



136 North Monroe Street
Waterloo, WI 53594
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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: June 16, 2020
Time: 6:00 p.m.
Location: Municipal Building, 136 North Monroe Street (via remote phone conference for participants and public)

Remote Access Instructions

1. Connect Online

Meeting link: <https://attccasptrial2.webex.com/attccasptrial2/j.php?MTID=m24b873655cad26e502cc6ae28248e3aa>
Meeting number: 146 563 5666
Password: 0616CommDev (06162666 from phones)
Host key: 259338

2. Connect By Phone

Meeting phone number: 1-844-531-0958 United States of America Toll Free
Access code: 146 563 5666
Password: 0616CommDev (06162666 from phones)

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. Economic Development Plan Implementation Progress
 - c. Financial Reports Tax Incremental Finance Districts 2, 3 & 4 and Fund 600 (CDA)
 - d. Grant Tracking (verbal)
 - e. 333 Portland Road, Site Interest List (verbal)
 - f. Treyburn Farms (verbal)
 - g. Maunessa Business Center Window Replacements (verbal)
 - h. 203 East Madison Street Fence Installation (verbal)
5. UNFINISHED BUSINESS
 - a. 203 East Madison Street, Phase 3 - Plan Refinement
 - b. Strengths, Weaknesses, Opportunity And Threat (SWOT) Analysis
6. FUTURE AGENDA ITEMS AND ANNOUNCEMENTS
 - a. Calendar

7. 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

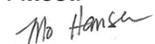
Posted, Mailed and E-mailed: 06/12/2020

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: May 19, 2020

1. ROLL CALL AND CALL TO ORDER. CDA Chair Stinnett called the meeting to order at 6:00 p.m. which was remotely accessed by all participants. CDA members present: Petts; Stinnett; Whitebird; Lewandowski; Kuhl and Weihert with one vacancy. Absent: non-voting member Brian Henning. Others present: Clerk/Treasurer Hansen.
2. MEETING MINUTES APPROVAL: MOTION: Moved by Whitebird, seconded by Lewandowski to approve the February 18, 2020 meeting minutes. VOICE VOTE: Motion carried.
3. CITIZEN INPUT. None.
4. UPDATES & REPORTS
 - a. School District Liaison -- Lewandowski spoke on District interest in having WLOO video events. Lewandowski suggested that Burgos reach out to Henning. Due to cancelled meetings, Weihert said he had not followed-up on a snow mobile trail comment from the February meeting.
 - b. Economic Development Plan Implementation Progress -- Noted.
 - c. Financial Reports Tax Incremental Finance Districts 2, 3 & 4 and Fund 600 (CDA) -- Noted.
 - d. Grant Tracking -- Two WisDOT applications were reported as not awarded. Garry Whitebird and Gabe Haberkorn were advancing the 203 East Madison Street WisDNR Stewardship Fund grant application.
 - e. 333 Portland Road, Site Interest List -- No new interest. Lewandowski inquired about a follow-up with Jay Lang and storage units.
 - f. Treyburn Farms -- Two lots had accepted offers. One lot had a pending offer. Intern Alyssa Spies has been working for about ten days. Updated information is on the website and an event is planned.
 - g. Maunsha Business Center Window Replacements -- Windows installed.
 - h. 203 East Madison Street Fence Installation -- Chad Yerges reported 5/1 that fence would be installed when the ground firms up.
5. UNFINISHED BUSINESS
 - a. 203 East Madison Street, Phase 3 -- Whitebird reported on the grant application process describing generally a \$150,000 project requiring a \$75,000 local match. Application materials were being submitted for two separate grants. Application information for both was due partially in May and later in June. Hansen said the grant application assumed the local match would come from CDA funds. No action taken.
 - i. Project Concept-To-Completion Sheet, Approval
 - ii. Kunkel Engineering Group Concept & Estimate -- Considering Answers To Questions Raised In January And Final Concept Consideration
 - b. Strengths, Weaknesses, Opportunity And Threat (SWOT) Analysis. MOTION: Motion by Whitebird, seconded by Kuhl to table the item due to meeting challenges posed by remote participation. VOICE VOTE: Motion carried.
6. NEW BUSINESS
 - a. About Tax Incremental Financing - Tax Incremental Finance Districts Review And Follow-up Action. -- Hansen summarized saying: TID #2 is cash positive with an opportunity to advance future development using the cash. TID #3 has been refinanced with a pending Joint Review Board scheduled to expand out the life of the district to accommodate debt service. Absent positive action, TID #3 would be cash negative once again, in 3-4 years. TID #4 is cash positive by roughly \$40,000 with an opportunity to perhaps aid commercial space development next to the grocery store. In response to the Petts question, Hansen said the Dempsey property was generally seen as a mixed use opportunity, predominantly residential. No action taken.
 - b. Annual Election Of Chair and Vice-Chair. NOMINATIONS: Whitebird and Petts nominated Stinnett as Chair. No other nominations, approved by acclamation. NOMINATIONS: Kuhl and Whitebird nominated Weihert as Vice-Chair. No other nominations, approved by acclamation.
7. FUTURE AGENDA ITEMS AND ANNOUNCEMENTS
 - a. Calendar noted.
8. ADJOURNMENT. MOTION: Moved by Petts, seconded by others to adjourn. VOICE VOTE: Motion carried. Approximate time was 6:57 p.m.

