Community Strengths, Weaknesses, Opportunities and Challenges (S.W.O.C.) Analysis
As Part of Jefferson County Comprehensive Plan Update (With Economic Development Emphasis)

PROCEEDINGS REPORT:
DETAILED FINDINGS BY INDIVIDUAL COMMUNITY

Participating Communities:
- City of Lake Mills
- Village of Johnson Creek
- City of Watertown
- City of Waterloo
- City of Jefferson
- City of Fort Atkinson
- City of Whitewater

Organized by the Following Topics/Categories:
- Location
- Bioenergy/Environment
- Organization/Planning/Governing
- Small-Town Livability/Community Livability
- Recreation/Parks/Tourism
- Economic Development Programming
- Housing
- Transportation
- Health
- Natural Resources
- External Forces/Global Conditions
- Education/Schools/UW System

Facilitated and Compiled By:
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Draft - April 18, 2008
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AGENDA

5:30 p.m.   Open and Meeting
5 minutes   Introductions
5 minutes   Background on the Project
15 minutes  Presentation on Assets/Opportunities
90 minutes  Strengths, Weaknesses, Opportunities and Challenges (S.W.O.C.) Exercise
7:30 p.m.   Adjourn

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February 15, 2008
STRENGTHS
(Including Local and County Economic Development Organizational Efforts)

I. **Location**
   A. Strong location with the Interstate.

II. **Bioenergy/Environment**
   A. The fuel cluster in the County (biofuel) plays to our strengths.

III. **Organization/Planning/Governing**
   A. Local community plans all have economic development elements.

   B. Lake Mills has an active Chamber and Main Street organizations. (Other: Arts Alliance – lots of arts)

   C. Community involvement has increased (focus on tourism/use of lake).

   D. There are strong service organizations (Rotary, Optimists, Friends of the Library, etc.).

   E. Lake Mills actually has a “Master Plan” (zoning, following plans).

IV. **Small-Town Livability/Community Livability**
   A. We have good schools.

   B. Attractive downtown area.

   C. The City has committed to Downtown, with the Library, City Hall, maintained middle school, etc.

   D. There is a strong work ethic/Midwest tenacity.

V. **Recreations/Parks/Tourism**
   A. There are a large number of recreational opportunities (Rock Lake, Glacial Druml Trail, Rock Lake Activity Center - Fort HealthCare).

VI. **Economic Development Programming**
   A. Land Availability in the business park and the north side (and redevelopment TIDs).

   B. The City has a loan program to encourage new business start-up (Fresh Frozen Pet Food).

VII. **Housing**
    A. Lake Mills has affordable housing and a low crime rate.
WEAKNESSES
( Including Local and County Economic Development Organizational Efforts)

I. Small-Town Livability/Community Livability
   A. The community hasn’t solved the conundrum of being a “bedroom community” vs. maintaining a Mayberry/Norman Rockwell feel.

   B. There is only a “marginal” retail environment.

II. Recreation/Parks/Tourism
   A. The Glacial Heritage Area could compete with farmland preservation efforts.

III. Economic Development Programming
   A. The City is not familiar with what the County is doing in economic development.

IV. Organization/Planning/Governing
   A. Public meetings have the same people: need more diversity in public input.

   B. There has been some resistance to “change”.

   C. There are some “backward ideas” on the role of government; wrong perception.

   D. There is not as much interaction between the Chamber, Main Street, Economic Development Committee, City Council, School Board. They need to communicate more on matters related to economic development.

   E. The need for funds is an ongoing weakness.

V. Education/Schools
   A. The referendum failure was driven by high senior population, existence of Lakeside Lutheran and a significant number of commuters.

   B. The failure to get the community to pass the funding referendum for the school is a weakness. (Schools are the foundation of local economic development.)
CHALLENGES

I. Location
   A. Challenge to avoid “creep” of Milwaukee/Madison.

II. Natural Resources
   A. Challenge of trying to be sustainable (clean water, adequate water supply).
   B. Challenge of maintaining quality of the Rock River and Rock Lake. (These are attributes now).

III. Recreation/Parks/Tourism
   A. The Glacial Heritage Area could encourage residential pressure and increased land values.

IV. Economic Development Programming
   A. The City doesn't allow meat manufacturing in the City (turned down a company).

V. Transportation
   A. The cost of fuel increases is harder on Lake Mills as a commuter city.

VI. Housing
   A. Challenge of lack of affordable housing in all of our communities (not well-planned for the future because they are unpopular with citizens).

VII. Health
   A. Challenge of increasing demographic demands requiring enhanced health care. (Lake Mills has four senior facilities.)
   B. Increasing health care needs for seniors.
   C. It is a challenge that more jobs in Jefferson County do not have health care benefits.

VIII. Organization/Planning/Governing
   A. Challenge of increased expectation of citizenry for service/infrastructure quality while we have a “flat” tax levy.

IX. External Forces/Global Condition
   A. The current economy being “suspect”/bad/in recession is a challenge.
   B. Challenge of competition from a “global economy” for manufacturers.
I. **Bioenergy/Environment**  
A. Hope to use our strengths in biofuel, i.e. a regional power source.

B. Hope to take advantage of “building green” opportunities.

C. Consider geothermal issues/LEED issues which may require new ways of doing business by government/others.

II. **Small-Town Livability/Community Livability**  
A. Opportunity to balance economic development with preserving small community assets.

B. Hope to still have an intact Main Street and commons area.

C. Hope to preserve historic feel of Downtown and hope to use this area well.

D. Hope to maintain historic buildings.

E. Hope to frame as a good place to live, good place to raise kids, with appropriately restrictive ordinances to assure quality (with enforcement).

F. Hope for a good Senior Center for the emerging “baby boom” generation (places to go, things to do, be around people, need to socialize).

G. Hope for linkage of schools with emerging senior population (volunteers, participate in school activities).

H. Hope to build on the “best” parts of small-city living.

III. **Economic Development Programming**  
A. Hope to educate citizens to get them more involved in their stake for economic development; frame key issues from an economic development perspective.

B. Hope to get people to better understand importance of economic development.

C. Hope for dialogue on economic development (also hope to engage “naysayers”).

D. Hope for a better job in “communicating” economic development.

E. Hope for joint education among Main Street communities (for business owners, etc.).

F. Hope to make sure we have our own economic vision (and not the vision thrust upon us by Capital or Milwaukee 7).

G. Hope for good mix of economic development and to keep our ideal mix of manufacturing and other diverse industries.
IV. **Transportation**
   A. Enhance senior transportation.

   B. Hope to see how “Capital Region” solves transportation issues (i.e. role of transit, access to urban areas, availability of Badger Bus/Commuter Bus, trolley).

   C. Opportunity to take advantage of transportation enhancements in Madison/Milwaukee.

V. **Health**
   A. Hope to connect/bring communities together for health care alliance (coop insurance for health).

VI. **Organization/Planning/Governing**
   A. Hope “groups” in Lake Mills and the County get together more and stay in the loop.

   B. Consider flexibility in zoning to enable changes in markets/production/manufacturing by entrepreneurs.

   C. Hope to work with the other regional entities (Milwaukee 7/THRIVE).

   D. Hope to make our own decisions in Jefferson County.

   E. We should propose our vision so we have our own destiny.
2008 SWOC Straw Poll Results for Lake Mills

By Theme

Participants in the community workshop were asked to identify the most important economic development/planning themes that were suggested at their workshop. The number of votes for each theme is shown in parentheses.

1. Economic Development Programming (5)
2. Small-Town Livability/Community Livability (4)
3. Organizational/Planning/Governing (4)
4. Health (2)
4. Bioenergy/Environment (1)
4. Transportation (1)
2008 SWOC Straw Poll Results for Lake Mills

By Vision Statement
Participants in the workshops were asked to identify specific “vision ideas” that were most important to them. These “favorite descriptive” vision ideas are listed below. The number of votes for each vision idea is shown in parentheses.

