A STRATEGY FOR REGIONAL RESILIENCY
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In October of 2010, southwestern Wisconsin was one of 45 regions in the United States to receive financial assistance from the U.S. Department of Housing and Urban Development (HUD) to plan for the region’s social and economic resiliency and self-sufficiency. This funding was made available by HUD as part of a new federal initiative, the Partnership for Sustainable Communities. The initiative was a partnership between HUD, the US Department of Transportation, and the US Environmental Protection Agency. The Partnership for Sustainable Communities identified six livability principles which guided the creation of the Grow Southwest Wisconsin planning project:

- Provide more transportation choices
- Promote equitable, affordable housing
- Enhance economic competitiveness
- Support existing communities
- Coordinate and leverage federal policies and investment
- Value communities and neighborhoods

Grow Southwest Wisconsin Consortium

Carol Anderson, Iowa County
Shirley Barnes, Sustain Iowa County / Grassroots Citizens of Wisconsin
Kevin Bernhardt, University of Wisconsin - Platteville
Larry Bierke, City of Platteville
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Grow Southwest Wisconsin Steering Committee

Shirley Barnes, Sustain Iowa County / Grassroots Citizens of Wisconsin
Ela Kakde, University of Wisconsin - Lafayette County
Jeanetta Kirkpatrick, Richland County
Mary Mezera, Aging and Disability Resource Center of Southwest Wisconsin
James Schneider, Blue Chip Training
SWWRPC Vision

We envision a southwestern Wisconsin that has met its full potential. A place that is recognized for its resilient and diverse economy, high quality of life, and distinctive Driftless landscape. It will be a place where interconnected bonds between individuals and organizations form strong communities of inclusion and cooperation. Southwestern Wisconsin will be a place where the richness of the land contributes to the healthy lives of its residents and visitors—and the stewardship of our natural resources is a shared and valued responsibility. Our region will be a place that fosters innovation and creativity, inspiring and empowering thinkers and doers. With deep respect for the traditions that built southwestern Wisconsin, we strive to create the best possible region for tomorrow.

SWWRPC Mission

The Southwestern Wisconsin Regional Planning Commission collaborates with communities and organizations to build capacity within southwestern Wisconsin, serving as advocates for its residents. We create opportunities and develop dynamic solutions to the challenges facing the region. We foster growth by supporting innovative endeavors that provide tangible benefits to those we serve. We believe in the bold vision of southwestern Wisconsin and work to build the region’s future.
Grow Southwest Wisconsin is a grassroots planning effort led by Southwestern Wisconsin Regional Planning Commission (SWWRPC) to develop a 20-year plan that will guide southwestern Wisconsin to greater social and economic resiliency and self-sufficiency. The overall objectives of this effort are to identify and capitalize on local resources, to better produce energy and food, minimize commutes and maximize employment of our local population in Grant, Green, Iowa, Lafayette, and Richland Counties.

Grow Southwest Wisconsin was successful in large part due to its public outreach. Over the course of the planning process, 37 public meetings were held to gain the perspective of 100 residents throughout the region.

This plan was created using as a framework the following nine topic areas:

- AGRICULTURE
- HEALTH AND SOCIAL SERVICES
- BUSINESS AND INDUSTRY
- HOUSING
- CULTURE AND CREATIVITY
- NATURE AND THE ENVIRONMENT
- EDUCATION
- TRANSPORTATION
- ENERGY AND UTILITIES

The nine chapters of the plan follow these topic areas and were developed in unison and serve as stand-alone mini-plans for each of the topic areas while also providing a holistic vision of the region’s desired future.

Each chapter begins with a vision of the future developed collectively by local experts in each topic area, as well as a brief overview of the opportunities and challenges currently facing the region. The opportunities and challenges were used as a baseline to which the experts responded during the public meetings. Participants developed highly informed responses to these opportunities and challenges during scenario planning exercises, which in turn informed the final plan recommendations.
Characterized by meandering streams, rolling hills peppered with Holsteins, and contour strip farming, southwestern Wisconsin is known for its inspiring landscape and unique culture. A subsection of the Driftless Area of the Upper Mississippi River Basin—also known as the Paleozoic Plateau—southwestern Wisconsin was by-passed by the last continental glacier resulting in a steep, rugged landscape. The distinctive landscape of southwestern Wisconsin is enjoyed by residents and visitors alike at state parks and protected riverways across the region. Nearly 150,000 people call the five counties of southwestern Wisconsin home. These counties - Grant, Green, Iowa, Lafayette, and Richland - constitute the planning region and are largely rural in character. Monroe and Platteville, the two largest cities in the region, have populations of just over 10,000, while 58 smaller cities and villages throughout the region have substantially lower populations on average. Residents of southwestern Wisconsin value the high quality of life afforded by the region’s rural, small town character. The rural landscape and character of southwestern Wisconsin must be protected to ensure a high quality of life for future generations. While there are certainly challenges facing rural America today, such as population loss, transportation accessibility, and deteriorating infrastructure, opportunities abound and there are many aspects of rural America worth preserving.

Grow Southwest Wisconsin was initiated in 2011 in order to plan for the preservation of our valuable assets and prepare to take advantage of future opportunities. SWWRPC managed this three year planning project which had oversight from a Consortium of 17 local organizations from across the planning region and from nearby Dubuque, Iowa.

Grow Southwest Wisconsin has facilitated the development a plan to guide the region towards a future of greater social and economic self-sufficiency. The overall objectives of this effort have been to identify and capitalize on local resources, to better produce our own energy and food, minimize commutes, and maximize employment of our local population. This planning process produced a series of recommendations to improve regional efficiency relating to key focus areas of interest to the region. Together, we are working on making southwestern Wisconsin the best place it can be for our grandchildren.
Scenario Planning

Scenario planning was used at the public meetings to guide the creation of the plan’s goals, objectives, and strategies. During the planning process, participants were asked to collectively envision four potential regional scenarios for their respective topic area. For example, the transportation cultivators were asked to envision four possible future scenarios for transportation in southwestern Wisconsin, based on potential supply and demand factors. The scenarios were then translated into a narrative outlining the ideal future for each topic area.

Recommendations

The recommendations, presented in the form of goals, objectives, and strategies, lay out the implementation steps for achieving our ideal future. These recommendations were created by over 100 members of the public at 37 public meetings. They are intended to be actionable recommendations which the regional community has already begun to implement. At the final public Cultivation meeting, eighteen representatives—approximately two from each topic group—met and created regional priorities from the overall list of goals, strategies, and objectives.

Implementation

From the beginning Grow Southwest Wisconsin was intended to the residents of the regional community to take action. It has been an evolving process focused on strengthening existing connections and building new partnerships. In this spirit, this document is a reflection of the excitement and momentum that has been built throughout the Grow Southwest Wisconsin planning process. Implementation began as soon as the recommendations were crafted and before this document was completed. Illustrations of this are presented in the form of specific catalytic investments and are examples of the work underway.

Appendices

An appendix for each of the nine topic areas was developed based upon the initial research conducted for the formulation of the opportunities and challenges reports. Each appendix contains the detailed data which were used to inform the opportunities and challenges identified in each chapter.
Cultivation Groups

A “Cultivator” is one who grows, tends, or nourishes life and culture within southwestern Wisconsin. Local leaders and regional experts were identified and recruited to serve as Cultivators in the nine topic area Cultivation groups. Over one hundred Cultivators participated in meetings that were centrally located within the planning region and open to the public. Each of the nine Cultivation groups met four times between September and November of 2012, with a fifth meeting in January 2013.

Public Meetings and Scenario Planning

Scenario planning was used at the public Cultivation group meetings to guide the creation of the recommendations of this plan. During the planning process, participants in each group were engaged in a process that asked them to collectively envision four scenarios of what the future of the region could look like for their topic. A supply and demand framework was used in order to define four quadrants, which became the four scenarios (see Figure 1).

At the first meeting, the Cultivators agreed on, and refined a list of shared definitions in order to guarantee that all participants in the conversations understood and agreed upon the commonly used terms relating to the topic area. At this meeting Cultivators also reviewed the Challenges and Opportunities reports. At the second meet-
ing, each group developed a vision for their topic area and developed the four scenarios by creating a list of possible causes or events that could affect the future of the region and were seen as beyond the control of the Cultivators were translated into visions of the future. For example, ecological events associated with climate change or budgetary impacts resulting in cuts to funding or economic downturns were seen as being beyond the control of local residents.

At the third meeting, Cultivators were asked to choose the scenario that best represented the vision which was created at the first meeting. Although Scenario A was the most commonly chosen as most closely aligned with the topic vision statement, some groups chose alternative scenarios as the desired future due to topic specific issues and potentials. For example, the energy and utilities group selected Scenario B: “High Supply, Low Demand”, because of the emphasis on renewable energy in their vision statement and the potential for renewable energy coupled with energy efficiency technologies to produce a future of high supply and low demand. At this meeting, Cultivators were also asked to create goals, which if pursued could move our region from the present to our ideal future. Finally, at the fourth meeting, Cultivators developed objectives and strategies which serve as an action plan to achieve our ideal future.

Scenario planning was a new process to most of the participants, and as such it took some time for them to grow accustomed to it. Ultimately, this process provided a pathway for taking an asset and needs assessment and translating it into a desired, achievable future for the region.

### Regional Survey

A public survey was made available online between November 2012 and January 2013. The purpose of this survey was to get public feedback on the recommendations that were created by the Cultivators in the fall of 2012. The survey was designed to garner public opinion on the most important issues facing our region in the next 20 years. The survey asked participants to prioritize themes, based upon the goals, objectives, and strategies which were created during the fall meetings. In total, 100 people completed the public survey, of which 80 percent or 100 survey takers did not participate in the fall Cultivator meetings. The results of this survey were summarized and used to guide the creation and prioritization of regional goals at the final Cultivator meeting which took place on February 6th, 2013.

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### Regional Networking Event and Final Cultivator Meeting

The fifth and final Cultivator Meeting and a regional networking event were held concurrently on February 6th, 2013. The event was well attended, both by Cultivators, as well as by regional residents who had not participated in the Grow Southwest Wisconsin project before. The event and meeting were a great success; a total of 63 people attended the event, eighteen of those people also attended the 5th Cultivator Meeting, either as a Cultivator Group Representative or as a member of the public. A series of posters on display told the story of the project, including the top three prioritized goals for each topic area.
At the fourth Cultivation meeting, each group nominated a representative to attend the 5th Cultivation meeting and represent the topic area during the creation of overarching regional priorities. In preparation for the meeting, SWWRPC staff used tagul.com to create a word cloud using the text from all of the goals, objectives, and strategies created during the 36 public Cultivation Meetings, held in the fall. The word cloud and the public survey results were presented at the 5th Cultivator Meeting, and helped inform the Cultivator Group Representatives’ decisions as they crafted three overarching regional priorities. The three overarching regional priorities created for Grow Southwest Wisconsin were:

• Improve regional collaboration, communication, and awareness of resources in Southwestern Wisconsin.
• Brand and market the unique character and attractions of Southwest Wisconsin.
• Preserve, sustain, and manage Southwestern Wisconsin’s agricultural and natural resources.

These three themes were identified by the Cultivators as key to moving the region forward. Future efforts in the region will focus on the achievement of these goals.

Implementation: Case Studies and Continuing Momentum

The Grow Southwest Cultivators, who met 37 times between September of 2012 and February of 2013, were leaders, professionals, and community members deeply invested in the future of our region. Many of these Cultivators were already engaged in their communities—when the Grow Southwest planning effort began—working on the challenges and opportunities which face the individual communities that collectively make up this great region. At the Cultivation meetings and Regional Networking Event, members of the regional community came together and discussed the great work that was already underway. Discussions at the final Cultivation Meeting and Regional Networking Event focused on what can be done to make our region the best place that it can be for our grandchildren while respecting our traditions and way of life. “I think there is a lot of potential to move this region forward while keeping an eye on where we come from. There was a lot of enthusiasm and great conversation last night that I feel most of us don’t want to see end,” said Angela Porter, the representative for the Grow Southwest transportation group, and Transportation Coordinator at the ADRC of Eagle Country at Richland County Health & Human Services.

In an effort to continue these valuable conversations, augment and build on the work that the Cultivators, as well as other community members, were already doing, and in order to implement the Grow Southwest Wisconsin plan, SWWRPC developed a Capacity-Building Assistance program. The goal of the Grow Southwest Wisconsin Capacity Building Assistance program was to assist local communities in launching projects that would move the community and region towards achievement of the Grow Southwest Wisconsin goals. The capacity building assistance gave communities and organizations the opportunity to request SWWRPC staff involvement in a variety of initiatives. After a request for projects and an objective selection process, the SWWRPC granted capacity building assistance to four applicants whose initiatives best aligned with the Grow Southwest Wisconsin goals created by the Cultivators. The awarded projects represented a geographic balance across the 5-county region, as well as a balance across the nine topic areas addressed in this plan. The four projects were spearheaded by the following non-profit organizations:
VISION STATEMENT

Southwestern Wisconsin will be known nationally for its quality agriculture products, created with advanced technologies and regionally produced energy. Diverse and abundant crops, including food crops and livestock, will be grown that augment and support the region’s vibrant farm communities and healthy populations. With strong agricultural legislative support and a regional population well educated on farming needs and issues, farmers and agribusinesses will continue to advance perennial crops and sustainable agricultural practices and products. Residents will support and promote the region’s educational system, its agricultural infrastructure, and opportunities that advance agricultural research. This will not only contribute to the region’s reputation as a national agriculture leader, but also provide southwestern Wisconsin farmers with profitable, thriving careers.

INTRODUCTION

Historically, southwestern Wisconsin has had an agricultural economy. In the past, residents farmed to feed themselves and make some extra income. Today, the vast majority of our farmers sell all of their products off farm. Agriculture is still at the heart of our regional economy and identity. As a major source of our income and identity, a healthy agricultural economy will assure that southwestern Wisconsin remains a vibrant place for our grandchildren.

KEY OPPORTUNITIES

♦ We have abundant natural resources. Southwestern Wisconsin is an agricultural region for a reason: we are endowed with excellent natural resources. Much of our land is considered prime agricultural land and we have abundant access to fresh water compared with most of the country and world. While climate change will likely create dry heat for many other parts of the country and world, it is predicted to create a longer growing season and more rain for our region.

Graph X: Use of Farmland in Southwestern Wisconsin

- Total cropland (acres)
- Total woodland (acres)
- Permanent pasture and rangeland, other than cropland and woodland pastured (acres)
- Land in farmsteads, buildings, livestock facilities, ponds, roads, wasteland, etc. (acres)

♦ We have a strong specialization in dairy. The globalized economy will continue to create more competition in the agricultural economy and make it increasingly necessary for regions to specialize in their strengths. Wisconsin, and particularly our region, has a clear specialization in the dairy industry. Dairy is a particularly good market to specialize in since we are seeing an increase in consumption of protein-heavy foods among developing nations.
with increasing expendable income. Dairy has the additional advantage of not only creating on-farm jobs, but local manufacturing jobs as well.

- **We have diversified agriculture.** Southwestern Wisconsin has a fair amount of agricultural diversification compared to many of our peer regions. In addition to dairy farms, we also have beef, corn, soy, and many small, diversified produce farms. Diversification can help prevent against unexpected epidemics and assures that we have opportunities to bounce back in a time of crises.

- **We are located near several large, urban areas.** While our region is mostly rural, we are a simple drive from over 16.5 million people. Should we continue to diversify our agricultural economy and strengthen our local food manufacturing industry, these local markets will prove an invaluable asset. If gas prices continue to rise, the comparative advantage of our products will only increase.

**Graph X: Income from commodity sales**

Within 250 miles there are: 34,725,215 people

**EACH YEAR THEY SPEND A LOT OF MONEY ON FOOD:** $104,238,112,584
KEY CHALLENGES

♦ Many of our farm-owners are reaching retirement age. Our average principle farm operator is 55 years old and 23% of our principle farm operators are 65 years of age or older. While many of our youth want to live in the area or make farming a profession, often they have a difficult time finding access to the required capital to invest in or purchase a farm. It is uncertain who will step up to run these farm businesses as our current farmers begin to retire if younger people do not get the information and support they need.

♦ We have a high entry cost to farming. As mentioned above, it is becoming increasingly difficult for our younger population to break into the farming field. An inflated land value coupled with the cost of farm mechanization now required to stay competitive have made it increasingly difficult for most young people to consider the occupation of farming.

♦ Many economic factors are encouraging row-cropping. Right now many key market signals are encouraging the production of row-crops in the region, particularly corn and soybeans. Federal direct payment programs and crop insurance programs support production of these products, as does the increased demand for ethanol. Once producers invest in row-cropping it becomes easier to scale up production of these products rather than try something different. Row cropping is inherently unstable due to its reliance on government policy, and, as mentioned above, our region may be more economically competitive in other forms of agriculture.

♦ Resource conservation. Southwestern Wisconsin’s agricultural economy is dependent upon our natural resources for success. In particular, our hilly terrain leads to water runoff and soil loss if not properly managed with contour stripping. As the price of corn has increased in recent years, many growers have chosen to remove contour strips at the risk of hurting their soil quality. Agricultural practices that conserve our resources for future use should have a premium placed on them.
GOALS, OBJECTIVES, & STRATEGIES

Please note that the top three goals as listed are the priority goals as identified by the Agriculture cultivator group. The additional goals are recognized as important but not as urgent. Due to meeting time constraints, only the top three goals were fully developed.

Goal 1: Support and encourage education and research related to agriculture.

Objective 1.1: Provide educational resources to rural non-farm landowners.
  Strategy 1.1.1: Work with realtors to provide land issues education.
  Strategy 1.1.2: Utilize UW Extension.
  Strategy 1.1.3: Work with land conservation departments
  Strategy 1.1.4: Promote and enforce zoning regulations.
  Strategy 1.1.5: Use/develop a town newsletter (or include a mailer in tax notices) to inform landowners.
  Strategy 1.1.6: Provide town halls with land use information to distribute.
  Strategy 1.1.7: Develop/maintain a municipal website.

Objective 1.2: Provide educational resources for farmers
  Strategy 1.2.1: Support education and training in developing nutrient management plans.
  Strategy 1.2.2: Work with Certified Crop Advisors
  Strategy 1.2.3: Develop and share agriculture related apps.
  Strategy 1.2.4: Promote and utilize agriculture short courses.

Objective 1.3: Continue and promote agricultural research in the region.
  Strategy 1.3.1: Use University of Wisconsin Extension, tech schools, and the University of Wisconsin system
  Strategy 1.3.2: Hold planning workshops to show current research efforts.
  Strategy 1.3.3: Publish and market research and data.
  Strategy 1.3.4: Have agricultural lobbies work to promote ag friendly legislation.

Objective 1.4: Provide education resources to youth.
  Strategy 1.4.1: Utilize FFA, 4H, and high school agriculture courses.
  Strategy 1.4.2: Have agriculture career days in high schools.
  Strategy 1.4.3: Utilize agriculture ambassadors.
  Strategy 1.4.4: Utilize guidance counselors.
  Strategy 1.4.5: Work with college advisors.

Objective 1.5: Provide educational resources to new farmers and entrepreneurs entering the agriculture industry.
  Strategy 1.5.1: Coordinate with local business and entrepreneur clubs
  Strategy 1.5.2: Work with UW Extension agents.
  Strategy 1.5.3: Work with college advisors
  Strategy 1.5.4: Develop programs to let farmers invest in agriculture ventures.

Goal 2: Conserve water and soil.

