



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: September 20, 2016
Time: 6:00 p.m.
Location: Municipal Building, Council Chambers, 136 North Monroe Street

1. ROLL CALL AND CALL TO ORDER
2. MEETING MINUTES APPROVAL: August 16, 2016
3. CITIZEN INPUT
4. PROJECT UPDATES & REPORTS
 - a. Downtown Sub-Committee
 - i. April Storefront Initiative
 - b. 203 East Madison Street - Reuse Concept
 - i. Funding Update & Site Sign
 - c. UW-Whitewater Graduate Student Internship – Foreign Trade Zone #41 Feasibility Study
 - d. Downtown Waterloo Street Market Initiative
 - e. Fund 600 - Monthly Financial Review
5. NEW BUSINESS
 - a. Draft Economic Development Plan, Plan Support Phase
 - b. "You Are Here" Kiosks
6. FUTURE AGENDA ITEMS AND ANNOUNCEMENTS
7. ADJOURNMENT

Mo Hansen

Clerk/Treasurer

Community Development Authority: Ziaja, Hermanson, Stinnett, Norton, Tuttle, Moe and Reynolds
Committee Development Committee: Ziaja, Thomas and Petts
Posted, Mailed and E-mailed: 09/16/2016

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.

FTZ Internship Scope of Work

September 19, 2016

MUNICIPAL PURPOSE:

The City of Waterloo seeks to foster and facilitate the creation of family supporting jobs and additional sustainable means for local and area businesses to lower their cost of business expense through strategic use of Foreign Trade Zone #41 (FTZ #41). It further seeks to bring any and all national, regional or local private sector partners to the “Waterloo economic development table” to thoroughly examine the feasibility of strategic use of FTZ #41 with an affirmative consensus leading to a Phase 2 step -- not included as this scope of work – “Arriving at an Executable Concept.”

STUDY PURPOSE:

Present information -- from an FTZ industry perspective -- to allow for an informed discussion among an between municipal staff and identified partners and potential partners for a “Go or No-Go” decision on proceeding to Phase 2 noted above.

SCOPE OF WORK:

Written Report at end of an estimated 75 -90 day period.

1. Maintaining commercial confidentiality where necessary, identify and describe how Wisconsin manufacturers are benefiting from FTZ #41. [Q: Will any manufacturer share any info???
2. Survey and understand Waterloo and regional business opportunities related to FTZ development.
3. Identify two or more typical models of FTZ development focusing on how the models relate to Waterloo.
4. Identify and further investigate multiple, 2016 examples of FTZ development from across US, that might be reproducible in Waterloo (i.e. [1] Third party operated FTZ warehousing benefiting local and regional manufactures. [2] Manufacturer on-site FTZ warehousing, or [3] other identified example deemed viable by the author.).
5. As part of an informal survey of industry representatives, develop contacts within the US FTZ industry which may self-identify as potential project partners.
6. Review and provide author’s conclusions on (a) technically feasibility, (b) potential for private sector profitability, and (c) potential for community direct, or in-direct benefit.

WORK PRODUCT:

Written feasibility study (PDF) containing author’s conclusions and a distillation of generalized conclusions from multiple private sector professionals familiar with Foreign Trade Zone benefits to communities and manufacturers. Final draft to be reviewed by Waterloo Community Development Authority prior to submittal by an academic adviser. The study is to conclude with an appendix documenting contacts and outreach made during the internship.

TO: GISELSA HELDER SANCHEZ-LOPEZCOMMUNITY DEVELOPMENT AUTHORITY AND COMMUNITY DEVELOPMENT COMMITTEE
FROM: CLERK/TREASURER MO HANSEN
SUBJECT: FOREIGN TRADE ZONE #41 FEASIBILITY – SCOPE OF WORK
DATE: SEPTEMBER 15, 2016

FOREIGN TRADE ZONE #41 FEASIBILITY STUDY – SCOPE OF WORK

I am writing to request approval from the CDA and CDA to authorize a fund 600 expenditure not to exceed \$2,500 for a May/June 2016 Research Internship. The internship work product would be a feasibility study on how Waterloo could benefit from being located within Foreign Trade Zone #41 (FTZ #41).

