

FEBRUARY 12, 2025

THE COST OF COMPLACENCY

HOW ECONOMIC DEVELOPMENT
TRANSFORMS COMMUNITIES

Dodge and Jefferson County Region by the Numbers

Maranatha Baptist University Leadership Breakfast

February 12, 2025

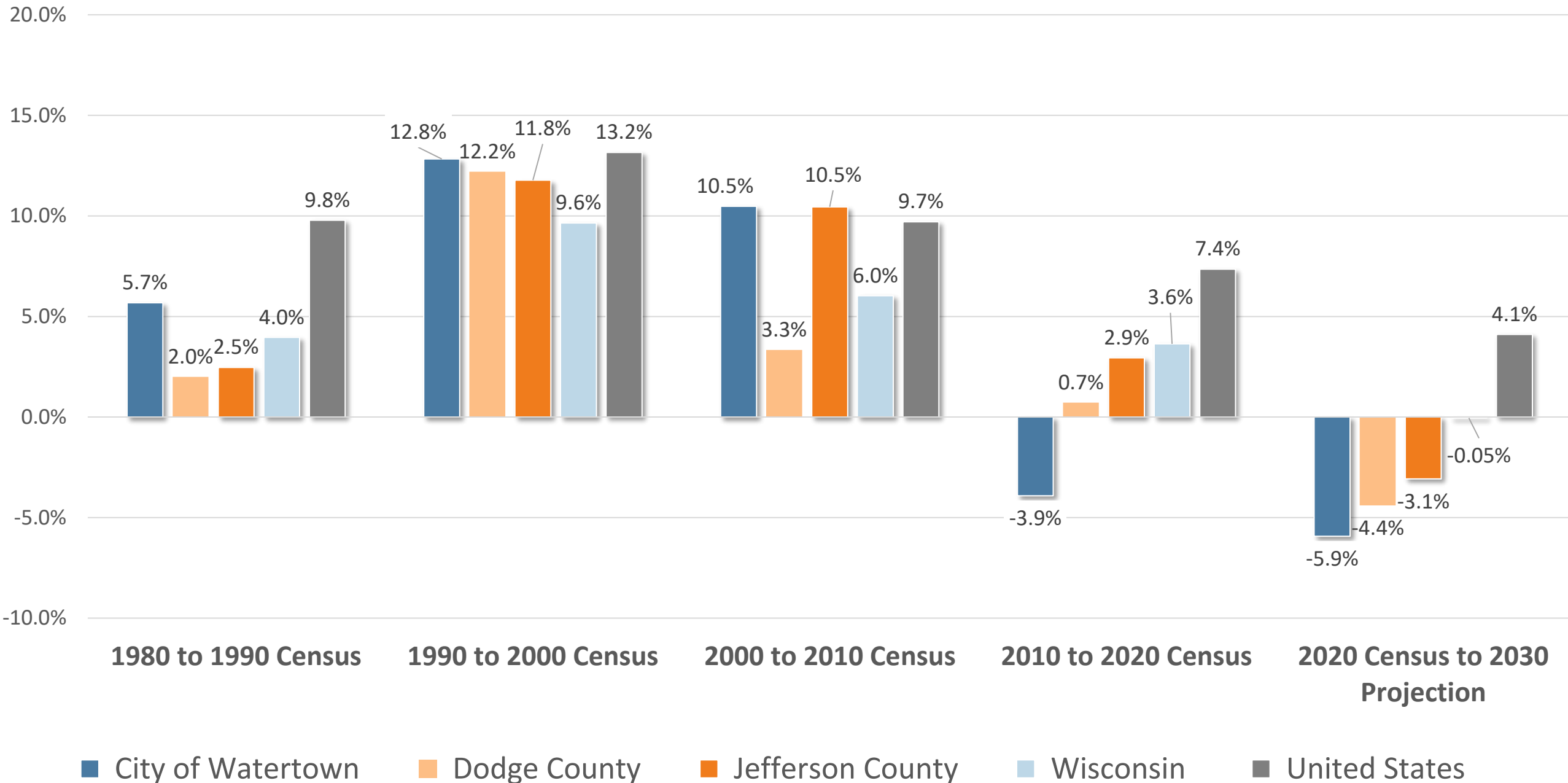
Community Development Institute
Economic Development Administration University Center
University of Wisconsin-Madison, Division of Extension



