



136 North Monroe Street
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A MEETING OF THE ECONOMIC DEVELOPMENT STRATEGIC PLAN STEERING COMMITTEE

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: July 25, 2016
Time: 6:00 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. ROLL CALL
3. REVIEW REMAINING STRATEGIC PRIORITIES POLL RESULTS
4. REVIEW/COMMENT/MODIFICATION TO DRAFT ECONOMIC DEVELOPMENT STRATEGIC PLAN
5. APPROVAL TO OPEN PUBLIC REVIEW PERIOD FOR DRAFT PLAN
6. FUTURE AGENDA ITEMS AND ANNOUNCEMENTS
 - a. Next Steps -- July 16 Memo
7. ADJOURNMENT

Mo Hansen

Clerk/Treasurer

Posted, Mailed and E-mailed: 07/21/2016

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.

City of Waterloo
Economic Development Strategic Plan

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FOCUS: Industrial & Commercial Development

GOAL	ACTION	GOAL METRICS	LEAD	SUPPORTING	PHASE / YEAR	EXPENSE NOTES
Ready 17 acre industrial site (333 Portland Rd) for reuse	Pursue grants for remediation of blighted site with focus on future industrial reuse and job creation	Site ready with for reuse 1/1/2018	City	CDA	2016 site research; 2017 remediation; 2018 site marketing	TID #3 plus staff time
Comprehensive vacant property marketing	List available properties on site selector websites (LoopNet, LocateInWisconsin, etc)	Listings on a minimum of 3 site selector websites as of 1/1/2017	City	CDA	Begin 1/1/2017 quarterly updates thereafter	\$1,000 per year plus staff time
Target/Recruit business start-ups in growing sectors	Convene pro bono real estate team to guide assembly of materials tied to specific parcels	One growing sector business located by 6/1/2018;	City	JCEDC, Chamber	Convene team by 1/1/2017; one sector outreach each quarter	\$1,000 per year plus staff time

City of Waterloo
Economic Development Strategic Plan

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FOCUS: Downtown Commercial Activity

GOAL	ACTION	GOAL METRICS	LEAD	SUPPORTING PARTIES	PHASE / YEAR	EXPENSE NOTES
Draw customers downtown with effective, creative signage.	Continue matching façade grant program	3 municipal façade grants per yr.	City	CDA, Property owner	2016-2020	\$5,000 per year plus staff time
Facilitate redevelopment of key downtown locations	work with owners to explore in-fill redevelopment	Building permits for four targeted locations.		Chamber, CDA, Property owners	One location per calendar year	Waiving all permit fees
Fill vacant downtown spaces	Establish program to recruit downtown tenants, focused on local existing businesses	90% occupancy	City	CDA, Chamber, Property owners	2016 Program Development, 2017 Program funding & roll-out	TBD
Recruit a full service downtown restaurant as an anchor draw	Develop 3 concepts for building reuse as restaurants	Project plan before Parks Commission	CDA	Property owners	2017-2020	TBD
Redefine downtown as a family friendly commercial destination	Establish recurring weekly Street Market	Project plan before Parks Commission	CDA	Chamber	2016 ID market champions; 2017 launch market; 2018 build sustainability	2016- 2017: \$6,000

City of Waterloo
Economic Development Strategic Plan

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FOCUS: Waterloo Promotion

GOAL	ACTION	GOAL METRICS	LEAD	SUPPORTING PARTIES	PHASE / YEAR	EXPENSE NOTES
Coordinated external advertising	Coordinated advertising by local businesses	Measurable retail sales increases linked to ad campaign	Chamber	JCEDC	2017 test campaign; 2018 follow-up campaign	TBD
Marketing databases & monthly outreach to market area	Build digital market area lists for monthly Waterloo promotional initiatives or opportunities	12 creative digital/social media outreach efforts	Chamber	JCEDC	2017 test campaign; 2018 follow-up campaign	TBD
Marketing databases & monthly outreach to market area	Build digital market area lists for monthly Waterloo promotional initiatives or opportunities	12 creative digital/social media outreach efforts	Chamber	JCEDC	2017 test campaign; 2018 follow-up campaign	TBD

