



SRF No. 12141

Comprehensive Plan Steering Committee #5

Jefferson County Comprehensive Plan and Agricultural Preservation and Land Use Plan

Wednesday, August 19, 2020

Virtual: <https://srfconsulting.zoom.us/j/99537270465?pwd=RU1pK2E3ZzV1SmZkNm9jUy9ldndxdz09>
or Phone: 312-626-6799 Meeting ID: 995 3727 0465 Password: 574184

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

1:00 to 3:00 pm

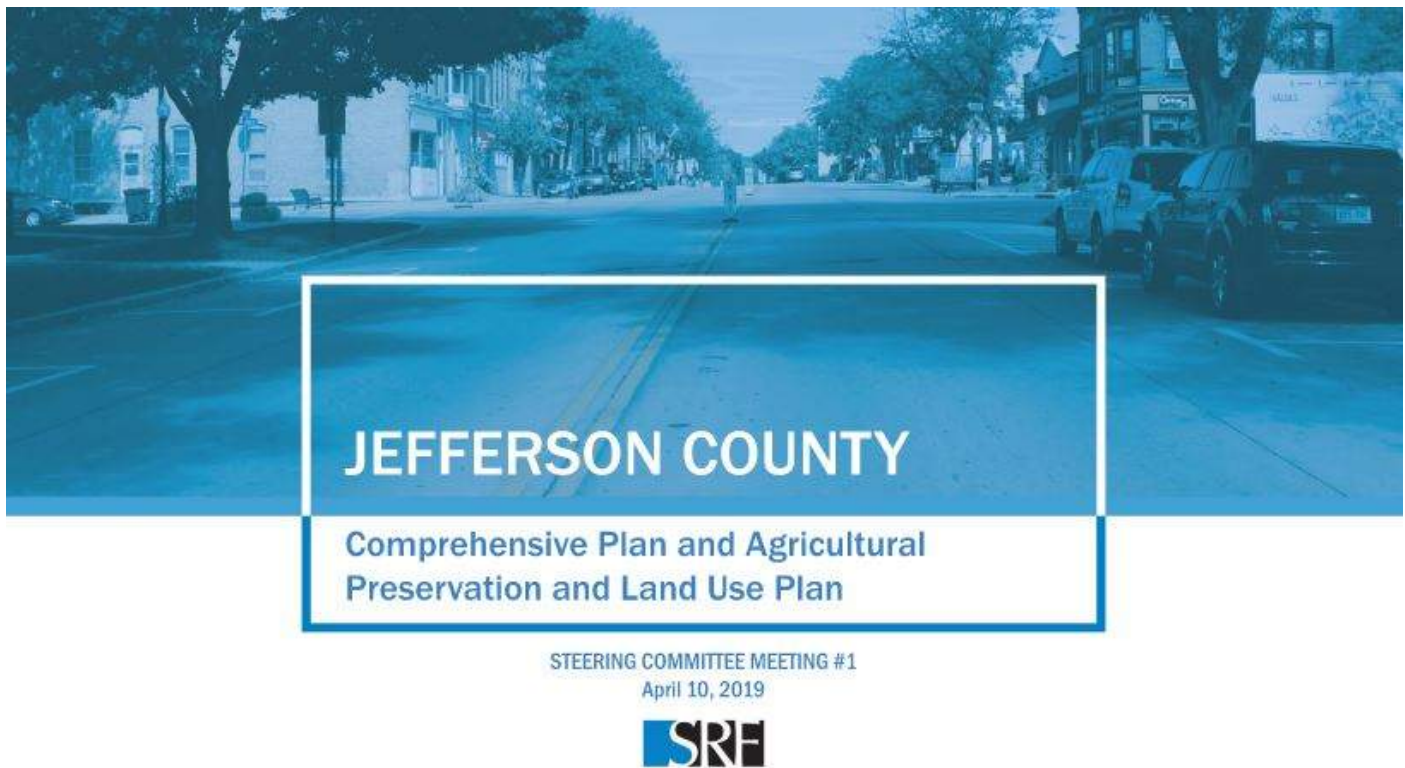
1. Introductions – State your name and what you are looking forward to this fall
2. Approval of Past Steering Committee Meeting Minutes
 - i. **Steering Committee Role:** Review draft minutes/notes from past Steering Committee meetings and identify any needed updates.
3. Process Update
 - a. Schedule Update
4. Public Engagement Update – Regional Meetings Round 2
 - i. **Steering Committee Role:** The survey window was extended to 8/13 to allow for additional feedback to be received. An overview of responses will be provided at the meeting.
5. Plan Format Overview
 - i. **Steering Committee Role:** The planning team will provide an overview of the plan format prior to the release of the draft plan.
6. Plan Goals Overview
 - i. **Steering Committee Role:** Review the draft plan goals provided and be ready to discuss updates/changes.
7. Plan Implementation Workshop
 - i. **Steering Committee Role:** Review the draft format, implementation measures, and actions. Be prepared to discuss changes and provide input on the timeline, lead and supporting agencies, and plan tools.
8. 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 Steering Committee Meetings #1 – Meeting Minutes

Wednesday, April 10, 2019 – 2:00-4:00 p.m. – UW-Extension, 864 Collins Rd, Jefferson



Meeting was called to order at 2:00 p.m.

Introductions and Attendees:

The following individuals were in attendance:

Type	Name	Organization
Planning and Zoning	Steve Nass	Town of Lake Mills
Planning and Zoning	George Jaeckel	Town of Koshkonong
County Board Rep (At Large)	Richard Jones	City of Waterloo
Business	Nate Salas	THRIVE chair
City	Matt Trebatoski	City of Fort Atkinson
Village	Kyle Ellefson	Village of Johnson Creek
Towns	Ted Vratny	Town of Oakland
Towns	John Thoma	Town of Watertown
Towns	Michael Hollinger	Town of Jefferson
School Districts	Kim Herro	Town of Concord
Not for Profit	Megan Hartwick	City of Fort Atkinson
Post-Secondary	Steve Board	City of Watertown
Developer/Real Estate	Christopher Nash	City of Jefferson
Environmental	David Musolf	City of Waterloo
Tourism	Olivia Ault	Tourism Manager, City of Fort Atkinson
Staff	Ben Wehmeier	County Administrator

Staff	Matt Zangl	Director of Planning and Zoning
Staff	Joe Nehmer	Parks Supervisor
Staff	Andy Erdman	Land Information Director
Staff	Joe Strupp	Land and Water Conservation Director
Staff	J. Blair Ward	Corporate County
Staff	Victoria Pratt	Economic Development
Staff	Steve Chmielewski	Community Educator
SRF Consulting	Paul Chellevoid	
SRF Consulting	Stephanie Falkers	
Public	Walt Christensen	County Board

Presentation:

SRF staff Paul Chellevoid and Steph Falkers led Steering Committee staff through a PowerPoint presentation. They began by explaining what a Comprehensive Plan and Agricultural Preservations and Land Use Plan are, and the process and roles for updating. Highlights include:

- Required to update every ten years per state statute., Comp Plan last updated in 2009 and Agricultural Preservation Plan last amended in 2012.
- Jefferson County Comprehensive Plan and Agricultural Preservation and Land Use Plan are currently two documents. SRF proposes to use a parallel engagement approach for updating both documents throughout the process including citizens, stakeholders, steering committee, and county staff. Since Agriculture is a required section in the Comprehensive Plan, the intent is to have the Agricultural Preservations and Land Use Plan as an appendix of the Comprehensive Plan to reduce repetition and limit page length. Both documents will include the required detail to guide the county for the next ten years but will focus on a easier to read documents with numerous charts, tables, and graphics.
- Will require a full update, tweaking county vision, and redeveloping goals and objectives
- Process guided by Steering Committee, input from citizens of all ages and backgrounds. County staff will be involved throughout the process for input.
- Comprehensive Plan will: tell project story, become the blueprint for physical development, anticipate future needs of the county, establish a vision and create actionable goals, policies, and objectives to achieve those.
- Farmland Preservation Plan will develop policies related to preservation and agricultural development, identify trends and needs, discuss existing uses, provide goals and actions, identify preservation areas, and will incorporate data from other ongoing or recently developed plans.

Approach

- The following three graphics highlighted the project approach, highlighting roles and responsibilities, and the Public Engagement Plan.



Jefferson County Residents			
Steering Committee	County Staff	Boards and Commissions	SRF Team
<ul style="list-style-type: none"> Guiding Body 	<ul style="list-style-type: none"> Subject Matter Experts 	<ul style="list-style-type: none"> Tasked with Implementation 	<ul style="list-style-type: none"> Facilitate and Guide the Process



Existing Conditions Review

- Existing conditions will be developed using a variety of physical and demographic information. The existing comprehensive plan and agricultural preservation and land use plan, as well as the recently completed strategic plan will be referenced. Demographic information from US Census and American Community Survey along with the Wisconsin Department of Administration (WDOA) and Health Services will be used. Physical information from state agencies and the use of GIS mapping shapefiles will be used to the extent possible.
- Past and current planning efforts will be reviewed. Past and Current Meetings Planning efforts Farmland Preservation Plan will develop policies related to preservation and agricultural development, identify trends and needs, discuss

existing uses, provide goals and actions, identify preservation areas, and will incorporate data from other ongoing or recently developed plans.

