

# Encouraging a Thriving Future for Waterloo, WI

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This report on Waterloo, Wisconsin was developed as part of the Applied Planning Workshop at the School of Architecture and Urban Planning, University of Wisconsin - Milwaukee in the Spring 2014 academic term.

The research, analysis, and final recommendation were developed over the course of five months from January 2014 to May 2014.

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## EXECUTIVE SUMMARY

The primary objective of this report is to discuss strategies and implementation schedules for encouraging a thriving future for the City of Waterloo, WI. Waterloo has an interest in identifying strategies to increase spending in the City. Waterloo is seeking recommendations for how to accelerate the local economy and become economically competitive with neighboring communities.

The first task for the team from the University of Wisconsin-Milwaukee was to determine the existing challenges associated with increasing spending in Waterloo. The team created and distributed a community survey to 1,300 households and employees of the top 9 employers in the City. From the survey results, the team determined that Waterloo is losing approximately \$86,000 a month in consumer spending to other communities. On April 8, 2014, the team held a public interaction meeting in the City of Waterloo to provide information about the project and to gather additional input from the public. Comments from the survey and public input meeting indicated that Waterloo currently lacks establishments for residents and non-residents to purchase consumer needs. In addition, respondents indicated a desire for more restaurants and clothing stores.

After identifying the challenges and conducting additional research, the team came up with multiple strategies to address the existing problem. The first strategy is Developing Waterloo's Identify and focuses on creating and utilizing a cohesive city logo, updating the City's Website, and better utilization of the City's Facebook page. The second strategy is a Marketing Strategy for Attracting Businesses. This strategy focuses on programs and grants that the City can develop and implement, and also focuses on greater participation in existing organization and improving regional and community collaboration. The third strategy is an Outdoor Recreation Plan, which focuses on the creation of a Kayak Park, a campground facility and the development of a shared-use plaza/woonerf.



After further research and analysis of our strategies, our final recommendation for encouraging a thriving future for Waterloo is a combination of multiple strategies. We recommend Facebook and Website improvements, a loan/grant Programs, a Main Street Program, development of a Community Development Authority, greater community and regional collaboration, development of a kayak park and creation of a shared-use plaza/woonerf.

We believe this multi-tiered approach will best contribute to a thriving future for Waterloo while encourage spending in the City. Creating an identity through stronger Facebook presence and a redesigned website is a cost effective method that creates a sense of community, which is attractive for residents and businesses. Developing the downtown through loans and grants is a way for the City to grow their tax base, and also a way to provide residents the option to shop locally and spend money in Waterloo. In addition, greater regional participation and collaboration with the community and region provide opportunities to examine efficient ways to address common issues. The kayak park is a way to attract outside individuals into Waterloo. This amenity makes Waterloo a recreational destination, bringing people into town and boosting the local economy. Lastly, the shared-use plaza/woonerf makes the downtown more attractive, and this low-cost design creates an attraction and sense of place in downtown Waterloo.

Our final recommendation is cost effective, retains and grow the existing tax base, increases spending practices in Waterloo and can be implemented within a timeline of 10 years. This recommendation benefits residents, businesses and individuals who work in the City. Addressing the needs and desires of these individuals will create a vibrant future for the City of Waterloo.

# INTRODUCTION

Native Americans traveled through the Waterloo region before recorded history. Artifacts have been found linking these people to the Mississippian Culture that thrived in the area from 1000 to 1300 A.D. In 1834, a group of French settlers found that the land in the area was suitable for farming. One of their grandfather's had fought under Napoleon Bonaparte; the name of Waterloo was given to the settlement, this took the place of the indigenous peoples' name "Maunsha" after the river that currently bears its name.

Agriculture and agriculture-related manufacturing were the staple economy for Waterloo for its first century. Most small farms and manufacturing companies were consolidated post WWII. The railway connecting Madison, Milwaukee, and other cities run through Waterloo. Rail was eclipsed by trucking with the construction of Interstate 94 between Madison and Milwaukee (1958 through 1966). The East Towne Mall district (1971 to present) in Madison further expanded shopping options that neighboring small towns could not compete with.

Population growth since founding has been relatively stable with three exceptions. From 1847 to 1867 (with the railway getting installed in 1859), the population grew from 40 to 700. From 1990 to 2000, the city grew almost 18 percent. In 2004, the long established Perry Printing Company closed its doors after 73 years, resulting in a loss of 800 jobs. From 2000 to 2010, the population had a net gain of slightly more than 2 percent.



The greatest example of community organization within Waterloo was found with the original creation of the Firemen' s Park baseball field. In 1905, 1915, 1925, and 1935 the City hosted a "Homecoming" for all former residents. Money gained in these events was used to turn the natural amphitheatre in Firemen' s Park into a classic baseball field. A town of just over 1100 people collected more than \$90,000 for this project (\$ 1.5 million in today' s dollars).

The current realities in Waterloo are different from its success in the previous century. Education and quality of life have increased. Employment options have diversified past agriculture and manufacturing and become more technologically sophisticated. Markets have changed from local or regional to national and international.

Even with the loss of jobs in Waterloo, the city has experience growth. However, even though the population has remained relatively stable, as the neighboring communities become more developed and attract more businesses, Waterloo becomes less competitive as a desirable community to shop and live in. It is necessary to attract businesses and investment to Waterloo in order to retain and grow the tax base.

EDUCATION	
High School	84%
Bachelor' s Degree	15%
Master' s Degree	3%
HOUSEHOLD INCOME (Annual)	
Less than \$30,000	23%
\$30,000 - \$49,999	21%
\$50,000 - \$74,999	22%
\$75,000 - \$99,999	18%
\$100,000 - \$149,999	14%
\$150,000 - \$199,999	1%
More Than \$200,000	1%
Change in Median Household Income (mean)	
Loss of 16% (Since Year 2000)	
Mortgages consuming > 30	
Percent of income 43%	
Chance since year 2000 + 17 %	
Median home value + 11% (since year 2000)	
Median monthly rent - 7% (since year 2000)	

PROBLEM: Currently, the City of Waterloo lacks a competitive advantage to distinguish itself from nearby communities; without planned investment, development, or a strategy that markets the City's assets, Waterloo will be unable to sustain its current population and industry base.

## THE PROBLEM, OBJECTIVES, AND CRITERIA

OBJECTIVE: The City of Waterloo will utilize existing assets to increase spending in Waterloo and encourage a thriving future for the community.

CRITERION 1: The preferred alternative should not cost more than \$250,000 for 5 years.

Waterloo needs to invest in establishing a strong and desirable community. In order to achieve this goal, Waterloo must allocate funds that support community development.

CRITERION 2: The preferred alternative should retain and grow Waterloo's tax base.

The city currently lacks a strong tax base. Many residents are shopping outside of Waterloo for their shopping needs and Waterloo is losing out to these communities on consumer expenditures.

CRITERION 3: The preferred alternative should promote more local spending practices in the community.

In addition to increasing spending in the community, this criteria helps Waterloo to reach their goal of being a green and sustainable community, as stated in their comprehensive plan.

# EXISTING CONDITIONS

## BACKGROUND

According to the American Community Survey, the City of Waterloo had a population of 3,355 in 2012. The existing number of households is 1,278. The median income for Waterloo was \$49,474 and the average age was 37.4 years.

Table 1. Waterloo Characteristics

POPULATION	HOUSEHOLDS	MEDIAN INCOME	MEDIAN AGE
3,355	1,278	\$49,474	37.4

## COMMUNITY SURVEY

To gain a better understanding of the shopping patterns in Waterloo, the team created and distributed a community survey to 1,300 households and employees of the top nine employers in Waterloo.

According to the survey results, which had a total of 564 responses, 46% of respondents shop outside of Waterloo for their grocery needs. Of the respondents, 92% shop outside of Waterloo for their non-grocery needs. To further investigate the cost associated with the existing shopping patterns, the team asked how many trips are taken outside of the City for these shopping needs.

## RESIDENTS

An analysis using survey results found that in a typical month, Waterloo residents travel approximately 157 miles for non-grocery shopping needs. According to CNBC, the U.S. national average gas price as of March 24, 2014 is \$3.56/mpg and according to Autoblog, the average car in the U.S. gets 24.9 mpg. In a typical month, these households spend approximately \$559 on travel for non-grocery shopping needs. Projecting this result to a city-wide level show that households in Waterloo spend approximately \$714,402 just on travel for their non-grocery needs.

## ALL RESPONDENTS

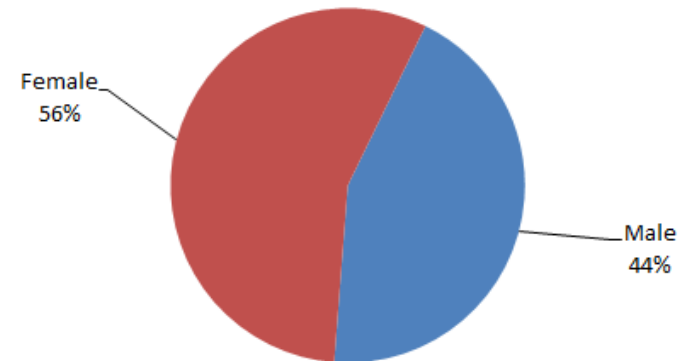
In addition, the team asked how much is typically spent outside of Waterloo on food, household items, etc. in a typical month. According to the survey results, 45% of respondents spend an average of \$150 outside of Waterloo for food, household items, etc. From the survey results alone, a total of approximately \$38,000 is spent outside the City. each month. Using this data, the team estimates that Waterloo loses approximately \$86,000 in consumer spending to neighboring communities each month.

## CUSTOMERS

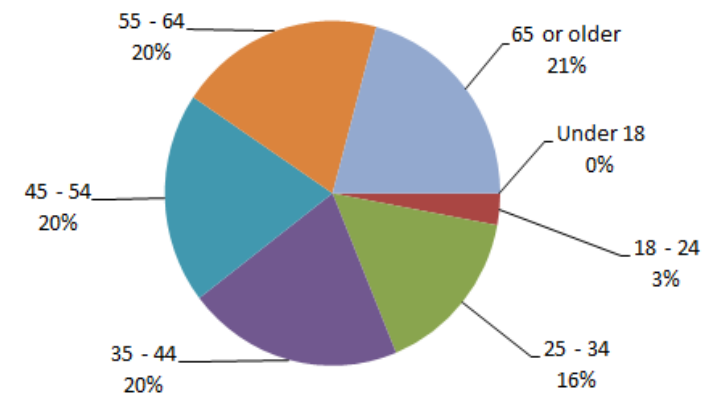
To better understand the customer base in Waterloo, the community survey included questions about sex, age and income level of respondents.

The following graphics show the characteristics of the survey respondents:

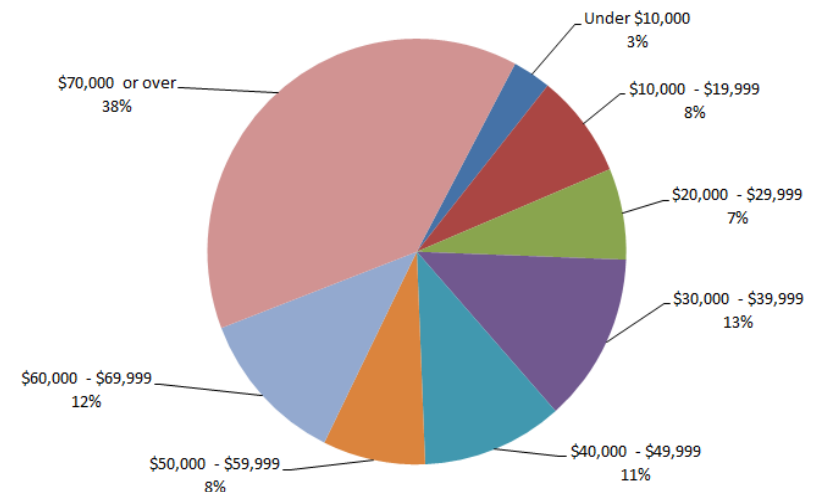
**What is your sex?**



**What is your age range?**



**My total household income is?**





## EXISTING BUSINESSES IN WATERLOO AND SURROUNDING MUNICIPALITIES

The team conducted additional research to better understand the business climate in Waterloo in comparison to the neighboring communities of Lake Mills, Marshall, Watertown and Sun Prairie. The team chose to focus on the number of businesses in the Arts, Entertainment and Recreation Industry and Accommodation and Food Services Industry in Waterloo and surrounding communities primarily because the community survey results showed a desire for these types of businesses and because these industries help drive local economies.

According to ESRI Business Analyst, Waterloo has a total of 113 businesses. Of these businesses, three are classified in the Arts, Entertainment and Recreation Industry. Seven businesses in Waterloo classify under the Accommodation and Food Services Industry.

Located approximately 10 miles southeast of Waterloo is the City of Lake Mills with a population of 5,695. Lake Mills has a total of 266 businesses. Of these businesses, seven are in the Arts, Entertainment and Recreation Industry. The Accommodation and Food Services Industry of Lake Mills has 21 businesses.

Located five miles west of Waterloo is the Village of Marshall with a population of 3,866. Marshall has 87 total businesses, with six in the Arts, Entertainment and Recreation Industry and five in Accommodations and Food Services.

Located 14 mile east of Waterloo is the City of Watertown. Watertown has a population of 23,838. The total number of businesses in Watertown is 768. Fifteen businesses are in the Arts, Entertainment and Recreation Industry and 55 are in the Accommodation and Food Services Industry.

Approximately 13 miles to the west of Waterloo is the growing city of Sun Prairie. The population of Sun Prairie is 29,274. The total number of businesses is 878, with 19 of those is the Arts, Entertainment and Recreation Industry and 59 in the Accommodations and Food Services Industry.

Table 2: Establishments by Industry.

	Waterloo	Lake Mills	Marshall	Watetown	Sun Prairie
Total Businesses	113	266	87	768	878
Arts, Entertainment, and Recreation	3	7	6	15	19
Accommodation and Food Services	7	21	5	55	59

### DESIRED BUSINESSES

The survey also asked respondents to identify desired businesses and services that currently do not exist in the City. According to the results, respondents desired more clothing , housewares, and restaurants establishments. When asked about issues that respondents were most concerned with, 53% of respondents indicated that access to retail services were a concern. In the suggestion portion of the survey, many respondents reiterated the need for a stronger downtown presence, with more shopping and entertainment opportunities.

Additional suggestions include increasing activities and revitalizing the downtown. Many also voiced the desire for a stronger sense of community in Waterloo.

As indicated in Table 2, Waterloo is currently not a competitive city for consumer spending. The close proximity to communities with more retail opportunities encourages Waterloo residents and individuals who work in Waterloo to shop at these locations for their needs. This proximity,

in combination with the limited shopping opportunities in Waterloo, create a large outflow of consumer spending for the city. The survey results show that in a typical month, 45% of respondents spent \$0-\$200 outside Waterloo.

In addition, survey respondents identified the following as needs that are not met in the city. Each percentage show the percent of total respondents that felt these shoppings needs are currently not met:

- Clothing - 85%
- Restaurants - 67%
- Houseware/Appliance - 60%

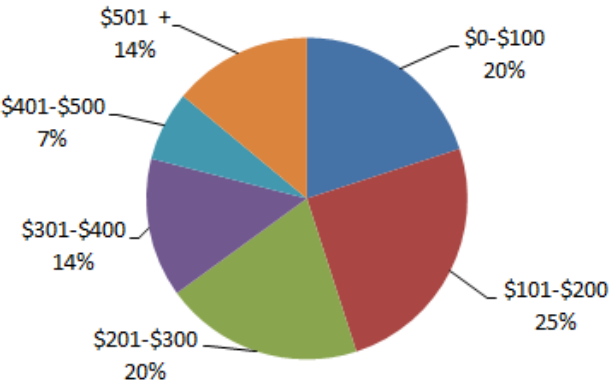
In addition, in the suggestions section of the survey, respondents identified the following as businesses that they would like to see in Waterloo:

- Fast food establishments
- Restaurants
- Coffee shop
- Variety stores

Which of these shopping needs are currently not met within the City of Waterloo?

Clothing	84.8%
Restaurants	67.2%
Housewares and Appliances	60.0%
Grocery	15.4%
Hardware	8.9%
Other	14.1%

**In a typical month, how much do you spend outside of Waterloo on food, household items, etc.?**





## EXISTING COMMUTING PATTERN

Results from the community survey was used to establish a portrait of how Waterloo residents travel for work, shopping needs, and general leisure. Overwhelmingly, most non-work trips are made by automobile with 93.26% of respondents either driving alone or carpooling. Biking and walking were each only represented by about two percent of the population. Despite the majority of trips being made by car, 71% of respondents said it was at least “fairly important” for their neighborhood to have parks, schools, shops, and restaurants within walking or biking distance.

As expressed in the Existing Conditions section of the report, a large portion of Waterloo residents conduct their shopping trips outside of their hometown. About 46% shop for groceries in surrounding communities, while 92% of trips made for non-grocery items were outside of Waterloo. With so many trips going out of town, it is easy to see why the automobile has such a large presence in this community.

The majority of residents (38%) work within the City of Waterloo. Only one outside city, Madison (15%),

represents more than 5% of Waterloo's workforce. As a result, 60% of workers and students are either "somewhat satisfied" or "very satisfied" with how long it takes to reach their place of work with another 19% answering "not applicable." This is despite 43% of the population needing 20 minutes or more to reach school or work.

The survey also explored the potential to increase bicyclist presence within the city. Earlier it was mentioned that 71% of respondents believed it was at least "fairly important" to be able to bike or walk to local stores. Reaction regarding bike paths, however, was mixed. Half the respondents felt the current number of paths are sufficient, while 42% wanted more and 7% would actually want fewer than the current number. In regards to a potential increase in bicycle lanes on roads, 65% said this would not change their ridership while only 26% said this would increase their use of bike facilities. These were general questions, however, and perhaps interest would be raised with a plan that shows inter-neighborhood or inter-city connections.

Waterloo wished to explore how, in addition to biking, it could enhance the walkability of the town. Using WalkScore.com, Waterloo currently has a lead over most of its neighbors in terms of walkability. Within a 10 minute walking radius from the center of downtown, residents and visitors can reach three schools, a grocery, convenience marts,

Table 3. Walkability Score in Nearby Wisconsin Towns and Cities

CITY (All in Wisconsin)	WALK SCORE	POPULATION 2010 CENSUS
Lake Mills	74	5,708
Waterloo	66	3,333
Cambridge	66	1,457
Milwaukee	59	594,833
Deerfield	49	2,319
Columbus	48	4,991
Marshall	48	3,862
Madison	47	233,209
Watertown	37	23,861
Johnson Creek	35	2,738
Sun Prairie	30	29,364
Cottage Grove	29	6,192

the city's Firemen Park, the Waterloo Diner, a bar, and a bowling alley. As more amenities and errands are made available within this tight downtown area, the Walk Score will increase.



## PUBLIC INVOLVEMENT

This section documents the comments received on the Encouraging Waterloo' s Thriving Future Plan, at the request of the City of Waterloo, from February through April, 2014, and consists of a summary of the comments received and a series of appendices:

- Attendance record of public involvement meeting held April 8, 2014 (Appendix D-5)
- Rankings of the strategies by attendees of the public involvement meeting (Appendix D-6)
- Results of the survey questionnaire included in the February utility bill and distributed online (Appendix C-2)
- Materials announcing the public involvement meeting and summary materials distributed at the meeting (Appendix D-1 & Appendix D-2)
- Newspaper articles concerning the Encouraging Waterloo' s Thriving Future Plan (Appendix E)

### BACKGROUND

A team of students from the University of Wisconsin-Milwaukee solicited public input on the Encouraging Waterloo' s Thriving Future Plan via two methods: First, the team and City staff held a public involvement meeting,

in an “open house” format, on April 8, 2014, at 5:30 p.m. The meeting was held at Waterloo City Hall and attended by a total of 24 people. The purpose of this meeting was to obtain comments on the unmet needs for economic growth in the City of Waterloo, as well as provide additional information regarding the project.

At the meeting, all attendees were given an opportunity to rank and comment on the strategies developed by the team. They were asked to rank three different strategies: 1) Developing Waterloo’s Identity, 2) Marketing Strategy for Attracting Businesses, and 3) Outdoor Recreation Plan; on a scale of 1 to 3; 1 being Best, 2 being Better, and 3 being Good.

Second, the team solicited input and information through a survey questionnaire. The survey questionnaire included 25 questions prepared by the team of students from the University of Wisconsin-Milwaukee and was distributed via the February 2014 utility bill to approximately 1,300 households in Waterloo. In addition, the team developed an online version of the survey questionnaire, with the same 25 questions, and distributed it to employees working for the top 9 employers in the City. Those employers include: Waterloo Fire Department, Waterloo School District, Trek Bicycle Corporation, Sussek Machine Corporation, McKay Nursery, Jim’s Cheese Pantry, Piggly Wiggly, Van Holten Pickles, and Sheehy Mail Contractors. In total, the team received 564 responses to the survey questionnaire, 17 rankings and 18 comment forms from the public involvement meeting. Information received from the survey questionnaire was used to develop the strategies for the Encouraging Waterloo’s Thriving

Future Plan. The team used the rankings and written comments received on April 8, 2014 to revise and finalize the strategies and recommendation.

#### SUMMARY OF FINDINGS FROM PUBLIC INVOLVEMENT MEETING

On April 8, 2014, a total of 17 rankings and 18 comment forms were received from the 24 attendees regarding the strategies developed by the team of students from the University of Wisconsin-Milwaukee on the Encouraging Waterloo’s Thriving Future Plan. The rankings and comments were provided on forms available at the public involvement meeting on three different strategies: 1) Developing Waterloo’s identity, 2) marketing strategy for attracting businesses, and 3) outdoor recreation plan. The rankings were based on a scale of 1 to 3; 1 being Best, 2 being Better, and 3 being Good. Attendance included elected city officials, residents and employed/retired city employees, who were given an opportunity to discuss their feedback on the strategies developed by the team.

#### HIGHLIGHT OF COMMENTS RECEIVED FROM PUBLIC INPUT MEETING

- Some commenters suggested that events should be better advertised. Stating that residents often times are unaware of events taking place.
- Some commenters expressed support for the need to attract medium to large businesses to the City.
- Some commenters expressed support for a kayak park along with camping. Stating that it will attract more visitors.
- Some commenters opposed the addition of more bike trails. Stating that there are too many trails in Waterloo

and they do not want any more added to the City at the tax payer's expense.

- Some commenters expressed the need for programs to help start-ups and develop businesses.
- Some commenters expressed the need for more restaurants and retail stores.

resulting data and applied the information in the the final recommendation.

#### HIGHLIGHT OF RANKINGS RECEIVED FROM PUBLIC INPUT MEETING

The Outdoor Recreation Plan strategy received the best rank of all three strategies with an average of about 1.6. A total of two people ranked this proposal a 3, seven people ranked it a 2, and eight people ranked it a 1. The Marketing Strategy For Attracting Businesses strategy received the second best rank of all three strategies with an average of about 1.7. A total of four people ranked this proposal a 3, four people ranked it a 2, and nine people ranked it a 1. Lastly, the Development of Waterloo's Identity strategy received the lowest rank of all three strategies, with an average of about 2.6. A total of eleven people ranked this proposal a 3, six people ranked it a 2, and zero ranked it 1.

#### SUMMARY OF SURVEY QUESTIONNAIRE RESULTS RECEIVED FROM FEBRUARY TO APRIL 2014

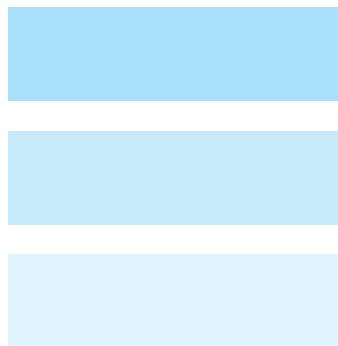
As part of the planning process, the team collected, analyzed and applied information from the survey questionnaire, filled out by home owners and employees of the top 9 employers in the City, to develop the three strategies. The end of April marked the end of the survey entry and collection. The team received a total of 564 responses from both the written forms, included in the February 2014 utility bill, and the online version, as documented in Appendix Z. The team analyzed the



# STRATEGIES

## STRATEGY I. ENHANCE WATERLOO' S IDENTITY

In enhancing Waterloo' s identity, the city can attract visitors and residents through several options, Each strategy looks at a different part of the overall problem and works to develop a solution that can be used in Waterloo. Several solutions are already present in Waterloo, those strategies work to better develop the options.



## STRATEGY 1.1: Create A Committee on Community Identity

### DESCRIPTION

A positive city identity can be a useful tool to attract business and visitors. Focusing on the unique attributes and values that a community has can guide the development of a positive city identity. To properly develop an identity, a committee of local members should be formed to focus on what makes Waterloo unique and how to develop an unique identity.

### RATIONALE

A community identity will define what Waterloo is and help market the features that make it unique. The identity needs to be creative so it is easily identifiable and should encompass the values of the City and help guide the community in the future.

### IMPLEMENTATION

Committee members should include city staff, residents, and other stakeholders.

The committee would be responsible for:

- Organizing meetings
- Developing and marketing a positive community identity
- Seeking funds to develop marketing materials for the city

After a committee is established, it should host Strategic Planning Sessions to determine an identity for Waterloo. The sessions should include brainstorming exercises, goal setting and future visions for the city. A summary report should be developed at the conclusion of the sessions, which will be given to the consultant or staff developing the new city logo and include:

- Key words that describe Waterloo
- Visions about Waterloo' s future

### EXAMPLES

Questions to ask to determine the Community' s Identity

- What is the most important image you want visitors to have when they visit Waterloo?
- How can you use your image to attract businesses to the City?

Develop a positive first impression of the City

- Visitors, developers, and investors will judge a community by their first impressions.
- Develop a 30 to 45 minute driving tour that focuses on community and quality of life. This is where the decision will be made.

- Focus on the re-development opportunities that are in the downtown area and try to attract businesses to this area.
- There is a demand for restaurants, clothing stores, and hardware and it would be beneficial to develop and identity to foster theses needs.

## STRATEGY 1.2: Design a Logo to Represent Waterloo

### DESCRIPTION

Waterloo currently does not promote a cohesive city logo and unique identity. The lack of a city logo contributes to the lack of a consistent, recognizable city identity and sense of place. Adopting and fully implementing a city logo is an opportunity to shape and influence what residents, other municipalities, businesses and developers think of Waterloo and to position itself among other cities of the same size and character. City identification through marketing strategies such as creating a city logo is an important starting point for leaders to recognize that there is a direct link between the city' s image and reputation and its attractiveness as a place to visit, live, and invest.

### RATIONALE

A city logo provides a community with an easily recognizable "identity" . Therefore, it should represent the community and all it has to offer. When the logo is used, it should bring to the viewer' s mind the images and experiences of enjoying the community. Repeated and consistent use of the logo and branding design will reinforce the image.

#### The Benefits for the Community

1. Creates a unifying focus to aid all organizations that rely on the reputation and image of the city or downtown for all or part of their livelihood.
2. Addresses out of date, inaccurate or unbalanced perceptions.
3. Leads to improved stakeholder income, profit margins, and tax revenues.
4. Increases the ability to attract, recruit, and retain talented people.
5. Enhances civic pride.

### IMPLEMENTATION

The logo should be a positive and unique image representing the City and easily identifiable from a distance. Waterloo can work to create a city logo in-house, based on report from the Committee on Community Identity, or Waterloo has an option to work with a consultant to develop a logo. The logo should be simple and take into consideration the goals and visions established by the Committee on

Community Identity. If the City decides to work with an ad agency as a consultant, the agency can also help develop a tagline to further develop the City' s identity.

The typical cost for working with an ad agency is \$5,000+ for the account service and design work during logo development stages.

Things to consider while designing the new logo:

- The new brand should uniquely represent Waterloo. It can display an asset that only Waterloo can claim. Assets that are unique to Waterloo' s identity include Firemen' s Park, the carousel and the connection to businesses such as Trek and McNay Nursery.

## EXAMPLES

The following show example city logos for Waterloo. The logos incorporate Waterloo assets, such as biking trails and the carousel:



The follow examples of city logos display either geographical and/or built environments that characterize each city. The bright colors and simple designs are attractive, eye catching and are not an overwhelming or overrepresentation of each city.



### STRATEGY 1.3: Update City Signs/Documents to Promote Identity

#### DESCRIPTION

New signs displaying the new logo will further improve recognition and attractiveness of Waterloo.

#### RATIONALE (Why should Waterloo update city signs/business documents?)

This strategy helps market Waterloo to the traffic that passes through but also improves local pride and aesthetics of the city. Consistent use of the logo is essential in building an easily recognized visual that supports the community and its marketing efforts, reflecting its assets and values. Maintaining design consistency is critical in assuring the recognition of the logo.

#### IMPLEMENTATION How should Waterloo update city signs/business documents?

Welcome signs should be installed within a year of the adoption of the new logo. Quick implementation of the logo will reinforce the city's efforts to create identity, sense of place, and begin marketing the city. Metal signs throughout the city and wayfinding sign will be the next to be installed between 1-2 years after adoption. Banners and park signs can be installed after 2-3 years from adoption date.