City of Waterloo
Economic Development Strategic Plan

DRAFT -- 7/22/2016 4:29 PM

FOCUS: Community Aesthetics & Infrastructure

GOAL	ACTION	GOAL METRICS	LEAD	SUPPORTING	PHASE / YEAR	EXPENSE NOTES
Community wide Spring Clean-up	Promote a coordinated two weekend Spring clean-up period	40 volunteer hrs. for public spaces; less than 5 blight causing properties post event	City	CDA	First two April weekends	TBD
Improve downtown aesthetics & pedestrian amenities	Adopt a pot planter program on bridges and Veterans Park	Five additional planters in each of the next 4 yrs.	Chamber	City	2017 = 5; 2018=10; 2019 = 15; 2020 20	TBD
Implement planned bike connections from local & regional connectivity plans	Fund parks development plans for paths	One path segment each year	City	CDA	2016 - Riverwalk Dev (W. Madison to Edison).; 2018 - Waterloo / Watertown Phase 1 (Trek to downtown)	TBD
Offer free garden space, surplus produce to food pantry	Re-establish seasonal public community garden space	Make available ten garden plots each March	CDA	City	2017 - 2020	< \$100

City of Waterloo
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FOCUS: Communication & Organizational Capacity

GOAL	ACTION	GOAL METRICS	LEAD	SUPPORTING PARTIES	PHASE / YEAR	EXPENSE NOTES
Engage residents with expanded online presence	Expand social media with focus on new residents	2,000 FB likes by August 2018	Chamber	City	2016-2020	\$500 per year
Make available New Resident Welcome Packet	Annually update digital and printed welcome material	100% of new residents reach by August 2018	Chamber	Waterloo Water & Light	2017 planning; 2018 implement	
Maintain community market data for businesses on City website	Quarterly update of information	3000 page views annually	City	Chamber	Quarterly	Staff time
Broaden funding sources for economic development capacity	Explore options for community foundations and other private organizations to fund economic development capacity	New support dollars source in 2017, 2018 and 2019	City	Chamber, CDA, JCEDC	One new funding source each year	New net revenue for specific goal
Increase organizational capacity with Chamber business director hire (part-time)	Fund and hire to organize community and business events and serve as primary point of contact	20 per week staff on-board 1/1/2018	Chamber	CDA	Secure funds 2016 - 2018, hire 4th quarter 2017; start 1/1/2018	\$25K Annually

City of Waterloo
Economic Development Strategic Plan

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FOCUS: Housing

GOAL	ACTION	GOAL METRICS	LEAD	SUPPORTING PARTIES	PHASE / YEAR	EXPENSE NOTES
Incentivize new home construction	Reconstitute "Find Your Path Here" Program	Development agreement(s) with residential builder/developers	CDA	City	2016: Program planning; 2017: Implement	Work with permitting fees & impact fees for revenue neutral program over three years
Increase investment in improving existing housing stock focused along state highways	Market existing programs directly to property owners in targeted areas along state highways.	10% annual increase in residential projects per permitting application	CDA	JCEDC, Project Home, USDA	2016 program planning; 2017 Implement with focus on STH 19 construction area.	Marketing material \$1,000 per year and staff time.
Eliminate 100% of lead water services	Seek state/federal funding for replacement expense	100% of known lead services by August 2020	Waterloo Utilities	City, WisDNR	2016 Fund award; 2017-2019 implement	Marketing material \$1,000 per year and staff time.

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FOCUS: Fostering Entrepreneurial Opportunity

GOAL	ACTION	GOAL METRICS	LEAD	SUPPORTING PARTIES	PHASE / YEAR	EXPENSE NOTES
Provide easy access to locally based information for those starting, expanding or relocating a business	Create a "Doing Business in Waterloo" information set with charts describing ease of local development	500 page views per year	CDA	City, JCEDC and Chamber	Roll out second quarter of 2017 with annual updates thereafter	Staff time
Encourage business creation with annual opportunity for pop-up store fronts in empty storefront	Spring pop-up store with graduated rental rents	three pop-up stores each Spring until vacancy rates limit storefront options	CDA	Chamber, JCEDC	Four quarter 2016 program planning; Spring 2017 pop-up launch	Staff time

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
DOWNTOWN SIGNAGE GRANT ... matching funds to replace/improve exterior signage...	CDA	CDA, City			44.4%	8
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, http://inwisconsin.com/community/assistance/connect-communities-program/	City	Chamber, CDA			38.9%	7
DOWNTOWN REDEVELOPMENT ... work with downtown property owners to explore in-fill development opportunities	City	Chamber, CDA			72.2%	13
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	City	JCEDC, Chamber			83.3%	15
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 ... http://inwisconsin.com/community/assistance/main-street-program/	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
RESTAURANT DOWNTOWN ... attract a high-caliber brew-pub/restaurant - potentially a second location for an existing establishment	City	JCEDC			55.6%	10
<i>answered question</i>						18
<i>skipped question</i>						0