- WDOA data is used to project households at the municipal and county level. Using these projections, Jefferson County had a population of 83,686 residents in 2010, and WDOA projects 100,300 residents by 2040, which represents a 0.7% annual growth rate.
- Woods and Poole Economics data source is used to project industry specific employment growth on a county level using North American Industry Classification System (NAICS) codes. As of 2010, there were 33,057 jobs (note: primary jobs, if a person held more than one job, only their primary was included). The 2040 project is 47,302 jobs, with a total annual increase of 1.4% annually. Retail jobs were projected to rise 1.4% annually, while services jobs were anticipated to climb by 2.5% per year.

Community Survey

- 26 draft survey questions were distributed to the group. The questions are intended to stay relatively general and cover nine Comprehensive Plan topic areas. Once the more general information is gathered, the consultant team can take a deeper dive into areas through various forms of engagement at Regional Meetings or through additional surveys.
- Questions on the survey pertained to quality of life, growth and development, natural and cultural resources, housing, transportation, economic development, county services and utilities, and demographics
- The survey will be available via County website, social media, newspaper, email and perhaps mailed to county residents (costs pending).
- The survey should also be translated to Spanish as this is a large population within the county
- Comments received from the Steering Committee are included in the following pages

Open Discussion

- It is important that Steering Committee understands differing points of view throughout the process
- Steering Committee should focus on what "County can do"
- Some Committee members had questions regarding historical accuracy of WDOA projections
- General consensus that Jefferson County should maintain rural feel and quality of life, focusing on growth in and around cities, villages. Preserve land and the natural beauty to the extent possible without leap frog development
- Attracting and retainment of workforce, including need for more quality high paying jobs
- Desire to attract and retain young families as they are the future.
- Plan needs to address an aging population, including actionable housing and transportation elements

Next Steps

- Finalize and distribute Community Survey
- Draft County Context Report focusing on transportation and housing
- Prepare for first round of Regional Meetings in summer

- Post Experience is 10-15 min surveys work best
- 25 Questions or so
- Easy to answer, gives examples
- variety of ways dropdown boxes, 1-5 strongly agree/disagree, open ended, multiple choice and just a chance to write additional thoughts/comments, zip code
- 9 Chapter Areas only leaves 2-3 questions per topic

* Comments from Vicky Pratt - 4/8/19

Format ?'s on - How will we use info
 Jefferson County DRAFT Survey Questions Understand from 16 yrs to 99 yrs

- List what you think are the two best aspects of day-to-day life, or the two most positive attributes of Jefferson County.
 -
 -
- List two aspects that could be modified to improve day-to-day life in Jefferson County.
 -
 -
- What is the biggest challenge that Jefferson County and its residents will encounter over the next 20 years?
 -
- Why did you choose to live in Jefferson County (select all that apply)?
 - Community Character
 - Family
 - Tax Rate
 - Close to Employment
 - Type of Housing
 - Schools
 - Cost of Living
 - Access to Amenities and Services
 - Privacy and Space
 - Housing Costs
 - Hunting, Fishing, and Other Outdoor Activities
 - Agricultural Interests
 - Fewer Regulations
 - Other (please specify)

* add "born and raised here"

- If you had to choose one characteristic that best reflects the identity of Jefferson County, it would be:
 - Jefferson County is a farming/agricultural community
 - Jefferson County provides housing and employment opportunities for all
 - Jefferson County values and protects its natural resources
 - Living in Jefferson County provides access to a high quality of life
 - Jefferson County effectively and efficiently delivers essential services
 - Jefferson County offers a mixture of recreational and business opportunities
 - Other (please specify)
- In 20 years, what is one characteristic that best reflects the desired future identity of Jefferson County:
 - Jefferson County is a farming/agricultural community
 - Jefferson County provides housing and employment opportunities for all
 - Jefferson County values and protects its natural resources
 - Living in Jefferson County provides access to a high quality of life
 - Jefferson County effectively and efficiently delivers essential services
 - Jefferson County offers a mixture of recreational and business opportunities

Why did you move here

What would your life here be?

Social Media County website link

At least one survey

Additional Follow up surveys

Strong Committee - Subject Matter Experts

*

*

g. Other (please specify)

7. ↑

8. Which natural resource would you like to see improved, protected or enhanced throughout Jefferson County?

- a. Wetlands
- b. Wooded Areas
- c. Cropland
- d. Pasture
- e. Open Space
- f. Parks
- g. Rivers/streams
- h. Lakes
- i. Other (please specify)

Can we slide in a question here about built resources?
 Things that attract businesses + residents
 • Quality of schools
 • outlet mall

9. How important are the following resources to you? (multiple choice of very important to not important)

- a. Community character
- b. Employment
- c. Schools
- d. Privacy and space
- e. Cost of housing
- f. Housing choice
- g. Health care facilities
- h. Transportation infrastructure (roads, bridges, sidewalks, trails)
- i. Infrastructure (public utilities, broadband internet, etc.)
- j. Retail services
- k. Athletic facilities and events
- l. Natural resources and wildlife areas
- m. Hunting, fishing and/or other outdoor activities including:

Human Services Resources

think hospitals, but what about dentists office, rehab, chiropractor

Break down/split
 "further"
 suggest
 "retail shopping"
 and
 "professional services"

cell phone coverage
 ... but can we add something for services - (i.e. accountants, engineers, doctors, dentists)
 a lot leave county for these services

10. Please rate this statement: As the county continues to grow, maintaining Jefferson County's rural/agricultural character is important to its future.

- a. Strongly Agree
- b. Agree
- c. Disagree
- d. Strongly Disagree
- e. No Opinion

11. What are your thoughts on growth and development within Jefferson County? (multiple choice from strongly agree to strongly disagree)

- a. Property owners should be free to develop land without many restrictions
- b. Areas with prime agricultural soils should be protected from encroaching incompatible development
- c. Development should be encouraged in or near cities or villages in Jefferson County
- d. Development should be encouraged near major roads/intersections
- e. We need more recreational areas to meet demand in the county
- f. Development in close proximity to water resources should be closely monitored

12. What types of development/growth would you like to see in the county to support changes in the population? (Check all that apply)

- a. Single-family residential
- b. Multi-family residential
- c. Rural residential (owning larger tracts of land)
- d. Family farms
- e. Large corporate farms
- f. Tourism and recreation
- g. Parks and natural areas
- h. Office/research and development
- i. Service sector
- j. Large retail
- k. Light industry
- l. Heavy industry
- m. Other (please specify)

Suggest breaking down urban SF
 Suggest breaking down rural SF
 Family operated farms vs corporate farming/large farms

any way to tie in spending more dollars at businesses with county
 parks & trails
 Senior Housing?

redevelopment
 small business
 transportation
 utility work
 know what factors
 general of a
 and about services
 all other
 services
 structure
 solar farm
 Town of
 Concord

13. Please rate the following statements (strongly agree, agree, disagree, strongly disagree, no opinion):

- a. Preserving existing agricultural land should be a planning priority for Jefferson County.
- b. Protecting quality sources of drinking water should be a planning priority for Jefferson County.
- c. Development around sensitive natural areas and water bodies should be restricted and monitored.
- d. Renewable energy, such as solar and wind, is important to the future of Jefferson County.
- e. Maintenance of the transportation network to provide connectivity throughout the County is a high priority.
- f. Investment in technological infrastructure, such as broadband internet access, is important to the future of Jefferson County.

reword to say "Sources of quality drinking water"

reword to say Investment to extend technology infrastructure

add cell phone coverage

14. How important are the following types of businesses based on the needs of Jefferson County residents?

- a. Agricultural related
- b. Home-base related
- c. Commercial and retail
- d. Service industries
- e. Tourism and recreation
- f. Industrial and manufacturing
- g. Technology related
- h. Health Care Industries

52% of workers work from home at least one day a week. Broadband uploading/downloading time will and is critical!

15. Current County zoning regulations/restrictions in place to protect the following resources are:

- a. Protect Public Health and Welfare
- b. Preserve Agricultural Land
- c. Preserve Recreational Land
- d. Conserve Natural Resources
- e. Promote Orderly Development

reword this question
 what are you asking?

we need to ask the question... what are we preserving farm land for?

Color coding on a land use map vs. Perception vs. actually valuable
 Cropland vs. generations of land owners who don't want to sell vs. rural character preservation

- f. Promote New Business Opportunities
- g. Promote Economic Growth

16. Please rate how effectively and efficiently Jefferson County delivers essential services (land management, sheriff, etc.).

- a. Excellent
- b. Good
- c. Fair
- d. Poor
- e. No opinion

This question should have more categories. Can you provide what these would be?

17. How would you rate the county's existing transportation network?

- a. Excellent
- b. Good
- c. Fair
- d. Poor
- e. No opinion

A follow up question would be to rate the service infrastructure?

18. How important is increasing alternative modes of transportation (transit services, biking, walking, etc.) to the future of Jefferson County?

