



**A G E N D A**  
**CITY OF WAUPUN SPECIAL BUSINESS**  
**IMPROVEMENT DISTRICT MEETING**  
Waupun City Hall – 201 E. Main Street, Waupun WI  
Tuesday, December 21, 2021 at 7:00 AM

Join Zoom Meeting

<https://us02web.zoom.us/j/84937905633?pwd=THJEQW9neThtOFpMSGRnME5WdIFBZz09>

Meeting ID: 849 3790 5633

Passcode: 892679

-or-

Dial by your location

(312) 626-6799 US (Chicago)

Meeting ID: 849 3790 5633

Passcode: 892679

**CALL TO ORDER**

**ROLL CALL OF MEMBERS**

**PUBLIC COMMENT** – *State name, address, and subject of comments (2 minutes).*

**CONSIDER APPROVAL OF THE FOLLOWING AGENDA ITEMS:**

1. Approval of Agenda/Motion to Deviate
- [2.](#) Approval of November 10, 2021 Business Improvement District Minutes
- [3.](#) Approval of November 2021 Financial Statement

**DISCUSSION ITEMS:**

- [4.](#) Market Analysis Update - Draft Recommendations
5. Waupun Area Chamber of Commerce Update
6. Administrator Report

**ADVANCED PLANNING:**

7. Potential Agenda Items
8. Date of Next Scheduled Meeting - January 12, 2021

**ADJOURNMENT**

Sarah Van Buren, Community & Economic Dev. Coordinator

*Upon reasonable notice, efforts will be made to accommodate disabled individuals through appropriate aids and services. For additional information, contact the City Clerk at 920-324-7915.*



**MINUTES**  
**CITY OF WAUPUN – BUSINESS IMPROVEMENT**  
**DISTRICT MEETING**  
**In-Person & Teleconference**  
**Wednesday, November 10, 2021 at 7:00 AM**

Committee Members Present:

- Kate Bresser
- Terri Crisp
- Gary DeJager
- Rich Matravers (left at 7:31 a.m.)
- Teresa Ruch
- Tyler Schulz

Committee Members Absent

- Austin Armga
- Krista Bishop (excused)
- Jonathan Leonard
- Jodi Mallas (excused)

Staff Present:

- Kathy Schlieve ..... Administrator
- Sarah Van Buren .....Community & Economic Development Coordinator

Guests:

- Zac Dickhut (arrived 7:06 a.m.) .....Waupun Area Chamber of Commerce
- Ashley VandeKolk .....The Parlor Hair Boutique

**CALL TO ORDER:**

In the absence of Ms. Bishop, Ms. Ruch called the meeting to order at 7:01 a.m.

**ROLL CALL OF BOARD MEMBERS:**

Roll call and quorum determined.

**PUBLIC COMMENT:**

None.

**CONSIDER APPROVAL OF THE FOLLOWING AGENDA ITEMS:**

**1. Approval of Agenda/Motion to Deviate**

A motion to approve the agenda was made by Mr. Schulz and seconded by Mr. Matravers, passing unanimously.

**2. Approval of October 13, 2021 Minutes**

A motion to approve the October 13, 2021 minutes was made by Mr. Schulz and seconded by Mr. Matravers passing unanimously.

**3. Approval of the October 2021 Financial Statement**

A motion to approve the October 2021 financial statement was made by Mr. Matravers and seconded by Mr. Schulz, passing unanimously.

**PRIOR OUTSTANDING APPLICATIONS:**

**4. The Parlor Hair Boutique (8 W. Main St.)**

Ms. VandeKolk provided an update on her project and discussed the various technical difficulties that have occurred over the past two month. Once the color issues were worked out, the vendor ran into printing difficulties. The sign has now been printed but the brackets have gone missing which is delaying installation. Ms. VandeKolk would like a 30-day extension.

A motion to extend the grant for 30 days to allow for the installation of the sign and reimbursement of funds

as made by Mr. DeJager and seconded by Mr. Schulz, passing unanimously.

*Mr. Dickhut arrived at 7:06 a.m.*

### **DISCUSSION ITEMS:**

#### **5. Downtown Market Analysis Update**

The small group continues to meet every other week. Over the past month, the survey was finalized and distributed for community member and downtown business owner responses. The survey closed November 1, 2021. 119 community members and 37 downtown businesses took the survey. A small group was able to meeting with representatives of the City of Portage on October 25, 2021 to learn more about how their downtown is successful.