Extension

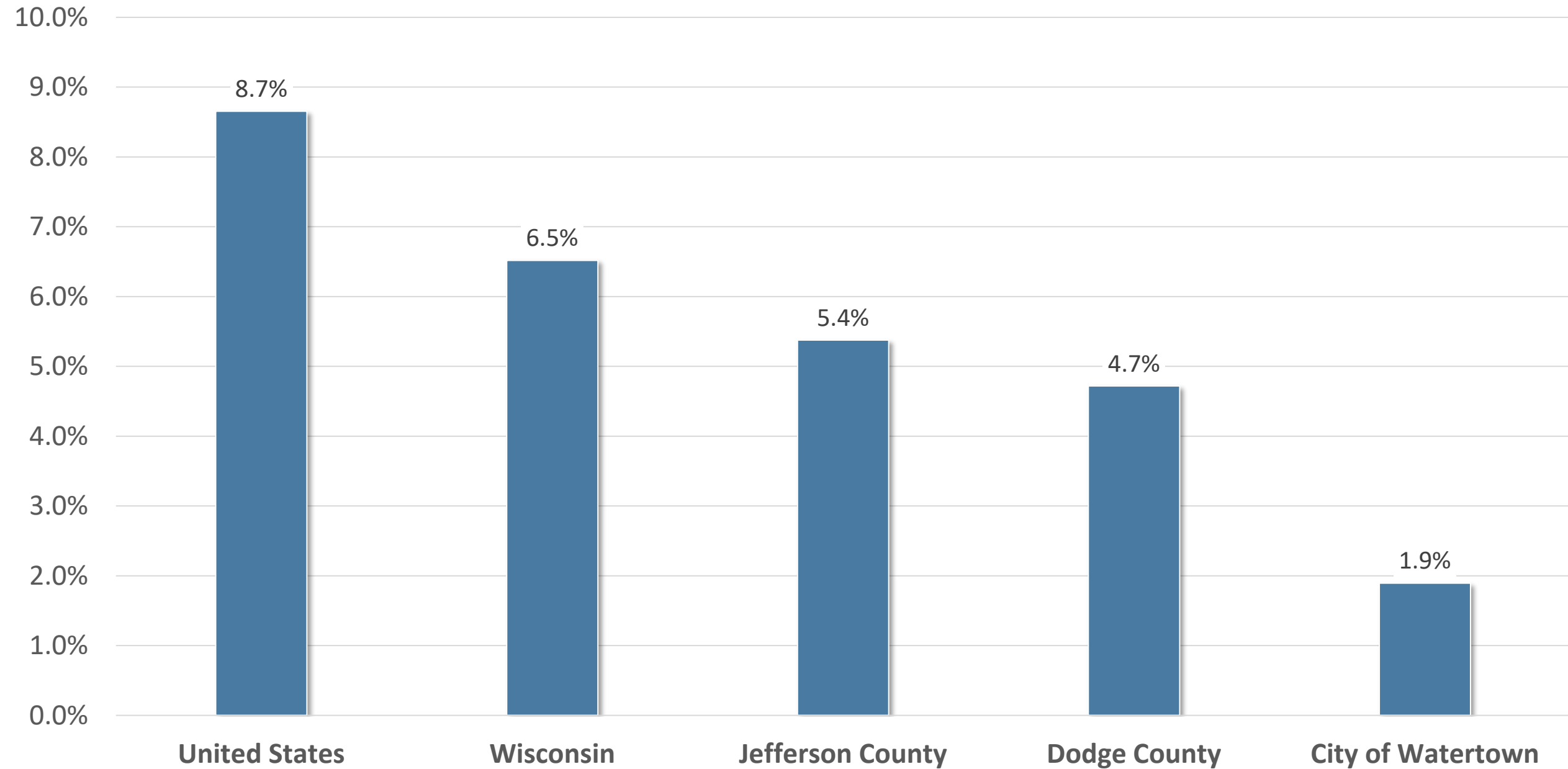
UNIVERSITY OF WISCONSIN-MADISON

Percent Change in Population by Decade

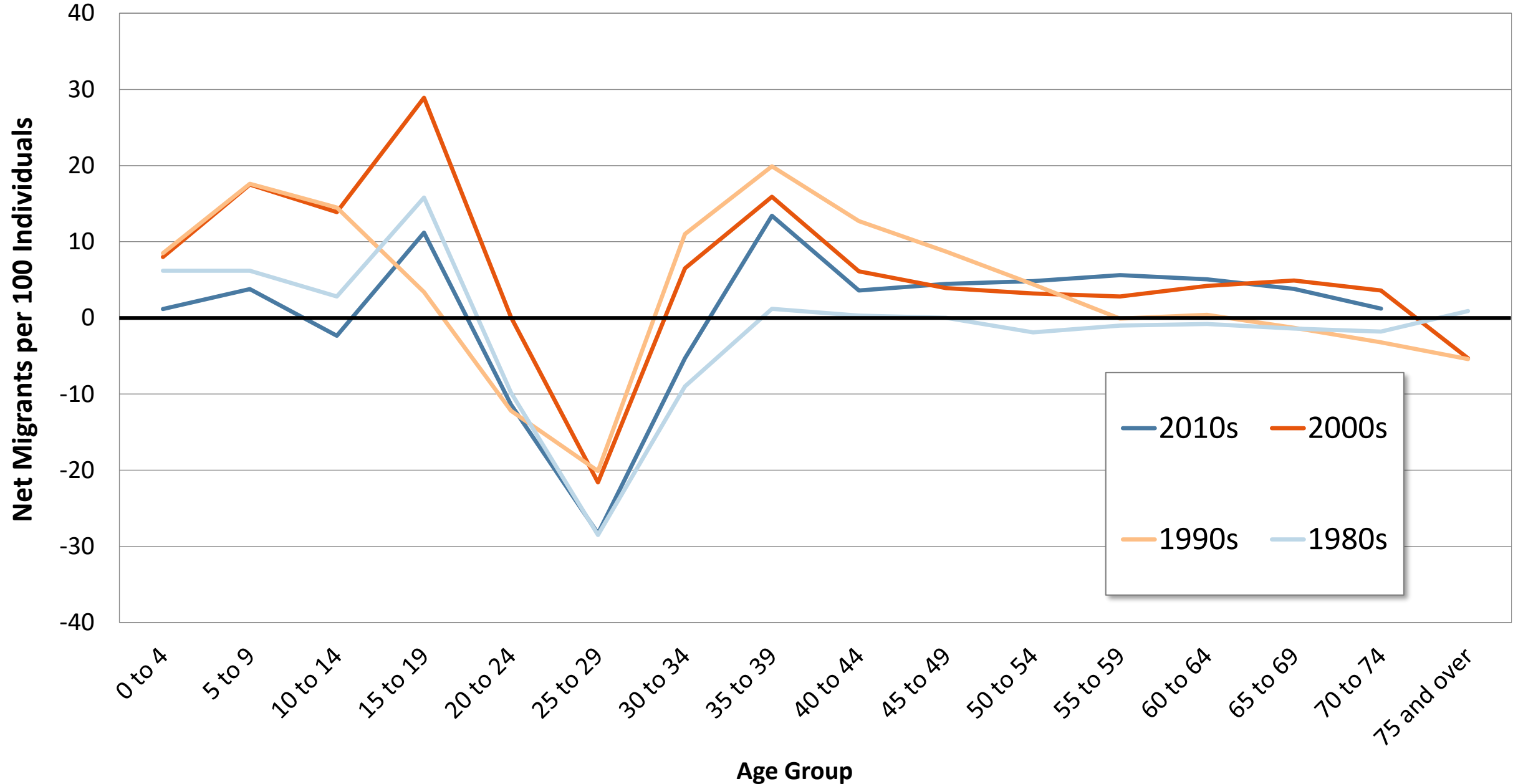


Data Source: U.S. Census Bureau and Wisconsin Department of Administration

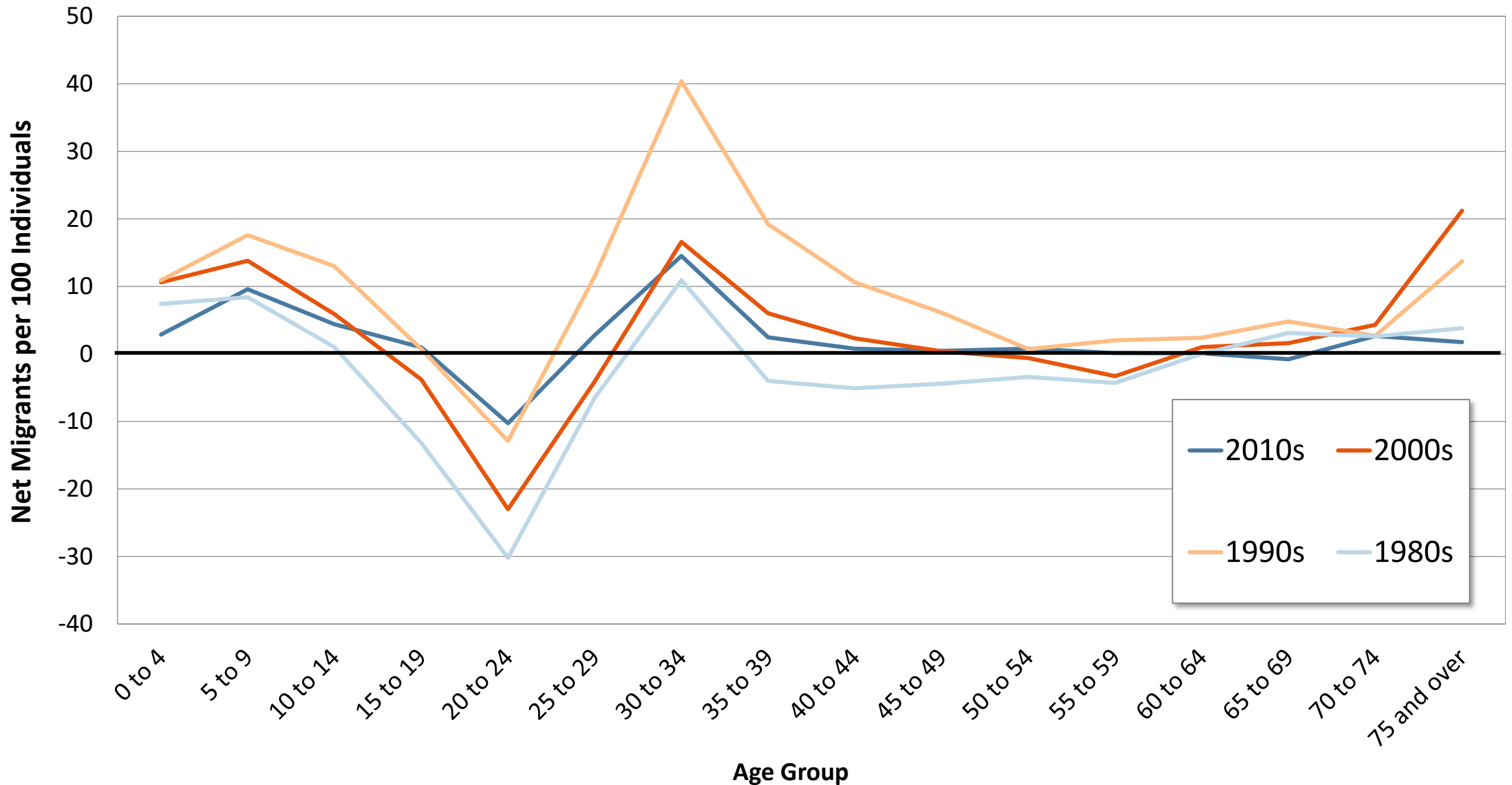
Percent Change in Households – 2010 to 2020



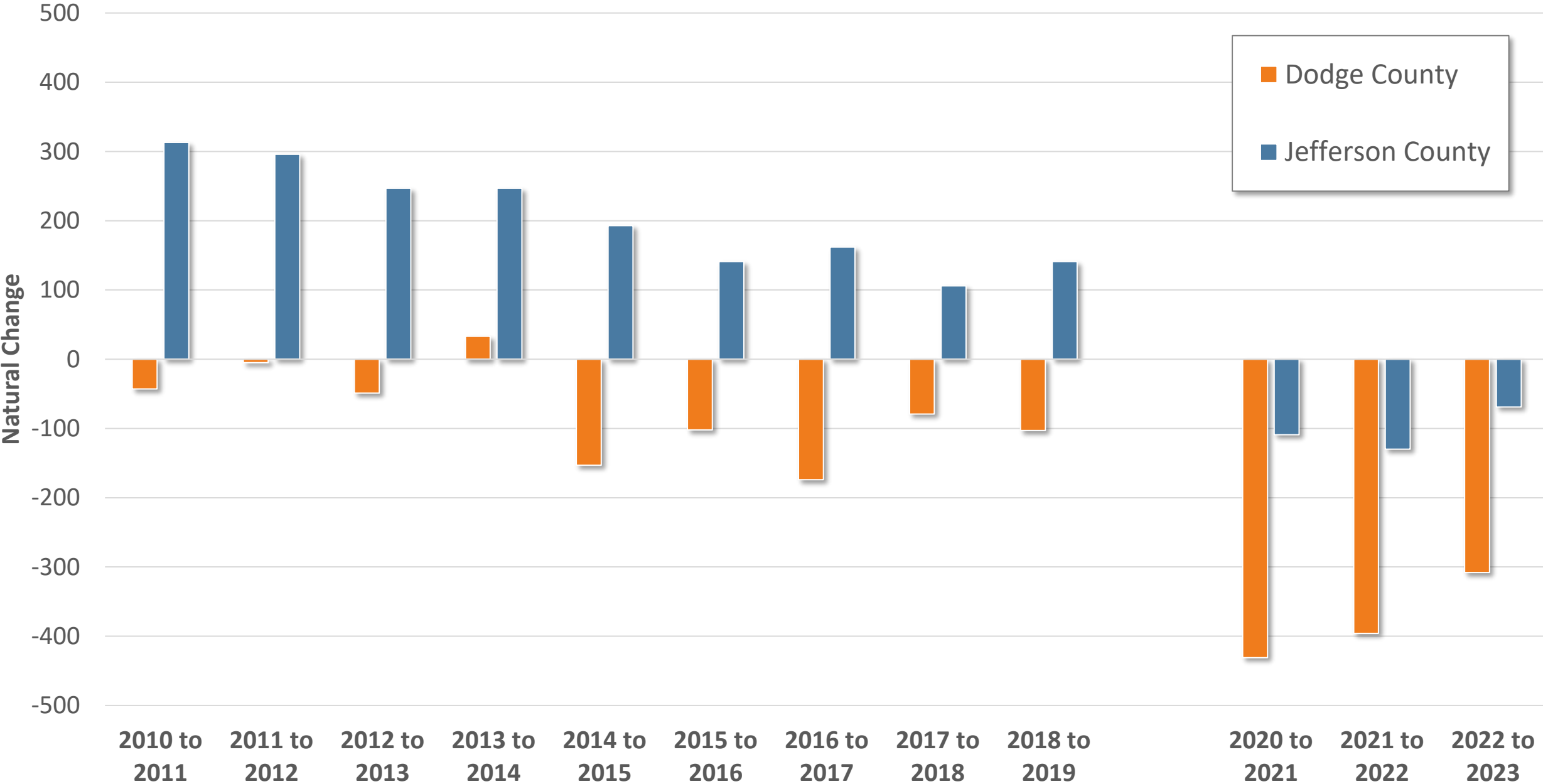
Jefferson County Net Migration Rate by Age Group



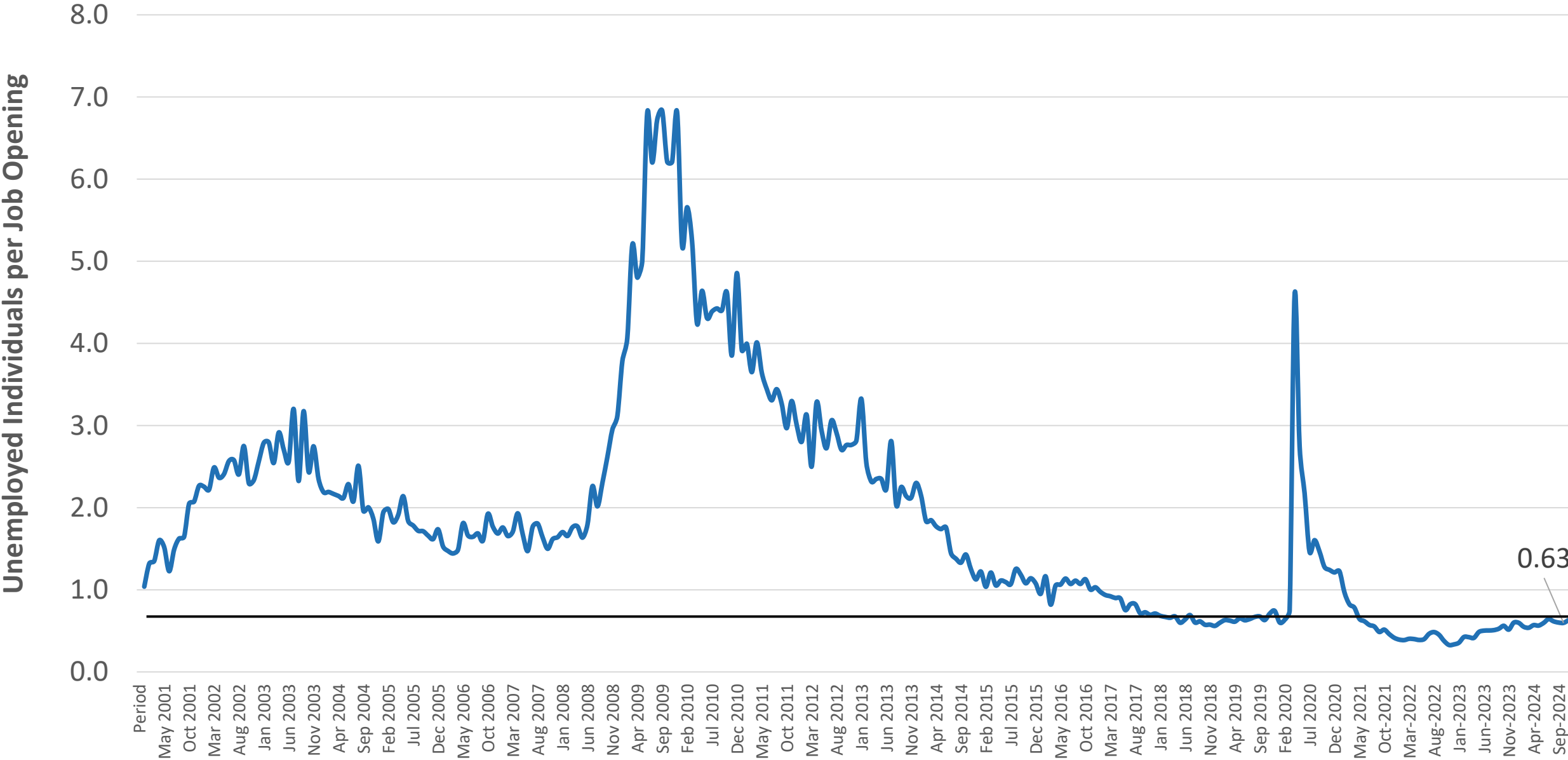
Dodge County Net Migration Rate by Age Group



