



136 North Monroe Street  
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## A MEETING OF THE WATERLOO COMMUNITY DEVELOPMENT AUTHORITY - 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: March 17, 2020  
Time: 6:00 p.m.  
Location: Municipal Building, 136 North Monroe Street (room to be determined)

1. ROLL CALL AND CALL TO ORDER
2. MEETING MINUTES APPROVAL: prior unapproved meeting minutes
3. CITIZEN INPUT
4. UPDATES & REPORTS
  - a. School District Liaison
  - b. Chamber Of Commerce Liaison [position vacant]
  - c. Economic Development Plan Implementation Progress
  - d. Financial Reports
    - i. Fund 600 [CDA]; Funds 412, 413 & 414 [Tax Incremental Finance Districts 2, 3 & 4]
  - e. Grant Tracking
  - f. 333 Portland Road, Site Interest List
  - g. Treyburn Farms
  - h. Maunsha Business Center Window Replacements
  - i. Housing Program Promotion Task
5. UNFINISHED BUSINESS
  - a. 203 East Madison Street, Phase 3
    - i. Kunkel Engineering Group Concept & Estimate -- Considering Answers To Questions Raised In January And Final Concept Consideration
  - b. Strengths, Weaknesses, Opportunity And Threat (SWOT) Analysis
  - c. About Tax Incremental Financing - Tax Incremental Finance Districts Review
  - d. Tax Incremental District #4 Earlier Closure Versus Activity Considerations
6. NEW BUSINESS
7. FUTURE AGENDA ITEMS AND ANNOUNCEMENTS
  - a. Calendar

### 8. ADJOURNMENT

  
Mo Hansen  
Clerk/Treasurer

#### Community Development Authority:

Stinnett, Lewandowski, Petts, Whitebird, Kuhl and Weihert with one vacancy  
School District Superintendent Brian Henning as School District liaison  
Posted, Mailed and E-mailed: 03/10/2020

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.

**WATERLOO COMMUNITY DEVELOPMENT AUTHORITY**  
**MEETING MINUTES: February 18, 2020**

1. ROLL CALL AND CALL TO ORDER. In the chair's absence, Vice-Chair Petts called the meeting to order at 6:00 p.m. in the Municipal Building Police Training Room. CDA members present: Petts, Whitebird, Lewandowski, Kuhl and Weihert. Absent: Stinnett, Deegan and non-voting member Brian Henning. Others present: Nora Lewandowski, Parks Coordinator Gabe Haberkorn, Cable Station Director Jesus Burgos (by phone) and Clerk/Treasurer Hansen.
2. MEETING MINUTES APPROVAL: Prior unapproved meeting minutes. Motion by Weihert, seconded by Whitebird to approve the December 17, 2019 minutes as presented. VOICE VOTE: Motion carried.
3. CITIZEN INPUT. None.
4. NEW BUSINESS
  - a. Parks And Cable TV Station – Review Of Departmental “Road Maps” DISCUSSION: WLOO Station Director Jesus Burgos outlined station activities. Lewandowski said he would follow-up on the actionable item of contacting Brian Henning regarding station access for sporting events. Parks Coordinator Gabe Haberkorn outlined parks activities. He referenced the Comprehensive Outdoor Recreation Plan; the upcoming comedy event and marketing. Municipal outreach ability was discussed. Weihert said he would check with the snowmobile club about grooming a winter trail in the park. No action taken.
5. UPDATES & REPORTS
  - a. School District Liaison. No report.
  - b. Chamber Of Commerce Liaison. No report.
  - c. Economic Development Plan Implementation Progress. Noted.
  - d. Financial Reports
    - i. Fund 600 [CDA]; Funds 412, 413 & 414 [Tax Incremental Finance Districts 2, 3 & 4]. Reports reviewed.
  - e. Grant Tracking. Hansen provided a verbal update
  - f. 333 Portland Road, Site Interest List. Noted as no change from prior meeting.
  - g. Treyburn Farms. Hansen said a written monthly summary would be provided.
  - h. Maunsha Business Center Window Replacements [Previously noted as a Spring installation]
6. UNFINISHED BUSINESS
  - a. 203 East Madison Street, Phase 3
    - i. Project Concept-To-Completion Sheet, Approval. No sheet provided.
    - ii. Kunkel Engineering Group Concept & Estimate -- Considering Answers To Questions Raised In January And Final Concept Consideration. Hansen did not have Kunkel questions available to members.
  - b. Strengths, Weaknesses, Opportunity And Threat (SWOT) Analysis. By consensus the body tabled the item.
7. NEW BUSINESS
  - a. Jefferson County Home Buyer And Home Rehab Programs. DISCUSSION: The body was made aware of existing County programs available to City of Waterloo residents. Petts shared her program experience. (<https://jeffersoncountyhomebuyer.com/about-the-jcedc/>). No action taken.
  - b. About Tax Incremental Financing - Tax Incremental Finance Districts Review. No report available to review.
  - c. Closing Early Tax Incremental District #4. Hansen shared new information regarding interest in commercial leasing at 808 North Monroe Street. He recommended not closing at this time.
8. FUTURE AGENDA ITEMS AND ANNOUNCEMENTS
  - a. Calendar. No action taken.
9. ADJOURNMENT. MOTION: Moved by Lewandowski, seconded by Petts to adjourned at 7:04.

Attest:



Mo Hansen  
Clerk/Treasurer

**WATERLOO COMMUNITY DEVELOPMENT AUTHORITY**  
**MEETING MINUTES: September 9, 2019**

1. ROLL CALL AND CALL TO ORDER. CDA Chair Stinnett called the meeting to order at 7:30 p.m. in the Municipal Building Police Training Room. CDA members present: Deegan; Weihert; Stinnett; Whitebird; Lewandowski and Kuhl. Absent: Petts and non-voting member Brian Henning. Others present: Baby Lewandowski and Clerk/Treasurer Hansen.
2. MEETING MINUTES APPROVAL: August 20, 2019. MOTION: Moved by Whitebird, seconded by Weihert to approve the minutes. VOICE VOTE: Motion carried.
3. CITIZEN INPUT. None.
4. NEW BUSINESS
  - a. Update CDA Yearly Calendar. MOTION: Moved by Whitebird, seconded by Kuhl to table the item. VOICE VOTE: Motion carried.
  - b. Prioritize the CDA Strategic Plan. Discussion: Lewandowski said having the Mayor describe her CDA goals and describing corresponding revenue would be helpful. Lewandowski said a revenue stream hasn't been specifically allocated to the CDA. Weihert said TIF assistance could be requested if needed. Kuhl said if 203 East Madison Street would be an example of a small project. Weihert spoke of keeping 117 East Madison Street as Fund 600 item. Lewandowski spoke of the need for grants. Weihert asked if the Mayor could attend the next meeting.
  - c. Fund 600, Creating A Priorities Based 2020 Budget Submittal. Discussion: Promoting the welcome packet was identified as a future task. Funding building operations of \$4,400 for Maunasha Business Center. Deegan and other projected expenses of \$200 or thereabouts. MOTION: By consensus a budget recommendation consisting of revenue of: \$4,650 [tax levy]; \$2,400 [building rental]; along with expenses to include: \$250 for welcome packets and the balance of \$3.608 to cover Maunasha Business Center expenses was approved by voice vote:
5. FUTURE AGENDA ITEMS AND ANNOUNCEMENTS
6. ADJOURNMENT. MOTION: By consensus the body adjourned at 8:10.