#### EXAMPLES

- City logo should be used on business cards, letterhead and other printed materials
- Metal Signs
- Entrance Boundary Signs
- Downtown Banners
- Park Signs
- Wayfinding signage
- Gateway features

### STRATEGY 1.4: Develop More User-Friendly Website

#### DESCRIPTION

A website is a powerful tool which can be used to house important information for residents, visitors, workers, and businesses. If updated on a regular basis, a website can inform these groups of upcoming events, community plans and policies, and a summary of the resources available to residents and outsiders alike. However, when information is outdated and inaccurate, it can cause visitors to question the accuracy of all parts of the website. It mixes new information with the old in a website format from

years ago. Revamping the website to be more modern, easy to navigate and use, free from typos, and without expired events and programs would be a large step forward in improving the internet user's impression of Waterloo.

#### RATIONALE

A website can often be the first impression a person gets of a person, business, or city. Waterloo's website, is not currently updated and is not a reliable source of information. What you first see when you visit the City of Waterloo website is a jumble of widgets and links in no particular order or theme. Only one picture, which rotates randomly with each visit, is presented, and it is often a landscape devoid of people. The website needs to be organized in such a way that anyone could navigate to important information. A neighboring town, Marshall, has their links broken down into categories such as "Business," "Contact Us," "Events," "Resident Resources," and "Village Government." No matter who the web visitor is, this layout presents them with a good starting point. In its current state, Waterloo's requires a bit more guesswork and does not encourage exploration of either the website or the city. Under "Community Resources," several links are either broken, outdated, or non-descriptive. Waterloo's new marketing identity will, of course, be the theme for the website.

#### IMPLEMENTATION

The City should take into consideration what they want to include directly on the homepage, whether it be city events to promote the community or business incentives to attract businesses. Below are things to keep in mind when developing a good website :

- Content
- Tone
- Organizing information
- Visual Design
- Accessibility
- 

Waterloo should look into using a website design application which would simplify the process of creating an easy to navigate and functional website. There are options out there that offer to quickly train municipality workers in how to format, run, and update a modern website. If this can be supported by the budget it would be a great asset down the road to have staff members who are capable of using the template and re-teaching it as needed to future city employees and other city departments.

## EXAMPLES

Below is the website of the City of Waterloo and also the website of the neighboring town of Marshall. Some notable problems with the City of Waterloo will be highlighted with numbers and explanations will be provided as to how they can be improved. The Marshall website will stand in juxtaposition to show how small towns and cities can still put together a website that is easy to navigate and kept up to date.



1. All pictures should represent notable community features. Two poles on a path don't scream "Waterloo." City Hall, Wiener and Kraut Day, baseball in Firemen Park are examples of images that help envision the city. Also the city logo should be featured somewhere on the webpage for consistency.
2. This rotating news feed contains what appear to be useful links. However, when clicked, the links do not open a new page and instead open within that tiny display box.
3. Depending on the user's browser this giant white space will appear and the web page will only cover the left side of the screen. Empty space is not such a big deal as long as the web page is centered.
4. There is no real need for this widget and the scrolling text starts to spiral out of control with speed

the longer you are on the site.

5. These links are all potentially very helpful, but lack organization. The whole page has a fault of providing random links without any sort of categorization. If a viewer wants to find information they have to search around the entire page to narrow their options down. Categorization is essential.
6. Outdated widget. Contains weather conditions for the 2010 Olympics. Such outdated information casts doubt over how up to date the rest of the website is.
7. All information present is from within the last month and there are no broken links or typos.



1. Marshall' s website does a much better job advertising its community' s amenities. From the front page alone you can see the city' s welcome sign, its location in Wisconsin, its natural beauty, an event on a snowy day, and citizens utilizing its park and amusement park.
2. Information is organized neatly into categories on the left such as "Business and Organization Directory" and "Events." Pertinent events and news are posted to the center and right columns of the website which provides order and neatness to the page.

3. Contact information is made readily available inviting visitors to easily get in touch with the local government. It does not need to be placed in the front and center, but it is an excellent resource to have on a home page.
4. A calendar with starred days allows citizens to easily see when an event is upcoming and plan accordingly.
5. All information present is from within the last month and there are no broken links or typos.

## STRATEGY 1.5: Create Social Media Presence

### DESCRIPTION

Social media is a great way for cities and communities to better connect with their residents and potential visitors. It provides a two-way communication channel that makes the city and community more accessible, attracting activity from younger generations. Social media needs to be used to generate buzz about the community, events, and new developments that are occurring.

### RATIONALE

Using social media takes time and effort to be done correctly. Several elements of social media need to be understood to effectively and efficiently reach a target audience. All social media should be used to promote businesses and events in town and when done correctly, activity will not only be brought to the facebook site, but also to the city.

### IMPLEMENTATION

Social media is a communication channel so it is important have a clear idea of how and what the city is communicating to their audience. Once something is posted there is no way to take the information back. Having a strategy for how to use social media will not only promote the city but also ensure that the right message is being communicated.

Facebook is easy to use and widely used so it can reach a wider audience. After Waterloo' s Facebook page is fully established and used correctly the City may want to expand to other types of social media like Twitter and Instagram. Looking at the history of the current City of Waterloo,WI Facebook page, there was a lot of activity promoting events, contests, and businesses in the city. This was a great use of the page, but all of the activity is from 2013 and no longer current. When activity stops on a page, people are no longer alerted on their newsfeed about the city and less likely to go back to the site.

Facebook provides analytics that track a page's media impressions. The feature called "Insights" lists the impressions and interactions that were done with each feature. Data about how many people liked a post, where they are from, their ages, is all displayed and easily viewed.

Another feature of Facebook is that a page can be promoted and advertised to increase outreach. The ad can be paid for from Facebook and sent to a certain number of people who are looking or interested in smaller communities or events that are taking place in the city. The cost for a sign ad campaign is dependent on how much Waterloo is willing to spend. An ad can have a daily budget, an overall lifetime budget, a cost per click, or a cost per impression (view). So it can range from as low as \$.01 per click to as high as the City is willing to spend.

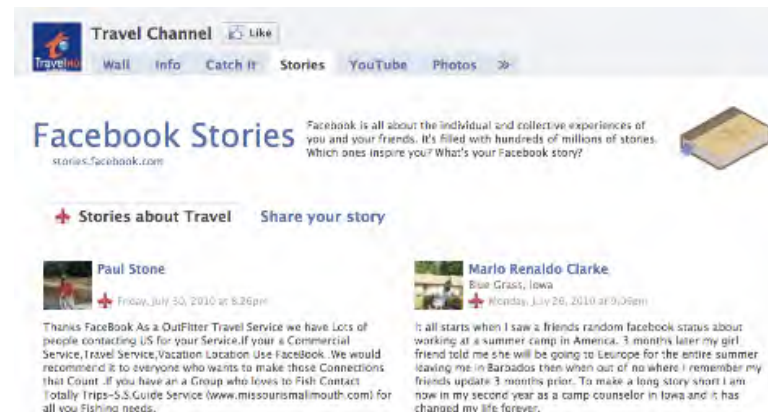
Some suggested content to put on Facebook:

- Local Events Announcements
- Images and videos of community events
- Post City meeting dates and times and educate followers about the legislation and programs
- Promote local businesses by posting sales, specials or other events

## EXAMPLES

Examples of successful pages :

- Brookfield Village, Wisconsin - Events are posted a few times each week to remind followers what is happening in the area. Also local businesses are promoted on their page.
- Red Bull Advertisement - they know their audience and create features such as games and web TV programs to provide their audience another way to interact. They also spent money on creative designs to encourage users to like their page
- The Travel Channel Page -Allows users to write stories about how Facebook played a part in their travels which is a creative way for people with similar interests to engage with a page.

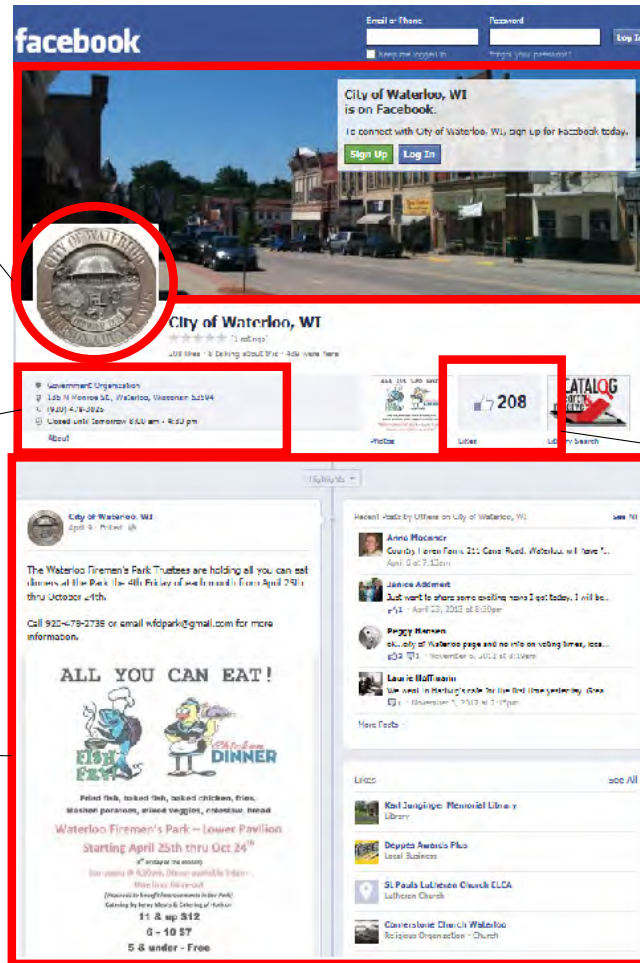


- Current Waterloo Facebook

Use Current Logo



Use Current City Information



Update a few times each week with local events

Use Community Related Image



[http://bikeorama.com/bikeorama/wp-content/uploads/2011/01/TREK100\\_2010\\_Forest\\_0020.jpg](http://bikeorama.com/bikeorama/wp-content/uploads/2011/01/TREK100_2010_Forest_0020.jpg)

Have Trivia or Win Prizes to Increase Facebook Page Likes

## STRATEGY 1.6: Host Local Events

### DESCRIPTION

Local events are festivals, markets, music events, and other events that take place within a community. Events provide an activity for residents to attend and participate in.

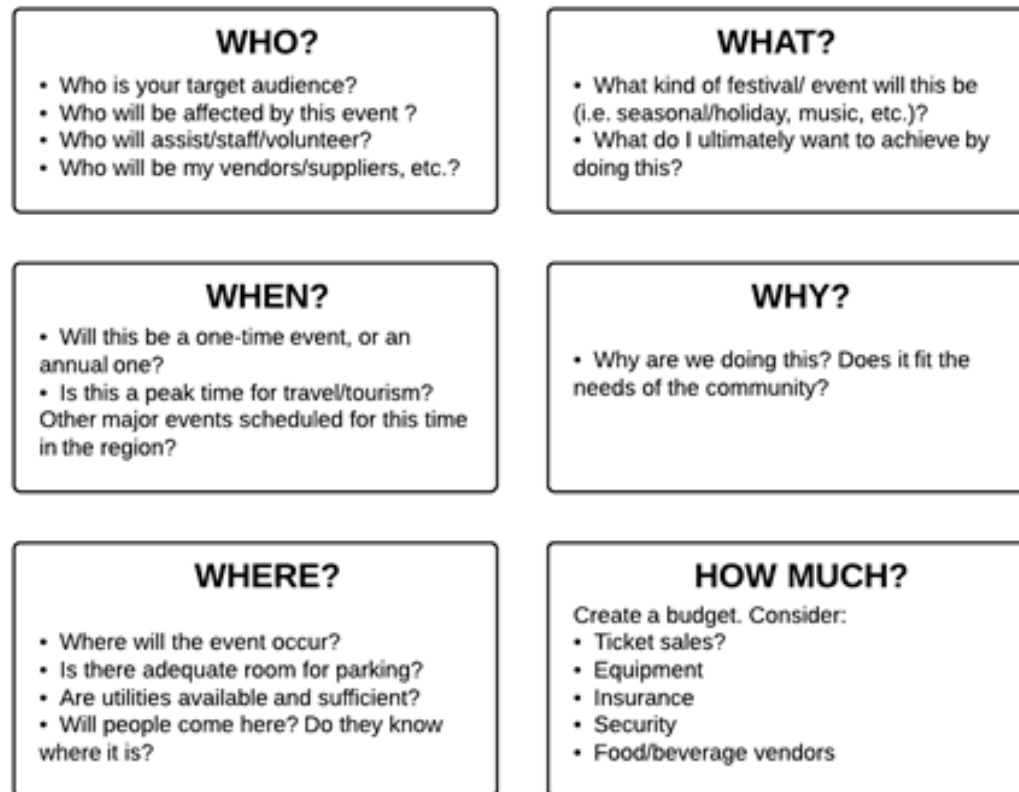
## RATIONALE

Local events are a great way to help a community create an identity while generating economic growth. A successful event can develop a sense of community as well as a deep sense of pride. Having events is a great way to get residents and members outside of the community in a comfortable environment, creating an atmosphere where relationships can form and be strengthened.

While local events can bring people together toward a common goal, there is also a large economic benefit. When an event is successfully marketed and publicized, it can create tourism revenue and further develop the cities' identity.

## IMPLEMENTATION

Prior to creating an event it is useful to ask questions to figure out what the event is and how it should be developed. Some potential funding sources could come from local business sponsors, surrounding cities for regional events, and fundraising. Below are some example questions:



## EXAMPLES

- Some examples of local events:
- Host a historic walking tour
- Concerts in the Park
- Art Walk
- Temporary Events in vacant storefronts
- Host regional bike races

## STRATEGY 2: ATTRACT AND RETAIN BUSINESSES

In attracting and retaining businesses in Waterloo, the city can attract businesses and visitors through several options. Each strategy looks at a different part of the overall problem and works to develop a solution that can be used in Waterloo. Several solutions are already present in Waterloo, those strategies work to better develop the options.

### STRATEGY 2.1: Development Incentives for New Businesses

#### DESCRIPTION

Waterloo needs to develop incentive programs to attract new businesses, thereby sustaining its current population and enhancing its local economy through increased revenue growth. Incentives are Waterloo's investment in its economic future and a business decision for both the general public and businesses. As a result, the incentives must make good fiscal sense for all parties. A number of business incentives could be considered, primarily to attract new businesses, but each would also aid in the overall economic growth of the City. The incentives include: 1) community development block grant for economic development revolving loan funds; 2) capacity building grants; 3) community development investment grants; 4) idle industrial sites redevelopment program; and 5) the main street program.

#### RATIONALE

There are two broad but related justifications for incentives. The first is that incentives will lead to business investment and thus new jobs, producing an increase in the local demand for goods and services, giving rise to further rounds of economic growth in the City. The second justification is that economic growth increases public revenues, thus allowing for improved public services or a decline in tax rates. Both justifications seem to align closely with Waterloo's need to attract new businesses in the City. Waterloo is in dire need of a greater number and variety of stores and businesses geared towards the local market

that would more effectively capture resident' s and commuter' s dollars, reduce the "leakage" of local wealth from the community, bolster local tax revenues, enhance the City' s image and quality of life, and reduce long car trips and their effect on the general public and the environment.

#### IMPLEMENTATION

The economic impact of a business is measured in terms of job creation or property value increase. The more jobs created or property value increased the more generous tax incentives should be. The incentives should promote jobs that will remain viable and stay in the city after the incentives expire.

First, the City would have to develop a Community Development Authority (CDA). A CDA, at the discretion of the City Council, would have a unique ability to actively market the community, recruit developers and businesses, and be involved in land transactions and incentive programs to facilitate economic development and redevelopment.

The CDA would design, develop and manage business incentives that promote the City' s objectives of generating employment and encouraging economic expansion and business activity. Said incentives should include the following programs available to municipalities in Wisconsin:

#### REVOLVING LOAN FUND (RLF)

Funded through the Federal Small Cities Community Development Block Grant Program (CDBG) and administered by the Jefferson County Economic development Consortium (JCEDC), RLF provides financial assistance to communities to promote local job creation and retention. The City would loan the funds, at a low interest rate, to businesses for start-up, retention, and expansion projects through grant funding. The repayments would act as a funding source for the Waterloo revolving loan fund, which would then be made available to other businesses. A typical loan, which supplements financing for a business expanding or locating to a community, averages about \$75,000.

#### CAPACITY BUILDING GRANT (CAP)

Are funds that assist local and regional economic development groups, such as Waterloo, furthering the State' s efforts to create an advanced economic development network. The primary use of the funds would be for assessments of the economic competitiveness of the City; development of a Comprehensive Economic Development Strategy; and support of strategies that will benefit the City through operational efficiencies, strategy development, education/skill development or increased collaboration with other communities.

In order to leverage local investment, the City must demonstrate a match investment of at least 30 percent of the total project cost, with at least 10 percent of the investment originating from the City. The minimum local financial participation may be waived when the project has a particular urgency due to specific events that have drastically impacted the economic distress of the general public of the City.

The incentives in this program are grants of up to \$50,000, provided through the Wisconsin Economic Development Corporation (WEDC). The grant will support a minimum of 6 projects developed to increase the capacity of Wisconsin's extended enterprise. Deliverables will include tools and resources that can be utilized by other Wisconsin economic development organizations.

#### COMMUNITY DEVELOPMENT INVESTMENT GRANT PROGRAM (CIP)

Supports urban, small city and rural community redevelopment efforts by providing financial incentives for shovel-ready (advanced stages of development) projects with emphasis on, but not limited to, downtown community driven efforts. This grant opportunity is available on a continual basis without specific application deadlines.

The program would support Waterloo's initiatives, incentivize economic development, and provide a number of benefits to the City, including the following:

- The creation and retention of jobs, increases to the local tax base, and the creation of a strong commercial district to support independent and family owned businesses.
- The promotion of vibrant downtown districts that symbolize economic health, quality of life, sense of community, pride and history which are relevant factors in residential, industrial, commercial, and professional recruitment.
- Reductions in sprawl and efficient use of infrastructure, tax dollars, and land resources.
- The promotion of healthy downtowns to protect property values in surrounding residential neighborhoods.

This program will provide grants for development efforts. The grants will be limited to 25 percent of project costs – the City must provide 75 percent match investment in project costs. No more than 30 percent of the match investment may consist of other state and/or federal funding sources.

#### IDLE INDUSTRIAL SITES REDEVELOPMENT PROGRAM

WEDC administers grants through this program of up to \$1,000,000 to Wisconsin communities for

implementation of redevelopment plans for large industrial sites that have been idle, abandoned or underutilized for a period of at least five years. The program is intended to stimulate investment and job creation in idle, abandoned and underutilized manufacturing sites which due to scale and complexity cannot be redeveloped solely by the private sector.

Grants will be provided to the City for idle industrial sites exceeding 10 acres in size where redevelopment is impeded due to existing site conditions. Approved projects can use the funds for demolition, environmental remediation, or site-specific improvements defined in the redevelopment plan, to advance the site to shovel-ready status or enhance the site's market attractiveness.

#### MAIN STREET PROGRAM

Wisconsin's main streets are the hearts of cities and towns and the focal points for visitors. They often are the hub for businesses and the foundation of where families enjoy life. The Wisconsin Main Street Program is based on the Trust's philosophy, which advocates restoration of the historic character of downtown while pursuing traditional development strategies such as: Marketing, Business recruitment and retention, Real estate development, Market analysis, and Public improvements.

Communities selected to participate in the Wisconsin Main Street Program initially receive five years of free, intensive technical assistance. The end goal is to enable participating communities to professionally manage a downtown or historic commercial district that is stable, physically attractive, competitive and visible.

Four main committee elements combine to create this well balanced program:

1. Organization – It is essential to build a Main Street framework that is well represented by civic groups, merchants, bankers, citizens, public officials and chambers of commerce. Everyone must work together to renew the downtown. A strong organization provides the stability to build and maintain a long-term effort.
2. Promotion – Promotions create excitement in the downtown district. Street festivals, parades, retail events and image development campaigns are some of the ways Main Street encourages consumer traffic in the downtown. Promotion involves marketing an enticing image to shoppers, investors and visitors.
3. Design – This element works on enhancing the physical vitality of the business district and the potential to attract and keep customers, tenants and investors. Rehabilitated buildings, attractive storefronts, properly designed signage, clean and functional streets and sidewalks all help to create

an environment where people want to shop and visit.

4. Economic Restructuring – Analyzing current market forces to develop long-term solutions is the primary focus of this element. Improving the competitiveness of Main Street’s traditional merchants, creatively converting vacant space to new uses, and recruiting new complementary businesses are examples of economic restructuring activities.

## EXAMPLES

### LOAN AND GRANT PROGRAMS

City of Jefferson – The City offers various programs to assist new and existing industrial, retail and service businesses. Programs offered include:

Façade grant: Funded through the City’s TIF District #5, the City was able to develop a Façade Improvement Grant/Loan Program for the businesses in the district. The program provides grants of up to \$2,500 per façade for any business within the city, \$5,000 per façade for businesses within the TIF District, \$15,000 maximum per building, and loans up to \$25,000 (2 percent interest paid annually) for the improvement of commercial building façades in the designated downtown area.

Redevelopment program: The City provides property owners with lower interest loans for rehabilitation of their downtown properties. As the loan is paid, the money is then returned to the Redevelopment Fund for use by others. Under their current financial arrangement, the loans themselves are issued by the financial institutions with the City’s money being used only to reduce the interest cost of the loans.

Revolving Loan Program (RLF): The City operates a RLF to encourage the creation and retention of permanent jobs. At least one full-time permanent position or full-time equivalent must be created/retained for every \$20,000 of program funds requested. The City typically seeks to have the best possible collateral position to ensure that RLF loans are adequately secured. The interest rate is 5 percent for years 1 through 5, 6 percent for years 6 through 10, and 7 percent for years 11 through 15. Each loan applicant must leverage a minimum of \$1 of private funds for every \$1 of loan funds requested. These are secured loans that can be used for working capital, machinery, equipment, fixtures and real estate.

Fort Atkinson - In pursuing their economic goals and objectives, Fort Atkinson participated in Wisconsin’s Community Development Block Grant Program for Economic Development (CDBG-ED). In 1987, the program provided a grant to Fort Atkinson, which in turn, was loaned to a local business to help them structure the financial package necessary to expand their operations.

The principal and interest repaid by the company was then used to establish Fort Atkinson's revolving loan fund. Since its creation, the fund has provided a source of financing for approximately fifteen eligible industries wishing to expand in Fort Atkinson, Wisconsin or relocate there from another community.

#### Main Street Programs

- City of Lake Mills – A City of about 5,783, is located in Jefferson County. In 2013, the City received three awards at the Wisconsin Main Street Awards Celebration for communities in the Wisconsin Main Street Program. They won awards for the Best Interior Renovation Project, Volunteer of the Year, and Board Member of the Year.
- City of Omro – A City of about 3,552, is located in Winnebago County. In 2011, Omro joined Wisconsin's 37 Main Street Communities in an effort to improve its downtown area. As a Main Street community, Omro will receive intensive technical services and training from Wisconsin Economic Development Corporation (WEDC) staff to revitalize their downtown area while preserving its historic character.

### STRATEGY 2.2: Urge Greater Community and Regional Collaboration

#### DESCRIPTION

In times of increasing demands and limited resources it is almost impossible to accomplish tasks or goals by only relying on one's own resources. Therefore, collaboration offers possibilities for maximizing what can be accomplished. Regionalism, or identifying opportunities and partnerships beyond municipal boundaries, is a decision-making process through which multiple stakeholders who see different aspects of a problem can constructively explore their differences and jointly search for solutions that go beyond what any individual could create alone. It enables participants to pool resources toward shared objectives and to identify common goals, even when they appear to have conflicting interests.

Key principles required for collaboration:

- Transparency of the process
- Diverse and representative stakeholders
- Ability of all participants to influence decision making

#### RATIONALE

Collaboration brings individuals and members of communities, agencies, and organizations within the

region, together in an atmosphere of support to systematically solve existing and emerging problems that could not easily be solved by one group alone, thereby improving the quality of life across the Region. Collaboration provides shared decisions and opportunities to examine efficient ways to address common issues, and reduce duplication of cost and effort. Some of the potential benefits from collaboration include:

- Improved communication
- Elimination of duplication
- Increased use of programs
- Improved public image
- Better need assessment
- Consistency of information; and
- Increased availability of resources

## IMPLEMENTATION

The City and its Chamber of Commerce need to become active members of economic development based partnerships within the county and region. They should be more involved in organizations like:

The Jefferson County Economic Development Consortium (JCEDC) – The City being an existing full voting member of the JCEDC, they should take more advantage of the resources and support that the consortium has to offer. The JCEDC's main purpose is to foster and encourage responsible, economic development activities that result in job creation, retention, increased tax base and an improved sustainability and quality of life for the citizens of Jefferson County.

The Jefferson County Tourism Council (JCTC) – The JCTC is a grassroots organization with the sole purpose of increasing tourism throughout the entire Jefferson County area. The organization consists of area Chambers of Commerce and business representatives and is open to the public. With an active presence on the council, Waterloo would benefit from their marketing strategies and financial support to help establish and promote the City as a tourism destination.

A potential public-private partnership – Waterloo needs to work more with private businesses, especially Trek Bicycle Corporation, to capitalize on their location in the County; for example, coordinate with Trek Travel to develop a Trek bike tour that extends beyond their factory, into the City and potentially neighboring communities within the County.

## EXAMPLES

### Ord, Nebraska

A City of about 2,300, is located in Valley County, Nebraska. In an effort to increase its declining population and turn itself around, the City of Ord partnered with the County and the Chamber of Commerce to work out an inter-local agreement under which the three entities committed to work together and to share costs and revenues from a wide range of community and economic development activities.

The city, county and chamber each agreed to contribute \$15,000 per year for a three-year contract to build a cohesive program. They also pooled together their resources such as incentive packages, created as a result of their local options sales tax, to attract new businesses that complete and add value to Ord's unique community.

As a result, retail sales in Valley County increased 20 percent (compared with 11 percent statewide), the Chamber of Commerce held 14 ribbon cutting and three ground breakings for new and expanding businesses, and Ord saw an increase in its population and economic growth, among other outcomes.

### Big Stone Gap, Virginia

A City of about 4,800, is located in Wise County, Virginia. Big Stone Gap is a town blessed with natural resources and scenic beauty. Over a period of 20 years, however, the declining coal and textile industries left hundreds of local residents without work or income. In response, local officials locked arms with Virginia Cooperative Extension and several regional organizations, including the Heart of Appalachia Tourism Authority (HATA), to spearhead an ecotourism strategy.

They first created a local education and training infrastructure to provide advice and encouragement to budding entrepreneurs. By supporting the growth of small business entrepreneurs to serve the ecotourism industry, the town has revitalized its economy and created new job opportunities for its residents. The county's unemployment rate has since returned to a stable level of about 4.6 percent. Small outting businesses for kayaking, rafting, biking and camping are thriving. Their bed and breakfast industry also is growing and being marketed throughout the state.

### Sparta, North Carolina

A City of about 1,817, is located in Wise County, North Carolina. Through a public-private regional collaboration, Sparta and its neighboring communities are working to lay the groundwork for a cluster of advanced materials businesses. As a key partner in the effort, Sparta was focused on workforce training,

infrastructure development and private participation in the partnership.

To that end, Sparta and its neighbors worked together to create a workforce training program, updated key infrastructure and institute collaboration between government and private sector actors. Today, the Northwest North Carolina Advanced Materials Cluster is taking shape, and Sparta, as part of the northwest region of North Carolina, is positioning itself to compete in the new economy.

### STRATEGY 2.3: Improve Accessibility of Information for interested businesses

#### DESCRIPTION

When business consider a new location, they are often most interested in the amenities a new city can offer. These can range from infrastructure to schools to green space and they rely upon communication with the city to make sure it would be a positive relationship. Part of this means making information, such as property tax records and zoning regulations, readily available. Waterloo has put together a section for “economic development” which details properties available and reasons to relocate to Waterloo. Currently, this information can be easily missed, however, due to its placement under the catchall “Quick Links” and in the Municipal Website. Creating a section specifically for businesses and their workers (including the current Chamber of Commerce information) might help generate traffic to all the reasons to set up business in Waterloo.

#### RATIONALE

The easier it is for businesses to access information about the community, the sooner they will see the benefits offered within the area. Parks, bike trails and events are essential to worker happiness while business incentives and communication with the local government make it less intimidating to relocate.

#### IMPLEMENTATION

Develop a user-friendly Website. Include information on: bike trails, social media pages, business incentives, workforce characteristics, transportation access, housing, local events, and local business organizations.

#### EXAMPLES

The City of Asheville, North Carolina has a separate web address for its Chamber of Commerce with a



great layout that helps one easily locate what there is to do in Asheville, what amenities it offers, other businesses in the area and their testimonials, and how one can get their own business started in Asheville. This is all easily found from the homepage as illustrated on the previous page. For more information on building a successful and attractive webpage see Alternative 1.4.

## STRATEGY 2.4: Loyalty Card

### DESCRIPTION

Loyalty cards are a great way for local residents to save money while helping businesses as well. Loyalty cards support the local economy while providing incentives for people to shop at local stores, restaurants, and businesses.

### RATIONALE

According to INC., can cost a business about 5 to 10 times more to acquire a new customer than it is to sell to an existing customer. As a way to encourage residents to shop local, businesses can use loyalty cards.

### IMPLEMENTATION

Once businesses have been attracted to Waterloo, it would be beneficial to work with other local cities to develop a loyalty card program. There are several different types of loyalty cards, but all work to benefit businesses and customers.

Loyalty cards are a great way to increase a business and cities exposure. When people are part of a loyalty program, they can access rewards, promotions, and newsletters about local restaurants and deals. It is also a great way to reduce paper coupons with one card.

