



136 North Monroe Street
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**A JOINT MEETING OF THE
WATERLOO COMMUNITY DEVELOPMENT AUTHORITY AND
WATERLOO COMMUNITY DEVELOPMENT COMMITTEE - AGENDA**

Pursuant to Section 19.84 Wisconsin Statutes, notice is hereby given to the public and to the news media, that a public meeting will be held to consider the following:

Date: April 19, 2016
Time: 6:30 p.m.
Location: Municipal Building, Council Chambers, 136 North Monroe Street

1. ROLL CALL AND CALL TO ORDER. NOTE: The Economic Development Steering Committee appointed by Mayor Thompson is also invited to this meeting.
2. MEETING MINUTES APPROVAL: MARCH 14, 2016
3. CITIZEN INPUT
4. PROJECT UPDATES AND FINANCIAL REPORT
 - a. Downtown Sub-Committee Update
 - b. 2016 Capital Project Status Tracking Report
 - c. 203 East Madison Street - Reuse Concept, Funding Update (Clerk/Treas.)
 - d. Fund 600 - Monthly Financial Review, (Clerk/Treas.)
5. UNFINISHED BUSINESS
 - a. Strategic Planning Process
 - i. Prioritization/Ranking Within General Category
 1. Tourism & Marketing Strategy
 2. Community Development Planning Strategy
 3. Economic Strategy (NEXT MEETING)
 - ii. Stakeholder Meetings, Update
 - b. Reviewing And Forwarding The 2015 CDA Annual Report To The City Council
 - c. UW-Whitewater Graduate Student Internship – Foreign Trade Zone #41 Feasibility Study
6. FUTURE AGENDA ITEMS AND ANNOUNCEMENTS
 - a. Next Meeting – 3rd Tuesday Of The Month, May 17, 2016 at 6:30 pm.
7. ADJOURNMENT

Mo Hansen

Clerk/Treasurer

Community Development Authority: **Ziaja, Hermanson**, Stinnett, Freund, Norton, Tuttle and Moe
Committee Development Committee: **Ziaja**, Thomas and Petts
Posted, Mailed and E-mailed: 04/14/2016

Please note: it is possible that members of and possibly a quorum of members of other governmental bodies of the municipality may be in attendance at the above meeting(s) to gather information. No action will be taken by any governmental body other than that specifically noticed. Also, upon reasonable notice, efforts will be made to accommodate the needs of disabled individuals through appropriate aids and services. For additional information or to request such services please contact the clerk's office at the above location.

**A JOINT MEETING OF THE
WATERLOO COMMUNITY DEVELOPMENT AUTHORITY & WATERLOO COMMUNITY DEVELOPMENT COMMITTEE
MEETING MINUTES: March 14, 2016**

1. ROLL CALL AND CALL TO ORDER. Ziaja called the joint meeting to order at 6:30 p.m. in the Municipal Building Council Chambers. CDA Members present: Ziaja, Stinnett, Freund, Norton, Hermanson Moe and Tuttle. Absent: none. CDC Members present: Reynolds, Thomas and Ziaja. Absent: none. Also Invited – Members of the Economic Development Strategic Plan Steering Committee. Those present: Keri Sellnow, Erin Ziaja and Alan Coates. Absent: Bruce Dorn and Jeni Quimby. Others present: Genevieve Borich of the Jefferson County Economic Development Consortium, Gary Becker and Colin Punt both with Vierbicher & Associates and Clerk/Treasurer Hansen.
2. MEETING MINUTES APPROVAL: NOVEMBER 16, 2015 and FEBRUARY 16, 2016. MOTION: Moved by Hermanson, seconded by Laurie Freund to approve both minutes listed with the correction that Hermanson was not present in February. VOICE VOTE: Motion carried.
3. PUBLIC COMMENT. In reply to an inquiry about answers to Sharon Burbach's 2/16/2016 questions Hansen said answers were provided promptly after the meeting. He said the reply would be presented at the next meeting.
4. PROJECT UPDATES AND FINANCIAL REPORTS
 - a. 203 East Madison Street - Reuse Concept, Funding Update. DISCUSSION: Hansen said funding requests were being drafted. No action taken.
 - b. Fund 600 - Monthly Financial Review. DISCUSSION: Documents reviewed, fund balance deficit noted, Hansen said the Finance, Insurance & Personnel Committee would take up the CDA's request to answer the question why the CDA is responsible for the Maunasha Business Center. No action taken.
5. UNFINISHED BUSINESS
 - a. Strategic Planning Process
 - i. Vierbicher Market Analysis. DISCUSSION: Colin Punt spoke for a strategic plan that prioritized adding roof tops. He described the distribution of housing value as: very few high-end homes, a few more low-end homes, with a greater than typical amount bunched in the middle. He said a Market Analysis would be two weeks away. Punt said national trends show fewer square feet of commercial space for a typical business activity, and it is now tougher to absorb vacant commercial real estate. Referencing the trade area (defined more broadly than the municipal boundaries) he said roof tops equals more people; a need is a continued growth of attractive jobs and a range of housing options. Erin Ziaja said Sun Prairie and west Madison are booming such that people can't afford the housing. Linda Norton noted Waterloo negatives on Google searches. Genevieve Coady said housing developments that haven't built out calls for changing the housing dynamic by looking at different types of housing types. It was noted, 24 housing units came online 12/31/2015. The low number of single-family housing starts relative to surrounding communities was noted. Sellnow said a high number of existing homes were for sale. Coates questioned whether commercial space trends are voluntary or due to cost.

Gary Becker provided outlined themes from the questionnaire; identified quality of life attraction factors; identified business attraction factors; and presented a list of strategies to start a discussion, referencing handouts distributed at the meeting. He identified survey answers clustered around the themes of Programming, Communications and Underutilized Assets. Norton spoke for one-stop permitting. Reynolds said the state plays a role in ease of permitting. Coady said an inventory of available space with funding for catalytic projects was a need. Becker read from an ideas list. Some ideas include an annual report, a volunteer coordinator, outreach to lone eagles and numerous others on the written list. Becker spoke of WHEDA housing credits and allowing varied use spaces (housing and workspace). No action taken.
 - ii. Project Idea Review (Building On Nicole Tuttle's Downtown Research). Moe distributed a list of downtown ideas. Tuttle, reviewing info from February, said some structures didn't have building numbers. Norton spoke for creation of a subcommittee on the downtown. Erin Ziaja referenced the Easter Egg Hunt, seeking activities to add to the 3/26/2016 event. Discussion about Saturday (3/12/2016) street traffic due to a day-long pool tournament took place. Sellnow and Thomas spoke to the pros and cons of allowing chairs & tables in the public right-of-way. Stinnett said a many downtown list ideas came in from Facebook. MOTION: Moved by Stinnett, seconded by

Tuttle to form a sub-group to work on the downtown list and to communicate and coordinate with volunteers. VOICE VOTE: Motion carried. NOTE: By a show of hands the following volunteered for the sub-group: Sue Moe, Nicole Tuttle, Angie Stinnett, Matt Ziaja, Erin Ziaja, Linda Norton.

- iii. Next Steps. DISCUSSION: Gary Becker said information was presented and at the next meeting more consideration could take place.
- b. 2015 CDA Report To The City Council. Because page #2 was not in the packet no action taken.

6. NEW BUSINESS

- a. UW-Whitewater Graduate Student Internship Opportunity – Foreign Trade Zone #41. DISCUSSION: Hansen described the opportunity to have a UW-Whitewater student research Waterloo specific possibilities relating to Foreign Trade Zone #41. MOTION: By consensus the body encourage Hansen to further pursue the opportunity.

7. FUTURE AGENDA ITEMS AND ANNOUNCEMENTS

- a. Next Meeting – Third Tuesday Of The Month, April 19, 2016 at 6:30 pm. Noted.

- 8. ADJOURNMENT. MOTION: Moved by Hermanson, seconded by others to adjourn. VOICE VOTE: Motion carried. Approximate time was 8:30 pm.

