

Chapter Seven: Economic Development

This chapter contains a compilation of background information, goals, objectives, policies and recommended programs to promote the retention and stabilization of the City’s economic base. This chapter includes an assessment of new businesses and industries desired in the City, an assessment of the community’s strengths and weaknesses with respect to attracting and retaining businesses and industries, an inventory of environmentally contaminated sites and recommended strategies for their redevelopment.

Economic Development
Recommendations Summary

- Continue to pursue redevelopment and infill of underutilized lands, especially in the downtown.
- Support local business retention and development.
- Recruit new retail and service businesses that fill unmet local needs.

Existing Economic Development Framework

Labor Force

The City’s labor force is the portion of the population employed or available for work and includes people who are in the armed forces, employed, unemployed, or actively seeking employment. According to 2000 U.S. Census data, 3,965 residents, or 67.6 percent, of City residents age 16 or older were in the labor force. Of this total, 221 residents (or 3.8% of the labor force) were unemployed. According to the U.S. Census Bureau, Jefferson’s workforce has increased over 22 percent since 1990, from 3,247 to 3,965.

The percentage of the City’s labor force employed by sector in 2000 is shown in Figure 22. Over 36 percent of Jefferson’s labor force is employed in the manufacturing sector, and another 18 percent in the educational, health, and social services sector. This data suggests that manufacturing remains a major part of Jefferson’s economy.

Figure 22: Occupational Groups, 2000

Occupational Group	Percentage of Labor Force
Manufacturing	36.8
Educational, health, and social services	17.9
Retail trade	11.4
Arts, entertainment, recreation, accommodation, and food services	5.8
Construction	4.2
Professional, scientific, management, administrative, and waste	3.9
Public Administration	3.9
Other services (except public administration)	3.4
Finance, insurance, real estate, rental, and leasing	3.3
Transportation, warehousing, and utilities	3.2
Wholesale trade	2.4
Information	2.4
Agriculture, forestry, fishing, hunting, and mining	1.3

Source: U.S. Census Bureau, 2000

Jefferson County employment projections were provided by Woods & Poole Economics, Inc., a regional economic and demographics analysis firm. These data predict the County's total employment to grow approximately 36 percent by the year 2030. Over this time period, the most significant increase in jobs is projected to be in the service sector (65 percent). By 2030, the percentage of employees working on farms is projected to decrease by eight percent. Employment projections for the City are not available.

Educational Attainment

Educational attainment is another characteristic of a community's labor force. According to the 2000 U.S. Census, the City had the lowest percentage of population age 25 and older which had attained a high school level education or higher. In addition, the percentage of residents with a college degree was lower than the percentage for other surrounding communities.

Figure 23: Educational Attainment, 2000

	Percent High School Graduates	Percent Bachelor's Degree or Higher
City of Jefferson	78.3	12.9
Town of Jefferson	79.4	12.4
Town of Aztalan	85.5	16.9
Town of Farmington	86.6	15.3
Village of Johnson Creek	85.5	16.3
City of Lake Mills	88.5	26.8
City of Fort Atkinson	87.1	19.9
City of Waterloo	83.0	16.0
Jefferson County	84.7	17.4

Source: U.S. Census Bureau, 2000

Income Data

Figure 24 presents income and labor characteristics for the City of Jefferson and nearby communities. According to 2000 U.S. Census data, the City's median household income was \$40,962. This is lower than the median household income reported for all other communities. The City's per capita income was \$19,124, which is similar to the surrounding communities. Per capita income is defined as the total of all personal incomes in the City, divided by the total population. This is used as an overall measure of the wealth of a community's population. This indicates that City of Jefferson residents are in similar economic situation as residents of most other cities in the area.