The loyalty card could be a local, regional, or national program.

Some tips on how develop a successful program:

- Use a simple points system
- Partner with other businesses to provide all-inclusive offers
- Develop a tier system so the more people spend, the more they feel they get

Loyalty programs also support businesses by resulting in a return on investment. Typically the cost to businesses comes in what is being offered. A typical reward program will have a reward in the range 8% to 10% of the cost of the item . So a buy 10 get one free deal would provide a 10% reward. By keeping in mind how many people would use the program and how much they might spend, the costs for the

program be kept low and profits can come from increased business.

#### EXAMPLES

- Some examples of successful loyalty card programs that encourage local shopping habits.
- Austin, TX Area Loyalty Card Features:
- Local promotion in e-newsletters, travel guides, social media, and loyalty programs websites.
- A card that can be used at various locations to build up perks and rewards.

Madison, WI Area Belly Card Features:

- Local and regional promotion through email, social media pages, and loyalty programs websites.
- Promotion through local alerts on mobile applications
- Customized Rewards for customers

Examples of How Loyalty Cards Look:



### STRATEGY 3. PROMOTE OUTDOOR RECREATION

In promoting Waterloo's outdoor, the city can attract visitors through several options, Each strategy looks at a different part of the overall problem and works to develop a solution that can be used in Waterloo. Several solutions are already present in Waterloo, those strategies work to better develop the options.

- Maunesha River - regional kayak destination
- Nearby State Natural Areas - hunting and fishing base camp
- Downtown Waterloo - place making, rejuvenation

These actions will catalyze social and economic activities creating positive spillover effects throughout the community.

Many small towns have attempted to diversify job options by adding either artisan or recreational trades into the community and building upon their historic agriculture and manufacturing employment base. Waterloo is surrounded by natural resources that provide an opportunity for long-term local employment and could attract tourist dollars based on the character of the community.

### STRATEGY 3.1 Kayak Park

#### DESCRIPTION

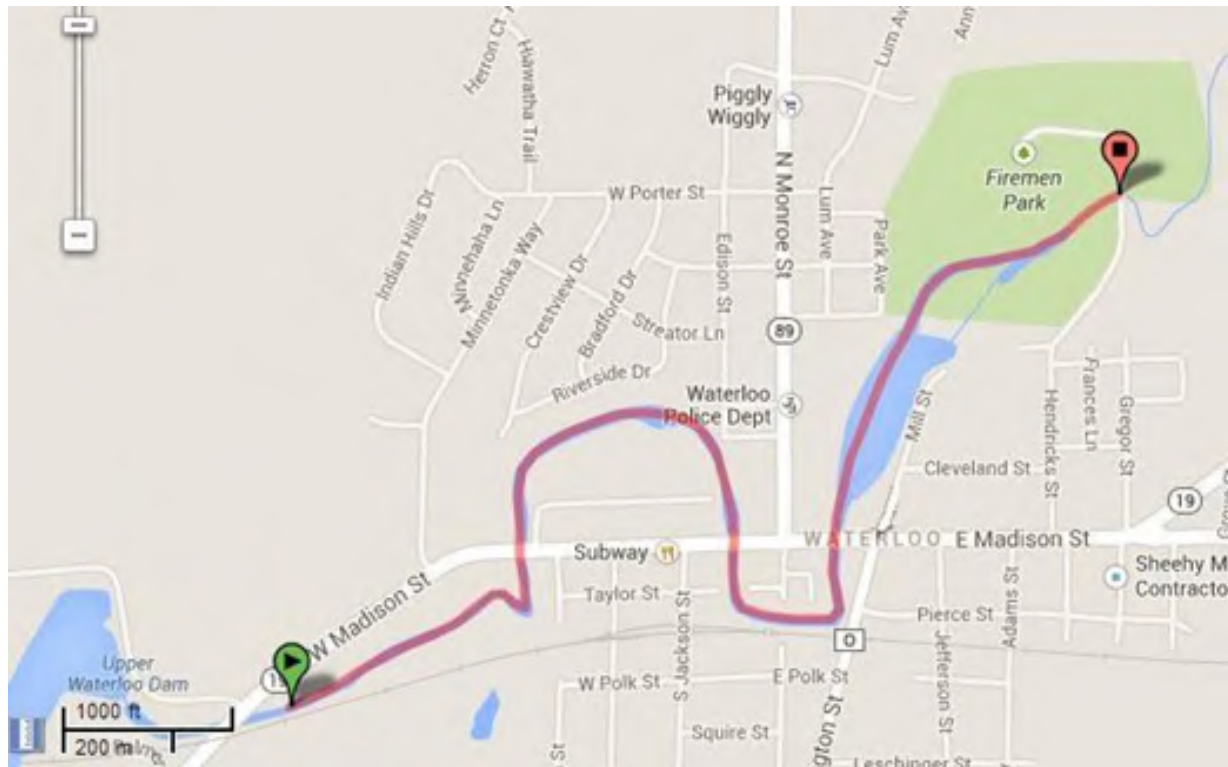
The Maunesha River is an existing class I and II kayaking route. Day long boating trips with minimum portages are possible, could connect more than a dozen cities in southern Wisconsin. The next closest (and perhaps Wisconsin's sole) whitewater kayak park is in Wausau, WI - more than 150 miles away. Creating a southern Wisconsin whitewater attraction is feasible. The obstacles that create challenging conditions for kayakers improve stream health and fish habitat.

#### RATIONALE

The Maunesha River Alliance should continue its merger with the Rock River Coalition; and continue the annual river cleanup event. Create a 1.6 mile route from just west of the closed Burger King, to Firemen's Park.



Kayaker on the Maunesha River.  
(MilesPaddled.com)



Proposed 1.6 mile city route: starting at green marker, finishing at red marker. (Google Maps)



(Example of small “waterfall” for kayakers. (Image from VisitRenoTruckee.com .)

## IMPLEMENTATION

### Phase 1

- Excavate a small lagoon lined with boulders at both the put-in and take-out points.
- install a gravel parking lot at the put-in.
- Advertise with local boating companies and regional tourism/social organizations.
- Recruit a warm-weather / seasonal concession sandwich shop for the closed Burger King adjacent to the put-in point.

### Phase 2

- Improve fish habitat above, through, and below route (under DNR guidance) this includes concrete debris removal, streambank stabilization, and non-native plant removal.
- Install the columns and wires necessary for a river slalom course (in the former Mill Pond area).
- Include a maintenance plan within city operations budget.

### Phase 3

- Further improve fish habitat conditions with the creation of deep pools and shelter areas; restore native plants.
- Increase kayak difficulty from class II to class III by creating channels with “venturi effect” and small waterfalls that shape water flows to create surf conditions. Develop river surfing conditions.
- Pave the “put-in” parking lot. Install a sidewalk on the south side of W. Madison Street connecting Trek and the new seasonal food concession.

## POTENTIAL PARTNERS

- Wisconsin DNR
- Jefferson County Economic Development Consortium
- TravelWisconsin.com
- American Whitewater
- Rock River Coalition
- Wausau Whitewater / City of Wausau - for kayak events
- Sheboygan Tourism / City of Sheboygan - for surfing events  
(VIDEO - river surfing) <http://www.youtube.com/watch?v=8GJ7ACjtJg8>
- 2 Rivers Bicycle and Outdoor (Watertown and Fort Atkinson based kayak and canoe rental)

## EXAMPLES

- Wausau, WI. <http://wausauwhitewater.org/>
- Yorkville, IL. <http://www.yorkville.il.us/documents/damsign2.28.12.pdf>
- Denver, CO. (VIDEO - kayaking) <http://www.youtube.com/watch?v=quv7bnCnIX`w>
- Salida, CO. (VIDEO - kayaking) <http://www.youtube.com/watch?v=zCnqglOaM40>
- Reno, NV. <http://www.visitrenotahoe.com/reno-tahoe/what-to-do/water-adventures/kayak-park>



Potential for bumper sticker advertising (MadAdventures.com):

### STRATEGY 3.2 Camping Facility

#### DESCRIPTION

This part of the tri-county area has no campgrounds with close access to the upper Crawfish or Rock Rivers, or any of the neighboring State Natural Areas. The closest campground is more than 25 minutes away. Hunters and anglers would appreciate the option of staying close to their favorite spots. Scout, school, church, and corporate groups may take advantage of a group camping site.

Natural areas this campground may serve:	Miles from Waterloo
Mauneshia River	< 0.5 miles
Waterloo Prairie State Natural Area	2.4 miles
Crawfish River	4.0 miles
Holzheuter Farm State Park	5.0 miles
Chub Lake Oak Savanna	6.9 miles
Faville Prairie State Natural Area	8.4 miles
Deansville Fen State Natural Area	8.7 miles
Rock Lake	9.9 miles
Snapper Prairie State Natural Area	10.5 miles

#### RATIONALE

This could be a self-serve system, meaning no employees are staffing the campground on a regular or full-time basis. Most sites could be reserved through a camping reservation system like ReserveAmerica.com. One site may be held for rental on a first-come, first-served basis. The group site should be reservation only. City law enforcement should be responsible for public safety and ordinance enforcement. City parks maintenance should be responsible for campground maintenance. The city alderpersons should delegate the person/office responsible for the collection of camping receipts. An alternative used in some places is to create a consolidated law enforcement / maintenance / administrative body to operate the campground.

#### IMPLEMENTATION

Develop a city owned and managed campground adjacent to existing trails and scenic geographic features (hill and river). The Sandhill Station State Park reported 717 campers using 15 family camping sites, and 304 people using 1 group site in CY 2013. Using this as a baseline for gate receipts, a minimum

of two and a maximum of five sites are recommended for development. Additionally, we recommend developing a group camping site. While family campsites are suitable for six people and somewhat isolated from other sites, a group campsite is designed for the comfort of gatherings up to a few dozen people. Small amphitheatres should be incorporated into group camp site settings for the purpose of teaching / presentations, theatrical plays, and even weddings. This proposal recommends one picnic table and one fire ring for each site, and the sharing of water, toilet, trash and recycling facilities. The basic level of implementation does not include RV style camping.

#### EXAMPLES

- Wisconsin State Parks (in Jefferson County) - Sandhill Station State Park <http://dnr.wi.gov/topic/parks/name/glacialdrumlin/camping.html>
- Jefferson County Parks - Dorothy Carnes Park (Camping is NOT listed on their website yet.) [http://www.jeffersoncountyiwi.gov/departments/departments\\_f-r/dorothy\\_carnes\\_park.php](http://www.jeffersoncountyiwi.gov/departments/departments_f-r/dorothy_carnes_park.php) (For information call Jefferson County Parks at 920-674-7260.)



"Basic" camping facility - table, grill or fire ring. Small amphitheatre for group use should be reminiscent of the Waterloo Baseball Field seating. (Images from Roan Mountain State Park and Scott Arboretum.)

### STRATEGY 3.3 Shared-use Plaza, a.k.a. "Woonerf"

#### DESCRIPTION

The City of Waterloo has a solid, logical, grid-based street system with a river that winds through town. Pedestrian and bike paths have potential to connect the downtown area. The majority of downtown businesses are showcased by beautiful building facades that were built between 1890 to 1910.

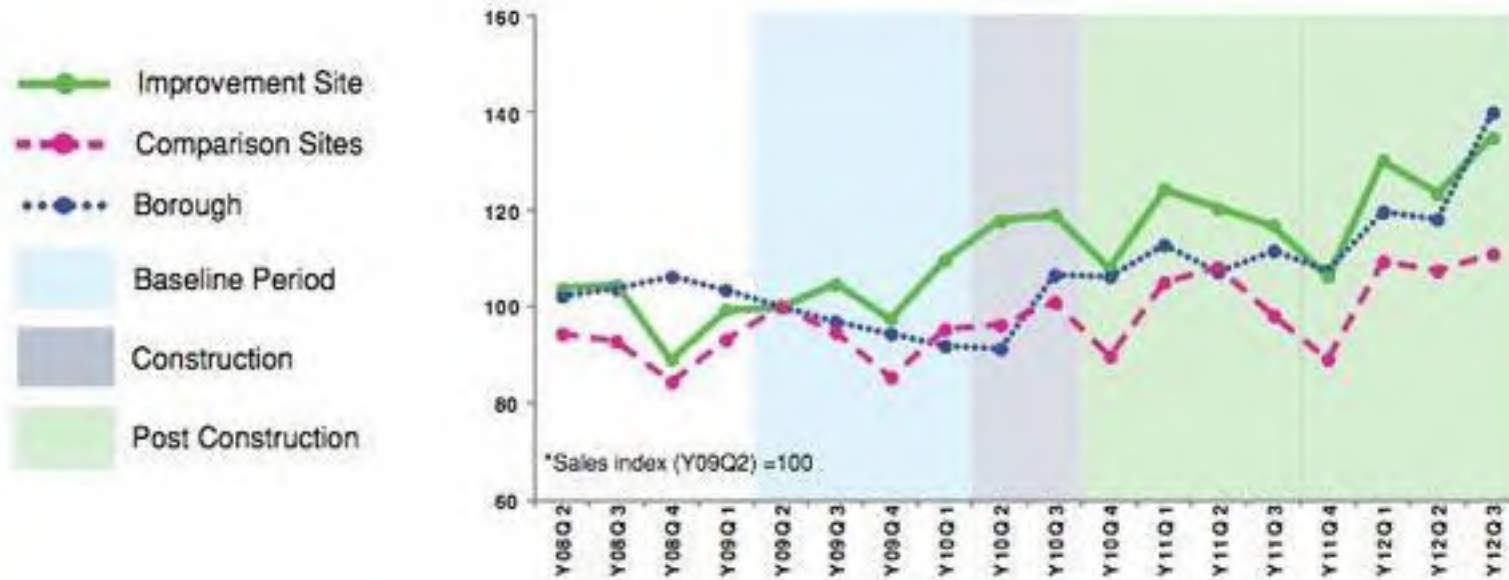
Definition: "Woonerf" is a term used to describe a street that has been transformed by necessity to fit a variety of urban needs. Woonerfs have taken on many forms to accommodate equal access to vehicles and pedestrians. These streets are also known as "living streets" or "complete streets" because of the activity that occurs on them. A Woonerf commonly will have a mix of retail and residential zoning, and will be connected by both roads and trails to key assets in the municipality such as parks and shopping.

#### RATIONALE

Unfortunately, currently the only thing that gets many visitors to stop in downtown Waterloo, is the stop sign. The heart of downtown has an average daily traffic count of 7700 vehicles; this is the highest in Waterloo. The location of all community and city sponsored events has become Firemen's park; while scenic, it is not immediately near retail establishments that would benefit from a crowd of people. Furthermore, a winter event is easier to manage downtown than in a park. However, the peninsula formed by the Mauneshia River and Madison Street is a perfect example of a site best utilized to attract business, life, and events in any city's downtown.

Woonerfs are currently part of the Dodge County Bicycle and Pedestrian Plan (2003). Complete Streets are part of the Jefferson County Bicycle and Pedestrian Plan Update (2010). This type of shared-use plaza is NOT only for holding special events (although this should be the preferred venue for all major events). These spaces are designed to be a destination within the city for children, teens, adults, and senior citizens alike. Residents should want to shop, walk around, and "just see what's happening" in this area at least weekly. Success may be measured by the number of people on the street at any given time. A kiosk should display city information, music from café's should spill out into the street, children should climb or test their balance on features made for them, adults should find this the best place in the City to drink morning coffee and read a newspaper. A study in New York State showed that these improvements increased sales 17 percent in the first year and 39 percent in the second year.

## Combined Sales : Improvement Sites vs. Comparisons Sites



### IMPLEMENTATION

#### Phase 1 Bridge.

Install a pedestrian bridge over the Maunesha River that connect both sections of South Monroe Street. Connecting South Monroe Street links the entire north and south sides of the City of Waterloo via downtown. The bridge increase downtown sales and increases the property values of those houses on South Monroe and Polk Streets.

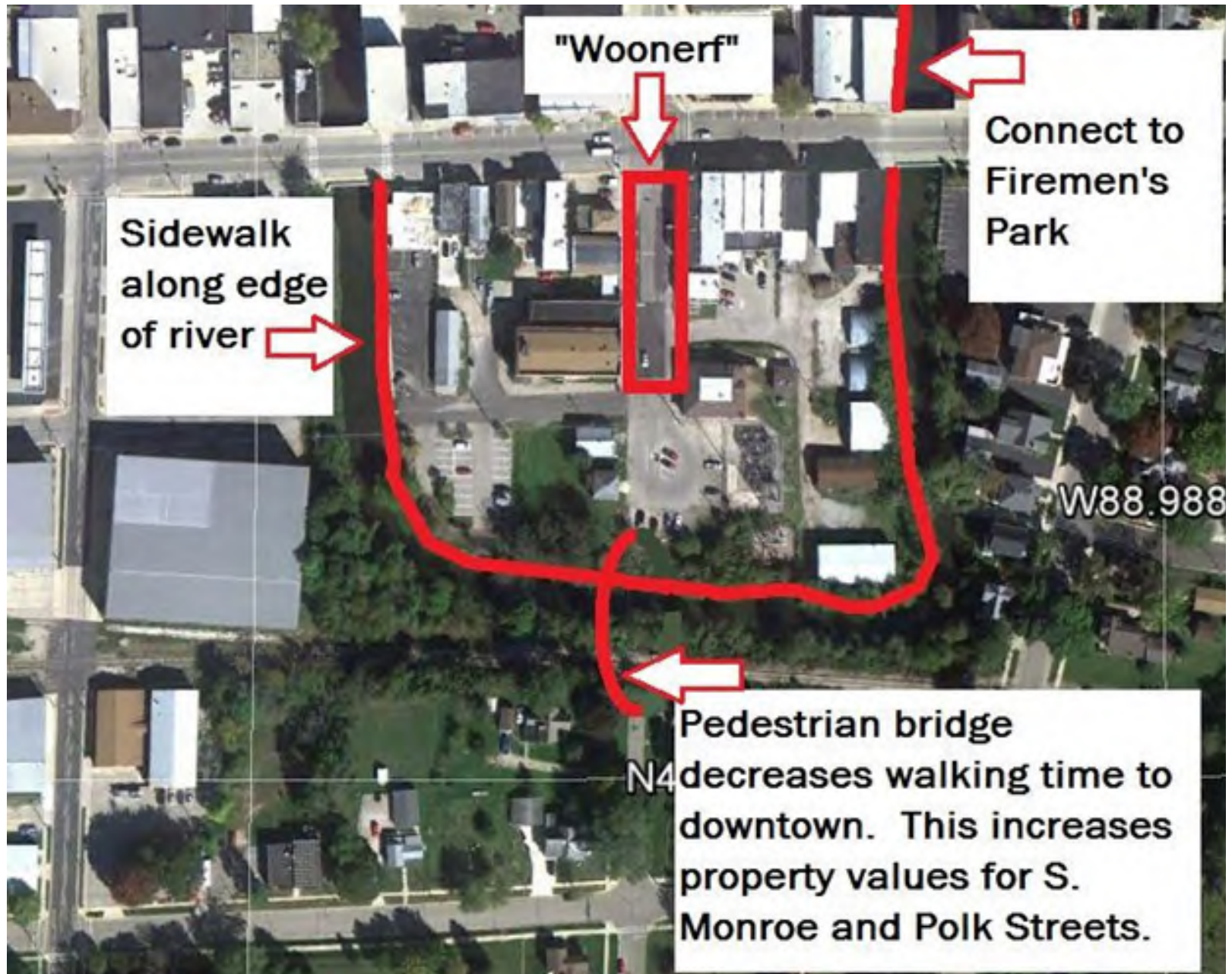
#### Phase 2 Brick.

Install a decorative paving treatment (brick or stamped concrete) over the 100 block of South Monroe Street. Allow commercial tenants to operate in to the street area (in the case of restaurants this might include patio dining). Fill in the parking lot on the southwest corner of Monroe and Madison Streets with a structure whose facade complements the architectural style of the period buildings nearby. Host everything from prep rallies to farmers markets on the Woonerf..

#### Phase 3 Riverwalk.

Continue the sidewalk that parallels the Maunesha River until it connects to Madison Street on both

ends. Ideally, the sidewalk should line both sides of the river in this area. The eastern sidewalk should lead directly to the city's other main public asset, Firemen's Park, which is just 500 yards away.





The two corner lots on the north side of Madison Street, bisecting Monroe street are strategically important. A strong business must occupy the building in the northwest corner lot. A Waterloo veteran' s memorial is situated in the northeast corner lot. While the removal of the sun shelter, and most of the other concrete should occur, this small park is an important civic piece. A colonnade of trees would perhaps better maintain the solemnity of the memorial to Waterloo' s veterans, allow for better traffic visibility, and increased public use.

Reconstruction of the street to create the Woonerf would create an opportunity to install significant stormwater management below the street using porous pavement, ensuring that stormwater is cleaned before being released into the river.

## EXAMPLES

Fergus Falls, MN. McHenry, IL. Boise, ID.







# RECOMMENDATION

## ANALYSIS OF ALTERNATIVES

When developing the best recommendation for Waterloo, each alternative needed to be tested against the main objective and each criterion. The objective of the project was to utilized the City of Waterloo’ s existing assets to increase spending in Waterloo and encourage a thriving future for the community. For the alternative to qualify as part of the recommendation, it needed to be cost effective, increase spending in Waterloo, and retain and grow the City’ s tax base. The alternatives that best matched these criteria were used in the final recommendation.

## RECOMMENDATION

To address the problems that Waterloo is facing, a multi-directional approach should be used. By creating immediate, short-term, and long-term goals, the problems can be addressed in several stages, ensuring better success in the future. With these recommendations, Waterloo can enhance their identity, attract businesses, and promote outdoor recreation through cost effective measures which will result in increased spending in the City while working to retain and grow Waterloo' s tax base .

### IMMEDIATE GOALS: ENHANCE WATERLOO' S IMAGE

#### FACEBOOK

Facebook is a good option for a cost effective way to connect the to community. By maintaining the page with current events and information, residents and visitors will be aware of activities that are occurring in Waterloo. The City can also work with local businesses to promote local sales and deals which can encourage residents to buy local. By having a strong online presence, Waterloo can convey a sense of community which is attractive for residents and businesses. While Facebook is a free tool, it is important to utilize the page and update as often as possible, otherwise it can appear to followers that nothing is happening in Waterloo.

#### WEBSITE

Developing and updating a website is another way to connect to visitors and the community. There is a wide range of options for developing a website, but it can be a cost effective way of reaching a wider community than Facebook. By having an easy to use website, visitors can quickly find information they are looking for. Having a well developed and comprehensive website can offer visitors a view of how the community is, incentives for living there, and what amenities Waterloo has to offer. The website can also be used to show businesses what incentives there are and how the City can work with them to ensure they are successful. Like Facebook, a website can be used to display a calendar of events or local businesses and deal which can encourage shopping local. Having a good website is very important because it can be the first impression a prospective resident or business can have of the city.

### SHORT-TERM GOALS: ATTRACT AND RETAIN BUSINESSES

#### LOAN AND GRANT PROGRAMS

There are several different loan and grant programs that Waterloo could participate in like Community

Development Block Grant for Economic Development, Capacity Building Grant Program. and Community Development investment Grant Program. These grant would be used to attract businesses to Waterloo, retain and grow the tax base, and provide options for more residents to shop locally. Each loan and grant have different regulations, but projects could be developed in phases to keep annual costs low while bringing new opportunities to the city.

#### MAIN STREET PROGRAM

Using a Main Street Program in Waterloo would be a great way to restore the historic character of the downtown while using other traditional development strategies such as marketing, recruiting and retaining business, and other improvements. While this program would take a few years to develop, it could result in a lively downtown with more business resulting in a better tax base. While the City would need to apply to receive assistance, the project could planned and developed in phases to keep costs low. By having more business brought to Waterloo, residents would be given more opportunities to shop locally. If Waterloo was not able to receive assistance for the Main Street Program, there is the option for other loan and grant programs.

#### COMMUNITY DEVELOPMENT AUTHORITY (CDA)

A Community Development Authority would be a great way for Waterloo to actively market their community, recruit developers and businesses, and be involved in incentive programs. The CDA would work exclusively to attract businesses and development opportunities to the City. Having a growing active community is an attractive feature to prospective residents and businesses, who want to locate where there are options. If Waterloo were to receive Main Street Program assistance, they would get 5 years of free intensive technical assistance by State staff who could fill this position, but if not, it would be recommended that Waterloo hire a staff member to fill this position.

#### COMMUNITY AND REGIONAL COLLABORATION

Having a strong community and regional collaboration is a great way to maximize efforts through the sharing of ideas, working together, and increasing the availability of resources. Some of the options that Waterloo has is in public-private partnerships, the Jefferson County Economic Development Consortium, and the Jefferson County Tourism Council. A regional collaboration can result in projects that are better planned at the regional level. By encouraging surrounding cities to work together, larger events can occur, business associations can form, and the region can become a more attractive area, which can result in better business in each city and a more enriched tax base.

## LONG-TERM GOAL: OUTDOOR RECREATION

### KAYAK PARK

The kayak park is a way to attract individuals from outside the city into Waterloo. This amenity will make Waterloo a recreational destination, bringing people into town, and with added business, boost the local economy. The project would take only a little investment from the City in the form of a parking lot. Visitors could come to the park and ride the river for a little over a mile and a half. With more visitors, this park could increase spending in Waterloo when used after businesses are attracted to the area.

### SHARED-USE PLAZA

The shared-use plaza or Woonerf would make the downtown more attractive because it is pedestrian friendly and is designed to be a great place for businesses to locate. This low-cost design creates a sense of place in downtown Waterloo. Attracting more businesses in the walkable downtown will further Waterloo's goal of being a green and sustainable community by reducing VMT because residents can be encouraged to walk instead of drive for their shopping needs.

