



SRF No. 12141

Comprehensive Plan Steering Committee

Jefferson County Comprehensive Plan and Agricultural Preservation and Land Use Plan

Wednesday, June 24, 2020

Virtual: <https://srfconsulting.zoom.us/j/96924261354?pwd=cmJVTExkdFp6b3VSdDdlSmR2Ylc4UT09> or
Phone: 312-626-6799 Meeting ID: 969 2426 1354 Password: 031070

In-Person: Jefferson County Courthouse
311 S. Center Avenue, Board Room 205
Jefferson, WI

2:00 to 3:30 pm

1. Introductions – State your name and your favorite summer activity
2. Process Update
 - a. Where have we been in 2020
 - b. Where are we going for the remainder of 2020
 - c. Schedule Update
 - d. Public Engagement Update
3. Spring Engagement Results
 - a. Focus Group Summary – The results from the six focus group activities are summarized in the attached pdf.
 - b. Spring Survey Engagement – A brief survey was developed this spring and was made available and promoted via Facebook. This simple survey was developed based on the activities used at the young professionals focus group regarding the various plan elements. The intent of this survey was to re-engage the public in the process and was not intended to gain a wide range of feedback.
 - i. **Steering Committee Role:** Review the engagement results, identifying areas that are missing, surprising, interesting, etc.
4. Key Themes and COVID-19 Considerations – Discussion in Breakout Rooms
 - i. **Steering Committee Role:** Prepare a list of key themes that emerged from the results that should be incorporated into the planning process and identify any considerations from our recent public health situation that would be considered.
5. Next Steps

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 at 920-674-7101 at least 24 hours prior to the meeting so that appropriate arrangements can be made.

Jefferson County Comprehensive Plan and Agricultural Preservation and Land Use Plan Spring 2020 Online Engagement

Introduction

The second round of Regional Meetings were scheduled for late March and early April 2020. As a result of the COVID-19 pandemic, these meetings were postponed. As part of the Jefferson County Comprehensive Plan outreach, an online survey was developed to further test and confirm the key themes identified from the focus group meetings that were held in February and March of 2020. Additionally, these survey questions were used at the March 12th Young Professionals focus group meetings and were planned to be engagement boards at the upcoming Regional Meetings. The online survey wasn't meant to target a specific audience or demographic, rather serve as a supplemental outlet to obtain additional public feedback, test upcoming Regional Meeting questions performance, and keep project momentum going prior to restarting virtual and in-person engagement.

Spring Online Engagement Results

The survey was distributed through four weekly posts on the Jefferson County Facebook page and through a link on the county Comprehensive Plan and Agricultural Preservation and Land Use website page. Twenty-seven responses were collected from April 27th through May 20th. Results are listed below.

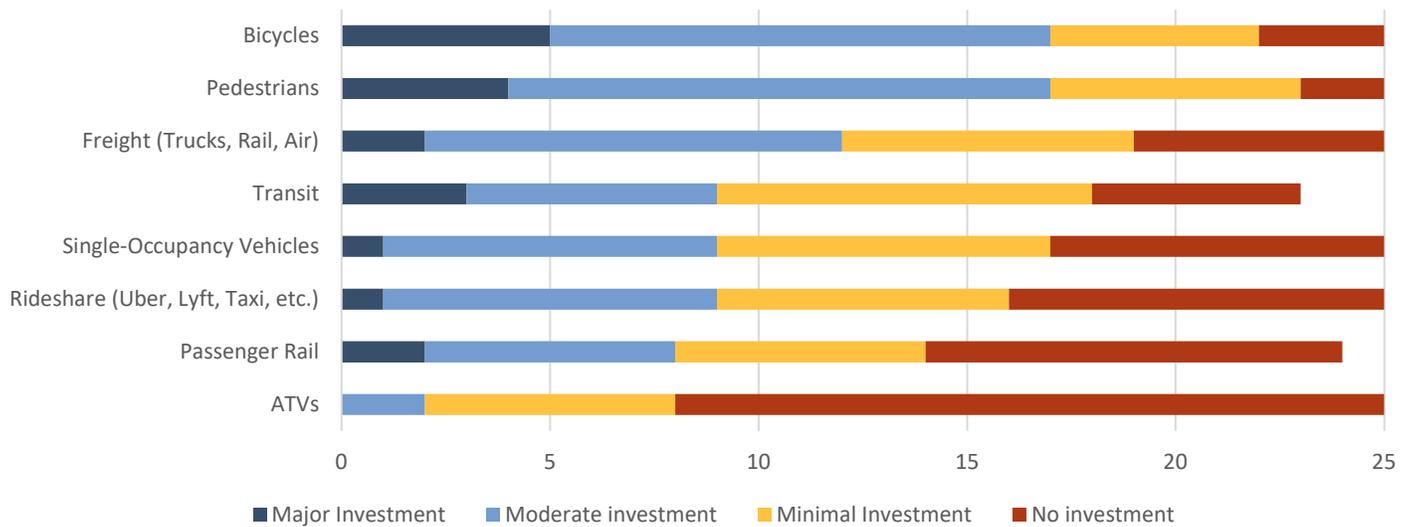
Transportation

Activity:	Mobility Investments
Question:	Transportation - Please rate the level of investment that the county should dedicate to each mode of transportation. (25 respondents)
Responses:	<ul style="list-style-type: none">• Single-Occupancy Vehicles• Transit• Rideshare (Uber, Lyft, Taxi, etc.)• ATVs• Freight (Trucks, Rail, Air)• Pedestrians• Bicycles• Passenger Rail

Survey respondents indicated major/moderate investments are needed on bicycle and pedestrian infrastructure. Freight planning and transit investments rated towards the moderate/minimal category, while transit, single-occupancy vehicles, and rideshare skewed towards minimal investment levels. Most respondents see a little to no investment needed for passenger rail and ATV facilities.

The young professionals focus group agreed that bike and pedestrian were the top priority. This group also rated a larger investment is needed for ATV/UTV infrastructure. Public transportation and passenger rail were rated as the lowest transportation mode investment needs.

Mode	Major Investment	Moderate investment	Minimal Investment	No investment
Bicycles	5	12	5	3
Pedestrians	4	13	6	2
Freight (Trucks, Rail, Air)	2	10	7	6
Transit	3	6	9	5
Single-Occupancy Vehicles	1	8	8	8
Rideshare (Uber, Lyft, Taxi, etc.)	1	8	7	9
Passenger Rail	2	6	6	10
ATVs	0	2	6	17



Land Use Activity

Activity:	Identify areas of change and preservation
Question:	Land Use - Please name the areas (names of cities, villages, or towns) in the county best suited for each of the following activities: (n = 20)
Responses:	<ul style="list-style-type: none"> • Residential Development • Commercial Development • Industrial Development • Agriculture • Natural or Water Resource Preservation • Other Types of Development or Preservation

Respondents were asked to identify growth or preservation areas they believe are ideal for various uses and activities throughout the county. All responses are listed below.

Ideal **residential growth** opportunities were identified in:

in cities and villages only	Ixonia, low income housing	Lake mills, Fort Atkinson, Johnson Creek
Jefferson	Sullivan, Concord, Helenville and all cities	Watertown, Jefferson, Farmington, Ixonia, Lake Mills, Sullivan
Along WIS 26	Lake Mills	Jefferson
Ixonia	Anywhere	Rome
Johnson Creek	Jefferson Fort Atkinson Cambridge Lake Mills	Jefferson, Fort Atkinson
cities or villages only	Town of Palmyra, Town of Sullivan	Johnson Creek
Jefferson		

Commercial development opportunities were identified in:

in cities and villages only	Johnson Creek, Watertown	cities or villages only
Fort Atkinson	I-94 Corridor & WIS 26 Corridor	Anywhere on US 12 or WIS 26
Within existing town/city boundaries.	Jefferson	Johnson Creek
Jefferson	Jefferson	Johnson Creek
Cities	None	I-94 and WIS 26 corridors
Johnson Creek	Jefferson, Fort Atkinson	Johnson Creek, Lake Mills

Industrial Development opportunities were identified in:

in cities and villages only	Cities	Jefferson
All county	Watertown	Johnson Creek, Watertown
Along I-94	Business parks	existing industrial parks, in-fill first before expanding
Lake Mills	None	Anywhere on US 12 or WIS 26
Watertown, Johnson Creek	Johnson Creek	Johnson Creek
I-94 & WIS 26 Corridors		

Agriculture opportunities were identified in:

yes	Ixonia, small farm preservation not for CAFOs	None
All county	Rural areas beyond CURRENT city boundaries	Fort Atkinson Jefferson
Moratorium on all future CAFOs in the county. Support small and medium size farms. Minimum of 1-mile distance between farm buildings and other residential structures.	Hebron	Aztalan, Helenville, Sullivan
Cold Spring	Not needed	the entire county
No CAFOS in Jefferson County	Concord and all other smaller townships in county	Anywhere
Jefferson	Areas outside of "major" cities.	Jefferson, Cold Spring, Hebron, Helenville, Farmington
All areas		

Natural or Water Resource Preservation opportunities were identified in:

yes	More resources in Ixonia for water testing (Rock River, etc.) regarding phosphorus levels, nitrates, PFAS. More oversight!	Jefferson Fort Atkinson
Fort Atkinson	All	Jefferson, Fort Atkinson, Koshkonong
Minimum 2 miles on all sides of all wetlands and waterways.	Waterloo	the entire county
Rock River hiking and bike trails, camping, horse riding trails, historical sites	Everywhere	Anywhere
Clean up rivers and lakes	All existing water, natural spaces, develop without effecting these areas	Jefferson, Cold Spring, Hebron, Helenville, Farmington
Rome	Rock River, Lake Koshkonong, and Lake Mills	Sumner, Koshkonong
None		

Other Types of Development of Preservation were identified in:

CAFO odor issues and manure management needs to be better addressed.	Increase the amount of road shoulders are paved to increase safety for bicycle users	None
Jefferson	Concord-CSA's Jefferson-Agrihoods	Jefferson Cambridge Fort Atkinson
Bicycle and walking parkways within reasonable distance of residential areas and connecting towns/cities.	Recreation	Agriculture Tourism in the Town of Palmyra or Town of Sullivan/Concord/Ixonia along and close to 94.

Economic Development Activity

Activity:	Economic Development Opportunity
Question:	What do you see as the barriers to attracting new or growing existing businesses? (n = 22)
Responses:	Open-Ended Responses

Open ended responses:

Assisting business with the regulatory process
None
Low SES of county. Internet/Wi-Fi issues in rural areas of county for home offices and agricultural businesses.
Entrenched thinking, many town boards are the same folks for 20 years. Look to new crops like hemp, processing for CBD oil, more localized food supplies, family farms and CSAs.
Too many regulations
Residential growth and ag use.
Our community seems to be stagnant...the city's sanitary district was in trouble years ago. The improvements to promote families and make the community user friendly do not seem to be being taking place...bike trail meeting place, small businesses that promote the local people. It seems the funding is being spent to maintain the status quo.
Infrastructure

Covid-19
Narrow minded attitudes by a small vocal minority send a bad message.
Taxation, zoning restrictions and regulation. Minimize those and allow the free market to meet demand. You don't have to "encourage growth". This inadvertently results in unintended consequences and the picking of winners and losers. Just let the market work.
None, but do we want them, what is important to the existing people that live in our community... sometimes government overlooks the value of what already exists.
Infrastructure
Poor access
Why do we need to attract? Let people do what they want without government trying to sway them! We have better uses for our tax dollars!
Large corporations as compared to small local businesses
Competition with online retail companies and stores like Walmart, aging population, low median income
work force
Access to capital, Land use and development regulations
City government that does not support existing business, makes growth difficult with unreasonable expectations and regulations that only large corporations have the financial ability to meet. A seemingly strong preference to bring in outside large corporations and deep pockets by providing financial incentives at the expense of smaller, existing businesses.
Old ways, old laws, old zoning.
Lack of infrastructure in all areas of the county.

