



Thursday, December 20, 2018
864 Collins Road, Room 12, Jefferson, WI 53549

JEFFERSON COUNTY ECONOMIC DEVELOPMENT CONSORTIUM (JCEDC) BOARD AGENDA

Board Members

Chairman: John David – City of Watertown

Steve Wilke – City of Lake Mills, Matt Trebatoski – City of Fort Atkinson, Timothy Freitag – City of Jefferson, Mo Hansen – City of Waterloo, David Carlson – City of Whitewater, Lisa Moen – Village of Cambridge, Kyle Ellefson - Village of Johnson Creek, Jim Mode – Jefferson County Supervisor, Dick Jones – Jefferson County Supervisor, Amy Rinard – Jefferson County Supervisor

- I.** Call to Order – J David
- II.** Roll Call (Establish a quorum)
- III.** Certification of Compliance with Open Meeting Laws
- IV.** Approval of December 20, 2018 Agenda
- V.** Approval of Minutes – October 25, 2018
- VI.** Public Comment - Members of the Public who wish to address the JCEDC on specific agenda items must register their request at this time.
- VII.** JCEDC Reports – V Pratt
 - A.** Approval of Finance Report – December 2018
 - B.** Discussion and possible action on JCEDC 2019 Budget
- VIII.** General Orders
 - A.** Directors Report – V Pratt
 - Opportunity Pipeline Update
 - Discussion and possible action on the Revised Strategic Plan
 - Discussion on the 2019 Plan of Work
 - B.** Broadband Initiative Update – A. Rinard
 - C.** Upcoming Meetings/Seminars –
 - JCEDC Board of Directors – January 24, 2019
- IX.** Adjournment

A quorum of any Jefferson County Committee, Board, Commission or other body, including the Jefferson County Board of Supervisors, may be present at this meeting.

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

**Jefferson County Economic Development Consortium
Board of Directors Meeting
October 25, 2019**

Board members – John David – City of Watertown, Matt Trebatoski-City of Fort Atkinson, Steve Wilke – City of Lake Mills, Timothy Freitag – City of Jefferson, Mo Hansen City of Waterloo, David Carlson – City of Whitewater, Lisa Moen- Village of Cambridge, Kyle Ellefson – Village of Johnson Creek, Jim Mode – Jefferson County Supervisor, Richard Jones – Jefferson County Supervisor, Amy Rinard – Jefferson County Supervisor

I. Call to Order - Meeting called to order by Chairman David at 8:31 am.

II. Roll Call – Quorum Established

JCEDC Board Members Present: Matt Trebatoski –City of Fort Atkinson, Steve Wilke –City of Lake Mills, Mo Hansen –City of Waterloo, David Carlson –City of Whitewater, Steve Struss-Village of Cambridge, Lisa Moen –Village of Cambridge, Jim Mode – County Supervisor, Amy Rinard –County Supervisor, and Dick Jones –County Supervisor

Absent: John David –City of Watertown, Tim Freitag –City of Jefferson, Kyle Ellefson –Village of Johnson Creek

Staff Present: Ben Wehmeier – County Administrator, Victoria Pratt -JCEDC Executive Director, Julie Olver –Marketing Manager, RoxAnne Witte -Program Specialist

Members of the Public Present: Melissa Hunt -WEDC

III. Certification of compliance with Open Meeting Law Requirements

Staff certified compliance for the agenda dated October 25, 2018

IV. Approval of Agenda

Mode/Jones moved to approved agenda dated October 25, 2018. Motion passed.

V. Approval of Minutes

Wilke/Mode moved to approve August 23, 2018 minutes as printed. Motion passed.

VI. Public Comments

Lisa Moen from the Village of Cambridge was introduced to the board. Lisa has assumed the duties of administrator/treasurer for the village.

VII. JCEDC Reports

A. Approval of Finance Report

Discussion was held on the current financial situation of JCEDC and how we will be aligning our activities/programs with the Jefferson County Strategic Plan as we move toward priority based budgeting in the county.

Mode/Rinard moved to approve the October 25, 2018 Finance Report as presented. Motion passed.

VII. General Orders

A. Directors Report

1. Pipeline Update

Pratt distributed an updated Opportunity Pipeline Report and gave brief highlights on recruitment/retention/expansion projects that have been active.