Economic Development Programming
A. Hope for good mix of economic development and to keep our ideal mix of manufacturing and other diverse industries. (2)

B. Hope to get people to better understand importance of economic development. (1)

Small-Town Livability/Community Livability
A. Opportunity to balance economic development with preserving small community assets. (4)

B. Hope to still have an intact Main Street and commons area. (2)

C. Hope to build on the “best” parts of small-city living. (2)

D. Hope to preserve historic feel of Downtown and hope to use this area well. (1)

E. Hope to maintain historic buildings. (1)

F. Hope to frame as a good place to live, good place to raise kids, with appropriately restrictive ordinances to assure quality (with enforcement). (1)

G. Hope for a good Senior Center for the emerging “baby boom” generation (places to go, things to do, be around people, need to socialize). (1)

Organizational/Planning/Governing
A. Hope “groups” in Lake Mills and the County get together more and stay in the loop. (2)

B. We should propose our vision so we have our own destiny. (2)

C. Consider flexibility in zoning to enable changes in markets/production/manufacturing by entrepreneurs. (1)

D. Hope to work with the other regional entities (Milwaukee 7/THRIVE). (1)
Bioenergy/Environment
A. Consider geothermal issues/LEED issues which may require new ways of doing business by government/others. (1)

Transportation
A. Opportunity to take advantage of transportation enhancements in Madison/ Milwaukee. (1)
AGENDA

5:30 p.m.  Introductions and Agenda
5:35 p.m.  Background on the Project
5:40 p.m.  Presentation on Assets/Opportunities
6:00 p.m.  Strengths, Weaknesses, Opportunities and Challenges (S.W.O.C.)
            Exercise Facilitated Workshop
7:30 p.m.  Adjourn

PARTICIPANTS
James Braunschweig
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February 15, 2008
STRENGTHS
(Including Local and County Economic Development Organizational Efforts)

I. Location
   A. Very close to cultural attractions (Milwaukee/Madison – museums, UW-Whitewater Theater, Fireside, Watertown Players, Community Theaters).

II. Bioenergy/Environment
   A. Electricity potential from Deer Track Landfill.

III. Organizational/Planning/Governing
   A. A very strong retail tax base (one of the strongest in the County).

IV. Small-Town Livability/Community Livability
   A. Perception of a lower crime rate.
      B. People willing to volunteer their time and make the area better.
      C. Strong work ethic.
      D. Strong neighborhoods in Johnson Creek.

V. Recreation/Parks/Tourism
   A. Improving parks system.

VI. Economic Development Programming
   A. Have land available for commercial, industrial and residential (with improvements in).
      B. Strong municipal utilities (blessed with water – attractive to adjacent neighboring counties).
      C. Strong/quality streets and buried infrastructure (new water and sewer mains and links).
      D. Outlet Mall – Strongest retail cluster in the County.
      E. Several manufacturing and other employers; diversified i.e. HiLife.
      F. Have two TIF Districts.

VII. Transportation
   A. Strong connection to the highway system (cross-roads).
      B. High traffic counts.

VIII. Education/Schools
   A. Small and strong school system.
WEAKNESSES
(Including Local and County Economic Development Organizational Efforts)

I. Location
   A. Significant out-migration of workforce.

II. Bioenergy/Environment
   A. The Deer Track Landfill – from the perception, some associate with potential environmental degradation.

III. Organizational/Planning/Governing
   A. Need more communication on economic development opportunity: Johnson Creek/Jefferson County Economic Development Corporation.

IV. Small-Town Livability/Community Livability
   A. Lack of a grocery store (because of small population).
   B. Don't have a discernable downtown and may never have one.

V. Recreation/Parks/Tourism
   A. Don't have a trail system.
   B. No “true history” or tourism features; no special events (except Creek Fest) to draw people.

VI. Economic Development Programming
   A. High price of available and high-profile land.
   B. No “Fortune 500”/No major companies, except Menards
   C. No slides – No “Dots” in Johnson Creek (from “Corporate Presence Slide” in presentation).
   D. Workers at the mall are part-time and low pay.
   E. Don't have a place for incubator businesses.
   F. Not enough service industry jobs (recession proof: insurance, medical, finance, professional, FIRE.

VII. Transportation
    A. Interchange is totally car dependent, no other transit opportunities.

VIII. Natural Resources
    A. Not adjacent to “water feature”/the River (don't have recreation access directly).

IX. Education/Schools
    A. Have aging school facilities and buildings (aging educational system).
CHALLENGES

I. Organization/Planning/Governing
   A. Challenge of strict covenants (i.e. near Menards).
   
   B. Challenge of high costs for permits and fees.
   
   C. Challenge of TIF and timing of revenue (challenge to get TIFs paid off).
   
   D. Challenge of determining size of TIF.

II. Small-Town Livability/Community Livability
   A. Johnson Creek has a competitive disadvantage to other communities because of smaller size (compared to Watertown for example) and higher price of land – ($450,000 per acre – along 26/94; MSI $45,000 - $64,000/acre; $17,000 in industrial park in Lake Mills).

III. Economic Development Programming
   A. Need to get sewer rates in line with other communities.
   
   B. Challenge of increasing utility rates (sewer in particular).
   
   C. Challenge of creating well-paying jobs (more than $8/hour) to support strong subdivisions

IV. External Forces/Global Conditions
   A. Challenge of keeping people here.
   
   B. Challenge of the potential “brain-drain”; how to keep workers here.
HOPES/OPPORTUNITIES

I. Location
   A. Hope for office building presence to take advantage of Milwaukee-Madison location (great location for high-tech opportunities).

II. Bioenergy/Environment
   A. Opportunity to build on new activity at Renew Energy.
   B. Opportunity to “heat” Johnson Creek from Deer Track methane.
   C. Hope for bio-tech industries (recognizing limitations of risky nature of manufacturing).
   D. Hope for spin-off vendors/suppliers to Renew Energies.
   E. Hope for chemistry/science-related business associated with Renew.

III. Organization/Planning/Governing
   A. Hope for more “local”/Johnson Creek activity in business recruitment/attraction.

IV. Small-Town Livability/Community Livability
   A. Hope for a rejuvenated downtown.
   B. Hope someone will take over the “Hoffbrau Building” to spur revitalization of downtown.
   C. Hope for a “destination business” downtown (coffee, books, ice cream, other).
   D. Opportunity for “Downtown TIF” (smaller, focused TIF) (successful in Sun Prairie/Watertown).
   E. Hope for new vision for downtown including professional service business/local support business/unique mixed-use/boutique shops (muffin/flower/good local bread).
   F. Opportunity to link with Berres Brothers.

V. Recreation/Parks/Tourism
   A. Hope to build on the “Glacial Heritage Area” - play off bike trail, parks.
   B. Hope to be a “Gateway” to recreation and better links to Glacial Drumlind Trail as well as Watertown.
   C. Hope to enhance mountain biking.
   D. Use a river corridor for new trails.
   E. Opportunity to connect to Deerfield/Glacial Drumlind Trail.
   F. Opportunity to use railroad corridor for recreation trail.
VI. **Economic Development Programming**
   A. Hope for a food store including local food and specialty foods.

   B. Hope for small business incubation.

   C. Consider variety of small businesses (machine/tool as example).

   D. Hope for unique, mixed-use, environmentally friendly, human-scaled business park.

VII. **Housing**
   A. Hope for senior citizen housing downtown and by the river.

VIII. **Transportation**
   A. Opportunity to explore rail linkages/transit linkages/small bus.

   B. Opportunity to join 17-county coalition (Jefferson County is not involved) to advocate for rail enhancements.

   C. Hope for reworked “parking areas” for downtown (identify, assemble, create parking, common parking).

IX. **Health**
   A. Hope to build on “Cancer Center” so enhance this/expand medical services.

   B. Hope to tie into UW-Madison, Watertown Hospital, Fort HealthCare.

   C. Hope for pharmacy/other related to health care.

   D. Opportunity for “hospice”.

   E. Hope to draw clinics to Johnson Creek from Watertown.

   F. Opportunity to use great location/transportation for health care facilities.

X. **Natural Resources**
   A. Opportunity to provide “new links” to the river.

   B. Opportunity to redevelop “The Creek” area by reorienting buildings.
2008 SWOC Straw Poll Results for Johnson Creek

By Theme
Participants in the community workshop were asked to identify the most important economic development/planning themes that were suggested at their workshop. The number of votes for each theme is shown in parentheses.

1. Location (5)
2. Small-Town Livability/Community Livability (4)
3. Economic Development Programming (3)
4. Organizational/Planning/Governing (2)
4. Bioenergy/Environment (2)
4. Health (2)
4. Recreation/Parks/Tourism (2)
5. Natural Resources (1)
2008 SWOC Straw Poll Results for Johnson Creek

By Vision Statement
Participants in the workshops were asked to identify specific “vision ideas” that were most important to them. These “favorite descriptive” vision ideas are listed below. The number of votes for each vision idea is shown in parentheses.

