



136 North Monroe Street
Waterloo, WI 53594
Phone: (920) 478-3025
Fax: (920) 478-2021
www.waterloowi.us

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: November 22, 2021
Time: 5:30 p.m.
Location: Municipal Building, 136 North Monroe Street (via remote phone conference for participants and public)

Remote Access Instructions

Join Zoom Meeting: <https://us02web.zoom.us/j/82931066664?pwd=aERVU1dWNStySWRLODA2U3diUjZlXUT09>
Dial-in By Phone: +1 312 626 6799 US (Chicago)
Meeting ID: 829 3106 6664 Passcode: 255743

1. PLEDGE OF ALLEGIANCE, ROLL CALL TO ORDER

2. NEW BUSINESS

a. Economic Development Services 2nd Interviews

- i. Non-Metro Connections (5:30 pm)
- ii. Cedar Corporation (6:15 pm)

1. Notes:

- a. Both entities have indicated its July submittal remains current.
- b. Opening Question: "How can your firm get Waterloo economic development projects across the finish line and implement processes for future economic development projects?"

[The body may convene to closed session as it relates to deliberating or negotiating the purchasing of public properties, the investing of public funds, or conducting other specified public business, whenever competitive or bargaining reasons require a closed session 19.85(1)(e) Wis. Statutes]

b. Economic Development Services City Council Recommendation

3. ADJOURNMENT

A handwritten signature in black ink that reads "Mo Hansen".

Mo Hansen, Clerk/Treasurer

Community Development Authority: Soter, Petts, Kuhl, Weihert, Woods, O'Connell, Sharpe and School District Representative as non-voting liaison
Posted, Mailed and E-mailed: 11/18/2021

Please note: it is possible that members of and possibly a quorum of members of other governmental bodies of the municipality may attend 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.



info@non-mc.com

205 Portland Rd. Waterloo, WI 53594

(920) 203-3859

July 9, 2021

Waterloo City Hall
Attn: Mo Hansen, Clerk/Treasurer
136 North Monroe Street
Waterloo, WI 53594

Re: ED Services Submittal

Dear Mr. Hansen:

Non-metro Connections is interested in providing Economic Development Services for the City of Waterloo, and as such, is submitting the following for your consideration.

1. Employment History

Owner Everett Butzine, first began working in 2017 for the City of Oshkosh as an Economic Development Technician in Oshkosh, WI. Following the City of Oshkosh, Everett spent time in Brown County, WI administering a CDBG loan program for single-family housing to a 10-county region in Northeast Wisconsin. Most recently, Everett has led Sherman County Economic Development, Inc. as the Executive Director, in Central Nebraska.

2. Qualifications

Everett received his Bachelor of Arts from the University of Wisconsin – Oshkosh double majoring in Urban Planning and Geography. Fall of 2021, Everett will earn his Master of Arts from Western Illinois University in Community and Economic Development.

During his time at the City of Oshkosh, Everett maintained and marketed all available RDA and city-owned property, assisted in the drafting and implementation of Tax Increment Financing (TIF) plans, and conducted plan reviews for potential city development projects. Notable projects during employment at the City of Oshkosh were the Menominee Nations Arena (Wisconsin Herd), Oshkosh Corporation Global Headquarters, and the Oshkosh Transload Facility.

At Brown County, Everett focused much of his time attempting to provide sustainable housing to Northeast Wisconsin. Everett excelled at project management, environmental assessments, and funding allocation. Everett specialized in grant writing and most notably renewed CDBG funding of \$2 million for Brown County.

As Executive Director of Sherman County Economic Development, Inc. Everett has administered the City of Loup City's LB840 sales tax loan program, managed federally funded residential units as well as a business center, and created and executed a state of the art Business, Retention, & Expansion program within Sherman County. Everett also utilized an incentive package, including LB840, TIF, Tax Credits, etc. Notable projects Everett has worked on include two new subdivision plats, construction of three market rate single-family homes, expansion of Trotters Grain & Fertilizer, Downtown Revitalization, Land Bank program, and a County-wide Tourism program.

With regard to Tax Increment Financing (TIF), Everett has researched, drafted TIF plans, and conducted financial feasibilities for individual TIF projects, both in Wisconsin and Nebraska. In Everett's experience TIF is one of the most powerful economic development tools in a municipalities arsenal to help expand or establish private enterprise, if utilized correctly.

3. How I propose to provide Economic Development Services to the City of Waterloo

Owner Everett Butzine, grew up in the City of Waterloo and graduated from Waterloo High School in 2012. Waterloo is dear to Everett's heart and due to that he pursued a career in assisting rural communities on a path to sustainability. Everett watched Waterloo take two-steps back when Perry Printing decided to close its doors, but the city stayed resilient when all odds were against them. Waterloo, in Everett's opinion is currently of the precipice of greatness, due to expanding residential capacity, a global headquarters in Trek Bicycles, Van Holten's Pickles, McKay Nursery, among many other great companies. Waterloo encompasses a downtown unlike any rural community in the area and with just the right amount of private investment the downtown could prosper. Everett plans to utilize his knowledge of the landscape and vast work experience to create a sustainable atmosphere within the City of Waterloo. Waterloo has everything to offer a single person, starting family, growing family, and/or the elderly. Due to Everett's skills and understanding of the rural dynamic he plans to assist Waterloo in mitigating its perception as a fly-by city or bedroom community by harnessing its people and businesses. Everett plans to encompass all that Waterloo has to offer by creating a place where people can be proud to be from.

