



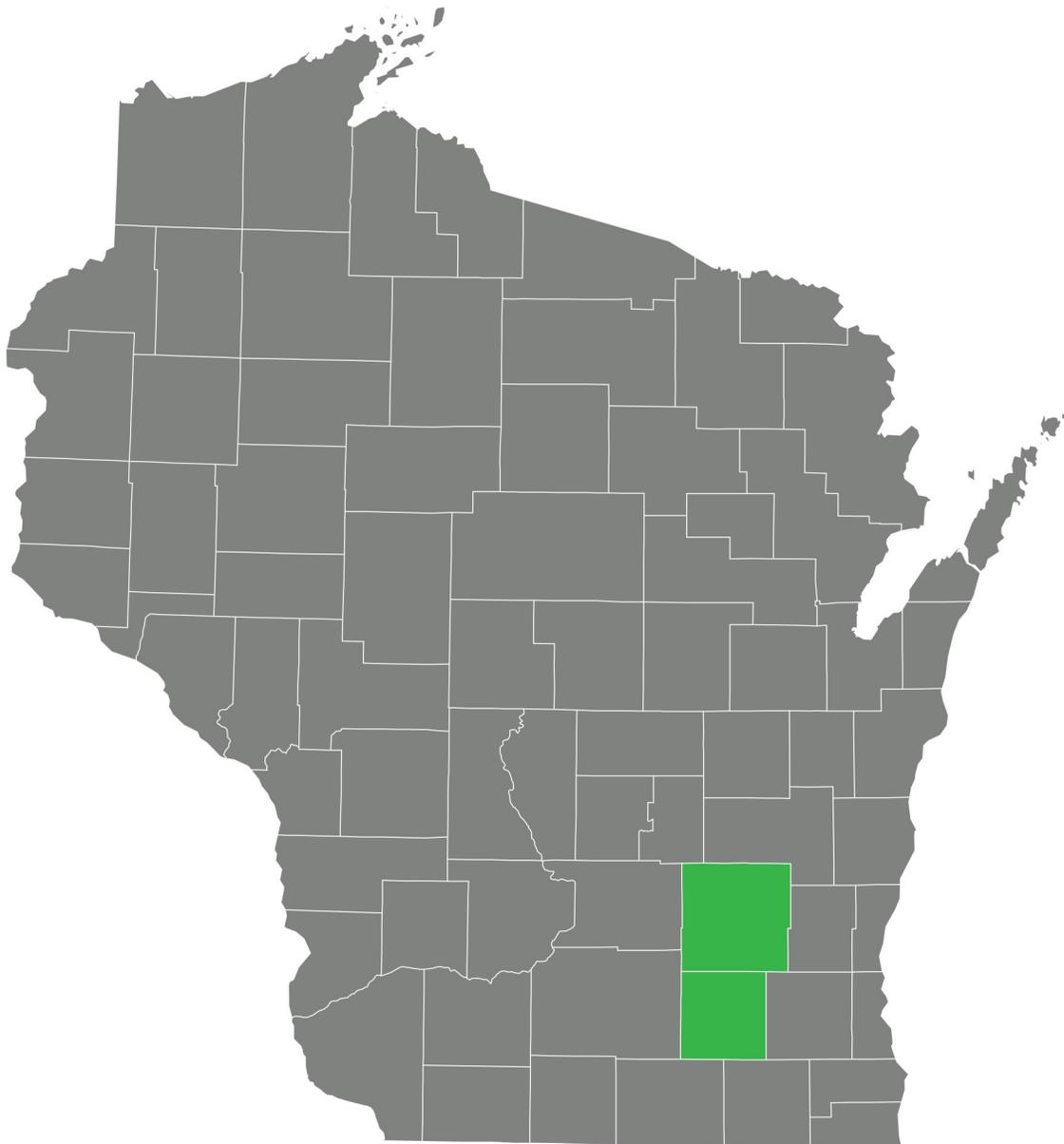
Jefferson·Dodge Counties·WI

THRIVE

Economic Development • It's Happening Here

STRATEGIC PLAN 2017-2021

2018 Revision



INTRODUCTION

This 5-year plan was originally prepared to kick-start the new 501c3 organization known as the Glacial Heritage Development Partnership (GHDP). The premise for the original was built from a strategic initiative developed in the Spring of 2016. Following a change in leadership and a desire to aggressively pursue 501c designation, Articles of Incorporation were filed with the State of Wisconsin on July 13, 2016. Founding members of the GHDP board were appointed by the Jefferson County Administrator on October 7th, 2016. A few early determinations are important to understand the context of the work in the Strategic Plan. First, it was determined that public and private dollars be kept separately. Second, a determination was made to retain the staff working for the Jefferson County Economic Development Consortium (JCEDC), as Jefferson County employees and have the public private partnership, the GHDP, contract with the JCEDC for the staff necessary to execute the 5-year plan. Third, the GHDP Board and the JCEDC Board agreed for the need to launch a private sector fundraising campaign no later than the Spring of 2017. Since fundraising would use the Strategic Plan as its platform, the Jefferson County Administrator, the founding members of the GHDP and the staff of the JCEDC worked to complete the original Strategic Plan in the Fall of 2016, which was adopted by the GHDP Board at its December 2016 meeting. The Board of the Jefferson County Economic Development

Consortium formally adopted the original Strategic Plan at its February 2017 meeting.