Dodge and Jefferson County Natural Change - 2010 to 2023



State of Wisconsin Unemployed Individuals per Job Opening
*January 2001 to November 2024**



Data Source: Bureau of Labor Statistics *November 2024 values are preliminary

Worker Flow for Jefferson County (Q2 2022)

Employees Working in Jefferson County (Primary Job) Top 10 Counties of Residence (n = 31,150)

County of Residence	Count	Share
Jefferson County, WI	14,072	45.2%
Dodge County, WI	2,804	9.0%
Dane County, WI	2,485	8.0%
Waukesha County, WI	2,320	7.4%
Rock County, WI	2,275	7.3%
Walworth County, WI	1,691	5.4%
Milwaukee County, WI	1,070	3.4%
Columbia County, WI	308	1.0%
Racine County, WI	271	0.9%
Sauk County, WI	247	0.8%
All Other Locations	3,607	11.6%

Employees Residing in Jefferson County (n = 40,606) Top 10 Counties of Employment (Primary Job)

County of Employment	Count	Share
Jefferson County, WI	14,072	34.7%
Waukesha County, WI	7,554	18.6%
Dane County, WI	5,212	12.8%
Milwaukee County, WI	3,084	7.6%
Rock County, WI	1,603	3.9%
Walworth County, WI	1,523	3.8%
Dodge County, WI	1,513	3.7%
Cook County, IL	741	1.8%
Racine County, WI	573	1.4%
Kenosha County, WI	542	1.3%
All Other Locations	4,189	10.3%

Worker Flow for Dodge County (Q2 2022)

Employees Working in Dodge County (Primary Job) *Top 10 Counties of Residence (n = 32,042)*

County of Residence	Count	Share
Dodge County, WI	14,539	45.4%
Fond du Lac County, WI	3,795	11.8%
Jefferson County, WI	1,513	4.7%
Washington County, WI	1,491	4.7%
Columbia County, WI	1,092	3.4%
Dane County, WI	1,003	3.1%
Milwaukee County, WI	958	3.0%
Waukesha County, WI	862	2.7%
Green Lake County, WI	477	1.5%
Winnebago County, WI	459	1.4%
All Other Locations	5,853	18.3%

Employees Residing in Dodge County (Primary Job) *Top 10 Counties of Employment (n = 40,139)*

County of Employment	Count	Share
Dodge County, WI	14,539	36.2%
Dane County, WI	4,958	12.4%
Washington County, WI	3,420	8.5%
Waukesha County, WI	3,313	8.3%
Jefferson County, WI	2,804	7.0%
Fond du Lac County, WI	2,577	6.4%
Columbia County, WI	1,599	4.0%
Milwaukee County, WI	1,478	3.7%
Winnebago County, WI	638	1.6%
Rock County, WI	546	1.4%
All Other Locations	4,267	10.6%

Worker Flow for City of Watertown (Q2 2022)

Employees Working in Watertown (Primary Job)

Top 10 Counties of Residence (n = 8,400)

County of Residence	Count	Share
Jefferson County, WI	3,139	37.4%
Dodge County, WI	2,063	24.6%
Waukesha County, WI	663	7.9%
Dane County, WI	363	4.3%
Milwaukee County, WI	345	4.1%
Rock County, WI	175	2.1%
Walworth County, WI	131	1.6%
Columbia County, WI	117	1.4%
Fond du Lac County, WI	103	1.2%
Sheboygan County, WI	93	1.1%
All Other Locations	1,208	14.4%

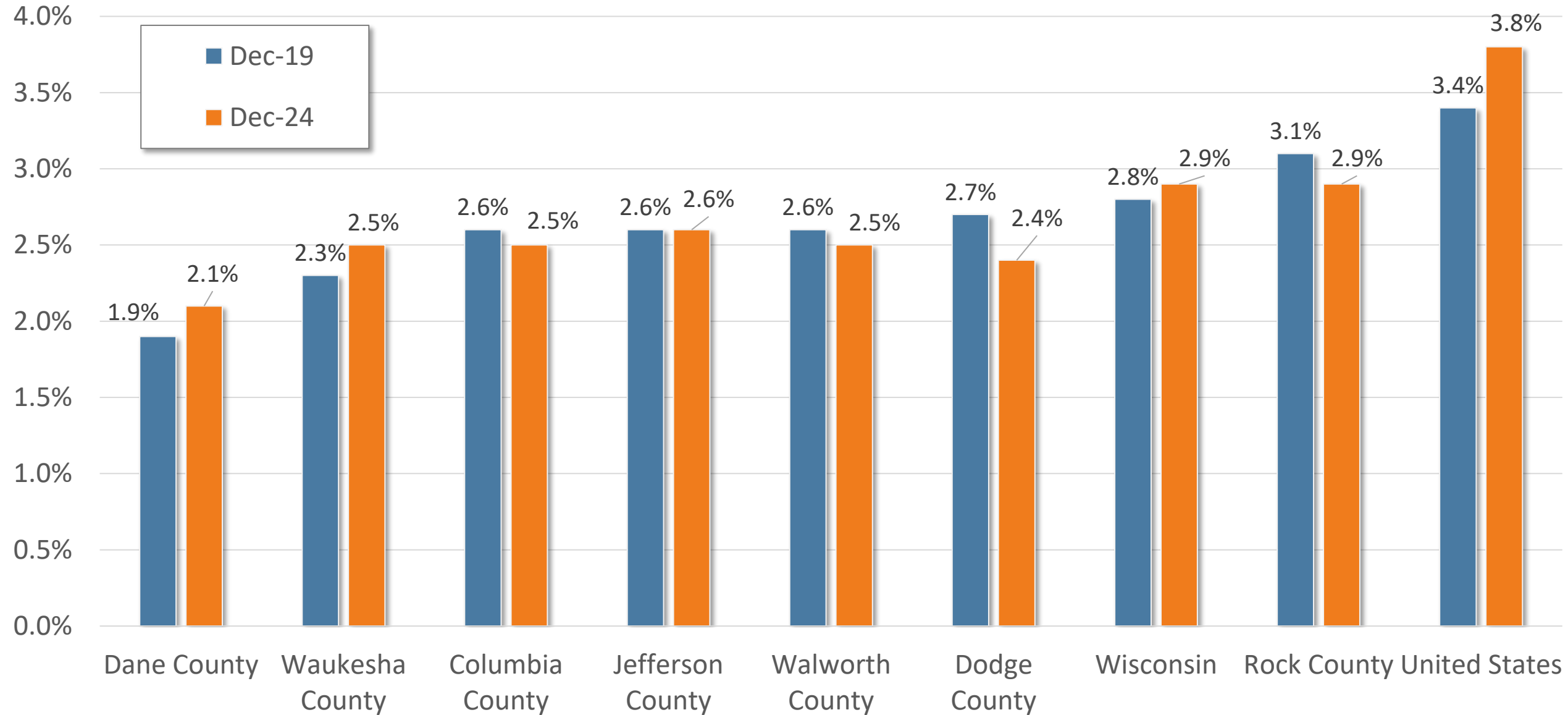
Employees Residing in Watertown (n = 11,052)

Top 10 Counties of Employment (Primary Job)

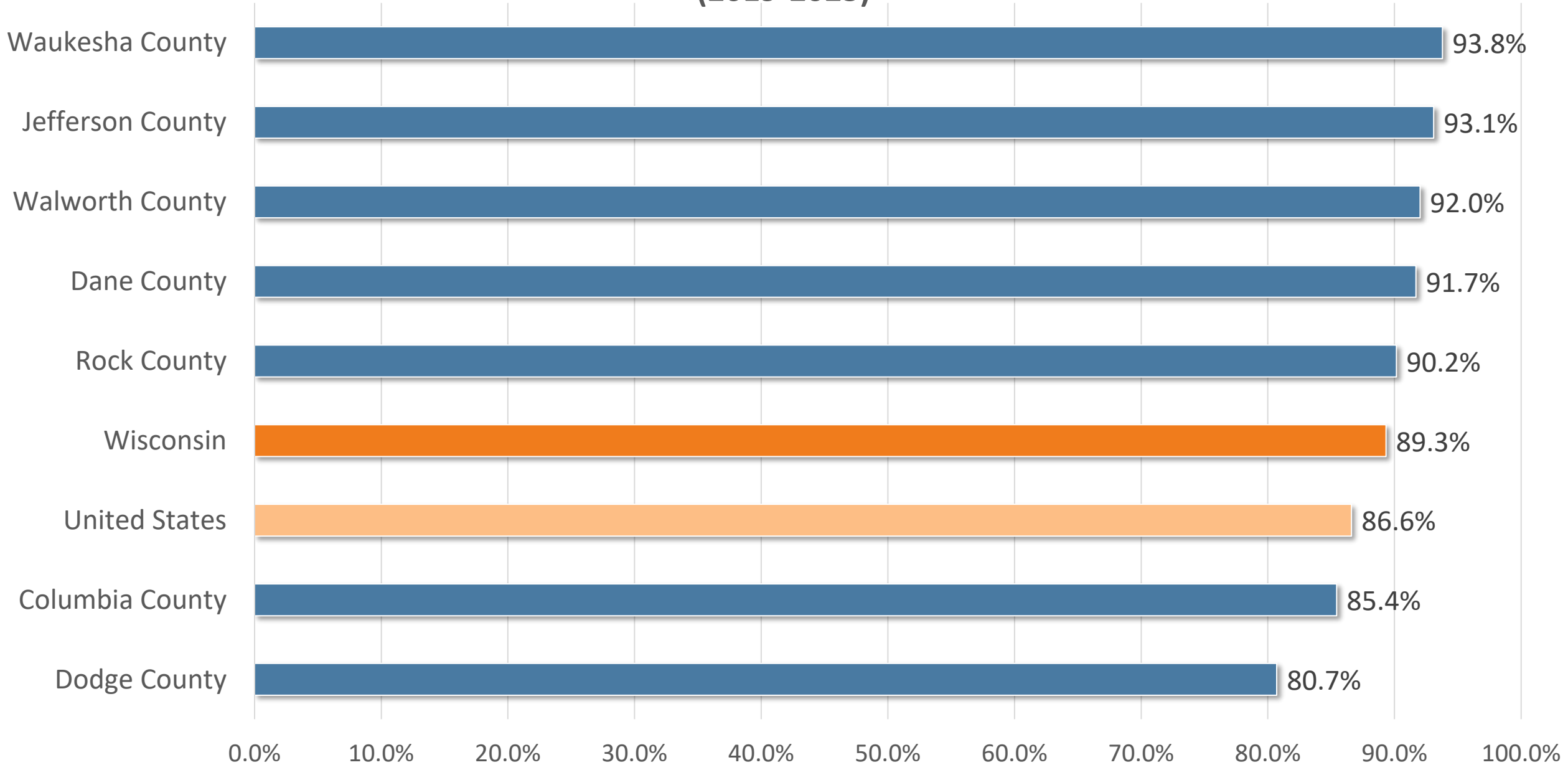
County of Employment	Count	Share
Jefferson County, WI	3,642	33.0%
Waukesha County, WI	2,043	18.5%
Dodge County, WI	1,401	12.7%
Dane County, WI	1,150	10.4%
Milwaukee County, WI	710	6.4%
Washington County, WI	258	2.3%
Rock County, WI	239	2.2%
Cook County, IL	151	1.4%
Racine County, WI	136	1.2%
Walworth County, WI	134	1.2%
All Other Locations	1,188	10.7%