#### **6. Administrator Update**

*Mr. Matravers left the meeting at 7:31 a.m.*

Administrator Schlieve provided the following updates:

- Continue to work with owner of 431 E. Main St. regarding the needed improvements to the space in order for an interested business to start occupying the space in January. Staff is hoping to present a plan to this group in December.
- Working on CDI grant for 417 E. Main St. and staff is working on getting the appropriate costs estimates for green space and back alley improvements to be included in the request.
- Council approved the 2022 budget on November 9, 2021. The school district mill rate decreased by \$1, which will have an impact on TID budgets, including that of the CDA.
- Staff has been busy responding to state ARPA grants. There are three projects that are being submitted; the Senior Center, Implementation of McCune Park Master Plan, and new turf for the baseball complex.
- Continuing through due diligence process of the industrial park project.

#### **7. Waupun Area Chamber of Commerce Update**

Mr. Dickhut provided a brief organizational update regarding the Chamber. Most of the work as of late has centered on gaining a better understanding of what various groups within the community are engaged in. This will help the Chamber better focus on supporting efforts rather than leading the various events.

### **ADVANCED PLANNING:**

#### **8. Potential Agenda Items**

- Grant updates
- Downtown Market Analysis
- 2022 Budget

#### **9. Date of Next Scheduled Meeting**

The next meeting is scheduled for December 8, 2021 at 7:00 a.m.

### **ADJOURNMENT**

The motion to adjourn was made by Ms. Bresser and seconded by Mr. Schulz passing unanimously. The meeting adjourned at 7:40 a.m.

**CASH ON HAND**

Prior Month Ending Balance	\$ 12,213.80
Plus Current Month Deposits	\$ -
Less Current Month Expenses	\$ -
<b>Total Cash on Hand</b>	<b>\$ 12,213.80</b>

**DESIGN:**

**FACADE IMPROVEMENT GRANT PROGRAM**

2021 Budget	\$ 8,000.00
2020 Carryover	\$ 273.32
6/9/21 BID approval to reallocate board training to Façade Improvement	\$ 1,000.00
Less Approved Grants <i>(expense details below)</i>	\$ (8,654.24)
<b>Funds Available for Distribution (Will carryover available balance to 2022)</b>	<b>\$ 619.08</b>

*Expense Details:*

<u>Date Approved</u>	<u>Expiration Date</u>	<u>Applicant Name</u>	<u>Grant Amount</u>	<u>Date Paid</u>	<u>Check #</u>
3/10/2021	11/10/2021	Tom Kulczewski/Real Sportscards	\$ 2,000.00	07/07/21	534
5/12/2021	8/12/2021	The Clothing Pallet	\$ 2,000.00	08/09/21	536
6/9/2021	12/9/2021	The Parlor Hair Boutique	\$ 450.00		
6/9/2021	9/9/2021	Weaving It Up to You	\$ 204.24	07/12/21	535
6/9/2021	12/9/2021	c.verhage.photo	\$ 2,000.00		
6/9/2021	12/9/2021	Thrivent Financial	\$ 2,000.00	10/15/2021	539
<b>Total Approved Grants</b>			<b>\$ 8,654.24</b>		

**BEAUTIFICATION EXPENSES (MAIN STREET AND SIDE STREET PLANTING PROGRAM AND IMPLEMENTATION)**

2021 Budget	\$ 3,500.00
2020 Carryover	\$ 298.11
Less Year-to-Date Expense <i>(expense details below)</i>	\$ (1,503.28)
<b>Funds Available for Distribution</b>	<b>\$ 2,294.83</b>

*Expense Details:*

<u>Date Issued</u>	<u>Vendor</u>	<u>Description</u>	<u>Amount Paid</u>	<u>Check #</u>
5/11/2021	Marten's Ace Hardwa	Replacement planter for Adopt-A -Planter Pr	\$ 14.99	531
6/16/2021	Waupun Florist	Adopt a Planter Program	\$ 630.00	532
6/29/2021	Marten's Ace Hardwa	Plantings for Main St. Planters	\$ 858.29	533
<b>Total Beautification Expense</b>			<b>\$ 1,503.28</b>	

## Promotions:

### MARKETING & PROMOTION EXPENSES (BID DISTRICT ADVERTISING)

2021 Budget	\$	500.00
9/8/21 Board approved to reallocate funds from Seminars to Promotions for marketing materials by a consultant	\$	1,000.00
Less Year-to-Date Expense	\$	(500.00)
Funds Available for Distribution	\$	<u>1,000.00</u>