Objective 2.1: Follow best management practices.
  Strategy 2.1.1: Develop and follow nutrient management plans.
  Strategy 2.1.2: Encourage cover crops.
  Strategy 2.1.3: Encourage crop diversity.
  Strategy 2.1.4: Encourage crop rotation.
  Strategy 2.1.5: Develop and use innovative irrigation systems.
Strategy 2.1.6: Provide incentives to follow Best Management Practices
Strategy 2.1.7: Enforce and provide “teeth” for regulatory agencies.

Objective 2.2: Provide education on water/soil conservation issues.
   Strategy 2.2.1: Get people to place value on clean, good quality water.
   Strategy 2.2.2: Get people to test wells; provide information on testing.

Objective 2.3: Identify and expand ongoing research on soil and water conservation practices.
   Strategy 2.3.1: Partner with farm organizations to lobby for water and soil legislation.
   Strategy 2.3.2: Use/disseminate Discovery Farm data.
   Strategy 2.3.3: Experiment, collect data on working farms on different types of farms using different practices.

Goal 3: Build knowledge and interest in agriculture.

Objective 3.1: Get more people into farming through current farming programs for youth.
   Strategy 3.1.1: Facilitate mentoring and internships for younger farmers.
   Strategy 3.2.1: Establish an agriculture incubator.
   Strategy 3.3.1: Utilize UW system via their websites to inform students, public, etc.

Objective 3.2: Market the agriculture story.
   Strategy 3.2.1: Partner with farm organizations to market agriculture.
   Strategy 3.2.2: Use social media and blogs to inform on agriculture in the region.
   Strategy 3.2.3: Place marketing pieces in public venue and businesses.
   Strategy 3.2.4: Develop agriculture tourism.

Objective 3.3: Build consumer’s agriculture knowledge.
   Strategy 3.3.1: Town and municipalities disseminate Point-of-Sale information.
   Strategy 3.3.2: Work with current branding initiatives.
   Strategy 3.3.3: Work with other regional branding initiatives.

Table X: Farm ownership

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<td>73.54%</td>
<td>68.55%</td>
<td>69.03%</td>
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<tr>
<td>Part owners (farms)</td>
<td>22.18%</td>
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<tr>
<td>Tenants (farms)</td>
<td>4.29%</td>
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Goal 4: Encourage people to live and work in the region.

Goal 5: Support agriculture transportation infrastructure that improve access.

Goal 6: Utilize technology for agriculture purposes.

Goal 7: Market, brand, and promote regional agriculture and its products.

Goal 8: Support or develop financial and business management tools for farmers.

Goal 9: Develop and use efficiencies of systems.

Goal 10: Have agricultural lobbies work to promote agriculture friendly legislation.

PARTICIPANTS

1. Carol Wetuski, USDA Rural Development
2. Dan Smith, Midwestern Bio Ag
3. Deb Ihm, Southwest Tech
4. Dennis Busch, UW-Platteville Pioneer Farm
5. Dr. Chris Baxter, UW-Platteville and UW-Extension
6. Gene Schriefer, Iowa County Ag Extension Agent
7. Jim Schweigert, Gro Alliance
8. Leon Wolfe, Lafayette County Board member
9. Lois Federman, DATCP
10. Mark Mayer, Green County Extension
11. Mark Shepard, Permaculture Expert
12. Rufus Haucke, Keewaydin Organics
13. Nathan Klassy, Badger Ethanol
14. David Parr, Parrfection Produce
VISION STATEMENT

Southwest Wisconsin will be recognized for business start-ups per capita due to the strong support system for entrepreneurs, small companies, and artists. There are many financially stable companies in the region especially in the areas of IT, agriculture including bio-ag, and advanced manufacturing. There is robust infrastructure including highways, waste water treatment, fiber optic and other business capacity structures. The workforce is well trained by our universities, technical colleges, and academies. The region is a draw for people of all ages due to our low crime rate, diverse economy and plentiful opportunities for workers and business owners.

INTRODUCTION

Business and industry form the backbone of our region’s financial stability. Through providing direct income for employees, businesses and industry not only benefit individuals, but as employees spend their income on other businesses and services in the region, the economic impact multiplies. Because of this “multiplier effect”, successful businesses and industry create opportunities for still more successful businesses and industries. Southwestern Wisconsin historically attracted natural resource-based businesses and industry, but over the years as those businesses found success our economy has become increasingly well rounded and robust. Today, southwestern Wisconsin not only has natural resource based businesses and industry, but also manufacturing, service, and, increasingly, research and development jobs.

TOP OPPORTUNITIES

1. **Natural-resources.** Our high quality and plentiful soil, fresh water, forests, and non-metallic mines all provide our region a competitive advantage when it comes to the economy. Most of these natural resources assure that we have affordable access to raw materials that other industries can be built upon. Increasingly, as gas prices rise and water becomes more scarce in other parts of the country, we believe our agricultural resources become an ever more important asset so that we can feed the large population of the upper-Midwest.

2. **Proximity to urban areas.** Our region is directly across the Mississippi from Dubuque and is located only hours away from Madison, Milwaukee, Chicago, and Minneapolis/St. Paul. This provides business opportunities by increasing the exchange of knowledge and ideas. It also increases the potential size of the consumer base with limited transportation.

3. **Stable economy, limited debt.** While the economic recession has affected the region, it has affected us less than other areas. In general, residents of southwestern Wisconsin have less debt and higher rates of homeownership than elsewhere. This stability has left us with more predictability and consumer potential than other areas of the country.
4. **Strong higher education system.** Southwest Wisconsin is home to two state universities, two technical colleges, and countless other formal and informal educational opportunities. Wisconsin (and thus southwest Wisconsin) has some of the highest educational standards in the Country. This educational system can serve as the backbone to a thriving business and industry climate.

**TOP CHALLENGES**

1. **Labor/industry mismatch.** Despite our strong educational system, southwest Wisconsin, like much of the country, is experiencing a labor/industry mismatch. Research has found that a training versus job opening gap occurred across 41 (out of a total of 89) postsecondary academic programs in our region.1 Many of our employers report frustration that they have been unable to fill full-time and well-paid positions, and at the same time, we have an unemployment rate of 8%.

2. **Lack of entrepreneurial support.** While historically, southwestern Wisconsin was seen as a place for entrepreneurialism, in recent years entrepreneurial efforts have been declining. Many factors likely contribute to this trend, specifically limited access to start-up capital.

3. **Lack of broadband.** Today, broadband is necessary for successful business and industry, especially for home based or entrepreneurial businesses. Because of our rural nature, most telecommunication providers have not rationalized the installation of expensive broadband infrastructure across our region. This has left us with significant gaps in our access to the internet and enabled us to fall behind other parts of the country in adoption of technology and business growth.

4. **Lack of regional awareness.** Industries locate where they do for a number of reasons including incentives, workforce, available land, and personal connections. As globalization increases competition for business recruitment, it becomes increasingly difficult for our small communities to stand out alone and offer the types of incentives necessary to attract businesses. Increasingly, our communities will need to work together, and not compete against one another, to attract businesses to the area.

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1 SWWRPC; EMSI Complete Employment 2012.1
Goal 1: Make Southwestern Wisconsin attractive for new and expanding businesses.

Objective 1.1: Develop multiple funding mechanisms to support new and expanding businesses.

- **Strategy 1.1.1:** Form partnerships, such as an angel investment group, to support new and expanding businesses.
- **Strategy 1.1.2:** Continue traditional incentives such as the provision of land, tax increment financing (TIF) districts, and grant programs.
- **Strategy 1.1.3:** Develop multi-layering deals with multiple commercial and public lenders.
- **Strategy 1.1.4:** Support the regional revolving loan fund and encourage expansion of that fund into other avenues, including equity funding.
- **Strategy 1.1.5:** Maximize access to federal resources by developing deliberate relationships with people at the federal level.

Objective 1.2: Improve the physical attractiveness of Southwestern Wisconsin.

- **Strategy 1.2.1:** Reduce blighted property through programs such as “Lease to Own” that encourage property ownership.
- **Strategy 1.2.2:** Encourage implementation of property maintenance ordinances.
- **Strategy 1.2.3:** Encourage redevelopment and both historical and natural resource preservation planning.
Objective 1.3: Increase physical infrastructure and human capacity.

Strategy 1.3.1: Create joint land purchases between municipalities and between municipalities and counties.

Strategy 1.3.2: Build community capacity to provide services such as water, sewer, and broadband.

Strategy 1.3.3: Build innovation centers and other centers for entrepreneurship.

Strategy 1.3.4: Build human capacity through business support systems such as small business development centers and workforce training.

Strategy 1.3.5: Actively build relationships with public officials and leverage those relationships.

Goal 2: Support and strengthen alternative education.

Objective 2.1: Increase funding for education in schools and in non-traditional educational programming such as continuing education.

Strategy 2.1.1: Fund feasibility studies of Science, Technology, Engineering, Arts, and Mathematics (STEAM), charter, academy, and other schools.

Strategy 2.1.2: Fund STEAM, charter, academy schools that are found feasible.

Strategy 2.1.3: Develop creative and alternative funding mechanisms to fund these efforts without using property taxes.

Strategy 2.1.4: Cultivate the attitude that it “takes a village” to educate students and to fund education.

Table X: Economic Base in Southwestern Wisconsin

<table>
<thead>
<tr>
<th>SECTOR</th>
<th>JOBS</th>
<th>EARNING (K)</th>
<th>JOBS%</th>
<th>EARNINGS%</th>
<th>EPW (K)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>16,801</td>
<td>$641,970</td>
<td>21%</td>
<td>24%</td>
<td>$38</td>
</tr>
<tr>
<td>Residents’ Outside Income</td>
<td>12,677</td>
<td>$344,617</td>
<td>16%</td>
<td>13%</td>
<td>$27</td>
</tr>
<tr>
<td>Visitors</td>
<td>12,353</td>
<td>$409,165</td>
<td>16%</td>
<td>15%</td>
<td>$33</td>
</tr>
<tr>
<td>Government</td>
<td>9,452</td>
<td>$387,728</td>
<td>12%</td>
<td>14%</td>
<td>$39</td>
</tr>
<tr>
<td>Agriculture</td>
<td>7,955</td>
<td>$198,092</td>
<td>10%</td>
<td>7%</td>
<td>$25</td>
</tr>
<tr>
<td>Services</td>
<td>5,929</td>
<td>$169,388</td>
<td>8%</td>
<td>6%</td>
<td>$29</td>
</tr>
<tr>
<td>Finance</td>
<td>4,859</td>
<td>$221,830</td>
<td>6%</td>
<td>8%</td>
<td>$46</td>
</tr>
<tr>
<td>All Other</td>
<td>4,241</td>
<td>$163,562</td>
<td>5%</td>
<td>6%</td>
<td>$39</td>
</tr>
<tr>
<td>Exogenous Investment</td>
<td>2,105</td>
<td>$65,275</td>
<td>3%</td>
<td>2%</td>
<td>$31</td>
</tr>
<tr>
<td>Construction</td>
<td>1,284</td>
<td>$36,983</td>
<td>2%</td>
<td>1%</td>
<td>$29</td>
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<tr>
<td>Communications</td>
<td>1,163</td>
<td>$31,534</td>
<td>1%</td>
<td>1%</td>
<td>$27</td>
</tr>
<tr>
<td>Mining</td>
<td>177</td>
<td>$4,547</td>
<td>0%</td>
<td>0%</td>
<td>$26</td>
</tr>
</tbody>
</table>

Source: EMSI Complete Employment - 2012.1
Objective 2.2: Provide education in additional formats (including non-public schools).
- Strategy 2.2.1: Develop a “short course” for manufacturing
- Strategy 2.2.2: Build programs to encourage youth engagement, such as the Marketplace for Kids program.
- Strategy 2.2.3: Develop financial literacy courses for both youth and adults.
- Strategy 2.2.4: Develop distance education programs in schools and community and workforce development programming.
- Strategy 2.2.5: Develop applied learning (“hands on”) programs.

Objective 2.3: Produce a properly trained workforce.
- Strategy 2.3.1: Develop course work around basic soft skills such as communications, respect, teamwork, etc.
- Strategy 2.3.2: Focus on building a workforce for tech-based jobs such as bio-ag, machining, and computer technologies.
- Strategy 2.3.3: Develop programming for skills certification above a high school diploma.
- Strategy 2.3.4: Develop applied learning programs with certifications.

Objective 2.4: Develop a workforce composed of lifelong learners with the ability to re-train for new jobs or industries if necessary.
- Strategy 2.4.1: Use distance learning to expose students to a variety of learning opportunities.
- Strategy 2.4.2: Encourage the development of second language skills.
- Strategy 2.4.3: Influence curricula to encourage lifelong learning.

Objective 2.5: Integrate regional technology to improve compatibility.
- Strategy 2.5.1: Make sure technology “talks” to each other when developing new systems
- Strategy 2.5.2: Take an inventory of technology used in schools, workforce development, and higher education to increase integration potentials.
- Strategy 2.5.3: Make the case for migration to an integrated technology system so that like sectors migrate to a similar, integrated system across the region.
- Strategy 2.5.4: Find cost assistance to streamline and integrate technology.

Goal 3: Develop marketing and branding campaigns for both inside and outside the region.

Objective 3.1: Develop the region as a place where you come and learn and do.
- Strategy 3.1.1: Market, brand, and build a regional reputation as a place of resources and opportunities.
- Strategy 3.1.2: Develop the region’s unique sales proposition.
- Strategy 3.1.3: Recognize that this is too large of a job to be volunteer and incorporate this into someone’s job description.

Objective 3.2: Focus on attracting specific populations to the region such as software programmers and scientists.
- Strategy 3.2.1: Focus on bio-agriculture (feed, fuel & fiber), Manufacturing.
- Strategy 3.2.2: Develop a culture that is accepting of new and different populations.

Objective 3.3: Leverage the geologic uniqueness of Southwestern Wisconsin.
- Strategy 3.3.1: Incorporate it in all chamber ads and media for tourism campaigns.
- Strategy 3.3.2: Develop regional interactive maps by clusters.
Goal 4: Work to bring more people to a low population area and develop a concerted effort to build community and population centers in Southwestern Wisconsin.

Objective 4.1: Encourage better housing options and funding to support families.

Strategy 4.1.1: Deliberately build communities to attract new families.

Goal 5: Increase anti-poverty efforts.

Objective 5.1: Develop programs that offer alternatives such as Temporary Assistance for Needy Families (TANF).

Objective 5.2: Encourage better business development opportunities for low to moderate income people.

Objective 5.3: Develop anti-drugs and alcohol programming and support services such as counseling.

Goal 6: Identify community assets and resources.

Objective 6.1: Respect the diversity of the different communities and encourage Asset Based Community Development (ABCD).
Goal 7: Create industry clusters.

Objective 7.1: Develop an industry cluster in advanced manufacturing.

Objective 7.2: Develop an industry cluster in bio-agriculture (feed, fuel, fiber).

Objective 7.3: Create an industry cluster in I.T. support.

Strategy 7.3.1: Develop an innovation center.

Goal 8: Develop business support systems.

Objective 8.1: Encourage economic development corporations to specifically focus on developing and supporting small businesses

Strategy 8.1.1: Develop an innovation center.

Objective 8.2: Support the entrepreneurship program at UW-Platteville

Strategy 8.2.1: Develop an innovation center.

Goal 9: Increase community engagement.

Objective 9.1: Encourage communities to do strategic planning for economic development.

Objective 9.2: Encourage communities to work together to increase economic development.

Goal 10: Establish an effort to promote localism.

Objective 10.1: Develop the mindset of a “50 mile” local concept.

Objective 10.2: Leverage the potentials of value-added products and keep the raw products in the region to be processed in the region.

Goal 11: Encourage better wages and pay so people have disposable income.

Goal 12: Increase communication among regional stakeholders.

Objective 12.1: Increase stakeholder networking and find ways to move outside silos.

Objective 12.2: Explore new structures to get people engaged.

Strategy 12.2.1: Develop a listserv.

Strategy 12.2.2: Identify better ways to get out messages and opportunities.

Goal 13: Encourage community leaders and elected officials to promote business, industry, and southwestern Wisconsin.

Goal 14: Develop diversity in funding.

Objective 14.1: Move so people will take risks beyond just seeding – actually providing funding to support risks

Objective 14.2: Increase funding stream diversity and develop ways to keep it going.
**Goal 15:** Increase facilities to build, show, and buy.

*Objective 15.1:* Build spec buildings.

**Goal 16:** Build community capacity.

*Objective 16.1:* Inventory of capacities in communities

*Objective 16.2:* Find funding to improve capacity where needed.

*Objective 16.3:* Increase the broadband capacity in region.

**Goal 17:** Get small business owners more involved in the political process.

**Goal 18:** Get key leaders and elected officials to be willing to take risks and try new things.

**Goal 19:** Get key leaders and elected officials to be more responsive to appropriate regulation.

*Objective 19.1:* Look at the need for each regulation.

*Objective 18.2:* Streamline permitting processes.

*Objective 18.3:* Balance regulation protections with ability to do business.

---

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1. **Ron Brisbois,**
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   UW-Platteville Center for New Ventures

7. **Gary McCrea,**
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8. **Brad Biddick,**
   Rural Route 1 Popcorn
VISION STATEMENT

Southwestern Wisconsin will consist of a chain of artistic communities in which artists, organizations, and communities network and cooperate regionally. Our culturally diverse communities will be welcoming, respectful, and vibrant. We will honor the natural environment and rural character of our communities and celebrate localism and regionalism. Culture and creative industries will be sustained and appreciated, operating within and around our region; they will support the local and regional economies and we will have a strong creative working class. We will be a region of risk takers and the arts will be accessible to all, infused into all aspects of community and enhancing lifelong creativity and learning.

INTRODUCTION

Southwestern Wisconsin has a distinct cultural flavor built on many influences including our ancestry, political history, natural geography, and access to resources. We have countless historical landmarks, such as Wisconsin’s first capital. As part of the Driftless Region, which never experienced glaciation, we have rolling hills unlike anywhere else in Wisconsin. In recent years we have seen an influx of cultural diversity. These cultural assets are celebrated across the region through local events and places such as Cheese Days (Monroe), Cinco de Mayo (Darlington), the Morel Mushroom Festival (Muscooda), Folklore Village (Ridgeway), and Potosi Brewery (Potosi).

Culture and creativity plays an integral role in defining our region and greatly impacts our ability to make southwestern Wisconsin a vibrant place for our grandchildren.

KEY OPPORTUNITIES

- **We have strong local identities.** Our communities have a strong sense of local identity and take pride in local traditions. This pride is expressed through events and activities such as county fairs, tractor pulls, and concerts in summer. Our communities have unique demographics and characteristics and, as part of the Driftless area, our region has a unique physical geography.

- **We are increasingly diverse.** Though minorities are still a small percentage of southwest Wisconsin, some areas of our region are experiencing rapid growth in minority populations. These increasing populations bring new perspectives, creating a pool of diverse knowledge, skill sets, and experiences from which to draw on.

- **We have a number of distinctive cultural opportunities.** These include cultural and artistic attractions, tourism and recreational opportunities, and economic development possibilities. There are a number of places and organizations in southwestern Wisconsin that provide cultural opportunities that can only be found in this region, such as Folklore Village and the Potosi Brewing Company. These organizations not only bring dollars into our communities through tourism but also provide entertainment to our community members. This has been a strong, balanced approach that means we are able
to take advantage of tourism without becoming a tourism dependent economy, ensuring that we have entertainment and recreational opportunities for local residents.

- **We have a relatively close proximity to several large urban areas.** Our region is across the Mississippi from Dubuque and is located only hours away from Madison, Milwaukee, Chicago, and Minneapolis/St. Paul. This strengthens our communities by increasing the ability to exchange knowledge and ideas without being entirely dependent on urban areas. It also increases the potential size of audiences for events and attractions, an opportunity that we can enhance by strengthening the media ties we have with urban areas.