UW-Whitewater School of Business Graduate Student [Gisela Helder Sanchez-Lopez](#) has expressed interest in this two month research project. UW-Whitewater Vice Chancellor Ramon Ortiz has indicated Gisela would be a good candidate for the project.

- Q: How would this be funded? ANS. The expense would be part of the Fund 600 budget. I am anticipating that a transfer from the General Fund to Fund 600 to cover the existing deficit would be increased by the amount of the Intern Stipend to cover this expense.
- Q: Why should this be a priority? ANS. (1) This is one way Waterloo can participate in, and its citizens can benefit from international trade. The feasibility study is meant to identify private sector partners in constructing a general purpose duty-free facility or a firm specific duty-free facility. (2) Trek, Sheehy Enterprises, Sussek Machine Company and other export/import companies located in Jefferson, Dane, Dodge and Columbia counties could possibly benefit from a general purpose Waterloo duty-free facility, keeping and growing Wisconsin jobs. (3) Property developed as part of an initiative (most likely a warehousing facility) would increase the property tax base.
- Q: What Waterloo assets lend themselves to researching potential FTZ #41 activity?
 - Trek Bicycle is an importer of bike parks and an exporter of finished bikes. Such manufacturers are positioned to benefit from import duty reductions. Some FTZ #41 facilities are specific to a firm, examples being Mercury Marine, Kohler and Case New Holland. Other facilities are general purpose and can service multiple companies. To my knowledge Dane, Jefferson, Dodge and Columbia counties have no such general purpose facility.
 - Sheehy Enterprises already provides non-stop express freight service from the [Port of Long Beach in California](#). It could be hauling cargo ship containers to a duty free destination.
 - Sussek Machine Company has production in Waterloo, China and Mexico. It may benefit from parts shipment duty-free.
 - The City sold Trek 64,000 sq. ft. of warehouse space.
 - We are served by Wisconsin and Southern Railroad. Cargo ship containers can be shipped overland by rail to duty-free FTZ #41 sites.
 - We have bare ground industrial sites available for development.

INTERNSHIP DETAILS.

1. LEARNING GOALS: (1) Provide intern with exposure to Wisconsin businesses involved in FTZ #41. (2) A focused research objective – identify the feasibility for how Waterloo might benefit from FTZ #41.
2. OVERSIGHT. Clerk/Treasurer’s office with a final report to the Community Development Authority and Community Development Committee (CDA/CDC).
3. INTERNSHIP COMPENSATION. \$14 per hour not to exceed \$2,300, including travel expenses. Letter of recommendation upon favorable CDA review.
4. INTERNSHIP PERIOD. A sixty days beginning April 20 or upon acceptance by Gisela. Written report (PDF) with appendix documenting contacts and outreach made due at the end of Internship Period.
5. INTERNSHIP WORK PRODUCT. Written feasibility study (PDF) containing authors conclusions and a distillation of generalized conclusions from three private sector professionals familiar with FTZ #41. The feasibility study outline would be approved at the projects’ outset and a final draft would reviewed prior to submittal by an academic adviser. The study is to conclude with an appendix documenting contacts and outreach made during the internship.

CONTRACTOR NAME: _____

CITY OF WATERLOO

STREET MARKET MANAGER
(Independent Contractor)
Request for Proposal

Submittal Deadline:
OPEN UNTIL FILLED

Prepared By:

Mo Hansen
Clerk/Treasurer
City of Waterloo
136 North Monroe Street
Waterloo, WI 53594

Voice - 920-478-3025
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Web – www.waterloowi.us

SUBMITTAL REQUIREMENTS

The City of Waterloo, Wisconsin and the Waterloo Community Development Authority are committed to providing excellent service to the residents and businesses that choose to live and operate within our community. It invites those independent contractors ("Contractor") who shares this commitment to excellence to submit a proposal.

