

Brodhead
Community Economic Analysis

2023



Extension

UNIVERSITY OF WISCONSIN-MADISON

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Economic Development Corporation.

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EXECUTIVE SUMMARY

Like many things in life, economic development is a team sport. In order for success to happen, it is vital to form strong partnerships. That is why organizations like the Green County Development Corporation (GCDC) and the Brodhead Economic Development Committee (BEDC) exist. Both groups focus on collaborative efforts between local businesses, government agencies, and educational institutions to harness collective resources and expertise to drive growth and prosperity. However, due to the size of GCDC and BEDC, it is often hard to prioritize economic initiatives and form a strategic plan. By participating in the Community Economic Analysis for Rural Wisconsin Communities, the City of Brodhead and its numerous partners were able to sit down with University of Wisconsin-Madison Extension professionals to discuss the hurdles that we face and form a plan to move forward.

The CEA process allowed the City of Brodhead to determine a multifaceted approach aimed at bolstering the community's growth and prosperity. The plan involves three key initiatives. Firstly, the city intends to hire an Economic Development Coordinator to spearhead and coordinate economic development efforts. The plan is to partner with Green County Development Corporation in order to hire for this role. Secondly, it was determined that there is a need to focus on the City of Brodhead's overall community branding and communication. By focusing on branding and communication, we hope to promote the City of Brodhead as a place for residents, businesses, and tourism. The last economic priority that was determined was the need for more housing development. By focusing on housing development, we hope to address an essential need in the community, making it more accessible and attractive for families and individuals.

Green County is poised for growth, and the City of Brodhead is helping to lead this effort. By partnering on these initiatives, the City of Brodhead is determined to create a thriving and welcoming environment that will prosper in the years to come. If you are interested in joining our conversation or supporting us in any way, please contact one of our team members.

Together, let's work to grow Green County and the City of Brodhead to make our community the best place to live and work!



Olivia Otte
Executive Director
Green County Development Corporation

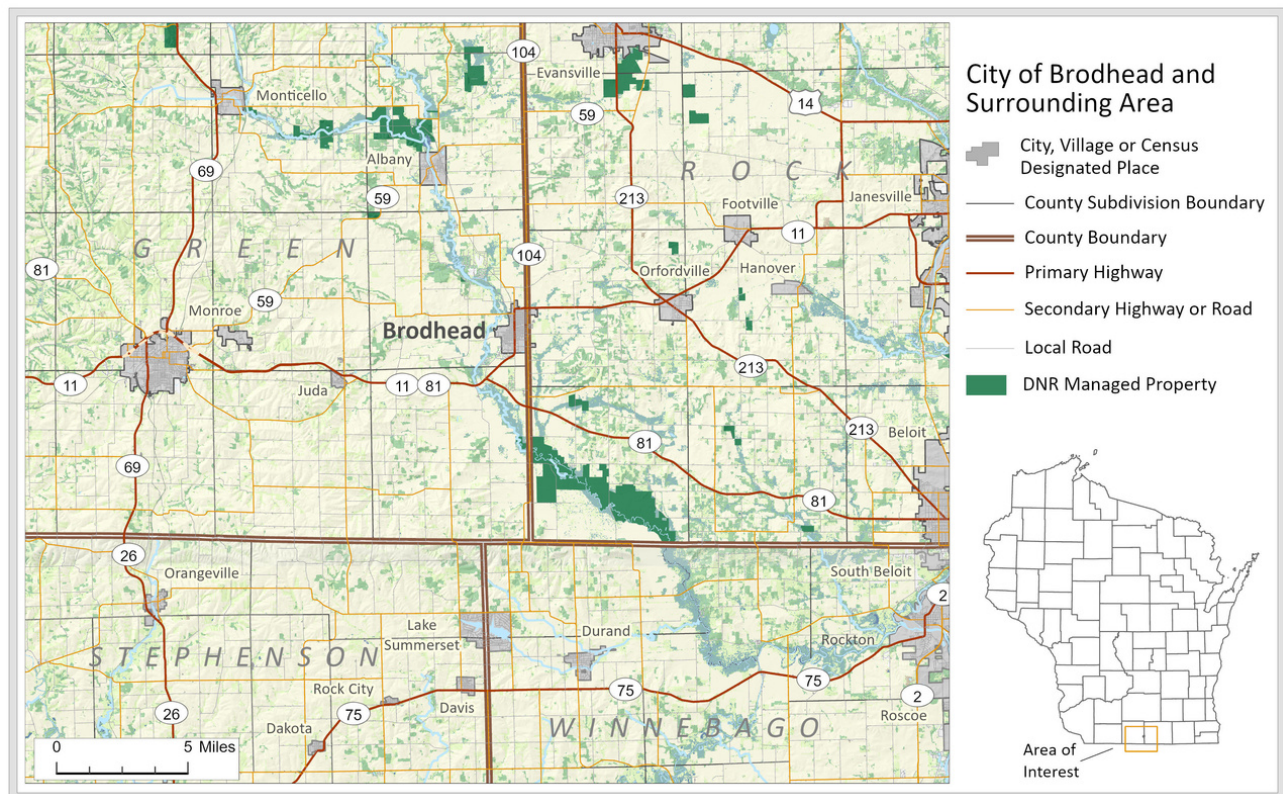


Nicholas Burkhalter
Chair
Brodhead Economic Development Committee

EXPLANATION OF STUDY AREA

The City of Brodhead is located primarily in Green County, with a small portion of the community situated in Rock County. Highway 11 bisects the community and connects Brodhead to the City of Monroe, which is a 15-mile drive to the west, and the City of Janesville, located 20 miles to the east. Brodhead is also approximately 22 miles from Beloit and 35 miles from downtown Madison to the north. These relatively short distances to surrounding communities create a regional labor market for employers and individuals located in Brodhead. The city is also a trailhead for the Sugar River State Trail, which connects Brodhead to New Glarus and provides access to the Badger State Trail running from Madison to the Wisconsin-Illinois border.

