



JEFFERSON COUNTY ECONOMIC DEVELOPMENT CONSORTIUM (JCEDC) BOARD AGENDA

8:30 a.m. - Thursday, June 23, 2022

Jefferson County Courthouse, 311 S. Center Ave., Room 205, Jefferson, WI 53549

AND VIA Zoom

EVERYONE who intends to attend this meeting via Zoom, including board members, staff, and members of the public, must register in advance.

REGISTRATION LINK:

<https://zoom.us/meeting/register/tJctfu6upj0rEtAs351K-2LyNH59bhIJNGTO>

After registering, you will receive a confirmation email containing information about joining the meeting.

Board Members

Rebecca Houseman-LeMire - City of Fort Atkinson, Greg Waters— City of Lake Mills, Timothy Freitag – City of Jefferson, Everett Butzine— City of Waterloo, Emily McFarland – City of Watertown, Cameron Clapper – City of Whitewater, Lisa Moen – Village of Cambridge, Brad Calder - Village of Johnson Creek, Kathy Weiss – Village of Palmyra, County Supervisor Bruce Degner, County Supervisor Mark Groose

- I. Call to order
- II. Roll (Establish a quorum)
- III. Certification of Compliance with Open Meeting Laws
- IV. Approval of Agenda – June 23, 2022
- V. Approval of Minutes – May 26, 2022
- VI. Public Comment – Members of the Public who wish to address the JCEDC on specific agenda items must register their request at this time.
- VII. Education Session – Promoting Your Community's Assets: Best Practices for Rural Communities – Kathryn Berger, Client Services director for CG Schmidt
- VIII. JCEDC Reports – Reinbold
 - a. Discussion and Approval of Finance Reports for Economic Development and Homebuyer Program
 - b. Opportunity Pipeline Report
 - c. Non-Transaction Updates
 - i. Director's Report
- IX. Retreat Overview
 - a. Discussion and possible action regarding working committee
- X. Upcoming Meetings
 - JCEDC Board of Directors – July 28, 2022
- XI. Adjournment

Jefferson County Economic Development Consortium (JCEDC)
Board of Directors Meeting
May 26, 2022 – Meeting held in person and via Zoom.

Board members - Rebecca Houseman-LeMire - City of Fort Atkinson, Timothy Freitag - City of Jefferson, Greg Waters - City of Lake Mills, Everett Butzine – City of Waterloo, Emily McFarland - City of Watertown, Cameron Clapper - City of Whitewater, Lisa Moen - Village of Cambridge, Brad Calder -Village of Johnson Creek, Kathy Weiss – Village of Palmyra, County Supervisor Bruce Degner, County Supervisor Mike Groose

I. Call to Order - Meeting called to order by County Administrator Wehmeier at 8:33 am.

II. Roll Call – Quorum Established

- JCEDC Board Members Present: Rebecca Houseman-Lemire, Tim Freitag, Greg Waters, Everett Butzine, Cameron Clapper, Brad Calder, Kathy Weiss, Bruce Degner, Mike Groose
- Absent: Emily McFarland, Lisa Moen
- Staff Present: Ben Wehmeier, Julie Olver, Deb Reinbold, RoxAnne Witte
- Members of the Public Attending: Anita Martin

III. Certification of compliance with Open Meeting Law Requirements

Staff certified compliance for the agenda May 26, 2022.

IV. Approval of Agenda

Freitag/Groose moved to approve May 26, 2022 agenda as printed. Motion passed.

V. Election of Officers

- County Administrator Wehmeier opened the floor for nominations for chairman. Freitag/Waters moved to nominate Rebecca Houseman-LeMire as chairman. Motion passed. Rebecca Houseman-LeMire will serve as chairman of the JCEDC Board of Directors.
- Chairman Houseman-LeMire opened the floor for nominations for vice chairman. Freitag/Houseman-LeMire moved to nominate Cameron Clapper as vice chairman. Motion passed. Cameron Clapper will serve as vice chairman of the JCEDC Board of Directors.

JCEDC Board of Directors - Terms of Office		
Name	Community Representing	Term Expires
Emily McFarland	City of Watertown	May 2023
Mark Groose	County Supervisor	May 2023
Everett Butzine	City of Waterloo	May 2023
Lisa Moen	Village of Cambridge	May 2023
Tim Freitag	City of Jefferson	May 2024
Vacant	County Supervisor	May 2024
Brad Calder	Village of Johnson Creek	May 2024
Kathy Weiss	Village of Palmyra	May 2024
Greg Waters	City of Lake Mills	May 2025
Bruce Degner	County Supervisor	May 2025
Rebecca Houseman-LeMire	City Fort Atkinson	May 2025
Cameron Clapper	City of Whitewater	May 2025

VI. Public Comments – None

VII. Approval of Minutes

Waters/Degner moved to approve May, 26, 2022 JCEDC minutes as printed. Motion passed.

VIII. JCEDC Reports

- Finance Report** –Walters/Degner moved to approve April 30, 2022 JCEDC and Homebuyer Program finance reports as presented. Motion passed.
- Opportunity Pipeline Update** – Reinbold gave update on recruitment/retention/expansion projects that have been active for the last 30 days.
- Heartland Housing Initiative** – Reinbold reported that two applications have been received. The consultants will be meeting with applicants to determine the scope of work for their projects.