Attest:



Mo Hansen  
Clerk/Treasurer

**WATERLOO COMMUNITY DEVELOPMENT AUTHORITY**  
**MEETING MINUTES: September 17, 2019**  
**Corrected January 15, 2020 mh**

1. ROLL CALL AND CALL TO ORDER. CDA Chair Stinnett called to order at 6:00 p.m. in the Municipal Building Council Chambers. CDA members present: Whitebird; Petts; Stinnett; Deegan; Kuhl; Lewandowski and Weihert. Absent: **Whitebird none**; and non-voting member Brian Henning. Others present: Alder Ron Griffin; Mayor Quimby; Parker Dow and Clerk/Treasurer Hansen.
2. MEETING MINUTES APPROVAL: September 9, 2019 meeting minutes. MOTION: Moved by Petts, seconded by Kuhl to table approval. VOICE VOTE: Motion carried.
3. CITIZEN INPUT. None. Weihert questioned the amount of progress surrounding the Hawthorn & Stone assisted living project.
4. UPDATES & REPORTS
  - a. School District Liaison. Lewandowski provided a brief update.
  - b. Chamber Of Commerce Liaison. Deegan said she would first meet with Chambers Board members at its next meeting.
  - c. Citizen Engagement/Outreach – Help Out Town Waterloo. No report.
  - d. Economic Development Plan Implementation Progress. Noted with further below.
  - e. Financial Reports.
    - i. Fund 600 [CDA]. Noted.
    - ii. Funds 412, 413 & 414 [Tax Incremental Finance Districts 2, 3 & 4]. No report provided.
  - f. Grant Tracking. Hansen commented on pending WEDC reimbursements for the Idle Sites Industrial Grant and a Site Assessment Grant for 333j Portland Road. He said reimbursements should arrive later in September
  - g. 333 Portland Road, Site Interest List. Noted. Ron Griffin approached the members displaying maps. He indicated a concern that his original map was two acres and the current map was .8 acres. Hansen indicated that the boundary lines had been modified per Griffin's request. The body spontaneously conversed in sub-groups for ten minutes. Lewandowski said the CDA had done its action and that certified survey maps were the responsibility of the Plan Commission and City Council. No action taken.
5. UNFINISHED BUSINESS
  - a. 2020 Budget And Evaluating CDA Progress Measures. The Mayor briefed the CDA reviewing the implementation list saying connectivity was an item listed, garden space also. She advised the body to pick a project or projects and move on them. She noted housing as a key priority. A bike plan was referenced; 203 East Madison Street was referenced. Community Outreach was referenced. The Welcome Packet concept was referenced.
  - b. 203 East Madison Street, Phase 4. The Mayor briefed attendees saying: Gabe Haberkorn was getting appraisals for land privately owned connection 203 East Madison Street. The fence selection was discussed. It was noted that the Kunkel Engineering Group revised cost estimate was not completed. MOTION: Moved by Kuhl, seconded by Deegan to put the CDA on record as supporting the black steel fence at an amount of \$3,410.80. VOICE VOTE: Motion carried.
  - c. Modifying The Existing RFP For Performance Based Economic Development Services. DISCUSSION: It was noted that the \$25,000 in the current year budget, if not spent would remain in Fund 600. Whitebird spoke in favor of splitting the RFP into two components as soon as possible. **MOTION: Moved by Whitebird, seconded by Petts to direct the RFP to be split as described and for the 2019 funding to be carried over to 2020.** VOICE VOTE: Motion carried.
  - d. Annual Calendar Review. MOTION: Moved by Kuhl, seconded by Weihert to approve the calendar as is for 2020. VOICE VOTE: Motion carried.
6. FUTURE AGENDA ITEMS AND ANNOUNCEMENTS
  - a. About Tax Incremental Financing - Tax Incremental Finance Districts Review
7. ADJOURNMENT. MOTION: Moved by Whitebird, seconded by others to adjourn. Estimated time: 7:15 p.m.

Attest:



Mo Hansen  
Clerk/Treasurer

City of Waterloo  
Economic Development Strategic Plan Implementation Tracking

3/10/2020 1:22 PM

**FOCUS: Industrial & Commercial**

ITEM	GOAL	ACTION		GOAL/TASK METRICS	NOTES	PHASE / YEAR
IC1	Ready 17 acre industrial site (333 Portland Rd) for reuse	Pursue funding for remediation of blighted site with focus on future industrial reuse and job creation		Site ready with for reuse 1/1/2018		2016 site research; 2017 remediation; 2018 marketing
	<b>Task</b>	<b>Status</b>	<b>Due Date</b>	<b>Assignee</b>	<b>Notes</b>	
	Acquire Site	Completed		Clerk/Treasurer		
	EPA Site Remediation	Completed	12/1/2017	Clerk/Treasurer		
	Site Demo Funding	Completed	12/1/2017	Clerk/Treasurer		
	Site Demo Contractor Bidding	Completed	6/7/2018	Clerk/Treasurer		
	Site Demo	Completed	6/8/2018	Contractor		
	Close Out Open DNR/EPA Files	Completed	5/1/2019	EPA / DNR contractor		
	Ready 17 acre industrial site (333 Portland Rd) for reuse	Completed	5/1/2019	Clerk/Treasurer		
	Publish Site Reuse RFP	Completed	10/12/2018	Clerk/Treasurer		
	Get eyes on Reuse RFP	In Progress	4/1/2019	Clerk/Treasurer	see site interest list	
	Wetland delineation	Completed	6/15/2019	Clerk/Treasurer	Heartland Ecological	
	Preliminary geotechnical engineering	Completed	6/15/2019	Clerk/Treasurer	SCS Engineering	
	CDA / Council Select Re-use(s)	In Progress	TBD	CDA / City Council		
	Execute Developer Agreement	Not Started	TBD	Clerk/Treasurer / Attorney		

**FOCUS: Aesthetics & Infrastructure**

ITEM	GOAL	ACTION		GOAL/TASK METRICS	NOTES	PHASE / YEAR
AES4	Offer free garden space, surplus produce to food pantry	Re-establish seasonal public community garden space		Make available ten garden plots each March	Approved Concept	?????
	<b>Task</b>	<b>Status</b>	<b>Due Date</b>	<b>Assignee</b>	<b>Notes</b>	
	No action	Deferred				

