

# Eau Claire Comprehensive Plan 2015

## Economic Development Plan



City of Eau Claire Wisconsin

## Economic Development Plan

Introduction .....	7-1
Major Economic Development Issues .....	7-2
Goal and Objectives .....	7-3
Objective 1 – Community Leadership .....	7-4
Objective 2 – Target Enterprises .....	7-5
Objective 3 – Entrepreneurs .....	7-6
Objective 4 – Site and Asset Readiness .....	7-7
Objective 5 – Redevelopment .....	7-9
Objective 6 – Downtown and Riverfront Revitalization .....	7-10
Objective 7 – Sustainable Development .....	7-12
Objective 8 – Quality of Place .....	7-12
Objective 9 – Appropriately Skilled and Educated Workforce .....	7-13
Objective 10 – Recruitment, Retention and Incentives .....	7-14
Plan Action Steps .....	7-17

### List of Tables

7-1 Plan Action Steps .....	7-17
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## Economic Development Plan

The purpose of the Eau Claire Economic Development Plan is to strengthen the economic vitality of Eau Claire and guide public investment in economic development. The **desired outcomes** are higher household incomes, lower unemployment, greater job security and increased opportunity for all.

The Eau Claire Economic Development Plan directs the City to **work cooperatively** with private industry, regional economic development partners, and state and federal agencies to promote investment in projects that will create good-quality employment opportunities for area residents and a strong tax base that supports public facilities and services.

Business development and job creation are guided both to **central locations**, promoting redevelopment and infill growth, and to **fringe locations**.

Well-located and serviced business locations are important to the expansion of existing companies and key to attracting new employers. The City and its **partners**, Gateway Development Corporation, Downtown Eau Claire, Inc., and the Eau Claire Redevelopment Authority, should continue to support investment in business sites. The greater Downtown is the primary candidate for ongoing revitalization because of its importance as a center of office space, cultural resources, medical services, entertainment and civic life.

Economic development is the **most important element** of this *Comprehensive Plan* and of all the collective endeavors of this community. More and better jobs are of critical importance to Eau Claire as it struggles to evolve from an economy highly dependent on manufacturing and assembly to one that is more diverse and in tune with the industries of the future. Private and corporate well-being are the foundation of family security, public fiscal health and city renewal. Thus, without a growing and resilient economy, none of the other goals of this plan may be achieved.

Eau Claire is well-positioned for a better future because of its **competitive advantages**:

- Highway access via I-94, State Highway 29 and US 53; railroad and airport access
- The presence of the University of Wisconsin – Eau Claire and Chippewa Valley Technical College
- Its role as a regional center for goods and services
- Its position in a strong and sustainable agricultural region, particularly of dairy
- Its location near the Twin Cities and along the route to Chicago and Milwaukee
- The presence of strong medical, educational, retail and governmental industries
- A history of computer technology and recent growth in that field
- Natural and cultural features that enhance quality of life
- Available development sites in greenfields and central locations.

## Major Economic Development Issues

These are the major economic development issues identified through the assessment of conditions:

