

Jefferson County Economic Development Consortium

Annual Report for 2005

City of Fort Atkinson.....	John Wilmet
City of Jefferson.....	Bruce Bierma
Village of Johnson Creek.....	Paul Moderacki
City of Lake Mills.....	Steve Wilke
City of Waterloo.....	Mo Hanson
City of Watertown.....	Augie Tietz
City of Whitewater.....	Gene Hackbarth
Jefferson County Supervisor.....	Greg David
Jefferson County Supervisor.....	Yvonne Duesterhoeft
Jefferson County Supervisor.....	Randy Mitchell

Department Staff

Dennis Heling.....	Executive Director
RoxAnne Witte.....	Administrative Assistant

Jefferson County Demographics and Workforce Profile Summary

On January 1, 2005 the Wisconsin Department of Administration estimated the population of Jefferson County at 79,188. Of this population it is predicted, by the State of Wisconsin Department of Workforce Development (Office of Economic Advisors), that the 2005 workforce participation was 43,788* persons. This means on average, assuming a 4.5% unemployment rate, 41,818 people were working with 1970 individuals unemployed during the 2005 calendar year. The 2005 average unemployment rate reflected about a one-half of one percent lower rate than that of 2004. Commuting patterns identify that about 15,500 Jefferson County residents work outside of Jefferson County while 11,270 workers commute into Jefferson County. It is estimated that approximately 1/3 of those who commute out of Jefferson County travel to work in Waukesha County. Additionally, it is estimated that almost 1/4 of those who commute out travel to Dane County. Of the workers who commute into Jefferson County well over 1/3 come from Dodge County.

There exist approximately 2083 business establishments operating in Jefferson County. Of these businesses approximately 1550 reported employing 19 or fewer employees. The top ten employers in Jefferson County are listed in chart A below with Trek Bicycle Corporation being ranked as the largest employer in Jefferson County. The top ten employers account for about 20 percent of the jobs within Jefferson County. Jefferson County's top five industries saw, the 2004, number one ranked industry by employment, educational services, being replaced with employment in the Food Services and Drinking Places sector.

According to the United States Department of Agriculture, National Agricultural Statistics Service 2002 compilation there are 2181 farm operators in Jefferson County with 1421 farms, down 5% from 1493 in 1997. Out of the 1421 farms 286 reported hiring a total of 1738 farm laborers.

* This number doesn't include those who reside in Jefferson County, but are in the military, institutionalized or not working and not currently looking for employment.

Jefferson County Top Ten Employers 2005 Chart A

Rank	Employer
1	Trek Bicycle Corporation
2	County of Jefferson
3	Fort Healthcare Inc.
4	Briggs & Stratton Power Products
5	Bethesda Lutheran Home & Services
6	Generac Power Systems, Inc.
7	Terra Staffing Services, Inc.
8	Watertown Unified School District
9	Wal-Mart Associates, Inc.
10	Aristotle Corporation

***Jefferson County Top Five Industries
2005
Chart B***

Rank	Industry
1	Food Service & drinking places
2	Educational Services
3	Food Manufacturing
4	Administrative & Support Services
5	Electrical Equipment and Appliances

** Source: Unless otherwise noted the data source is the State of Wisconsin Department of Workforce Development

***BACKGROUND, MISSION, GOALS AND STRUCTURE OF THIS
REPORT***

The Jefferson County Economic Development Consortium (JCEDC) formed in June 2003 through the combined efforts of Jefferson County, the Cities of Fort Atkinson, Jefferson, Lake Mills, Watertown and Whitewater and the Village of Johnson Creek. The City of Waterloo joined the JCEDC as a full voting member effective January 2005. Dennis Heling is the Executive Director. Currently the department has a part-time Administrative Assistant, RoxAnne Witte. JCEDC's 2005 budget was \$121,483.00.

The organization's mission is to foster and encourage responsible economic development activities that result in job creation, retention, increased tax base and an improved quality of life for the citizens of Jefferson County. This mission is to be achieved through goals adopted by the Board of Directors, as amended from time to time.