**FOCUS: Communication & Organizational Capacity**

ITEM	GOAL	ACTION		GOAL/TASK METRICS	NOTES	PHASE / YEAR
ORG1	Engage residents with expanded online presence	Expand social media with focus on new residents		2,000 FB likes by August 2018	As of 4/18 FB likes: City=870; WRT+676; Parks 644	2016-2020
	<b>Task</b>	<b>Status</b>	<b>Due Date</b>	<b>Assignee</b>	<b>Notes</b>	
	Weekly use of FB	On Going	On-going	Mo, Gabe, Kelli	DP & Library page also exists; all purposefully not coordinated.	
	Promote use of Waterloo Events Button	Used mostly by Library	On-going	Kelli, Mo	Alder Rhynes completed test of calendar tool	
	Repair former High School sign and Install Downtown To Promote Events	Concept eliminated by CDA		None	Signage purchased from the School District is in storage	

City of Waterloo  
Economic Development Strategic Plan Implementation Tracking

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ITEM	GOAL	ACTION		GOAL/TASK METRICS	NOTES	PHASE / YEAR
ORG2	<b>Make available New Resident Welcome Packet</b>	Annually update digital and printed welcome material		100% of new residents reached by August 2018		2016-2020
	<b>Task</b>	<b>Status</b>	<b>Due Date</b>	<b>Assignee</b>	<b>Notes</b>	
	2017 Packets Assembled & Distributed	Completed	12/31/2017	Library Staff	Approximately 50 packets distributed	
	2018 Packets Assembled & Distributed	Completed	12/31/2018	Library Staff	Material from a variety of sources	
	2020 Packets Info Assembled & Distributed	No project lead	TBD	CDA	Material from a variety of sources	

ITEM	GOAL	ACTION		GOAL/TASK METRICS	NOTES	PHASE / YEAR
PRO2	<b>Marketing databases &amp; outreach to market area</b>	PROJECT NEIGHBOR - Build digital market area lists for promotional opportunities		12 creative digital/social media outreach efforts		2019-2020
	<b>Task</b>	<b>Status</b>	<b>Due Date</b>	<b>Assignee</b>	<b>Notes</b>	
	Concept review	Completed		Working Group	Stressed need for opt-in	
	Set-up sign-up box	Completed		Clerk/Treasurer	Used at elections; utility commission and other locations'	
	Assemble public data	Completed	4/10/2018	Clerk/Treasurer	Voters, property owners, dog owners, others	
	Create outreach communications	Completed	4/30/2018	Clerk/Treasurer	Mill / Cleveland contacts; Street Market; Park Events	
	Update data & create outreach communications 2019-2020	Progress steps	Data used for Feb election & dog license reminder robo-calls & letters	Clerk/Treasurer		

ITEM	GOAL	ACTION		GOAL/TASK METRICS	NOTES	PHASE / YEAR
ORG4	<b>Broaden funding sources for economic development capacity</b>	Explore funding options		New support dollars source in 2017, 2018 and 2019		One new funding source each year
	<b>Task</b>	<b>Status</b>	<b>Due Date</b>	<b>Assignee</b>	<b>Notes</b>	
	2017 discussions	Completed	12/31/2017	Clerk-Treasurer	No from Junginger Foundation	
	2019 discussions	Dormant; other priorities taking precedence	revised to 12/1/2019	Clerk-Treasurer	RFP for consulting services REISSUED 10/14/19; No interest expressed; limited CT time to promote	

City of Waterloo  
Economic Development Strategic Plan Implementation Tracking

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**FOCUS: Housing**

ITEM	GOAL	ACTION	GOAL/TASK METRICS	NOTES	PHASE / YEAR
HOU1	Incentivize new home construction	Waive all fees for new home construction	Development agreement(s) with residential builder/developers	Approved Concept	2019-2020
	<b>Task</b>	<b>Status</b>	<b>Due Date</b>	<b>Assignee</b>	<b>Notes</b>
	Consider continuing for 2019	Completed	12/31/2018	City Council	
	2018 outreach efforts	Completed	3/31/2018	Sue Moe	Flyer to real estate agents
	2019-2020 Outreach (Treyburn Farms Project)	On-going	monthly reports	Mayor / Clerk-Treasurer	Selling 19 parcels; need private sector home builders

ITEM	GOAL	ACTION	GOAL/TASK METRICS	NOTES	PHASE / YEAR
HOU2	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		?????
	<b>Task</b>	<b>Status</b>	<b>Due Date</b>	<b>Assignee</b>	<b>Notes</b>
	No action	Deferred			

**FOCUS: Fostering Entrepreneurial Opportunity**

ITEM	GOAL	ACTION	GOAL/TASK METRICS	NOTES	PHASE / YEAR
ENT1	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	Approved Concept	?????
	<b>Task</b>	<b>Status</b>	<b>Due Date</b>	<b>Assignee</b>	<b>Notes</b>
	No action	Not Started			

**FOCUS: 203 East Madison Street Redevelopment**

ITEM	GOAL	ACTION	GOAL/TASK METRICS	NOTES	PHASE / YEAR
2016A	Construct 2015 CDA-CDC concept plan for 203 East Madison Street	Construct concept plan in phases	Riparian area completed by May 1, 2016	Riparian area completed 2017	
	<b>Task</b>	<b>Status</b>	<b>Due Date</b>	<b>Assignee</b>	<b>Notes</b>
	Contractor riparian area improvements	Completed	1/1/2017	Clerk-Treasurer	need to close out DNR grant for this phase
	Install Permanent wooden fence for safety purposes	Waiting on Spring thaw	3/15/2019	Public Works Dept.	CDA-CDC votes at Nov 2018 meeting to proceed
	Seek funding for remaining build-out per approved concept plan	In Progress	Parks Coordinator	(1) Parks Coordinator; (2) Clerk/Treas	Appraisal for purchase of private property north of site done; drafting of grant application in progress
	Complete site surface improvements per adopted plan	In Progress	Parks Coordinator	(1) Parks Coordinator; (2) Clerk/Treas	Appraisal for purchase of private property done; Sellers OK with 40ft acquisition price; CT to provide offer to purchase
	Kunkel Engineer Group with revised concept plan for CDA review	In Progress	Kunkel Engineer Group	(1) Mitch Leisses	See 1/21 meeting materials

**CDA**

# **Finance Packet**

**Month Ending**

***February 2020***

# CITY OF WATERLOO

BALANCE SHEET  
FEBRUARY 29, 2020

## 600-COMMUNITY DEVELOP AUTHORITY

### ASSETS

600-11100	TREASURER'S CASH	46,568.54	
600-15800	DUE FROM AGENCY FUND TAXES	1,189.61	
	TOTAL ASSETS		<u>47,758.15</u>

### LIABILITIES AND EQUITY

#### LIABILITIES

600-25607	DEFERRED REVENUE	4,650.00	
600-26100	DEFERRED REVENUE	( 3,460.39)	
	TOTAL LIABILITIES		1,189.61

#### FUND EQUITY

600-34300	FUND BALANCE	18,204.76	
600-34310	PROFESSIONAL SVCS CARRYOVER	25,000.00	
	REVENUE OVER(UNDER) EXPENDITURES - YTD	3,363.78	
	TOTAL FUND EQUITY		<u>46,568.54</u>
	TOTAL LIABILITIES AND EQUITY		<u>47,758.15</u>