1. **Household Income and Employment:** What, if anything, should the City do to promote the growth of living-wage jobs, help raise average incomes and reduce the rate of poverty, unemployment, under-employment and their debilitating personal effects among Eau Claire residents, particularly households with children? This issue was the most highly rated by members of the Citizens Advisory Committee on the *Comprehensive Plan*.
2. **Workforce:** How can the community maintain or improve its attractiveness as a place to live and work? Which community resources and areas should be a priority in a strategy to attract and retain a competitive workforce, including the “Millennials.”
3. **Fringe Sites versus Redevelopment Sites:** How much of Eau Claire’s future business development should occur on redevelopment sites (where there are existing roads and utilities) compared to fringe or “greenfield” sites (but within the Sewer Service Area)?
4. **Availability of Development Sites:** Should the City act to make additional industrial land available for certain types of users, such as those needing rail access or small lots with design standards different than those of the Gateway Industrial Park?
5. **Conflicts with Adjacent Uses:** Should the City take steps to reduce land use conflicts in and around existing business and industrial parks?
6. **Downtown:** Should a master plan be prepared for redevelopment east of North Barstow Street?
7. **Industry Concentrations and Target Industries:** How can the community be strategic in targeting economic development resources to address the challenges and opportunities of declining or challenged industries or businesses? Growth industries or businesses? Emerging industries or businesses? How should such strategies be developed and priorities set?
8. **Incentives:** Are the City’s existing incentive programs appropriate for today’s economic environment and the community’s priorities? What should the City do to ensure that its incentive programs keep pace with changing economic conditions and opportunities? Community priorities?
9. **Transportation Infrastructure:** What transportation Improvements would enhance the City’s economic competitiveness? What role should the City play in encouraging such investment?
10. **Organization:** Should the current public and private collaborative structure for promoting economic development in and around Eau Claire be modified? If so, how could organizational roles, responsibilities and budgets be changed to accommodate changing community needs, priorities, and opportunities?

## **Goal and Objectives**

### **Goal**

#### **Increase household income, job opportunities and business growth throughout the local community.**

The following objectives and policies are each intended to advance the community toward that goal.

#### **Objective 1 – Community Leadership**

Provide outcome focused leadership for effective collaborative economic development efforts in Eau Claire and the broader Chippewa Valley region. See page 7-4.

#### **Objective 2 – Target Enterprises**

Focus economic development support on targeted enterprises that attract an educated labor force to Eau Claire. See page 7-5.

#### **Objective 3 – Entrepreneurs**

Attract entrepreneurs to Eau Claire who are most likely to succeed at establishing new industries and adding diverse employment opportunities to the city. See page 7-6.

#### **Objective 4 – Site and Asset Readiness**

Maintain an inventory of fully serviced land, ready for development in locations throughout the city as an attraction to business recruitment, relocation and start-ups. See page 7-7.

#### **Objective 5 – Redevelopment**

Support redevelopment and adaptive re-use of contaminated, blighted, functionally obsolete and under-utilized properties. See page 7-9.

#### **Objective 6 – Downtown Revitalization**

Support the ongoing revitalization of the greater downtown to strengthen its status as a vibrant city center. See page 7-10.

#### **Objective 7 – Sustainable Development**

Protect and enhance the beauty of Eau Claire’s natural resources through sustainable development practices that balance growth with environmental protection. See page 7-12.

#### **Objective 8 – Quality of Place**

Invest in the cultural, recreational, and leisure amenities in Eau Claire that encourage businesses and people to thrive. See page 7-12.

#### **Objective 9 – Appropriately Skilled and Educated Workforce**

Foster development of a competitive workforce needed to meet the demands of the contemporary economy. See page 7-13.

#### **Objective 10 – Recruitment, Retention and Incentives**

Retain existing businesses and attract new ones with appropriate benefits and incentives. See page 7-14.

## **Economic Development Policies**

### **Objective 1 – Community Leadership**

**Provide outcome focused leadership for effective collaborative economic development efforts in Eau Claire and the broader Chippewa Valley region.**

#### **Policies**

##### **1. Performance Measures**

Develop outcome-based performance measures for economic development functions and assistance programs.

##### **2. Work with Local Organizations**

Collaborate with and leverage area economic development organizations to ensure open communication channels, clearly defined partner roles and responsibilities, and a complete incentive package so that business needs are addressed effectively.

##### **3. City Policies**

Identify and address existing City policies that keep the city current with national economic development trends.

##### **4. Funding**

Identify gaps in regional access to funding and explore means of filling these gaps.

##### **5. City's Economic Development Funds**

Implement funding initiatives to restore the long-term viability of the City's economic development funds.

##### **6. Marketing**

Collaborate with community organizations to market Eau Claire as a unique and desirable economic development location, driving all prospects to a common platform that advertises all entities, services, and incentives available.

##### **7. State and Federal Fiscal Policies**

Provide leadership for community strategies to improve the revenue and fiscal policy decisions of state and federal government affecting local economic development efforts.