As part of our early planning process JCEDC developed five major areas of focus along with various developmental steps for activities which would assist JCEDC in achieving its goals. Although these five major areas have been identified for current focus it is intended that a long term strategic planning process will help refine this focus. It is anticipated that a formal long term strategic planning process will be initiated in late 2006. The current five major areas of focused will be used in this annual report to provide a context to the departments activities and also to hopefully give the reader a sense of the relation between and among the activities and accomplishments gained while working toward achieving the goals and overall mission of the department. The five major areas of focus include:

1. Communication
2. Marketing of Jefferson County
3. Workforce Development, Training and Education
4. Supporting a Positive Business Climate
5. Facilitation and Coordination

Many of the activities outlined below may impact more than just that major area of focus where listed, however for the sake of clarity and brevity the activities have been identified only once. The activities cited are not intended to reflect all activities of the department, but are identified to give a representative sample of the activities of the department.

I. COMMUNICATION

The JCEDC must continue its efforts to inform the public and private sectors on its role and function. This includes clarifying perceptions and communicating information on issues, regulations, policies and other issues that impact the business community in Jefferson County. The JCEDC wants to be recognized as a problem and information clearinghouse on economic development issues. The JCEDC will assist in maintaining and promoting open and free lines of communication between local government officials, area businesses, and local and state agencies.

DEPARTMENT COMMUNICATION ACTIVITIES

The Jefferson County Office Study was conducted in the summer of 2005 by the UW–Extension Center for Community and Economic Development to determine if communities with a county seat have a greater mix of businesses in their downtowns than comparably-sized communities that are not county seats. The potential loss of downtown businesses resulting from the relocation of county offices has been raised as a potential issue by County, City of Jefferson, and civic leaders. The Jefferson Economic Development Consortium (JCEDC) was seeking information on the impacts of government facilities in the downtown area and the JCEDC sponsored the study. This information was made available for the cities and various county organizations which requested this information.

As part of our ongoing efforts for our long term strategic planning and improving our understanding of the county we partnered with the University of Wisconsin –Extension to examine the Retail and Service sectors within Jefferson County. This study is a result of Jefferson County experiencing significant changes over the past several years. Growth pressure from both Dane County as well as Waukesha County, the success of Johnson Creek Premium Outlet Mall, and the introduction of “big-box” retailers to name but a few, is reflective of the dynamics of the County’s economy. The recent recession, however, was hard on the Wisconsin economy and its manufacturing base in particular. Given the national recession and the modest recovery to date we wanted to review the current status of the Jefferson County economy with a focus on the retail and service sectors. In this study we will compile information from a variety of sources and present both descriptive as well as analytical data. Our primary source of data is the County Sales Tax Reports compiled by the Wisconsin Department of Revenue. Jefferson County implemented the county optional sales tax in 1991 and in addition to providing revenues to county government and some property tax relief the tax data provides a rich source of information on the local retail and service market. We also use historical data compiled by the US Department of Commerce and known as the BEA-REIS, or the Bureau of Economic Analysis, Regional Economic Information System. It is anticipated that the study will be released in the summer 2006 with full presentations being made to business, civic, and community leaders.

In our role of workforce stabilization JCEDC hosted a telecast which showcased initiatives in the expansion of workforce development systems for maintaining and strengthening America's national and regional economies. The demand for higher-skilled, higher-waged workers exceeds

that of any time in our nation's past. With new industries emerging commerce in the twenty-first century will be seeking "knowledge workers" who possess high levels of specialized skills and training. The telecast included discussions on what it takes to build a world class workforce and perspectives of how local efforts can put these concepts into practice. The telecast stressed the fact that local, regional, state and federal partnerships must closely link economic development and workforce development efforts to assist in making this a reality.

In November JCEDC's hosted a web-cast which explored the major implications for local governments regarding the Supreme Court's decision regarding **Kelo v. City of New London**. The web-cast highlight successful examples of the use of eminent domain in the past and examined what actions Congress and the state legislatures are likely to take to curb local government powers.