Cameron Clapper joined meeting at 8:42 am.

D. Non-Transaction Updates

- i. **JCEDC/ThriveED Retreat Update** - Administrator Wehmeier updated the board and answered questions on the activities at the retreat. Once the work product is received from the consultants a meeting with representatives from both boards will be held to determine the next steps.

IX. Upcoming Meetings

- JCEDC Board of Directors, June 23, 2022, 8:30 am, Jefferson County Courthouse and via Zoom

X. Adjournment

There being no further business to come before the board for consideration at this time, Clappers/Waters moved to adjourn. Meeting adjourned 8:54 am.

Minutes prepared by:

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

Jefferson County Economic Development Consortium

May 31, 2022

	May Estimates	April Final	Year to Date Actual	2022 Budget*	
Revenue					
JCEDC GHDP Service fees	-	-	-	135,000.00	0.0%
GHDP Reimbursable Expenses	153.44	-	153.44	1,000.00	
V-Cambridge	-	-	160.50	160.50	100.0%
V-Johnson Creek	-	-	4,546.50	4,546.00	100.0%
V-Palmyra	1,804.00		1,804.00	-	-
C-Fort Atkinson	-	-	18,702.00	18,702.00	100.0%
C-Jefferson	-	-	12,165.00	12,165.00	100.0%
C-Lake Mills	-	-	9,226.50	9,226.50	100.0%
C-Waterloo	-	-	5,043.00	5,043.00	100.0%
C-Watertown	-	-	23,199.00	23,199.00	100.0%
C-Whitewater	-	-	3,882.00	3,882.00	100.0%
Jefferson County	-	-	128,433.00	128,433.00	100.0%
Dodge County	-	48,730.34	48,730.34	48,730.34	100.0%
Contra Account	-	-	(13,690.50)	(13,690.50)	100.0%
Total	1,957.44	48,730.34	242,354.78	\$ 376,396.84	64.4%

*Budget Adjusted to reflect change in billing for Dodge County

	May Estimates	April Final	Year to Date Estimates	2022 Budget	
Expenditures					
Personnel	37,144.45	46,437.61	184,438.76	414,347.00	45%
Professional Services	-	-	-	25,000.00	0%
Web Page Development	-	21.17	711.34	2,125.00	33%
Office Expense	414.20	451.06	1,672.39	9,500.00	18%
Membership	550.00	149.00	699.00	3,500.00	20%
Professional Development	800.00	27.56	3,323.90	10,500.00	32%
Meeting Expenses	50.00	153.33	253.86	1,000.00	25%
Training Materials	-	-	-	500.00	0%
Subscriptions	69.99	604.47	1,647.29	6,000.00	27%
Internet/Phones/Mis	1,298.35	1,125.52	5,844.34	14,884.00	39%
Other Operating	-	-	-	1,000.00	0%
Travel Related	551.48	270.21	1,285.35	6,800.00	19%
Other Insurance	286.92	286.92	1,434.60	3,261.00	44%
Vehicle Repair	-	-	-	-	0%
Railroad Consortium	-	-	14,000.00	14,000.00	100%
Operating Reserve	-	-	-	-	
Total	\$41,165.39	\$49,526.85	\$215,310.83	\$512,417.00	42%

SUMMARY OF BUDGET

	<u>May Estimates</u>	<u>April Final</u>	<u>Year to Date Estimates</u>	<u>2022 Budget*</u>
Revenues	\$1,957.44	\$48,730.34	\$242,354.78	\$376,396.84
Expenses	<u>\$41,165.39</u>	<u>\$49,526.85</u>	<u>\$215,310.83</u>	<u>\$512,417.00</u>
Total Profit/Loss			\$27,043.95	-\$136,020.16
Proposed use of Reserves				\$136,020.16
*Budget Adjusted to reflect change in billing for Dodge County				
01/01/22 JCEDC Operating Reserve Carryforward Balance			\$318,600.27	
Vested Benefits Balance		(32,927.50)		
JCEDC Operating Reserve Balance		285,672.77		
5/17/21 Loan Receivable due from ThriveED on 12/31/2022		36,782.76		

Jefferson County Economic Development Consortium
Home Buyer Program
May 31, 2022

Income	May Estimates	Year to Date	Budget	
V- Cambridge	-	10.70	10.70	100%
V-Johnson Creek	-	303.10	303.10	100%
C- Fort Atkinson	-	1,246.80	1,246.80	100%
C-Jefferson	-	811.00	811.00	100%
C-Lake Mills	-	615.10	615.10	100%
C-Waterloo	-	336.20	336.20	100%
C-Watertown	-	1,546.60	1,546.60	100%
C-Whitewater	-	258.80	258.80	100%
Jefferson County	-	8,562.20	8,562.20	100%
DPP Home Buyer Program	-	-	10,000.00	13%
DPA Home Buyer Program	-	1,300.00		
Additional HBC Inc. Contract Restricted	-	1,500.00		0%
Applied Operating Reserve	-	-	29,565.50	0%
TOTALS	-	\$16,490.50	\$53,256.00	\$0.31

