



Thursday, April 27, 2017– 8:30 a.m.
864 Collins Road, Room 12, Jefferson, WI
53549

JCEDC BOARD AGENDA

Board Members

Chairman: John David – City of Watertown

Steve Wilke – City of Lake Mills, Matt Trebatoski – City of Fort Atkinson, Timothy Freitag – City of Jefferson, Mo Hansen – City of Waterloo, Pat Cannon – City of Whitewater, Steve Struss – Village of Cambridge, Kyle Ellefson - Village of Johnson Creek, Jim Mode – County Supervisor, Amy Rinard – County Supervisor, Augie Tietz – County Supervisor

- I. Call to Order**
- II. Roll Call (Establish a quorum)**
- III. Certification of Compliance with Open Meeting Laws**
- IV. Approval of April 27, 2017 Agenda**
- V. Approval of Minutes – March 23, 2017 *#**
- 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. Presentation – Diane Chamness- The Chamness Group – Jefferson County Strategic Plan**
- VIII. JCEDC Reports**
 - A. Finance Report – February 28, 2017 *#**
- IX. General Orders**
 - A. Campaign Update**
 - B. Annual Report**
 - C. Directors Report**
- X. New Business**
 - A. Future Agenda Items**
 - **Joint Meeting of the GHDP & JCEDC Board of Directors**
 - B. Upcoming Meetings/Seminars**
 - **JCEDC Board of Directors – May 25, 2017, 8:30 am., 864 Collins Rd, Rm 12, Jefferson, WI**
- XI. Adjournment**

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

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



Board Action Form

Action

Docs Enclosed

Future Review

Date: Approval 2017

Point of Contact:

Agenda Item: Approval of April 27, 2017 Agenda

Respective Issue: Agenda Approval

Yes	No	Abstain	Absent		
				C-Fort Atkinson	Matt Trebatoski
				C-Jefferson	Tim Freitag
				C-Lake Mills	Steve Wilke
				C-Waterloo	Mo Hansen
				C-Watertown	John David
				C-Whitewater	Pat Cannon
				V-Cambridge	Steve Struss
				V-Johnson Creek	Kyle Ellefson
				County Supervisor	Jim Mode
				County Supervisor	Amy Rinard
				County Supervisor	Augie Tietz

Action Taken:

Motion Carried

Not Carried / Denied

Amended As Follows:



Board Action Form

Action

Docs Enclosed

Future Review

Date: April 2017

Point of Contact:

Agenda Item: Approval of Minutes

Respective Issue: Approve March 23, 2017 Minutes

Yes	No	Abstain	Absent	C-Fort Atkinson	Matt Trebatoski
				C-Jefferson	Tim Freitag
				C-Lake Mills	Steve Wilke
				C-Waterloo	Mo Hansen
				C-Watertown	John David
				C-Whitewater	Pat Cannon
				V-Cambridge	Steve Struss
				V-Johnson Creek	Kyle Ellefson
				County Supervisor	Jim Mode
				County Supervisor	Amy Rinard
				County Supervisor	Augie Tietz

Action Taken:

Motion Carried

Not Carried / Denied

Amended As Follows:



Jefferson County Economic Development Consortium BOARD MINUTES

March 23, 2017

Meeting called to order at 8:33 a.m.

Board members present: Steve Wilke - City of Lake Mills; Patrick Cannon - City of Whitewater; Kyle Ellefson - Village of Johnson Creek; Supervisor Jim Mode; Supervisor Amy Rinard; Supervisor Augie Tietz

Others Present: Ben Wehmeier – County Administrator; Jason Scott, Melissa Hunt, Jay Werth – Convergent Nonprofit Solutions; Victoria Pratt - JCEDC Executive Director; Julie Olver – JCEDC Business Relations/Marketing Manager; RoxAnne Witte – JCEDC Program Specialist

Roll Call – Quorum Established

Certification of compliance with Open Meeting Law Requirements

R Witte certified compliance for the agenda dated March 23, 2017.

Approval of Agenda

Tietz/Cannon moved to approve agenda as presented. Motion Carried

Approval of Minutes

Ellefson/Mode moved to approve minutes of the JCEDC Board of Directors meeting of February 23, 2017. Motion Carried.

Public Comments

None.

JCEDC Reports

A. Financial Report – January 31, 2017

V Pratt reviewed the January 31, 2017 JCEDC Finance Report with the board.

Tietz/Ellefson moved to approve the January 31, 2017 JCEDC Finance Report as presented. Motion Carried

B. Revolving Loan Fund (RLF) Update- No action taken

1. V Pratt reported that the Revolving Loan Fund Lending Guidelines were approved by the Jefferson County Board of Supervisors on March 14, 2017.

2. V Pratt reviewed the 2016 Jefferson County Revolving Loan Fund Balance Report and updated the board on loans that were paid in full in 2016.

General Orders

A. Capital Campaign Update

J Werth reviewed the campaign activity to date report that was distributed to the board. No action taken.

B. Director's Report – No action taken

1. Business Development Position – V Pratt working on finalizing the job description for the position.
2. Projects - V Pratt updated the board on the 13 manufacturing and 5 retail projects that she has in the pipeline.
3. Activity Report – V Pratt reported on the 6 manufacturing facilities and 3 financial institution visits she made in March.
4. Workforce Development Board is working on a project to start a training program in Jefferson County to train potential workers on the “basics of manufacturing”.
5. Work continues on the JCEDC 2016 annual report which will be presented to the Jefferson County Board of Directors in May.
6. Brownfield Assessment Grant – V Pratt reported that staff is finalizing the cleanup assessments that were funded by grant.
7. JCEDC/GHDP Talking Points – FAQ's and Responses. V Pratt reviewed the document with the board.

New Business

A. Future Agenda Items

- Joint Meeting of the GHDP & JCEDC

B. Upcoming Meetings/Seminars

JCEDC Board of Directors, April 27, 2017 8:30 a.m., 864 Collins Rd, Rm 12, Jefferson, WI

Adjournment

There being no further business for consideration, motion by Mode/Ellefson to adjourn. Motion carried.

Meeting adjourned at 9:15 a.m.