Figure 24: Income Comparisons, 2000

	Median Household Income	Per Capita Income
City of Jefferson	\$40,962	\$19,124
Town of Jefferson	\$52,813	\$23,327
Town of Aztalan	\$55,048	\$23,193
Town of Farmington	\$46,875	\$20,077
Village of Johnson Creek	\$45,694	\$19,671
City of Lake Mills	\$44,132	\$21,929
City of Fort Atkinson	\$43,807	\$21,008
City of Waterloo	\$49,221	\$22,099
Jefferson County	\$46,901	\$21,236

Source: U.S. Census Bureau, 2000

Commuting Patterns

According to 2000 U.S. Census data, Jefferson residents spent an average 18.8 minutes commuting to work, indicating that a significant number of workers traveled outside the City for employment. Roughly 4.5 percent of workers traveled over an hour to their jobs, while nearly 30 percent traveled less than ten minutes. About 77 percent of workers traveled to work alone, while approximately 14 percent carpooled.

Tax Rates

Figure 25 compares the 2006-2007 tax rates of the City of Jefferson and other Jefferson County cities and villages and the surrounding towns. The City's tax rate is similar to that of other Jefferson County cities. Conversely, the tax rates for the towns surrounding the City are very low. It is important to note that the Town of Farmington has a tax rate of zero due to revenue from regional land fill tipping fees.

Figure 25: Tax Rate Comparison, 2006-2007

Municipality	Municipal Tax Rate (2006-2007)	Assessment Ratio (2006-2007)	Municipal Taxes on \$200,000 Home	Average Municipal Tax Rate (City/Village and Surrounding Towns)	Effective Municipal Taxes vs. Surrounding Towns
City of Jefferson	6.7899	0.9900	\$1,344.40	2.6187	259.29%
City of Jefferson (excluding Town of Farmington)				3.4707	194.46%
City of Fort Atkinson	6.7273	1.0009	\$1,346.68	2.9688	226.60%
City of Lake Mills	7.0069	0.9187	\$1,287.45	2.8043	249.86%
City of Waterloo	8.3180	0.8229	\$1,368.97	4.0420	205.79%
City of Watertown (Jefferson)	6.5844	0.8219	\$1,082.34	2.6638	247.18%
City of Watertown (Dodge)	6.5832	0.8175	\$1,076.36		
City of Whitewater (Jefferson)	5.1039	1.0827	\$1,105.19	2.9201	174.79%
City of Whitewater (Walworth)	5.1039	1.0629	\$1,084.99		
Village of Johnson Creek	4.9240	0.9605	\$945.90	2.1209	232.17%
Village of Johnson Creek (excluding Town of Farmington)				2.8279	174.12%
Town of Aztalan	2.4477	0.8097	\$396.38		
Town of Farmington	0.0000	0.7889	\$0.00		
Town of Jefferson	1.2372	0.9942	\$246.01		

Source: Wisconsin Department of Revenue

Economic Base Analysis

In addition to a substantial number of government activities (County, School, City), the City of Jefferson has several significant industries, many of which are manufacturing industries with over 25 employees. Figure 26 lists the City's largest employers.

Figure 26: Major Private Sector Employers, 2007

Employer	Product or Service	Number of Employees in Jefferson
County of Jefferson	Government	+500
Briggs & Stratton Power Products	Manufacturing	+500
Tyson Prepared Foods	Manufacturing	250-499
St. Coletta of Wisconsin	Health Care	250-499
School District of Jefferson	Education	250-499
NCM Services, Inc.		100-249
County Nurse's Inc.	Health Care	100-249
City of Jefferson	Government	100-249
Frank's County Market	Retail	50-99
Atlas Cold Storage USA	Manufacturing	50-99
Milwaukee Delivery Service	Service	50-99
Piggly Wiggly	Retail	50-99
Highway Landscapers Inc.	Service	50-99
McDonald's	Retail	50-99
Havill-Spoerl Motor Sales	Retail	50-99
Foremost Builders	Manufacturing	50-99
Rainbow Hospice Care	Health Care	50-99
Kearns Motor Care Co.	Retail	50-99

Source: Jefferson County Economic Development Consortium, 2007

Environmentally Contaminated Sites

The Wisconsin DNR's Environmental Remediation and Redevelopment Program maintains a list of contaminated sites, or brownfields, in the state. The DNR defines brownfields as "abandoned or under-utilized commercial or industrial properties where expansion or redevelopment is hindered by real or perceived contamination." Examples of brownfields might include a large abandoned industrial site or a small corner gas station. Properties listed in the DNR database are self-reported, and do not necessarily represent a comprehensive listing of possible brownfields in a community.

