

# ANNUAL REPORT

**PART I-II DATA PERIOD: SEPTEMBER 1, 2020 - AUGUST 31, 2021**  
**PART III DATA PERIOD: CALENDAR YEAR 2021**



**JEFFERSON COUNTY**  
ECONOMIC DEVELOPMENT CONSORTIUM

## A NOTE ABOUT THIS REPORT:

Data for Parts I and II of this report (pages 5-12) is for the year beginning September 1, 2020 and ending on August 31, 2021. This timeframe coincides with the tracking year for Thrive Economic Development. Data for Part III of this report (page 13) is for the 2021 calendar year.



Victoria Pratt, CECD – *Executive Director*

Deb Reinbold, *Managing Director of Business Development*

RoxAnne Witte – *Program Specialist*

Julie Olver – *Marketing Manager*

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thriveED.org | 920-674-8711

## BOARD OF DIRECTORS

as of April 2021

Brad Calder, Administrator  
Village of Johnson Creek

Cameron Clapper, City Manager  
City of Whitewater

David Drayna  
Jefferson County Board of Supervisors

Tim Freitag, City Administrator  
City of Jefferson

Mo Hansen, Clerk/Treasurer  
City of Waterloo  
*Chair*

Rebecca Houseman-LeMire, City Manager  
City of Fort Atkinson

Richard Jones  
Jefferson County Board of Supervisors

Russell Kottke  
Dodge County

Emily McFarland, Mayor  
City of Watertown  
*Vice Chair*

Lisa Moen, Administrator/Clerk/Treasurer  
Village of Cambridge

Amy Rinard  
Jefferson County Board of Supervisors

Steve Wilke, City Manager  
City of Lake Mills  
*Secretary/Treasurer*

## TO OUR PARTNERS AND STAKEHOLDERS

The world has changed – again! We all hoped that 2022 would bring a ‘return to normal,’ something characterized as the world before Covid-19. Surprise – there’s no such thing! Businesses in our region are experiencing historic labor shortages, serious supply chain disruptions and inflation impacts that are changing their business models.

Amidst all this, we are blessed to have strong leaders at the JCEDC and ThriveED Boards of Directors, a growing base of investors and new tools in our economic development toolbox. We find ourselves poised to take on new roles as we present the 2021 Annual Report to the Jefferson County Board of Supervisors.

This report covers our activities from September 1, 2020 through August 31, 2021. In this time frame, we worked on 89 business investment opportunities across the two-county region we served. Nearly 40 percent of these opportunities were manufacturing-related. In addition, nearly 70 percent of the investment opportunities we saw this past year came to us directly from the customer. This is a testament to our website, our outreach efforts and the relationships we have built over time.

Our website continues to be a critical asset for providing information and resources. Site visits rose more than 15 percent this past year. Check out the Sites and Buildings page, which currently boasts

nearly 200 commercial and industrial property listings. It’s a gateway for site selectors, corporate real estate executives and businesses to find local locations for their next investment.

Economic development is a team sport. Our work is possible only with the support of our investors, partners and stakeholders. We wrapped up our first five-year strategic plan (2017–2021) and launched a campaign to secure more private sector investors to help us implement new strategies for the next five years, adding several new private sector investors!

To the businesses that call Dodge and Jefferson counties home: thank you. Your resilience, innovation and creativity have been an inspiration. We know you have many options when it comes to where you invest your capital, and we are grateful that you have chosen to invest here.

Together, we will continue the work to bring more growth to our region. We will find pathways to support more business investments that grow our economic base, help our communities address worker housing shortages and encourage today’s local students to find careers right here at home in Jefferson and Dodge counties.

*Victoria Pratt*

Victoria Pratt, CECD, MEDP  
Executive Director, JCEDC  
President, Thrive Economic Development



ThriveED president Vicki Pratt gives an update on activities at the 2021 ThriveED Annual Meeting and Presentation.



Chris Czarnik was the keynote speaker at the 2021 ThriveED Annual Meeting and Presentation, entitled Winning the War for Talent.

# OUR AREAS OF FOCUS



Our work is tied to our five-year strategic plan. We revise this plan annually to ensure that our work is aligned with our available resources: talent, time and money. Our 2017-2021 strategic plan was organized around three focus areas: Business Development, Workforce Development and Branding and Marketing.

