



136 North Monroe Street  
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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: June 21, 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. ECONOMIC DEVELOPMENT STRATEGIC PLAN – NEXT STEPS
  - a. Discussion and action on completing the Identified Strategies List (led by Genevieve Coady)
3. 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
4. ADJOURNMENT

Mo Hansen

Clerk/Treasurer

Posted, Mailed and E-mailed: 06/17/2016

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.

## Identify Top Waterloo Economic Development Strategies

FOCUS: DOWNTOWN/RETAIL. Select top strategies to advance Waterloo's retail & downtown economy for the long-term.

Answer Options	Lead	Supporting Parties	Phase/Year	Cost	Response Percent	Response Count
<b>DOWNTOWN SIGNAGE GRANT ... matching funds to replace/improve exterior signage...</b>	CDA	CDA, City			<b>44.4%</b>	<b>8</b>
MARKET WATERLOO ONLINE ...create online methods for accessing destinations for events and attractions...	Chamber	City, JCEDC			33.3%	6
CHANGE LAND USE TO REFLECT SHRINKING RETAIL/COMMERCIAL FOOTPRINT .. re-evaluate retail and commercial needs downtown, amending zoning and planning docs to make more land/space available for different uses	CDA	City			38.9%	7
CONNECT COMMUNITIES PROGRAM ... better utilize WEDC resources, <a href="http://inwisconsin.com/community/assistance/connect-communities-program/">http://inwisconsin.com/community/assistance/connect-communities-program/</a>	City	Chamber, CDA			38.9%	7
<b>DOWNTOWN REDEVELOPMENT ... work with downtown property owners to explore in-fill development opportunities</b>	City	Chamber, CDA			<b>72.2%</b>	<b>13</b>
<b>FILL VACANT DOWNTOWN SPACES ... target and recruit tenants to fill downtown office space and retail space. Identify home based businesses, non-manufacturing uses in the business park and local businesses needing better commercial space</b>	City	JCEDC, Chamber			<b>83.3%</b>	<b>15</b>
WEBSITE DEVELOPMENT MATCHING GRANT/LOAN ... Local retailer grants up to 50% for website design or redesign, updates, search engine optimization, social networking, database or app development	Chamber	City			11.1%	2
INCENTIVIZED DOWNTOWN FIBER-TO-THE-FACILITY ... partner with Charter Communications and Frontier Communications offering a five-year 1gigbyte upload and 1gigbyte download fiber-to-the-facility incentive in exchange for job creation and redevelopment of targeted downtown sites. [NOTE: NOT LISTED ON PREVIOUS DOCUMENTS...]	City	JCEDC			27.8%	5
BECOME A MAIN STREET COMMUNITY ... <a href="http://inwisconsin.com/community/assistance/main-street-program/">http://inwisconsin.com/community/assistance/main-street-program/</a>	City	Chamber, CDA			33.3%	6
LIQUOR LICENSE INCENTIVE ... Award cost reduced liquor license to a downtown brew-pub/restaurant	City	JCEDC			16.7%	3
<b>RESTAURANT DOWNTOWN ... attract a high-caliber brew-pub/restaurant - potentially a second location for an existing establishment</b>	City	JCEDC			<b>55.6%</b>	<b>10</b>
<i>answered question</i>						<b>18</b>
<i>skipped question</i>						<b>0</b>

### Identify Top Waterloo Economic Development Strategies

FOCUS: PROMOTING WATERLOO. Select top strategies to market the community and improve the local economy.

Answer Options	Lead	Supporting Parties	Phase/Year	Cost	Response Percent	Response Count
BICYCLING EVENTS & BIKE TO WORK WEEK	Chamber	JCEDC			35.3%	6
<b>COORDINATED EXTERNAL ADVERTISING ... coordinated advertising by local businesses...</b>	<b>Chamber</b>	<b>JCEDC</b>			<b>47.1%</b>	<b>8</b>
<b>MARKETING DATABASES ...build digital list and produce monthly information about Waterloo initiatives or opportunities</b>	<b>Chamber</b>	<b>City, JCEDC</b>			<b>58.8%</b>	<b>10</b>
BUSINESS NETWORKING EVENTS ... establish recurring for local business people to connect	Chamber				47.1%	8
<i>answered question</i>						<b>17</b>
<i>skipped question</i>						<b>1</b>



## Identify Top Waterloo Economic Development Strategies

FOCUS: COMMUNICATION/ORGANIZATIONAL CAPACITY. Select top strategies for long-term economic growth.