II. MARKETING JEFFERSON COUNTY

The JCEDC must develop and promote the County and its communities. Promotion includes working with existing business, networking with regional and state representatives, recruiting new business, and marketing Jefferson County and supporting a high quality environment.

DEPARTMENT MARKETING ACTIVITIES

Assisting in Promotion of Jefferson County Tourism

JCEDC works with the State of Wisconsin and Jefferson County Area Tourism organizations to market Jefferson County as a place to visit. The JCEDC is the applicant organization/recipient and administrator for a Wisconsin Department Joint Effort Marketing grant in the amount of \$27,811.00 for 2005. This is a continuation of the role for the 2004 season in which we received \$31,606.00 for the program. This program is designed to promote Jefferson County as a destination for where the "Hunt is On-Jefferson County Art, Antique and Gallery Tour 2006" which showcased the antique shops, galleries, performing art, visual art and culinary art venues throughout the county. The marketing plan seeks to encouraging overnight visitors which will generate revenue specifically for lodging but will have the additional goal of benefiting other businesses within Jefferson County.

Our department assisted in such marketing activities as distributing the 2005-2006 Jefferson County Area Visitors Guide. In addition, we respond to requests for tourism information about Jefferson County which may include referring to various organizations for further assistance, such as local municipality and county parks and recreation departments.

Business Sites

We have been maintaining a list of business sites, industrial parks, and buildings available in Jefferson County. Routinely we provide prospects with this information. The JCEDC has assisted several communities in submission of site proposals to organizations seeking site location data to locate, expand their business to Wisconsin and possibly to Jefferson County.

In addition to our website for marketing business, industrial and building sites we have been inputting information into the Location One Information System (LOIS). LOIS is an Internet accessed marketing tool that is intended to put Wisconsin-and participating communities-on a level playing field with the most sophisticated economic development organizations in the country. It is a joint effort of Forward Wisconsin, the Department of Commerce, the state's

electric utilities and WEDA. It provides community data as well as a listing of available sites for business which are looking to locate in or expand their business in Jefferson County.

MARKETING THE BENEFITS AND ADVANTAGES OF JEFFERSON COUNTY

The Consortium has been promoting the many benefits and advantages of Jefferson County to businesses interested in expanding, to entrepreneurs anticipating a startup of a new business, and to those companies considering whether to locate, expand or relocate to Jefferson County. Numerous times during the year we participated in local radio (WTTN Watertown) to promote Jefferson County.

In 2005 we continued to develop and make changes in our Jefferson County Economic Development Consortium website to market Jefferson County. Our philosophy includes utilizing our website to help “make connections and give direction “for those seeking information. We will continue to refine this website and our marketing strategies. The site address is www.jcedc.net.

JCEDC publishes its newsletter which provides information regarding the advantages and benefits and quality of life within Jefferson County. The newsletter provides information on various economic development activities and programs within Jefferson County.

We routinely provide press information for the local news media. This has included information regarding our Entrepreneur and Inventors Connection program as well as various workshops and activities that we have hosted, participated in and/or sponsored. Additionally, we utilize the print media in advertising such activities as the First Step and Home Rehabilitation Program.

III. WORKFORCE DEVELOPMENT, TRAINING AND EDUCATION

JCEDC will promote workforce development through education, training, and strategies which will foster a quality labor pool. Education and training will focus on basic skills including English as a Second Language (ESL), leadership training, problem solving, and skills upgrades.

DEPARTMENT WORKFORCE, TRAINING AND RELATED ACTIVITIES:

Promoting a Quality and Stable Workforce

JCEDC continues to work closely with agencies and organizations to insure that Jefferson County employers have access to a quality and stable workforce. This includes our being an active member of the Workforce Development Center Steering Committee/ OSO. As a member, we participate in the planning process focusing on the issues which impact economic development and workforce development. We also relay information from the business community regarding workforce development and economic development topics and areas of concern. In addition, we act as an advisor to the business service committee for the Workforce Development Center. One broad area that the business services committee is charged with is to focus on expansion, relocation and reorganization efforts for businesses and their workforce development activities. As an advisor on this committee JCEDC’s input guides the Workforce Development Center in providing relevant resources and services to Jefferson County employers.

