



136 North Monroe Street
Waterloo, WI 53594
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**A JOINT MEETING OF THE
WATERLOO COMMUNITY DEVELOPMENT AUTHORITY AND
WATERLOO COMMUNITY DEVELOPMENT COMMITTEE - AGENDA**

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

Date: Monday, October 19, 2015
Time: 6:00 p.m.
Location: Police Training Room or Council Chamber, 136 N Monroe Street

1. Roll Call and Call to Order
2. Meeting Minutes Approval: July 20, 2015, August 17, 2015 and September 21, 2015
3. Public Comment
4. Unfinished Business
 - a. 203 East Madison Street - Reuse Concept
 - i. Requests For Public Input
 - ii. Concept Cost Estimates
 - iii. Identifying Next Steps
5. New Business
 - a. Economic Development Strategic Plan Process
 - b. CDA-CDC Goals & Milestones
6. Future Agenda Items and Announcements
 - a. Other Announcements

7. Adjournment

Mo Hansen

Mo Hansen
Clerk/Treasurer

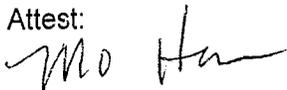
Community Development Authority: Ziaja, Hermanson, Stinnett, Freund, Norton, Tuttle and Moe
Committee Development Committee: Reynolds, Ziaja and Thomas
Posted, Mailed and E-mailed: 10/15/2015

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

**A JOINT MEETING OF THE
WATERLOO COMMUNITY DEVELOPMENT AUTHORITY
AND
WATERLOO COMMUNITY DEVELOPMENT COMMITTEE
MEETING MINUTES: July 20, 2015**

1. CALL TO ORDER, ROLL CALL. Michael Strasser call the meeting to order at 6:00 p.m. Members Present: Strasser, Stinnett, Freund, Hermanson, Reynolds and Thomas. Absent: Ziaja and Norton. Others present: Diane Graff with the Courier and Clerk/Treasurer Mo Hansen.
2. MEETING MINUTES APPROVAL. June 15, 2015 (no quorum) and May 18, 2015. MOTION: Moved by Hermanson, seconded by Freund to approve the minutes as presented and listed. VOICE VOTE: Motion carried.
3. PUBLIC COMMENT. None.
4. UNFINISHED BUSINESS
 - a. 203 EAST MADISON STREET, STAFF UPDATE. DISCUSSION: It was noted that a concept drawing had been previously approved. Community engagement was requested to allow for citizen input. Boards and other visuals were requested. No action taken.
 - b. DISPOSITION OF YOUTH CENTER. DISCUSSION: Thomas asked about the opportunity to have a skating rink in Youker Park. Thomas raised the concern over the loss of public parking on Mill Street for the Dog Park and other uses. Strasser referenced a Lake Mills home renovation effort that netted dollars for that community. No consensus was arrived at regarding how or if the property should be disposed.
 - c. CONNECT COMMUNITIES APPLICATION, PRIMARY AND ADDITIONAL CONTACTS. The group identified additional contacts for the application. No further action taken
5. NEW BUSINESS
 - a. FINANCE SUBCOMMITTEE, REPORT. DISCUSSION: Strasser said work would be needed to be done on the 2016 budget and that the dollars should be requested. No action taken.
 - b. IDENTIFY SUBCOMMITTEE, REPORT. No action taken.
6. FUTURE AGENDA ITEMS AND ANNOUNCEMENTS
 - a. By consensus a next meeting was set for August 17th at 6 p.m.
 - b. Strasser announced that he would be stepping down as he was moving to Illinois.
7. ADJOURNMENT. MOTION. Moved by Springer, seconded by Quimby to adjourn. VOICE VOTE: Motion carried. Approximate time was 7:14 pm.

Attest:



Mo Hansen
Clerk/Treasurer

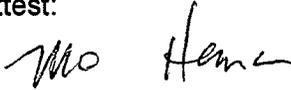
**A JOINT MEETING OF THE
WATERLOO COMMUNITY DEVELOPMENT AUTHORITY
AND
WATERLOO COMMUNITY DEVELOPMENT COMMITTEE
MEETING MINUTES: August 17, 2015**