Attest:



Mo Hansen
Clerk/Treasurer

CITY OF WATERLOO
2016 Capital Project Status Tracking
(Sorted By Oversight Entity)

ID#	PROJECT	TYPE	LEAD	OVERSIGHT	PROJ STATUS	2016 BUDGET	2016 ACTUAL	BUDGET STATUS	NOTES
1	CATV OUTLAY	EQUIP	Burgos	CableBD	Collecting Estimates			2016	analog-to-digital equip
2	CAPITAL PROJ - LIBRARY	PURCHASE	Mounford	LibBoard	Not Started	10,000		2016	Furniture & equip
3	575 W MADISON PED BRIDGE REMOVE	RAZE	KUNKEL	ParksComm	Not Started	75,000		2016	est. only
4	INSTALL 333 W MADISON PATH OUTLOT #1	CONSTRUCT	KUNKEL	ParksComm	Engineering Started	150,000		2016	est. only ; use impact fees for new and Idle Site industrial grant
5	PARKS - BASKETBALL CT	CONSTRUCT	KUNKEL	ParksComm	Concept	15,000		??	est. only; contingent up donation amt.
6	720 WEST MADISON ST	PHASE 3, RIVER BED SAFETY	Hansen	ParksComm	Engineering @ 10%				Need DNR Permit
7	SQUAD CAR PURCHASE	PURCHASE	Sorenson	PubSafety	Not Started	36,000	0	2016	
8	SPEC FUND SQUAD	RESERVE EXPENSE	Sorenson	PubSafety	Not Started	30,500			
9	FD CAPITAL OUTLAY	?	Butzine	PubSafety	Not Started	20,000	0	2016	??
10	CAPITAL PROJ - STREET CONST	ROAD RESURFACE	Yerges	PubWorks	Not Started	157,089	0	2016	slag seal:Milw, Canal, Lum, Anna, Lexington, Bradford - waiting on Canal Rd grant determination
11	STREET TREES	PURCHASE	Yerges	PubWorks	Not Started	2,000	0	2016	
12	SIDEWALKS	INSTALL NEW	KUNKEL	PubWorks	Engineer's Estimated Completed	11,000	0	TRANSF TO TID #4	use impact fees for new
13	SIDEWALKS - SPEC ASSESS	INSTALL NEW	KUNKEL	PubWorks	Engineer's Estimated Completed	50,000	0	2016	Special Assessment process to be completed
14	PLASMA CUTTER	PURCHASE	Yerges	PubWorks	Not Started	3,000	0	2016	
15	POWER WASHER	PURCHASE	Yerges	PubWorks	Closed	8,073	8,073	2016	
16	HD PICK-UP TRUCK	PURCHASE	Yerges	PubWorks	Not Started	33,927	0	2016	
17	STH 19 IMPROVE	ENG	KUNKEL	PubWorks	Engineering Near 90%	15,000	0	TRANSF TO TID #2	Engineering expense in 2016
18	SLIP LINING	REPAIR	Yerges	PubWorks	Not Started	28,515		2016	Adams Street confirm w/ GY
19	MUNI BLDG PHONES	PURCHASE	Hansen	PubWorks	Not Started	0		NEED TO ADD	est. \$5,000 from savings
20	MUNI BLDG ROOF	REPAIR	Hansen	PubWorks	Estimate In-Hand	0		NEED TO ADD	est. \$750 from savings
21	333 PORTLAND RD	CONDEMN PROPERTY	Hansen	PubWorks	Executing Warrant for Inspect			NEED TO ADD	TID #3
22	DPW COLD STORAGE	CONSTRUCTION	Yerges	PubWorks	5% complete			2016	Contract signed, work scheduled
23	CANAL RD	ROAD RESURFACE	Yerges	PubWorks	Waiting Grant Award			2016	A "go" if 50% match grant awarded

CITY OF WATERLOO

BALANCE SHEET

MARCH 31, 2016

FUND 600 - COMMUNITY DEVELOP AUTHORITY

ASSETS

600-11100	TREASURER'S CASH	(30,290.26)	
600-13000	DUE FROM OTHER GOVERNMENTS	.00	
600-13101	ACCOUNTS RECEIVABLE PRIOR YEAR	.00	
600-18101	CONSTRUCTION IN PROGRESS CDA	.00	
		<hr/>	
	TOTAL ASSETS		(30,290.26)

LIABILITIES AND EQUITY

LIABILITIES

600-21100	VOUCHERS PAYABLE	.00	
600-26100	DEFERRED REVENUE	.00	
		<hr/>	
	TOTAL LIABILITIES		.00

FUND EQUITY

600-34300	FUND BALANCE	(28,245.65)	
	REVENUE OVER EXPENDITURES - YTD	(2,044.61)	
		<hr/>	
	TOTAL FUND EQUITY		(30,290.26)
			<hr/>
	TOTAL LIABILITIES AND EQUITY		(30,290.26)

CITY OF WATERLOO

DETAIL REVENUES WITH COMPARISON TO BUDGET
FOR THE 3 MONTHS ENDING MARCH 31, 2016

FUND 600 - COMMUNITY DEVELOP AUTHORITY

	PERIOD ACTUAL	YTD ACTUAL	BUDGET AMOUNT	VARIANCE	% OF BUDGET
<u>PUBLIC CHARGES FOR SERVICE</u>					
600-46-4674-000	MBC BUILDING RENTAL	.00	.00	6,000.00 (6,000.00)	.00
	TOTAL PUBLIC CHARGES FOR SERVICE	.00	.00	6,000.00 (6,000.00)	.00
<u>OTHER FINANCING SOURCES</u>					
600-49-4921-000	TRANSFER FROM GENERAL FUND	.00	.00	1,589.00 (1,589.00)	.00
	TOTAL OTHER FINANCING SOURCES	.00	.00	1,589.00 (1,589.00)	.00
	TOTAL FUND REVENUE	.00	.00	7,589.00 (7,589.00)	.00

CITY OF WATERLOO
 DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
 FOR THE 3 MONTHS ENDING MARCH 31, 2016

FUND 600 - COMMUNITY DEVELOP AUTHORITY

	PERIOD ACTUAL	YTD ACTUAL	BUDGET AMOUNT	VARIANCE	% OF BUDGET
<u>MAUNESHA BUSINESS CENTER</u>					
600-51-5162-220	MAUNESHA BUSINESS TELEPHONE	.00	342.48	300.00 (42.48)	114.16
600-51-5162-221	MAUNESHA BUSINESS ELECTRIC	179.16	384.17	2,700.00 2,315.83	14.23
600-51-5162-222	MAUNESHA BUSINESS HEAT	195.14	360.19	1,200.00 839.81	30.02
600-51-5162-223	MAUNESHA BUSINESS WATER/SEWER	44.53	88.97	525.00 436.03	16.95
600-51-5162-290	MAUNESHA BUSINESS CLEAN CONTRA	74.40	148.80	893.00 744.20	16.66
600-51-5162-341	MAUNESHA BUSINESS INTERNET	.00	660.00	821.00 161.00	80.39
600-51-5162-350	MAUNESHA BUSINESS CLEANING SUP	.00	.00	50.00 50.00	.00
600-51-5162-351	MAUNESHA BUSINESS REPAIRS/MAIN	.00	60.00	900.00 840.00	6.67
	TOTAL MAUNESHA BUSINESS CENTER	493.23	2,044.61	7,389.00 5,344.39	27.67
<u>PLANNING AND CONSERVATION</u>					
600-56-5630-220	PROJECT CDA PROGRAMS	.00	.00	200.00 200.00	.00
	TOTAL PLANNING AND CONSERVATION	.00	.00	200.00 200.00	.00
	TOTAL FUND EXPENDITURES	493.23	2,044.61	7,589.00 5,544.39	26.94
	NET REVENUES OVER EXPENDITURES	(493.23)	(2,044.61)	.00 (2,044.61)	.00

Toursim/Marketing Strategy	Description	Toursim/Marketing Focus	Idea Lead	Supporting Parties	Cost & Funding
Downtown Signage Grant	Matching funds up to \$500 to replace or improve exterior signage downtown	Downtown/Retail	CDA Led	Chamber, Administration	
Bicycling Event	Capitalize on Waterloo's position as the world headquarters for one of the most popular bicycle manufacturers in the world and the city's outdoor amenities to organize a spectacular cycling event. e.g. XTERRA off-road triathlon, Wisconsin backroads ride.	Downtown/Retail	Chamber Led	JCEDC, Administration	
Enhance and Market City Tourism Opportunities	Pursue initiatives which connect the river and park system to downtown, partnerships with regional events, and increased marketing of facilities. Create online and user-friendly methods for accessing destinations, including online reservations, QR code historic tours and facebook pages for events and attractions.	Downtown/Retail	Chamber Led	Administration, Historic Society, JCEDC	\$0
Family-Friendly Activities	Identify, develop, and promote family- and kid-friendly activities for visitors. These can be programmatic (parks and recreation) or structural (amusement park/business), public or private.	Downtown/Retail	Chamber Led	Administration	None
External Marketing: Coordinated Advertising	Increase Waterloo's brand regionally by encouraging coordinated advertising by local businesses. Explore opportunity to partner on regional advertising to increase market reach and encourage coordinated sale/merchant events.	General Focus	Chamber Led	Administration, JCEDC	\$5,000
Marketing Database	Build a marketing database (preferably for digital and print outreach) including residential, business and civic leaders as well as media and economic development partners. Ensure that this audience receives regular (goal of 1x per month) information about Waterloo initiatives or opportunities.	General Focus	Chamber Led	Administration, Community Leaders	\$0
Bike to work week	Participate in a regional Bike to Work Week with prizes and events.	General Focus	JCEDC Led	Businesses, Chamber, Administration	