## Objective 2 – Target Enterprises

**Focus economic development support on target enterprises that attract an educated labor force to Eau Claire.**

### Policies

#### 1. Existing Industry Concentrations

Monitor trends, issues and opportunities involving key industries in Eau Claire such as food processing, technology, health care, education, finance and insurance, business and professional services, back office, plastics and rubber, metal manufacturing, printing and mailing. Identify cost-effective investments that the public sector can make to support the competitiveness of existing industry groups.

#### 2. Compare Local Assets and Target Industries

Work with the Eau Claire Area Economic Development Corporation to attract industries that can be competitive in the Eau Claire area and will strengthen the economy by providing good wages and benefits.

Inventory Eau Claire's assets in natural resources, existing capital, labor skill set, and education and training opportunities.

Monitor and target industries that may be attracted to Eau Claire's assets and that provide higher-wage jobs with benefits.

#### 3. Grow Targeted Industries

Invest public sector funds in strategies and work with the private sector to grow targeted industries. These include medical devices, nano-technology, software development, food production, plastic manufacturing and computer components.

Processing of dairy products is a targeted industry in this agricultural region.



### **Objective 3 – Entrepreneurs**

**Attract entrepreneurs to Eau Claire who are most likely to succeed at establishing new industries and adding diverse employment opportunities to the city.**

#### **Policies**

##### **1. Communication Technologies**

Expand the availability of state-of-the-art communication technologies throughout the city.

##### **2. Access to Funding**

Support stronger links to early stage capital, mezzanine funding, and equity funds.

##### **3. Target Industry Clusters**

Promote and attract development of innovation- and knowledge-based technology clusters.

##### **4. Community Culture**

Facilitate initiatives to create a community culture that attracts and supports entrepreneurs.

##### **5. Business Incubators**

Promote existing incubation centers and explore alternative incubator spaces that reflect start-ups in the area (food processing, hi-tech, services).

##### **6. Entrepreneur Support**

Encourage and support all entrepreneurs including but not limited to women, minorities, people with disabilities, and veterans.

##### **7. Access to Resources**

Facilitate easy access to resources in order to simplify the business start- up process.

##### **8. University Collaboration**

Deepen collaboration with the University of Wisconsin-Eau Claire entrepreneurial program.

##### **9. Community marketing**

Market Eau Claire as a creative entrepreneurial community.



## **Objective 4 – Site and Asset Readiness**

**Maintain an inventory of fully serviced land, ready for development in locations throughout the city as an attraction to business recruitment, relocation and start-ups.**

### **Policies**

#### **1. Diverse and Competitive Inventory**

Continue to expand Gateway Business Park and other sites as needed to maintain a competitive inventory of serviced industrial land, with a diversity of lot sizes to meet the needs of varied users. Maintain a 10 year inventory of fully serviced sites and zone a 30-year inventory for future business park development.

Provide municipal sewer, water and roads for all sites and appropriate access for trucks and employees. Zoning, transportation access, berms and other buffers should be used to minimize potential for conflict with adjacent users. Sustain a quality image for business and industrial sites.

#### **2. Supportive Commercial Enterprises**

Zone specific locations for service businesses valued by business park tenants, for example, child care, fitness, banking, lodging or meeting facilities. Develop land sale and incentive policies appropriate for such users.

#### **3. Sites for Small Industries, Support Businesses and Building Contractors**

Act to promote the private development of industrial areas that are suitable for smaller, industrial service, construction or distribution operations. Such lots should be in the range of 1.5 to 3 acres and have no additional design requirements beyond those of the zoning ordinance. These lots would be similar to those found in the Chippewa Valley Industrial Park, which allows outdoor storage and basic industrial buildings. Sewer and water lines may be needed to support such businesses, which may require annexation of land from a Town as there were few, if any, suitable tracts available within the City as of 2015.