To ensure investor confidence, the Board of the GHDP will maintain an active role in keeping the work in this Strategic Plan on task, on time and on budget and provide high levels of transparency, communications and accountability. Oversight of the work in this plan is vested in the Board of Directors of GHDP, who committed financial and leadership support to the program's success.

The first fundraising campaign launched February 13, 2017, with a contract Campaign Director on site from this date through September 30, 2017. At the time of the departure of the Campaign Director, fundraising efforts resulted in the need to revise the plan to align the work with a 30% reduction of the funding originally proposed.

The Board of the GHDP and members of the Campaign Cabinet met on October 23, 2017 to review and revise the Strategic Plan. The plan was written as a living document to be formally reviewed on an annual basis.

The differences between the original plan and the revised plan reflect a reduction in some of the strategies, and most importantly, the elimination of the "Building

continued



Capacity” goal, with many of the strategies in that original goal absorbed into the remaining three goals. It is important to note as well that the revised plan remains solely focused on economic development practices and outcomes.

One of the most visible changes for the GHDP is the adoption in the fourth quarter of 2017 of a Vision Statement, Mission Statement and new brand and DBA. We are very excited to announce that, going forward, we will be doing business as **Thrive Economic Development (ThriveED)**.

Why ThriveED? Thrive signifies all the things that we as an organization are working toward – prosperity in Jefferson and Dodge counties. Communities that flourish. Our newly adopted Vision and Mission Statements bear this out.

Our Vision Statement is:

ThriveED will lead change necessary to support economic growth in Jefferson & Dodge counties that result in healthy, thriving and growing communities.

Our Mission Statement is:

ThriveED will engage the public and private sectors in actions focused on attracting and supporting business growth that benefits the residents and communities of Jefferson and Dodge counties.

These will serve as guides for the work of the organization, answering the why, who and what questions that give meaning and purpose to the work in the Strategic Plan.

The goals in the revised plan are grouped into distinct areas of focus:

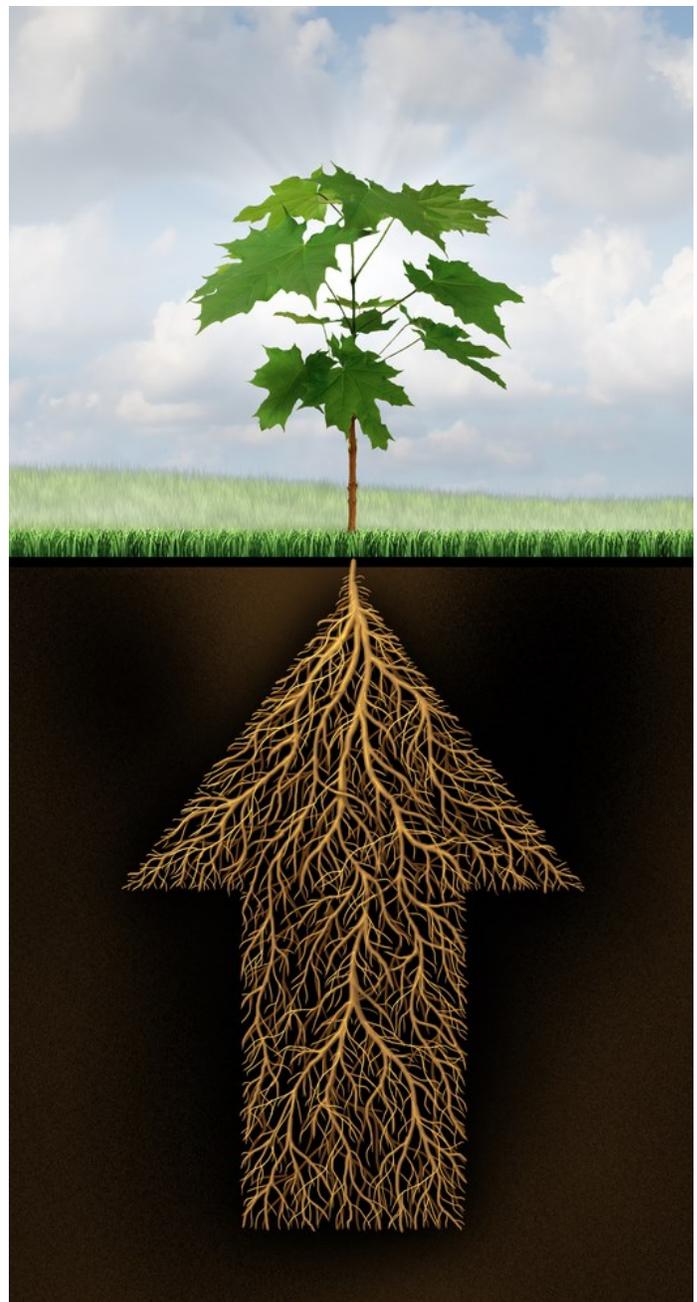
Business: Grow businesses, capital investment and employment opportunities