Economic Development Programming
A. Hope for a food store including local food and specialty foods. (1)
B. Hope for unique, mixed-use, environmentally friendly, human-scaled business park. (1)

Small-Town Livability/Community Livability
A. Opportunity for “Downtown TIF” (smaller, focused TIF) (successful in Sun Prairie/Watertown). (2)
B. Hope for a rejuvenated downtown. (1)

Organizational/Planning/Governing
A. Hope for more “local”/Johnson Creek activity in business recruitment/attraction. (2)

Bioenergy/Environment
A. Opportunity to “heat” Johnson Creek from Deer Track methane. (1)

Location
A. Hope for office building presence to take advantage of Milwaukee-Madison location (great location for high-tech opportunities). (3)

Transportation
A. Opportunity to explore rail linkages/transit linkages/small bus. (1)

Health
A. Hope to build on “Cancer Center” so enhance this/expand medical services. (1)
B. Opportunity to use great location/transportation for health care facilities. (1)
AGENDA

9:00 a.m.  Introductions and Agenda
9:05 a.m.  Background on the “Project”
9:15 a.m.  Presentation on Assets/Opportunities
9:35 a.m.  Strengths, Weaknesses, Opportunities and Challenges (S.W.O.C.)
            Exercise
11:00 a.m. Adjourn

PARTICIPANTS

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Jefferson County Economic Development Consortium (J.C.E.D.C.)

February 15, 2008
STRENGTHS
(Including Local and County Economic Development Organizational Efforts)

I. Organization/Planning/Governing
A. Improved processes at City Hall (Mayors have streamlined the processes).

B. There is a lot of cooperation among organizations (City, Chamber, Main Street, Tourism, Promotive Corporation, JCEDC, Schools). All work together; share.

C. Strong community leadership (leaders want to retain quality of life; people step-up; quality people for School Board/Mayors.

II. Small-Town Livability/Community Livability
A. Have a large collection of historic buildings and they’re concentrated.

B. We have a very strong and organized Main Street Program.

C. Watertown has lots of options for qualify of life (parks, aquatics, Glenn’s, shopping).

D. Have a strong “sense of community” with civic organizations (Wellness Center, Chamberland, etc.)

E. Very much community pride in Watertown.

III. Economic Development Programming
A. Have two industrial parks that have available land (could be moved into tomorrow).

B. The Watertown high school is a real asset – draws in lots of users (i.e. brings in thousands of visitors to events who spend money). Serves as a mini-convention center.

IV. Housing
A. Homes are more affordable and there is a good inventory of housing.

V. Transportation
A. Transportation is strong; good roads and rail; have an airport.

B. Have plans in place for a four-lane expressway/bypass.

C. Strong central location on possibly high-speed rail corridor between Milwaukee and Madison.

VI. Health
A. Strong health care system (hospital, agreement on UW Cancer Center, access to specialists) within limitations of insurance.

VII. Education/Schools
A. Strong school system and lots of partnerships (i.e. flow into programs with MATC).

B. Schools look into and implement technology.

C. Have a strong private school system which gives families options for education.
D. Strong work ethic is built into the heritage of the area (European influence).

E. Greatest scholarship program in the State (high school graduates for college).

F. Scholarships available to MATC.
WEAKNESSES
(Including Local and County Economic Development Organizational Efforts)

I. **Organization/Planning/Governing**
   A. The politics in Madison can negatively affect local areas.
   
   B. Have a very long Main Street with lots to manage.

II. **Economic Development Programming**
    A. We have absentee landlords (on Main Street and in residential areas).
    
    B. Service businesses taking over first-floor on Main Street.
    
    C. No “sea food” place.
    
    D. Do not have the high-paying jobs that youth look for (lower than desired per capita income).

III. **Transportation**
    A. Do not yet have four-lane bypass.

IV. **External Forces/Global Conditions**
    A. Have an aging workforce; higher than average retirees.
    
    B. Big cities pull lots of young adults from Watertown (including Madison, Milwaukee, Chicago).
    
    C. Concern about taxes in Wisconsin (drives seniors away).
    
    D. Climate/cold is a negative.

V. **Education/Schools**
    A. Public library badly needs expansion.
    
    B. A segment of the community does not place a value on education.
    
    C. School facilities (other than the High School) need improvement.
CHALLENGES

I. Organization/Planning/Governing
   A. Challenge of coordinating all the organizations (Tourism and School events – need more communication).
   B. Challenge of funding/money.

II. Small-Town Livability/Community Livability
   A. Want all this new economic development, but challenge is to handle growth without losing “small-town charm”.

III. Economic Development Programming
   A. Challenge of needed skills for business and bringing them to a “management” level.

IV. Transportation
   A. Challenge to manage a City on a four-lane expressway.
   B. Challenge of getting high-speed rail.

V. Health
   A. Challenge of health care costs (system is broken). Need ideas from this area (without putting on the backs of business).

VI. External Forces/Global Conditions
   A. Managing concerns of alcohol abuse. (This is a problem throughout the Midwest.)
   B. Challenge of changing work ethic of younger workforce.
HOPES/OPPORTUNITIES

I. Location
   A. Hope to use Chicago/Metro markets related to fresh foods/local foods.

II. Bioenergy/Environment
   A. Hope for a new bio-research facility (or other businesses) with higher paying
      jobs.

III. Organization/Planning/Governing
   A. Hope for better communication among economic development organizations.
   B. Hope to find ways that different interests can support one another. (Market
      benefits of school as a ripple effect; hope to promote all of Watertown.)
   C. Hope for a “Comprehensive Watertown Marketing Plan”.
   D. Hope for additional revenue sources for more significant overall marketing.
      (Oconomowoc spent $75,000 in marketing for Downtown which is three times the
      Watertown budget.)
   E. Hope for an integrated “Campaign Watertown” initiative pooling funds from
      multiple entities (to create the needed pool of funds).

IV. Small-Town Livability/Community Livability
   A. Hope to continue the maintenance of a low crime rate (for business attraction).
   B. Hope for more retail downtown (build on “fun eateries”).

V. Recreation/Parks/Tourism
   A. Hope for new/major hotel and lodging (and accommodate new winter events).
   B. Hope to find ways to package more, but modest-sized, events.

VI. Economic Development Programming
   A. Like to see a well-balanced and expanding economic sector (manufacturing,
      service, retail, schools, etc.).
   B. Hope to build on “software development” company that is here (good
      opportunities for youth).
   C. Hope for a “filled-up” industrial park.
   D. Hope to assimilate the Hispanic community into our community (overcome the
      rifts, barriers).
   E. Hope to improve Hispanic population's link to our factories, business, places of
      work.
F. Hope for higher paying jobs.

G. Hope for “localized food source” system. (Build on trends of organic/fresh food.)

H. Hope we are a “hub” to showcase fresh food (and part of the change).

I. Hope to attract and maintain the “intellectual” leaders.

J. Hope to finally figure out a good use for former Kohl’s property (i.e. mini-convention center, water park, other).

K. Hope to find way to use former Lindberg/Applied Molding sites (and overcome environmental concerns). Is a good pocket of industrial uses.

L. Hope for combination of conventional and innovative economic development.

VII. Transportation
   A. Hope for continued expansion of transportation corridors/hubs; airport as a regional hub.

   B. Hope for enhancements in Highway 26 corridor.

VIII. Natural Resources
   A. Hope to retain the advantage of high-quality water resources.

IX. External Forces/Global Conditions
   A. Hope for a competitive, global economy (business processes/transactions serving the U. S./World).

   B. Realize the opportunities from a broader and even global economy.

   C. Hope to take advantage of trends of youth interest in technology.

X. Education/Schools
   A. Hope to help local businesses with “software development” (hope to educate businesses on this).

   B. Hope for more “mentoring” of school-age kids (to keep them here).

   C. Hope to grow “intellectual capital” (i.e. chef’s school, broader trades training like welders).
2008 SWOC Straw Poll Results for Watertown

By Theme

Participants in the community workshop were asked to identify the most important economic development/planning themes that were suggested at their workshop. The number of votes for each theme is shown in parentheses.

1. Economic Development Programming (6)
1. Small-Town Livability/Community Livability (6)
2. Organizational/Planning/Governing (4)
2. Education/Schools/University (4)
3. Recreation/Parks/Tourism (3)
4. Transportation (2)
4. External Forces/Global Conditions (2)
5. Location (1)
5. Bioenergy/Environment (1)
5. Natural Resources (1)
2008 SWOC Straw Poll Results for Watertown

By Vision Statement
Participants in the workshops were asked to identify specific “vision ideas” that were most important to them. These “favorite descriptive” vision ideas are listed below. The number of votes for each vision idea is shown in parentheses.