Respectfully submitted,

RoxAnne Witte
Recording Secretary



Board Action Form

Action

Docs Enclosed

Future Review

Date: April 2017

Point of Contact:

Agenda Item: Finance Report

Respective Issue: Approve Finance Report - February

Yes	No	Abstain	Absent		
				C-Fort Atkinson	Matt Trebatoski
				C-Jefferson	Tim Freitag
				C-Lake Mills	Steve Wilke
				C-Waterloo	Mo Hansen
				C-Watertown	John David
				C-Whitewater	Pat Cannon
				V-Cambridge	Steve Struss
				V-Johnson Creek	Kyle Ellefson
				County Supervisor	Jim Mode
				County Supervisor	Amy Rinard
				County Supervisor	Augie Tietz

Action Taken:

Motion Carried

Not Carried / Denied

Amended As Follows:

Jefferson County Economic Development Consortium/Glacial Heritage Development Partnership
Finance Report - February 28, 2017 Actual

	JCEDC Approved Budget	JCEDC Distribution	GHDP Distribution	Desired Combined Budget
REVENUES				
Income	\$ 458,004.00	\$ 543,004.00	\$ 105,000.00	\$ 648,004.00
2016 Carry Over Reserves	\$ 152,819.00	\$ 152,819.00	\$ -	\$ 152,819.00
Totals	\$ 610,823.00	\$ 695,823.00	\$ 210,000.00	\$ 800,823.00
EXPENSES				Desired Combined Budget
Goal 1				\$ 271,295.50
Goal 2				\$ 109,050.70
Goal 3				\$ 288,600.70
Goal 4				\$ 125,680.10
Totals				\$ 794,627.00

2017 Income		February Actual	February Estimate	Year to Date Actual	Adopted County Budget for 2017 JCEDC	Year to Date Percent of Budget
471001	State Aid/Intergovernmental Revenues	\$ -		\$ -	\$ 5,000.00	0%
	Service Fees/Fund Raising	\$ -		\$ -	\$ 240,000.00	0%
472010.131	V-Cambridge	\$ -		\$ -	\$ 162.00	0%
472010.141	V-Johnson Creek	\$ -		\$ -	\$ 4,400.00	0%
472010.226	C-Fort Atkinson	\$ -		\$ -	\$ 18,662.00	0%
472010.241	C-Jefferson	\$ -		\$ -	\$ 11,978.00	0%
472010.246	C-Lake Mills	\$ -		\$ -	\$ 8,825.00	0%
472010.290	C-Waterloo	\$ -		\$ -	\$ 5,057.00	0%
472010.291	C-Watertown	\$ -		\$ -	\$ 23,114.00	0%
472010.292	C-Whitewater	\$ -		\$ -	\$ 4,413.00	0%
474022	Jefferson County	\$ -		\$ 126,393.00	\$ 126,393.00	100%
458007	Service Fees - Home Buyers	\$ 1,350.00		\$ 2,050.00	\$ 10,000.00	21%
	Dodge County	\$ -		\$ -	\$ -	
	Events	\$ -		\$ -	\$ -	
	Total Income	\$ 1,350.00		\$ 128,443.00	\$ 458,004.00	28%

2017 Expenses						
Goal 1 - Business Development		February Actual	February Estimate	Year to Date Combined Actual	Desired Combined JCEDC/GHDP 2017 Budget	Year to Date Percent of Budget
	Salaries/Fringes	\$ 9,842.770	\$ -	\$ 21,561.33	\$ 207,935.00	10%
521219	Professional Services	\$ 1,155.23	\$ -	\$ 1,155.23	\$ 9,100.00	13%
521229	Recruitment Expenses	\$ -	\$ -	\$ -	\$ -	0%
531312	Office Equipment/Office Supplies	\$ 24.74	\$ -	\$ 66.29	\$ 1,750.00	4%
531303	Computer Hardware/Software	\$ -	\$ -	\$ -	\$ 2,500.00	0%
531322	Subscriptions	\$ 127.61	\$ -	\$ 278.22	\$ 5,000.00	6%
532325	Registrations/Professional Development	\$ 56.00	\$ -	\$ 924.00	\$ 6,400.00	14%
532350	Training Materials - Home Buyer	\$ 355.89	\$ -	\$ 385.81	\$ 4,000.00	10%
531324	Memberships	\$ -	\$ -	\$ 400.00	\$ 3,000.00	13%
531326	Advertising	\$ -	\$ -	\$ -	\$ 200.00	0%
multiple	Materials Development	\$ -	\$ -	\$ -	\$ 500.00	0%
multiple	Board Development/Investors Relations	\$ 2.36	\$ -	\$ 2.36	\$ 1,135.00	0%
multiple	Organization Capacity	\$ 65.29	\$ -	\$ 133.92	\$ 2,952.00	5%
multiple	Allocated Services	\$ 407.86	\$ -	\$ 815.72	\$ 4,573.50	18%
531349	Other Operating Expenses		\$ -		\$ 1,250.00	0%
	Travel/Meals/Lodging	\$ 569.43	\$ -	\$ 2,184.69	\$ 7,000.00	31%
593413	Railroad Consortium Donation	\$ 14,000.00	\$ -	\$ 14,000.00	\$ 14,000.00	100%
594950	Operating Reserve		\$ -		\$ -	
594955	Vested Benefits		\$ -		\$ -	
		\$ 26,607.16	\$ -	\$ 41,907.55	\$ 271,295.50	15%

Goal 2 - Workforce Focused		February Actual	February Estimate	Year to Date Combined Actual	Desired Combined JCEDC/GHDP 2017 Budget	Year to Date Percent of Budget
	Salaries/Fringes	\$ 3,937.15	\$ -	\$ 8,624.58	\$ 83,174.00	10%
521219	Professional Services	\$ 2,310.45	\$ -	\$ 2,310.45	\$ 18,200.00	13%
521229	Recruitment Expenses		\$ -	\$ -	\$ -	
531312	Office Equipment/Office Supplies	\$ 4.95	\$ -	\$ 13.26	\$ 350.00	4%
531303	Computer Hardware/Software		\$ -	\$ -	\$ 500.00	0%
531322	Subscriptions	\$ 25.52	\$ -	\$ 55.64	\$ 1,000.00	6%
531326	Advertising		\$ -	\$ -	\$ 200.00	0%
multiple	Materials Development		\$ -	\$ -	\$ 250.00	0%
multiple	Board Development/Investors Relations	\$ 0.30	\$ -	\$ 2.36	\$ 1,135.00	0%
multiple	Organization Capacity	\$ 65.29	\$ -	\$ 133.92	\$ 2,952.00	5%
multiple	Allocated Services	\$ 81.57	\$ -	\$ 163.14	\$ 914.70	18%
531349	Other Operating Expenses		\$ -	\$ -	\$ 375.00	0%
594950	Operating Reserve		\$ -	\$ -	\$ -	
594955	Vested Benefits		\$ -	\$ -	\$ -	
		\$ 6,425.23	\$ -	\$ 11,303.35	\$ 109,050.70	10%

