

City of Waterloo
Economic Development Strategic Plan Implementation Tracking
 12/11/2018 11:00 AM

FOCUS: Industrial & Commercial

ITEM	GOAL	ACTION	GOAL/TASK METRICS	NOTES	PHASE / YEAR
IC1	Ready 17 acre industrial site (333 Portland Rd) for reuse	Pursue funding for remediation of blighted site with focus on future industrial reuse and job creation	Site ready with for reuse 1/1/2018		2016 site research; 2017 remediation; 2018 marketing
	Task	Status	Due Date	Assignee	Notes
	Acquire Site	Completed		Clerk/Treasurer	
	EPA Site Rediation	Completed	12/1/2017	Clerk/Treasurer	
	Site Demo Funding	Completed	12/1/2017	Clerk/Treasurer	
	Site Demo Contractor Bidding	Completed	6/7/2018	Clerk/Treasurer	
	Site Demo	Completed	6/8/2018	Contractor	Council may award demo contract 7/19/18
	Close Out Open DNR/EPA Files	In Progress	7/30/2018	EPA contractor	
	Ready 17 acre industrial site (333 Portland Rd) for reuse	In Progress	9/1/2018	DPW & Waterloo Utilities	Barry & Chad locating sizing water & sewer
	Publish Site Reuse RFP	Completed	10/12/2018	Clerk/Treasurer	
	Get eyes on Reuse RFP	In Progress	10/12/2018	Clerk/Treasurer	
	CDA / Council Pick Developer	Not Started	TBD	CDA / City Council	
	Execute Developer Agreement	Not Started	TBD	Clerk/Treasurer / Attorney	

FOCUS: Downtown Commercial Activity

ITEM	GOAL	ACTION	GOAL/TASK METRICS	NOTES	PHASE / YEAR
DO1	Draw customers downtown with creative business signage	Continue matching façade grant program	One location per calendar year		2016-2020
	Task	Status	Due Date	Assignee	Notes
	103 N. Monroe Awarded	Completed	1/15/2018	Clerk/Treasurer	Improvements all interior nothing sign related

ITEM	GOAL	ACTION	GOAL/TASK METRICS	NOTES	PHASE / YEAR
DO3	Fill vacant downtown spaces with interim phase art work in windows	work with existing property owners	90% occupancy	4/2017 occupancy @ 85%	2016-2020
	Task	Status	Due Date	Assignee	Notes
	Property owner outreach	Completed	1/1/2018	Sue Moe	

ITEM	GOAL	ACTION	GOAL/TASK METRICS	NOTES	PHASE / YEAR
DO4	Recruit a full-service restaurant as anchor draw	develop 3 concepts for building reuse as restaurants	Business recruited	Approved Concept	2017-2020
	Task	Status	Due Date	Assignee	Notes
	Property owner outreach	Deferred			

ITEM	GOAL	ACTION	GOAL/TASK METRICS	NOTES	PHASE / YEAR
DO5	Define downtown as a family-friendly commercial destination	Establish Street Market	ID leadership; facilitate launch	Municipal seed money forwarded to VirtuMarket	2017-2020
	Task	Status	Due Date	Assignee	Notes
	ID Leadership	Completed	1/1/2018	Nicole Tuttle	No vendors as of 7/16/18
	Provide relaunch support	In Progress	1/1/2018	Everybody	Request for return of disbursed funds

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FOCUS: Promotion

ITEM	GOAL	ACTION	GOAL/TASK METRICS	NOTES	PHASE / YEAR
PRO1	Coordinated external advertising	Coordinate local businesses advertising	Measurable retail sales increases linked to ad campaign	Approved Concept	2017-2020
	Task	Status	Due Date	Assignee	Notes
	No action	Deferred			