**Economic Development Programming**
A. Like to see a well-balanced and expanding economic sector (manufacturing, service, retail, schools, etc.). (3)

B. Hope for a “filled-up” industrial park. (2)

C. Hope for higher paying jobs. (2)

D. Hope to finally figure out a good use for former Kohl’s property (i.e. mini-convention center, water park, other). (1)

**Small-Town Livability/Community Livability**
A. Hope to continue the maintenance of a low crime rate (for business attraction). (2)

B. Hope for more retail downtown (build on “fun eateries”). (2)

**Organizational/Planning/Governing**
A. Hope to find ways that different interests can support one another. (Market benefits of school as a ripple effect; hope to promote all of Watertown.) (1)

B. Hope for additional revenue sources for more significant overall marketing. (Oconomowoc spent $75,000 in marketing for Downtown which is three times the Watertown budget.) (1)

**Education/Schools/University**
A. Hope for more “mentoring” of school-age kids (to keep them here). (3)

B. Hope to grow “intellectual capital” (i.e. chef’s school, broader trades training like welders). (1)

**Recreation/Parks/Tourism**
A. Hope to find ways to package more, but modest-sized, events. (2)

**Bioenergy/Environment**
A. Hope for a new bio-research facility (or other businesses) with higher paying jobs. (2)

**External Forces/Global Conditions (2)**
A. Realize the opportunities from a broader and even global economy. (1)

B. Hope to take advantage of trends of youth interest in technology. (1)
Community Strengths, Weaknesses, Opportunities and Challenges (S.W.O.C. Analysis) As Part of Jefferson County Comprehensive Plan Update – Economic Development Component
City of Waterloo Workshop
February 4, 2008

AGENDA

6:10 p.m. Introductions and Agenda

6:15 p.m. Background on the “Project”

6:25 p.m. Presentation on Assets/Opportunities

6:45 a.m. Strengths, Weaknesses, Opportunities and Challenges (S.W.O.C.) Exercise

8:00 p.m. Adjourn

PARTICIPANTS

Ray Burbach
Larry Cole
Laura Cotting
Bill Dovi
Todd Forman
Mo Hansen
William Hogan
Richard Jones

Facilitated and Compiled By:
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University of Wisconsin-Extension, Jefferson County Office

In Cooperation with:
Dennis Heling, Executive Director
Jefferson County Economic Development Consortium (J.C.E.D.C.)

February 15, 2008
**STRENGTHS**  
*(Including Local and County Economic Development Organizational Efforts)*

I. **Location**  
A. Location is a strength with a rail line, two state highways, and close to major and mid-size cities.

B. Fiber optic availability (many lines with large capacity).

II. **Organization/Planning/Governing**  
A. Have an evolving organization on economic development that is growing a connection with Jefferson County Economic Development Consortium (JCEDC) formally and with grass-roots organizations (informal such as Sustain Jefferson).

III. **Small-Town Livability/Community Livability**  
A. More people interested in local foods (i.e. CSA, cheese production, livestock).

B. Waterloo in general is a very safe city (no gangs of note).

C. A concerned citizenry is trying to make change – increased awareness with a new segment of community; some new “sparks” (although there is still some apathy).

IV. **Recreation/Parks/Tourism**  
A. Businesses that are invaluable assets to complement Glacial Heritage Area (Trek/McKay/Briess Malting).

B. Have strength in Fireman’s Park.

V. **Economic Development Programming**  
A. Briess Malting looking for expanded barley planting operation/more acreage for local growing.

VI. **Transportation**  
A. Having Matt Kenseth in Cambridge is a tourism draw (Nascar). 151 Speedway in Columbus.

VII. **Natural Resources**  
A. Has strong natural features (long list), with the river, connectivity to Marshall, nestled between two wildlife preserves, Garman Preserve, Waterloo Wildlife Area, Mud Lake, etc.

VIII. **Education/Schools**  
A. Schools play an important role and are a strength (location decisions are influenced by quality schools). Have always had great schools.

B. Waterloo Schools working on promoting their high performance standards and these schools are extremely safe.
WEAKNESSES
(Including Local and County Economic Development Organizational Efforts)

I. Location
   A. Located in the corner of the County. We’re physically far from the centers of government.

   B. Significant portion of residents commute to Madison/out of the County.

   C. Haven’t maximized the many fiber optic lines that run through the City.

II. Organization/Planning/Governing
   A. Other cities have appeared to “turn the corner” on what the future direction of the City should be.

   B. Haven’t got the community behind a specific group of “endeavors”.

   C. A stagnant tax base (don’t have the revenue coming in).

III. Economic Development Programming
   A. Have a dwindling industrial base, and a pervasive number of empty buildings.

   B. Have lost some white collar jobs (from Perry-Judd).

IV. Transportation
   A. Not directly on a major expressway which limits some growth.

V. Natural Resources
   A. Concern about whether “natural resource” projects will bring in money.

VI. External Forces/Global Conditions
   A. Have a bi-modal population structure (bulge in late teens/early 20s as well as early retirees).
CHALLENGES

I. Organization/Planning/Governing
   A. Huge challenge of building positive momentum.

   B. Need a “success story”, but this is a challenge.

   C. Need to locate sources of funding.

II. Recreation/Parks/Tourism
   A. Challenge of Waterloo to be an active partner in Glacial Heritage Area (to complement this initiative).

III. Economic Development Programming
   A. Challenge of including the increasing ethnic population into a positive economy (becoming economically independent, spending money and getting along socially).

IV. Housing
   A. Attracting Trek employees to live in the community.
HOPES/OPPORTUNITIES

I. Bioenergy/Environment
   A. Hope to consider new businesses that may involve energy production (landfill, innovative energy).

II. Organization/Planning/Governing
   A. Hope to have a better relationship between the City and economic development and the large businesses (i.e. Trek and McKay).

   B. Hope to assure Waterloo’s interests in economic development planning.

   C. Hope for clear measures in the monitoring of economic development progress.

III. Recreation/Parks/Tourism
   A. Hope to assist, in partnership, the role of Trek in the Glacial Heritage Area initiative.

   B. Hope to build on the success of the antique mall (200 people per week visit this and Waterloo).

   C. Hope for some kind of “entertainment draw” (skate park, fine arts, others cited in comprehensive plan).

IV. Economic Development Programming
   A. Hope to fill buildings (less of a “ghost town”).

   B. Hope to focus more on “corporate presence” (not just on large business).

   C. Hope to attract “tech people”; businesses in software development.

   D. Hope for a micro-brewery/brew pub.

   E. Hope to gravitate toward some of the “new economy”.

V. Housing
   A. Hope for Trek employees to buy homes in the City.

VI. Education/Schools
   A. Hope for the school to complement workforce development (language skill development, technical/hands-on training).

   B. Hope for innovation in schools (i.e. charter school in Watertown).

   C. Hope that schools are sending a positive image (for open enrollment).

   D. Hope that MATC develops responsive programs to Waterloo’s business needs (i.e. welding, special skills needed at Trek).
E. Hope to be responsive to “life-long learning” needs (i.e. retraining of laid-off workers from Perry-Judd).

F. Hope that schools have “college-prep/advanced placement” programs. (This is a major draw for small communities.)

G. Hope that Waterloo can have a “science focus” (charter school niche).

H. Hope that families recognize quality of life in Waterloo via schools.

I. Hope that schools complement the emerging bio-tech industries.

J. Hope that MATC links with Waterloo Schools to provide foundational “tech” skills and then enables linkage to Universities (UW/UW-M/University of Chicago/NIU).
2008 SWOC Straw Poll Results for Waterloo

By Theme

Participants in the community workshop were asked to identify the most important economic development/planning themes that were suggested at their workshop. The number of votes for each theme is shown in parentheses.

1. Economic Development Programming (4)
2. Organizational/Planning/Governing (3)
2. Education/Schools/University (3)
2. Recreation/Parks/Tourism (3)
3. Bioenergy/Environment (2)
2008 SWOC Straw Poll Results for Waterloo

By Vision Statement
Participants in the workshops were asked to identify specific “vision ideas” that were most important to them. These “favorite descriptive” vision ideas are listed below. The number of votes for each vision idea is shown in parentheses.