- a. Very important
- b. Somewhat important
- c. Not important
- d. No opinion

19. Please provide any additional thoughts or comments regarding the future of Jefferson County.

a.

20. Do you live in a City, Village or Town?

- a. City
- b. Village
- c. Town

21. Do you work in Jefferson County?

- a. Yes
- b. No

22. Which region of Jefferson County do you live and work in? (see image below)

- a. Region
- b. I live in:
- c. I work in:

23. What best describes your primary place of residence in Jefferson County?

- a. Owner occupied non-farm residence
- b. Owner occupied farm residence
- c. Rental property
- d. Own land in Jefferson County but primary residence is elsewhere
- e. Other

24. How long have you lived or owned land in Jefferson County?

- a. I do not live or own land in Jefferson County
- b. Less than 1 year
- c. 1-5 years

recent stats are only 61% leave to go to work

*Additional questions to consider:
Are you employed outside of your home?
Are you self employed?*



*part of business plan to increase...
part of business plan to increase...
part of business plan to increase...*

*part of business plan to increase...
part of business plan to increase...
part of business plan to increase...*

- d. 6-10 years
- e. 11-15 years
- f. 16-20 years
- g. Over 20 years

25. What is your age?

- a. Under 18
- b. 18-29
- c. 30-39
- d. 40-49
- e. 50-59
- f. 60 or over

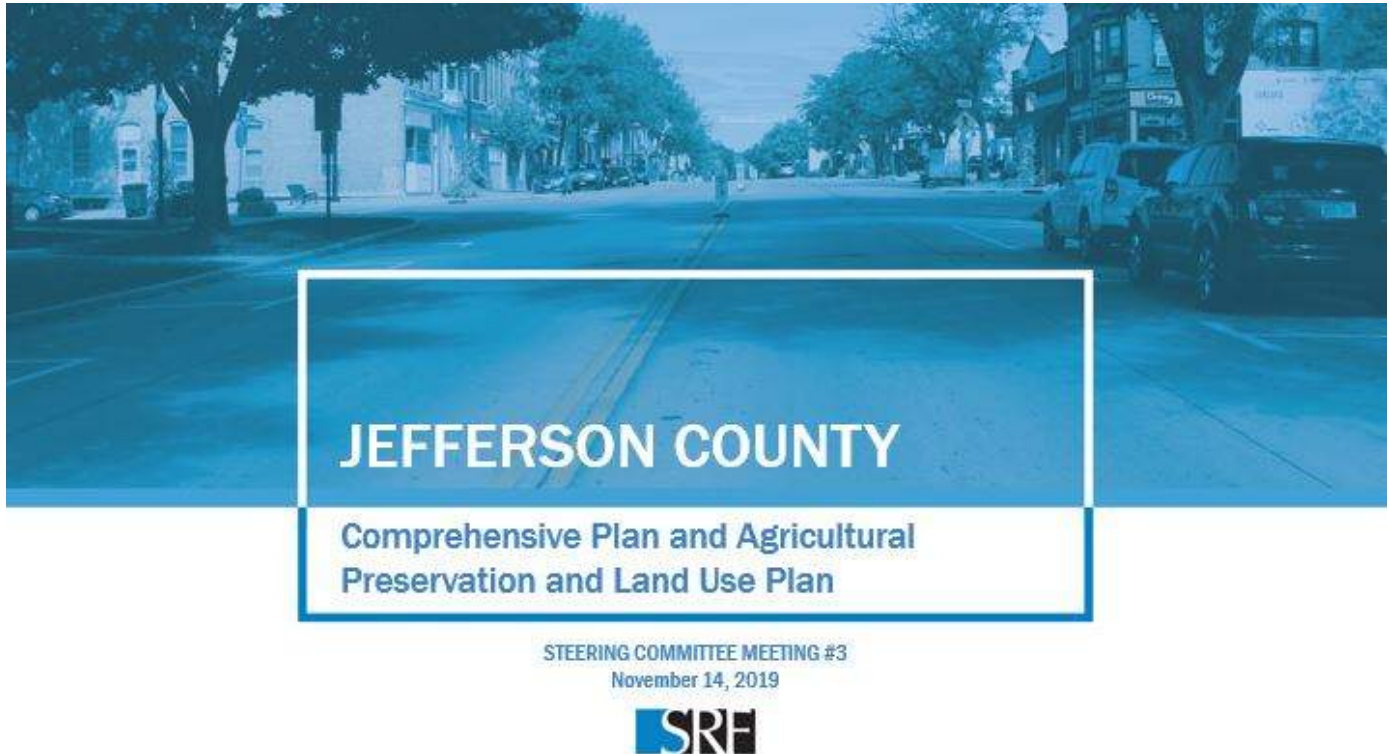
26. What are the best ways for you to receive information and communications from Jefferson County?

- a. County website
- b. Newspaper
- c. Commission meeting or other public meetings
- d. County Facebook page
- e. By email
- f. By mail
- g. Radio
- h. Other (please specify)

Do you see yourself as a resident
in 10 years?

Meeting adjourned at 3:59 p.m.

Jefferson County – Comprehensive Plan and Agricultural Preservation and Land Use Plan Steering Committee Meetings #3 – Meeting Minutes (AM and PM Meetings)
 Thursday, November 14, 2019 – 9:00-11:15 a.m. and 1:00-3:15 p.m. – Jefferson County Courthouse



Steering Committee Meeting #3 was separated into two meetings. Each of the meetings followed the same agenda.

AM Meeting was called to order at 9:03 a.m.

Introductions and Attendees:

The following individuals were in attendance in the AM session:

Type	Name	Organization
Citizen Member	Jennifer Bakke	City of Watertown
Planning and Zoning	George Jaeckel	Town of Koshkonong
County Board Rep (At Large)	Richard Jones	City of Waterloo
Towns	John Thoma	Town of Watertown
Towns	Michael Hollinger	Town of Jefferson
School Districts	Kim Herro	Town of Concord
Developer/Real Estate	Christopher Nash	City of Jefferson
Tourism	Olivia Reinke	Tourism Manager, City of Fort Atkinson
Staff	Ben Wehmeier	County Administrator
Staff	Matt Zangl	Director of Planning and Zoning
Staff	J. Blair Ward	Corporate County
Staff	Brian Udovich	Highway Department
Staff	Sarah Higgins	Zoning Department

Staff	Lindsey Schreiner	Zoning Department
SRF Consulting	Paul Chellevoid	
SRF Consulting	Stephanie Falkers	
Public	5 members of public	

The following individuals were in attendance in the PM session:

Type	Name	Organization
Health/Human Services	Tina Crave	Watertown Health Foundation
Staff	Patricia Cicero	Land and Water Conservation
Village	Kyle Ellefson	Village of Johnson Creek
Towns	Ted Vratny	Town of Oakland
Staff	Ben Wehmeier	County Administrator
Staff	Matt Zangl	Director of Planning and Zoning
County Board	Jim Schroeder	
Environmental	David Musolf	City of Waterloo
Staff	Sarah Higgins	Zoning Department
SRF Consulting	Paul Chellevoid	
SRF Consulting	Stephanie Falkers	
Public	1 member of public	

Presentation:

SRF staff Paul Chellevoid and Steph Falkers led Steering Committee staff through a PowerPoint presentation.

Agenda items included:

- Detailed Survey Review
- Focus Area Discussion – Key Themes
- Review of Existing Goal Statements
- Goal Workshop

Detailed Survey Review

- The online survey question and results were discussed as a group. Each Steering Committee member had a copy of the general survey responses detailed analysis packet.
- As a recap, there were 1,255 responses received
- 40.8 percent of respondents in 60+ age category. 50 to 59 – 23.5 percent, 40 to 49 – 18.6 percent, 30 to 39 – 14.6 percent, 18 to 29 – 2.4 percent, and < 18 years – 0.2 percent
- 50.1 percent of respondents reside in a town, 37.2 percent in a city, and 11.5 % in a village. 1.2 percent do not live in the county
- 94.8 percent of respondents own their home; 83.3 percent of homeowner’s live-in single-family residence
- 51.8 percent of respondents have lived in their home for 20+ years
- 38.1 percent of respondents work in Jefferson County, 35.9 percent work outside the county. 26.1 percent are retired
- 94.5 percent of respondents indicated that they do not have a mental or physical disability
- Of four county quadrants, 34.8 percent of respondents lived in SW, 24 percent lived in NW, 22.2 percent lived in NE, and 18 percent lived in SE. Only eight respondents indicated they do not live in Jefferson County.