The submittal shall include all of the following:

- a) Qualifications – A description and history of applicable qualifications, prior experience providing this service, or similar type of service.
- b) References.
- c) Writing Sample – Provide an original writing sample announcing a new street market in the fictitious community of Newloo, Wisconsin.
- d) Signature Section - A signed proposal.

SCOPE OF SERVICES

The Manager will lead the launch of a new Waterloo Street Market. Reporting to the Community Development Authority, maximum flexibility will be granted to the Manager to achieve success. Success can be defined as creating and sustaining a Street Market in downtown Waterloo which enhances downtown commercial activity -- in a quantifiable manner. Parameters discussed as part of City Council approval for funding include the following narrative:

The Waterloo Street Market is a producer-only market that operates in downtown Waterloo, WI. The market runs rain or shine every Saturday from 7:00 am to 1:00 pm from May 1st until the last weekend in October. The Market Manager will manage the Saturday operation of the market and will plan for the Market's future growth and development. The Market Manager will be in attendance every Saturday of the Market and will report to the Waterloo Community Development Authority (CDA). A successful Market Manager will be the greatest champion of the market and will be self-motivated, an excellent communicator and have strong organizational skills.

GENERAL DUTIES

- ✓ Enroll vendors and farmers in the market – through seasonal or daily vendor agreements
- ✓ Collect all market fees, maintain an accurate accounting of such fees and deposit into the market account
- ✓ Arrive prior to the Market and remain throughout the Market day to:
 - Place vendors in stalls
 - Place Market signs and parking signs
 - Ensure all rules and regulations are adhered to
 - Answer questions for vendors and consumers
 - Oversee Market Tent (if applicable)
 - Resolve disputes that arise
 - Maintain safe Market grounds
 - Assure the Market site is clean at closing
- ✓ Recruit, schedule and supervise volunteers at the Market tent (if applicable)
- ✓ Create policies, procedures and rules for Market
- ✓ Maintain all financial records and provide to the CDA on a monthly basis
- ✓ Communicate Market policies, rules and activities to vendors throughout the season
- ✓ Solicit entertainment for Market days
- ✓ Maintain a database of vendors and their contact information as well as any licenses or permits each vendor may need
- ✓ Work with farm inspectors to collect and maintain inspection records
- ✓ Create weekly social media postings throughout the season (Waterloo Municipal website and FaceBook pages)

ADDITIONAL DUTIES

- ✓ Recruit vendors
- ✓ Develop local relationships and acquire feedback from downtown business regarding Market days
- ✓ Develop relationships with other area Market Managers for networking purposes and to acquire feedback and knowledge
- ✓ Fundraise and write grants for future continuation and development of the Market
- ✓ Advertise and promote the Market throughout the year using different types of venues

JOB QUALIFICATIONS

- ✓ Must be the greatest Champion for the Market
- ✓ Proficiency in using spreadsheets to maintain data
- ✓ Ability to work creatively and independently
- ✓ Good communication skills, organizational skills and dispute resolution skills
- ✓ Experience working with budgets and financial documents
- ✓ Experience with creating marketing materials
- ✓ Fundraising and/or grant writing
- ✓ Knowledge of social media as a promotional tool (knowledge of administrating FaceBook)

The chosen candidate will be paid a \$4,000. The chosen candidate will also be offered an incentive based on vendor and promotional fees collected.

DISCLAIMERS

The City reserves the right to seek clarification on any aspect of a proposal and to remove from consideration any proposal that, in the City’s sole discretion, has deficiencies. In addition, the City reserves the right to enter into negotiations with one or more respondents.

CONTACT INFORMATION

Contact Clerk/Treasurer Mo Hansen should you have specific questions regarding the information we are requesting. Phone calls or emails are welcomed.

SIGNATURE SECTION

Signature

Company Name

Print Name

Company Address

Title

City State Zip

Telephone #

Fax #

Proposals must be signed by an official authorized to bind the provider to its provisions for at least a period of 90 days.