Economic Development Programming
A. Hope to fill buildings (less of a “ghost town”). (1)

B. Hope to attract “tech people”; businesses in software development. (1)

C. Hope for a micro-brewery/brew pub. (1)

D. Hope to gravitate toward some of the “new economy”. (1)

Organizational/Planning/Governing
A. Hope to have a better relationship between the City and economic development and the large businesses (i.e. Trek and McKay). (3)

B. Hope to assure Waterloo’s interests in economic development planning. (1)

Education/Schools/University
A. Hope that schools have “college-prep/advanced placement” programs. (This is a major draw for small communities.) (2)

B. Hope that MATC links with Waterloo Schools to provide foundational “tech” skills and then enables linkage to Universities (UW/UW-M/University of Chicago/NIU). (2)

C. Hope that families recognize quality of life in Waterloo via schools. (1)

Recreation/Parks/Tourism
A. Hope to assist, in partnership, the role of Trek in the Glacial Heritage Area initiative. (2)

B. Hope for some kind of “entertainment draw” (skate park, fine arts, others cited in comprehensive plan). (1)

Bioenergy/Environment
A. Hope to consider new businesses that may involve energy production (landfill, innovative energy). (1)

Housing
Hope for Trek employees to buy homes in the City. (1)
AGENDA

5:00 p.m. Open Meeting and Introductions
5:05 p.m. Background on the Project
5:15 p.m. Presentation on Assets/Opportunities
5:40 p.m. Strengths, Weaknesses, Opportunities and Challenges (S.W.O.C.) Exercise Facilitated Workshop
7:00 p.m. Adjourn

PARTICIPANTS
Peg Beyer
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Jefferson County Economic Development Consortium (J.C.E.D.C.)

February 20, 2008
STRENGTHS
(Local and County Economic Development Organizational Efforts)

VIII. Location
A. Strength of proximity to Waukesha, Dane County and Milwaukee County.

IX. Bioenergy/Environment
A. We don’t fall under controls of the “nonattainment” air quality regulations.

X. Organization/Planning/Governing
A. We have a “growth-oriented” City Council.
B. Have a fairly cooperative relationship with the County, schools and neighboring communities.
C. Have a reinvigorated economic development entity in the City (RDA).
D. Have cooperative banking (banks willing to work together; many local/community banks).
E. More excited, involved citizenry (lot more enthusiasm).

XI. Small-Town Livability/Community Livability
A. Beautiful, historic downtown.

XII. Recreation/Parks/Tourism
A. Jefferson County Fair Park.
B. Over six parks and an 18-hole golf course.

XIII. Economic Development Programming
A. Lots of relatively cheap and available land.
B. Have excess capacity in sewer and water utilities; low electrical costs.
C. Have a quality workforce.
D. Jefferson is the County seat (jobs, lawyers, white collar professionals; convenient for property transactions).

XIV. Transportation
A. Strong transportation system (5 miles to I-94; U. S. Hwy 18 and State Highway 26: bypass coming in 2010; rail access).

XV. Natural Resources
A. Strong influence of rivers and trails.
B. Relative cleanliness of the environment (doing more right than wrong with our countryside and environmental profile).
XVI. Education/Schools
   A. Proximity and availability of “world-class” educational institutions (UW-Madison; UW-Milwaukee; UW-Whitewater; Marquette).
   
   B. Excellent public and private schools.
WEAKNESSES
(Local and County Economic Development Organizational Efforts)

I. Organization/Planning/Governing
   A. Have a “high opinion” of selves.
   
   B. Have a terrible web site.
   
   C. Poor cable TV coverage.
   
   D. Our Chamber of Commerce is only starting to emerge and doesn’t have a history of strength in economic development (possibly due to limited funding compared to other cities).
   
   E. Not always a lot of follow-through on economic development from City leadership (in the past; now different).

II. Economic Development Programming
   A. Lack of eateries, entertainment (social opportunities).
   
   B. A weakness is the “ugly” look along the river and the “backsides” of businesses.

III. Education/Schools
   A. Have an aging school and a leakage of 50 students per year from open enrollment.
   
   B. There is a trade school orientation rather than college prep.
CHALLENGES

I. Organization/Planning/Governing
   A. Challenge of City government to fund development given State limits.

II. Small-Town Livability/Community Livability
   A. Challenge of growing without upsetting the culture and existing quality of life
      (how to do it the right way without spoiling what we have).

III. Economic Development Programming
   A. Challenge of growing Hispanic population.

   B. Challenge of globalization and impact on our manufacturing base.

   C. Challenge of defining the “new economy” and what it means for us.

   D. Challenge of keeping the businesses we have.

IV. Housing
   A. Challenge of bringing business owners to live in town. (They’re in
      Oconomowoc/Milwaukee. Major business leaders don’t live in Jefferson. They
      were leaders on the City Council, in civic life, etc.)

V. Transportation
   A. Challenge of developing mass transit and high-speed rail.

VI. Health
   A. Challenge of taking care of an aging population (assisted living facilities are full;
      Countryside Home was downsized; people are now sent to other cities/areas).

   B. We are short of health care providers (only 2½ doctors in Jefferson compared to
      30 in Fort Atkinson; have to go to Fort to get health care).

   C. Almost out of dentists (maybe down to one soon).

VII. External Forces/Global Conditions
   A. Challenge to keep young people in the community. (Youth don’t come back after
      going to college to start jobs.)

   B. There may be a new challenge as an area with potential population growth.

   C. We have an aging population.
HOPES/OPPORTUNITIES

I. Bioenergy/Environment
   A. Hope to attract environmental engineers/chemists/lab workers, etc. (need to talk to Renew and others for the type of white-collar businesses that will add to and fit in). Then there might be spin-offs of doctors, lawyers.

II. Organization/Planning/Governing
   A. Hope to preserve the relatively strong services, competitive tax rate, low utility rates and the way to insure this is by economic development.
   
   B. Hope to “assimilate” findings from City survey (from Comprehensive Plan in the City) for things to emphasize. (Look at citizens’ view of assets and type of growth they want to see.)

III. Small-Town Livability/Community Livability
   A. Hope to capture the historic equity/significance of buildings/community history/museum treasures of the City and County.
   
   B. Hope that City of Jefferson becomes a key destination for living, working, education, recreation (everything!).
   
   C. Hope for more population living downtown.
   
   D. Hope for a fully reinvigorated downtown (both in business environment and “the look”).
   
   E. Hope to rehab some of our neighborhoods (upgraded maintenance; face-lift; some infill).
   
   F. Hope to keep the advantages of “small-town living”.
   
   G. Hope for “big-town living experience”, but in a “small town”. (Build on low crime; bring in cultural/entertainment opportunities; more restaurants; good education; great quality of life services/streets, etc.)
   
   H. Hope to enhance the look/image of all of the City’s entrances.
   
   I. Hope to keep County government located downtown.
   
   J. Hope for a distinct “identity” for Jefferson County and its communities (don’t want to be a quasi-Waukesha/quasi-Madison).
IV. Recreation/Parks/Tourism
   A. Hope for Jefferson to be known as a “recreational hub” (recreational trails such as biking and snowmobile, etc.).
   B. Hope to expand/finish our bike trails (as a destination for people to come to Jefferson).
   C. Hope to expand and work on development of our parks.
   D. Hope to build on tourism.
   E. Hope for more hotels/lodging to have a place to stay (i.e. when people come to the County Fair, Gemuetlichkeit Days; other tourism attractions).

V. Economic Development Programming
   A. Hope for more “professional services industries” (accountants, engineers, software designers, attorneys, white collar/professionals).
   B. Hope to fill our industrial park with good, clean manufacturing.
   C. Hope to start a new business park focused on distribution warehouse, less industrial appearing environment; call centers (a mixed-use park with a new “image” – more elegant).
   D. Hope to have more programs to help the Hispanic community to succeed in the workforce and community.

VI. Health
   A. Hope for some type of medical care facility (including emergency care).

VII. External Forces/Global Conditions
   A. Hope to get people to come back (those that have “made it” and are successful); hope to attract them back to raise families.
2008 SWOC Straw Poll Results for Jefferson

By Theme

Participants in the community workshop were asked to identify the most important economic development/planning themes that were suggested at their workshop. The number of votes for each theme is shown in parentheses.

1. Small-Town Livability/Community Livability (3)
1. Organizational/Planning/Governing (3)
1. Economic Development Programming (3)
2. Health (2)
2008 SWOC Straw Poll Results for Jefferson

By Vision Statement
Participants in the workshops were asked to identify specific “vision ideas” that were most important to them. These “favorite descriptive” vision ideas are listed below. The number of votes for each vision idea is shown in parentheses.