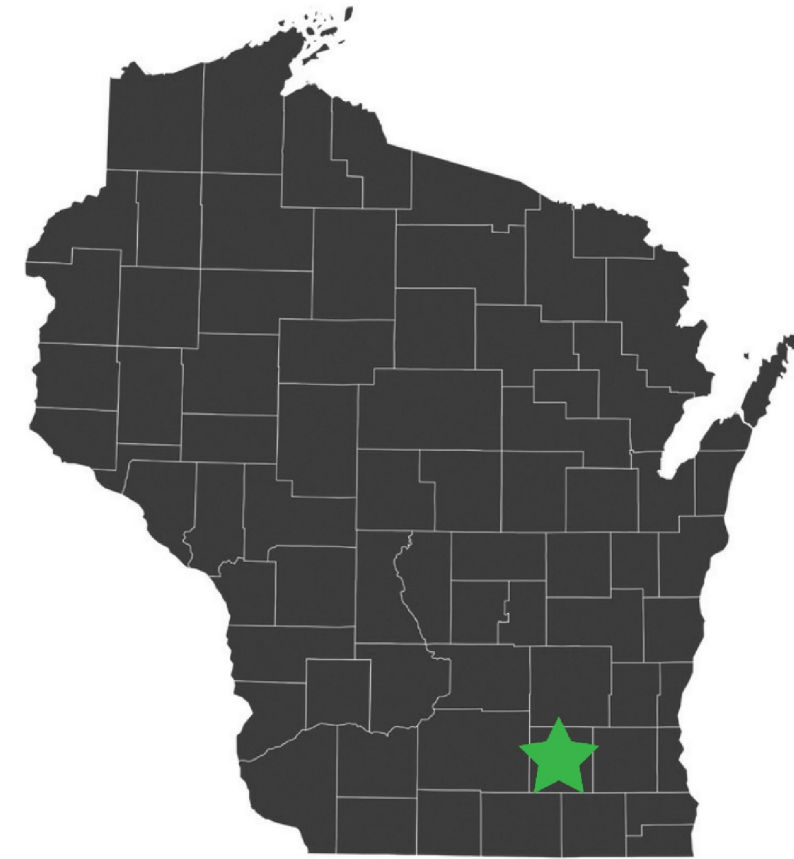
Goal 3 - Organizational Capacity		February Actual	February Estimate	Year to Date Combined Actual	Desired Combined JCEDC/GHDP 2017 Budget	Year to Date Percent of Budget
	Salaries/Fringes	\$ 1,968.56	\$ -	\$ 4,312.27	\$ 41,587.00	10%
521219	Professional Services	\$ 16,173.16	\$ -	\$ 16,173.16	\$ 127,400.00	13%
521229	Recruitment Expenses		\$ -	\$ -	\$ 1,000.00	0%
531312	Office Equipment/Office Supplies	\$ 4.95	\$ -	\$ 13.26	\$ 350.00	4%
531303	Computer Hardware/Software		\$ -	\$ -	\$ 500.00	0%
531322	Subscriptions	\$ 51.04	\$ -	\$ 111.28	\$ 2,000.00	6%
multiple	Materials Development		\$ -	\$ -	\$ 500.00	0%
multiple	Board Development/Investors Relations	\$ 2.09	\$ -	\$ 16.53	\$ 7,945.00	0%
multiple	Organization Capacity	\$ 130.57	\$ -	\$ 267.83	\$ 5,904.00	5%
multiple	Allocated Services	\$ 81.57	\$ -	\$ 163.14	\$ 914.70	18%
531349	Other Operating Expenses		\$ -	\$ -	\$ 500.00	0%
594950	Operating Reserve		\$ -	\$ -	\$ 100,000.00	\$ -
594955	Vested Benefits		\$ -			
		\$ 18,411.94	\$ -	\$ 21,057.47	\$ 288,600.70	7%

Goal 4 - Marketing & Communications		February Actual	February Estimate	Year to Date Combined Actual	Desired Combined JCEDC/GHDP 2017 Budget	Percent of Budget
	Salaries/Fringes	\$ 3,937.11	\$ -	\$ 8,624.54	\$ 83,174.00	10%
521219	Professional Services	\$ 3,465.68	\$ -	\$ 3,465.68	\$ 27,300.00	13%
521229	Recruitment Expenses		\$ -	\$ -	\$ -	
531312	Office Equipment/Office Supplies	\$ 14.84	\$ -	\$ 39.77	\$ 1,050.00	4%
531303	Computer Hardware/Software		\$ -	\$ -	\$ 1,500.00	0%
531322	Subscriptions	\$ 51.04	\$ -	\$ 111.28	\$ 2,000.00	6%
532325	Registrations/Professional Development	\$ 14.00		\$ 231.00	\$ 1,600.00	14%
531326	Advertising		\$ -	\$ -	\$ 600.00	0%
multiple	Materials Development		\$ -	\$ -	\$ 1,250.00	0%
multiple	Board Development/Investors Relations	\$ 0.30	\$ -	\$ 2.36	\$ 1,135.00	0%
multiple	Organization Capacity	\$ 65.29	\$ -	\$ 133.92	\$ 2,952.00	5%
multiple	Allocated Services	\$ 244.72	\$ -	\$ 489.43	\$ 2,744.10	18%
531349	Other Operating Expenses		\$ -	\$ -	\$ 375.00	0%
594950	Operating Reserve		\$ -	\$ -	\$ -	
594955	Vested Benefits		\$ -	\$ -		
		\$ 7,792.97	\$ -	\$ 13,097.97	\$ 125,680.10	10%

SUMMARY

April 28, 2017 - Actual

	Year to Date Combined Actual/ Estimate	Desired Combined JCEDC/GHDP 2017 Budget
Revenues		
Income	\$ 128,443.00	\$ 648,004.00
Carryover 2016	\$ 152,819.00	\$ 152,819.00
TOTAL	\$ 281,262.00	\$ 800,823.00
Expenses		
Goal 1	\$ 41,907.55	\$ 271,295.50
Goal 2	\$ 11,303.35	\$ 109,050.70
Goal 3	\$ 21,057.47	\$ 288,600.70
Goal 4	\$ 13,097.97	\$ 125,680.10
TOTAL	\$ 87,366.34	\$ 794,627.00



2016 ANNUAL REPORT

JEFFERSON COUNTY ECONOMIC DEVELOPMENT CONSORTIUM
GLACIAL HERITAGE DEVELOPMENT PARTNERSHIP



ABOUT THE JCEDC AND GHDP

About the JCEDC & GHDP

The Jefferson County Economic Development Consortium is the public sector supported entity that serves as the County's Department of Economic Development. Formed in 2003, it is funded by Jefferson County and through Intergovernmental Agreements with the communities of Cambridge, Fort Atkinson, Jefferson, Johnson Creek, Lake Mills, Watertown, White-water and Waterloo. The Consortium also operates the Jefferson County Home Buyer's Program, and the Jefferson County Revolving Loan Fund.

The Glacial Heritage Development Partnership was formed in mid-2016 and has applied for 501C3 status to operate as a public/private partnership focused on economic development. The GHDP is intended to actively engage in strategic initiatives designed to grow the economic base for Jefferson County, through actions that incite business investments. The GHDP developed a 5-year Strategic Plan (2017-2021) designed to drive economic growth for Jefferson County. The GHDP is the entity that is moving forward to secure private sector investment to support expanded economic development activities designed to achieve specific outcomes aligned with the GHDP 5-year Strategic Plan. The public sector investment to support these initiatives for 2017 was pledged in 2016.

Report Preparations Completed By:

JCEDC Executive Director Victoria Pratt, CECD	Program Specialist RoxAnne Witte
Marketing Manager Julie Olver	Program Assistant Ali Kvalheim

Copies of the GHDP Strategic Plan are available for download on our website, ghdpartnership.org.