# Implementation Schedule





APPENDICES

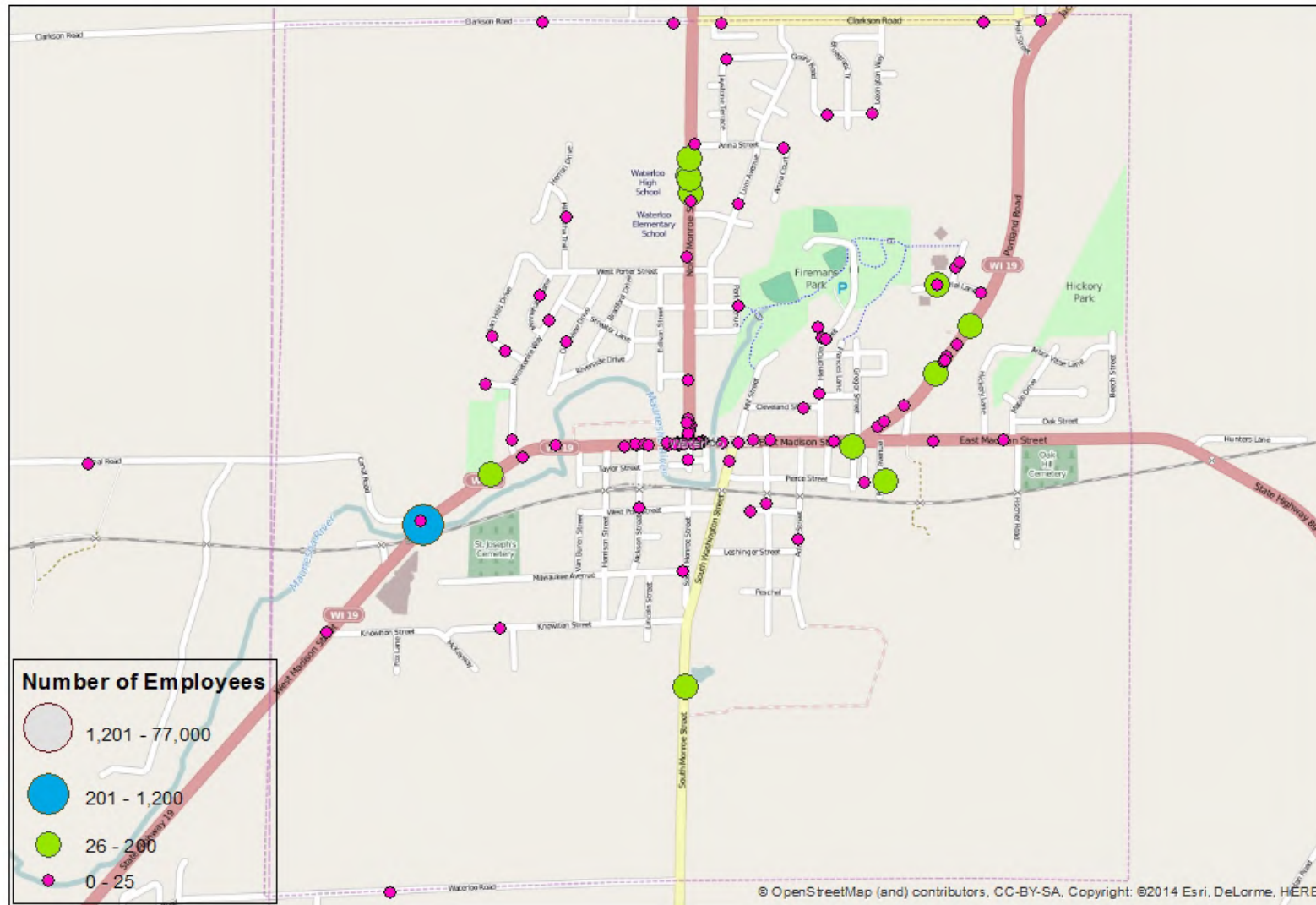
## Appendix A

### BUSINESS TRENDS IN THE REGION

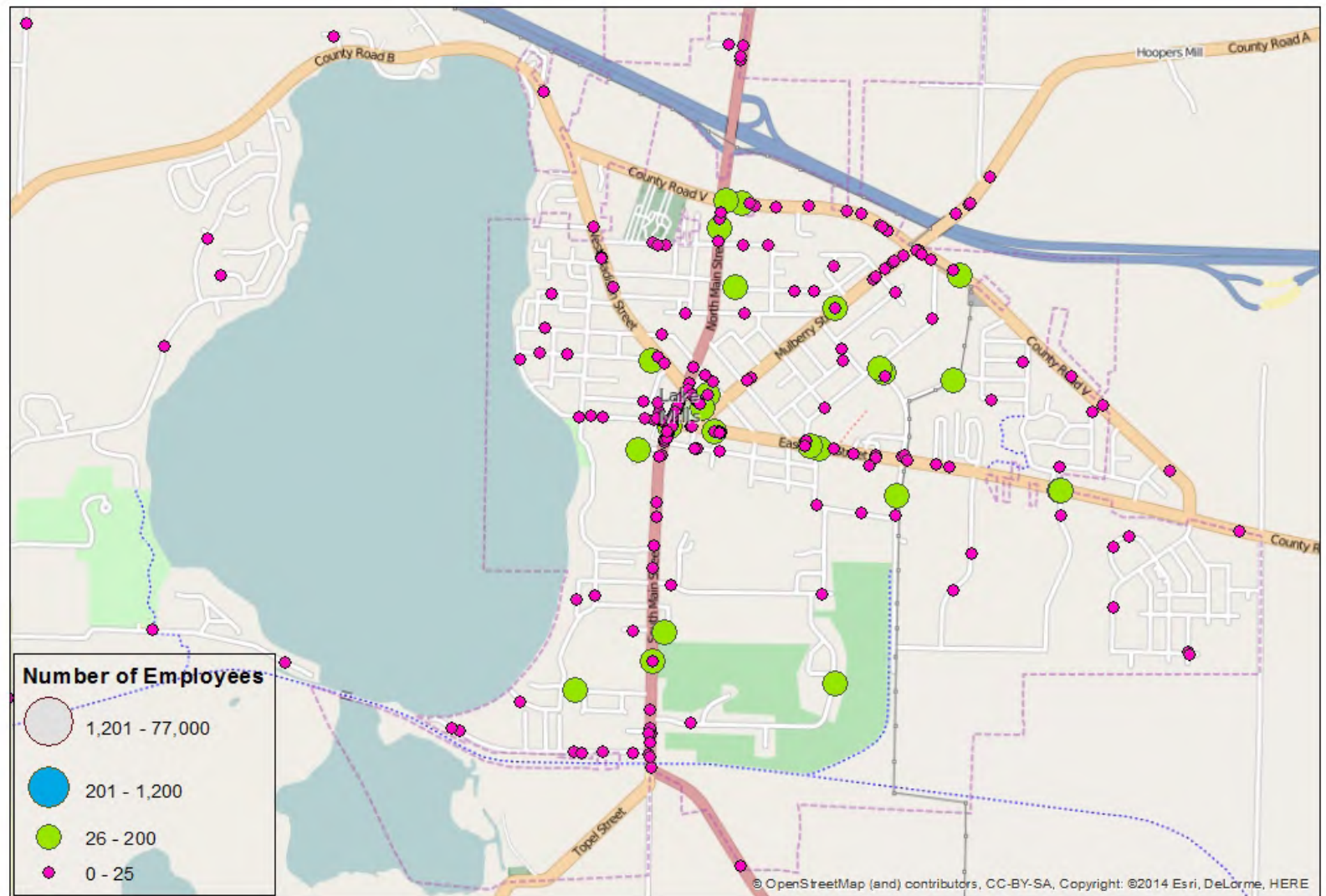
## Appendix A-1 ESTABLISHMENTS BY INDUSTRY

	Waterloo	Lake Mills	Marshall	Sun Prairie	Watertown
11 - Agriculture, Forestry, Fishing and Hunting	1	2	0	1	1
21 - Mining, Quarrying, and Oil and Gas Extraction	0	0	0	0	1
22 - Utilities	0	2	1	4	2
23 - Construction	5	10	9	82	64
31-33 - Manufacturing	6	23	3	37	49
42 - Wholesale Trade	4	10	4	39	30
44-45 - Retail Trade	16	39	8	118	102
51 - Information	3	4	1	13	13
52 - Finance and Insurance	8	15	5	61	45
53 - Real Estate and Rental and Leasing	4	14	4	61	49
54 - Professional, Scientific, and Technical Services	5	23	2	74	47
55 - Management of Companies and Enterprises	2	0	0	2	0
56 - Administrative and Support and Waste Management and Remediation Services	3	12	3	38	34
61 - Educational Services	7	10	6	26	26
62 - Health Care and Social Assistance	10	20	6	66	81
71 - Arts, Entertainment, and Recreation	3	7	6	19	15
72 - Accommodation and Food Services	7	21	5	59	55
81 - Other Services (except Public Administration)	16	39	14	116	106
92 - Public Administration	6	9	6	34	29
99 - Other	2	2	2	14	6
TOTAL	113	266	87	878	768

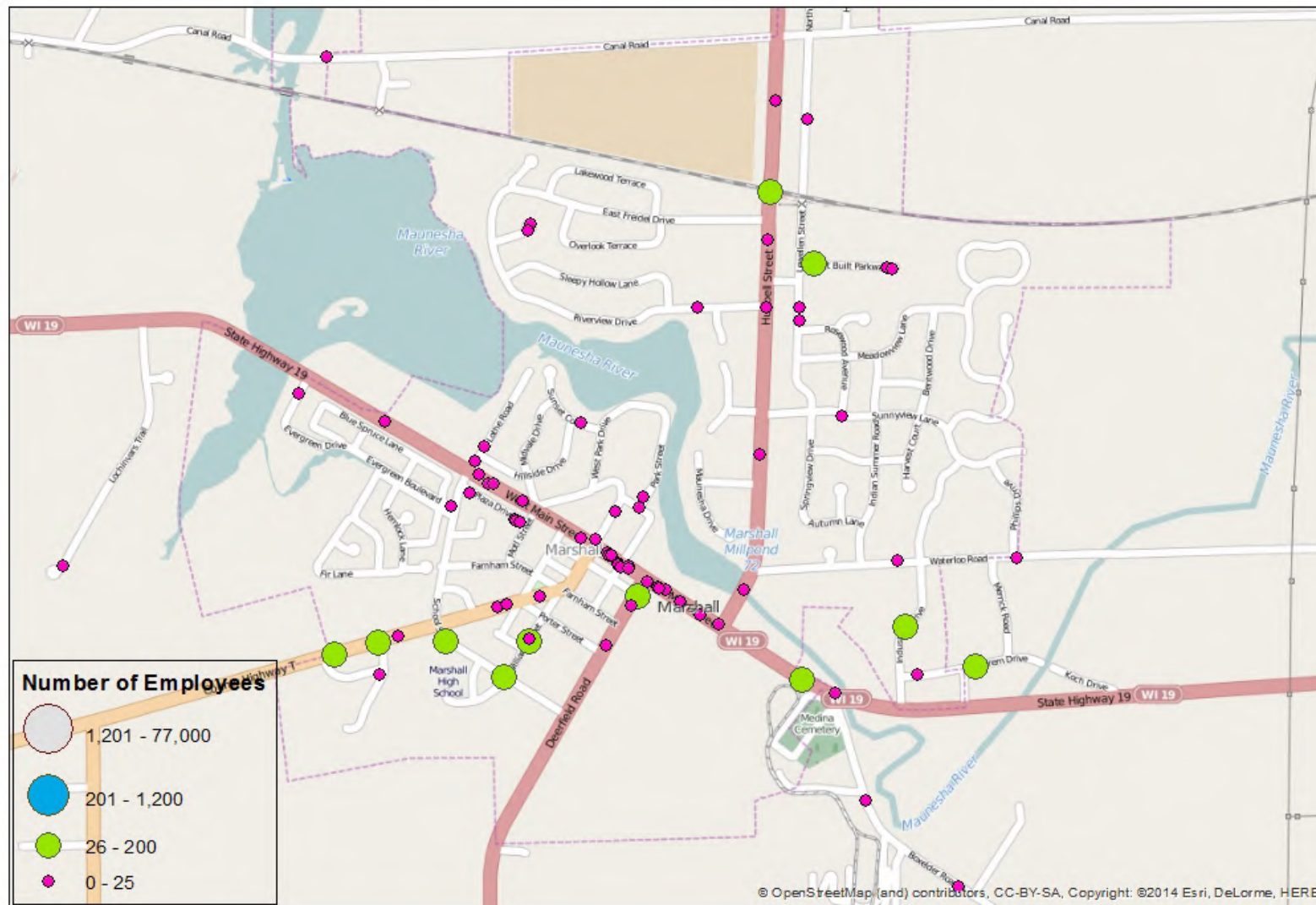
# Appendix A-2 BUSINESS CLUSTERS IN WATERLOO AND SURROUNDING CITIES AND TOWNS Waterloo Businesses by Number of Employees



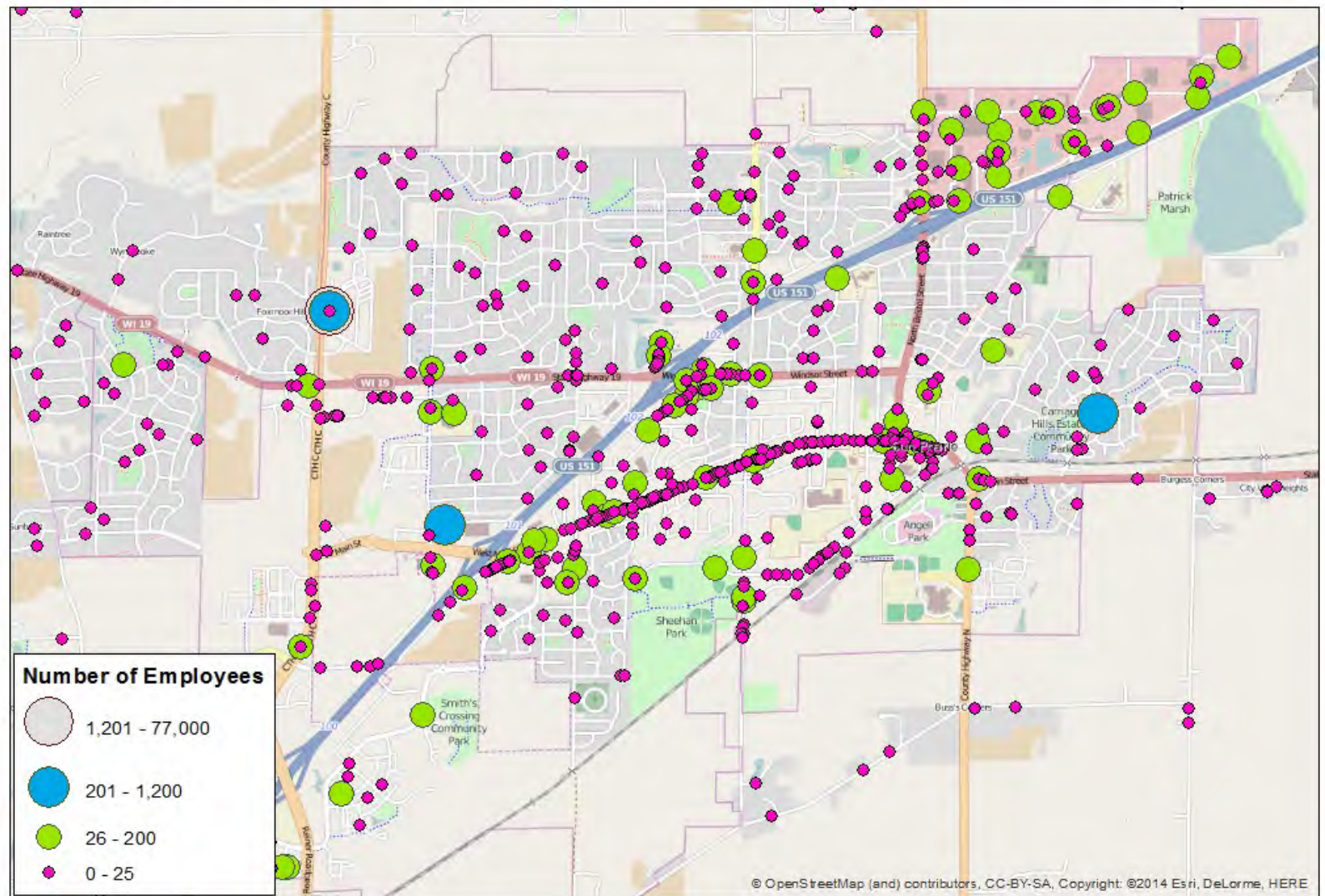
## Lake Mills Businesses by Number of Employees



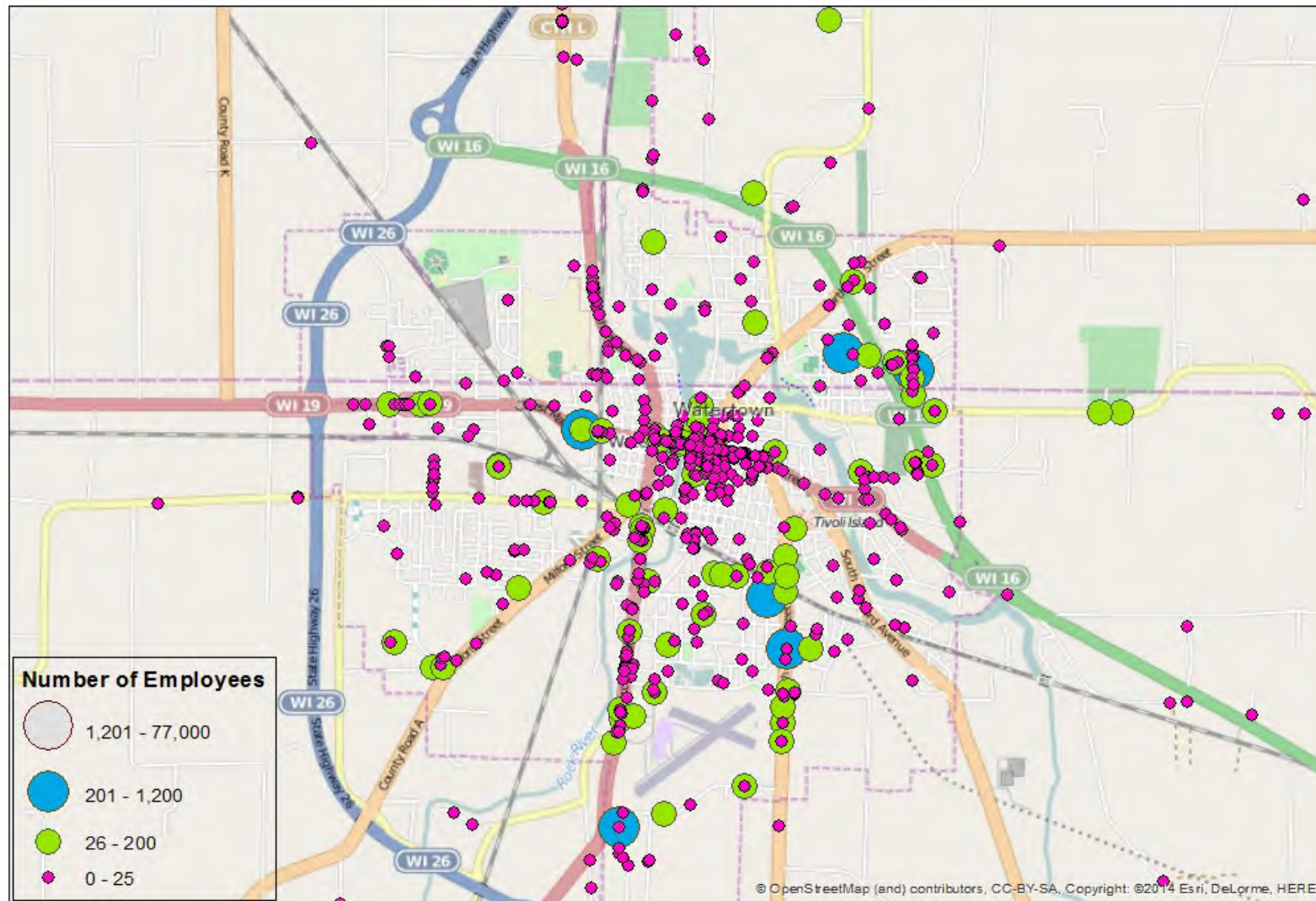
# Marshall Businesses by Number of Employees



## Sun Prairie Businesses by Number of Employees



# Watertown Businesses by Number of Employees



## Appendix B

### CASE STUDIES

## HEALTHY COMMUNITIES

No. 15: Healthy city: Raleigh, North Carolina

Raleigh gets high marks for setting aside a high percentage of city land as parkland; 17% of municipal land is devoted to parks compared with the national average of 10.6%. Cycling, boating, camping and hiking are all easy day excursions, with Umstead State Park and the American Tobacco Trail nearby. Plus, get in outdoor art at the North Carolina Museum of Art, where you'll find this monumental sculpture.

6. Durango, CO -- All aboard for mountain fun, plus classical tunes and — gasp — vaudeville. It would be a bald-faced lie to say that Durango (pop. 16,900) isn't devoted above all to outdoor recreation, from mountain biking and black-diamond downhill skiing to Iron-man triathlons, white-water kayaking and rock climbing. But between adventures in the surrounding San Juan Mountains, people celebrate life Western-style in the old railroad and mining town's lamppost-lined historic district, among art installations along the Animas River greenway, and at the nearby Music in the Mountains festival come July (heavy on the classical offerings, but a bit of pop, too), the Fort Lewis College Community Concert Hall, and the Henry Strater Theatre, a.k.a. the "Hank," a showcase for vintage melodrama and vaudeville. Best of all, the Durango & Silverton Narrow Gauge Railroad, opened in 1882 and now a National Historic Civil Engineering Landmark, still carries passengers 45 miles into the heart of the high San Juans, pulled by a coal-fired, steam-driven locomotive, with the occasional bluegrass band or cowboy poet onboard for entertainment.

Susan Spano and Aviva Shen. The 20 Best Small Towns in America of 2012. Smithsonian.com. May 2012. <http://www.smithsonianmag.com/travel/the-20-best-small-towns-in-america-of-2012-66120384/>. Retrieved February 2014.

International Scale of River Difficulty

CLASS I	<b>EASY</b> - Waves small; passages clear; no serious obstacles.
CLASS II	<b>MEDIUM</b> - Rapids of moderate difficulty with passages clear. Most open canoeists should never tackle anything tougher than class II.
CLASS III	<b>DIFFICULT</b> - Rapids are longer and rougher than class II. Waves numerous, high, irregular; rocks; eddies; rapids with passages clear though narrow, requiring expertise in maneuver; scouting usually needed. Requires good operator and boating equipment.
CLASS IV	<b>VERY DIFFICULT</b> - Rapids are generally longer, steeper and more heavily obstructed than class III rapids. Waves powerful, irregular; dangerous rock; boiling eddies; passages difficult to scout; scouting mandatory first time; powerful and precise maneuvering required. Demands expert boatman and excellent boat and outfit.
CLASS V	<b>EXTREMELY DIFFICULT</b> - Exceedingly difficult, long and violent rapids, following each other almost without interruption; riverbed extremely obstructed; big drops; violent current; very steep gradient; close study essential, but often difficult. Requires best man, boat, and outfit suited to the situation. All possible precautions must be taken.
CLASS VI or U	UNRUNNABLE !!!

## POPULATION TRENDS AND DRIVING TRENDS

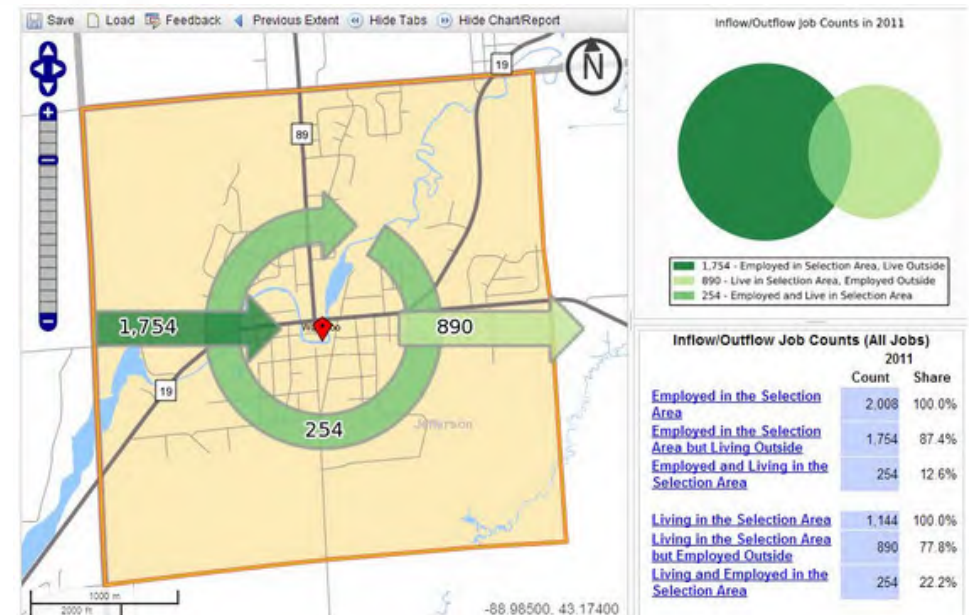
### A. Population Trends and Forecasts

Between 1990 and 2000, the City of Waterloo's population experienced an overall increase of 20.2 percent, growing from 2,712 residents to 3,259 (Figure 1.1). Over this same time period, Jefferson County's population increased by 11.8 percent, and Wisconsin's population grew by 9.6 percent. The City's growth rate is comparable to many of its neighboring communities in Jefferson County. Since 1970, the City's rate of growth has increased, growing by roughly six percent between 1970 and 1980 and by roughly 13 percent between 1980 and 1990. In 2005, the Department of Administration (DOA) estimated Waterloo's population to be 3,317, and in 2006, the City's population was estimated to be roughly 3,308.

Figure 1.1: Population Trends

	1970	1980	1990	2000	Percent Population Change 1990-2000
City of Waterloo	2,253	2,393	2,712	3,259	20.2%
Town of Waterloo	685	811	694	832	19.9%
Town of Aztalan	1,306	1,752	1,476	1,447	-2.0%
Town of Portland	915	976	994	1,106	11.2%
Town of Medina	961	1,019	1,124	1,235	9.8%
Village of Johnson Creek	790	1,136	1,259	1,581	25.6%
Village of Marshall	1,043	2,363	2,329	3,432	47.3%
City of Lake Mills	3,556	3,670	4,143	4,843	16.9%
City of Jefferson	5,429	5,687	6,078	7,338	20.7%
City of Fort Atkinson	9,164	9,785	10,213	11,621	13.8%
Jefferson County	60,060	66,152	67,783	75,767	11.8%
State of Wisconsin	4,417,731	4,705,767	4,891,769	5,363,675	9.6%

Source: U.S. Census Bureau, 1970-2000



## Appendix C

### COMMUNITY SURVEY

# Appendix C-1

## SURVEY QUESTIONNAIRE FORM

### SURVEY QUESTIONNAIRE

The following survey is being conducted on behalf of the City of Waterloo.  
Please complete and return this survey with your utility payment.

1. What city or town do you currently live in?
 

<input type="checkbox"/> Waterloo	<input type="checkbox"/> Madison	<input type="checkbox"/> Sun Prairie
<input type="checkbox"/> Marshall	<input type="checkbox"/> Watertown	<input type="checkbox"/> Other
2. If you live in Waterloo, how long have you lived there?
 

<input type="checkbox"/> 5 years or less	<input type="checkbox"/> 6-10 years	<input type="checkbox"/> 11-20 years
<input type="checkbox"/> More than 20 years	<input type="checkbox"/> I do not live in Waterloo	
3. What city do you currently work in?
 

<input type="checkbox"/> Waterloo	<input type="checkbox"/> Madison	<input type="checkbox"/> Sun Prairie
<input type="checkbox"/> Marshall	<input type="checkbox"/> Watertown	<input type="checkbox"/> Other
4. In a typical week, where do you do the majority of your grocery shopping?
 

<input type="checkbox"/> Waterloo	<input type="checkbox"/> Madison	<input type="checkbox"/> Sun Prairie
<input type="checkbox"/> Watertown	<input type="checkbox"/> Lake Mills	<input type="checkbox"/> Other
5. In a typical week, where do you do the majority of your non-grocery shopping?
 

<input type="checkbox"/> Waterloo	<input type="checkbox"/> Madison	<input type="checkbox"/> Sun Prairie
<input type="checkbox"/> Watertown	<input type="checkbox"/> Lake Mills	<input type="checkbox"/> Other
6. In a typical week, how many grocery and non-grocery shopping trips do you make outside of Waterloo? (These should not include shopping trips made on the way to or from work)
 

<input type="checkbox"/> 1-3 times	<input type="checkbox"/> 4-6 times	<input type="checkbox"/> Other
<input type="checkbox"/> Not Applicable		
7. Which of these shopping needs are currently not met within the City of Waterloo?
 

<input type="checkbox"/> Hardware	<input type="checkbox"/> Clothing	<input type="checkbox"/> Grocery
<input type="checkbox"/> Restaurants	<input type="checkbox"/> Housewares/Appliances	<input type="checkbox"/> Other _____
8. In a typical month, how much do you spend outside of Waterloo on food, household items, etc.?
 

<input type="checkbox"/> \$0 - \$100	<input type="checkbox"/> \$101 - \$200	<input type="checkbox"/> \$201 - \$300	<input type="checkbox"/> \$301 - \$400	<input type="checkbox"/> \$401 - \$500	<input type="checkbox"/> \$501 +
--------------------------------------	--	--	--	--	----------------------------------
9. What type of transportation do you use most often for non-work trips (school, church, events, shopping)?
 

<input type="checkbox"/> Automobile (Drive alone)	<input type="checkbox"/> Bicycle	<input type="checkbox"/> Walk
<input type="checkbox"/> Public transportation	<input type="checkbox"/> Carpool (passenger in an automobile)	<input type="checkbox"/> Other
10. How do you rate the availability of paths for biking in Waterloo?
 

<input type="checkbox"/> Excellent	<input type="checkbox"/> Above average	<input type="checkbox"/> Average	<input type="checkbox"/> Below average	<input type="checkbox"/> Poor
------------------------------------	--	----------------------------------	--	-------------------------------
11. Regarding the bicycle paths in Waterloo, you:
 

<input type="checkbox"/> Want more	<input type="checkbox"/> Want fewer	<input type="checkbox"/> The current number of paths is sufficient
------------------------------------	-------------------------------------	--
12. How important is it to have neighborhoods where you can bike or walk to parks, schools, shops and restaurants?
 

<input type="checkbox"/> Very important	<input type="checkbox"/> Fairly important	<input type="checkbox"/> Slightly important	<input type="checkbox"/> Not at all important
---	---	---	---

13. How long does it typically take you to get to work or school?  
☐ 0-10 minutes      ☐ 11-20 minutes      ☐ 21-30 minutes  
☐ More than 30 minutes      ☐ I do not go to work or school
14. How satisfied are you with how long it typically takes you to get to work or school?  
☐ Very satisfied      ☐ Somewhat satisfied      ☐ Somewhat dissatisfied      ☐ Very dissatisfied  
☐ Not Applicable
15. If there were more bicycle lanes on roads, your biking habits would:  
☐ Increase      ☐ Not change      ☐ Other \_\_\_\_\_
16. What issues are you most concerned with regarding your community? (Check all that apply.)  
☐ Access to retail services      ☐ Safety  
☐ Local employment opportunities      ☐ Education  
☐ Access to public services      ☐ Other \_\_\_\_\_  
 (parks, libraries, etc.)
17. What features do you like most about Waterloo? (Check all that apply.)  
☐ Parks and open space      ☐ Bike trails      ☐ Schools  
☐ Employment opportunities      ☐ Safety      ☐ Other \_\_\_\_\_
18. What is your age range?  
☐ Under 18    ☐ 18-24    ☐ 25-34    ☐ 35-44    ☐ 45-54    ☐ 55-64    ☐ 65 or older
19. What is your sex?  
☐ Male      ☐ Female
20. Are you Hispanic/Latino?  
☐ Yes      ☐ No
21. What is your race?  
☐ White      ☐ Black, African American      ☐ American Indian      ☐ Asian  
☐ Native Hawaiian or other Pacific Islander      ☐ Other \_\_\_\_\_
22. Is English your primary language?  
☐ Yes      ☐ No
23. My total household income is:  
☐ Under \$10,000      ☐ \$10,000 - \$19,999      ☐ \$20,000 - \$29,999  
☐ \$30,000 - \$39,999      ☐ \$40,000 - \$49,999      ☐ \$50,000 - \$59,999  
☐ \$60,000 - \$69,999      ☐ \$70,000 or Over
24. What suggestions do you have for improving Waterloo?  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

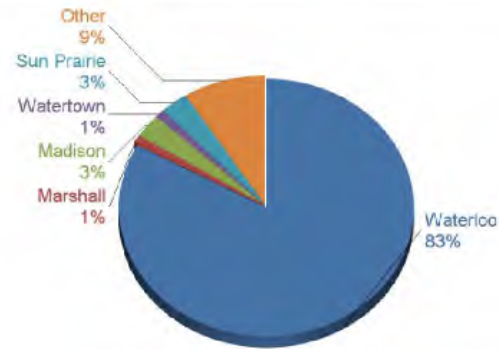
This survey is being conducted by students from the University of Wisconsin-Milwaukee (UWM) in cooperation with the City of Waterloo. Information provided will be used within the City of Waterloo alone.