- Top reasons for living in County were 1) close to employment 33.7 percent, 2) Family 28.7 percent, and Privacy and Space 27.8 percent.
- Top three themes to describe day to day life and best positive attributes were - rural character, small towns, schools and family friendly
- Top three themes that could be modified to improve day to day life were – better roads, lower taxes, fewer regulations
- Top three biggest challenges identified were – control development, employment opportunities, medical and transportation needs of aging population
- The top ranked identities of Jefferson County today include – County is a farming/agricultural, values its natural resources, and provides a high-quality life. The same top three were identified as the top ranked characteristics that respondents hope reflect Jefferson County in the next 20 years
- Rivers and streams, lakes, and wooded areas are three areas that should be improved, protected, or enhanced
- Parks, natural resources, and wildlife areas, privacy and space, and health care facilities were identified as top ranked community features for respondents
- Transportation infrastructure (roads, bridge, sidewalks, and trails), natural resource conservation, infrastructure (public utilities, broadband), and schools were identified as top ranked municipal resources
- Respondents indicated development near water resources should be closely monitored and areas within prime agricultural soils should be protected from encroaching development
- Nearly 72 percent support single family residential housing to support rising population. Senior housing (48.3 percent), and Affordable housing (44.3 percent) rounded out the top three.
- Respondents support small and medium scale farms (74.4 percent), parks and natural areas (68.7 percent), and tourism/recreation as ways to economically grow Jefferson County
- Respondents rate County highways, pedestrian sidewalks and trails and bicycle lanes and trails as the areas of strength in the transportation network. Existing transit services are rated as poor.
- 31.9 percent indicate it is very important to improve multi-modal transportation services (transit, biking, and walking). 16 percent of respondents indicated investment in multi-modal transportation is not important

Focus Area Discussion – Key Themes

Attendees were asked to identify key themes to fit within eight of the Comprehensive Plan chapters. Below are the results of that activity.

In the morning session, the following themes were identified:

Jefferson County Comprehensive Plan and Agricultural Preservation & Land Use Plan Key Themes



Land Use

Residential lot sizes

REGULATIONS/RESTRICTIONS - TOWNS

1 ACRE LOTS - RESIDENTIAL - LOCATION

FLEXIBILITY / ENFORCEMENT

PROTECTION OF WATER RESOURCES

CITY INFILL

ADUs

PROTECTION OF SLOPES

PROTECTING PRIME AG

Examples

- Zoning
- Enforcement
- Densities
- Annexation
- CAFOs



Agricultural Resources | Agricultural Preservation

ORGANIC VS. CONVENTIONAL FARMS - OPP

HEMP - OPP

SOLAR - OPP (GUARANCES) & ISS.

CHANGES IN AGRICULTURAL PRACTICE

AGRICULTURE SCALABILITY

PRIME SOILS VS. PRODUCTIVE - HOW TO DEFINE

MANURE MANAGEMENT

AQUA CULTURE

Examples

- Innovative Agriculture
- Changes in Agricultural Practice
- Corporate and Small Farms
- Solar Farming



Housing

AFFORDABLE HOUSING

SENIOR HOUSING - TRANSITIONAL

AGING POPULATION NEEDS/ASSISTANCE

SENIOR "DORM" | OPPORTUNITY FOR PROGRAM DEV.

Examples

- Affordable Housing
- Senior Housing
- Housing Stock



Transportation

ROADWAY JURISDICTIONS- OPP & ISS
ATV/UTV USAGE- ISS (SAFETY)

PUBLIC TRANSPORTATION (COUNTYWIDE)- OPP

HEAVY EQUIPMENT / AG EQUIP- MAINTENANCE
LOCAL CONTROL OF ROADS.

BIKE TRAILS | FREIGHT MOVEMENT

ELECTRIC-PRIVATE/PUBLIC EBIKES

Examples

- Bike Routes
- ATV/UTV
- Public Transportation
- Maintenance
- Alternative Modes



Intergovernmental Cooperation

HOUSING NEEDS COLLABORATION

BROADBAND- COOPERATION

BRANDING

AGREEMENT- COOPERATION/ COLLABORATION

PUBLIC TRANSPORTATION

CONSISTENCY W/ GROWTH/ DEVELOPMENT SUPPORT

Examples

- Shared Services (Fire/ EMS/Police)
- Intergovernmental Agreements
- Annexation



Economic Development

AGING POPULATION- TRANSITIONAL ASSISTANCE
"ACRHOOD"

BRANDING- ATTRACTING EMPLOYEES- OPP

WEDDING VENUES/ BARN- EVENT VENUE- OPP/ ISS

BROADBAND / SC CONCERNS- REGULATORY

PUBLIC LANDS- TOURISM

ARTS & CULTURE | RECRUITMENT OF NEW & RETENTION OF NEW BUSINESSES

Examples

- Telecommuting Opportunities
- Business Retention
- Economic Assistance

DIVERSIFICATION



Natural and Cultural Resources

ALTERNATIVE ENERGY- GEOTHERMAL

WATER RESOURCES

SLOPES

MANURE MANAGEMENT

COUNTY PARKS- OUTDOOR REC & TOURISM

MANAGEMENT AREAS

AIR QUALITY | PROMOTION OF RESOURCES- GLACIAL HERITAGE

Examples

- Historic Preservation
- Recreation/ Tourism
- Water Quality
- Renewable Energy



Community Facilities and Utilities

BROADBAND- COOPERATION

SERVICE AGREEMENTS

SEWER SERVICE

JOINT SERVICES (POLICE & FIRE)

PIPELINES- SURROUNDING AREAS

Examples

- Broadband/ WiFi/ Cell phone
- Joint Districts/ Services
- Solar
- Education

In the afternoon session, the following themes were identified:

Jefferson County Comprehensive Plan and Agricultural Preservation & Land Use Plan Key Themes



Land Use

BALANCE BETWEEN GROWTH & RESOURCE PROTECTION
SMART / THOUGHTFUL GROWTH - TRANSPORTATION CORRIDORS
CITY/VILLAGE GROWTH VS. TOWN GROWTH
XCAFO'S - TO THE LOCAL EXTENT - STATE REGULATIONS
WETLAND SETBACKS & REGULATIONS
SOLAR REGULATIONS / ALTERNATIVE ENERGY - RESIDENTIAL SCALE
PRESERVING WATER RESOURCES
SCALEABLE AGRICULTURE

Examples

- Zoning
- Enforcement
- Densities
- Annexation
- CAFOs



Agricultural Resources | Agricultural Preservation

FRICITION BETWEEN AG & RES. DEVELOPMENT
EDUCATIONAL PROGRAMS - RULES & REGS - OPERATIONS
SUSTAINABLE & COMPATIBLE AG USE
MANURE MANAGEMENT
FARMER COUNCIL - SOIL HEALTH & COVER CROPS
SOLAR & AGRICULTURAL RELATIONSHIP

Examples

- Innovative Agriculture
- Changes in Agricultural Practice
- Corporate and Small Farms
- Solar Farming



Housing

COLLAB W/ CITIES/VILLAGES - SINGLE FAM - EXCLUSIVE ZONING
INCREASE AFFORDABLE HOUSING - COLLABORATION
COLLABORATE TO MEET NEEDS

Examples

- Affordable Housing
- Senior Housing
- Housing Stock



Transportation

AVOID 4-LANE HWYS. - ADDITIONAL CAPACITY
LIMIT BYPASSING COMMUNITIES

LACK OF PUBLIC TRANSPORTATION SENIORS
MUTUALS

CONTINUE TO DEVELOP BIKE TRAILS
NEED EFFICIENT TRANSP SYSTEMS - FREIGHT - ECON. DEV.
LACK OF ~~FREIGHT~~ RAIL SERVICE

Examples

- Bike Routes
- ATV/UTV
- Public Transportation
- Maintenance
- Alternative Modes

EMPHASIS - ECONOMIC OPP - JOB ACCESS



Intergovernmental Cooperation

URBAN SERVICE AREAS

WORKING W/ CITIES/VILLAGES TO MEET HOUSING NEEDS

BOUNDARY AGREEMENTS - CITIES/VILLAGES & TOWNS

EMERGENCY SERVICES - VOLUNTEER STAFF - SHARED SERVICES
(STATE POLICY CHANGES - ADVOCACY) ↑

Examples

- Shared Services (Fire/EMS/Police)
- Intergovernmental Agreements
- Annexation



RECOGNIZE THRIVE - JCEDC

Economic Development

BUSINESS GROWTH IN URBAN SERVICE AREAS

BROADBAND - COUNTY WIDE - PUBLIC/PRIVATE PARTNERSHIPS

HEALTH CARE - LOCAL FOODS/RES. - RETAIL

TOURISM PROMOTION - WHO DOES IT??

VACANT BUILDINGS - INCENTIVES

RENTAL COSTS FOR COMMERCIAL BUDGS

TRANSPORTATION CORRIDORS SMART GROWTH

Examples

- Telecommuting Opportunities
- Business Retention
- Economic Assistance



Natural and Cultural Resources

WATER QUALITY - DRINKING WATER QUALITY

EXPANDING PARKS TO MEET DEMAND

PLANNING FOR ADAPTING TO CLIMATE CHANGE

WETLAND RESTORATION ↳ EMERGENCY PREPAREDNESS

INVASIVE SPECIES MANAGEMENT

ENVIRONMENTAL CORRIDORS TOURISM COUNCIL

Examples

- Historic Preservation
- Recreation/Tourism
- Water Quality
- Renewable Energy



Community Facilities and Utilities

BROADBAND

SOLAR/ALTERNATIVE ENERGY - RENEWABLE ENERGY SOURCES

PROACTIVE STRATEGY ↑

Examples

- Broadband/WiFi/Cell phone
- Joint Districts/Services
- Solar
- Education

Review of Existing Goal Statements

The 2012 Jefferson County Agricultural Preservation and Land Use Plan identified 13 goals across five main topic areas. These include: General, Agricultural Preservation, Environmental Protection, Housing and Development, and Regional Food Distribution Networks. Attendees were asked to review these statements and indicate if statements still are appropriate, need to be tweaked, or removed altogether. Attached were the suggested changes from the Steering Committee.

