



136 North Monroe Street  
Waterloo, WI 53594  
Phone: (920) 478-3025  
Fax: (920) 478-2021  
[www.waterloowi.us](http://www.waterloowi.us)

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**A JOINT MEETING OF THE:**  
**(1) ECONOMIC DEVELOPMENT STRATEGIC PLAN STEERING COMMITTEE**  
**(2) COMMUNITY DEVELOPMENT AUTHORITY**  
**(3) COMMUNITY DEVELOPMENT COMMITTEE**  
**(4) WATERLOO CHAMBER OF COMMERCE**  
**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: May 17, 2016**  
**Time: 7:15 p.m.**  
**Location: Municipal Building, Council Chambers, 136 North Monroe Street**

1. **INVITED: (a) Economic Development Strategic Plan Steering Committee; (b) Community Development Authority; (c) Community Development Committee; and (d) Waterloo Chamber of Commerce**
2. REVIEW OF ECONOMIC DEVELOPMENT STRATEGIC PLANNING PROCESS TO DATE
  - a. Kick-off meeting
  - b. Digital survey
  - c. Community workshop
  - d. Initial review and consideration an assembled strategies
  - e. Contract with consultant terminated
  - f. Nine stakeholder meetings completed
  - g. 4/19 ranking of "Tourism/Marketing" strategies
  - h. 4/19 prioritization of "Community Development" strategies
  - i. Creation of Identified Strategies List from 4/19 meeting
  - j. May online "Economic Strategy ranking/prioritizing survey and tabulation
3. ECONOMIC DEVELOPMENT STRATEGIC PLAN – NEXT STEPS
  - a. Summary of nine stakeholder interviews
  - b. May online survey tabulations [*PLEASE COMPLETE SURVEY PRIOR TO MEETING*]
  - c. Discussion and action on completing the Identified Strategies List (led by Genevieve Coady)
4. FUTURE AGENDA ITEMS AND ANNOUNCEMENTS
  - a. Additional action and public input to complete the Identified Strategies List as needed
  - b. Final presentation to the City Council and attendees at a public meeting
  - c. Plan implementation

5. ADJOURNMENT

Mo Hansen

Clerk/Treasurer

Posted, Mailed and E-mailed: 05/13/2016

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.

**TO:** CDA/CDC/ECONOMIC DEVELOPMENT STRATEGIC PLAN STEERING COMMITTEE  
**FROM:** CLERK/TREASURER  
**SUBJECT:** ECONOMIC DEVELOPMENT STRATEGIC PLAN – SUMMARY OF STAKEHOLDER INTERVIEWS  
**DATE:** MAY 12, 2016

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## ECONOMIC DEVELOPMENT STRATEGIC PLAN SUMMARY OF STAKEHOLDER INTERVIEWS

Nine stakeholder visits were held concluding May 12, 2016.

### SUMMARY OF FINDINGS

- 1. Workforce issues are a concern. The availability of talented employees is a challenge.** Regardless of the employment type, employers were going to extra lengths to fill staffing needs. Improving community marketing means Waterloo becomes an asset for attracting talent, not a liability.
- 2. Customers first.** Customers have sustained these businesses. A customer first focus was apparent. I translate this to mean our strategies need to wow our “customers.” Set the bar high and exceed expectations. “Customers” expect quality and value or they go elsewhere.
- 3. Nice town, but underperforming.** Individually, businesses reported success. Collectively – underperformance. Retail/service experiences, housing options, schools, community amenities and community aesthetics were singled out. Their successes were due to business innovation and internal improvements, not something tied to Waterloo as a location. “Identify competitive advantages and maximize them.” Most interviewees either had little connection locally or had invested time in community activities with marginal returns.
- 4. Identify a theme and work it over time.** Several themes were mentioned: Peddles and Paddles; a German heritage or Hispanic heritage theme; Connecting Waterloo to the Waterloo Wildlife Area and adjacent outdoor recreation. Feature architectural aspects of the downtown. Events generating vehicle traffic were mentioned by retailers.
- 5. Improve communication and cooperation.** Regular community communication is needed. A promotional awareness campaign highlighting retail businesses -- and directed at employees -- was recommended. A buy local campaign was suggested. Comments were received suggesting long-time residents & long-time businesses have to engage in Waterloo issues in a more positive manner to move Waterloo forward.

## **LIST OF STAKEHOLDER INTERVIEWS**

- John Sheehy & Jon Tilp, Sheehy Enterprises
- Kurt Popp and Tim Jonas, McKay Nursery
- Chip Kubly, Jim's Cheese
- Mark Joslyn, Trek Bicycle
- Mike Neitzel, Do It Best Hardware
- Adam T. Watson, PalletOne
- Nicki Spoon, Kevin Pickering, Soular Pizza Grill & Chill
- Bill Campbell, Farmer's & Merchant State Bank
- Mike Lannoy, Lannoy's Piggly Wiggly