According to the Bureau for Remediation and Redevelopment Tracking System (BRRTS), as of January 2007 there were 10 contaminated sites in the City of Jefferson that were either in need of clean up or where clean up was already underway. Of the 10 incidents shown, 7 are classified as LUSTs, or leaking underground storage tanks. These tanks are, or were, known to be contaminating the soil and/or groundwater with petroleum. Three sites in the Jefferson area are classified as environmental repair, or ERP. These sites are

often times older and have been releasing contaminants to the soil, groundwater, or air over a long period of time. The ERP locations are typical brownfield sites. Many of the properties on the BRRTS list will need special attention for successful redevelopment to occur.

The locations of these environmentally contaminated sites were considered when making the land use recommendations in this Plan. The City encourages remediation and redevelopment of these sites for economic development where appropriate.

Economic Development Programs

The City has a number of tools, programs, and agencies available to foster economic development:

Established in February 2007 as recommended by the Downtown and Riverfront Redevelopment Plan, the Jefferson Redevelopment Authority was created to advance redevelopment and economic activities in the City. Key roles include preparing redevelopment plans and carrying out redevelopment projects; purchasing and selling property; and borrowing money and issuing bonds.

Jefferson Area Chamber of Commerce offices are located at 122 West Garland Street in Jefferson. The Chamber continues to develop and promote an economically and socially vibrant historic Downtown business district.

The Jefferson County Economic Development Consortium (JCEDC) serves as the lead economic development organization in Jefferson County. The Consortium was formed in June 2003 to implement Jefferson's Overall Economic Development Program and to achieve the economic development goals of the County. Its overall goals are to foster and encourage responsible, sustainable economic development activities that result in job creation, job retention, increase the tax base and improve the quality of life for the citizens of Jefferson County. The Jefferson County Economic Development Consortium is a non-profit organization that supports the business community and maintains a positive business climate. In this effort, JCEDC offers training programs and has assisted numerous businesses in obtaining financing information from banks, Wisconsin Department of Commerce, Wisconsin Business Development, Women Business Initiative Corporation, and other financing sources.



The state's Community Based Economic Development Program (CBED) provides funding assistance to local governments and community-based organizations that undertake planning, development and technical assistance projects that support business development. Using CBED program funds, local governments can finance economic development plans, small business and technology-based incubator grants, revolving loan programs, and entrepreneur training programs for at-risk youth. Any Wisconsin city, village, town, county, tribe or community-based organization is eligible to apply for grant funding. Funds are available on an annual basis through a competitive application process. Some grants must be matched by local funds. Application materials are available from the Wisconsin Department of Commerce.

The U.S. Small Business Administration's Certified Development Company (504) Loan Program provides growing businesses with long-term, fixed-rate financing for major fixed assets, such as land and buildings. 504 loans can be used to fund land purchases and improvements, grading, street improvements, utilities, parking lots and landscaping, construction of new facilities, or modernizing, renovating or converting existing facilities. A Certified Development Company (CDC) is a nonprofit corporation set up to contribute to the economic development of its community.

Assessment of Desired Economic Development Focus

The Wisconsin comprehensive planning statute requires that this *Plan* “assess categories or particular types of new businesses and industries that are desired by the local government unit.” In order to do this, the City must understand its assets, and how to capitalize on those assets by identifying strengths and weaknesses for economic development.

Figure 27: Strengths and Weaknesses for Economic Development

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ Highway 26 bypass ▪ Pro-business and progressive City government ▪ Economic development organizations and financial incentives (e.g. TIF) ▪ Downtown opportunities ▪ Proximity to larger metropolitan areas ▪ Quality of labor ▪ Quality of life in the community and region 	<ul style="list-style-type: none"> ▪ Highway 26 bypass ▪ Not directly on the Interstate ▪ Modest regional growth ▪ Recent history of labor unrest

Economic Development Goals, Objectives, and Policies

Goals:

- a. Promote and enhance the City’s business districts, including Downtown.
- b. Create efficient, well-designed business and employment centers.