**CITY OF WATERLOO**  
 DETAIL REVENUES WITH COMPARISON TO BUDGET  
 FOR THE 2 MONTHS ENDING FEBRUARY 29, 2020  
**FUND 600 - COMMUNITY DEVELOP AUTHORITY**

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	OVER(UNDER)	% OF
<u>SOURCE 41</u>					
600-41-4111-000 LOCAL TAX-GENERAL FUND	3,460.39	3,460.39	4,650.00	( 1,189.61)	74.4
TOTAL SOURCE 41	3,460.39	3,460.39	4,650.00	( 1,189.61)	74.4
<u>PUBLIC CHARGES FOR SERVICE</u>					
600-46-4674-000 MBC BUILDING RENTAL	200.00	400.00	2,400.00	( 2,000.00)	16.7
TOTAL PUBLIC CHARGES FOR SERVICE	200.00	400.00	2,400.00	( 2,000.00)	16.7
TOTAL FUND REVENUE	3,660.39	3,860.39	7,050.00	( 3,189.61)	54.8

**CITY OF WATERLOO**  
 DETAIL EXPENDITURES WITH COMPARISON TO BUDGET  
 FOR THE 2 MONTHS ENDING FEBRUARY 29, 2020  
**FUND 600 - COMMUNITY DEVELOP AUTHORITY**

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNDER(OVER)	% OF
<u>DEPARTMENT 5151</u>					
600-51-5151-399 SPECIAL ACCTNG COSTS - MISC	.00	.00	375.00	375.00	.0
TOTAL DEPARTMENT 5151	.00	.00	375.00	375.00	.0
<u>MAUNESHA BUSINESS CENTER</u>					
600-51-5162-221 MAUNESHA BUSINESS ELECTRIC	32.01	32.01	1,000.00	967.99	3.2
600-51-5162-222 MAUNESHA BUSINESS HEAT	153.01	309.49	750.00	440.51	41.3
600-51-5162-223 MAUNESHA BUSINESS WATER/SEWER	65.11	65.11	698.00	632.89	9.3
600-51-5162-290 MAUNESHA BUSINESS CLEAN CONTRA	.00	90.00	1,160.00	1,070.00	7.8
TOTAL MAUNESHA BUSINESS CENTER	250.13	496.61	3,608.00	3,111.39	13.8
<u>PLANNING AND CONSERVATION</u>					
600-56-5630-220 PROJECT CDA PROGRAMS	.00	.00	250.00	250.00	.0
TOTAL PLANNING AND CONSERVATION	.00	.00	250.00	250.00	.0
TOTAL FUND EXPENDITURES	250.13	496.61	4,233.00	3,736.39	11.7
NET REVENUE OVER(UNDER) EXPENDITURES	3,410.26	3,363.78	2,817.00		

# CITY OF WATERLOO

BALANCE SHEET  
FEBRUARY 29, 2020

## 412-TIF DISTRICT 2 FUND

### ASSETS

412-11100	TREASURER'S CASH	876,431.05	
412-15800	DUE FROM AGENCY FUND TAXES	13,110.92	
	TOTAL ASSETS		<u>889,541.97</u>

### LIABILITIES AND EQUITY

#### LIABILITIES

412-26100	DEFERRED REVENUE	13,110.92	
	TOTAL LIABILITIES		13,110.92

#### FUND EQUITY

412-34300	FUND BALANCE	946,953.18	
	REVENUE OVER(UNDER) EXPENDITURES - YTD	( 70,522.13)	
	TOTAL FUND EQUITY		<u>876,431.05</u>
	TOTAL LIABILITIES AND EQUITY		<u>889,541.97</u>

**CITY OF WATERLOO**  
 DETAIL REVENUES WITH COMPARISON TO BUDGET  
 FOR THE 2 MONTHS ENDING FEBRUARY 29, 2020

**FUND 412 - TIF DISTRICT 2 FUND**

		PERIOD ACTUAL	YTD ACTUAL	BUDGET	OVER(UNDER)	% OF
<u>TIF DISTRICT 2 FUND</u>						
412-41-4111-000	TAX INCREMENTS	38,137.55	38,137.55	60,894.00	( 22,756.45)	62.6
	TOTAL TIF DISTRICT 2 FUND	38,137.55	38,137.55	60,894.00	( 22,756.45)	62.6
	TOTAL FUND REVENUE	38,137.55	38,137.55	60,894.00	( 22,756.45)	62.6

**CITY OF WATERLOO**  
 DETAIL EXPENDITURES WITH COMPARISON TO BUDGET  
 FOR THE 2 MONTHS ENDING FEBRUARY 29, 2020

**FUND 412 - TIF DISTRICT 2 FUND**

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNDER(OVER)	% OF
<u>DEPARTMENT 5142</u>					
412-51-5142-110 CLERK SALARY/CLERK	2,215.08	4,430.16	.00	( 4,430.16)	.0
TOTAL DEPARTMENT 5142	2,215.08	4,430.16	.00	( 4,430.16)	.0
<u>ENGINEERING AND ADMINISTRATION</u>					
412-53-5310-215 ENG & ADMIN PROF FEES	880.00	880.00	.00	( 880.00)	.0
TOTAL ENGINEERING AND ADMINISTRATION	880.00	880.00	.00	( 880.00)	.0
<u>TRANSFER TO DEBT SERVICE</u>					
412-59-5929-000 TRANSFER TO DEBT SERVICE	103,349.52	103,349.52	103,350.00	.48	100.0
TOTAL TRANSFER TO DEBT SERVICE	103,349.52	103,349.52	103,350.00	.48	100.0
TOTAL FUND EXPENDITURES	106,444.60	108,659.68	103,350.00	( 5,309.68)	105.1
NET REVENUE OVER(UNDER) EXPENDITURES	( 68,307.05)	( 70,522.13)	( 42,456.00)		

# CITY OF WATERLOO

BALANCE SHEET  
FEBRUARY 29, 2020

## 413-TIF DISTRICT 3 FUND

### ASSETS

413-11100	TREASURER'S CASH	( 566,844.54)	
413-15800	DUE FROM AGENCY FUND TAXES	22,810.56	
	TOTAL ASSETS		( 544,033.98)

