’s economic development partners*

- Continue Area Business Alliance between local economic development organizations to provide supplemental support and networking for area business while increasing effectiveness and targeted implementation of organization’s goals and programs

- Invest, participate, and partner in regional economic development organizations to enhance the capacity of the organization

Action: *Optimize policies and programs*

- Work with region's economic development partners to align strategic plans and programs
- Make it easier for businesses to expand in or locate to the region by using public facilities for temporary ramp-up operations
- Create and promote additional event and mailer sponsorship opportunities
- Review policies and plans in the area to continue alignment with area's economic development goals, policies, and programs
- Educate state and federal legislators on tools helpful to driving economic development in the Jefferson County Area

Action: *Increase organizational capacity, nourish staff professionalism, and continue to improve office technology to advance mission of the organization*

- Provide an investment prospectus with a 5-year shelf life to educate current and potential sponsors to the actions and strategy of the organization
- Maintain touchpoints and benefits supporting investors and partners in the capital campaign and work program
- Develop all staff by providing for professional certification training in AICP, EDFP, or CeCD or equivalents
- Encourage staff to attend professional association seminars for WEDA, IEDC, or APA
- Continue to explore and utilize innovative and computer, phone and tablet technology and programs able to increase staff capacity in doing their work
- Continue training of board members and key partners in the economic development goals and programs the organization is working to implement

EXAMPLE DRAFT