



136 North Monroe Street  
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**A JOINT MEETING OF THE  
WATERLOO COMMUNITY DEVELOPMENT AUTHORITY AND  
WATERLOO COMMUNITY DEVELOPMENT COMMITTEE - AGENDA**

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

**Date:** January 17, 2017  
**Time:** 6:00 p.m.  
**Location:** Municipal Building, Council Chambers, 136 North Monroe Street

1. ROLL CALL AND CALL TO ORDER
2. MEETING MINUTES APPROVAL: Prior unapproved meeting minutes – May, June, July, August, October, November and December, 2016 (cancelled)
3. CITIZEN INPUT
4. UPDATES & REPORTS
  - a. Chamber of Commerce Liaison
  - b. Fund 600 - Monthly Financial Review
  - c. 2016 Grant Tracking Report
  - d. Renting Mauneshia Business Center
5. ECONOMIC DEVELOPMENT PLAN IMPLEMENTATION TRACKING (includes 2016 project initiatives)
  - a. Status Updates
  - b. Clerk/Treasurer's "Next 34 Days Checklist"
6. UNFINISHED BUSINESS
  - a. "You Are Here" Kiosks
  - b. Street Market Initiative, Recruiting Manager Candidates
7. NEW BUSINESS
  - a. Draft 2016 Annual Report To Be Filed With the Mayor And Council Per §35-2 Of The Municipal Code
8. FUTURE AGENDA ITEMS AND ANNOUNCEMENTS
  - a. Annual Election Of Officers, Date To Be Determined
9. ADJOURNMENT

Mo Hansen

Clerk/Treasurer

**Community Development Authority:** Ziaja, Hermanson, Stinnett, Norton, Tuttle, Moe & Reynolds **Community Dev. Comm:** Ziaja, Thomas & Petts  
Posted, Mailed and E-mailed: 01/13/2017

Please note: it is possible that members of and possibly a quorum of members of other governmental bodies of the municipality may be in attendance at the above meeting(s) to gather information. No action will be taken by any governmental body other than that specifically noticed. Also, upon reasonable notice, efforts will be made to accommodate the needs of disabled individuals through appropriate aids and services. For additional information or to request such services please contact the clerk's office at the above location.

**A JOINT MEETING OF THE  
WATERLOO COMMUNITY DEVELOPMENT AUTHORITY & WATERLOO COMMUNITY DEVELOPMENT COMMITTEE  
MEETING MINUTES: May 17, 2016**

1. ROLL CALL AND CALL TO ORDER. Ziaja called the joint meeting to order at 6:30 p.m. in the Council Chambers of the Municipal Building. CDA Members present: Ziaja, Norton, Moe, Ziaja, Hermanson, Freund and Tuttle. Absent: Stinnett. CDC members present: Petts, Thomas and Ziaja. Absent: none. Others present: Alan Coates and Clerk/Treasurer Hansen.
2. MEETING MINUTES APPROVAL: April 19, 2016 & May 9, 2016. MOTION: Moved by Hermanson, seconded by Petts to approve the meeting minutes as presented and listed on the agenda. VOICE VOTE: Motion carried.
3. CITIZEN INPUT. None.
4. PROJECT UPDATES & REPORTS
  - a. Downtown Sub-Committee
    - i. April Storefront Initiative. Taken up below.
    - ii. Cinco de Mayo Event – May 28<sup>th</sup>. Linda Norton gave a report describing event planning and event donations.
    - iii. Sue Moe said a Canvass Painting Party would be held at Stubby's Bowl on July 10<sup>th</sup> at 3 pm.
  - b. 203 East Madison Street - Reuse Concept, Funding Update. Hansen noted two pending grant applications.
  - c. UW-Whitewater Graduate Student Internship – Foreign Trade Zone #41 Feasibility Study. Hansen said Gisela Helder Sanchez-Lopez was starting this week. He said a second graduate student from Oklahoma had expressed interest in the topic.
  - d. Fund 600 - Monthly Financial Review. Hansen said the matter of resolving the Fund 600 deficit was before the Council on 5/19.
  - e. 2016 Capital Project Status Tracking. Noted.
5. UNFINISHED BUSINESS
  - a. April Storefront Initiative – Next Steps. Tuttle said she would provide a copy of a Columbus Hold Harmless document. She said compiling a list of art resources and local civic groups would be a next step. Norton encouraged the seeking of grants from the Jefferson County Arts Board
6. FUTURE AGENDA ITEMS AND ANNOUNCEMENTS
  - a. Laurie Freund resigned suggesting Michelle Soter as a replacement.
7. ADJOURNMENT. By unanimous consent the meeting adjourned. Approximate time: 7:00 pm.

Attest:



Mo Hansen  
Clerk/Treasurer

**A JOINT MEETING OF THE  
WATERLOO COMMUNITY DEVELOPMENT AUTHORITY & WATERLOO COMMUNITY DEVELOPMENT COMMITTEE  
MEETING MINUTES: June 21, 2016**

1. ROLL CALL AND CALL TO ORDER. Ziaja called the joint meeting to order at 6:00 p.m. in the Council Chambers of the Municipal Building. CDA Members present: Ziaja, Moe and Reynolds. Absent: Hermanson, Stinnett, Norton, and Tuttle. A quorum was not present. CDC members present: Petts, Thomas and Ziaja. Absent: none. Others present: Alan Coates, Michelle Soter, Bruce Dorn, Diane Graff, Keri Sellnow, Genevieve Coady, Diane Graff, Kelli Mountford and Mary Parsons, Jeni Quimby and Clerk/Treasurer Hansen.

**NOTE: Because the CDA did not have a quorum those attending reviewed matters informally, taking no action.**

2. MEETING MINUTES APPROVAL: All unapproved meeting minutes.
3. CITIZEN INPUT
4. PROJECT UPDATES & REPORTS
  - a. Downtown Sub-Committee
    - i. April Storefront Initiative (also see below)
    - ii. Cinco de Mayo Event – May 28<sup>th</sup>
    - iii. Canvas Painting At Stubby's Bowl, July 10
    - iv. Other Items
  - b. 203 East Madison Street - Reuse Concept, Funding Update
  - c. UW-Whitewater Graduate Student Internship – Foreign Trade Zone #41 Feasibility Study
  - d. Fund 600 - Monthly Financial Review
5. UNFINISHED BUSINESS
  - a. April Storefront Initiative – Next Steps
6. NEW BUSINESS
  - a. Downtown Waterloo Street Market Initiative (referred to CDA by City Council)
  - b. Former School District Sign – Reuse
7. FUTURE AGENDA ITEMS AND ANNOUNCEMENTS
  - a. Economic Development Strategic Planning process at conclusion of this meeting
  - b. Waterloo Tax Delinquent Property, 201 Van Buren Street
8. ADJOURNMENT

**NOTE: A public meeting of the Mayor's Economic Development Strategic Plan Committee took place immediately following this posted meeting.**

Attest:



Mo Hansen  
Clerk/Treasurer

**A JOINT MEETING OF THE  
WATERLOO COMMUNITY DEVELOPMENT AUTHORITY & WATERLOO COMMUNITY DEVELOPMENT COMMITTEE  
MEETING MINUTES: July 19, 2016**

1. ROLL CALL AND CALL TO ORDER. Ziaja called the joint meeting to order at 6:00 p.m. in the Council Chambers of the Municipal Building. CDA Members present: Ziaja, Hermanson, Moe, Norton, Stinnett and Tuttle. Absent: none with one vacancy. CDC members present: Petts and Ziaja. Absent: Thomas. Others present: Maureen Giese and Clerk/Treasurer Hansen.
2. MEETING MINUTES APPROVAL: Previously unapproved meeting minutes. MOTION: Moved by Stinnett, seconded by Petts to table agenda approvals. VOICE VOTE: Motion carried.
3. CITIZEN INPUT. # Maureen Giese said she was appalled by the sign proposal; said it does not belong at 4-corners; that a sign belongs in the park; that the best way to fight apathy was articles in the newspaper and that the sign purchase was a bad idea.
4. PROJECT UPDATES & REPORTS
  - a. Downtown Sub-Committee
    - i. April Storefront Initiative. Tuttle presented a Columbus example saying a hold harmless document was in the works. Kim Brozinski, Maureen Giese and Kris Marconnect were mentioned as interested displayers.
    - ii. Canvas Painting At Stubby's Bowl, July 10. Moe said the event was well attended.
    - iii. Other Items. None.
  - b. 203 East Madison Street - Reuse Concept
    - i. Funding Update. Hansen said two grants were pending.
    - ii. Sign At Site. Norton and others indicated a preference for a local sign provider. By consensus the group left it to Hansen discretion.
  - c. UW-Whitewater Graduate Student Internship – Foreign Trade Zone #41 Feasibility Study. Hansen said the project would be delayed due to the intern's status as an international student and federal clearances need to proceed.
  - d. Downtown Waterloo Street Market Initiative. Petts presented a job description. Candidate recruitment was discussed.
  - e. Fund 600 - Monthly Financial Review. Stinnett said no guidelines existed for Fund 600 budgeting. She recommended that Hermanson head up 2017 budgeting noting that revenue inflows were minimal.
5. NEW BUSINESS
  - a. Former School District Sign – Reuse. By consensus, the group decamped to the 4-corners intersection to review sign locations. By consensus the group agreed to locate the sign in front of the Maunesh Business Center west of the driveway adjacent to the bowling center.
  - b. Rental Rates for Tucker's Driving Academy, 117 E. Madison Street. No action taken.
6. FUTURE AGENDA ITEMS AND ANNOUNCEMENTS
  - a. Economic Development Strategic Planning – July 25 @ 6 pm. Noted.
7. ADJOURNMENT. By unanimous consent the meeting adjourned. Approximate time: 7:38 pm.