Attest:



Mo Hansen
Clerk/Treasurer

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5/20/2020 12:19 PM

City of Waterloo
Economic Development Strategic Plan Implementation Tracking

6/12/2020 11:16 AM

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
	Task	Status	Due Date	Assignee	Notes	
	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	?????
	Task	Status	Due Date	Assignee	Notes	
	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
	Task	Status	Due Date	Assignee	Notes	
	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	

City of Waterloo
Economic Development Strategic Plan Implementation Tracking

6/12/2020 11:16 AM

ITEM	GOAL	ACTION		GOAL/TASK METRICS	NOTES	PHASE / YEAR
ORG2	Make available New Resident Welcome Packet	Annually update digital and printed welcome material		100% of new residents reached by August 2018		2016-2020
	Task	Status	Due Date	Assignee	Notes	
	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	Marketing databases & outreach to market area	PROJECT NEIGHBOR - Build digital market area lists for promotional opportunities		12 creative digital/social media outreach efforts		2019-2020
	Task	Status	Due Date	Assignee	Notes	
	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 April election & dog license reminder robo-calls & letters	Clerk/Treasurer		

ITEM	GOAL	ACTION		GOAL/TASK METRICS	NOTES	PHASE / YEAR
ORG4	Broaden funding sources for economic development capacity	Explore funding options		New support dollars source in 2017, 2018 and 2019		One new funding source each year
	Task	Status	Due Date	Assignee	Notes	
	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; Dollars consumed by match for 223 East Madison Street?	

City of Waterloo
Economic Development Strategic Plan Implementation Tracking

6/12/2020 11:16 AM

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
	Task	Status	Due Date	Assignee	Notes	
	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 / Summer Intern	4 of 19 lots with accepted offers; 6/19 noon event to promote sales; 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		?????
	Task	Status	Due Date	Assignee	Notes	
	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	?????
	Task	Status	Due Date	Assignee	Notes	
	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	
	Task	Status	Due Date	Assignee	Notes	
	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	2019-2020
	DNR Stewardship Grant App submittal seeking funding for remaining build-out per approved concept plan	Completed		Parks Coordinator / Garry Whitebird	Grant submitted; will know in August if awarded	2020
	Complete site surface improvements per adopted plan	In Progress		Parks Coordinator	(1) Parks Coordinator; (2) Clerk/Treas	Closing for land acquisition scheduled 2020
	Kunkel Engineer Group with revised concept plan for CDA review	In Progress		Kunkel Engineer Group	(1) Mitch Leisses	See 1/21 meeting materials 2020

CITY OF WATERLOO

BALANCE SHEET
MAY 31, 2020

412-TIF DISTRICT 2 FUND

ASSETS

412-11100	TREASURER'S CASH	870,595.00	
412-15800	DUE FROM AGENCY FUND TAXES	13,110.92	
	TOTAL ASSETS		<u>883,705.92</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	(76,358.18)	
	TOTAL FUND EQUITY		<u>870,595.00</u>
	TOTAL LIABILITIES AND EQUITY		<u>883,705.92</u>