Map 1: Boundaries of the Study Area



LEADERSHIP TEAM

The development of this strategic plan for the Brodhead area was a collaborative effort led by a dedicated leadership team. Comprised of individuals with a diverse set of skills, backgrounds, and experiences, this team reviewed economic and demographic trends for the area, reviewed the area assets and amenities, conducted analysis of strengths, weaknesses, opportunities, and challenges (SWOC), and identified priorities. These efforts have culminated in the development of this strategic plan that will guide community and economic development efforts for the Brodhead area. Meeting participants included:

- Amy Charles, Blackhawk Technical College
- Bill Bassett, Kuhn North America
- Brian Raupp, Brodhead Police Department
- Casey Jones, City of Brodhead
- Cody Christianson, Entrepreneur
- Dave Novy, Brodhead School District
- Dela Ends, Scotch Hill Farm and Innisfree Farm Stay, Marbleseed, Soil Sisters
- Doug Pinnow, Community Member
- Jeff Peterson, Pearl Island Committee
- Jeremy Pinnow, Brodhead Business Improvement District
- Jill Leitzen, Kuhn North America
- Kelly Burchfield, Brodhead Chamber of Commerce
- Kyle Domer, Brodhead Memorial Public Library
- Mike Lowrey, Community Member
- Mike Olson, Bank of Brodhead
- Nick Burkhalter, Brodhead Council and Brodhead Economic Development Committee
- Noreen Rueckert, Green County Tourism
- Olivia Otte, Green County Development Corporation
- Tony Ends, The Independent Register
- Trey Carpenter, Brodhead Chamber of Commerce

This effort was supported by a team for the University of Wisconsin-Madison Division of Extension, including:

- Victoria Solomon, Green County Community Development Educator
- Steven Chmielewski, Waukesha and Jefferson Counties Community Development Educator
- Tessa Conroy, Community Economic Development Specialist, Associate Professor of Agricultural and Applied Economics

- Steve Deller, Community Economic Development Specialist, Professor of Agricultural and Applied Economics
- McKenna Goetz, Community Economic Development Research Assistant
- Brandon Hofstedt, Community Economic Development Program Manager
- Matt Kures, Community Economic Development Specialist
- Kristin Runge, Community Economic Development Specialist

INTENT OF PLAN

The Community Economic Analysis for Rural Wisconsin Communities (CEA-RWC) program is a joint effort between the University of Wisconsin-Madison, Division of Extension, and the Wisconsin Economic Development Corporation (WEDC) to bring a structured community economic development strategic planning program to a set of five rural Wisconsin communities throughout the state. The Brodhead is one of five communities chosen for this pilot program.

As many rural communities struggle with identifying opportunities and strategies to move the community forward, the CEA-RWC program leverages resources to engage in comprehensive community economic development planning.

This program is a structured, yet flexible strategic planning process to build on existing strengths to:

- Better organize for community economic development by building a strong, inclusive local leadership team,
- Further identify economic strengths, weaknesses, opportunities, and threats,
- Increase comfort with the range of policy options and strategies to pursue,
- Develop an action plan that identifies 3-5 strategic priorities identified by the community, and
- Expand working relationships with partners (federal, state, local, and philanthropic organizations) to explore funding options and support for the implementation of the plan

INTRODUCTION

OVERVIEW

Located in the heart of southern Wisconsin lies the City of Brodhead. Brodhead is a place that truly embodies the essence of "middle of everywhere." With its proximity to several attractions, and recreational offerings and is within driving distance to Madison, Beloit, Janesville, and Rockford (Illinois), Brodhead offers something for everyone. The community takes pride in its natural amenities, downtown, and year-round celebrations that are attractive to residents and visitors alike. Brodhead also boasts exceptional schools, two medical clinics, numerous churches, civic organizations, and a diverse industrial landscape that includes the global headquarters of Kuhn North America, Stoughton Trailers, and the Decatur Cheese Factory.

Rural communities, including the City of Brodhead, have faced numerous demographic, sociological and economic transitions over the last few decades. While these changes are often viewed in terms of rural competitive disadvantage or decline, these changes have created both distress and opportunities for rural regions. As the Brodhead Community Economic Analysis effort works to develop strategies and initiatives to enhance the study area's economy and quality of life, it is important for community stakeholders to identify, recognize and address both challenges and assets present in the community and broader region.

Brodhead is dedicated to fostering economic development to build a more resilient and vibrant future for both current and future generations. To achieve this vision, the community is committed to addressing several critical areas: coordination of economic development, improving community marketing and improving workforce housing.

The goal of this strategic planning effort is to develop a community economic development plan that responsibly leverages Brodhead's assets to create and uphold an exceptional quality of life for both residents and businesses and to be an attractive community to visitors.

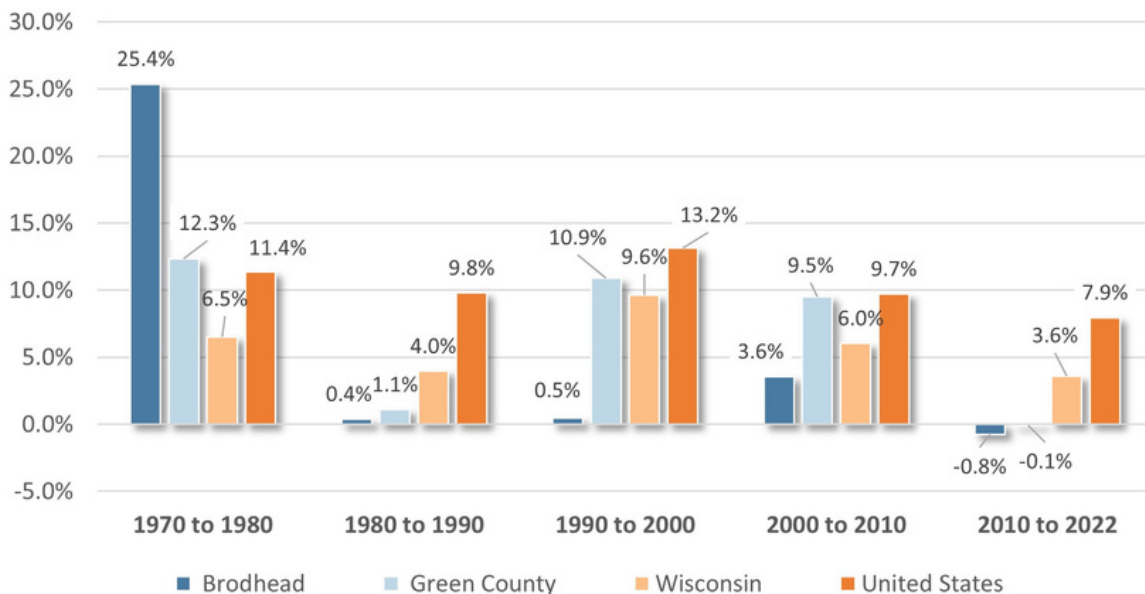
Through the CEA-RWC process, the Brodhead stakeholders identified priorities for their community and set a strategy for forward momentum. The following priorities were identified:

- Fund and create a position for an Economic Development Coordinator for Brodhead.
- Improve external and internal community marketing.
- Increase workforce and rental and owner occupied housing.