ITEM	GOAL	ACTION	GOAL/TASK METRICS	NOTES	PHASE / YEAR
PRO2	Marketing databases & outreach to market area	PROJECT NEIGHBOR - Build digital market area lists for promotional opportunities	12 creative digital/social media outreach efforts	Data assembly task outsourced to Gabriel Elder (4/15)	2019-2020
	Task	Status	Due Date	Assignee	Notes
	Concept review	Completed		Working Group	Stressed need for opt-in
	Set-up sign-up box	Completed		Clerk/Treasurer	Used at elections; utility commission and other locations'
	Assemble public data	Completed	4/10/2018	Clerk/Treasurer	Voters, property owners, dog owners, others
	Create outreach communications	Completed	4/30/2018	Clerk/Treasurer	Mill / Cleveland contacts; Street Market; Park Events
	Create outreach communications 2019-2020	In Progress	5/31/2018	Clerk/Treasurer	

FOCUS: Aesthetics & Infrastructure

ITEM	GOAL	ACTION	GOAL/TASK METRICS	NOTES	PHASE / YEAR
AES1	Community wide Spring Clean-up	Promote a coordinated two weekend Spring clean-up period	40 volunteer hrs. for public spaces; less than 5 blight causing properties post event	Approved Concept	First two April weekends
	Task	Status	Due Date	Assignee	Notes
	No action	Deferred			

ITEM	GOAL	ACTION	GOAL/TASK METRICS	NOTES	PHASE / YEAR
AES2	Improve downtown aesthetics & pedestrian amenities	Adopt a pot planter program on bridges and Veterans Park	Five additional planters in each of the next 4 yrs.	Approved Concept	2017 = 5; 2018=10; 2019 = 15; 2020 20
	Task	Status	Due Date	Assignee	Notes
	No action	Deferred			

ITEM	GOAL	ACTION	GOAL/TASK METRICS	NOTES	PHASE / YEAR
AES3	Implement planned bike connections from local & regional connectivity plans	Fund parks development plans for paths	One path segment each year	Approved Concept	2016 - Riverwalk Dev; 2018 Trek to downtown
	Task	Status	Due Date	Assignee	Notes
	No action	Deferred			

ITEM	GOAL	ACTION	GOAL/TASK METRICS	NOTES	PHASE / YEAR
AES4	Offer free garden space, surplus produce to food pantry	Re-establish seasonal public community garden space	Make available ten garden plots each March	Approved Concept	2017 - 2020
	Task	Status	Due Date	Assignee	Notes
	No action	Deferred			

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FOCUS: Communication & Organizational Capacity

ITEM	GOAL	ACTION		GOAL/TASK METRICS	NOTES	PHASE / YEAR
ORG1	Engage residents with expanded online presence	Expand social media with focus on new residents		2,000 FB likes by August 2018	As of 4/18 FB likes: City=870; WRT+676; Parks 644	2016-2020
	Task	Status	Due Date	Assignee	Notes	
	Weekly use of FB	On Going	8/1/2018	Mo, Gabe, Kelli	DP & Library page also exists; all purposefully not coordinated.	
	Promote use of Waterloo Events Button	On Going	8/1/2018	Kelli, Mo	Asked Chamber (7/10/18) to assist. Task: invite other sites to use/promote community calendar	
	Repair former High School sign and Install Downtown To Promote Events	Hold pending funding		???	Signage purchased from the School District is in storage	

ITEM	GOAL	ACTION		GOAL/TASK METRICS	NOTES	PHASE / YEAR
ORG2	Make available New Resident Welcome Packet	Annually update digital and printed welcome material		100% of new residents reached by August 2018		2016-2020
	Task	Status	Due Date	Assignee	Notes	
	2017 Packets Assembled & Distributed	Completed	12/31/2017	Library Staff	Approximately 50 packets distributed	
	2018 Packets Assembled & Distributed	Completed	12/31/2018	Library Staff	Material from a variety of sources	

ITEM	GOAL	ACTION		GOAL/TASK METRICS	NOTES	PHASE / YEAR
ORG3	Maintain community market data for businesses on City website	Quarterly update of information		3000 page views annually	Page views less than goal	Quarterly
	Task	Status	Due Date	Assignee	Notes	
	Update econ. dev. webpage	Completed	12/31/2017	Clerk-Treas Staff		
	Update econ. dev. webpage	On-going	12/31/2018	Clerk-Treas Staff	LocationOne Link on Municipal Page; need to implement WEDC recommendations	