4. Charges

Non-metro Connections and its owner Everett Butzine have set forth a contract price of \$40,000. This contract price encompasses the 12 hours of weekly site attendance at City Hall in Waterloo. Full access to Non-metro Connections and Everett outside of designated office hours will be granted to the City of Waterloo via zoom, email, and/or telephone. Lastly, any and all meetings requested by city staff, CDA, council, or mayor will be included in the above contract price.

I want to thank the City of Waterloo for giving me the opportunity to submit my proposal for Economic Development Services. If selected Non-metro Connections and Everett Butzine will endeavor to do their best in service to the City of Waterloo.

Thank you for reviewing this proposal and your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read 'E. Butzine', with a long horizontal flourish extending to the right.

Everett Butzine



Statement of Qualifications and Proposal

**Economic Development/TIF Services
City of Waterloo**

July 20, 2021

STATEMENT OF INTEREST

Dear Mr. Hansen:

We thank the City of Waterloo for the opportunity to respond to its Request for Proposal for Economic Development Services: Focusing on Tax Incremental Finance Project Plan Implementation and Comprehensive Plan Implementation.

Cedar has been delivering economic development, planning, and Tax Incremental Finance for over 40 years to our clients and has the knowledge base and in-house ability to help your community reach its long-term vision. We focus on small to mid-sized communities, just like Waterloo, and we know how to foster successful economic development projects in those environments. We understand each community is unique, and the needs and levels of economic development activity cannot only vary substantially, but are driven at the local level. Understanding this, Cedar will work closely to tailor our services to your city's needs.

Cedar is proposing a Project Team of senior level leaders, supported by colleagues who have extensive Tax Incremental Finance, planning, development, and facilitation experience.

- *Seth Hudson*, EDFP, Director of Economic and Strategic Development, brings over 25 years of experience in economic development, private sector development, and project finance including Tax Incremental Finance. Mr. Hudson will be our contact during the proposal process and will also serve as the Project Manager
- Eric Fowle, AICP, Senior Planner, has over 25 years' experience working with communities on planning and economic development projects

Our approach is simple: apply our knowledge and expertise to YOUR community's economic development needs in a manner that is efficient, effective, and responsive. While our scope of services is based on a set number of hours annually, we clearly illustrate how that time will be allocated to be the most effective in each of the four service areas defined in the Request for Proposals.

Our Project Team is committed to providing a high level of accessibility and presence within the community. Cedar has recently been investing in efforts to build our clientele along the I-94 corridor between Madison and Milwaukee. We are currently working on a variety of workforce housing projects in partnership with Thrive and the Greater Watertown Community Health Foundation. Our current presence in the area will help to ensure that we remain visible to the City's leaders and the development community.

We hope to continue our conversations with the City on the provision of these important services and help the City to grow and prosper. Please contact me with any questions you may have at (715) 235-9081 or via email at seth.hudson@cedarcorp.com.

Sincerely,



Seth Hudson, EDFP
Director, Economic and Strategic Development

WHO IS CEDAR?

(CORPORATE BACKGROUND)

Our mission, as a full service design and engineering firm, is to provide the highest standards of design excellence and service to our clients. Our goal is to develop a team relationship between our clients and our staff. We possess the technical expertise necessary to meet the demands of our clients on a timely basis and within budget guidelines.

Repeat business with numerous public and private clients attests to our ability to assemble a team concept with our clients working within their guidelines. Confident of this, we respectfully submit this summary of Cedar Corporation for your review.

SERVICES

Cedar Corporation is a full-service firm with disciplines in engineering, architecture, economic development, environmental, planning, landscape architecture, and surveying. Founded in 1975, the company has grown in size to its present staff of 85. We have continued to grow because of our commitment to providing comprehensive service and effective communication with our clients. Our staff is dedicated to the principles on which the firm was developed: exemplary service to clients, professionalism, and use of state-of-the-art technology.



LOCATION

604 Wilson Avenue
Menomonie, WI 54751
www.cedarcorp.com

PHILOSOPHY

We recognize that our clients are most concerned with three major issues as they engage the services of consultants - quality, timeliness, cost. Cedar Corporation undertakes each project with a pledge to our clients that they will receive the best value-per-dollar spent on their projects.



PROFESSIONAL SERVICES

Cedar Corporation provides a wide range of professional services to deliver projects in the areas of Community Infrastructure, Architecture, and Environmental Services. The categories below call out the nine (9) major areas of service provided to a variety of government and private market sectors. Within the nine categories are nearly 100 types of professional services and/or deliverables. Cedar's value may come in the form of a single service or deliverable, but just as often from an integrated group of services managed to meet our customer's broader needs. At Cedar, we are very confident in our capabilities and expertise to address a wide range of public and private client needs in any of the service groups listed below.