1. **CALL TO ORDER, ROLL CALL.** CDA Vice-Chair Matt Ziaja call the meeting to order at 6:00 p.m. Members Present: Ziaja, Stinnett, Freund, Hermanson, Reynolds and Thomas. Absent: none with two vacancies. Others present: Sharon Burbach, Al Kegler and Clerk/Treasurer Mo Hansen.
2. **MEETING MINUTES APPROVAL.** July 20, 2015. **MOTION:** Moved by Ziaja, seconded by Thomas to table approval of the listed meeting minutes. **VOICE VOTE:** Motion carried.
3. **PUBLIC COMMENT. ##** Sharon Burbach asked if what makes a commercial rental property rentable. He asked if the Building Inspector has completely inspected the property at 120 West Madison Street. Ziaja said staff would check on the questions and report back to the Burbach,
4. **UNFINISHED BUSINESS**
 - a. **203 EAST MADISON STREET - REUSE CONCEPT**
 - i. **REQUESTS FOR PUBLIC INPUT.** NOTE: No member of the public can to address the group on this topic. It was requested to invite residents again.
 - ii. **CONCEPT COST ESTIMATES.** DISCUSSION: A handout from Kunkel Engineering was in the meeting material. No action taken.
 - iii. **IDENTIFYING NEXT STEPS.** DISCUSSION: The group discussed what property owners Bergan and Stewart may want to offer an easement. Matt Ziaja said that he would attempt to contact Emma Stewart and Tom Bergan the two property owners that would need to grant an easement to allow for a pedestrian trail to run north from 203 East Madison Street to Youker Park. No further action taken.
 - b. **DISPOSITION OF YOUTH CENTER - 257 MILL STREET, REFERRED BY PARKS COMMISSION TO CDA.** DISCUSSION: Thomas said he had received comments and was concerned that the lot in question was not defined. Ziaja said he had received input and said the majority comment was to make the most of the property. Reynolds said she was frustrated in that no money was budgeted for programming. Thomas said alternative uses could be found for the building. Al Kegler asked if the sale proceeds could be earmarked for future park projects. Stinnett said her brother-in-law who previously expressed interested hasn't been in the discussion related to a sale. She said he was interested in a lease. Hermanson said to look at the opportunity cost of not doing anything. Stinnett said her brother-in-law was open to all ideas. Thomas asked if the group wanted to go on record with a position. No action taken.
 - c. **120 WEST MADISON STREET, STAFF UPDATE.** DISCUSSION: Hansen said the property owner had applied for a façade grant, had taken action to make improvements and was moving forward on the project. No action taken.
5. **NEW BUSINESS**
 - a. **2015 & 2016 BUDGET REVIEW, RECOMMENDATIONS TO FINANCE, INSURANCE & PERSONNEL COMMITTEE.** MOTION: Moved by Ziaja, seconded by Stinnett to ask the Finance Committee to move expenses for the Maunsha Business Center from Fund 600 to the General Fund. VOICE VOTE: Motion carried.
 - b. **ELECTION OF CHAIR AND VICE-CHAIR.** Nominations were accepted for both positions and Ziaja and Hermanson were unanimously elected Chair and Vice-Chair.
6. **FUTURE AGENDA ITEMS AND ANNOUNCEMENTS**
 - a. **JEFFERSON COUNTY ECONOMIC DEVELOPMENT CONSORTIUM, JULY 23RD MEETING REPORT.** Noted.

- b. NEXT MEETING, MONDAY, SEPTEMBER 21, 2015 AT 6:00 PM
- c. OTHER ANNOUNCEMENTS. Linda Norton said that due to a scheduled surgery, she may be unavailable for the next meeting.

7. ADJOURNMENT. MOTION. Moved by Hermanson, seconded by Freund to adjourn. VOICE VOTE: Motion carried. Approximate time was 7:32 pm.

Attest:



Mo Hansen
Clerk/Treasurer

RESOLUTION #2015-23

ENTERING INTO A STRATEGIC ECONOMIC DEVELOPMENT PLAN AGREEMENT WITH VIERBICHER ASSOCIATES INC.

The Common Council of the City of Waterloo, Wisconsin does hereby resolve as follows:

WHEREAS, Mayor Thompson, working with the Deputy Clerk/Treasurer and Jefferson County Economic Development Executive Director Genevieve Coady sought proposals for economic development strategic planning services, and;

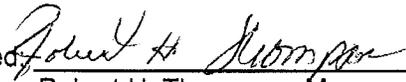
WHEREAS, eight submittals were received and reviewed by a panel selected by the Mayor with the Council interviewing two finalist firms, and;

WHEREAS, from the interview process the Council selected Vierbicher Associates Inc. to provide strategic economic development planning services as spelled out in its submittal.