JCEDC has a strong working relationship with the Workforce Development Board of South Central Wisconsin (WDBSCW). WDBSCW has given JCEDC access to and dissemination

authority for the Strategic Advantage software economic profiling. The economic profiling and modeling software allows us to compile very specific modeling and profiling information for Jefferson County and the WDBSCW region. With this software we are now able to do modeling on job creation activities for various businesses that we are assisting in their retention and expansion activities. This software brings together workforce and economic development in a web-based tool. Over 25 government sources are combined to bring county level industry, occupation and demographic data. This is then combined to a community based input/output model that quantifies the impact of increasing or decreasing jobs in a given industry. With this data, substantiated decisions can be made about economic development, workforce development, and resource allocation. JCEDC's use of this software helps us provide an economic impact model designed to provide a quantifiable and economically sound method for determining relative impacts of proposed or impending changes to a regional economy. As such, the software is not only an essential tool for guiding economic development, but is also invaluable in justifying the decisions made in respect to a specific project and thereby assisting JCEDC in meeting our goal of workforce stabilization through effective actions. In addition the software has a feature which allows us to search: Jobs by Industry giving the current and projected growth and decline of over 400 industries out to the year 2015; Jobs by Occupation with the current and projected growth and decline of over 800 occupations along with average earnings and education requirements and a Demographic Forecaster which provides age, gender and ethnicity of the population projected out to 2015. This software allows us to apply multiple filters including jobs, change of jobs; education level and earnings to filter refine our search.

One component to having a qualified workforce is that of education. Our department partners with the University of Wisconsin-Extension, University of Wisconsin Whitewater and Madison Area Technical College in an effort to bring information and programs to residents and the workforce of Jefferson County.

In an effort to promote education and skills enhancement to the youth segment of the workforce, we work with businesses to review, assess and hopefully utilize the Jefferson County Youth Apprenticeship Program. Through our efforts Sussex Machine in Waterloo incorporated the Youth Apprenticeship program into its organization.

The JCEDC utilizes the Home Consortium's resources to enhance the stability of the workforce as well as improving the quality of life for the citizens of Jefferson County. Home ownership is a proven strategy toward a long term stable workforce. As a participating member on the Home Consortium Board we look to programs which help achieve the goals of workforce stability and quality of life. Through partnering with and utilization of various sub-programs discussed below we are able to assist more citizens of Jefferson County. The sub-programs and activities include the following:

- As the Administrator of the Jefferson County Home Rehabilitation we provided assistance to households with homes that are in need of rehabilitation. Since the program beginning, late 2004, JCEDC has disbursed over \$39,000 for home repairs to six separate families in Jefferson County.
- We have partnered with hbc services, inc. to provide homebuyer down-payment assistance to some 56 families of Jefferson County during calendar year 2005. In addition, this partnership, allowed us to sponsor the Homebuyer Counseling course in an effort to educate families about homeownership and help qualify them to purchase homes in Jefferson County.
- JCEDC sponsored a WHEDA Fixed Rate Interest Only Seminar. This program provided banks and other financial institutions information on WHEDA'S fixed rate interest only program and how these financial institutions might participate.

IV. SUPPORT A POSITIVE BUSINESS CLIMATE

JCEDC will promote modernization of business (agricultural, commercial, industrial, and tourism) and attract supporting businesses to Jefferson County. Promote positive government and business environment and maintain high quality public infrastructures. Explore strategies and partnerships to bring more financial resources for business expansions and start-ups.

DEPARTMENT SUPPORTING POSITIVE BUSINESS CLIMATE ACTIVITIES:

Business Community

One of the major goals of the JCEDC is to support the business community and maintain a positive business climate. This includes developing programs which promote the “entrepreneurial spirit”.