POPULATION

As with many rural communities, the City of Brodhead has experienced limited population growth over the past several decades (Figure 1). Despite a relatively large rate of increase between 1970 and 1980, Brodhead’s subsequent population has varied by no more than 113 residents between any Decennial Census year (e.g., 1980, 1990, 2000 and 2020). As a result of these changes, the city’s current estimated population of 3,268 residents is just 115 residents greater than in 1980¹. The relative population stability of the City of Brodhead suggests some level of economic resiliency, especially when compared to other rural regions that have faced significant declines. Limited population change, however, does influence potential community economic development initiatives in terms scale, scope and focus.

Figure 1: Percent Change in Population



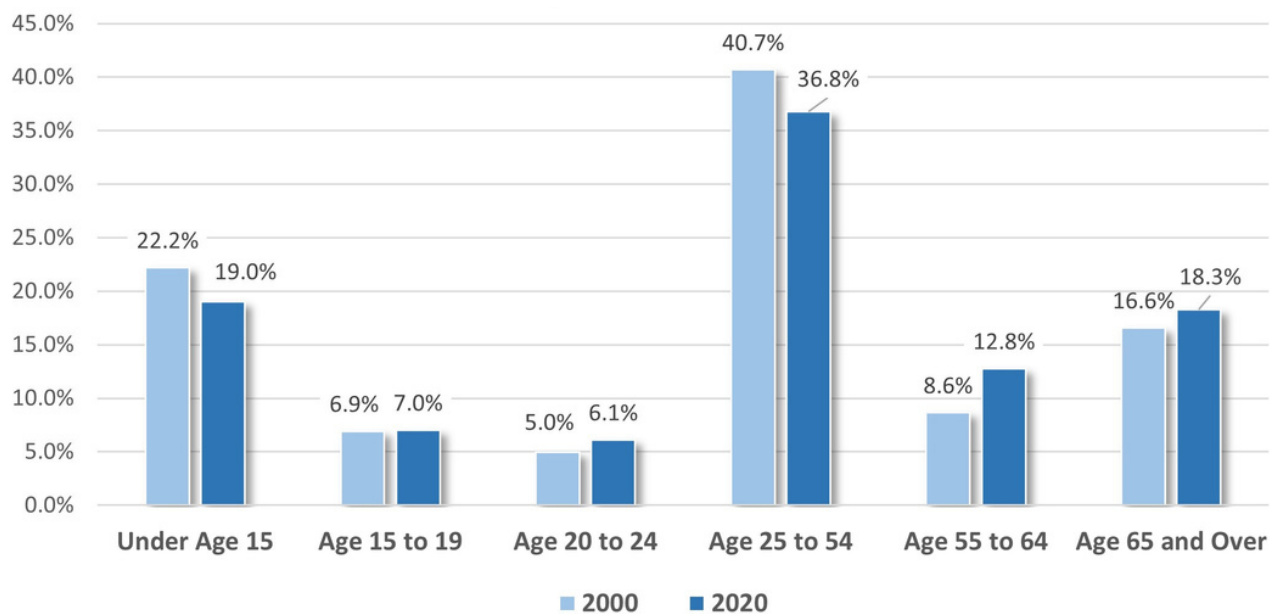
Source: U.S. Census Bureau and Wisconsin Department of Administration

Given these trends, it is not surprising that Brodhead’s rates of population change have largely lagged more recent state and national averages. While growth rates for Brodhead also trailed those of Green County during the 1990 to 2000 and 2000 to 2010 periods, the county’s population growth was highly concentrated in several cities, towns and villages in these two decades. Specifically, the Town of Decatur, Town of Exeter, Town of New Glarus, Village of New Glarus, and City of Monroe combined to account for 69.6% of Green County’s population growth between 1990 and 2000. More recently, the Town of Albany, Town of Exeter, Town of New Glarus, Town of York and the Green County portion of the Village of Belleville recorded 69.3% of the county’s growth between 2000 and 2010. Commuting patterns in many of these communities suggest that their proximity to employment opportunities in Dane County is one factor driving this growth.

¹Brodhead’s estimated population of 3,268 residents is from the Wisconsin Department of Administration Demographic Services Center.

Despite limited changes in the community’s total population, the City of Brodhead has experienced shifts in its residents’ age distributions over the last two decades (Figure 2). Specifically, the share of prime working age residents (e.g., ages 25 to 54) dropped from 40.7% to 36.8% between 2000 and 2020. In contrast, the shares of residents between the ages of 55 and 64 increased from 8.6% to 12.8%, while the percentage of residents ages 65 and over grew from 16.6% to 18.3% over the same period.

Figure 2: City of Brodhead Residents by Age Group, Percent of Total - 2000 vs. 2020



Source: U.S. Census Bureau 2000 and 2020 Decennial Census

While the changes to age distributions in Brodhead somewhat mirror trends occurring in the United States, State of Wisconsin and Green County, Brodhead’s decline in its share of individuals between the ages of 25 to 54 has not been as dramatic as those experienced by many other rural communities. Furthermore, the increases in Brodhead’s residents ages 65 and over and ages 55 to 64 have been somewhat smaller than those of other rural regions (despite the city having a higher share of residents ages 65 and over than state and national averages). Nonetheless, the decline in the region’s working age population and increasing share of individuals ages 55 and older creates several potential implications for community economic development initiatives in Brodhead:

- A greater share of residents approaching retirement age could create a new pool of volunteers in the community;
- As individuals between the ages of 55 and 64 may have a high entrepreneurial propensity in rural areas, there may be additional opportunities for the region to support new business formation;
- The shifting age structure of the region could impact the future types of housing units needed.