Architectural Services



Economic Development



Environmental Services



Municipal Engineering



Planning and Grants



Structural Engineering



Transportation Engineering

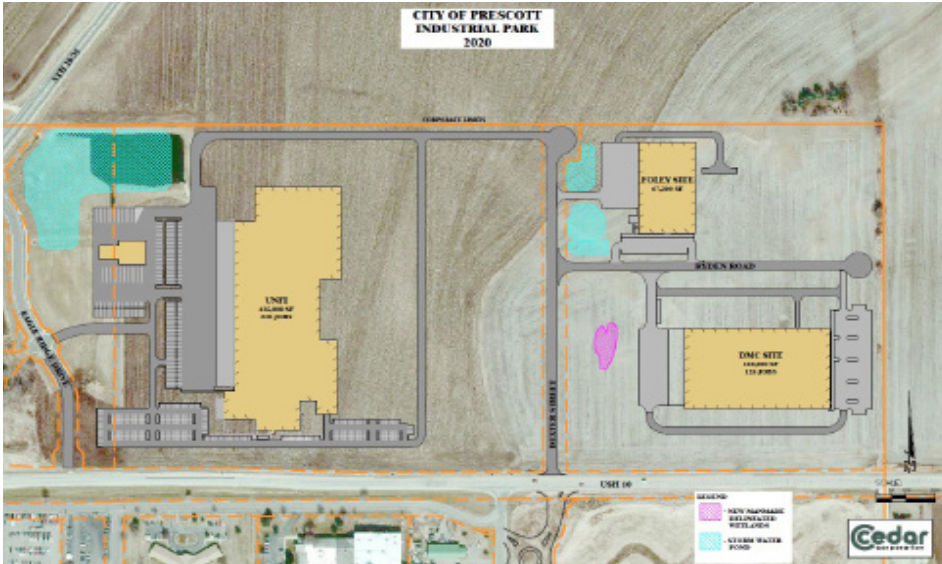


Water Resource Engineering



Wetland Delineations

Economic Development SERVICES



Project Plan for Tax Incremental District

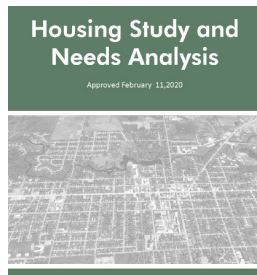
Approved August 4, 2020

Prepared by the
Village of Clayton, Wisconsin

With assistance from



604 Wilson Avenue
Menomonee, WI 54751
715-235-9081



Service Overview

We believe that economic development is an essential driver in every community and is integrated into everything we do in order to develop a comprehensive approach to improve the economic wellbeing and quality of life of our client communities. This is achieved through market-based research, strategic planning, and implementation that diversifies the economy, creates and retains jobs, and builds the local tax base.

Expertise

- Funding Assistance/Project Proformas
- Tax Incremental Financing Districts
- Economic Development Strategy Creation
- Business Retention and Expansion Programs
- Market Analysis and Trends
- Economic Impact Modeling
- Employment Trends and Workforce Analysis
- Cluster/Target Industry Analysis and Development
- Gold Shovel Program
- State of WI Certified Sites Program
- Economic Development Incentives
- Business Attraction Strategies
- Housing Studies

ECONOMIC DEVELOPMENT SERVICES

Economic Development Strategy Creation

We believe that a holistic economic development strategy should include a combination of the following three key elements:

- Growth/expansion of existing firms - Business Retention and Expansion
- Creation of new firms - Entrepreneurial Development
- Attraction of external firms to the market area - Business Recruitment.

A strong Economic Development Strategy will promote economic growth and community development by attracting and retaining industry, creating jobs, fostering increased housing options, and improving the quality of life for residents.

Our four strategically located Wisconsin offices allow us to tap into a variety of planning and development resources and experience from around the state. Through our team approach, we work closely with local government, residents, business owners, committees, and state agencies to help communities through all stages of the economic development process; from project visioning and long-range planning, through project management and funding, culminating into projects that successfully implement a community's vision.

How to Position a Community for Success?



Tax Incremental Financing

Cedar Corporation has worked on a wide range of Tax Incremental Financing (TIF) projects over the past 40 years. This includes working on over one hundred (100) TIF projects in the past 10 years that involved either creating new Tax Incremental Districts (TID's) or amending existing ones in support of economic development opportunities.

Development of Project Plans or Amendments to Project Plans

Once the needs of the community are understood and the appropriate TIF District is identified, we then create a Project Plan. The Project Plan addresses existing and proposed land uses, TIF eligible expenses, an economic feasibility study, and an analysis of the community's equalized value. Cedar Corporation assists with all required maps, notifications, public hearing notices, resolutions, public hearings, and Joint Review Board meetings. We also submit required documentation to the Department of Revenue once the TIF District is approved.