Attest:



Mo Hansen  
Clerk/Treasurer

**A JOINT MEETING OF THE  
WATERLOO COMMUNITY DEVELOPMENT AUTHORITY & WATERLOO COMMUNITY DEVELOPMENT COMMITTEE  
MEETING MINUTES: August 16, 2016**

1. ROLL CALL AND CALL TO ORDER. Ziaja called the joint meeting to order at 6:00 p.m. in the Council Chambers of the Municipal Building. CDA Members present: Ziaja, Hermanson, Stinnett and Tuttle. Absent: Norton & Moe. CDC members present: Petts, Thomas and Ziaja. Absent: none. Others present: Diane Graff of the Courier and Clerk/Treasurer Hansen.
2. MEETING MINUTES APPROVAL: July 19, 2016. MOTION: Moved by Ziaja, seconded by Hermanson to table meeting minutes approvals. VOICE VOTE: Motion carried.
3. CITIZEN INPUT. None.
4. PROJECT UPDATES & REPORTS
  - a. Downtown Sub-Committee
    - i. April Storefront Initiative. Communications to property owners noted.
  - b. 203 East Madison Street - Reuse Concept
    - i. Funding Update. Hansen reported that two grant notices were pending.
    - ii. Sign At Site. Hansen said he would install a project sign at the site
  - c. UW-Whitewater Graduate Student Internship – Foreign Trade Zone #41 Feasibility Study
  - d. Downtown Waterloo Street Market Initiative
  - e. Fund 600 - Monthly Financial Review. Noted.
5. NEW BUSINESS
  - a. Signage. DISCUSSION: Stinnett said she and Tim Thomas met with Sherry Rehm regarding the removal of her A-frame sign at the corner of Jefferson Street and Madison Street. She forwarded Rehm's comments that Waterloo businesses are not appreciated. She said better communication was needed. Stinnett thought the idea of "You are Here" signs identifying Waterloo locations would be of value, saying the 4-H could build them. MOTION: Moved by Hermanson, seconded by Thomas to table until the next meeting. VOICE VOTE: Motion carried.
  - b. Draft Economic Development Plan, Plan Support. DISCUSSION: The group reviewed handouts. Questions were raised as to whether or not the Chamber should be assigned tasks. Challenges the Chamber faces were discussed.
  - c. 2017 Budget Submittal To Finance, Insurance & Personnel Committee. DISCUSSION: Hermanson said he would review budget needs and forward a budget back to the Clerk/Treasurer.
6. ADJOURNMENT. By unanimous consent the meeting adjourned. Approximate time: 7:38 pm.

Attest:



Mo Hansen  
Clerk/Treasurer

**A JOINT MEETING OF THE  
WATERLOO COMMUNITY DEVELOPMENT AUTHORITY & WATERLOO COMMUNITY DEVELOPMENT COMMITTEE  
MEETING MINUTES: September 20, 2016**

1. ROLL CALL AND CALL TO ORDER. Ziaja called the joint meeting to order at 6:00 p.m. in the Council Chambers of the Municipal Building. CDA Members present: Ziaja, Hermanson, Stinnett, Tuttle, Moe and Reynolds. Absent: Norton. CDC members present: Petts, Thomas and Ziaja. Absent: none. Others present: Diane Graff of the Courier and Clerk/Treasurer Hansen.
2. MEETING MINUTES APPROVAL: August 16, 2016. MOTION: Moved by Hermanson, seconded by Thomas to table approval of meeting minutes. VOICE VOTE: Motion carried.
3. CITIZEN INPUT. None.
4. PROJECT UPDATES & REPORTS
  - a. Downtown Sub-Committee
    - i. April Storefront Initiative. DISCUSSION: Moe said twelve pieces of artwork were being displayed at the Courier office storefront. She said Maureen Giese was having difficulty reaching Nick Sharrow, and a third exhibitor was checking out locations. Tuttle said she has reached out to artist groups she knows regarding display interest. No action taken.
  - b. 203 East Madison Street - Reuse Concept
    - i. Funding Update & Site Sign. DISCUSSION: Hansen said a DNR Steward Fund grant application was turned down and a DNR Municipal Flood Control application was pending with further approvals in the works. He said the grant was a 50% match and would have to be limited to the riparian area along the river banks. In reply to a Petts question, Hansen said a 30" x 30" sign for the site needed to be completed & installed. Tuttle requested crowdfunding to pay for site improvements. No formal take action.
  - c. UW-Whitewater Graduate Student Internship – Foreign Trade Zone #41 Feasibility Study. DISCUSSION: Hansen said Gisela Helder Sanchez-Lopez had started the internship; a UW-Whitewater advisor (Prof. Kashian) was meeting weekly with her; Hansen is checking-in weekly; and a finalized scope of work was in the meeting material. Hansen said the group would review a final work product before intern compensation would be issued. No action taken.
  - d. Downtown Waterloo Street Market Initiative. DISCUSSION: Hansen said no submittals had been received; a letter was sent to 35 downtown stakeholders; Shannon Koele, Kris Paape, a woman selling at the Lake Mills market and others were contacted. Petts suggested at-home moms might be a target group from which to recruit a manager. Tuttle suggested inserts at the library. Moe and others suggested inserts at the grocery store. Thomas mentioned a conversation with Tammy McIntosh and Melanie Degler. Reynolds said Anna Maenner may have food producer contacts. Hansen said he has yet to follow-up with the UW-Extension contact on outreach to other markets. Petts said the subcommittee was going to next meet once a submittal was received. No action taken.
  - e. Fund 600 - Monthly Financial Review. DISCUSSION: Hansen said the rental rates at the Mauneshia Business Center had been reduced, the phone and internet terminated; and contact made with Dave Zastrow at the Food Pantry on reducing equipment energy usage. He said WEDC had ruled out grant funding previously included as part of the 2017 budget submittal totaling \$50,000. No action taken.
5. NEW BUSINESS
  - a. Draft Economic Development Plan, Plan Support Phase. DISCUSSION: Hansen said Kelli Mountford had conveyed prior to W&K Day that the Chamber of Commerce Board was not interested in a Chamber business director hire as called out in the plan. Hansen said the communication was short as the Board was focused on its September event. He said Mountford was stepping down from the Board with the library taking on the event button and welcome packets projects. Petts, Thomas and others noted that no public acknowledgment of a new photography business had occurred. Petts asked that an acknowledgement task be added to the plan and that the business be formally welcomed. Ziaja said the Mayor would be the best person to welcome businesses. Moe said one-on-one personal welcomes would be beneficial. Prior Chamber photos run in the newspaper for similar acknowledgments were remembered. Tuttle said the CDA could do the acknowledgment. The general consensus was to work with all to arrive at a single method for welcoming businesses. Petts suggested naming and sending a CDA-CDC liaison to the Chamber of Commerce meetings. Tuttle volunteered. Tuttle asked if the plan needs further refinement? Thomas noted that many tasks listed had been started. Petts suggested Council plan approval was needed, but rather could be brought in as specific items evolved to an

implementation point requiring Council action. Tuttle and others called for a document useful for tracking progress. Ziaja said he would give monthly CDA-CDC Progress Reports to the Council. Petts said repeatedly reporting would encourage support. Thomas asked if a moratorium on fees to encourage new home construction was something worth considering? Reynolds said using the Find Your Path Here label would help promote the idea. Hansen suggested "Find Your Path Here" and "2017." Waiving both impact fees and building permit fees was discussed. MOTION: Moved by Hermanson seconded by Tuttle to recommend to Council the waiving of impact fees and building permit fees for single family new home construction for at least the 2017 calendar year with an annual performance review. VOICE VOTE: Motion passed unanimously. MOTION: Moved by Petts, second by multiple members to name Nicole Tuttle as the CDA-CDC liaison to the Waterloo Chamber of Commerce. VOICE VOTE: Motion carried.

- b. "You Are Here" Kiosks. DISCUSSION: Stinnett said the 4-H group doesn't have time to produce the kiosks brought to the group's attention on August 16<sup>th</sup> before winter snow cover; a quote from McKay Nursery could be provided, but the question was what is the project budget? Hansen asked if a general request for donated work could be put out to the public? A high school shop class was mentioned as a possible candidate. General interest was mentioned for advertising the opportunity for constructing and donation the kiosks. Stinnett offered to identify plans. Petts said wood specifications could be included in the plans. Stinnett said the 4-H may revisit the project is it is spring of 2017. BY CONSENSUS: The matter was tabled with an update on options for construction of the kiosks to take place at the next meeting.