2. Other Activities

Pratt updated the board on the presentations/meetings she has given/attended in both Dodge and Jefferson counties, the WEDA Fall Conference; the work of the ThriveED Product Improvement Committee and the launch of the new ThriveED website.

B. Upcoming Meeting/Seminars

JCEDC Board of Directors, December 20, 2018, 8:30 am.

IX. Adjournment

There being no further business for consideration, motion by Carlson/Jones to adjourn. Motion passed.

Meeting adjourned at 9:30 a.m.

Minutes prepared by:

RoxAnne L. Witte,
Program Specialist
Jefferson County Economic Development Consortium

ThriveED

Summary of Changes to the 2017-2021 Strategic Plan

December 2018

ThriveED is entering its third year of operations. The previous two years of operations have informed and enlightened our thinking about how best to impact economic growth in the two-county region. This document summarizes the proposed revisions to the Strategic Plan. These proposed revisions are predicated upon the following:

1. Promised Annual Review to ensure that our plan is aligned with learnings from previous year of work, as well as with new 'best practices' and emerging opportunities;
2. Staff creating a priority list of things that need to be done to address challenges and opportunities; as reflected in the 2019 Plan of Work;
3. Efforts to tighten up and clean up language in the plan

Introduction and History Section: Revisions in this portion were focused on tightening up language, condensing our history, and ensuring consistent use of ThriveED vs. GHDP. Boards of Directors changes reflect outcomes from October 2018 Annual Meeting.

Goal 1 Section: Reduced the number of annual existing business visits

Strategy 1:

- Reduced the number of BRE reports to investors, added potential to create a Public-Private loan fund

Strategy 2:

- Clarified 'targets'

Strategy 3:

- Added 'aspirational' and tied this to access to increased staff and funding levels, AND the work of the Product Improvement Committee. These are things that 'need doing' but with limited bandwidth, may not get done!
- Heavily edited the 5th bullet point to clarify potential of creating Development Corridors; a topic of much interest in both counties. Clarified some of the foundational work to be done to create a true Development Corridor.

Goal 2 Section: Added a fourth bullet point to spur coordinated work with area Chambers focused on increasing the use of interns and placements of youth apprentices.

- Added a 5th bullet to focus on continuing discussions with Chamber re: their 'working together' to gather information important for ED outreach, that also brings needed information to their members

Strategy 1:

- Added language referencing creation of a Business Education Alliance (BEA). Note: conversations have begun with Madison College and MPTC on possible 'joint ownership' of a 2-county BEA.

- Added a second bullet to clarify BEA
- Revised 4th and 5th bullets to support others taking responsibility for completing primary research/survey work.
- Revised 10th bullet to remove 'worker ready program' language and replace it with work to ensure a pipeline of ready workers through increased use of interns, increased YA placements, and our work to build a brand for the area as being able to meet businesses' workforce needs.

Strategy 2:

- Heavily edited to clarify our role in Talent Attraction. (State has been engaged in targeted resident/worker attraction efforts that we want to support; no idea what'll happen in Evers administration.)

Goal 3 Section: Heavily edited and revised now that website is operational. Note: While much of this work supports Goals 1 and 2, it is labor-intensive and expensive. Promoting the region to attract is the #1-asked-for ED service; and this work is highlighted in several places in Jefferson County's Strategic Plan, hence its prominence. Added first 5 bullets and revised to clarify the work. Also made revisions to the last 3 bullets just to clean up language

Strategy 1:

- Cleaned up language
- Added bullets 2,3,4; and clarified 5th bullet with detail
- Added bullets 6 & 7
- Clarified bullets 8 & 9
- Removed "bring visitors' language (supporting and promoting events that build the brand/strengthen opportunities to bring visitors....)

Strategy 2:

- Clarified and added "Build a brand by building a presence" language
- Clarified bullet 1
- Added bullets 2,3, & 4 (with detail)
- Removed reference to 'online dashboard'
- Clarified bullet 6
- Added bullets 7 & 8
- Clarified bullets 9 & 10
- Added 11
- Clarified bullet 12

Strategy 3: Clarified 'growing staff' as an objective

Strategy 4: clarified & cleaned up

Strategy 5: added 'and grows' and added bullet #2

Proposed Budget/Economic Impact Section

- Clarified bullets 6, 7 & 8.