Existing Overall Vision for the Future

A fundamental purpose of the Agricultural Preservation and Land Use Plan is to guide and manage growth and development in a manner that will preserve the rural character; protect the agricultural base and natural resources of the countryside; and contribute to the high quality of life and prosperity of the communities. The Plan also recognizes the importance of fairness toward individual property owners and individual units of government. *AM*

Existing Goal Statements

General:

1. Preserve the "rural character" and aesthetic quality of Jefferson County. ✓
2. Coordinate growth and development planning between towns and incorporated municipalities. ✓
3. Provide equity and fairness to owners of land with comparable resource and location characteristics.

Agricultural Preservation:

4. Minimize nonagricultural development on prime agricultural soils. *?* *PRESERVE AG SOILS*
5. Maintain the integrity of agricultural districts allowing for accepted agricultural practices. *KEEPING AG - INNOVATIVE PRACTICES*

Environmental Protection:

6. Protect and preserve the environmental corridor system, consisting of wetlands, floodplains, upland woods, and steeply sloped glacial features. *Allow for flexibility* ✓
7. Protect groundwater and surface water quality. ✓ *AIR QUALITY*
8. Discourage development in areas that possess valuable natural resource characteristics and wildlife habitats.

Housing and Development:

9. Design and locate housing in rural areas in a manner that minimizes adverse impacts on agricultural and maintains rural character in Jefferson County. *CONSIDER DIFF TOWNS*
10. Encourage higher-density residential development in areas where public utilities will be available. ✓
11. Encourage nonagricultural-related businesses and industries to locate in areas where public utilities will be available. *↑ TRANSPORT NETWORKS* *SITE* ✓

Regional Food Distribution Networks:

12. Support established and new food distribution systems to access nearby urban area markets including Chicago and Milwaukee.
13. Expand local leadership in identifying and establishing local food markets, local business collaborations, and a local Jefferson County brand/logo.

Existing Overall Vision for the Future

A fundamental purpose of the Agricultural Preservation and Land Use Plan is to guide and manage growth and development in a manner that will preserve the rural character; protect the agricultural base and natural resources of the countryside; and contribute to the high quality of life and prosperity of the communities. The Plan also recognizes the importance of fairness toward individual property owners and individual units of government.

DEFINITIONS - PRESERVE RURAL - AGRICULTURE

Existing Goal Statements

General:

1. Preserve the "rural character" and aesthetic quality of Jefferson County. *SENSE OF PLACE*
2. Coordinate growth and development planning between towns and incorporated municipalities. *- NATURAL RESOURCES - OPEN SPACES*
3. Provide equity and fairness to owners of land with comparable resource and location characteristics. *REMOVE*

Agricultural Preservation:

4. Minimize nonagricultural development on prime agricultural soils. *BALANCE / CONTROL*
5. Maintain the integrity of agricultural districts allowing for accepted agricultural practices. *TAX CREDIT - ENTERPRISE AREAS*
IGNORES SUSTAINABLE PRACTICES
MAINTAIN AGRICULTURAL PRACTICES & NATURAL RESOURCES

Environmental Protection:

6. Protect and preserve the environmental corridor system, consisting of wetlands, floodplains, upland woods, and steeply sloped glacial features. *RESERVE*
7. Protect groundwater and surface water quality. *CONNECTED TO AREAS CONNECTION*
WETLANDS
8. Discourage development in areas that possess valuable natural resource characteristics and wildlife habitats. *discourage*

Housing and Development:

9. Design and locate housing in rural areas in a manner that minimizes adverse impacts on agricultural and maintains rural character in Jefferson County. *REWARD FOR INTENT*
10. Encourage higher-density residential development in areas where public utilities will be available.
11. Encourage nonagricultural-related businesses and industries to locate in areas where public utilities will be available.

Regional Food Distribution Networks: *THRIVE - BROADEN. DEL.*

12. Support established and new food distribution systems to access nearby urban area markets including Chicago and Milwaukee.
13. Expand local leadership in identifying and establishing local food markets, local business collaborations, and a local Jefferson County brand/logo.

Goal Workshop

Each of the attendees in the AM and PM meetings participated in an activity to identify new goal topics that should be considered in this plan.

In the morning session, the following topics were identified:

- Brand and logo expansion/retention
- Balancing urban and rural dynamics
- Access to high quality life
- Employment
- Implementing broadband
- Health and Education

In the afternoon session, the following topics were identified:

- Understanding between agriculture (A1) and residential
- Urban service areas and agriculture preservation lots
- County branding/logo
- Fostering a strong local government
- County and communities working together/collaboration/training/shared services where possible
- Transportation system and longer haul taxi/transit services
- Housing, affordable and to meet needs of aging population and addressing restrictions
- Communication network/broadband
- Alternative energy sources
- Promoting tourism – using our resources such as recreation areas, parks, and trails and spending dollars in communities to bolster economic development

Next Steps

- Work through Issues and Opportunities
- Further development of Goals based on feedback
- Define Focus Groups and areas where we need additional input – hold meetings in January
- Schedule Regional Meetings – likely February/March



COMPREHENSIVE PLAN OUTLINE

CHAPTER 1 – EXECUTIVE SUMMARY

Comprehensive Plan Purpose and Scope

County Role

Comprehensive Plan Overview

CHAPTER 2 – 2040 PROCESS AND ISSUES AND OPPORTUNITIES

Plan Development Process

Public Engagement Overview

Issues and Opportunities

CHAPTER 3 – COUNTY CONTEXT

History & Settlement

Data Sources

Population & Households

Population Characteristics

Economy

CHAPTER 4 – GOALS AND OBJECTIVES

2040 Vision

Land Use Goals and Objectives

Housing Goals and Objectives

Transportation Goals and Objectives

Economic Development Goals and Objectives

Agricultural, Natural and Cultural Resources Goals and Objectives

Intergovernmental Cooperation Goals and Objectives

Utilities & Community Facilities Goals and Objectives

CHAPTER 5 – LAND USE

Existing Conditions



Policy & Guidance

CHAPTER 6 – HOUSING

Existing Conditions

Policy & Guidance

CHAPTER 7 – TRANSPORTATION

Existing Conditions

Policy & Guidance

CHAPTER 8 – ECONOMIC DEVELOPMENT

Existing Conditions

Policy & Guidance

CHAPTER 9 – AGRICULTURAL, NATURAL AND CULTURAL RESOURCES

Existing Conditions

Policy & Guidance

CHAPTER 10 – INTERGOVERNMENTAL COOPERATION

Existing Conditions

Policy & Guidance

CHAPTER 11 – UTILITIES & COMMUNITY FACILITIES

Existing Conditions

Policy & Guidance

CHAPTER 12 - IMPLEMENTATION

Implementation Actions



AGRICULTURAL PRESERVATION AND LAND USE PLAN OUTLINE

CHAPTER 1 – EXECUTIVE SUMMARY

Purpose and Scope

Jefferson County Preservation Program

Agricultural History

Importance of Agriculture

Planning Under Working Lands Law

County Role

Plan Overview

CHAPTER 2 – PLANNING PROCESS

Planning Process

Farmland Preservation Model

Land Use and Farmland Preservation

CHAPTER 3 – PRESERVATION VISION

Preservation Issues and Opportunities

Vision Statement and Goals

CHAPTER 4 – PLANNING FRAMEWORK

Existing Agricultural Uses and Preservation Areas

Local and Regional Preservation Actions and Policies

Current and Emerging Trends and Activities

Land Use Considerations

Growth Areas and Preservation Planning

CHAPTER 5 - IMPLEMENTATION

Preservation Program and Tools

Implementation Actions



JEFFERSON COUNTY DRAFT GOALS

General Planning Goals

1. Utilize the Comprehensive Plan to guide county-wide decision making and update the plan as warranted to respond to changing conditions and trends.
2. Plan for resilience in all systems, considering future changes or trends that may impact services provided by the county.
3. Actively seek collaboration with and engagement with residents, local jurisdictions, and local and regional partners in all aspects of the planning process.
4. Maintain the access to a high quality of life for all residents through active and meaningful long-range planning.

Land Use Goals

1. Preserve and enhance the county's rural character, including its prime farmland and natural resources, and support growth in areas that support the housing and economic goals of this plan.
2. Guide and manage development patterns that will preserve prime farmland and natural resources, provides benefits to the regional economy, and best utilizes the county's existing transportation and utility infrastructure.
3. Ensure that new development responds to the existing built and natural environment of the county.
4. Respond to changing trends and growth patterns throughout the county to ensure that policies are current and respond to the county's long-range vision.
5. Recognize the county's regional placement and the opportunities and challenges it provides. Capitalize on the opportunities provided, while reducing impacts from challenges or concerns.
6. Actively maintain collaborative relationships with local government entities, neighboring counties, State and Federal agencies, and school districts serving county residents to inform land use decision making and education of policies and regulations.
7. Provide educational resources and continued public engagement through the land use planning process, ensuring that residents and stakeholders have a role and understanding of the process.
8. Utilize the Jefferson County Farmland Preservation and Land Use Plan to inform and support land use decision making.