6. FUTURE AGENDA ITEMS AND ANNOUNCEMENTS. ## Petts asked for follow-up on a WEDC DCI grant opportunity.

7. ADJOURNMENT. By unanimous consent the meeting adjourned. Approximate time: 7:30 pm.

Attest:



Mo Hansen  
Clerk/Treasurer

**A JOINT MEETING OF THE  
WATERLOO COMMUNITY DEVELOPMENT AUTHORITY & WATERLOO COMMUNITY DEVELOPMENT COMMITTEE  
MEETING MINUTES: October 18, 2016**

1. ROLL CALL AND CALL TO ORDER. Ziaja called the joint meeting to order at 6:00 p.m. in the Council Chambers of the Municipal Building. CDA Members present: Ziaja, Hermanson, Stinnett, Norton, Tuttle and Reynolds. Absent: Moe. CDC members present: Petts, Thomas and Ziaja. Absent: none. Others present: Diane Graff of the Courier and Clerk/Treasurer Hansen.
2. MEETING MINUTES APPROVAL: MOTION: Moved by Thomas, seconded by Reynolds to approve the September 20, 2016 meeting minutes as presented. VOICE VOTE: Motion carried.
3. CITIZEN INPUT. None.
4. PROJECT UPDATES & REPORTS
  - a. Chamber of Commerce Liaison. Tuttle described Chamber meetings as informal with more information expected with Wiener & Kraut Day completed. Linda Norton asked that Cinco de Mayo be mentioned at an upcoming Chamber meeting. Stinnett highlighted the value of welcoming businesses to town.
  - b. Economic Development Strategic Plan -- Project Tracking
    - i. April Storefront Initiative. DISCUSSION: An email from Sue Moe was read on contact made to date.
    - ii. Downtown Waterloo Street Market Initiative. DISCUSSION: Stinnett suggested a manager was needed by January. She suggested the group revisit the proposal. Norton mentioned an evening market. Matt Ziaja said the sub-group (Petts, Sellnow, Moe and Tuttle) could take all the feedback and make changes if necessary.
    - iii. Find Your Path Here 2017. DISCUSSION: The group asked that developers be invited to the next meeting to get their input.
  - c. 203 East Madison Street Reuse Concept – Funding Update, Site Sign & Additional Grants. DISCUSSION: Hansen said one of two grants would be awarded. Saying the Municipal Flood Control award would be a 50% match focused on the riparian area, or river's edge. MOTION: Moved by Hermanson, seconded by Reynolds to recommend to Council acceptance of the Municipal Flood Control grant award. VOICE VOTE: Motion carried.
  - d. UW-Whitewater Graduate Student Internship – Foreign Trade Zone #41 Feasibility Study. Noted.
  - e. Fund 600 - Monthly Financial Review. Noted.
5. UNFINISHED BUSINESS
  - a. "You Are Here" Kiosks. DISCUSSION: Stinnett said plans were online, that a builder was not immediately available, and that she would find plans. No action taken.
6. NEW BUSINESS
  - a. Review Of Webinar On Downtown Economic Development, Tim Thomas. No new information. Ziaja asked that contact info be resent regarding webinars.
  - b. New Business Acknowledgement. DISCUSSION: Thomas suggested that someone should welcome new businesses, noting Portland Road restaurant. Nicole Tuttle said she would take the concept back to the Chamber.
  - c. WEDC DCI Grant Concept – Discussion On Downtown Fiber Optics Development Strategy, Jeanette Petts. DISCUSSION: Hansen reviewed requirements for a WEDC DCI grant, saying a shovel ready project would be required which we don't have at this time. No action taken.
7. FUTURE AGENDA ITEMS AND ANNOUNCEMENTS
  - a. 2016 Annual Report. Noted.
8. ADJOURNMENT. By unanimous consent the meeting adjourned. Approximate time: 7:22 pm.

Attest:



Mo Hansen  
Clerk/Treasurer



**A JOINT MEETING OF THE  
WATERLOO COMMUNITY DEVELOPMENT AUTHORITY & WATERLOO COMMUNITY DEVELOPMENT COMMITTEE  
MEETING MINUTES: November 15, 2016**

1. ROLL CALL AND CALL TO ORDER. Ziaja called the joint meeting to order at 6:00 p.m. in the Council Chambers of the Municipal Building. CDA Members present: Ziaja, Hermanson, Norton, Stinnett, Tuttle, Moe and Reynolds. Absent: none. CDC members present: Petts, Thomas and Ziaja. Absent: none. Others present: Mary Peschel, Diane Graff of the Courier and Clerk/Treasurer Hansen.
2. MEETING MINUTES APPROVAL: Prior unapproved meeting minutes. MOTION: Moved by Thomas, seconded by Stinnett to table approvals. VOICE VOTE: Motion carried.
3. CITIZEN INPUT. None.
4. PROJECT UPDATES & REPORTS
  - a. Chamber of Commerce Liaison. Nicole Tuttle said a Chamber meeting was postponed tonight. She said the group is not opposed to new projects. Details to follow after Thanksgiving.
  - b. Economic Development Strategic Plan -- Project Tracking
    - i. April Storefront Initiative. Sue Moe said a lady looking at Battenberg's as a display site declined because it was south facing. Maureen Giese was still trying to connect with Nick Sharrow.
    - ii. Downtown Street Market Initiative. See below.
    - iii. Find Your Path Here 2017. See below.
      1. 2016-2017 Additional Projects
        - a. 203 East Madison Street Reuse Concept – Municipal Flood Control Grant; Site Sign & Additional Grant Applications. Noted.
        - b. UW-Whitewater Graduate Student Internship – Foreign Trade Zone #41 Feasibility Study. Noted.
  - c. Fund 600 - Monthly Financial Review. The reduction of rent for Tucker's Driving Academy was noted. Ideas for greater rental activity were discussed. Ziaja asked that the matter of increased rental activity be a recurring agenda item.
5. UNFINISHED BUSINESS
  - a. "You Are Here" Kiosks. Discussion: Stinnett said the school was not interested; proposing it to the Marshall school, advertising for a builder, seeking donations and purchasing materials were all mentioned. Ziaja asked that it be mentioned on the website. Locations mentioned were by the toilets at Firemen' Park, downtown and 720 W. Madison St.
6. NEW BUSINESS
  - a. Find Your Path Here 2017 - Invited John Dewitt (DeYoung Farms Developer) and Mike & Jean Valent (Treyburn Farms Developers). DISCUSSION: An email from Valent was read. No reply was received from DeWitt. Hansen said the Council had approved the concept; that a focus on home builders and real estate agents would be the focus.
  - b. Downtown Street Market Initiative, Sub-Committee Recommendation
    - i. Awarding A CDA Contract To Mary Peschel. DISCUSSION: Mary Peschel introduced herself; answered questions from Ziaja and others; suggested creating an advisory council and noted that Tammy McIntosh expressed interest. In reply to a Stinnett question Peschel said a Saturday morning event and her contacts would make a difference. MOTION: Moved by Hermanson, seconded by Stinnett to recommend to Council that it enter into a services agreement with Mary Peschel to serve as Street Market Manager for the Downtown Street Market Initiative.
7. FUTURE AGENDA ITEMS AND ANNOUNCEMENTS
  - a. 2016 Annual Report – Draft at December meeting. Noted.
  - b. New Business Info Sent To Chamber of Commerce. Noted.
    - i. Angela M. Slager, Prairie Girl Quilts, 840 Hiawatha Trail, [www.prairiegirlquilts.com](http://www.prairiegirlquilts.com)
    - ii. Martin Rowe & Debra Ehmann, Art Studio, 422 West Madison Street
8. ADJOURNMENT. By unanimous consent the meeting adjourned. Approximate time: 7:30 pm.

Attest:

A handwritten signature in black ink that reads "Mo Hansen". The signature is written in a cursive, slightly slanted style.

Mo Hansen  
Clerk/Treasurer

**NOTE:**  
**Revenue here is Jan. - Nov.**  
**Expense is Jan. - Dec.**

**CITY OF WATERLOO**

DETAIL REVENUES WITH COMPARISON TO BUDGET  
 FOR THE 12 MONTHS ENDING DECEMBER 31, 2016

**FUND 600 - COMMUNITY DEVELOP AUTHORITY**

	PERIOD ACTUAL	YTD ACTUAL	BUDGET AMOUNT	VARIANCE	% OF BUDGET
<u>PUBLIC CHARGES FOR SERVICE</u>					
600-46-4674-000 MBC BUILDING RENTAL	.00	1,500.00	6,000.00	( 4,500.00 )	25.00
TOTAL PUBLIC CHARGES FOR SERVICE	.00	1,500.00	6,000.00	( 4,500.00 )	25.00
<u>OTHER FINANCING SOURCES</u>					
600-49-4921-000 TRANSFER FROM GENERAL FUND	.00	32,335.00	32,335.00	.00	100.00
TOTAL OTHER FINANCING SOURCES	.00	32,335.00	32,335.00	.00	100.00
TOTAL FUND REVENUE	.00	33,835.00	38,335.00	( 4,500.00 )	88.26

**CITY OF WATERLOO**  
 DETAIL EXPENDITURES WITH COMPARISON TO BUDGET  
 FOR THE 12 MONTHS ENDING DECEMBER 31, 2016

**FUND 600 - COMMUNITY DEVELOP AUTHORITY**

	PERIOD ACTUAL	YTD ACTUAL	BUDGET AMOUNT	VARIANCE	% OF BUDGET
<u>MAUNESHA BUSINESS CENTER</u>					
600-51-5162-220	MAUNESHA BUSINESS TELEPHONE	.00	342.48	300.00 ( 42.48 )	114.16
600-51-5162-221	MAUNESHA BUSINESS ELECTRIC	333.20	2,724.34	2,700.00 ( 24.34 )	100.90
600-51-5162-222	MAUNESHA BUSINESS HEAT	142.69	630.46	1,200.00 569.54	52.54
600-51-5162-223	MAUNESHA BUSINESS WATER/SEWER	91.93	534.63	525.00 ( 9.63 )	101.83
600-51-5162-290	MAUNESHA BUSINESS CLEAN CONTRA	148.80	892.80	893.00 .20	99.98
600-51-5162-341	MAUNESHA BUSINESS INTERNET	.00	660.00	821.00 161.00	80.39
600-51-5162-350	MAUNESHA BUSINESS CLEANING SUP	.00	28.99	50.00 21.01	57.98
600-51-5162-351	MAUNESHA BUSINESS REPAIRS/MAIN	.00	924.48	900.00 ( 24.48 )	102.72
	TOTAL MAUNESHA BUSINESS CENTER	716.62	6,738.18	7,389.00 650.82	91.19
<u>PLANNING AND CONSERVATION</u>					
600-56-5630-220	PROJECT CDA PROGRAMS	.00	301.00	200.00 ( 101.00 )	150.50
	TOTAL PLANNING AND CONSERVATION	.00	301.00	200.00 ( 101.00 )	150.50
	TOTAL FUND EXPENDITURES	716.62	7,039.18	7,589.00 549.82	92.76
	NET REVENUES OVER EXPENDITURES	( 716.62 )	26,795.82	30,746.00 ( 3,950.18 )	87.15