864 Collins Road, Suite 111 | Jefferson, WI 53549 | 920-674-8711



LOOKING FORWARD



It's important to look back over the past year to celebrate the work that's occurred. Each year builds on the next, and we are looking forward to what 2017 will bring!

The formation of the Glacial Heritage Development Board in the Fall of 2016 allowed for many key steps that had been planned for the previous 18 months to begin to take shape. The adoption of a five-year strategic plan was a crucial step in that the public and private sector worked together to develop a road map for future economic development activities focused on growing our County's economic base. The plan of work is critical, and funding to do the work is vital. We believe that 2017 will bring this to fruition in the following ways:

- We will bring a Capital Campaign consulting team on site and launch the campaign;
- We will successfully raise the dollars necessary to fully implement the strategic plan;
- We will attain 501C3 status for the GHDP;
- The JCEDC Board and the GHDP Board will agree to work under one strategic plan to guide our growth;
- We will partner with Dodge County to expand delivery of professional economic development services to businesses that share the same labor pool;
- We will launch a targeted industry business retention visit program and meet with businesses across Jefferson and Dodge Counties;
- We will build a successful Manufacturer's Council to assist our largest industry sector businesses in both Jefferson and Dodge Counties;

These are just a few of the activities that we believe will take place in 2017. Our hope is that, in working together, the public and private sector leaders in Jefferson and Dodge Counties will forever change the way we deliver these important services. Economic Development is a team sport, and although our team is newly formed, we are committed to the work and to increasing the economic vitality of our community.

John David
John David,
Chairman, JCEDC

Matt Mauthe
Matt Mauthe
Chairman, GHDP

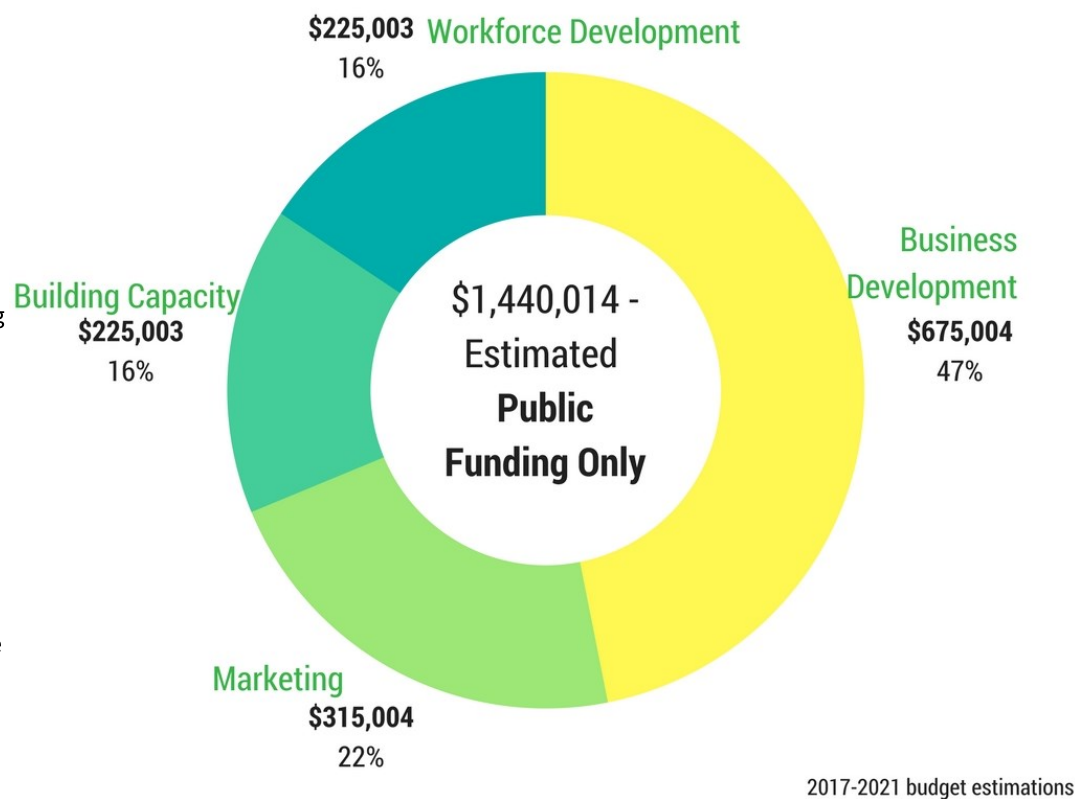
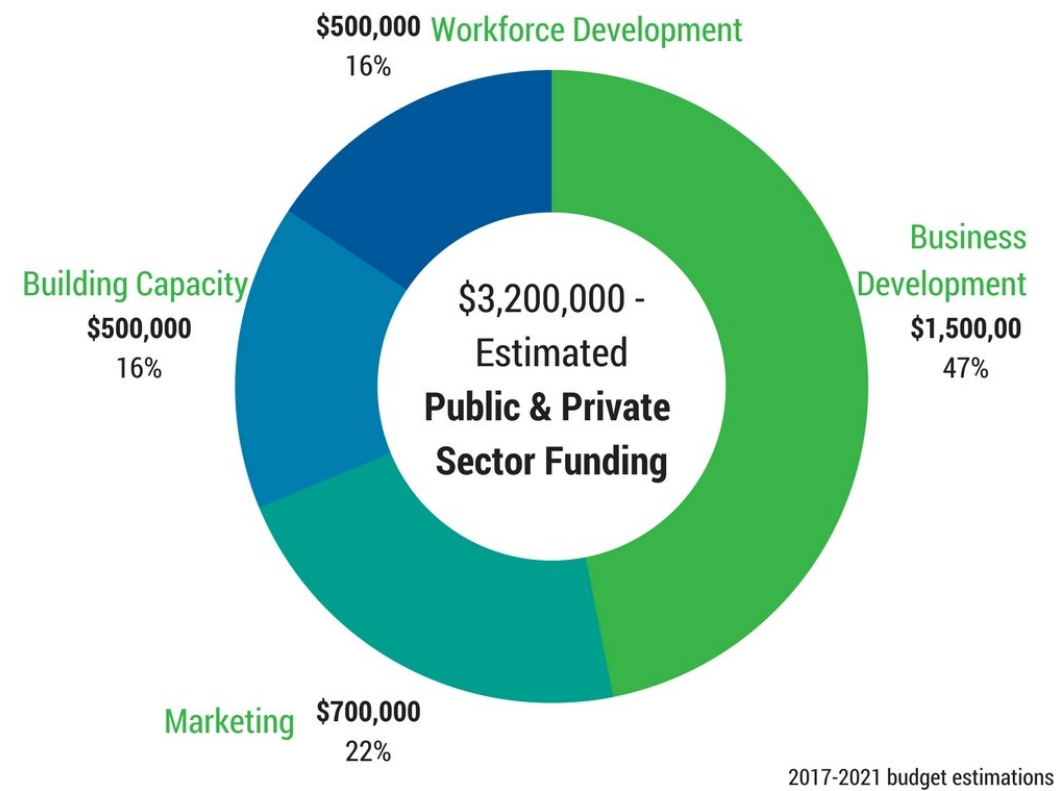
EXECUTING ON THE 2017-2021 STRATEGIC PLAN: THE VALUE OF A PUBLIC-PRIVATE PARTNERSHIP

The charts to the right tell two vastly different stories. The top chart shows a 5 year budget estimate at \$3,200,000, which includes funding from both the private and public sectors to support critical programs detailed in the four goal areas of the GHDP Strategic Plan. These are business development, workforce development, building capacity and marketing.