Jefferson County Region Unemployment Rates

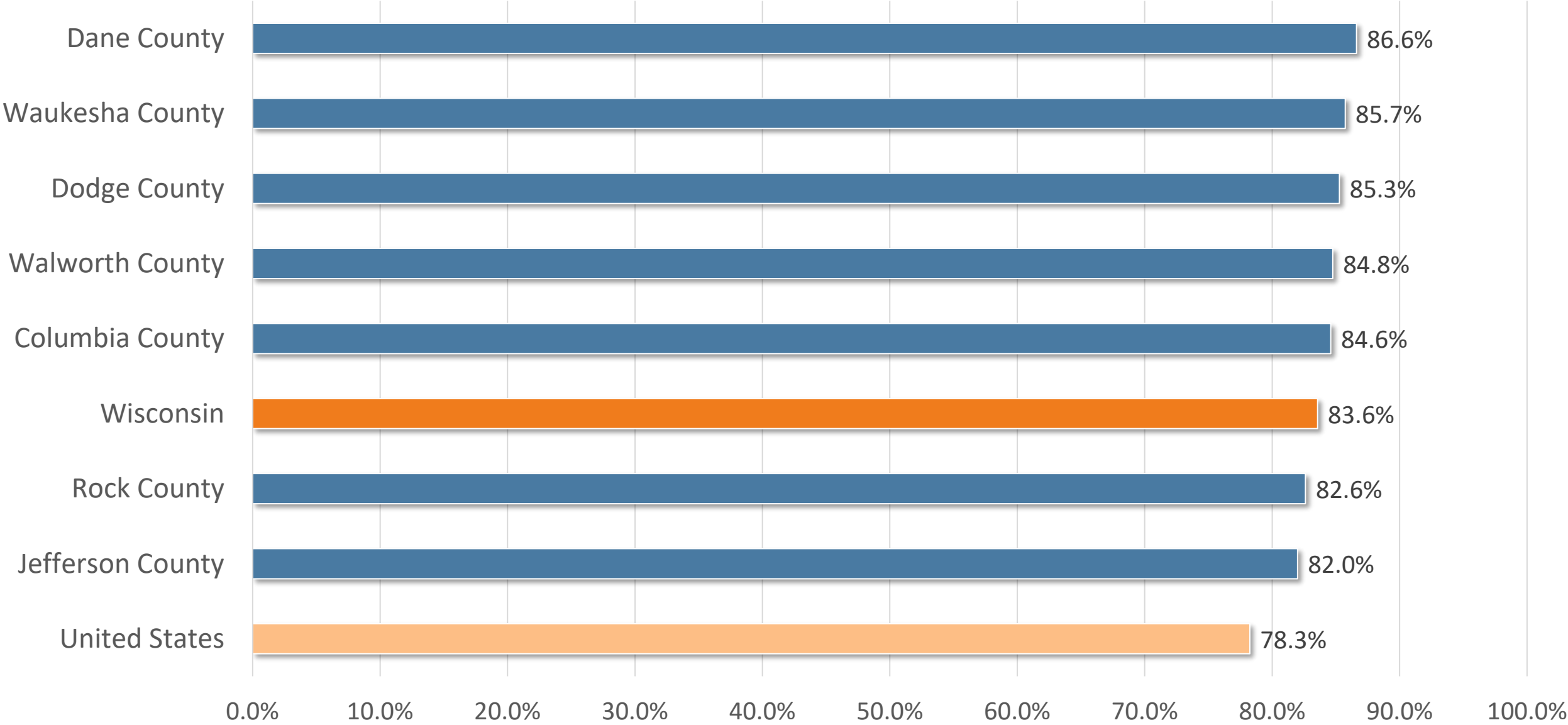
December 2019 vs. December 2024



Regional Labor Force Participation Rates for Men Age 25 to 54 (2019-2023)

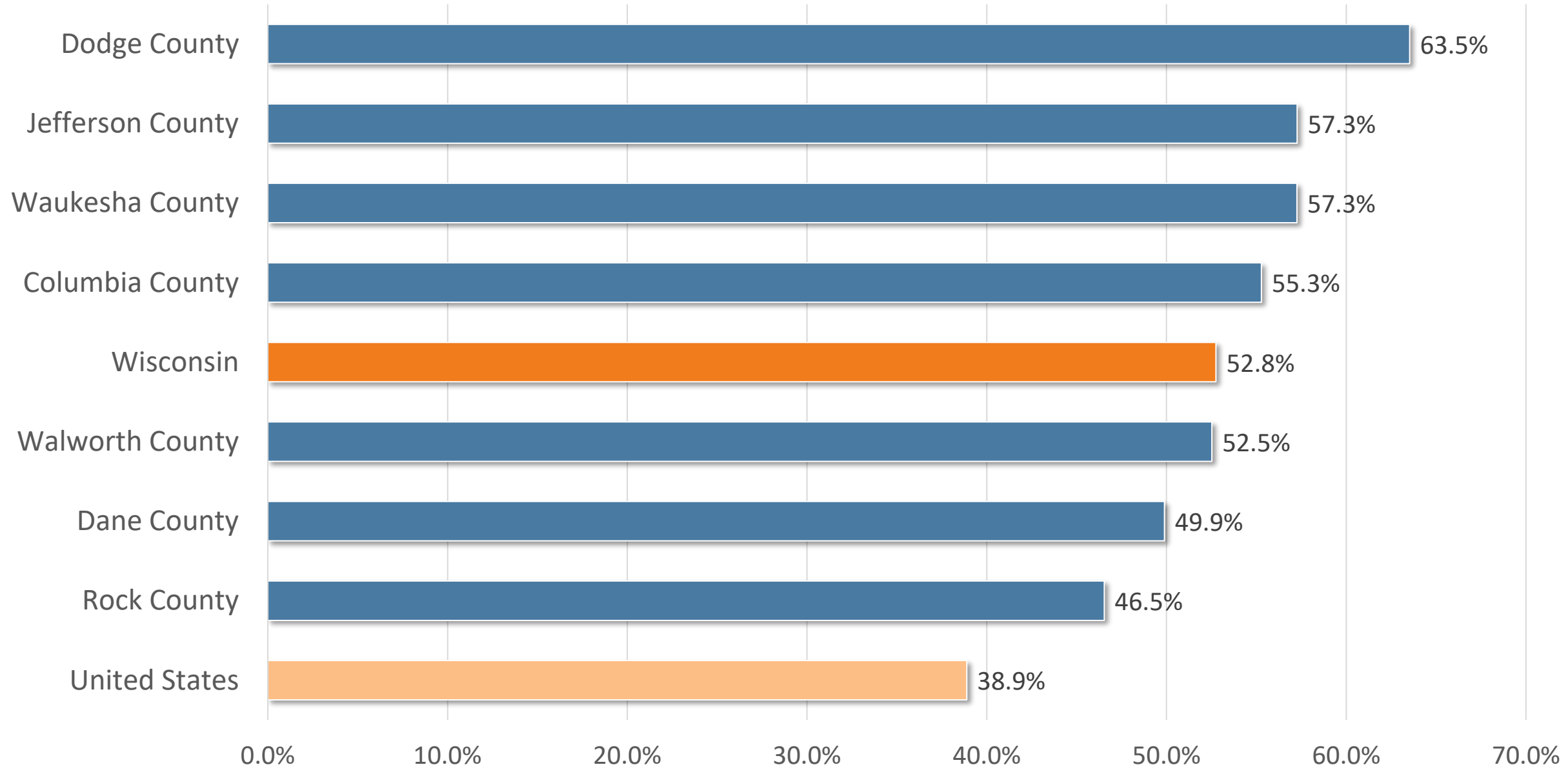


**Regional Labor Force Participation Rates for Women Age 25 to 54
(2019-2023)**

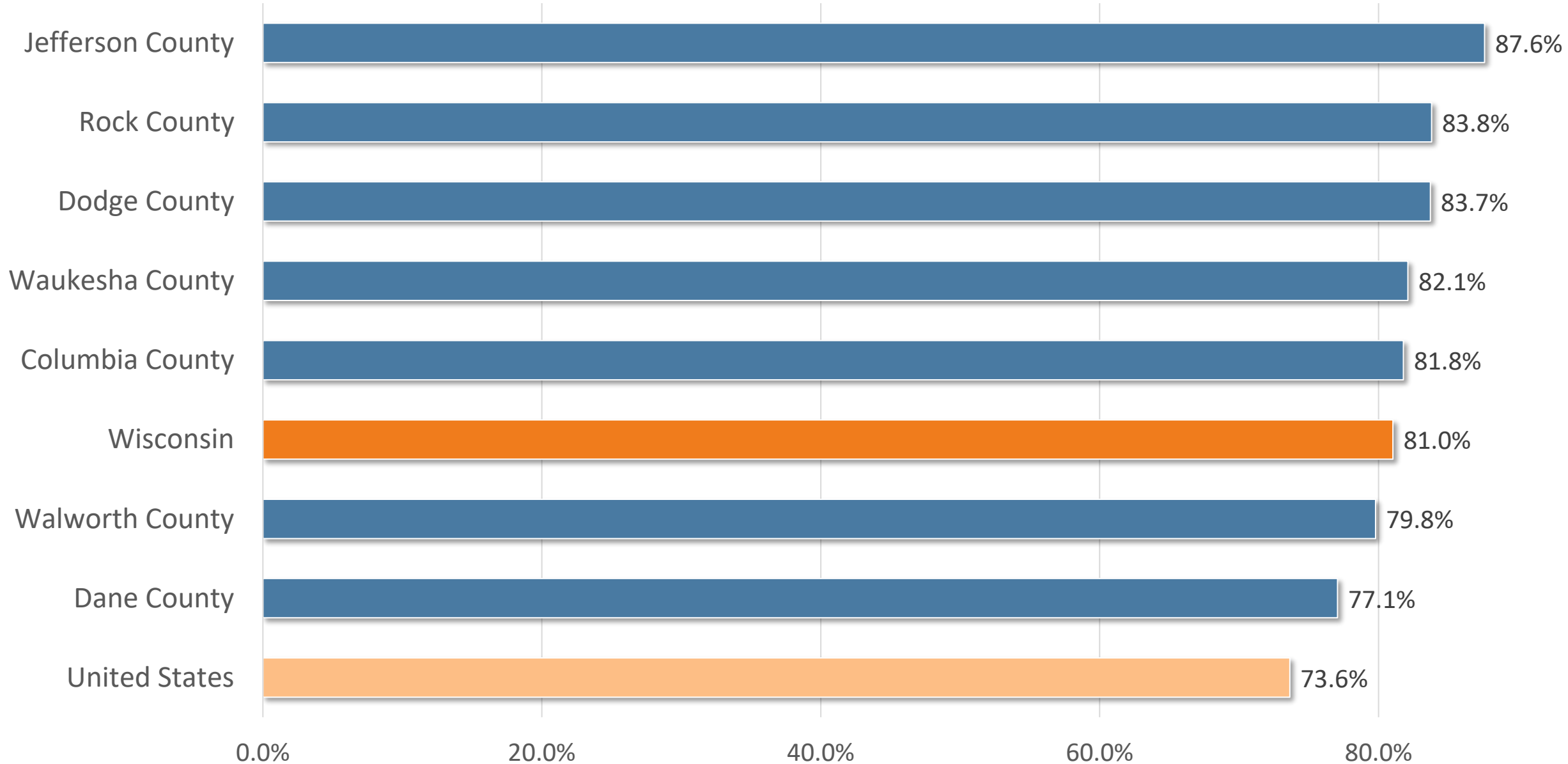


Data Source: U.S. Census Bureau American Community Survey

Regional Labor Force Participation Rate for Individuals Ages 16 to 19 (2019-2023)