# CITY OF WATERLOO

BALANCE SHEET  
DECEMBER 31, 2016

## FUND 600 - COMMUNITY DEVELOP AUTHORITY

### ASSETS

600-11100	TREASURER'S CASH	( 1,449.83 )	
600-13000	DUE FROM OTHER GOVERNMENTS	.00	
600-13101	ACCOUNTS RECEIVABLE PRIOR YEAR	.00	
600-18101	CONSTRUCTION IN PROGRESS CDA	.00	
		<hr/>	
	TOTAL ASSETS		( 1,449.83 )

### LIABILITIES AND EQUITY

#### LIABILITIES

600-21100	VOUCHERS PAYABLE	.00	
600-26100	DEFERRED REVENUE	.00	
		<hr/>	
	TOTAL LIABILITIES		.00

#### FUND EQUITY

600-34300	FUND BALANCE	( 28,245.65 )	
	REVENUE OVER EXPENDITURES - YTD	26,795.82	
		<hr/>	
	TOTAL FUND EQUITY		( 1,449.83 )
	TOTAL LIABILITIES AND EQUITY		( 1,449.83 )

# CITY OF WATERLOO

DETAIL REVENUES WITH COMPARISON TO BUDGET  
FOR THE 1 MONTHS ENDING JANUARY 31, 2017

## FUND 600 - COMMUNITY DEVELOP AUTHORITY

	PERIOD ACTUAL	YTD ACTUAL	BUDGET AMOUNT	VARIANCE	% OF BUDGET
<u>PUBLIC CHARGES FOR SERVICE</u>					
600-46-4674-000	MBC BUILDING RENTAL	.00	.00	1,500.00 ( 1,500.00 )	.00
	TOTAL PUBLIC CHARGES FOR SERVICE	.00	.00	1,500.00 ( 1,500.00 )	.00
<u>MISCELLANEOUS REVENUES</u>					
600-48-4850-000	DONATIONS LOCAL	.00	.00	1,000.00 ( 1,000.00 )	.00
	TOTAL MISCELLANEOUS REVENUES	.00	.00	1,000.00 ( 1,000.00 )	.00
<u>OTHER FINANCING SOURCES</u>					
600-49-4910-000	REVOLVING LOAN FUND REIMBURSE	.00	.00	50,000.00 ( 50,000.00 )	.00
600-49-4921-000	TRANSFER FROM GENERAL FUND	.00	.00	4,710.00 ( 4,710.00 )	.00
600-49-4928-000	TRANSFER FROM TID #2	.00	.00	6,000.00 ( 6,000.00 )	.00
	TOTAL OTHER FINANCING SOURCES	.00	.00	60,710.00 ( 60,710.00 )	.00
	TOTAL FUND REVENUE	.00	.00	63,210.00 ( 63,210.00 )	.00

**CITY OF WATERLOO**  
 DETAIL EXPENDITURES WITH COMPARISON TO BUDGET  
 FOR THE 1 MONTHS ENDING JANUARY 31, 2017

**FUND 600 - COMMUNITY DEVELOP AUTHORITY**

	PERIOD ACTUAL	YTD ACTUAL	BUDGET AMOUNT	VARIANCE	% OF BUDGET	
<u>MAUNESHA BUSINESS CENTER</u>						
600-51-5162-220	MAUNESHA BUSINESS TELEPHONE	.00	.00	275.00	275.00	.00
600-51-5162-221	MAUNESHA BUSINESS ELECTRIC	.00	.00	2,575.00	2,575.00	.00
600-51-5162-222	MAUNESHA BUSINESS HEAT	.00	.00	1,150.00	1,150.00	.00
600-51-5162-223	MAUNESHA BUSINESS WATER/SEWER	.00	.00	500.00	500.00	.00
600-51-5162-290	MAUNESHA BUSINESS CLEAN CONTRA	.00	.00	850.00	850.00	.00
600-51-5162-341	MAUNESHA BUSINESS INTERNET	.00	.00	775.00	775.00	.00
600-51-5162-350	MAUNESHA BUSINESS CLEANING SUP	.00	.00	50.00	50.00	.00
600-51-5162-351	MAUNESHA BUSINESS REPAIRS/MAIN	.00	.00	850.00	850.00	.00
	TOTAL MAUNESHA BUSINESS CENTER	.00	.00	7,025.00	7,025.00	.00
<u>PLANNING AND CONSERVATION</u>						
600-56-5630-220	PROJECT CDA PROGRAMS	.00	.00	6,185.00	6,185.00	.00
	TOTAL PLANNING AND CONSERVATION	.00	.00	6,185.00	6,185.00	.00
<u>ECONOMIC DEVELOPMENT</u>						
600-56-5670-720	REVOLVING LOAN FUND	.00	.00	50,000.00	50,000.00	.00
	TOTAL ECONOMIC DEVELOPMENT	.00	.00	50,000.00	50,000.00	.00
	TOTAL FUND EXPENDITURES	.00	.00	63,210.00	63,210.00	.00
	NET REVENUES OVER EXPENDITURES	.00	.00	.00	.00	.00

CITY OF WATERLOO GRANT TRACKING

By Oversight Entity 12/9/2016 9:05 AM

LOO ID#	OVERSIGHT	GRANT NAME	GRANT ADMIN ID	FUNDING PROJECT(S)?	APP SUBMITTED	AWARD Y/N	AWARD AMOUNT	AWARD DATE	CLOSE OUT DATE	MATCH DETAILS	NEXT ADMIN DL	NEXT ADMIN ACTION	PROJ STATUS
2016-02	Community Development Authority	DNR Municipal Flood Control	MFC-28290-16	203 E Madison St (Shore Restoration)	May 2016	YES	\$21,780	10/4/2016	10/4/2018	50% local; accepted with no match decision			
2016-03	Community Development Authority	DNR Stewardship	-	203 E Madison St (whole concept)	May 2016	No							
2016-06	Community Development Authority	Junginger Foundation Ask	-	Seeking match for Muni Flood Control @ 203 East Madison Street	TBD								
2015-02	JCEDC & Public Works & Property Comm	EPA Environmental Remediation via County		333 Portland Rd site assessment phase 2	N/A	YES	unknown	7/7/1905		no match			Program Admin by Jefferson County Economic Development Consortium
2012-01	Parks Comm	DNR Waterloo Regional Trailhead Construction	RTA-648-14	Waterloo Regional Trailhead construction	2012	YES	\$45,000	7/5/1905	ASAP	50% local match	asap submit to DNR's Housely	(1) Complete Parks Comprehensive Outdoor Recreation Plan update; (2) submit final request and closeout to DNR	Waiting on Comprehensive Outdoor Recreation Plan
2016-01	Parks Comm	DOA CDBG-DR IKE Supplemental	CDBG-DR-IKE#16-07	720 W Madison St Phase 3 (remove river obstructions & river bank restoration)	Jan 2016	YES	\$107,375	1/21/2016	3/31/2017	no match	1/31/2016	Submit labor standards report	Construction done with reimbursebursement & close out to finish
2016-07	Parks Comm	Major League Baseball -BTF Grant		Ball diamond improvements	Fall 2016								Grant committee to reply in Feb. 2017
2016-04	Public Works & Property Comm	TBD USDA	-	Seeking match for Muni Flood Control @ 203 East Madison Street	TBD								
2016-05	Public Works & Property Comm	DNR Private Lead Service Line Program		Private lead water system 2016-2019	June 2016	YES	\$330,000	10/19/2016	10/19/2019	no match		Set up entire program; prioritize STH 19 properties	Set up entire program; prioritize STH 19 properties
2016-06	Public Works & Property Comm	DNR Recycling	RU-28290	General Fund contracted recycling expense & some compost site activities	10/01/2016	YES	\$11,737	TBD	12/31/2017	no match	2016 ACTUALS SUBMITTED	2016 ACTUALS SUBMITTED	Funded; recurring annual application and award
2017-01	Public Works & Property Comm	County culvert aid	-	DPW 2017 culvert replacement (ask: \$30,000)	TBD					no match		Contact County	Request aid
2017-02	Public Works & Property Comm	DNR Private Lead Service Line Program		Private lead water system 2017-2020	10/31/2016	tbd	\$200,000			no match			



**CITY OF WATERLOO GRANT TRACKING**

By Oversight Entity 12/9/2016 9:05 AM

LOO ID#	OVERSIGHT	GRANT NAME	GRANT ADMIN ID	FUNDING PROJECT(S)?	APP SUBMITTED	AWARD Y/N	AWARD AMOUNT	AWARD DATE	CLOSE OUT DATE	MATCH DETAILS	NEXT ADMIN DL	NEXT ADMIN ACTION	PROJ STATUS
2017-04	Waterloo Utilities	WPPI Annual \$1000		TBD		YES	\$1,000	1/1/2017		no match		propose project award ideas to Barry	Annually awarded by Utility Commission with Superintendent's recommendation
2014-01		Idle Site Industrial Grnat	ISR FY14-22204	333 W Madison St demo; site remediation, Movin' Out incentive, pedestrian bike path, bridge removal	Nov 2013	YES	\$584,000	4/3/2014	3/31/2017	Private dollars invested need to be reported and invested	1/31/2016 Semi-Annual Report	Submit full reimbursement to WEDC	Close-out with all awarded dollars not spent
2017-03		DOA READI via Waterloo Community Foundation		TBD (1)training, (2)housing & (3)economic development								follow-up on request to Waterloo Community Foundation head Steve Battenberg	Generate & submit application via foundation or qualifying "CDO"