#### Expense Details:

<u>Date Issued</u>	<u>Vendor</u>	<u>Description</u>	<u>Amount Paid</u>	<u>Check #</u>
9/24/2021	Waupun Downtown Promotions		\$ 500.00	538
		Total Marketing & Promo Expense	\$ 500.00	

### ECONOMIC VITALITY: Seminars, Market Analysis, New Business Attraction Efforts (formally Pop-up Waupun Funds)

2021 Budget	\$	12,362.19
2020 Carryover	\$	3,015.62
Less 9/8/21 board approval to reallocate from Seminars to Promotions	\$	(1,000.00)
Less Year-to-Date Expense & Budgeted Rent Expense for 2021	\$	(8,527.92)
Funds Available for Distribution (see details below)	\$	<u>5,849.89</u>

#### Expense Details:

<u>Date Issued</u>	<u>Vendor</u>	<u>Description</u>	<u>Amount Paid</u>	<u>Check #</u>
1/4/2021	Dustin Bruntjen	Pop-up Shop Rent Jan '21	\$ 400.00	521
2/4/2021	Dustin Bruntjen	Pop-up Shop Rent Feb '21	\$ 400.00	525
2/16/2021	Waupun Utilities	Pop-up Shop utilities Jan '21	\$ 123.48	526
2/23/2021	Alliant Energy	Pop up shop utilities for Jan '21	\$ 115.68	527
3/9/2021	Alliant Energy	Pop-up Shop utilities Feb '21	\$ 130.89	528
3/12/2021	Waupun Utilities	Pop-up shop utilities Feb '21	\$ 127.87	529
8/19/2021	UW Madison	Downtown Market Analysis	\$ 7,230.00	537
		Total Economic Vitality Expense	\$ <u>8,527.92</u>	

### Economic Vitality Funds Available Breakdown:

#### Pop-up Program Detail Breakdown (9/14/21: BID Board Reclassified Pop-up Program to New Business Attraction Efforts) :

2021 Budget Allocation	\$	3,000.00
2020 Carryover	\$	1,646.37
Total funds available for 2021	\$	<u>4,646.37</u>
2021 expenses	\$	1,297.92
9/14/21 Repurpose funds to New Business Attraction Efforts	\$	(3,348.45)
Pop-up Program's 2021 balance	\$	<u>-</u>

#### New Business Attraction Efforts

9/14/2021 Pop-up Funds Allocated to New Bus. Attraction	\$	3,348.45
2021 Expenses	\$	-
New Business Attraction Efforts Balance Remaining	\$	<u>3,348.45</u>

<b>Market Analysis</b>	
2021 Budget	\$ 8,362.19
2020 Carryover	\$ -
Total funds available for 2021	\$ 8,362.19
2021 expenses	\$ 7,230.00
Market Analysis 2021 balance	\$ 1,132.19

<b>Seminars/other allocations under Economic Vitality:</b>	
Training from 2021 budget	\$ 1,000.00
Less 9/8/21 board approval to reallocate training budget to promotions	\$ (1,000.00)
2020 Carryover (includes Ignite training & difference in estimated budgeted carryover)	\$ 1,369.25
Total funds available for 2021	\$ 1,369.25
2021 expenses	\$ -
Balance remaining	\$ 1,369.25

**ORGANIZATION: AUDIT AND BOARD MEMBER WORKSHOP**

2021 Budget	\$ 1,500.00
2020 Carryover	\$ 500.00
Less 6/9/21 board approval to reallocate training to Façade grants	\$ (1,000.00)
Less Year-to-Date Expenses	\$ (1,000.00)
Funds Available for Distribution	\$ -

Expense Details:

<u>Date Issued</u>	<u>Vendor</u>	<u>Description</u>	<u>Amount Paid</u>	<u>Check #</u>
5/5/2021	City of Waupun	Audit Fee	\$ 1,000.00	530
Total Audit and Board Member Workshop Expense			\$ 1,000.00	

**Budget Summary for Remaining Cash Balance**

Cash on hand	\$ 12,213.80
Façade Grant Funds Available for Distribution (Carryover for 2022)	\$ 619.08
Outstanding Façade Grants & checks	\$ 2,450.00
Beautification Funds Available for Distribution (Wayfairing /Carryover for 2022)	\$ 2,294.83
Outstanding Beautification Payments	\$ -
Marketing & Promotion Funds Available for Distribution	\$ 1,000.00
Economic Vitality Funds Available for Distribution	\$ 5,849.89
Organization Funds Available for Distribution	\$ -
2021 allocated grant & expense dollars	\$ 12,213.80

## Waupun Downtown Market Analysis

### Recommendations DRAFT of Issues/Goals/Strategies

12/14/2021

Purpose of Recommendations DRAFT: Preliminary list of goals to obtain stakeholder input and generate new ideas to address issues.