Expenses	May Estimates	Year to Date Estimates	Budget	
Personnel	3,411.72	16,579.52	39,449.00	42%
Web Page Development	-	114.00	150.00	76%
Office Expense	64.06	320.30	2,670.00	12%
Membership	-	-	250.00	0%
Professional Development	-	-	3,700.00	0%
Legal Notices - Southern Housing	-	-	-	
Training Materials	-	-	3,000.00	0%
Subscriptions	-	-	750.00	0%
Internet/Phones/Mis	164.43	820.18	2,096.00	39%
Travel Related	-	-	930.00	0%
Other Insurance	23.39	116.95	261.00	45%
Recording Fees	-	-	-	-
TOTALS	\$3,663.60	\$17,950.95	\$53,256.00	34%

1/1/2022 Operating Reserve Carryforward balance		\$137,965.06
Vested Benefits Balance	(\$7,985.62)	
Homebuyer Program Operating Reserve Balance	\$129,979.44	

Greater Jefferson County • WI

 **THRIVE**

Economic Development • It's Happening Here



**Board Retreat
May 23-24, 2022**

Human Understanding & Engagement

A Note from the HueLife Team:

Thank you to the ThriveED board in welcoming us to guide you through this strategic juncture for the life and health of the organization. Special thanks to Tina Crave and the Watertown Community Health Board for providing the opportunity for the retreat setting.

With the recent departure of the ThriveED Executive Director, it was time for the board to explore the points of dissatisfaction with the status quo and provide vision that would inform the direction of the organization. Furthermore, it was important to incorporate the work from the draft strategic plan to gain insight on what collectively was possible and how the needs were similar across all interests. Everyone provided great ideas which crafted the first steps needed to overcome any resistance to change that is needed to drive the future growth of the region.

In our time together we set out to:

- To identify 3-4 priorities that both public and private board members could agree upon
- To define what is the right way to grow right now
- To build trust to increase the public perception how to keep the eco-system together
- Business interests balanced with Public interests
- Understand barriers to implementation of the draft strategic plan
- Explore creative, innovative solutions and options for moving forward

This documentation will provide an outline in how to work in effectively carrying out roles and responsibilities in its quest to grow the region and become that bridge. We hope you use this work to bring about the accountability and details needed for all communities of the region to see the value ThriveED has to offer.

With much respect,
Jeremy Kautza and Angie Asa-Lovstad
HueLife Facilitators



Participants: Deb Reinbold, Danielle Frawley, Don Lunak, Everett Butzine, Cameron Clapper, Rebecca Houseman-Lemire, Emily McFarland, Ben Wehmeier, Tina Crave, Stu Wangard, Nate Salas, Matt Mauthe

SECTION 1

Strategic Juncture

Examining the Status Quo

May 23, 2022

$D \times V \times F > R$

D Dissatisfaction with Status Quo

V Vision of positive possibility or the absence of pain in the present situation

F First Steps in the direction of the Vision

R Resistance to change

Where do you see signs of the future happening now?

- Automation & AI ++
- Labor Shortage +
- Virtual work +
- Immigrants & Cultural Diversity & competency +++
- Aging population +++
- Governmental Service Delivery (delivered/expected)
 - - needs
- -Funding
- Senior Housing – moving them out of desirable SF housing +
- Reduction in store hours to accommodate
- Labor shortage or employees requiring flexible hours ++
- Inflation, realistic housing options (including rentals) ++
- Fear of changing norms / values (potential destruct in institutions)

Strategic Juncture...

To be **strategic** means
there is
great importance
within an
integrated whole;
Juncture is a point of time

What is working that needs to be carefully watched, preserved, or encouraged?

- Private (for & non-profit) business relationships
- Website, in particular the property database
- Open honest government
- Efforts toward collaboration among stakeholders +
- Public / Private Partnerships through this org ++
- Caring about the outcomes (ROI output distribution) +
- Keeping momentum going with business leaders
- Willingness to be ^kindly^ candid

What is our window of opportunity?

- New leadership (Executive Director (ED) position)
- Current economic climate ++
- Partnerships
- Inaction would close this window
- Changing environment after covid – workforce, housing, recessions supply chain
- Labor shortage can “fuel” desire to do new things ++
- Now with stimulus funds (including recent Ukraine funding for refugees)
- Embrace immigration ++
- ~ 36 months, perhaps even 24 months

What could be affected or changed in a positive direction in 5-10 years if we successfully address the issues related to the community workforce?

- Attract more employees
- Increase revenue to cities, counties, towns
- Improved quality of life
- Attract more businesses / expansion ++
- Become a workforce management
- Provide additional housing options
- Increased funding for non-profits
- Increase Median income
- Investment (ex: equipment, people, property) increase by business
- Maintain amenities (restaurants / shopping)
- Reduce #/% of household in ALICE (Assets Limited Income Constnat Enl..) ++

What are barriers to our success?

- Financial (value vs investment)
- Government vs private
- Silos +
- Governance reluctance to change +
- Training / ecosystem for innovation
- Attracting / retaining youth & young families
- Civility – no “middle road” +
- Small thinking +
- Lack of trust ++
- Lack of common goal
- Unclear metrics +
- Trust +
- Balance in scope of work

What is placing limits on our success?