City of Waterloo  
**Economic Development Strategic Plan Implementation Tracking**  
 12/15/2016 10:04 AM

**FOCUS: Industrial & Commercial Development**

ITEM	STATUS	GOAL	ACTION	GOAL METRICS	LEAD	SUPPORT	PHASE / YEAR	EXPENSE		PROGRESS REPORT
								NOTES		
IC1	IN-PROGRESS condemnation proceedings	Ready 17 acre industrial site (333 Portland Rd) for reuse	Pursue grants for remediation of blighted site with focus on future industrial reuse and job creation	Site ready with for reuse 1/1/2018	Clerk/Treas	CDA	2016 site research; 2017 remediation; 2018 site marketing	TID #3 plus staff time		Attorney progressing with court warrant to complete site appraisal; real estate agent asking about package deal Community Building & Portland Rd
IC2	APPROVED CONCEPT	Comprehensive vacant property marketing	List available properties on site selector websites (LoopNet, LocatelnWisconsin, etc)	Listings on a minimum of 3 site selector websites as of 1/1/2017	Clerk/Treas	JCEDC	Begin 1/1/2017 quarterly updates thereafter	\$1,000 per year plus staff time		
IC3	APPROVED CONCEPT	Target/Recruit business start-ups in growing sectors	Convene pro bono real estate team to guide assembly of materials tied to specific parcels	One growing sector business located by 6/1/2018;	Clerk/Treas	JCEDC	Convene team by 1/1/2017; one sector outreach each quarter	\$1,000 per year plus staff time		

**FOCUS: Downtown Commercial Activity**

ITEM	STATUS	GOAL	ACTION	GOAL METRICS	LEAD	SUPPORT	PHASE / YEAR	EXPENSE		PROGRESS REPORT
								NOTES		
DO1	IN-PROGRESS program renewed	Draw customers downtown with effective, creative signage.	Continue matching façade grant program	3 municipal façade grants per yr.	Clerk/Treas	CDA, Property owner	2016-2020	\$5,000 per year plus staff time		CT revising application info after Fin. Comm. 2016 program modifications
DO2	APPROVED CONCEPT	Facilitate redevelopment of key downtown locations	work with owners to explore in-fill redevelopment	Building permits for four targeted locations.		CDA, Property owners	One location per calendar year	Waiving all permit fees		Sellnow property approved for residential on 1st floor; other requests likely
DO3	IN-PROGRESS artwork phase in progress	Fill vacant downtown spaces with interim phase of art work in windows	Establish program to recruit downtown tenants, focused on local existing businesses	90% occupancy	CDA	Property owners	2016 Program Development, 2017 Program funding & roll-out	TBD		Sue Moe connecting displays with property owners. One displayer to date
DO4	APPROVED CONCEPT	Recruit a full service downtown restaurant as an anchor draw	Develop 3 concepts for building reuse as restaurants	Market study 2017; one project building permit in 2018	CDA	Property owners	2017-2020	TBD		
DO5	IN-PROGRESS searching for manager champion	Redefine downtown as a family friendly commercial destination	Establish recurring weekly Street Market	2016-2017 identify leadership team/manager; market launch 2017	CDA	Clerk/Treas	2016 ID market champions; 2017 launch market; 2018 build sustainability	2016- 2017: \$6,000		Candidate withdraws re-open search for manager candidates

City of Waterloo  
**Economic Development Strategic Plan Implementation Tracking**

12/15/2016 10:04 AM

ITEM	STATUS	GOAL	ACTION	GOAL METRICS	LEAD	SUPPORT	PHASE / YEAR	EXPENSE	PROGRESS REPORT
								NOTES	
<b>FOCUS: Waterloo Promotion</b>									
ITEM	STATUS	GOAL	ACTION	GOAL METRICS	LEAD	SUPPORT	PHASE / YEAR	EXPENSE	PROGRESS REPORT
PRO1	APPROVED CONCEPT	Coordinated external advertising	Coordinated advertising by local businesses	Measurable retail sales increases linked to ad campaign		JCEDC	2017 test campaign; 2018 follow-up campaign	TBD	
PRO2	APPROVED CONCEPT	Marketing databases & monthly outreach to market area	Build digital market area lists for monthly Waterloo promotional initiatives or opportunities	12 creative digital/social media outreach efforts	Clerk/Treas		2017 test campaign; 2018 follow-up campaign	TBD	Mail Chimp email list needs to be rebuilt and added to. Emails, robo-calls & social media, in part, generates sizable # of early voters for Nov. election

**FOCUS: Community Aesthetics & Infrastructure**

ITEM	STATUS	GOAL	ACTION	GOAL METRICS	LEAD	SUPPORTING	PHASE / YEAR	EXPENSE	PROGRESS REPORT
								NOTES	
AES1	APPROVED CONCEPT	Community wide Spring Clean-up	Promote a coordinated two weekend Spring clean-up period	40 volunteer hrs. for public spaces; less than 5 blight causing properties post event	Clerk/Treas	CDA	First two April weekends	TBD	11/13/16 CT seeking volunteers committee
AES2	APPROVED CONCEPT	Improve downtown aesthetics & pedestrian amenities	Adopt a pot planter program on bridges and Veterans Park	Five additional planters in each of the next 4 yrs.		Clerk/Treas	2017 = 5; 2018=10; 2019 = 15; 2020 20	TBD	
AES3	APPROVED CONCEPT	Implement planned bike connections from local & regional connectivity plans	Fund parks development plans for paths	One path segment each year	Clerk/Treas	CDA	2016 - Riverwalk Dev (W. Madison to Edison).; 2018 - Waterloo / Watertown Phase 1 (Trek to downtown)	TBD	
AES4	APPROVED CONCEPT	Offer free garden space, surplus produce to food pantry	Re-establish seasonal public community garden space	Make available ten garden plots each March	Parks Comm.	Clerk/Treas	2017 - 2020	< \$100	

**FOCUS: Communication & Organizational Capacity**

ITEM	STATUS	GOAL	ACTION	GOAL METRICS	LEAD	SUPPORT	PHASE / YEAR	EXPENSE	PROGRESS REPORT
								NOTES	
ORG1	IN-PROGRESS weekly posts	Engage residents with expanded online presence	Expand social media with focus on new residents	2,000 FB likes by August 2018	Clerk/Treas	Clerk Asst.	2016-2020	\$500 per year	Facebook, LinkedIn, Google+ accounts operational; weekly use; working with FB consultant on streamlining for library

City of Waterloo  
**Economic Development Strategic Plan Implementation Tracking**

12/15/2016 10:04 AM

ITEM	STATUS	GOAL	ACTION	GOAL METRICS	LEAD	SUPPORT	EXPENSE		PROGRESS REPORT
							PHASE / YEAR	NOTES	
ORG2	APPROVED CONCEPT	Make available New Resident Welcome Packet	Annually update digital and printed welcome material	100% of new residents reached by August 2018	Library	Waterloo Water & Light	2017 planning; 2018 implement		9/15/16 Kelli Mountford to lead
ORG3	APPROVED CONCEPT	Maintain community market data for businesses on City website	Quarterly update of information	3000 page views annually	Clerk/Treas		Quarterly	Staff time	11/13/16 Realtors looking have home buyers looking for home sellers
ORG4	APPROVED CONCEPT	Broaden funding sources for economic development capacity	Explore options for community foundations and other private organizations to fund economic development capacity	New support dollars source in 2017, 2018 and 2019	Clerk/Treas	Chamber, CDA, JCEDC	One new funding source each year	New net revenue for specific goal	
ORG5	APPROVED CONCEPT	Increase organizational capacity	Unknown	Unknown	Unknown	Unknown			

**FOCUS: Housing**

ITEM	STATUS	GOAL	ACTION	GOAL METRICS	LEAD	SUPPORT	EXPENSE		PROGRESS REPORT
							PHASE / YEAR	NOTES	
HOU1	IN-PROGRESS planning program launch	Incentivize new home construction	Reconstitute "Find Your Path Here" Program	Development agreement(s) with residential builder/developers	CDA	City	2016: Program planning; 2017: Implement	Waive permits & impact fees for revenue neutral 2017	CT assembling lists of builders, real estate agents for program notification
HOU2	APPROVED CONCEPT	Increase investment in improving existing housing stock focused along state highways	Market existing programs directly to property owners in targeted areas along state highways.	10% annual increase in residential projects per permitting application	CDA	JCEDC, Project Home, USDA	2016 program planning; 2017 Implement with focus on STH 19 construction area.	Marketing material \$1,000 per year and staff time.	