Community Development/Planning Strategy	Description	Community Development/Planning Focus	Idea Lead	Supporting Parties	Cost & Funding
Land Swap w/ McKay Nursery	Frees up land currently being used by McKay for further commercial development while retaining McKay's operations in the Waterloo area.	Amenities/Infrastructure	Administration Led	CDA	
Bicycle Route	Implement planned bike route connections between Waterloo and Watertown; Waterloo and Sun Prairie; internal connections between city parks, employers. Explore additional links to other nearby communities.	Amenities/Infrastructure	Administration Led	DOT, JCEDC	
Community Land Bank or Trust	Establish a community land bank or trust to purchase or hold land for development	Amenities/Infrastructure	Administration Led	CDA	
Competition for public space activation/improvement projects	Establish an open call for proposals to improve public spaces downtown, near schools, and in parks. Execute a capital campaign to fund top proposals.	Amenities/Infrastructure	Administration Led	Chamber of Commerce	
Maunsha River & Mill Pond	Make park and access improvements to the pond and the Maunsha River	Amenities/Infrastructure	Administration Led	DNR	\$100,000-\$1,000,000
Recreation Connections (Internal)	Explore potential for additional trails connection to downtown and increase local recreation traffic. Expand trail system to connects the entire community and connect to regional trails that link neighboring communities.	Amenities/Infrastructure	Administration Led	CDA	\$500,000-\$1,000,000 DOT grants
Connection to Riverfront	Using signage and physical improvements, create a stronger connection between downtown, the river, and the park system to take advantage of one of the community's most under-utilized assets	Amenities/Infrastructure	CDA Led	Administration	
Community garden	Create community garden to strengthen sense of community, surplus produce could be given to food pantry or other charity.	Amenities/Infrastructure	Chamber Led	Administration	
Community-wide "spring cleaning" day	Improve aesthetics for the city and strengthen community pride.	Amenities/Infrastructure	Chamber Led	Administration	
Change land use to reflect shrinking retail/commercial footprints	Re-evaluate retail and commercial needs downtown and in the downtown periphery. Amend comprehensive plan and zoning map to make land more available for different uses.	Downtown/Retail	Administration Led	Administration	
Connect Communities	Better utilize the resources of the WEDC Connect Communities Program http://inwisconsin.com/community/assistance/connect-communities-program/	Downtown/Retail	Administration Led	Chamber	\$200/year
Downtown Redevelopment	Work with property owners at key locations in and adjacent to downtown to explore potential to create infill development downtown.	Downtown/Retail	Administration Led	Chamber	None if no grants or loans made; TIF-eligible
Temporary Amenities/Regular Events	Establish regular events downtown with "temporary amenities". Explore additional programming in Community Hall (i.e. free library space, food truck gathering, etc). Consider allocating funds from rental of facility to a programming committee in return for successfully marketing the facility. Eg. farmers markets, monthly art walk, monthly antiques market, walk-in movie (on building wall)	Downtown/Retail	Administration Led	EDC, Parks & Recreation	\$3,000 tenant improvements
Business Improvement District	Create a BID for downtown to fulfill a vital role in retail district success by organizing a professional management or volunteer structure for the commercial area.	Downtown/Retail	CDA Led	Administration	
Downtown Façade Improvement Program	Matching funds up to \$5k to rehab downtown facades according to historical standards.	Downtown/Retail	CDA Led	Chamber, Administration	
Historic Preservation	As funds become available, consider providing assistance for upgrades and façade treatments on historic structures necessary to update appearance and functionality (i.e. ADA, HVAC, etc)	Downtown/Retail	CDA Led	Administration	\$50,000 seed; tax credits, grants, TIF
Upper-floor Residential Conversions	Encourage and provide incentives in the form of loans or matching grants to encourage the conversion of upper floors of existing downtown buildings for residential or new retail/commercial use.	Downtown/Retail	CDA Led	Property Owners, Administration	\$50,000 seed; WHEDA, TIF
Crowdfunded investment for redevelopment of buildings	Use Kickstarter or other crowdfunding tools to fund investment for redevelopment of buildings, particularly downtown	Downtown/Retail	Chamber Led	Administration	
Friday night downtown band performance	Was done successfully in the past. Another similar housing program may be useful though it is necessary that the city has capacity to run the program (possibly needing additional staff)	Downtown/Retail	Chamber Led	Administration	
Improve Downtown Aesthetic and Pedestrian Amenities	As funds become available, create a matching grant program to promote downtown façade improvement, including signage, maintenance, restoration, awnings and storefront treatments. Consider adopt-a-pot, banner contests or other methods of increasing downtown streetscape amenities. Explore potential for pedestrian activated stoplight or additional traffic signal to improve pedestrian crossing.	Downtown/Retail	Chamber Led	Administration, CDA	\$10,000 seed money

Community Development/Planning Strategy	Description	Community Development/Planning Focus	Idea Lead	Supporting Parties	Cost & Funding
Planter adoption	Erinn Welty originally tried this (idea was from City of Salina, KS Parks and Recreation initiative); Community may consider revising this program	Downtown/Retail	Chamber Led	Administration	
Art in storefronts	Work with local artists to display artwork in empty downtown storefronts to increase artist exposure and spruce up downtown.	Downtown/Retail	Community Led	Chamber, Local Artists, Property Owners	
Themed museum	Something for which Waterloo is well known	Downtown/Retail	Community Led	Administration, Chamber of Commerce	
Community Reference/Information	Keep a full suite of community information for both citizens and business owners on the City website, in addition to information necessary to interested developers and future business owners.	General Focus	Administration Led	Chamber, JCEDC	
Engage Residents	Expand social media and web outreach to communicate with new residents and promote local community events and businesses.	General Focus	Administration Led	Chamber	None
Improve public infrastructure	Use CIP to invest in roads and sidewalks	General Focus	Administration Led	CDA	
CDA Property Planning	Re-engage the CDA to facilitate strategic planning and development negotiations for key infill and redevelopment sites. The CDA should hold title to and develop a plan for all excess municipal owned property and work with the county on tax-delinquent properties to maximize economic opportunity.	General Focus	CDA Led	Administration, JCEDC, County	\$0
Redevelopment Plan	Develop and implement a comprehensive program of blight elimination and redevelopment	General Focus	CDA Led	Administration	
TIF Amendments	Amend existing TIF districts and structure any new TIF project plans to allow revenue sharing between districts and base value redeterminations.	General Focus	CDA Led	Administration	\$10,000 for amendment process
Annual Community Report	Establish an annual report to the community - from all the community groups & City Hall - what was done in past year to move Waterloo forward. Combine with a big community event?	General Focus	Chamber Led	Administration, Community Organizations, JCEDC	
Civic Engagement	Explore potential for a community foundation or booster organization to welcome new residents and help coordinate local events and communications.	General Focus	Chamber Led	Community Leaders	\$1,000 seed money
Community Investment Fund	Establish a community investment fund to finance innovative community projects.	General Focus	Chamber Led	Administration	
Encourage Future Leaders	Make a concerted effort to encourage participation from younger and/or newer residents to ensure that marketing, activities and initiatives are meeting the needs of residents and to foster the next generation of leaders.	General Focus	Chamber Led	Administration, Community Leaders	\$0
Expand Online Presence	Work to expand civic and business presence online, and to encourage cross-promotion and marketing of community assets, events, and businesses to a broad local and regional customer base. Expand the civic and business social media presences. Maintain City website with economic development materials, including City and local partner activities, market data, and real estate opportunities.	General Focus	Chamber Led	Administration, JCEDC	None
Identify "photo ops" in the community and develop amenities - as much for residents as for visitors.	Waterloo signs on the edge of the City - how about a little pull-off so people can take a selfie to show they are in Waterloo; How about each major employer creating an interesting icon to represent their business - perhaps a big Trek bicycle on Treks property, or a big pickle on Holton's - again with space to allow people to take a photo of themselves with the icon. Link the icons with a trail and have a self-guided map.	General Focus	Chamber Led	Administration	
New Resident Welcome Packet	Provide community information, directories, coupons, etc. for all new residents of Waterloo	General Focus	Chamber Led	Administration	<\$1,000/yr
Staff: Community Volunteer Coordinator	Create a part-time volunteer coordinator position to break down community projects into bite-sized tasks and identify community members willing and able to give a set amount of time per year. Could be combined with Chamber position.	General Focus	Chamber Led	Administration	
Activate Community Foundation to fund community groups, events, programs	Karl Junginger Foundation	General Focus	Karl Junginger Foundation	Community Leaders	