Objectives:

- a. Provide a generous supply of developable or redevelopable land for industrial, office, and commercial land uses.
- b. Actively support the continued revitalization of Downtown Jefferson and continue to link the Rock River waterfront with the central business district through strategic public and private sector improvements.
- c. Discourage poorly-planned, incremental strip commercial development along major community entryways.
- d. Provide necessary municipal services such as sanitary sewer, municipal water, and stormwater management facilities to strategic City growth areas.
- e. Avoid premature development at key development locations such as the Jefferson County properties on the City’s southwest side until detailed neighborhood plans have been prepared for those areas and approved by the City.
- f. Strengthen the retail power of established commercial areas by discouraging new unplanned commercial developments on the City's fringes.
- g. Capitalize on Jefferson’s “historic Downtown” business district as an economic development tool.
- h. Encourage strong public-private investment in business district improvements.
- i. Enhance the aesthetic quality of Jefferson business districts.

- j. Encourage infill development on underutilized or blighted central business district properties.
- k. Retain and promote the expansion of County facilities in the Downtown area.

Policies:

- a. Continue to revitalize Downtown Jefferson as a specialty retail, service, and residential district that complements its existing scale and character and draws customers from a broader trade area.
- b. Upgrade signage, landscaping, site design, and related development standards for commercial, office, and industrial development.
- c. Continue to enhance and beautify the streetscapes along major corridors and community gateways, particularly Highways 26 and 18.
- d. Capitalize on the Crawfish and Rock Rivers by revitalizing under-utilized industrial riverfront areas to mixed use, publicly accessible riverfronts that provide new economic development opportunity for the community.
- e. Encourage the creation of thoughtfully planned, mixed-use centers that include employment, shopping, housing, and recreation opportunities in a compact, pedestrian-oriented setting.
- f. Support multiple housing options to meet the needs of the Jefferson business community, from “workforce housing” to executive housing.
- g. Require deed restrictions and protective covenants for all industrial and business park plats or land divisions. Deed restrictions, architectural guidelines, and restrictive covenants should be reviewed by the City to assure high quality development.
- h. Require that new businesses or industrial development provides adequate separation and buffering between facilities and nearby existing or planned residential neighborhoods, while still encouraging the concept of live-work neighborhoods where neighborhood and site planning is high.
- i. Encourage the clean up and reuse of environmentally contaminated sites that threaten public health, safety, and welfare.
- j. Work with the Jefferson County Economic Development Corporation and the Jefferson Area Chamber of Commerce and other organizations to address the concerns and issues of area businesses to promote a healthy and vibrant business community.

Economic Development Programs and Recommendations

To build on the goals, objectives, and policies outlined in the previous section, the City intends to pursue the following directions.

1. Pursue Redevelopment and Infill of Underutilized Lands

The City will continue to promote Downtown Jefferson as a social, civic, business, and residential center. The Jefferson Downtown & Riverfront Redevelopment Plan contains detailed recommendations for redevelopment and infill in the Downtown. Redevelopment projects identified in the Plan include the following sites: the City Hall Parking Lot, the Jefferson Area Business Center, Foremost/Jefferson Glass, Jefferson Ceramic Tile, City Alley, Soleska Riverfront, Tyson Parking Lot, Schweiger Building, County Highway Department,



and Downtown streetscape and alley improvements.

Sites like these typically do not redevelop themselves. Instead, careful planning, site assessment, public-private partnerships, redevelopment incentives, and persistence over a number of years are required. After adoption of the Downtown & Riverfront Redevelopment Plan, the City established a Redevelopment Authority (RDA) to manage the financial and land acquisition process in implementation as well as administer specific redevelopment projects as guided by the City Council. To further implementation of the Downtown & Riverfront Redevelopment Plan, the RDA recently prepared a statutory redevelopment plan. The RDA is currently focused on improving the alley on the west side of Downtown as well as facilitating land use conversions.

2. *Continue to Promote Downtown as the Focal Point of the Community with a Mix of Uses*

Downtown Jefferson embodies the City's history and serves as the community's civic and cultural core. The City is committed to the continued revitalization of the Downtown, creating a vibrant, sustainable downtown and riverfront with a mix of uses that complement downtown businesses and increase downtown connectivity to the river. To increase the level of activity, residential, recreational, governmental, entertainment, and commercial/retail development should be encouraged.