Housing Activity

Activity:	Barriers to Housing
Question:	What barriers have you experienced looking for or obtaining housing in Jefferson County? Select all that apply. (n = 19)
Responses:	<ul style="list-style-type: none"> • Affordability – There were no available housing options within my budget. • Location – There were no homes available within my desired location. • Amenities and Services – I could not find a home that provided the surrounding amenities and services I desired. • Type/Style – The housing type or style that I desired was not available. • Process and Regulations – The application or approval process limited my ability to obtain a home. • Sense of Community – I could not find a home in an area that provided the character, atmosphere, or level of comfort I desired. • Mobility – I could not secure or identify housing that is accessible by my desired mode of transportation. • No Barriers – I did not encounter any barriers when finding a home.

Respondents were asked to select any of the barriers they had experienced. Individual results for each of the barriers are shown below. Housing affordability was the most common barrier in the young professionals' group and through this survey. Location was the number two ranked barrier for young professionals and not a big of a factor in the open survey respondents. Only one response indicated mobility a barrier while process and regulations were not barriers for any respondents across both surveys.

Barriers to Housing	Responses
Affordability	7
Amenities and Services	5
Sense of Community	4
Type/Style	3
Location	2
Mobility	1
Process and Regulations	0
No Barriers	11

Agriculture Activity

Activity:	Future of Agriculture
Question:	What do you see as the future for agriculture in Jefferson County? Select all that apply. (n = 23)
Responses:	<ul style="list-style-type: none"> • Innovative Agriculture – Consider innovative agricultural trends and practices for development and use in Jefferson County. • Agritourism Opportunities – Embrace opportunities to combine agriculture and tourism through sites and festivals such as farm weddings and pumpkin patches • Farms of All Sizes – Productive farming practices of all sizes - from hobby farms to large production facilities. • Agricultural Manufacturing – Development of manufacturing facilities within Jefferson County where agriculture products grown in the county can be processed. • Water Quality Management – Improved monitoring of water quality and the relationship to agricultural and other runoff. • Continue Today’s Practices - Continue to embrace agricultural practices as they are occurring today.

Respondents were asked to select their desired future for agriculture in the county. Respondents to this survey and the young professionals’ group both see advancement of innovative agriculture in the future. Both groups listed continuing today’s agricultural practices as the least likely scenario.

Agricultural Future	Responses
Innovative Agriculture	17
Water Quality Management	17
Agritourism Opportunities	14
Farms of All Sizes	11
Agricultural Manufacturing	10
Continue Today’s Practices	6

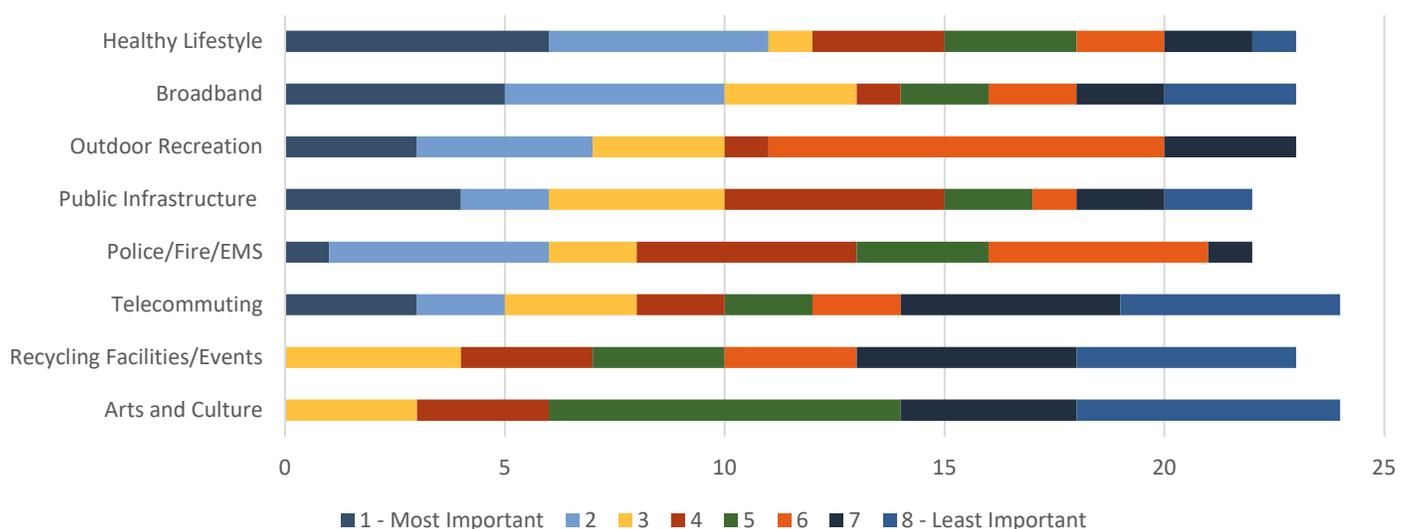
Facilities/Services Activity

Activity:	Important Services & Community Development
Question:	Please rank the importance of the following services when finding a place to live. (1 = most important, 8 = least important) (n = 24)
Responses:	<ul style="list-style-type: none"> • Public Infrastructure (Sewer, Water) • Outdoor Recreation Opportunities • Healthy Lifestyle Opportunities • Broadband • Recycling Facilities and Events • Telecommuting • Police, Fire, EMS • Arts and Culture

Respondents were asked to rank the priority of various county services and community development initiatives. Results are shown in the table below. Healthy lifestyles and broadband were ranked high, while recycling and arts and culture initiatives ranked lower on average.

Services/Features	Priority							
	1	2	3	4	5	6	7	8
Healthy Lifestyle	6	5	1	3	3	2	2	1
Broadband	5	5	3	1	2	2	2	3
Outdoor Recreation	3	4	3	1	0	9	3	0
Public Infrastructure	4	2	4	5	2	1	2	2
Police/Fire/EMS	1	5	2	5	3	5	1	0
Telecommuting	3	2	3	2	2	2	5	5
Recycling Facilities/Events	0	0	4	3	3	3	5	5
Arts and Culture	0	0	3	3	8	0	4	6

Respondents in both this survey and the young professionals' group prioritized the same top four services/features and listed arts and culture as the least priority.



What did we miss?

Activity:	Additional thoughts/comments
Question:	Please provide any additional comments or questions regarding the Comprehensive Plan and Agricultural Preservation & Land Use Plan Updates. (n = 10)
Responses:	Open-Ended Responses

The final open-ended question provided an opportunity for respondents to add topics that we may have missed and for the planning team to consider in developing these plans. Responses included:

<p>The county needs to require both existing and future CAFO facilities to better manage their manure. All manure storage should be covered. The odors from open manure storage have a huge impact. Large CAFO operations also have significant impact to roads, this industry needs to pay for the damage. drain tile installation is having a significant impact on surface water. The county should at least put drain tile installation into the GIMS data base. Quicker surface water drainage (drain tile) means more river flooding. When Watertown, Jefferson and Fort Atkinson get flooded again, drain tile will significantly contribute to the problem. This condition should be recognized, discussed and maybe regulated.</p>
<p>Please preserve high quality agriculture land as agriculture. There is plenty of poor-quality land that could be restored to prairie. The county could work with farmers providing incentives to restore ditches and other habitats for nature. I have seen too much high-quality land that is very productive get out bid by wealthy organizations to be taken out of the tax base and turned to prairie or solar.</p>
<p>Moratorium on future CAFOs in the county. Our wetlands, waterways, karst regions, and aquifer recharging areas cannot support the animal waste created by CAFOs without causing damage.</p>
<p>It may not be long when the combination of high taxes and sewer bill make it impossible for me to remain in my home. Other states have tax credits for retirees.</p>
<p>I am hoping the plan will have considerations from a broad range of people who live in Jefferson County, that this survey is reaching people from all walks of life. Thank you!</p>
<p>The benefits and advantages of underdeveloped land should not be overlooked. Communities that maintain their sense of uniqueness and community or undervalued currently, the value will increase multi fold in the future.</p>
<p>I would like to see homesteading allowed in rural settings on properties of 1+ acre. There are limits for under 2 acres. Stop spending tax dollars trying to sway people into moving. We are already overtaxed.</p>
<p>I think the county sits in an extremely opportunistic location with access to 43, 94 and 26 in our backyards. I would love to see more agriculture tourism, wedding venues and roadside farm stands to attract residents of Waukesha county, Rock county and Dane County to visit us.</p>
<p>More options for agritourism, airbnb and more events held downtown (utilizing rotary park).</p>

Jefferson County Comprehensive Plan and Agricultural Preservation and Land Use Plan

Focus Group Meeting Summaries

Introduction

As part of the Jefferson County Comprehensive Plan outreach, Jefferson County staff and the consultant team conducted seven Focus Group Meetings between February 10-19, and on March 12, 2020. The goal of the meetings was to build upon issues and opportunities identified to date. Focus group attendees each provide a unique perspective and personal experience that can be used to inform policy development. These focus groups helped the planning team to confirm key themes within each of the plan elements.

Based upon the planning process to date, these seven focus groups were identified and prioritized to inform the planning process. With the help of the project Steering Committee and the County Board, these topics were identified for further discussion through the focus group setting – agriculture, jurisdictions, natural resources, transportation, housing, tourism, and input from the young professionals in Jefferson County. Focus group members were identified as a combination of industry/topic experts and interested residents. Those interested in serving on one or more focus groups had an opportunity to participate by completing an online form. Interested stakeholders that completed the application form were selected to serve on a focus group. County staff identified additional representatives including business owners, agricultural operators, educators, developers, real estate professionals, industry professionals, and interested residents.

Focus Groups:

- Agricultural
- Jurisdictions
- Natural Resources
- Transportation
- Housing
- Tourism
- Young Professionals

Focus Group members were invited to the session through email invitations and reminders. Prior to the focus group meeting, project worksheets containing conversation starting questions were distributed. Participants were encouraged to review the questions and be ready to discuss at the meetings.

Approximately 159 individuals participated across the seven focus groups. The first six focus group events were held at the UW Extension building in the City of Jefferson, while the seventh took place at Neighbors at 13 East. All meetings were open to the public. Public attendees had an opportunity to participate in the meetings and provide input. The meeting dates, and number of attendees are listed in the table below. Sign in sheets can be found in the appendix of this summary.

Focus Group	Date	Time	*Attendees	Public Attendees
Agriculture	February 10, 2020	6:30 – 8:30 PM	33	2
Jurisdictions	February 11, 2020	8:30 – 10:30 AM	25	0
Natural Resources	February 11, 2020	3:30 – 5:30 PM	23	2
Transportation	February 12, 2020	8:30 – 10:30 AM	20	1
Housing	February 12, 2020	1:30 – 3:30 PM	24	1
Tourism	February 19, 2020	9:00 – 11:00 AM	13	0
Young Professionals	March 12, 2020	5:00 – 7:00 PM	20	0

*Includes county and consultant staff in attendance

The agenda at the agriculture, jurisdictions, natural resources, transportation, housing and tourism Focus Groups covered:

- Introductions
- Planning Background
- Discussion of Worksheet Questions
 - Large group facilitated discussions
- What did we miss/open discussion?
- Closing/Next Steps

Agricultural Focus Group

The Agricultural Focus Group was held on February 10, 2020, and included the following 33 attendees:

NAME	REPRESENTING
Adam Lindl	--
Anita Martin	--
Cyndi Pitzner	Farmer/Farm Technology Days
Corey Kincaid	Dean Kincaid Inc.
Cynthia Holt	DATCP - Form 2 School
James McManama	Local Farmer
John Kutz	Kutz Farms
Jordan Matthews	Rosy-Lane Holsteins LLC
Kim Naber	Back Road Beef
Lavern Georgson	UWEX
Lindsay Knoebel	Jelli's Market
Melissa Gerner	Gerner Grain Farms
Micheala Slind	Jefferson County Fair Park
Michelle Scarpace	UWEX
Mike Dettman	Dettman Dairy Farms
Mike Harms	Insight FS
Patricia Cicero	LWCD
Peter Gross	Real Estate FW Inc.
Roger Wiedenfeld	local farmer
Steve Duwe	Duwe Farms
Steven Knoebel	Jelli's Market
Sue Marx	
Tracey Brandel	DATCP - Wisconsin Farm Center
Tyler Troiola	Farmer and Fertilizer Business
Tom Katzman	Katzman
Harman Bos	Public
Seeger Bos	Public
Ben Wehmeier	Jefferson County
Matt Zangl	Jefferson County
Sarah Higgins	Jefferson County
Lindsey Schreiner	Jefferson County
Stephanie Falkers	SRF
Paul Chellevoid	SRF

Each focus group was intended to serve as a listening session to gain feedback specific to the topic at hand. A worksheet with questions was provided to the attendees in advance of the meeting, and these questions were used to guide the discussion. The following provides a summary of the topics discussed throughout the meeting.