- Sustainable funding / Formula ++
- State policy +
- Polarized environment +
- Too many priorities +
- Competing priorities ++
- Thrive staff resources
- Competitive wages for thrive staff
- Do we have the right people on the bus for Thrive staff? +
- Capacity (local gov EEs must do more w/less) +
- COMMUNICATION (investing in channels that others use – Facebook, LinkedIn, etc) +
- Trust
- Educating new members



What bold new risks could we explore or take?

- Explore a restructure of funding methodology +
- Move from 30K foot view of ED to 5K foot view of ED / community development ++
- Merge JCEDC & ThriveED +
- New Name +
- New focus / workplan / strategic plan
- Best practices – immigrants in workforce
- Thrive staff no longer county staff
- Much better participation among businesses to support Thrive +
- ARPA Funds, community reinvest act

What future desired result is going to require our persistence & perseverance for the community workforce to be successful?

- Affordable workforce housing +++
- Higher end housing ++
- Broadband +++
- Amenities
 - Shopping +
 - Restaurants
 - Community amenities +
- Good wages
- Day Care ++
- Attracting regional developers (housing & mixed use)
- Alignment w/business community & public leaders
- Workforce recruitment +
- Upscale workforce – match skills to need
- Transportation +++



What are the negative consequences of inaction?

- Dissolved (Thrive) – no funding or reduced \$
- Failure to grow (housing, jobs, economic growth) – become ghost town
- Increase crime
- Businesses leave
- Lose employees (Thrive Included)
- Migration to more dynamic communities
- Loss of population / jobs
- Increased demands for services / cost to gov
 - Rural prosperity
 - Cost of living
- Brain Drain – unable to recruit people who get things done +
- Harmed reputation

SECTION 2

OUR DESIRED FUTURE



ThriveED Practical Vision Workshop – May 23, 2022

In 3 – 5 years, as a result of your actions, what does ThriveED want to see in place?

Prosperous Communities					
		We Are a Source You Can Trust		Activated Workforce	
Additional Diversified Housing	Retained, Expanded, & Attracted Businesses	Trusted, Respected Defined Resource	Defined and Tracked Measurable Community Growth	Enabled Workforce Solutions	A Welcomed, Thriving Diversified Workforce
<p><i>As illustrated by:</i></p> <ul style="list-style-type: none"> Housing for different time in life cycle Housing developments in Watertown, Jefferson, & Fort Atkinson (3 total) 200 new entry level homes in county Successfully mobilized housing dollars from variety of sources Developed housing revolving loan fund Workforce housing 10% increase in diversified housing units New housing developments coming soon Market-rate housing 	<p><i>As illustrated by:</i></p> <ul style="list-style-type: none"> Known locations for easy development/redevelopment Attracted or retained 25 new/existing businesses Exit ramp at Hwy A off bypass Highway A interchange All spaces downtown are filled Prepared RFPs and marketing for community development Main St. storefronts filled New business incubator opening Hwy 89 & I-94 widened (Lake Mills) Plan to keep local businesses in community County-wide business park & innovation center at Hwy 26 & I-94 Increase in angel investment and business incubation 	<p><i>As illustrated by:</i></p> <ul style="list-style-type: none"> Named region (to market) Thrive re-named Established relationship between public and private sectors; Trust led to advocacy of community needs Trusted resource for local policy makers (data, education, & advocacy) Developed toolkit for local governments for fiscal & technical skills relating to economic & community development 3 ThriveED staff dedicated to support CD in Jefferson municipalities \$10M - \$20M revolving loan fund Revolving loan fund use to capacity Connect business with grant money 	<p><i>As illustrated by:</i></p> <ul style="list-style-type: none"> 75% of business parks developed Increased median income and decreased ALICE % Mil rate reduced 	<p><i>As illustrated by:</i></p> <ul style="list-style-type: none"> Interconnected transportation system for workforce Transportation County-wide HS to workforce training/job program Increased workforce participation (across all age groups) Broadband accessible to all Early childhood & affordable day care 24-hour daycare opens soon Scholarships for students committing to live/work in area Increase in childcare slots 	<p><i>As illustrated by:</i></p> <ul style="list-style-type: none"> Immigrants thriving in our workforce Diverse workforce Refugee partnership increases and diversifies workforce Multi-cultural training center (ESL)



Participants: Deb Reinbold, Danielle Frawley, Don Lunak, Everett Butzine, Cameron Clapper, Rebecca Lemire-House, Emily McFarland, Ben Wehmeier, Tina Crave, Stu Wangard, Nate Salas, Matt Mauthe