**KEY CHALLENGES**

- **We are not well-networked within the region and we lack mechanisms for collaboration.** Economic development is increasingly tied to a regional scale and small isolated communities will increasingly need to work together. Though our region has many unique places and community events, there is space for them to be better marketed and coordinated. Additionally, southwestern Wisconsin could better integrate the arts into other sectors to leverage opportunities.

- **We struggle with leveraging the availability and accessibility of resources.** Creative and artistic efforts require resources, including funding and sufficient affordable spaces for artists to use as studios. Our region’s dispersed population means that exchanging knowledge and ideas can be a challenge, as can sharing raw materials, spaces, and financial resources. Financial constraints mean we do not always have access to monetary resources to support the promotion and celebration of our regional culture and creativity. Additionally, while several of our communities have artistic scenes that benefit from the financial support of our urban neighbors, this support is often seasonal and unpredictable.

- **We have changing perceptions of community and lack of community involvement.** Technology is changing the way we interact with one another, the ways people define community, and the way in which people participate in community activities. We recognize that technology also opens up many opportunities for us to interact with people and ideas outside of the region. Additionally, commuting and increased mobility means that people have less contact with their neighbors, eroding the sense of community. It can be difficult to remember that arts and culture are connected to other issues such as building an innovation-based economy and brain drain.

- **We have disproportionate age demographics.** Our region’s demographics are disproportionately skewed towards older generations in comparison to the State of Wisconsin and the U.S. Historically, youth tend to be more adaptable to new cultures and ideas, and a shrinking younger generation may mean we will lose some of our region’s adaptability. Additionally, while we have many elders with many valuable skills, such as cooking, canning, and preserving, the intergenerational interactions needed to transfer these skills to the next generation may not be occurring.

**In recent years WE HAVE SEEN AN INFLUX OF CULTURAL DIVERSITY.**
GOALS, OBJECTIVES, & STRATEGIES

Please note that the top three goals as listed are the priority goals as identified by the Culture and Creativity cultivator group. The additional goals are recognized as important but not as urgent. Due to meeting time constraints, only the top three goals were fully developed.

Goal 1: Increase and improve regional communication and coordination efforts, both inside and outside the region.

Objective 1.1: Explore new structures to get people engaged.
  Strategy 1.1.1: Identify and leverage ways to communicate opportunities.
  Strategy 1.1.2: Improve our understanding of technology as a tool and use it strategically in marketing.
  Strategy 1.1.3: Leverage marketing opportunities such as the free listing of art events and galleries on travelwisconsin.com.
  Strategy 1.1.4: Collaborate with the state arts board.
  Strategy 1.1.5: Develop regional cultural festivals as collaborative events between communities. Southwestern Wisconsin should pursue event-centered planning grants.
  Strategy 1.1.6: Identify people moving into the region and actively encourage them to be engaged.

Objective 1.2: Increase communication between regional stakeholders
  Strategy 1.2.1: Find ways to move outside silos and increase the integration of arts and culture into other sectors.
  Strategy 1.2.2: Develop the perspective that culture and creativity is a resource.
  Strategy 1.2.3: Bring arts into business and encourage businesses to foster art.
  Strategy 1.2.4: Connect arts and agriculture.
  Strategy 1.2.5: Incorporate arts as a functional part of the environment
  Strategy 1.2.6: Promote interconnectivity of the natural environment and culture.
  Strategy 1.2.7: Use empty storefronts to display art until storefronts reopen.
  Strategy 1.2.8: Identify what resources need to be brought into southwestern Wisconsin.

Objective 1.3: Develop an agency to act as a collaborative hub, gathering local art and cultural opportunities.
  Strategy 1.3.1: Develop and coordinate networking opportunities. Opportunities should be held at times when people are available to meet and should include regional meetings.
  Strategy 1.3.2: Increase the exchange of ideas and knowledge between individuals, businesses, organizations, and communities.
  Strategy 1.3.3: Develop and maintain a regional arts calendar.
  Strategy 1.3.4: Develop and maintain a listserv.
  Strategy 1.3.5: Create a model for collaborative cultural opportunities.

Objective 1.4: Make it a practice to develop partnerships and buy-in for projects or proposals prior to making funding requests.

Objective 1.5: Increase community engagement and sense of ownership.

Goal 2: Support and strengthen arts education including but not limited to choir, drama, performance, band, and creative writing.

Objective 2.1: Develop an emphasis on arts and culture schooling.
  Strategy 2.1.1: Develop and maintain funding allocations for arts and culture programs.
  Strategy 2.1.2: Support and promote international exchange programs.
  Strategy 2.1.3: Integrate arts and culture throughout education curricula.
  Strategy 2.1.4: Develop credit pre-requisites requiring arts exposure to graduate from high school.
Objective 2.2: Provide arts education in additional formats, including non-public schools, and at different stages in lifespan education.

Strategy 2.2.1: Increase arts exposure through FFA and 4H.
Strategy 2.2.2: Develop, maintain, and strengthen school arts programs.
Strategy 2.2.3: Develop programs that build youth engagement.
Strategy 2.2.4: Support and promote mentorship and internship programs.
Strategy 2.2.5: Develop diversity in programming and foster non-traditional education opportunities; incorporate traditional arts and folklore crafts.
Strategy 2.2.6: Develop and strengthen programs supporting place-based education connecting multiple sectors
Strategy 2.2.7: Increase the recognition of art as a potential career and art as an applied notion.
Strategy 2.2.8: Proactively provide access to facilities and talent by removing barriers such as transportation and cost.
Strategy 2.2.9: Identify, coordinate, and promote multi-generational, family, and adult arts and culture educational opportunities.

Goal 3: Attract people from outside Southwestern Wisconsin through regional branding and marketing.

Objective 3.1: Develop a regional brand that works both internally (within the region) and externally (outside of the region)
Strategy 3.1.1: Leverage geologic and natural environment uniqueness.

Objective 3.2: Attract new industries and make southwestern Wisconsin appealing to new businesses.
Strategy 3.2.1: Work with economic development corporations to specifically focus on attracting culture and creativity industries and supporting small businesses
Strategy 3.2.2: Work with Prosperity Southwest and other existing EDC groups on existing projects.

Objective 3.3: Increase visitor infrastructure
Strategy 3.3.1: Identify and increase homestay and farmstay possibilities

Objective 3.4: Develop the region as a place to visit, learn, and do and then return home.

Objective 3.5: Increase marketing efforts to specific populations and incorporate arts and culture opportunities into advertising to these populations.
Strategy 3.5.1: Create a map of regional immigration patterns to cater to populations interested in tracing genealogy.
Strategy 3.5.2: Connect the marketing of arts and culture opportunities with recreational trails such as bike and ATV.

Goal 4: Establish an effort to promote localism and regionalism and make that a mindset.

Objective 4.1: Create potential for value-added products and keep the raw products here to be processed here
Objective 4.2: Identify community assets and resources.
Strategy 4.2.1: Respect the diversity of the different communities and pursue asset based community development strategies.
Strategy 4.2.2: Leverage community assets.
Strategy 4.2.3: Market local opportunities and increase cross-promotional opportunities

Objective 4.3: Educate people on the benefits of localism and regionalism.

Objective 4.4: Promote partnerships, collaboration, and cooperation between communities and businesses
Strategy 4.4.1: Develop a marketing plan and a campaign that personalizes localism and regionalism; “know your artist”, “nurture your neighbor”.
Strategy 4.4.2: Develop a web presence
Strategy 4.4.3: Aggregate community opportunities and attractions.
Strategy 4.4.4: Develop partnerships between non-profits and businesses and businesses, such as “dinner and a show” arrangements.

Goal 5: Find and incentivize a way to bring more people to a low population area and develop a concerted effort to build community and population centers

Objective 5.1: Increase opportunities for people with children.

Strategy 5.1.1: Fund childcare so it’s affordable

Objective 5.2: Push for co-housing options and intentional communities.

Strategy 5.2.1: Deliberately build communities to attract retirees

Goal 6: Increase tolerance of diversity, celebrate/respect/salute diversity.

Goal 7: Better wages and pay so people have disposable income.

Goal 8: Develop diversity in funding

Objective 8.1: Move so people will take risks beyond just seeding – actually providing funding to support risks

Objective 8.2: Increase funding stream diversity and develop ways to keep it going

Goal 9: Increase facilities to build/show/buy.

Goal 10: Preserve the health of the natural environment and landscape.

Goal 11: Get key leaders and elected officials to be willing to take risks and try new things.

Objective 11.1: Encourage community leaders and elected officials to promote culture and creativity and southwestern Wisconsin.

Objective 11.2: Get artists more involved in the political process.

Table X: Southwestern Wisconsin Museums and Art Galleries

<table>
<thead>
<tr>
<th>MUSEUMS</th>
<th>CITY</th>
<th>COUNTY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Badger Mine &amp; Museum</td>
<td>Shullsburg</td>
<td>Lafayette</td>
</tr>
<tr>
<td>Fennimore Doll &amp; Toy Museum</td>
<td>Fennimore</td>
<td>Grant</td>
</tr>
<tr>
<td>Fennimore Railroad Museum</td>
<td>Fennimore</td>
<td>Grant</td>
</tr>
<tr>
<td>Grant County Historical Museum</td>
<td>Lancaster</td>
<td>Grant</td>
</tr>
<tr>
<td>Historic Cheesemaking Center</td>
<td>Monroe</td>
<td>Green</td>
</tr>
<tr>
<td>Iowa County Historical Society</td>
<td>Dodgeville</td>
<td>Iowa</td>
</tr>
<tr>
<td>Jamison Rollo Museum</td>
<td>Platteville</td>
<td>Grant</td>
</tr>
<tr>
<td>Mineral Point Historical Society</td>
<td>Mineral Point</td>
<td>Iowa</td>
</tr>
<tr>
<td>Mineral Point Railroad Depot</td>
<td>Mineral Point</td>
<td>Iowa</td>
</tr>
<tr>
<td>Mining Museum</td>
<td>Platteville</td>
<td>Grant</td>
</tr>
<tr>
<td>Museum of Minerals &amp; Crystals</td>
<td>Dodgeville</td>
<td>Iowa</td>
</tr>
<tr>
<td>New Glarus Historical Museum</td>
<td>New Glarus</td>
<td>Green</td>
</tr>
<tr>
<td>Passage Through Time</td>
<td>Potosi</td>
<td>Grant</td>
</tr>
<tr>
<td>Pendarvis Historic Site</td>
<td>Mineral Point</td>
<td>Iowa</td>
</tr>
<tr>
<td>Stonefield Historic Site</td>
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<table>
<thead>
<tr>
<th>ART CENTERS</th>
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<th>COUNTY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monroe Arts Center</td>
<td>Monroe</td>
<td>Green</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>ARTS ORGANIZATIONS &amp; INFORMATION</th>
<th>CITY</th>
<th>COUNTY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shake Rag Alley Arts Center</td>
<td>Mineral Point</td>
<td>Iowa</td>
</tr>
</tbody>
</table>
Table X: Official Historical Markers by County

**GRANT**
- The Gideons (near Boscobel)
- Nelson Dewey (Lancaster)
- Old Denniston House (Cassville)
- Point of Beginning (near Hazel Green)
- First State Normal School (Platteville)
- The “Dinky” (Fennimore)
- Village of Potosi (Potosi)
- Pleasant Ridge African American Community (near Lancaster)
- Village of Cassville (Cassville)

**GREEN**
- New Glarus (New Glarus)
- Herbert Kubly (New Glarus)
- Nickolaus Gerber (Monticello)
- First Methodist Episcopal Church (Monroe)
- English Settlement Cemetery (near Albany)

**IOWA**
- Shake Rag (Mineral Point)
- Village of Dover (near Arena)
- Old Military Road (near Dodgeville)
- Frank Lloyd Wright (near Spring Green)
- Wisconsin Territory (Mineral Point)
- Shot Tower (CR-C)
- Iowa County Courthouse (Dodgeville)
- Historic Mineral Point (Mineral Point)
- Dodge’s Grove and Fort Union (near Dodgeville)
- Military River Crossing (Spring Green)
- Laurence F. Graber, “Mr. Alfalfa” (Mineral Point)
- Site of Fort Jackson (Mineral Point)

**LAFAYETTE**
- Wisconsin Lead Region (near Shullsberg)
- Belmont-Wisconsin Territory 1836 (near Belmont)
- Father Samuel Mazuchelli (near Benton)
- Fort Defiance (near Mineral Point)
- 1998 Wisconsin Assembly Sesquicentennial Marker (near Belmont)
- Gov. Tommy G. Thompson’s 1998 Address at Wisconsin’s First Capital (near Belmont)
- Zarahemla-Predecessor to Blanchardville (Blanchardville)
- Zenas Gurley (Blanchardville)
- Richland Rural Electrification (Richland Center)
- Birthplace of General Telephone & Electronics Corp. (Richland Center)
- Richard M. Brewer (Boaz) Boaz Mastodon (near Richland Center)
- Ada James (Richland Center) Rockbridge (Rockbridge)
- The Pursuit West (near Gotham)
- Troop Encampment (Rockbridge)
- Ocooch Mountains (Boaz)

PARTICIPANTS

1. **Ainsley Anderson,**
   Shake Rag Alley’s Theater Company

2. **Caroline Hamblen,**
   Education Outreach Coordinator, Taliesin

3. **Ricky Rolfsmeye,**
   Interim Director, Folklore Village

4. **Don Hay,**
   President, Shake Rag Alley

5. **Kent Mayfield,**
   Artistic Director, Rural Musicians Forum

6. **Heidi Dyas-McBeth,**
   Driftless Market and former ArtsBuild coordinator

7. **Joseph Nolan,**
   President, Platteville Young Professionals

8. **Mick Cosgrove,**
   Trustee Director, Richland Rejuvenates

9. **Richard Daniels,**
   Director, Monroe Arts Center

10. **Tom Nelson,**
    formerly with Catholic Life Charities

11. **Peter Herman,**
    Argyle Arts & Trade

12. **Marilyn Rolfsmeyer,**
    Argyle arts teacher who also supports nonprofit “Grandview”

13. **Suzi Osterday,**
    Director, Darlington Chamber/Main Street
INTRODUCTION

Education helps our residents prepare for the workforce and advance their careers. Education also contributes directly to an increased appreciation of the world and higher quality of life. A strong educational culture supports learning at all stages of life, from early childhood to adulthood, and includes both formal and informal learning opportunities.

Improving education requires consideration of not just public and private preschool through 12th grade schooling, but also postsecondary schooling and other workforce training venues, libraries, and community/continuing education. Education can be delivered through many types of venues, including but not limited to the following: home, magnet, charter (including virtual), and traditional brick-and-mortar schools.

KEY OPPORTUNITIES

♦ Abundant job opportunities for graduates of regional institutions. There are many academic program areas with associated jobs in the region that are readily available to students choosing to pursue these professions. Workforce training gaps resulted in 949 regional jobs going unfilled by regional graduates. On the other hand, other program areas produced a workforce training surplus of 1,282 graduates to job openings. Matching up students in the surplus program areas to those with deficiencies could entirely eliminate the training gaps. Eliminating these training gaps could lead to more money staying in the region’s communities.

Figure X: Median Earnings by Educational Attainment
A large network of community learning facilities. Since 1971, two library systems have established 30 public libraries around the region’s larger population centers. These libraries provide a myriad of resources to residents—access to computers and the internet, books, magazines, movies, and many programmatic activities for children and adults—at an annual average cost of $31.80 per capita. Total regional library circulation is roughly 1.5 million with 70,207 registered borrowers (48 percent of the region’s total population), and program attendance comes out to about 21 participants per program, varying by library. Over the past decade, no net new number of libraries opened in the region, but at the same time, existing facilities have become more utilized. Public libraries provide meeting and learning space plus an efficient resource pool for all residents. Expanding upon existing resources may have financial costs but can enhance the educational opportunities in an equitable way. Using libraries as a learning lab/model can also have infrastructure implications—for example, broadband upgrade efforts could be concentrated at these key community facilities first and then expanded to private residences as greater understanding and support accumulate.

1 Wisconsin Department of Public Instruction 2010 Public Library Service Data. Note: borrowers/participants may reside outside of the region.

Figure X: Public Library Locations

KEY CHALLENGES

Below state and national levels for advanced degree attainment. Of residents 25 years and older in the region, only 19 percent have a bachelor degree or greater; 29 percent have an associate degree or greater. In comparison, 26 percent of the state and 28 percent of the national population have at least a bachelor degree; 35 percent of both the state and national population have an associate degree or greater. Although employment in the heavily dominant sector of agriculture has not required an advanced degree in the past, the current economy has shifted to a point where higher education is valuable, even in the traditionally low-skilled agriculture and manufacturing industries. Earnings and poverty rates are also correlated with education level.

2 American Community Survey 2010 5-year estimates
Preschool through 12th grade public school enrollment has been steadily declining over recent years for a nine percent decline in the region in the past decade. Population in the region, however, is projected to grow by 11 percent from 2010 to 2035 and by 30 percent in the student age range of 5 to 19 years. If this happens, school enrollment may increase and require additional schools—many schools have been consolidated—as well as a restructuring of bus service areas to respond to increased demand. Property owners, who pass costs on to renters, are affected by taxes collected by school districts (over the past seven years, the median tax rate in the region has increased by 18 percent, and the average tax rate by 14 percent).

Regional postsecondary school graduates are not filling the demand for many regional businesses. A workforce training gap occurred across 41 (out of a total of 89) postsecondary academic programs tied to job openings requiring those skills. This gap resulted in roughly one regional postsecondary school graduate filling every four jobs that became available in the region. In some cases, graduates filled only three percent of their program area’s workforce needs. Half of the gap areas are in jobs that paid over the region’s median hourly wage of $15.06. The top 10 workforce training area gaps below highlight the importance of agriculture, a historically important occupation in our region which is now facing a workforce shortage. The remaining 48 academic program areas produced a workforce training surplus of 1,282 graduates to job openings. Certain industries in the region cannot find enough trained workers and many high paying regional positions are likely being filled by workers trained and/or living outside the region.

Table X: Population 25+ by Educational Attainment

<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>At Least High School Diploma</th>
<th>At Least Bachelor’s Degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant County</td>
<td>88.8%</td>
<td>19.2%</td>
</tr>
<tr>
<td>Green County</td>
<td>90.1%</td>
<td>18.8%</td>
</tr>
<tr>
<td>Iowa County</td>
<td>91.9%</td>
<td>22.3%</td>
</tr>
<tr>
<td>Lafayette County</td>
<td>88.1%</td>
<td>15.9%</td>
</tr>
<tr>
<td>Richland County</td>
<td>86.6%</td>
<td>14.4%</td>
</tr>
<tr>
<td>SW Region</td>
<td>89.3%</td>
<td>18.6%</td>
</tr>
<tr>
<td>Wisconsin</td>
<td>89.4%</td>
<td>25.8%</td>
</tr>
<tr>
<td>United States</td>
<td>85.0%</td>
<td>27.9%</td>
</tr>
</tbody>
</table>

Source: ACS 2010 5-year estimates

Regional postsecondary school graduates are not filling the demand for many regional businesses. A workforce training gap occurred across 41 (out of a total of 89) postsecondary academic programs tied to job openings requiring those skills. This gap resulted in roughly one regional postsecondary school graduate filling every four jobs that became available in the region. In some cases, graduates filled only three percent of their program area’s workforce needs. Half of the gap areas are in jobs that paid over the region’s median hourly wage of $15.06. The top 10 workforce training area gaps below highlight the importance of agriculture, a historically important occupation in our region which is now facing a workforce shortage. The remaining 48 academic program areas produced a workforce training surplus of 1,282 graduates to job openings. Certain industries in the region cannot find enough trained workers and many high paying regional positions are likely being filled by workers trained and/or living outside the region.