Workforce: Attract, develop and align talent

Marketing: Raise awareness of the area’s assets to attract business investment, talent and visitors with discretionary dollars

The goals are accompanied by Projected Outcomes, and in most cases, are aligned with a quantifiable measure of success. Each goal listed has corresponding strategies. The staff under contract will develop plans of work on an annual basis, based upon the outcomes from the Annual Plan Review sessions. As always, economic conditions, availability of funding and leadership will impact the successful execution of the strategies in the multi-year plan.

Sincerely,
Victoria Pratt, CECD
President
Thrive Economic Development



Thrive Economic Development
would like to thank the ThriveED
Board of Directors, who contributed
to this strategic plan. Their expertise
expanded our understanding of the
challenges faced by the Jefferson
and Dodge county area, as well as
the opportunities ahead. Their
knowledge and valuable insight are
reflected in the strategies and
actions throughout the plan.

ThriveED BOARD OF DIRECTORS

(as of November 2017)

Matt Mauthe, CEO

Marquardt Village
ThriveED Board of Directors Chairman

Brian Knox, President

W.D. Hoard & Sons
ThriveED Board of Directors Vice Chairman

David Schroeder, President & Owner

Baker-Rullman Manufacturing
ThriveED Board of Directors Secretary/Treasurer

Tina Crave, President & CEO

Greater Watertown Community Health Foundation

John David, Mayor*

City of Watertown

Jim Falco, Associate Vice President

Madison College

Paul Huebner, Vice President

Horicon Bank

Richard Keddington, CEO

Watertown Regional Medical Center

Nick Keys, Principal

Dickman Real Estate

Ty Neupert, President & CEO

Bank of Lake Mills

Lisa Pollard, Dean – Beaver Dam Campus

Moraine Park Technical College

Nate Salas, President

Partnership Bank

Matt Trebatoski, City Manager*

City of Fort Atkinson

Mike Wallace, President & CEO

Fort Healthcare

Steve Wilke, City Manager*

City of Lake Mills

** Bylaws allow for 2 JCEDC representatives and an alternate*



THREE AREAS OF FOCUS

Elevating economic development in Jefferson and Dodge counties

Each goal in the plan is accompanied by Projected Outcomes. In most cases, each goal has a quantifiable measure of success. Each goal listed has corresponding strategies. The staff under contract will develop plans of work on an annual basis. Annual plans of work will depend upon available funding and will be designed to implement activities that execute the strategies aligned with the multi-year goals.

Business

Grow businesses, capital investment and employment opportunities



Workforce

Attract, develop and align talent



Branding/Marketing

Raise awareness of the area's assets and the organization to attract business investment and talent





GOAL ONE: BUSINESS DEVELOPMENT

Grow business, capital investment and employment opportunities

Work to achieve this goal will encompass a variety of activities designed to add business investment to the area that will:

- Increase employment opportunities
- Increase the tax base
- Build the area's capacity to retain businesses
- Build the area's ability to attract business

Projected Outcomes/Measures of Success:

- Visit at least 60 businesses annually
- Provide expansion assistance to at least 3 businesses each year, or 15 existing businesses over 5 years
- Provide assistance to support at least \$20 million of new business investment each year, or \$100 million in new business investment over 5 years
- Provide assistance to attract 3 new primary employer businesses within 5 years
- Provide assistance that impacts at least 1,000 jobs over 5 years
- Build and maintain the area's most robust industrial & commercial site and building website
- Build the area's ability to compete for and win new business investment
- Increase new investment projects in pipeline by 20% at the end of year 5
- Increase online site and building searches by 30% over 5 years
- Host at least 5 ED summits focused on helping municipalities prepare for business growth and compete for new business investment opportunities

GOAL ONE: STRATEGY ONE

Business Retention & Expansion: Meet with existing business in Dodge and Jefferson counties to identify challenges and opportunities and work to deliver solutions. Facilitate access to resources inside and outside the two-county area.