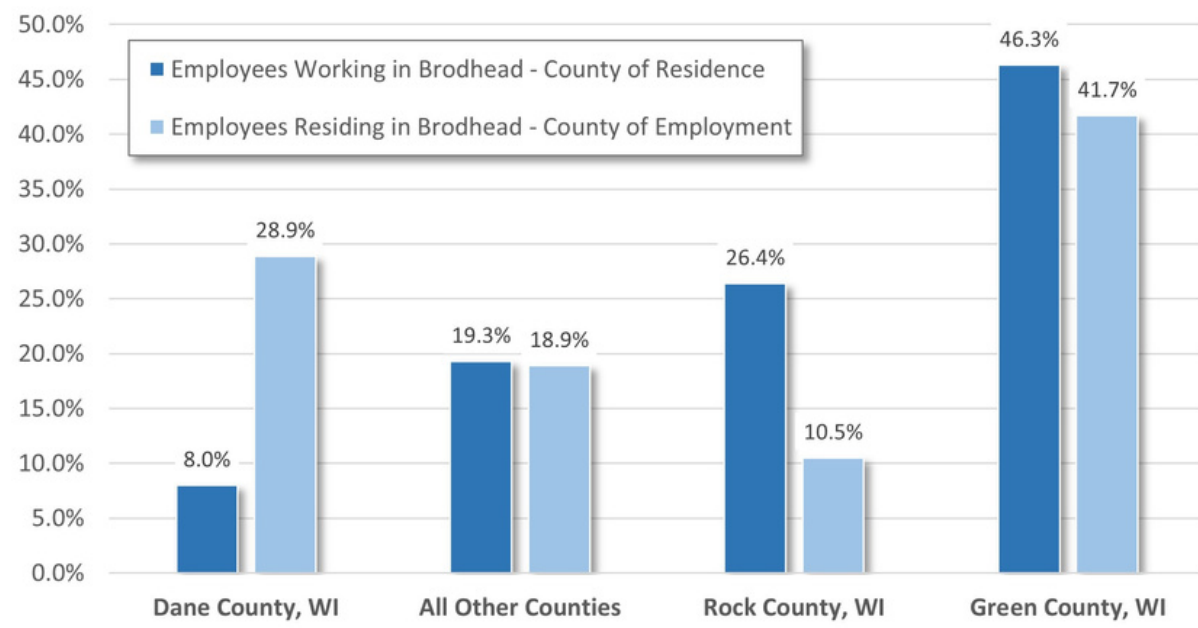
LABOR FORCE & COMMUTING PATTERNS

The growing share of residents ages 55 and over also has implications for the region’s labor force. When considering potential labor force availability, it is important to look beyond the City of Brodhead as only 18% percent of the employees who work at businesses located in the City of Brodhead also reside in Brodhead (Figure 3). The remaining 82% percent of employees reside throughout the region, with 61% of employees commuting 10 miles or more and 21.3% traveling 25 miles or more. When aggregated to the county level, 46.3% of the employees working in Brodhead are located in Green County, 26.4% are living in Rock County and 8.0% commute from Dane County (the remaining 19.3% travel from another county).

A notable share (79.2%) of employees residing in Brodhead also commute to other communities and counties for employment opportunities. Many of these employees commute to Monroe (13.3%) while others travel to larger employment centers such as Madison (12.8%) and Janesville (3.1%). Indeed, 41.2% of the employed residents living in Brodhead commute 25 miles or more, with a notable share (28.9%) traveling to Dane County (Figure 3).

²

Figure 3: City of Brodhead Commuting Flows by County



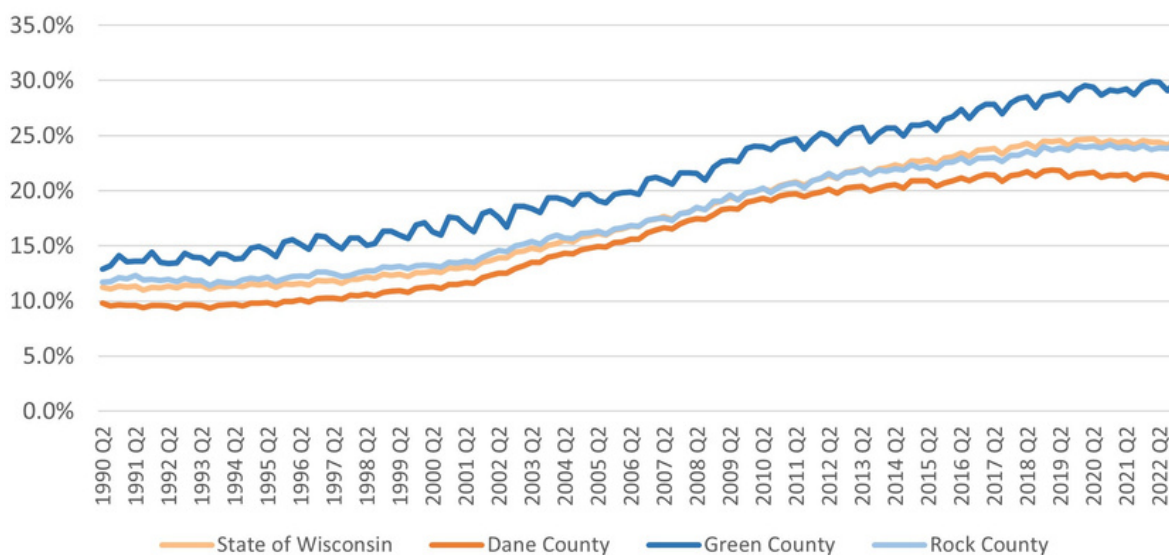
Source: U.S. Census Bureau (LODES) 2020

One implication of these commuting flows into and out of Brodhead is that employers throughout the region depend on a labor force that extends across the counties of Green, Rock, Dane and beyond. Accordingly, employers located in the City of Brodhead are in competition with other establishments for workers that are increasingly approaching

² Commuting figures are derived from the U.S. Census Bureau’s LEHD Origin-Destination Employment Statistics (LODES)

retirement age throughout the region. Specifically, the shares of workers who are age 55 or over have effectively doubled since the mid-1990s in the State of Wisconsin and Green, Rock and Dane Counties (Figure 4). In Green County, almost 30% of employees are now age 55 or over. As these employees move either into full retirement or consider working fewer hours, employers may need to explore additional strategies for attracting and retaining employees or enhancing productivity through other means.