Housing Goals

1. Promote diversity in the type, density, and location of housing within the county and its cities to reflect the different needs of current and future residents.
2. Provide for safe, attractive, and affordable housing to meet existing needs and forecasted housing demands for all residents of the county.
3. Enhance opportunities for a variety of housing types, designs, densities, and price ranges to meet the needs of residents of varying incomes, ages, and lifestyle patterns.

4. Ensure housing options for the county's existing and future workforce, that provide a range of housing options and affordability.
5. Preserve and enhance the existing housing stock through programs and available rehabilitation assistance.
6. Maintain a collaborative relationship with local jurisdictions, regional housing entities, and local real estate professionals to provide programs and assistance with housing development and rehabilitation.
7. Monitor changing demographic patterns in the county (e.g., aging populations) and examine housing gaps or deficiencies for growing groups.
8. Understand the broad and changing housing needs throughout the county from rural to urban populations and balance the policies and guidance to provide a range of opportunities.

Transportation Goals

1. Support a full range of multi-modal transportation options to enhance access and connectivity throughout the county.
2. Support changes in mobility trends across all county users and plan for opportunities for ride sharing, modal splits, and other emerging technologies.
3. Develop and maintain a transportation system that supports new and existing residential, employment, commercial, and recreation areas, preserves and enhances neighborhood livability and the quality of life for County residents, while providing for safe, efficient and effective movement of people and goods.
4. Actively participate in regional transportation planning efforts.
5. Plan, build, and maintain an interconnected and accessible transportation system that considers all users and modes of travel.
6. Improve safety and efficiency for all users and modes.
7. Coordinate transportation funding, investments, and maintenance with the county's local jurisdictions.
8. Provide for a safe, efficient, multi-modal, and well-maintained transportation network for all residents, farmers, commercial and emergency vehicles.
9. Recognize walking and biking as modes of transportation and recreational activity and provide opportunities for safe and efficient movement within the county's transportation network.
10. Acknowledge the regional location and State transportation network of the county to capitalize on the movement of goods and people to regional centers.

Economic Development Goals

1. Actively participate in the branding of the county and promote tourism efforts to bring new residents and visitors to Jefferson County.
2. Encourage county-wide and community-based economic development and revitalization programs to promote economic diversity, entrepreneurial activities, and tourism attractions.
3. Develop and maintain a physical, cultural, educational, and recreation environment in the county that is conducive to and attracts business and residential development.

4. Promote and market the quality of life, rich diversity and assets of Jefferson County.
5. Provide resources and education to help entrepreneurs establish in the county and existing businesses grow.
6. Promote the development of businesses and support existing industries that provide a living wage for Jefferson County residents to live, work and thrive.
7. Explore opportunities to help businesses attract and retain a talented workforce and find ways to keep our working residents here in the county.
8. Support the significant industries – Manufacturing, Agriculture, and Healthcare – in the county and promote local assets to support expansion into related sectors with living wages.
9. Encourage and support the agricultural economy and entrepreneurship at all scales.
10. Balance the needs for growth with maintaining the current quality of life.

Agricultural, Natural and Cultural Resources Goals

1. Preserve, protect, and enhance the quality and quantity of Jefferson County's natural and cultural resources, balancing the county's rural character and future needs.
2. Promote a diverse agriculture economy, including local food, entrepreneurial opportunities, and emerging agricultural practices.
3. Preserve, protect, and expand the natural resources of the county for use and enjoyment by future generations of residents and visitors.
4. Protect sensitive environmental corridors and resources, wildlife habitat, and local cultural and historic resources for current and future residents.
5. Manage the quality and quantity of water resources to protect human and wildlife health and ensure sufficient supplies of clean water to support human uses.
6. Carefully plan for siting of development to protect agricultural, natural and cultural resources within the county.
7. Monitor and utilize best management practices for the preservation of lands within the county that include resources that contribute to Jefferson County's quality of life.
8. Provide educational opportunities for residents and jurisdictions on new agricultural practices and natural resource protection.
9. Collaborate with local, regional, State and Federal agencies for funding and program support to pursue preservation efforts throughout the county.

Intergovernmental Cooperation Goals

1. Facilitate strategic planning within the region by strengthening communication and identifying opportunities to share information.
2. Actively collaborate with local jurisdictions regarding policy changes or opportunities affecting residents and agencies.
3. Explore opportunities for cost sharing or shared services between the county and local jurisdictions to provide continuity and efficiency of service offerings and budgeting.
4. Support economic development and tourism goals throughout the county, collaborating with local jurisdictions.
5. Foster and support strong local government units, serving as a planning partner.

6. Continue to foster a supportive and collaborative relationship for growth and development planning between towns and incorporated municipalities.

Utilities & Community Facilities Goals

1. Explore the creation and use of alternative and renewable energy sources, while monitoring the siting impacts to existing resources and development.
2. Identify and expand the use of energy efficient practices and renewable energy resources.
3. Protect public health and the environment by properly managing solid waste produced within the county.
4. Maintain, improve, and expand recreational features (parks, trails, and open space) to meet the demand of residents and visitors.
5. Actively support the Comprehensive Outdoor Recreation Plan to provide recreational opportunities to residents and visitors that support the county's quality of life.
6. Support the expansion of broadband and other emerging technologies throughout the county to provide access for residents and businesses.
7. Manage and promote infrastructure that maintains the county's small-town living and urban growth in a manner that is both cost effective and efficient.
8. Continue to provide county facilities that provide gathering and recreational opportunities for a range of users.
9. Actively plan for emergency management response throughout the county.

IMPLEMENTATION PLAN - DRAFT

What are Implementation Measures?

The implementation measures of the Jefferson County Comprehensive Plan identify actionable steps that can help the county achieve its long-range vision and goals. These measures align with the goals and themes identified in the Comprehensive Plan and define specific actions that the county can take. These actions can range from the completion of a detailed analysis of a plan element to the modification of existing regulations/ordinances. While this is not an inclusive list of all potential actions, these are identified actions that will help the county tackle the biggest issues and opportunities identified in this process.

Definitions

The draft structure of the implementation plan identifies elements to assist with implementation efforts. These elements are defined below:

- **Measure:** Direction for the county to move toward to meet the vision and goals for the future of the county.
- **Actions:** Activities that the county can act upon to complete work towards the measure. These may include specific actions to be completed or can include a general direction to be considered during the decision-making process.
- **Timeline:** Understanding the priority or timeliness of when the actions should occur
 - **On-Going:** Highlight existing efforts, which may warrant an initial review to ensure that on-going actions support the goals of the Comprehensive Plan.
 - **Short-Term:** Actions to be completed in the next 5 years.
 - **Mid-Term:** Actions to be completed in the next 5-10 years
 - **Long-Term:** Actions to be complete in the next 10-20 years that may require the identification of additional funding or completion of short- and medium-term actions.
- **Lead Agency:** Jefferson County governmental entity (department, commission, etc.) that will be responsible for leading the action.
- **Supporting Agency:** Local, county, regional, or State agencies, groups, and resources that can support the completion of the implementation action.
- **Plan Tool:** A reference to existing documents, policies, regulations, or agencies that can assist the county to implement the action or program.

What are the Reference Documents?

Throughout the planning process, the planning team has identified a range of planning documents, regulations, tools, and programs that align with elements of the Comprehensive Plan. A list of these documents has been compiled to provide background information on some of these available tools. These documents are referenced within the implementation actions to connect the actions with available tools or resources that may aid the county.

General Planning Implementation Measures

Measure: Utilize the Comprehensive Plan to guide county-wide decision making and to align with other planning efforts throughout the county.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Review and update the county Comprehensive Plan and Agricultural Preservation and Land Use Plan as warranted.	On-Going	County Administrator	County Board, County Departments, County Commissions, Local Jurisdictions, Community Organizations	Wisconsin Comprehensive Planning Law
Continue engagement with community groups to confirm the county policy changes align with the latest developments.	On-Going	County Board	County Departments, Community Groups, County Commissions, Residents	
Update department annual reports to align with the goals and implementation actions of the comprehensive plan.	Short Term	County Administrator	County Departments	Department Annual Reports
Create a working group of county staff and community groups to guide the implementation of the Comprehensive Plan.	Short Term	County Board	County Departments, Community Groups, Residents	
Review and update the county Comprehensive Plan every 10 years.	Long Term	County Board	County Departments, County Commissions, Community Groups, Residents	Wisconsin Comprehensive Planning Law
Consider all plan elements and systems during the decision-making process, understanding the connectivity of the county's systems.	On-Going	County Board	County Departments, Community Groups, County Commissions, Residents	

Measure:**Plan for resilience in all county systems and apply planning concepts and tools that increase the county's ability to adapt and respond to change.**

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Use the Comprehensive Plan and County Strategic Plan to guide decision making and investment priorities.				
Consider the County's diverse geographies, demographics, and quality of life during the decision-making process to promote equity and inclusivity.				
Monitor changes in economic, social, and environmental conditions and adjust policy if necessary.				
Support the efforts of the County Emergency Management Department to prepare and protect communities before, during, and after an emergency or disaster.				
Support the efforts of the Health and Human Services Departments to provide resources and social infrastructure that support the health and welfare of all county residents.				