- Retention & Expansion Visits: Visit at least 60 major employers annually
- Provide semi-annual reports to investors that aggregate data from existing business visits
- Direct Expansion Assistance: Provide direct and indirect support to businesses making capital investments to include:
 - Confidential site/building search assistance
 - Access to financing for property acquisition or rehabilitation
 - Access to available incentives needed to support new investment
 - Access to other services as needed
- Coordination of business surveying activities across agencies in both counties, to collectively document business challenges and growth opportunities, and communicate aggregate results to areapartners.
- Partner with area Chambers, school districts, adult education institutions and tech-ed instructors to deliver training programs that address issues raised by business leaders in BRE visits.

GOAL ONE: STRATEGY ONE *continued*

- Work to expand locally controlled incentives. For example, expand Revolving Loan Fund (RLF) options to include creation of a bank supported two-county Loan Fund.
- As funding allows, partner with regional EDO's (MadREP and M7) to expand access to services that assist existing businesses.
- Business-to-Government Affairs: In collaboration with area Chambers of Commerce and other local CDA/RDAs, and as funding allows, host annual meetings with state and federal representatives focused on economic development issues raised by existing businesses.

GOAL ONE: STRATEGY TWO

- **Recruit/Attract New Driver Industry Businesses:** Aggressively seek opportunities to attract businesses in primary employer industry sectors to make new investments in Jefferson and Dodge counties. New business attraction efforts will initially focus on opportunities to collaborate with regional economic partners to attract businesses nationally and internationally.
- As funding allows, partner with MadREP and M7 to attend specific outreach activities that include meeting with corporate decision makers to promote the business assets of the two-county area.
- Build relationships with decision-influencers in the Madison and Milwaukee area to promote doing business in Jefferson and Dodge counties. Decision-influencers include: Corporate Counsel, CFO membership groups, commercial & industrial brokers, finance professionals and CPA's and others engaged in providing advice and counsel to corporate decision-makers.
- Enhance the website and develop targeted sector marketing materials as funding allows to implement an attraction campaign focused on these industry sectors:
 - Agribusiness
 - Food Processing
 - Advanced Manufacturing
- As funding allows, execute a prospect development strategy designed to build awareness of local assets, for primary sector businesses:
 - Within a 3-hour drive radius
 - Identified as key suppliers or customers of existing businesses
 - Identified through networking activities as prime prospects for future capital investment potential in Dodge or Jefferson counties
- As funding allows, develop and maintain robust relationships with regional, national and global site selectors, developers and commercial/industrial realtors, including annual familiarization tours of area assets and opportunities.
- Develop and maintain an accurate demographic, site and buildings database for community leaders, business executives and site selectors searching for information.



GOAL ONE: STRATEGY THREE

Building Business Investment Capacity: The following activities are proposed by ThriveED to support and grow the area's competitiveness and stature as a prime location for business and industry.

- Complete an asset inventory. This includes identifying all the assets in Jefferson and Dodge counties that are important to business, and quantifying the value of these assets.
- Build and Promote Area Assets & Infrastructure. Work with area municipalities to continue development of the infrastructure (connectivity/bandwidth, processes and timelines impacting expansion plans, available sites and building for commercial/industrial businesses) necessary for economic growth.
- Create a marketing/promotion strategy to promote the area's assets that is aligned with available resources.
- As resources allow, and in collaboration with local municipalities, create a playbook for businesses seeking to expand that explains the steps to get appropriate permits in place, etc. and lays out a timeline and cost estimates.
- To build the competitiveness of the I-94 and WI-26 Corridors, work with municipalities to identify gaps and develop a plan to add assets that enhance competitiveness along those highways.
- Work with municipalities to promote world-class 'Development Readiness' across the two-county area.
- Brownfield Redevelopment. As resources are available, develop and grow the area's brownfields program to add to inventory of shovel-ready key properties for economic development.
- Execute a Labor Availability Analysis specific to the manufacturing sector. Use the documentation from this analysis to promote Jefferson and Dodge counties for new manufacturing investment.
- Work with businesses and in partnership with Chambers to quantify primary employer short-term future workforce needs, and use this information to inform the region's decision-makers on programs and initiatives that will result in a pipeline of workers for future growth.
- Continue participation in the Wisconsin River Rail Transit Commission to ensure access to short line rail services.
- Amenities/Community Development: Support municipal efforts as resources are available to identify and develop amenities necessary to attract workers and employers, which may include housing and mixed-use living developments.