Thank you for your participation. Your cooperation is greatly appreciated.

## Appendix C-2

### RESULTS OF SURVEY QUESTIONNAIRE

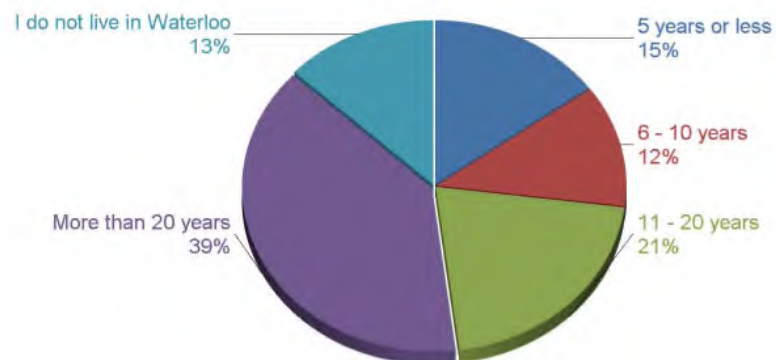
#### 1. What city or town do you currently live in?



#	Answer	Bar	Response	%
1	Waterloo	<div></div>	471	83%
2	Marshall	<div></div>	5	1%
3	Madison	<div></div>	18	3%
4	Watertown	<div></div>	7	1%
5	Sun Prairie	<div></div>	15	3%
6	Other	<div></div>	52	9%
Total			568	100%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1	6	2	3	2	568	568

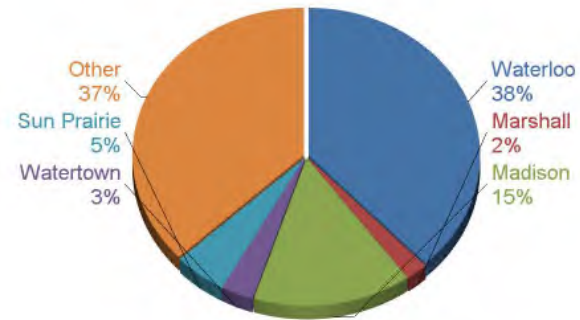
## 2. If you live in Waterloo, how long have you lived there?



#	Answer	Bar	Response	%
1	5 years or less	<div></div>	85	15%
2	6 - 10 years	<div></div>	66	12%
3	11 - 20 years	<div></div>	115	21%
4	More than 20 years	<div></div>	217	39%
5	I do not live in Waterloo	<div></div>	73	13%
Total			556	100%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1	5	3	2	1	556	556

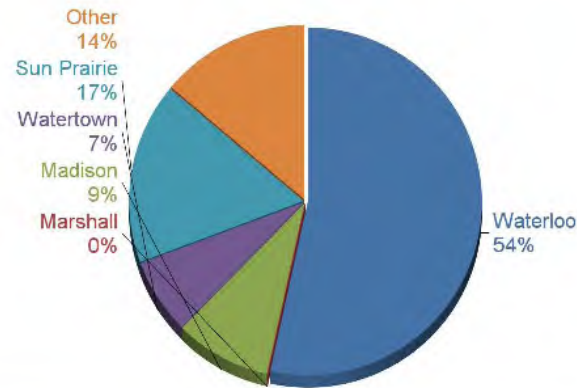
### 3. What city do you currently work in?



#	Answer	Bar	Response	%
1	Waterloo	<div></div>	207	38%
2	Marshall	<div></div>	9	2%
3	Madison	<div></div>	85	15%
4	Watertown	<div></div>	19	3%
5	Sun Prairie	<div></div>	26	5%
6	Other	<div></div>	206	37%
	Total		552	100%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1	6	3	5	2	552	552

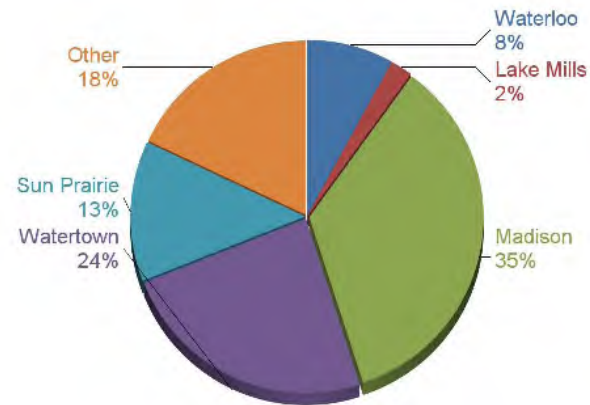
4. In a typical week, where do you do the majority of your grocery shopping? (Check one.)



#	Answer	Bar	Response	%
1	Waterloo	<div></div>	302	54%
2	Marshall	<div></div>	0	0%
3	Madison	<div></div>	52	9%
4	Watertown	<div></div>	37	7%
5	Sun Prairie	<div></div>	94	17%
6	Other	<div></div>	76	14%
Total			561	100%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1	6	3	4	2	561	561

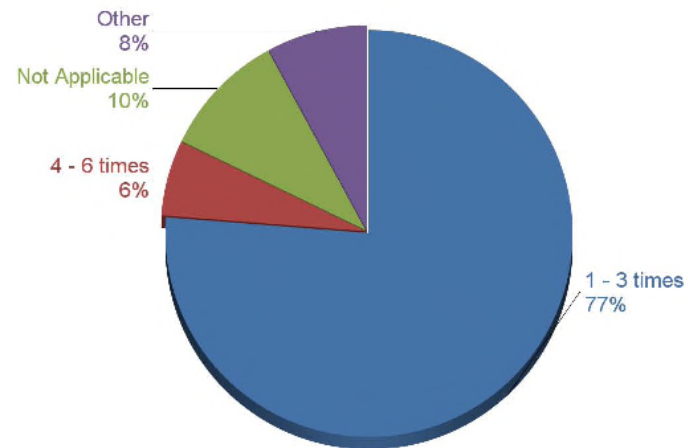
5. In a typical week, where do you do the majority of your non-grocery shopping? (Check one.)



#	Answer	Bar	Response	%
1	Waterloo	<div></div>	42	8%
2	Lake Mills	<div></div>	13	2%
3	Madison	<div></div>	197	35%
4	Watertown	<div></div>	135	24%
5	Sun Prairie	<div></div>	73	13%
6	Other	<div></div>	99	18%
Total			559	100%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1	6	4	2	1	559	559

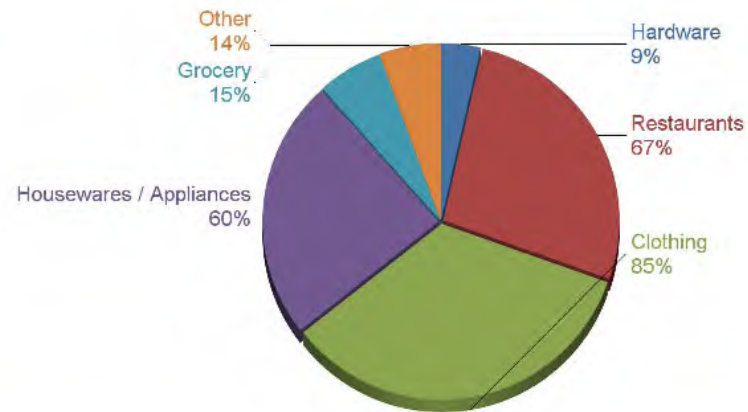
6. In a typical week, how many grocery and non-grocery shopping trips do you make outside of Waterloo? (These should not include shopping trips made on the way to or from work.)



#	Answer	Bar	Response	%
1	1 - 3 times	<div style="width: 77%;"></div>	428	77%
2	4 - 6 times	<div style="width: 6%;"></div>	33	6%
3	Not Applicable	<div style="width: 10%;"></div>	56	10%
4	Other	<div style="width: 8%;"></div>	42	8%
	Total		559	100%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1	4	1	1	1	559	559

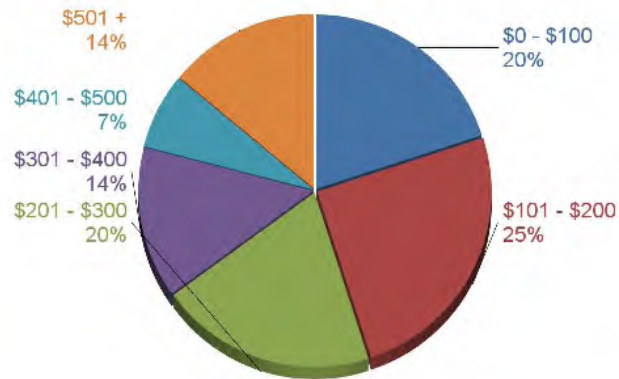
7. Which of these shopping needs are currently not met within the City of Waterloo? (Check all that apply.)



#	Answer	Bar	Response	%
1	Hardware	<div></div>	49	9%
2	Restaurants	<div></div>	371	67%
3	Clothing	<div></div>	468	85%
4	Housewares / Appliances	<div></div>	329	60%
5	Grocery	<div></div>	85	15%
6	Other	<div></div>	78	14%
Total			1380	100%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1	6	3	1	1	1380	552

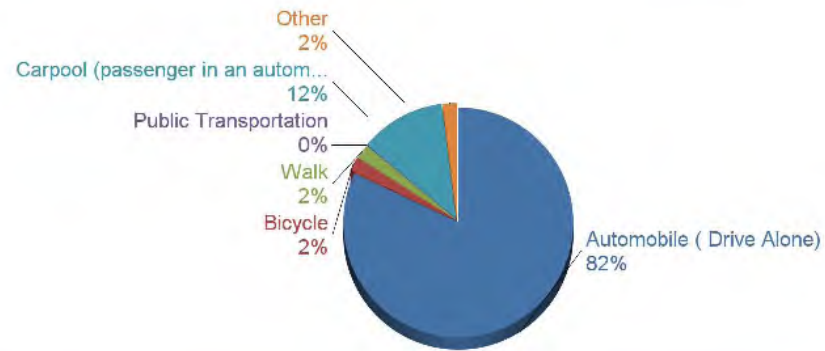
8. In a typical month, how much do you spend outside of Waterloo on food, household items, etc. ?



#	Answer	Bar	Response	%
1	\$0 - \$100	<div></div>	108	20%
2	\$101 - \$200	<div></div>	135	25%
3	\$201 - \$300	<div></div>	112	20%
4	\$301 - \$400	<div></div>	79	14%
5	\$401 - \$500	<div></div>	37	7%
6	\$501 +	<div></div>	77	14%
Total			548	100%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1	6	3	3	2	548	548

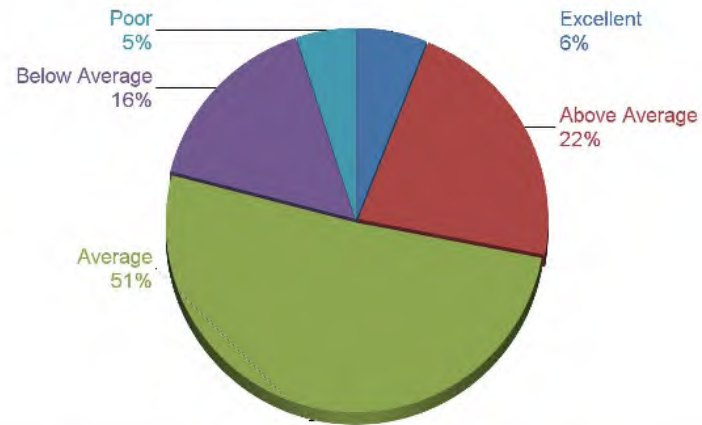
9. What type of transportation do you use most often for non-work trips (school, church, events, shopping)?



#	Answer	Bar	Response	%
1	Automobile ( Drive Alone)	<div></div>	460	82%
2	Bicycle	<div></div>	13	2%
3	Walk	<div></div>	12	2%
4	Public Transportation	<div></div>	1	0%
5	Carpool (passenger in an automobile)	<div></div>	66	12%
6	Other	<div></div>	12	2%
Total			564	100%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1	6	2	2	1	564	564

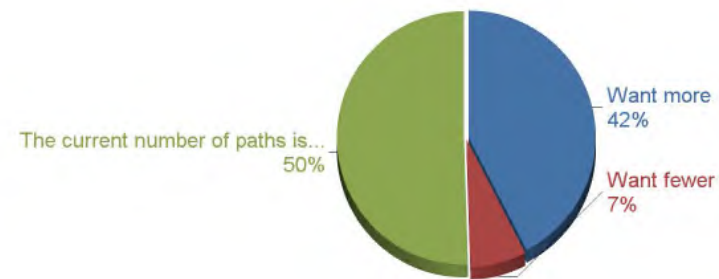
10. How do you rate the availability of paths for biking in Waterloo?



#	Answer	Bar	Response	%
1	Excellent	<div></div>	27	6%
2	Above Average	<div></div>	103	22%
3	Average	<div></div>	245	51%
4	Below Average	<div></div>	75	16%
5	Poor	<div></div>	26	5%
	Total		476	100%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1	5	3	1	1	476	476

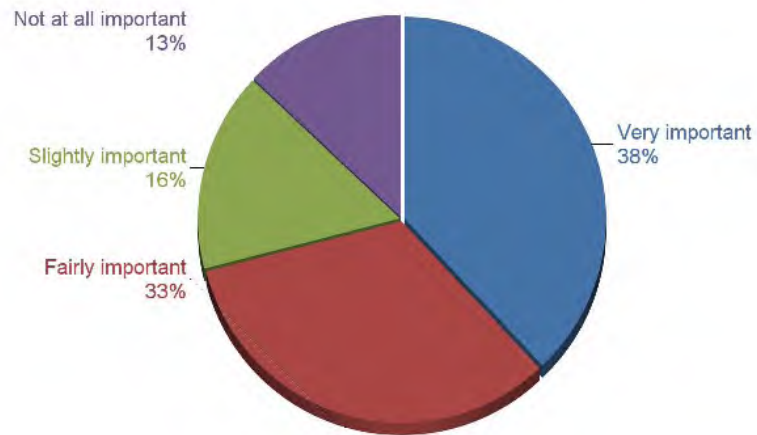
11. Regarding the bicycle paths in Waterloo, you:



#	Answer	Bar	Response	%
1	Want more	<div></div>	208	42%
2	Want fewer	<div></div>	37	7%
3	The current number of paths is sufficient	<div></div>	249	50%
Total			494	100%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1	3	2	1	1	494	494

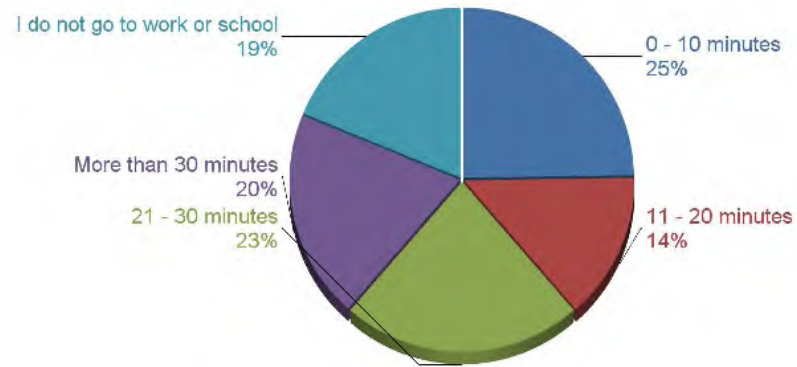
12. How important is it to have neighborhoods where you can bike or walk to parks, schools, shops and restaurants?



#	Answer	Bar	Response	%
1	Very important	<div></div>	208	38%
2	Fairly important	<div></div>	179	33%
3	Slightly important	<div></div>	88	16%
4	Not at all important	<div></div>	71	13%
Total			546	100%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1	4	2	1	1	546	546

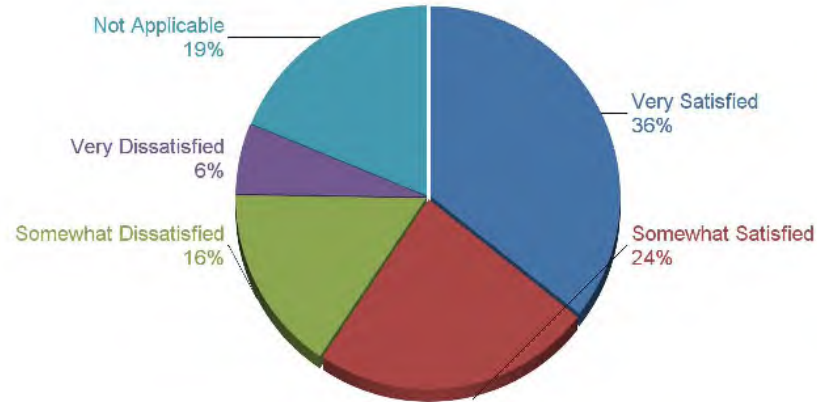
### 13. How long does it typically take you to get to work or school?



#	Answer	Bar	Response	%
1	0 - 10 minutes	<div></div>	134	25%
2	11 - 20 minutes	<div></div>	78	14%
3	21 - 30 minutes	<div></div>	124	23%
4	More than 30 minutes	<div></div>	107	20%
5	I do not go to work or school	<div></div>	102	19%
Total			545	100%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1	5	3	2	1	545	545

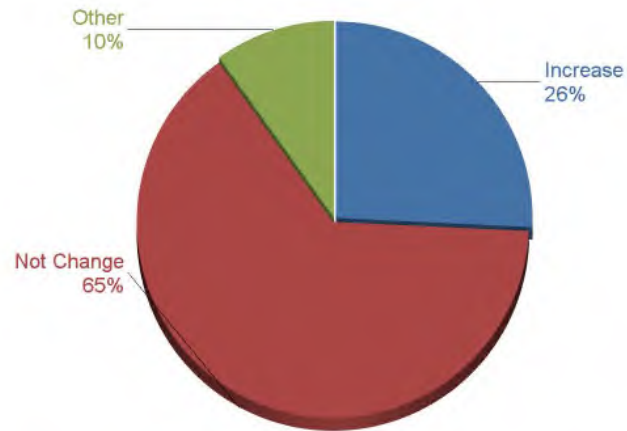
**14. How satisfied are you with how long it typically takes you to get to work or school?**



#	Answer	Bar	Response	%
1	Very Satisfied	<div></div>	191	36%
2	Somewhat Satisfied	<div></div>	127	24%
3	Somewhat Dissatisfied	<div></div>	83	16%
4	Very Dissatisfied	<div></div>	30	6%
5	Not Applicable	<div></div>	103	19%
Total			534	100%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1	5	2	2	1	534	534

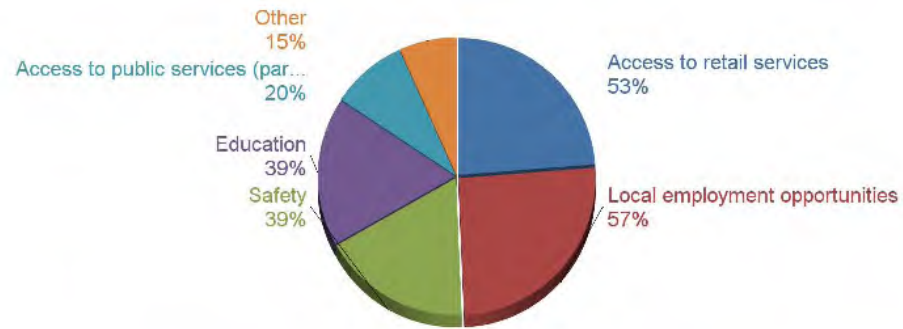
15. If there were more bicycle lanes on roads, your biking habits would:



#	Answer	Bar	Response	%
1	Increase	<div></div>	133	26%
2	Not Change	<div></div>	337	65%
3	Other	<div></div>	50	10%
	Total		520	100%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1	3	2	0	1	520	520

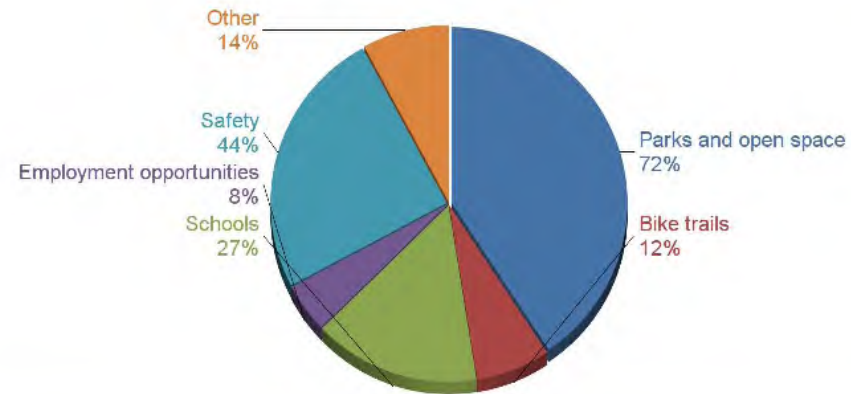
16. What issues are you most concerned with regarding your community? (Check all that apply.)



#	Answer	Bar	Response	%
1	Access to retail services	<div></div>	282	53%
2	Local employment opportunities	<div></div>	305	57%
3	Safety	<div></div>	206	39%
4	Education	<div></div>	206	39%
5	Access to public services (parks, libraries, etc.)	<div></div>	107	20%
6	Other	<div></div>	81	15%
Total			1187	100%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1	6	3	2	2	1187	534

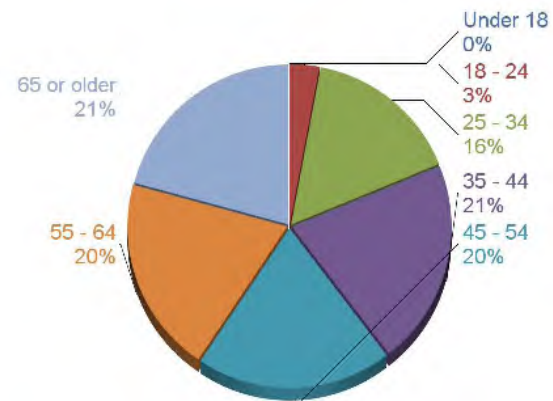
17. What features do you like most about Waterloo? (Check all that apply.)



#	Answer	Bar	Response	%
1	Parks and open space	<div></div>	371	72%
2	Bike trails	<div></div>	61	12%
3	Schools	<div></div>	138	27%
4	Employment opportunities	<div></div>	41	8%
5	Safety	<div></div>	227	44%
6	Other	<div></div>	73	14%
Total			911	100%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1	6	3	3	2	911	516

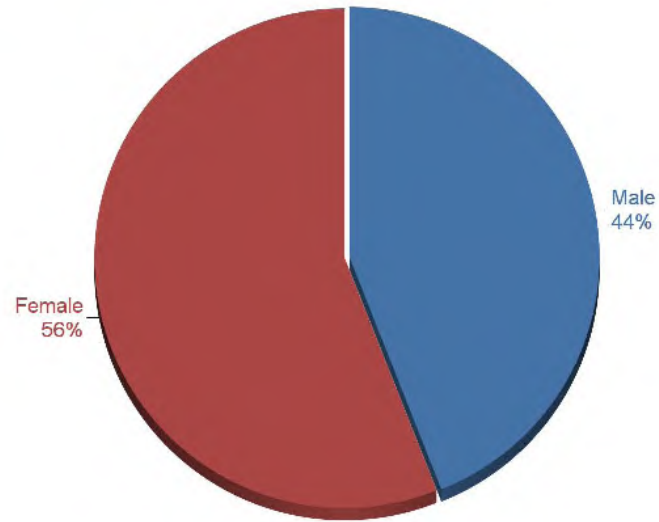
### 18. What is your age range?



#	Answer	Bar	Response	%
1	Under 18		0	0%
2	18 - 24	■	17	3%
3	25 - 34	■	87	16%
4	35 - 44	■	117	21%
5	45 - 54	■	110	20%
6	55 - 64	■	113	20%
7	65 or older	■	115	21%
Total			559	100%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
2	7	5	2	1	559	559

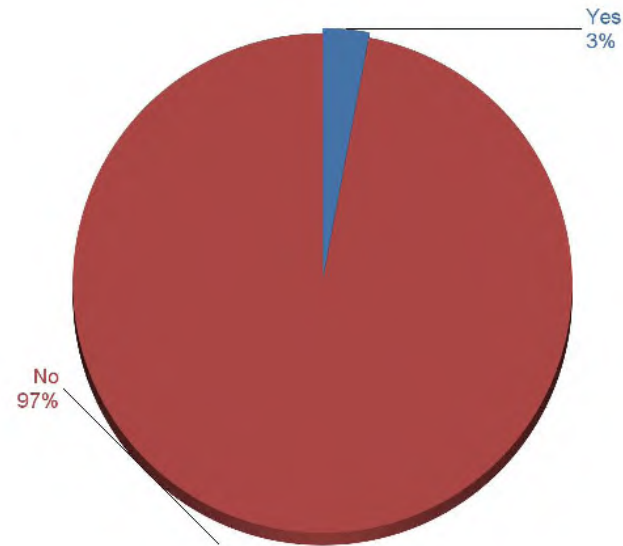
### 19. What is your sex?



#	Answer	Bar	Response	%
1	Male	<div></div>	241	44%
2	Female	<div></div>	306	56%
	Total		547	100%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1	2	2	0	0	547	547

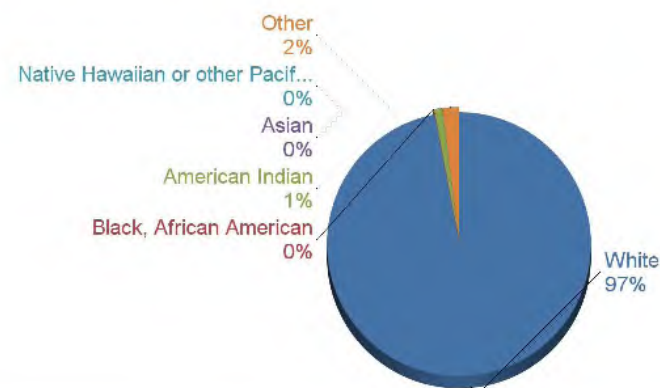
**20. Are you Hispanic/ Latino?**



#	Answer	Bar	Response	%
1	Yes	<div></div>	18	3%
2	No	<div></div>	523	97%
	Total		541	100%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1	2	2	0	0	541	541

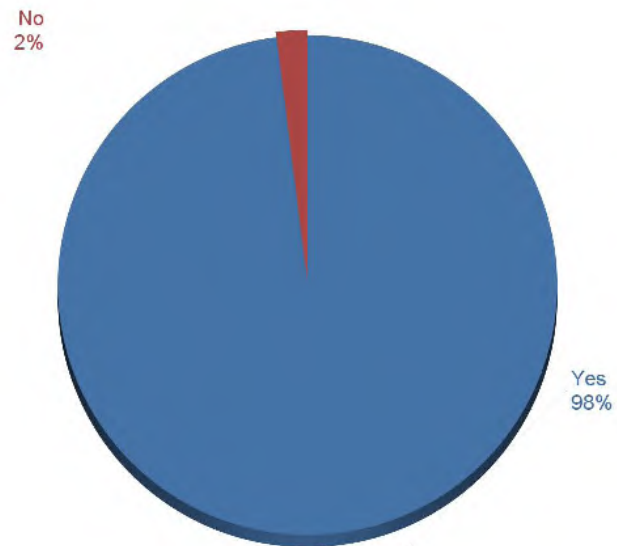
21. What is your race?



#	Answer	Bar	Response	%
1	White	<div></div>	527	97%
2	Black, African American	<div></div>	0	0%
3	American Indian	<div></div>	3	1%
4	Asian	<div></div>	1	0%
5	Native Hawaiian or other Pacific Islander	<div></div>	1	0%
6	Other	<div></div>	9	2%
Total			541	100%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1	6	1	0	1	541	541

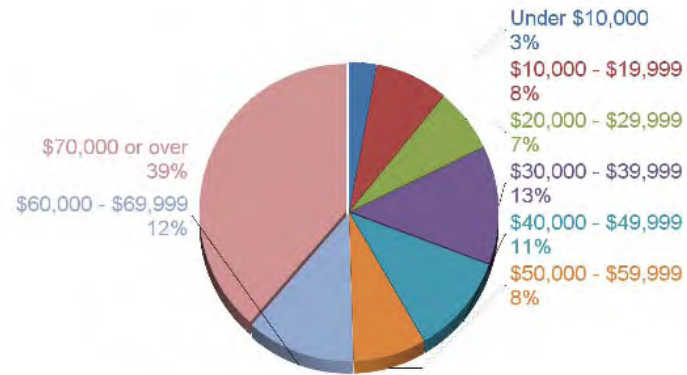
## 22. Is English your primary language?