Q1: What role can/should the County serve to promote and preserve agriculture?

Responses

- County departments can help to educate and share information with municipal and business leaders, (i.e. Chambers Board, Non-profits, small business owners) in areas such as agricultural enterprise areas, conservation areas, county zoning, enforcement
- Take advantage of agency literature (i.e. NRCS, FSA, PACE programs), hear how it works, education on what is available, how it works, and how it may benefit communities and individuals
- Better roadway designation, signage and investment (i.e. too many roads with no ditches, dangerous situations between travelling public and agriculture machinery, inattentive drivers) that impacts agricultural implements
- Can there be a better County system for a general contact numbers for people to call in and ask questions?
- Invest in full County staffing levels at Land and Water Department
- Look for opportunities to partner and cost share with UW-Extension to pursue various efforts
- Continue to strengthen conservation easements
- Support agricultural infrastructure and updates
- Work with agriculture enterprise zones
- Support town agents and spend more money in this area, take on cost share that is required
- Incentivize processors to get food to schools and promotion to keep foods local
- Support of agricultural infrastructure in the farmland areas
- Conversion fees in A1 zoned (state) based on land values
- Collect data and map agricultural land that is most at risk due to changing climate
- Strive to become statewide leader in water quality and water shed programs
- Promote agricultural events and programs (i.e. Farm Technology Days)
- Encourage locally grown items, farm to table
- Continue to support farming related activities at County Fair
- Promote and support young farmer program
- Preserve present zoning and even consider tightening in some respects
- Help to form agricultural enterprise zones
- Restrict commercial property to industrial parks
- Limit/restrict residential building sites for the next ten years
- Purchase development rights
- Allow reasonable annexations, not land grab by cities
- Discourage single family residential land splits
- Provide better definition of the word “cluster”

Q2A: How do you see farming and agriculture today?

Responses

- Everything leaves the county for processing. There is a need for more direct farming
- Some feel that farming is dying or doesn't have a bright future due to climate change, lower prices, and increasing expenses
- Lack of opportunities of crops other than corn and soybeans
- Difficult to find labor as many growers of vegetables using H2A
- Farms are being leveraged and there will be fewer owners
- Farm consolidations are occurring

- Currently it is impossible to purchase a ten-acre farm in Jefferson County. Sizes of farms are imbalanced
 - One member contradicted this point and feels at least a 40-acre site should be the minimum
- Farm sizes fluctuating
- One size/type of farm isn't sustainable. Variation in size, type, etc. is needed to sustain
- There is not enough interest from millennials to take on existing large farms for full time employment. There is interest in hobby farms or smaller scale uses
- Tough to run a financially viable farm

Q2B: What changes should be made in the future?

Responses

- County needs to be flexible. Allow larger farm consolidations and acreage adjustments to allow of farmettes and hobby farms. In the 1970s, county used to allow for 10-acre farmettes but there should be requirements to upkeep the land by the owners
- County needs to provide and equal playing field for all size farming operations
- Realtors should provide education to those how purchase farms/farmland
- There needs to be increased opportunities for those interested in agriculture and farm kids getting into family business through co-ops. Retiring farmers should open and provide opportunities for youth to buy into operation and get feet wet in the industry as this will be critical to long-term retention
- Need for specialized farming
- There needs to be more emphasis placed on grazing which is better for soil health and water quality.
- Increase frequency of well water testing in rural areas and invest in education and outreach
- No kill floor in Jefferson County or USDA inspectors make costs too high. The county should invest in a facility ideally in a central location.
- Agriculture plays an important role in the mitigation of climate change

Q2C: How can the County plan for and accommodate for the changes?

Responses

- There is a desire to buy local or directly from farmers, however, regulations and supply chain rules make it difficult
- Farm machinery is not getting any smaller, and County must educate drivers on dangers of farm equipment on roads and difficultly with stopping distance, blind spots, wide loads, shoulder widths and machinery on roads
- Promote Future Farmers of America (FAA), 4-H programs and get agricultural providers to work and volunteer in these programs
- County needs to investigate programs to grow interest in attracting younger generations
- Invest in roads to accommodate wider agricultural equipment and heavier weights
- Evaluate lower lake levels for better drainage
- Promotion and dollars spent on conservation practices and water quality
- Is it possible to investigate onsite water testing at events like the County Fair? Manitowoc County has done this for over two decades
- Need to promote local farmers markets
- Need for livestock slaughter plant in the county to reduce costs
- Promotion or incentives for businesses that compliment small scale, direct marketing farms

Q3: What concerns do you have with manure management or other fertilization spraying?

Responses

- Increased truck traffic
- Differentiate between storage, transportation and application
- There are already many regulations with spreading, additional regulations could impede practice
- Horse boarding compared to animal husbandry and manure management

- Transportation by pipe provides benefit:
 - Reduces Traffic
 - More efficient application
 - More efficient in general

- Parking along the road

- Following DATCP, DNR, and NRCS rules

- Sometimes these operations are too close to run off areas

- Odor

- Large storage areas and how manure is transported impacts air quality

- Material becoming airborne/windborne

- Weather events affects manure application

- Winter spreading issues and developing winter spreading strategy

- Investing in technologies that improve manure applications

- Better county support and enforcement of rules for industrial waste spreading

- Develop ordinances that restrict or prohibit practice of manure spraying. Look to other Wisconsin Counties who already have established language and practices

- Develop policies to restrict where manure can be spread

- Lack of communication and education from farmers to neighbors (i.e. here's why we are doing it, what short-term concerns, and how long each will last)

- Facilitating a manure sharing program

- Groundwater concerns

- Water quality from high capacity wells and wells encroachment

- Concern for waterways and watersheds contamination

- No concerns. Spraying/pumping is regulated heavily. Pressure gauges on pumps that control the flow and indicate immediately if there is a problem that can be fixed quickly. The pumps are evaluated multiple times per hour These practices also reduce traffic on the roads

- There is a lack of public understanding on manure spreading, pumping and the reason for it

- Hours of operation

- Cost of manure digesters are high and need to be cost shared

- There needs to be more water/well testing on fields

- More focus on nutrient management plans

- Other concerns that there are no rules and regulations for people who fertilize lawns and landscape, but a lot of regulations (state and federal) on spraying for farmers

Q4: How should agriculture areas be prioritized and protected from encroaching development?

Responses

- More resident and civic leader education so that residents can understand utility, waterway and roadway impacts

- Need to establish better management for housing development areas and prevent run-off and drainage issues

- Focus on protecting grasslands, woodlands, water, and prime soil areas

- Do not allow any leapfrog development (jumping over highways) and consider downstream impacts

- Development outside of cities and village needs to consider emergency services

- Growth management practices

- Develop tighter driveway and frontage road restrictions

- Locate development in areas that do not have agriculturally productive soils

- Protect land with prime agricultural soil

- Need to accurately map and track agricultural land and log changes to help understand impact of conversion

- Focus housing development within cities and villages
- Create stiffer restrictions for land to be removed from preservation
- Temporary moratorium of land splits; at a minimum, development should not be allowed to sprawl

Q5: Solar Farms Discussion:

Responses

- Solar farms are bringing power into the area, but we need to be mindful of placing these developments in pasture areas and non-productive farmland. (In Montfort, they are putting these solar farms in productive land)
- There are issues with drainage in solar farms as water can't get away because ditching isn't maintained
- From a county standpoint, we need to be thinking about what happens to solar panels after the contract expiration date. The county needs to be involved and set guidelines and assure they are followed
- Maintain relationship with solar companies and plan that together, we will work through issues
- Look into maintain native species and pollinator habitats. Solar farms need to consider prairie grass, noxious weeds control, types of flowers etc.
- Do not get in a mindset over telling farmers what they can and can't do
- Solar farms should consider proximity to substations

Q6: Open discussion, other thoughts:

Responses

- Agricultural Tourism - We need more connection and communication to promote agricultural activities (i.d. U-pick strawberry farms, corn mazes, pumpkin patches)
- Promote and capitalize on community water programs
- More promotion of County Fair Park as it may be underutilized. Look for opportunities for concerts, educational classes/clinics, farm safety days for kids and the public, drivers' educations. Concern that facility costs currently are too high to rent
- Well & Tel program – drawing down water usage
- County could offer healthy lakes program and use County Extension, FSA, NRCS etc.
- Need to have fully staffed departments including a full-time grant writer to focus on conservation, water quality, shoreline restoration and water runoff grants
- We need data to better understand crop trends, what is being grown now, how that will change in the future. Look at economic propositions and market forecasts
- Update drainage districts in the county- the function and management should be reviewed
- Look into Rock River Corridor Management as a better way to control runoff and minimize water level fluctuation
- Consider changing zoning in certain areas to allow for Agri hoods
- It is crucial that when farmers host farm tours that elected officials participate so that they understand how farms function and understand challenges and ways they operate
- Disconnect between marketing food sheds in Jefferson County and outside regional markets (i.e. Chicago) and look for opportunities to leverage itself to larger markets
- Important to understand that "Ag land" includes cropland, pastureland, range land, and woodland
- Use programs such as conservation easements
- Consider getting rid of cluster rural lots and 66' minimum frontage. No length restrictions from a road would be helpful in some locations
- There needs to be more support to save agricultural land
- Helping renewables at a smaller scale

Jurisdiction Focus Group

The Jurisdiction Focus Group was held on February 11, 2020 and included the following 25 attendees:

NAME	REPRESENTING
Klaas van Zanten	Town of Aztalan
Barbara McGann	Town of Sumner
Amy Kincaid	County Board
Weenonah Brattset	Town of Palmyra
Kirk Lund	Jefferson County Board
Kevin Emrath	Town of Farmington
Hope Oostdik	Town of Lake Mills
Jacob Maas	City of Watertown
Kyle Ellefson	Village of Johnson Creek
Ted Vratney	Town of Oakland
Jenifer Quimby	City of Waterloo
James Wendt	Town of Watertown
Matt Trebatoski	City of Fort Atkinson
Scott Buth	Town of Sullivan
John Thoma	Town of Watertown
Larry Holzhueter	Town of Waterloo
Kathy Weiss	Village of Palmyra
Matt Kaminski	Town of Milford
Walt Christensen	Town of Koshkonong/County Board
Ben Wehmeier	Jefferson County
Matt Zangl	Jefferson County
Sarah Higgins	Jefferson County
Lindsey Schreiner	Jefferson County
Stephanie Falkers	SRF
Paul Chellevoid	SRF

Q1: How can the County-municipality relationship be improved?

Responses

- County should annually or biannually host meetings where county and municipalities can discuss data and share experiences. Some communities feel isolated because of their location, and some just feel greater collaboration is needed. Planning Commissioner Chairpersons would be a good start.
- Develop FAQs where residents, jurisdictions, and stakeholders can reference information
- One on one question and answer opportunities annually between county and municipal staff
- County Board representation should be increased at town/village/city meetings. Supervisors can provide updates
- County to provide a convocation of all the ordinances and communicate where they are at, what's working, and what needs updating. Municipalities need to know where they can find guidance and a contact list for each area
- County should better explain rules and regulations
- Access to data sharing including legal descriptions, GIS, grant writing support etc.
- Could investigate cost sharing and work sharing with cities through paid intern or data sharing programs
- Education needed for towns on zoning issues. Opportunities to connect with County Zoning Administrator would be helpful
- Creating, reposting, and hiring positions of retired staff (parks, land information etc.) must occur. As this institutional knowledge leaves, more needs to be done with Jefferson County leadership to bring staff up to speed

- Be able to plan for and make decisions on joining Regional Planning Commissions (SEWRPC/CARPC), and research what that could mean for the county and municipalities. Identify what we want to accomplish, run the numbers, and see if it would make sense to join or remain in unserved county
- Needs to be a communication system between county and municipalities so that we know when people leave, retire, change positions
- Opportunities for towns and municipalities to use county truck wash or create purchasing pool of other shared services. Examples include toilet paper, hand soap, paper towels, cleaning products at municipal buildings and park facilities.
- Communication needs to expand to more than just clerks and presidents

Q2: What services could the county provide to local municipalities to improve their effectiveness?