Figure 4: Share of Employees Age 55 and Over - All Industries (1990 to 2022)



Source: U.S. Census Bureau LEHD Quarterly Workforce Indicators

HOUSING

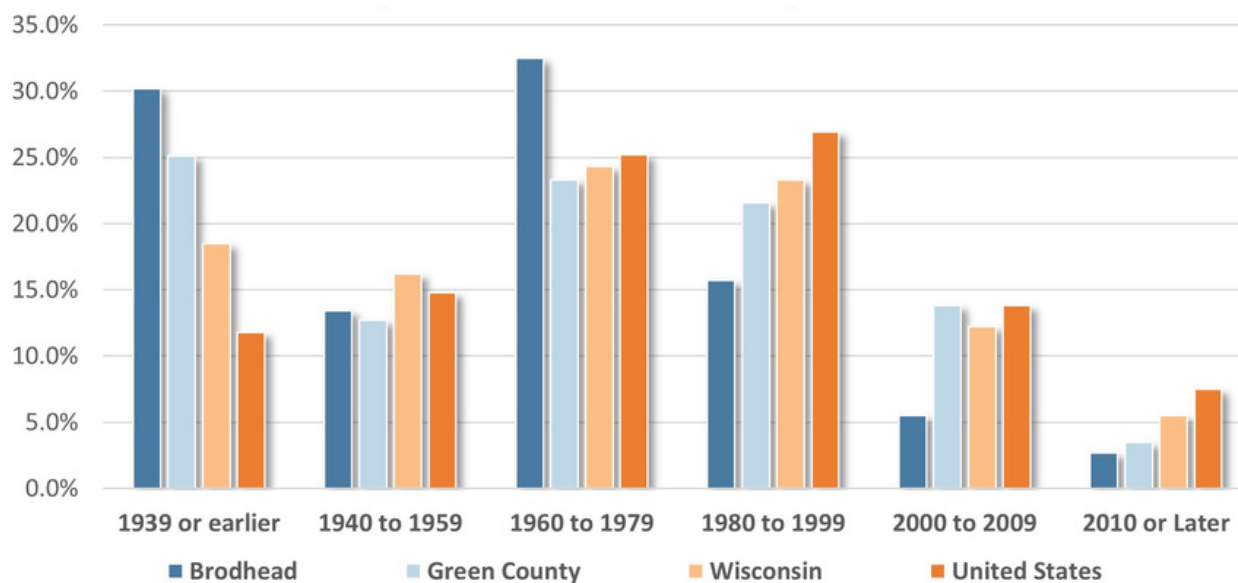
As previously noted, Brodhead’s total population has remained largely unchanged over the last several decades. However, attracting new residents is one of many potential strategies to help fill current and future demand for workers. The lack of past population growth in the City of Brodhead may have been driven by a variety of factors including its geographic location relative to other employment centers. The community’s housing stock could also influence its past and future growth rates if there is not a sufficient quantity or quality of housing units for prospective residents.

While housing stock can (and should) be assessed from a variety of perspectives, the distribution of housing units by year constructed provides one basic perspective on quantity and quality (Figure 5). Reflecting the slowdown in residential construction after the Great Recession, the share of housing units built in 2010 or later is lower than in the prior decade for the United States, Wisconsin, Green County and the City of Brodhead. Nonetheless, the share of housing units built in the city over the last decade is not considerably different than the share in Green County, which may reflect housing shortages found throughout the region.

A more sizeable difference in the share of units built in different time periods is evident in those units built between 1960 and 1979. Almost a third (32.5%) of Brodhead’s housing units were built during this period, compared to 23.3% in Green County, 24.3% in Wisconsin and 25.2% in the United States. The share of units built during this time period is not surprising given the large percentage increase in Brodhead’s population between 1970 and 1980. In contrast, the city has a lower share of housing units built in 1980 or later.

Brodhead also has a disproportionate share of housing units built in 1939 or earlier. Specifically, 30.2% of Brodhead’s housing units were built prior to 1940, compared to just 18.5% in Wisconsin and 11.8% in the United States. The quality of housing units built during this period is unknown. Some of these units could be of high value if they have been maintained or renovated. It is likely, however, that a share of these units does not meet the needs or expectations of many residents. Accordingly, Brodhead may face both quality and quantity issues concerning its housing stock.

Figure 5: Year Structure Built - Percent of Housing Units (2017-2021 5-Year Estimates)



Source: U.S. Census Bureau American Community Survey

KEY INDUSTRIES

Access to grocery stores, other retail enterprises, financial institutions, restaurants, personal services, health care, entertainment and other establishments is an important quality of life concern for many individuals, which may also influence a household’s decision to locate in a community. Not unlike many other small communities, however, Brodhead faces various challenges related to the provision of goods and services given its location, commuting patterns, and market size. As a result, the community faces a potential leakage of revenues to competition in the surrounding region. The community also has opportunities to address these outflows of dollars through new business creation or the expansion of existing businesses.

Employment location quotients provide one basic perspective on the potential availability or deficit of various goods and services in the study area. In this example, location quotients are calculated by comparing a given industry's share of total employment in the City of Brodhead to the same industry's share of overall employment in the United States. The critical value for a location quotient is 1.0. An LQ of 1.0 means that Brodhead has the same proportion of employment in an industry as the nation. An LQ greater than 1.0 denotes that an area's share of employment in a given industry is greater than its national share. Conversely, an LQ less than 1.0 indicates an area's employment in an industry is below the U.S. percentage.³

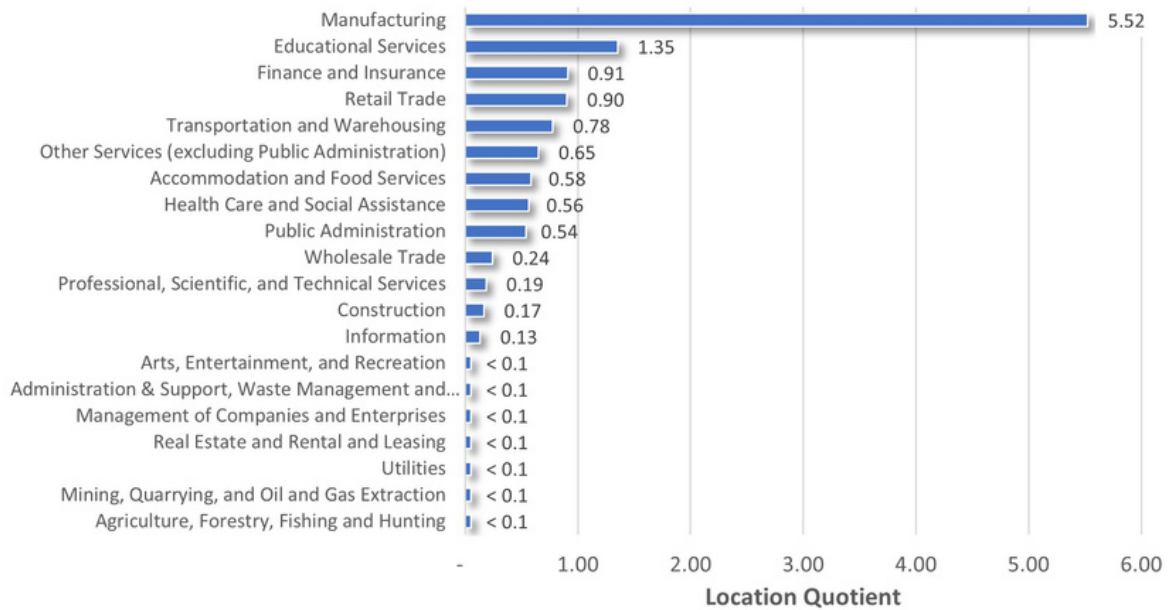
Location quotients greater than 1.0 are important as they imply that an area has a specialization in those industries. More specifically, an LQ greater than 1.0 suggests that an industry is producing more goods or services than can be consumed locally. These goods and services are in turn exported out of the region, connecting the area to external economies and bringing outside dollars into local communities. In contrast, an LQ less than 1.0 suggests that local industries are not meeting demand (e.g., demand is greater than supply) and the good or service must be imported. The location quotients for the City of Brodhead (Figure 6) suggest several characteristics of the local economy:

- Several industries in City of Brodhead have location quotients greater than 1.0 including manufacturing (5.52) and educational services (1.35). As with many other rural Wisconsin communities, these two industries are also the largest in terms of total employment in Brodhead;
- In contrast, many industry categories that serve residents, cater to visitors, and otherwise contribute to community quality of life have location quotients below 1.0, suggesting that local demand is not being met and spending is occurring elsewhere. These industries include other services; accommodation and food services; health care and social assistance; and arts, entertainment and recreation. Additional analysis is needed to confirm these potential leakages;
- While the retail trade and finance and insurance industries have location quotients below 1.0, their values may not be significantly different from 1.0 to explicitly suggest a leakage. However, both the retail trade and finance and insurance industries offer diverse goods and services and there may be subcategories of these two industries that may show a surplus or leakage. The trade areas for these two categories may also vary substantially, suggesting that a more detailed analysis of supply and demand is needed.
- Construction and professional, scientific and technical services are two industries with small location quotients that commonly have a notable share of sole proprietors, or establishments without wage or salary employees. As the dataset used to calculate these location quotients is based on wage and salary employees, Brodhead may have a number of sole proprietors operating in these two industries that are not reflected here. Consequently, the implied leakage may be less than appears.

³Due to accuracy issues with employment data, location quotients between 0.75 and 1.25 are generally considered not to be significantly different from 1.0.

While additional market research is needed to validate development opportunities in these categories, filling these potential demand gaps with local establishments could both enhance the local economy and improve quality of life perceptions of future households that may consider the community as a place of residence. Development of these (or other) industries could also help to diversify sources of tax revenue in Brodhead.

Figure 6: City of Brodhead Location Quotients by Industry



Source: U.S. Census Bureau LODES (2020)

STRATEGIC PRIORITIES FOR BRODHEAD

CEA-RWC PROCESS

Priority areas outlined in this strategic community economic development plan were identified through a multi-step process where the planning team engaged in strategic thinking and generative discussion. These discussions relied on Brodhead's demographic and economic trends and research as well as the local knowledge of the Brodhead stakeholders. This effort began with core members of both the community leadership team and the Extension outreach team working together to prepare the logistics and communications for the launch of the program. The program included four main sessions where the Extension and Brodhead leadership teams addressed core components and phases of strategic planning.

Session 1: On July 26, 2023, the leadership team launched the planning process by identifying and establishing a team of community leaders ready to commit to community economic analysis and action planning, with a shared understanding of expectations and roles. Agenda topics included: project overview, desired outcome, and discussion of community and economic data in the review of the Brodhead.

Session 2: On August 9, 2023, the leadership team reconvened to conduct an environmental scan of the Brodhead and to help clarify and prioritize the strategic issues that the community can address. To assist in thinking about the different components of the Brodhead, the Community Capitals Framework was shared to give consideration of the different components that make up a healthy rural ecosystem for a vital local economy and social well-being.

Session 3: On August 23, 2023, the leadership team met to identify three to five strategic priorities. The leadership team then prioritized and identified the following topics as the strategic issues to focus on with this effort:

- Fund and create a position for an Economic Development Coordinator for Brodhead.
- Improve external and internal community marketing.
- Increase number of housing units in Brodhead.

Between sessions 3 and 4, a subcommittee of Extension and Brodhead worked together to draft the initial strategic plan with a strong focus on clarifying goals and objectives. This draft was then brought to discussion with the community leadership team at Session 4.

Session 4: On October 18, 2023, the leadership team met to review the draft plan, clarify the priorities, goals and objectives, and identify resources and components needed for successful implementation.

PRIORITIES

The following priorities were identified as fundamental decisions and actions that will help to shape and support the plan's implementation.

PRIORITY #1 – ECONOMIC DEVELOPMENT COORDINATOR

The City of Brodhead is currently facing challenges in effectively coordinating economic development activities due to the absence of an Economic Development Coordinator. To address this issue, there is a pressing need to secure funding and establish a dedicated position for this role. The primary objective of creating an Economic Development Coordinator position is to have a knowledgeable and skilled individual who can serve as the central point person for all economic development initiatives. This individual will play an important role in coordinating the various economic development efforts between internal Brodhead stakeholders, area economic development leaders, and external partners. The goal of this position is to help ensure a united approach towards Brodhead's economic growth. Additionally, this coordinator will lead community marketing efforts, helping to promote our city's assets and opportunities, attracting investments and fostering prosperity identified in the second strategic priority.

Strategic Issue #1: Lack of Economic Development Coordinator at the City.

Goal to Address this Issue: Fund and create a position for an Economic Development Coordinator for Brodhead.

Objective:

To have a person to:

- Be an economic development point person;
- Coordinate the multiple economic development layers with the Chamber and the City;
- Lead community marketing.

Outcomes/Milestones:

Short term:

- Green County Development Corporation (GCDC) puts in budget request to county for additional support
- Brodhead Economic Development Committee reviews and makes recommendation to the Brodhead Council to budget \$20,000 - \$25,000 if this moves forward as collaboration similar to the request to Green County Board.

Medium term:

- Position filled by Monday, September 16, 2024
- Noticeable increases in both internal and external community marketing.
Internal/External Marketing Plan developed and implementation began by January 15, 2025

Long term:

- The position pays for itself by September 16, 2027. This could be through an increase in development, and therefore tax revenue, as well as grant funding.