Economic Development Programming
   A. Hope for more “professional services industries” (accountants, engineers, software designers, attorneys, white collar/professionals). (1)

Small-Town Livability/Community Livability
   A. Hope for a fully reinvigorated downtown (both in business environment and “the look”). (2)
   B. Hope for “big-town living experience”, but in a “small town”. (Build on low crime; bring in cultural/entertainment opportunities; more restaurants; good education; great quality of life services/streets, etc.) (2)
   C. Hope to keep County government located downtown. (2)
   D. Hope for a distinct “identity” for Jefferson County and its communities (don’t want to be a quasi-Waukesha/quasi-Madison). (1)

Organizational/Planning/Governing
   A. Hope to preserve the relatively strong services, competitive tax rate, low utility rates and the way to insure this is by economic development. (3)

Health
   A. Hope for some type of medical care facility (including emergency care). (2)
AGENDA

10:00 a.m. Meeting Opening and Introductions
10:05 a.m. Background on the Project
10:15 a.m. Presentation on Assets/Opportunities
10:35 a.m. Strengths, Weaknesses, Opportunities and Challenges (S.W.O.C.) Exercise Facilitated Workshop
12:00 p.m. Adjourn

PARTICIPANTS
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February 20, 2008
STRENGTHS
(Local and County Economic Development Organizational Efforts)

I. Organization/Planning/Governing
   A. Strong land stewardship (parks acquisition and limiting splits to preserve agricultural land).

   B. Strong Industrial Development Corporation (been in existence for 70 years by volunteers; very unusual).

   C. A focused, open, proactive government (people invited; more creative input as a result).

   D. Very strong Chamber (one of the best in the Midwest).

II. Small-Town Livability/Community Livability
   A. Strong quality of life (low crime rate; low cost of living; ease of getting from here to there; jobs; recreation).

   B. History is a significant strength (museum; ownership of companies for over 100 years; founding fathers (Hoard); prominence of dairy industry).

   C. Strength is churches and Midwest value system. (People do the right thing; faith base provides a social and spiritual dimension.)

   D. Strong “community foundation”, which has been here. (Fort Foundation same size as Janesville; Fort operates with part-time director and volunteer board.)

   E. Have our own identity (not a suburb).

   F. Have a strong sense of community; “we take care of our own” for this type of lifestyle.

III. Recreation/Parks/Tourism
   A. Major donations of land (Zeloski, Carnes).

   B. Partnership with DNR and future opportunities with Glacial Heritage Area.

   C. Community-spirited directed experiences (strong community theater; parks and recreation; can do a lot of events – full calendar/too much to do).

IV. Economic Development Programming
   A. A strong, diverse industry.

   B. Our schools, proactive government, location and health care are strengths.

   C. Have financial stability (not reliant on just one or two businesses; multiple employers; workforce absorbed when we lose a business).
D. All industry is important, but no other cities have this kind of diversity (never had an appetite for very large firms).

E. Interest in helping existing business (and helping with spin-offs).

F. Have a restaurant and dental office in business park.

V. Transportation
   A. Have good transportation access (trucking companies in town; close to interstate; good access to metro airports – Chicago/Milwaukee/Rockford).
WEAKNESSES
(Local and County Economic Development Organizational Efforts)

I. Location
   A. Our location (from a labor standpoint); note all the out-commutes on the analysis of commuting patterns.

II. Small-Town Livability/Community Livability
   A. Have to like the cold and the small-town feel (may appear ho-dunk to some potential workers).

   B. We don’t totally understand the value of our amenities (schools, low crime, small town).

III. Economic Development Programming
   A. Weakness in finding skilled and unskilled workers (We have the quantity of potential workers).

   B. Spacesaver and many other businesses have trouble finding workers (in the past this was based on low pay).

   C. The higher up you go (i.e. manager level), the more difficulty there is in finding these employees.

   D. May not understand the “characteristics”/demographic description of the “commuters” (i.e. one income vs. two income workers).

   E. Need to understand “trends” of commuters/workforce characteristics.

IV. Housing
   A. Lack of affordable housing (whatever that means!); not sure how this relates to surrounding communities.

V. Transportation
   A. Highway 26 expressway could change the dynamics of this region.

VI. External Forces/Global Conditions
   A. Youth finding jobs elsewhere such as Minneapolis (many Fort youth finding jobs elsewhere; many youth attending the University of Minnesota stay in the Twin Cities).

   B. Work ethic in Milwaukee not as good as Fort.

   C. Youth who go to college want to move to the big city after graduation. (We get them on the “boomerang” which may be o.k. in that we get their commitment when they decide to return home.)
CHALLENGES

I. **Organization/Planning/Governing**
   A. We are not sure how we should grow. (There are only relatively small areas remaining for future growth.)

II. **Economic Development Programming**
   A. Students graduating don’t know job opportunities are available (at Spacesaver; Highsmith, etc.) in Fort Atkinson (based on exit interviews).

III. **Education/Schools**
   A. Enabling schools to work better with business and industry.

   B. Need to “break barriers” and need to provide job experience (no schools have cracked this problem yet).

   C. Challenge of reframing opportunities for graduates not going to college.

   D. Challenge of providing tech school opportunities (good, nice kids who don’t know what their “niche” is).
HOPES/OPPORTUNITIES

I. Organization/Planning/Governing

A. Hope to avoid the “planned chaos” of Waukesha County.

B. Hope to have a long-term (beyond 10 years) vision.

C. Hope to continue the strong marketing efforts to bring in workers (i.e. Spacesaver and Chamber/City was very successful in a Chicago recruiting initiative).

D. Hope to take advantage of the “growth” potential of this area.

E. Hope to identify an ideal population (15,000 as a target?).

F. Hope to identify the ideal for “sustaining and succeeding”.

G. Hope to control/manage the anticipated growth (coordinated with new infrastructure).

H. Hope to continue coordination with the County land use plan.

I. Hope to articulate a City “vision” and get people to rally around the vision of Fort as a great place (communicate to the citizenry the ideal vision).

J. Hope for new ways to communicate the “vision” (in creative ways – computer applications).

K. Hope to avoid “strip malls”/“sprawl” and bring “mixed uses” together (retail, service, groceries).

II. Small-Town Livability/Community Livability

A. Hope to balance the small-town atmosphere (the good things) with growth.

B. Hope to preserve all the good things (strong health care; strong retail) and still embrace growth.

C. Hope for business/scale of business that will be vested in the community.

D. Hope to clarify “quality of life” and what it means (given the pluralistic population in Fort).

E. Hope to capitalize on the river walk, outside cafes, “all the way along the river” (i.e. San Antonio).

F. Hope to strengthen “downtown” (avoid empty store fronts). This is a key.

G. Hope for housing downtown; perhaps destination retail.
H. Hope for more “clustered” retail; more things in one place.

I. Hope for amenities downtown (two- and three-story beautiful brick retail/parking hidden behind; have a detailed downtown vision as a destination, i.e. Breckenridge, Colorado).

J. Hope to look at models of ideal “downtowns” in cities with a population of 10,000-20,000 (i.e. Oconomowoc/Neenah/LaCrosse).

K. Hope for understanding and support for principles of quality places.

L. Hope for local support of downtown businesses.

M. Hope for “glitz and glamour” in the downtown (people/visitors don’t just want to see “the old”).

III. Economic Development Programming
   A. Hope to inventory/identify the types of business we want to go after (i.e. property/casualty company at Industrial Parks).
   
   B. Hope to ask existing business the best models for economic development assistance to them.
   
   C. Hope for nice, clean businesses.
   
   D. Hope to address changing demographics (emerging Hispanic/ethnic diversity; aging population).
   
   E. Hope to address language needs of our ethnic population.

IV. Housing
   A. Hope to build on the lower housing costs in Jefferson County.
By Theme
Participants in the community workshop were asked to identify the most important economic development/planning themes that were suggested at their workshop. The number of votes for each theme is shown in parentheses.

1. Small-Town Livability/Community Livability (7)
2. Organizational/Planning/Governing (5)
3. Economic Development Programming (4)
2008 SWOC Straw Poll Results for Fort Atkinson

By Vision Statement
Participants in the workshops were asked to identify specific “vision ideas” that were most important to them. These “favorite descriptive” vision ideas are listed below. The number of votes for each vision idea is shown in parentheses.