GOAL TWO: WORKFORCE FOCUSED - DEVELOP AND ALIGN TALENT TO SUPPORT BUSINESS GROWTH

Strengthen the talent pipeline and support business employment growth needs

Working to develop and align the pipeline of talent necessary to meet the needs of business and industry is key to the area's economic vitality. Many organizations are engaged in workforce development initiatives and ThriveED does not intend to replicate existing efforts, nor will it directly engage in talent attraction efforts. The ThriveED will work with existing training and education providers on behalf of the needs of business and industry to ensure that the region is capable of providing the labor necessary for current and future business growth.

Projected Outcomes/Measures of Success:

- Reduce time to hire for the area's primary industry businesses by 50% over 5 years (initial information will come from BRE visits; changes will be documented through annual surveys)
- Increase the quantity of qualified applicants for positions with area's primary employers
- Decrease out-commutation of workers by 25% (documentation will come from BLS)
- Increase area employer use of interns by 25% (defined through annual surveys)
- Increase area employer engagement with youth apprentices by 25% (defined through annual surveys)
- Complete a labor study or multiple studies to clarify both employer demand and assess labor supply

GOAL TWO: STRATEGY ONE

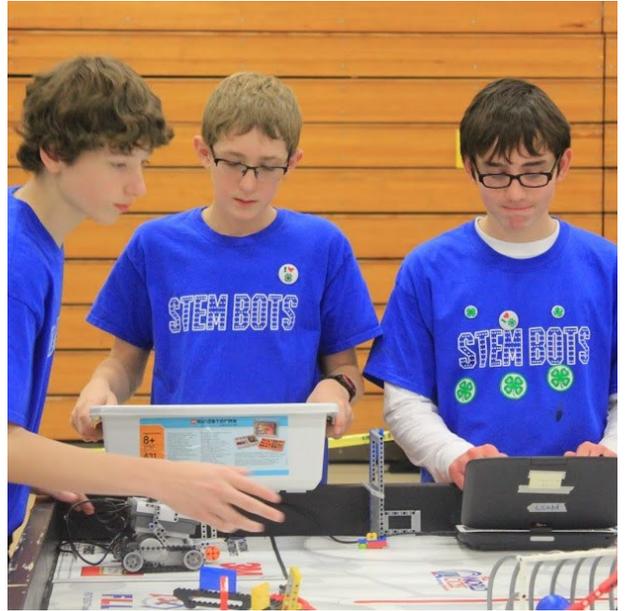
Workforce/Talent Skill Development and Alignment: Work collaboratively to ensure the skills of the workforce match employers' needs, and that area employers are informed on competitive wage and benefit packages necessary to attract and retain talent.

Tactics may include:

- Sharing of information from BRE visits related to workforce needs, with Superintendents from the two counties' school districts, the Dodge MBA and Jefferson County manufacturers, Madison College and Moraine Park to inform and to ensure that the area's tech-ed and work-prep courses are aligned with the needs of Jefferson and Dodge counties primary industry employers.
- Conducting an area-wide labor availability analysis designed to identify the skills, availability and cost of talent to meet specific industry needs, i.e., identifying the area's capacity to meet a projected demand of 500 new manufacturing-related workers over the next five years. Such an analysis would document the number of workers currently within drive time capable of working in manufacturing, their existing skill sets and the wage and benefit package necessary to attract them to work in this industry sector.
- Conducting a study to identify current and shorter-term (3-5 years) employer needs and also assess the skills of underemployed and unemployed workers in area as the basis for developing a targeted, focused pathway to employment program.
- Work with Workforce Development Board and other interested parties to support expanded pathways to employment that include offering work-ready training to rejected applicants.

GOAL TWO: STRATEGY ONE *continued*

- Report results and findings to investors and broadly communicate to community to encourage financial support and expansion of work-ready development/ training options in area K-12 schools.
- Collaborate with area Chambers to produce and implement an area-wide wage and benefit survey to keep employers informed about what it will take to attract and retain workers in specific occupations.
- Ongoing communication with area employers about:
 - Workforce development programs of interest
 - Area educational and training institutions and programs to ensure employer needs for licensed trades' workers, certified employees and college graduates are met
 - Tech Ed and other skill-focused programs being offered by area high schools
- Collaborating with other providers to improve and expand the soft-skill (financial literacy, etc.) education programs for students and employees.



GOAL TWO: STRATEGY TWO

Talent Attraction: Work with area business leaders, municipal leaders and other organizations to support efforts to create an environment conducive to attracting workers from outside the Jefferson and Dodge county area to accept employment opportunities within the two counties. Tactics may include:

- Providing assistance to Chambers of Commerce and municipal leaders on best practices to support talent attraction.
- Sharing information gathered through business visits with Chambers and municipal leadership that are focused on development or related options necessary to help business attract talent to the area.
- Conduct a skill/talent survey among primary employers in both counties and share this information with Chambers of Commerce, employer groups and municipal leaders to inform about the types of workers needed by employers, as the basis for launching a talent attraction effort.