- **Residential:** Increasing housing opportunities in Downtown and along the riverfront creates a more “24-hour” environment and supports the viability of Downtown businesses. In addition to continuing residential uses above existing historic buildings in the Downtown, new redevelopment projects present an opportunity to provide new housing options Downtown. In particular, the City Hall Parking Lot site, the Jefferson Area Business Center, and the Foremost/Jefferson Glass Site have the potential for apartment and/or condominium development, among other uses.
- **Recreational:** Downtown's location along the Rock and Crawfish Rivers offers opportunities for recreation including boating, canoeing, and bicycle and walking trails. The City should pursue the creation of pedestrian and bicycle routes along both sides of the Rock River through a looped riverwalk system. Also, the Rock River riverwalk should be connected to the Crawfish River riverwalk by an expanded riverwalk loop. Increased public access to the river and river-related recreation activities and public events is also important.
- **Governmental:** The location of both County and City offices Downtown creates a civic core that is beneficial to both the City and County and critical to the long term economic health of the community. As described in Chapter Five: Utilities and Community Facilities, the City will collaborate with Jefferson County to keep the County courthouse, offices, and other services Downtown.
- **Entertainment:** Downtown entertainment venues provide a destination for people to enjoy themselves outside of their homes and workplaces. The City should support entertainment uses such as restaurants, taverns, coffee shops, and music venues. These uses can also provide customers for other businesses in the Downtown area.
- **Commercial/Retail:** While the mix and concentration of businesses has changed over the past decades, reflecting national trends of many retailers moving out of the central business district, Downtown still offers a unique, advantageous location for many businesses, including specialized retailers. The Jefferson Redevelopment Authority, City, County, and other strategic partners should continue to play an active

role to facilitate business recruitment and retention. Areas of focus should include providing continued outreach and assistance to new and existing businesses; building entrepreneurship capacity and business planning; establishing a business mentoring program; recruiting developers and tenants; and facilitating opportunities for businesses to self-organize and co-market;

Parking will be a challenge to achieving increased activity in the Downtown. As individual sites redevelop, careful consideration should be made for parking facilities including number, location and accessibility of spaces, as well as shared parking opportunities.

3. Consider Creating Downtown & Riverfront Design Guidelines and a Downtown & Riverfront Corridor Overlay Zoning District

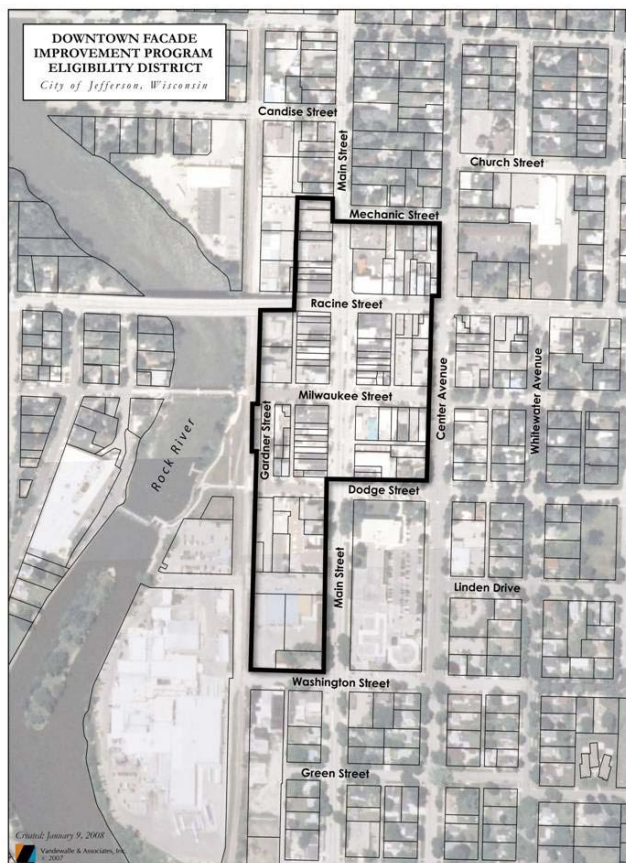
The City is currently developing detailed design guidelines to present a unified vision for the Downtown and riverfront redevelopment area. These guidelines will cover topics such as architectural style, materials, and height of proposed buildings. Building placement on the site and site amenities will also be considered. Stormwater management standards should also be included and the guidelines should encourage environmentally friendly practices to improve river water quality. The development of these design guidelines should take into account the City's current Historic Preservation ordinance and the guidelines presented in "From Masonry to Signage: Design Guidelines for Jefferson's Commercial Buildings."