### LIABILITIES AND EQUITY

#### LIABILITIES

413-25100	DUE TO/FROM GENERAL FUND	162,000.00	
413-26100	DEFERRED REVENUE	22,810.56	
	TOTAL LIABILITIES		184,810.56

#### FUND EQUITY

413-34300	FUND BALANCE	( 749,472.31)	
	REVENUE OVER(UNDER) EXPENDITURES - YTD	20,627.77	
	TOTAL FUND EQUITY		( 728,844.54)
	TOTAL LIABILITIES AND EQUITY		( 544,033.98)

**CITY OF WATERLOO**  
 DETAIL REVENUES WITH COMPARISON TO BUDGET  
 FOR THE 2 MONTHS ENDING FEBRUARY 29, 2020

**FUND 413 - TIF DISTRICT 3 FUND**

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	OVER(UNDER)	% OF
<u>TAXES</u>					
413-41-4111-000 TAX INCREMENTS	66,352.26	66,352.26	102,403.00	( 36,050.74)	64.8
TOTAL TAXES	66,352.26	66,352.26	102,403.00	( 36,050.74)	64.8
TOTAL FUND REVENUE	66,352.26	66,352.26	102,403.00	( 36,050.74)	64.8

**CITY OF WATERLOO**  
 DETAIL EXPENDITURES WITH COMPARISON TO BUDGET  
 FOR THE 2 MONTHS ENDING FEBRUARY 29, 2020

**FUND 413 - TIF DISTRICT 3 FUND**

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNDER(OVER)	% OF
<u>ENGINEERING AND ADMINISTRATION</u>					
413-53-5310-215 ENG & ADMIN PROF FEES	1,150.00	1,150.00	.00	( 1,150.00)	.0
TOTAL ENGINEERING AND ADMINISTRATION	1,150.00	1,150.00	.00	( 1,150.00)	.0
<u>TRANSFER TO DEBT SERVICE</u>					
413-59-5929-000 TRANSFER TO DEBT SERVICE	44,574.49	44,574.49	89,148.98	44,574.49	50.0
TOTAL TRANSFER TO DEBT SERVICE	44,574.49	44,574.49	89,148.98	44,574.49	50.0
TOTAL FUND EXPENDITURES	45,724.49	45,724.49	89,148.98	43,424.49	51.3
NET REVENUE OVER(UNDER) EXPENDITURES	20,627.77	20,627.77	13,254.02		

# CITY OF WATERLOO

BALANCE SHEET  
FEBRUARY 29, 2020

## 414-TIF DISTRICT 4 FUND

### ASSETS

414-11100	TREASURER'S CASH	60,683.06	
414-15800	DUE FROM AGENCY FUND TAXES	6,623.69	
	TOTAL ASSETS		<u>67,306.75</u>

### LIABILITIES AND EQUITY

#### LIABILITIES

414-26100	DEFERRED REVENUE	6,623.69	
	TOTAL LIABILITIES		6,623.69

#### FUND EQUITY

414-34300	FUND BALANCE	41,415.83	
	REVENUE OVER(UNDER) EXPENDITURES - YTD	19,267.23	
	TOTAL FUND EQUITY		<u>60,683.06</u>
	TOTAL LIABILITIES AND EQUITY		<u>67,306.75</u>

**CITY OF WATERLOO**  
 DETAIL REVENUES WITH COMPARISON TO BUDGET  
 FOR THE 2 MONTHS ENDING FEBRUARY 29, 2020

**FUND 414 - TIF DISTRICT 4 FUND**

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	OVER(UNDER)	% OF
<u>TIF DISTRICT 4 FUND</u>					
414-41-4111-000 TAX INCREMENTS	19,267.23	19,267.23	22,007.00	( 2,739.77)	87.6
TOTAL TIF DISTRICT 4 FUND	19,267.23	19,267.23	22,007.00	( 2,739.77)	87.6
<u>SOURCE 43</u>					
414-43-4364-000 STATE AID COMPUTERS	.00	.00	229.00	( 229.00)	.0
TOTAL SOURCE 43	.00	.00	229.00	( 229.00)	.0
TOTAL FUND REVENUE	19,267.23	19,267.23	22,236.00	( 2,968.77)	86.7

**CITY OF WATERLOO**  
 DETAIL EXPENDITURES WITH COMPARISON TO BUDGET  
 FOR THE 2 MONTHS ENDING FEBRUARY 29, 2020

**FUND 414 - TIF DISTRICT 4 FUND**

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNDER(OVER)	% OF
<u>LEGISLATIVE SUPPORT</u>					
414-51-5112-325 LEGIS SUPPORT ANNUAL DOR FEE	.00	.00	150.00	150.00	.0
TOTAL LEGISLATIVE SUPPORT	.00	.00	150.00	150.00	.0
<u>SPECIAL ACCTG AND AUDITING</u>					
414-51-5151-214 SPEC ACCTG & AUD PROF FEES	.00	.00	500.00	500.00	.0
TOTAL SPECIAL ACCTG AND AUDITING	.00	.00	500.00	500.00	.0
TOTAL FUND EXPENDITURES	.00	.00	650.00	650.00	.0
NET REVENUE OVER(UNDER) EXPENDITURES	19,267.23	19,267.23	21,586.00		

City of Waterloo Grant Tracking

3/10/2020 11:28 AM

by Clerk/Treas.

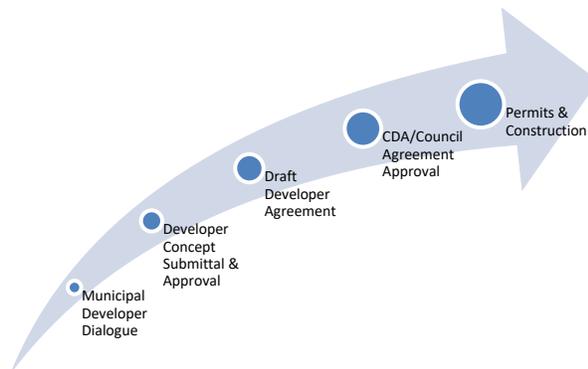
EXPENSE LINE	Oversight	Grant Name	Award (Y/N)	Funding What Project(s)	Application Submitted?	Award Date	Award Amt	Est. Close Out	Local Match?	Next Admin Action	Project Status
	???	Public Service Comm. Energy Innovation Grant	Y	Electric lights and fixtures upgrades in City Hall, Fire Dept., Public Works bldg., Firemen's Park and Library	completed	9/27/2018	\$26,003	Quarter #1 2020	26,033	Receipt of grant monies from state	waiting on receipt of grant monies from state
100-535360-292	Public Works & Property Comm	DNR Recycling	Y	General Fund contracted recycling expense & some compost site activities	completed	TBD	\$11,737	annual	no match	Submit future year grant app by May 1	Funded; recurring annual application and award
400-57-5701-816	Public Works & Property Comm	County Bridge/Culvert Aid	Y	Mill/Cleveland Reconstruct	2020 Completion	2018	smaller than needed for 2018 budget	2020	none	ID dollars as future receivable for Fund 400	From County staff: dollars expected this calendar year from the state
TBD	Public Works & Property Comm	DNR Private Lead Service Line Program	Y	Private lead water system 2016-2019	completed	10/19/2016	\$300,000 -no daycares means foregoing 30k	12/31/2020	no match	Have spent out, or have obligated to awardees, all awarded dollars. More homes that grant dollars	No next plan in place; looking to close out this grant ASAP
tbd	???	WisDOT one-time 90-10 Road Grant	No	TBD need consensus on Portland Rd focused grant application	Yes, with help of Kunkel Engineering	Not awarded	TBD	TBD	Yes. 90% WisDOT 10% local	Wait to see if grant is awarded	No awarded. Strike from report.
tbd	???	WisDOT Municipal Street Improvement Discretionary (MSID)	TBD	Improvements to Hendricks to improve viability of 333 Portland Road access.	Yes, with help of Kunkel Engineering	TBD	TBD	TBD	50% local match	Wait to see if grant is awarded	Have reviewed options; inserted topic into Deli Source / Lipari 333 Portland Rd discussions
tbd	???	203 E Madison St Phase 3 DNR Stewardship	TBD	Final phase	Parks Coordinator drafting	TBD	TBD	TBD	50% local match	Submit grant with revised concept plan	