#### **4. Industrial Sites with Railroad Service**

Work to promote the private development of industrial areas that have railroad access. As with the smaller sites, the extension of municipal sewer and water lines may be necessary, which may require annexation of land from an adjacent Town as there were few, if any, such locations available within the City as of 2015.

#### **5. Redevelopment**

Continue to empower the Redevelopment Authority to find investors willing to create new economic activity and/or housing on blighted properties, particularly in locations with high levels of amenity such as the riverfronts.

## **6. Major Highways**

Continue to ensure that the major highways in and around the city continue to function well. These include County Highway T, Clairemont Avenue, Cameron Street and Business 53 / Hastings Way. Continue to advocate for building an interchange on I-94 at Cameron Street. See the Transportation Plan chapter for further description.

## **7. Access to the Chippewa Falls Intermodal Facility**

Improve County Highway T to accommodate truck movement between Eau Claire and the Intermodal Facility in Chippewa Falls.

The Intermodal Facility in Chippewa Falls offers truck-to-train shipment capabilities, giving area businesses the ability to ship and receive goods from the West Coast without going through a major transit center such as Minneapolis or Chicago.

Please refer to the Transportation Plan chapter for additional description of this proposed improvement.

## **8. Public Transit**

Implement the 2015 transit improvement plan including the idea of a new downtown Transit Center.

## **9. High Speed Passenger Rail Service**

Work with the states of Wisconsin and Minnesota and citizens advocacy groups to promote Eau Claire as part of a chosen route for the potential high-speed passenger rail service. If a high-speed rail route is chosen that includes Eau Claire, work to have the station located in downtown Eau Claire and accessible by Eau Claire Transit, such as near Banbury Place.

## **10. Air Cargo Operations**

Adjust the zoning ordinance and map to enable the Chippewa Valley Regional Airport to add air cargo operations and other warehouse-related uses on-site.

Amend the airport zoning from the Public District to a new zone that is specific to the airport, similar to the zone administered by Eau Claire County, the owner of the airport.

Explore the creation of a Foreign Trade Zone at the Regional Airport.

## **11. Airport Access**

Cooperate if Regional Airport management or Chippewa County wishes to invest in improvements to Melby Street or to provide wayfinding signs leading from US 53 and Hastings Way to the airport. Improving that corridor is identified as one of the top ten road improvements desired in this Comprehensive Plan. (See also the Transportation Plan chapter.)

## **Objective 5 – Redevelopment**

### **Support redevelopment and adaptive re-use of contaminated, blighted, functionally obsolete and under-utilized properties.**

#### **Policies**

##### **1. Eau Claire Redevelopment Authority (RDA)**

Continue to ensure that the RDA plans and carries out redevelopment projects and has the authority to enter into contracts, acquire property through purchase, lease or eminent domain, borrow money and issue bonds, improve, lease and sell property, apply for grants, loans or contributions, and invest excess funds.

The RDA develops an operating plan for each designated area and project, which requires a public hearing and City Council approval.

##### **2. Redevelopment Tools**

Address the cost difference between redeveloping obsolete, blighted or contaminated sites and preparing greenfield sites. Evaluate using a variety of financing tools, including tax increment finance, state and federal programs and local revolving loan funds.

Facilitate redevelopment involving larger or more complex projects by preparing a master plan or issuing an RFP for a master plan that addresses private development features as well as public infrastructure and amenities.

##### **3. Potential Redevelopment Assistance Locations**

Locations where the Eau Claire Redevelopment Authority could provide valuable assistance in redevelopment for economic purposes include the Oxford Street corridor, the Melby Street corridor, and Menomonee Street corridor, and the area between North Barstow and Dewey Streets.

Please refer to the Downtown Plan for additional description about the North Barstow Street opportunity. The residential properties near Melby Street suffer from the deleterious effects of truck and other industrial or airport traffic.

##### **4. National Presto Site**

Redevelopment of this 300-acre site involves some brownfield areas under remediation. The site is well located for commercial or industrial purposes and redevelopment should occur when the seller is willing and market conditions are favorable.

