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### NOTICE OF A CITY OF WATERLOO / JEFFERSON COUNTY PUBLIC MEETING

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

**MEETING:** JEFFERSON COUNTY ECONOMIC DEVELOPMENT CONSORTIUM AD HOC ECONOMIC IMPLEMENTATION WORKSHOP FOR CITY OF WATERLOO (Open To All Interested Parties)

**DATE:** Wednesday August 17, 2011      **TIME:** 6:00 p.m. to 8:00 p.m.

**LOCATION:** 625 North Monroe Street, Junginger Memorial Library

#### PROPOSED AGENDA

1. Welcome and Introductions 6:00 p.m.
2. Overview - Dennis Heling - 5-10 minutes
3. Presentation - Steve Grabow - 20 minutes (see February 15, 2008 Community Analysis for background)
4. Workshop Exercise - Approximately 75 minutes
5. Adjourn 8:00 p.m.

The intent of this workshop is to look at implementation actions that Waterloo can undertake to carry forward on previous economic visioning and planning.

The exercise itself will, at a minimum, attempt to get responses to these questions:

- » What are initiatives and actions that you or your organization can do to move towards the economic vision ideas?
- » What are realistic and doable actions that you or your organization will commit to in order to respond to the economic vision?
- » What are practical ways that you or your organizations can respond to the economic vision?

The expected output (deliverable) will be a proceedings report which will form a foundation for Waterloo's economic development strategy/action plan.

Posted, Distributed & Emailed: July 28, 2011

2008 participants included:

Ray Burbach, Larry Cole, Laura Cotting, Bill Dovi, Todd Forman, Mo Hansen, William Hogan and Richard Jones

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.

**Community Strengths, Weaknesses, Opportunities and Challenges  
(S.W.O.C. Analysis) As Part of Jefferson County Comprehensive Plan Update –  
Economic Development Component  
City of Waterloo Workshop  
February 4, 2008**

**AGENDA**

- 6:10 p.m. Introductions and Agenda
- 6:15 p.m. Background on the "Project"
- 6:25 p.m. Presentation on Assets/Opportunities
- 6:45 a.m. Strengths, Weaknesses, Opportunities and Challenges (S.W.O.C.)  
Exercise
- 8:00 p.m. Adjourn

**PARTICIPANTS**

Ray Burbach  
Larry Cole  
Laura Cotting  
Bill Dovi  
Todd Forman  
Mo Hansen  
William Hogan  
Richard Jones

Facilitated and Compiled By:  
Steve Grabow, Professor and Community Development Educator  
University of Wisconsin-Extension, Jefferson County Office

In Cooperation with:  
Dennis Heling, Executive Director  
Jefferson County Economic Development Consortium (J.C.E.D.C.)

February 15, 2008

## **STRENGTHS**

**(Including Local and County Economic Development Organizational Efforts)**

### **I. Location**

- A. Location is a strength with a rail line, two state highways, and close to major and mid-size cities.
- B. Fiber optic availability (many lines with large capacity).

### **II. Organization/Planning/Governing**

- A. Have an evolving organization on economic development that is growing a connection with Jefferson County Economic Development Consortium (JCEDC) formally and with grass-roots organizations (informal such as Sustain Jefferson).

### **III. Small-Town Livability/Community Livability**

- A. More people interested in local foods (i.e. CSA, cheese production, livestock).
- B. Waterloo in general is a very safe city (no gangs of note).
- C. A concerned citizenry is trying to make change – increased awareness with a new segment of community; some new “sparks” (although there is still some apathy).

### **IV. Recreation/Parks/Tourism**

- A. Businesses that are invaluable assets to complement Glacial Heritage Area (Trek/McKay/Briess Malting).
- B. Have strength in Fireman's Park.

### **V. Economic Development Programming**

- A. Briess Malting looking for expanded barley planting operation/more acreage for local growing.

### **VI. Transportation**

- A. Having Matt Kenseth in Cambridge is a tourism draw (Nascar). 151 Speedway in Columbus.

### **VII. Natural Resources**

- A. Has strong natural features (long list), with the river, connectivity to Marshall, nestled between two wildlife preserves, Garman Preserve, Waterloo Wildlife Area, Mud Lake, etc.

### **VIII. Education/Schools**

- A. Schools play an important role and are a strength (location decisions are influenced by quality schools). Have always had great schools.
- B. Waterloo Schools working on promoting their high performance standards and these schools are extremely safe.

## **WEAKNESSES**

### **(Including Local and County Economic Development Organizational Efforts)**

#### **I. Location**

- A. Located in the corner of the County. We're physically far from the centers of government.
- B. Significant portion of residents commute to Madison/out of the County.
- C. Haven't maximized the many fiber optic lines that run through the City.

#### **II. Organization/Planning/Governing**

- A. Other cities have appeared to "turn the corner" on what the future direction of the City should be.
- B. Haven't got the community behind a specific group of "endeavors".
- C. A stagnant tax base (don't have the revenue coming in).