GHDP/Thrive ED STRATEGIC PLAN

INTRODUCTION AND HISTORY

Two thousand eighteen marks the third revision of the five-year plan that was originally prepared to kick-start the new 501(c) (3) organization known as the Glacial Heritage Development Partnership (GHDP). (In January 2018, the GHDP Board officially adopted “Thrive ED” as its operating name.) The plan was derived a Strategic Initiative developed in the spring of 2016, as a precursor to forming the GHDP, which was established in July of that year. The founding board was established on October 7th, 2016. Several key decisions were made in Q416 that underlie the work in the Strategic Plan. First, it was determined that public and private dollars be kept separately. Second; a determination was made to retain the staff working for the Jefferson County Economic Development Consortium (JCEDC), as Jefferson County employees and have the public private partnership, the GHDP, contract with the JCEDC for staff time to execute the 5-year plan. Third, the boards of both the GHDP Board and the JCEDC Board agreed to hire a consulting firm to manage a fundraising campaign to run February through September 2017; and to use the Strategic Plan as its platform to raise private sector dollars. To this end, both Boards adopted the original Strategic Plan prior to the launch of the 2017 campaign.

To ensure investor confidence, the Thrive ED Board maintains an active role in keeping the work in this Strategic Plan on task, on time and on budget and provide high levels of transparency, communications and accountability. Oversight of the work in this plan is vested in the Board of Directors of Thrive ED, all of whom commit financial and leadership support to the program’s success.

The 2017 campaign was successful, however pledged funds were 30% less than the premise of the original Strategic Plan, hence the plan was revised at the end of 2017 to better align Thrive ED’s work with reduced funding.

The plan 2017-2021 Strategic Plan was written as a living document, to be reviewed and revised as needed on an annual basis. It is important to note as well that the revised plan remains ***solely focused on economic development practices and outcomes.***

We remain committed to this work and to our Vision and Mission Statements.

Our Vision Statement is:

ThriveED will lead change necessary to support economic growth in Jefferson and Dodge counties that results in healthy, thriving and growing communities.

Our Mission Statement is:

ThriveED will engage the public and private sectors in actions focused on attracting and supporting business growth that benefit the residents and communities of Jefferson and Dodge counties.

The goals in the revised plan are grouped into distinct areas of focus:

Business: Grow businesses, capital investment and employment opportunities

Workforce: Attract, develop and align talent

Marketing: Raise awareness of the area's assets to attract business investment, talent and visitors with discretionary dollars

The goals are accompanied by Projected Outcomes, and in most cases, are aligned with a quantifiable measure of success. Each goal listed has corresponding strategies. The staff, under contract, develops plans of work on an annual basis, based upon the outcomes from the Annual Plan Review sessions. As always, economic conditions, availability of funding and leadership will impact the successful execution of the strategies in the multi-year plan.

Sincerely,

Victoria Pratt, CEcD

President

Thrive ED

The Glacial Heritage Development Partnership, DBA ThriveED, extends its thanks to the Board and Working Committees of ThriveED, the Board of the Jefferson County Economic Development Consortium, for their insights and feedback that contributed to the 2018 strategic plan review.

Their expertise expanded our understanding of the business growth challenges in Jefferson and Dodge counties, along with the opportunities ahead. Their knowledge and valuable insight is reflected in the strategies and actions throughout the plan.

ThriveED BOARD OF DIRECTORS

(Includes those elected at October 2018 Annual Meeting)

Nate Salas, President

Partnership Bank,
ThriveED Board Chairman

Matt Mauthe, CEO

Marquardt Village
ThriveED Past Chair

Brian Knox, President

W.D. Hoard & Sons
ThriveED Board of Directors Vice Chairman

David Schroeder, President & Owner

Baker-Rullman Manufacturing
ThriveED Board of Directors Secretary/Treasurer

Tina Crave, President & CEO

Greater Watertown Community Health Foundation

John David, Mayor*

City of Watertown

Jim Falco, Associate Vice President

Madison College

Paul Huebner, Vice President

Horicon Bank

Nick Keys, Principal

Dickman Real Estate

Ty Neupert, President & CEO

Bank of Lake Mills

Lisa Pollard, Dean – Beaver Dam Campus

Moraine Park Technical College

Richard Keddington, CEO

Watertown Regional Medical Center

Matt Trebatoski, City Manager*

City of Fort Atkinson

Mike Wallace, President & CEO

Fort Healthcare

Steve Wilke, City Manager*

City of Lake Mills

John Chenoweth

Dean, Business & Economics
UW- Whitewater

** Bylaws allow for 2 JCEDC representatives and an alternate*

THREE AREAS OF FOCUS

Elevating economic development in the Jefferson & Dodge counties area

BUSINESS

WORKFORCE

BRANDING/MARKETING

The goals in this plan are grouped into distinct areas of focus:

- Business: Grow businesses, capital investment and employment opportunities
- Workforce: Attract, develop and align talent
- Branding/Marketing: Raise awareness of the area's assets and the organization to attract business investments and talent

Each goal in the plan is accompanied by Projected Outcomes. In most cases, each goal has a quantifiable measure of success. Each goal listed has corresponding strategies. The staff under contract will develop plans of work on an annual basis. Annual plans of work will depend upon available funding and will be designed to implement activities that execute the strategies aligned with the multi-year goals.

GOAL ONE: BUSINESS DEVELOPMENT

Grow business, capital investment and employment opportunities

Work to achieve this goal will include a variety of activities designed to spur business investment to the area that will:

- *Increase employment opportunities*
- *Increase the tax base*
- *Build the area's capacity to retain businesses*
- *Build the area's ability to attract business*

Projected Outcomes/Measures of Success:

- *Visit at least 50 businesses annually*
- *Provide expansion assistance to at least 3 businesses each year, or 15 existing businesses over 5 years*
- *Provide assistance to support at least \$20 million of new business investment each year; or \$100 million in new business investment over 5 years*
- *Provide assistance to attract 3 new primary employer businesses within 5 years*

- *Provide assistance that impacts at least 1,000 jobs over 5 years*
- *Build and maintain the area's most robust industrial & commercial site and building website*
- *Build the area's ability to compete for and win new business investment*
- *Increase new investment projects in pipeline by 20% at the end of year 5*
- *Increase online site and building searches by 30% over 5 years*
- *Host at least 5 ED summits focused on helping municipalities prepare for business growth and compete for new business investment opportunities*

GOAL ONE: STRATEGY ONE

Business Retention & Expansion: Meet with existing business in Dodge and Jefferson counties to identify challenges and opportunities and work to deliver solutions. Facilitate access to resources inside and outside the two-county area.

- Retention & Expansion Visits: Visit at least 50 major employers annually
- Provide annual reports to investors that aggregate data from existing business visits
- Direct Expansion Assistance: Provide direct and indirect support to existing businesses making capital investments to include:
 - Confidential site/building search assistance
 - Access to financing for property acquisition or rehabilitation
 - Access to available incentives needed to support new investment
 - Access to other services as needed
- Coordination of business surveying activities across agencies in both counties, to collectively document business challenges and growth opportunities, and communicate aggregate results to area partners.
- Partner with area chambers, school districts, adult education institutions and tech-ed instructors to deliver training programs that address issues raised by business leaders in BRE visits.
- Work to expand locally controlled incentives. For example, expand Revolving Loan Fund (RLF) options to include creation of a bank supported or public/private partnership two-county Loan Fund
- As funding allows, partner with regional EDO's (MadREP and M7) to expand access to services that assist existing businesses.

- **Business-to-Government Affairs:** In collaboration with area Chambers of Commerce and other local CDA/RDAs, and as funding allows, host annual meetings with state and federal representatives focused on economic development issues raised by existing businesses.

GOAL ONE: STRATEGY TWO

Recruit/Attract New Driver Industry Businesses: Aggressively seek opportunities to attract businesses in primary employer industry sectors to make new investments in Jefferson and Dodge counties. New business attraction outreach efforts will initially focus on opportunities to collaborate with regional economic partners to attract businesses nationally and internationally.

- As funding allows, partner with MadREP and M7 to attend specific outreach activities that include meeting with corporate decision makers to promote the business assets of the two-county area.
- Build relationships with decision-influencers in the Madison and Milwaukee area to promote doing business in Jefferson and Dodge counties. These may include Corporation Counsel, CFO membership groups, commercial & industrial broker groups, commercial lenders, CPA's, and other firms engaged in providing advice and counsel to corporate decision-makers.
- Enhance the website and develop targeted sector marketing materials as funding allows to implement an attraction campaign focused on these industry sectors:
 - Agribusiness
 - Food Processing
 - Advanced Manufacturing
- As funding allows, execute a prospect development strategy designed to build awareness of local assets, for primary sector businesses:
 - Within a 3-hour drive radius
 - Identified as key suppliers or customers of existing businesses
 - Identified through networking activities as prime prospects for future capital investment potential in Dodge or Jefferson counties
- As funding allows, develop and maintain robust relationships with regional, national and global site selectors, developers and commercial/industrial realtors, including familiarization tours of area assets and opportunities.
- Develop and maintain an accurate demographic and site and buildings database for community leaders, business executives and site selectors searching for information.