## BUSINESS DEVELOPMENT



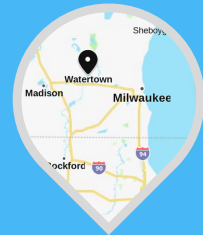
Retain and grow primary industry sector businesses and attract new ones

## WORKFORCE DEVELOPMENT



Initiatives and activities that lead to a long-term supply of workers for our primary industries

## BRANDING & MARKETING



Promote our region's business support assets and share our story with target audiences

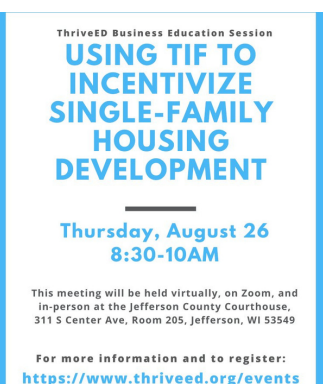
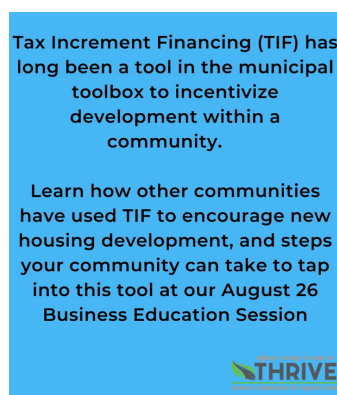
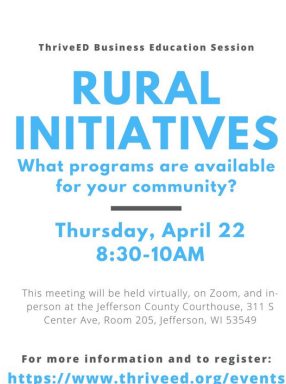
## BUSINESS DEVELOPMENT

The opportunity pipeline captures the assistance ThriveED provided to existing businesses, site selectors or corporate real estate executives, or new-to-Jefferson or Dodge businesses, including start-ups and entrepreneurs. Assistance provided is unique to the business; hence, our activity covers many areas, including:

- Providing confidential site or building searches for businesses
- Providing financing assistance related to the proposed investment
- Providing information and connections to available incentive programs that are appropriate for the proposed investment
- Connecting individuals or business representatives with specific technical or professional assistance as needed to advance the proposed business investment. These services are broad and include such things as business plan development assistance, feasibility studies, market research and marketing plan development, staffing resources, licensing or certification issues, zoning, permitting or incentives negotiations

*There were 89 investment opportunities in the pipeline from September 1, 2020 – August 31, 2021. A breakdown by industry sector is below.*

<b>27</b> Manufacturing	<b>5</b> Transportation/Warehousing
<b>19</b> Food & Beverage Processing	<b>4</b> Retail
<b>6</b> Other Services	<b>1</b> Energy
<b>5</b> Professional/Technical/Scientific Services	<b>3</b> Housing
<b>5</b> Agri-business	<b>3</b> Real Estate Leasing/Sales
<b>4</b> Restaurant/Food Services	
<b>7</b> Mixed Use Development	



With the goal of enhancing our competitiveness in a crowded marketplace, ThriveED hosts economic development education sessions throughout the year. Open to the public, these education sessions covered a variety of topics. Learn more on page 10.

# ECONOMIC DEVELOPMENT ASSISTANCE TO MUNICIPALITIES

## PROMOTING BEST PRACTICES - ECONOMIC DEVELOPMENT

Economic development is a team sport. We partner with municipal leaders in a variety of ways to promote best practices and provide technical assistance. This includes:

- Project-specific assistance
- Revolving Loan Fund assistance
- TID/TIF assistance
- Land assembly for industrial growth
- Incentive negotiations and use of existing incentive tools to encourage new investment
- Municipal team responses to site searches
- General ED assistance during staff transitions (Loss of CDA directors, etc.)
- Best practice solutions to streamline permitting
- Solutions to development barriers

*This past year, ThriveED engaged in specific outreach and assistance to the following municipalities and municipal leaders:*

Dodge County Supervisors	City of Horicon	City of Waterloo
Dodge County Mayors quarterly meetings	City of Juneau	City of Watertown
Dodge County Mayors/Leaders (countywide meetings)	City of Lake Mills	City of Fox Lake
Village of Johnson Creek	City of Beaver Dam	Village of Lomira
City of Jefferson	City of Waupun	City of Fort Atkinson
	Village of Hustisford	Village of Randolph
	Village of Palmyra	

## COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROGRAM

ThriveED led efforts to manage Jefferson County's state-mandated close out of its CDBG funded Revolving Loan Fund. Working with the County, we led a competitive process to disburse \$763,936 to municipalities for needed improvement projects.