Answer Options	Lead	Supporting Parties	Phase/Year	Cost	Response Percent	Response Count
<b>COMMUNITY REFERENCE INFORMATION ... keep a full suite of community information for citizens and business owners on city website, reliable market information</b>	City	Chamber, JCEDC			72.2%	13
<b>ENGAGE RESIDENTS/EXPAND ONLINE PRESENCE ... expand social media and web outreach to communicate to new residents promoting local events</b>	Chamber	City			77.8%	14
CDA PROPERTY PLANNING ... CDA would negotiate on key redevelopment sites, it would hold title to all excess municipal property and work with county on tax-delinquent properties	CDA	City			22.2%	4
<b>REDEVELOPMENT PLAN ... Implement a comprehensive plan of blight elimination</b>	CDA	City			55.6%	10
TIF AMENDMENTS ... structure districts to allow for revenue sharing between districts	CDA	City			27.8%	5
ANNUAL ECONOMIC DEVELOPMENT REPORT ... utilize eco-dev program to track and communicate successful activities to increase awareness of economic development issues	City	JCEDC			38.9%	7
<b>CIVIC ENGAGEMENT ... explore options for a community foundation to welcome new residents and help coordinate local events and communications; activate community foundations to fund community groups</b>	Chamber	City			61.1%	11
COMMUNITY INVESTMENT FUND ... establish a revolving loan fund and community investment fund to finance innovative community projects, partner with a regional fund	CDA	City, JCEDC			38.9%	7
ENCOURAGE FUTURE LEADERS ... concerted effort to encourage participation of younger and newer residents	Chamber				44.4%	8
IDENTIFY UNIQUE PHOTO-OP LOCATIONS	Chamber				16.7%	3
<b>NEW RESIDENT WELCOME PACKET</b>	Chamber	City			72.2%	13
STAFF: COMMUNITY VOLUNTEER COORDINATOR ... part-time volunteer coordinator, could be combined with Chamber position	Chamber	City			44.4%	8
<b>STAFF: CHAMBER DIRECTOR ... hire a part-time business director to organize community/business events and serve as primary point-of-contact</b>	Chamber	City			55.6%	10
BUSINESS RETENTION VISITS ... visit annually with at least 20 businesses and conduct an annual survey	City	JCEDC			50.0%	9
<i>answered question</i>						<b>18</b>
<i>skipped question</i>						<b>0</b>

### Identify Top Waterloo Economic Development Strategies

FOCUS: INDUSTRIAL & INFORMATION TECHNOLOGY DEVELOPMENT. Select top strategies for long-term economic growth

Answer Options	Lead	Supporting Parties	Phase/Year	Cost	Response Percent	Response Count
<b>BROWNFIELD REMEDIATION OF 333 PORTLAND RD ... pursue grant(s) for remediation blighted 17 acres site behind T-Roy Trucking, Griffin Repair and Life Changing Nutrition with focus on future industrial reuse and job creation</b>	City	JCEDC			55.6%	10
NEW BUSINESS PARK ... use existing land or annex land, created using tax incremental financing	CDA	City			33.3%	6
BUSINESS PARK MARKETING ... market existing sites/lots to target groups, hire a broker, produce one-page info sheets with relevent market data and site profiles (i.e. workforce capabilities, wages and existing companies in transport, manufacturing, or agricultural sectors	City	JCEDC			44.4%	8
PREPARE SHOVEL READY FACILITY OPTIONS ... work with local design/build firm to develop a building plan for all sites	City	JCEDC			33.3%	6
STAFFING: ID LEAD POINT PERSON ... goal of responding to all development inquiries in 24 hours	City	JCEDC			22.2%	4
UTILITY COST STRATEGY ... determine volume of use to lower residential utility burden; explore potential to encourage large users to locate in business park through targeted incentives	City	JCEDC			38.9%	7
IDENTIFY & MARKET SMALL INDUSTRIAL & INFORMATION TECHNOLOGY SPACE ... current market gap for industrial condo or leased space, help incubate and grow small space businesses	JCEDC	City			44.4%	8
<b>COMPREHENSIVE VACANT BUILDING MARKETING ... list all available sites on non-owned websites (LoopNet, LocateInWisconsin, etc)</b>	JCEDC	City			55.6%	10
<b>TARGET BUSINESS START-UPS IN GROWING SECTORS ... see sectors ID in JCEDC strategic initiative</b>	City	JCEDC			55.6%	10
<i>answered question</i>						18
<i>skipped question</i>						0