Economic Development Programming
A. Hope to inventory/identify the types of business we want to go after (i.e. property/casualty company at Industrial Parks). (2)

B. Hope to ask existing business the best models for economic development assistance to them. (2)

C. Hope to address changing demographics (emerging Hispanic/ethnic diversity; aging population). (1)

Small-Town Livability/Community Livability
A. Hope to preserve all the good things (strong health care; strong retail) and still embrace growth. (6)

B. Hope to balance the small-town atmosphere (the good things) with growth. (5)

C. Hope to capitalize on the river walk, outside cafes, “all the way along the river” (i.e. San Antonio). (2)

D. Hope for housing downtown; perhaps destination retail. (2)

E. Hope for businessSCALE of business that will be vested in the community. (1)

F. Hope to clarify “quality of life” and what it means (given the pluralistic population in Fort). (1)

Organizational/Planning/Governing
A. Hope to control/manage the anticipated growth (coordinated with new infrastructure). (3)

B. Hope to have a long-term (beyond 10 years) vision. (2)

C. Hope to identify the ideal for “sustaining and succeeding”. (2)

D. Hope to articulate a City “vision” and get people to rally around the vision of Fort as a great place (communicate to the citizenry the ideal vision). (2)

E. Hope to avoid “strip malls”/“sprawl” and bring “mixed uses” together (retail, service, groceries). (1)
Community Strengths, Weaknesses, Opportunities and Challenges (S.W.O.C. Analysis) As Part of Jefferson County Comprehensive Plan Update – Economic Development Component
City of Whitewater Workshop
March 4, 2008

AGENDA

10:10 a.m.  Open Meeting and Introductions
10:15 a.m.  Background on the Project
10:25 a.m.  Presentation on Assets/Opportunities
10:45 a.m.  Strengths, Weaknesses, Opportunities and Challenges (S.W.O.C.)
            Exercise Facilitated Workshop
12:00 p.m.  Adjourn

PARTICIPANTS
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Jon Kachel
Mary Nimm

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In Cooperation with:
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Jefferson County Economic Development Consortium (J.C.E.D.C.)

March 17, 2008
STRENGTHS
(Including Local and County Economic Development Organizational Efforts)

I. Location
A. Location – Location – Location; UWW – UWW – UWW.

B. We are in the middle of the 10 m Milwaukee/Chicago/Madison triangle. Whitewater is fulcrum.

C. It’s possible to be in Chicago in one hour from Sturtevant, which is 40 minutes from Whitewater (very easy access; easy parking).

II. Organization/Planning/Governing
A. Whitewater has a strong community development authority (functional, effective for a community our size).

B. The City is familiar with the technical aspects of utilities

III. Small-Town Livability/Community Livability
A. There is a strong sense of community development. (We understand it and support it. Both the City Manager and the Council (government) support it.)

IV. Recreation/Parks/Tourism
A. We have Kettle Moraine access.

B. We have strong bike facilities (bike paths and links).

C. We can build on the national caliber of UW-Whitewater sports (football; basketball; volleyball; soccer - both men’s and women’s). All D3 sports which bring people to town.

V. Economic Development Programming
A. We have a high quality business park (significant tenants/clients).

B. We have strong covenants for buildings at the business park.

C. The City has more land available for business/industry in the TIF (more than the other 5 TIFs in the area).

D. We are well–positioned with TIFs for business incentives.

E. We have an underutilized sewer plant (50% ±).

F. We have the capacity for B.O.D./biomass (sewer built to handle dairy).

G. There is a strong utility infrastructure.

H. We have a sewage plant able to handle 40,000 students.
VI. Transportation
   A. The City has rail access.

VII. Natural Resources
   A. Strong natural resources are a strength. We have two lakes in the City, a community center and a lakefront.

VIII. External Forces/Global Conditions
   A. We have connections to global markets (for manufacturing and market access to consumers).

IX. Education/Schools/UW System
   A. UW-Whitewater is a strong attribute as a regional University to support the area (Jefferson/Walworth/Rock/Waukesha Counties).

   B. One of the strongest resources is the UW-Whitewater.

   C. The UW-Whitewater is a “monster” of strength (Small Business Development Center (SBDC)/Wisconsin Innovation center/GRDC).

   D. Strong Geography Department/Dr. Patterson as a collaborator and resource is available for lots of activities.

   E. UW-Whitewater has a strong Economics Department (600 new students).

   F. There is a strong MBA program (can continue on the Internet/Distance Education).

   G. A small business “consulting class” is available.
WEAKNESSES  
(Including Local and County Economic Development Organizational Efforts)

I. Location  
A. Whitewater is on the edge of two counties (neither County thinks the City is in its County).

B. The City is giving up growth opportunity because of being 20 miles from the Interstate.

C. Whitewater is not part of a “regional entity”.

II. Organization/Planning/Governing  
A. There is a “stigma” by some people to even find the point of entry.

III. Economic Development Programming  
A. We don’t have a broadband connection/cable (dark cable).

B. We have limited retail now (but are focusing more). There is lots of “slippage”.

IV. Housing  
A. There are not a lot of middle-income “starter homes”.

V. Transportation  
A. We don’t have a four-lane highway to Madison. This is a very weak link.

B. Whitewater is hard to get to because there is no four-lane highway.

C. We need assistance on Highway 12 to Madison or to I-90 (near Newville).

VI. Education/Schools/UW System  
A. There is not enough collaboration between the City and UW-Whitewater. It only occurs in “fits and starts”.

CHALLENGES

I. Organization/Planning/Governing
   A. Retaining leadership and getting them active is a challenge (especially business leaders).

II. Small-Town Livability/Community Livability
   A. It is very quiet in the summer.

III. Economic Development Programming
   A. There’s a challenge of integrating the Hispanic population into the economy. (Whitewater has the second largest Hispanic population in Walworth County.)
   B. Finding qualified workers is a challenge.
   C. Our workforce is less educated than the rest of the State (Hispanic population is less educated).
   D. Creating new jobs is a challenge.

IV. Health
   A. Healthcare is a challenge as are health costs (no hospital, just clinics).

V. External Forces/Global Conditions
   A. We have a relatively high tax environment in Wisconsin and fees are starting to catch up, too.
   B. State fiscal challenges affect the City.

VI. Education/Schools/UW System
   A. Of 14,000 residents, about 6,500 are students (so the population is misleading/deceptive).
   B. We have a challenge of retaining students from UW-Whitewater. (85% of graduates stay in Wisconsin, but not Whitewater.)
   C. Continuing worker education is a challenge.
I. Bioenergy/Environment
   A. Hope to better use the high water quality from a manufacturer (i.e. Vitamin Water, bottled water).
   
   B. Hope to take advantage of changing fuel/energy costs to serve Briggs & Stratton/Johnson Controls at Research Park.
   
   C. Hope to use rail more as a result of ethanol (more traffic now).
   
   D. Hope to enhance UW-Whitewater Natural Sciences resources (good start in biology, laboratory research, physics - tie into bio-science and agriculture which is strong in the area).
   
   E. Hope for Algae Firm project at Renew Energy.

II. Organization/Planning/Governing
   A. UW-Whitewater/four-lane highway/“Dark Cable” must be on short-list of vision ideas.  (These three most significantly effect economic development in the plan.)

III. Small-Town Livability/Community Livability
   A. Hope for more young “families” in the community.
   
   B. Hope for Downtown to be more of a destination (more cultural, arts, events).
   
   C. Hope to use UW-Whitewater professors for downtown cultural events.

IV. Recreational/Parks/Tourism
   A. Hope to leverage the use of lakes to attract people.
   
   B. Hope to develop “destination points” in the City for tourism.
   
   C. Hope to build on UW-Whitewater theatre.
   
   D. Hope to build on safety and quick access from Waukesha County to Young Auditorium.
   
   E. Hope for “Hot Air Balloon” festival/other unique events.

V. Economic Development Programming
   A. Hope for balanced growth (job creation, housing all addressed).
   
   B. Research Park would be a great place to provide high-quality workers, a “Green” Data Center (with energy savings).
   
   C. Management Computer System Program could be funneled to a Research Park.
   
   D. Hope for a Research Park to be a business incubator.
   
   E. Hope for two things to be emphasized – UW-Whitewater and Highway 12.
F. Hope to consider the employment impacts of UW-Whitewater.

G. Hope for a “senior campus” associated with UW-Whitewater (can be a draw for “Boomer Population”).

H. Hope to take advantage of Hispanic population growth (hope to assimilate/embrace).

I. Hope for fine dining and high end (limited restaurants).

J. Hope for enhanced technology infrastructure (overcome dark cable).

K. Hope to complement Chicago Olympic Bids (mountain biking/road biking/whitewater rafting/equestrian).

L. Hope to link the Olympics to a four-lane highway.

VI. Transportation
   A. Hope for a four-lane highway – Highway12!!

   B. Hope for enhanced transit.

   C. Hope for enhanced mass transit/light rail/linkage to Sturtevant (Madison/Whitewater/Sturtevant).

   D. Hope to consider “regional airport” opportunities.

   E. Hope for a “small jet” airport capability.

   F. Hope to expand “ultra light” airport capability. (Hope to overcome noise problem.)

VII. Education/Schools/UW System
   A. Hope for more UW-Whitewater faculty living in the community.

   B. Hope for a University Research Park that would tie in strengths of UW-Whitewater (being studied now).
2008 SWOC Straw Poll Results for Whitewater

By Theme

Participants in the community workshop were asked to identify the most important economic development/planning themes that were suggested at their workshop. The number of votes for each theme is shown in parentheses.