**FOCUS: Fostering Entrepreneurial Opportunity**

ITEM	STATUS	GOAL	ACTION	GOAL METRICS	LEAD	SUPPORT	EXPENSE		PROGRESS REPORT
							PHASE / YEAR	NOTES	
ENT1	APPROVED CONCEPT	Provide easy access to locally based information for those starting, expanding or relocating a business	Create a "Doing Business in Waterloo" information set with charts describing ease of local development	500 page views per year	Clerk/Treas	JCEDC	Roll out second quarter of 2017 with annual updates thereafter	Staff time	
ENT2	APPROVED CONCEPT	Encourage business creation with annual opportunity for pop-up store fronts in empty storefront	Spring pop-up store with graduated rental rents	three pop-up stores each Spring until vacancy rates limit storefront options	CDA	JCEDC	Four quarter 2016 program planning; Spring 2017 pop-up launch	Staff time	

City of Waterloo  
**Economic Development Strategic Plan Implementation Tracking**  
 12/15/2016 10:04 AM

ITEM	STATUS	GOAL	ACTION	GOAL METRICS	LEAD	SUPPORT	PHASE / YEAR	EXPENSE NOTES	PROGRESS REPORT
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**FOCUS: 2016/2017 Add-On Projects**

ITEM	STATUS	GOAL	ACTION	GOAL METRICS	LEAD	SUPPORT	PHASE / YEAR	EXPENSE NOTES	PROGRESS REPORT
2016A	GRANT AWARD RECEIVED FOR RIPARIAN AREA	Construct 2015 CDA-CDC concept plan for 203 East Madison Street	1. Apply for grants for match. 2. See match in other forms (TIF, donations, etc.) 3. Engage engineering firm for scope of work and bid docs. 4. Install sign	Riparian area completed by May 1, 2016	CDA	Clerk/Treas	Riparian area completed by May 1, 2016	Staff time	Montgomery Associates staff assembling engineering scope of work estimate
2016B	INTERNSHIP WORK IN PROGRESS	Conduct feasibility study for how Waterloo can benefit from Foreign Trad Zone 41	UW-Whitewater grad student conducting study.	Report reviewed by CDA-CDC and	CDA	Clerk/Treas		Staff time +\$1,500 stipend	Intern conducting 100 area business surveys to as aprt of study

## Mo Hansen

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**From:** Mo Hansen <cityhall@waterloowi.us>  
**Sent:** Monday, December 05, 2016 4:16 PM  
**To:** Angie Stinnett; parks@waterloowi.us  
**Cc:** Sean Hennessy (shenness@amfam.com); (chckgram@charter.net)  
**Subject:** Waterloo kiosk signage / new information

Angie and Gabe,

1. Chuck Wolfgram suggested, and Sean Hennessy blessed, the ideas of using the outward facing portion of the existing kiosk in front of the Carousel as the Waterloo Information Kiosk for Firemen's Park. Sean even suggested placing a sign on top of with larger lettering indicating that it was an Information kiosk.
2. A kiosk opportunity exists on the exterior sign at the Waterloo Regional Trailhead and also inside the atrium.
3. If we slightly retro-fit the former High School lighted sign -- to be located at the Maunasha Business Center -- to also serve as an a third information kiosk location, would this accomplish the initial task of providing kiosk information? As needs grow, additional kiosks could be placed.

Chuck also suggested a digital sign at 720 West Madison Street. Thank you Chuck Wolfgram for this suggestions.

Angie, Gabe -- your thoughts on 1-3 above???

*Mo Hansen*

Clerk/Treasurer

City of Waterloo

office: 920.478.3025

[CityHall@Waterloowi.us](mailto:CityHall@Waterloowi.us)

*Follow Waterloo on Facebook >*

| **WEB** | **INFO ALERTS SIGN-UP** |

## Mo Hansen

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**From:** Mo Hansen <cityhall@waterloowi.us>  
**Sent:** Tuesday, December 06, 2016 10:40 AM  
**To:** Waterloo Clerk/Treas Office  
**Subject:** Downtown Waterloo Street Market Initiative / opportunity

Waterloo Area Contracts:

Do you want to see Waterloo's downtown be its best?

Help get the word out about the Downtown Waterloo Street Market Manager opportunity. The Waterloo Community Development Authority (a citizen driven, appointed group focused on economic development...) is looking for a champion, serving as an independent contractor, to help launch a downtown street market.

LEARN MORE: <http://www.waterloowi.us/municipal-website/employment-opportunities>

*Mo Hansen*

Clerk/Treasurer

City of Waterloo

office: 920.478.3025

[CityHall@Waterloowi.us](mailto:CityHall@Waterloowi.us)

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| **WEB** | **INFO ALERTS SIGN-UP** |

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136 North Monroe Street • Waterloo, WI 53594-1198 • Fax: 920.478.2021

**TO:** MAYOR AND CITY COUNCIL  
**FROM:** MO HANSEN ON BEHALF OF THE WATERLOO COMMUNITY DEVELOPMENT AUTHORITY  
**SUBJECT:** 2016 COMMUNITY DEVELOPMENT ANNUAL REPORT -- PURSUANT TO SECTION 35-2(F) OF THE MUNICIPAL CODE  
**DATE:** DECEMBER 14, 2016

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## ***2016 COMMUNITY DEVELOPMENT AUTHORITY ANNUAL REPORT***

### **COMPOSITION & ORGANIZATION:**

Chairperson Matthew Ziaja, Council Term: 2013 – 2017  
Vice Chairperson Michael Hermanson, 2012 - 2016  
Angie Stinnett, Council Term: 2013 – 2017  
Linda Norton, 2013 – 2017  
Lindsay Reynolds, filling unexpired term ending in 2017  
Sue Moe, 2014 – 2018  
Nicole Tuttle, 2015 – 2019

Two Alderpersons – (duration of their council terms of office) and five non-council members – 4-year term

The Community Development Authority (“CDA”), met jointly with the Community Development Committee (a subcommittee of the City Council: Matt Ziaja, Tim Thomas, Jeanette Petts) monthly in the Council Chambers, typically the third Tuesday at 6:00 pm. The Clerk/Treasurer provided staff support.

### **POWERS AND DUTIES:**

As granted by Chapter 35 of the municipal code, the CDA shall have all powers and duties in §§ 66.1333 Wis. Stats. (Operate as a Redevelopment Authority for the purposes of blight elimination and slum clearance). Furthermore, it shall have all powers and duties in §§ 66.1201 Wis. Stats. (Run municipal housing projects; to acquire property by eminent domain; to own, clear and improve property; to invest funds; to execute bonds and take on indebtedness). The CDA also has the powers, duties and functions related to community development as are conferred upon it by the Common Council from time to time.

### **GOALS & OBJECTIVES:**

1. Carried Over From 2015 -- 203 East Madison Street Redevelopment – per approved site drawing.
2. Economic Development Strategic Plan Implementation – collaborating with multiple project partners: prioritization, monthly progress review and project oversight working with Clerk/Treasurer.

### **2016 ACTIVITIES:**

1. Seeking Grants. The joint body directed the Clerk/Treasurer to apply for two DNR grants for 203 East Madison Street. One grant was awarded. A 50% match Municipal Flood Control grant for



\$21,000, focused on the river's edge, was awarded and accepted by the City Council. (The 50% match amount has yet to be determined.)

2. Downtown Store Front Initiative And A Downtown Focus. Outreach to downtown property owners to match vacant store fronts with artists/organizations interested in displays occurred over numerous months. One match led to a display of portraits at 123 North Monroe Street. Members also photographed and reported on existing downtown blighting influences, and promoted a canvass painting event at Stubby's Bowl on July 10<sup>th</sup>.
3. Sponsorship and support for a 1<sup>st</sup> Annual Waterloo Cinco de Mayo Festival at Firemen's Park. This family-friendly event was organized by Gregorio Ayala and Linda Norton. It featured food, music, piñatas and a children's play area.
4. Temporary Fund 600 structural deficit remedy. All CDA revenues and expenses are segregated to Fund 600. The CDA recommended, and City Council allocated, fund balance from the municipal General Fund to bring assets and liabilities into balance for Fund 600 as of January 1, 2016. The structural deficit was the result of operating expenses exceeding revenue for Maunesh Business Center (MBC). Fund 600 has one recurring revenue source to cover recurring expenses, MBC rental fees. In 2016 the Finance, Insurance & Personnel Committee reduced the rental rate for the lone renter, Tucker's Driving Academy. A scenario may be recreated whereby expenses will outpace rental income for operating the MBC. The 2015 year-end fund balance was **-\$28,245.65**. The 2016 year-end fund balance is projected to be: **-\$1,000**. EXHIBIT A: 2016 Fund 600 budget.
5. Maunesh Business Center. In 2016 the City Band and Waterloo/Marshall Food Pantry used this facility at no charge as they have done for many years. Beginning in 2012 Tucker's Driving Academy rented the first floor for training approximately one week a month.
6. Economic Development Strategic Plan -- Consensus Building. In 2016 CDA-CDC members participated in a public workshop and meetings involving the Mayor's Strategic Planning Committee and representatives from the Waterloo Chamber of Commerce with the purpose of arriving at a municipal economic development strategic plan. A project services contract with Vierbicher & Associates was terminated early due to poor performance. Vierbicher & Associates finished a Market Analysis (editing required) and a Tax Incremental Financing Analysis before leaving the project. The Jefferson County Economic Development Consortium's Genevieve Coady assisted until she took a new job in Chicago. A plan is completed. The CDA-CDC has become the de facto body for plan oversight and implementation. This will be a challenge as Fund 600 has no net revenue to devote towards implementation. EXHIBIT B: Economic Development Strategic Implementation summary.
  - a. In-progress concepts from this process include:
    - i. Downtown Street Market Initiative
    - ii. 2017 Find Your Path Here Program (waiving fees for new home construction)
    - iii. Expanded use of social media
    - iv. Readyng 17 acres at 333 Portland Road for reuse/redevelopment
    - v. Downtown store front art initiative
    - vi. Continuation of the Downtown Façade Improvement program

7. Naming CDA-CDC Liaison. Nicole Tuttle volunteered and was appointed to serve as the liaison between the CDA-CDC and the Waterloo Chamber of Commerce.
8. Foreign Trade Zone #41 Feasibility Study. The CDA-CDC gave the go ahead for a UW-Whitewater graduate student to conduct a study to determine the feasibility of Waterloo benefitting from being located within Foreign Trade Zone #41. EXHIBIT C: FTZ Summary Memo, September 15, 2016.
9. Stakeholder Interviews. The Clerk/Treasurer conducted stakeholder interviews reporting back to the group in May. EXHIBIT D: Summary of Stakeholder Interviews, May 12, 2016.
10. Connect Communities Information Resources. CDA-CDC members have access to regular emails directing readers to community development research, ideas and best practices from the Wisconsin Economic Development Corporation's Connect Communities program.
11. Downtown Signage & Community Kiosks. (a) At the request of a CDA member, and after consulting with the Mayor, a changeable letter, back-lighted sign formerly used at the high school was acquired to be erected in front of the Maunasha Business Center. (b) The CDA-CDC recommended and the Council approved the creation of a small project sign for 203 East Madison Street, to be install. (c) The CDA-CDC is considering the creation of "You are here" kiosks with downtown and Firemen's Park identified as likely locations.
12. 2017 Budget. The CDA recommend, the City Council adopted in its entirety, a 2017 budget focused on seeking grants to fund activities.