Analysis of Existing and Proposed TIF Expenditures

When creating or amending a TIF District, it is vital to ensure the TIF District is economically feasible. Cedar works closely with the community and its financial advisor to determine the following:

- Percentage of community's equalized value in TIF Districts
- Existing TIF expenditures and incoming tax revenue
- Proposed TIF expenditures and potential tax revenue of new development
- Other funding options such as grants and loans to pay for improvements

Amendment No. 3 to
Project Plan
For
Tax Incremental District #5

Prepared by the
City of Prescott, Wisconsin

With assistance from
Cedar Corporation
604 Wilson Avenue
Menomonie, WI 54751
1-800-472-7252

July 2017

ECONOMIC DEVELOPMENT SERVICES

Other services in support of TIF Districts

- Development Agreements: We have negotiated and drafted hundreds of Development Agreements on behalf of our clients to facilitate development projects that meet the objectives and goals of the community while facilitating development in a timely manner and minimizing the risk to our clients
- TIF Impact Calculations: We model proposed projects to determine the estimated value that will be returned to the TIF District in order to negotiate the appropriate amount of incentive that could be put towards a project
- TIF Education: Cedar staff has presented to numerous organizations at the local, regional, and state levels on the benefits of TIF in support of economic development. This presentation typically includes how TIF Districts work, how a community can minimize their risk when financial supporting a deal, and best practices relative to administering a TIF District

Recent Success Stories

Industrial TIF District # 13 Menomonie Industrial Park Expansion

The City of Menomonie purchased approximately 230 acres of land to expand its Industrial Park. Cedar Corporation assisted the City of Menomonie with the creation of Industrial TIF District #13. Cedar also designed the street, utilities, and storm water pond and provided site concepts for potential new businesses.

Industrial TIF District # 4 Cadott Industrial Park

Cedar Corporation worked with the Village of Cadott to create TIF District #4, an Industrial

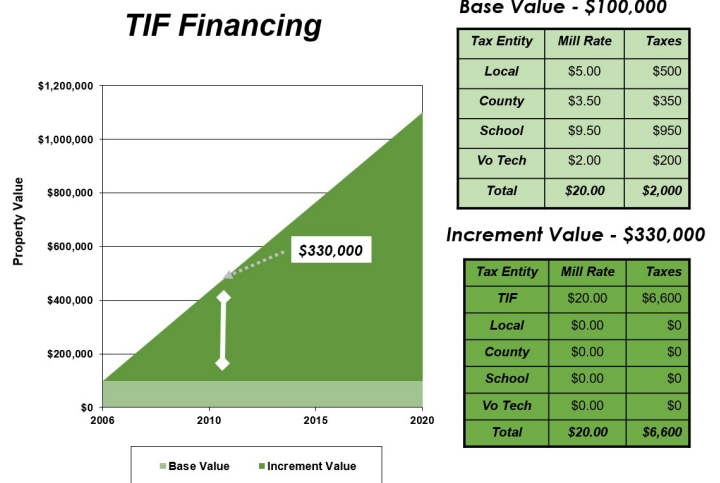
District. A business contacted the Village about relocating to its Industrial Park. The land desired was held privately, but the Village owned the remainder. Cedar Corporation also designed the streets and utilities for the Village to allow the new business to construct a new facility. The project also opened additional Village-owned land that is now shovel-ready for potential businesses.

Distressed TIF District #2 Parcel Removal Amendment and Creation of TIF District #3 Mixed Use Village of Clayton

Cedar worked with the Village to attract a business that needed assistance with public infrastructure. To accomplish this, parcels needed to be removed from TIF District #2 so that the Village would be below the 12% TIF cap to create a new TIF District in support of the project. Cedar then facilitated the creation of TIF District #3.

Financing and Structuring of Public/Private Development

Cedar Corporation has a long history of structuring public/private development projects. Through our integrated approach to development, we work closely with staff, the municipal board, and the private developer through an open-book approach to determine the best strategies for making a proposed project a reality. This involves understanding the project, determining the amount of GAP financing needed, working to reduce the GAP through value engineering, and other means, while ensuring the project is still viable and of high quality. Once the GAP is determined, we work to identify available funding methods that could be used to eliminate any remaining financial GAP.



ECONOMIC DEVELOPMENT SERVICES

Tax Credits

Cedar Corporation has assisted multiple projects over the years in gaining tax credits to support private sector's investment. The projects have ranged in size from \$3.5M for a 300,000 SF distribution center to \$350,000 for an existing manufacturing company that has decided to stay in the State and double the size of its facility. These State incentive dollars go directly to the company in support of its project.

Grants and Loans

To date, Cedar Corporation has assisted over 50 clients (many repeating) in obtaining over \$80 million in grants and low interest loans. In many of these projects, staff have incorporated other funding tools [i.e., tax credits, tax increment financing] to help complete the financing package necessary to get a project off the ground. Cedar's staff success in funding projects is partially attributed to identifying additional funding resources/tools that help strengthen the feasibility of the proposal. No grant writer can claim 100% success in getting a grant. Unsuccessful grant applications written by Cedar often get funded in the end because of Cedar's practice of following up with the agency and constructively exploring how to make supplemental applications fundable.

Cedar Corporation also administers state and federal grants that require timely and accurate reporting and file management. Currently, Cedar is administering 30 Housing grants and six (6) open Public Facilities grants along with two (2) Planning Grants obtained through the State's Community Development Block Grant Program.