Community Development/Planning Strategy	Description	Community Development/Planning Focus	Idea Lead	Supporting Parties	Cost & Funding
Residential Construction Incentive Program	Establish residential construction incentive program to encourage residential development by providing financial incentives to a developer or builder to build housing within the City.	Housing	Administration Led	CDA	\$50,000 seed Future TIF Closure
Speculative Home Development	Work with existing land owners to provide incentives to encourage builders to develop new single and two-family housing within existing City territory. Participate in home builder trade shows and other events to attract builders to the community.	Housing	Administration Led	City, Developers	None
Attract Multifamily Development	Explore WHEDA credit availability to attract multifamily developers to the community. Identify multiple suitable sites and promote potential development sites, residential market options, and incentives.	Housing	Administration Led	CDA, Developers	Unknown; WHEDA, TIF
Auction access to surrounding privately-owned large parcels	Auction access to surrounding privately-owned large parcels with natural resources - hunting, camping, exploration, etc. Use proceeds to support community groups.	Housing	Administration Led	Property Owners	
Reconstitute "Follow Your Path" Program	Was done successfully in the past	Housing	Administration Led	City, CDA	
Residential Improvement Program	Partner with USDA, Project HOME and others to improve residential areas, especially on highway corridors. Consider spring cleanup day to encourage neighborhoods to coordinate repairs.	Housing	Administration Led	Chamber	\$1,500 for supplies or shared dumpsters
Speculative Home Development	Work with existing subdivision owners to provide deferred payment structures to encourage home builders to develop new single and two-family housing within the community on existing permitted lots. Participate in home builder trade shows and other events to attract builders to the community.	Housing	Administration Led	Real Estate Community, Home Builders & Subdivision Owners	\$0
Affordable Housing Redevelopment	Identify additional areas within the existing City boundary suitable for redevelopment as affordable housing. Promote these areas to builders, assist in negotiations, create a painless approval process, and consider providing building incentives.	Housing	CDA Led	Administration, Developers	None
Establish Housing Stock Improvement Program	Use TIF district closure to create a housing renewal loan fund to expand the program and consider offering incentives for curb appeal-type projects. In the future, expand the program through partnerships with other existing housing renewal funds such as USDA and HUD for households that qualify.	Housing	CDA Led	Administration	\$50,000 seed Future TIF Closure
Engage Landlord Group	Engage landlords to conduct confidential apartment market surveys on an annual basis to establish vacancy and rental rate statistics for the community. This survey can also be used to identify opportunities or challenges in the marketplace and develop strategies to address problem properties.	Housing	Chamber Led	Administration	\$0

	A	B	C	D	E	F
1	Economic Strategy	Description	Ecoomic Focus	Idea Lead	Supporting Parties	Cost & Funding
2	Rail Service	Monitor service on rail line, and advocate for rail spur to business park at appropriate time.	Amenities/Infrastructure	Administration Led	JCEDC	Unknown
3	Make under-utilized public land available for private sector development	Identify and market underutilized public land. Market through professional brokerage firm and third-party websites. Provide development incentives (TIF, etc.)	Amenities/Infrastructure	Administration Led	CDA	
4	Brewpub/Restaurant downtown	Attract a high-caliber Brew-pub/Restaurant downtown - potentially a second location for an existing establishment.	Downtown/Retail	Administration Led	CDA, JCEDC	
5	Liquor License Incentive	Award cost-reduced liquor licenses to a downtown brew-pub/restaurants to spur downtown redevelopment	Downtown/Retail	Administration Led	CDA	
6	Main Street Program	Explore joining WEDC Main Street Program http://inwisconsin.com/community/assistance/main-street-program/	Downtown/Retail	Administration Led	Chamber, JCEDC	
7	Website Development Matching Grant/Loan	Program for local retailers with grants of 50% of the project cost up to a predetermined maximum to be used for website design or redesign, updates, search engine optimization, social networking, and database or app development.	Downtown/Retail	Administration Led	Chamber of Commerce	
8	Downtown business/building build-out grant/loan	Matching funds up to \$10k to rehab old downtown buildings and make improvements for businesses.	Downtown/Retail	CDA Led	Chamber, Administration	
9	Micro-incubator (agriculture, artisan foods)	eg. grocery store incubates businesses that supply it with local produce by providing work training and purchasing contracts	Entrepreneurship/S mall Business Startup	Administration Led	JCEDC	
10	Pop-up shops in empty storefronts	Create program for short-term pop-up shops to "test the waters" in empty downtown storefronts for a nominal fee	Entrepreneurship/S mall Business Startup	Administration Led	Chamber of Commerce, CDA, JCEDC	
11	Regional Farm & Food Producers Cooperative	Food Startups: Collaborate and market farm products together as partners developed a successful community supported agriculture (CSA) program. Working together, members have been able to expand into wholesaling activities and reach markets otherwise unavailable to them.	Entrepreneurship/S mall Business Startup	Administration Led	Chamber of Commerce, JCEDC	
12	Lone Eagle Initiative	Engage with and understand the needs of professionals who work out of the home ("lone eagles"). Identify the size of the home-office segment in the local economy; engage home-office professionals to learn how the City, other community organizations, and the local business sector can be of greater service to them.	Entrepreneurship/S mall Business Startup	Administration Led	Chamber, JCEDC	
13	Wisconsin Angel Network	Part of the Wisconsin Technology Council's economic development and job creation efforts. WAN fuels the growth of capital in Wisconsin by operating as an umbrella organization providing services and resources to the early stage investing and entrepreneurial communities. (http://www.wisconsinangelnetwork.com/)	Entrepreneurship/S mall Business Startup	Administration Led	Chamber of Commerce, JCEDC	
14	Incubator	Explore potential for small scale industrial spaces or incubator building in business park. Explore potential for professional services incubator space in downtown building.	Entrepreneurship/S mall Business Startup	Administration Led	JCEDC, Developers	\$20,000 (start-up rent reduction)
15	Business Development Education & Support	Work with area small business partners to bring regular programming and support to Waterloo (ie SBDC, SCORE, Madison College, JCEDC). Coodinate with JCEDC Entrepreneurship Program in their 2017-2021 Strategic Plan.	Entrepreneurship/S mall Business Startup	JCEDC Led	JCEDC	
16	Entrepreneurship & Business Training	Organize local entrepreneur gatherings, promote area education and training opportunities and coordinate regular training sessions locally on topics of interest to local businesses (i.e. social media, marketing, health care, etc) Coodinate with JCEDC Entrepreneurship and BRE Programs in their 2017-2021 Strategic Plan.	Entrepreneurship/S mall Business Startup	JCEDC Led	Administration, Chamber	\$0-\$10,000
17	Maximize Facility Utilization	Work with owners of vacant or underutilized properties to help market space for temporary users or on a short term basis to support business recruitment. Facilitate lease negotiations, equipment storage or other arrangements to maximize economic benefit to existing owner and prospective tenants.	General Focus	Administration Led	Chamber	None if City facilitates negotiations and arrangements. More if payments made.
18	Public-Private Cooperation	Encourage cooperation between the City, Chamber of Commerce, JCEDC, MadREP, and larger employers.	General Focus	Administration Led	Chamber, JCEDC, MadREP	None
19	Commercial and Industrial Development Process Flow Chart	Create a commercial and/or industrial development process flow chart and timeline specialized to Waterloo to streamline and manage development review process. Make each step clear to interested parties.	General Focus	Administration Led	JCEDC	None
20	Fill Vacant Downtown Space	Target and recruit tenants to fill downtown office space, storefronts, and retail space. Identify home-based businesses, non-manufacturing uses in the business park, and Town-based businesses needing better commercial space.	General Focus	Administration Led	JCEDC	None

	A	B	C	D	E	F
1	Economic Strategy	Description	Economic Focus	Idea Lead	Supporting Parties	Cost & Funding
21	Ordinance Review	Review local zoning ordinances and business regulations to create the most business- and development-friendly environment possible while still protecting the health, safety, and welfare of City residents. Optimize administrative processes and timelines.	General Focus	Administration Led	CDA	None
22	Reliable Market Information	Continue to serve as a source of reliable market information on the community. Collect and distribute local market information, maintain updated economic and community overview materials on the website and distribute regular updates to business, real estate and community leaders, along with key messages about market opportunities.	General Focus	Administration Led	JCEDC, Chamber	\$0-\$5,000
23	Strategic Outreach	Utilize Eco-Dev Program; Track and communicate successful implementation of initiatives or community impact of economic development or business activities to increase awareness of economic development issues.	General Focus	Administration Led	JCEDC, CDA	None (digital)
24	Targeted Businesses	Target business start-up, growth, and relocation in retail sectors identified in market study retail supply gap analysis and employment profile.	General Focus	Administration Led	JCEDC	None
25	Website Marketing	Maintain updated website with ED materials, including Board and committee activities, market data and real estate opportunities.	General Focus	Administration Led	JCEDC	\$1,000
26	Revolving Loan Fund	Establish and market a RLF to demonstrate Waterloo's commitment to economic development and business growth. Consider partnership with a regional fund to increase lending capacity and project options as opportunity arises.	General Focus	CDA Led	JCEDC, CDA, Local Banks	\$25,000 seed
27	Business networking events	Establish regular business networking events for local businesspeople to make connections.	General Focus	Chamber Led	JCEDC	Minimal (food & space for gatherings)
28	Staff: Chamber Director	Hire a part-time business director to organize business and community events and serve as a primary PoC for economic development activity. Individual would connect businesses to appropriate business partners. Could be partially funded by City. Individual responsible for fielding inquiries with goal of responding to all retail/downtown business inquiries within 24 hours. If Main Street Program was pursued this position could be a joint Main Street/Chamber Director.	General Focus	Chamber Led	Administration, JCEDC	
29	School Partnership	Establish program in which students visit local businesses to understand finance, marketing, and communications. Activities for students include business tours, field trips, mock job interviews, and classes focusing on banking, insurance, personal finance, resumes, job applications, cover letters, and job seeking skills. Fund through individual memberships and donations from area businesses.	General Focus	Community Led	Chamber	
30	Co-Working Options	Explore use of vacant storefront space for a co-working facility to accommodate satellite and work from home individuals as well as startup businesses. Increase daytime population in downtown. Private sector space formatted for co-working. Evaluate feasibility - how many home workers would use co-working space? Will require significant promotion & networking to draw out home workers.	General Focus	JCEDC Led	Administration, Chamber, Property Owners	\$5,000 (start-up rent reduction)
31	Informational Packet	Create "Doing Business in Waterloo" packet. Distribute to local organizations and provide packet to anyone considering starting, expanding, or moving a business. Coordinate with JCEDC BRE/BA Program in their 2017-2021 Strategic Plan.	General Focus	JCEDC Led	Administration	None
32	Available Property Marketing	Assist local businesses and property owners to effectively market available Waterloo commercial and industrial properties. Provide relevant market information to real estate professionals with listings in the community, and encourage/assist individual property owners to actively market properties on commercial listing systems, craigslist or with professional firms. Maintain a listing of available properties at the City to provide to prospective businesses and developers. Coordinate with JCEDC Property Marketing Program in their 2017-2021 Strategic Plan.	General Focus	JCEDC Led	Administration, Real Estate Professionals	\$0
33	Business Retention Visits	Visit annually with at least 20 businesses and conduct an annual business survey. Encourage Council and Economic Development Committee members to participate in visits. Coordinate with JCEDC BRE Program in their 2017-2021 Strategic Plan.	General Focus	JCEDC Led	Administration, Chamber, MadREP	\$0
34	Succession Planning	Establish a business succession planning initiative to address rapidly aging population of small business owners. Market businesses for sale and provide resources to facilitate business succession.	General Focus	JCEDC Led	Chamber of Commerce, Administration	\$10,000 In-Kind, Fee for Service, CDBG, WWBIC, JCEDC
35	Brownfield remediation for Gauthier site	Pursue grant for study and remediation.	Industrial	Administration Led	JCEDC, CDA	
36	Business Park	Develop a new industrial/business park either on land currently within city limits, such as that near the existing business park, or on newly annexed land. Improvements, including streets and utilities, may be paid for using tax increment financing.	Industrial	Administration Led	JCEDC	\$250,000+ Development costs are TIF eligible
37	Business Park Marketing	Market business park lots to target groups. This may require hiring a broker. JCEDC market lots regionally.	Industrial	Administration Led	JCEDC	\$1,000 (signage)