EXHIBIT A

**CITY OF WATERLOO**  
 DETAIL REVENUES WITH COMPARISON TO BUDGET  
 FOR THE 11 MONTHS ENDING NOVEMBER 30, 2016

**FUND 600 - COMMUNITY DEVELOP AUTHORITY**

	PERIOD ACTUAL	YTD ACTUAL	BUDGET AMOUNT	VARIANCE	% OF BUDGET
<u>PUBLIC CHARGES FOR SERVICE</u>					
600-46-4674-000 MBC BUILDING RENTAL	.00	1,500.00	6,000.00	( 4,500.00 )	25.00
TOTAL PUBLIC CHARGES FOR SERVICE	.00	1,500.00	6,000.00	( 4,500.00 )	25.00
<u>OTHER FINANCING SOURCES</u>					
600-49-4921-000 TRANSFER FROM GENERAL FUND	.00	32,335.00	32,335.00	.00	100.00
TOTAL OTHER FINANCING SOURCES	.00	32,335.00	32,335.00	.00	100.00
TOTAL FUND REVENUE	.00	33,835.00	38,335.00	( 4,500.00 )	88.26

**CITY OF WATERLOO**  
 DETAIL EXPENDITURES WITH COMPARISON TO BUDGET  
 FOR THE 11 MONTHS ENDING NOVEMBER 30, 2016

**FUND 600 - COMMUNITY DEVELOP AUTHORITY**

	PERIOD ACTUAL	YTD ACTUAL	BUDGET AMOUNT	VARIANCE	% OF BUDGET
<u>MAUNESHA BUSINESS CENTER</u>					
600-51-5162-220 MAUNESHA BUSINESS TELEPHONE	.00	342.48	300.00	( 42.48 )	114.16
600-51-5162-221 MAUNESHA BUSINESS ELECTRIC	208.56	2,391.14	2,700.00	308.86	88.56
600-51-5162-222 MAUNESHA BUSINESS HEAT	.00	487.77	1,200.00	712.23	40.65
600-51-5162-223 MAUNESHA BUSINESS WATER/SEWER	45.35	442.70	525.00	82.30	84.32
600-51-5162-290 MAUNESHA BUSINESS CLEAN CONTRA	74.40	744.00	893.00	149.00	83.31
600-51-5162-341 MAUNESHA BUSINESS INTERNET	.00	660.00	821.00	161.00	80.39
600-51-5162-350 MAUNESHA BUSINESS CLEANING SUP	.00	28.99	50.00	21.01	57.98
600-51-5162-351 MAUNESHA BUSINESS REPAIRS/MAIN	.00	924.48	900.00	( 24.48 )	102.72
<b>TOTAL MAUNESHA BUSINESS CENTER</b>	<b>328.31</b>	<b>6,021.56</b>	<b>7,389.00</b>	<b>1,367.44</b>	<b>81.49</b>
<u>PLANNING AND CONSERVATION</u>					
600-56-5630-220 PROJECT CDA PROGRAMS	.00	301.00	200.00	( 101.00 )	150.50
<b>TOTAL PLANNING AND CONSERVATION</b>	<b>.00</b>	<b>301.00</b>	<b>200.00</b>	<b>( 101.00 )</b>	<b>150.50</b>
<b>TOTAL FUND EXPENDITURES</b>	<b>328.31</b>	<b>6,322.56</b>	<b>7,589.00</b>	<b>1,266.44</b>	<b>83.31</b>
<b>NET REVENUES OVER EXPENDITURES</b>	<b>( 328.31 )</b>	<b>27,512.44</b>	<b>30,746.00</b>	<b>( 3,233.56 )</b>	<b>89.48</b>

## EXHIBIT B

City of Waterloo  
**Economic Development Strategic Plan**

12/14/2016 11:48 AM

**FOCUS: Industrial & Commercial Development**

ITEM	STATUS	GOAL	ACTION	GOAL METRICS	LEAD	SUPPORT	PHASE / YEAR	EXPENSE		PROGRESS REPORT
								NOTES		
IC1	<b>IN-PROGRESS condemnation proceedings</b>	Ready 17 acre industrial site (333 Portland Rd) for reuse	Pursue grants for remediation of blighted site with focus on future industrial reuse and job creation	Site ready with for reuse 1/1/2018	Clerk/Treas	CDA	2016 site research; 2017 remediation; 2018 site marketing	TID #3 plus staff time		10/18/16 Attorney progressing with court warrant to complete site appraisal
IC2	<b>APPROVED CONCEPT</b>	Comprehensive vacant property marketing	List available properties on site selector websites (LoopNet, LocatelnWisconsin, etc)	Listings on a minimum of 3 site selector websites as of 1/1/2017	Clerk/Treas	JCEDC	Begin 1/1/2017 quarterly updates thereafter	\$1,000 per year plus staff time		
IC3	<b>APPROVED CONCEPT</b>	Target/Recruit business start-ups in growing sectors	Convene pro bono real estate team to guide assembly of materials tied to specific parcels	One growing sector business located by 6/1/2018;	Clerk/Treas	JCEDC	Convene team by 1/1/2017; one sector outreach each quarter	\$1,000 per year plus staff time		

**FOCUS: Downtown Commercial Activity**

ITEM	STATUS	GOAL	ACTION	GOAL METRICS	LEAD	SUPPORT	PHASE / YEAR	EXPENSE		PROGRESS REPORT
								NOTES		
DO1	<b>IN-PROGRESS program renewed</b>	Draw customers downtown with effective, creative signage.	Continue matching façade grant program	3 municipal façade grants per yr.	Clerk/Treas	CDA, Property owner	2016-2020	\$5,000 per year plus staff time		
DO2	<b>APPROVED CONCEPT</b>	Facilitate redevelopment of key downtown locations	work with owners to explore in-fill redevelopment	Building permits for four targeted locations.		CDA, Property owners	One location per calendar year	Waiving all permit fees		Sellnow property approved for residential on 1st floor; other requests likely
DO3	<b>IN-PROGRESS artwork phase in progress</b>	Fill vacant downtown spaces with interim phase of art work in windows	Establish program to recruit downtown tenants, focused on local existing businesses	90% occupancy	CDA	Property owners	2016 Program Development, 2017 Program funding & roll-out	TBD		Sue Moe connecting displays with property owners.
DO4	<b>APPROVED CONCEPT</b>	Recruit a full service downtown restaurant as an anchor draw	Develop 3 concepts for building reuse as restaurants	Market study 2017; one project building permit in 2018	CDA	Property owners	2017-2020	TBD		
DO5	<b>IN-PROGRESS searching for manager champion</b>	Redefine downtown as a family friendly commercial destination	Establish recurring weekly Street Market	2016-2017 identify leadership team/manager; market launch 2017	CDA	Clerk/Treas	2016 ID market champions; 2017 launch market; 2018 build sustainability	2016- 2017: \$6,000		Sub-committee recommending agreement with Mary Peschel. Draft agreement before CDA

City of Waterloo  
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ITEM	STATUS	GOAL	ACTION	GOAL METRICS	LEAD	SUPPORT	PHASE / YEAR	EXPENSE	PROGRESS REPORT
								NOTES	
<b>FOCUS: Waterloo Promotion</b>									
ITEM	STATUS	GOAL	ACTION	GOAL METRICS	LEAD	SUPPORT	PHASE / YEAR	EXPENSE	PROGRESS REPORT
PRO1	APPROVED CONCEPT	Coordinated external advertising	Coordinated advertising by local businesses	Measurable retail sales increases linked to ad campaign		JCEDC	2017 test campaign; 2018 follow-up campaign	TBD	
PRO2	APPROVED CONCEPT	Marketing databases & monthly outreach to market area	Build digital market area lists for monthly Waterloo promotional initiatives or opportunities	12 creative digital/social media outreach efforts	Clerk/Treas		2017 test campaign; 2018 follow-up campaign	TBD	Mail Chimp email list needs to be rebuilt and added to. Emails, robo-calls & social media, in part, generates twice as many early voters for Nov. elections.