Grant Experience Includes:

- Community Development Block Grants for Housing, Public Facilities, Planning, and Economic Development - DOA
- Community Development Investment Grants – WEDC
- Idle Sites Redevelopment Program - WEDC
- WisDOT Transportation Alternative Program Grants
- WisDOT Transportation Economic Assistance Grants
- WisDOA Transportation Planning Grants
- WisDNR Clean Water Fund and Safe Drinking Water Grants
- WisDNR Water Resources Grants and Knowles-Nelson Stewardship Grants
- WisDNR Brownfield Grants
- USDA Rural Development Grants
- Assistance to Firefighter Grants
- Business incentives for Economic Development projects

Business Retention and Expansion

Business retention and expansion is the prerequisite first step for sound economic and workforce development initiatives. Business retention and expansion provides the existing private sector firms in your community with a contact before issues arise. These proactive conversations can lead to additional project opportunities with respect to service improvements, workforce development, and business expansion. Today, the need for a strong BRE program is more vital today than ever before as many firms are dealing with the repercussions from shortages in the supply chain, direct impacts from COVID-19, and a labor shortage.

ECONOMIC DEVELOPMENT SERVICES

A strong business retention and expansion program is multifaceted and team based. It provides a sustainable framework for success by harnessing various stakeholder organizations and agencies for a common purpose. Through the BRE process, communities are able to identify and tackle future entrepreneurial and recruitment needs by identifying new industry to support and build upon existing clusters and the workforce to support those clusters.

Cedar focuses on the following three components in its BRE programs:

- *Resources:* The primary reason for BRE is to provide information, resources, and build relationships with the businesses that are participating in the program. This could include but is not limited to connections to workforce programs, connections to capital, state/legislative information, funding resources, and establishing relationships with local economic development staff. The goal is to develop a BRE program that helps to ensure the longevity of a business within a particular community and region.
- *Visitation:* Visitation programs are particularly helpful in identifying at-risk companies, or those that are considering closing or relocating. Visits are centered on an interview with the firm's president or other lead staff. The interview would include questions about the firm's plans for expansion or relocation, workforce issues, new products, supply chain issues, as well as high success points and pain points. After the interview, the data is collected, and a follow-up plan is set in place to ensure all connections and assistance requests are taken care of.
- *Surveys:* Periodically, a BRE survey is sent out to businesses to collect data on a larger, quicker scale. This information will also feed into who should be contacted for in-person site visits at the corresponding businesses. These surveys are typically brief and include questions about the firm's current situation with the economy. Through the growth of the BRE program, a detailed contact database is created that allows for the surveys to be sent electronically through services such as Survey Monkey.



Business Recruitment and Entrepreneurship

Cedar responds on behalf and in conjunction with our clients to Requests for Information (RFI's) seeking available land and buildings. These RFI's are sent out by site consultants, real estate brokers, and companies seeking either land or buildings and are expected to be filled out in full, accurately, and in a short timeframe to be considered a viable option.

Cedar's staff has, over the years, filled out hundreds of these on behalf of our clients. Once our client communities are shortlisted, we handle the site tour logistics including developing the presentation materials which includes the creation of a conceptual site plan based on the business's footprint, infrastructure cost estimates, TIF projections (if needed), workforce availability reports, and the community/site tour agenda.

As the project progresses, Cedar develops the economic impact model and leads the incentive negotiations for both local and state incentives. Finally, once a community is selected, Cedar can champion the project through site design, permitting, and local/state incentive stages of the project.

ECONOMIC DEVELOPMENT SERVICES

Marketing and Outreach

Site preparation, Marketing, and Selection

Cedar, on behalf of our clients, works closely with county economic development corporations, regional economic development organizations, the Wisconsin Economic Development Corporation, and other state and federal agencies along with private sector real estate brokers, and site consultants to promote our client communities and their respective sites. Cedar staff actively participates in several regional economic development organizations and attends several annual State and Midwest conferences and events designed to link Economic Development practitioners with site selectors and real estate brokers.

We work with communities to identify strategic development sites and then get those sites shovel ready and marketed through the appropriate shovel ready sites programs. These programs include:

- State of Wisconsin Certified Sites Program
 - ◊ City of Black River Falls
 - ◊ City of Menomonie
 - ◊ City of Prescott
- State of Wisconsin Gold Shovel Program
 - ◊ City of Ashland
 - ◊ Village of Coleman
 - ◊ Village of Ellsworth
 - ◊ City of Menomonie
 - ◊ Village of Spring Valley
 - ◊ Village of Woodville
- Xcel Certified Site Program
 - ◊ City of Menomonie
 - ◊ Village of West Salem
 - ◊ Village of Woodville

The work includes gathering the relevant site data, determining costs to provide services to the site, as needed, presenting the data in an easy-to-read summary document with corresponding visually pleasing site maps and supporting data as required by each program.

The information is compiled in a comprehensive PDF document that is shared with state, regional, and local entities. Finally, we condense the information into a one-page site flyer that can be used to directly market the site to brokers, site consultants, and industry representatives.