Responses

- Water quality and well water testing
- Road maintenance equipment (grading machine, plowing services/equipment, woodchipper, brine/salt)
- Increased clean sweep events – more than just 1-2 events a year. Info on events and drop off locations - places to drop off electronics and other things that can be recycled but not permitted in landfill.
- A comprehensive list of what services the county currently supplies and contact numbers, instructions, dates etc. on when and where these are located
- Additional help with zoning, mapping, survey work, highway expertise, and geospatial data gathering and information
- Water quality initiatives
- Snow removal services
- Consistency in the contracting of services between town

Q3: Describe concerns and challenges of establishing urban growth boundaries?

Responses

- Some communities are opposed to urbanization and don't want to grow
- Some codes (City of Watertown) do not allow extended services
- Cities and villages aren't the only jurisdictions that provides housing. Consideration should be made for maintaining rural character
- Extraterritorial Committees have been established, but in some cases, have never met
- There needs to be a fine balance of agricultural density in order to be effective
- Towns lack authority to stop splits in since they pass county zoning. Towns only have plat review
- Pressures on rural housing, no low income or new houses developing on smaller lots on sewer
- Several are opposed to rural subdivisions
- How do we define rural?
- New development pressures and land use

Q4: What housing needs are you struggling with as a jurisdiction? How can the County assist your housing efforts?

Responses

- Old infrastructure – no money to upgrade to spend on lift stations. We need grant assistance. Look into programs like [WestCap](#) in St. Croix County
- We lack reasonably priced housing and senior housing options.
- Focus on housing developments that preserve the rural character
- Need to work with local planning to foster planned growth
- County should increase marketing efforts to developers
- Taxes – where do they come from. Impacts when towns are comprised of large chunks of publicly owned land. How are our school districts impacted?
- Some areas of the county don't want expansion

- City of Fort Atkinson has 0 percent vacancy rate and could use 200+ units through independent housing, multi family, and buildable lots
- Some communities having difficulty bringing families into the community.
- Elderly in many cases want to downsize, but current options are restricted to apartments. Some communities are wondering if they are ready to support their aging populations for residents who wish to age in their current community. [Del Webb active adult living](#)
- Some communities are struggling with higher taxes, but not enough high paying jobs may lead to resident losses
- There is talk and desire to perform housing studies as money becomes available, however any plans that are completed need to be actionable. Look to examples such as in Sheboygan County which focus on placemaking where people live/work
- Broadband (telecommunications and high-speed internet speeds, cell phone service) is a key component of where people live, especially in attracting younger families. Responding to a changing work style
- We need quality affordable housing
- When do we have a balance between expenditures and revenue?

Q5: What transportation and mobility issues is your community facing? Is public transportation between jurisdictions an issue?

Responses

- Is there an opportunity for county (Mobility Manager) to take over and lead one contract service versus municipalities contracting for this service?
- Connecting people to places that don't drive, especially the elderly
- Transporting residents to medical appointments. Is there a way to work with the surrounding hospitals/communities/County for shared rides? Brown Cab currently does this in some capacity
- County purchased wheelchair accessible vans, but at least one more is needed
- Need to be planning for high speed rail. Desires for the service exist today
- Hours of operations for existing carriers needs to be expanded
- Fleet - More vehicles are needed and will continue to be needed
- Intercommunity public transit needs to be expanded. Are there opportunities for some fixed routes service for a lower fee (i.e. a point in Fort Atkinson to a specific location in Jefferson for reduced fee ~ \$10)
- Collaborate with service providers (i.e., medical)

Q6: What did we miss?

Responses

- How are we going to sustain financially? Are we doing the right thing?
- Grant money has run dry, and it is increasingly more competitive and difficult to secure funds for even smaller projects (i.e. MLS Grants, DNR Grants etc.)
- County and municipalities need to develop education material (i.e. charts/graphs of where taxpayer dollars go)
- How will small townships going to maintain financing and financially back ourselves. Examples provided of towns borrowing large sums of money to repair less travelled roads
- Watershed Management and stormwater management continues to be an issue. Lead is also a problem in some areas. Can the county do anything to assist?
- Are there opportunities for shared services in snow plowing and engineering contracting services?

Implementation Actions:

Responses

- Explore water quality and well water testing
- Explore shared snow removal services
- Explore shared services opportunities
- Expand Clean Sweep program

Natural Resources Focus Group

The Natural Resources Focus Group was held on February 11, 2020 and included the following 23 attendees:

NAME	REPRESENTING
Amy Kincaid	County Board
Andy Selle	City of Fort Atkinson
Anita Martin	Self
Barbara McGann	Self
Beth Gehred	Lake Ripley Management District
Bob Volenec	Self
Carl Glassford	Self
Craig Ficenec	Self
Eric Compas	Rock River Coalition
Frankie Fuller	Self
Karen Etter Hale	Self; bird watchers
Kevin Wiesmann	Jefferson County Parks
Mike Neseman	Self
Pat Giese	JCWA
Patricia Cicero	LWCD
Peter Jacobs	Drumlin Area Land Trust/UW-Whitewater
Wes Dawson	Rock Lake Improvement Assoc.
Ben Wehmeier	Jefferson County
Matt Zangl	Jefferson County
Sarah Higgins	Jefferson County
Lindsey Schreiner	Jefferson County
Stephanie Falkers	SRF
Paul Chellevoid	SRF



Members of the Natural Resources Focus Group participate in an open discussion.

Icebreaker – What are the identified Natural Resources in Jefferson County?

Responses

- Wetlands
- Soils
- Water
- Forests
- Open space
- Air quality
- Wildlife, insects, fish, and invertebrates
- Whatever existing previously before settlement

Q1: What role can/should the county serve to promote and preserve natural resources?

Responses

- County needs to educate the public. Produce maps and brochures in schools so we can learn for nature
- Literature and brochures available to the public on county programs website, one-stop shop of how-to's
- Serve as a role model for land county manages
- Protecting natural resources as a part of the county's identity
- Maintain wetland corridors

- Investigate and promote incentives for farmers
- Create wildlife corridors
- Provide tax breaks to individuals who live along shoreline or tax incentives for shoreline restorations
- Manage the road rights of way to manage native vegetation and control invasive species
- Consider no-mow guidelines or reducing mowing at appropriate times which controls the spread of invasive species
- Plant more productive native species
- Continue to clean home-rule
 - Regulations weakened at state level, county can't be stronger than that
 - Greater county autonomy of our lands
- Education and school involvement of natural resources activities and volunteer programs and restoration plantings
- County investment and support of water resources staff and appropriate staffing levels
- Control runoff from farms and grass lawns that degradation streams and rivers
- Stronger enforcement of shoreline areas
- Defining standards and clarifying language for vegetation
- County to supply water samples a County Fair in a program like [Manitowoc County](#). Residents can provide water samples at County Fair, and get results of their nitrate right then and there, education and other tests to perform
- Promoting bio-digesters as a source of energy and farm resources
- Working groups to share and implement ideas
- Staff and funding needs
- Biodigesters as a form of renewable energy

Q2: What is the purpose of county preservation areas? Do they to serve recreation or habitat protection?

Responses

- Recreation and habitat protection don't need to be mutually exclusive; they can merge and provide sanctuaries for wildlife, people, education, and green space
- Preservation areas should serve both recreation opportunities and habitat protection
- Some areas of preservation are more effective for silent sports (cross country skiing, hiking, trail running) and are also compatible with native plant and wildlife sanctuaries. Other areas may have limited recreational uses to protect endangered resources.
- Motorized recreation should be allowed in segregated areas away from silent sports and not in sensitive plant and wildlife areas. Motorized recreation can be a threat to air quality and climate issues
- Recreation on county properties could be further supported or expanded
- Some of the properties have special restrictions on them when donated (deed restrictions, open ended from management, no camping etc.)
- Many of the external resources managed outside the county
- Ideas of recreation are different, need more criteria
- Some areas need to be evaluated, overuse of authority, but properties should be protected – surveys may be useful to track overfishing in Rock Lake, or overhunting. Land legacy reports can help tracking over time. Look to limit or prohibit recreational use in these areas if it puts them at risk
- These areas benefit wildlife and provide benefits for the public. These areas need to attract visitors to the county and contribute a small source of income
- The loss of habitat makes it critically important and one feels that recreation opportunities should be minimized in the preserved areas
- With proper planning, both can be maintained. Korth Park is an example where the Madison Audubon Society matched the soil and drainage conditions and planed prairie plants that can thrive in that environment. Korth Park also supports recreational uses such as bicycle and pedestrian paths and connects to the WDNR Glacial Heritage Trail

Q3: What natural areas in the County should be preserved?

Responses

- River areas and lakefront property
- Maintaining public access
- Highly tiled areas
- Burial mounds
- Uplands and wetlands
- Watersheds
- Environmental Justice areas
- Marshes
- County/State parks
- Farmland
- Hunting lands
- Woodlands and prairies
- Oak savanna
- Riparian areas
- Invest in creating an inventory list of specific areas to be preserved
- More public access to lakes and streams are needed
- Highly engineered areas that have been drained and turned to WDNR and should be just areas where water sits, and should continue to hold that water
- Hydrological cycle ground water needs to be maintained
- Open woods at ground level so some of the bird species have habitats

Q4: What is the status of water quality for open water and drinking water?

Responses

- [Land and Water Management Plan](#) (2011-2020) provides a summary
- Most major county waterways are on the [WDNR federal 303\(d\) impaired waters list](#)
- Need quantitative data for health of the river
- A main issue is agricultural runoff and need for better soil conservation practices
- Some concern that CAFOs will worsen water quality
- Increasing severe weather events may contribute to worsening conditions
- Mixed bag of quality, some unknown, some bad, some great
- Research needed to evaluate nutrients and contaminants of emerging concern (i.e. PFAS/PFOS pollution, pharmaceuticals etc.)
- Muddy river, green algae, duck weed, aquatic plants bad in a few places
- Some feel water quality has improved substantially over the past few decades
- Problems with lead, nitrates, arsenic and E. coli in drinking water. More water testing is needed and funding from County to encourage testing
- Consider an additional ecological study
- Encourage legislators to allow for more restrictive shoreland zoning standards
- Better agricultural practices should be followed (better manure spreading, no till farming, managed grazing)
- Sediments and cover crops and changing weather patterns, undoes progress farmers are trying to make, make progress for runoff and keeping up with changing weather patterns

Q5: Should the county invest in flood mitigation? How can county plan for flood mitigation events? Are there specific areas of the county where we currently see this as a concern?

Responses

- Yes, there needs to be County investment in flood mitigation
- County needs to do something about retaining water. Groundwater levels are lower than when county was established
- Tiling on farm fields is bad for groundwater in the county
- Create rain gardens, where it doesn't impact roads
- Invest in a comprehensive look of flood mitigation at county level
- Having a plan for where water goes is important, look for opportunities for more water storage
- Establish a priority system for buy out lots
- Planning for flood events - emergency preparedness on areas along I-94 where flood events could get worse. Opportunities to raise the road?
- Is the county using the most current data? Are there opportunities to update datasets?
- Evaluate rules for retention ponds
- Further analysis of wetland restoration areas
- Preparing for big rains and big runoff events
- Plan for climate change acknowledge that it is happening. This is a high priority, but is a controversial subject politically
- County should consider getting some action plans in place and moving forward with them
- Need to utilize the correct and most up to date data in mapping
- Growing seasons are changing, freeze cycles and warmer weather are shifting, what one plants needs to be considered.

Q6: What did we miss?