	A	B	C	D	E	F
1	Economic Strategy	Description	Economic Focus	Idea Lead	Supporting Parties	Cost & Funding
38	Shovel-Ready Facility Options	North Business Park has a number of available parcels, but there are few existing buildings available for sale or lease by new tenants. Working with local design build firms to develop a building plan which can be pre-approved for rapid development can improve Waterloo's competitive position, and also provide more marketable site information.	Industrial	Administration Led	CDA, JCEDC	\$10,000 In-Kind or Deferred Payment
39	Staff: Industrial/Commercial Development Point Person	Individual responsible for fielding inquiries with goal of responding to all large-scale commercial and industrial development inquiries within 24 hours. This could be the Mayor, City staff, or JCEDC.	Industrial	Administration Led	JCEDC	None
40	Utility Cost Strategy	Determine volume of use required to lower residential utility burden. Explore potential to encourage large users to locate in business park through targeted incentives.	Industrial	Administration Led	Utility, JCEDC	None (Potential incentive cost if implemented)
41	Small Industrial Space	Explore development of small industrial condominium or leased space to fill a current gap in the market for small tenant options. Additional space options can accommodate a range of business sizes, promoting future industrial growth.	Industrial	CDA Led	Administration, JCEDC	\$1,000,000 USDA, CDBG
42	Tax Increment Financing	Creation of TIF district for new industrial/business park. Contingent of development of a new business park, a new TID is recommended to pay for site development, street construction, and utility installation.	Industrial	CDA Led	Administration	~\$20,000 for TID creation
43	Comprehensive vacant building marketing scheme	List all available sites and incentives on non-owned websites like LoopNet, LocateInWisconsin, etc. Work with real estate brokerage to more effectively market sites. Coordinate with JCEDC BA Program in their 2017-2021 Strategic Plan.	Industrial	JCEDC Led	Administration, Chamber	
44	Industry Marketing	Develop one page information sheets with relevant market data and site profiles for target groups (i.e. workforce capabilities, wages and existing companies in transport, manufacturing, or agriculture service sectors). Market business park lots to target groups. Coordinate with JCEDC BA Program in their 2017-2021 Strategic Plan.	Industrial	JCEDC Led	Administration	< \$5,000
45	Manufacturer's Alliance	Establish a local manufacturer's council, meeting quarterly or semi-annually to discuss business climate concerns, market issues and provide a forum for presenting funding opportunities or other services. Coordinate with JCEDC BRE Program in their 2017-2021 Strategic Plan.	Industrial	JCEDC Led	Administration	\$0
46	Targeted Businesses	Target business start-up, growth, and relocation in large-scale commercial and industrial sectors identified in JCEDC Strategic Initiative and employment profile.	Industrial	JCEDC Led	Administration	None
47	Professional Space Options	Work with professional/service sector businesses considering new construction to consider including future expansion space which can be used to recruit additional small business activity in the near term.	Office	Administration Led	City	\$0



A Strategic Initiative
2017-2021

Draft for Discussion - Spring 2016

Proposed for the Consideration of the Leaders of the Jefferson County area by the Jefferson County Economic Development Consortium and by the:

2017-2021 GHDP Feasibility Study Steering Committee

Mike Wallace
CEO,
Fort Healthcare

Jim Seidl
Executive Vice President,
Greenwood State Bank

Tina Crave
CEO & President,
Greater Watertown
Community Health
Foundation

Nate Salas
President,
Partnership Bank

John David
JCEDC Chairman,
Mayor,
City of Watertown

Mark Johnsrud
JCEDC Vice Chairman,
Village Administrator,
Village of Johnson Creek

Steve Wilke
JCEDC Secretary,
City Administrator,
Lake Mills

Timothy Freitag
JCEDC Board Member,
City Administrator,
City of Jefferson

Linda Bagley-Korth
JCEDC Board Member,
Economic Development,
Village of Cambridge

Matt Trebatoski
JCEDC Board Member,
City Manager,
City of Fort Atkinson

Pat Cannon
JCEDC Board Member,
CDA Director,
City of Whitewater

Mo Hansen
JCEDC Board Member,
Clerk/Treasurer,
City of Waterloo

Glen Borland
JCEDC Board Member,
County Board Supervisor

Augie Tietz
JCEDC Board Member,
County Board Supervisor

Jim Mode
JCEDC Board Member,
County Board Supervisor

Benjamin Wehmeier
County Administrator,
Jefferson County

Genevieve Coady, AICP, PhD
Executive Director,
Jefferson County Economic
Development Consortium



IT'S TIME TO GO TO THE NEXT LEVEL

The Jefferson County Economic Development Consortium (JCEDC), including the member communities of Cambridge, Fort Atkinson, Jefferson, Johnson Creek, Lake Mills, Waterloo, Watertown, and Whitewater, was founded more than a decade ago to proactively drive area economic growth. The JCEDC provides direct services to businesses in the areas of alternative business finance, location consulting, workforce recruitment, expansion and investment decision-making, and beyond.

For the last several years, the JCEDC has conducted a national review of economic development, community development, and tourism best practices and considered how it might take the organization and its impact to the next level. Why? Because these sectors today are highly competitive, with competitor communities and regions pursuing new jobs, investment, and brand awareness through aggressive tactics to attract new businesses, retain / expand their existing companies, and grow new companies from the ground up. Many communities—both larger and smaller than the Jefferson County area—have launched ambitious multi-year programs to gain a competitive advantage and ensure they are on the winning side of the continuing economic rebound and beyond.



JCEDC leadership has concluded that the right approach is for the public sector to partner with and engage the private sector in developing, funding and implementing a dynamic new strategic initiative for economic development, community development, and tourism.

As an initial matter, the JCEDC is creating a public-private nonprofit organization, the “Glacial Heritage Development Partnership” (GHDP), which will lead and coordinate the area’s strategic efforts in economic development, community development, and tourism. The plan is for an expanded JCEDC staff to manage implementation of GHDP’s 5-year plan (“2017-2021 Strategic Initiative”), and for the organization to be funded by yet-to-be-secured private and public sector financial supporters.

As detailed in subsequent pages, the \$4.1 million 2017-2021 Strategic Initiative will:

- Dramatically strengthen our capacity to attract jobs, talent, investment and ideas
- Improve state, national, and international awareness regarding the benefits of visiting and locating in the area
- Align our communities, businesses, and economic development partners in pursuit of our shared economic development, community development, and tourism goals
- Result in significant business growth, job creation, higher average wages, increased tax base, millions in new capital investment, and an improved sustainability and quality of life for the Jefferson County area



OUTDOOR RECREATION OPPORTUNITY

GHDP believes the Jefferson County area is and should be viewed as the outdoor recreation epicenter of the Midwest – the premiere tourist destination and economic hub for outdoor recreation in the greater region. Accordingly, GHDP has included in the Initiative a variety of strategies and tactics designed to strengthen the area’s outdoor recreation offerings, capitalize on these by attracting and retaining talent predisposed to locate near such opportunities, and nurture the area’s tourism and outdoor recreation manufacturing economic sectors. GHDP believes that our strategic economic location plus the high quality of life that comes with outdoor recreation opportunities can and will add up to a niche economic (and tourism) brand that will resonate regionally and nationally to strong economic effect and an improved quality of life for all businesses and residents alike.