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
COORDINATED EXTERNAL ADVERTISING ... coordinated advertising by local businesses...	Chamber	JCEDC			47.1%	8
MARKETING DATABASES ...build digital list and produce monthly information about Waterloo initiatives or opportunities	Chamber	City, JCEDC			58.8%	10
BUSINESS NETWORKING EVENTS ... establish recurring for local business people to connect	Chamber				47.1%	8
<i>answered question</i>						17
<i>skipped question</i>						1

Identify Top Waterloo Economic Development Strategies

FOCUS: AMENITIES/INFRASTRUCTURE. Select top strategies relating to land and infrastructure.

Answer Options	Lead	Supporting Parties	Phase/Year	Cost	Response Percent	Response Count
LAND SWAP WITH MCKAY NURSERY ... free up city ag-land for development while retaining McKay's operations in the area	City	McKay			27.8%	5
BICYCLE ROUTES ... implement planned bike connections internally and to Watertown and Sun Prairie	JCEDC	City, WIDOT			55.6%	10
COMMUNITY LAND BANK OR TRUST ...establish a land bank to purchase and hold land for development	City				0.0%	0
COMPETITION FOR PUBLIC SPACE ACTIVATION/IMPROVEMENTS ... establish an open call for proposals to improve existing public spaces.	City	Chamber, CDA			44.4%	8
MAUNESHA RIVER & MILL POND ... park and access improvements to the pond and river	City	Chamber, CDA			50.0%	9
RECREATIONAL CONNECTIONS (INTERNAL) ... add trail connections to downtown, expand trail system to connect entire community.	CDA	City			44.4%	8
CONNECTION TO RIVERFRONT ...create stronger connection between the downtown/parks and riverfront	CDA	City			27.8%	5
COMMUNITY GARDENS ... create community gardens to strengthen sense of community, surplus produce to food pantry	Master Gardeners?	City			55.6%	10
COMMUNITY WIDE SPRING CLEAN-UP ... improve city aesthetics and community pride	Chamber	City			61.1%	11
EXPAND EXISTING DOWNTOWN FACADE GRANT PROGRAM ... current matches up to \$5,000 for facade improvements	CDA	City			27.8%	5
HISTORIC PRESERVATION ... provide assistance for upgrades and facade on historic structures	CDA	City			33.3%	6
UPPER-FLOOR RESIDENTIAL CONVERSIONS ... provide incentives to encourage conversion of upper floors for uses as condos or for other alternate uses	CDA	City			33.3%	6
CROWDFUNDED INVESTMENT FOR REDEVELOPMENT ... use kickstarter or other tools to fund investment for redevelopment	CDA	City			16.7%	3
FRIDAY NIGHT DOWNTOWN MUSICAL PERFORMANCES	Chamber	City			61.1%	11
IMPROVE DOWNTOWN AESTHETIC AND PEDESTRIAN AMENITIES ... adopt a pot, banner contest or other methods to increase downtown streetscape amenities	Chamber	City			77.8%	14
ART IN STOREFRONTS	Chamber	City			33.3%	6
THEMED MUSEUM	Chamber	City			11.1%	2
IMPROVE PUBLIC INFRASTRUCTURE ... use the capital improvement plan to invest in existing roads, sidewalks, water & sewer services	City	CDA			38.9%	7
SEEK IMPROVED RAIL SERVICES ... advocate for rail spur to Waterloo land identified/zoned for industrial uses	City	JCEDC			22.2%	4
<i>answered question</i>						18
<i>skipped question</i>						0

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
COMMUNITY REFERENCE INFORMATION ... keep a full suite of community information for citizens and business owners on city website, reliable market information	City	Chamber, JCEDC			72.2%	13
ENGAGE RESIDENTS/EXPAND ONLINE PRESENCE ... expand social media and web outreach to communicate to new residents promoting local events	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
REDEVELOPMENT PLAN ... Implement a comprehensive plan of blight elimination	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
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	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
NEW RESIDENT WELCOME PACKET	Chamber	City			72.2%	13
STAFF: COMMUNITY VOLUNTEER COORDINATOR ... part-time volunteer coordinator, could be combined with Chamber position	Chamber	City			44.4%	8
STAFF: CHAMBER DIRECTOR ... hire a part-time business director to organize community/business events and serve as primary point-of-contact	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>						18
<i>skipped question</i>						0