Figure X: Historic Public School Enrollment Numbers

Source: Wisconsin Department of Public Instruction

3 Wisconsin Department of Public Instruction
4 Wisconsin Department of Administration 2008 estimates
5 Wisconsin Dept. of Public Instruction
6 SWWRPC; EMSI Complete Employment 2012.1
### Table 4: Workforce Training Area Gaps in SW Region

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>General Office Occupations and Clerical Services</td>
<td>11</td>
<td>145</td>
<td>134</td>
<td>3,949</td>
<td>0%</td>
<td>$13.07</td>
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<tr>
<td>Farm/Farm and Ranch Management</td>
<td>2</td>
<td>77</td>
<td>75</td>
<td>7,729</td>
<td>0%</td>
<td>$8.74</td>
</tr>
<tr>
<td>Horticultural Science</td>
<td>5</td>
<td>78</td>
<td>73</td>
<td>7,743</td>
<td>0%</td>
<td>$8.76</td>
</tr>
<tr>
<td>Agronomy and Crop Science</td>
<td>13</td>
<td>78</td>
<td>65</td>
<td>7,753</td>
<td>0%</td>
<td>$8.77</td>
</tr>
<tr>
<td>Business/Commerce, General</td>
<td>3</td>
<td>67</td>
<td>64</td>
<td>2,392</td>
<td>-1%</td>
<td>$26.34</td>
</tr>
<tr>
<td>Dairy Husbandry and Production</td>
<td>17</td>
<td>77</td>
<td>60</td>
<td>7,726</td>
<td>0%</td>
<td>$8.73</td>
</tr>
<tr>
<td>Animal Sciences, General</td>
<td>37</td>
<td>80</td>
<td>43</td>
<td>7,749</td>
<td>0%</td>
<td>$8.78</td>
</tr>
<tr>
<td>Machine Shop Technology/Assistant</td>
<td>11</td>
<td>53</td>
<td>42</td>
<td>566</td>
<td>8%</td>
<td>$14.55</td>
</tr>
<tr>
<td>Operations Management and Supervision</td>
<td>5</td>
<td>43</td>
<td>38</td>
<td>1,339</td>
<td>0%</td>
<td>$22.14</td>
</tr>
<tr>
<td>Agribusiness/Agricultural Business Operations</td>
<td>43</td>
<td>77</td>
<td>34</td>
<td>7,726</td>
<td>0%</td>
<td>$8.73</td>
</tr>
<tr>
<td>Child Care Provider/Assistant</td>
<td>8</td>
<td>41</td>
<td>33</td>
<td>920</td>
<td>2%</td>
<td>$7.84</td>
</tr>
<tr>
<td>Technology Teacher Education/Industrial Arts Teacher Education</td>
<td>7</td>
<td>28</td>
<td>21</td>
<td>1,046</td>
<td>-4%</td>
<td>$21.95</td>
</tr>
<tr>
<td>Automobile/Automotive Mechanics Technology/Technician</td>
<td>12</td>
<td>31</td>
<td>19</td>
<td>488</td>
<td>5%</td>
<td>$14.03</td>
</tr>
<tr>
<td>Cosmetology/Cosmetologist, General</td>
<td>2</td>
<td>20</td>
<td>18</td>
<td>469</td>
<td>3%</td>
<td>$9.82</td>
</tr>
<tr>
<td>Speech Communication and Rhetoric</td>
<td>1</td>
<td>17</td>
<td>16</td>
<td>296</td>
<td>4%</td>
<td>$16.61</td>
</tr>
<tr>
<td>Cosmetology, Barber/Styling, and Nail Instructor</td>
<td>1</td>
<td>17</td>
<td>16</td>
<td>415</td>
<td>2%</td>
<td>$9.74</td>
</tr>
<tr>
<td>Industrial Mechanics and Maintenance Technology</td>
<td>2</td>
<td>16</td>
<td>14</td>
<td>364</td>
<td>1%</td>
<td>$16.92</td>
</tr>
<tr>
<td>Electrician</td>
<td>2</td>
<td>16</td>
<td>14</td>
<td>704</td>
<td>6%</td>
<td>$18.58</td>
</tr>
<tr>
<td>Accounting Technology/Technician and Bookkeeping</td>
<td>5</td>
<td>18</td>
<td>13</td>
<td>1,193</td>
<td>-1%</td>
<td>$14.10</td>
</tr>
<tr>
<td>Administrative Assistant and Secretarial Science, General</td>
<td>3</td>
<td>15</td>
<td>12</td>
<td>1,017</td>
<td>-2%</td>
<td>$14.57</td>
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<tr>
<td>Agricultural Teacher Education</td>
<td>6</td>
<td>18</td>
<td>12</td>
<td>610</td>
<td>-3%</td>
<td>$21.41</td>
</tr>
<tr>
<td>Hospitality Administration/Management, Other</td>
<td>11</td>
<td>23</td>
<td>12</td>
<td>685</td>
<td>1%</td>
<td>$17.82</td>
</tr>
<tr>
<td>Early Childhood Education and Teaching</td>
<td>4</td>
<td>15</td>
<td>11</td>
<td>332</td>
<td>1%</td>
<td>$12.48</td>
</tr>
<tr>
<td>Agricultural/Farm Supplies Retailing and Wholesaling</td>
<td>6</td>
<td>17</td>
<td>11</td>
<td>465</td>
<td>1%</td>
<td>$10.41</td>
</tr>
<tr>
<td>Finance, General</td>
<td>5</td>
<td>15</td>
<td>10</td>
<td>948</td>
<td>-1%</td>
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<tr>
<td>Industrial Electronics Technology/Technician</td>
<td>1</td>
<td>10</td>
<td>9</td>
<td>268</td>
<td>2%</td>
<td>$12.87</td>
</tr>
<tr>
<td>Computer Support Specialist</td>
<td>5</td>
<td>14</td>
<td>9</td>
<td>297</td>
<td>1%</td>
<td>$21.67</td>
</tr>
<tr>
<td>Carpentry/Carpenter</td>
<td>9</td>
<td>18</td>
<td>9</td>
<td>1,281</td>
<td>-3%</td>
<td>$15.80</td>
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<tr>
<td>Physical Education Teaching and Coaching</td>
<td>32</td>
<td>41</td>
<td>9</td>
<td>1,210</td>
<td>-3%</td>
<td>$19.83</td>
</tr>
<tr>
<td>Web Page, Digital/Multimedia and Information Resources Design</td>
<td>2</td>
<td>10</td>
<td>8</td>
<td>309</td>
<td>-1%</td>
<td>$19.38</td>
</tr>
<tr>
<td>Plumbing Technology/Plumber</td>
<td>3</td>
<td>11</td>
<td>8</td>
<td>552</td>
<td>-6%</td>
<td>$18.01</td>
</tr>
<tr>
<td>Computer Systems Networking and Telecommunications</td>
<td>5</td>
<td>12</td>
<td>7</td>
<td>260</td>
<td>2%</td>
<td>$24.41</td>
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<tr>
<td>Philosophy</td>
<td>2</td>
<td>7</td>
<td>5</td>
<td>367</td>
<td>-2%</td>
<td>$32.17</td>
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<tr>
<td>Culinary Arts/Chef Training</td>
<td>4</td>
<td>9</td>
<td>5</td>
<td>335</td>
<td>-3%</td>
<td>$8.91</td>
</tr>
<tr>
<td>Hair Styling/Stylist and Hair Design</td>
<td>12</td>
<td>17</td>
<td>5</td>
<td>422</td>
<td>2%</td>
<td>$9.67</td>
</tr>
<tr>
<td>Mental and Social Health Services and Allied Professions, Other</td>
<td>7</td>
<td>11</td>
<td>4</td>
<td>184</td>
<td>4%</td>
<td>$17.06</td>
</tr>
<tr>
<td>Computer Graphics</td>
<td>6</td>
<td>9</td>
<td>3</td>
<td>279</td>
<td>-1%</td>
<td>$20.41</td>
</tr>
<tr>
<td>Autobody/Collision and Repair Technology/Technician</td>
<td>8</td>
<td>11</td>
<td>3</td>
<td>157</td>
<td>5%</td>
<td>$15.36</td>
</tr>
<tr>
<td>Mason/Masonry</td>
<td>8</td>
<td>11</td>
<td>3</td>
<td>489</td>
<td>-4%</td>
<td>$16.87</td>
</tr>
<tr>
<td>Direct Entry Midwifery</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>39</td>
<td>2%</td>
<td>$75.33</td>
</tr>
<tr>
<td>Music, General</td>
<td>12</td>
<td>13</td>
<td>1</td>
<td>154</td>
<td>7%</td>
<td>$14.04</td>
</tr>
</tbody>
</table>

Source: EMSI Complete Employment - 2012.1; SWWRPC
GOALS, OBJECTIVES, & STRATEGIES

Please note that the top three goals as listed are the priority goals as identified by the Education cultivator group. The additional goals are recognized as important but not as urgent. Due to meeting time constraints, only the top three goals were fully developed.

Goal 1: Become more creative marketers of ourselves

Objective 1.1: Reposition the perception of education in Southwest Wisconsin.
  Strategy 1.1.1: Get buy-in from districts and other stakeholders such as libraries, 4-H programs, scouts, and home schools.
  Strategy 1.1.2: Write grants to fund rebranding efforts.
  Strategy 1.1.3: Start a campaign to form partnerships, including arranging the necessary funding to develop these partnerships.
  Strategy 1.1.4: Engage a professional to do a marketing campaign of the region.

Objective 1.2: Show that we are all in this together.
  Strategy 1.2.1: Create a marketing campaign.
  Strategy 1.2.2: Create collaboration among groups
  Strategy 1.2.3: Expand existing collaborations, i.e. libraries and schools

Objective 1.3: Recruit champions and influencers in the region.
  Strategy 1.3.1: Identify potential champions
  Strategy 1.3.2: Convene them
  Strategy 1.3.3: Ask them to participate and assign them tasks

Goal 2: Increase leadership development in the region

Objective 2.1: Expand the existing leadership academies such as the Community Leadership Alliance (CLA) of Southwest Wisconsin and Green County Leaders program.
  Strategy 2.1.1: Recruit in other counties
  Strategy 2.1.2: Increase diversity

Objective 2.2: Provide outreach to youth leaders
  Strategy 2.2.1: Provide opportunities for community involvement such as service learning programs.
  Strategy 2.2.2: Provide school presentations to students and Boards
  Strategy 2.2.3: Develop and expand recognition for community service

Objective 2.3: Set a high standard for civic conduct.
  Strategy 2.3.1: Identify the current “normal” standards.
  Strategy 2.3.2: Get buy in from staff, students, providers, and parents
  Strategy 2.3.3: Do orientations for public stakeholders
Goal 3: Make education inclusive.

Objective 3.1: Include and ensure programming for the “average” students.
  Strategy 3.1.1: Provide specific opportunities for involvement for average student population
  Strategy 3.1.2: Avoid limiting through assumptions
  Strategy 3.1.3: Develop a speaker’s bureau of “former average students”

Objective 3.2: Focus on individual strengths
  Strategy 3.2.1: Build on students strengths and mentor them
  Strategy 3.2.2: Build on staff strengths
  Strategy 3.2.3: Build on community strengths

Objective 3.3: Develop a culture of ethnic and cultural inclusion
  Strategy 3.3.1: Make sure educators embrace inclusion
  Strategy 3.3.2: Hold special cultural events until they are not “special”
  Strategy 3.3.3: Start conversations about diversity

Goal 4: Encourage creative problem solving.

Objective 4.1: Fund education differently.

Goal 5: Increase cooperative efforts

Goal 6: Outreach and public awareness about offerings

Objective 6.1: Develop a communications plan

Objective 6.2: Create a regional outreach plan

Goal 7: Develop an efficient and effective use of resources

Objective 7.1: Create a regional resource center

Goal 8: Increase school aged population in region

Objective 8.1: Analyze successful regions to determine what their “it” is

Objective 8.2: Analyze our regional strengths and determine what our “it” is

Goal 9: Confirm / establish actual needs of the region

Objective 9.1: Qualitative vs. quantitative

Goal 10: Create an entrepreneurial environment

PARTICIPANTS

1. Dean Isaacson, retired Platteville school teacher; ex-Southwest Tech board member
2. Roger Boettcher, Fennimore Middle/HS
3. Cory McCullough, UWP Student; Platteville Middle School
4. April Fuhr, BEST/Broadband Internet Program
5. Joe Price, CESA 3
6. Debra Ivey, Iowa County 4-H
7. Julie Stephenson, Mineral Point School Board
8. Vickie Stangel, Dodgeville Library
9. Kate Franzmann, Homeschool Parent/Teacher; Home Education Network
10. Rachel Schultz, Richland School District
ENERGY AND UTILITIES

VISION STATEMENT

Southwestern Wisconsin will strive to be energy neutral, with local, decentralized sources of energy production and local energy markets. Our region will be energy efficient and a leader in renewable energy efficiency education. Southwestern Wisconsin will be home to new industries with cutting edge technologies. Natural resources will be well managed and we will have maintained the quality and quantity of water in our region. Services will be resilient, affordable, dependable, and sustainable; our waste streams will be profitable and we will be a zero waste region.

INTRODUCTION

A utility is a corporation, agency, authority, or other legal entity or instrumentality aligned with distribution facilities for delivery of a commodity for use primarily by the public. This definition includes cooperative, investor-owned, customer-owned, and municipal utilities. For example, infrastructure is built and maintained to deliver electricity, natural gas, and water to the public, and to collect storm water and sewage for disposal. In our region, municipalities usually have a wastewater treatment facility (WWTF) and a sanitary sewer system to treat wastewater. A few towns throughout the region partially connect to surrounding city or village sewer systems, however, many properties use septic systems, also known as private onsite wastewater treatment systems (POWTS), which are commonly used in rural or large lot areas like southwestern Wisconsin where municipal sanitary sewer is not available. The bulk of the region’s power needs are supplied by the Alliant/Wisconsin Power and Light Company, the Scenic River Energy Cooperative, Richland Electric Cooperative, and the Dairyland Power Cooperative (DPC). In addition, our region has natural resources and industrial by-products which give us a comparative advantage in renewable energy production. Energy and utilities are vital to our local economy, and affect our natural environment, our health and the quality of life in our region.

KEY OPPORTUNITIES

- Water supply. Wells are safe, dependable sources of water if sited wisely and built correctly. Most city and village property owners receive their drinking water through municipal wells. Most town property owners get their water from private wells, except Stitzer in the Town of Liberty and Kieler in the Town of Jamestown, Grant County, which have sanitary districts providing drinking water. The Towns of Dodgeville and Linden in Iowa County, the unincorporated village of Wiota in Lafayette County, and the Towns of Buena Vista and Rockbridge in Richland County also draw from municipal wells. Southwestern Wisconsin has an abundant supply of high quality groundwater, which, if protected, will supply our residents for generations to come.
Several of our communities have a high readiness for renewable energy investment.

- **Special service districts.** A special service district is a government entity responsible for performing specific tasks. The most common type of special service district in the region is a sanitary district, which, depending on the jurisdiction’s definition of use, can provide sanitary and/or water services to those within its boundaries. Special Service Districts can be used to raise revenue to finance the construction, rehabilitation, or expansion of utilities.

- **Energy-efficiency.** There are opportunities to take advantage of government subsidies and private programs to invest in aging residential and commercial buildings in order to improve energy-efficiency. These programs should be used to benefit low-income families and individuals. Landlords could be targeted in order to improve the quality of living for lower-income renters in the region. Retrofitting components of businesses’ infrastructure provides needed savings and efficiencies.

- **Ability to manage water quality.** Many of the urban centers in our region currently have combined sewer systems. A combined sewer system conveys both sanitary sewage and storm water in one piping system. During dry weather conditions, sanitary wastes collected in the combined sewer system are diverted to a wastewater treatment plant; during periods of significant rainfall, the capacity of a combined sewer system may be exceeded. When this occurs the mixture of storm water and sanitary wastes “overflows” and is discharged directly into local waterways. Release of excess flow is necessary to prevent flooding in homes, basements, businesses, and streets, but pollutes our water and harms the natural environment. However, because our urban centers are relatively compact, there is an opportunity to install separate systems—one for “sanitary” sewage, and another for storm water—when sewer systems are retrofitted or built in new developments. For example, Darlington recently separated their combined sewer system, which was over-capacity. Their new separate sewer and stormwater systems have excess capacity, which will be beneficial as storm intensity and run-off increases.

- **Grant and loan programs for rural utility infrastructure.** The following government agencies provide grants and loans for rural development with programs that emphasize drinking water, sanitary sewer, solid waste, and storm drainage facilities in rural areas, cities and towns.

  U.S.D.A.–Rural Utilities–Water and Environmental Programs provides loans, grants, and loan guarantees for, cities, and towns of population 10,000 or less
  WI D.N.R.–Bureau Of Community Financial Assistance–Safe Drinking Water Loan Program–Well Compensation Grant Program
  WI Department of Safety and Professional Services–Wisconsin Fund program for septic replacement
  SW C.A.P.–program for home upgrades and improvements
High community readiness for renewable energy. Analysis of physical and social characteristics in Southwestern Wisconsin indicate that several of our communities have a high readiness for renewable energy investment. These indicators take into account both physical feasibility as well as community resources such as the presence local renewable energy experts. Energy, biomass, wind, solar, and incubator buildings were identified in the 2011 Regional Comprehensive Plan as one of the greatest opportunities for our region, and should be pursued where and when appropriate.

Renewable energy can help improve local economy. There are opportunities for businesses and households to utilize renewable energy in order to: improve local and regional self-sufficiency, save on energy costs, create local jobs, and reinvest in the community.

KEY CHALLENGES

Private wastewater treatment has the potential to pollute groundwater. Septic systems treat domestic wastewater, which includes sewage, bath, laundry, and dishwashing waste. These systems receive the wastewater that is either retained in a holding tank, or treated and discharged into the soil. All towns in the region have POWTS. According to the U.S. Census Bureau, at least 10 percent of onsite septic systems fail and state agencies report that these failing systems are the third most common source of groundwater contamination. Failing onsite septic systems have been linked to the contamination to aquatic habitat and groundwater. Many households and businesses in our region rely on groundwater obtained from wells, which makes septic system regulation and maintenance a vital issue in southwestern Wisconsin.

Run-off contributes to flooding and pollution. The inadequate mitigation or management of run-off negatively impacts our region in the form of flooding and non-point water pollution. In southwestern Wisconsin, run-off is generally the result of heavy rainfall, but is exacerbated by increased row-cropping, the replacement of native vegetation with non-native vegetation, and the conversion of natural areas to farmland. Run-off in this region is also due to the particular topography, specifically the unglaciated “driftless” terrain of alluvia fans and steep valleys. In addition, climate change is predicted to bring an increase in severe weather events, which could include flash flooding and heavy rainfall, further increasing run-off. Record rainfall in 2008 and resulting floods, which caused an estimated $1.2 billion, illustrate the importance of planning for increased run-off and flooding in southwestern Wisconsin. Land conservation and habitat restoration can help to manage and purify stormwater and run-off.
High cost of solid waste disposal and recycling. Services vary widely in our region (e.g. pickup or dropoff and shared/coordinated services), if available, but nearly every city, village, and town in the region has some sort of solid waste disposal and/or recycling program in place. The Wisconsin DNR has confirmed 113 landfills in the region; however, only one landfill is currently licensed for use as a fly ash landfill, in the Town of Cassville. Since 1990, our waste has generally been exported to landfills outside of our region, which is costly and is likely to become even more expensive in the future. There is currently inadequate provision of hazardous waste disposal services in the region. Moving forward, the challenge will be to provide safe, affordable waste disposal services for a growing population in our region.