#	Answer	Bar	Response	%
1	Yes	<div></div>	539	98%
2	No	<div></div>	11	2%
	Total		550	100%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1	2	1	0	0	550	550

### 23. My total household income is?



#	Answer	Bar	Response	%
1	Under \$10,000	<div></div>	15	3%
2	\$10,000 - \$19,999	<div></div>	39	8%
3	\$20,000 - \$29,999	<div></div>	33	7%
4	\$30,000 - \$39,999	<div></div>	64	13%
5	\$40,000 - \$49,999	<div></div>	54	11%
6	\$50,000 - \$59,999	<div></div>	38	8%
7	\$60,000 - \$69,999	<div></div>	57	12%
8	\$70,000 or over	<div></div>	189	39%
Total			489	100%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1	8	6	5	2	489	489

#### 24. What suggestions do you have for improving Waterloo?

1	Citizens should want to stay in town and spend money not go to nearby communities and that means more businesses. They also need more events that bring people into the community too. When they have events they need to advertise more. Another plus for the community is the carousel and the awesome park. Go to some bridal shows and advertise this is a great place to be married. Work with other communities to get field trips out to the carousel. More unique local businesses would be great too and would encourage more people to visit. A good restaurant or a craft brewer would be GREAT. More job opportunities for people would also encourage more people to move here. I remember they did a small business thing at Xmas one year. Meaning cheap rent for a building downtown if you opened a business during xmas. I thought this was a good idea but I heard about it 2 weeks before it started because I work in Waterloo. I don't know if they advertised this to the outlying communities or Madison.
2	More stores downtown. bakery' coffee' flowers' anything must come w/strong "shop local" marketing - pride campaign
3	More bike paths. More bike trails. Better utilize open space.
4	improve road conditions - there are a lot of potholes clothing store of some sort would be nice
5	Find your path out of Waterloo - soon!
6	Work with business owners to bring more people to the community, allow events, others than trek, to be held downtown w/out so many restrictions. Lower taxes.
7	Create opportunities for small businesses in downtown. C/ran up/tear down business on way into town on hwy 19 from sun prairie.
8	restaurants open longer, 6am to 7pm
9	There is nothing in Waterloo. If I want to go out to eat or get non grocery items I have to go to Sun Prairie or Madison. At least have a pizza place here. The only reason I live in Waterloo is for work. Will be moving in the next 6 months.
10	We need to make better use of the space we have especially the area on the strip by the old Casey's & Burger King
11	Keeps the city looking man-made, no more paved trails/paths. Have more non-alcoholic events. Add more sidewalks and perform maintenance on ones needing repair.
12	Dollar store. shopping. get something by van holten's entertainment (outdoor pool)
13	More industry - lower taxes
14	We need more good business owners. If we get new businesses they usually fail within a year. We could use some good restaurants. Paved bike paths to other towns would be great because it would bring people from Marshall, lake mills, or sun prairie into Waterloo. The people in town hate bikers on the roads because they think they are meant for cars and not bikes. If we could get more paths it would keep some bikes off the road and it would make town people happier.
15	I'd like to see better restaurants; a sports bar that serves food.
16	Fill up some of the empty store buildings
17	1) fix up the apartments that are already present 2) keep wiener & kraut day downtown; close to HWY19 3) Elderly assisted living - add more 4) No more low income housing
18	Fix the roads. Draw in new businesses and jobs.
19	Redesign the 4 corners - An update is desperately needed! We need more than bars, bars, bars and a bowling alley. Bring in some artisans, wine and coffee bars, and a pastry shop. We need a good restaurant! Not a Hole in the Wall.

20	Waterloo is in a difficult position. On the one hand, Sun Prairie is 12 miles away and offers excellent education, shopping, dining, and convenience, with quick access to Madison, Wisconsin Dells, while still maintaining a "small town" feel. In the other direction, Lake Mills is only 6 miles away and offers easy interstate access to Madison and Milwaukee, some shopping conveniences, a nice lake, bike trail, brewery, winery, and has its own historic small town vibe. Waterloo cannot compete with either on amenities alone. Waterloo's only advantage is an abundance of open space and affordable housing. The only way I see to grow the appeal of the Waterloo area over its neighbors is to leverage those features and develop Waterloo into a destination for outdoor activities. Asheville, NC is a solid benchmark. That town has grown dramatically in the last 20 years without any significant industry thanks to a combination of awesome scenery, developed trail systems, and a variety of complementary recreational opportunities and supporting services. Now there are areas there with \$350k loft apartments (Fletcher area), solely due to the strong appeal of the surrounding area.
21	We need some restaurants, ones that deliver... a bookstore, video store, and more business. We need more apartments not owned by Steve Brown Apts. which keeps raising rents at Meadowbrook because they think Waterloo is Madison!
22	More businesses, less bars, better H.S.
23	Fewer bikes Improved traffic enforcement Improved air quality - Malt House
24	Lower the property tax or soon no one will be able to afford to live here. It is also time to re assess to make taxes fair.
25	taxi service, nice restaurant, more employment opportunities
26	Ball parks that aren't threatened by flooding.
27	More small business would be great.
28	Maybe nicer restaurant. Nicer downtown with shopping options. Better grocery store with healthier foods.
29	Need more housing options as well as upscale retail. I would also like to see more restaurants.
30	Find a way to attract young families. Defeat/replace governor Walker and benighted Republican legislature, so we can spend more on schools. (That'd go a long way toward attracting young families.) Light rail between Watertown and Madison, via Waterloo, Marshall, and Sun Prairie. (A guy can dream, can't he?)
31	Do not allow section 8 housing. It will ruin our small town and increase the crime rate. We already have affordable lower income housing, we do not need more.
32	That our local government would stop bowing down to corporations like Trek and changing the landscape of our quaint small town. They ruined our welcome sign, and wasted money on a building right across from Trek, that will probably only be used by Trek. The money wasted on that building could have been better spent improving some of the pothole riddled roads in this town. I don't really care about the bike paths, and I don't even own a bike. I know for a fact most of my fellow locals are just like me. Oh yeah, and Wiener & Kraut Day belongs downtown, not at the park.
33	There is nowhere to shop. It would be nice to have more stores downtown, and also activities for young children/families.
34	Clean up 4 corners, dumpsters been there too long. Very unsightly. What an eyesore for people driving through. Put up something decent in vacant corner building to improve view of our town. Spend money on things we all can use, bicyclists don't obey traffic laws at all. They feel we are responsible for their safety. Bicyclists pay NO license fee, no tax on gas to help pay for roads. However, we have to give them 100% of right away on roads. We have to respect them and we build more for them with our tax dollars!
35	Shop in town. More employment opportunities.

36	An overall "face-lift". From closed stores and empty buildings to run-down looking private residences on the main thoroughfares through town to the dated looking commercial properties downtown. Waterloo does not present a very inviting or impressive look or feel.
37	Get property taxes under control. Let private investment solve the issue of services and retail (not the government at tax payer expense).
38	Bringing businesses to downtown area. Advertise park building to rent for weddings - reunions - brings businesses to town.
39	Consistency in decision making and quit worrying about bicycles. Spend our money on improvements for all not just bicycles.
40	Improve downtown appearances, fill empty buildings use, Trek, Crans and Van Holtons as a draw. Particularly Trek. Direct it to Madison, rather than Eastwards. There is a booming bike community in Madison it should be taken advantage of. Both on and off road. I don't see much advertising or promotion.
41	Ball parks that aren't threatened by flooding.
42	This survey is difficult to answer if you only work in Waterloo, but do not live there. Many of the questions don't make sense in that context. I might be inclined to do more shopping in Waterloo if I knew there was a store worth going to in town. As it is, I live in the Madison area and work in west Waterloo, so I rarely make it past work to go into town, and never for a shopping trip. I get my gas and hardware in Marshall on my way home, and everything else I buy in Madison.
43	Winter activities in the park would be great, ice skating rink in the park, winter festival. I think Waterloo does a great job of keeping the streets clean of debris for bikes.
44	Getting more gas stations or something on the end of town by Van Holten's, restaurants or etc.
45	It would be fantastic to have more paths that allow for travel around town and from surrounding towns/cities. The tough thing in Waterloo is that it does not, at least from an outsider's perspective, have a real cultural center. Some of that is due to the population size for sure, if there were more services and historical information about the town, there might be a bigger reason for people to visit.
46	Improve employment opportunities and improve schools
47	Need to bring and keep businesses, lots of empty buildings and store fronts at times backs, deserted.
48	We also shop at Piggly Wiggly and Kwik Trip and at BP gas station 4-8 times per month. Restaurants and shops in Waterloo would be better than us having to go to Madison.
49	While we agree that bike paths are a great feature as a community we do not have good communication or support from TREK Bicycle Corporation within our own community. We really could use local businesses for families.
50	None
51	More retail service/ dining options
52	No work for people around; going for work other towns.
53	More education, less sports
54	We need more police enforcement for bike riders from Trek. They are a danger on the highways, riding 3-4 abreast, blocking the road on 19, county road O, and Canal Road. It's just a matter of time before a serious accident happens. They're also run into the 4-way stop sign in town.
55	Fill with a business or remove Burger King, Mobil buildings. Merchants should not park near businesses. Can we get empty storefronts filled? Wasteful leaf pick-up should be mechanized.
56	I think the city needs a Parks & Rec department which would be run by the city!!

57	As there was an incentive for people to move in to the city if they bought a house, they should do an incentive for people to not move out. Thank goodness that Costco, Woodman's and others are now in Sun Prairie. Another suggestion for improvement - fewer bars, more family. Lake Mills seems to be doing better. Look at what they've done to revitalize their community.
58	Better School system
59	more employment opportunities for our younger
60	The school district needs leadership and change. There are a lot of adult bullies in the town who believe because they have lived there forever they know what's best.
61	side streets need re-paving
62	Need more local business. I would shop more if there was anything. I only buy organic foods. Nothing here.no entertainment, delivery, not even local pizza hate pizza pit. All the empty businesses makes town look like its dying. no jobs either to stay in town
63	Have the police do their job. Follow up after you call.
64	Fix the roads and sidewalks instead of painting every damn curb and walkway possible. Tear down or reuse the old gas station & Burger King. Do not build lower income housing where the printing company used to be. We need more business in town, not more people. Try a different method of getting people to buy housing in town instead of offering them "money" that is only good @ local establishments. Bring Weiner & Kraut Day back to the downtown, but organize it so all vendors and everything is held @ the dead end downtown, and block off the street to traffic. That would allow traffic to flow through town easier and would still satisfy everyone who missed out on business last year due to moving it to the park instead.
65	Paved paths connected to Watertown(and then Watertown to Oconomowoc)
66	more downtown businesses, too much importance given to biking bc of trek, bikes do not obey traffic laws
67	Better street lighting, more neighborhood parks, large dog park, more shopping - clothes, 2nd drug store, use buildings downtown.
68	More local employment opportunities
69	Develop the town (and downtown) around a central theme. Ask, "what could Waterloo do to set itself apart from other neighboring cities?" Here are a few ideas: Cycling- Get a trail that runs through Waterloo, linking it to other cities. Add a coffee shop, a few cafe restaurants, and a campground or Bed and Breakfast, and a small bike shop. Family Activities-Get organized open gym times at the school. Add a few family friendly restaurants downtown, open a Children's Museum in the big building next to the Mode, have organized activities in Fireman's park on a weekly basis...
70	Less fixing pot holes. Fix the roads.
71	Businesses do not currently support the community or work together. The city council currently works against local businesses. Safe walking is needed on Clarkson Road and better access to parks from Goehl Road area.
72	Waterloo is a great place to live but there is a lack of affordable shopping and services. If you want a pizza you have to order from lake mills, there is only 1 restaurant that is open late so you have to go to the bar. Waterloo needs something to attract people here.
73	Get some business into the business places that are empty. Try lower prices to buy or rent these places.
74	get businesses into the empty stores
75	It would take a couple of hours to answer this question. But I don't think anyone would listen.
76	Be more practical when planning for a small city.
77	School Lunch Program

78	Lower taxes and lower utility costs. Add more retail and restaurants. We are moving out of Waterloo because of these items.
79	get shops/restaurant in Waterloo -maybe downtown
80	Attract more employers Improve neighborhood appearances Streets and infrastructure falling apart
81	Do not build more apartments... there are so many houses for sale... instead of tearing down the old Perry building the city should have tried to get other businesses here... there is nothing in this town... so few jobs... good paying jobs.. There is nothing for kids to do... just the Halloween maze that is geared for kids in October. The local Piggly Wiggly takes advantage of the people in town... almost \$6 for 6 - 24 ounce bottles of soda... in Marshall the same thing cost \$3.50... WHY??? We now shop in Lake Mills and Sun Prairie and Watertown.... This is a sad little town since Perry Judds left We do not need more bike trails!! They do not follow the laws... they do not ride single file... they take up half the road... especially by trek... makes it hard to drive down the road...
82	Children safety. This city needs to back its crossing guard. We need to keep our children safe.
83	We would like to see a coffee house & pizza parlor come to Waterloo. Also a thrift store. Redbox. We'd like to see empty shops filled.
84	Need a manufacturing business to replace Perrys
85	It would be nice to have bike lanes not full of pot holes to use the streets (main) w/o fear for your life. I would then bike to work.
86	I think Waterloo is a lost cause. The better question is: what are we going to do to improve ourselves? The answer: move on. For a community that claims to want to better itself, the people here, by and by, are so close-minded that true reform is a joke. If you are really looking for ways to improve, get rid of Mo Hansen's City Hall mafia.
87	Continue efforts to improve parks and bike trails, and continue efforts to bring businesses into the community.
88	Bring in more restaurants! Revitalize the downtown and make it a place people want to spend time. Downtown is nothing but bars and empty buildings! Your first impression, driving into town is abandoned gas station, abandoned old Perry Judd's Corporate....not very impressive. Figure out a way to bring some life back to the town! Right now, there is no draw to come to Waterloo really, the only bright spot is Fireman's Park. Make use of that, bring in bands and have concerts in the park, it's an amazing space that only gets used for youth baseball and Hometown Talent games, and that is not a money maker for the town, or a reason for people to come here.
89	Bring more business & industry
90	Get and attract more business here in Waterloo for people.
91	Not really sure just moved here from sun prairie and winter has me in the house, but . I like being away from the city.
92	The schools are extremely poor. Poor leadership. Most Teachers are wonderful. Administration needs changing.
93	Update website for the city- keep info current Find ways to help it grow - more employment opportunities to bring people in - use empty space (RR Donnelly, Old Burger King, etc.)
94	Something more for the kids to keep them out of trouble & be able to socialize/A Laundromat?
95	Let people park a boat in their driveway during fishing season.
96	Improve on the downtown businesses. You have one restaurant that isn't open half the time. Get a youth center for children to go to and hang out after school. Get a snap fitness or tanning salon down town. There are way too many empty buildings downtown (maybe assess why people aren't staying in business there, is the rent too high?)

97	Events such as Wiener & Kraut should be used to highlight the local businesses to help encourage bringing in more businesses not cause a divide between businesses and the City.
98	More police patrolling Greeninghame Trailer Court. Drug use and selling drugs is rampant.
99	Fix the roads. Get more jobs in town. Have affordable places to buy food. ( Piggly Wiggly is pricey You can drive 4 miles down the road and buy a 6 pack of soda for \$3.50 and at the pig it is like \$4.79 if not more ) Have a place to go to do stuff in the winter... There is nothing to do in this town. Have events like the W&K days or a carnival... town and country days... something... anything...
100	Bring in jobs and keep bikes off of highways.
101	Try to big business again
102	I can't understand why my water sewer and electric bill is so high, it's hard for people on a tight budget to pay. I have told people not to move here because of this. Our bills are higher than they pay in sun prairie, what up with that! My daughter Rose has very high water etc. bill also, she lives in a small apartment. She says maybe 'you charge more if your last name is Hispanic?' I told her that 'they better not'!
103	A fast food place. Take a good look at what some district employees make for wages (Andy C. for example) the guy does very little for the school district. Walks around school most of the day, and why do we need him during summer when the kids are out of school. He should not be a year round employee not enough work for him to do.
104	Getting more people to understand how to run the park. Get rid of the ones overseeing the renting of the buildings at the park and keeping the lower pavilion cleaner. Like before.
105	Upgrade the outdated restaurants inside and out. Paint & clean. Healthier menu selection, fresh fruit & veg. Needs a family style type. Both restaurants are dark & dingy. The walls still have that old nicotine smell & look. Old floors, carpet, etc. The old burger king would be a good location for a family style restaurant. Competition is good for a business. If the food is good the customers will come.
106	The only store in town is much more expensive than other stores. Bring in more businesses. The town should capitalize on the people that attend events at trek. More restaurants ~ the restaurants in town have poor curb appeal.
107	The river should be an attraction. This is a City of bridges, capitalize on it.
108	Need a laundry mat next to Piggly Wiggly
109	disagree with allowing vehicles to be parked overnight downtown, promotes drinking and driving - let them leave the vehicles
110	Education and sports
111	Rather than soliciting people to move there should be a focus on filling our vacant buildings with businesses. More apts. only beings in people who do not have a vested interest in the community.
112	More restaurants and bike trails would be nice.
113	Have some sort of planters on downtown sidewalks (Sun Prairie as an example), plant seasonal items. More activities planned by local organizations.
114	Changing the members in the Waterloo school districts like Connie Schistle. She is a cancer to that school and needs to go. I've watched that school fall apart ever since she has stepped foot in it.
115	I don't know if it is too late for us, but we really should revitalize our downtown. An example of what I mean is Cambridge, WI. They have various shops & restaurants and services (massage, nails, hair). I love going over there. Maybe we need a golf course as a draw. That would be cool!
116	Get a Walmart and some restaurants and more job opportunities

117	More stores up town. make use of our nice park, concert
118	Enforce property rules, the people next door runs a munehia clinic and usually have a lot of cars not running while working on them. Also 1 Hour = 1 Family.
119	Utilize the park; more concerts? Ticket motorcycles without mufflers. Will more bike lanes stop Trekkie's from riding 4 wide?
120	Need travel options for school and elderly. Large retail would help for (1-stop shopping to save gas \$) and convenience. Specialty shops may interest outsiders.
121	Infrastructure - streets are in need of improvement
122	cut the cost of living here
123	Need more opportunities for young families...not everyone is into biking.
124	Having more businesses for jobs. This I believe would create the need for more retail businesses and improve the real estate market. I think the real estate market as far as selling/buying homes in town is worrisome. More local businesses I believe would open up a lot of opportunities.
125	A commuter train from Madison or bike paths from Madison.
126	We need more places to eat a nice dinner. at least one place with decent food.and maybe a fast food place such as McDonalds, burger king or something like that.
127	Evening restaurants, more social and housing for seniors.
128	Focus, upgrade lower parts of Fireman's park, diamond eat/basketball courts would be nice/ do more community events - not just weiner & kraut. So many other small towns do this and it's important to the community as a whole. Education - not many choices for MS/HS for classes, poor opportunities compared to other districts, put more \$ into fixing up/room/equipment/install air conditioning.
129	Streets need paving!
130	There is a good "pool" of hard working blue collar workers that have not replaced the "Perry Printing pay check", part-time at Kwik Trip isn't enough!
131	dollar general or family dollar
132	You need more things in the town such as restaurants, dollar general all we have is bars that's it! Waterloo is losing people because they have nothing for kids to do or places to go!
133	Dog park, repeal leash law.
134	Enforce bicycle riders obey stop and yield signs. Bicycles need to move over when cars are approaching or trying to pass.
135	Improve conditions of roads More retail / restaurants More open roads
136	A fast food restaurant, a store not grocery, more activities for seniors
137	Another restaurant a store like family dollar but maybe better quality or a Walgreens like lake mills or Watertown. Too much concern about bikers and bike paths they will ride 3 or 4 deep on the road anyway!!
138	Waterloo should fix up any existing buildings in town and encourage retailers to locate there. No need for development! Let's keep Waterloo a small residential community!!
139	Waterloo needs more places to eat.
140	Add more charm downtown. More bike trails other than on the highway. put money into restoring buildings. Get rid of bright blue trash cans. Get rid of cement highway blocks in the park.
141	more local advertisement of more activities to do in waterloo

142	Fix some of our roads - our street has been bad since 1990 Take care of Fireman's park - hire someone who knows how to run a park.
143	Pharmacy move to more available location.
144	get more local employment
145	Having more advents not just baseball and bars. There's nothing for young people to do for entertainment.
146	more retail shops business more industry - factories
147	instead of having other people make signs use our own local businesses
148	Being older, I don't feel that many offerings apply to this household.
149	Encourage business to come here. have more community gatherings geared toward children as well as adults
150	If Waterloo had more of a presence (downtown area) with shopping and entertainment our family may consider it as a place to live. As it exists today, there are few reasons to live there and not closer to Madison.
151	It would be nice to have a grocery store that didn't charge so much for items that you cannot live without. We went to Piggly Wiggly with our bi-monthly shopping list and spent almost \$300. We took the same shopping list two weeks later to Woodmans and spent only \$140 on the same items. Almost exactly half. Same items. It is safe to say that we will invest \$10, \$15 on fuel to buy groceries elsewhere.
152	Your welcome
153	I would love to see Waterloo become more of a destination town (Lake Mills). It's an adorable community, but doesn't have any of the amenities that attract us to Madison!
154	Employment opportunities More grocery / retail stores Better roads
155	I am new to Waterloo but love it! I wish we had a coffee shop/bakery, someplace to hang out that isn't a bar. I like the bars, bowling alley, park is amazing!! But a weekend coffee spot would be incredible.
156	Get rid of 1 hour parking. Enforce pedestrian crosswalks. Fix shitty roads.
157	None
158	Lower taxes, charge user fees, bicycle lanes-user should be charged
159	We need to fill these empty store spaces with shops and restaurants, etc. fun things to do! my sister lives in a very small town (chaseburg wi) & they are always having fun thing --chili cook offs, casino nights, etc.
160	Bring unique things here, such as cafes and artisan shops, to give something for people to do in free time and socialize. There are NO incentives for young, single people to come to this town!
161	I would like to see more employment opportunities in town.
162	Stop being so closed minded.....
163	clean up down town need more restaurants
164	-to be welcoming of new people and businesses -ask for more community involvement
165	Bring jobs to town
166	Fill the empty storefronts downtown
167	We could use a laundry matt and a dollar store; I miss that.
168	More housing and retail opportunities.
169	Attract new businesses. Keep existing businesses.
170	Get the empty stores back in. We have enough rental and housing and park
171	Clean up rundown areas to make the town appear nicer.

172	Would like more development of the area behind the old community center building downtown. Bike path. Even some nice benches so folks who are walking along the river can sit for a while.
173	small shops downtown, more restaurants less bars
174	Ask how many questions above bike and bike paths - what about roads and utilities costs? Ask about safety - what about if we feel we have enough/so many police?
175	Must attract more businesses. Small department store like a hometown Shopko. Additional restaurants.
176	Need some fast food place. Pharmacy is poor. Wireless coverage is very poor. there is really no reason for me to shop in waterloo
177	Waterloo is dying. Need better schools and business. Bring in people. Can Trek sponsor/hold more large scale events? There is very little reason currently for people to come here or stay here.
178	Better park for children's play area - like Watertown or Oconomowoc. More restaurants, more stores, even just a Dollar General. Town events like wiener & Kraut
179	More housing places. More fresh grocery stores.
180	The bike paths are segmented through the town and don't really go anywhere or make sense for running/walking or biking routes. It would be great if they were connected and could go around the outside of Waterloo kind of like a beltline and then branch out to get you to the surrounding communities and get the surrounding communities into Waterloo. I think Fond du Lac has a good example of this.
181	Manufacturing or sports complex like hockey.
182	Revisit the whole discipline policy at the schools. In school detention for practically nothing. Teacher don't discipline they just sent to office.
183	more restaurants
184	More retail & restaurants
185	Restaurants - more
186	employment opportunities, more retail stores, more restaurants
187	Improve schools. Treat people equally.
188	There needs to be more of a feel of community. More connectedness. What is available for kids? How can we get more information out to more people to have more activities that more people will be involved in? A more organized, cared for feeling. Schools involved with community.
189	Get businesses in the stores downtown or turn them into alternate housing options.
190	Would like to see a dedicated bike path from Watertown, Lake Mills, and Sun Prairie. Would have more families ridding for sure.
191	Fill the vacant business properties. I've heard people from out of town say Waterloo looks depressed entering west to east on Hwy 19. There are no restaurants (other than local smelly bars with fried food) to go out to eat. A coffee shop and a micro brew pub with good food would be really nice to have in town. The four corners needs to have a stop light!!!
192	The Waterloo retail community seems very poor. Waterloo appears to be downsizing/ dying community, too many low wage. Economic infrastructure is poor and it shows.
193	Fix downtown appearance - vacant store fronts, tear down vacant buildings on Monroe. Connect bike trails to trail head on Knowlton.
194	Bike path or wider roads from Lakes Mills to Waterloo, Waterloo to Water Town An Indian restaurant in town

195	We have too many police officers - could save the city money. The park is not being taken care of.
196	A dog park would be a lovely addition. Designated green space, town squares, areas for gatherings that offer a safe place for families, maybe vendors, maybe areas for art. our Monroe St needs from tidying up, renovation, new charm
197	We need a new school board and administration.
198	The City planning is failing. We need jobs, not more housing, more small businesses, not give everything to big corporations. We need more business minded city leaders. The schools need more accountability from the top admin. to the students and parents. The city needs to be more open in its meetings and not give sweetheart deals in closed session.
199	more variety of stores w/parking lots supper club type of restaurants
200	Downtown retail service - It would be great if we could spend a day downtown shopping, coffee/wine, Trek museum, and then having a nice evening meal. Pizza- pizza delivery. Utilize park more.
201	Happy with the way it is!!!!
202	Shopping at local grocery and hardware is only for convenience - all major purchases are made somewhere else. Roads/highways are not safe locations to bike, especially with kids. Restaurants are the biggest negative; you always have to drive out of town.
203	Continue developing walking and bike paths and dog park. Develop some fishing areas along the river for kids and handicap, maybe connected to walking and bike paths.
204	Taxi
205	Updated restaurants (or new). Do something with the land that was exposed by demolishing the mill dam.
206	Need taxi service
207	A good restaurant/restaurants!!!! Target or Wal-Mart... relocate kwik trip for a nice gas station.
208	Better snow plowing on Knowlton Street.
209	More restaurants. More bike trails.
210	Fix roads - fill empty bldg. downtown w/ business - Fill businesses on west side - liquor store - community center/senior center - put auditorium on school for arts performances
211	Keep the small town atmosphere.
212	More business - not so many empty stores.
213	There are quite a few families that look for 3 bedroom rentals - there are only 2 bedrooms.
214	Focus on downtown and the creek side. The town is blighted and although I'd love to hangout down there, there aren't any restaurants, cafes, or grocery within downtown. I don't want to find my path in a blighted town. It almost negates a small town lifestyle because all of the services are on the periphery of the town that you have to drive to down streets that are far too wide. The old movie theater is very cool. Making that dead end area towards the creek into a pedestrian plaza, with a focus on the creek and access to it, and then a few businesses would change Waterloo. Consider a Tax incremental district to get some development/redevelopment down there. I love that Waterloo has a few bike paths both on and off street. It seems like it is moving in the right direction, but for the odd building in the old soccer field. I don't know its purpose and I think any money could have been spent on making what existed better.
215	more jobs, better paying jobs
216	Having a nicer looking downtown. We need more employment opportunities in order for this to happen.
217	Let the town grow!

218	City council should figure out and improve Fireman's Park Bldgs., i.e. paint (Bldgs. are shabby) - settle fight with fireman. City council should have worked better with amer Legion and McKay to update and move memorial (would have been done for free - but council wouldn't let it get done! Cutting funding for what was the "City" Band - stupid. Fines for unkept bldgs. in downtown.
219	Sidewalk on Anna St., less bike traffic, enforce traffic laws for bikes! Get some industry, not more housing. A DOG PARK WOULD BE AWESOME.
220	None
221	Taking off customer charges for H2O - litis (??) & sewer bill Waterloo utilities had too many fees and charges for us renters. Especially seniors on limited income. Actual bill: \$56.00; Waterloo charges: \$33.96; Total: \$89.96
222	If the bikers would follow the laws things would go smoother. Oh the things I have seen! Coming over a hill, the bikes 5-6 of them across the whole road. Nice! Informing public about bike races & routes, people living in the country should be informed and bikers should start following the laws of the roads!
223	A good place to eat
224	Fix bumpy railroad tracks
225	Infrastructure of roads and update lighting of streets consistently (same kind all over). Stop signs and yield signs are not appropriately placed.
226	Repair sidewalks.
227	Fill the empty downtown stores with businesses?
228	Job available w / in city needs expansion
229	Utilizing our park, condition keep deteriorating park board is a joke, trailhead facilities and bike paths aren't bringing people to town. Waste of money. Several school policies need review/change as well.
230	It would be nice if those who used the bike lanes that we currently have would be required (and enforced) to follow traffic laws.
231	Advertise what they have to offer. I genuinely have no idea what kind of shops or grocery stores they have available.
232	Get a new city administrator.
233	Bike path to connect Waterloo and Portland, from park to Portland. More employment opportunities.
234	Taxes too high for what is offered.
235	Getting more 3 bedrooms apartments that are "really affordable"! And also have another Police officer sit at the four corners before and after school like they do by the Elementary School.
236	Fill empty stores
237	Stop the construction and any other noise like that after 5:00 do not start until 9:00AM
238	Biking on some of the country roads can be dangerous, the roads are narrow and the cars are going fast.
239	Helping entrepreneurs business - young, new businesses publically support spending & giving back in waterloo starting with example of city gov buying in waterloo. finding developers for new apt/condo living
240	Wal-Mart, Shopko, Arbys, Dollar Store, better fishing, shoe store, better grocery shopping (cheaper). "There's Nothing Here"
241	Fix the roads and curbing.