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
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	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
COMPREHENSIVE VACANT BUILDING MARKETING ... list all available sites on non-owned websites (LoopNet, LocateInWisconsin, etc)	JCEDC	City			55.6%	10
TARGET BUSINESS START-UPS IN GROWING SECTORS ... see sectors ID in JCEDC strategic initiative	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
RECONSTITUTE "FIND YOUR PATH HERE PROGRAM" .. recreated prior success	Chamber	City			55.6%	10
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	City	CDA, JCEDC			61.1%	11
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>						18
<i>skipped question</i>						0

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
"DOING BUSINESS IN WATERLOO" PACKET ... for all considering starting, expanding or moving a business (see JCEDC strategic plan), create "Commercial & Industrial Development Process Flow Chart specialized to Waterloo to streamline process. Make each step clear to interested parties	JCEDC	City			94.4%	17
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
POP-UP SHOPS IN EMPTY STOREFRONTS ... create program for short-term pop-up shops to "test the waters" for a nominal fee	Chamber	City			72.2%	13
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	Chamber	City, JCEDC			66.7%	12
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>						18
<i>skipped question</i>						0

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

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

Mo Hansen

From: Mo Hansen <cityhall@waterloowi.us>
Sent: Saturday, July 16, 2016 1:13 PM
To: Waterloo Clerk/Treas Office
Cc: dgraff@hngnews.com
Subject: FW: City of Waterloo follow-up / economic planning meeting set for 7/25 @ 6 pm
Attachments: 2015-05-17StrategicPrioritiesPollResults.pdf; 2016-05-12StakeholderInput.pdf; ECONOMIC DEVELOPMENT STRATEGIC PLAN STEERING COMMITTEE - 2015.pdf

TO: Mayor/Council/Community Development Authority/Waterloo Chamber of Commerce/Mayor's Economic Development Steering Committee

Thank you to those who have invested time and thought into Waterloo's economic future.

I am following up on my 7/12 email below. I heard back from Alan Coates and Keri Sellnow. Based on that feedback, I am calling a meeting for Monday, July 25th at 6 pm in the Council Chambers. The members of the temporary Economic Development Strategic Plan Steering Committee are: Angie Stinnett, Bruce Dorn, Keri Sellnow, Jeni Quimby, Alan Coates and Erin Ziaja. I hope to speak with each of you by phone prior to July 25th. As previous this meeting is a public meeting, I've tried to encourage all stakeholders and public participation. Please note: This meeting will not be scheduled in tandem with any other meeting – just economic development planning. The Joint CDA-CDC meeting will take place on 7/19.

7/25 MEETING MATERIALS.

Meeting materials to be provided via email in advance of the meeting will include:

1. The May 17 Strategic Priorities Poll Results which has been distributed several times and a draft plan (attached).
2. The business retention summary (attached).
3. A draft economic development strategic plan, based from meeting discussions to date (to follow before meeting).
4. Genevieve Coady has transitioned to a new position in Chicago. She may not be available on the night of our meeting.

7/25 MEETING AGENDA.

- a. Review remaining strategic priorities poll results which have not been reviewed.
- b. Review/comment/modifications to the draft economic development strategic plan. This draft plan will be a significant step towards plan completion and the beginning of plan implementation.
- c. Action on draft by the appointed committee.

POST 7/25 MEETING -- NEXT STEPS.

- Complete any unfinished items from a – c above.
- Seek further buy-in from project partners, including, but not limited to: the [Waterloo Chamber of Commerce](#), major employers, [School District](#), [Jefferson County Economic Development Consortium](#), [Madison Regional Economic Partnership](#). [estimated time 30 days, overlapping with public comment period]
- Distribute the plan for a public comment period, building awareness and identifying more project partners (i.e. downtown business & property owners; Karl Junginger Foundation; Waterloo Community Foundation; Wisconsin Economic Development Corporation; Schwandt Family Foundation; Residential developers and commercial developers; Wisconsin Public Power Inc., others...). [estimated time 30 days, overlapping with partner buy-in efforts]
- Schedule/hold wrap up meeting for a final sign-off by the appointed committee. The strategic plan is the final work product of the temporary committee. [approx. August 29]
- Presentation to the City Council for its consideration and adoption. [September 1]
- Plan Implementation. [beginning in earnest September 2 or upon Council adoption]
- Annual progress report to City Council. [September 1, 2017]



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**ECONOMIC DEVELOPMENT STRATEGIC
PLAN STEERING COMMITTEE**

APPOINTED BY MAYOR THOMPSON

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Mayor Appointment: October 16, 2015