Policy changes have stalled renewable energy. An unstable policy climate has stalled many renewable energy projects across Wisconsin. At the local level, planning, zoning, and permitting processes can impede siting of renewable energy projects, particularly wind projects. Additionally, there have been several instances in which a lack of public support has impeded renewable energy projects in our region.

Lack of price signals for renewable energy. The Midwest as a region has some of the lowest energy prices in the US. This presents a challenge when promoting the use of renewable energy, because renewables can not compete with cheap fossil fuels. The current price signals are influencing low consumer demand for renewable energy.
GOALS, OBJECTIVES, & STRATEGIES

Please note that these three goals have been developed and prioritized as listed by the Energy & Utilities cultivator group.

Goals, Objectives, & Strategies

Please note that these three goals have been developed and prioritized as listed by the Energy & Utilities cultivator group.

Goal 1: Manage energy and natural resources responsibly.

Objective 1.1: Regulate construction methods for efficiency.
  Strategy 1.1.1: Regulate building orientation for new developments.
  Strategy 1.1.2: Encourage efficient development through permitting processes.
  Strategy 1.1.3: Incentivize building to energy efficient standards.
  Strategy 1.1.4: Increase minimum insulation standards.
  Strategy 1.1.5: Put a cap on the amount of energy a house can use, both per house and per square foot.

Objective 1.2: Manage growth responsibly.
  Strategy 1.2.1: Enhance and implement smart growth policies regarding zoning and growth.
  Strategy 1.2.2: Encourage mixed-use design in urban communities.
  Strategy 1.2.3: Use building codes to incentive the orientation of community and clustered buildings and streets to enhance energy efficiency.
  Strategy 1.2.4: Influence state polices related to energy and utilities.

Objective 1.3: Change attitudes and actions to support responsible use of energy.
  Strategy 1.3.1: Survey to get baseline of perspectives.
  Strategy 1.3.2: Identify motivators.
  Strategy 1.3.3: Prioritize ease of participation strategies.
  Strategy 1.3.4: Identify communities that are doing well and use them as examples.
  Strategy 1.3.5: Develop an “asset” or “knowledge” map.
  Strategy 1.3.6: Mitigate risk-aversion.
  Strategy 1.3.7: Incorporate education regarding responsible energy use into all levels of schools, from elementary school to technical schools and universities.
  Strategy 1.3.8: Create a database of speakers throughout the region of volunteers who are available to educators looking for speakers.
  Strategy 1.3.9: Develop Utilities Days events using Farm Safety Days as a model.
  Strategy 1.3.10: Educate professionals and community members about energy and utilities.

Objective 1.5: Protect and preserve water resources.

Objective 1.6: Reduce and reuse waste.
Goal 2: Improve regional quality of life and attract new residents and visitors

Objective 2.1: Encourage sustainable agricultural practices.
   Strategy 2.1.1: Create an inventory of small farms.
   Strategy 2.1.2: Maintain and encourage small-scale farming.
   Strategy 2.1.3: Develop farm cooperatives
   Strategy 2.1.4: Increase processing in the region

Objective 2.2: Increase economic development.
   Strategy 2.2.1: Create community farms and playgrounds.

Goal 3: Increase the supply and diversity of energy in the region.

Objective 3.1: Increase energy supply and production in SW Wisconsin
   Strategy 3.1.1: Add more customer-generated or locally owned renewable energy to the region’s portfolio.
   Strategy 3.1.2: Increase rate options for utility customers.
   Strategy 3.1.3: Increase off-the-grid development.
   Strategy 3.1.4: Provide incentives to get people to invest.

Objective 3.2: Develop and take advantage of technological advancements
   Strategy 3.2.1: SREC state policy – (dedicated requirement for solar power)
   Strategy 3.2.2: Incorporate the University of Wisconsin Platteville and others to encourage development. Support technical development in agriculture and energy in research.

Objective 3.3: Encourage regional learning and cooperation
   Strategy 3.3.1: Encourage business tours such as a tour of a business a month and invite elected officials.
   Strategy 3.3.2: Develop a business certification program.

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HEALTH AND SOCIAL SERVICES

VISION STATEMENT

Southwestern Wisconsin will have the resources to meet the health and social service needs of its residents. Residents will have access to fully utilize these resources. Dynamic systems of sustainability will characterize the provision of services. In particular, wellness and prevention will become implemented as normal practice in our communities, reducing the personal and service costs to our residents and providers. Our communities will be well connected on both physical and interpersonal levels. Residents will value a high quality of life, in which all our abilities are celebrated.

INTRODUCTION

Health and social services play an important role in advancing the wellbeing of residents in the region. These services can include hospitals, clinics, childcare, vocational and rehabilitative services, elderly living facilities, and other support services needed by the general population. While all residents benefit from these services, they are especially important for the region’s special populations, such as the 10 percent of households in poverty, our youth which make up 23 percent of our population, and our elderly, which account for 15 percent of our population. Health and social services help assure that all residents in the region can achieve optimal health and be productive citizens to the best of their abilities. Appropriate and cost-effective health and social services are integral in assuring that southwestern Wisconsin can be a vibrant place for our grandkids.

KEY OPPORTUNITIES

♦ Residents are generally healthy. The region has a relatively good quality of health. Regionwide, there is a high ratio of primary care physicians per resident and lower average charges per hospital visit. There is also greater access to healthy foods than compared across the state. These factors are likely contributing to the region’s lower number of hospitalizations than found statewide. In addition, the region has a lower rate of cancer than statewide; low numbers of confirmed cases of communicable diseases (e.g. hepatitis, tuberculosis, etc.) and sexually transmitted diseases; and 98.5 percent of children in grades K-12 are compliant with immunizations.

♦ Emergency and urgent care facilities are centrally located. The region has seven hospitals: one centrally located in each county seat plus two additional hospitals in Grant County. These locations allow residents with emergency or urgent care needs to receive timely attention by being within short drive times to care facilities with 24 hour staff. These hospitals also serve as emergency treatment centers in the case of disasters. Consequently, the risk of increased personal damage, or even contagion, caused by sudden, serious personal health conditions can be reduced simply due to this accessibility.

1 Wisconsin Department of Health Services, 2010 County Profiles
Having these types of facilities readily available provides insurance to residents that they can perform their daily activities knowing care is available in case of an unforeseen emergency.

**KEY CHALLENGES**

- **Access to childcare facilities is limited.** Many communities have no licensed child care provider, meaning facilities do not exist or those that exist are small or informal and may not adhere to established standards. While the existing licensed providers tend to be located in communities that serve as employment centers (i.e., where high concentrations of jobs are located), not all families may be able to access these services due to the location and nature of their work (e.g., those working in our smaller communities). Having access to childcare facilities is particularly important since it can enable more people to enter the workforce.

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**Licensed Childcare Providers in Southwestern Wisconsin**
Large and growing elderly population. Region-wide, the elderly population, defined as those 65 and over, is about 15 percent of the entire population, which is more than the state (nearly 14 percent) and nation (13 percent). The elderly growth rate over the past decade was approximately seven percent, while the majority of the Baby Boomers generation, with a higher proportion of births/people than preceding generations, will enter the “senior citizen” demographic this decade. This coming of age will require special services to attend to this population’s long-term care needs. Current facilities and programs will have to be expanded or modified to meet the increased demand. Most notably, transportation is already an issue for elderly persons, considering both their ability to drive and access transit, in order to get from their home to clinic or other care facility.

More preventative care is needed. Preventative health care is broadly defined as focusing on disease prevention and health maintenance. Health care costs have risen significantly over recent years (15.8 percent increase in per capita spending between 2007 and 2010), with emergency care being most expensive. These costs are widespread: insured individuals pay higher rates to cover the costs borne by the uninsured; insured individuals with high deductibles can end up with large bills; and the uninsured incur costs that can potentially wipe out all personal wealth. Many of these costs can be reduced through preventative care. Similarly, preventing readmissions to hospitals is just as important. As many younger residents decide to move out of the region, this change in family structure and values, for exam-

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2 Census 2010.
3 Health Care Cost Institute, Inc., 2012
ple, may mean for many elderly persons that they do not have family members to care for them after they are released from hospitals. Related to preventative care is educating patients about the increasingly complex health care system. Even insured people may not fully understand how to seek care and, consequently, end up with a serious illness.

- **We have a difficult time assuring appropriate services for our population in poverty.** Ten percent of our region’s households are in poverty. Residents in poverty are not only affected by the health-related challenges detailed above, but many other challenges as well. These residents often do not have health insurance, access to reliable transportation, or, increasingly, access to healthy foods. While many organizations in the region provide services to meet these needs, in most cases the demand is still greater than the services supplied. Increasingly, our region is going to need to look closely at our level of low-income needs to see that we are sufficiently addressing them.

**Figure X: Regional Hospitals**

Source: SWWRPC

Ten percent of our region’s households are in poverty.
GOALS, OBJECTIVES, & STRATEGIES

Please note that the top three goals as listed are the priority goals as identified by the Health & Human Services cultivator group. The additional goals are recognized as important but not as urgent. Due to meeting time constraints, only the top three goals were fully developed.

Goal 1: Increase prevention services and access to preventative care.

Objective 1.1: Incentivize residents to seek preventative care.

Strategy 1.1.1: Encourage insurance companies to offer and incentivize wellness.

Strategy 1.1.2: Business-longer lunch.

Strategy 1.1.3: Implement choice architecture.

Strategy 1.1.4: Develop coping skills, exercise breaks, education, emotional wellness.

Strategy 1.1.5: Improve social outlets (e.g. more youth centers).

Strategy 1.1.6: Develop support systems.

Strategy 1.1.7: Create school and workplace wellness programs.

Strategy 1.1.8: Include multi-disciplinary programming in schools.

Objective 1.2: Improve coverage for wellness checks.

Objective 1.3: Educate residents about services and promote informed decision-making.

Strategy 1.3.1: Increase events and programming (e.g. wellness fairs, Welcome to Medicare).

Strategy 1.3.2: Provide services at community events (e.g. blood pressure checks).

Strategy 1.3.3: Bring wellness to the population.

Strategy 1.3.4: Bring together diverse groups of people to provide greater educational opportunities.

Strategy 1.3.5: Educate clients and residents about informed decision-making.

Strategy 1.3.6: Encourage and help people take advantage of free and cheap services available.

Objective 1.4: Improve messaging.

Strategy 1.4.1: Prevent advertisements of unhealthy products in youth-focused locations (e.g. baseball scoreboards).

Strategy 1.4.2: Educate school boards about benefits of balanced marketing.

Strategy 1.4.3: Include critical thinking and making good choices in school curriculum and reinforce through lifelong education.

Goal 2: Form coalitions and develop measurable goals.

Objective 2.1: Bring together diverse groups of people for a trans-disciplinary approach.

Strategy 2.1.1: Reach out to people and bring them to the table to effect social change.

Strategy 2.1.2: Hire a consultant to organize.

Teach facilitation mediation techniques engagement participatory processes in early education.

Strategy 2.1.3: Create goals and coalitions based on areas of focus.

Strategy 2.1.4: Publicize good work and positive impacts on the community resulting from engaging the needy.

Strategy 2.1.5: Tell stories and encourage dialogue.
**Goal 3: Increase health literacy**

**Objective 3.1:** Remove stigmas through education of residents and providers.
  *Strategy 3.1.1:* Improve training for providers and employees.
  *Strategy 3.1.2:* Increase opportunities to learn inclusive behavior.
  *Strategy 3.1.3:* Increase education and experience sharing.
  *Strategy 3.1.4:* Increase acceptance of mental health issues.
  *Strategy 3.1.5:* Engage in conversation in how to increase the variety of stakeholders to increase diversity.

**Objective 3.2:** Provide incentives.
  *Strategy 3.2.1:* Incentivize youth to participate.

**Objective 3.3:** Engage youth diversity and population to get them invested, and adapt programs and messages to new generations
  *Strategy 3.3.1:* Respect through sharing expertise and experiences
  *Strategy 3.3.2:* Prepare for the next generation/Match-up needs to how systems operate (e.g. texting services)
  *Strategy 3.3.3:* Use new technologies and media to engage youth

**Objective 3.4:** Connect people to opportunities.
  *Strategy 3.4.1:* Empower individuals and families to meet their basic needs.

**Goal 4: Improve health systems.**

**Objective 4.1:** Provide integrated services (balanced with human component).

**Objective 4.2:** Increase coordination between different systems.

**Objective 4.3:** Work to coordinate systems to streamline services e.g. county health connect to nursing home, etc. e.g. SW WI Health Connection

**Objective 4.4:** Provide user friendly systems (technology and policy).
  *Strategy 4.4.1:* Simplify.

**Objective 4.5:** Improve training
  *Strategy 4.5.1:* Create resources for health providers
  *Strategy 4.5.2:* Provide health services industry training for service providers on new systems.

**Objective 4.6:** Improve health coverage
  *Strategy 4.6.1:* Target employers and policies
  *Strategy 4.6.2:* Lower the cost of insurance and services
    - Move towards preventative care
    - Educate residents about affordable care options
  *Strategy 4.6.3:* Create or expand free programming that benefits the community
Goal 5: Improve safety.

Objective 5.1: Increase technology privacy.

Objective 5.2: Review systems to determine safety and response.
   Strategy 5.2.1: Integrate services and coordinate efforts to enhance communication in schools
   Strategy 5.2.2: Build community systems to aid children, elderly, and mental health patients
   Strategy 5.2.3: Simplify

Objective 5.3: Orient services towards a general approach and diagnosis outside courts, etc. (integrate services)
   Strategy 5.3.1: Group model of service provision
   Strategy 5.3.2: Create a one stop access with informational material on comprehensive services

Objective 5.4: Understand shifting roles in care provision and emergency response
   Strategy 5.4.1: Create a service-oriented team approach with cooperative decision-making and liability sharing
   Strategy 5.4.2: Provide more education on emergency service providers
   Strategy 5.4.3: Build coalitions

Objective 5.5: School awareness of available services and consistency
   Strategy 5.5.1: Work with superintendents

Goal 6: Develop and improve infrastructure (environmental changes).

Objective 6.1: Improve transportation to increase access.

Objective 6.2: Invest in fiber optics and broadband to facilitate tele-medicine.

Objective 6.3: Education system.

Goal 7: Leadership.

Objective 7.1: Model behavior for kids (prepare them to help out in future)
Goal 8: Economic development.

Objective 8.1: Support job creation and retention

Objective 8.2: Target youth in job creation efforts (e.g. types of jobs attractive to youth)

Objective 8.3: Promote employer incentives to encourage employee growth

Objective 8.4: Increase incomes

Objective 8.5: Address skills gap to focus on business employment

Strategy 8.5.1: Find ways for graduates (with debt) to move back to or stay in the region

Objective 8.6: Provide local tax incentives

Strategy 8.6.1: Fund education

Objective 8.7: Address the worker/skill mismatch

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VISION STATEMENT

Southwestern Wisconsin will have diverse types of housing available—including affordable housing—that meets the needs of residents and is consistent with community character. Housing will be energy efficient in construction and operating costs. Housing design will incorporate features to improve accessibility/mobility for all generations. Sufficient resources will make housing attainable to renters, owners, and the homeless, while ensuring a healthy and safe environment. The region’s urban housing environments will continue to provide residents good accessibility to public utilities as well as local businesses and community facilities such as schools. Housing rehabilitation will ensure the entire housing stock is fully utilized.

INTRODUCTION

Housing is the base from which our residents operate. Affordable housing typically is estimated to cost about 1/3 of a person’s income, however the further housing is from a person’s job, the more that cost increases. Because increased housing costs directly translate into less disposable income, housing availability, quality, and location has a direct impact on the larger economy of the region. Lower housing costs contribute directly to a stronger local economy. The availability of quality and affordable housing are critical to making southwestern Wisconsin a vibrant place for our grandkids.

KEY OPPORTUNITIES

• **Low number of foreclosures.** The region has a lower rate of foreclosures (0.74 per 1,000 units) than the state (0.89 per 1,000 units). In 2011, there were 474 foreclosures in our region, which marked the first time in over a decade that this number fell below the prior year. Data indicates that the regional housing market is gaining strength. Fewer foreclosures could lead to more construction of new housing units once the vacant housing stock is reduced.

• **High homeownership.** Approximately 74 percent of occupied housing in the region is owner occupied; renters make up the remaining 26 percent. In comparison, only about 68 percent of housing is owner occupied statewide and 65 percent nationally.1 Of homeowners, roughly 36 percent own their home free and clear (i.e. no mortgage), which is more than state and national figures (both 30 percent).2 High home ownership is good because owners typically invest more in their community than do renters, however, mortgages generally decrease discretionary income, which is a particular issue for our aging population.

KEY CHALLENGES

• **Old housing stock.** The median year in which all housing structures were built in the region is 1963, making them much older than statewide (year 1970) and national trends (year 1975).3 Approximately 34 percent of all re-

1 Census 2010
2 ACS 2010 5-year estimates
3 ESRI; ACS 2009 5-year estimates
Regional housing structures were built prior to 1940. This is also a much larger share than in the state (22 percent) and nation (14 percent). Older housing is usually not as energy efficient as newly built housing. This type of housing can be attractive because of unique architecture and quality building material, but is likely to have higher maintenance and energy costs that newer housing.

- **Home values are low.** The median values of owner occupied housing in the region is $130,145, which is much lower than the state ($166,100) and nation ($185,400). Figure 1 shows higher housing values closer to the Madison metropolitan region in the east. Low housing values increases accessibility to more people (high home ownership rates suggest this could be a result) with lower monthly mortgage payments. On the other hand, the cost of housing may not actually be very low when commuting, maintenance, and energy costs are figured into the equation. In addition, low incomes among homeowners reduce affordability.

- **Affordable housing is a concern.** Respondents of a regional survey indicated affordable housing as a top need (72 percent). Housing is considered affordable when housing costs (e.g. mortgage or rent payments, taxes, insurance, utilities, etc.) are less than 30% of household income. With a median household income of $43,011 for the region, affordable housing expenses would be $1,075 or less per month. Compared to the state and nation, housing is less affordable for owners with a mortgage in our region (Fig. 2).

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4 ESRI; ACS 2009 5-year estimates
5 SWWRPC. Surveys sent to 59,090 households in the five-county region between 2002 and 2009. A total of 15,236 surveys were returned for an overall response rate of 26 percent. Significance (2-sided) < 0.001.
6 ESRI 2011 estimates
Lack of housing stock diversity. Single family detached housing dominates the regional market, accounting for 81 percent of all housing. This percentage is much higher than the state (66 percent) or nation (62 percent). In our region, 10 percent of all housing is vacant; of that approximately 20 percent is for rent and 13 percent is for sale.7 The lack of housing diversity limits the ability of traditional and non-traditional households in finding housing that meets their diverse needs. Available rental units make up two percent of total units, which is far below the industry standard of five percent, and may begin to explain why rentals are less affordable than owned units in the region (Fig. 2). Less than half (40 percent) of respondents of a regional survey identified apartments as a housing need.