242	Revitalize the downtown area.
243	Bikers. Go back to license on bike. They don't stop or show turning signals. They ride their bikes 3-5 across and do NOT move off the road. More job opps.
244	More places to eat and shops for gifts
245	Creating a more vibrant downtown is a key aspect for increasing tourism and its latent effects of more business development and prosperity for the area. Creating a tie-in with Trek to promote Waterloo as a cycling destination and trailhead launching point can definitely help to bring more people to the town. Obviously this requires bicycle trail development which would allow riders to link up with both existing and new trails. Once you have a reason (trailhead destination) for people to come, you need a reason for them to stay and spend some money and hopefully actually return. This is obviously where the improved downtown experience with shops and cafes comes in. Atmosphere and surroundings are equally important in this scenario so creating a shoreline plan for the river downtown that creates a more park like setting along there would go a long way toward an improved pedestrian experience. I think including the river in any downtown development plan is key to its success.
246	A Bike path that connects to the other major trails would be amazing!
247	Easier access to I-94... either fixing H 19 to H 73 or creating a new Highway for easier access to I-94 Westbound towards Madison.
248	definitely need more restaurants (sit down and a fast food one), also would be nice if local stores like the hardware store would be open later during the week (usually are closed when we get home from work ~5pm so we can't shop there)
249	Offer discounts or incentives to businesses to want to start a business here in Waterloo.
250	more businesses downtown
251	More food establishments and more downtown establishments
252	Get several large employers to move to Waterloo so there are jobs in Waterloo.
253	Single file bike lane and bikes stopping at stop signs
254	We need a couple restaurants that would stay open all day.
255	Teach bicyclists to follow rules like vehicles have to follow - single file not double or triple. Make the rules for all and be consistent i.e. parking permits, rental properties.
256	The appearance when entering the city, mainly the two empty businesses by van Hattens. Filling the empty stores downtown with something new not more of what we have.
257	I would like to see city owned sidewalks (such as the one connecting beech road and chestnut st) and bike/walking paths (such as in fireman's park) shoveled during the winter.
258	More restaurant, shopping, businesses in general. It's a great town but it feels almost like it's dying in a way.
259	Variety store (i.e. Dollar General), Eye Care, Pizza Place, Turn Burger King into a carhop drive in restaurant. Bigger grocery store. Ice cream/ burger joint. need to fill our empty buildings, need a clean & maintained Laundromat
260	Would like to see more businesses maybe Trek could open a retail store - would draw more people. More restaurants would be a plus
261	Noise and smell abatement from the Breiss malting facility. Clean up or removed the vacant gas station and other building on the south west entry to the city. It does not make a good first impression when coming into the city.
262	Have a place where we can take brush, branches and grass
263	We like it the way it is leave it alone!
264	Nice restaurant for dinner would be nice.

265	Dogs should stop peeing on my yard when walking by (how about a dog park!!! )
266	Would need real compelling reasons beyond home buying subsidies, better property taxes, and/or more affordable housing to relocate family to Waterloo. I've commuted to Waterloo for 10 years from east Madison. My wife works in downtown Madison. It takes me as long to get to Waterloo as it does for her to get to her job downtown. With a move to Waterloo, my commute improves, her's worsens. She would need a compelling job to move to Waterloo, but we are not interested in working for the same employer. How to improve Waterloo? 1. Entice more employers (non-retail) to return to Waterloo. 2. Have great schools. 3. Encourage and support local retail and cafe business - Building 129 was a great cafe but not supported well enough by the community. 4. Get a great grocery store - Copps or Festival foods come to mind. 5. Promote downtown/main street development, not strip centers pulling people out of town.
267	Have more shops, you have no clothing, notions or cosmetics. If I have to leave town for "thread", I'll do ALL my shopping elsewhere. Have an art fair, like Spring Green did to get people there. Enforce the noise ordinances; you have too many LOUD booming cars and one personal truck with LOUD pipes!
268	More citizen attendance at city council, school board, and chamber meetings. Get involved IN PERSON.
269	1. A paved shoulder on Hwy 89 north of town would complete some of the bicycle infrastructure (all the other state roads into town from the S, E and W have ride-able shoulders. 2. Try to string together the Waterloo Prairie State Wildlife area, Garman, all the other state wildlife areas with multi-use paths to make Waterloo a year-round destination hub for outdoor activities. I'm not a snowmobiler but I do admire the trail system that the local clubs put together every year. Something like that allowing multi use (snowmobiles, horses, bicycles, hiking) all year would be huge. For instance, I know that some of the land owners (including myself) would not be opposed to a trail that went north from where the Burger King used to be all the way into Dodge County. If Dodge County could be convinced to link it to Columbus and other communities that would be ideal. The trailhead could be right there at the former site of the pickle factory warehouse. 3. Dining! How about a coffee shop (again)? We have a very good grocery store, an excellent hardware store but don't really have a nice place to eat in the evenings downtown. I don't know how you convince business people to take the risk in coming into downtown. Especially as I think you probably need a certain critical mass of activities going on to bring people in. A lot of it I suspect is convincing the people in town to support these businesses and get in the habit of using their own downtown. 4. It would help I think if the zoning board quit approving residential use for former business buildings downtown (see the former firehouse, the "bar" next to city hall, the former business directly across from city hall). 5. As much as I don't want excessive government regulation, how about some sort of a sign ordinance to get some of the businesses to put at least a little effort in making the area look nice. Opening up your brand new business with a plastic banner is fine. But if it's still there after five years I think that's not trying very hard to convince folks that you care about the down town. I talked to the owner of Building 129 a few years ago and she told me that her beautiful sign cost about \$500 to make and another \$500 to hang. It looks fantastic. I work at Trek and for years have felt like the one-man Welcome Wagon for Waterloo in my department. I don't have much to show for it. I know for a fact that the hiring managers don't even mention Waterloo to recruits coming in. They tell them about Madison, Sun Prairie and Lake Mills (the places where most of them live). When I asked a senior manager why one time, the reply was and incredulous "what is there here?" and then a joke about the ugly florescent street lights on Madison St. What Waterloo has going for it is a nice environment with great cycling, hiking and other outdoor activities, a quiet and pretty setting, not too close yet not too far from the "big city", some good local employers with a reasonable industrial area for future growth and affordable housing. The downtown area at least has the potential to be a hub (unlike some other local communities where downtown is basically a strip). Could it eventually look like Cambridge or Lake Mills?

270	Get more things to get people to move here. Get jobs to come here.
271	Fix the poor streets they are very sick.
272	Educate the bicyclists on proper road rules. many of them do not follow traffic laws but desire to be treated as though they're another car on the road . I'm not against them I just would like them to follow traffic laws for safety. They need to stop at intersections just the same as a car.
273	Have bicycles licensed, and pay for the trails, and obey rules of the road, and I do own a bicycle.
274	Find your path was a good program. Do more of that. Fix more roads.
275	I would like to see more entertainment for our young people, and gathering options for celebrations like weddings and graduations or reunions and anniversaries. The park pavilion with mandatory Glenn's catering from Watertown is just ridiculous. If you don't belong to a church there isn't anything.
276	Fix streets
277	Bring in employment, and retail and housing will increase.
278	Improve the appearance of downtown. A nice coffee shop and a nice restaurant where people could gather would help invigorate the downtown.
279	Restaurants - granted when we moved here, we went to Portland to eat a lot. But now there doesn't seem to be really good food here, just fast food & "ok" food choices.
280	more shops and events downtown
281	Revitalization of downtown business's
282	Have only lived here 4 months so can't answer that
283	hire a community arts development person to involve the most residents possible
284	We seem to be tiny pockets of community here in Waterloo. I would like to see improvement in our downtown. What do we have to offer? Bars. So many empty buildings. We have a highway that runs straight through downtown and we offer no reasons for anyone to pull over and spend money in our downtown. I'm happy to see the old Perry building down and but feel skeptical (from what I read in the paper) about what will be coming in its place. I enjoy the idea of expanding bike paths here in town, we love evening rides through the park when the weather permits and I think that was an improvement towards getting people out to enjoy the city they live in. Milwaukee revitalized their 3rd ward district which sat as slum area for decades. While we don't have a 3rd Ward we do have a downtown that could easily be a thriving place (on a smaller scale of course) like the 3rd Ward has become. My family is from Milwaukee since the early 1800's (had a relative that was Mayor in the late 1800's) and will always be proud of that city. I would like those that are from Waterloo to have the same pride in their city. It can be done, we just all need to come out of our comfort zones to do it. I love living in Waterloo. Let's give people a reason to move here FIRST and then worry about tearing up more land to build subdivisions that nobody will move into. I feel we need to keep the small town feel (land and space around us) and concentrate on revitalizing the downtown area we have. Thank you for letting me ramble on.
285	Enforce laws of animals neglect and abuse. Protect rights of property owners. City council action and feedback with citizens concerns.
286	Not a suggestion but wish more vacant bldgs. downtown would be occupied.
287	We need a dollar store or a Walmart and we need a pizza place.
288	Update downtown
289	Maintain the parks we have. Better/improve the apartments we have - starting to look slummy - people build them - let them go - have regulations on this. Don't let people park on lawns. Get more business - restaurants tax break - till they get started. Eliminate flood-plains - bad for business! Wiener & Kraut Day - Back downtown - make it become a big money maker. Close off Hwy 19

290	I would like to see trek bicycle be more responsible for the workers riding bikes as far as obeying rules of the road. They ride 2-3 wide on bike lane which interferes with car/truck traffic Also need to follow/obey signs mainly stop signs. STOP means stop not ride right though them like they own the road.
291	more restaurants - variety, open later in evening, open on Sundays more stores like family dollar more places to work
292	Another restaurant would be welcome.
293	Improved school district, revitalized downtown district, more employment opportunities, more activities for local children.
294	Keep W&K downtown
295	Need more stores and restaurants.
296	Waterloo has nothing to offer. Waterloo sucks to do anything. Better school education - stores to shop, places to eat at.
297	See #16
298	More attractive downtown, decent coffee, less empty storefronts; progressive thinking; focus on what type of city Waterloo is.
299	The downtown area is depressing, and clearly needs to have several buildings torn down. The building on the corner of Madison and Monroe has been empty for at least a year and a half. There are few restaurants, and they are not very attractive. There is virtually no retail. The City Building is new and attractive. Unfortunately, it makes the contrast with the run-down buildings all the more obvious.
300	Safer place to ride bike and walk with my young family. Also more restaurants and non-grocery stores.
301	We need a dog park!!
302	More businesses
303	have more retail services and more local employment opportunities
304	need restaurants stop raising taxes fix streets
305	Shopping areas
306	less property tax and more business/services
307	restaurants and retail stores needed
308	Too late got rid of Perry building, there is nothing here in Waterloo for anybody, not enough jobs, no real, need better restaurants.
309	More Restaurant chain choices
310	more jobs opportunities
311	Build an industrial building with different size space available inside to attract small businesses. People can lease these depending on their business needs for shops etc. you see these a lot in Northeast Illinois. Renovate park bathrooms.
312	put more money into our schools
313	Waterloo has lost big industries, which was a big societal change, resulting in a big share of the population having to seek employment OUT OF TOWN. Inviting more businesses back into our community may solve some of the questions and solutions. ACTIVITIES for our younger people and JOBS may direct them to stay in Waterloo. Possibly more entertainment as Waterloo once had is also a suggestion!

314	more energy efficient housing within city limits, better signage for bike routes, more room in bike lanes that have heavy truck traffic, bike bridge at N&S Monroe and a few other spot to get bike out of traffic
315	FIX THE ROADS AND STOP WORRRING ABOUT BIKE PATHS AND REDOING THE PARKS WHEN THEY ARE FINE BRING JOBS INTO THIS TOWN NOT MORE HOUSING PEOPLE ARE MOVING OUT OF TOWN BECAUSE THIS TOWN IS TURNING INTO A GHOAST TOWN TAKE A LOOK AT DOWN TOWN WITH ALL THE EMPTY BUILDINGS

## Appendix D

### MATERIALS FOR PUBLIC INVOLVEMENT MEETING HELD ON APRIL 8, 2014

## Appendix D-1 PUBLIC INVOLVEMENT MEETING NOTICE

### PUBLIC INVOLVEMENT MEETING FOR WATERLOO' S LONG-TERM FUTURE

You are invited to attend an open house event to assist in planning for Waterloo' s long-term future. Your involvement will play a key role in the final recommendations for your city. Meeting information is shown below.

Tuesday, April 8, 2014 , 5:30 PM - 7:00 PM  
Presentation @ 5:45 PM  
Waterloo City Hall  
136 N. Monroe Street

You are allowed attend at any time during the hour and a half timeframe. Keep in mind there will be a short presentation introducing the project at 5:45 pm. The results of the survey, which was included in the February utility bill, will be showcased. You will be given an opportunity to rank the proposals developed by the team.

Light refreshments will be offered.

Please RSVP to [aubreyxt@gmail.com](mailto:aubreyxt@gmail.com) if you plan on attending.

## Appendix D-2 PUBLIC INVOLVEMENT FLYER

# PUBLIC INVOLVEMENT MEETING



TUESDAY APRIL 8, 2014

5:30PM - 7PM

PRESENTATION @ 5:45 PM

**Waterloo City Hall  
136 N. Monroe Street**

You are invited to attend an open house event to assist in planning for Waterloo's long-term future. Your involvement will play a key role in the final recommendations for your city.

- Results of the survey, which was included in the February utility bill, will be showcased.
- Opportunity for you to rank the proposals developed by the team.

The meeting will be an open house format with a short presentation at 5:45 pm. Light refreshments will be offered.



Please RSVP to [aubreyaxt@gmail.com](mailto:aubreyaxt@gmail.com) if you plan on attending.

## Appendix D-3

### PUBLIC INVOLVEMENT POWERPOINT

#### Public Interaction Meeting

Tuesday, April 8 @ 5:30 PM  
Waterloo City Hall

#### Introduction

Question:

How can Waterloo leverage its existing assets to promote shopping locally, and market the City as a sustainable, and desirable community?

#### Problem Statement

Currently, the City of Waterloo lacks a competitive advantage to distinguish itself from nearby communities; without planned investment, development, or a strategy that markets the City's assets, Waterloo will be unable to sustain its current population and industry base.

#### Community Survey

- A Community Survey was distributed both online and in February's utility bill
- Response rate was impressive and very helpful
- Number of completed surveys to date: **550**

### Highlights from the survey:

Results show that individuals were less concerned with accessibility, such as the abundance of bike and walking trails. They were more concerned with retail opportunities.

Many individuals shop outside of Waterloo for non-grocery items because the needs are currently not met in the City.

### Highlights from the survey:

More restaurants, food establishments, and amenities would make Waterloo more attractive according to survey responses

Responses also included the need for a more thriving downtown, more retail opportunities, and more local events

### Alternatives

Three Alternatives:

- 1) Developing Waterloo's Identity
- 2) Marketing Strategy to Attract Businesses
- 3) Outdoor Recreation in Waterloo

### Input and Voting Form

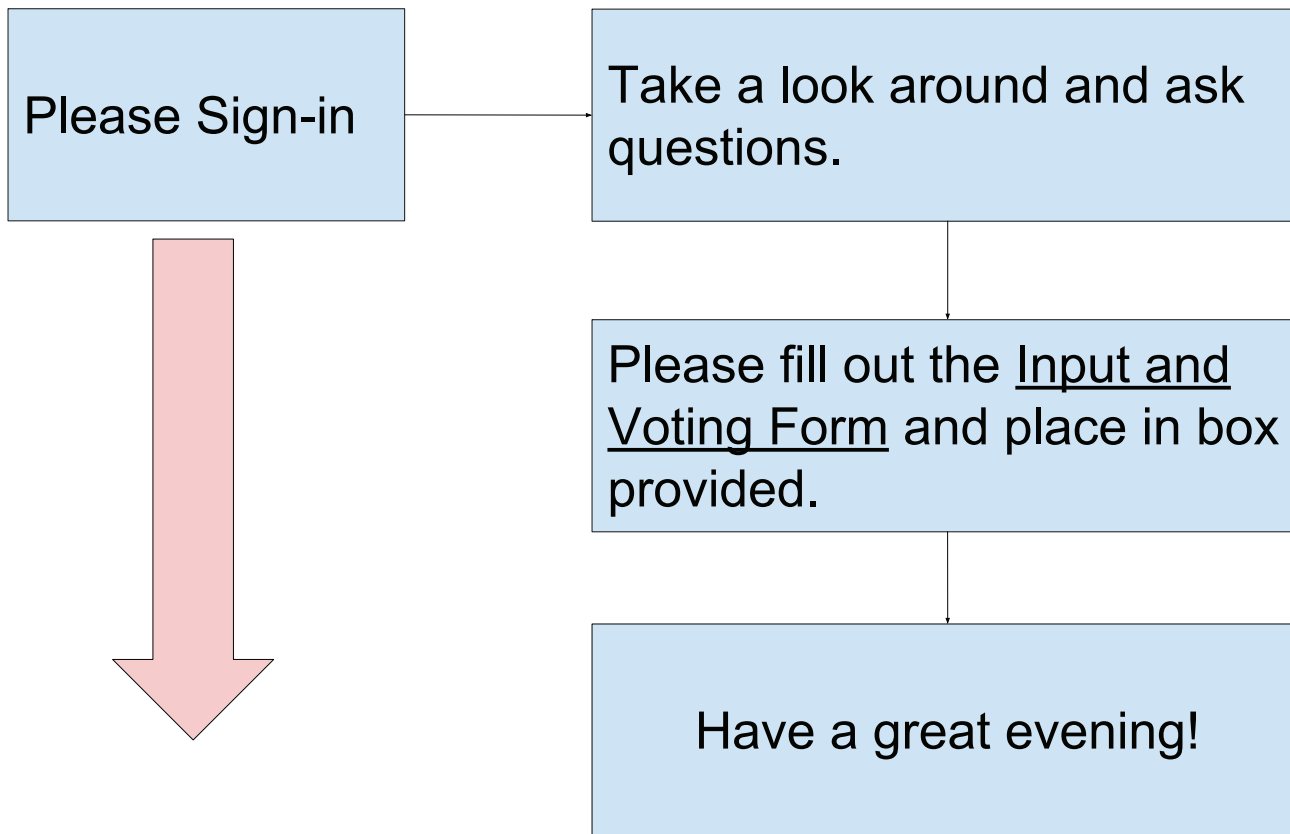
Please fill out the Input and Voting Form and provide any comments.

## THANK YOU

Your participation is greatly appreciated and is important in determining our final recommendation for Waterloo.

The final report will be completed by May 19.  
Please contact Mo Hansen if you would like to see a copy of the report.

# Welcome

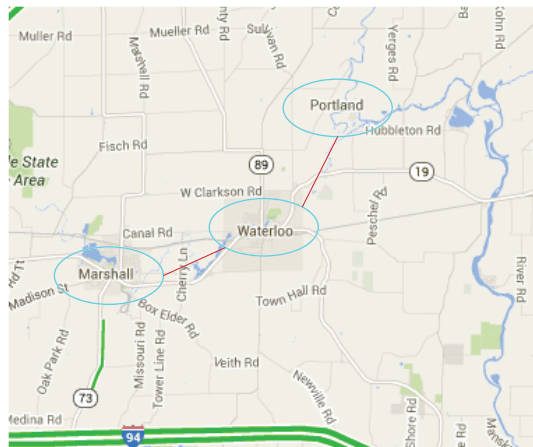


# Marketing Strategy for Attracting Businesses

## Regional Collaboration

The goal of collaboration is to bring individuals and members of communities, agencies, and organizations within the region together in an atmosphere of support to systematically solve existing and emerging problems that could not easily be solved by one group alone, thereby improving the quality of life across the Region. Waterloo's collaboration with neighboring communities can provide:

- Community events
- Taxi services
- Community programs



## Loyalty Cards

Loyalty cards are a great way for local residents to save money while helping businesses as well. Loyalty cards support the local economy while providing incentives for people to shop at local stores, restaurants, and businesses.



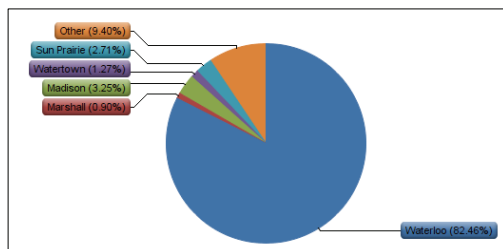
## Development Incentives for New Businesses

Alongside providing existing businesses with more incentives to stay in the community, Waterloo should also develop incentive programs to attract desired businesses, such as:

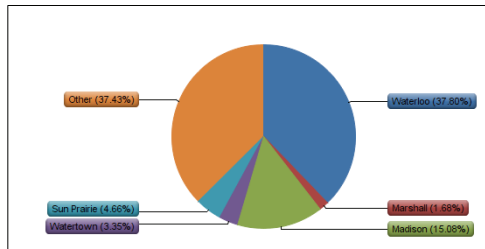
- Facade Improvement Grant
- Loans/Grants
- Main Street Program
- Chamber Activities
- Awards for shoppers

# Selection of Survey Results

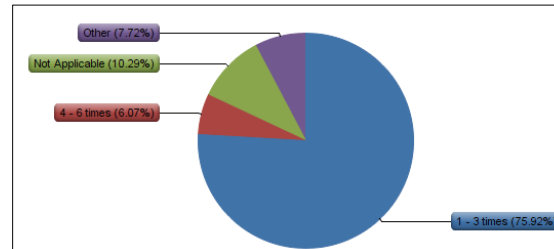
What city or town do you currently live in?



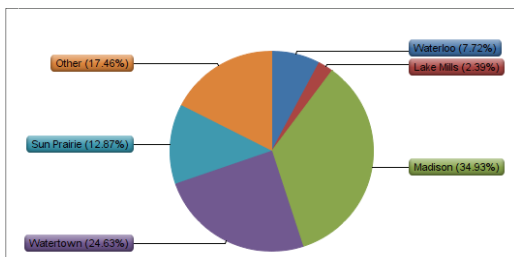
What city do you currently work in?



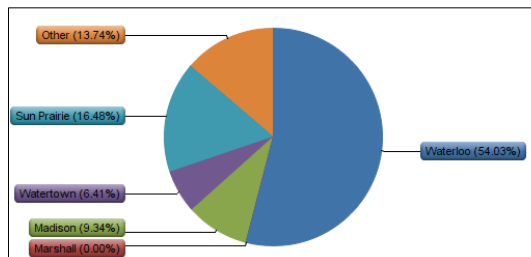
In a typical week, how many grocery and non-grocery shopping trips do you make outside of Waterloo?



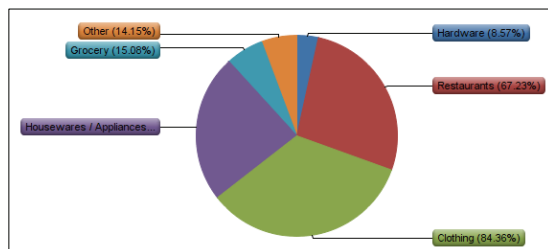
In a typical week, where do you do the majority of your non-grocery shopping?



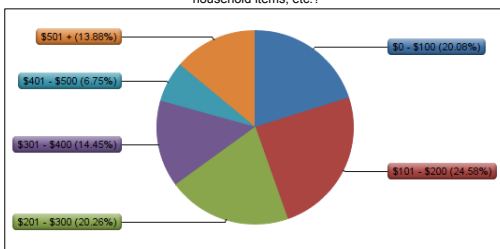
In a typical week, where do you do the majority of your grocery shopping?



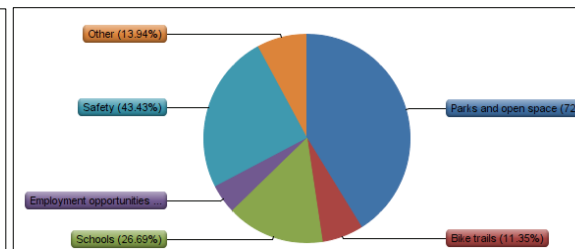
Which of these shopping needs are currently not met within the City of Waterloo?



In a typical month, how much do you spend outside of Waterloo on food, household items, etc.?



What features do you like most about Waterloo?



# Developing Waterloo's Identity

## Design A City Logo

A city logo provides a community with an easily recognizable "identity". Therefore, it should represent the community and all it has to offer. When the logo is used, it should bring to the viewer's mind the images and experiences of enjoying the community. Unique Waterloo assets include the carousel, Fireman's Park, and the connection to businesses such as Trek and McKay Nursery. Waterloo should adopt a new city logo to provide the City with an easily recognizable 'identity'.

### Example of Ideas for City Logos



## Develop User-Friendly Website

A website is a powerful tool which can be used to house important information for residents, visitors, workers, and businesses. If updated on a regular basis, a website can inform these groups of upcoming events, community plans and policies, and a summary of the resources available to residents and outsiders alike.

### Existing Website

### Proposed Website

## Social Media

Social media is a great way for cities and communities to better connect with their residents and potential visitors. It provides a two-way communication channel that makes the city and community more accessible, attracting activity from younger generations. With social media, there is a place to generate buzz about the community, events, and new developments that are occurring.

### Existing Facebook



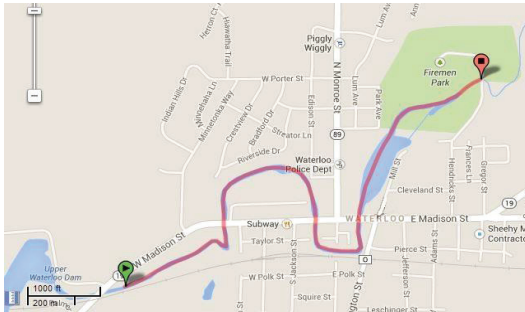
### Suggested content for Facebook to increase sense of identity:

- Local Event Announcements
- Images and videos of community events
- Post City meeting dates and times and educate followers about the legislation and programs
- Promote local businesses by posting sales, specials or other events

# Outdoor Recreation in Waterloo

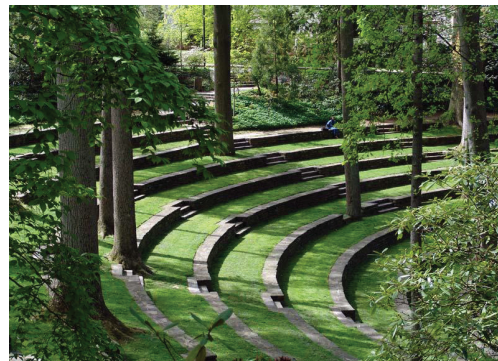
## Kayak Route / Whitewater Park

The City of Waterloo is the ideal starting spot for beginning and experienced kayakers. The next closest kayak park in Wisconsin is over two and a half hours away in Wausau. Waterloo's Mauneshia River has the potential to become a southern Wisconsin destination.



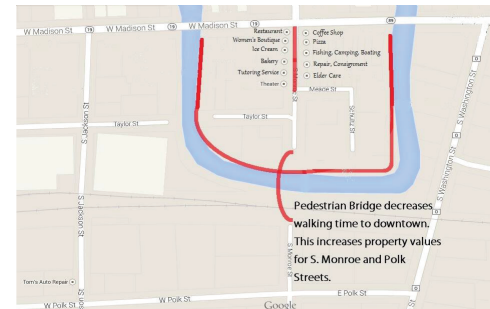
## Local Camping & Outdoor Events

Although there are seven State Natural Areas close by, there is not a supporting base camp. Hunters and fishermen appreciate staying close to their favorite sites. Scout, school, church, and corporate groups would take advantage of a group camping facility.



## Pedestrian Street & Riverwalk

People walking are more likely to visit multiple stores than people driving. South Monroe Street is centrally located and it is a dead end street for cars. Shopping, community events, and apartments are highly suited for a peninsula of this size.



# Appendix D-5

## ATTENDANCE RECORD OF PUBLIC INVOLVEMENT MEETING

### WATERLOO PUBLIC INVOLVEMENT MEETING

Waterloo, WI

April 8, 2014 5:30 to 7pm

### SIGN-IN SHEET

NAME	ADDRESS	PHONE
John Speer	189 S. Washington St	920-478-3465
Dale Van Halbeek	1120 Lynn Ave #1	920-726-2329
Wagner Ballew	523 Van Buren St	920-478-2578
Virgie Spoon / Kevin Pickering	1320 Chestnut St	608-689-6554
Gregory M. Schneider	2007 Indian Hill Dr	608-576-0038
John Lee	1308 Oak St	
Mark McGehee	1000 Hawthorne	(920) 478-2640
Paula Hanning	815 Jackson St	920-478-9671
Carol Herrick	961 Pearl St	920-478-3404
Richard Jones	228 Minnetonka Ave	478-3335
Aaron M. H.	585 S. Monroe St	920-988-2471
Kaitlyn Eilerman	585 S. Monroe St	920-842-8803
Amberly Mote	429 West Folk St.	608-513-2966
Phonda Mott	533 Crestview Dr	478-2719
Jeff Mott	533 Crestview Dr	478-2719
Mike Larson	W12126 Longview	478-3101
Donna Lantry	W12126 Longview	478-3101
Angie Stinnett	334 Edison Wlloo	478-8053
Kim Stinnett	334 Edison Waterloo	
Larry Waldo	612 Jefferson	478-2711
Linda Norton	121 S. Monroe St.	478-3230

## WATERLOO PUBLIC INVOLVEMENT MEETING

Waterloo, WI

April 8, 2014 5:30 to 7pm

## SIGN-IN SHEET

[illegible]

# Appendix D-6

## COMMENTS AND RANKINGS OF THE PROPOSALS BY ATTENDEES

### INPUT AND VOTING FORM

Waterloo, WI  
April 8, 2014 5:30 - 7:00 PM

Please provide input on each suggestion:

#### Developing Waterloo's Identity

What aspects do you like about this suggestion?