BE IT RESOLVED that the Common Council hereby enters into a strategic economic development plan agreement as presented on this night for a fixed amount of \$25,000, directing the Mayor to sign all contract documents.

PASSED AND ADOPTED this 1st day of October 2015.

City of Waterloo

Signed 
Robert H. Thompson, Mayor

Attest:



Mo Hansen
Clerk/Treasurer

SPONSOR(S) – Mayor

FISCAL NOTE – Budget Amendment required: A fixed fee of \$25,000 to be funded through TID #1 and TID #2



September 14, 2015

Mo Hansen
City Administrator
City of Waterloo
136 N. Monroe St.
Waterloo, WI 53594

Re: Agreement to Provide Professional Consulting Services
City of Waterloo Strategic Economic Development Plan

Dear Mr. Hansen:

Vierbicher Associates, Inc. (Consultant) is pleased to submit this Agreement to provide Economic Development Consulting Services to the City of Waterloo (Client).

I. PROJECT UNDERSTANDING

The Client would like a plan to guide the community's economic development efforts over the next five years. The Client would like a planning process that can engage community residents around initiatives that support the chosen economic development strategies. The Client would like the plan completed within nine months.

II. SCOPE OF SERVICES

A. General

Consultant shall facilitate a process that will result in a strategic economic development plan within nine months of authorization to proceed. The process will include completion of an economic and market analysis, an assessment of the Client's use of Tax Incremental Financing and other economic incentive programs, identification of economic drivers, an assessment of key community assets and opportunities, solicitation of community input through a series of targeted outreach initiatives, economic strategy recommendations, and an implementation plan for the City's economic development efforts.

Consultant's planning process is comprised of four components: Engagement, Assessment, Strategy and Implementation (EASI).

B. Specific Services Provided by Consultant

1. Engagement

- a. Kickoff Meeting** – meeting with City staff, officials and key stakeholders to agree upon steering committee composition, objectives, activities, data sources, timeline, responsibilities and deliverable.
- b. Community Survey** – administer and collate an electronic survey to gather information that will be used to guide the planning process and inform the planning recommendations.
- c. Public Workshop** – facilitate a public workshop to communicate findings from the assessment and solicit ideas and guidance regarding appropriate strategies and capacity for implementation. Meet with Steering Committee prior to and following the Workshop.
- d. Stakeholder Focus Group** – Consultant will spend one-day in Waterloo to conduct focus groups and interviews with up to twenty (20) individual stakeholders identified by City and Consultant. The purpose of the focus groups is to review and receive feedback on preliminary strategies and implementation tactics. Consultant will meet with the Steering Committee while in Waterloo.
- e. Strategy Review** – Consultant will meet with the Steering Committee to review preliminary strategies and implementation tactics. Special outreach will be made to key stakeholders and focus group participants to obtain additional feedback.
- f. Public Open House** – Consultant will facilitate a public meeting for the purpose of reviewing the draft Strategic Economic Development Plan. Consultant will meet with the Steering Committee prior to and following the open house.
- g. Final Presentation** – Consultant will present the final Strategic Economic Development Plan to the Common Council.

2. Assessment

- a. Review of Existing Reports and Previous Initiatives**
In addition to reacquainting ourselves with the City's comprehensive plan, we will review other existing documents and information relevant to zoning, codes, procedures, development plans, and incentives that may impact economic development and growth.
- b. Community Profile**
A demographic profile, created by JCEDC, of Client's primary trade area will be used to understand the composition of residents and businesses and how that might impact economic development initiatives.
- c. Trade Area Delineation, Retail Supply and Demand Analysis Update**
Trade areas will align with previous market study information to identify

changes in the local market conditions. Insights from the retail market "leakage" analysis provided by JCEDC will be utilized for this task. Any retail products or service sectors which have a demonstrated supply gap in the community will be identified, with recommendations for business recruitment initiatives.

d. Business Mix Analysis

A business mix analysis will be conducted to identify key employment clusters and resident occupations in Waterloo. Industry trends related to employment growth, local skills base and expansion/contraction will be identified for each industry cluster present. A competitive analysis will identify clusters for which the Client has a demonstrated competitive advantage.

e. Tax Increment Financing District Assessment

Consultant will complete an assessment of the health of Waterloo's four TIDs. The review will focus on planned TID projects and budgets and whether TIF is being used to its fullest advantage for economic development. We will summarize:

- Type of TID (industrial, blight elimination, mixed-use, conservation).
- Final year to make expenditures.
- TID closing year.
- Projects included in TID plans by expenditure category (infrastructure, development assistance, etc.).
- Amounts budgeted for planned TID projects and expenditure categories.
- Opportunities to use TIF to advance current economic development goals.
- Recent changes to TIF law and whether the City is taking advantage of those changes.

f. Summary of Waterloo's Opportunities and Challenges

Information from the market analysis and initial public meeting will be summarized into specific areas of opportunity or challenge for the community. Future recommendations developed during Phase 3 will be structured to build on areas of opportunity or address areas of challenge, with an emphasis on those areas which have the greatest impact on the commercial, retail and development markets.