The chart on the bottom shows the same goals and the same breakdown of expenses by goals, with only public sector funding available at current levels.

While public sector funding is crucial to the work that we do, private sector support will allow us to implement and fund more economic development programs and activities and bring businesses to the table.

The private sector business decision maker is the ultimate customer of economic development services. Best practice in economic development gives the private sector a seat at the table.



BOARD OF DIRECTORS

A special thanks to the staff of Jefferson County, elected officials and local community and business leaders who serve on the boards of the JCEDC and GHDP.

JCEDC

Patrick Cannon, CDA Director
City of Whitewater

John David, Mayor
City of Watertown
JCEDC Board of Directors Chairman

Kyle Ellefson, Village Administrator
Village of Johnson Creek

Timothy Freitag, City Administrator
City of Jefferson

Mo Hansen, City Manager
City of Waterloo

Jim Mode, County Board Supervisor
Jefferson County

Amy Rinard, County Board Supervisor (2017)
Jefferson County

Veronica Rudychev, Village Administrator (2016)
Village of Cambridge

Timothy Smith, County Board Supervisor (2016)
Jefferson County

Augie Tietz, County Board Supervisor
Jefferson County

Matt Trebatoski, City Manager
City of Fort Atkinson
JCEDC Board of Directors Secretary/Treasurer

Steve Wilke, City Manager
City of Lake Mills
JCEDC Board of Directors Vice Chairman

GHDP

Cliff Sanderson, Vice President (2017)
Mayville Engineering Company, Inc. (MEC)

Tina Crave, President & CEO
Greater Watertown Community Health Foundation

John David, Mayor
City of Watertown

Richard Keddington, CEO
Watertown Regional Medical Center

Brian Knox, President
W.D. Hoard & Sons
GHDP Board of Directors Vice Chairman

Dirk Maroske, President & CEO
Aztalan Engineering

Matt Mauthe, CEO
Marquardt Village
GHDP Board of Directors Chairman

Nate Salas, President
Partnership Bank

David Schroeder, President & Owner
Baker-Rullman Manufacturing
GHDP Board of Directors Secretary/Treasurer

Jim Seidl, Executive Vice President (2016)
Greenwoods State Bank

Matt Trebatoski, City Manager
City of Fort Atkinson

Mike Wallace, President & CEO
Fort Healthcare

Steve Wilke, City Manager
City of Lake Mills

LETTER FROM THE EXECUTIVE DIRECTOR



I am excited to present my first annual report on the economic development activities undertaken on behalf of Jefferson County, WI. To say it was an eventful year is an understatement. The timeline (pages 8-9) says it all, but if you've met me, you already know I'll say more.

I spent a mere four months working for the JCEDC in 2016, and approached the opportunity to lead this organization using the same process a site selector uses when evaluating a community's fit for a new corporate investment decision. Site selectors look at what the community offers for their corporate client and often also evaluate the community's capacity to provide a quality of life for relocating executives that is similar or better than their former location. My evaluation of Jefferson County from a personal and professional standpoint mid-way through 2016 was:

- Elected leadership demonstrated a desire to engage in a higher level of economic development going forward than what had previously been done;
- The prevalence of sites/buildings and TIDs, along with very reasonable costs of doing business and highway access, make it very well positioned to attract new private sector business investment;
- Outgrowth from Dane and Waukesha Counties will escalate over the next 10 years, making Jefferson County a likely target for residential and business growth;
- Previously done studies support that the County is ready to create a best practice public-private partnership;
- County staff leadership was very supportive of taking economic development in new directions;
- I didn't have to move to take the job!!

It's always a good idea to look back to see what's been accomplished and to review what was learned from the previous year's activities. The activity level at JCEDC was relatively high in 2016 and largely focused on building the infrastructure necessary to create and then function as a public-private partnership. While significant staff changes impeded the predicted timeline for engaging in infrastructure-building and launching programs, there was a flurry of activity between September 1 and December 31 designed to get the process back on track.

I encourage you to look at what was accomplished, to read our weekly eNewsletters and our bi-weekly columns to stay current on our activities, and to reach out to me at any time with questions. My intent is to work to incite private sector business investments that keep and grow job opportunities in Jefferson (and now Dodge!) County. We will be measuring our work and measuring the impact on the community over time in ways previously not considered. The goal is to build an economic base that supports rising household income levels for our residents, to deliver meaningful services to help our businesses to remain competitive and viable so they can stay in our communities and to build a community that is known as a great place to live, work and play.

Thanks for giving me the opportunity to be part of this work. I look forward to doing great work with all of you.

Sincerely,



Victoria Pratt, CEcD
Executive Director, JCEDC
President, Glacial Heritage Development Partnership

