

## Economic Development

### *Policies for Economic Development Washington County (EDWC)*

- Support EDWC programs that fuel growth companies for the creation of quality jobs and economic prosperity countywide.
- Work with and support EDWC in executing a Targeted Business Development Program that (1) builds relationships and business opportunities among existing businesses, prospective businesses, developers and site selectors; (2) focuses on export industries representing driver potential for our County; (3) effectively leverages and enhances local and regional assets and (4) transforms into opportunity the disruption created by large manufacturing facilities being developed in Southeastern Wisconsin.
- Support EDWC's efforts to design and implement a consultative growth platform with business-to-business products and services geared to existing growth companies and "second stage" businesses (\$1-50 million in revenue and 10-100 employees).
- Nurture an "engine of growth" via a revolving loan fund scaled to be self-sustaining and capable of providing meaningful fixed-rate, low-interest incentive financing to businesses making significant CapEx investments, creating of new jobs, upskilling existing jobs, redeveloping underutilized sites and/or otherwise creating material positive community impact.
- Both quantitatively and qualitatively assess the economic and fiscal impacts of economic development growth projects in which the County participates through loans or other publicly funded incentives.
- Encourage Countywide and regional cooperation on economic development issues including business creation, retention, and expansion and the creation of a range of employment opportunities that improve and enhance the economic vitality of Washington County.
- Support conversion of underutilized and/or brownfield related properties into higher, better and more productive reuses through dedicated, sustained and high-performing site redevelopment programming.
- Promote the development of new businesses, or business expansion, in areas with existing physical infrastructure and community services, or in areas near or contiguous to existing service areas that can readily be served by extending infrastructure.
- Promote convenient, flexible, and affordable transportation options within Washington County and between Washington County and neighboring counties.
- Partner with EDWC in offering unparalleled expertise in enhancing business performance through initiatives that help companies retain the talent required to win, maximize growth company leadership and transform organizational culture for "Industry 4.0".
- Promote a diverse portfolio of housing choices for people who wish to live and work in the County.
- Encourage cooperation between high schools, technical colleges and colleges and universities located in Washington County and the Region to develop educational programs that provide the County's labor force with skills to meet the employment needs of County businesses and to provide the services needed by County residents.
- Promote commercial and industrial development in business/industrial parks and TIF Districts (TID).
- Promote commercial redevelopment in the downtown areas of cities, villages, and hamlets.

- Support appropriate physical infrastructure, such as roads, airports, freight railroads, public transit, sewer and water, utilities, and telecommunications facilities in an effort to attract and retain desirable businesses in the County.
- Promote boundary agreements between towns and cities and villages as a means to extend physical infrastructure, such as sanitary sewer, to areas identified for economic development by towns.

## Economic Development Programs

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Comprehensive Planning Elements |          |         |                |     |                      |                               | Implementation Timeframe |        |           | County Strategic Goals |          |             |          |               |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|----------|---------|----------------|-----|----------------------|-------------------------------|--------------------------|--------|-----------|------------------------|----------|-------------|----------|---------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | ANCR                            | Land Use | Housing | Transportation | UCF | Economic Development | Intergovernmental Cooperation | Current and Ongoing      | 5-Year | Long-Term | Access                 | Mobility | Safe/Secure | Economic | Well-Governed |
| <b>Programs (projects or services):</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                 |          |         |                |     |                      |                               |                          |        |           |                        |          |             |          |               |
| Work with EDWC and local governments to build an unbeatable platform for business growth and, in so doing, be recognized statewide as a top performing economic development practice.                                                                                                                                                                                                                                                                                                                     |                                 |          |         |                |     | x                    | x                             | x                        |        |           |                        |          |             | x        | x             |
| Grow the Impact Revolving Loan Fund to \$18,500,000 by 2022 and contract with EDWC to successfully incentivize businesses to make new capital investment in the countywide economy and create new jobs and/or up-skilling existing jobs.                                                                                                                                                                                                                                                                  |                                 |          |         |                |     | x                    |                               | x                        |        |           |                        |          |             | x        | x             |
| Actively continue to lead and collaboratively engage the Washington County Site Redevelopment Program with EDWC, which includes working with its other coalition communities to sustain the program well beyond the second USEPA Coalition Assessment Grant awarded to the county.                                                                                                                                                                                                                        | x                               |          |         |                |     | x                    | x                             | x                        |        |           |                        |          |             | x        | x             |
| Leverage technology to not just maintain an inventory of brownfield sites, but work with EDWC in using data and smart analytics to identify sites where public participation in their redevelopment has higher likelihood for success and the strongest ROI. Continue to emphasize brownfield remediation is more than identifying and mitigating risks, but rather a matter of effective site redevelopment with a focus on getting deals done and converting the select sites to higher and better use. | x                               |          |         |                |     | x                    | x                             | x                        |        |           |                        |          |             | x        | x             |
| Meaningfully engage and expect results from a regional approach to attracting businesses to the County and Region.                                                                                                                                                                                                                                                                                                                                                                                        |                                 |          |         |                |     | x                    | x                             |                          | x      |           |                        |          |             | x        |               |
| Support EDWC in its work to not just market the competitive advantages of Washington County to growth companies inside and outside the County but also offer valuable expertise and competitive intelligence that supports their efforts and develop new market opportunities for growth and job creation.                                                                                                                                                                                                |                                 |          |         |                |     | x                    | x                             | x                        |        |           |                        |          |             | x        | x             |
| Support the EDWC in promoting Washington County to businesses considering expanding or relocating to Washington County.                                                                                                                                                                                                                                                                                                                                                                                   |                                 |          |         |                |     | x                    | x                             |                          | x      |           |                        |          |             | x        | x             |
| Work with EDWC and appropriate organizations to promote and utilize the PACE Lending Program to attract businesses that utilize sustainable economic development concepts such as the use of renewable energy sources; building and landscape designs that reduce the use of toxic chemicals; reduce the use of impervious building materials, and preserve open space, water quality, and natural features; and provide jobs that pay wages sufficient to meet the cost of living in Washington County.  | x                               | x        |         |                |     | x                    | x                             | x                        |        |           |                        |          | x           | x        | x             |