CITY OF WATERLOO

BALANCE SHEET

AUGUST 31, 2016

FUND 600 - COMMUNITY DEVELOP AUTHORITY

ASSETS

600-11100	TREASURER'S CASH	(31,902.46)	
600-13000	DUE FROM OTHER GOVERNMENTS	.00	
600-13101	ACCOUNTS RECEIVABLE PRIOR YEAR	.00	
600-18101	CONSTRUCTION IN PROGRESS CDA	.00	
		<hr/>	
	TOTAL ASSETS		(31,902.46)

LIABILITIES AND EQUITY

LIABILITIES

600-21100	VOUCHERS PAYABLE	.00	
600-26100	DEFERRED REVENUE	.00	
		<hr/>	
	TOTAL LIABILITIES		.00

FUND EQUITY

600-34300	FUND BALANCE	(28,245.65)	
	REVENUE OVER EXPENDITURES - YTD	(3,656.81)	
		<hr/>	
	TOTAL FUND EQUITY		(31,902.46)
	TOTAL LIABILITIES AND EQUITY		(31,902.46)

CITY OF WATERLOO

DETAIL REVENUES WITH COMPARISON TO BUDGET
FOR THE 8 MONTHS ENDING AUGUST 31, 2016

FUND 600 - COMMUNITY DEVELOP AUTHORITY

		PERIOD ACTUAL	YTD ACTUAL	BUDGET AMOUNT	VARIANCE	% OF BUDGET
<u>PUBLIC CHARGES FOR SERVICE</u>						
600-46-4674-000	MBC BUILDING RENTAL	.00	1,500.00	6,000.00	(4,500.00)	25.00
	TOTAL PUBLIC CHARGES FOR SERVICE	.00	1,500.00	6,000.00	(4,500.00)	25.00
<u>OTHER FINANCING SOURCES</u>						
600-49-4921-000	TRANSFER FROM GENERAL FUND	.00	.00	32,335.00	(32,335.00)	.00
	TOTAL OTHER FINANCING SOURCES	.00	.00	32,335.00	(32,335.00)	.00
	TOTAL FUND REVENUE	.00	1,500.00	38,335.00	(36,835.00)	3.91

CITY OF WATERLOO
 DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
 FOR THE 8 MONTHS ENDING AUGUST 31, 2016

FUND 600 - COMMUNITY DEVELOP AUTHORITY

	PERIOD ACTUAL	YTD ACTUAL	BUDGET AMOUNT	VARIANCE	% OF BUDGET
<u>MAUNESHA BUSINESS CENTER</u>					
600-51-5162-220	MAUNESHA BUSINESS TELEPHONE	.00	342.48	300.00 (42.48)	114.16
600-51-5162-221	MAUNESHA BUSINESS ELECTRIC	343.60	1,600.85	2,700.00 1,099.15	59.29
600-51-5162-222	MAUNESHA BUSINESS HEAT	20.13	468.30	1,200.00 731.70	39.03
600-51-5162-223	MAUNESHA BUSINESS WATER/SEWER	44.53	309.91	525.00 215.09	59.03
600-51-5162-290	MAUNESHA BUSINESS CLEAN CONTRA	74.40	520.80	893.00 372.20	58.32
600-51-5162-341	MAUNESHA BUSINESS INTERNET	.00	660.00	821.00 161.00	80.39
600-51-5162-350	MAUNESHA BUSINESS CLEANING SUP	.00	28.99	50.00 21.01	57.98
600-51-5162-351	MAUNESHA BUSINESS REPAIRS/MAIN	.00	924.48	900.00 (24.48)	102.72
	TOTAL MAUNESHA BUSINESS CENTER	482.66	4,855.81	7,389.00 2,533.19	65.72
<u>PLANNING AND CONSERVATION</u>					
600-56-5630-220	PROJECT CDA PROGRAMS	.00	301.00	200.00 (101.00)	150.50
	TOTAL PLANNING AND CONSERVATION	.00	301.00	200.00 (101.00)	150.50
	TOTAL FUND EXPENDITURES	482.66	5,156.81	7,589.00 2,432.19	67.95
	NET REVENUES OVER EXPENDITURES	(482.66)	(3,656.81)	30,746.00 (34,402.81)	(11.89)