Responses

- Road right of way vegetative management, WisDOT Highway 26 corridor is a neat opportunity to participate invasive species, mowing opportunities etc.
- No code, ordinance, guidance. We need that from or in a Comprehensive Plan
- Organizations doing a Bio Blitz at Dorothy Carnes Park – May 30th
- Fort Atkinson purchased a property, listed as an environmental corridor, only prohibited by slopes by where they can build

Implementation Items:

Responses

- County Board to prioritize corridors
- County to create plans that talk to one another and are consistent
- Identify setback requirements for wetlands
- Create a fund or tax for public purposes in the county
- County rights to first refusal
- Funds for land acquisition
- Water quality testing
- Planting native species

Public Comments:

Responses

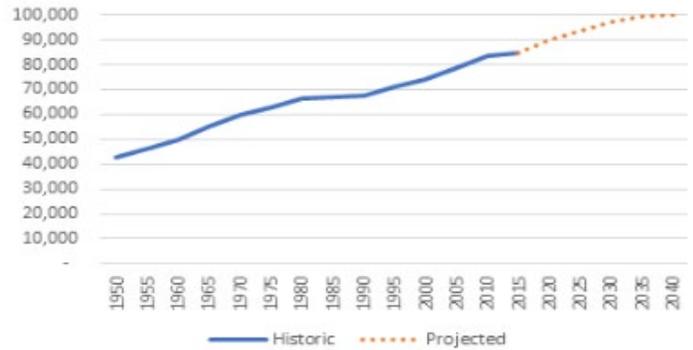
- Reiterate that growing seasons are changing, winters are shorter, more extreme rain events that need to be considered
- We need to have these plans be a guide/tool for jurisdiction enforcement

Transportation Focus Group

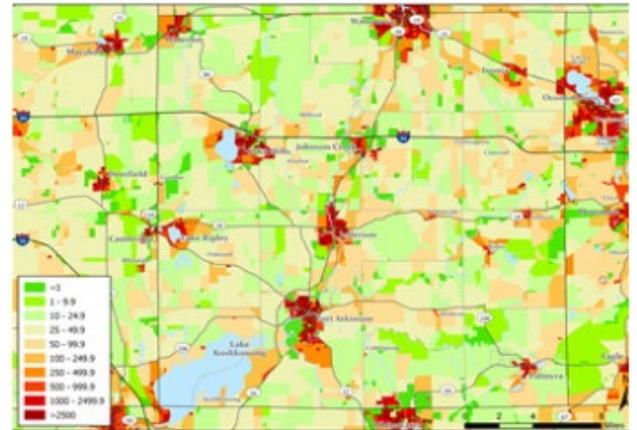
The Transportation Focus Group was held on February 12, 2020, and included the following 20 attendees:

NAME	REPRESENTING
Brian Udovich	Jefferson County Highway Dept.
Jason Lenz	JCSA
Karl Schulte	Brown Cab
Kevin Wiesmann	Jefferson County Parks
Mary Truman	Jefferson County Parks
Megan Hartwick	United Way
Mike Hansen	ADRC of Jefferson County
Paul Didion	Self
Richard Jones	Jefferson County
Shane McPeak	Trek Bicycle Corp.
Sharon Olson	ADRC of Jefferson County
Steve Lewis	
Yvonne Duesterhoeft	Veterans Services
Frankie Fuller	Self
Ben Wehmeier	Jefferson County
Matt Zangl	Jefferson County
Sarah Higgins	Jefferson County
Lindsey Schreiner	Jefferson County
Stephanie Falkers	SRF
Paul Chellevoid	SRF

County Population 1950 - 2040



Population Density



Icebreaker - What are the current modes of transportation in the county?

Responses

- Automobile
- E-bikes
- Bikes
- Taxi
- Public transportation
- Specialty vehicles for medical transportation
- Airplane/aviation
- UBER/Lyft
- Walking
- Agricultural equipment
- Boat/waterway
- School bus/coach bus
- ATV/UTV
- Ambulances/firetrucks/police vehicles
- Horses
- Lawn mowers
- Semi-trailers
- Campers

Q1: What are the transportation challenges facing Jefferson County? How should the county reprioritize or consider changing how it manages the transportation system?

Responses

- Aging population will bring a change to transportation needs
- Need for better coordinated data for public transportation
- Not enough linkages/connections between towns, cities, and villages
- Inability to get a taxi in Watertown and can't get to a place like Fort Atkinson, or from north side of county to south side
- Affordability
- Better support for small businesses and passerby traffic to small towns
- County needs to figure a way to fund a coordinated public transportation system. Connections to Madison and Milwaukee are needed
- Connecting first mile/last mile in some communities such as Johnson Creek troublesome
- Initiatives in play to take vehicles off the road, promotion
- How can we promote biking more through trail systems and safer routes to school?
- Snow removal, transportation and hindrances
- Transportation as a recreational event
- Competing modes of transportation – more and more pressures animal husbandry, agricultural traffic
- Elderly and healthy exercise
- Need to consider driverless vehicles/autonomous vehicles as part of this plan and set the expectations and desires for the future
- Need to identify barriers that are keeping people from working or choosing alternative school districts. These barriers are having an impact on transportation and economic development in the county
- Snow removal on county and local roads is a problem
- Increasing number of drivers who drive illegally, carrying no license or insurance
- Increasing number of non-English speaking drivers
- Increasing number of erratic drivers and those under the influence of alcohol or other drugs. Stricter enforcement of drunk driving laws is needed. WDNR Safety Study indicates increasing number of accidents are alcohol related. This is especially as problem in UTV/ATV/snowmobile crashes
- Safety improvements including wider shoulders, and management of slopes, mowing ROW, and controlling plantings are needed
- Programming/advocacy of having municipalities and groups and initiatives to reach out to others to participate, develop a consistent message
- State needs to be at the table and do their part to contribute funds to fix State roads
- UBER/LYFT provides after hours service – medical, entertainment, etc.
- Study of programs of ride sharing and volunteer drivers, veterans' vans from VA hospital, but now through 501© runs by people power
- Where ATV/UTV/snowmobiles recreation areas and trails are very controversial. Those that are abusing the system are damaging land. See it in snowmobiling most often when the trail system doesn't link, and riders need to go down the County Highway and onto private property. Users are forming large mud holes and are forced to decide going through it and making it worse or driving through crops
- ATV/UTV have conflicting ordinances – City and Town of Lake Mills and using certain roads. Waterloo opened the City streets to ATVs last year. People are using these modes to travel between households, but the trail system is lacking
- Geography of off-road trails needs to be looked at. Jefferson County doesn't have a set of off-road trails and adequate connections to them. The perception is people are not going to travel here to use our trails because there are better options in northern Wisconsin Counties

Q2: Which population groups will have the most challenges with transportation over the next 20 years?

Responses

- Senior populations
- Disabled populations - wheelchair users are going to climb quicker, not enough equipment for extremely large wheelchairs
- Decrease in 16-year old obtaining their driver's license. Drivers education and training is different than it was 15 years ago, and drivers training is not available through high schools. Because of more online training, drivers are lacking the skill
- Highway departments need to get in front of various groups (students, drivers education community, tow companies, county workers, etc.) for training on education, safety, agricultural implements, driving conditions, roundabouts, etc.
- Low income populations - rising cost of insurance and registration costs, choosing to bike, and if things like roadway shoulders aren't in place, this can be an issue. Low income, may have their own vehicle, but one \$200 expense away from not having a vehicle
- Agriculture industry - needs to be using county and local roads, but pavement structure isn't ready to handle that weight
- Additional areas for passing lanes are needed to pass slower moving traffic and large agricultural equipment that use the roadways

Q3: With a diverse population with various mobility needs, how should the public transportation system or mobility options be expanded?

Responses

- There needs to be someone in charge. A formal hierarchy needs to be established. Likely candidate would be Mobility Manager who should take control and lead a unified effort across the county
- Look into programs such as the ([Wal-to-Wal DIAL-a RIDE](#)) in Walworth County where you can go anywhere in the county for \$5, using funds and grant dollars from Federal Transit Administration. The Jefferson County Mobility Manger wants to establish at least a few if not several countywide, point to point trips that are offered for a low price. (e.g. connect two communities along STH 26 for \$10)
- County should analyze resources we currently have and how are they utilized
- Establishing a dispatch platform where county can see all trips and see how they integrate, like an UBER platform. It should include how funds are used as well as being cognizant of time efficiencies
- Pricing system is a little inconsistent depending on destinations and time of day and pricing system needs to be analyzed
- There needs to be a place online where employees and the public can go to establish carpools/vanpools and opportunities to establish new routes if there is enough desire. A place where someone could enter input to say that every day at 7 AM there is a van to go from X to Y to Z, is there interest (Trek example)
- Trek offers a coop [rideshare commute program](#) through Enterprise Rent-A-Car, reducing vehicles on the road. Would other corporations be interested? Like state van pool program
- Jefferson County already has a plethora of options and resources already

Commuting Mode Share Statistics (2013 - 2017)

	Workers	Drove Alone	Carpool	Public Transit	Walk/Bike	Taxi/Motorcycle/Other	Work from Home
Jefferson County	43,977	81.5%	9.7%	0.3%	3.3%	1.0%	4.2%
Wisconsin	2,893,314	80.9%	8.1%	1.9%	3.2%	1.6%	4.4%

Q4: How should freight transportation be supported?

Responses

- There are issues with large freight being carried through downtown areas. This adds to congestion and damages roads at a quicker rate
- Support of freight access
- Examine the use of rail options as they may be cheaper
- Jefferson County has many external to external freight trips going through the system each day, and many of these are not stopping in the county

Q5: What are the challenges, concerns, and opportunities for recreational mobility currently and over the next 20 years?

Responses

- Bicycle mobility
- Most families cannot go for a bicycle ride as they feel unsafe on roads. Shoulder width and no dedicated bicycle lanes are the main issue. County is trying to go to a 4-5-foot shoulder when roadways are resurfaced or rehabilitated
- Motorized/battery operated vehicles and e-bikes are not allowed on trails; consistent enforcement is not occurring
- E-bikes are allowed on a bike trail if a user is being responsible. However, there was strong opposition to allowing ATV / UTVs
- Over twenty low volume roads had a reputation of being great for bicyclists but now that perception is changing as conditions are deteriorating and traffic congestion and unsafe driving are concerns
- WDNR, state trail paths and registration fees. Bicycle registration
- Funding opportunities from WisDOT and grants are lacking. Funds that are available through grants are ultra-competitive
- Funding through nursing homes for equipment and access to trails for elderly for the benefit of public health. Discussion of changes in legislation and ordinances for motor assisted bikes on trails

Q6: Should the county support e-bikes and electric vehicle charging stations or other emerging technology modes?

Responses

- Yes, there should be investments in E-bikes and electric vehicle charging stations
- The county needs to mention autonomous vehicles in the plans
- High speed rail (second Empire Builder and others) discussion
- The plan should address what the future is on the I-94 corridor for Jefferson County. Definitions of how the area around the interstate and interchanges is needed
- An increase in [platooning](#) (i.e. linking or closely travelling by two or more vehicles in a convoy) in the freight system is occurring. These may impact the highway system as the platoons will likely be occurring in the right travel lane
- Aviation is an underutilized form of transportation in the county that may be on the increase in the future. Are there other ways to support/promote air travel?
- Parking areas and planning and zoning in the downtown areas should be a discussion point

Q7: What did we miss?

Responses

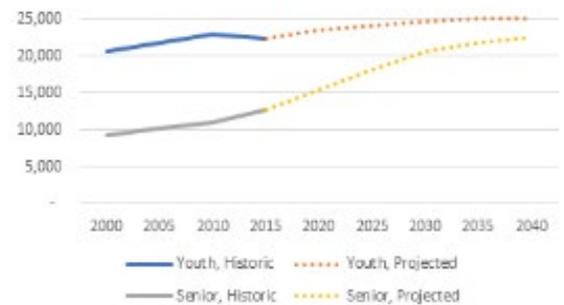
- No matter what transportation options are, there needs to be an “app for that”, somewhere you can go to access information. Implementation of that system needs to become an item and a priority

Housing Focus Group

The Housing Focus Group was held on February 12, 2020, and included the following 24 attendees:

NAME	REPRESENTING
Adriane Stubs	Classic Homes/REMAX SHINE
Greg Loos	Loos Custom Homes
Jim Schroeder	Jefferson County Board
John Donahue	County Board Candidate
Kathy Cauley	Jefferson County Human Services
Kathy Zimmerman	RE/MAX Community Realty
Kenny Strege	Jefferson County Human Services
Kirk Lund	Jefferson County Board
Mary Nimm	Jefferson County Parks
Olivia Reinke	Tourism
Peter Gross	Real Estate FW Inc.
RoxAnne Witte	JCEDC
Russell Kutz	Jefferson County Board
Stephanie Will	Loos Custom Homes
Steve Mode	Wayne Hayes Real Estate
Tina Crave	Greater Watertown Community Health Foundation
Yvonne Duesterhoeft	Veterans Services
Frankie Fuller	Public
Ben Wehmeier	Jefferson County
Matt Zangl	Jefferson County
Sarah Higgins	Jefferson County
Lindsey Schreiner	Jefferson County
Stephanie Falkers	SRF
Paul Chellevoid	SRF

Youth and Senior Projections (2000 - 2040)



Occupancy Status (2017)

Total Housing Units	35,571
Total Households	32,739
% Occupied Housing Units	92%
Owner Occupied	22,806
% Owner	69.7%
Renter Occupied	9,933
% Renter	30.3%
Vacant	2,832
% Vacant	8%

Q1: What are barriers to obtaining housing in Jefferson County?