THE THREE-GOAL INITIATIVE

This Initiative is about taking the Jefferson County area to the next level of economic competitiveness. It reflects a proactive, intentional, and coordinated approach to economic development, community development, and tourism and is consistent with best practice in the industry. Each goal has a set of actionable strategies and measurable outcomes.

The Three Goals addressed in subsequent pages are:

1. **Workforce** | Attract, Develop, and Align Talent
2. **Businesses** | Grow Businesses, Jobs and Capital Investment
3. **Marketing** | Drive Communications & Tourism

GOAL 1 WORKFORCE | ATTRACT, DEVELOP, AND ALIGN TALENT

PROJECTED OUTCOMES

- Question to Employers: What outcomes do you recommend? We plan to develop appropriate metrics and track/report progress.

STRATEGIES

Attract Talent | Develop and implement a comprehensive marketing program to attract talent to the Jefferson County area. Sample tactics include:

- **Job Fair** | Host an annual premiere regional job fair
- **Special Focus** | Include a special focus on employees seeking outdoor recreation opportunities
- **HR Departments** | Partner with and provide information to company HR departments to assist them in selling the Jefferson County area
- **Rural Transportation** | Ensure the availability of workers by developing solutions for rural transportation challenges
- **Workforce Design** | Work with WMEP to educate and assist area employers on market-rate workforce design

Develop & Align Talent | Ensure the skills of the workforce match employers' needs. Sample tactics include:

- **Labor Study** | Conduct an area-wide labor force study to determine unmet employer needs and the profile of underemployed and unemployed workers in area
- **Align Programming** | Communicate the results of the study to area workforce development partners and assist in aligning programming to area workforce needs
- **Connect. Connect. Connect.** | Connect Jefferson County area employers and employees to:
 - Workforce programs of interest provided by MadREP, M7, and other workforce partners
 - Area educational institutions and programs to ensure employer and employee needs for licensed trades folk, certified employees, and college graduates are met
- **Youth Apprenticeships** | Increase the number of companies and high school students utilizing youth apprenticeships by annually convening for a strategy session area K-12, workforce development board, and higher education institution leaders (supported by BRE program)
- **Soft Skills** | Improve and expand soft-skill (financial literacy, etc.) education programs for students and employees (supported by BRE program)
- **Employee Health** | Support employers in their efforts to improve the health of employees. Sample tactics include:
 - In conjunction with area health providers and employers, develop a healthy-employee program (i.e. Step Challenge)
 - Support efforts to grow pedestrian commuting opportunities through the area trail system



GOAL 2 BUSINESSES | GROW BUSINESSES, JOBS, AND CAPITAL INVESTMENT

PROJECTED OUTCOMES

- Create or retain 4,000 jobs
- Grow new planned commercial and industrial investment by \$100M

STRATEGIES

Entrepreneurs & Startups | Develop and implement an early-stage entrepreneurship program that connects high-potential startups to resources inside and outside the Jefferson County area. GHDP recognizes the important role of area chambers in providing support to startups and small businesses. GHDP intends to supplement these and serve as an area liaison to regional resources.

- **PoC for Startups** | Serve as the area Point of Contact (PoC) for entrepreneurs to assess their initial needs and refer them to existing support programs such as SCORE, Small Business Development Center (SBDC), Gener8r (accelerator), Starting Block (incubator), MadREP, M7, UW-Whitewater's Innovation Center, etc.
 - Establish formal collaboration with area chambers and support their efforts to serve as additional area PoCs for entrepreneurs
- **Incubation Space** | Develop an area incubator that provides programs, services, and space (co-working space, office space, incubation space for manufacturing, etc.)
- **Entrepreneurship Council** | Establish the Area Entrepreneurship Council – a group of area entrepreneurs in need of targeted programming, networking, and support
- **Network Outside Area** | Plug GHDP into Madison and Milwaukee's entrepreneurial ecosystems and promote MadWaukee region's programs (i.e. angel networks, experts, etc.) to local entrepreneurs
- **Outdoor Business** | Start a "How to Start an Outdoor Business" program
- **Funding** | Develop locally-sourced, non-traditional public and private funding sources (i.e. revolving loan funds, private investor network, etc.) to support small business growth



Business Retention & Expansion | Develop and implement a business retention and expansion program that connects existing businesses to resources inside and outside the Jefferson County area.

- **Retention & Expansion Interviews** | Implement a robust business retention and expansion interview program with JCEDC staff conducting at least 100 interviews per year with major employers. **GHDP intends to invite area chambers** to partner in this program and interview local small businesses.
- **Direct Expansion Assistance** | Provide direct support to businesses looking to expand by providing assistance with incentives, property identification and acquisition, etc.
- **Manufacturing Council** | Create Area Manufacturing Council to support area manufacturing executives through CEO round table and lunch & learn sessions on manufacturing-specific topics
- **BRE Survey** | Conduct an annual business survey (in coordination with MadREP) to identify collective business challenges and growth opportunities, and communicate aggregate results to area partners
- **Business Alliance** | Launch Jefferson County Area Business Alliance (JCABA), in partnership with area chambers, to bring the area's business community together. JCABA will host quarterly area-wide education seminars and networking events, and host an annual State of the Area's Economy event.
- **RLF Program** | Administer the Jefferson County Revolving Loan Fund (RLF) - a low-interest loan program available to existing businesses looking to expand in Jefferson County
- **Regional Alliances** | Invest in and partner with MadREP and M7 for the services they provide to GHDP and area employers
- **Government Affairs** | Annually meet with state and federal legislators for an economic development update and discussion

Business Attraction | New business attraction efforts will focus within the upper Midwest and collaborate with regional economic partners to attract businesses nationally and internationally.

- **Targeted Sectors** | Focus marketing and business attraction efforts on the following industry sectors:
 - Agribusiness
 - Advanced Electrical
 - Bioenergy
 - Food Processing
 - Outdoor Recreation
 - Healthcare
- **Prospect Identification**
 - Identify businesses looking for expansion locations in targeted industry sectors within a 3-hour radius
 - Meet with existing businesses to explore opportunities to attract their supply chain partners
- **Symposium** | Host a regional symposium in Johnson Creek for developers and site selectors to hear area development trends and opportunities
- **Site & Demographic Info** | Maintain database of demographic and site information for community leaders, business executives, and site selectors
- **Marketing Partners** | Work with MadREP, M7, WEDC to develop and maintain robust relationships with regional, national, and global site selectors, developers, and commercial/industrial realtors including annual familiarization tours of area assets and opportunities
- **Trade Shows** | Attend key Midwest industry trade shows and events in the targeted sectors (above) and coordinate with regional and state economic development partners on attending national and global events
- **Special Focus** | Focus on growing the outdoor recreation manufacturing industry - host a Midwest outdoor recreation manufacturing trade show, etc.
- **Med College** | Continue to advocate for the establishment of Wisconsin's third medical school (osteopathic) to be in Jefferson
- For additional information on specific business attraction marketing tactics, see Goal 3



Area Assets & Infrastructure | GHDP will work to further develop the infrastructure necessary for economic growth.

- **Site Readiness** | Drive efforts with local and regional economic development partners to develop industrial and commercial properties
- **Transportation Plan** | Work with area partners to develop a regional transportation plan that drives the development of key economic infrastructure in the area
- **Rail** | Continue participation in the Wisconsin River Rail Transit Commission
- **Outdoor Amenities** | Support area and regional partners (especially the Rock River Trail Initiative group, County Parks, and the Glacial Heritage Area, Discover Dodge, and JCTC) on continued development of outdoor recreation amenities desired by area workers and employers
- **Revitalization** | Connect Chambers, RDAs, and CDAs to resources for revitalization programs and incentives
- **Brownfields** | Develop and grow the area's brownfields program to redevelop key properties for economic development

Community Development | GHDP will work to further develop the infrastructure necessary for economic growth.

- **Retail** | Support local targeted retail attraction programs with area commercial brokers
- **Homebuyer Programs** | Administer the homebuyer grant programs and counseling in the area
- **Financial Literacy** | Develop programming to increase financial literacy of area residents
- **Housing Gap** | Conduct a housing gap analysis - support area communities in advocating to developers to fill gaps in targeted geographic areas

Emerging Opportunities Fund | GHDP will apply capital to forward-thinking initiatives for the region's economy.

It is likely that, during the life of this five-year Initiative, opportunities and challenges unforeseen at the time of the Initiative's creation will arise. GHDP must be in a position to respond to these without jeopardizing planned components of the Initiative, and without having to go back to the community repeatedly with urgent funding requests.

An "Emerging Opportunity Fund" is an appropriate and widely used method of "planning for the unforeseeable." This fund will be used to support forward-thinking initiatives to leverage positive change for economic development of the region. Potential opportunities include projects that aid the region's capacity to grow, focused efforts to remove stubborn or difficult barriers to growth, and large-scale projects that capture the community's imagination and enhance the quality of life for the entire area.