What aspects do you not like about this suggestion?

*good idea - Where do we start?*

Additional Comments:

#### Marketing Strategy for Attracting Businesses

What aspects do you like about this suggestion?

*The park is a attractive idea but most often  
one can walk across it.*

What aspects do you not like about this suggestion?

Additional Comments:

#### Outdoor Recreation in Waterloo

What aspects do you like about this suggestion?

*Acquire whatever land that connects to the park  
add a outdoor swim area (a pond)*

What aspects do you not like about this suggestion?

Additional Comments:

PLEASE RANK THE SUGGESTIONS (1 - Best, 2-Better, 3-Good)

2 Develop Waterloo Identity 3 Marketing Strategy 1 Outdoor Recreation Plan

# INPUT AND VOTING FORM

Waterloo, WI

April 8, 2014 5:30 - 7:00 PM

Please provide input on each suggestion:

## Developing Waterloo's Identity

What aspects do you like about this suggestion?

Necessary to develop an identity

What aspects do you not like about this suggestion?

Additional Comments:

## Marketing Strategy for Attracting Businesses

What aspects do you like about this suggestion?

What about businesses that support the outdoor recreation  
other businesses would follow

What aspects do you not like about this suggestion?

Additional Comments:

## Outdoor Recreation in Waterloo

What aspects do you like about this suggestion?

We already have the resources

What aspects do you not like about this suggestion?

Additional Comments:

PLEASE RANK THE SUGGESTIONS (1 - Best, 2-Better, 3-Good)

3 Develop Waterloo Identity   1 Marketing Strategy   2 Outdoor Recreation Plan

# INPUT AND VOTING FORM

Waterloo, WI

April 8, 2014 5:30 - 7:00 PM

Please provide input on each suggestion: Facebook/Social Media - Developing a logo,

## Developing Waterloo's Identity

What aspects do you like about this suggestion?

I Agree, we should have an updated logo - that  
consists of more than the carousel. If the carousel is not

What aspects do you not like about this suggestion?

going to be marketed - it  
shouldn't be on the logo.

Additional Comments:

## Marketing Strategy for Attracting Businesses

What aspects do you like about this suggestion?

I like the idea of more businesses - both  
service + manufacturing.

What aspects do you not like about this suggestion?

giving loans - city shouldn't be loan holders.

Additional Comments:

## Outdoor Recreation in Waterloo

What aspects do you like about this suggestion?

Love it !!! Very much in favor of cleaning  
and marketing the Mauneshaw

What aspects do you not like about this suggestion?

Additional Comments:

Looking forward to improvements +  
changes to Freeman's park.

## PLEASE RANK THE SUGGESTIONS (1 - Best, 2-Better, 3-Good)

     Develop Waterloo Identity         Marketing Strategy         Outdoor Recreation Plan

# INPUT AND VOTING FORM

Waterloo, WI

April 8, 2014 5:30 - 7:00 PM

Please provide input on each suggestion:

**Developing Waterloo's Identity**

What aspects do you like about this suggestion?  
*Waterloo logo; facebook;*

What aspects do you not like about this suggestion?  
*doesn't include community-wide*  
*WIFI*

Additional Comments:  
*Do this!!*

**Marketing Strategy for Attracting Businesses**

What aspects do you like about this suggestion?  
*community events, community programs*

What aspects do you not like about this suggestion?  
*\* Development incentives for new*  
*businesses*

Additional Comments:  
*It touches on working together, which, for some reason, seems very lacking. Competition over cooperation. Clients. I sometimes think many people just don't*  
*We need someone to develop community*  
*atb*

**Outdoor Recreation in Waterloo**

What aspects do you like about this suggestion?  
*all of the suggestions*

What aspects do you not like about this suggestion?  
*development of the natural resources*  
*hazarding, etc.*

Additional Comments:

**PLEASE RANK THE SUGGESTIONS (1 - Best, 2-Better, 3-Good)**

*3* Develop Waterloo Identity *2* Marketing Strategy *1* Outdoor Recreation Plan  
*although all needed*

# INPUT AND VOTING FORM

Waterloo, WI

April 8, 2014 5:30 - 7:00 PM

Please provide input on each suggestion:

## Developing Waterloo's Identity

What aspects do you like about this suggestion?

---

What aspects do you not like about this suggestion?

---

Additional Comments:

---

## Marketing Strategy for Attracting Businesses

What aspects do you like about this suggestion?

---

What aspects do you not like about this suggestion?

---

Additional Comments:

---

## Outdoor Recreation in Waterloo

What aspects do you like about this suggestion?

---

What aspects do you not like about this suggestion?

---

Additional Comments:

*no more bike trails around and in Waterloo at the tax payer expense*

## PLEASE RANK THE SUGGESTIONS (1 - Best, 2-Better, 3-Good)

3 Develop Waterloo Identity 3 Marketing Strategy 3 Outdoor Recreation Plan

# INPUT AND VOTING FORM

Waterloo, WI

April 8, 2014 5:30 - 7:00 PM

Please provide input on each suggestion:

## Developing Waterloo's Identity

What aspects do you like about this suggestion?

Redo website -  
Utilize our landmarks - carousel

What aspects do you not like about this suggestion?

We should find a way to draw  
people into the community

Additional Comments:

## Marketing Strategy for Attracting Businesses

What aspects do you like about this suggestion?

Advertise more - Hold more events

What aspects do you not like about this suggestion?

Keep business - add  
Host activities - market to right  
age group

Additional Comments:

## Outdoor Recreation in Waterloo

What aspects do you like about this suggestion?

I like walking paths + bike paths

What aspects do you not like about this suggestion?

Improve what we have

Additional Comments:

Build bridge south Monroe

PLEASE RANK THE SUGGESTIONS (1 - Best, 2-Better, 3-Good)

3 Develop Waterloo Identity 2 Marketing Strategy 1 Outdoor Recreation Plan

# INPUT AND VOTING FORM

Waterloo, WI

April 8, 2014 5:30 - 7:00 PM

Please provide input on each suggestion:

## Developing Waterloo's Identity

What aspects do you like about this suggestion?

It is something that Waterloo has been struggling with for my 25 years here

What aspects do you not like about this suggestion?

When I first came here we were caracol city. But then we had loons with ponds. Now Bikes, Police Paths, then Back to caracol

Additional Comments:

No Volunteers for any organizations  
No community involvement unless its school sports  
No volunteer organization unless school or church

## Marketing Strategy for Attracting Businesses

What aspects do you like about this suggestion?

Bring investors with deep pockets

What aspects do you not like about this suggestion?

Great Ideas but need follow through and support of community

Additional Comments:

Restraunts Restraunts Restraunts  
Store that stay open til 9pm like Piggly Wiggly

## Outdoor Recreation in Waterloo

What aspects do you like about this suggestion?

Kiak sounds great connect the bike paths with marchell lake mills

What aspects do you not like about this suggestion?

isupport of community

Additional Comments:

all sound s great I am on board  
Need something camping yes

PLEASE RANK THE SUGGESTIONS (1 - Best, 2-Better, 3-Good)

3 Develop Waterloo Identity 1 Marketing Strategy 2 Outdoor Recreation Plan

# INPUT AND VOTING FORM

Waterloo, WI  
April 8, 2014 5:30 - 7:00 PM

Please provide input on each suggestion:

## Developing Waterloo's Identity

What aspects do you like about this suggestion?

It's a decent idea but people have to be intrigued by Waterloo or informed to take interest.

What aspects do you not like about this suggestion?

People need a reason to want this information.

Additional Comments:

Lake Mills and Sun Prairie have this market cornered already. ~~then~~ We need industry to attract people here. Horse before the Cart.

## Marketing Strategy for Attracting Businesses

What aspects do you like about this suggestion?

I like the loan/grant aspect to attract businesses.

What aspects do you not like about this suggestion?

I don't think loyalty cards would work for very long.

Additional Comments:

Need to contact medium/large businesses/companies outside of Waterloo/Tollfree County Area. Could have used existing buildings for this. Unfortunately they have all been knocked down. Should build industrial space areas for lease.

## Outdoor Recreation in Waterloo

What aspects do you like about this suggestion?

The kayak park and the riverwalk bridge, these are great ideas. Bridge would make turn around area more desirable for shops/restaurants.

What aspects do you not like about this suggestion?

We have a lot of parks currently.

Additional Comments:

Make key stat: A lot of residents enjoy fishing. Make a kayak park / Fishing Area, Stock with fish. Great place would be where Perry printing used to be. ~~the bridge would make the area more desirable for shops/restaurants~~ Expand the river here, DNR could help.

PLEASE RANK THE SUGGESTIONS (1 - Best, 2-Better, 3-Good)

3 Develop Waterloo Identity 2 Marketing Strategy 1 Outdoor Recreation Plan

# INPUT AND VOTING FORM

Waterloo, WI

April 8, 2014 5:30 - 7:00 PM

Please provide input on each suggestion:

## Developing Waterloo's Identity

What aspects do you like about this suggestion?

~~Outdoor rec~~ Web site - currently very unfriendly to users  
~~proposed bike paths to Marshall Lake Mills~~

What aspects do you not like about this suggestion?

Additional Comments:

it is hard to promote things that are not going on

## Marketing Strategy for Attracting Businesses

What aspects do you like about this suggestion?

incentive program to shop locally - would be great  
~~refa to~~

What aspects do you not like about this suggestion?

Additional Comments:

seems

## Outdoor Recreation in Waterloo

What aspects do you like about this suggestion?

Kyak route along with camping would attract more  
visitors which would help locals establish new businesses

What aspects do you not like about this suggestion?

nothing - love all of it

Additional Comments:

PLEASE RANK THE SUGGESTIONS (1 - Best, 2-Better, 3-Good)

2 Develop Waterloo Identity 3 Marketing Strategy 1 Outdoor Recreation Plan

# INPUT AND VOTING FORM

Waterloo, WI

April 8, 2014 5:30 - 7:00 PM

Please provide input on each suggestion:

## Developing Waterloo's Identity

What aspects do you like about this suggestion?

---

What aspects do you not like about this suggestion?

---

Additional Comments:

---

## Marketing Strategy for Attracting Businesses

What aspects do you like about this suggestion?

*Bring more business to town*

What aspects do you not like about this suggestion?

---

Additional Comments:

---

## Outdoor Recreation in Waterloo

What aspects do you like about this suggestion?

---

What aspects do you not like about this suggestion?

---

Additional Comments:

---

PLEASE RANK THE SUGGESTIONS (1 - Best, 2-Better, 3-Good)

3 Develop Waterloo Identity 1 Marketing Strategy 2 Outdoor Recreation Plan

# INPUT AND VOTING FORM

Waterloo, WI

April 8, 2014 5:30 - 7:00 PM

Please provide input on each suggestion:

## Developing Waterloo's Identity

What aspects do you like about this suggestion?

FOUND THE NEW "FIND YOUR PATH" IDENTITY.  
MAY BE A MARKETING STRATEGY.

What aspects do you not like about this suggestion?

DON'T RE. DON'T TAKE COUNSEL.

Additional Comments:

SEE THE NEW "LCD" CABLE TV STATION WLDD.  
WANTS TO REBRAND WEBSITE TO INCLUDE ARCHIVE AND  
ON DEMAND VIEWING + LOCAL CONTENT VIDEO CASES.

## Marketing Strategy for Attracting Businesses

What aspects do you like about this suggestion?

SERVICE MAY BE BETTER THAN RENTAL  
RESTAURANT - CATERER

What aspects do you not like about this suggestion?

REFINE THE STRATEGY & LOCAL MUST BUY LOCAL,  
BUT TRY TO ATTRACT FROM OUTSIDE.

Additional Comments:

## Outdoor Recreation in Waterloo

What aspects do you like about this suggestion?

THE PARKS, THE LAKES, THE MAHONISTON, THE  
COUNTRY ASPECTS, THE DRUMMERS (RECREATION)

What aspects do you not like about this suggestion?

Additional Comments:

KAYAK, CANOE, FISH, EXPLORE & THE MAHONISTON

PLEASE RANK THE SUGGESTIONS (1 - Best, 2-Better, 3-Good)

1 3/4 Develop Waterloo Identity 1 Marketing Strategy 1 1/2 Outdoor Recreation Plan

# INPUT AND VOTING FORM

Waterloo, WI

April 8, 2014 5:30 - 7:00 PM

Please provide input on each suggestion:

## Developing Waterloo's Identity

What aspects do you like about this suggestion?

MARKET WATERLOO - LOGO AND WRB SITE

What aspects do you not like about this suggestion?

Additional Comments:

## Marketing Strategy for Attracting Businesses

What aspects do you like about this suggestion?

INCENTIVES FOR BUSINESSES NO TAXES FOR 10 YEARS

What aspects do you not like about this suggestion?

Additional Comments:

## Outdoor Recreation in Waterloo

What aspects do you like about this suggestion?

KAYAK ROUTE AND CAMPING GRANT!

What aspects do you not like about this suggestion?

Additional Comments:

FIX PARKS TO BE CENTER OF WATERLOO  
MORE EVENTS ONE PER MONTH  
LARGE MARATHON RACES/ CHARITY EVENTS

PLEASE RANK THE SUGGESTIONS (1 - Best, 2-Better, 3-Good)

2 Develop Waterloo Identity 1 Marketing Strategy 3 Outdoor Recreation Plan

# INPUT AND VOTING FORM

Waterloo, WI

April 8, 2014 5:30 - 7:00 PM

Please provide input on each suggestion:

## Developing Waterloo's Identity

What aspects do you like about this suggestion?

redeveloping the website as the current version is not user friendly

What aspects do you not like about this suggestion?

Additional Comments:

Waterloo has many fabulous aspects and they are not utilized or emphasized

## Marketing Strategy for Attracting Businesses

What aspects do you like about this suggestion?

The loyalty cards as buying local tends to be more expensive

What aspects do you not like about this suggestion?

Taxi services - not a priority

Additional Comments:

I think Waterloo community staff need to be more open about change  
need more community events/involvement

## Outdoor Recreation in Waterloo

What aspects do you like about this suggestion?

The bridge on S. Monroe St. would benefit the city in many ways.

What aspects do you not like about this suggestion?

The kayak proposal I think we need to clean up the river first

Additional Comments:

We have valued land we need to utilize it and protect it from others invading.

PLEASE RANK THE SUGGESTIONS (1 - Best, 2-Better, 3-Good)

3 Develop Waterloo Identity 2 Marketing Strategy 1 Outdoor Recreation Plan

# INPUT AND VOTING FORM

Waterloo, WI

April 8, 2014 5:30 - 7:00 PM

Please provide input on each suggestion:

## Developing Waterloo's Identity

What aspects do you like about this suggestion?

*keeping websites Facebook more attractive*

What aspects do you not like about this suggestion?

Additional Comments:

*Do the bottom 2 & this one will develop by itself -*

## Marketing Strategy for Attracting Businesses

What aspects do you like about this suggestion?

*need to show demand - to create supply -*

What aspects do you not like about this suggestion?

Additional Comments:

## Outdoor Recreation in Waterloo

What aspects do you like about this suggestion?

*bike trails -*

What aspects do you not like about this suggestion?

Additional Comments:

*need to work with Grabs -  
not against them -*

## PLEASE RANK THE SUGGESTIONS (1 - Best, 2-Better, 3-Good)

3 Develop Waterloo Identity   1 Marketing Strategy   2 Outdoor Recreation Plan

# INPUT AND VOTING FORM

Waterloo, WI

April 8, 2014 5:30 - 7:00 PM

Please provide input on each suggestion:

## Developing Waterloo's Identity

What aspects do you like about this suggestion?

*Pushing/Publishing our current logo or improving it. Both ways to is good to.*

What aspects do you not like about this suggestion?

Additional Comments:

## Marketing Strategy for Attracting Businesses

What aspects do you like about this suggestion?

*Some things we are already doing need people to invest here. Restaurant is so needed!*

What aspects do you not like about this suggestion?

Additional Comments:

## Outdoor Recreation in Waterloo

What aspects do you like about this suggestion?

*All the suggestions are good, not to sure about camping, but worth looking into.*

What aspects do you not like about this suggestion?

Additional Comments:

PLEASE RANK THE SUGGESTIONS (1 - Best, 2-Better, 3-Good)

3 Develop Waterloo Identity    1 Marketing Strategy    2 Outdoor Recreation Plan

# INPUT AND VOTING FORM

Waterloo, WI

April 8, 2014 5:30 - 7:00 PM

Please provide input on each suggestion:

## Developing Waterloo's Identity

What aspects do you like about this suggestion?

I agree with developing a recognizable symbol for Waterloo and a user friendly web site.

What aspects do you not like about this suggestion?

The entire board was a good plan.  
\* social media  
\* need more advertising for community events

Additional Comments:

## Marketing Strategy for Attracting Businesses

What aspects do you like about this suggestion?

① loyalty cards are a great idea outside businesses are cheaper I shop at woodman's prices

What aspects do you not like about this suggestion?

② loaner tax breaks for new businesses  
③ apply for grants  
④ pamphlet & events listed for the year

Additional Comments:

## Outdoor Recreation in Waterloo

What aspects do you like about this suggestion?

walking path is great  
spruce it up! planting flowers etc...

What aspects do you not like about this suggestion?

Kayaking is probably not going to take off. We need to clean up the river & park first.

Additional Comments:

① Provide fishing area  
② softball tournaments  
③ baseball  
④ movie music  
⑤ bridge & south monroe great idea

PLEASE RANK THE SUGGESTIONS (1 - Best, 2-Better, 3-Good)

2 Develop Waterloo Identity 3 Marketing Strategy 1 Outdoor Recreation Plan

## INPUT AND VOTING FORM

Waterloo, WI

April 8, 2014 5:30 - 7:00 PM

Please provide input on each suggestion:

### Developing Waterloo's Identity

What aspects do you like about this suggestion?

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What aspects do you not like about this suggestion?

---

Additional Comments:

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### Marketing Strategy for Attracting Businesses

What aspects do you like about this suggestion?

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What aspects do you not like about this suggestion?

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Additional Comments:

---

### Outdoor Recreation in Waterloo

What aspects do you like about this suggestion?

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What aspects do you not like about this suggestion?

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Additional Comments:

---

PLEASE RANK THE SUGGESTIONS (1 - Best, 2-Better, 3-Good)

3 Develop Waterloo Identity   1 Marketing Strategy   2 Outdoor Recreation Plan

# INPUT AND VOTING FORM

Waterloo, WI

April 8, 2014 5:30 - 7:00 PM

Please provide input on each suggestion:

## Developing Waterloo's Identity

What aspects do you like about this suggestion?

*We need to grow*

What aspects do you not like about this suggestion?

*We need more businesses*

Additional Comments:

## Marketing Strategy for Attracting Businesses

What aspects do you like about this suggestion?

*Try to draw more businesses*

What aspects do you not like about this suggestion?

*none*

Additional Comments:

*We need more businesses*

## Outdoor Recreation in Waterloo

What aspects do you like about this suggestion?

*We have a great park*

What aspects do you not like about this suggestion?

Additional Comments:

*bicycles, might help*

PLEASE RANK THE SUGGESTIONS (1 - Best, 2-Better, 3-Good)

2 Develop Waterloo Identity 3 Marketing Strategy 1 Outdoor Recreation Plan

## Appendix D-5

### SUMMARY OF PUBLIC INVOLVEMENT MEETING

#### Summary

- Held on April 8th from 5:30 to 7pm
- Had about 25 residents attend
- Quick 5 min presentation about scope of project
- Had boards set up around the room with boards that displayed each alternative and the survey results
- Provided a comment and ranking sheets and we received 19 sheets back.
- Overall very good comments and positive feedback.

#### Critical Issues:

- The City of Waterloo recently went through a rebranding with the “Find Your Path Here” program
- Recreated their City logo (with controversy and not strong community support)
- Waterloo is in the process of redoing their website and really want more suggestions
- Many residents expressed their desire to start a business, but did not know how. Residents also were concerned about having a strong customer base.
- The team received input about previous restaurants that moved to other communities or went out of business. This perceived quick turnover of businesses downtown does not provide a strong, stable market for prospective business owners.

#### Viewpoints:

- From the ranking of alternatives, those who attended felt the Outdoor recreation plan and the market strategy to attract businesses were the best options.
- Some residents feel there are too many trails around in Waterloo and they do not want more at the taxpayer’ s expense
- Need to work with Trek and not against them.
- Fix parks to be center of Waterloo - more events there (one per month)
- Need to attract medium/large businesses/companies
- Should build industrial space for lease
- Want stores that stay open past 9 pm
- Need more things to do in the area
- Need programs to help start-ups and develop businesses
- Market to the right age group
- Need restaurants and retail
- Local events should be better advertised - residents were many times unaware of events taking place

## Appendix E

### NEWSPAPER ARTICLES CONCERNING THE ENCOURAGING WATERLOO' S THRIVING FUTURE PLAN

# Waterloo partners with students to analysis urban planning

Story Comments

Print Font Size: - +

Recommend 4 Tweet 1 +1 0 Share 0

Posted: Thursday, February 27, 2014 10:47 am

By Diane Graff Managing Editor | 0 comments

Posted on February 27, 2014  
by Diane Graff

Residents and those who work in Waterloo will soon receive a survey to find out how the city can be promoted in the future.

The Waterloo Common Council approved a partnership with the University of Wisconsin – Milwaukee and its urban planning students to find out how the city can best leverage its existing assets to ensure a vibrant community in the future.

The survey will be sent along with the next utility bill.

The request to work with the university came through the city's Community Development Committee, Alderman Dale Van Holten told fellow council members Feb. 20.

"We reached out to UW-Milwaukee several years ago for a series of concepts, and previous semesters none of the ideas were picked up," Clerk/Treasurer Mo Hansen said. "This semester they identified Waterloo as a good fit," he said.

On the recommendation of the Waterloo Chamber of Commerce, the graduate students from the university will look for strategies, data and research related to buying local, Hansen said. "It

is an opportunity for the urban planning students to generate new ideas with new eyes, fresh eyes on how Waterloo can best promote itself going forward in time," he added.

With a focus on sustainability, five students will provide a commuting analysis and how existing retail establishments are affected by out-of-town vehicle trips. The survey questions pertain to living, working and shopping in the city, along with questions about transportation.

The scope of the project is to provide an analysis of retail purchasing for a typical Waterloo household or Waterloo employee and identify public and private strategies to persuade residents to modify their shopping habits in ways that save money, time and the environment.

There is no cost for the project. "It is like a free project," Tom Fleming, student member told the council. It is a stepping stone to other projects, he added.

The students plan to conduct an analysis of how Waterloo compares to other communities in being friendly to pedestrians and cyclists; identify strategies to market Waterloo as a community that is a good place to live and work; and identify strategies to build on existing strengths, increase a "walk score" and increase the share of trips taken by walking and cycling.

A written report will be prepared identifying and making the case for three strategies to market Waterloo while building sustainable practices.

Following the meeting, Fleming of Lake Mills said the key for revitalizing many small towns is revitalizing the downtown. "This is a good location," he said. "There is a lot of potential for bicycle activity in the area," he added.

Fleming said he hoped to get at least 800 responses to the survey. "Hopefully, we can make Waterloo residents more proud of the city they live in."

#### Other business

- Approved an amendment to an ordinance relating to planting and removal of trees in the public right-of-way. According to new language, "trees planted in public right-of-way shall be planted no closer than 40 feet from the nearest intersection of 10 feet from any driveway opening, buried cable or other utility. No permit will be issued if the tree lawn, defined as the public right-of-way between a public street and a public sidewalk is less than six feet wide. Similarly, no permit will be issued for the planting of a tree beneath utility lines.

If a tree is removed from a tree lawn less than six feet wide, a tree will be provided by the city at 50 percent of the city's cost to property owners and will be planted on the property owner's front lawn, provided there is sufficient space. All municipally provided trees become the responsibility of the property owner.

- Approved an amendment to the ordinance relating snow and ice removal from sidewalks and the process for removal by the city if not cleared. According to new language, the entire sidewalk from edge-to-edge must be made safe for passage within 24 hours after a snowfall has stopped. If not, the snow will be removed by the city and the property owner will be billed for the time spent at the task with a minimum charge of one hour per visit. The public works director or designee, will identify sidewalk hazards and present the list to the police department. Police will visit the property and issue a warning or citation after which the list will be redirected to the public works department for shoveling, sanding or salting.

- The council met in closed session to negotiate parameters with multiple businesses expressing interest in land acquisition and development incentives in Tax Incremental District No. 3.

[http://www.hngnews.com/waterloo\\_marshall/news/local/article\\_aa2b0166-9f05-11e3-a107-001a4bcf6878.html](http://www.hngnews.com/waterloo_marshall/news/local/article_aa2b0166-9f05-11e3-a107-001a4bcf6878.html)

# Input meeting held on survey results

Story

Comments

Print Font Size

Recommend 5

Tweet 1

g+1 0

Share 0

Posted: Wednesday, April 16, 2014 2:55 pm

By Diane Graff Managing Editor | 0 comments

Posted on April 16, 2014  
by Diane Graff

The urban planning students at the University of Wisconsin-Milwaukee proposed three suggestions at an open house last week based on a survey that was taken earlier in the year.

The students proposed developing Waterloo's identity, preparing a marketing strategy for attracting businesses and outdoor recreation for the city.

Participants, of which there were about 25 at the April 8 meeting, were asked to rank the suggestions as best, better or good.

The suggestions came from a community survey that was distributed both online and in February's utility bill. The planning group said it was impressed with the response rate. To date, 550 surveys have been returned.

Of those responding, 39 percent indicated they have lived in the city 20 years or more. Twenty percent have lived in Waterloo 11 to 20 years, and 12 percent have lived in the city 6 to 10 years.

Thirty-eight percent of respondents indicated they work in Waterloo, while 2 percent work in Marshall, 15 percent in Madison, 3 percent in Watertown, 5 percent in Sun Prairie and 37 percent work in other locations or are retired.

In a typical week, 54 percent responded they do the majority of their grocery shopping in Waterloo. Sixteen percent indicated Sun Prairie, 9 percent Madison and 6 percent Watertown. Most indicated they take a trip outside of Waterloo at least once a week for other items.

When asked which shopping needs are currently not met in the city, 84 percent responded clothing, 67 percent responded restaurants, and 59 percent responded housewares/appliances. Respondents could indicate more than one response.

According to the students, the results indicated that individuals were less concerned with the accessibility, such as the abundance of bike and walking trails. They were more concerned with retail opportunities.

Many individuals shop outside of Waterloo for non-grocery items because the needs are currently not met in the city, the report stated.

According to the problem statement prepared by the students, "the City of Waterloo lacks a competitive advantage to distinguish itself from nearby communities; without planned investment, development or a strategy that markets the city's assets, Waterloo will be unable to sustain its current population and industry base."

More restaurants, food establishments and amenities would make Waterloo more attractive according to survey responses.

Responses also included the need for a more thriving downtown, more retail opportunities and more local events.

For developing Waterloo's identity, the students are proposing the city adopt a new city logo to provide it with an easily recognizable identity. The planning students also propose using social media to gain awareness and collaborate with neighboring communities to provide community events, taxi services and community programs.

Also, it was proposed that the city develop a user-friendly website and update it on a regular basis.

As part of the outdoor recreation in Waterloo, the city is the ideal starting spot for beginning and experienced kayakers, according to the findings. The next closest kayak park in Wisconsin is over 2 ½ hours away in Wausau, the report stated. The Mauneshia River has the potential to become a southern Wisconsin destination, it stated.

Respondents indicated there was an average amount of bike trail paths in the city, and most said there is no need for additional bike trails. Only 2 percent ride their bike to work.

Under marketing strategy, the students proposed a loyalty card system. The cards are used by local residents to save money while helping local businesses. Loyalty cards support the local economy by providing incentives for people to shop at local stores, restaurants and businesses. They can also be used to develop incentives for new businesses.

Alongside providing existing businesses with more incentives to stay in the community, Waterloo should also develop incentive programs to attract businesses with façade improvement grants, loans/grants, Main Street Program, chamber activities or awards for shoppers, the group proposed.

The graduate students are looking for strategies and research related to buying local.

The scope of the project is to provide an analysis of retail purchasing for a typical Waterloo household or Waterloo employee and identify public and private strategies to persuade residents to modify their shopping habits in ways to save money, time and the environment.

When asked what issues residents are most concerned with regarding the community, 58 percent responded local employment opportunities; 53 percent access to retail service; 39 percent responded education; 38 percent safety; 20 percent access to public services and 15 percent other. Those others included comments about property tax levels, streets, restaurants and activities.

When asked what people like most about Waterloo, 72 percent responded parks and open space; 44 percent safety; 27 percent schools; 12 percent bike trails and 8 percent employment opportunities. Many responded they like the small town. The majority of the respondents indicated it was very important to have neighborhoods where they can bike or walk to parks, schools, shops and restaurants.

The input from the public meeting will be considered in determining the final recommendation for the city, according to Tom Fleming, who is heading up the study group. The final report will be completed by May 19, he said.



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