Responses

- There is generally not enough available stock. There is a shortage of affordable rentals, and very little options for new families and senior housing
- Not enough affordable options for the working-class, or for those struggling with bad credit, criminal history, drug/alcohol addiction
- HUD programs are not landlord friendly and there are restrictions for developers that need to be reduced if Jefferson County housing market will be successful
- Jefferson County has historically been described by developers as a “non-developer friendly county”. This includes restrictions on the types of development, programs to assist buyers with down payments, and high fees
- There is a lack of housing near well-paying jobs
- Typology of homes is inconsistent. There are low income families with several children or families that are taking in an elderly parent that are being crammed into a less than desirable apartment. Many must share rooms
- There needs to be a larger focus on affordability
- A desire to keep government red tape and restrictions to a commonsense minimum
- Many of those interested in living in Jefferson County are looking for a single-family lot, but those are very rare
- Zoning restrictions are outdated and need to be more flexible. They need to be reevaluated, as some of them now don't make a lot of sense

- From a developer perspective, Impact fees for a multi-family project are too high
- Lack of choices for seniors and aging in place. Right now, there are only two options, stay at home or go to assisted living. There should be a comprehensive look at multigenerational housing/living options in the county

Q2: How can the County support residential development for various groups (Seniors, Young Professionals, etc.)?

Responses

- Homeowner programs don't get promoted enough. There are rehab programs for new buyers and for seniors who are in a home, including home consortium programs, where owners don't need to provide money until they sell the home down the road.
- Utilize programs like the [Home Consortium](#) program that supports the creation and maintenance of affordable housing in Jefferson, Ozaukee, Waukesha, Washington, and Ozaukee Counties. The program helps applicants become homeowners by providing down payment assistance. Another underutilized program that Jefferson County residents can take advantage of is the Southern Housing Rehab program which provides 0% interest loans to eligible households. These funds can be used to make home repairs and the owner does not need to repay until the home is sold
- Study policies for accessory dwelling units, tiny houses, mother-in-law suites and set language in the plan on how to support and care for aging family members or to support those with medical needs
- Address Airbnb regulations and tax implications for those that wish to rent homes versus staying in a hotel.
- The County should take a serious look at innovative housing alternatives for low income populations. Examples would include a Veteran, someone who is financially recovering from a life event, or someone recovering from a drug or alcohol addictions who may be discriminated against as no one will accept their application. Are there opportunities for veteran communities, tiny houses, or accessory dwelling units that could be rented out for up to a year at an affordable rate to help someone financially recover?
- Opportunities for tourism by looking into unique and interesting places you could stay (e.g. tree house, boat)
- Need to look at first defining what is "affordable housing"
- Are there ways for churches and private schools to grow or fund programs with some sort of planned senior living arrangement? Is this an issue for tax exempt communities? There needs to be collaboration and somewhere to turn for guidance. Bring back church leaders to talk in collective collaboration
- Try to minimize the silo impact for community assistance or specific populations and Minimize communities inventing their own thing. We do have to be cognizant of duplication of services
- Desire to be more innovative, taking on the "if you build it, they will come" approach. Let's build it and let others model after us

Q3: What role can/should the county serve regarding housing throughout Jefferson County?

Responses

- Connecting the workforce to workers is the main element
- How can the county cut down on expenses as this is a high budget topic? County does the buying and municipalities should invest

Q4: What housing markets type's areas will see the most growth potential in the next 20 years?

Responses

- Growth will occur quickly, and Jefferson County will look much different in 20 years
- Areas between major metro areas will most likely see the most growth. Lake Milles, Johnson Creek, Ixonia, Watertown, and Fort Atkinson are likely areas for growth
- Concern that sprawl is happening and need to be mindful in these decisions on where residential growth will occur
- Likely an increase in low maintenance living (apartments and condominium living) especially for young families, single parents, and the elderly
- Farmettes could see growth if appropriate acreage (> 5 acres but less than 40 acres) is allowed. Little organic farms are difficult to start these days due to acreage requirements. If small farms will be successful, the farms need to have a rural place to start, otherwise we won't attract young farmers in the business.

- Veterans Affairs pension programs are looking at financial incentives to pay people to stay in place, with easier access
- Areas close to and with easy access to health care will likely be desirable for rapidly aging populations
- Major shortage of transition housing in almost every area of the county, especially in the smaller size, one level homes

Q5: What efforts can be done to increase affordable housing production?

Responses

- Supply and demand, we simply need to increase the housing stock to equal demands and provide greater options
- Educate homeowners to help them understand what they have. Some owners may be more likely to sell or move if they better understood market conditions. Realtors can help with this.
- In some cases, Section 8 housing is available, however, landlords and the consumers often shy away from these agreements and conditions
- Consider the vast variety of people that create the marketplace. Those consider buying real estate, don't have a quick affordability check, create a format, (e.g. AGI, net income, *40 percent) then track out bills, empower the user with money in and money out and understand impacts of private mortgage insurance (PMI)
- Tax decrease incentives for newly constructed homes
- Identify townships in the county who are pro development, create some TIF districts that make it more developer friendly
- County to work with advocates and reach out to underrepresented populations and community members to understand questions and needs and refer those with questions the most appropriate people for information and advice

Q6: What did we miss?

Responses

- Homeless population is on the rise and an existing problem. County should be thinking of ways to address this issue. Are there opportunities and tools that are in place or can be considered for things like job placement assistance, or transportation?
- There needs to be roundtable discussions with municipalities on a quarterly basis to understand unique issues in all parts of the county
- Reiterate the point that less red take helps all involved and when a commonsense approach is the correct solution, that we can make that scenario happen

Public Input

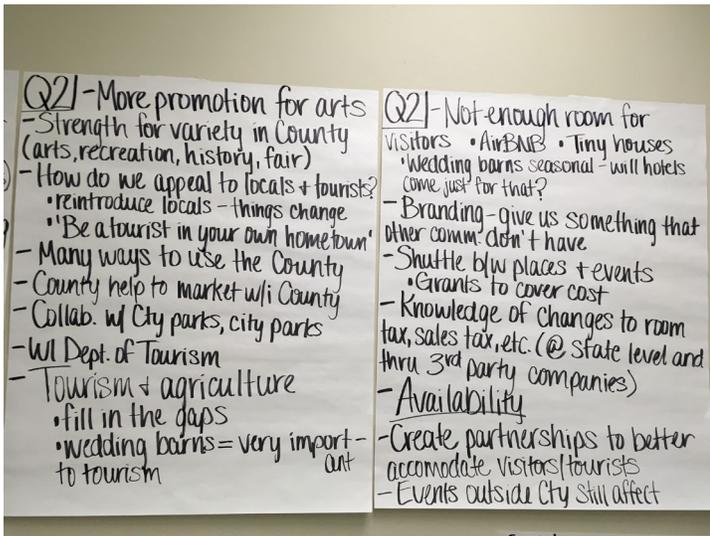
Responses

- The biggest issue we have is we simply need to raise the average income in the county. Lots of the issues are addressed through economic development, which is not something you get results on overnight. Major policy decisions also make an impact (e.g. college on the south side of Jefferson, Finance Committee investigating a potential research park) all contribute to the idea for higher wages
- There is a social impact to investing a pool of money in a project. People will invest in things they care about and make our communities better.
- Exploring opportunities and understanding infrastructure needs to support tiny houses or containers on wheels
- Promote workforce housing
- Consider how to maximize the use of land, smaller houses using less land to minimize utility costs
- Educating municipalities about zoning rules and regulations is needed
- It shouldn't be more expensive for aging populations to live with families than assisted living care. County can help with that program and assist with in home care programs with individuals with minimal assistance needed.
- Cost is too prohibitive for developers to maximize investment for newer/smaller scale development
- County should analyze increase number of splits and in some cases, provide a variance for flag lots to maximize densities, and allow for building upon non-productive agricultural lands.
- Consistency for providing education and guidance among communities is drastically different.
- Communities generally support countywide zoning, but when townships don't agree, they oftentimes want the power. Are there ways to allow flexibility? What are they? County zoning regulations – anecdotally most restrictive zoning in Wisconsin. Does it make sense to loosen some of these restrictions?

Tourism Focus Group

The Tourism Focus Group was held on February 19, 2020, and included the following attendees:

NAME	REPRESENTING
Mary Truman	Jefferson County Parks
Amy Listle	Jefferson County Fair Park
Yvonne Duesterhoeft	Veterans Services
Jo Ann Armstrong	Hildy Vinyard
Katie Newcomb	Johnson Creek Tourism
Julie Nordeen	Fireside
Jen Pinnow	Jefferson Chamber
Robin Kaufmann	Watertown Tourism
Olivia Reinke	Tourism
Ben Wehmeier	Jefferson County
Matt Zangl	Jefferson County
Sarah Higgins	Jefferson County
Lindsey Schreiner	Jefferson County



Ideas that were brought forward for how countywide branding and marketing efforts support tourism.



Members of the Tourism Focus Group discussed the role that the county should serve to promote tourism.

Q1: What role can/should the county serve to promote tourism?

Responses

- Jefferson County Tourism Council is undergoing a lot of changes in Jefferson County EDC, with the addition of several new members. It would be beneficial for the EDC to work together with County Administrator to periodically schedule meetings and discuss budget and other opportunities to collaborate on ideas
- Create a tourism center at Fair Park
- County to work closely with THRIVE to develop marketing communication campaign and attract new employees to the region. Work on expanding of new ideas and thinking about outside the box ideas.

Q2: How could countywide branding and marketing efforts support tourism? What elements could be carried into branding efforts?

Word Cloud Exercise

- Arts
- History
- Family
- Small-Town Feel

Responses

- We need better communication with our residents to become better tourists in our own communities.
- Study and develop guidance language for Airbnb and mobile tiny houses. Allowing these venues can provide much needed money to the county and communities through tax dollars. These houses could provide suitable living accommodations for aging populations, veterans, and those with disabilities. These mobile communities could be implemented in several areas of the county. The innovation and branding could bring attention to Jefferson County for something that hasn't been done in other counties.
- Residents of Jefferson County need to become key ambassadors to promote county resources. We have things to offer in every corner of the county and activities/events for all ages.
- Opportunity for Jefferson County to become a leader for Wisconsin Department of Tourism in developing best practices for the other counties.
- There needs to be attention and effort placed on developing branding at the county and local level. Jefferson County Tourism Council (JCTC) branding needs to be as consistent as possible.
- Funding is a big key - understanding that not all communities have tourism budgets and, in some cases, can't afford financial buy-in. Communities cannot develop a consistent funding source (e.g. room tax) as not all communities have hotels. Additional support is needed to support smaller communities.
- Important for county to view JCTC as their own tourism department.
- Improvements are needed to the county website to make it more user friendly.
- There are numerous recreation opportunities, but not enough attention on the arts, history, etc.
- Develop a 20-year plan for tourism. The document could be brief and pretty general but should identify things such as likes and wants. Be open to change as time goes on and as economy and outside events in the world fluctuates.
- We have facilities and attractions that people from all the world come to see, (e.g. octagon house, first kindergarten), but most local people don't even know about.
- Develop a better understanding of who is visiting our resources. Online ticket sales help track where visitors are coming from for events at fair park. Use this technology whenever possible. If we are missing demographics, we can specially target our marketing efforts towards the data and those we want to attract.
- Promotion of wedding barns as seasonal tourism is very important to communities.
- Study and develop guidance language for Airbnb and mobile tiny houses. Allowing these venues can provide much needed money to the county and communities through tax dollars. These houses could provide suitable living accommodations for aging populations, veterans, and those with disabilities. These mobile communities could be implemented in several areas of the county. The innovation and branding could bring attention to Jefferson County for something that hasn't been done in other counties.
- Capitalize on larger regional events that are held in Madison and Milwaukee. There are not enough hotel rooms for large events such as Democratic National Convention and the World Dairy Expo, and with our location, we need to promote things we have to offer here in the county.