CITY OF WATERLOO
 DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
 FOR THE 5 MONTHS ENDING MAY 31, 2020

FUND 412 - TIF DISTRICT 2 FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNDER(OVER)	% OF
<u>TIF DISTRICT 2 FUND</u>					
412-41-4111-000 TAX INCREMENTS	.00	38,137.55	60,894.00	22,756.45	62.6
TOTAL TIF DISTRICT 2 FUND	.00	38,137.55	60,894.00	22,756.45	62.6
<u>INTERGOVERNMENTAL REVENUE</u>					
412-43-4366-000 STATE AID PERSONAL PROPERTY	2,036.19	2,036.19	.00	(2,036.19)	.0
TOTAL INTERGOVERNMENTAL REVENUE	2,036.19	2,036.19	.00	(2,036.19)	.0
TOTAL FUND REVENUE	2,036.19	40,173.74	60,894.00	20,720.26	66.0

CITY OF WATERLOO
 DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
 FOR THE 5 MONTHS ENDING MAY 31, 2020

FUND 412 - TIF DISTRICT 2 FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNDER(OVER)	% OF
<u>LEGISLATIVE SUPPORT</u>					
412-51-5112-325	.00	150.00	.00	(150.00)	.0
TOTAL LEGISLATIVE SUPPORT	.00	150.00	.00	(150.00)	.0
<u>DEPARTMENT 5142</u>					
412-51-5142-110	2,215.08	11,075.40	.00	(11,075.40)	.0
TOTAL DEPARTMENT 5142	2,215.08	11,075.40	.00	(11,075.40)	.0
<u>SPECIAL ACCTG AND AUDITING</u>					
412-51-5151-214	.00	418.00	.00	(418.00)	.0
TOTAL SPECIAL ACCTG AND AUDITING	.00	418.00	.00	(418.00)	.0
<u>ENGINEERING AND ADMINISTRATION</u>					
412-53-5310-215	.00	1,539.00	.00	(1,539.00)	.0
TOTAL ENGINEERING AND ADMINISTRATION	.00	1,539.00	.00	(1,539.00)	.0
<u>TRANSFER TO DEBT SERVICE</u>					
412-59-5929-000	.00	103,349.52	103,350.00	.48	100.0
TOTAL TRANSFER TO DEBT SERVICE	.00	103,349.52	103,350.00	.48	100.0
TOTAL FUND EXPENDITURES	2,215.08	116,531.92	103,350.00	(13,181.92)	112.8
NET REVENUE OVER(UNDER) EXPENDITURES	(178.89)	(76,358.18)	(42,456.00)		

CITY OF WATERLOO

BALANCE SHEET
MAY 31, 2020

413-TIF DISTRICT 3 FUND

ASSETS

413-11100	TREASURER'S CASH	20,963.30	
413-15800	DUE FROM AGENCY FUND TAXES	22,810.56	
	TOTAL ASSETS		<u>43,773.86</u>

LIABILITIES AND EQUITY

LIABILITIES

413-26100	DEFERRED REVENUE	22,810.56	
	TOTAL LIABILITIES		22,810.56

FUND EQUITY

413-34300	FUND BALANCE	(749,472.31)	
	REVENUE OVER(UNDER) EXPENDITURES - YTD	770,435.61	
	TOTAL FUND EQUITY		<u>20,963.30</u>
	TOTAL LIABILITIES AND EQUITY		<u>43,773.86</u>

CITY OF WATERLOO
 DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
 FOR THE 5 MONTHS ENDING MAY 31, 2020

FUND 413 - TIF DISTRICT 3 FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNDER(OVER)	% OF
<u>TAXES</u>					
413-41-4111-000 TAX INCREMENTS	.00	66,352.26	102,403.00	36,050.74	64.8
TOTAL TAXES	.00	66,352.26	102,403.00	36,050.74	64.8
<u>INTERGOVERNMENTAL REVENUE</u>					
413-43-4365-000 STATE AID PERSONAL PROPERTY	903.84	903.84	.00	(903.84)	.0
TOTAL INTERGOVERNMENTAL REVENUE	903.84	903.84	.00	(903.84)	.0
<u>OTHER FINANCING SOURCES</u>					
413-49-4910-000 LONG TERM DEBT PROCEEDS	1,656,224.90	1,656,224.90	.00	(1,656,224.90)	.0
TOTAL OTHER FINANCING SOURCES	1,656,224.90	1,656,224.90	.00	(1,656,224.90)	.0
TOTAL FUND REVENUE	1,657,128.74	1,723,481.00	102,403.00	(1,621,078.00)	1683.0