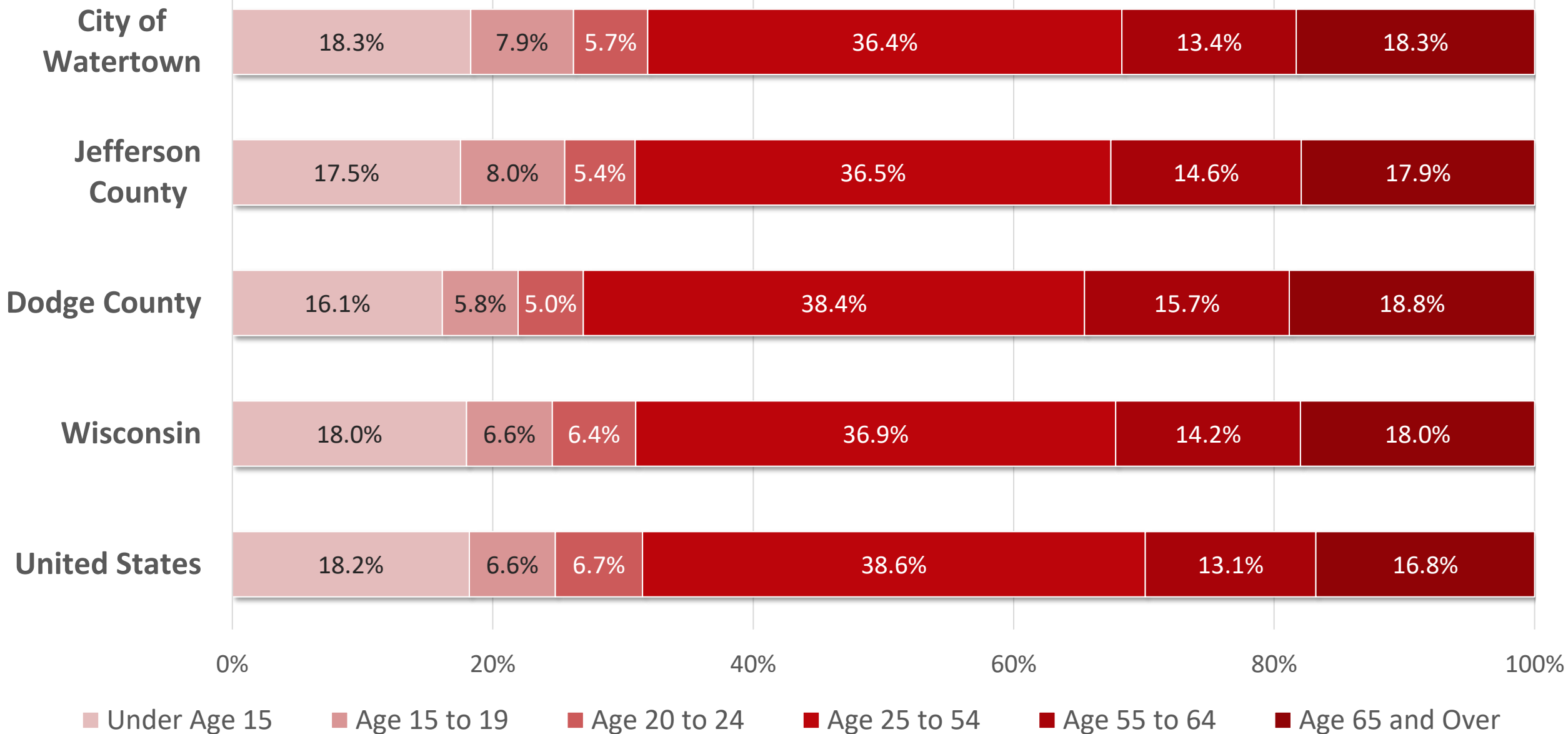


Regional Labor Force Participation Rates for Individuals Ages 20 to 24 (2019-2023)



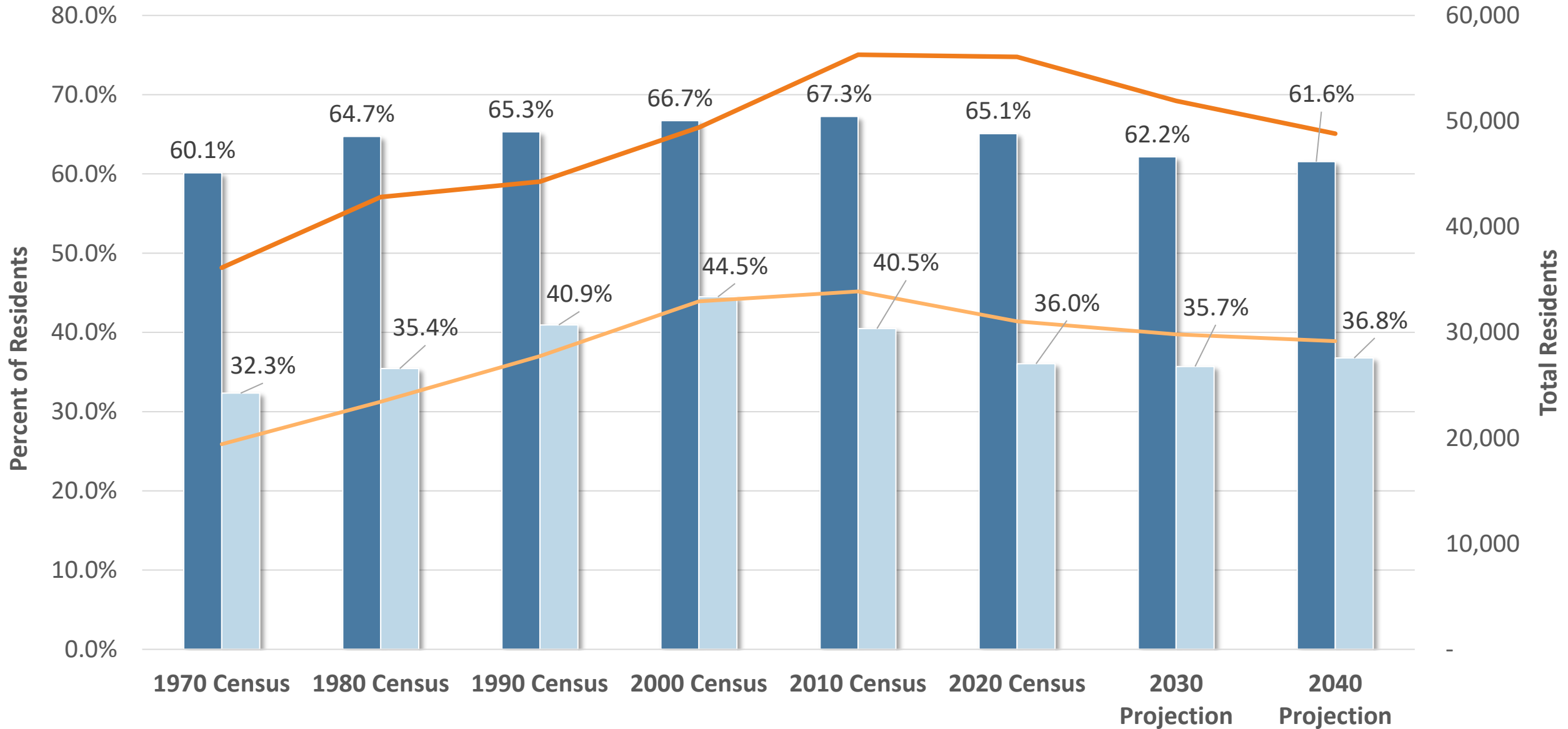
Data Source: U.S. Census Bureau American Community Survey

Age Distribution (2020 Decennial Census)



Data Source: U.S. Census Bureau

Jefferson County Change in Working Age Population – 1970 to 2040

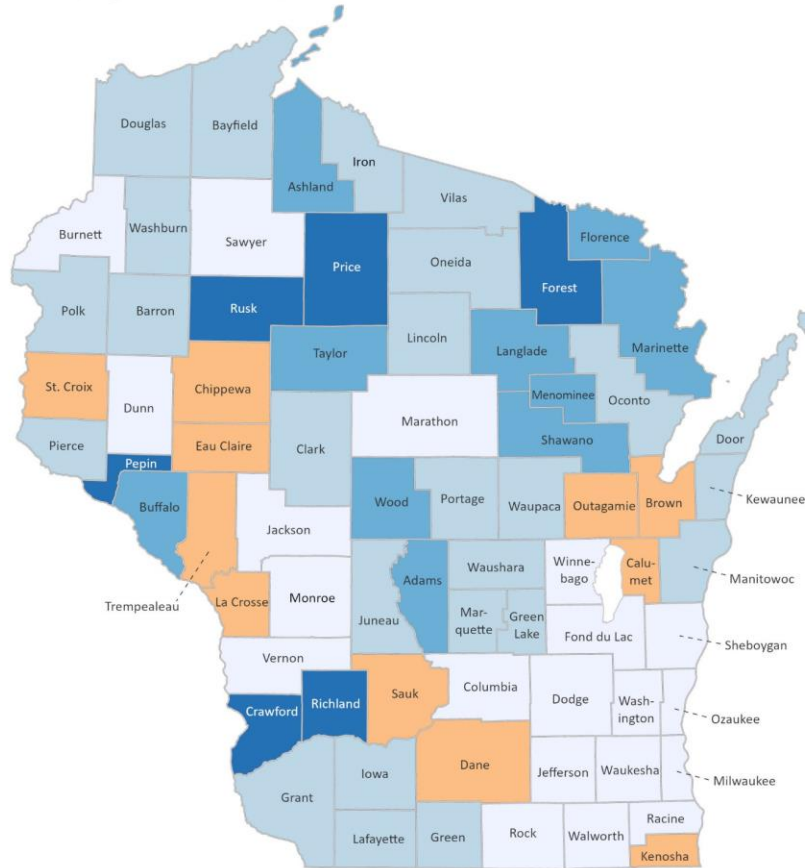


Source: U.S. Census Bureau and Wisconsin Department of Administration Demographic Services Center

- Age 15 to 64 - Percent of Total Population
- Age 25 to 54 - Percent of Total Population
- Age 15 to 64 - Total Residents
- Age 25 to 54 - Total Residents