GOAL ONE: STRATEGY THREE

Building Business Investment Capacity: The following activities are designed to support and grow the area's competitiveness and stature as a prime location for business and industry. Many of these activities are aspirational; and can only be achieved with if adequate funding and staffing levels are also achieved. The work in Strategy Three is heavily influenced by the Product Improvement Committee of the Board of Thrive ED:

- Complete a business-focused asset inventory. This includes documenting all the assets in Jefferson and Dodge counties that are important to business, and quantifying the value of these assets.
- Build and Promote Area Assets & Infrastructure. Work with area municipalities to continue development of the infrastructure (connectivity/bandwidth, processes and timelines impacting expansion plans, available sites and building for commercial/industrial businesses) necessary for economic growth.
- Create and continuously update marketing/promotion strategy to promote the area's assets that is aligned with available resources. (See Branding/Marketing/Communications portion of this plan.)
- As resources allow and in collaboration with local municipalities, create a playbook/blueprint for businesses seeking to expand, that clarifies the steps necessary to attain appropriate permits, along with timelines and cost estimates. (Aspirational)
- Build competitiveness along primary transportation networks through creation of Development Corridors; proposed as along I-94, WI-26 and WI 151, in collaboration with affected municipalities' leaders, planning and zoning staff and boards, WI DOT and others to create corridor development plans focused on identifying development barriers and developing strategies to promote more business investments. This Aspirational Work may include:
 - Developing a shared zoning language across each corridor;
 - Developing a standard permitting process for each corridor
 - Ensuring that all Comprehensive Land Use Plans are aligned with proposed corridor development plans
- Work with municipalities to promote world-class 'Development Readiness' across the two-county area. (Aspirational)
- Brownfield Redevelopment. As resources are available, develop and grow the area's brownfields program to add to inventory of shovel-ready key properties for economic development. (Aspirational)
- Execute a Labor Availability Analysis specific to the manufacturing sector, (Completed 2018). Use

the documentation from this analysis to promote Jefferson and Dodge counties for new manufacturing investment. (See Goal 3.)

- Continue participation in the Wisconsin River Rail Transit Commission to ensure access to short line rail services.
- Amenities/Community Development: Support municipal efforts, as resources are available, to identify and develop amenities necessary to attract worker/residents, , which may include housing and mixed-use living developments.

GOAL TWO: WORKFORCE FOCUSED - DEVELOP AND ALIGN TALENT TO SUPPORT BUSINESS GROWTH

Strengthen the talent pipeline and support business employment growth needs

Working to develop and align the pipeline of talent necessary to meet the needs of business and industry is key to the area's economic vitality. Many organizations are engaged in workforce development initiatives and ThriveED does not intend to replicate existing efforts, nor will it directly engage in talent attraction efforts. The ThriveED will work with existing training and education providers on behalf of the needs of business and industry to ensure that the region is capable of providing the labor necessary for current and future business growth.

Projected Outcomes/Measures of Success:

- *Reduce time to hire for the area's primary industry businesses by 50% over 5 years (initial information will come from BRE visits; changes will be documented through annual surveys)*
- *Increase the quantity of qualified applicants for positions with area's primary employers*
- *Decrease out-commutation of workers by 25% (documentation will come from BLS)*
- *Complete annual surveys in conjunction with area Chambers of Commerce, designed to increase area employer use of interns by 25% ; and use of youth apprentices by 25*
- *Complete a labor availability study (done 2018) and possibly other studies to assess employer demands and develop strategies to help area employers compete for out-commuting resident employees.*

GOAL TWO: STRATEGY ONE

Workforce/Talent Skill Development and Alignment: Work collaboratively to ensure the skills of the workforce match employers' needs, and that area employers are informed on competitive wage and benefit packages necessary to attract and retain talent. Tactics may include:

- Creation of a Business –Education Alliance (BEA). Proposed as a two-county initiative to connect the talent acquisition teams of area employers with K-12 tech ed teachers and career counselors; and with area technical skills-training providers, to:
 - Increase the number of youth apprenticeships at area employers;
 - Increase the number of job shadow options for students
 - Increase the number of interns placed in area businesses;
 - Increase the number of local workers available to local businesses
 - Reduce the out-commuting of employed residents
- Share information from BRE visits related to workforce needs, with K-12 School Superintendents, members of Dodge MBA and BEA members, to ensure that the area’s tech-ed and work-prep courses are aligned with the needs of Jefferson and Dodge counties primary industry employers.
- Conduct an area-wide labor availability analysis to identify the skills, availability and cost of talent to meet specific industry needs, i.e., identifying the area’s capacity to meet a projected demand of 500 new manufacturing-related workers over the next five years. (Completed 2018)
- Conduct or support others in conducting a wage and benefit survey that compares the current state in manufacturing employers in Dodge and Jefferson counties, against the wages and benefits offered by manufacturing employers in Dane, Waukesha, Fond du Lac, and Washington counties.
- Conduct or support others in conducting a study to identify current and shorter-term (3-5 years) employer needs and also assess the skills of underemployed and unemployed workers in area as the basis for developing a targeted, focused pathway to employment program.
- Work with Workforce Development Board and other interested parties to support expanded pathways to employment that include offering work-ready training to rejected applicants.
- Report results and findings to investors and broadly communicate to community to encourage financial support and expansion of work-ready development/ training options in area K-12 schools.
- Collaborate with area Chambers to produce and implement an area-wide wage and benefit survey to keep employers informed about what it will take to attract and retain workers in specific occupations.
- Ongoing communication with area employers about:
 - Workforce development programs of interest
 - Area educational and training institutions and programs to ensure employer needs for licensed trades’ workers, certified employees and college graduates are met
 - Tech Ed and other skill-focused programs being offered by area high schools

- Promote worker readiness as a path to ensuring that area employers have a pipeline of workers, and that area youth are adequately prepared to work for area-wide employers. This work may include:
 - Using data, build a brand that sets the region apart as a place capable of meeting businesses' worker needs.
 - Support expanded access to interns for area employers by promoting mandatory completion of a minimum of one-semester internship as a pre-requisite to two or four-year degree completion. .
 - Support Youth Apprenticeship programs and increase the number of companies and high school students utilizing youth apprenticeships.
- Collaborations designed to improve and expand soft-skill (financial literacy, etc.) education programs for students and employees.

GOAL TWO: STRATEGY TWO

Talent Attraction: Work with area business leaders, municipal leaders, WEDC, MadREP and others to promote local employment opportunities, and to attract workers from outside Jefferson and Dodge counties. Tactics may include:

- Providing assistance to Chambers of Commerce and municipal leaders on best practices to support talent attraction/resident attraction
- Share information about issues employers are facing when engaged in outside recruitment, with area Chambers and municipal leaders, to inform their resident/worker attraction efforts.
- Share data from skill/talent needs survey with State/Regional /Local groups engaged in talent attraction efforts.

GOAL THREE: BRANDING, MARKETING AND COMMUNICATING FOR SUCCESS

Build a brand that raises awareness and promotes the area's quality of life amenities and its economic development assets. Communicate with all audience segments to promote assets and success stories. Become the 'Go-To' EDO for Jefferson and Dodge counties

Marketing strategies are embedded in all the work of the first two goals of this Strategic Plan. However, branding and marketing for success as a separate goal is an opportunity to develop key indicators to measure marketing success and build the brand of the organization and the territory we represent. As funding allows, ThriveED will focus resources on building a stronger, more nimble organization capable of executing a brand penetration campaign to reach audiences across the upper Midwest, the Great Lakes Region, national and across North America. Communications plans will be developed and delivered to ensure that all critical audiences are reached. Audiences include:

- Existing businesses
- Business attraction targets
- Residents of Jefferson and Dodge counties
- Public sector investors
- Private sector investors
- Business decision-makers & influencers (site selectors, etc.)