City of Waterloo
Economic Development Strategic Plan

DRAFT -- 7/26/2016 9:05 AM

FOCUS: Industrial & Commercial Development

GOAL	ACTION	GOAL METRICS	LEAD	SUPPORTING	PHASE / YEAR	EXPENSE NOTES
Ready 17 acre industrial site (333 Portland Rd) for reuse	Pursue grants for remediation of blighted site with focus on future industrial reuse and job creation	Site ready with for reuse 1/1/2018	City	CDA	2016 site research; 2017 remediation; 2018 site marketing	TID #3 plus staff time
Comprehensive vacant property marketing	List available properties on site selector websites (LoopNet, LocateInWisconsin, etc)	Listings on a minimum of 3 site selector websites as of 1/1/2017	City	CDA	Begin 1/1/2017 quarterly updates thereafter	\$1,000 per year plus staff time
Target/Recruit business start-ups in growing sectors	Convene pro bono real estate team to guide assembly of materials tied to specific parcels	One growing sector business located by 6/1/2018;	City	JCEDC, Chamber	Convene team by 1/1/2017; one sector outreach each quarter	\$1,000 per year plus staff time

City of Waterloo
Economic Development Strategic Plan

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FOCUS: Downtown Commercial Activity

GOAL	ACTION	GOAL METRICS	LEAD	SUPPORTING PARTIES	PHASE / YEAR	EXPENSE NOTES
Draw customers downtown with effective, creative signage.	Continue matching façade grant program	3 municipal façade grants per yr.	City	CDA, Property owner	2016-2020	\$5,000 per year plus staff time
Facilitate redevelopment of key downtown locations	work with owners to explore in-fill redevelopment	Building permits for four targeted locations.		Chamber, CDA, Property owners	One location per calendar year	Waiving all permit fees
Fill vacant downtown spaces	Establish program to recruit downtown tenants, focused on local existing businesses	90% occupancy	City	CDA, Chamber, Property owners	2016 Program Development, 2017 Program funding & roll-out	TBD
Recruit a full service downtown restaurant as an anchor draw	Develop 3 concepts for building reuse as restaurants	Project plan before Parks Commission; <u>market study 2017; one project building permit in 2018</u>	CDA	Property owners	2017-2020	TBD
Redefine downtown as a family friendly commercial destination	Establish recurring weekly Street Market	Project plan before Parks Commission <u>Meeting CDA subcommittee progress timeline; market launch 2017</u>	CDA	Chamber	2016 ID market champions; 2017 launch market; 2018 build sustainability	2016- 2017: \$6,000

City of Waterloo
Economic Development Strategic Plan

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FOCUS: Waterloo Promotion

GOAL	ACTION	GOAL METRICS	LEAD	SUPPORTING PARTIES	PHASE / YEAR	EXPENSE NOTES
Coordinated external advertising	Coordinated advertising by local businesses	Measurable retail sales increases linked to ad campaign	Chamber	JCEDC	2017 test campaign; 2018 follow-up campaign	TBD
Marketing databases & monthly outreach to market area	Build digital market area lists for monthly Waterloo promotional initiatives or opportunities	12 creative digital/social media outreach efforts	Chamber	JCEDC; <u>City</u>	2017 test campaign; 2018 follow-up campaign	TBD
Marketing databases & monthly outreach to market area	Build digital market area lists for monthly Waterloo promotional initiatives or opportunities	12 creative digital/social media outreach efforts	Chamber	JCEDC	2017 test campaign; 2018 follow-up campaign	TBD

City of Waterloo
Economic Development Strategic Plan

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FOCUS: Community Aesthetics & Infrastructure