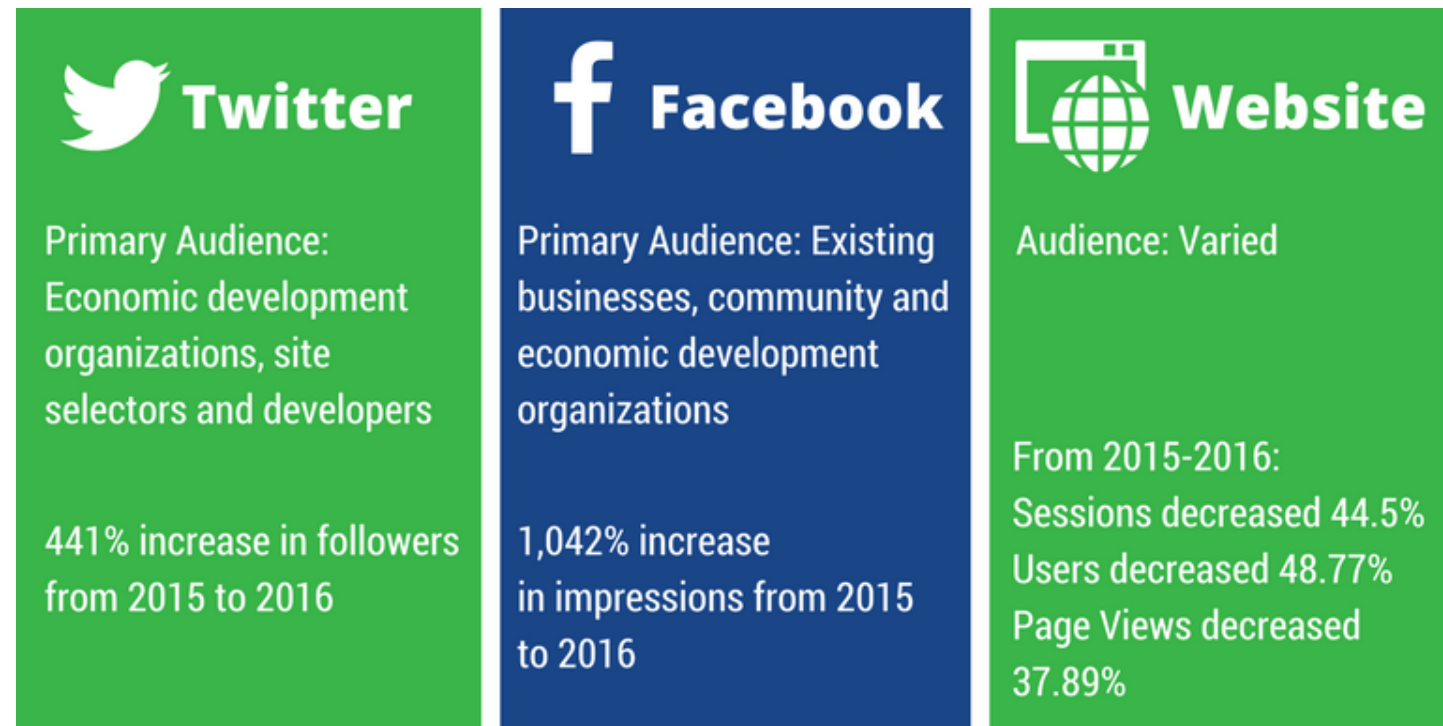
BROWNFIELD SITE ASSESSMENT GRANT

SCS Engineers (SCS) performed the following tasks under the Jefferson County USEPA Brownfield Site Assessment Grant in 2016:

- **Prepared a Phase 1 Environmental Site Assessment (ESA) of the James Gauthier property in Waterloo.** This 18-acre property is essentially abandoned and the owner is deceased. The building on the property was formerly a slaughterhouse and most recently was used for packaging and distributing furniture stripping and restoration chemicals.
- **Prepared a Phase 1 ESA of the Dan Biwer property in Johnson Creek.** This property is the former location of a laundromat and dry-cleaner. The owner is deceased and the property is tax-delinquent.
- **Prepared a Phase 1 ESA of the Hertel property in Watertown.** On the banks of the Rock River, this property is currently used for storage of scrap metal.
- **Revised the Quality Assurance Project Plan (QAPP) to address comments from USEPA review.** Following approval of the QAPP, SCS prepared sampling and analysis plans (SAPs) for Phase 2 ESAs for each of the three sites listed above.
- **Completed the field work for a Phase 2 ESA of the Gauthier property in Waterloo.** The investigation included collection and laboratory analysis of soil and groundwater samples from 18 core holes and 4 test pits, as well as characterization of 32 containers (mostly 55-gallon drums) containing residual materials. Only limited soil and groundwater contamination were identified. Necessary remediation will include removal and disposal of containers and a stockpile of contaminated soil. (SCS submitted the complete Phase 2 ESA Report in February 2017.)
- **Completed the field work for a Phase 2 ESA of the Biwer property in Johnson Creek.** The investigation included collection and laboratory analysis of soil and groundwater samples from eight core holes. The investigation confirmed that dry-cleaning solvent (tetrachloroethylene) is present in soil adjacent to a former building and identified that petroleum contamination is present beneath the remaining building on the property. (SCS submitted the complete Phase 2 ESA Report in February 2017.) Further investigation may be required by the Wisconsin Department of Natural Resources to fully delineate the extent of contamination.

WEBSITE AND SOCIAL MEDIA

The JCEDC/GHDP maintains a digital presence in a variety of ways, including a website, blog and presence on the social media channels - Twitter, Facebook and LinkedIn. Moving forward, we will continue to increase our digital footprint and develop more targeted outreach to our various audiences. 2016 was a year of transition for the JCEDC and we expect the numbers in this report to increase as our staffing and funding levels allow. One of our primary marketing goals for 2017 is the development of a robust economic development website that is in line with industry best practices and contains content relevant to site selectors, existing businesses and other target audiences.



REVOLVING LOAN FUND

The JCEDC administers the County's Revolving Loan Fund (RLF) program. An RLF is a gap financing tool typically used for projects related to the development and expansion of small businesses. It is a self-replenishing pool of money, where interest and payments on old loans are used to finance new ones.

2016 was an active year for the County's loan fund in terms of close-outs. The following loans were paid in full and closed out in 2016:

NAPA Auto Parts (original loan \$20,000)	McClure Wood Creations (original loan \$20,000)
Tag Lane Dairy Farm (original loan \$200,000)	Foremost Building (original loan \$20,000)
Hat Creek Candle Company (original loan \$20,000)	Greg Stehling and Sons Taxidermy (original loan \$20,000)

The Loan Review Committee received one application in 2016. The committee declined the application and gave the applicant some alternate options.

At the close of 2016, there were five loans in the portfolio:

Kendall Packaging	Jim's Cheese
Rushing Waters Fisheries	JC Vet
Burger Corner	

2016 PROJECTS AND ACTIVITIES

The JCEDC engages with existing businesses to support their retention and growth, and with new-to-county capital investment opportunities, for businesses primarily in primary industry sectors.

A total of 18 opportunities were in the Opportunity Pipeline as of March 1, 2017. A breakdown of those opportunities is in the chart to the right.

BROWNFIELDS ASSESSMENT GRANT

JCEDC was awarded \$200,000 by the US EPA to inventory, characterize, assess and conduct cleanup planning and community involvement-related activities for brownfield sites in Jefferson County. The agreement is a community-wide Brownfields Assessment Cooperative Agreement for hazardous substance sites. The project period is 10/1/14 – 9/30/17. JCEDC contracted with SCS Engineers (Madison) to provide the necessary assessment consulting services to execute against the EPA guidelines.

A summary of the work done by SCS Engineers in 2016 can be found on page 13 of this report.

OPPORTUNITY PIPELINE ACTIVITY

9/1/16 - 3/1/17
(minimal tracking of activity prior to 9/1/16)



2016 PERMIT DATA

Compiling this data from all municipalities in Jefferson County has not been done prior to this report. Going forward, this data and other indicators will be used to measure the overall economic health of Jefferson County and will inform the future economic development work of the JCEDC and others engaged in economic development within the County. There is no 'one measure' of success. However, cumulatively, over time, continued review of key indicators such as the number and values of permits issued, changes in household income levels by municipality (from Census data), the numbers of subsidized school lunches (from the School districts) and changing ad valorem property values (from the municipalities), will provide a much clearer picture of Jefferson County's economic health.