Projected Outcomes/Measures of Success: All efforts associated with this goal are designed to support Goals I and II, as well as:

- Increase business investment opportunities
- Strengthen the worker pipeline
- Drive traffic to the Thrive ED website
- Promote Thrive ED as a key source of economic development information for the region
- Build private sector financial support for economic development efforts
- Triple ThriveED social media and website hits
- Achieve 5% increase year-over-year in site and building searches
- Increase population by at least 2%
- Increased sales taxes collected by at least 5%
- ThriveED recognized as an important player in ED in WI
- ThriveED recognized as authority on ED-related issues in Jefferson and Dodge counties
- Increase the number of Board members on ThriveED and/or increase the number of working committee members
- Promote Thrive ED Board and Committee membership as a coveted position, to area business leaders.
- Ensure that organization funding grows annually

Successful economic development depends upon several factors, and many are beyond the reach or control of local economic development efforts. Such factors include, but are not limited to:

- Costs of doing business – impacted by many variables, including federal and state regulations, cost of living indicators, climate impacts, worker demands, insurance costs, transportation costs, etc.
- Market volatility – which can neither be predicted nor controlled
- Currency fluctuations/political unrest – increasingly important in a global economy
- Global competitiveness – and the reality of the continued decline of purchasing power in North American countries against the growth of a middle-class on the Asian and African continents

GOAL THREE: STRATEGY ONE

Become a 'Must-See' business destination/Support Business Development Goals:

As resources allow, develop and implement regional branding and marketing campaigns designed to enhance

the area's image as a prime business location along the Chicago-Minneapolis high-tech/IQ Corridor. Building on the strength of efforts underway by MadREP and Milwaukee7, ThriveED will promote the region's advantages to businesses in the Agribusiness, Advanced Manufacturing and Food and Beverage industry sector. Tactics may include:

- Completing a detailed asset inventory to quantify the value of the business assets in Dodge and Jefferson Counties, and how proximity to the Madison and Milwaukee MSA's add value to businesses.
- Create and maintain a database of business decision makers at Food & Beverage Processors and Advanced Manufacturers within a 3-hour drive
- Create and maintain a database of decision influencers (corporate Real Estate executives, site selectors)
- Identify appropriate distribution channels for each target audience
- Develop high-quality marketing materials for outreach to business decision-makers in key industry sectors. This work includes:
 - Detailed research related to the specific assets existing in the region that are of interest to businesses in key industry sectors.
 - Detailed research to quantify the costs of doing business for businesses in these key industry sectors, as compared to the costs of doing business in other areas.
- Execute a strategic outreach campaign to site selectors as well as businesses in the FAB and Advanced Manufacturing sector within a 3-hour drive
- Evaluate impact of outreach and adjust as necessary
- Partner with State and Regional organizations to expand the reach of key industry sector-focused marketing materials.
- Ongoing work with the Branding/Marketing/Communications Committee of the ThriveED Board to refine strategies and expand members from Jefferson and Dodge

GOAL THREE: STRATEGY TWO: *Build a Brand by Building a Presence*

- Build and maintain a high quality ThriveED website to appeal to targeted audiences (i.e. site selectors, business decision-makers, Investors, community leaders, , residents, etc.)
- Develop themed 'micro-sites' on ThriveED Website, focused on workforce-related content. Topics may include Veteran hiring; jobs that do not need a 4-year degree, area-wide K-12 tech ed training programs; Women in manufacturing, area-wide health care careers.
- Create social media platforms and update continuously to gain readership from targeted audiences

- Promote the area with articles and “Did you Know?” factoids, such as:
 - Fact a Week shared on Twitter and LinkedIn
 - One Thrive ED article each month posted to social media platforms
 - Staff and Board members share Fact-w-Week or other Thrive ED posts on personal LinkedIn or Twitter accounts
- Secure earned media placement through promotion of area successes, in state, regional and national publications
- Develop and/or strengthen relationships with multiple media outlets to expand earned media opportunities
- Develop and maintain a database of key FAB and Advanced Manufacturing Trade publications to submit co-authored articles for publication, that promote area’s readiness in conjunction with area business leaders who’ve recently invested in the area.
- Prepare and disseminate e-newsletters highlighting the area’s economic success stories, programs and news.
- Provide updates and/or presentations to area local governments, nonprofits and community organizations. These may include: print materials to disseminate to elected bodies, short video updates to be shared at municipal government meetings, and live presentations
- Provide up to six education sessions in conjunction with JCEDC Board meetings, to be held in various locations; and promote attendance among Thrive ED Board members, investors and the public at large.
- Coordinate outreach communications and promotional marketing opportunities with partners at WEDC, MadREP and M7.