ITEM	GOAL	ACTION		GOAL/TASK METRICS	NOTES	PHASE / YEAR
ORG4	Broaden funding sources for economic development capacity	Explore funding options		New support dollars source in 2017, 2018 and 2019		One new funding source each year
	Task	Status	Due Date	Assignee	Notes	
	2017 discussions	Completed	12/31/2017	Clerk-Treasurer	No from Junginger Foundation	
	2018 discussions	Not Started	12/31/2018	Clerk-Treasurer		

FOCUS: Housing

ITEM	GOAL	ACTION		GOAL/TASK METRICS	NOTES	PHASE / YEAR
HOU1	Incentivize new home construction	Waive all fees for new home construction		Development agreement(s) with residential builder/developers	Approved Concept	2019-2020
	Task	Status	Due Date	Assignee	Notes	
	Consider continuing for 2019	Completed	12/31/2018	City Council		
	2018 outreach efforts	Completed	3/31/2018	Sue Moe	Flyer to real estate agents	
	2019-2020 Outreach	On-going	1/1/2019	Clerk/Treasurer		

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ITEM	GOAL	ACTION	GOAL/TASK METRICS	NOTES	PHASE / YEAR
HOU2	Increase investment in improving existing housing stock focused along state highways	Market existing programs directly to property owners in targeted areas along state highways.	10% annual increase in residential projects per permitting application		2016-2020
	Task	Status	Due Date	Assignee	Notes
	No action	Not Started			

FOCUS: Fostering Entrepreneurial Opportunity

ITEM	GOAL	ACTION	GOAL/TASK METRICS	NOTES	PHASE / YEAR
ENT1	Provide easy access to locally based information for those starting, expanding or relocating a business	Create a "Doing Business in Waterloo" information set with charts describing ease of local development	500 page views per year	Approved Concept	2016-2020
	Task	Status	Due Date	Assignee	Notes
	No action	Not Started			

ITEM	GOAL	ACTION	GOAL/TASK METRICS	NOTES	PHASE / YEAR
ENT2	Encourage business creation with annual opportunity for pop-up store fronts in empty storefront	Spring pop-up store with graduated rental rents	three pop-up stores each Spring until vacancy rates limit storefront options	Approved Concept	Four quarter 2016 program planning; Spring 2017 pop-up launch
	Task	Status	Due Date	Assignee	Notes
	No action	Not Started			

FOCUS: 203 East Madison Street Redevelopment

ITEM	GOAL	ACTION	GOAL/TASK METRICS	NOTES	PHASE / YEAR
2016A	Construct 2015 CDA-CDC concept plan for 203 East Madison Street	Construct concept plan in phases	Riparian area completed by May 1, 2016	Riparian area completed 2017	
	Task	Status	Due Date	Assignee	Notes
	Contractor riparian area improvements	Completed	1/1/2017	Clerk-Treasurer	need to close out DNR grant for this phase
	Install Permanent wooden fence for safety purposes	Waiting For Spring Thaw	3/15/2019	Public Works Dept.	CDA-CDC votes at Nov 2018 meeting to proceed
	Seek funding for remaining build-out per approved concept plan	Not Started	1/1/2019	Clerk-Treasurer	Wisconsin DNR is lead funding target

FOCUS: Foreign Trade Zone #41 Feasibility Study

ITEM	GOAL	ACTION	GOAL/TASK METRICS	NOTES	PHASE / YEAR
2016B	Conduct feasibility study IDing how Waterloo benefits	UW-Whitewater grad student conducting study.	Review study to determine "Go, No Go" status	Draft available April 2018	
	Task	Status	Due Date	Assignee	Notes
	Conduct feasibility study for how Waterloo can benefite from Foreign Trad Zone 41	Completed	11/1/2017	Clerk-Treasurer	Project ended. Report only mininally helpful in advancing conept