Data for this report was gathered from:

- Jefferson County Planning & Zoning provided all Town Permit data for 2016
- Individual Cities and Villages: Each municipal clerk and/or administrator provided permit data for 2016

COMMERCIAL/INDUSTRIAL PERMITS ACTIVITY:

The City of Lake Mills registered the highest number of permits issued for Commercial and/or Industrial investments with 48 for the year. However, the average value of these permits was quite low, at \$27,862.92, ranking them 16th among all municipalities for permit value in this category. Conversely, the Village of Johnson Creek ranked 22nd for the total number of permits issued in this category (only 1); however, the average value of that permit was \$3,283,315, giving them a second-place ranking on values.

The Village of Palmyra ranked highest for average value of permits issued in this category, with the average value of those permits being \$4,900,000. Only 5 permits were issued in this category for 2016, however.

Top 5 By Number Issued:

- 1 City of Lake Mills
- 2 City of Watertown
- 3 City of Jefferson
- 4 City of Fort Atkinson
- 5 Town of Ixonia

Top 5 by Average Values:

- 1 Village of Palmyra
- 2 Village of Johnson Creek
- 3 City of Fort Atkinson
- 4 Town of Cold Spring
- 5 City of Waterloo

RESIDENTIAL PERMITS

Residential permitting data tells a different story as it relates to the County's economic health. Residents investing in their existing homes and/or building new residences are generally indicative of strong household income levels. The table below indicates the top five municipalities by number of permits issued and by average values.

Top 5 by Number Issued:

- 1 City of Lake Mills
- 2 City of Watertown
- 3 City of Whitewater
- 4 City of Fort Atkinson
- 5 City of Waterloo

Top 5 by Average Values:

- 1 Town of Oakland
- 2 Town of Ixonia
- 3 Village of Johnson Creek
- 4 Town of Concord
- 5 Town of Waterloo

The JCEDC and GHDP continue to market the many benefits and advantages of Jefferson County to a variety of audiences, including site selectors and developers, elected officials, existing businesses, the media, the community at large and to those companies considering whether to build, expand or relocate to Jefferson County.

We continue to build and customize our database, using a customer relations management program (CRM) to maintain the data. To date, more than 1,300 businesses and more than 2,800 individual's contact information has been collected and logged. We use the database to communicate with our various audiences, sending press releases, weekly updates and other communications, both electronic and paper.

Staff routinely provide press information for the local news media. This has included information on programs as well as various workshops and activities that JCEDC has hosted, participated in and/or sponsored.

2016 AREA MANUFACTURING COUNCIL LAUNCH

2016 marked the launch of the Manufacturing Council, a peer network designed specifically for area C-level manufacturing executives, plant managers or owners. In this council, manufacturing executives can access resources, network and discuss with other executives the challenges they face in an ever-changing business landscape.

Our first event, held October 13, 2016, featured a panel discussion. Panelists shared information about resources and programs designed to assist Wisconsin manufacturers, and included Paul Jadin from MadREP, Pat Schramm of the Workforce Development Board of South Central Wisconsin, Mary Gage of the Wisconsin Economic Development Corporation and Andy Broderick of the Wisconsin Manufacturing Extension Partnership.

MARKETING AND COMMUNICATIONS

A snapshot of JCEDC/GHDP marketing and communications efforts and results in 2016

EARNED MEDIA

17



GHDP Speaks - Column about local economic development appears in the Watertown Daily Times, on the GHDP blog, Twitter and Facebook

41



Articles about the JCEDC and GHDP appearing in local media

SPECIAL EVENTS

3



Events hosted by the JCEDC/GHDP

- | | | |
|--|--|--|
| May 11
Area Job Fair
150 job seekers and
50 employers | October 4
Watertown Meet & Greet
Introduced Vicki Pratt to
WEDO Board and Investors | October 13
Manufacturing
Council
Panel discussion |
|--|--|--|

SPEAKING ENGAGEMENTS

2



Events where JCEDC staff were invited to be featured speakers

- | | |
|--|--|
| July 20
Marketing Workshop at the
Watertown Public Library | November 7
Rotary Presentation at
Watertown Rotary |
|--|--|

COMMUNICATIONS & UPDATES

81




Press releases, electronic newsletters and updates to JCEDC/GHDP targeted audiences

HOME BUYER PROGRAM

A snapshot of JCEDC home buyer program efforts and results in 2016

HOME PURCHASES

43  Homes purchased - 32 with grants, 11 without

Average purchase price (all): \$107,445.00
 Average purchase price (with grants): \$99,296.45
 Average purchase price (without grants): \$119,995.80

FAMILIES ASSISTED

95  Families counseled, representing

215 family members



TOTAL GRANT AMOUNTS

\$245,000 Total amount of grant funds given to homebuyers purchasing in Jefferson County
 29 home buyers

\$11,000 Total amount of grant funds given to homebuyers purchasing in Waukesha County
 1 home buyer

\$5,000 Total amount of grant funds given to homebuyers purchasing in Dodge County
 1 home buyer

\$6,000 Total amount of grant funds given to homebuyers purchasing in Rock County
 1 home buyer

EDUCATION & COUNSELING

40  Home buyer seminar hours

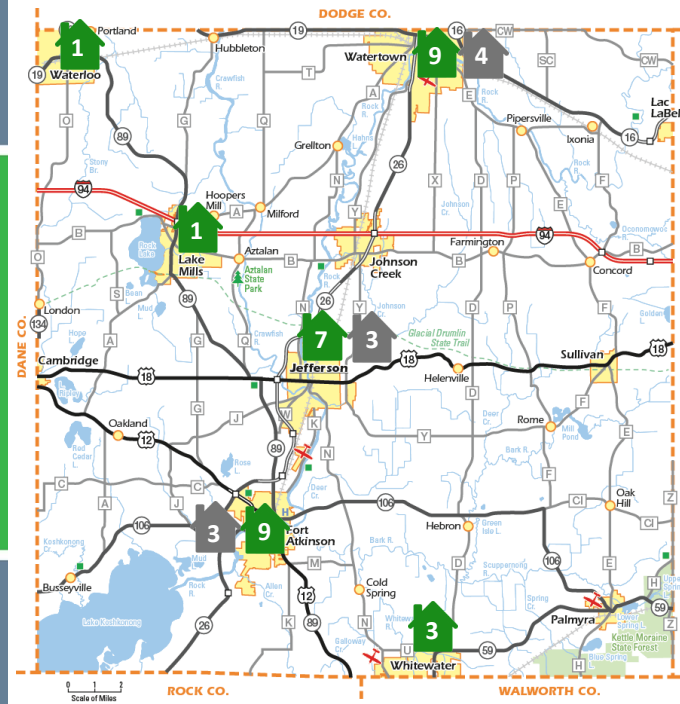
495  Home buyer counseling hours

The JCEDC continues to partner with the Home Consortium and the Wisconsin Partnership of Housing to provide homebuyer education for down-payment assistance.