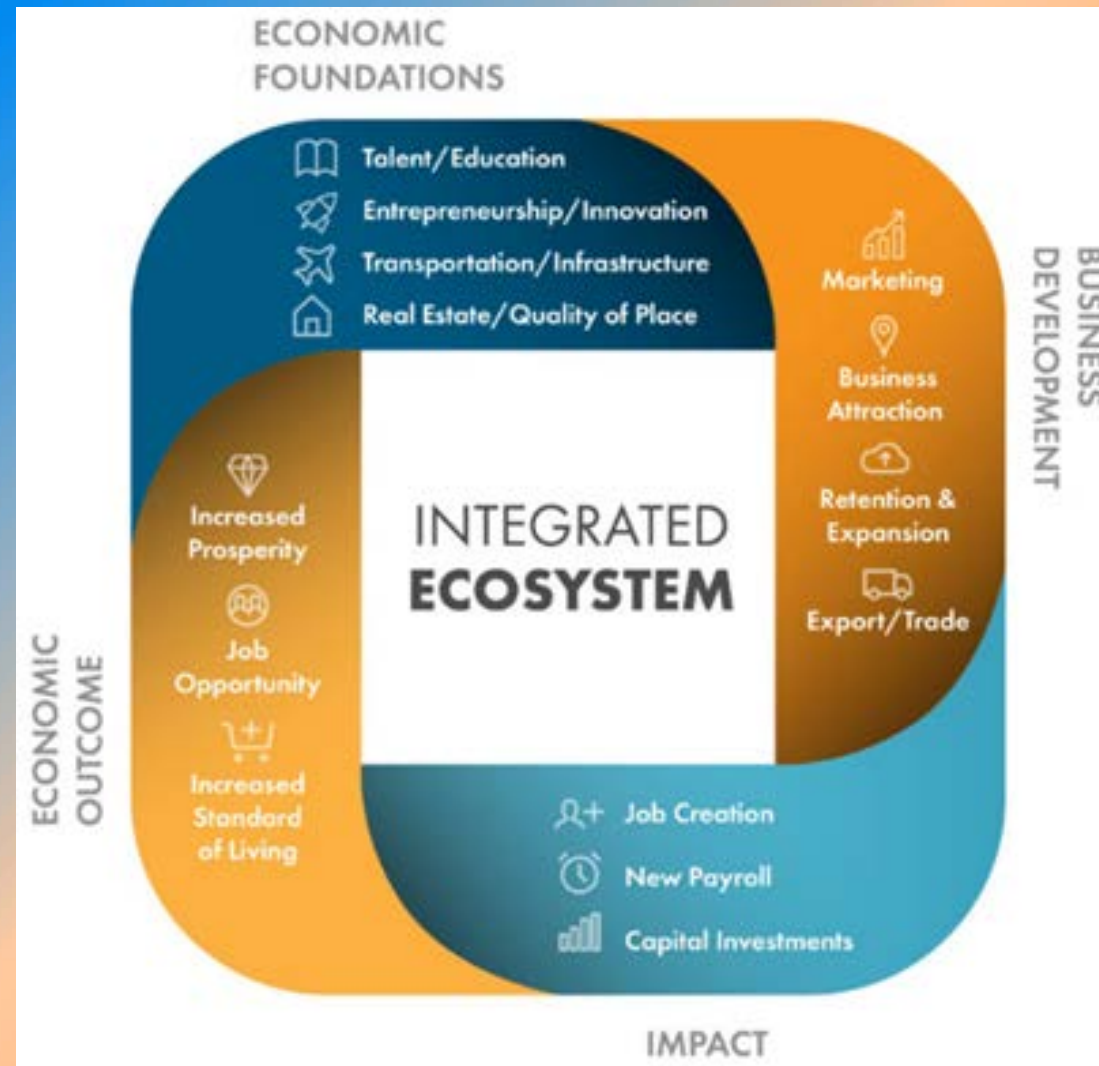
SECTION 3

Dinner Conversations

What challenges still need to be addressed?

What can you bring to these challenges?

What do you need from the group to help resolve these challenges?



What big challenge around the regional ecosystem still need to be addressed?	
<ul style="list-style-type: none"> Public transportation – not the roads, but the buses. How do we get people transported? Defining our region – Are we going to define this? ThriveED / Funding & Organizational structure – What is working? What do we do moving forward? Connection with Higher Ed & Tech Schools – needs to be strengthened Local education for ED ... officials & community members 	
<ul style="list-style-type: none"> Public vs Private investor audience What value (w/o redundancy) can we bring to municipalities? Rate per person w/municipalities needs to be equal Messaging / communication to help raise awareness Less competitive w/other communities – we can all rise together Fewer local companies mean less charitable giving & volunteer time Lack of dialogue between business & public / lack of civility – more forums & partnerships Making Thrive's wins/accomplishments more visual 	
What <i>can you bring</i> to this group to help resolve these challenges?	What <i>do you need</i> from the group to help you resolve these challenges?
<ul style="list-style-type: none"> ✓ Financing concerns from businesses & tools ✓ Redevelopment of blighted areas / condemned homes & properties (private sector & public) ✓ Childcare & housing (Foundation) 	<ul style="list-style-type: none"> ➤ Increased workforce / immigration ➤ Increased Diversified housing development ➤ More visible to businesses & municipalities <ul style="list-style-type: none"> ○ New orientation w/Thrive every year ... w/city council, etc.
<ul style="list-style-type: none"> ✓ County / City = facilitation & support or collaborate & communicate – Also: stimulus funds & credit resources ✓ Capital stacks & other financing resources with multiple sponsors 	<ul style="list-style-type: none"> ➤ Ongoing willingness to work together ➤ Provide more frequent information to local government officials – time w/officials