### OUTCOMES

\$150k to Jefferson for Senior Activity Center

\$304,404 to Palmyra for infrastructure repairs

\$309,896 to Fort Atkinson for water main upgrades

## BUSINESS OUTREACH

Attracting new businesses is the stuff that makes headlines, but the most effective way to ensure sustained economic vitality is by supporting the businesses that already call the Jefferson and Dodge Counties region home. To those businesses, we say thank you. We're glad you're here.

ThriveED conducted 90 business visits between September 1, 2020 and August 31, 2021. Twenty seven of these visits were to Dodge County businesses and 38 were to Jefferson

County businesses; 25 visits were to businesses outside our two-county region to discuss partnerships and opportunities with businesses in our region.



## BUSINESS VISITS BY INDUSTRY SECTOR

- |                                      |                                 |
|--------------------------------------|---------------------------------|
| <b>17</b> Manufacturing              | <b>10</b> Developers/Builders   |
| <b>16</b> Food & Beverage Processing | <b>22</b> Engineers/Consultants |
| <b>1</b> Accommodations              | <b>2</b> Retail                 |
| <b>3</b> Professional Services       | <b>1</b> Energy                 |
| <b>4</b> Agribusiness                | <b>10</b> Finance               |
| <b>3</b> Food Service                | <b>1</b> Real Estate            |



Conversations with ThriveED continues to be a popular event series. In June 2021, we were hosted by Crave Brothers Farmstead Cheese in Waterloo.

## RELATIONSHIP BUILDING AND LEAD GENERATION

Whether it's teaching a course at WEDA's Governor's Conference, serving on the board of Dodge County SHRM, or leading a business class at Wayland Academy, ThriveED is an active participant in our communities. As the sole entity in the region focused on economic development, our goal is to share best practices and connect our businesses to programs and resources that will help them thrive.

Cultivating these relationships also leads to new investment opportunities, and opens doors that allow us to help more existing businesses in the Dodge and Jefferson County region. Here's a sampling of the organizations we stay close to:



## BUSINESS DEVELOPMENT OUTCOMES

There are a lot of reasons a business wouldn't want any press or other public fanfare for an expansion or relocation. Our stand on this is simple – the customer is in control of the message. If they don't want it promoted, it isn't.

ThriveED provided assistance that resulted in 22 "wins" between September 1, 2020 and August 31, 2021.