A Leadership Council comprised of individuals and representatives of entities that contribute (at least \$5,000 annually) to GHDP will oversee the Emerging Opportunities Fund.

GOAL 3 MARKETING | DRIVE COMMUNICATIONS & TOURISM

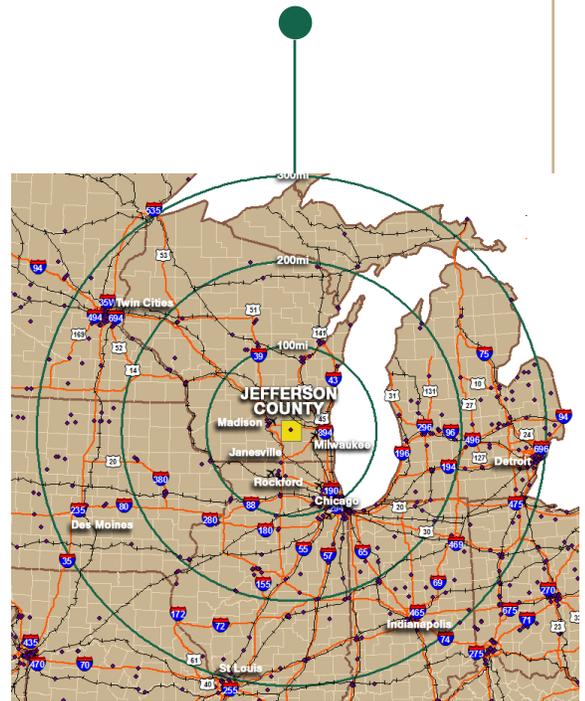
EXPECTED OUTCOMES

- Triple GHDP social media and website hits
- Increase hotel patronage by 15%

STRATEGIES

Communications | The GHDP brand will raise regional awareness of the area’s tourism and economic development assets. The five-year goal for brand penetration for economic development audiences will be the upper Midwest.

- **Branding Campaign** | Develop / implement a regional branding and marketing campaign designed to enhance the area’s image as an ideal location within the Chicago-Milwaukee IQ Corridor for outdoor recreation and small town living, both for increasing tourism and driving economic development
 - **Tactics** | Update and strengthen existing branding plan with multi-channel tactics
 - **Materials** | Develop a set of marketing materials for area economic development and tourism; work with regional partners to further the reach of these materials
 - **Communications Committee** | Launch a GHDP Communications Committee to oversee the branding campaign
 - **Promotions** | Support and promote events that build and strengthen outdoor recreation brand
- **Ongoing Communications** |
 - **Website** | Upgrade website and social media platforms to targeted audiences (i.e. site selectors, community leaders, tourists, residents, etc.)
 - **Dashboard** | Maintain an online dashboard of key economic, tourism, and community development indicators to track impact of programs to overall goals
 - **Promotions** | Promote area successes in regional and national publications
 - **E-News** | Publish quarterly newsletters highlighting the area’s economic success stories, programs, and news
 - **Presentations** | Regular updates to area local governments, nonprofits, and community organizations
 - **Coordination** | Coordinate announcements with MadREP and M7



Tourism | The GHDP will serve as the tourism lead for the Jefferson County area - including the Glacial Heritage Area and Southern Dodge County.

- **Designated Marketing Org** | Serve as the designated marketing organization (DMO) for the area (a Wisconsin Department of Tourism designation) - coordinating and implementing the area’s branding campaign
- **Tourism App** | Develop outdoor recreation and tourism app to promote recreation opportunities in the area and to support the local tourism industry
- **Business Engagement** | Launch the Outdoor Recreation Business Engagement Plan to engage the private sector in continued support of outdoor amenities in the area - partner with GHA, County Parks, Wisconsin DOT, Tourism, WEDC, and DNR departments
- **Multi-Channel Promotions** | Promote area’s top community and outdoor recreation assets and events to audiences within a 200 mile radius through multiple media channels
 - **Tourism Guide** | Support the Jefferson County Tourism Council (JCTC) on their Tourism Guide

Investor Relations |

Investor confidence in the Initiative will only be maintained through the highest level of transparency, communications and accountability. It will also require that the Jefferson County area’s “first team” of business and elected leaders take an active role in keeping the Initiative on task, on time, and on budget. Specific oversight of the Initiative will be vested in the Board of Directors of GHDP, which will evolve more fully after funds have been committed. The Board of Directors will be comprised of individuals whose financial and leadership investment clearly identifies their commitment to the program’s success.

LOOKING FORWARD...

PROPOSED STAFFING

CEO| Genevieve Coady, AICP, PhD
VP of Business Development | To Be Filled
Manager of Marketing and Communications | To Be Filled
Manager of Community Development | RoxAnne Witte
Communications Assistant | To Be Filled



PROPOSED INITIATIVE BUDGET

The JCEDC preliminarily estimates that \$4.1 million will be needed to implement the three goal strategy. This budget is being vetted through this feasibility study process. A final capital campaign goal will be identified later this spring.

1. \$800,000 | Attract, Develop, and Align Talent
2. \$2,200,000 | Grow Businesses, Jobs, and Capital Investment
3. \$1,100,000 | Drive Communications and Tourism

ECONOMIC IMPACT / BENEFITS OF THE PROPOSED INITIATIVE

The 2017-2021 Initiative – IF adequately funded - will result in a variety of tangible and intangible benefits to the region. The most visible of these are new / retained jobs and new / retained capital investment.

As this initial “Feasibility Study” phase moves forward to a campaign, GHDP intends to conduct a full economic impact analysis of new job creation and capital investment. In the meantime, it is appropriate to highlight the primary economic development, community development, and tourism outcomes that will be associated with successful implementation of the Initiative.

These outcomes include:

- New businesses and expanded existing businesses in the Jefferson County area
- New commercial and industrial capital investment
- New high-grade jobs (quantity); these “direct” jobs will trigger additional “indirect” (supplier-type) and “induced” (service sector) jobs
- Increased workforce quality
- Substantial payroll associated with direct, indirect and induced jobs
- New disposable personal income to be spent inside and outside Jefferson County; all local businesses will benefit
- New deposit potential for area financial institutions
- New sales and property tax revenue to governments throughout the area
- Improved infrastructure support for tourism and economic development
- Substantial increase in tourism spending

CONCLUSION AND PREMISE FOR FUNDING

The “Feasibility Study” now underway is principally about determining whether the private and public sector leaders of the Jefferson County area are supportive of this stepped-up approach to economic and community development, and ready to assume a new level of leadership and influence over driving economic growth in our area.

In order to implement this Initiative and move the region to the next level, we must have the endorsement and buy-in of the community’s stakeholders—public and private. We intend to seek involvement and funding for this Initiative from private and public sources--those with a vested interest in the regional economy’s growth and development. Investments in this program should be based on each organization’s / individual’s capacity, potential for direct benefit, and community leadership. Your thoughtful review and candid feedback of this document is appreciated. Thank you for participating.



Jefferson County Economic Development Consortium

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864 Collins Road, Suite 111, Jefferson, WI 53549

VI. SCHEDULE OF DELIVERABLES

Deliverables associated with the provided scope of services include:

1. **Informational brochure**—that describes the economic development strategic planning process. This will be created at the beginning of the project and distributed to the public as needed.
2. **Final document**—a detailed report that contains all of the economic development strategies that are developed during the project. This report will be presented to stakeholders as appropriate. Three (3) bound hard copies of this document will be provided to the city. A final digital PDF version of the plan and all components will also be provided, together with an editable Microsoft Word version of the document. All associated concept plans, graphs, tables and maps will also be provided in their original formats.
3. **Executive summary**—of the economic development strategies. This will be formatted for consumption by all stakeholders.
4. **Economic Development Strategic Action Plan**—a detailed Implementation Matrix will be produced that clearly defines prioritized initiatives. For each recommended economic development strategy an implementation steps and timeline, responsible party, funding opportunities, potential partners, and target metrics. The Implementation Matrix will also serve as a standalone document for use by various entities involved in implementation.

The proposed scope includes the following six on-site visits:

1. **Kick-off meeting**—Meeting between the Vierbicher project team and the Steering Committee/City staff to establish the work plan and assign responsibilities for the duration of the project (2 hours)
2. **Public workshop**—Community stakeholders will have an opportunity to hear a summary of the assessment phase and to provide input for the vision and strategy phase of the project (4 hours)
3. **Focus group meetings**—The Vierbicher team will conduct 6 focus group sessions with invited community stakeholders to further develop the strategic vision and opportunities of the City (1 day)
4. **Strategy review**—Meeting between Vierbicher project team and City Steering Committee/City staff (and others as appropriate) to review strategies that have been developed and provide guidance for finalizing the recommendations (2 hours + 2 hours for outreach meetings)
5. **Final review**—Meeting between Vierbicher project team and City Steering Committee/City staff (and others as appropriate) to provide final input prior to the final presentation to the Council (2 hours + 2 hours for outreach meetings)
6. **Final presentation**—to the City Council and attendees at a public meeting (2 hours)

Additional time will be set aside at the review meetings (meetings 4 and 5) to allow for scheduled meetings with key businesses, property owners or prospects as part of the outreach efforts of the project.