As a next step, these rules for development could be included in a Downtown & Riverfront Corridor Overlay Zoning District, which would set uniform design standards for the Downtown and the riverfront. These standards would be in addition to those applicable to the underlying base zoning. The overlay zoning district may also include the design review process for development proposals within the overlay district, as well as the City agencies responsible for the review.

Figure 28: Façade Improvement Program Eligibility District

4. Adopt Stronger Design Standards for Commercial and Industrial Development

The City intends to strengthen and enforce design standards for commercial and industrial development projects to ensure high-quality, lasting projects that are compatible with the City's desired character. These standards should apply to all new development and redevelopment in the City. However, somewhat less stringent standards for building design, building materials and landscaping should be considered for the areas designated as General Industrial on the Future Land Use Map (see Maps 6a and 6b), whereas more stringent standards should be applied for areas designated as Planned Commercial, Planned Industrial and especially Planned Mixed Use. Within these areas, likely to be dominated by both medium- and large-scale buildings, conventional "best practices" design standards are applicable. However, a different set of high-quality standards will be needed in areas designated as Neighborhood Business. Within these areas,



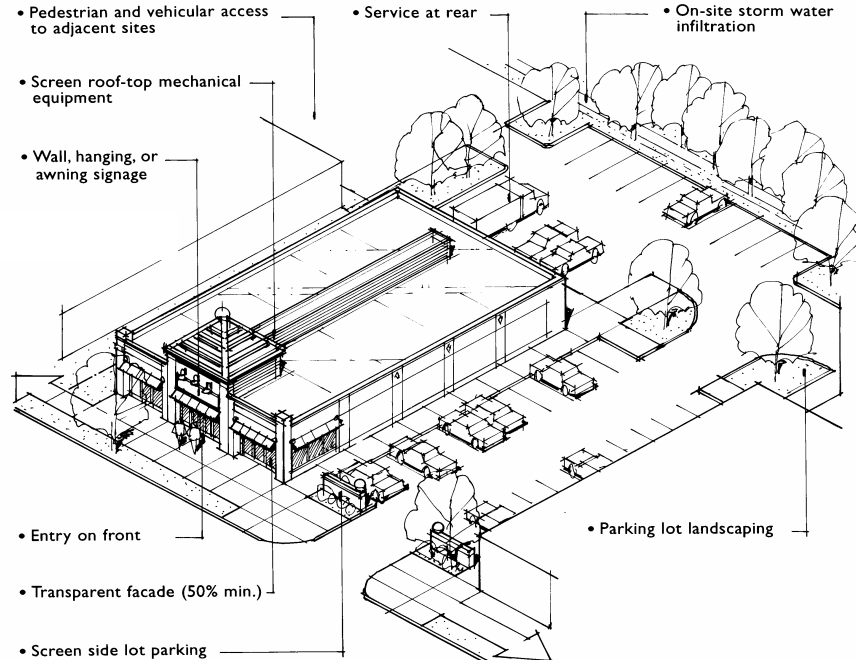
design standards should emphasize adhering to residential type site layouts, building designs, building materials, and landscaping and lighting approaches.

However, it is important to note that the following design standards should not apply within the Downtown Façade Improvement Program Eligibility District, illustrated in Figure 28. See design manual for façade improvements and new construction in this area.