GOAL THREE: BRANDING, MARKETING AND COMMUNICATIONS FOR SUCCESS

Build a brand that raises awareness and promotes the area's quality of life amenities and its economic development assets. Communicate with all audience segments to promote assets and success stories. Become the 'Go-To' EDO for Jefferson and Dodge counties

Marketing strategies are embedded in all the work of the first two goals of this Strategic Plan. However, branding and marketing for success as a separate goal is an opportunity to develop key indicators to measure marketing success and build the brand of the organization and the territory we represent. As funding allows, ThriveED will focus resources on building a stronger, more nimble organization capable of executing a brand penetration campaign to reach audiences across the upper Midwest, the Great Lakes Region, national and across North America. Communications plans will be developed and delivered to ensure that all critical audiences are reached. Audiences include:

- Existing businesses
- Business attraction targets
- Residents of Jefferson and Dodge counties
- Public sector investors
- Private sector investors
- Business decision-makers & influencers (site selectors, etc.)

Projected Outcomes/Measures of Success:

- Triple ThriveED social media and website hits
- Achieve 5% increase year-over-year in site and building searches
- Increase population by at least 2%
- Increased sales taxes collected by at least 5%
- ThriveED or DBA recognized as an important player in economic development in WI
- ThriveED or DBA recognized as authority on economic development-related issues in Jefferson and Dodge counties
- Board seats on ThriveED and/or association with working committees of the effort, prized by business leaders in Dodge and Jefferson counties
- Funding to support the efforts of the organization grows annually

Successful economic development depends upon several factors, and many are beyond the reach or control of local economic development efforts. Such factors include, but are not limited to:

- Costs of doing business – impacted by many variables, including federal and state regulations, cost of living indicators, climate impacts, worker demands, insurance costs, transportation costs, etc.
- Market volatility – which can neither be predicted nor controlled
- Currency fluctuations/political unrest – increasingly important in a global economy
- Global competitiveness – and the reality of the continued decline of purchasing power in North American countries against the growth of a middle-class on the Asian and African continents

GOAL THREE: STRATEGY ONE

Become a ‘Must-See’ business destination: Develop and implement a regional branding and marketing campaign designed to enhance the area’s image as an ideal business location along the Chicago-Minneapolis high-tech/IQ Corridor. Building on the strength of efforts underway by MadREP and Milwaukee7, ThriveED will promote the region’s live, work, play amenities. Tactics may include:

- Completing a detailed asset inventory to quantify the value of the business assets in Dodge and Jefferson counties, and how proximity to the Madison and Milwaukee MSA’s add value to businesses.
- Developing marketing materials for all aspects of the organization’s activities.
- Continuing to work with regional partners to expand the reach of these materials.
- Continuing the work of the Branding/Marketing/Communications Working Committee of the ThriveED Board and expanding members from Jefferson and Dodge counties to enhance these efforts.
- Supporting and promoting events that build the brand and strengthen opportunities to bring visitors to the area and/or build awareness of the area’s many amenities to the local population base.

GOAL THREE: STRATEGY TWO

- Upgrade website and social media platforms to appeal to targeted audiences (i.e., site selectors, community leaders, tourists, residents, etc.).
- Develop and maintain an online dashboard of key economic and community development indicators to track impact of programs to overall goals.
- Promote area successes in regional and national publications.
- Publish quarterly e-newsletters highlighting the area’s economic success stories, programs and news.
- Provide regular update presentations to area local governments, nonprofits and community organizations.
- Coordinate communications and marketing opportunities with partners at WEDC, MadREP and M7.



GOAL THREE: STRATEGY THREE

Ensuring Professional Staffing: The goals of this Strategic Plan overall, and this goal specifically, focus on actions the organization should be able to successfully impact with appropriate funding and staff. Like many other industry sectors, economic development is a knowledge-dependent business requiring professional practitioners; i.e., its success relies upon the skills and abilities of its workforce. Therefore, every desired outcome and measure of success in this plan depends upon the quality of the talent of the organization. The effectiveness of this organization to build the economies of Jefferson and Dodge counties over time should include a goal to grow the staff dedicated to professional economic development, to include:

- Business Development Professional
- Housing & Community Development Professional
- Marketing Professional
- Research Professional
- Investor Relations Professional
- Economic Development Specialist
- Administrative Support

GOAL THREE: STRATEGY FOUR

Ensuring Professional and Relevant Governance: Cultivate and motivate board and working committee participation to ensure that ThriveED and its related groups are governed by business leaders from Jefferson and Dodge counties who are committed to the area's economic growth.