3. Strategy

a. Economic Development Strategies

An economic development strategic plan will be created for the City of Waterloo and provided as a deliverable. The plan will include an evaluation of the processes, procedures and targeted objectives currently utilized by the City and its economic development partners.

The strategic plan will focus on the 2nd TIF district, the business park and downtown Waterloo. Vierbicher will recommend innovative strategies to enhance community engagement and grow and diversify the local economy. We will develop a set of specific strategies to implement new or strengthen existing programs, including support for business startups and retention and recruitment of companies City-wide. The plan will also address indirect barriers to economic growth.

b. Future Redevelopment Opportunities

Preliminary redevelopment area boundaries will be identified that show targeted geographic districts, within the City's land use plan, for future improvements and investment. Based on input from City staff, the JCEDC, business owners and real estate stakeholders, specific redevelopment sites will be identified as key improvement opportunities. An inventory of both public and private sites within these boundaries will be developed in tabular and map formats.

c. Incentive Programs

Drawing on our extensive experience creating economic development strategic plans, we will research and recommend specific incentive programs that Waterloo can then use to spur economic growth.

4. Implementation

Consultant will develop recommendations and an implementation plan that will allow the Client to capitalize on opportunities identified in the Assessment and Strategy phases. Recommendations may include infrastructure, program development or marketing-related activities which will help generated desired economic activity. Deliverables included in this phase are:

a. Comprehensive Recommendations

Using all of the information gathered up to this point, the project team develops specific recommendations to achieve the main objectives identified previously. These recommendations focus on:

- Specific short-term catalytic projects
- Long-term redevelopment goals
- Recommendations for infrastructure, incentives and/or regulations which may be necessary to foster revitalization (e.g., TIF assistance and zoning changes.)
- Parameters for future growth policy for industry and workforce
- Target performance measurements, benchmarks and milestones for strategic initiatives resulting from the planning process

b. Implementation Matrix

A set of economic development initiatives, which capitalize on identified opportunities, will be described in an implementation matrix. The matrix will identify responsible parties, timing and available financing sources for each action item. The implementation matrix will also take into consideration existing efforts and resources available through local

economic development partner organizations.

A range of recommendations will be identified to provide for continued momentum, including near-term visible demonstrations of progress to catalyze public interest, organizational and programmatic recommendations to engage a wide variety of stakeholders in improving specific aspects of the TIF districts, and long-term physical and capacity-building activities which will provide a foundation for larger-scale future initiatives.

5. Strategic Outreach

As part of the implementation plan, we will conduct targeted outreach with individuals and groups who will be essential for implementing elements of the plan. Targeted outreach may include brokers, developers, civic organizations and regional and state partners who can provide support or investment in the downtown. This outreach will confirm market findings, identify additional opportunities in the marketplace and build support and momentum for implementation activities to jump start plan activity.

III. SERVICES NOT PROVIDED AS PART OF THIS PROJECT

In addition to the "Services Not Provided as Part of This Contract" section indicated in the attached General Terms and Conditions, the following services are not included as part of this work:

- a. Physical assessment of infrastructure or other features not visible on site or included in information provided by Client.
- b. Attendance at on-site meetings outside of the proposed schedule.

IV. CLIENT RESPONSIBILITIES

This proposal assumes that Client will participate in planning activities to maximize project efficiency. Specific items for which Client will be responsible include:

- Timely provision of existing planning documents, background data and other existing reports.
- Listing of businesses within the community with contact information.
- Promotion of the community survey.
- Scheduling of Consultant meetings with businesses and property owners for Stakeholder Interview tasks.
- Compilation of ownership, acreage and assessment information for key redevelopment sites.
- Securing meeting space and marketing for public events.
- Providing timely response and feedback to draft documents submitted by Consultant.

V. SCHEDULE

The scope of services will take place over a 9-month period, to be completed by May 30, 2016.