Challenges

- ❖ Capture what our communities need
- ❖ Validation
- ❖ Less competitive / we can all rise together
- ❖ Transportation Infrastructure – how do we move people
- ❖ Defining our region
- ❖ Funding & Organization Structure
- ❖ Defining relationship of higher ed
- ❖ Messaging & Communications
- ❖ Loss of Volunteers

Needs

- ❖ A cheat sheet of priorities
- ❖ Working together
- ❖ Bring new partners on board
- ❖ Info from local governments
- ❖ Info from our communities
- ❖ We are a bridge / a connector
- ❖ An effort to be more visible (ie Socials)

What we bring

- ❖ We can dovetail our existing businesses & organizations to solve the challenges facing us
- ❖ Understanding the needs & goals of our business – a shared understanding
- ❖ Consistent messaging
- ❖ A funnel / channel for resources
- ❖ Brining in sponsors
- ❖ Connections for businesses
- ❖ Information / data @ our communities
- ❖ A particular perspective
- ❖ Our networks to build awareness

SECTION 4

Bringing it together - What's next?

Current Draft Plan's Strategic Direction: Branding, Marketing and Communications

Marketing for business attraction / new business investment; Developing our brand

Alignment with Vision Elements:

"We are a source you can trust": *"Trusted, Respected, Defined Resource"; "Defined & Tracked Measurable Community Growth"*

Current Reality (SWOT)	First Year Accomplishments SMART Goals	2- Year Success Indicators What is different in 2 year (related to this strategic direction)?
<p>Strengths</p> <ul style="list-style-type: none"> Website/Database Passionate & Engaged Board Collaborative Spirit & Network Connection to Network of Resources Changes in Leadership <p>Weaknesses</p> <ul style="list-style-type: none"> Changes in Leadership Lack of Vision Clarity Two Boards w/Different Needs Communication of our Success Unknown Region <p>Opportunities/Benefits</p> <ul style="list-style-type: none"> SEO (Search Engine Optimizer) Meaningful Metrics Policy / Advocacy Awareness to Target Audience (Businesses / Municipalities) Dodge County Leadership Round Tables Leverage Other Community Organizations More Touchpoints w/Municipalities <p>Threats/Danger</p> <ul style="list-style-type: none"> Funding Lack of Focus / Over Commitment Two Boards / Two Brands 	<ul style="list-style-type: none"> Merge Thrive ED and JCEDC board. Approved Strategic Plan including defined region, strategies, and tactics. Developed shared annual scorecard for Thrive defined region. Host a housing summit for the Thrive defined region. Establish a revolving loan fund to support increased housing units. By June 2023, Thrive ED will provide orientation to new city councils and school boards. Develop a diverse workforce committee. 	<ul style="list-style-type: none"> Shared and Developed Annual Scorecard for Thrive Region Defined Thrive Region Advocacy Agenda Actively Underway for Housing & Diverse Workforce Strong Leadership & Governance Structure in Place XX Number of Housing Units XX Number of Business in the Pipeline Investors Continue to Invest

Current Draft Plan's Strategic Direction: Business & Workforce Development

Business retention and expansion; Recruit / attract new driver industry businesses; Heartland talent initiative; Talent development and training

Alignment with Vision Elements:

"Activated Workforce": "Enabled Workforce Solutions"; "A Welcomed, Thriving Diversified Workforce"; "Retained, Expanded, & Attracted Businesses"

Current Reality (SWOT)	First Year Accomplishments SMART Goals	2- Year Success Indicators What is different in 2 year (related to this strategic direction)?
<p>Strengths</p> <ul style="list-style-type: none"> Relationship w/ businesses & professional networks Communities & businesses aligned on workforce development Annual report & presentation <p>Weaknesses</p> <ul style="list-style-type: none"> Defined differences (or not) b/w JCEDC & ThriveED Transparency to partners / trust * Metrics surrounding topic * Inventory list w/specs (land) <p>Opportunities/Benefits</p> <ul style="list-style-type: none"> Recruiting from Northern Illinois Expand relationships & networks External communication Change in leadership Community attractiveness Relationship w/ higher ed & tech schools & high schools ** Connections w/nonprofit, NGOs, faith-based organizations ** <p>Threats/Danger</p> <ul style="list-style-type: none"> Companies leaving due to workforce shortage Lack of housing & day care options Transportation Limited supply of people ** 	<ul style="list-style-type: none"> Facilitate discussion to determine stakeholder needs within the strategic plan (investors, local officials, school district, tech. ed., higher ed., potential investors) Compile inventory list of land Identify skill sets/resources that are needed to assist immigrant populations in establishment in the workforce Research best practices for ED public-private partnerships 	<ul style="list-style-type: none"> Established Metrics to Measure Success / Growth * Inventory List w/Specifications & Status Established Relationships w/HSs, Tech, Higher Ed Admin ** Grow Population of Workforce by 10% ("Daytime" Workforce)

Current Draft Plan's Strategic Direction: Building Capacity

Building business investment capacity; Building board strength; Ensure Sustained Funding; Ensuring Professional Staffing