- JCEDC brought the Small Business Development Center’s First Step business program to Jefferson County. The First Step program counsels participants in the fundamentals of business as their “first step” toward starting their own business. The JCEDC saw 94 participants attend the second year of this program with a total of 187 participants since JCEDC brought the program to Jefferson County. The success of the First Step program called for its continuation in 2006.
- In 2004 JCEDC started a partnership with the SBDC of Whitewater to provide the Entrepreneurial Training Series which is a thirteen session business plan writing training series. Success in small business depends on hard work, good fortune, and business knowledge. These first eight modules of the entrepreneurial training series aim to develop management skills. Experts in law, accounting, banking, insurance, management, and marketing cover the fundamentals of small business management. The participants gained knowledge about growth stages and problems, marketing, promotion and advertising, legal issues and requirements, record-keeping, accounting and financial management, financing, and insurance and risk management. Attendees during the last five modules of the series learn the business planning process and start writing their plan. The program participants conclude by completing a business plan for their business. A written business plan helps control business rather than letting the business control the owner. The plan is then used to obtain financing, expand the business, market the business and even restructure the business. The program was modified in 2005 to include the Training Series information but was renamed “Opportunity to Profit-A Guided Journey to Starting Your Business.
- The Entrepreneur’s & Inventor’s Connection (E&IC) has approximately 20 participants on a monthly basis. The focus of the organization is to provide an opportunity for participants to network, learn from experienced entrepreneurs/inventors and develop creative ideas and support for new endeavors. Whether starting a new business, improving an existing business, or developing and commercializing an invention, the resources shared at these meetings benefit a wide variety of innovators and entrepreneurs. If an individual has an idea, whether it is a product or a service and would like to turn it into a business opportunity, they benefit from attending. Participants have access to resources, networking, and most important moral support. The

meeting is free and open to anyone interested in fostering their potential in creating economic opportunities for themselves and their communities through entrepreneurship or inventions. We have provided guest speakers which included such experts as legal, marketing, internet, business finance experts, and government contracting specialists. The E&IC co-hosted, with the Workforce Development Center of Jefferson County, a business after hours program, designed by the Jefferson Chamber of Commerce, to promote workforce development month. Robert Gassman, Secretary for the Department of Workforce Development was our guest speaker and presented numerous awards including 10 awards to members of the Entrepreneurs and Inventors Connection. The Wisconsin Innovation Service Center –University of Wisconsin-Whitewater presented Dennis with the 2005 Wisconsin Innovation Champion Award for his work in creating and developing the Entrepreneur & Inventors Connection Program in Jefferson County.

- In 2005 we reviewed and assisted in developing three possible projects utilizing Department of Commerce Programs. This excludes Department of Commerce tax credit projects and the CDBG-ED loan to APV North America, which was preliminarily accepted by Commerce in 2004 with Jefferson County Board approval coming on April 19, 2005. Twenty five new jobs were predicted to be created for the APV project. Of the 2005 possible projects, reviewed and assisted, the Company of Master Mold LLC, Johnson Creek received a \$105,000 grant for customized labor training. Master Mold manufactures a variety of fiberglass products such as molded chairs and casings for outboard motors. It is installing a state-of-the-art paint line at a cost of \$7.1 million. The company will use the grant to train 56 new and 24 current employees on new equipment. The training project will leverage \$105,592 in private investment.