High costs of commuting. The proportion of housing units classified as unaffordable in our region is likely understated, and would increase if transportation costs were factored into the equation, since many residents must travel far for work and services. The Center for Neighborhood Technology (CNT) estimates that 24 percent of US neighborhoods are unaffordable when only direct housing costs are considered, but the number increases to 72 percent when transportation costs are included. Transportation costs are an important factor in the cost of living in our region and must be taken into account as we plan to make southwest Wisconsin a vibrant place for our grandkids to live.

Figure 2: Unaffordable Housing Units based on Household Income

Figure X: Housing Units by Type of Structure

7 Census 2010

Source: ACS 2006-2010
Figure 3: Housing Units by Number of Rooms

Source: ACS 2006-2010
GOALS, OBJECTIVES, & STRATEGIES

Please note that the top three goals as listed are the priority goals as identified by the Housing cultivator group. The additional goals are recognized as important but not as urgent. Due to meeting time constraints, only the top three goals were fully developed.

Goal 1: Promote appropriate housing based on community needs.

Objective 1.1: Address the needs of the homeless.
  Strategy 1.1.1: Provide more affordable, family friendly rentals.
  Strategy 1.1.2: Have more case management services to work directly with landlords/tenants.
  Strategy 1.1.3: Provide more transitional, family friendly housing.
  Strategy 1.1.4: Increase and improve transportation options for tenants such as taxi, shuttle, and car loan programs.
  Strategy 1.1.5: Increase access to free clinics for medical needs.

Objective 1.2: Conduct a proper assessment of communities’ housing needs.
  Strategy 1.2.1: Hold public listening sessions.
  Strategy 1.2.2: Listen to recommendations from realtors.
  Strategy 1.2.3: Create a housing committee.
  Strategy 1.2.4: Do a housing inventory.
  Strategy 1.2.5: Work with county, city, and village planning and zoning departments.
  Strategy 1.2.6: Encourage community planning and enforce zoning.

Objective 1.3: Address the needs of the elderly population.
  Strategy 1.3.1: Utilize resource centers dedicated to elder population.

Objective 1.4: Address the needs of the starter home buyer population.
  Strategy 1.4.1: Work with sources of financing in communities.
  Strategy 1.4.2: Integrate information from realtors, lenders, and government agencies to coordinate process for first-time homebuyers.
  Strategy 1.4.3: Do county sponsored workshops on an annual basis to inform potential home buyers.
  Strategy 1.4.4: Provide online consumer education programs to let potential home owners know what they need to do.
  Strategy 1.4.5: Coordinate between regional housing agencies such as Neighborhood Housing Services and Southwest Wisconsin Community Action Plan.
Goal 2: Develop and use community assets (e.g. labor force, schools, community amenities, etc.)

Objective 2.1: Develop and promote mixed use developments above store fronts in the region’s downtowns and main streets.
   - Strategy 2.1.1: Ensure that zoning ordinances and building codes support these assets.
   - Strategy 2.1.2: Recruit businesses that fit the desired demographics.
   - Strategy 2.1.3: Utilize or establish redevelopment authorities.

Objective 2.2: Plan residential development areas in coordination with existing infrastructure such as schools, roads, etc.
   - Strategy 2.2.1: Assure that the master plans, land use plans, and comprehensive plans are followed and updated.

Objective 2.3: Advertise and market the strengths of the communities.
   - Strategy 2.3.1: Push public officials, government agencies, and chambers of commerce to promote the region’s communities.
   - Strategy 2.3.2: Encourage civic groups to provide information about the community.
   - Strategy 2.3.3: Upgrade or establish user websites for communities and better use of technology to link to younger/different demographics.
   - Strategy 2.3.4: Foster community activities via Main Street programs, Chambers, other civic groups.

Objective 2.4: Utilize existing groups and organizations to promote the community.
Goal 3: Pursue the creation of financing types applied to housing.

Objective 3.1: Work with disadvantaged buyers to obtain feasible funding for homes, including financing for non-citizen workers.

   Strategy 3.1.1: Create a database of financing types including banks, CU, USDA Rural Development, VA, and community development block grants and post to community website.

   Strategy 3.1.2: Provide access to bilingual services.

Objective 3.2: Utilize and/or form “Self Help” housing cooperatives.

   Strategy 3.2.1: Work with Habitat for Humanity.

   Strategy 3.2.2: Develop and promote “sweat equity” programs.

   Strategy 3.2.3: Work with Southwestern Wisconsin Community Action Program.

Objective 3.3: Establish financing for disadvantaged buyers.

   Strategy 3.3.1: Establish “forgivable” housing loans from employers who want to retain workers.

Goal 4: Attract economic development opportunities in concert with goals developed by the Business and Industry cultivator group.

Objective 4.1: Develop mixed use development above store fronts in the region’s downtowns and main streets.

Objective 4.2: Plan residential development areas in coordination with existing infrastructure like schools, roads, etc.

Objective 4.3: Advertise and market the community’s strengths.

Objective 4.4: Utilize present civic groups and organizations to promote community.
**Goal 5:** Attract technical manufacturing.

**Goal 6:** Coordinate technical manufacturing recruitment among communities in the region.

**Goal 7:** Make housing more attractive.

**Goal 8:** Build energy efficient homes.

**Goal 9:** Improve housing quality.

**Goal 10:** Stop granting building permits for underutilized housing types.

**Goal 11:** Improve building codes and building code enforcement.

**Goal 12:** Work with immigrants to obtain feasible funding for homes, including financing for non-citizen workers.

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VISION STATEMENT

The Driftless Area of southwestern Wisconsin will have plentiful, clean surface and groundwater, fresh, clean air, and numerous outdoor recreational opportunities and venues. Local, healthy food options will abound as sustainable, diverse, and alternative farms will supply all sorts of markets from local niche markets to national commodity crops. Forests will be healthy and managed for multiple uses including timber, wildlife, and habitat. Wind, solar, and other regionally produced energy sources will power southwestern Wisconsin homes, businesses, and transportation systems. The native vegetation and habitats will be invasive-free, high in biodiversity, with larger and more plentiful natural communities integrated across the landscape. Most importantly, the residents of the region, through formal and informal education opportunities, will fully understand and appreciate the beauty of the Driftless Area, as remarkably unique and valuable. The region will be a model of environmental conservation for the state, the country, and the world.

INTRODUCTION

Natural resources are at the heart of many regional opportunities. Our agricultural economy, health, low cost of living, and recreational opportunities all require an abundant supply of unpolluted natural resources. The challenge for our region is to use these resources wisely to assure that future generations can benefit from them as much as we do. Abundant and unpolluted resources will make southwestern Wisconsin a vibrant place for our grandkids.

KEY OPPORTUNITIES

❖ Abundant and High Quality Fresh Water. Southwestern Wisconsin has a great deal more fresh water resources than do other parts of the country and world, as it has plentiful groundwater aquifers. This water is used to sustain residents and wildlife, produce agricultural products, support manufacturing, and provide water based recreational opportunities. Since it appears that Wisconsin is becoming subject to increasingly erratic weather patterns, our fresh water resources, if protected, are likely to give our region more stability and resiliency in the future.

❖ Agricultural land. Agriculture is the primary land use in the region and as such it is an economic giant for southwest Wisconsin. The agricultural economy is largely enabled by the high quality of the soil in our region, which was created by thousands of years of nitrogen-fixing prairie plants native to the area. Soil is home to countless living organisms that together with organic matter replenish its nutrient-quality. Agriculture makes intensive use of this resource and it is critical that agricultural practices, such as no till and rotational grazing, are done to conserve the health of the soil so that it can continue to produce food and commodities into the future.

❖ Forest resources. The northern part of the southwest region of Wisconsin (northern Grant County, Richland County) consists of forests and woodlands that contribute to our regional economy. Forests provide lumber for construction, manufacturing, and energy as well as a venue for outdoor pursuits such as hunting, hiking, and fishing. Forests also help to protect water resources and provide habitat for a wide variety of plants and animals, including threatened and endangered species. Forests help offset climate fluctuations and air pollution by producing oxygen and storing carbon.
Our agricultural economy, health, low cost of living, and recreational opportunities all require an abundant supply of unpolluted natural resources.

Figure I: Ecological Landscapes of Southwestern Wisconsin

Source: SWWRPC
**Non-metallic minerals.** There are over 100 non-metallic mines (quarries) in southwest Wisconsin that provide sand, aggregate, and dimensional stone. These mines not only employ our residents, but, because of their proximity to local construction projects, and help save money on road and building construction. In addition, quarry products from our region can be used to compliment existing industries, such as sand for cow bedding on dairy farms.

**Educational Opportunities.** Natural resource educational opportunities are plentiful in SW Wisconsin. Non-profit groups, UW-Extension coupled with workshops, webinars, and field days provide residents multiple opportunities to become more informed on a wide variety of natural resource issues.

**Key Challenges**

**Unsustainable agricultural practices.** While a major economic engine, agriculture is also among the biggest contributors to regional environmental degradation. Farm practices often contribute to river and stream sedimentation, the pollution of land and water through the use of herbicides, pesticides and fertilizers, the loss of soil fertility through poor management practices, and river pollution. Agriculture is also a major cause of vehicle pollution and leads to habitat fragmentation which results in a loss of biodiversity.

**Heavy reliance on motorized and personal vehicles.** Because many of our residents have to work or shop in communities other than where they live, our region has a higher than average use of personal motorized vehicles. This mode of transportation leads to increased air pollution levels. Higher

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1 See Transportation Cultivation Report
levels of the most common air pollutants, carbon monoxide, lead, nitrogen oxides, sulphur dioxides, particles, and ozone, not only create health hazards for humans but also impacts soil and plant life, and wildlife’s ability to thrive via heavy metals accumulation in soil and water. Air pollutants also affect the pH of rain which in turn impacts plant life.

**Energy production.** Most of the energy in our region is generated though coal. Coal-based energy contributes to environmental degradation both at the point of extraction (which occurs outside of our region) and in air quality- which is a shared concern across the country. In recent years the US has seen an increase in “poor air days” which in turn lead to higher asthma rates, increased risk of cancer, and other health complications for both people and wildlife. In 2007, Wisconsin use of coal for energy was at 29.3 percent; it was 4.4 percent from renewable energy sources. Limiting energy consumption, converting to “cleaner” energies, and integrating cleaner energy sources (e.g. wind turbines) can help mitigate these effects.

**Solid Waste Production.** The average American produces 4.43 pounds of solid waste per day. Wisconsin generates 1.03 tons of solid waste per capita per year. The creation and transportation of this waste requires a great deal of energy, and, if sent to a landfill, can result in environmental contamination through leaching and production of noxious gases. Since there are no large landfills in southwestern Wisconsin, its waste must be transported out, which as energy prices rise, is an increasing cost from a budget standpoint. Rather than leading to negative environmental effects and costs, the majority of our solid waste could be diverted into productive products, such as energy or compost, or repurposed into a new products through recycling. The majority of solid waste generated in the region could be avoided all together though improved consumption and recycling practices.

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**GOALS, OBJECTIVES, & STRATEGIES**

Please note that the top three goals as listed are the priority goals as identified by the Nature and the Environment cultivator group. The additional goals are recognized as important but not as urgent. Due to meeting time constraints, only the top three goals were fully developed.

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**Goal 1: Increase conservation, preservation, and land management efforts.**

**Objective 1.1:** Develop/use comprehensive, proactive land protection tools.
- **Strategy 1.1.1:** Enact and enforce comprehensive plans and zoning regulations.
- **Strategy 1.1.2:** Promote Working Lands Initiative

**Objective 1.2:** Increase habitat.
- **Strategy 1.2.1:** Promote natural resource programs
- **Strategy 1.2.2:** Permanently protect land through land deeds, easements, donations, regulations, etc.
- **Strategy 1.2.3:** Dedicate funding for land management.

**Objective 1.3:** Increase populations of desired species while decreasing undesirable species.
- **Strategy 1.3.1:** Find funding to implement conservation practices.
- **Strategy 1.3.2:** Educate landowners and citizens on desired vs undesirable species and their management.

**Objective 1.4:** Pass conservation legislation
- **Strategy 1.4.1:** Support natural resource advocacy groups.
- **Strategy 1.4.2:** Increase constituent’s awareness of natural resource issues.

**Goal 2: Provide more financial support for natural resource and environmental oriented agencies, groups, and initiatives.**

**Objective 2.1:** Provide tax incentives to citizens which directly impact and benefit natural resources.
- **Strategy 2.1.1:** Educate the public on natural resource impacts and benefits.

**Objective 2.2:** Reclassify/redefine property assessments.
- **Strategy 2.2.1:** Develop/adapt a geographical rate cap.
- **Strategy 2.2.2:** Educate land use managers and planners on innovative funding types.

**Objective 2.3:** Create new revenue sources
- **Strategy 2.3.1:** Encourage a sales tax on recreational equipment to benefit natural resources.
- **Strategy 2.3.2:** Encourage a percent of sales tax to benefit natural resources.
- **Strategy 2.3.3:** Create funding opportunities by partnering with tourism and outdoor related groups.

**Goal 3: Increase natural resource and environmental education.**

**Objective 3.1:** Develop conservation ethic.
- **Strategy 3.1.1:** Increase participation in natural resource education efforts for youth.
- **Strategy 3.1.2:** Provide continuing adult natural resource education opportunities.
Objective 3.2: Increase efforts to develop environmental literacy.
   Strategy 3.2.1: Increase awareness and implementation of State Environmental Literacy Plan.

Objective 3.3: Continue efforts to develop onsite environmental interpretive centers.
   Strategy 3.3.1: Find appropriate locations and funding for onsite environmental interpretive centers.

Goal 4: Reduce energy consumption.

Goal 5: Increase technology efficiencies while strengthening technological capability.

Goal 6: Market, brand, and promote the region.

Goal 7: Increase access to recreational lands, both public and private.

Goal 8: Promote land use planning.

Goal 9: Increase environmental legislation and activism.

PARTICIPANTS
1. Angie Wright, Southwest Badger RC&D
2. Lynda Schweikert, Grant County Conservationist
3. Mark Sethne, UW-Platteville Outdoor Recreation
4. Rand Atkinson, Bio-Interlink
5. Dave Wisnfske, Savanna Springs (Nursery, Trout Farm)
6. Cathy Bleser, WIDNR, Environmental Analysis & Review
7. Linda Lynch, Private Citizen, land conservation
8. Bill Carlson, WIDNR, Forestry Team Leader
9. Erin Holmes, Pheasants Forever
10. Travis Anderson, WIDNR
11. Paul Ohlrogge, Iowa County UW Extension
12. Bill McBeth, Driftless Market
TRANSPORTATION

VISION STATEMENT
Transportation in southwestern Wisconsin will be safe, accessible, efficient, reliable, cost-effective, environmentally sustainable, and ever-changing to meet the needs of the region’s population and businesses. Regional and interregional cooperation and coordination will make possible good quality, well-maintained transportation infrastructure, including: aviation facilities, passenger and freight rail, waterways and harbors, transit, and roads. A focus on multi-modal transportation infrastructure and services will produce a pedestrian, bike, transit, and Amish friendly system, where carpooling and shared-use vehicles are in demand.

INTRODUCTION
Transportation is vital to the economic, social, and environmental strengths of southwestern Wisconsin. A strong transportation network serves both the daily needs of residents as well as the freight and industry needs of our economy. We depend on transportation to get to work, shopping, recreation, and education. To do this, our network must account for the many different ways that people and freight travel, including personal cars, trails, sidewalks, large trucks, trains, airports, assisted transportation for the disabled or low-income, and, in our region, we must also consider horse and buggy transportation which is used by our large Amish population.

Transportation infrastructure that supports all these unique needs will directly contribute to a strong local economy and make southwestern Wisconsin a vibrant place where our grandkids will want to live and travel.

KEY OPPORTUNITIES
- Quality infrastructure and direct connections. The Reason Foundation provides an annual Highway Study which ranks Wisconsin as 28th in the nation based upon factors including quality and safety of roads and cost of maintenance.² Safety performance measures are changing which will improve the traversability of roads. The challenge for our region is to continue to maintain this transportation network. Moving forward we will need to identify priority routes, and improve the functional classification of roadways.

- Strong shared inter-city infrastructure. Southwestern Wisconsin not only has a strong network of paved local, county, state, and federal roads, but also airports, railroads, barges, and inter-city trails. Transportation diversity provides greater opportunity for a diverse economy since different industries have different transportation needs. Southwest Wisconsin is fortunate to abut the Mississippi river where bulk freight can be moved at very low prices. We also have a private rail line (BNSF) along the Mississippi River and publicly owned rail along the Wisconsin River and in Green County. Our regional effort to preserve rail corridor in the 1980-1990’s resulted in a huge trail network through the region, which provides recreation and tourism opportunities.

This network should be built upon to serve both recreationists and commuters, for example, commuting could be encouraged by improving and extending connections between trails and places of employment.

- **Concentrated population centers.** While our region is considered to be rural, 54 percent of our population actually lives in cities or villages, most of which are less than two-miles in diameter. This translates into huge opportunities for walkable communities if pedestrian infrastructure is built strategically. Communities built with “complete streets” not only promote greater physical health and sense of community among residents, but have also been proven to revitalize surrounding areas and attract new development by increasing property values. Communities should be encouraged to implement complete streets where opportunities exist.

- **Flexible systems.** In parts of our region there are little to no services which means transportation providers and system users have to be flexible. Carpooling, park and ride, and transit system-wide fare cards for example, are a few ways in which our transportation system and it’s users can become more flexible in the future, which will help us meet the needs of our diverse population.

- **Rail expansion and improvements.** Amtrak is currently expected to begin providing passenger service on the Chicago-Rockford-Dubuque “Black Hawk” line in 2015 or 2016, with at least one round-trip service daily between Chicago’s Union Station and Dubuque, with stops in Elgin, Rockford, Freeport, Galena, and possibly Lena. The station in Dubuque will be a modern multi-modal transportation hub, with bus connections to other parts of Wisconsin and Iowa. This development will connect our region more directly to a large population in the Chicagoland and Rockford areas, which should be a focus for tourism and regional marketing efforts. In addition to passenger rail, there are potential improvements to freight rail in our region. The Wisconsin and Southern Railroad is looking at improving service on it’s Prairie Subdivision, which connects Monroe to a large regional network through Janesville. With the rise in sand mining and the strength of other regional industries, strong rail connections are important to our economy.

- **A variety of diverse transit providers.** We have over 27 providers of shared-ride or on-demand transportation in our region, as well as Driftless Connect, a call center and one-stop shop for on-demand ride scheduling. Existing infrastructure, services and knowledge are strengths that should be built on to continue to address the issue of transit in our region.

**Transportation for business, industry, and agriculture.** Our economy depends on well maintained, diverse transportation infrastructure, services, and coordination. Rail, water and air modes are used by businesses and industry in the region to import and export products. While water transportation is the most efficient, a number of small or mid-sized airports provide transport for businesses and industry. Our region is home to nine airports which allow crucial flexibility for business employees and goods to travel into and out of the region quickly. For example the Iowa Co Airport, which has two runways and rents hangar space, is popular with businesses.

- **River transportation including barges and port facilities.** The Port of Prairie Du Chien is just across the northern border of Grant County in Crawford County on the Wisconsin and Mississippi Rivers, and the Port of Dubuque is opposite Grant County on the Mississippi River. These ports handle coal, salt, sand, cement, grain and fertilizer; they connect our region to a 1,300-mile long waterway, five states and international markets via the Gulf of Mexico.

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KEY CHALLENGES

♦ Distance between communities. Because many of our residents work or shop in communities other than where they live, our region has a higher than average commuter rate. Commuting is expensive and will continue to be as gas prices rise. Commuting also contributes to a loss of valuable time for our residents, a need for more vehicles per household, increased likelihood of obesity and health-related problems, increased wear-and-tear on our roads, and pollution.