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## Economic Development (Continued)

|                                                                                                                                                                                                                                                                                                                                                                      | Comprehensive Planning Elements |          |         |                |     |                      | Implementation Timeframe      |                     |        | County Strategic Goals |        |          |             |          |               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|----------|---------|----------------|-----|----------------------|-------------------------------|---------------------|--------|------------------------|--------|----------|-------------|----------|---------------|
|                                                                                                                                                                                                                                                                                                                                                                      | ANCR                            | Land Use | Housing | Transportation | UCF | Economic Development | Intergovernmental Cooperation | Current and Ongoing | 5-Year | Long-Term              | Access | Mobility | Safe/Secure | Economic | Well-Governed |
| <b>Programs (projects or services):</b>                                                                                                                                                                                                                                                                                                                              |                                 |          |         |                |     |                      |                               |                     |        |                        |        |          |             |          |               |
| Utilize EDWC's impact assessment and analytical expertise and custom Impact Dashboard tool created by Impact DataSource to analyze the return on investment to the County and taxpayers of economic development projects.                                                                                                                                            |                                 |          |         |                | x   | x                    |                               | x                   |        |                        |        |          |             | x        | x             |
| Continue to study altering or expanding various service components of the WCCE, focusing on providing service between Washington County and adjacent counties and expanding park-ride lots.                                                                                                                                                                          |                                 |          |         | x              |     | x                    | x                             |                     | x      |                        | x      | x        |             | x        | x             |
| Implement a "Choice Workplace Index" across a statistically significant number of companies countywide, tracking movement across this index over time.                                                                                                                                                                                                               |                                 |          |         |                |     | x                    |                               |                     | x      |                        |        |          |             | x        |               |
| Plug Washington County into a seamless "pull" talent attraction and development effort.                                                                                                                                                                                                                                                                              |                                 |          |         |                |     | x                    |                               |                     | x      |                        |        |          |             | x        |               |
| Invest in, diversify and deepen the County's portfolio of economic assets, tools, and capital for enhancing local capacity to accelerate business growth.                                                                                                                                                                                                            |                                 |          |         |                |     | x                    |                               | x                   |        |                        |        |          |             | x        | x             |
| Support EDWC programs that both address community needs and leverage community assets.                                                                                                                                                                                                                                                                               |                                 |          |         |                |     | x                    |                               | x                   |        |                        | x      | x        |             | x        | x             |
| Support EDWC programs to develop a thorough knowledge of businesses within the County and their needs.                                                                                                                                                                                                                                                               |                                 |          |         |                |     | x                    |                               | x                   |        |                        |        |          |             | x        |               |
| Study the use of Transportation Economic Assistance (TEA) funds, Federal Aviation Administration funds, Homeland Security funds and Freight Railroad Infrastructure Improvement Program funds for transportation projects and improvements that may help attract employers to Washington County or encourage existing businesses to remain and expand in the County. |                                 |          |         | x              |     | x                    |                               |                     | x      |                        | x      | x        |             | x        | x             |
| Work with appropriate entities to identify and promote value-added agriculture (for example, on-farm production of yogurt, cheese, and other dairy products).                                                                                                                                                                                                        | x                               | x        |         |                |     | x                    |                               |                     |        |                        |        |          |             | x        |               |
| Work with UW-Extension and local high schools and colleges to promote agribusiness education programs, and encourage young and beginning farmers to attend classes. Provide tuition assistance to farmers attending classes.                                                                                                                                         |                                 |          |         |                | x   | x                    | x                             |                     | x      |                        |        |          |             | x        |               |
| Study the feasibility of providing County tax credits for agricultural parcels and agribusinesses.                                                                                                                                                                                                                                                                   |                                 |          |         |                |     | x                    |                               |                     | x      |                        |        |          |             | x        | x             |
| Encourage the preservation of historical resources that contribute to the heritage and economy of Washington County, but have not been recognized or designated by a Federal, State, or local unit of government.                                                                                                                                                    |                                 | x        |         |                |     | x                    |                               |                     | x      |                        |        |          |             | x        | x             |
| Work with the MPTC, UWM – Washington County and businesses to determine educational needs of potential employees to serve business demand.                                                                                                                                                                                                                           |                                 |          |         |                |     | x                    |                               |                     | x      |                        |        |          |             | x        |               |