CITY OF WATERLOO
 DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
 FOR THE 5 MONTHS ENDING MAY 31, 2020

FUND 413 - TIF DISTRICT 3 FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNDER(OVER)	% OF
<u>LEGISLATIVE SUPPORT</u>					
413-51-5112-325 LEGIS SUPPORT ANNUAL DOR FEE	.00	150.00	.00	(150.00)	.0
TOTAL LEGISLATIVE SUPPORT	.00	150.00	.00	(150.00)	.0
<u>SPECIAL ACCTG AND AUDITING</u>					
413-51-5151-214 SPEC ACCTG & AUD PROF FEES	.00	418.00	.00	(418.00)	.0
TOTAL SPECIAL ACCTG AND AUDITING	.00	418.00	.00	(418.00)	.0
<u>ENGINEERING AND ADMINISTRATION</u>					
413-53-5310-215 ENG & ADMIN PROF FEES	.00	1,150.00	.00	(1,150.00)	.0
TOTAL ENGINEERING AND ADMINISTRATION	.00	1,150.00	.00	(1,150.00)	.0
<u>TRANSFER TO DEBT SERVICE</u>					
413-59-5929-000 TRANSFER TO DEBT SERVICE	906,752.90	951,327.39	89,148.98	(862,178.41)	1067.1
TOTAL TRANSFER TO DEBT SERVICE	906,752.90	951,327.39	89,148.98	(862,178.41)	1067.1
TOTAL FUND EXPENDITURES	906,752.90	953,045.39	89,148.98	(863,896.41)	1069.1
NET REVENUE OVER(UNDER) EXPENDITURES	750,375.84	770,435.61	13,254.02		

CITY OF WATERLOO

BALANCE SHEET
MAY 31, 2020

414-TIF DISTRICT 4 FUND

ASSETS

414-11100	TREASURER'S CASH	60,115.06	
414-15800	DUE FROM AGENCY FUND TAXES	6,623.69	
	TOTAL ASSETS		<u>66,738.75</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	18,699.23	
	TOTAL FUND EQUITY		<u>60,115.06</u>
	TOTAL LIABILITIES AND EQUITY		<u>66,738.75</u>

CITY OF WATERLOO
 DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
 FOR THE 5 MONTHS ENDING MAY 31, 2020

FUND 414 - TIF DISTRICT 4 FUND

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

CITY OF WATERLOO
 DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
 FOR THE 5 MONTHS ENDING MAY 31, 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	150.00	150.00	.00	100.0
TOTAL LEGISLATIVE SUPPORT	.00	150.00	150.00	.00	100.0
<u>SPECIAL ACCTG AND AUDITING</u>					
414-51-5151-214 SPEC ACCTG & AUD PROF FEES	.00	418.00	500.00	82.00	83.6
TOTAL SPECIAL ACCTG AND AUDITING	.00	418.00	500.00	82.00	83.6
TOTAL FUND EXPENDITURES	.00	568.00	650.00	82.00	87.4
NET REVENUE OVER(UNDER) EXPENDITURES	.00	18,699.23	21,586.00		

CITY OF WATERLOO

BALANCE SHEET
MAY 31, 2020

600-COMMUNITY DEVELOP AUTHORITY

ASSETS

600-11100	TREASURER'S CASH	43,769.14	
600-15800	DUE FROM AGENCY FUND TAXES	1,189.61	
	TOTAL ASSETS		<u>44,958.75</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	564.38	
	TOTAL FUND EQUITY		<u>43,769.14</u>
	TOTAL LIABILITIES AND EQUITY		<u>44,958.75</u>

CITY OF WATERLOO
 DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
 FOR THE 5 MONTHS ENDING MAY 31, 2020
FUND 600 - COMMUNITY DEVELOP AUTHORITY

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNDER(OVER)	% OF
<u>SOURCE 41</u>					
600-41-4111-000 LOCAL TAX-GENERAL FUND	.00	3,460.39	4,650.00	1,189.61	74.4
TOTAL SOURCE 41	.00	3,460.39	4,650.00	1,189.61	74.4
<u>PUBLIC CHARGES FOR SERVICE</u>					
600-46-4674-000 MBC BUILDING RENTAL	400.00	1,200.00	2,400.00	1,200.00	50.0
TOTAL PUBLIC CHARGES FOR SERVICE	400.00	1,200.00	2,400.00	1,200.00	50.0
TOTAL FUND REVENUE	400.00	4,660.39	7,050.00	2,389.61	66.1