*Waupun BID, CDA, Downtown Promotions & Chamber of Commerce Leadership,  
Please review the strategic issues, recommended goals and potential strategies - your assistance is needed to refine and adopt the goals, then prioritize and define the objectives/timeframe/resources need for success.*

#### **Overarching Goal of the Downtown Market Analysis Program:**

Build an economic development culture based on data resources to understand, support and strengthen the businesses operating downtown or elsewhere in the City.

#### **Action Plan**

Through the Waupun Downtown Market Analysis, five key strategic issues were drafted to help formulate strategies that address this goal.

According to John Bryson, Author of *Strategic Planning for Public and Nonprofit Organizations*, a strategic issue is “a fundamental policy choice or change challenge affecting an organization’s mandate, mission, product or service level and mix, clients or users, costs, financing, structure, processes, or management.”

The following issues and strategies have been informed by community-led research conducted between June and October 2021. This includes studying the trade area, its demographics, business mix, a consumer survey, business operator survey and insight from comparable communities. After analyzing the data we collected through this process, the following recommendations were assembled to help provide direction for downtown stakeholders. While not exhaustive, these ideas were developed to build on and bolster economic development efforts that support retail, food and drink and service businesses and identified as strategic issues for the downtown business district.

Implementation of these strategies will be sustained by a collective approach with community residents, the Business Improvement District, Chamber of Commerce, Downtown Promotions and the CDA/City. Success will also be defined by cooperative action.

The recommendations shared below are also aligned with the Main Street America’s Pillars/Four Points for Transformational Strategies: Economic Vitality, Design Promotion and Organization.

**Strategic Issue #1: ORGANIZATION. How can we build collective capacity through organizations working together?**

Issue specific goals/outcomes include internal and external community efforts. Participants were asked to prioritize each goal, identify resources needed to implement initiatives, and specific action steps in the next six to twelve months with party responsible.

1. Increase shared community capacity amongst downtown stakeholder organizations.
  - A. The Chamber will be working with Envision on a plan for greater coordination (Zac)
  - B. Organizations and nonprofits continue to develop a working relationship in order to effectively work together with each organization/ committee. Determine consensus for the following and other operational strategies:
    - Determine a central working/meeting location (outside city hall) to meet, collaborate on event planning, and to stay in touch with what each organization is planning or needing some help with.
    - Determine how one person from each group/committee/organization/city board attends meetings with each other at the very least once a month or more to start organizing dates, events, volunteers etc.
  - C. Develop a system of leadership and responsibility among the CDA, Downtown Promotions and Chamber of Commerce to ensure completion for evolving activities that require working together such as: Business to business initiatives such as cross marketing, entrepreneurial ecosystem (example: Ignite model), more downtown festival/events, clean ups and community initiatives, restoration fund, basic façade work, window displays
2. Increase idea sharing and learning network externally with comparable downtown communities.
  - A. Continue to identify and learn with peer communities both in state and nationwide (Merrill, Portage, etc...)
  - B. Develop and maintain community relationships to support regional vitality through the sharing of new ideas in a changing market (Ripon, Beaver Dam, Appleton, Fond du Lac, etc...)



**Strategic Issue #2: *ECONOMIC VITALITY*. How can we increase synergy among existing businesses while pursuing new downtown investment?**

Participants were asked to prioritize each goal, identify resources needed to implement initiatives, and specific action steps in the next six months with party responsible.

1. Chamber can create the space for informal discussion/networking events among existing businesses. We will be hosting coffee hours / after hours events in 2022 to invite conversation (Zac). Topic recommendations include:
  - A. How well do businesses know what each other sells/serves to public? Tell neighbor businesses more about your customers/service/products to help develop cross marketing opportunities and business to business sales
  - B. Downtown has an opportunity to strengthen it's unique role that would set itself apart from other comparable sized communities; consider proven efforts that address niche segments
2. Use findings from survey results to inform direction on business attraction around six niche strategies in: Dining/Entertainment/Food and Beverage; Personal Services; Professional Services; Recreation/fitness; Retail (apparel and accessories); Retail-home improvement
  - A. Identify ways to strengthen the niches that are recognized (Who is included? Why are the businesses located there? What are the reasons people come downtown?). What is Waupun considered to be known for based on current business mix?
  - B. What additional types of businesses that complement existing niche categories should be engaged?