**FOCUS: Community Aesthetics & Infrastructure**

ITEM	STATUS	GOAL	ACTION	GOAL METRICS	LEAD	SUPPORTING	PHASE / YEAR	EXPENSE	PROGRESS REPORT
								NOTES	
AES1	APPROVED CONCEPT	Community wide Spring Clean-up	Promote a coordinated two weekend Spring clean-up period	40 volunteer hrs. for public spaces; less than 5 blight causing properties post event	Clerk/Treas	CDA	First two April weekends	TBD	11/13/16 CT seeking volunteers committee
AES2	APPROVED CONCEPT	Improve downtown aesthetics & pedestrian amenities	Adopt a pot planter program on bridges and Veterans Park	Five additional planters in each of the next 4 yrs.		Clerk/Treas	2017 = 5; 2018=10; 2019 = 15; 2020 20	TBD	
AES3	APPROVED CONCEPT	Implement planned bike connections from local & regional connectivity plans	Fund parks development plans for paths	One path segment each year	Clerk/Treas	CDA	2016 - Riverwalk Dev (W. Madison to Edison).; 2018 - Waterloo / Watertown Phase 1 (Trek to downtown)	TBD	
AES4	APPROVED CONCEPT	Offer free garden space, surplus produce to food pantry	Re-establish seasonal public community garden space	Make available ten garden plots each March	Parks Comm.	Clerk/Treas	2017 - 2020	< \$100	

**FOCUS: Communication & Organizational Capacity**

ITEM	STATUS	GOAL	ACTION	GOAL METRICS	LEAD	SUPPORT	PHASE / YEAR	EXPENSE	PROGRESS REPORT
								NOTES	
ORG1	IN-PROGRESS weekly posts	Engage residents with expanded online presence	Expand social media with focus on new residents	2,000 FB likes by August 2018	Clerk/Treas	Clerk Asst.	2016-2020	\$500 per year	Facebook, LinkedIn, Google+ accounts operational; weekly use

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ITEM	STATUS	GOAL	ACTION	GOAL METRICS	LEAD	SUPPORT	EXPENSE		PROGRESS REPORT
							PHASE / YEAR	NOTES	
ORG2	APPROVED CONCEPT	Make available New Resident Welcome Packet	Annually update digital and printed welcome material	100% of new residents reached by August 2018	Library	Waterloo Water & Light	2017 planning; 2018 implement		9/15/16 Kelli Mountford to lead
ORG3	APPROVED CONCEPT	Maintain community market data for businesses on City website	Quarterly update of information	3000 page views annually	Clerk/Treas		Quarterly	Staff time	11/13/16 Realtors looking have home buyers looking for home sellers
ORG4	APPROVED CONCEPT	Broaden funding sources for economic development capacity	Explore options for community foundations and other private organizations to fund economic development capacity	New support dollars source in 2017, 2018 and 2019	Clerk/Treas	Chamber, CDA, JCEDC	One new funding source each year	New net revenue for specific goal	
ORG5	APPROVED CONCEPT	Increase organizational capacity	Unknown	Unknown	Unknown	Unknown			

**FOCUS: Housing**

ITEM	STATUS	GOAL	ACTION	GOAL METRICS	LEAD	SUPPORT	EXPENSE		PROGRESS REPORT
							PHASE / YEAR	NOTES	
HOU1	IN-PROGRESS planning program launch	Incentivize new home construction	Reconstitute "Find Your Path Here" Program	Development agreement(s) with residential builder/developers	CDA	City	2016: Program planning; 2017: Implement	Waive permits & impact fees for revenue neutral 2017	10/6/16 Council approves program; 11/01/16 Valent & DeWitt invited to CDA-CDC
HOU2	APPROVED CONCEPT	Increase investment in improving existing housing stock focused along state highways	Market existing programs directly to property owners in targeted areas along state highways.	10% annual increase in residential projects per permitting application	CDA	JCEDC, Project Home, USDA	2016 program planning; 2017 Implement with focus on STH 19 construction area.	Marketing material \$1,000 per year and staff time.	

**FOCUS: Fostering Entrepreneurial Opportunity**

ITEM	STATUS	GOAL	ACTION	GOAL METRICS	LEAD	SUPPORT	EXPENSE		PROGRESS REPORT
							PHASE / YEAR	NOTES	
ENT1	APPROVED CONCEPT	Provide easy access to locally based information for those starting, expanding or relocating a business	Create a "Doing Business in Waterloo" information set with charts describing ease of local development	500 page views per year	Clerk/Treas	JCEDC	Roll out second quarter of 2017 with annual updates thereafter	Staff time	
ENT2	APPROVED CONCEPT	Encourage business creation with annual opportunity for pop-up store fronts in empty storefront	Spring pop-up store with graduated rental rents	three pop-up stores each Spring until vacancy rates limit storefront options	CDA	JCEDC	Four quarter 2016 program planning; Spring 2017 pop-up launch	Staff time	

City of Waterloo  
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ITEM	STATUS	GOAL	ACTION	GOAL METRICS	LEAD	SUPPORT	PHASE / YEAR	EXPENSE NOTES	PROGRESS REPORT
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**FOCUS: 2016/2017 Add-On Projects**

ITEM	STATUS	GOAL	ACTION	GOAL METRICS	LEAD	SUPPORT	PHASE / YEAR	EXPENSE NOTES	PROGRESS REPORT
2016A	<b>GRANT AWARD RECEIVED FOR RIPARIAN AREA</b>	Construct 2015 CDA-CDC concept plan for 203 East Madison Street	1. Apply for grants for match. 2. See match in other forms (TIF, donations, etc.) 3. Engage engineering firm for scope of work and bid docs. 4. Install sign	Riparian area completed by May 1, 2016	CDA	Clerk/Treas	Riparian area completed by May 1, 2016	Staff time	
2016B	<b>INTERNSHIP WORK IN PROGRESS</b>	Conduct feasibility study for how Waterloo can benefit from Foreign Trad Zone 41	UW-Whitewater grad student conducting study.	Report reviewed by CDA-CDC and	CDA	Clerk/Treas		Staff time +\$1,500 stipend	



Morton Hansen  
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**TO:** GISELSA HELDER SANCHEZ-LOPEZ COMMUNITY DEVELOPMENT AUTHORITY AND COMMUNITY DEVELOPMENT COMMITTEE  
**FROM:** CLERK/TREASURER MO HANSEN  
**SUBJECT:** FOREIGN TRADE ZONE #41 FEASIBILITY – SCOPE OF WORK  
**DATE:** SEPTEMBER 15, 2016

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## FOREIGN TRADE ZONE #41 FEASIBILITY STUDY – SCOPE OF WORK

I am writing to request approval from the CDA and CDA to authorize a fund 600 expenditure not to exceed \$2,500 for a May/June 2016 Research Internship. The internship work product would be a feasibility study on how Waterloo could benefit from being located within Foreign Trade Zone #41 (FTZ #41).

UW-Whitewater School of Business Graduate Student [Gisela Helder Sanchez-Lopez](#) has expressed interest in this two month research project. UW-Whitewater Vice Chancellor Ramon Ortiz has indicated Gisela would be a good candidate for the project.

- **Q: How would this be funded?** ANS. The expense would be part of the Fund 600 budget. I am anticipating that a transfer from the General Fund to Fund 600 to cover the existing deficit would be increased by the amount of the Intern Stipend to cover this expense.
- **Q: Why should this be a priority?** ANS. (1) This is one way Waterloo can participate in, and its citizens can benefit from international trade. The feasibility study is meant to identify private sector partners in constructing a general purpose duty-free facility or a firm specific duty-free facility. (2) Trek, Sheehy Enterprises, Sussek Machine Company and other export/import companies located in Jefferson, Dane, Dodge and Columbia counties could possibly benefit from a general purpose Waterloo duty-free facility, keeping and growing Wisconsin jobs. (3) Property developed as part of an initiative (most likely a warehousing facility) would increase the property tax base.
- **Q: What Waterloo assets lend themselves to researching potential FTZ #41 activity?**
  - Trek Bicycle is an importer of bike parts and an exporter of finished bikes. Such manufacturers are positioned to benefit from import duty reductions. Some FTZ #41 facilities are specific to a firm, examples being Mercury Marine, Kohler and Case New Holland. Other facilities are general purpose and can service multiple companies. To my knowledge Dane, Jefferson, Dodge and Columbia counties have no such general purpose facility.
  - Sheehy Enterprises already provides non-stop express freight service from the [Port of Long Beach in California](#). It could be hauling cargo ship containers to a duty free destination.
  - Sussek Machine Company has production in Waterloo, China and Mexico. It may benefit from parts shipment duty-free.
  - The City sold Trek 64,000 sq. ft. of warehouse space.
  - We are served by Wisconsin and Southern Railroad. Cargo ship containers can be shipped overland by rail to duty-free FTZ #41 sites.
  - We have bare ground industrial sites available for development.

### INTERNSHIP DETAILS.

1. LEARNING GOALS: (1) Provide intern with exposure to Wisconsin businesses involved in FTZ #41. (2) A focused research objective – identify the feasibility for how Waterloo might benefit from FTZ #41.
2. OVERSIGHT. Clerk/Treasurer's office with a final report to the Community Development Authority and Community Development Committee (CDA/CDC).
3. INTERNSHIP COMPENSATION. \$14 per hour not to exceed \$2,300, including travel expenses. Letter of recommendation upon favorable CDA review.
4. INTERNSHIP PERIOD. A sixty days beginning April 20 or upon acceptance by Gisela. Written report (PDF) with appendix documenting contacts and outreach made due at the end of Internship Period.
5. INTERNSHIP WORK PRODUCT. Written feasibility study (PDF) containing authors conclusions and a distillation of generalized conclusions from three private sector professionals familiar with FTZ #41. The feasibility study outline would be approved at the projects' outset and a final draft would reviewed prior to submittal by an academic adviser. The study is to conclude with an appendix documenting contacts and outreach made during the internship.

EXHIBIT D

**City of Waterloo**

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

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## ECONOMIC DEVELOPMENT STRATEGIC PLAN SUMMARY OF STAKEHOLDER INTERVIEWS

Nine stakeholder visits were held concluding May 12, 2016.

### SUMMARY OF FINDINGS

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

## **LIST OF STAKEHOLDER INTERVIEWS**

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