Measure: Maintain a collaborative approach to county planning and decision-making through efforts with county residents, local jurisdictions, community partners, and local and state agencies.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Continue to collaborate with residents and stakeholders on long-range planning efforts, providing opportunities for the public to participate.				
Maintain opportunities for open dialogue between the county, local jurisdictions, residents and community organizations for the sharing of issues and opportunities.				
Recognize and engage the diverse population groups throughout the county and strive to receive diverse input to inform decision making.				

Measure: Actively consider the long-term impacts to the quality of life for all residents as policies and regulations are updated.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Update county ordinances and policies to align with the Comprehensive Plan.				
Monitor changing trends and needs throughout the county and update policies to respond.				
Consider the primary aspects of quality of life (e.g., housing, public health, recreation) and how they may be affected by policy changes.				

Land Use Implementation Measures

Measure: Maintain policies and regulations and utilize planning practices that promote development that preserve the sense of place, agricultural foundation, and development desires, while limiting impacts to agricultural, natural, and cultural resources.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Update the zoning ordinance to align with the Comprehensive Plan and Agricultural Preservation and Land Use Plan.				
Utilize the defined environmental corridors as a planning tool to guide preservation efforts.				
Work with jurisdictions to encourage infill, redevelopment or reuse of properties.				
Collaborate with jurisdictions with high development pressure to guide development in an orderly fashion.				

Measure: Consider the infrastructure and service needs of development while siting new growth, ensuring the best use of existing transportation and utility infrastructure.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Direct new development toward areas already supported with improved infrastructure, public facilities, and areas in reasonable proximity to basic services.				
When development opportunities arise in isolated areas, ensure such development is self-supporting and is otherwise consistent with the Comprehensive Plan.				
Utilize the Long-Range Urban Service Area and Limited Service Area when siting new development within the county.				

Measure:**Capitalize on the county’s position in the state to promote investments, development, and recreational opportunities that take advantage of regional transportation infrastructure.**

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Monitor growth and development activities along the I-94, US 18 and State Highway 26 corridors that may affect investments in Jefferson County.				
Explore opportunities to utilize the transportation network to support economic growth and service offerings.				
Retain large-acre sites that are located adjacent to existing industry and/or freight corridors to enable facility expansion or attract compatible development.				

Measure:**Collaborate regularly with local jurisdictions and other planning agencies to inform the planning process and changes to policy.**

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Establish a quarterly forum of planning officials to share opportunities and challenges and provide opportunities for collaboration.				
Create educational materials and tools that simplify technical processes.				
Participate in local planning activities, including Comprehensive Plan updates and other long-range planning efforts.				

Measure:**Continue to foster an inclusive planning process by providing educational tools and including public engagement opportunities.**

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Clearly communicate planning application requirements and procedures to landowners and developers through the development of tools.				
Consider the usability and clarity of planning-related regulatory documents.				
Create simple flow charts and graphics that illustrate processes and regulations that are easily accessible and understandable.				
Conduct annual workshops with Planning & Zoning, the Board of Adjustment, and staff to address zoning issues and development approval criteria.				
Continue to engage the public throughout the planning process to gather broad input.				

Measure:**Utilize the Jefferson County Agricultural Preservation and Land Use Plan to inform and support land use decision making.**

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Deploy the implementation plan actions identified within the Agricultural Preservation and Land Use Plan.				
Monitor changes to the Department of Agriculture, Trade and Consumer Protection's Farmland Preservation Program and pursue updates as needed.				

Housing Implementation Measures

Measure: Monitor housing affordability needs for all demographics and geographies.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Create and support local and regional programs that provides affordable owner-occupied and rental housing.				
Maintain and promote loan and rehabilitation programs that support the creation of affordable housing.				
Support the development of new rental and ownership housing which is affordable to low and moderate-income households.				
Collaborate with local jurisdictions, regional, State, and Federal agencies to obtain financial assistance to help address the need for affordable housing for all demographics.				

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Measure:**Allow and promote housing opportunities of various types, densities, design, and price ranges that respond to the character of the area.**

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Explore the need for a county-wide housing inventory. Partner with regional cities and housing agencies. Map the age, price, and type of homes using assessor's data. Identify gaps in the housing mix.				
Explore and utilize housing programs that help to provide a range of housing options within the county.				
Collaborate with the Jefferson Housing Authority and local housing agencies to provide recommendations and policies that support housing options for all residents.				
Promote a diversity of housing types by working with local jurisdictions and through program incentives and offerings.				
Regularly review and update housing policies and programs to respond to current needs and trends.				
Promote and support fair housing practices and non-discriminatory practices in the sale and rental of housing units.				

Measure:**Develop programs and incentives to preserve, enhance, and rehabilitate the existing housing stock throughout the county.**

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Support reinvestment and maintenance of the existing housing stock.				
Support property tax policies that encourage the maintenance and rehabilitation of owner-occupied and renter-occupied housing.				
Ensure that ordinances support the continued maintenance of residential properties and contribute to the character of place.				

Measure:**Monitor emerging and continued housing needs, including workforce housing, senior housing, senior services, and urban versus rural housing, and pursue programs, tools, and research to respond to these needs.**

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Work with state and other regional government, nonprofit, and development groups to identify opportunities for independent living developments in all areas of the county.				
Collaborate with existing and proposed employers to understand housing needs compared to gaps in the current housing stock to support workforce housing opportunities.				
Monitor the availability of housing types and service needs for the county's senior population to promote aging in place. Develop educational tools to assist seniors and families with senior housing transitions.				

Measure:**Adjust housing policies based on local needs, growth or decline in population, and urban or rural context.**

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Monitor changing housing markets and assess needed policy or programmatic changes.				
Collaborate with local jurisdictions, housing agencies, and real estate professionals to understand changing trends and needs to assure county polices and tools are up to date.				
Understand the varied housing needs throughout the county, considering both urban and rural housing needs and tools.				

Measure:**Meet regularly with local jurisdictions, regional housing agencies, and real estate professionals to collaborate on housing needs and tools, and to increase awareness of offerings.**

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Create educational tools and training opportunities to share programs and policies with existing and future residents.				
Create opportunities for an open dialogue regarding the housing market for the sharing of tools and policies.				

Transportation Implementation Measures

Measure: Maintain and grow an interconnected, safe, and accessible multimodal transportation network that considers all modes and jurisdictions.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Pursue to the completion of a County Transportation Plan that analyzes deficiencies and needs for all modes.				
Promote safety for all modes, including safety strategies and infrastructure as warranted.				
Align local and state highway system planning with goals for highway-adjacent land uses.				
Conduct long-range planning of all transportation modes, integrating personal vehicles, freight, transit, bicyclists, and pedestrians within one transportation system.				
Support local studies and investments in the safety of the transportation system, particularly in high traffic areas that promote multiple modes.				

Measure:

Monitor changes in transportation choice (e.g., shared mobility, senior transportation) and emerging transportation technologies (e.g., electric vehicles) to maintain policies and strategies for an adaptable network.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Continue to explore opportunities to expand shared mobility (taxis, Uber, Lyft, etc.) for all users.				
Explore opportunities to provide additional transportation options for residents without access to a personal vehicle to travel within the county.				
Monitor new transportation trends and technologies and explore opportunities to allow for growth within the county's system.				

Measure:

Understand the transportation network's role in economic development and recreational offerings to provide access to commercial, employment, and recreational opportunities.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
For county road improvements, ensure that the land use context is considered and enhancement to pedestrian, bicycle, and other multimodal facilities are provided where appropriate and feasible.				
Include recreational facilities that provide a recreational and transportation purpose as part of the transportation network.				
Coordinate economic development strategies with transportation planning, using the transportation network as a tool for promoting growth and investment.				

Measure:**Actively participate in regional and statewide transportation planning efforts and investment decision making.**

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Participate in regional transportation planning efforts to advocate for the county's system and align priorities.				
Work with local jurisdictions and the Wisconsin Department of Transportation to review potential jurisdictional transfers of the roadway system.				

Measure:**Support a connected transportation network by collaborating with local jurisdictions on funding, investments, and maintenance.**

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Collaborate with local jurisdictions to implement the objectives and tools defined within the Comprehensive Plan.				
Create educational tools that share information about transportation funding availability and local and county roadway maintenance policies.				
Assist local jurisdictions with asset management and preservation planning, identifying funding opportunities to pursue improvements.				

Measure: Capitalize on the county’s location within the State by supporting freight and commuting needs.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Address freight needs when federal, state, and county highways are improved.				
Coordinate with local airports for the movement of people and goods.				
Encourage expansion of regional commercial opportunities in existing commercial corridors along collector or arterial routes and at nodes where infrastructure and traffic volumes can support economic growth.				