Q3: What elements should be promoted to get people to move, visit, or recreate in Jefferson County?

Responses

- Traffic – how can we take advantage of all the Milwaukee/Chicago traffic that comes through our county?
- Convention Center – we should take a serious look at this as the county cannot currently attract conventions here due to lack of hotel and housing options.
- Better utilize and promote Fair Park. This park can host unique events that convention centers cannot.
- Seek to invest in sustainable business models as interest changes.
- Seek out state and national grant funding.
- More press releases and information need to be prepared/sent to influencers and developers to showcase what our county has to offer. Include outside groups to spread the word.
- Verify all Jefferson County communities are included in branding efforts and decisions.

Q4: What markets should be targeted for tourism? Geography and demographics?

Responses

- The county should prepare a Strategic Marketing Plan. It should begin with research the State Department of Tourism has conducted to understand trends and where people are coming into the county from.
- We need to better understand where corporate manufacturing companies exist and market to them.
- Work with Milwaukee and Madison tourism to market day trips.
- Preparing tourism guidebooks for real estate agents, tourism centers. We can package guidebooks and flyers in events like tradeshow.
- Investigate multiple ways to distribute materials. Focus on social media and electronic messaging for younger ages and paper and mail system for older residents.
- Investigate additional billboards and welcome signage on I-94

Q5: What are we missing?

Responses

- Materials needed for promotion. Are our current materials serving our need?
- Study and develop a Jefferson County brand logo and be included in Plan.
- Our municipal and county websites are not laid out in a way where users can easily access data and information.
- Adding video experiences on county website. Utilize YouTube channel.
- Seek out opportunities to showcase what we have on statewide TV shows like Discover Wisconsin.
- Create a list and market inventory of what each community would like to focus on in regard to tourism.
- County should determine if hiring a Communications position would be a logical investment. Explore private partnership or co-position.
- Engage with County Board Members and invite them to events.
- Form a Tourism Committee at the county level. Meet quarterly at a minimum to discuss ongoing and developing tourism topics.

Young Professionals Focus Group

The Young Professionals Focus Group was held on March 12, 2020 and included the following 20 attendees:

NAME	REPRESENTING
Tina Crave	Greater Watertown Foundation
Marisa Uhman	Waterloo
Katelyn Carey	Fort Atkinson Chamber
Nicole Pfeifer	Country Inn and Suites
Jacob Yandry	Country Inn and Suites
Chris Scherer	Fort Atkinson
Karl Hundt	Lake Mills
Jon Troiola	Palmyra
Tyler Troiola	Palmyra
Beth Pomije	Johnson Creek
Lexi Gegare	Jefferson
Micheala Slind	Palmyra/Jefferson
Lindsay Knoebel	Jelli's Market
Melissa Gerner	Gerner Grain Farms
Megan Shuda	Baker Tilly
Olivia Reinke	FCCU
Ben Wehmeier	Jefferson County
Matt Zangl	Jefferson County
Brett Scherer	Jefferson County
Deb Magritz	Jefferson County

The Young Professionals Focus Group placed more attention on engagement activities to gain feedback specific to the topic at hand. Several engagement techniques and materials were used to collect input, including puzzles, prioritization exercises, mapping activities, and open-ended questions. The activities provided to attendees through the worksheet were used to guide the discussion. The following provides a summary of the topics discussed throughout the meeting.

Young Professional Engagement Activities

Ice Breaker Activity

Activity:	Icebreaker – get to know you
Question:	How would you define Jefferson County in one word or a picture?
Responses:	Respondents to provide response on a puzzle piece in the form of a word or picture



Nine responses were recorded from this activity. Responses included: home (2), opportunistic, emerging, strong history of agriculture, complacent, and snowplows.

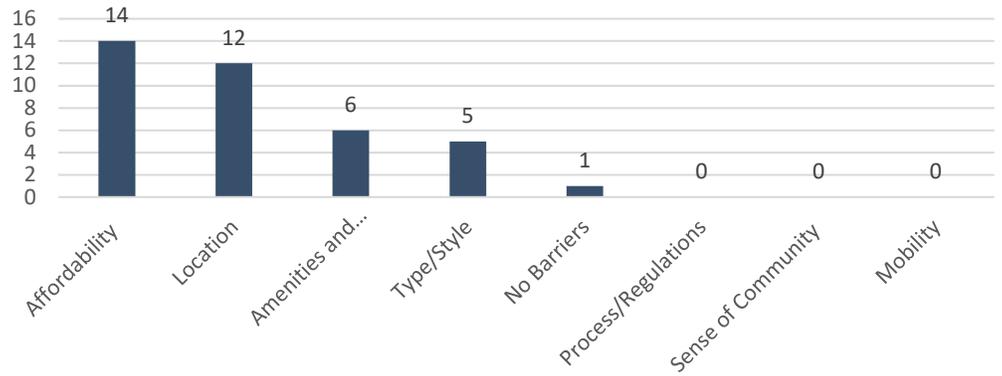
One respondent drew a picture of a tent that may reflect activities held at Fair Park. Another drew a picture to symbolize Jefferson County's location between Madison and Milwaukee.

Housing Activity

Activity:	Barriers to Housing
Question:	What barriers have you experienced when looking for or obtaining housing in Jefferson County?
Responses:	<ul style="list-style-type: none"> • Type/Style – The housing type or style that I desired was not available. • Affordability – There were no available housing options within my budget. • Mobility – I could not secure or identify housing that is accessible by my desired mode of transportation. • Process and Regulations – The application or approval process limited my ability to obtain a home. • Location – There were no homes available within my desired location. • Sense of Community – I could not find a home in an area that provided the character, atmosphere, or level of comfort I desired. • Amenities and Services – I could not find a home that provided the surrounding amenities and services I desired. • No Barriers – I did not encounter any barriers when finding a home.

Respondents were asked to place a marble in the jar next to any of the barriers they had experienced. For example, one respondent could have used seven marbles if they had experienced every barrier. A total of 38 marbles were placed into jars with the activity. Individual results for each of the barriers are shown below.

Affordability – 14
 Location – 12
 Amenities and Services – 6
 Type/Style – 5
 No Barriers – 1
 Process/Regulations – 0
 Sense of Community – 0
 Mobility – 0



Almost 88 percent of the respondents acknowledged affordability and lack of suitable financing programs or issues with down payments as a barrier to obtaining housing. Seventy-five percent identified the lack of desirable locations as a housing barrier. Lack of amenities and services were identified as a barrier to 38 percent of respondents. Over 31 percent felt the type, size, number of bedrooms, bathrooms, lot sizes were a concern. One respondent indicated they did not have any barriers to obtaining adequate housing suitable for their needs. No individuals indicated process regulations, sense of community, or mobility as a barrier.

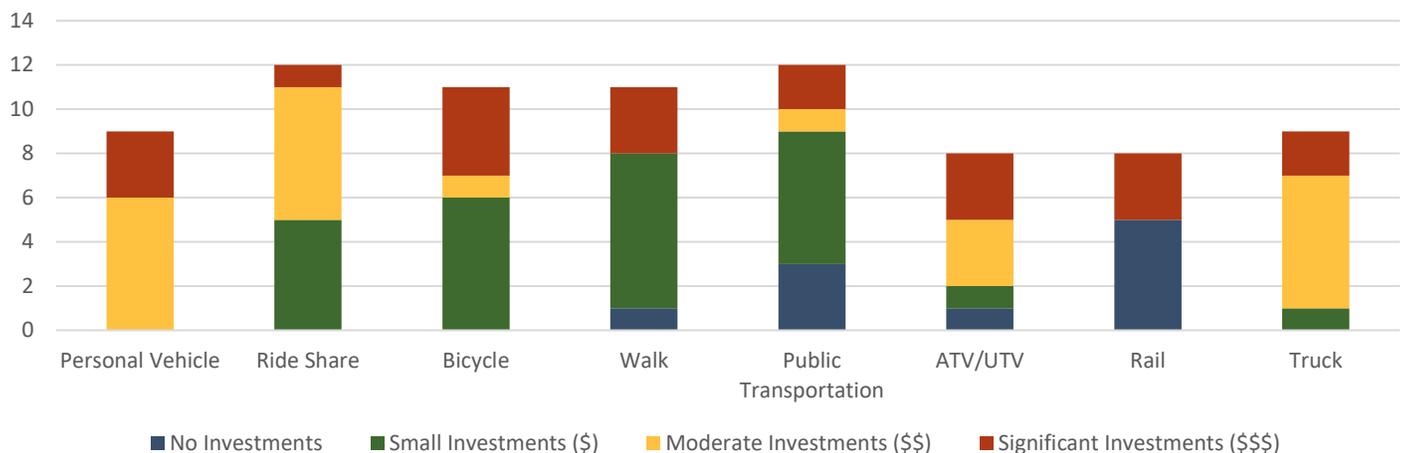
Transportation Activity

Activity:	Mobility Investments
Question:	What modes of transportation should the county invest in for the future?
Responses:	<ul style="list-style-type: none"> • Personal Vehicle • Ride Share • Bicycle • Walk • Public Transportation – Transit, vanpools, etc. • ATV/UTV • Rail – freight, passenger • Truck – Freight

Participants were provided a sheet of stickers with a sticker for each mode of transportation. They were asked to place each sticker in one of four investment buckets (no investment, small investments, moderate investments, and significant investments).

There was a total of 80 stickers placed into the investment buckets. The responses are summarized in the following table:

Mode	No Investments	Small Investments (\$)	Moderate Investments (\$\$)	Significant Investments (\$\$\$)
Personal Vehicle	0	0	6	3
Ride Share	0	5	6	1
Bicycle	0	6	1	4
Walk	1	7	0	3
Public Transportation	3	6	1	2
ATV/UTV	1	1	3	3
Rail	5	0	0	3
Truck	0	1	6	2
TOTAL	10	26	23	21



Land Use Activity

Activity:	Identify areas of change and preservation
Question:	Identify areas within the county that are ideal for residential (yellow), commercial or industrial (red), agriculture (green) or preservation (blue) on the county map by placing a push pin. Use a paper tag to identify additional comments.
Responses:	<ul style="list-style-type: none">• Residential Development – Yellow: identify areas throughout the county where residential development should be pursued.• Commercial/Industrial Development – Red: identify areas throughout the county where commercial and/or industrial development should be pursued.• Agriculture – Green: identify areas where agricultural uses should be maintained or pursued.• Preservation activities – Blue: identify areas that should be preserved or enhanced for future generations.• Other – White: identify any other locations of note within the county. Make sure to use a tag to describe your comment.

Attendees were asked to identify growth or preservation areas they believe are ideal throughout the county. Respondents were provided to place as many pins as they desired. The results of this exercise are summarized below and shown on the following map.