The Eau Claire Redevelopment Authority has been acquiring and assembling disused sites such as this one along Oxford Street for sale to new users.



## **Objective 6 – Downtown and Riverfront Revitalization**

**Support the ongoing revitalization of the greater downtown and the riverfronts to build a vibrant city center.**

### **Policies**

#### **1. Regional Mixed-Use Activity Center**

Establish Downtown as a regional mixed-use activity center integrating civic and government uses, professional and corporate offices, health care, meeting and entertainment facilities, arts and culture, housing and specialty retail.

#### **2. Desired Activities**

Attract downtown employers, civic and cultural resources, high density housing and owner-occupied projects, mixed-use projects, recreational opportunities, and commercial services.

#### **3. Downtown Employers**

Work to retain and attract major employers, particularly offices, corporate headquarters, and courts (federal, state and local).

These important “anchor tenants” bring workers as well as legal and professional services to downtown during the traditional work week.

#### **4. Entertainment, Civic, Recreational and Cultural Resources**

Work to retain and attract entertainment, civic, recreational and cultural resources such as the library, YMCA, theaters, parks, trails and restaurants. These “anchor tenants” bring area residents to downtown and the riverfront during the evening and weekend hours.

#### **5. Downtown Planning**

Incorporate the Barstow Business Improvement District Master Plan (Downtown Eau Claire, Inc., 2012) into the *Eau Claire Comprehensive Plan*.

Prepare a master plan for the revitalization of the area east of North Barstow Street.

Plan and zone for apartments and townhouses in and near downtown and along the riverfront to strengthen activity and market demand during the evening and weekend hours.

#### **6. Riverfront Redevelopment**

Redevelop the older, underutilized industrial areas bordering the Chippewa and Eau Claire rivers.

#### **7. Water Street**

Support continued revitalization of Water Street as a commercial corridor.

#### **8. Southeastern Commercial Area**

Work with WisDOT to conduct a traffic study and program road and bridge improvements in the vicinity of the southeastern commercial area.

**9. Downtown Eau Claire, Inc.,**

Support Downtown Eau Claire Incorporated (DECI) to serve as the lead agency in coordinating downtown economic development and marketing programs.

DECI continues to serve as the lead organization for issues related to downtown Eau Claire and serves as a liaison between City government and downtown businesses. It provides an organizational framework for downtown business and property owners to develop a shared economic vision and address issues of design, appearance, marketing and promotions. DECI also provides information on property, traffic, parking, development statistics, financial and business assistance as well as marketing and promotions.

**10. Eau Claire Redevelopment Authority**

Continue to support the role of the Eau Claire Redevelopment Authority in implementing downtown redevelopment projects under the leadership of DECI and the City.

**11. Business Improvement Districts**

Continue to encourage the formation and use of Business Improvement Districts to foster private investment, cooperation and appearance improvements.

**12. Downtown Loan Funds**

Continue to support revitalization of downtown properties through the Revolving Loan Fund, Downtown Façade Loan Program and the Code Compliance Loan Program.

Identify properties appropriate for façade enhancement and direct them to appropriate resources to make improvements.

**13. Downtown Parking, Signs and Ordinances**

Evaluate downtown parking needs and support parking structures in place of surface lots where appropriate.

Review and evaluate downtown ordinances for signage, sidewalk, parking, and rooftop use. Support increased wayfinding and signage.

Downtown has led all parts of Eau Claire in the 2010 to 2015 period for new construction, including the office and residential categories.



## **Objective 7 – Sustainable Development**

**Protect and enhance the beauty of Eau Claire’s natural resources through the use of sustainable development practices that balance growth with environmental protection .**

### **Policies**

#### **1. Environmental Practices**

Prevent and/or mitigate negative impacts of development to native ecosystems, including the preservation of nature in urban settings.

#### **2. Compact Development**

Promote compact development through infill, redevelopment, mixed use projects, and the use of existing infrastructure.

#### **3. Community Connections**

Ensure connectivity of diverse segments of the community through open space, expanded public transportation, and sufficient provision for walking and biking options.