CITY OF WATERLOO
 DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
 FOR THE 5 MONTHS ENDING MAY 31, 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	24.16	113.51	1,000.00	886.49	11.4
600-51-5162-222 MAUNESHA BUSINESS HEAT	.00	469.38	750.00	280.62	62.6
600-51-5162-223 MAUNESHA BUSINESS WATER/SEWER	64.88	261.78	698.00	436.22	37.5
600-51-5162-290 MAUNESHA BUSINESS CLEAN CONTRA	.00	90.00	1,160.00	1,070.00	7.8
600-51-5162-351 MAUNESHA BUSINESS REPAIRS/MAIN	3,011.34	3,161.34	.00	(3,161.34)	.0
TOTAL MAUNESHA BUSINESS CENTER	3,100.38	4,096.01	3,608.00	(488.01)	113.5
<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	3,100.38	4,096.01	4,233.00	136.99	96.8
NET REVENUE OVER(UNDER) EXPENDITURES	(2,700.38)	564.38	2,817.00		



Legend

-  Proposed Concrete
-  Existing Green Space
-  Proposed Asphalt
-  Existing Concrete

DRAWN BY: JKB
 DESIGNED BY: JKB
 DATE: 1/15/2020
 SCALE: 1" = 1,600'
 SHEET:

01000 - 1



**203 EAST MADISON STREET
 PHASE 3**

CONCEPT PLAN



Proposed Asphalt Pedestrian Path
Approx 14,500 SF

Proposed Concrete Pedestrian Path
Approx 1,600 SF

Proposed Asphalt Parking Lot
Approx 6,600 SF

E MADISON ST

MILL ST

WASHINGTON ST

Legend

-  Proposed Concrete
-  Existing Green Space
-  Proposed Asphalt
-  Existing Concrete

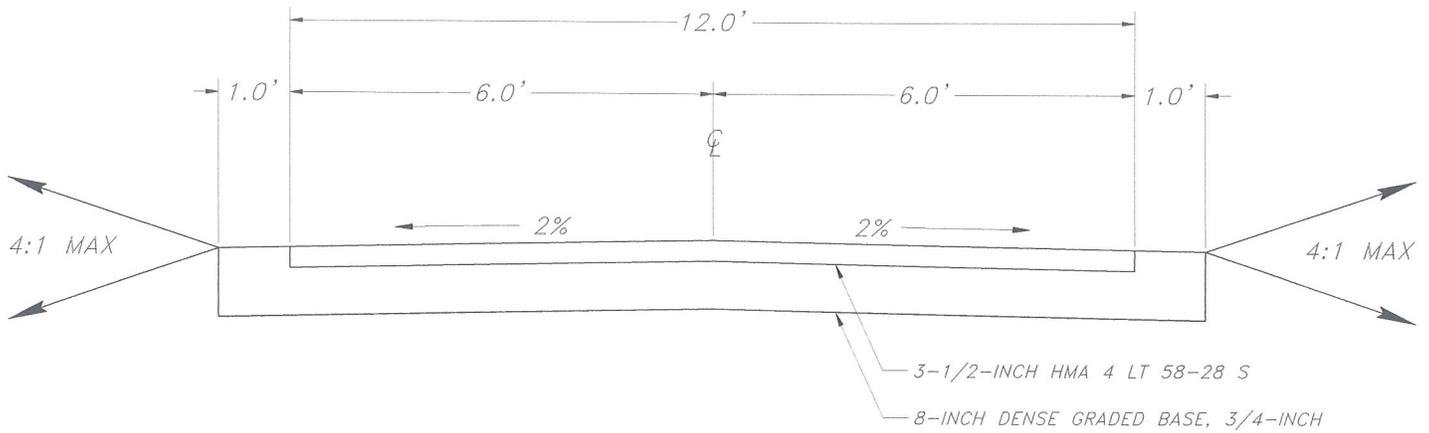
DRAWN BY: JKB
DESIGNED BY: JKB
DATE: 1/15/2020
SCALE: 1" = 60'