- Develop a Working Committee structure for the board that brings local business leaders and rising talent together to drive ThriveED forward in key areas such as:
 - Product Improvement/Asset Development
 - Finance, Audit and Compliance
 - Product Sales/Business Development
 - Investor Relations
 - Branding/Marketing/Communications
 - Projects/Prospect Management
- Develop a sustainable Investor Relations strategy to ensure fiscal stability for ThriveED over time.
- Develop the capacity of the board members over time to enhance their ability to take on leadership roles that impact the area's overall economic competitiveness.
- Engage in semi-annual economic development general education sessions.
- Conduct semi-annual topic-specific board and municipal leadership education programs that enhance competitiveness, such as:
 - Streamlining the permitting process
 - Consistency in zoning language across municipalities

GOAL THREE: STRATEGY FIVE

Ensure Sustained Funding: Maintain efforts from the inaugural 5-year fundraising campaign to ensure that adequate resources are available to execute the initiatives in this plan. With a goal to reduce public sector financial support and increase private sector support for delivery of economic development programs and services, ThriveED has no employees and instead contracts with the JCEDC for the professional staff necessary to execute this strategy. Fundraising should:

- Raise awareness of the need for professional economic development programming and services.
- Raise awareness of the unique business assets of the Jefferson and Dodge County area, and the organization's efforts to attract business investment.
- Raise awareness of the role of the organization as the sole entity focused on initiatives designed to increase primary employment options for residents of the two-county area.

PROPOSED BUDGET

The revised budget estimate at the end of the formal campaign assumes access to \$2,240,000, over five years, to execute the goals of this multi-year strategy. The budget will be reviewed and vetted by the Finance, Audit & Compliance Committee and the ThriveED Board and adjusted annually as needed. Based upon this number, the annual budget will be \$448,000, funded by both the public and private sector.

The revised plan projects use of available funds as follows:

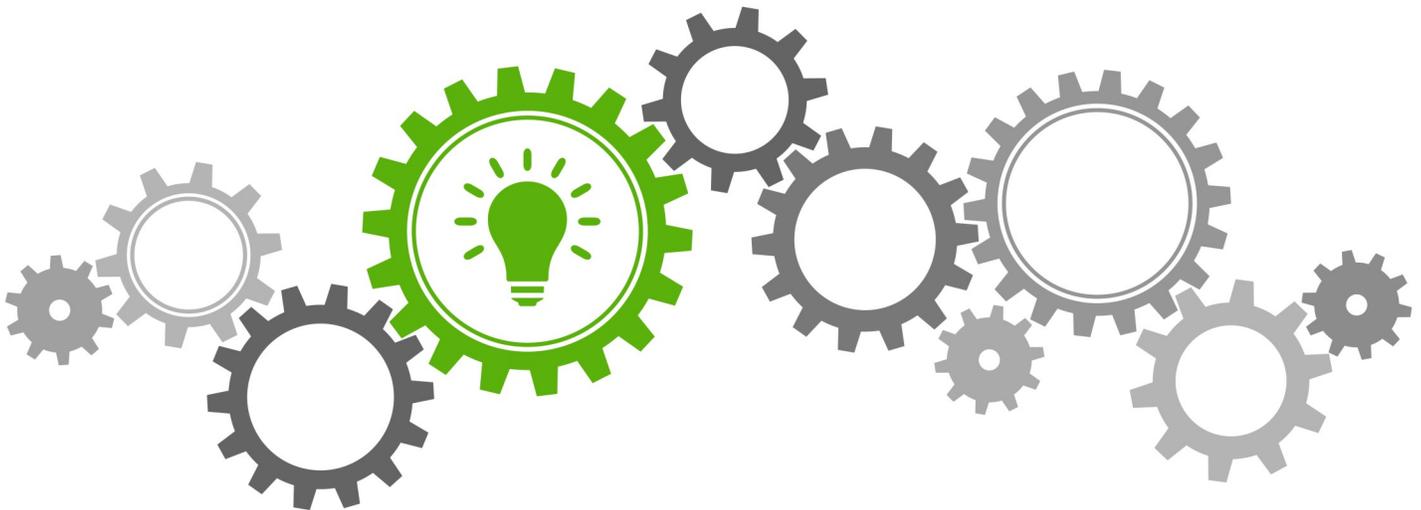
1.	Business	\$896,000	Grow Businesses, Jobs and Capital Investment
2.	Workforce	\$448,000	Develop and Align Talent
3.	Marketing	\$896,000	Brand/Market/Promote/Communicate