#### **4. State Environmental Programs**

Support Wisconsin’s Green Tier and Travel Green programs and the Eau Claire Area Chamber of Commerce’s Green Business Initiative.

## **Objective 8 – Quality of Place**

**Invest in the cultural, recreational and leisure amenities in Eau Claire that encourage businesses and people to thrive.**

### **Policies**

#### **1. Public Space Design**

Promote investment in well-designed public spaces.

#### **2. Riverfront Access**

Continue to advance long term public use and access to riverfronts.

#### **3. Collaboration**

Collaborate with private and public organizations to promote cultural and recreational opportunities in Eau Claire.

#### **4. Partnerships for the Arts**

Pursue innovative public-private partnerships and joint ventures, including community performance arts facilities, arenas and convention centers.

#### **5. All-America City**

Leverage and market the All-America City designation in all economic development branding and promotion efforts.

## **Objective 9 – Appropriately Skilled and Educated Workforce**

### **Foster development of a competitive workforce needed to meet the demands of the contemporary economy**

#### **Policies**

##### **1. Retain Local Graduates**

Support efforts to attract and retain college graduates and faculty.

##### **2. Support for Higher Education**

Support initiatives of the higher education facilities and programs in the region, such as Chippewa Valley Technical Collage and the Universities. Welcome and integrate students and faculty into the community and area businesses.

##### **3. Collaborate to Link Skills and Needs**

Serve as a link between specific employers or industry groups and workforce development resources to train or retrain workers.

Continually evaluate employee demographics and changes in available workforce to match the workforce with the needs of the community.

Link employers and workforce development resources.

Initiate closer collaboration between local Department of Workforce Development representatives, schools and economic development to address workforce changes.



Chippewa Valley Technical College and the University of Wisconsin are among the post-secondary schools in Eau Claire that provide a skilled workforce, people who ought to be retained to help make Eau Claire competitive in the global economy.

## **Objective 10 – Recruitment, Retention and Incentives**

**Retain existing businesses and attract new ones with appropriate benefits, incentives, information and marketing.**

### **Policies**

#### **1. Lead Organization**

Continue the role of the Economic Development Division as the lead organization for all economic development activities in Eau Claire. This includes, but is not limited to, downtown, redevelopment areas, industrial, technology, commercial and retail. All businesses seeking City funds or wanting to purchase lands owned by or in part by the City should deal directly with City staff to streamline and accelerate the process for businesses.

#### **2. Business Recruitment**

Continue to take the lead in meeting directly with companies interested in locating in Eau Claire.

Staff of the City of Eau Claire Economic Development Division will continue to be responsible for working with prospects in the City and proposing sites. The City may proactively market the community with economic development organizations such as the Eau Claire Area Economic Development Corporation, Momentum West, and the State of Wisconsin Economic Development Corporation.

#### **3. Regional Cooperation**

Continue to affirm the philosophy of regional cooperation in economic development. Take a leadership role in establishing regular review processes and convening local government partners to clarify expectations, improve efficiency and effectiveness, and set accountability measures.

#### **4. Marketing**

Continue to market the Eau Claire economic development amenities in cooperation with the Eau Claire Area Economic Development Corporation (ECAEDC).

The City of Eau Claire expects that in return for its continued funding, the ECAEDC will create and print marketing materials and format them for a Web site. All materials will have the contact information of city staff on the marketing piece. All prospects and leads will be directed to city staff for response.

The City staff may do some niche marketing that is not done by another organization (e.g., direct mail on a specific building or mailing to UWEC alumni). The City's Economic Development website will also have general economic development information, community statistics, and information on financial resources, protective covenants for the business parks, and other information.

#### **5. Retention Calls**

Continue to place a priority on the retention and expansion of existing industries and major employers.

Continue retention calls through combination of in-person visits and electronic surveys.



Conduct visits, provide program assistance and thank them for employing local citizens.

The Eau Claire Area Economic Development Corporation may be involved in making business calls and providing referrals to the City from those calls.