All of these new standards should be incorporated into the Zoning Ordinance, and strictly adhered to during site plan review and/or land division processes. For new and expanded commercial uses, the standards listed below and illustrated in the following Figure 29 are advised:

- New driveways with adequate throat depths to allow for proper vehicle stacking.
- Limited number of access drives along arterial and collector streets.
- Common driveways serving more than one commercial use, wherever possible.
- High quality landscaping treatment of bufferyards, street frontages, paved areas and building foundations.
- Street trees along all public street frontages.
- Intensive activity areas such as building entrances, service and loading areas, parking lots, and trash receptacle storage areas oriented away from less intensive land uses.
- Parking lots heavily landscaped with perimeter landscaping and/or landscaped islands, along with screening to block views from streets and residential uses.
- Parking to the sides and rear of buildings, rather than having all parking in the front.
- Signage that is high quality and not excessive in height or total square footage.
- Location of loading docks, dumpsters, mechanical equipment, and outdoor storage areas behind buildings and away from less intensive land uses.
- Complete screening of loading docks, dumpsters, mechanical equipment, and outdoor storage areas through use of landscaping, walls, and architectural features.
- Safe, convenient, and separated pedestrian and bicycle access to the site from the parking areas to the buildings, and to adjacent commercial developments.
- Site design features that allow pedestrians to walk parallel to moving cars.
- Illumination from lighting kept on site through use of cut-off luminaires.
- High quality building materials, such as brick, wood, stone, and tinted masonry.
- Canopies, awnings, trellises, bays, and windows to add visual interest to facades.
- Variations in building height and roof lines, including parapets, multi-planed, and pitched roofs and staggered building facades (variations in wall depth and/or direction).
- All building façades containing architectural details and of similar quality as the front building façade.
- Central features that add to community character, such as patios and benches.

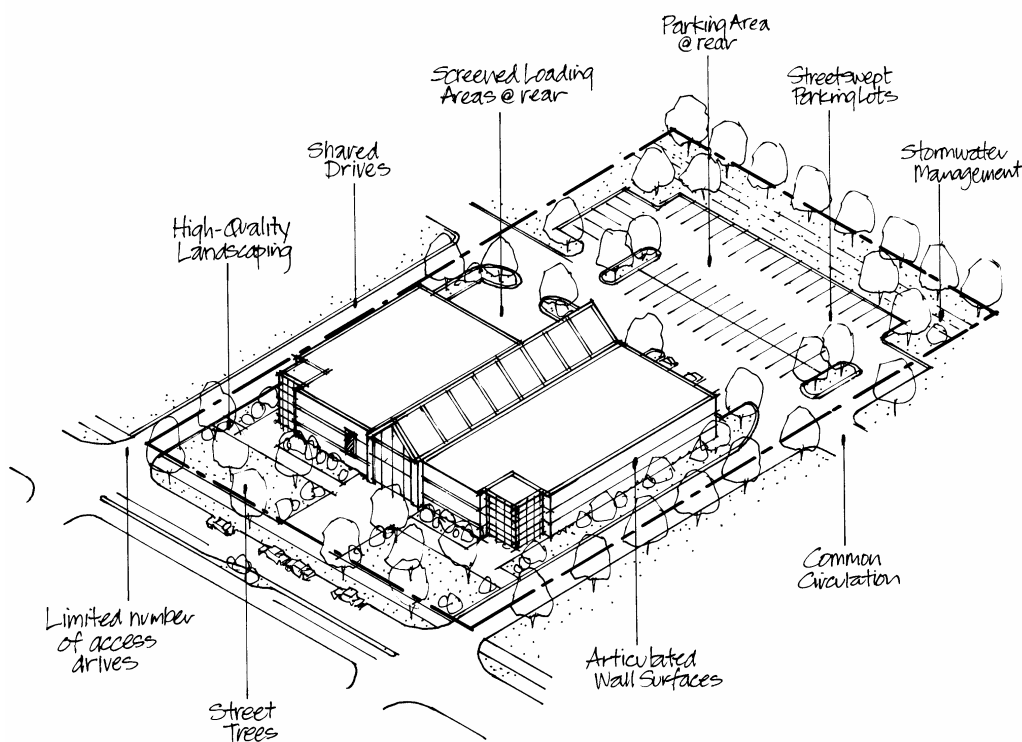
Figure 29: Desired New Commercial Project Layout



For new and expanded industrial uses, the standards listed below and illustrated in Figure 30 are advised:

- New driveways with adequate throat depths to allow for proper vehicle stacking.
- Limited number of access drives along arterial and collector streets.
- High quality landscaping treatment of bufferyards, street frontages, paved areas and building foundations.
- Screening where industrial uses abut non-industrial uses, in the form of hedges, evergreen trees, berms, decorative fences or a combination.
- Screening of parking lots from public rights-of-way and non-industrial uses.
- Complete screening of all loading areas, outdoor storage areas, mechanical equipment, and dumpsters using berms, hedges, or decorative walls or fences.
- Street trees along all public road frontages.
- High quality building materials, such as brick, wood, stone, tinted masonry, pre-cast concrete, and architectural metal.
- Location of loading areas at the rear of buildings.
- Separation of pedestrian walkways from vehicular traffic and loading areas.
- Design of parking and circulation areas so that vehicles are able to move from one area of the site to another without re-entering a street.
- Variable building setbacks and vegetation in strategic locations along foundations.

Figure 30: Desired New Industrial Project Layout



Increasingly, communities are planning areas for mixed-use development that contains a mix of non-residential and residential uses. This mixture occurs on the same site, in the same building, or both. This type of development scheme has several advantages, including providing built-in residential markets for commercial enterprises, promoting walking and limiting auto trips, creating active, vibrant places, and diversifying development risk. This Comprehensive Plan advises Planned Mixed Use development and redevelopment in several parts of the City (see the Future Land Use and Existing and Future Community Character and Community Facilities maps). Chapter Three: Land Use illustrates some general design standards for these types of areas. Obviously, each area has different issues, geography, size, existing development, and other characteristics that must be considered in their design. Of critical importance to these areas is ensuring very careful planning and high-quality design.

5. Retain and Expand Existing Local Businesses

Jefferson has a variety of locally-owned businesses that provide unique goods and services, and contribute strongly to the community's "small-town" identity. Since the owners of such businesses usually live within the community, there is a strong likelihood that the profits from such enterprises will be spent locally, and recycle through the local economy.

Local business retention and development will be emphasized as an important component of the City's economic development strategy. It is far easier to retain the City's existing businesses and industries than recruit new businesses, and most employment growth in any community occurs through existing business expansion. Support through development approval assistance, business mentoring, development incentives, and small business loans are important ways that the City can continue to promote locally grown businesses.

6. Recruit New Retail and Service Businesses that Fill Unmet Local Needs

There is an undersupply of local establishments where purchases can be made in the City compared to the purchasing power of local households. This results in a significant leakage of wealth from the community, and unnecessary and longer automobile trips as Jefferson residents travel outside the community for much of their shopping. A greater quantity and variety of stores geared specifically toward the local market would help re-circulate local wealth, bolster local tax revenues, enhance the City's image and quality of life, and put less strain on regional roads. Appropriate locations for future retail and commercial service development are described more fully in the Land Use chapter and on Map 6.

The City will also work to bring desired retailers to the area, including retail stores, restaurants, services, and others. Population base, competition with nearby communities, real estate market, and capital availability are key impediments that the City and real estate interests will continue to work to overcome. Potential efforts include marketing, capitalizing on improved access with the Highway 26 Bypass, and joint initiatives with the Chamber of Commerce and the Jefferson County Economic Development Consortium.

7. Capitalize on the Jefferson County Fairgrounds

The Jefferson County Fair Park grounds are located just north of USH 18 in the City. In addition to the annual County Fair, the facility hosts events nearly every week of the year including dog shows, cat shows, horse shows, rabbit shows, demolition derbies, and antique auctions. The City should capitalize on the stream of visitors the County Fair Park grounds generates through encouraging hospitality uses such as restaurants and hotels to locate on the west side of the City. The Future Land Use Map identifies lands around the future interchange with USH 18 and STH 26 bypass for commercial development. This area is ideally positioned to serve residents, visitors, and travelers.



8. Collaborate with the Jefferson County Economic Development Consortium's Regional Economic Positioning Initiative

At the time this Plan was being prepared, the Jefferson County Economic Development Consortium was leading an initiative to advance economic development county-wide. The City will stay actively involved in this process and generally take advantage of the services offered by the JCEDC. See Chapter Eight: Intergovernmental Cooperation for details.