GOAL	ACTION	GOAL METRICS	LEAD	SUPPORTING	PHASE / YEAR	EXPENSE NOTES
Community wide Spring Clean-up	Promote a coordinated two weekend Spring clean-up period	40 volunteer hrs. for public spaces; less than 5 blight causing properties post event	City	CDA	First two April weekends	TBD
Improve downtown aesthetics & pedestrian amenities	Adopt a pot planter program on bridges and Veterans Park	Five additional planters in each of the next 4 yrs.	Chamber	City	2017 = 5; 2018=10; 2019 = 15; 2020 20	TBD
Implement planned bike conections from local & regional connectivity plans	Fund parks development plans for paths	One path segment each year	City	CDA	2016 - Riverwalk Dev (W. Madison to Edison).; 2018 - Waterloo / Watertown Phase 1 (Trek to downtown)	TBD
Offer free garden space, surplus produce to food pantry	Re-establish seasonal public community garden space	Make available ten garden plots each March	CDA ; <u>Parks Commission</u>	City	2017 - 2020	< \$100

City of Waterloo
Economic Development Strategic Plan

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FOCUS: Communication & Organizational Capacity

GOAL	ACTION	GOAL METRICS	LEAD	SUPPORTING PARTIES	PHASE / YEAR	EXPENSE NOTES
Engage residents with expanded online presence	Expand social media with focus on new residents	2,000 FB likes by August 2018	Chamber	City	2016-2020	\$500 per year
Make available New Resident Welcome Packet	Annually update digital and printed welcome material	100% of new residents reach by August 2018	Chamber	Waterloo Water & Light	2017 planning; 2018 implement	
Maintain community market data for businesses on City website	Quarterly update of information	3000 page views annually	City	Chamber	Quarterly	Staff time
Broaden funding sources for economic development capacity	Explore options for community foundations and other private organizations to fund economic development capacity	New support dollars source in 2017, 2018 and 2019	City	Chamber, CDA, JCEDC	One new funding source each year	New net revenue for specific goal
Increase organizational capacity with Chamber business director hire (part-time)	Fund and hire to organize community and business events and serve as primary point of contact	20 per week staff on-board 1/1/2018	Chamber	CDA	Secure funds 2016 - 2018, hire 4th quarter 2017; start 1/1/2018	\$25K annually <u>with a diversified funding partnership including City</u>

City of Waterloo
Economic Development Strategic Plan

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FOCUS: Housing

GOAL	ACTION	GOAL METRICS	LEAD	SUPPORTING PARTIES	PHASE / YEAR	EXPENSE NOTES
Incentivize new home construction	Reconstitute "Find Your Path Here" Program	Development agreement(s) with residential builder/developers	CDA	City	2016: Program planning; 2017: Implement	Work with permitting fees & impact fees for revenue neutral program over three years
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	CDA	JCEDC, Project Home, USDA	2016 program planning; 2017 Implement with focus on STH 19 construction area.	Marketing material \$1,000 per year and staff time.
Eliminate 100% of lead-water services	Seek state/federal funding for replacement expense	100% of known lead services by August 2020	Waterloo Utilities	City, WisDNR	2016 Fund-award; 2017-2019- implement	Marketing-material- \$1,000 per year and staff time.

City of Waterloo
Economic Development Strategic Plan

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FOCUS: Fostering Entrepreneurial Opportunity

GOAL	ACTION	GOAL METRICS	LEAD	SUPPORTING PARTIES	PHASE / YEAR	EXPENSE NOTES
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	CDA	City, JCEDC and Chamber	Roll out second quarter of 2017 with annual updates thereafter	Staff time
Encourage business creation with annual opportunity for pop-up store fronts in empty storefront	Spring pop-up store with graduated rental rents	three pop-up stores each Spring until vacancy rates limit storefront options	CDA	Chamber, JCEDC	Four quarter 2016 program planning; Spring 2017 pop-up launch	Staff time