**City of Waterloo**  
**333 Portland Rd Re-Use Interest List**  
**3/10/2020 11:52 AM**

ENTITY	DESCRIPTION	STATUS	SUBMITTAL ITEM	DATE	NOTES
RTG Enterprises LLC	Acquisition area quested by Ron Griffin	concept submitted verbally at meeting	-	12/14/2019	
	Purchase easterly-most 782.86 feet of parcel as shown on 4/15/2019 vacant land offer to purchase	negotiations	Mayor met with Ron Griffin to identify agreeable boundary lines	10/1/2019	
	Purchase easterly-most 782.86 feet of parcel as shown on 4/15/2019 vacant land offer to purchase	concept submitted	Offer to purchase 1.807 acres adjacent to RTG	4/15/2019	Map markings showing area of interest + expansion floor plan (approx date 7/20/2017)
	CDA routed to Council with recommendation to authorize	waiting on offer to purchase from RTG Enterprises	Offer to purchase 1.807 acres adjacent to RTG	9/15/2019	Map markings showing area of interest + expansion floor plan (approx date 7/20/2017)

Parker Dow	Submitted letter of interest with 3 options for land purchases	concept submitted	2019-10-15 letter of interest	10/15/2019	10/15 routed to Mayor, CDA and City Council
	Seeking land for incremental expansion of adjacent manufactured home area	Not accepted by CDA		12/1/2019	
	Seeking land roughly 100 x 100 for cul-de-sac extension to Gregor Street (private road)	concept #2 submitted verbally at meeting	none	12/1/2019	1/16/2020 routed to Mayor, CDA
	CDA routed to Council with recommendation to authorize	waiting on reply from Parker Dow	none	1/16/2020	Request to Dow to present formal offer

**Goals: (1) Grow Tax Base; (2) Create Family-Supporting Jobs**



## Mo Hansen

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**From:** Mo Hansen  
**Sent:** Wednesday, February 19, 2020 10:31 AM  
**To:** Andrew Lewandowski (ajlewandowski@uwalumni.com); Angie Stinnett; City of Waterloo, Mayor; Garry Whitebird; h20looalder@gmail.com; HenningB@waterloo.k12.wi.us; Jeanette Petts (Jeanette.petts@yahoo.com); Rich Weihert (richweihert1911@gmail.com)  
**Cc:** Leisses, Mitchell; Gabe Haberkorn  
**Subject:** FW: 203 East Madison Street Phase 3 / Kunkel Engineering Group concept and estimate

Community Development Authority

Please see below from Mitch Leisses, Kunkel Engineering Group. I apologize for not seeing and routing this on Election Day.

-Mo

---

**From:** Leisses, Mitchell <mleisses@geo-logic.com>  
**Sent:** Tuesday, February 18, 2020 9:51 AM  
**To:** Mo Hansen <mhansen@waterloowi.us>  
**Cc:** Raynelle Butzine <rbutzine@waterloowi.us>  
**Subject:** Re: 203 East Madison Street Phase 3 / Kunkel Engineering Group concept and estimate

Good Morning Mo,

I apologize I didn't get a response to you right away. Please see my responses to the below questions in **red**.

If you have any further questions, please feel free to contact me at your convenience.

Sincerely,

**Mitchell Leisses**

Office/Project Manager

**Kunkel Engineering Group**

**a Geo-Logic Company**

1115 South Main Street

West Bend, WI 53095

Office: (920)356-9447 | Direct: (920)210-6330

[mleisses@kunkelengineering.com](mailto:mleisses@kunkelengineering.com) or [mleisses@geo-logic.com](mailto:mleisses@geo-logic.com)

[www.kunkelengineering.com](http://www.kunkelengineering.com) | [www.geo-logic.com](http://www.geo-logic.com)

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**From:** Mo Hansen <[mhansen@waterloowi.us](mailto:mhansen@waterloowi.us)>  
**Sent:** Friday, February 14, 2020 8:20 AM  
**To:** Leisses, Mitchell <[mleisses@geo-logic.com](mailto:mleisses@geo-logic.com)>  
**Cc:** Kohn-Born, Jackie <[jkohn@geo-logic.com](mailto:jkohn@geo-logic.com)>; Raynelle Butzine <[rbutzine@waterloowi.us](mailto:rbutzine@waterloowi.us)>  
**Subject:** FW: 203 East Madison Street Phase 3 / Kunkel Engineering Group concept and estimate

Mitch,

The next CDA meeting is 2/18 at 6 pm. Busy here, just want to make sure I had not missed a reply.

-Mo

---

**From:** [mhansen@waterloowi.us](mailto:mhansen@waterloowi.us) <[mhansen@waterloowi.us](mailto:mhansen@waterloowi.us)>  
**Sent:** Wednesday, January 22, 2020 1:52 PM  
**To:** 'Leisses, Mitchell' <[mleisses@geo-logic.com](mailto:mleisses@geo-logic.com)>  
**Cc:** City of Waterloo, Mayor <[mayor@waterloowi.us](mailto:mayor@waterloowi.us)>; 'parks@waterloowi.us' <[parks@waterloowi.us](mailto:parks@waterloowi.us)>; 'Angie Stinnett' <[angie.stinnett@yahoo.com](mailto:angie.stinnett@yahoo.com)>; 'Jeanette Petts ([Jeanette.petts@yahoo.com](mailto:Jeanette.petts@yahoo.com))' <[Jeanette.petts@yahoo.com](mailto:Jeanette.petts@yahoo.com)>; 'dpw@waterloowi.us' <[dpw@waterloowi.us](mailto:dpw@waterloowi.us)>  
**Subject:** FW: 203 East Madison Street Phase 3 / Kunkel Engineering Group concept and estimate

Mitch,

This is my post-CDA meeting follow-up. CDA members asked questions with answers requested. A reply to this email will be routed to the CDA members in advance of its 2/18/2020 meeting.