Ideal **residential growth** opportunities were identified in:

- Within the Cities of Watertown, Fort Atkinson and the Villages of Johnson Creek and Palmyra
- Apartments desired in the City of Jefferson

Commercial/Industrial development opportunities were identified:

- Southeast corners of Lake Mills (2)
- Southeast corner of Johnson Creek (2) including a grocery store
- North part of Fort Atkinson
- Ice rink/sports complex in the City of Jefferson

Agriculture opportunities were identified:

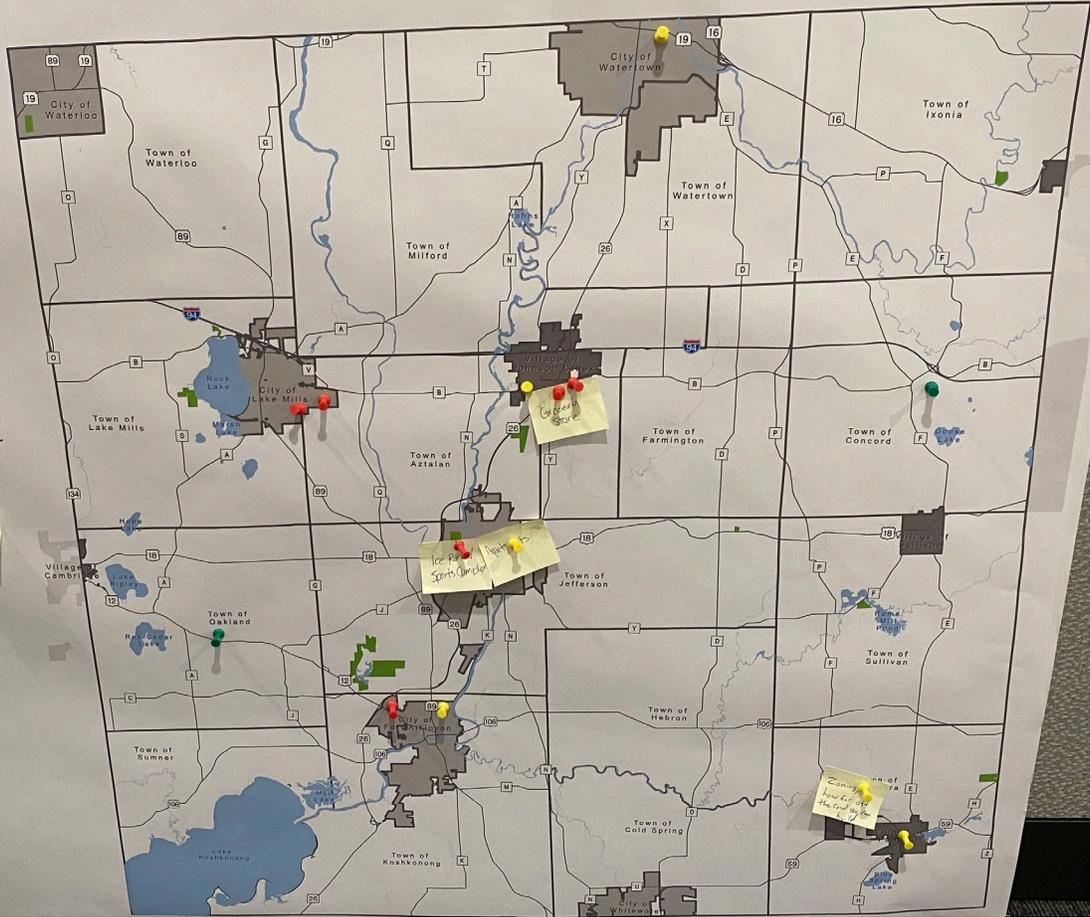
- Town of Concord east of CTH F and south of CTH B
- Town of Oakland north of USH 12

No **preservation areas** were identified.

What areas of the county should experience growth or preservation?

Identify areas within the county that should be considered for residential, commercial or industrial, agriculture, preservation or other uses. Attach a paper tag to your pin to provide additional comments.

-  Residential Development
-  Commercial or Industrial Development
-  Agriculture
-  Preservation Activities
-  Other Development or Preservation



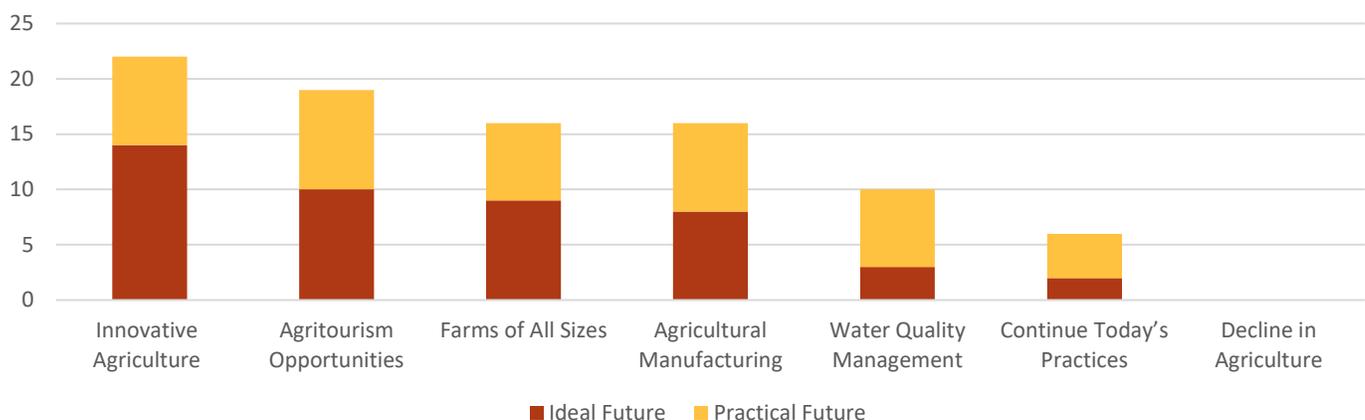
Agriculture Activity

Activity:	Future of Agriculture
Question:	What do you see as the ideal and practical future for agriculture in Jefferson County? Place a yellow marble in the jar next to the practical future of agriculture. Place a red marble in the jar next to the ideal future of agriculture.
Responses:	<ul style="list-style-type: none"> • Farms of All Sizes – Productive farming practices of all sizes - from hobby farms to large production facilities. • Agricultural Manufacturing – Development of manufacturing facilities within Jefferson County where agriculture products grown in the county can be processed. • Innovative Agriculture – Consider innovative agricultural trends and practices for development and use in Jefferson County. • Water Quality Management – Improved monitoring of water quality and the relationship to agricultural and other runoff. • Continue Today's Practices - Continue to embrace agricultural practices as they are occurring today. • Decline in Agriculture – See a decline in agricultural production in Jefferson County. • Agritourism Opportunities – Embrace opportunities to combine agriculture and tourism through sites and festivals such as farm weddings and pumpkin patches.

Respondents were asked to place a yellow and red marble in the jars next to their practical and ideal, respectively, future for agriculture. Respondents were provided any number of red or yellow marbles.

Respondents generally wanted to see advancement of innovative agriculture and expansion of agritourism opportunities. It was important to the respondents to see support for farms of all sizes and for the funding agricultural manufacturing. No respondents indicated they would prefer to see a decline in agriculture at the County level.

Agricultural Future	Red (Ideal)	Yellow (Practical)
Innovative Agriculture	14	8
Agritourism Opportunities	10	9
Farms of All Sizes	9	7
Agricultural Manufacturing	8	8
Water Quality Management	3	7
Continue Today's Practices	2	4
Decline in Agriculture	0	0
TOTAL	46	43

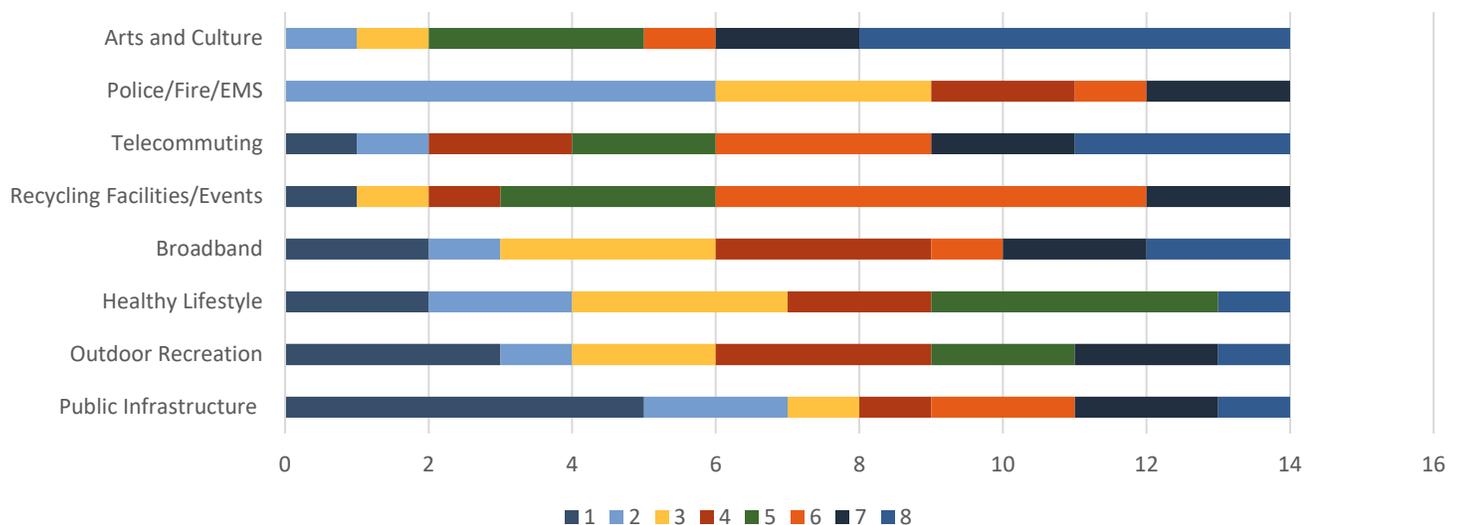


Facilities/Services Activity

Activity:	Important Services
Question:	How important are the following services to you when finding a place to live? Prioritize the list of services/features by placing the services in a numbered jar according to priority (1 = top priority, 8 = lowest priority)
Responses:	<ul style="list-style-type: none"> • Broadband • Telecommuting • Recycling facilities and events • Outdoor recreation opportunities • Healthy lifestyle opportunities • Police, Fire, EMS • Public Infrastructure (Sewer, Water) • Arts and Culture

Respondents were provided a tear sheet with all eight services listed. They were asked to tear each service onto individual sheets and place them in the jar that corresponded to their level of priority. Each respondent could prioritize each service once, but was not required to prioritize every service. Results are shown in the table below.

Services/Features	Priority							
	1	2	3	4	5	6	7	8
Public Infrastructure	5	2	1	1	0	2	2	1
Outdoor Recreation	3	1	2	3	2	0	2	1
Healthy Lifestyle	2	2	3	2	4	0	0	1
Broadband	2	1	3	3	0	1	2	2
Recycling Facilities/Events	1	0	1	1	3	6	2	0
Telecommuting	1	1	0	2	2	3	2	3
Police/Fire/EMS	0	6	3	2	0	1	2	0
Arts and Culture	0	1	1	0	3	1	2	6



Economic Development Activity

Activity:	Economic Development Opportunity
Question:	<ul style="list-style-type: none">• What do you see as the barriers to attracting new or growing existing businesses?• What do you see as the opportunities to site and or grow businesses in Jeff Co?• What do you think are the top infrastructure investments that need to be made for Jeff Co to be more competitive to businesses?
Responses:	Open-Ended Responses

Respondents were provided with the opportunity to respond to three open-ended questions regarding Economic Development in Jefferson County. The responses are highlighted below.

What do you see as the barriers to attracting new or growing existing businesses?

- Essential needs (employees – grocery stores)
- Employees
- Service providers (supply distributors)
- Housing
- Incubation – from garage to small office/warehouse to larger expansion
- Locations, utilities, access to good roads
- Amenities – grocery stores
- Affordable housing
- Employees willing to actually work
- Available and affordable workforce

What do you see as the opportunities to site and/or grow businesses in Jefferson County?

- Location (Madison, Milwaukee – 2 Tallies)
- Infrastructure – Highways, Airports
- Transportation
- Skillset Development – Business Education, Trad Education
- Food (meat and vegetable) processing
 - Yes, meat processing/kill floor
- Highly skilled workforce
- Potential for niche agriculture – Madison/Milwaukee are great markets nearby

What do you think are the top infrastructure investments needed for Jefferson County to be more competitive to businesses?

- Future expansion?
- Needs assessment
- Utilization of current assets
- Transportation
- Road Infrastructure
- Seasonal road maintenance
- Snow plowing
- Roads
- Maintenance of existing roads – Hwy 18 between Cambridge and Jefferson in winter is horrendous!
- Plowing

What did we miss?

Activity:	Additional thoughts/comments
Question:	Share any thoughts or topics that should be considered in the county's long-range planning.
Responses:	Open-Ended Responses

A display board was provided for respondents to add topics that we may have missed for the planning team to consider in developing these plans. Responses included:

- Rideshare options for out of town guests
- Growth of sports and recreational programs as families move in
- Hotels and Airbnb
- Keep the balance of rural and commercial
- If we want to be an agricultural county, we need to find a happy medium for residential growth and farming.