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Economic Development Implementation Measures

Measure: Promote the quality of life and offerings of Jefferson County through a county-wide branding strategy that spurs tourism and economic development.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Collaborate with local groups to create a unified branding and marketing approach for Jefferson County that emphasizes the diverse offerings.				
Capitalize on the quality of life and services offerings available in the county to support economic development efforts.				

Measure: Maintain a county-wide and community-based economic development strategy that promotes economic diversity, entrepreneurial activities, and tourism attractions.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Develop new industries or clusters of related industries which support and strengthen local assets. Broaden the industrial base by supporting marketing efforts for value-added industries that "spin-off" from existing industries.				
Regularly perform and review regional market analyses to understanding changing trends and markets that may provide issues and opportunities to the markets in the county.				
Work with local, regional, and state partners to maintain a data-driven approach to align economic development strategies with market opportunities and industry needs.				

Measure:**Develop and maintain physical, cultural, educational, and recreational programs that are conducive to and attract residential and business development.**

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Encourage local workforce training programs and continuing education to match local workforce with workforce demand.				
Participate in and lead investments and initiatives that provide services and infrastructure to support growing markets and industries.				

Measure:**Develop tools and programs that assist businesses in attracting and retaining a talented workforce, paying a living wage, and maintain a thriving business.**

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Monitor market changes and external effects that may shift wages for local employees.				
Use economic development strategies that attract businesses that provide a living wage.				
Support the county identity and market as a place to live, work, and play for workforce attraction.				

Measure: Support significant industries within the county, including agriculture, tourism, and manufacturing, allowing for growth and expansion of the industries.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Catalog the services and infrastructure needed to support significant industries and develop tools and regulations to support growth of these services to allow for growth and reinvestment.				
Collaborate with stakeholders of significant industries to understand changing trends and needs to support maintenance and growth.				

Measure: Capitalize on the regional surroundings of the county and explore opportunities to grow the presence of Jefferson County’s economic strengths.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Participate in regional economic development activities and planning.				
Explore opportunities to support larger regional economies with products produced and grown in Jefferson County.				

Measure:**Support the continued access to a high quality of life for all by creating an economic environment that support local businesses, diverse offerings, and opportunities for growth.**

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Explore “shop local” campaigns and similar tools that support local businesses and services.				
Encourage continued educational opportunities for the local workforce. Target programs towards competitive industries, existing and emerging, that align with economic development strategies.				
Promote expansion and growth of businesses that support local businesses.				

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Agricultural, Natural and Cultural Resources Implementation Measures

Measure: Ensure that county policies and regulations consider impacts and benefits to agricultural, natural, and cultural resources that are a part of the county's fabric.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Preserve environmentally sensitive areas (e.g., 100-year floodplain, wetlands, bluffs) and other important natural features (e.g., high quality native plant communities, rare species habitat) and protect these areas as open space.				
Encourage historical preservation and outreach efforts in the county.				
Continue to update and expand environmental resource data into the County's GIS database. Use County GIS to evaluate impacts to the natural environment.				
Review county wetland, stream, and lakeshore ordinances to help define and strengthen buffering and protection of natural resources.				

Measure:**Promote a diverse agricultural presence, supporting local food growth, entrepreneurial opportunities, processing of local goods, and emerging agricultural practices.**

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Support local foods efforts to support restaurants, food production, or other manufacturing.				
Collaborate with the county's economic development strategy to support agricultural industry growth within the county.				
Provide educational opportunities to connect the public with the agricultural industry, including the awareness of practices, emerging technologies, and employment opportunities.				

Measure:**Minimize impacts to natural resources and explore opportunities to enhance environmental corridors, wetlands, woodlands, wildlife habitat, and open spaces.**

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Distinguish areas of natural resources for recreational use from areas that serve as primarily as wildlife habitat.				
County policies and approvals related to land use, development, and management will be made to address current needs without compromising the ability to meet future needs.				
Continue to use the defined environmental corridors as a planning tool to preserve natural resources.				

Measure: Monitor and protect water quality and water quantity throughout the county.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Utilize the Jefferson County Land and Water Resources Management Plan to guide water resource decision making and preservation efforts.				
Collaborate with local jurisdictions and the Wisconsin Department of Natural Resources to monitor water quality concerns and changes.				
Work with local organizations to pursue investments and enhancement to the water network for quality and engagement with the natural resource.				

Measure: Develop educational materials and opportunities for residents to learn about agricultural, natural, and cultural resources; including land management techniques, new agricultural practices, and natural resource preservation.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Increase public and stakeholder engagement, with the support of partners, regarding the stewardship, conservation, and efficient use of natural resources.				
Provide a list of development standards and best practices for conservation design, low impact development, and environmental management as a resource for landowners, developers, and contractors.				

Measure:**Collaborate with local, regional, State, and Federal agencies for funding and program support to pursue preservation and enhancement efforts.**

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Expand targeted partnerships to effectively advance county natural resources goals and to better manage sensitive natural areas.				
Continue to explore and expand partnerships with environmental advocacy groups (local, regional, state) to protect, enhance, expand, and connect natural areas.				
Pursue grant opportunities to fund planning and implementation for resource conservation and restoration.				

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Intergovernmental Cooperation Implementation Measures

Measure: Foster a strong government network of collaboration between governmental units, identifying opportunities for collaboration and idea sharing.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Involve local jurisdictions early in the process of policy changes to understand the various impacts across jurisdictions.				
Establish a quarterly forum of county and jurisdictional leadership to share opportunities and challenges and collaboration.				

Measure: Collaborate with local jurisdictions to provide a unified approach to growth and development.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Facilitate a strategic planning session with each department to assess its abilities to help local jurisdictions.				
Coordinate with cities on their urban growth boundaries on the fringes of their municipal limits to ensure the orderly extension of city services over time.				
Participate in local long-range planning efforts to understand local issues and opportunities and connections to county efforts.				

Measure: Recognize the history and unique character of the places in Jefferson County and support efforts to preserve and enhancement these resources.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Building from county-wide branding efforts, identify the unique history and character of various areas throughout the county and consider impacts to these identifiers as policies and investments are pursued.				
Support local and grassroots efforts that preserve the history and sense of place in communities.				

Measure: Explore opportunities for cost sharing or shared services between the county and local jurisdictions to provide continuity and efficiency of service offerings and budgeting.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Continue to direct federal, state, and local grants funds best suited to assist with development and redevelopment in the local communities.				
Continue to build upon the shared services research completed for local emergency services to explore cost saving opportunities while continuing to provide a high level of service.				
Collaborate with local jurisdictions to understand funding gaps and explore possibilities for the sharing of services or other funding opportunities.				

Utilities & Community Facilities Implementation Measures

Measure: Manage and promote public infrastructures, services, and facilities in a manner that is both cost effective and efficient.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Perform county-wide asset management planning to catalog the county's assets and track maintenance and replacement needs.				
Collaborate with local jurisdictions and service providers to ensure that quality and affordable services are available to residents throughout the county.				
Encourage an equitable distribution of schools, health care services, grocers, and other resources that are necessary to sustain personal well-being and enhance the quality of county communities.				
Work with local municipalities to map and identify optional locations for infrastructure and service offerings.				

Measure: Monitor changing practices and technologies across the county’s systems to maintain innovative and effective offerings, including utilities, public health, emergency management, solid waste, etc.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Support the activities of various county departments to promote long-range planning and investments in the county’s systems.				
Continue to review and expand the county’s solid waste management, exploring opportunities to expand service offerings and modernize practices.				
Support the activities of the health department to provide access to healthy lifestyle options for all residents.				
Maintain an up-to-date hazard mitigation plan.				

Measure: Utilize the Parks, Recreation and Open Space Plan to maintain, improve, and expand recreational features (parks, trails, and open space).

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Support the goals and policies established in the Parks, Recreation and Open Space Plan to provide recreational opportunities to county residents.				
Invest recreational opportunities that contribute to the quality of life, healthy lifestyle, tourism, and resource preservation.				
Support open space preservation through other planning efforts.				

Measure:**Support the expansion of communications technologies and practices that support both personal use and economic development.**

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Promote high-speed telecommunications network expansion in the locations where the service is needed. Work with local stakeholders to prioritize areas for service expansion.				
Work with utility providers and local, regional, and state government agencies to promote the availability of high-speed network access and the corresponding opportunity to work remotely				
Develop county policies and partnerships to creatively include high-speed network infrastructure in plans for economically efficient road and other utility and infrastructure system projects.				

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Reference Documents

Plan Tool	Description/Purpose	Agency	Source
Wisconsin Comprehensive Planning Law (s.66.1001)	Provides information and resources on the required elements of comprehensive plans in Wisconsin	Department of Administration	https://doa.wi.gov/Pages/home.aspx
Jefferson County Strategic Plan	Guides the county's vision and budget decisions	County Administration	
Jefferson County Department Annual Reports	Reviews department activity over the past year and guides action or areas of attention for the coming year	County Departments	
Wisconsin Certified Sites program			https://wedc.org/programs-and-resources/certified-sites/

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