Community-Level Marketing and Promotion

Cedar understands the need to proactively promote a community's existing assets, while expounding upon on the myriad of social and economic opportunities within a community (i.e., good schools, good jobs, recreation, natural resources etc.) is necessary for a community to be competitive in today's market. "People" are at a premium and attracting new residents will undoubtedly help to attract new business.

ECONOMIC DEVELOPMENT SERVICES

Cedar works with community leaders and businesses to ensure that positive messaging and materials are developed which promote our client communities holistically by expressing the assets, values, and economic opportunities associated with the community. Working within the confines of our client's current branding efforts, these parallel materials are typically integrated into the BRE and business recruitment efforts. Specific activities considered under this task may include the following:

- Website content and recommendations
- Social media content and recommendations
- Press releases and media engagement on current/future initiatives, project opportunities, and economic development successes
- Working with regional economic development organizations and state agencies, such as THRIVE and WEDC, to ensure the community has a strong presence and is engaged regularly with those entities
- Working with travel and tourism related entities to promote the community and sites/resources within its vicinity

Facilitation

Cedar Corporation has been providing facilitation services to its clients for many years. We believe active consensus building that engages the client is of the utmost importance when facilitating. Cedar uses the Consensus Organizing Model which engages participants in a creative and participatory manner. Using this model, participants can develop relationships with each other to collaboratively create their own agenda and develop a joint process for working together in ways that are mutually beneficial and of broad interest to the community. This approach provides community stakeholders and leaders with a shared sense of empowerment and leverages the talents and expertise of each member. When members have a voice in the process, they are less likely to oppose group decisions and will often develop a vested, sustainable interest in the outcomes.

Depending on the project, we will bring in one or more additional facilitation techniques to drive results. Some of the more common techniques are: brainstorming, multi-voting, nominal group, consensus, flow charting, interviews, and “strategic doing”, to name a few.

In the end, we strive to create a process that is:

- Compatible, with a community's vision
- Feasible, within a community's given strengths and weaknesses
- Implementable, based on available leadership and resources
- Change making, by addressing difficult and urgent challenges
- Innovative, that enables forward movement

PROJECT TEAM

City of Waterloo

Mo Hansen
Clerk/Treasurer

Seth Hudson, EDP

Director, Economic and
Strategic Development

Eric Fowle, AICP

*Grant Coordinator/
Senior Planner*

James Erickson

*GIS/Mapping
Project Support*

SETH HUDSON, EDFP

DIRECTOR, ECONOMIC AND STRATEGIC DEVELOPMENT



Seth Hudson has worked in the field of economic development, redevelopment, and real estate development for many years. He has facilitated the expansion and attraction of hundreds of firms through the site identification, entitlement, and incentive processes. This work has occurred in both rural, urban, and tribal settings. Seth has also worked on numerous economic development strategies at the city and regional levels.

He worked for the Wisconsin Economic Development Corporation covering 17 counties out of Eau Claire. In this position, he worked in coordination with the region's economic development organizations to facilitate the expansion, retention, and relocation of business throughout Northwest Wisconsin. He also worked to strengthen the region's economic development organization's value propositions. Prior to moving to Wisconsin, Seth worked as the Pacific Division Development Manager for Western Solutions, where he bought and redeveloped contaminated sites along the west coast out of Portland, Oregon. His prior experience includes: Sr. Economic Development Manager for the Portland (OR) Development Commission, Executive Director of the Napa Valley Economic Development Commission, Senior Development Specialist for the City of San Leandro CA, Environmental Business Development Manager at the Arizona Department of Commerce, and Business Support Specialist at Maine Small Business Development Center.

Areas of Expertise Include:

- Real estate development
- Economic Development Strategic Planning
- Tax Increment Financing
- Business Retention and Expansion Program Development
- Site Feasibility Studies
- Real Estate Transactional Pro forma Development
- Property negotiations and deal structuring
- Incentive identification and financial packaging
- Public/private partnerships
- Development Agreement negotiations
- Business start-ups and incubators
- Brownfield Redevelopment
- Administrative Land Use review/approval
- Project management
- Consensus building
- Grant writing and administration
- Stakeholder community relations

Representative Project Experience Includes:

- iMark Molding Expansion, Village of Woodville, WI
- UNFI Attraction Project, City of Prescott, WI
- Downtown Hotel CDI Grant, City of Menomonie, WI
- Diversified Manufacturing Corporation, City of Prescott, WI
- Bayfield County Business Park Development Plan, City of Bayfield, WI
- Pierce County EDC Economic Development Strategy, Pierce County, WI
- Community Visioning/Facilitation, Village of Clayton, WI
- Washburn Housing Development Strategy, City of Washburn, WI

Education

Bachelor of Arts in Economics and Political Science: University of Southern Maine (1996)

Professional Certifications/ Training

Certified Economic Development Finance Professional (EDFP), National Development Council, 2003

Graduate of Economic Development Institute (EDI), Certified Economic Developer Program, 2001

IEDC Strategic Planning Course, 2011 and 2019

Professional Affiliations

International Economic Development Council (IEDC)
International Council of Shopping Centers (ICSC)
Wisconsin Economic Development Association (WEDA)
Momentum West, Chair - Business Attraction
WI Rural Partners, Board Member

Total Experience

Since 1997

ERIC FOWLE, AICP

GRANT COORDINATOR/SENIOR PLANNER



Eric Fowle brings over 25 years of experience in natural resource, economic development, recreation, and transportation planning. He has been involved in the local and regional planning and community development sector, which includes grant writing and administration, as well as program and project management. Eric has worked on projects at nearly every scale: local communities, counties, tribes, and regions during his 15 years as the Executive Director of the East Central Wisconsin Regional Planning Commission.