1. Economic Development Programming (4)
2. Organizational/Planning/Governing (3)
2. Transportation (3)
2. Education/Schools/University (3)
3. Small Town Livability/Community Livability (2)
4. Bioenergy/Environment (1)
2008 SWOC Straw Poll Results for Whitewater

By Vision Statement

Participants in the workshops were asked to identify specific “vision ideas” that were most important to them. These “favorite descriptive” vision ideas are listed below. The number of votes for each vision idea is shown in parentheses.

Economic Development Programming
A. Hope for balanced growth (job creation, housing all addressed). (3)

B. Research Park would be a great place to provide high-quality workers, a “Green” Data Center (with energy savings). (1)

C. Hope for two things to be emphasized – UW-Whitewater and Highway 12. (1)

D. Hope for a “senior campus” associated with UW-Whitewater (can be a draw for “Boomer Population”). (1)

Small-Town Livability/Community Livability
A. Hope for more young “families” in the community. (1)

B. Hope for Downtown to be more of a destination (more cultural, arts, events). (1)

Organizational/Planning/Governing
A. UW-Whitewater/four-lane highway/"Dark Cable” must be on short-list of vision ideas. (These three most significantly effect economic development in the plan.) (3)

Education/Schools/University
A. Hope for a University Research Park that would tie in strengths of UW-Whitewater (being studied now). (3)

B. Hope for more UW-Whitewater faculty living in the community. (1)

Bioenergy/Environment
A. Hope for Algae Firm project at Renew Energy. (1)

Transportation
A. Hope for a four-lane highway – Highway12. (3)

B. Hope for enhanced mass transit/light rail/linkage to Sturtevant (Madison/Whitewater/Sturtevant). (1)
Appendix:

Jefferson County Asset & Initial Opportunity Analysis:
Context; Connections; Assets and Opportunities
Resource Presentation for Individual Community Strengths, Weaknesses, Opportunities and Challenges (S.W.O.C.) Analyses

Presented by: Steve Grabow, Professor, UW-Extension, Jefferson County
and
Dennis Heling, Executive Director, JCEDC

Winter 2008

Supporting Graphics by Vandewalle & Associates
Jefferson County Asset & Initial Opportunity Analysis

- Context  - Connections  - Assets and Opportunities

Resource Presentation for Individual Community Strengths, Weaknesses, Opportunities and Challenges (S.W.O.C.) Analyses

Presented By: Steve Grabeau, Professor, UW-Extension, Jefferson County
Dennis Heling, Executive Director, JCEDC
Winter 2008
Jefferson County’s geographic location and landscape configuration led to some initial advantages for economic development. The communities have come a long way from their early economies that were associated with agriculture and wood product industries in river towns in the Rock River basin.
We are located in a special region with proximity to the Great Lakes basin, Wisconsin’s “North Woods”, and the agricultural production “bread basket” of the United States. We are located in one of the largest metropolitan regions in the entire country. Our region is in the population center of greater Chicago-Milwaukee “, and we share an eight-County regional economic development organization with Madison and Dane County.

As U.W. Professor Phil Lewis has generalized this with his “Circle City” concept. We have a lot in common with other economic centers in the region, including Fox Valley, Twin Cities and the Quad Cities.
This ethnic “settlement” slide illustrates the strong ethnic heritage of this region. Our County is significantly influenced by European settlers, with the Germanic communities quite notable.
Jefferson County is physically connected to and ideally located in the center of the most diverse and dynamic economic development generation regions in Wisconsin. The County and its communities are positioned to build on our strengths such as small town living, agriculture and food processing, and advance manufacturing. At the same time, we can leverage and take advantage of this strong linkage to our two adjacent metropolitan areas which have world class status as research and industrial centers.
Jefferson County has prominent economic clusters in food processing, advanced manufacturing including bicycle manufacturing and bio-fuels. The graphic illustrates the important established and growing economic development clusters that are a part of our region.
The vision for the economic focus of this region is still being created. Jefferson County’s assets of small town living, agriculture and food processing and advanced manufacturing complement the emerging economies to our west (the Capital Region centered on Dane County – now THRIVE) and the seven county Milwaukee 7 region to our east. The emerging industries of the bio-economy, health care, clean and green technologies, freshwater technologies and bio-medical devices are being elevated as emerging clusters of the “Mad-Waukee” connection which pivot from Jefferson County.
This slide illustrates the extensive commuting patterns of workers both out of Jefferson County and into Jefferson County. The most extensive commutes out of Jefferson County are the over 5400 workers driving to Waukesha County and the almost 4000 workers commuting to Dane County. The graphic also illustrates the large inflow of workers (over 4000) that come from Dodge County and work in Jefferson County. This is likely explained by Watertown having one-third of its population in Dodge County with many of the jobs in Jefferson County.
Jefferson County has a well established corporate presence with significant and diverse goods and service producing companies. Manufacturing is the single largest source of employment in the County with almost 25 percent of all jobs (compared to only 16 percent and 10 percent in Wisconsin and the nation, respectively). The services industry, led by high quality and growing health care operations, represent another significant employment sector. This image illustrates how the many leading companies are distributed among the individual communities.
Jefferson County has several “niche” economic sectors that are prominent, and may be considered special enough to provide special advantage to this area. Some notable economic sectors and the specific business are listed on this slide. Businesses that are distinctive include:

a) Advanced Manufacturing - Trek Bicycle (World’s largest bicycle manufacturer);  
b) Food/Agriculture - Jones Dairy Farm (Successful local pork/meat company);  
c) Health Care - Bethesda (Renowned Institution for special needs population).
Jefferson County has a $1.5 billion agricultural economy with over 10,800 jobs linked to agriculture. The County’s farmers own and manage the resources of over 240,000 acres of land. This ranks Jefferson County among Wisconsin’s top counties in the production of poultry, eggs, aqua-culture, forages, nursery stock and sod, soybeans and agricultural crops in general. However, dairy remains the largest part of agriculture in the County explained most by the sale of milk. Jefferson Counties has an abundant number of supply and processing companies that support and add value to the agricultural products.
Jefferson County’s communities and workforce are part of a strong manufacturing sector (non-durable goods manufacturing) that is skilled in food processing. There are five dairy processing plants, large meat processing operations and regional canning and bottling companies. This slide also shows the emergence of “fresh market” farms that are gaining in popularity as people recognize the value of eating fresh, locally grown food. This advantage may increase as energy costs for food transportation continue to rise.
Jefferson County is central to the emerging bio-energy economy in southern Wisconsin. Renew Energy which began operation in 2007 is Wisconsin’s largest ethanol manufacturing plant.
The combination of a preservation and conservation ethic along with high quality communities with a high degree of "community livability" has resulted in a network of distinct communities in Jefferson County. The many different strategies underway in this area are aimed at preserving the best characteristics of the "countryside" with all the best features of small-town living. This unique combination positions our area for the "new economy". The new economy recognizes emerging lifestyle changes in our workforce, including younger workers, who are attracted to more quality of life features in the communities in which they choose to live and work.
Jefferson County’s high quality natural resource base is an asset that greatly adds to the quality of life in this region. Studies show that people have a greater sense of well-being if their lives include ready access to the natural environment. The abundance of environmental corridors, rivers and lakes, restored wetlands and extensive public lands position the County for tapping into the emerging recreation and tourism industry.
A region centered on Jefferson County has been designated by Wisconsin Department of Natural Resources as the highest priority location to further develop a natural resource-oriented parks, recreation, and trail system. This region has been coined the Glacial Heritage Area, and a task force has identified a new set of parks and community-linked trails which are projected to generate a “new economy” valued at over $50 million per year in tourism-related expenditures. Business leaders in this area understand that parks, recreation and “sense of place” enhancements are very important in attracting new business and workers.
What assets and opportunities do you think Jefferson County should build on?

In Jefferson County the vision is evolving. Leadership throughout Jefferson County is currently developing and refining their vision which will balance the dynamics of a strong economy, a preserved environment and high quality communities for people to live, work and play. Documents like this are intended to reach out so all can understand and further consider the possibilities and unique opportunities currently at hand.