**Strategic Issue #3: DESIGN. What Place-Making efforts would improve aesthetics of the entire district to enhance the environment?**

Issue specific goals/outcomes include enhancing the physical and visual assets that demonstrate uniqueness of downtown. Participants were asked to prioritize each goal, identify resources needed to implement initiatives, and specific action steps in the next six months with party responsible.

1. With WI-49, make changes while at the same time recognizing importance of DOT's cooperation.
2. As identified, examples include fully implementing Downtown Streetscaping Plan, trees and green space, traffic calming, restructure parking to be more shopper-friendly, cleaning crew, back alley improvements, adjacent neighborhood improvements, pedestrian-friendly
3. Further highlight historical, cultural assets and sculptures to bring out the uniqueness of Waupun
4. Add additional strategies when identified...

**Strategic Issue #4: PROMOTION. What new approaches are needed to market to, reach different market segments, and attract more visitors?**

Issue specific goals/outcomes include understanding and connecting with markets. Participants were asked to prioritize each goal, identify resources needed to implement initiatives, and specific action steps in the next six months with party responsible.

1. Using ESRI's Tapestry and other data sources identified in the market analysis, conduct continuous education to business operators on the resident base: (Ex: seniors and others.... Name/share characteristics of largest consumer groups...) Assess current efforts and find downtown's purpose: What is the compelling reason for visitors and resident loyalty to come downtown?
  - A. Visitors/highway travelers: Destination (with specialty businesses), visitor Center (consider adding old chamber location prime location-kiosk with info function to new chamber location to have visitor-type feature. Determine what would be helpful to learn from major visitor generators such as the Marsh, youth and collegiate level baseball. Also, how bring highway travelers further into town? (Ex: Get downtown businesses on Google- potential intern project for Chamber)
    - The Chamber has been plotting the path for a strong and welcoming visitor center in Waupun's downtown, which may be another opportunity to better coordinate downtown efforts. (Zac)
    - A large map in the downtown area (probably chamber building) that has the downtown businesses, expanding to the outer edges of town businesses,

tourist attractions and helpful tips to navigate the area. (Victoria)

- The historical society can play a more active role, which we do have the resources to do. Between photographs, directories, and other materials, a better understanding of Waupun's downtown can be gained. We're a tool that the community has available, so however we can be of assistance (there was at one point discussion of a Historic Preservation Committee, etc.) we are happy to help! (Zac)
- Further, over the summer when I would be volunteering frequently at the museum, we would get consistent tourists wanting to learn more about Shaler and the sculptures, which our exhibits share. However, further professionalization is needed for them to effectively convey the breadth of information. I am unsure what partnerships are available to assist in these efforts, but it would certainly be worthwhile to explore. (Zac)

B. Daytime residents/employees-

- Booklets for any new residence to introduce them to the city including a small amount of info on the recreations, shopping categories, and events (Victoria)

C. Trade area characteristics of resident base

2. Effective community marketing - Build on branding effort: colors, logo, verbage 'naturally adventurous' Conduct community-marketing research; develop brand and implementation strategies (seen in benches- reed grass) Horicon Marsh, Marsh Haven
3. Determine feasibility of transportation program to improve access:
  - Determine financial feasibility of expanding transportation program
  - Would the taxi service increase the customer base (disabled, senior and/or unemployed)?

**Strategic Issue #5: Determine the role of housing in downtown development.**

Downtown housing is clearly an emerging issue facing most downtowns. It should be noted that this market analysis did not address housing demand and future absorption (see Waupun Housing Study).

Through this process, upper level living was recognized as an underutilized opportunity for investment. According to business leaders in Waupun's Housing Study, "the biggest housing challenge is a lack of good quality 1 and 2 bedroom apartments coupled with the need for higher end homes..."

Existing barriers to updated housing units identified include: Code violations, ADA challenges, unattractive/accessibility needs for seniors (growing population), Demand from) Younger people(?), Parking (back alley improvements),

For reference: Housing Need #5: Rehabilitation of the older housing stock & Housing Need #6 – Create more senior housing options so older residence can remain in Waupun

Resources: Tax Incremental Financing - Affordable Housing Extension; CDBG; Expand CDA (see Appendix B: Housing Programs and Funding Opportunities)