Tactics:

Tactic/Action	Who Will Co-Lead This	Resources Needed	Timeline
Start a conversation with neighboring communities and continue to seek opportunities for collaboration.	Casey Jones, Doug Pinnow	TBD based on conversations	Ex: Monthly meetings with Belleville Village Administrator
Update the Brodhead Chamber	Casey Jones		October 12, 2023
GCDC to put provisional budget request in budget request to Green County (\$10,000) if the communities collectively move forward with this.	GCDC, Green County	Increased awareness & additional buy-in from county board	November 1, 2023 Deadline (In process; Olivia Otte will send out an email with an update by the end of the first week of October.)
Brodhead Economic Development Committee reviews and makes a recommendation to the Brodhead Council to budget \$20,000 - \$25,000 if the communities collectively move forward with this.	Nick Burkhalter, Casey Jones		Done in September, 2023

Strategic Issue #1 Tactics continued

Tactic/Action	Who Will Co-Lead This	Resources Needed	Timeline
<p>Develop a full-time job description. Determine how to best coordinate this with the Brodhead Chamber and clarify roles and expectations.</p>	<p>Casey Jones, Doug Pinnow, Brodhead Economic Development Committee; Engage the Chamber as an active member in the conversation.</p>	<p>GCDC & Brodhead Chamber input; Invite other interested communities to do the same</p>	<p>October 2023 (discussion happening October 12, 2023)</p>
<p>Have a conversation with interested communities to determine keys to success for shared position.</p>	<p>GCDC</p>	<p>GCDC, Belleville City Admin, Chamber Determine gaps in ED technical assistance</p>	<p>After October 15, 2023/Before November 1, 2023</p>
<p>Facilitate multi-community meeting to identify shared goals and appropriate model for the position to find agreement. Discuss options for how this position would be supported (base salary, expenses, how communities would pay).</p>	<p>Extension Green County</p>	<p>GCDC, Belleville City Admin, Chamber Consider Innovation funds Note: GCDC will prepare a document sharing its model for funding and send this out prior to the meeting so people can look at this and identify further. GCDC will also reach out to other entities to identify other potential options.</p>	<p>November/December 2023</p>

PRIORITY #2 – IMPROVE EXTERNAL AND INTERNAL COMMUNITY MARKETING

Recognizing the pressing need for enhanced internal and external community marketing to drive economic development in Brodhead, the primary goal is to refine and elevate both internal and external marketing efforts. Internally, the objective is to ensure that the members of our community are well-informed and aware of the positive developments taking place in Brodhead. This increased awareness will not only foster community pride but also encourage active engagement in local initiatives. Externally, the focus is on attracting visitors to Brodhead. By effectively promoting Brodhead's unique attributes and opportunities, we aim to entice individuals from outside the city to become part of the Brodhead community, contributing to its growth and vitality.

Strategic Issue #2: A need for improved internal and external community marketing for economic development.

Goal to Address this Issue: Improve external and internal community marketing.

Objective:

Internally so...

- Members of the community know positive things are happening in Brodhead.

Externally so...

- Residents of other communities are attracted to Brodhead, either from a commuting standpoint and/or from a tourism standpoint.

Outcomes/Milestones:

Short term: Next 6 months (October 2023 - March 2024)

- Increased resident awareness of positive attributes through increased communication.
- New city webpage revamped with someone keeping that update.
- Frequent press releases regarding Brodhead.

Medium term: Sept. 13, 2024

- Internal: Consistent, continued website update for internal marketing.

Long term: 3 years out (Sept. 13, 2026)

- Internal: Website - getting a lot of hits. Increased hits/usage of the website; higher place on Google. Generating web leads, following up on tours, etc. Perhaps add a metric - people are more aware of what's happening.
- External: Seeing economic growth and development in the community.

Tactics:

Tactic/Action	Who Will Co-Lead This	Resources Needed	Timeline
Press Releases			
Monthly press release regarding economic development.	Brodhead Economic Development Committee will schedule this out.		October 2023 - will start mid-October.
Brodhead Chamber does a weekly member spotlight on a local business. This can be done using a standardized form in which businesses include a photo.	Brodhead Chamber		November/December 2023 will start up again.
City Web Presence			
Brodhead Council to ask for ARPA funds for the update of the Brodhead City Website.	Casey and Nick will ask for this to be put on the agenda		Completed - September 2023
Engage peer communities (ex: Monroe; Belleville; New Glarus) to learn about how they successfully improved their web presence	Nick Everyone on the subgroup will check out the websites and identify quality characteristics	Tech support to revamp city website Contact League of Municipalities for leads/information	In process - September & October 2023 with hope for completion by end of 2023. October for the connection with Belleville

Strategic Issue #2 Tactics continued

Tactic/Action	Who Will Co-Lead This	Resources Needed	Timeline
City Web Presence continued			
Identify a person to consistently update the City website.	Casey; will work to cross-train people.		This is dependent on the prior actions. Question - How do the other communities do this?
Ensure the new Brodhead city website is linked to the Chamber.	Casey		
External Communications with a Focus on Housing & Development			
Put a booth in a builder's trade show with a list of "This is what we can do for you."	Michael		Completed by September 13, 2024
Host a builder's tour with the City of Brodhead, inviting potential developers and introducing people/developing networks.	Michael and Olivia (GCDC)	<p>Potential possibility - Durand does this and invites developers to the high school in April and that has been very successful in housing and helping people connect with developers for home/housing projects.</p> <p>GCDC is working with the school districts around Green County to bus students to different places for learning/exploring trades.</p>	Completed by September 13, 2024

Strategic Issue #2 Tactics continued

Tactic/Action	Who Will Co-Lead This	Resources Needed	Timeline
Develop a Community Marketing Plan			
<p>Conduct research to obtain statistics, testimonials and data to develop community marketing plan</p>	<p>Brodhead Economic Development Committee, if Brodhead EDC wants to connect with Extension, can connect with Dr. Kristin Runge</p>	<p>Project leadership team</p>	<p>Start in June 2024</p>

PRIORITY #3 – HOUSING

Housing impacts nearly all aspects of community life. It is essential for economic development, job creation, population attraction and retention, public health and safety, as well as social diversity and equity. Sufficient housing stock that meets the needs of current and potential residents at all income levels is essential for creating healthy economic development conditions in a community.