Changes in Total Working Age and Prime Working Age Population - 2010 to 2020

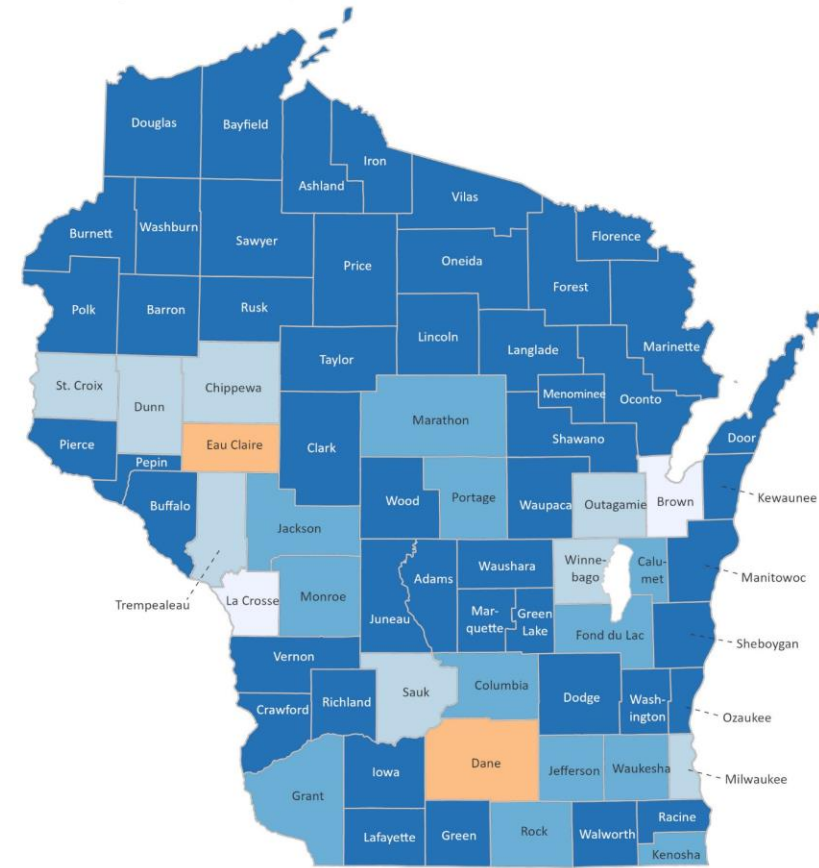
*Percent Change in Total Working Age Population
(Age 15 to 64) - 2010 Census to 2020 Census*



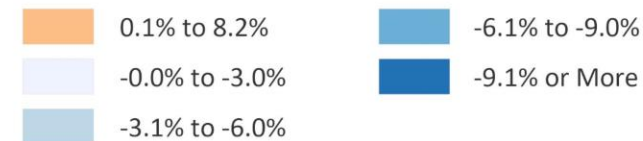
Percent Change in Total Working Age Population



*Percent Change in Prime Working Age Population
(Age 25 to 54) - 2010 Census to 2020 Census*



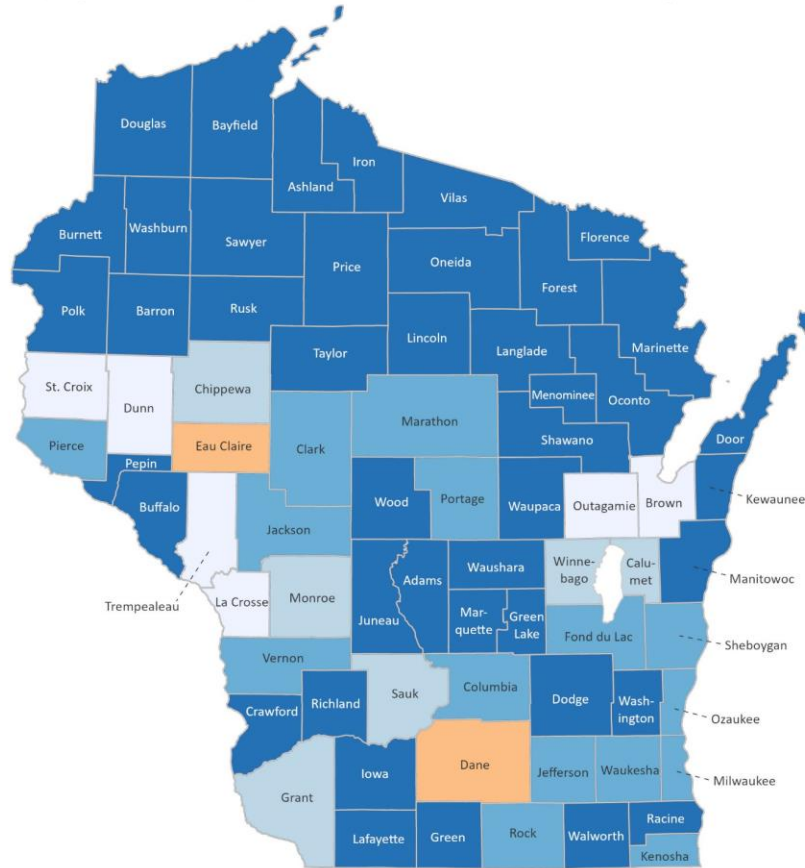
Percent Change in Prime Working Age Population



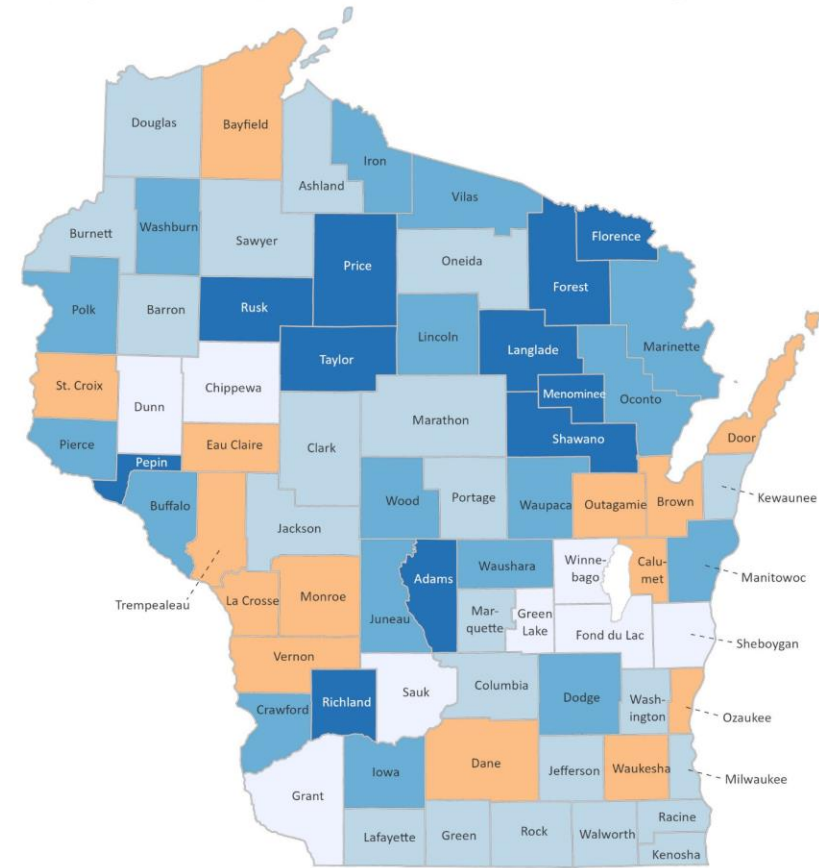
Sources: U.S. Census Bureau and Wisconsin Department of Administration

Changes in Total Working Age and Prime Working Age Population - 2020 to 2030

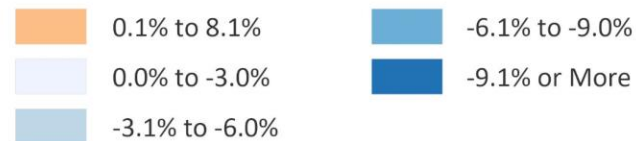
*Percent Change in Total Working Age Population
(Age 15 to 64) - 2020 Census to 2030 Projections*



*Percent Change in Prime Working Age Population
(Age 25 to 54) - 2020 Census to 2030 Projections*