VI. SCHEDULE OF DELIVERABLES

Deliverables associated with the provided scope of services include:

1. **Informational brochure**—that describes the economic development strategic planning process. This will be created at the beginning of the project and distributed to the public as needed.
2. **Final document**—a detailed report that contains all of the economic development strategies that are developed during the project. This report will be presented to stakeholders as appropriate. Three (3) bound hard copies of this document will be provided to the city. A final digital PDF version of the plan and all components will also be provided, together with an editable Microsoft Word version of the document. All associated concept plans, graphs, tables and maps will also be provided in their original formats.
3. **Executive summary**—of the economic development strategies. This will be formatted for consumption by all stakeholders.
4. **Economic Development Strategic Action Plan**—a detailed Implementation Matrix will be produced that clearly defines prioritized initiatives. For each recommended economic development strategy an implementation steps and timeline, responsible party, funding opportunities, potential partners, and target metrics. The Implementation Matrix will also serve as a standalone document for use by various entities involved in implementation.

The proposed scope includes the following six on-site visits:

1. **Kick-off meeting**—Meeting between the Vierbicher project team and the Steering Committee/City staff to establish the work plan and assign responsibilities for the duration of the project (2 hours)
2. **Public workshop**—Community stakeholders will have an opportunity to hear a summary of the assessment phase and to provide input for the vision and strategy phase of the project (4 hours)
3. **Focus group meetings**—The Vierbicher team will conduct 6 focus group sessions with invited community stakeholders to further develop the strategic vision and opportunities of the City (1 day)
4. **Strategy review**—Meeting between Vierbicher project team and City Steering Committee/City staff (and others as appropriate) to review strategies that have been developed and provide guidance for finalizing the recommendations (2 hours + 2 hours for outreach meetings)
5. **Final review**—Meeting between Vierbicher project team and City Steering Committee/City staff (and others as appropriate) to provide final input prior to the final presentation to the Council (2 hours + 2 hours for outreach meetings)
6. **Final presentation**—to the City Council and attendees at a public meeting (2 hours)

Additional time will be set aside at the review meetings (meetings 4 and 5) to allow for scheduled meetings with key businesses, property owners or prospects as part of the outreach efforts of the project.

On-site visits may include participation in meetings, including internal staff economic development meetings and other committee or Council meetings, as needed, to discuss project progress, analyze findings, or to serve in an advisory capacity regarding specific agenda items.

VII. DESIGNATION OF RESPONSIBLE PARTIES

The designated responsible parties representing the Client and Consultant, respectively, shall have authority to transmit instructions, receive information, and render decisions relative to the project on behalf of each respective party.

Overall coordination and project supervision for Consultant is the responsibility of Gary Becker, Project Manager. He, along with other personnel, will provide the services required for the various aspects of the project. Please direct all communications that have a substantive impact on the project to Gary.

The Client designates Mo Hansen as its representative. Consultant will direct all communications that have a substantive impact on the project to Mo, whose responses shall be binding on the Client.

VIII. FEES

- A. The fixed fee to complete this scope of work is \$25,000.
- B. This fee assumes that the work will be completed within the time frame set forth herein. If significant delays to the project occur, which are not due to the negligence of the Consultant including, by way of example and not limitation, decisions of the Client, regulatory approvals, deferrals to the next construction season or calendar year, etc., the Consultant reserves the right to negotiate and adjust an appropriate change to the fees.
- C. Reimbursable expenses are included in the above stated fees.

IX. GENERAL TERMS AND CONDITIONS

The General Terms and Conditions dated 7/1/14 and attached hereto are incorporated herein by reference.

We appreciate the opportunity to work with you on this project. If this Agreement is acceptable to you, please sign the Authorization below and return one copy to Gary Becker at our Madison office. Should you have any questions or require any additional information, please feel free to contact us.

Sincerely,



Gary Becker
Project Manager

Enclosure: General Terms and Conditions

AUTHORIZATION TO PROCEED

In witness whereof, the parties have made and executed this Agreement as of the day and year written below.

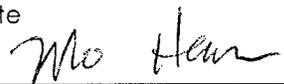
Client

By 
Robert Thompson, Mayor
City of Waterloo
136 N. Monroe St.
Waterloo, WI 53594

Consultant


Shaun Wilson
Vierbicher Associates, Inc.
999 Fourier Drive, Suite 201
Madison, WI 53717

Date



Witness

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09/14/2015

Date



Witness