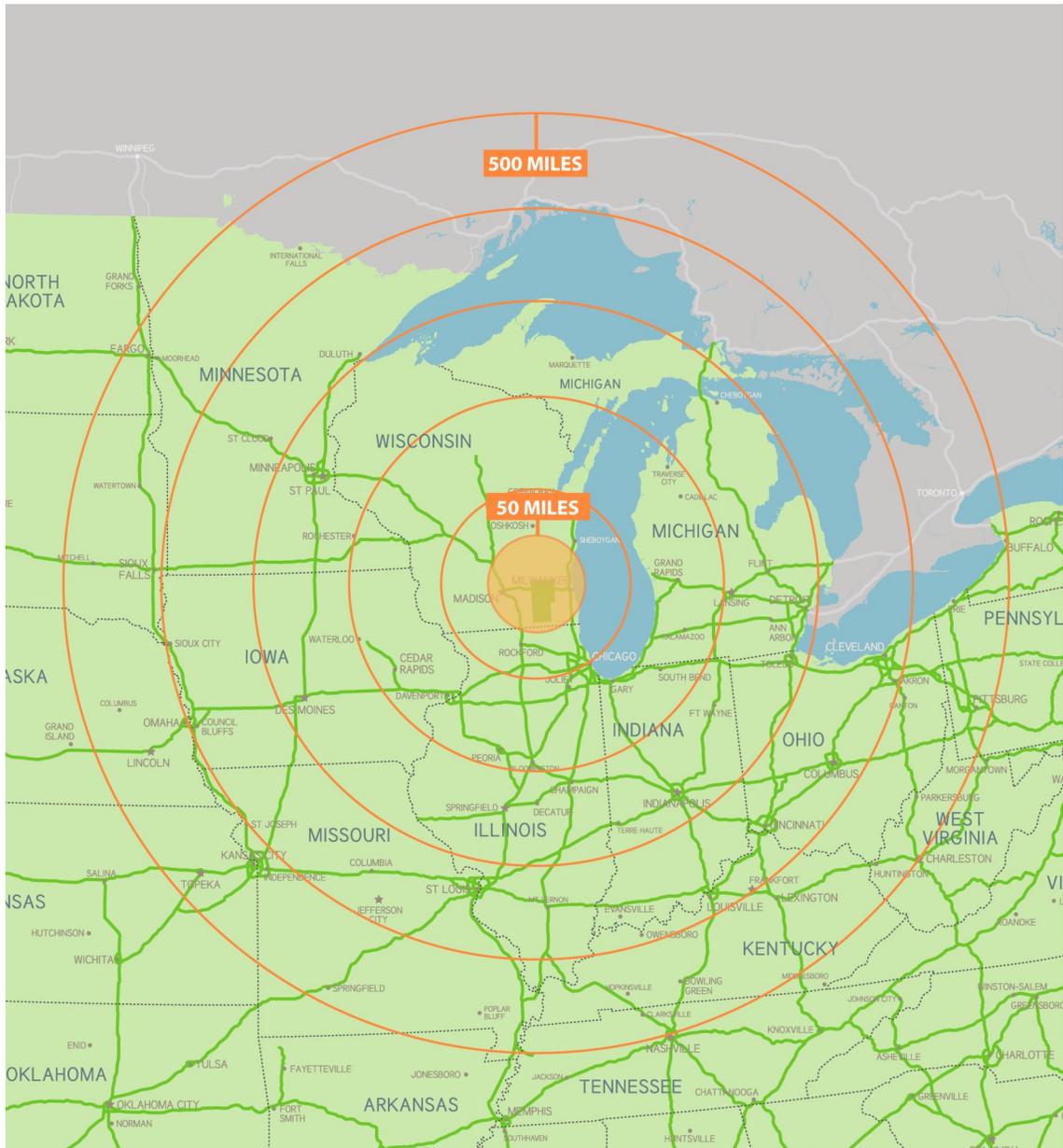
ECONOMIC IMPACT/BENEFITS OF THE STRATEGIC PLAN

The intent of the original fully-funded 2017-2021 (1/1/17 – 12/31/21) plan included impacting a variety of tangible and intangible benefits for the Jefferson and Dodge county region. The most visible of these are new/retained jobs and new/retained capital investment.

The primary economic development outcomes associated with successful execution of the Strategic Plan is dependent upon the strength and timeliness of financial commitments necessary. These desired outcomes include:

- New businesses and expanded existing businesses in Jefferson and Dodge counties
- New commercial and industrial capital investment
- New high-grade jobs (quantity) - these “direct” jobs will trigger additional “indirect” (supplier-type) and “induced” (service sector) jobs
- Increased workforce quality
- Payroll increases associated with direct, indirect and induced jobs
- Increased household/personal income levels
- New deposit potential for area financial institutions
- New sales and property tax revenue to governments throughout the area
- Improved infrastructure support for future community building and economic development





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