#### **III. Economic Development Programming**

- A. Have a dwindling industrial base, and a pervasive number of empty buildings.
- B. Have lost some white collar jobs (from Perry-Judd).

#### **IV. Transportation**

- A. Not directly on a major expressway which limits some growth.

#### **V. Natural Resources**

- A. Concern about whether "natural resource" projects will bring in money.

#### **VI. External Forces/Global Conditions**

- A. Have a bi-modal population structure (bulge in late teens/early 20s as well as early retirees).

## CHALLENGES

### I. Organization/Planning/Governing

- A. Huge challenge of building positive momentum.
- B. Need a "success story", but this is a challenge.
- C. Need to locate sources of funding.

### II. Recreation/Parks/Tourism

- A. Challenge of Waterloo to be an active partner in Glacial Heritage Area (to complement this initiative).

### III. Economic Development Programming

- A. Challenge of including the increasing ethnic population into a positive economy (becoming economically independent, spending money and getting along socially).

### IV. Housing

- A. Attracting Trek employees to live in the community.

## HOPES/OPPORTUNITIES

### I. Bioenergy/Environment

- A. Hope to consider new businesses that may involve energy production (landfill, innovative energy).

### II. Organization/Planning/Governing

- A. Hope to have a better relationship between the City and economic development and the large businesses (i.e. Trek and McKay).
- B. Hope to assure Waterloo's interests in economic development planning.
- C. Hope for clear measures in the monitoring of economic development progress.

### III. Recreation/Parks/Tourism

- A. Hope to assist, in partnership, the role of Trek in the Glacial Heritage Area initiative.
- B. Hope to build on the success of the antique mall (200 people per week visit this and Waterloo).
- C. Hope for some kind of "entertainment draw" (skate park, fine arts, others cited in comprehensive plan).

### IV. Economic Development Programming

- A. Hope to fill buildings (less of a "ghost town").
- B. Hope to focus more on "corporate presence" (not just on large business).
- C. Hope to attract "tech people"; businesses in software development.
- D. Hope for a micro-brewery/brew pub.
- E. Hope to gravitate toward some of the "new economy".

### V. Housing

- A. Hope for Trek employees to buy homes in the City.

### VI. Education/Schools

- A. Hope for the school to complement workforce development (language skill development, technical/hands-on training).
- B. Hope for innovation in schools (i.e. charter school in Watertown).
- C. Hope that schools are sending a positive image (for open enrollment).
- D. Hope that MATC develops responsive programs to Waterloo's business needs (i.e. welding, special skills needed at Trek).

- E. Hope to be responsive to "life-long learning" needs (i.e. retraining of laid-off workers from Perry-Judd).
- F. Hope that schools have "college-prep/advanced placement" programs. (This is a major draw for small communities.)
- G. Hope that Waterloo can have a "science focus" (charter school niche).
- H. Hope that families recognize quality of life in Waterloo via schools.
- I. Hope that schools complement the emerging bio-tech industries.
- J. Hope that MATC links with Waterloo Schools to provide foundational "tech" skills and then enables linkage to Universities (UW/UW-M/University of Chicago/NIU).

## 2008 SWOC Straw Poll Results for Waterloo

### By Theme

*Participants in the community workshop were asked to identify the most important economic development/planning themes that were suggested at their workshop. The number of votes for each theme is shown in parentheses.*

1. Economic Development Programming (4)
2. Organizational/Planning/Governing (3)
2. Education/Schools/University (3)
2. Recreation/Parks/Tourism (3)
3. Bioenergy/Environment (2)



## 2008 SWOC Straw Poll Results for Waterloo

### By Vision Statement

Participants in the workshops were asked to identify specific "vision ideas" that were most important to them. These "favorite descriptive" vision ideas are listed below. The number of votes for each vision idea is shown in parentheses.

#### Economic Development Programming

- A. Hope to fill buildings (less of a "ghost town"). (1)
- B. Hope to attract "tech people"; businesses in software development. (1)
- C. Hope for a micro-brewery/brew pub. (1)
- D. Hope to gravitate toward some of the "new economy". (1)

#### Organizational/Planning/Governing

- A. Hope to have a better relationship between the City and economic development and the large businesses (i.e. Trek and McKay). (3)
- B. Hope to assure Waterloo's interests in economic development planning. (1)

#### Education/Schools/University

- A. Hope that schools have "college-prep/advanced placement" programs. (This is a major draw for small communities.) (2)
- B. Hope that MATC links with Waterloo Schools to provide foundational "tech" skills and then enables linkage to Universities (UW/UW-M/University of Chicago/NIU). (2)
- C. Hope that families recognize quality of life in Waterloo via schools. (1)

#### Recreation/Parks/Tourism

- A. Hope to assist, in partnership, the role of Trek in the Glacial Heritage Area initiative. (2)
- B. Hope for some kind of "entertainment draw" (skate park, fine arts, others cited in comprehensive plan). (1)

#### Bioenergy/Environment

- A. Hope to consider new businesses that may involve energy production (landfill, innovative energy). (1)

#### Housing

- Hope for Trek employees to buy homes in the City. (1)