### "WINS" BY COUNTY

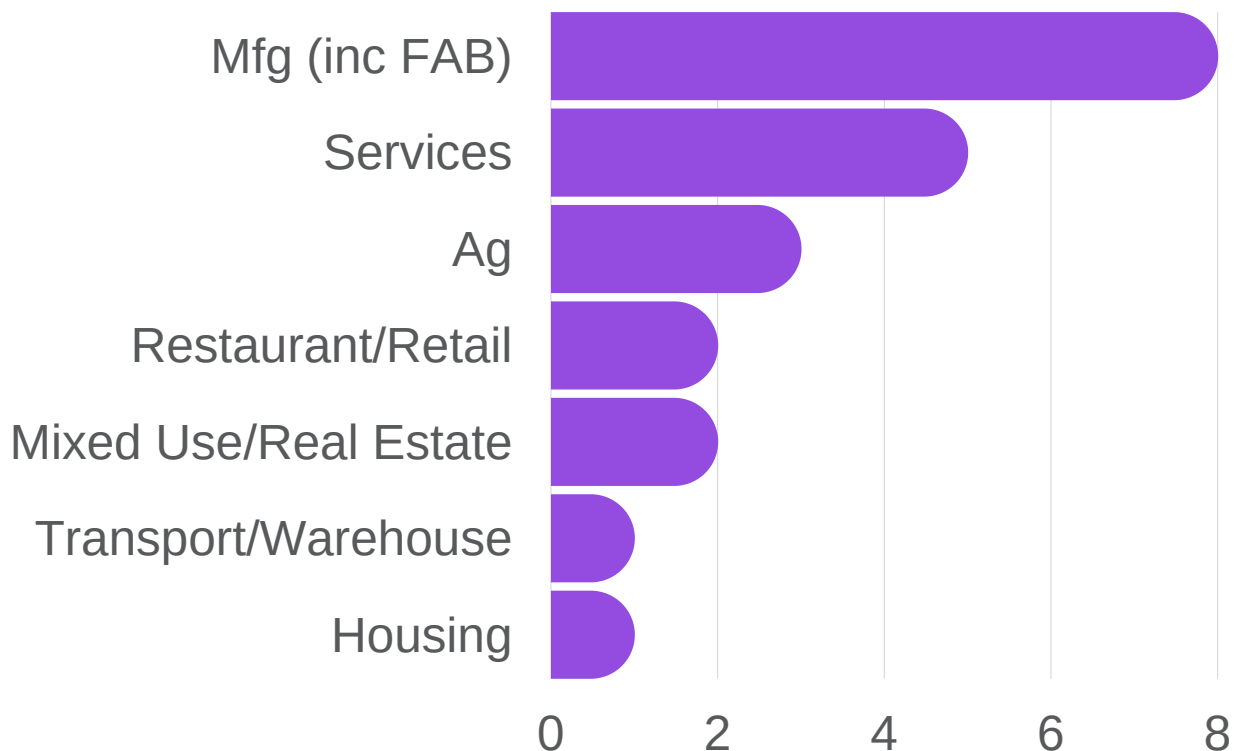
# 13

**JEFFERSON  
COUNTY**

# 9

**DODGE  
COUNTY**

### "WINS" BY INDUSTRY



# BRANDING, MARKETING AND COMMUNICATIONS

Our marketing efforts are focused on:

- Ensuring that our target prospects remain aware of our business assets
- Keeping our assets and resources in front of our target audiences
- Keeping our investors aware of our work
- Ensuring opportunities to compete for business investments
- Keeping our communities well informed about economic development-related activities, programs and opportunities

## Events

2021 marked the third year of our popular Conversations with ThriveED event series. These well-attended events have allowed us to tell our story to business and community leaders in a casual setting. They have also produced new business investment projects!

Our Education Sessions also continue to be popular and informative. We host up to six education sessions per year on a variety of topics. Recent topics include:

- The Jefferson County Housing Study: What the Data is Telling Us About our Housing Needs
- Rural Initiatives: What Programs are Available For Your Community?
- Using TIF to Incentivize Single-Family Housing Development
- Results of Wages by Occupation by County Study
- New Market Tax Credits: How Your Community Can Use These Incentives to Attract Business Investment

## Outreach

We've conducted targeted outreach this past year to Food and Beverage manufacturers within a three-hour drive. We will continue these efforts and expand them in 2022.

We also did targeted outreach to businesses in the two-county region and will continue to seek ways to inform businesses of our services.