- On July 1, 2002, the State of Wisconsin designated the counties of Jefferson, Dane, and Rock, and the City of Whitewater as the Capital Ideas Technology Zone. Under this designation, the Zone was allocated \$5 million in tax credits available to provide to new and expanding high technology businesses in the region. The credit is taken against the businesses' Wisconsin income tax liability. Technology related businesses are defined as those companies "primarily engaged in the activities of research, development or manufacture of advanced products or materials used in factory automation, biotechnology, chemicals, computer hardware/software, defense, energy, environmental, manufacturing equipment, medical, pharmaceuticals, photonics, subassemblies and components, test/measurement, telecommunications and transportation;" or "... a knowledge-based business that utilizes advanced technology production processes, systems, or equipment". The Wisconsin Department of Commerce will certify businesses for tax credits based on a company's ability to create jobs and investment and attract related businesses. Criteria include:

- The business must be a new or expanding high-technology firm.
- The technology zone must recommend certification to the Department of Commerce.
- The certification is for three years, with an option to extend for two additional years.
- The Department of Commerce notifies the business, in writing, of its designation as a Wisconsin Technology Zone Business, and provides a "Verification Form" to the business for inclusion with its Wisconsin tax return.

JCEDC is an active member on the board of the Wisconsin Technology Zone Tax Credit Program for the Capital Ideas Zone. In our region the Capital Ideas Tech Zone has certified, from its inception through 12/27/05, a total of \$2,498,100 for Technology Zone Tax Credits to thirteen different businesses which resulted in 391 jobs created and 88 jobs retained. One of the projects being developed for review in Jefferson County is that of Standard Process of Palmyra. Standard Process provides health care professionals with high-quality; nutritional whole food supplements to which they continually develop new, synergistic whole food nutritional products. It is

anticipated that Standard Process will be certified in mid 2006. This certification is intended to provide Standard Process with a \$250,000.00 tax credit. It is contemplated that 40 new jobs will be created. Additionally, Standard Process will invest approximately 5.6 million dollars in facility construction with well over five million dollars in new high technology equipment.

- JCEDC acts as an information clearinghouse for economic development concerns and provide information to the business community. On a routine basis we respond to inquires, this includes telephone, faxes, e-mail and in person exchanges, related to issues of business, including permits, financing, educational programs, census and demographic information, and training assistance. This includes working with specific businesses to identify issues and make local units of government aware of the proposed project. An example of this activity is that of JCEDC assisting Cargill, successor now is Jefferson County Grain Processors, in their efforts to pursue the topic of ethanol production and various other sustainable production and farming activities. JCEDC worked closely with Cargill to identify issues of concern and act as a liaison between Cargill and the Jefferson County Administrative Committee.
- In our ongoing effort to promote expansion of business in Jefferson County we developed and held three separate, “Doing business with the Federal Government”, workshops. The final workshop was held in March 2005 at Watertown City Hall. These workshops included over forty business and individual obtaining information on how to tap into the federal procurement market. The program included essential elements of contracting with the Federal Government and for participants to gain the knowledge to effectively meet one-on-one with Federal & State Contracting Agencies. Each participant obtained lists of federal agencies and departments with contact information and strategies on utilizing data bases to assist in government contracting. In addition, the participants learned steps required for registering on the Central Contractor Registration System which is a prerequisite to doing business with the federal government. These workshops had been designed to provide local business with additional business opportunities that have not traditionally been available to Jefferson County businesses.
- JCEDC’s Board of Directors participated in a presentation on the impacts and grant opportunities for communities where perceived or actual environmental contamination may be affecting property value and use. Resources and tools were presented to help locate potentially contaminated sites and assure liability protection to local governments. The board reviewed grant opportunities to assist communities in financing the redevelopment of their Brownfield properties.

Promote Agribusiness of Jefferson County

We are the administrator of a CDBG-MVP for the Kutz dairy project (Jefferson County Resolution No. 2003-08). This 2003 CDBG-MVP project saw an expansion of the Kutz dairy farm from 600 to 900 animals along with the creation of 3 new jobs and the retention of 10 jobs. This loan is in repayment and is current. We created, submitted and adopted the RLF policies and procedures for this CDBG and anticipate lending from this pool will be practical beginning in the fall of 2006. The fund balance as of June 1 2006 is \$19,068.00.

One of the activities that the JCEDC is involved with that supports the farming community is to assist in distribution of the Farm Fresh Atlas of Southeast Wisconsin. Not only does this activity support and promote Jefferson County farming community, but also fosters the entrepreneurial spirit and sustainable practices as promoted by Jefferson County. The atlas identifies Jefferson County Farmers’ Markets and provides information about times, dates and location of the various market activities.