On-site visits may include participation in meetings, including internal staff economic development meetings and other committee or Council meetings, as needed, to discuss project progress, analyze findings, or to serve in an advisory capacity regarding specific agenda items.

TO: MAYOR AND CITY COUNCIL
FROM: MO HANSEN ON BEHALF OF THE WATERLOO COMMUNITY DEVELOPMENT AUTHORITY
SUBJECT: 2015 COMMUNITY DEVELOPMENT ANNUAL REPORT -- PURSUANT TO SECTION 35-2(F) OF THE MUNICIPAL CODE
DATE: FEBRUARY 12, 2016

2015 COMMUNITY DEVELOPMENT AUTHORITY ANNUAL REPORT

COMPOSITION & ORGANIZATION:

Chairperson	Matthew Ziaja, Council Term: 2013 – 2017
Vice Chairperson	Michael Hermanson, 2012 - 2016
	Angie Stinnett, Council Term: 2013 – 2017
	Linda Norton, 2013 – 2017
	Laurie Freund, 2013 - 2017
	Sue Moe, 2014 – 2018
	Nicole Tuttle, 2015 – 2019

Two Alderpersons – (duration of their council terms of office) and five non-council members – 4-year term

The CDA, met jointly with the Community Development Committee (a subcommittee of the City Council) for monthly meetings each month except December. One meeting was held at the Waterloo Regional Trailhead others at the Municipal Building. The Clerk/Treasurer or Interim Clerk/Treasurer provided staff support.

POWERS AND DUTIES:

As granted by Chapter 35 of the municipal code, the CDA shall have all powers and duties in §§ 66.1333 Wis. Stats. (Operate as a Redevelopment Authority for the purposes of blight elimination and slum clearance). Furthermore, it shall have all powers and duties in §§ 66.1201 Wis. Stats. (Run municipal housing projects; to acquire property by eminent domain; to own, clear and improve property; to invest funds; to execute bonds and take on indebtedness). The CDA also has the powers, duties and functions related to community development as are conferred upon it by the Common Council from time to time.

GOALS & OBJECTIVES:

At this time the CDA had not adopted a formal set of goals and objectives. In collaboration with the Community Development Committee, progress on the 203 East Madison Street project was a 2015 focal point.

ACTIVITIES:

1. Review of UW-Milwaukee Report Encouraging a Thriving Future for Waterloo. The report was reviewed. The Waterloo Chamber of Commerce was invited to join in the review process.

2. Disposition of the Youth Center. The body discussed at length the merits of offering the Youth Center for sale. The discussion was carried forward to the City Council. The property was ultimately sold after Council action.
3. Follow-up on the Sale of 120 West Madison Street. The CDA sought, and was provided with, information confirming that obligations were met by the current property owner of this parcel as specified at the time title was transfer from the City to the property owner.
4. JCEDC Staff Presentation. Roxanne Witte with the Jefferson County Economic Development Consortium gave a presentation to the CDA highlighting existing County housing programs. As a follow-up, two CDA members distributed brochures and public information at the Waterloo July 4th Celebration to promote the programs.
5. Redevelopment/Reuse of 203 East Madison Street. Working with McKay Nursery landscape design staff (services provided gratis), the CDA arrived at a concept plan for a next phase of work at 203 East Madison Street, a municipally owned parcel along the Mauneshia River.
 - a. Concept Plan Adopted – (Exhibit A)
 - b. Neighborhood Outreach and Public Comment Sessions – The CDA met twice to hear input from property owners and residents near 203 East Madison Street regarding the concept plan. Two citizens attended those meetings and the CDA Chair also contacted a property owner regarding feasibility of an easement connecting the subject parcel to Youker Park.
 - c. Reaction To Public Comments: Outlining Project Phases – In response to the public input, the CDA agreed informally on a next phase of solely focusing on funding for construction of the adopted concept drawing. The CDA Chair directed staff to seek grant opportunities.
6. Connect Communities Information Resources. CDA members receive regular emails from WEDC Connect Communities program. Much information related to best practices for the development of Wisconsin’s downtowns is available through this program.
7. Mauneshia Business Center. In 2015 the City Band and Waterloo/Marshall Food Pantry used this facility at no charge as they have done for many years. Beginning in 2012 Tucker’s Driving Academy rented the first floor for training approximately one week a month. Because in 2010 the CDA took the lead on a grant award leading to the 2011 renovation of the former library site at 117 East Madison Street, the operations, expense and other matter have been left to the CDA and rolled into Fund 600. In prior years and in 2015 CDA members have objected to this determination by the Mayor and City Council.
8. Financial Activity and Fund 600 (Community Development Authority). All revenues and expenses for the CDA are segregated to Fund 600. From August forward, the CDA reviewed monthly financial statements for this fund. The 2015 year-end fund balance is in deficit: **-\$28,245.65**

CONCEPT
203 E MADISON



FUTURE PEDESTRIAN CONNECTION

MAUNESHA RIVER

URBAN RIVER EDUCATION
GATHERING SPACE
W/ POTENTIAL SHELTER

RETAINING WALL

POTENTIAL OVERLOOK

WHEEL STOP, TYP.

INTERPRETIVE SIGNAGE

BIKE PARKING, TYP.

KIOSK

BENCH, TYP.

ASPHALT WALK

EXISTING FOUNDATION
(ADD GUARD RAIL)

E. MADISON STREET

TO: COMMUNITY DEVELOPMENT AUTHORITY AND COMMUNITY DEVELOPMENT COMMITTEE
FROM: CLERK/TREASURER
SUBJECT: FOREIGN TRADE ZONE #41 FEASIBILITY STUDY AND AUTHORIZING A TWO MONTH RESEARCH INTERNSHIP
DATE: APRIL 15, 2016

AUTHORIZING AN INTERNSHIP FOR A FOREIGN TRADE ZONE #41 FEASIBILITY STUDY

I am writing to request approval from the CDA and CDA to authorize a fund 600 expenditure not to exceed \$2,500 for a May/June 2016 Research Internship. The internship work product would be a feasibility study on how Waterloo could benefit from being located within Foreign Trade Zone #41 (FTZ #41).

UW-Whitewater School of Business Graduate Student [Gisela Helder Sanchez-Lopez](#) has expressed interest in this two month research project. UW-Whitewater Vice Chancellor Ramon Ortiz has indicated Gisela would be a good candidate for the project.

- Q: How would this be funded? ANS. The expense would be part of the Fund 600 budget. I am anticipating that a transfer from the General Fund to Fund 600 to cover the existing deficit would be increased by the amount of the Intern Stipend to cover this expense.
- Q: Why should this be a priority? ANS. (1) This is one way Waterloo can participate in, and its citizens can benefit from international trade. The feasibility study is meant to identify private sector partners in constructing a general purpose duty-free facility or a firm specific duty-free facility. (2) Trek, Sheehy Enterprises, Sussek Machine Company and other export/import companies located in Jefferson, Dane, Dodge and Columbia counties could possibly benefit from a general purpose Waterloo duty-free facility, keeping and growing Wisconsin jobs. (3) Property developed as part of an initiative (most likely a warehousing facility) would increase the property tax base.
- Q: What Waterloo assets lend themselves to researching potential FTZ #41 activity?
 - Trek Bicycle is an importer of bike parks and an exporter of finished bikes. Such manufacturers are positioned to benefit from import duty reductions. Some FTZ #41 facilities are specific to a firm, examples being Mercury Marine, Kohler and Case New Holland. Other facilities are general purpose and can service multiple companies. To my knowledge Dane, Jefferson, Dodge and Columbia counties have no such general purpose facility.
 - Sheehy Enterprises already provides non-stop express freight service from the [Port of Long Beach in California](#). It could be hauling cargo ship containers to a duty free destination.
 - Sussek Machine Company has production in Waterloo, China and Mexico. It may benefit from parts shipment duty-free.
 - The City sold Trek 64,000 sq. ft. of warehouse space.
 - We are served by Wisconsin and Southern Railroad. Cargo ship containers can be shipped overland by rail to duty-free FTZ #41 sites.
 - We have bare ground industrial sites available for development.

INTERNSHIP DETAILS.

1. LEARNING GOALS: (1) Provide intern with exposure to Wisconsin businesses involved in FTZ #41. (2) A focused research objective – identify the feasibility for how Waterloo might benefit from FTZ #41.
2. OVERSIGHT. Clerk/Treasurer's office with a final report to the Community Development Authority and Community Development Committee (CDA/CDC).
3. INTERNSHIP COMPENSATION. \$14 per hour not to exceed \$2,300, including travel expenses. Letter of recommendation upon favorable CDA review.
4. INTERNSHIP PERIOD. A sixty days beginning April 20 or upon acceptance by Gisela. Written report (PDF) with appendix documenting contacts and outreach made due at the end of Internship Period.
5. INTERNSHIP WORK PRODUCT. Written feasibility study (PDF) containing authors conclusions and a distillation of generalized conclusions from three private sector professionals familiar with FTZ #41. The feasibility study outline would be approved at the projects' outset and a final draft would reviewed prior to submittal by an academic adviser. The study is to conclude with an appendix documenting contacts and outreach made during the internship.