# THRIVEED.ORG

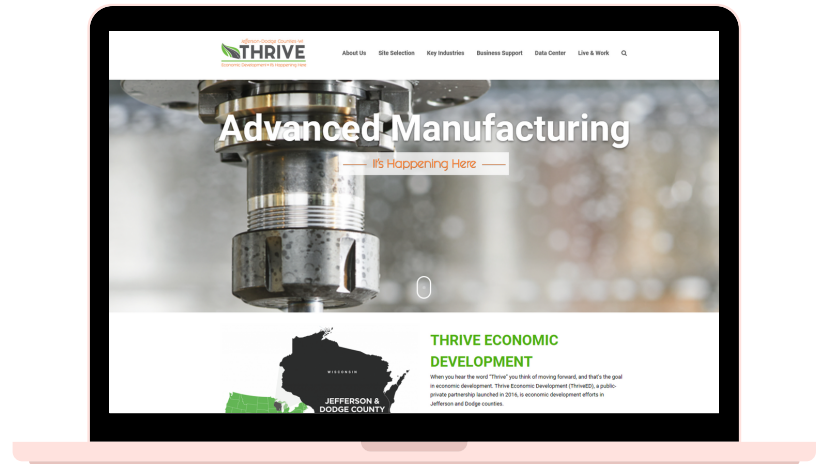
PAGE VIEWS 9/1/20 - 8/31/21

21,309



15.39%

INCREASE OVER  
PREVIOUS YEAR



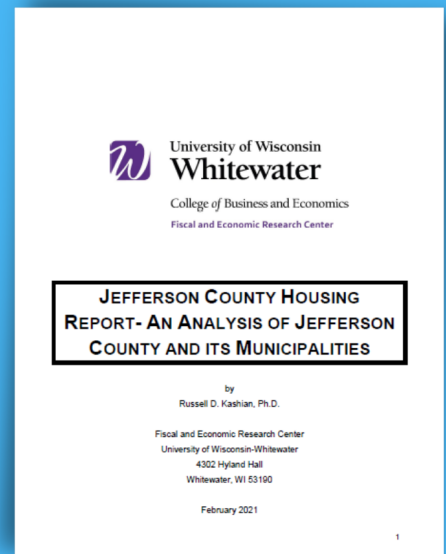
Traffic on our website, thriveED.org, continues to increase, with our Sites and Buildings page remaining our most visited page. Currently, we have 194 sites and buildings in our online searchable database.

## RESEARCH

Developing a 'value proposition' requires verifiable data. ThriveED commissions studies that quantifies data points to help businesses and municipalities address issues and help our region be competitive.

This past year, we have commissioned the following studies:

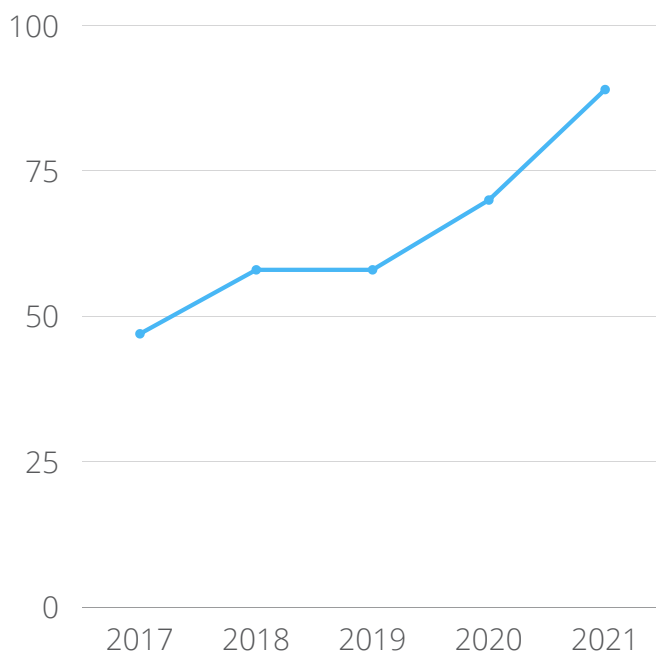
- Jefferson County Housing Report - An Analysis of Jefferson County and Its Municipalities
- Workforce and Industry Trends - A breakdown of wages by occupation by counties that covers a labor basin area of 9 counties, including and surrounding Jefferson and Dodge counties



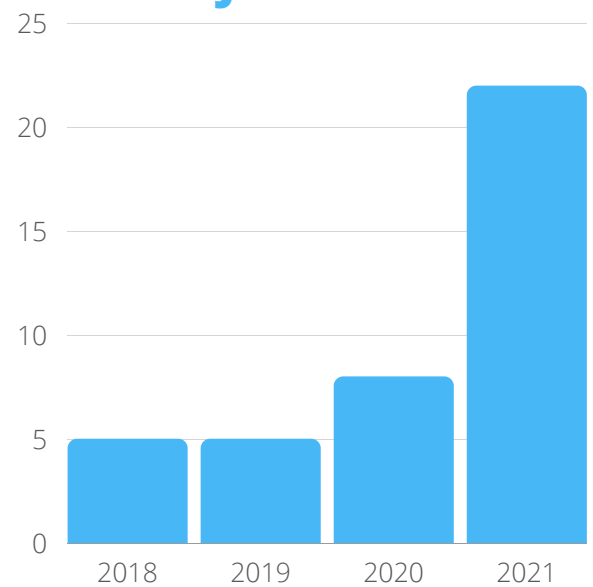
## WHAT'S TRENDING

These graphs tell a story of our activity over time. Projects are the opportunities in our pipeline that we report each year. As the number of projects has gone up, so have the number of wins. The number of business visits conducted doubled this year. Our website, thriveED.org, also continues to grow its audience.