♦ Limited public or shared transportation and unfavorable perceptions of transit. While many of our residents own vehicles and are able to drive, others—including our youth, low-income, homeless, disabled and elderly—are reliant on others for transportation to school, work, medical treatments, shopping and recreation. While we have over 27 providers of shared-ride or on-demand transportation in our region, these rides are very expensive to provide and clients can rarely pay the true cost of these services. The rides are also difficult to schedule or access and in some cases there are restrictions on who can use these services. Because the majority of on-demand services are restricted access, there is a common perception that public transportation is only for the elderly or people with disabilities. There is also a cultural stigma against public transportation because of the dominance of personal automobiles as the primary mode of travel in the region. This is a challenge when on-demand transit is made available to the general population. The demand for shared transportation services (or transit) is likely to increase in coming years as our population ages and more seniors choose to “age in place”, and also if costs associated with vehicle ownership (including gas prices) continue to rise.

♦ Cost and coordination of transportation facility maintenance and improvement. Road maintenance is one of the biggest expenses for our local governments. As our governments lose tax-base the burden of road maintenance becomes proportionally greater. In addition, the topography of our region, coupled with anticipated increases in extreme weather patterns present further challenges. Coordination between public agencies and private companies during facility maintenance and improvement is difficult but important in conserving valuable resources and promoting efficiency. A well maintained road network is critical to keeping costs down for our businesses and industry, and for assuring that residents can get to work and have a high quality of life. This will continue to be one of the greatest challenges for our region in the future.

♦ Missing connections and competition between users of recreation trails. Our transportation network has strong components, including our recreational trail system, however, safe connections between trails are not always present or well-marked. Our county and state highways present barriers for trail users, compromising safety and discouraging beginners. There are also conflicts between uses. For example, a March 2012 study looked at the potential impacts of conversion of the Cheese Country Trail, a “rails to trails” project, back to rail use by the Wisconsin and Southern Railroad. A key challenge moving forward will be the achievement of an appropriate balance between modes and types of transportation infrastructure in the region.

♦ Condition of roads. In 2007, the American Society of Civil Engineers rated Wisconsin’s roads D+. While there are different rankings available, our local leaders and experts agree that our roadways are deteriorating due to limited state and local budgets. There is opportunity to build on the quality infrastructure that we have, however, funding road maintenance will be a key issue in the future in light of increasing vehicle miles traveled and rising car ownership.

♦ Lack of education about the benefits of shared transportation. In addition to cultural barriers and negative attitudes towards public transportation, awareness of regional transportation options is lacking. We need to educate children and young people about the benefits of shared transportation.

Goal 1: Improve decision-making mechanisms.

Objective 1.1: Determine and prioritize our regional transportation needs.
   - Strategy 1.1.1: Create a strategy focus group.
   - Strategy 1.1.2: Set criteria to facilitate the identification and prioritization of needs.
   - Strategy 1.1.3: Create an inventory of strategies.
   - Strategy 1.1.4: Survey regionally representative groups.
   - Strategy 1.1.5: Build consensus through consistent messaging.

Objective 1.2: Establish a structure that can most efficiently and effectively address the needs of our transportation system.
   - Strategy 1.2.1: Identify what decision-making mechanisms are currently in place.
   - Strategy 1.2.2: Establish an ad-hoc committee to research decision-making mechanisms.
   - Strategy 1.2.3: Conduct a survey of decision-making mechanisms.
   - Strategy 1.2.4: Lobby decision-makers to support our ideas and recommendations.

GOALS, OBJECTIVES, & STRATEGIES

Please note that the top three goals as listed are the priority goals as identified by the Nature and the Environment cultivator group. The additional goals are recognized as important but not as urgent. Due to meeting time constraints, only the top three goals were fully developed.
Objective 1.3: Take all transportation modes and infrastructures into account.
  Strategy 1.3.1: Create an inventory of modes.
  Strategy 1.3.2: Educate the public on the importance of multiple modes and diverse infrastructure (example: Safe Routes to School education).

Objective 1.4: Mobilize the community and increase cooperation.
  Strategy 1.4.1: Organize local support.
  Strategy 1.4.2: Set-up a network to disseminate information.
  Strategy 1.4.3: Utilize local media, chambers of commerce, and social media.

Objective 1.5: Educate all people in the region about transportation issues.
  Strategy 1.5.1: Establish focus groups.
  Strategy 1.5.2: Focus group (committee) members report back to their community.

Goal 2: Prioritize safety in all transportation projects.

Objective 2.1: Determine and prioritize safety needs.
  Strategy 2.1.1: Identify areas/locations where safety improvements are needed.
  Strategy 2.1.2: Establish criteria to determine where safety improvements are needed.
  Strategy 2.1.3: Study locations before prioritizing investments.
  Strategy 2.1.4: Work with local officials to identify and inventory safety concerns.
  Strategy 2.1.5: Incorporate crash data into identification process.

Objective 2.2: Consider the needs of all users.
  Strategy 2.2.1: Consider the needs of all users in road construction projects.
  Strategy 2.2.2: Build complete streets where possible.
  Strategy 2.2.3: Adhere to or exceed Americans with Disabilities Act standards.

Objective 2.3: Increase awareness of rail facility safety.
  Strategy 2.3.1: Educate the public about rail crossing safety.

Goal 3: Increase efficiency (better match between capacity and use).

Objective 3.1: Improve coordination of available services.
  Strategy 3.1.1: Improve coordination between modes and services (e.g. transfers, etc.).
  Strategy 3.1.2: Identify existing conditions.
  Strategy 3.1.3: Increase access to information.

Objective 3.2: Increase awareness of services.
  Strategy 3.2.1: Educate stakeholders and the public about available services and options.
  Strategy 3.2.2: Better market transit and rideshare services.

Objective 3.2: Increase vehicle occupancy.
  Strategy 3.2.1: Improve incentives for carpooling.
  Strategy 3.2.2: Encourage employers to provide incentives for carpooling to work.
  Strategy 3.2.3: Improve and increase number of Park ‘n Ride lots with bus connections.
  Strategy 3.2.4: Improve timing of services.
  Strategy 3.2.5: Create multi-modal transit hubs.
  Strategy 3.2.6: Educate the public about alternative transportation options.

Objective 3.3: Encourage use of alternative modes.
  Strategy 3.3.1: Improve bike lanes.
  Strategy 3.3.2: Educate the public about alternative transportation options.

Objective 3.4: Improve efficiency of freight.
  Strategy 3.4.1: Preserve and improve rail infrastructure.
  Strategy 3.4.2: Improve timing and multi-modal facilities.
  Strategy 3.4.3: Build “last mile” rail connections.
Objective 3.5: Shift freight to appropriate mode.
   Strategy 3.5.1: Encourage use of rail and water for non-time sensitive freight.
   Strategy 3.5.2: Educate businesses on alternative modes and routes.
   Strategy 3.5.3: Enforce restrictions on town roads (e.g. weight limits, size of trailers, time of year, etc.).

Objective 3.6: Encourage more consistent use of infrastructure to better manage demand.
   Strategy 3.6.1: Implement tolls on appropriate roads.
   Strategy 3.6.2: Better match business hours to consumer demand (10-7pm?).
   Strategy 3.6.3: Encourage deliveries at off-peak times.

Goal 4: Increase quality of life in terms of transportation in the region.
   Objective 4.1: Increase livability.
   Strategy 4.1.1: Build complete streets.
   Strategy 4.1.2: Consider all users in design (universal design).
   Objective 4.2: Increase supply of transportation services and infrastructure.
   Strategy 4.2.1: Evaluate supply to meet/create demand.
   Objective 4.3: Maintain existing transportation infrastructure and services.
   Strategy 4.3.1: Maintain accessibility.
   Strategy 4.3.2: Invest in existing infrastructure.
   Strategy 4.3.3: Prioritize investments.
   Strategy 4.3.4: Perform cost-benefit analyses.
   Strategy 4.3.5: Decommission or repurpose infrastructure as necessary.
   Objective 4.4: Incentivize population growth and economic growth.
   Strategy 4.4.1: Provide tax incentives.

Goal 5: Consider environment (justice) in all projects.

Goal 6: Improve access to technology and information.
   Objective 6.1: Increase tele-commuting.
   Strategy 6.1.1: Increase fiber optic communications access throughout region.
   Objective 6.2: Increase use of technology.
   Strategy 6.2.1: Utilize GPS and ITS technologies.

Goal 7: Increase funding/investment.
   Objective 7.1: Incentivize economic growth.
   Strategy 7.1.1: Provide tax incentives.
   Strategy 7.1.2: Increase public-private partnerships.
   Strategy 7.1.3: Respond appropriately to business needs.

Goal 8: Improve inter-governmental coordination.

Goal 9: Improve communication and develop a common language.

PARTICIPANTS

1. Jerry Guth,
   Green Co Board Member,
   Cheese Country Trail Study
2. Ashley Nedeau-Owen,
   SWCAP Transportation Coordinator
3. Craig Hardy,
   Iowa County Highway Commissioner
4. Jon Evenson,
   Operations Manager,
   Lamers Bus Lines
5. Tim Ingrim,
   Owner, Momentum Bikes, Platteville
6. Rita Harmon,
   ADRC of Grant Co
7. Shayne LaBudda,
   Bike/Ped Advocate
8. Jack Larson,
   Wisconsin Towns Association, Lafayette Co
9. Sheri Walz,
   DOT Rails and Harbors
10. Frank Huntington,
    DOT Rails and Harbors
11. Angela Porter,
    ADRC of Richland Co
12. Dave Fisher,
    Green County Wellness and Prevention Coordinator
13. Franco Marcos,
    DOT Project Planner
Driftless Area Land Conservancy is currently working to create a conservation priority map for Southwest Wisconsin, which will assist them in their upcoming strategic conservation planning efforts. SWWRPC will assist in map creation and online mapping. This mapping will also help the Driftless Area Land Conservancy to better understand the socio-economic and demographic inequalities in the region to better identify where need may exist for better access to conservation lands. The goals of this project are to provide strategic focus for land and water conservation efforts; to make land conservation and natural resources more accessible to the people of Wisconsin; and to identify new opportunities for community engagement and partnerships.

**TIMELINE:**

- **2013**
  - Mar. – May: Data Collection
  - June – Sept.: Mapping and Expert Feedback Meetings

- **2014**
  - Oct. – Dec.: Finalize GIS Analysis and Online Mapping
  - Jan. – Mar.: Convene regional partners to plan future analysis and land conservation strategies

"As an organization with limited resources, assistance from SWWRPC will help us to meet the following goals: increase land and water conservation, preservation and management efforts and enhance natural resource and environmental education."

– Dave Clutter, Executive Director
Driftless Area Land Conservancy
SWWRPC is assisting Folklore Village and the Delicious Driftless Fare Steering Committee with the planning and coordination of a local foods festival, including marketing and advertising, procurement, project management, building partnerships, and looking for funding to make this an annual event. The Delicious Driftless Fare will address goals in the topic areas of agriculture, culture and creativity, health, and nature and the environment. Folklore Village is a nationally recognized folk arts and culture center dedicated to enriching lives through time honored traditions. This project will be completed in collaboration with the University of Wisconsin Extension - Iowa County.

**TIMELINE:**


“Receiving this assistance helps make a large project feasible. We’re grateful to SWWRPC for the assistance because I don’t think a local foods celebration event on a regional basis could be done without their help. Their staff is skilled and will assure a successful event.”

– Ricky Rolfsmeyer, Executive Director
Folklore Village

Folklore Village is a nationally recognized folk arts and culture center dedicated to enriching lives through time honored traditions. Since 1968 thousands of people of all ages have come to Folklore Village to gather with friends, meet new people, eat, dance, sing and play. At Folklore Village we have a holistic, fun and engaging approach to learning about the vital web of relationships between people, place, time and traditions. We work to further local, national and international respect and understanding through the celebration of folklife. We call it Cultural Ecology.
The SWWRPC will assist the Neighborhood Housing Services of Southwest Wisconsin (NHSSW) with the project, Home Ownership Programs of Excellence, including capacity building and public outreach to guide the creation of an innovative neighborhood association in the Haseltine neighborhood of Richland Center. SWWRPC will work with NHSSW and local neighborhood volunteers to develop a neighborhood association business and organizing plan. This process will be documented and will produce a guide which can be used by other communities in the region interested in creating neighborhood associations.

**TIMELINE:**

- **2013**
  - May – June: Organize and identify Neighborhood Association Participants
  - June – July: Identify Goals and Strategies
  - Aug.: Formally adopt Neighborhood Association and elect leadership

- **2014**
  - Oct.: Create document outlining Neighborhood Association Process
  - Sept. – Dec.: Implement Goals and Strategies
  - Jan.-March: Conduct Regional Housing Assessment

Neighborhood Housing Services of Southwest Wisconsin has been a regional leader in housing and community development for over 30 years. NHSSW is committed to educating residents in affordable housing services, revitalizing area communities, and building sustainable partnerships to build social capital. NHSSW is committed to incorporating healthy and sustainable principles into every facet of their operations and throughout their lines of business. NHSSW has administered and successfully executed several Neighbor Works green grants through our CBO and Multi-Family Lines of Business and are currently administering a CBO Green Grant designed to explore feasibility and make ready for the Neighbor Works Green Organization designation.

“We are honored and very pleased to be a Grow Southwest Wisconsin Capacity Building Assistance grant awardee. We look forward to working together with SWWRPC on this grant and in the future on community building initiatives that cultivate affordable housing, economic development, and stronger public private partnerships across southwestern Wisconsin.”

– Terry Testolin, Executive Director
Neighborhood Housing Services
The Sinsinawa Dominicans requested assistance for strategic planning, land use planning, and facilitation. A goal of the strategic planning at Sinsinawa is to identify future uses for the Mound complex land and facilities – which includes 450 acres of woodlands, prairie, orchards, vineyards, gardens, agricultural lands and facilities as well as housing, conference, and meeting facilities – and how they might best serve the needs of the local area over the next 20 years. This project will address all three of the regional priorities identified in the Grow Southwest Wisconsin planning process as well as goals in nearly all of the nine Grow Southwest topic areas.

**TIMELINE:**

- **April – July** Identifying Possibilities
- **Nov.** Draft Plan
- **January** Networking Event & Partnership Development
- **February** Incorporate into organization strategic plan & begin implementation
- **December** Finalize Plan
- **Aug. – Nov.** Develop Recommendations

Sinsinawa Dominicans are committed to participating with others to build a holy and just society in the United States and abroad through ministry or service to others. Sinsinawa Dominican Sisters are called to a wide variety of ministries. Some are teachers, counselors, and caregivers. Others are doctors, lawyers, and pastoral ministers.

Sinsinawa Dominican Sisters are dedicated to preaching and teaching the Gospel. They believe that at the heart of ministry is relationship. Today, more than 500 Sinsinawa Dominican Sisters in the United States and abroad participate in the mission shared by all Dominicans: to proclaim the Gospel in word and deed. Currently, their missions outside the U.S. include Mexico, Italy, Bolivia, and Trinidad and Tobago.

“This is a wonderful opportunity for Sinsinawa to become more connected with others in the Southwest Wisconsin community and to work together toward a sustainable future that cares for people and the planet.”

— Julie Schwab
Sinsinawa Dominican Leadership Council
APPENDIX OF TERMS

AGRICULTURE DEFINITIONS

Project Study Area: Grant, Green, Iowa, Lafayette, and Richland Counties
Project Timeline: 20 years
Project Audience: Residents, property owners, and potential residents in project study area.
Project Goal: To make Southwest Wisconsin the best place possible for our grandchildren.
Agriculture: Production of food, fuel, fiber, feed, seed and medicine.
Commodity Crops: Any product sold off the farm
Conventional farming: Non-organic production; farming that does not have USDA definition.
Demand: The consumption by SW WI residents, the country, and the world of the agricultural products from the region.
Farm: A place from which $1,000 or more of agricultural products were produced and sold, or normally would have been sold, during the year (USDA definition).
Farmer: Someone who produces an agricultural commodity.
Organic farming: Practices of organic growing methods as defined by USDA.
Supply: The amount of regionally produced agricultural product available to SW WI residents, the country, and the world.

BUSINESS AND INDUSTRY DEFINITIONS

Project Study Area: Grant, Green, Iowa, Lafayette, and Richland Counties
Project Timeline: 20 years
Project Audience: Residents, property owners, and potential residents in project study area.
Project Goal: To make Southwest Wisconsin the best place possible for our grandchildren.
Innovation: new idea, method or device
Start-up: the phrase “startup company” is often associated with high growth, technology oriented companies. New companies
Entrepreneur: a person who organizes and manages any enterprise, especially a business, usually with considerable initiative and risk. Business creator
Good paying job: State of WI - $12.88 / hr with benefits ($27,000)
Skilled worker: Definition of Unskilled, Semi-skilled, Skilled & Highly Skilled Workers
(i) Unskilled: An unskilled employee is one who does operations that involve the performance of simple duties, which require the experience of little of no independent judgment or previous experience although familiarity with the occupational environment is necessary. His work may thus require in addition to physical exertion familiarity with variety of articles or goods.
(ii) Semi-skilled: A semiskilled worker is one who does work generally of defined routine nature wherein the major requirement is not so much of the judgment, skill and but for proper discharge of duties assigned to him or relatively narrow job and where important decisions made by others. His work is thus limited to the performance of routine operations of limited scope.
(iii) Skilled: A skilled employee is one who is capable of working efficiently of exercising considerable independent judgment and of discharging his duties with responsibility. He must possess a thorough and comprehensive knowledge of the trade, craft or industry in which he is employed.

**Skills gap**: difference between the skills the local workforce has and what companies need

**High tech**: The term *high tech* refers to technology that is at the cutting edge: the most advanced technology currently available. It is often used in reference to micro-electronics, rather than other technologies. The adjective form is hyphenated: *high-tech* or *high-technology*.

**Technology sectors**: The sector approach classifies industries according their technology intensity, product approach according to finished products. Aerospace, Automotive, Artificial Intelligence, Biotechnology, Software, Electrical Engineering, Information systems, Photonics, Nanotechnology, Nuclear Physics, Robotics, Telecommunications

**Biotech/bio-ag**: Broadly speaking, biotechnology is any technique that uses living organisms or substances from these organisms to make or modify a product for a practical purpose

**Access to capital**: $ needed to operate or expand a business

**Angel investors**: Smaller but significant investment, start-up or expansion but not family & friends

**Venture Capital**: Larger capital ($5 Mil+) major technology 3-5 year timeline to cash out

**Underemployed**: multiple jobs, part-time, underutilization of skills or talent

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**CULTURE AND CREATIVITY DEFINITIONS**

**Project Study Area**: Grant, Green, Iowa, Lafayette, and Richland Counties

**Project Timeline**: 20 years

**Project Audience**: Residents, property owners, and potential residents in our study area

**Project Goal**: To make Southwest Wisconsin the best place possible for our grandchildren

**Topical Definitions: Culture and Creativity**

**Arts**: Creative expression, including but not limited to folk art and crafts, visual art, and performing art

**Culture**: The variety of beliefs, values, and practices of a community

**Creativity**: The ability to create ideas, discover relationships, or invent products

**Community**: All the people living in a particular area or place. Also, people with shared interests, not necessarily bound by geography

**Participation**: The act of engagement in the activities of a group

**Cultural opportunity**: Opportunities to be involved in and enhance community and public events and actions
**EDUCATION DEFINITIONS**

**Education:** Public and private, and community preschool through 12th grade schooling, postsecondary schooling, and other workforce training venues, libraries, and community/continuing education.