## Identify Top Waterloo Economic Development Strategies

**FOCUS: HOUSING. Select top strategies which will best sustain and grow Waterloo's residential sector.**

Answer Options	Lead	Supporting Parties	Phase/Year	Cost	Response Percent	Response Count
RESIDENTIAL CONSTRUCTION INCENTIVE PROGRAM ... provide incentives to developers or builders of new residences	City	CDA			50.0%	9
SPECULATIVE HOME DEVELOPMENT ... work with existing land owners to encourage home building, participate in builder trade shows and or other events to attract builders	City	CDA			50.0%	9
ATTRACT MULTIFAMILY DEVELOPMENT ...explore WHEDA credit availability to attract multifamily developers	City	CDA, JCEDC			11.1%	2
<b>RECONSTITUTE "FIND YOUR PATH HERE PROGRAM" .. recreated prior success</b>	<b>Chamber</b>	<b>City</b>			<b>55.6%</b>	<b>10</b>
<b>RESIDENTIAL HOUSING STOCK IMPROVEMENT PROGRAM ... partner with USDA, Project HOME and others to improve residential areas especially along highway corridors, use TIF district closure to recreate a revolving loan fund</b>	<b>City</b>	<b>CDA, JCEDC</b>			<b>61.1%</b>	<b>11</b>
ENGAGE LANDLORD GROUP ... conduct annual confidential apartment market surveys to produce community vacancy and rental rate information to inform policy decisions	City	CDA			38.9%	7
<i>answered question</i>						<b>18</b>
<i>skipped question</i>						<b>0</b>

## Identify Top Waterloo Economic Development Strategies

FOCUS: FOSTERING ENTREPRENEURIAL OPPORTUNITY. Select top strategies for increasing entrepreneurial success

Answer Options	Lead	Supporting Parties	Phase/Year	Cost	Response Percent	Response Count
SCHOOL PARTNERSHIP ... students visit businesses to understand finance, marketing and communications	Chamber	JCEDC			27.8%	5
<b>"DOING BUSINESS IN WATERLOO" PACKET ... for all considering starting, expanding or moving a business (see JCEDC strategic plan), create "Commercial &amp; Industrial Development Process Flow Chart specialized to Waterloo to streamline process. Make each step clear to interested parties</b>	JCEDC	City			<b>94.4%</b>	<b>17</b>
SUCCESSION PLANNING ... establish a business succession planning initiative	JCEDC	City			11.1%	2
AGRICULTURAL MICRO-INCUBATOR OR COOPERATIVE ... foster development of locally grown produce	City	JCEDC			50.0%	9
<b>POP-UP SHOPS IN EMPTY STOREFRONTS ... create program for short-term pop-up shops to "test the waters" for a nominal fee</b>	Chamber	City			<b>72.2%</b>	<b>13</b>
<b>EXPLORE A LONE EAGLE INITIATIVE / CO-WORKING / BUSINESS INCUBATOR OPTIONS ... engage with and understand the needs of professionals that work out of the home to serve them better, use vacant storefront for co-working facility to accommodate satellite and work from home individuals as well as start-up businesses</b>	Chamber	City, JCEDC			<b>66.7%</b>	<b>12</b>
PARTNER WITH THE WISCONSIN ANGEL NETWORK ... WAN fuels the growth capital in Wisconsin by operating as an umbrella organization providing services & resources to early stage businesses	City	JCEDC			38.9%	7
PUBLIC-PRIVATE COOPERATION ... work with JCEDC, MadRep and larger employers; contract with MadRep consultants (i.e. Craig Kettleson) and others to bring necessary expertise to work directly with businesses	City	JCEDC, MadREP, WEDC			33.3%	6
<i>answered question</i>						<b>18</b>
<i>skipped question</i>						<b>0</b>