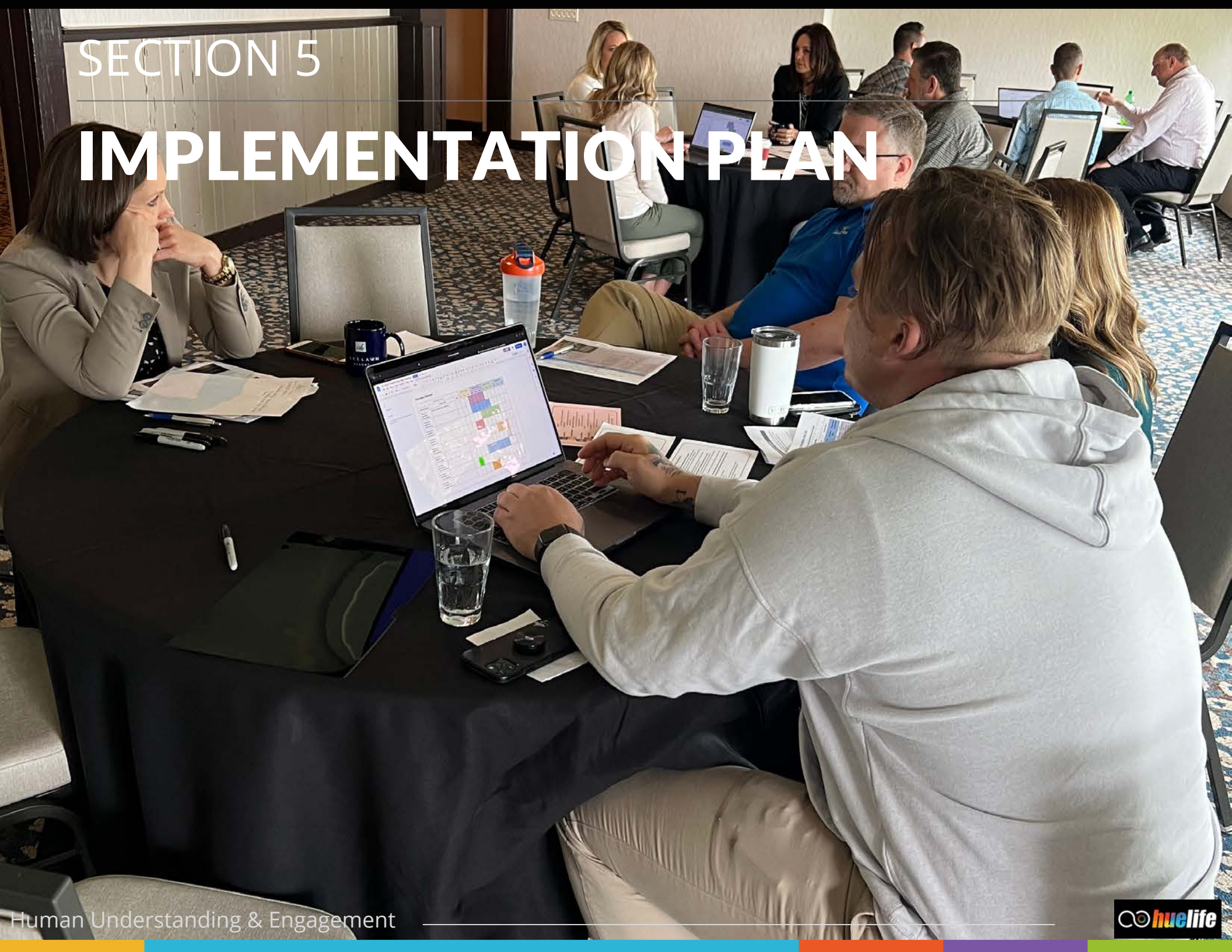
Alignment with Vision Elements:

"We are a source you can trust": "Trusted, Respected, Defined Resource"; "Defined & Tracked Measurable Community Growth"

Current Reality (SWOT)	First Year Accomplishments SMART Goals	2- Year Success Indicators What is different in 2 year (related to this strategic direction)?
<p>Strengths</p> <ul style="list-style-type: none"> • A Handful of Committed Board Members • Track Record • 2 x Capital Campaigns • High-level Trust w/ ThriveED board members <p>Weaknesses</p> <ul style="list-style-type: none"> • Only Have a Handful of Committed Members • Financial ... Limits Staffing... Limits Sources • Small Thinking • Haven't Listened & Embraced ALL Stakeholders • Geographic & Business Representation • Measuring & Communicating Success <p>Opportunities/Benefits</p> <ul style="list-style-type: none"> • Untapped Networking Partners, Financial Partners, Talent / Leadership / Technical • Location ... Bridge of Metro Markets • Alignment of Shared Goals • Vision Maturation • Professional Staffing (FTE, Skills, Staffing Model) <p>Threats/Danger</p> <ul style="list-style-type: none"> • Municipal Funding Reductions • Unrealistic / Managing Expectations • Politics • Small Thinking • Current Economic Climate • Ability to Share Outcomes - Confidentiality 	<ul style="list-style-type: none"> • By end of 2022, update of organizational structure (staff structure, job descriptions, hiring, intergovernmental agreement, board engagement) complete • Revolving Loan Fund (business gap finance and housing) - Business Gap RLF - 50% of Lent out year 1; 50% year 2 - Housing RLF - year 1 framework and seed funding complete; operational and additional funding year 2 • By annual meeting, establishment of reporting of dashboard based on one year smart goals • Improve annual meeting attendance to 125 • After organizational transition, connection with municipal leadership (1x per year); 2x per year after to improve trust, communication, and relationships 	<ul style="list-style-type: none"> • (Built Organizational Structure (Board & Staff) to Implement Vision • 10 New Investors (5/year) • Updated IGA • 100% of Current RLF Lent • Funded Housing RLF Operational • Offer 2x/year Connecting w/Municipalities • 200 Attendees @ Annual Meeting • Shared, Well-Defined, Measurable Outcomes (Qualitative, Quantitative, Long- & Short-Term)