Percent Change in Total Working Age Population

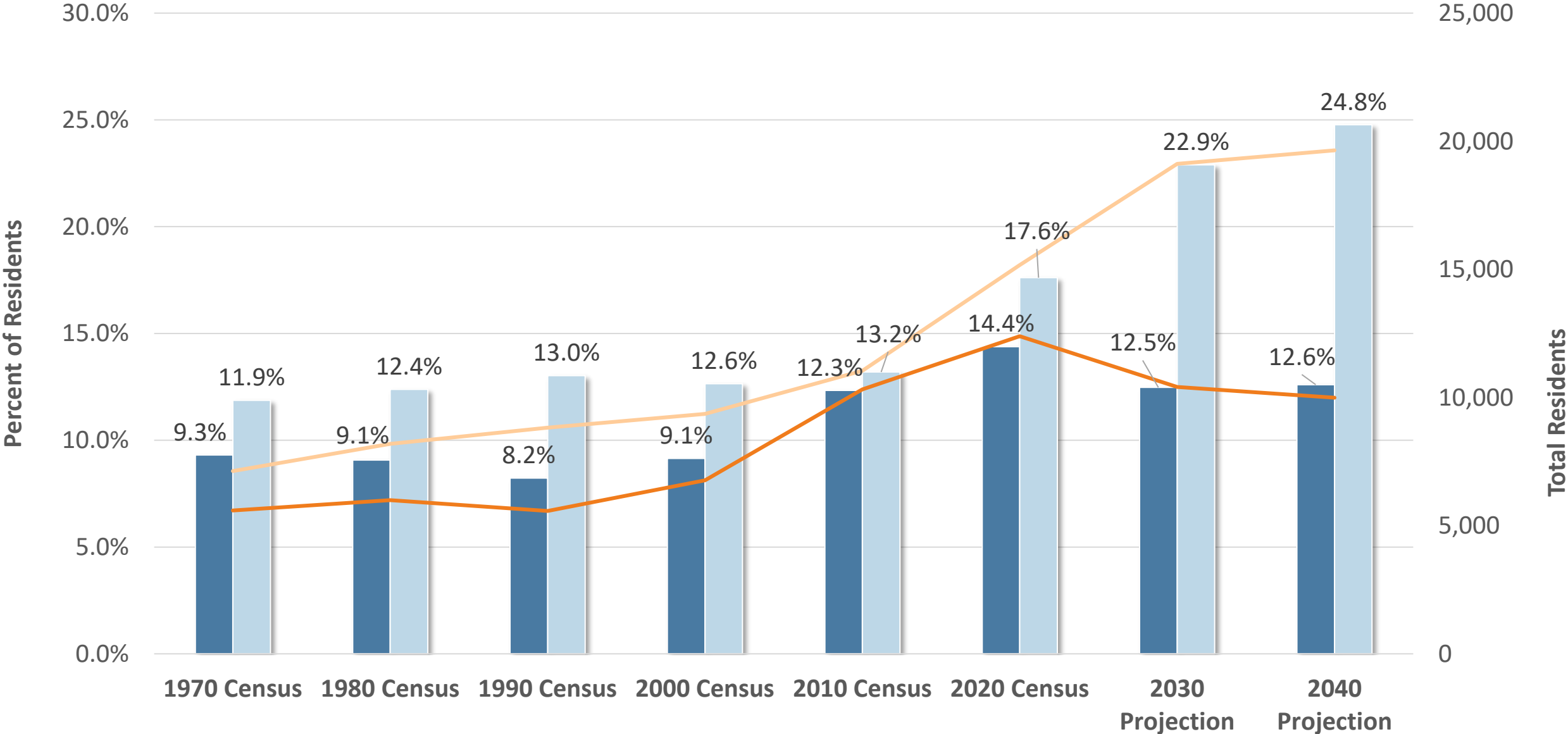


Percent Change in Prime Working Age Population



Sources: U.S. Census Bureau and Wisconsin Department of Administration

Jefferson County Change in Population Age 55 and Over – 1970 to 2040

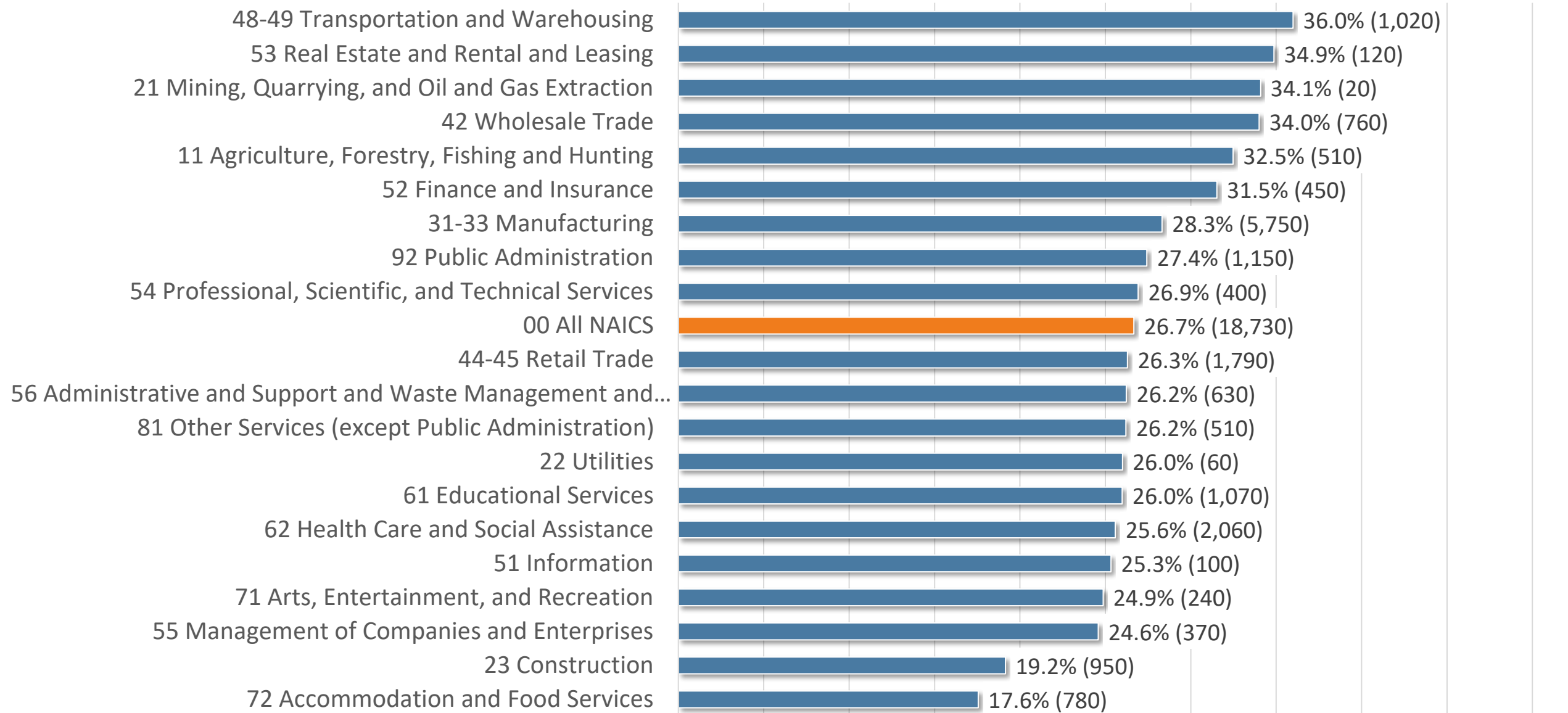


Source: U.S. Census Bureau and Wisconsin Department of Administration Demographic Services Center

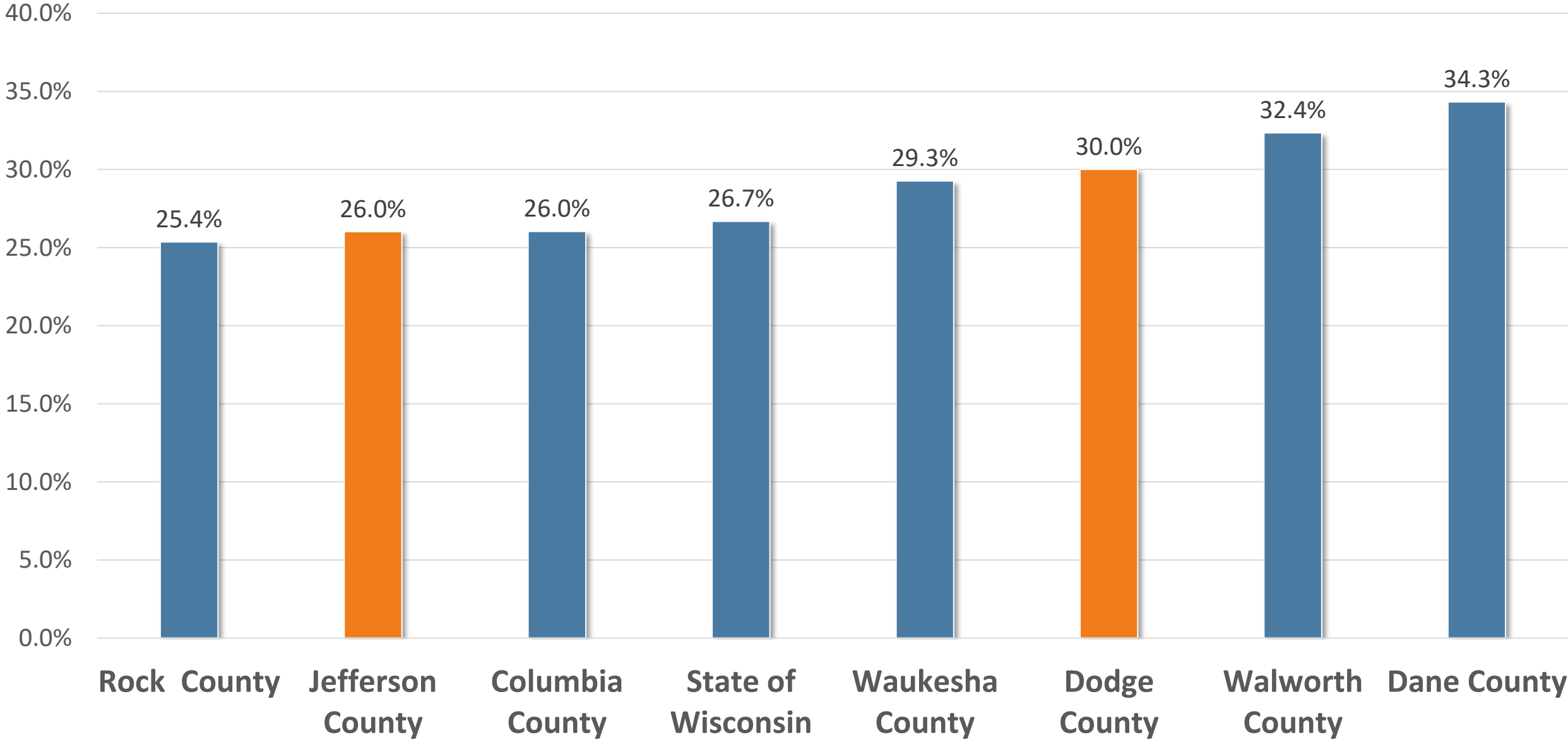
■ Age 55 to 64 - Percent of Population ■ Age 65 and Over - Percent of Population
— Age 55 to 64 - Total Residents — Age 65 and Over - Total Residents

Dodge and Jefferson County - Employees Age 55 or Older by Industry Sector

Percent of Total Employment (Q2 2024)



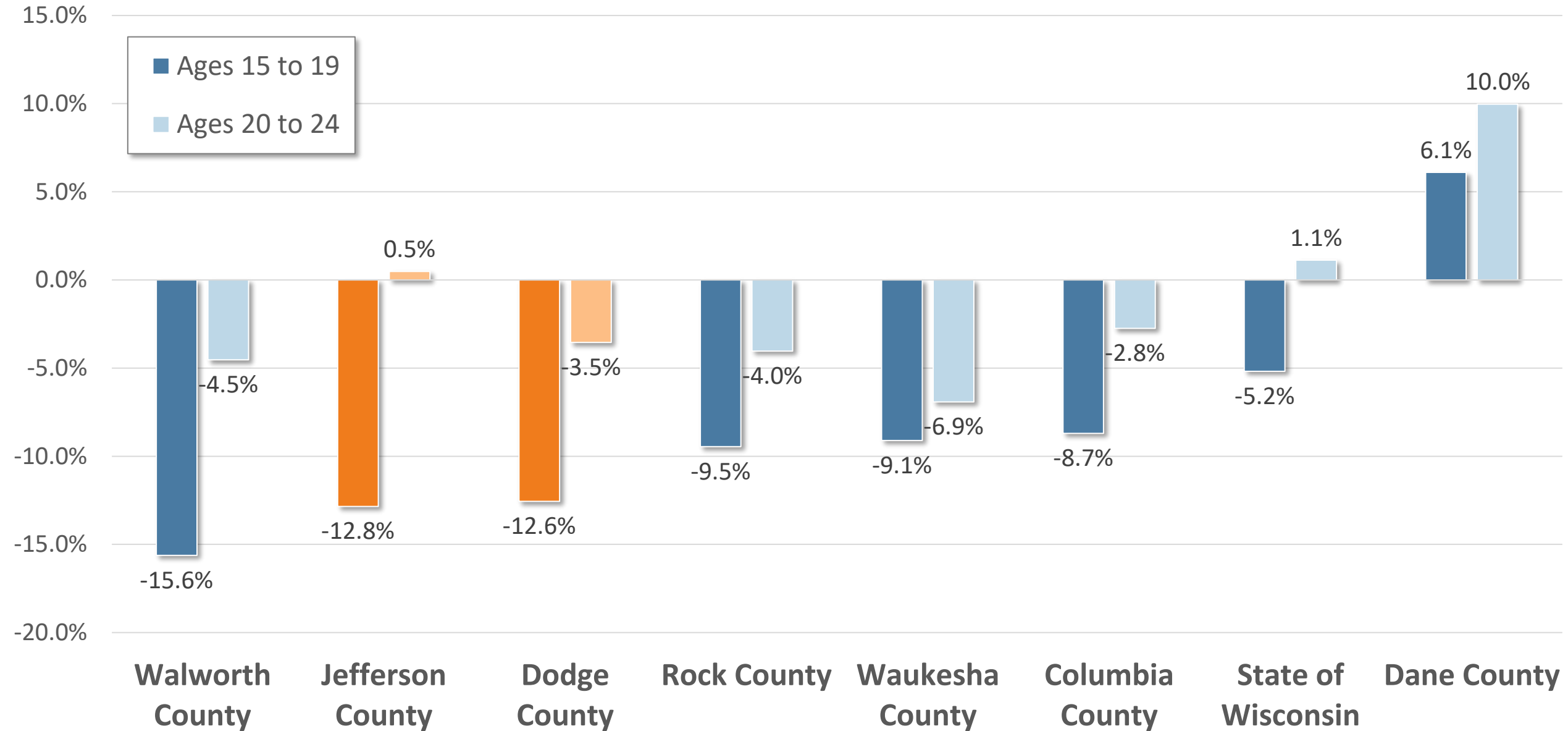
Regional Population Age 65 and Over
Projected Percent Change 2020 to 2030



Source: Wisconsin Department of Administration Demographic Services Center

Regional Population Ages 15 to 19 and Ages 20 to 24

Projected Percent Change 2020 to 2030



Examples of Community Development Strategies and Stakeholders to Address a Changing Region and Workforce

Examples of Strategies:

- Talent attraction and retention initiatives;
- Development and delivery of new career pathways and DACUMs;
- Creating opportunities for individuals facing barriers to employment (childcare, dislocated workers, veterans, etc.);
- Developing phased retirement programs and non-traditional schedules (flexible, seasonal, job sharing, etc.);
- Capital improvement funds;
- Automation/computerization investment and transition planning/training;
- Placemaking and amenity development;
- Housing development;
- Knowledge transfer and reverse mentoring.