V. FACILITATION AND COORDINATION

JCEDC will act as the voice for Jefferson County both at the regional and state level. In its role as facilitator and coordinator, JCEDC will provide assistance with financial, startup, and regulation information.

DEPARTMENT FACILITATION AND COORDINATION ACTIVITIES:

Interactions with Governmental Bodies

JCEDC works with various communities in Jefferson County on Tax Incremental Financing. Briefly, and for context purposes, Tax Incremental Finance (TIF) is a financing tool available to encourage economic development that would not occur without some public assistance. A municipality may form a tax incremental financing district, subject to statutory limits and requirements, if the area meets certain requirements. These requirements require a determination whether the area is suitable for industrial or mixed-use development, needs conservation, rehabilitation, or possible environmental remediation and/or whether the area is blighted. A joint review board made up of representatives from the overlying taxing jurisdictions, along with a public member, must meet and then approve the creation of the TIF district and its project plan. When a TIF district is created, the current value in the district is set as the base tax value. As improvements and development occur after the district's creation the increases in the district's value over the base tax value becomes known as the "increment value". The property taxes levied by all taxing authorities, such as the municipality, county, school district, and technical college on the increment value are then used to pay for the project costs associated with the development. In structuring financing of the costs in this manner spreads the cost of creating the district among all taxing jurisdictions which eventually benefit from the increased value of the district. During the life of the tax incremental district the tax on the base tax value continues to be paid to the taxing jurisdictions that levy the tax. After a tax incremental district terminates, the taxes paid by property owners increased value from the improvements are then shared by all taxing jurisdictions. JCEDC's role, along with all other Joint Review Board members, includes, but is not limited to, determining: 1) whether the expected TIF development would occur without the use of TIF 2) Whether the economic benefits of the TIF in terms of increased employment, Business and personal income and property value justify the TIF public costs; and 3) Whether the benefits of the proposal outweigh the anticipated tax increments. JCEDC, during calendar year 2005, was designated by Jefferson County to sit on four separate Joint Review Boards and assisted in creating Tax Incremental Districts in the Cities of Waterloo, Whitewater, Jefferson and Watertown.

An example of JCEDC working with a community on improving business community is the activities of the Mayor's Watertown River walk Committee. Here the director assisted the committee in evaluating various strategies and to integrate economic development into the newly created TIF District. As a member of the committee JCEDC counseled and advised on economic development and how to educate the community on activates for the district.

We are an active participant in the Ten Counties Group. This organization reviews, networks, educates, analyzes and develops strategies for regional economic growth. As part of the JCEDC mission it is important that the department act as a regional representative and relay Jefferson County's vision into this planning process.

In addition, the JCEDC represents Jefferson County on the Rural Economic Development – South Central Region (REDS) which includes our being an active member on the REDS advisory commission. This organization focus on economic development issues affecting rural counties in south-central Wisconsin. Topics, to list a few, include how to promote sustainable economic development, education concerns in rural areas, unique challenges in rural entrepreneurship and strategies for marketing rural businesses.

JCEDC participated in numerous meetings on the Highway 26 Economic Impact Corridor study which is a joint effort of the communities along the corridor, including the partnership with Rock and Dodge counties, to evaluate the economic impact of the Highway 26 construction. JCEDC's participation also allows the county to plan the development rather than reacting to it.

CONCLUDING REMARKS:

Hopefully the information presented herein relays examples of the department's activities and identifies the role of JCEDC in Jefferson County's economic development community. In our role as Jefferson County's lead agency for economic development the JCEDC welcomes your participation and values your input. We strive to make Jefferson County's growth and future sustainable and meaningful for all the citizens of Jefferson County. Don't hesitate to contact us.

Respectfully submitted this 13th day of June, 2006.

Dennis L. Heling

Dennis L. Heling
Executive Director
Jefferson County Economic Development Consortium