Like many rural communities, meeting the diverse housing needs of the area, including single-family homes, worker housing, starter homes, and apartments, is essential. Brodhead lacks affordable, quality housing for its residents. Brodhead faces a shortage of workforce and rental as well as owner-occupied housing. The goal is to increase the number of housing units in our community by confronting several objectives. In the short term, Brodhead will utilize a housing study to establish a specific target for the number of housing units to be created. In the medium term and long term, the objective is to bring people into the community by providing more starter homes and offering more rental housing options. Currently, various incentive programs and tools, such as revolving loan funds and grants, are being explored to encourage housing development. The aim of this priority is to streamline communication with developers and highlight the competitive advantage of Brodhead's existing infrastructure. This comprehensive approach will help us understand and address Brodhead's housing challenges and foster a thriving, diverse housing market.

Strategic Issue #3: Lack of workforce and rental and owner-occupied housing

Goal to Address this Issue: Increase the number of housing units in Brodhead.

Objective: Increase understanding the housing issues and markets to address needs

Outcomes/Milestones:

Short term:

- Use the Brodhead housing study to identify the number of units to put in as a goal.

Medium term:

- Development education with the Brodhead School District and GCDC.
- Increased ease with which to do information for developers.

Long term:

- Rental, starter, and temporary housing need gap addressed.

Tactics:

Tactic/Action	Who Will Co-Lead This	Resources Needed	Timeline
Understand the housing issue and the housing market.			
Update the housing study.	In process - Housing studies being updated.	At the upcoming event there will be educational programming on tax increment financing and exploration of incentive programs for housing developers in Green County, such as revolving loan funds or grant programs for infill opportunities, etc.	Data will be available December 7, 2023 (8am-12pm) at SSM Health in Monroe.
Community educational meeting on housing information.		Brodhead community members to attend the meeting; promote and attend this event.	Community educational meeting on December 7, 2023 (8am-12pm) at SSM Health in Monroe.
Understand and communicate the competitive edge of the current infrastructure and how the current infrastructure can support an increase in housing.			October 2024

Strategic Issue #3 Tactics continued

Tactic/Action	Who Will Co-Lead This	Resources Needed	Timeline
Apply findings from housing study to attract new housing development with available incentives.			
Explore home construction cooperative model with Brodhead School District and Green County Development Corporation.		<p>Perhaps Brighten up Brodhead could be a potential partner if a building is in the Building Improvement District (BID).</p> <p>Act 12 funding could be used with these efforts in Brodhead as well. WHEDA could be a potential resource for this as well.</p>	
Explore cooperative housing models for temporary needs.			

CONCLUSION

The Brodhead community is committed to creating a vibrant and thriving rural community. We would like to express our deep gratitude to our partners at the University of Wisconsin-Madison, Division of Extension, and the Wisconsin Economic Development Corporation for their collaboration in crafting this vision for our community.

This strategic plan represents our shared mission to support the ongoing success of Brodhead and to provide additional opportunities where members of the Brodhead community can come together to turn their aspirations into reality. Our approach is built upon a foundation of our existing strengths, which we aim to leverage to fulfill our objectives, and this journey toward a stronger Brodhead is rooted in a public-private partnership dedicated to making our community an even better place to live, work, and play.

As we move forward, our commitment to the continued success of Brodhead centers around three key goals: creating an Economic Development Coordinator position, enhancing internal and external community marketing, and addressing the critical need for increased housing options. These goals are backed by an action plan that incorporates continuous feedback from our community members.

This strategic plan acknowledges that Brodhead, like many rural communities, faces both challenges and opportunities stemming from demographic and economic changes. We understand the need to identify, embrace, and address these dynamics to steer our community toward a brighter future. Looking ahead, we are committed to engaging members of the Brodhead community in the implementation of this strategic plan. We invite your active participation and input, and we pledge to keep you informed about our progress on a regular basis. We view this as an ongoing conversation, one that will shape the future of Brodhead together.

The success of our strategic plan hinges on the support and collaboration of local, regional, and state agencies. We must work collectively to share resources, ideas, and best practices that have proven effective in similar rural communities. Strengthening our relationships at all levels is crucial, as we seek additional information, technical assistance, and opportunities for productive discussions. The true strength of our community lies in the combined efforts of its members and the wealth of resources at our disposal. Together, we can build a stronger, more vibrant Brodhead.

APPENDIX

A: BRODHEAD CEA SESSION 3 NOTES

Brodhead Memorial Library
8/23/2023, 3-5 PM

As a result of identifying the strategic issues the community is challenged with in regard to community and economic development needs, the following issues were clarified and then ranked in order of what the group considered to be highest priority need in the community. The top priority issues were then further developed into goals and action steps. The remainder are also listed here for future reference for consideration when the community is ready to take on additional goals.

GOALS drafted after prioritization of strategic issues:

1. Fund and create a position for an Economic Development Coordinator with the City of Brodhead
 2. Improve External and Internal community marketing
 3. Use results of housing study to inform and support new development
 4. Secure new revenue streams to support new initiatives for each other goal
 5. Create more childcare and senior care opportunities to meet Brodhead's needs
- *Land development- put strategy under housing

Strategic Issues clarified and prioritized by the community visioning team:

1. Lack of Economic Development Coordinator at the City (14)
 - ex. Danny as point person
 - Coordinate multiple layers of economic development with the Chamber and the City
 - Lead community Marketing initiatives
 - position could be structured as a city contract with a regional model
 - Who will be the point person to lead this effort and how will it be supported?
2. External community marketing for economic development (10)
 - Natural resources, tourism, relocation, business establishment
 - Also, internal marketing. Ex: general citizen unaware of opportunities, and to celebrate success
 - How can we better market our community, both externally and internally?
 - How will we build awareness?

3. Lack of workforce and rental and owner occupied housing (8)
 - What can we do as a city to encourage more housing development?
4. New revenue needed: How will the community fund new initiatives? (8)
 - Land locked options for development (5)*
 - Resistance to increase in costs
 - Balance with expansion
 - Excess of capacity with infrastructure
 - How do we expand available land for neighboring communities?
5. Community care, children to seniors (5)
 - How secure funding for community and dependent care?
6. Lack of continuity in community leadership (4)
 - Apathy and interest, cooperation , volunteerism
 - Social media out of control
 - Forward thinking
 - How do we reverse apathy?
7. School as asset to expansion for addressing issues and opportunities. (3)
 - Ex: Partnerships with GCDC and Victoria with UWEX
 - How do we maximize partnerships by redefining relationships with existing resources?
8. Need for more hotel rooms (2)
 - 2019 study
 - Senior center/community center concept (multi-use)
 - How do we create more lodging opportunities?
9. Intergovernmental cooperation for long term opportunities. How will Brodhead further cooperate with neighboring communities? (2)