In 2016, JCEDC counseled 95 families, comprised of 215 family members for home ownership. Not all families are ready to purchase a home once they have completed their education; some will continue their counseling to work on their credit worthiness with hopes to purchase a home in the near future. Of those 95 families counseled, 43 were able to purchase their first home, which had an average purchase price of \$107,445. While all families counseled are not able to use the grants, those that did were able to use \$245,000 of state and federal grant funds in Jefferson County.

Since JCEDC took over the counseling program in 2011, 400 families have been counseled, comprised of more than 1,000 family members.

2016 HOME BUYER PROGRAM PURCHASES IN JEFFERSON COUNTY (GREEN ICON - PURCHASES WITH GRANTS, GREY ICON - PURCHASES WITHOUT GRANTS)



2016 HOME BUYER PROGRAM PURCHASES OUTSIDE JEFFERSON COUNTY (GREEN ICON - PURCHASES WITH GRANTS, GREY ICON - PURCHASES WITHOUT GRANTS)



PERMIT DATA Analysis of Findings:

The data is imperfect in that there is no standard reporting criteria used by all municipalities. Many factors affect this data, including locational advantages. Generally speaking, access to interstates, freight-weighted highways, municipal water and sewer, electric and gas favorably impact development outcomes.

That said, the findings indicate a few trends:

Excluding Johnson Creek, the value of homes being built and/or residential investments made in communities on the Eastern and Western borders of the County are considerably higher than the average values of permits issued in the interior communities. Johnson Creek is an anomaly in the County. Two municipalities benefit from immediate East/West I-94 Interstate access at exists 267 and 268 — the City of Lake Mills and the Village of Johnson Creek. Of these, only Johnson Creek offers immediate access to the Interstate and a North/South highway. The intersect of I-94 and the WI 26 bypass at Johnson Creek is one reason for the Village's high ranking among these data points.

The Southwestern border Town of Oakland ranked 8th in the number of permits issued, but had the highest average value of permits issued of all municipalities in the County. The Township abuts two lakes: Ripley and Red Cedar as well as the Dane County line. Dane County workers and residents desiring lake living with easy access to Madison may be driving these residential investments. Upgrades to WI 12 and WI 18 provide easy access to I-90/I-39 and to the Beltline to downtown Madison and to I-94, making this an attractive destination for those looking to escape the tax structure of Dane County. Zoning restrictions around the lakes may be impacting the growth of Commercial/Industrial permits and the residential lake area growth may be the driver behind the Village of Cambridge's ranking for this permit class. The Village of Cambridge issued 11 Commercial/Industrial permits with an average value of \$19,030, while the Town of Oakland issued 19 permits in this class, with an average value of \$23,157.55. In the Residential Permit class, the Town issued 39 permits with an average value of \$332,986.36, while the Village issued 35 permits with an average value of \$74,811.74.

The Northeastern border Town of Ixonia is similarly benefiting from proximity, river-way and lake access. The town ranked 10th overall in number of residential permits issued but second in the average value of permits. Some of Ixonia is within the Oconomowoc School District, making it an attractive habitat for families wanting to escape the tax structure in Oconomowoc or rural Waukesha County but retain access to OSD. Lac LaBelle and proximity to the western Waukesha County Lake District, and upgrades to WI 16 highway along with easy access to I-94 to the south, make this an attractive

destination and the data bears this out. It is worth noting that Ixonia ranked 5th in number of Commercial/Industrial permits issued with a modest average value of \$45,233.20 and second in average value of Residential permits at \$215,109.64. Many small businesses are cropping up to serve a growing residential population.

The Cities of Lake Mills and Waterloo and the Village of Cambridge abut the Dane County line. As referenced above, only Lake Mills is on Interstate 94. Lake Mills had the highest number of permits issued overall in both the Commercial/Industrial and Residential classes. Although posting high activity levels, average values of the permits issued in both classes are quite low in comparison to other municipalities. It is worth noting that the Village of Cambridge provided numbers reflecting only the Jefferson County side of the Village. The City of Waterloo, which is not on an Interstate or an upgraded State Highway, issued Commercial/Industrial permits with an average value of \$266,334.42, compared to Lake Mills in this class at \$27,862.92. Conversely, Lake Mills' average value of Residential permits was \$24,977.61, compared to the City of Waterloo for this class at \$14,188.41. This difference may reflect Madison-employed commuters choosing to live close to the Interstate yet outside of Dane County.

Johnson Creek continues to benefit from infrastructure investments. The Village ranks in the top 5 in average value of permits issued for Commercial/Industrial and for Residential. The actual number of residential permits issued equals 22, with an average value of \$215,109.64. This is a very strong showing for the Village, especially when compared to the average value residential permit values of other communities centrally-located in the County:

City of Fort Atkinson	\$39,751.95
City of Jefferson	\$29,152.70
City of Watertown	\$90,558.19
City of Whitewater	\$40,559.95

Based upon the relatively high average residential permit values and how this compares to other central-County municipalities, it is reasonable to conclude that commuters employed both East and West of Johnson Creek may be increasingly deciding to locate in a community that makes commuting easy and provides a lower cost of living than Dane or Waukesha Counties.

JCEDC/GHDP 2016 YEAR IN REVIEW

Feasibility Study begins. 70+ area organizations & businesses interviewed to gauge area interest in public private partnership & determine a fundraising goal for a capital campaign. Consultants recommend a fundraising goal of \$3.2 million over 5 years.

MARCH

JCEDC Executive Director Genevieve Coady announces she is leaving to take a job out of state. WEDO Executive Director Kim Erdmann, anticipated to join the JCEDC, resigns to accept a position in the private sector. Jefferson County begins a nationwide search for a new Executive Director.

JUNE

Dodge County begins conversations with Jefferson County Administrator Ben Wehmeier to develop proposal for JCEDC/GHDP to deliver economic development services there.

AUGUST

Jefferson County Administrator Ben Wehmeier appoints 13 individuals from public and private sectors as founding board members of the GHDP.

Application submitted to the IRS to request 501c3 designation for the GHDP. A determination from the IRS is expected in first quarter of 2017.

First Manufacturing Council event held.

OCTOBER

Convergent selected to run capital campaign.

DECEMBER

MAY

The Boards of Directors of WEDO & the JCEDC vote to approve a merger of the two organizations. With the merger, the WEDO Marketing Manager is hired by Jefferson County.

JULY

Articles of Incorporation forming the Glacial Heritage Development Partnership filed.

SEPTEMBER

Victoria Pratt, CEcD, a 25 yr veteran of economic development and recently employed by the Wisconsin Economic Development Corporation (WEDC) joins the organization September 1 as Executive Director. Selected from an applicant pool of 35 from around the country, Pratt is appointed by County Administrator Benjamin Wehmeier and confirmed by the Jefferson County Board of Supervisors.

NOVEMBER

Following a board retreat in October, the GHDP Board of Directors votes to approve & adopt a 5 year Strategic Plan. The plan outlines four areas of focus: business development, workforce, building capacity & marketing.