Areas of Expertise Include:

- Familiarity with business retention and expansion programs
- Knowledge of business site selection processes and site certification programs
- Engagement in community-level workforce housing initiatives
- Familiarity with Federal and State grant funding partners and programs
- Grant writing and administration
- Knowledgeable in securing funding for projects of various size, including community infrastructure improvements, regional and community planning, and development projects
- Extensive knowledge in topics associated with regional and local-level land use, housing, economic development, and environmental planning
- Comprehensive Planning and plan implementation strategies and methods, including the fundamentals of zoning and subdivision regulations
- Competent in data collection, research analysis, and utilization of Geographic Information Systems (GIS)
- Expert knowledge in public participation and community visioning
- Meeting facilitation and public presentation skills
- Coordination and engagement with local elected officials and staff

Representative Project Experience Includes:

(may include projects with previous employer)

- Preparation of Economic Development Elements for numerous Comprehensive Plans (2010-2021)
- Oversight of EDA Regional Economic Development Assistance Program for 10-county area (2005-2020)
- Managed "Initiative 41" Regional Economic Development Strategy development for 5-county I-41 corridor (2018)
- Village of Little Chute Downtown Visioning Workshop (2017)
- Village of Sherwood Senior Housing Market Study (2017)
- City of Waupun Downtown Visioning Workshop (2016)
- Menominee County Comprehensive Plan (2015)
- City of Oshkosh Riverfront Visioning Workshop (2014)
- The Cedars at Kimberly Master Plan (2013)
- Town of Buchanan Economic Development Strategy (2012)
- City of Menasha Downtown Plan (2006)
- Authored or co-authored over \$9 million in grant applications for regional and local planning and infrastructure projects

Education

Bachelor of Arts in Urban and Regional Analysis: University of Wisconsin-Green Bay (1992)

Professional Certifications

American Institute of Certified Planners (AICP)

Professional Affiliations

American Planning Association - WI Chapter (APA)

Wisconsin Geological and Natural History Survey - Geologic Mapping Advisory Committee

Founding Co-chair of the Niagara Escarpment Resource Network (since 1998)

Board Member of the Lakeshore Natural Resource Partnership (since 2010)

Total Experience

Since 1991

JAMES ERICKSON

PLANNER



James Erickson is a member of Cedar Corporation's Planning Team. James' experience includes GIS mapping, geoprocessing, data collection and management, review of municipal ordinances, and diversified supporting tasks.

Areas of Expertise Include:

- Geographic Information Systems (ArcGIS and QGIS)
- Data collection, creation, and interpretation
- Cartography
- Automated Geoprocessing and map creation
- Web mapping and custom web app creation
- Municipal ordinance interpretation
- Creating site development layouts and marketing materials
- Economic Development assistance
- Certified Site/Gold Shovel programs
- Environmental resource review
- Municipal to Statewide mapping
- Zoning administration
- Comprehensive planning

Representative Project Experience Includes:

- Village Wide Development Plan, Village of Hilbert, WI
- Analysis of Fair Housing, City of Eau Claire, WI
- Fire Department City Demographics and Road Network Study, City of Menomonie, WI
- USDA Rural Development Projects Environmental Review Documentation, City of Ashland, WI
- Gold Shovel Program Site Documentation, City of Ashland, WI
- Comprehensive Outdoor Recreation Plan Update, City of De Pere, WI
- Comprehensive Outdoor Recreation Plan Update, Village of Clayton, WI
- Historical Land Use Mapping, Village of North Hudson, WI
- Wayfinding Signage Placement and Design, Village of Woodville, WI
- Land Use Mapping and Zoning Map Update, City of Durand, WI
- Farmland Preservation District Creation and Mapping, Town of Troy, WI
- Transportation Plan Update, Town of Troy, WI

Education

Bachelor of Science in Geography and Anthropology: University of Wisconsin-Eau Claire (2016)

Associate Degree in Liberal Arts and Sciences: University of Wisconsin-Barron County (2014)