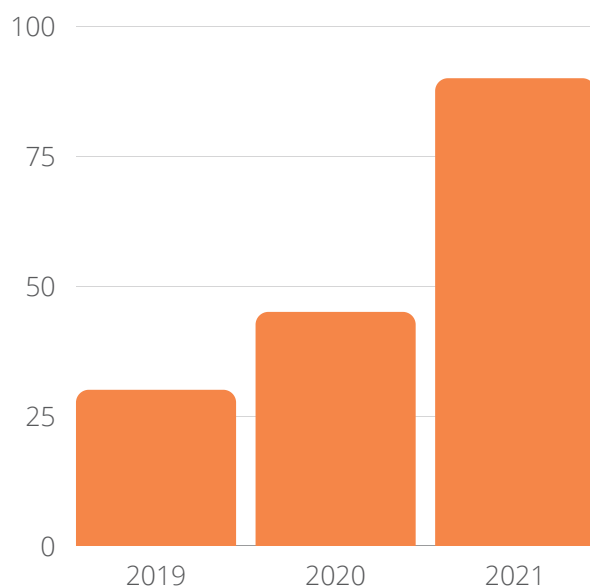
### PROJECTS



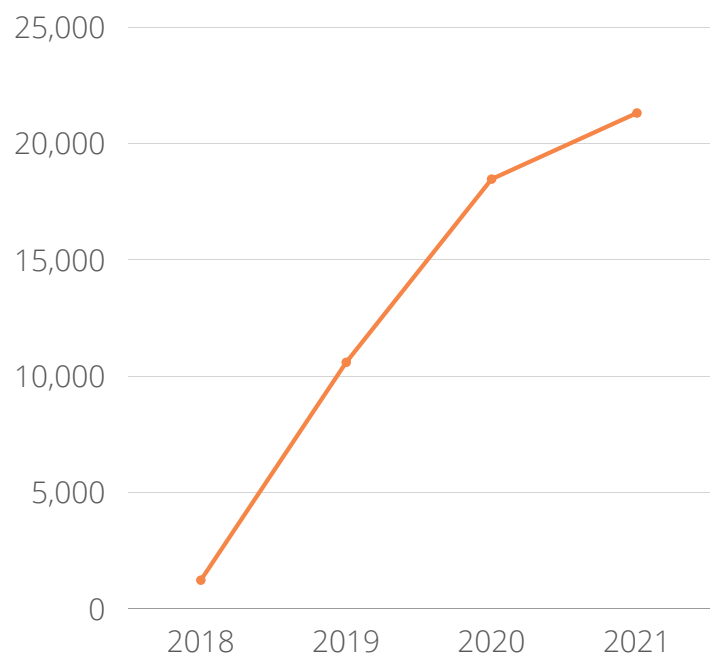
### PROJECT WINS



### BUSINESS VISITS



### WEBSITE PAGE VIEWS



## HOMEBUYER & HOME REHAB PROGRAMS

The JCEDC continues to partner with the HOME Consortium and the Down Payment Plus Program to provide home buyer education for down-payment assistance. In 2021, JCEDC provided education/counseling to 105 families. Not all families are ready to purchase a home once they have completed their education; some will continue counseling to work on their credit worthiness with hopes of purchasing a home in the near future. Of those 105 families, 17 continued their counseling and were able to purchase their first home, which had an average purchase of \$140,538. (Average price includes purchases made with and without the grants.) Qualified families were able to apply for up to \$11,000 for down payment and closing costs through the HOME Consortium and the Federal Home Loan Bank of Chicago. The total amount of the grant money received by home buyers in Jefferson County in 2021 was \$110,000; in Dodge County it was \$28,000; in Rock County it was \$6,000; in Monroe County it was \$6,000; and in Walworth County it was \$11,000. Since JCEDC took over the program in 2011, 843 families have attended home buyer education classes.



### HOMEBUYER PROGRAM

JEFFERSON COUNTY

In addition to the homebuyer program, Jefferson County also offers a pre-purchase rehab program. Home buyers apply for a 0% deferred loan of up to \$17,000, payable on sale of the property, for repairs to get the home up to code, a requirement of the grant programs. Of the 17 families that purchased homes in 2021, four used the pre-purchase rehab to make needed code repairs. The average loan amount for the pre-purchase rehab loan program in 2021 was \$15,871. Jefferson County also offers two post-purchase rehab programs, which are 0% deferred loans, payable on sale of the property. In 2021, six loans were issued through the HOME Consortium program for \$86,120. Through the Southern Housing Region program, one loan in the amount of \$63,273 was issued for a home located in rural Watertown.

**105**  
families  
counseled in 2021



**17**  
homes  
purchased in 2021



**\$161K**  
grant money received by  
homebuyers in 2021