Examples of Stakeholders & Organizations

- Workers;
- Employers;
- Community Colleges and Technical Schools;
- K-12 System;
- Universities;
- CDFIs;
- Elected Officials;
- Local, State and Federal Government Agencies;
- Community & Faith-Based Organizations;
- Social Service Agencies;
- Economic Development & Workforce Development Organizations;
- Labor Organizations.

THE DOMINO EFFECT

- **Investment in ourselves:** Town Square, the Library, Sharp Corner Park, Fire Station, staffing and process improvement
- **Led to investment from the existing private sector:** Manufacturing expansions, downtown business investment, commercial & industrial space leasing/selling
- **Led to investment from external partners:** Bielinski, Neumann, downtown businesses, Intrepid Investments, Habitat for Humanity, Horizon, Loos Homes, etc.
- **Led to additional existing partners participating in a new way:** White Oak Builders, Loeb & Co. Schwartz Chiropractic and Wellness, Hayes Family Auto, YMCA, Jordy's Stake house, EZ Promotions, Sassy Sweets, Berres Brothers, etc.
- **Led to new external/internal partners:** New restaurants, national chains, new downtown businesses, etc.
- **Led to reinvestment in ourselves:** Hwy A land, Rock River Ridge, TID 4 closure, ARPA \$ into westside bypass land, Rock River District Plan, Facility management plan, & recreation investments



THE DOMINO EFFECT

- This domino effect has led to:
 - In the last ~ 6 years the City has added **350 units of housing**
 - In the pipeline currently is another additional **~900 units of housing**
 - Availability of roughly **60 acres** of land for our next commercial/industrial park
 - **Lowest general fund tax increases** in over a decade (2024 and 2025)
 - **Low vacancy rate** in the downtown
 - **Improved quality of life** for residents and visitors
 - Yearly Construction Totals:
 - 2020: \$21M 2021: \$32M
 - 2022: \$29M 2023: \$20M
 - 2024: \$49M

THE COST OF COMPLACENCY

Without development, communities lose...

- Apparent Benefits:
 - Job creation
 - New business creation/expansion
 - Improved amenities/quality of life
 - Population growth
- Lesser-known Benefits:
 - One of the few impactful opportunities to potentially lessen the tax burden
 - Levy limits; new construction plays a critical role on levy limits which limits supporting existing services
 - National and regional attention as an area/community that is being invested in
 - Attraction/retention of talent
 - Opportunity to increase median income
 - Positive impact on public schools; opportunity for increased enrollment

HOW DID WE GET HERE?

- Strategic planning
 - **Housing** and **Intentional Economic Growth** are two of the four priorities in Jefferson County's 2023-2033 Strategic Plan
 - **Housing** and **Economic Development** are part of municipal Comprehensive Plans
- Intentional growth
 - Targeting industries we know can thrive here & can contribute to the region's economic prosperity
 - Agribusiness
 - Manufacturing/FAB
 - Biohealth - Emerging

ECONOMIC MULTIPLIERS
FOR EVERY \$1.00 SPENT IN MANUFACTURING, THERE IS A TOTAL IMPACT OF \$2.69 TO THE OVERALL ECONOMY

FOR EVERY ONE WORKER IN MANUFACTURING, 4.8 WORKERS ARE ADDED IN THE OVERALL ECONOMY

ECONOMIC DEVELOPMENT





WHAT ARE INDUSTRIAL USERS LOOKING FOR?

- Acreage
- Utilities
 - Quantity & quality
- Location
 - Proximity to customers, suppliers, major roadways, airports, rail
- Speed to development
- Workforce



HOW DO YOU ATTRACT RESIDENTS?

- Housing availability
 - Affordability
 - Transportation
 - Quality of life
-
- Social media matters



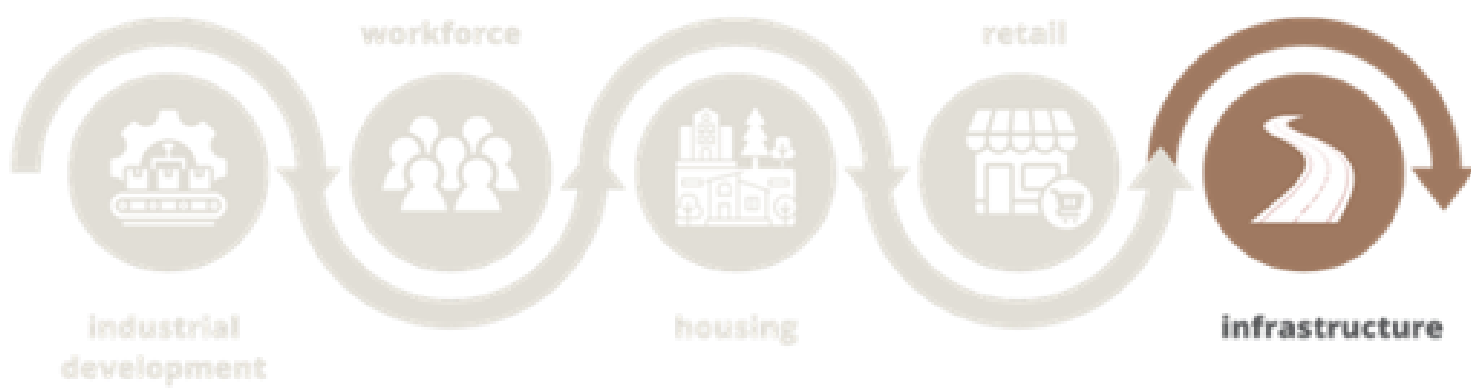
HOW DO YOU ATTRACT HOUSING?

- Growing community
- Availability of real estate
- Ease of development
- Balance of supply / demand
 - Type of housing & quality
- Financials need to make sense



HOW DO YOU ATTRACT & SUSTAIN RETAILERS?

- Location & availability of real estate
- Population size & growth
- Demographics
- Transportation & accessibility
- Workforce availability
- Avoid over-saturation
- Consumer demand & advocacy



HOW DO YOU MAINTAIN & IMPROVE INFRASTRUCTURE?

- Increased tax base



**Raising the I-94 Rock River
and Crawfish River Bridges**
Jefferson County



JEFFERSON COUNTY'S MOMENT

Getting Saucy In The Great Lakes

The world's top soy sauce producer makes an \$800 million bet on Wisconsin.

by RON STARNER
ron.starner@silselection.com



Future home of
KIKKOMAN FOODS, INC.

Innovation in Jefferson in 2025

The next time you go out for sushi, you may want to thank a Japanese company that had the foresight to establish a food manufacturing plant in Wisconsin a half century ago. Kikkoman Foods Inc., the Noda, Japan-based company that has been selling soy sauce in the U.S. since it

Aztalan Bio seeking to restart production in Johnson Creek

WISCONSIN JOURNAL SENTINEL Publishing Group Aug 23, 2023

Nestlé Purina PetCare announces \$195 million expansion in Jefferson, creating 100 jobs

Nestlé expanding in Jefferson where it's been since 1910

BUSINESS

Jefferson County lands more than \$1 billion in new foreign-owned company investments

CANVA STORIES



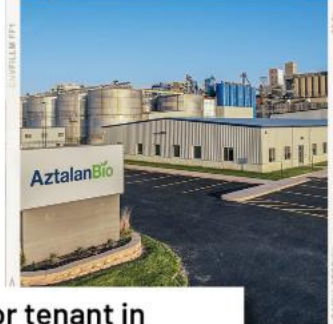
Irish firm ClonBio Group plans to boost investment in Jefferson County biorefinery to \$500 million



Kikkoman plans \$560 million soy sauce plant in Jefferson



Kikkoman will be anchor tenant in forthcoming Jefferson County food and beverage innovation campus



MACRO-LEVEL TRENDS THAT CAN DRIVE OPPORTUNITY IN JEFFERSON COUNTY

- Geopolitics
- Large company CEO's (food and non-food)
- Federal and state policy



Arnaud Bertrand ✓

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@RnaudBertrand

It's becoming clearer and clearer that we're looking at a seismic shift in the US's relationship with the world, between:

- 1) The US dismantling its foreign interference apparatuses (like USAID 📌)
- 2) Marco Rubio stating that we're now in a multipolar world with "multi-great powers in different parts of the planet" (state.gov/secretary-marc...) and that "the postwar global order is not just obsolete; it is now a weapon being used against us" (foreign.senate.gov/imo/media/doc/...)
- 3) The tariffs on supposed "allies" like Mexico, Canada or the EU



Post your reply



Geopolitically, U.S. policy no longer appears based on a vision where the U.S. sees itself as successfully above the fray, more-or-less controlling a global hegemony.

New paradigm: U.S. is one global power in direct competition with multiple others.

Why does this matter to our county?

Forrest Trump



Conference Board January C-suite Outlook Survey

- 51% of US CEOs see US national debt and deficits, followed by decoupling or derisking from China, as the greatest external geopolitical concerns for their businesses.
- 34% of US CEOs cite US-EU-China tension as among the highest-impact issues facing their business.
- 71% of US CEOs plan to alter their supply chains in the next 3-5 years. Last year that was 54%. How will they do so? Most say vendor diversification.
- 77% of European CEOs plan to alter their supply chains, an increase from 61% in 2024.

Wisconsin Biohealth Tech Hub to receive nearly \$50M in federal grant funding

Badger State is 1 of just 12 tech hubs to receive final designation, grant funding

BY [JOE SCHULZ](#)

JULY 2, 2024

UPDATED JULY 2, 2024 AT 4:14 PM

STRATEGICALLY TAPPING INTO MACRO AND REGIONAL FACTORS

- Position the county as a lower-cost manufacturing alternative to Madison and Milwaukee while having access to those talent pools.
- Madison's biotech growth likely inhibited by housing constraints and perceptions about local regulatory matters
- Food and Ag strength. Specialized logistics and facilities for medical/biotech products. Nutraceuticals are coming. Ag + Biotech.
- Supply chain stability. Smaller manufacturers and suppliers. Efforts underway to support regional supplier networks. WMC's Defense Industry Council.

CONTACT INFORMATION



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Download the presentation at thriveed.org/mbu