- Does the estimate include relocating the existing private fence? Or other private property owner accommodations? The estimate does not include any cost to relocating a private fence or other private property accommodations. I haven't been made aware of private property accommodations but can definitely provide that information.
- How does the design address the existing parcel grade change? The site will require to be ADA accessible. There will be some excavation for grading the site to accommodate for ADA compliance and to get to subgrade before building the site back up to finish grade (with gravel, asphalt and concrete).
  - What is accomplished with the lump sum excavation line item, \$22,000? To accomplish the grading discussed above (material will need to be hauled offsite).
- With storm water management in mind, how does the lot absorb storm water? I was told to provide an estimate that would provide an asphalt parking lot the width of the parcel, so the site will not absorb storm water.
- Would greater design detail involve green space to allow for storm water management? What is the intended storm water management involved? We will have to address storm water on the down slope of the lot with vegetated buffers and swale to protect the adjacent wetlands and the Maunasha River. There would have to be additional design and details to address storm water runoff of the site. The land disturbance of 203 E Madison Street is minimal and wouldn't require any post storm water management permitting, but we should ensure we are doing our due diligence to prevent sediment runoff and erosion within this environmental corridor. With regards to the path, I'm not sure what kind of red flags will come up when looking at the path to connect to the Park.
- Where does the snow from the asphalt area go? This should be directed to the DPW. I'm guessing if we are going to be environmentally conscience, no melting agents would be used in this area. Also, does the whole parking lot need to be cleared or just the path itself? That can make a difference in the snow removal plan.

Charlie Kuhl acknowledged that at this point Gabe needs a concept for grant submittal purposes. So I'm limiting this to a request to simply a reply to the questions, rather than a 2<sup>nd</sup> iteration of a concept plan.

Thanks for your work on this concept.

Waterloo  
Community Development Authority  
SWOT Analysis  
Working Document

**Internal Factors**

Strengths

Weaknessess

Opportunities

Attack Strategies

Reinforce Strategies

Threats

Develop Strategies

Avoid Strategies

External Factors

## SWOT Analysis: An in-depth analysis of regional strengths, weaknesses, opportunities and threats

A SWOT analysis of the regional economy should answer the question, “Where are we now?” by using the *relevant* data (see above) and background information to help identify the critical internal and external factors that speak to the region’s unique assets and competitive positioning. The SWOT is a strategic planning tool used by organizations to ensure that there is a clear objective informed by a comprehensive understanding of a region’s capabilities and capacity. A SWOT analysis identifies the region’s competitive advantages—those indigenous assets that make the region special or competitive in the national and global economies—juxtaposed against those internal or external factors that can keep a region from realizing its potential. Determining and analyzing what the region already possesses that could be leveraged better to build the capacity for growth, including competitive cultural, economic, technological, intellectual and physical assets, is critical to developing the strategic direction and implementation plan to promote regional economic vitality. Leveraging assets refers to using the activities and engagement of business, government leaders and other stakeholders to maximize the economic potential of a region.

In addition, the SWOT analysis should consider economic resiliency. Specifically, what factors and/or elements are in place (or need to be put in place) to ensure the long-term success, viability, and durability of the regional economy?

**Recommended Resource:** See NADO’s 2011 report [Mobilize Maine: Asset-Based Regional Economic Development](http://www.knowyourregion.org/wp-content/uploads/2011/09/NADO_MM_FINALlores.pdf) (PDF) at [http://www.knowyourregion.org/wp-content/uploads/2011/09/NADO\\_MM\\_FINALlores.pdf](http://www.knowyourregion.org/wp-content/uploads/2011/09/NADO_MM_FINALlores.pdf) (PDF) for an example of an asset-based strategy.

SWOT analysis elements are commonly understood in the following terms:

- **Strengths** are a region’s relative competitive advantages (e.g., industry supply chains and clusters, extensive port, rail, and broadband assets, specialized workforce skills, higher education levels, collaboration among stakeholders) and often are internal in nature;
- **Weaknesses** are a region’s relative competitive disadvantages (e.g., a risk-averse or change-resistant regional culture), also often internal in nature;
- **Opportunities** are chances or occasions for regional improvement or progress (e.g., expansion of a biosciences research lab in the region), often external in nature; and
- **Threats** are chances or occasions for negative impacts on the region or regional decline (e.g., several companies in the region considering moving to lower-cost areas of the state), also often are external in nature.

**Recommended Resources:** *The SWOT should assess a wide-variety of regional attributes and dynamics. Specific areas and potential tools to facilitate their analysis are identified below:*

- **State of the regional economy.** *What are the strengths and weaknesses? What are the strong existing and growth sectors? Which areas are most distressed? What is driving job creation or loss and the state of economy in general? What are the region’s assets? See the Regional Innovation Accelerator Network (RIAN) at <http://www.regionalinnovation.org/assets.cfm> for more information on identifying and measuring asset categories (i.e., tangible, intangible, and business climate assets).*

- **Regional clusters.** Which clusters, and industries and occupations within the cluster, are growing and declining, and why? EDA defines clusters as a geographic concentration of firms, workers and industries that do business with each other and have common needs for talent, technology, and infrastructure. See the [U.S. Cluster Mapping Tool \(http://www.clustermapping.us/\)](http://www.clustermapping.us/) for more information on clusters and the promotion of clusters.
- **External trends and forces.** What are the opportunities and threats? How is the region positioned to succeed in the national and global economies? What sources of exports and tourism, as well as foreign direct investment, can bring new wealth to the region? What industry sectors and clusters have growth potential through international trade and investment, and what are the region's target foreign markets based on these industries? What local public, private and nonprofit partnerships have been developed to promote exports and increase the region's export base? What are the strategic needs or gaps to fully implement an export promotion and investment attraction program (e.g., foreign outreach events, marketing materials, and research; and regional transportation infrastructure or regulatory issues)?

Helpful resources for information on global competitiveness and positioning include the U.S. Department of Commerce's International Trade Administration's (ITA) program for investment attraction, SelectUSA (<http://www.SelectUSA.gov>), and local export promotion contacts, U.S. Export Assistance Centers/U.S. Commercial Service (<http://export.gov/eac/index.asp>). The following web resources also provide useful tools for analyzing a region's export trends: a) the U.S. Census Bureau's [USA Trade Online \(https://usatrade.census.gov/\)](https://usatrade.census.gov/) provides monthly and annual trade statistics for goods at the district and port level, as well as state exports and imports; b) ITA develops [state-level \(http://www.trade.gov/mas/ian/statereports/index.asp\)](http://www.trade.gov/mas/ian/statereports/index.asp) and [metropolitan statistical area-level factsheets \(http://www.trade.gov/mas/ian/Metroreport/index.asp\)](http://www.trade.gov/mas/ian/Metroreport/index.asp) and TradeStats Express [state \(http://tse.export.gov/TSE/TSEhome.aspx\)](http://tse.export.gov/TSE/TSEhome.aspx) and [metro \(http://tse.export.gov/metro/SelectReports.aspx?DATA=Metro\)](http://tse.export.gov/metro/SelectReports.aspx?DATA=Metro) databases with information on exported products, the number of exporting companies by state, and jobs supported by exports by state.