**Workforce development:** An economic development approach focusing on people rather than businesses. Training of the workforce considers the sectors and industries in a region that are in need of specific workplace skills.

**Continuing Education:** Learning lifelong skills primarily for professional development (i.e. job oriented), but it may also include personal development. The learning environment tends to be on the institutional and formal side.

**Community Education:** Learning lifelong skills primarily for personal development, but it may also include professional development. The learning environment tends to be on the non-institutional and informal side. This type of education is delivered through a variety of community resources, such as libraries, youth-oriented organizations (e.g. 4-H, scouting, YMCA), after-school programming, senior centers, as well as over the web.

**Homeschool:** An educational model using a family's choice in curriculum design and implementation. This form of education utilizes both at-home and community resources.

**Private (PK-12) School:** Pre-kindergarten through 12th grades, which includes primary and secondary schools. These schools are mainly privately funded through tuition and administered privately.

**Public (PK-12) School:** Pre-kindergarten through 12th grades, which includes primary and secondary schools. These schools are publically funded, publically administered, and must follow federal and state mandates. Most students attend schools within their school district, but they can attend a school outside their district as well.

**Charter School:** Pre-kindergarten through 12th grades, which includes primary and secondary schools. These schools may be funded by public money, grants, or universities, but are not subject to some of the rules, regulations, and statutes that apply to other public schools which gives them the flexibility in what they teach. As a result, these schools may experiment with different instructional techniques and curriculum.

**Virtual Education:** Education taught entirely or primarily by electronic means, which replaces the physical classroom. This form of education is used for preschool through 12th grade curriculum as well as for postsecondary education.

**Magnet School:** Pre-kindergarten through 12th grades, which includes primary and secondary schools. This type of school emphasizes a specialized course or curriculum and is subject to federal and state mandates. These schools may be funded by public money, grants, or private companies.

**CESA:** The Cooperative Educational Service Agency (CESA) serves as an intermediary between the state and local school districts and provides services in partnership with schools. Funding comes from selling services to school districts, grants, state funds, and member school districts.

**Postsecondary Institution:** An education level that follows the completion of a secondary education (i.e. receiving a diploma or GED) and includes public and private universities, colleges, and technical colleges.

**Special Education:** Providing education for students with special needs to facilitate their integration into the general student population. This form of education includes an Individual Education Plan (IEP) addressing each student’s needs and learning style.

**TESOL/ELL:** The terms Teaching English to Speakers of Other Languages (TESOL) or English Language Learners (ELL) are used to identify the educational training for teaching English to non-native speakers.

**Resident:** Any person living in the region. Students are a type of resident.
**ENERGY AND UTILITIES DEFINITIONS**

**Project Study Area:** Grant, Green, Iowa, Lafayette, and Richland Counties

**Project Timeline:** 20 years

**Project Audience:** Residents, property owners, and potential residents in the project study area.

**Project Goal:** To make Southwest Wisconsin the best place possible for our grandchildren.

**Renewable energy resources:** Energy resources that are naturally replenishing but flow-limited. They are virtually inexhaustible in duration but limited in the amount of energy that is available per unit of time. Renewable energy resources include biomass, geothermal, solar, and wind.

**Biomass:** Organic non-fossil material of biological origin constituting a renewable energy source.

**Combined heat and power plant (CHP):** A plant designed to produce both heat and electricity from a single heat source.

**Photovoltaic (PV):** A device which generates electrical energy using the photovoltaic effect. Photovoltaics may be installed as an array or farm.

**Solar Farm:** A large-scale photovoltaic system interconnected to a common utility system through a system of transformers, distribution lines, and (usually) one substation.

**Wind farm:** A group of wind turbines interconnected to a common utility system through a system of transformers, distribution lines, and (usually) one substation.

**Wind turbine:** Wind energy conversion device that produces electricity.

**Electric utility:** A corporation, agency, authority, or other legal entity or instrumentality aligned with distribution facilities for delivery of electric energy for use primarily by the public. Included are investor-owned electric utilities, public utilities, and electric cooperatives.

**Cooperative utility:** A utility that is legally established to be owned by and operated for the benefit of those using its service.

**Electric cooperative:** A member-owned electric utility company that generates and purchases wholesale power, arranges the transmission of that power, and then distributes the power to serve the demand of customers on a non-profit basis.

**Public utility:** Enterprise providing essential public services, such as electric, gas, telephone, water, and sewer.

**Investor owned utility:** A company, owned by stockholders for profit, that provides utility services. A privately-owned electric utility whose stock is publicly traded. It is rate regulated and authorized to achieve an allowed rate of return.

**Municipal utility:** A utility which is owned and operated by a village, town, city, county, or other political subdivision of a State.

**Public utility district (PUD):** Municipal or private corporations organized to provide service to both incorporated cities and towns and unincorporated rural areas.

**Transmission (electric):** Moving electricity from the point of generation to a local substation for distribution to the consumer.

**Generation (electric):** The process of producing electricity from other forms of energy.

**Distribution:** The delivery of energy to retail customers.

**Distributed generation:** The strategic placement of small-scale power generation units at or near the site where the electric power will be consumed.

**Capacity:** The maximum output, commonly expressed in megawatts (MW), that generating equipment can supply to system load, adjusted for ambient conditions.
**Availability:** Net capability of main generating units that are operable but not considered necessary to carry load and cannot be connected to load within 30 minutes.

**Rate Structure:** The allocation of cost of service to different customer classes.

**Base load:** A class of generating units that are assumed to run continuously through the year. The minimum amount of electric power delivered or required over a given period of time at a steady rate.

**Base rate:** A fixed kilowatt hour charge for electricity consumed that is independent of other charges and/or adjustments.

**Actual peak reduction:** The actual reduction in annual peak load (measured in kilowatts) achieved by customers.

**Energy efficiency:** A ratio of service provided to energy input.

**Demand-side management (DSM):** A utility action that reduces or curtails end-use equipment or processes; it is often used in order to reduce customer load during peak demand and/or in times of supply constraint.

**Carbon sequestration:** The long-term fixation of carbon dioxide through biological or physical processes.

**Decommissioning:** The safe and orderly permanent shutdown of a utility plant.

**Municipal solid waste:** Residential solid waste and some nonhazardous commercial, institutional, and industrial wastes.

**Leachate:** The liquid that has percolated through the soil or other medium.

**Hazardous waste:** By-products of society that can pose a substantial or potential hazard to human health or the environment when improperly managed. It is a solid waste that possesses at least one of four characteristics (ignitability, corrosivity, reactivity and toxicity), or appears on special DNR or EPA lists. The regulatory definition of hazardous waste is found in s. NR 661, Wis. Adm. Code.

**Recycling:** Processing used materials (waste) into new products to prevent waste of potentially useful materials, reduce the consumption of fresh raw materials, reduce energy usage, reduce air pollution (from incineration) and water pollution (from landfiling) by reducing the need for “conventional” waste disposal, and lower greenhouse gas emissions as compared to virgin production. Recycling is a key component of modern waste reduction and is the third component of the “Reduce, Reuse, Recycle” waste hierarchy.

**Reuse:** To use an item again after it has been used. This includes conventional reuse where the item is used again for the same function and new-life reuse where it is used for a different function. By taking useful products and exchanging them, without reprocessing, reuse helps save time, money, energy, and resources. In broader economic terms, reuse offers quality products to people and organizations with limited means, while generating jobs and business activity that contribute to the economy.

**Reduction / waste minimization:** The process and the policy of reducing the amount of waste produced by a person or a society. Waste minimization involves efforts to minimize resource and energy use during manufacture. For the same commercial output, usually the fewer materials used, the less waste is produced. Waste minimization usually requires knowledge of the production process, cradle-to-grave analysis (the tracking of materials from their extraction to their return to earth) and detailed knowledge of the composition of the waste.

**Concentrated Animal Feeding Operations (CAFO):** Agricultural operations where animals are kept and raised in confined situations for at least 45 days in a 12-month period. Large, medium, and small CAFO status is determined by the number of animals confined.
Health care: The prevention, treatment, and management of illness as well as the preservation of mental and physical wellbeing and wellness through services.

Behavioral Health: The prevention, treatment, and management of illness, such as eating disorders and literacy, as well as the preservation of wellness through services.

Social services: Programs, services and other type of support provided to advance the well-being of our residents, especially for individuals and families in need of special assistance.

Preventative care: Focusing on mental and physical disease and injury prevention as well as health maintenance (e.g. immunizations and mammograms).

Wellness: The absence of illness and good mental state. Services and systems may be used to establish an environment with the opportunities and policies to promote overall health and healthy behaviors (e.g. anti-bullying, diet, exercise, and tobacco cessation).

Childcare: Formal and informal venues. Formal venues include designated programs, such as camps, after school programs, and both licensed and unlicensed (depending on the number of children) daycare facilities. Informal venues include babysitters, family, and friend types of networks who care for children.

Adultcare: Daycare for seniors and/or adults developmentally challenged.

Elderly/senior citizen: Any person 65 years of age or older.

Children and Youth: Any person under the age of 18 years.

Financial Poverty: Individual or family gross income that falls below the U.S. Census Bureau’s threshold which is determined by family size and composition.

Resource Poverty: Situational or context based. This type of poverty may result from people struggling with resources (e.g. financial debt) or because resources are not available.

Healthy weight
- Obesity & overweight: Obesity occurs from an abnormal accumulation of body fat, usually 20% or more over an individual’s ideal body weight, whereas general overweight may occur from extra muscle, bone, or water, in addition to too much fat.
- Underweight: Below an individual’s ideal body weight, which may relate to malnutrition, eating or autoimmune disorders, among others.

Homelessness: An individual or family who self-identifies as not having permanent housing. The self-definition captures lifestyle choices, such as adults, and their children, moving back in with parents (considered homelessness by Wisconsin’s school system), which otherwise might be mis-identified.

Food resources: Public or private entities or systems, such as WIC, free/reduced lunch, community gardens, pantries, churches, or senior dining services, that distribute food to people in need. Food may be acquired publicly or privately.

Crisis services: Provision of care for critical needs. Immediate needs may include emergency mental health services, disaster relief, or emergency medical attention. Emergent needs may include helping at-risk adults or those cognitively impaired.
HOUSING DEFINITIONS

**Housing**: The physical buildings which house residents.

**Housing unit**: A house, apartment, mobile home, group of homes, or single room that is occupied (or if vacant, is intended for occupancy) as separate living quarters. Separate living quarters are those in which the occupants live and eat separately from any other persons in the building and which have direct access from the outside of the building or through a common hall.

**Household**: Household is defined as including all people who occupy a housing unit as their usual place of residence. The number of households equals the number of occupied units. Households are subdivided into two categories: family and non-family.

**Family household**: A householder living with one or more people related to him or her by birth, marriage, or adoption.

**Non-family household**: A householder living alone or with nonrelatives only. Parents with a foster child and domestic partners are two examples counted as non-families.

**Owner occupied**: If the owner or co-owner lives in the housing unit, even if it is mortgaged or not fully paid for.

**Invested landlord**: A property owner investing into his/her housing unit through labor or capital. Investments can include maintenance and improvements. In addition, owners of these properties may not actually live in the same residential structure or even the same community.

**Vacant housing for seasonal, recreational, or occasional use**: A vacancy status defined as vacant units used or intended for use only in certain seasons or for weekend or other occasional use throughout the year.

**Vacant housing for migratory workers**: A vacancy status defined as units intended for occupancy by migratory workers employed in farm work during the crop season. (Work in a cannery, a freezer plant, or a food-processing plant is not farm work.)

**Median household income**: Includes the income of the householder and all other individuals 15 years old and over in the household, whether they are related to the householder or not.

**Substandard housing**: A housing unit that is either dilapidated or unsafe, thus endangering the health and safety of the occupant, or that does not have adequate plumbing or heating facilities.

**Overcrowding**: More than one person per room. This does not necessarily mean that there needs to be a bedroom for each occupant. For example, a married couple with no children living in a one-bedroom apartment is not considered overcrowded because there are two people and two rooms (a bedroom and a living room).

**Affordable housing**: Defined as spending no more than 30 percent of a household income on housing costs, including mortgage or rent payments plus utilities and related expenditures.

**Single-family housing**: A freestanding unit that does not physically touch the walls or form part of another housing structure.

**Multi-family housing**: Two or more units that are physically part of the same building or housing structure.

**Temporary housing**: Transitional housing not intended for permanent residence. This type of housing may be stationary, such as church rooms, or mobile, such as trailers or mobile homes.

**Support housing**: Housing that includes the provision of support services within the residence, such as assisted living.

**Urban housing**: Residences served by public water and sewer.

**Rural housing**: Residences using private water wells and septic systems.

**Farm labor housing**: Housing that is occupied year round by workers involved with agricultural or aquacultural commodities, such as dairy or cheese factory workers.
**Student housing:** Housing that is occupied by students. This type of housing can be single-family or multi-family, including dormitories and fraternities/sororities.

**Historic District:** A group of buildings or properties designated as historically or architecturally significant. These buildings have special protections in place to preserve the structure and its character.

**Mixed-use:** More than one type of use within the same building, such as with ground-level retail and upstairs apartments.

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**Farm-Related Residential Development:** Development in rural settings associated with agricultural operations. Usually do not utilize municipal water and sewer.

**Grassland:** An area dominated by grass or grass-like vegetation. Moderately dry climatic conditions and seasonal disturbances, such as floods or fires, are generally conducive to the growth of grasses and prohibitive of that of trees and shrubs.

**Natural Resources:** Soil, water, air, plants, animals, insects, stone and the integration of these elements.

**Nonfarm Residential Development:** Development in rural settings unassociated with agricultural operations that do not utilize municipal water and sewer.

**Non-metallic Mine:** Site for the extraction of non-metallic minerals (e.g. stone, sand) (also “Quarry”).

**Nonpoint Source Pollution:** In agricultural settings can include manure, feed leachate, milk-house waste, run-off sediment, and fertilizers. In non-agricultural or urban settings can include anything on impervious surface runoff from roads, building roofs and parking lots. Also can include run-off from construction sites, lawn fertilizers, gasoline, road salt, leaves and grass clippings.

**Point Source:** Pollution source having discrete discharge, usually from a pipe or outfall.

**Prairie:** An extensive area of flat or rolling, predominantly treeless grassland, especially the large tract or plain of central North America.

**Quarry:** see Non-metallic mine.

**Rural residential development:** Residences in locations that do not utilize city sewer and water lines.

**Special Concern Species:** Species which some problem of abundance or distribution is suspected by not yet proven.

**Supply:** the availability to SW WI residents and visitors to quality and quantity of natural resources which only exist locally.
**Sustainability:** The long-term maintenance of responsibility, which has environmental, economic, and social dimensions, and encompasses the concept of stewardship: the responsible management of resource use.

**Threatened Species:** Species that is likely, within the foreseeable future to become endangered.

**Wetlands:** A lowland area, such as a marsh or swamp, saturated with moisture, especially when regarded as the natural habitat of wildlife.

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**TRANSPORTATION DEFINITIONS**

**Project Study Area:** Grant, Green, Iowa, Lafayette, and Richland Counties

**Project Timeline:** 20 years

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**Project Goal:** To make Southwest Wisconsin the best place possible for our grandchildren.

**Transportation:** The efficient and safe movement of people and goods from one location to another.

**Safety:** The condition to which risks are managed to acceptable levels.

**Transportation facility:** A portion of the transportation system, such as a rail line, a roadway, a segment of roadway, or an intersection, including buildings, structures, and equipment that are dedicated to the operations and maintenance of transportation services.

**Transportation mode:** Ways to perform transport, including water, air, and land transport—rail, road and off-road transport.

**Multimodal:** The connection between more than one mode, such as air, road, rail, or water, including the facilities which enable connection.

**Intermodal:** Connections between one or more modes of transportation.

**Non-motorized Transportation:** Modes of transportation that provide personal or goods mobility by methods other than the combustion motor, such as bicycle, pedestrian, equestrian, skate, etc.

**Accessibility:** The ease of reaching goods, services, activities and destinations.

**Complete Streets:** Streets that are designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities.

**Americans with Disabilities Act (ADA) of 1990 (42 U.S.C. 12181):** Federal legislation which prohibits discrimination on the basis of disability by public accommodations and requires places of public accommodation and commercial facilities to be designed, constructed, and altered in compliance with the accessibility standards established by this part.

**Americans with Disabilities Act Accessibility Guidelines (ADAAG):** Design guidelines for providing access to a range of indoor and outdoor settings by people with disabilities.

**Average Daily Traffic (ADT):** ADTs are analogous to a census count of vehicles on streets, and provide a close approximation to the actual number of vehicles passing through a given location on an average weekday.

**Demand responsive transportation:** Transportation service operating in response to calls from passengers or their agents to a provider, who then dispatches a vehicle to pick up the passengers and transport them to their destinations using modified routes.

**Paratransit:** A specialized demand responsive, door-to-door transport service for people who are not able to ride fixed-route public transportation or are unable to transport themselves.

**Shared-ride taxi service:** An on-call taxi service which is subsidized with public funding.

**Fixed-route transportation:** Transportation which operates on standard routes, time schedules, and fares.
**Trails:** A route or path which has been specifically prepared or designed for one or more functions.

**Designated Trail:** A trail that is approved and maintained by an agency either seasonally or yearlong.

**Multi-use trail:** An off-street trail where multiple types of users are allowed.

**Shared-use path:** A bikeway physically separated from motorized vehicular traffic by an open space or barrier and either within the right-of-way or within an independent right-of-way. Shared-use paths may be used by non-motorized users.

**Feeder Trail:** A trail designed to connect local facilities, neighborhoods, campgrounds, etc. to a main trail.

**Greenway:** A linear open space established along a natural corridor, such as a river, stream, ridge-line, rail-trail, canal, or other route for conservation, recreation, or alternative transportation purposes.

**Rail-Trail:** A multi-purpose public path (paved or natural) created along an inactive rail corridor.

**Rail-with-Trail:** Any shared-use path that is located on or directly adjacent to an active railroad or fixed route transit corridor.

**Rails to trails:** Rail corridors that are preserved for future rail use under the National Trails System Act (Rails to Trails program). These corridors are actually considered active rail lines being used on an interim basis for trail purposes. They are not officially abandoned and can be converted back to rail at any time.

**Rail-with-trail:** A public path that runs parallel to a still-active rail line. The trail and rail share an easement.

**Railbanking:** Retaining a rail corridor for future railroad uses after service has been discontinued. The National Trails System Act, Sec. 8d, provides for interim public use of the corridor, allowing the establishment of recreational trails.

**Water Trail** (River Trail, Canoe Trail): A recreational waterway on lake, river, or ocean between specific points, containing access points and day use and/or camping sites for the non-motorized boating public.

**Road Route:** Designated roads for ATV and UTV use. Municipal townships have approved these routes for specific use. Road routes do not receive funding from the Department of Natural Resources (DNR).

**Bike Lane:** A portion of a roadway that has been designated by striping, signing, and pavement markings for the preferential or exclusive use of bicyclists.

**Bike Route:** A shared right-of-way located on lightly traveled streets and roadways designated with appropriate “bike route” directional and informational signs.

**All-Terrain Vehicle (ATV):** A wheeled or tracked vehicle, other than a snowmobile or work vehicle, designed primarily for recreational use or for the transportation of property or equipment exclusively on trails or other unprepared surfaces.

**Utility Task Vehicle (UTV):** Also called a Side by Side, at UTV is a small 2-person or 4 person four-wheel drive off-road vehicle.

**Vehicle Miles Traveled (VMT):** The total number of miles driven by all vehicles within a given time period and geographic area.