SECTION 5

IMPLEMENTATION PLAN



First-Year Calendar

Created May 23, 2022			Quarter 3-2022			Quarter 4-2022			Quarter 1-2023			Quarter 2-2023		
Strategic Direction	SMART Goal	Lead	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Business & Workforce Development	Facilitate discussion to determine stakeholder needs within the strategic plan (investors, local officials, school district, tech. ed., higher ed., potential investors)	Ex. Dir.												
Business & Workforce Development	Compile inventory list of land	Buss. Dev. Dir.												
Business & Workforce Development	Identify skill sets/resources that are needed to assist immigrant populations in establishment in the workforce	Retool Mar. Manager												
Business & Workforce Development	Research best practices for ED public-private partnerships	Ex. Assist.												
Branding, Marketing, & Communications	Merge Thrive ED and JCEDC board.	County Admin + Thrive Chair												
Branding, Marketing, & Communications	Approved Strategic Plan including defined region, strategies, and tactics.	Exec. Director												
Branding, Marketing, & Communications	Developed shared annual scorecard for Thrive defined region.	Exec. Director												
Branding, Marketing, & Communications	Host a housing summit for the Thrive defined region.	GWCHF CEO												
Branding, Marketing, & Communications	Establish a revolving loan fund to support increased housing units.	Housing Committee ?												
Branding, Marketing, & Communications	By June 2023, Thrive ED will provide orientation to new city councils and school boards.	Exec. Dir. + Board Chair(s)												
Branding, Marketing, & Communications	Develop a diverse workforce committee.													

First-Year Calendar

Building Capacity	By end of 2022, update of organizational structure (staff structure, job descriptions, hiring, intergovernmental agreement, board engagement) complete	County Administrator												
Building Capacity	Revolving Loan Fund (business gap finance and housing) - Business Gap RLF - 50% of Lent out year 1; 50% year 2 - Housing RLF - year 1 framework and seed funding complete; operational and additional funding year 2	Executive Director (Business) ; GWHF CEO (Housing)												
Building Capacity	By annual meeting, establishment of reporting of dashboard based on one year smart goals	ThriveED Chair												
Building Capacity	Improve annual meeting attendance to 125	ThriveED - Chair												
Building Capacity	After organizational transition, connection with municipal leadership (1x per year); 2x per year after to improve trust, communication and relationship	Executive Director												



SECTION 6

Final Question Staffing Needs

What are the key qualities and skills needed in ThriveED staff to move the organization toward success?



ThriveED Consensus Workshop – May 24, 2022

What are the key qualities and skills needed in ThriveED staff to move the organization towards success?

Being Skilled in Economic & Community Development	Being a Trusted Collaborator	Being Strategic & Visionary	Being an Emotionally Intelligent Communicator	Being Results-Driven	Diplomacy
<p><i>As illustrated by:</i></p> <ul style="list-style-type: none"> • Technical skills • Technical knowledge • Strong digital strategy skills • Proven economic development expertise • Experienced in rural economic development • Community focused • Well connected to resources & grants • Technical skills re: economic development • Connector 	<p><i>As illustrated by:</i></p> <ul style="list-style-type: none"> • Relationship builder • Collaborative • Trustworthy • Open-minded • Team builder • Facilitator • Collaborator • Trustworthy • Connector 	<p><i>As illustrated by:</i></p> <ul style="list-style-type: none"> • Use strategic plan to prioritize work • Critical thinking & problem solving • Strategic Thinker • Ability to simplify big picture ideas • Innovative/Visionary & Adaptive • Strategic Thinker/ Visionary 	<p><i>As illustrated by:</i></p> <ul style="list-style-type: none"> • Communicator (full cycle) • High EQ communicator • Good listener • Empathetic • Kind Candor • Communicator 	<p><i>As illustrated by:</i></p> <ul style="list-style-type: none"> • Results driven • Problem solver • Driven; Energetic/ proactive • Focused & goal oriented 	<p><i>As illustrated by:</i></p> <ul style="list-style-type: none"> • Diplomatic • Ability to read the room • Develops trust & rapport



Participants: Deb Reinbold, Danielle Frawley, Don Lunak, Everett Butzine, Cameron Clapper, Rebecca Lemire-House, Emily McFarland, Ben Wehmeier, Tina Crave, Stu Wangard, Nate Salas, Matt Mauthe



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