- **Workforce considerations.** Are the region's community colleges, workforce boards, economic development agencies, and industry groups aligned and working together? Is the region's workforce strategy aligned (and not in conflict) with the workforce strategy of local elected officials, the Workforce Investment Board, and education providers? Is there active engagement by leading businesses, industry associations, and labor organizations in such activities as developing training curriculum, or providing work-based learning opportunities? Are training programs informed by employers' skill needs, labor market and career information, and do the programs have clearly understood outcomes with demonstrable job and career results? Are there occupations or workforce skills that are critically important to the region's economic growth strategy, and if so, how can they be leveraged as competitive assets? What short and long-term human resource challenges exist for the local economy along the region's proposed development path?

Does the workforce strategy include education and training programs that are part of a continuum of education and training that leads to good jobs, increased earnings, and career advancement as evidenced by career pathways and industry-recognized, stackable credentials? Are work-based learning opportunities such as on-the-job training, paid internships, job shadowing, and registered apprenticeships provided? Are there program evaluations and an approach to continuous improvement associated with workforce development? Has the local or regional Workforce Investment Board been engaged in the development and/or review of the CEDS? Helpful resources include the **Administration's Job-Driven Training Checklist** ([http://www.whitehouse.gov/sites/default/files/docs/skills\\_report.pdf](http://www.whitehouse.gov/sites/default/files/docs/skills_report.pdf) (PDF)) and the Bureau of Labor Statistics (<http://bls.gov/>) website, including the BLS Occupation Outlook Handbook (<http://www.bls.gov/ooh/>).

The following web resources also provide useful information for workforce considerations: (a) state and local workforce contacts can be found at [www.servicelocator.org](http://www.servicelocator.org) by searching for Workforce Investment Boards under the “Workforce Systems Contacts” link; (b) state labor market information can be found at [www.careerinfonet.org](http://www.careerinfonet.org) by clicking on the “State Information” link; and (c) state occupational projections can be searched at [www.projectionscentral.com](http://www.projectionscentral.com). Another useful site is [STATS America](http://statsamerica.org)’s Occupation Cluster section of the Innovation Data Browser (<http://statsamerica.org/innovation/anydata/index.asp?T1>). Also, for a good example of a workforce strategy in a CEDS, see the Centralina Economic Development Commission’s latest document (<http://www.centralinaedc.org/documents/WorkforceEducationAlignmentReport12-6.pdf> (PDF)).

- **Spatial efficiencies/sustainability.** How can land use, housing, economic development, transportation, and infrastructure planning be better integrated to support regional prosperity? Are there opportunities to redevelop brownfields and vacant industrial space? Can the region’s workforce easily access the jobs and housing options in the area? (see the Partnership for Sustainable Communities at <http://www.sustainablecommunities.gov/> for more information on the important linkages between land use, housing, transportation, and the environment in promoting economic competitiveness; and see this report on the economic benefits of livability at <http://www.smartgrowthamerica.org/documents/building-better-budgets.pdf> (PDF). Also, see EPA’s Smart Location Database for a useful tool comprised of interactive maps and data for measuring spatial efficiency at <http://www.epa.gov/smartgrowth/smartlocationdatabase.htm>).
- **Broadband needs.** Do communities, institutions and businesses agree as to the broadband and telecommunications needs of the region? Has the region discussed ways to leverage strong broadband infrastructure to support business retention and expansion, as well as its applicability to health, education, public safety, energy and civic life? The National Telecommunications and Information Administration’s (NTIA) resources on broadband mapping, planning, adoption and implementation can be found at [www.ntia.doc.gov/broadbandusa](http://www.ntia.doc.gov/broadbandusa) (see NTIA’s [www.broadbandmap.gov](http://www.broadbandmap.gov) for information about current availability; also, check with the state economic development office to find out whether your state has data on underlying infrastructure or more granular broadband availability/use data).
- **Energy needs.** Are the energy needs of the region – and the importance of reliable energy security – understood? Have the methods of production, transmission, and distribution been analyzed in relation to regional economic development efforts (e.g., utility siting)? In particular, have opportunities for distributed and advanced energy been considered and addressed? Have utility companies been consulted and included in discussions about economic resilience and overall regional development? Have future energy needs been considered and planned for in light of changes in demand and climate? For information on Smart Grid see <http://energy.gov/oe/articles/economic-impact-recovery-act-investments-smart-grid-report-now-available>.
- **Natural hazards.** Does regional hazard mitigation planning take into account future as well as current risk from events such as droughts, floods, storm surges, and wildfires? Does the region’s climate adaptation and hazard mitigation planning integrate land use and workforce planning to ensure a resilient and prosperous region under the effects of climate change? How might climate change impact flood risk, water supply, wildfire risk, sea levels and storm surges, extreme heat, extreme precipitation, and other extreme weather events into the future?

Helpful resources include the National Association of Development Organization’s report, “Resilient Regions: Integrating Economic Development Strategies, Sustainability Principles and Hazard Mitigation Planning,” available at <http://www.nado.org/wp-content/uploads/2011/07/NADOResilientReport.pdf> (PDF). For information on future climate conditions, resources include the National Climate Assessment (<http://nca2014.globalchange.gov/>) and regional climatologies (<http://scenarios.globalchange.gov/regions>).

- **Equitable development.** *Is there active engagement from the region's vulnerable and/or underserved populations (e.g., low-income families, seniors, ethnic minorities)? Have those populations been provided appropriate access to and inclusion in the planning process and has their input into the final product been actively encouraged? Has the region used technology-based tools to widen the distribution of information and increase the potential of feedback from residents?*
- **Partners for economic development.** *Who are the influential actors in the region? These may include organizations, businesses, or individuals that represent important issues, including those that may be less familiar to the economic development organization such as social service delivery and natural resource organizations.*
- **Resources for economic development.** *What relevant groups, organizations or individuals are located in the region? Who – including other federal agencies beyond EDA – can provide support and funding to build capacity for economic development activities? How can the CEDS leverage federal, state, and private sector funding resources in pursuit of its economic development objectives?*

Also, for an example of a relevant SWOT section of a strategy, see

<http://arcreativealliance.com/resources/Southeast+Arkansas+Growth+Initiative+-+Regional+Plan+for+Economic+Development+-+Draft.pdf>. (PDF)