GOAL THREE: STRATEGY THREE

Ensuring Professional Staffing: The goals of this Strategic Plan overall, and this goal specifically, focus on actions the organization should be able to successfully impact with appropriate funding and staff. Like many other industry sectors, economic development is a knowledge-dependent business requiring professional practitioners; i.e., its success relies upon the skills and abilities of its workforce. Therefore, every desired outcome and measure of success in this plan depends upon the quality of the talent of the organization. The effectiveness of this organization to build the economies of Jefferson and Dodge counties over time should include an objective to grow the staff dedicated to professional economic development, to include:

- Business Development Professional
- Housing & Community Development Professional

- Marketing Professional
- Research Professional
- Investor Relations Professional
- Economic Development Specialist
- Administrative Support

GOAL THREE: STRATEGY FOUR

Ensuring Professional and Relevant Governance: Cultivate and motivate board and working committee member participation to ensure that ThriveED and its related groups are governed by business leaders from Jefferson and Dodge counties who are committed to the area's economic growth.

- Develop and grow a Working Committee Structure that brings local business leaders and rising talent together to drive ThriveED forward in key areas such as:
 - Product Improvement/Asset Development
 - Finance, Audit and Compliance
 - Product Sales/Business Development
 - Investor Relations
 - Branding/Marketing/Communications
 - Projects/Prospect Management
- Develop a sustainable Investor Relations Strategy to ensure fiscal stability for ThriveED over time.
- Develop the capacity of the board members over time to enhance their ability to take on leadership roles that impact the area's overall economic competitiveness.
- Engage in semi-annual economic development general education sessions.
- Conduct semi-annual topic-specific board and municipal leadership education programs that enhance competitiveness, such as:
 - Streamlining the permitting process
 - Consistency in zoning language across municipalities

GOAL THREE: STRATEGY FIVE

Ensure Sustained Funding: Maintain and grow the efforts from the inaugural 5-year fundraising campaign to ensure that adequate resources are available to execute the initiatives in this plan. With a goal to reduce public sector financial support and increase private sector support for delivery of economic development programs and services, ThriveED has no employees and instead contracts with the JCEDC for the professional

staff necessary to execute this strategy. Fundraising efforts should:

- Raise awareness of the need for professional economic development programming and services.
- Promote the successes of Thrive ED to date;
- Raise awareness of the unique business assets of the Jefferson and Dodge County area, and the organization's efforts to attract business investment;
- Raise awareness of the role of the organization as the sole entity focused on initiatives designed to increase primary employment options for residents of the two-county area.

PROPOSED BUDGET

The revised budget estimate at the end of the formal campaign assumes access to **\$2,240,000, over five years**, to execute the goals of this multi-year strategy. The budget will be reviewed and vetted by the Finance, Audit & Compliance Committee and the ThriveED Board and adjusted annually as needed. Based upon this number, the annual budget is projected to be **\$448,000**, funded by both the public and private sector.

The revised plan projects use of available funds as follows:

| | | | |
|----|-----------|-----------|--|
| 1. | Business | \$896,000 | Grow Businesses, Jobs and Capital Investment |
| 2. | Workforce | \$448,000 | Develop and Align Talent |
| 3. | Marketing | \$896,000 | Brand/Market/Promote/Communicate |

ECONOMIC IMPACT/BENEFITS OF THE STRATEGIC PLAN

The intent of the original fully-funded 2017-2021 (1/1/17 – 12/31/21) plan included impacting a variety of tangible and intangible benefits for the Jefferson and Dodge county region. The most visible of these are new/retained jobs and new/retained capital investment.

The primary economic development outcomes associated with successful execution of the Strategic Plan is dependent upon the strength and timeliness of financial commitments necessary. These desired outcomes include:

- New businesses and expanded existing businesses in Jefferson and Dodge counties
- New commercial and industrial capital investment
- New high-grade jobs (quantity) - these “direct” jobs will trigger additional “indirect” (supplier-type) and “induced” (service sector) jobs
- Increased workforce quality
- Payroll increases associated with direct, indirect and induced jobs
- Increased household/personal income levels (and decrease the number of households at or below poverty)
- Increased deposit potential for area financial institutions
- Increased retail sales and property tax revenues to governments throughout the area
- Improved infrastructure support for future community building and economic development