SHEET:
01000 - 2

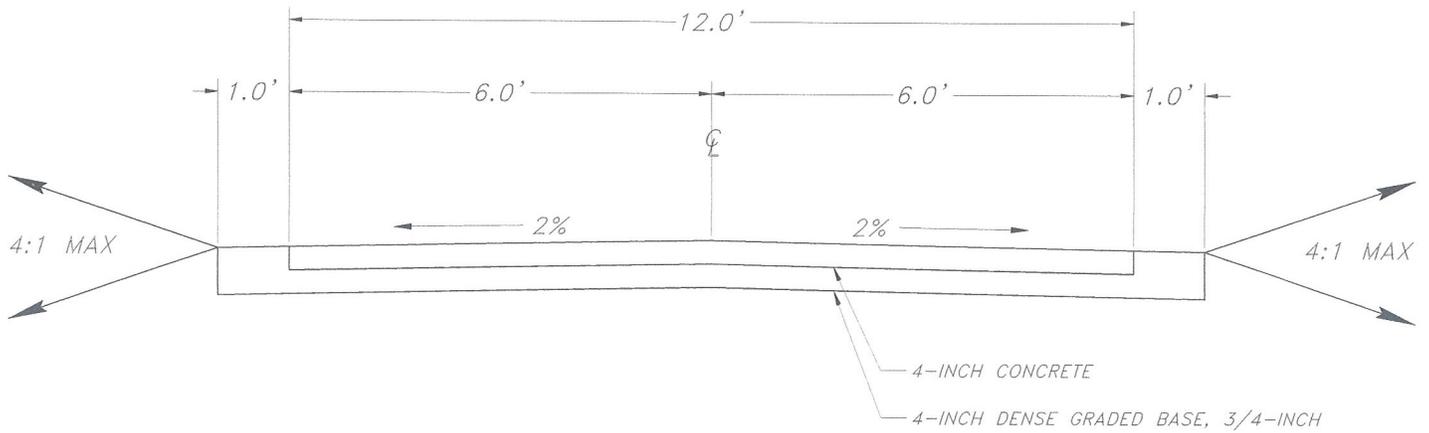
**203 EAST MADISON STREET
PHASE 3**

CONCEPT PLAN





HOT MIX ASPHALT PEDESTRIAN PATH
TYPICAL CROSS-SECTION



CONCRETE PEDESTRIAN PATH
TYPICAL CROSS-SECTION

DRAWN BY:	JKB
DESIGNED BY:	JKB
DATE:	1/15/2020
SCALE:	NTS
SHEET:	

01000 - 3



203 EAST MADISON STREET
PHASE 3

DETAIL DRAWINGS



City of Waterloo, Wisconsin
PRELIMINARY COST ESTIMATE
203 East Madison Street - Phase 3

January 15, 2020



Construction of a hot mix asphalt parking lot, consisting of four inches of asphalt placed on eight inches of aggregate base, and adjacent concrete pedestrian path, consisting of four inches of concrete on four inches of aggregate base. Said path to extend north, constructed of 3.5 inches asphalt on eight inches of aggregate base, connecting to existing pedestrian path located northwest of the Mill Street Termini. Installation of a way-finding kiosk in parking lot. All disturbed areas to be restored in kind.

Estimated Quantities

Quantity	Unit	Item	Unit Cost	Item Cost
1	LS	Unclassified Excavation	\$22,000.00	\$22,000.00
980	TN	Aggregate Base Dense, 3/4-Inch	\$14.00	\$13,720.00
1,600	SF	Concrete Pedestrian Path, 4-Inch Depth	\$6.00	\$9,600.00
350	TN	Hot Mix Asphalt Path, 3-1/2-Inch Depth	\$90.00	\$31,500.00
200	TN	Hot Mix Asphalt Parking Lot, 4-Inch Depth	\$78.00	\$15,600.00
1,250	LF	Epoxy Pavement Markings, 4-Inch	\$1.00	\$1,250.00
2,600	SY	Landscape Restoration	\$7.00	\$18,200.00
1	LS	Way-Finding Kiosk	\$3,200.00	\$3,200.00
1	LS	Erosion Control	\$7,500.00	\$7,500.00
1	LS	Traffic Control and Access	\$1,000.00	\$1,000.00
Engineering and Contingencies				\$12,357.00
Total Construction Cost				\$135,927.00

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 (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 (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 by searching for Workforce Investment Boards under the “Workforce Systems Contacts” link; (b) state labor market information can be found at www.careerinfonet.org by clicking on the “State Information” link; and (c) state occupational projections can be searched at 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 (see NTIA’s 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)