Maintain an inventory of businesses that want to expand; understand what their needs are and what is prohibiting them from expanding; and facilitate and encourage local supplier sourcing.

## **6. Technical Resources and Community Information**

Support programs that provide technical resources to businesses.

Continue to serve as the clearinghouse for information on the local economy, gathering and tracking development statistics, demographics, local trends, employment statistics, traffic counts and data meaningful to developers and site locators.

## **7. Municipal Processes**

Audit current permitting policies and timelines and suggest improvements.

Continue to monitor incentives to ensure that the city is competitive in recruiting new and maintaining existing businesses. Promptly and extensively respond to requests for information.

Promote easy access to financial assistance and business programs.

Continue to handle the City's development and regulatory functions in a professional manner with a focus on customer service while ensuring compliance of the city's development standards and regulations.

## **8. Accountability**

Develop performance measures for the various economic development programs using criteria such as private investment leveraged, number of jobs, increase in tax base, acres of brownfield cleaned up, and number of façades upgraded.

Provide an annual report of business retention calls from Eau Claire Area Economic Development Corporation and City of Eau Claire staff.

The performance measures will be used to quantify the accomplishments and impact of the City's Economic Development Division and its economic development partners -- ECAEDC, DECI, RDA, Gateway, CVIC and Momentum West.

Eau Claire has been successful in recruiting and retaining medical facilities of all kinds, making it a regional center for that industry, one that provides a wide range of well-paying and steady jobs.



**9. Role of the Eau Claire Area Economic Development Corporation:**

The City of Eau Claire expects three principal functions from the ECAEDC in return for the City's funding:

**Marketing**

Continue to maintain appropriate community profiles, brochures, a Website and other marketing materials. Develop and implement a proactive recruitment process with active outreach to geographic targets (i.e. Twin Cities and Chicago) and sector targets. Once a lead is developed, it should be immediately turned over to City staff.

**Private Sector Leadership**

Engage the private sector to suggest policies, support City efforts and to raise funding to match the public sector expenditures.

**Regional Development**

Determine the best way to coordinate and implement regional economic development.

**10. Communication**

Continue to communicate regularly with key stakeholders and the general public regarding economic development issues, opportunities, goals, progress and impact.

## Plan Action Steps

The City will take these steps to implement the recommendations of the Economic Development Plan.

**Table 7-1  
Economic Development Plan Actions**

Action	Timing
<b>Target Enterprises.</b> Continue to monitor and target industries that may be attracted to Eau Claire’s assets and that provide higher-wage jobs with benefits.	Ongoing
<b>Entrepreneurs.</b> Work to attract entrepreneurs to Eau Claire who are most likely to succeed at establishing new industries and adding diverse employment opportunities to the city.	Ongoing
<b>Site Readiness.</b> Continue to maintain an inventory of fully-serviced development sites. Act to promote the private development of a new location with sites for small industries and support businesses. Also work to promote the private development of an industrial area with rail service.	2016 - 2020
<b>Highway T.</b> Improve County Highway T to improve truck access from the north.	By 2030
<b>High Speed Passenger Rail.</b> Advocate and support this potential travel option between Eau Claire and the Twin Cities.	2016 until success
<b>Airport Zoning.</b> Adjust zoning to enable the Chippewa Valley Regional Airport to add air cargo operations and other warehouse-related uses on-site.	2016
<b>I-94 Interchange.</b> Continue to advocate for building an interchange on I-94 at Cameron Street.	2016 – 2030
<b>Redevelopment.</b> Continue to support redevelopment and adaptive re-use of contaminated, blighted, functionally obsolete and under-utilized properties, including those in and near Downtown. Support the ongoing revitalization of the greater downtown and the riverfronts to build a vibrant city center.	Ongoing
<b>Recruitment and Retention.</b> Maintain a working relationship between local employers and colleges. Continue the public and private campaign to retain existing businesses and recruit new ones. Support initiatives that help make Eau Claire a desirable place to live and work.	Ongoing