Professional Certifications

Geospatial Certificate

Total Experience

Since 2017

SCOPE OF SERVICES

1. Business Retention and Expansion (BRE) program

- Cedar will coordinate and facilitate 24 meetings with key industry contacts, business leaders, and property owners within the community annually
- Cedar may be accompanied by a City representative
- Cedar will summarize the BRE meetings and takeaways
- The BRE program will attempt to ask/gather information on the following categories as allowed by the participating company:
 - ◊ Company info/history, key contract, type of industry
 - ◊ History and status of company (positions, salaries, benefits, etc.)
 - ◊ Plant/site information
 - ◊ Markets and customers
 - ◊ Future plans (increase/decrease of employment and/or sq. ft)
 - ◊ Labor matters
 - ◊ Assessment of government and government regulations
 - ◊ Financial Matters
- Cedar will create a spreadsheet to track business contacted, date of visitation, related non-proprietary information gleaned from the visitation, and any actions that need to occur as follow-up

2. Business Recruitment and Entrepreneurship

- Cedar will respond to all Requests for Information (RFI's) from site selectors, realtors, developers, and businesses seeking to expand or locate in the City of Waterloo on behalf of the City, using City Letterhead
- Cedar will work with the community to identify and promote key sites for development
- Cedar will represent the City in support of local business and entrepreneurs seeking assistance in starting and/or growing their business
- Cedar will work with local businesses and entrepreneurs to identify the types of services that are needed to support their needs and will then work to identify/bring services forward to address the entities needs
- Cedar will facilitate development projects on behalf of the City and follow-up and champion all development leads through the City's processes

3. Marketing and Outreach

- Cedar will review existing marketing materials, website, and social media platforms used by the City and offer suggestions on best practices to market identified sites and the community to developers, site consultants, and real-estate brokers
- Cedar will represent the City with county, regional, and state economic development organization, as appropriate, to market the City and ensure that economic development organizations are familiar with what the City has to offer
- Cedar, where appropriate, will promote the City and its available sites at conferences and events that Cedar attends on behalf of its clients

4. Office Hours and Meetings

- Cedar will conduct office hours and/or be available via online video conferencing, emails, and phone to communicate with property owners, business stakeholders, and potential project partners on behalf of the City
- Cedar will meet with local business organizations to promote the City and gain an understanding of issues affecting their constituents
- Cedar will attend up to two municipal meetings per month

PROPOSED COST

All tasks specified in the Request for Proposal are included within the four work areas listed below. Due to the cyclical nature of economic development work, we are proposing pricing based on a time and material, not to exceed approach per work item with a total contract amount not to exceed \$60,480.

Work Items	Proposed Estimated Hours	Proposed Estimated Fee
Business Retention and Expansion	168	\$23,520
Business Recruitment and Entrepreneurship	100	\$14,000
Marketing and Outreach	94	\$ 13,160
Office hours and Meetings	70	\$ 9,800
Total Time and Materials Fee not to exceed:		\$60,480

Note:

1. Hours and associated fees can be moved between work items to allow for flexibility to manage workload as it develops over the life of the contract.
2. Cedar Corporation is open to utilizing City staff to reduce costs where appropriate and agreeable by the parties.



PROJECT EXPERIENCE

W



Business Retention and Expansion Program

Greater Menomonie Development Corporation

Over the years, Cedar Corporation has worked on behalf of the City of Menomonie to attract numerous new businesses to the community, however, there had been little focus on building a stronger relationship with the existing businesses in the City. To address this issue, Cedar Corporation was contracted by the Greater Menomonie Development Corporation (GMDC) to provide Business Retention and Expansion (BRE) services on behalf of the City of Menomonie. When developing a Business Retention and Expansion Program, Cedar focuses on the following three components:

Over the years, Cedar Corporation has worked on behalf of the City of Menomonie to attract numerous new businesses to the community, however, there had been little focus on building a stronger relationship with the existing businesses in the City. To address this issue, Cedar Corporation was contracted by the Greater Menomonie Development Corporation (GMDC) to provide Business Retention and Expansion (BRE) services on behalf of the City of Menomonie. When developing a Business Retention and Expansion Program, Cedar focuses on the following three components:

- Resources
- Visitation
- Survey

Through the BRE visitation program, Cedar Corporation is strengthening the relationship between the community's industrial businesses and the City before issues arise. These proactive conversations can lead to additional project opportunities with respect to service improvements, workforce development, and business expansion. Additionally, the BRE visitation program allows Cedar to target new firms that build upon the existing clusters and the workforce within the City. The need for a strong BRE program is more vital today than ever before as many firms are dealing with the repercussions from shortages in the supply chain, direct impacts from COVID-19, and a labor market shortage.

Cedar is performing the following work on behalf of the GMDC:

- Work with the GMDC board to develop the BRE program, including protocols and procedures
- Develop a master list of businesses to visit
- Develop a list of survey questions to be used as guidance during the business visitation meetings. These questions are centered on the following categories:
 - ◊ Company info/history, key contract type of industry
 - ◊ History and status of company (positions, salaries, benefits, etc.)
 - ◊ Plant/site information
 - ◊ Markets and customers
 - ◊ Future plans (increase/decrease of employment and/or sq. ft)
 - ◊ Labor matters
 - ◊ Assessment of government and government regulations
 - ◊ Financial Matters
- Cold calls and scheduling of BRE visits
- Facilitation of BRE meetings
- Facilitate follow-up on any takeaways/action items from the meetings
- Create and populate database to track the visits, responses, and follow-up actions of the program



Business Recruitment

Various client communities

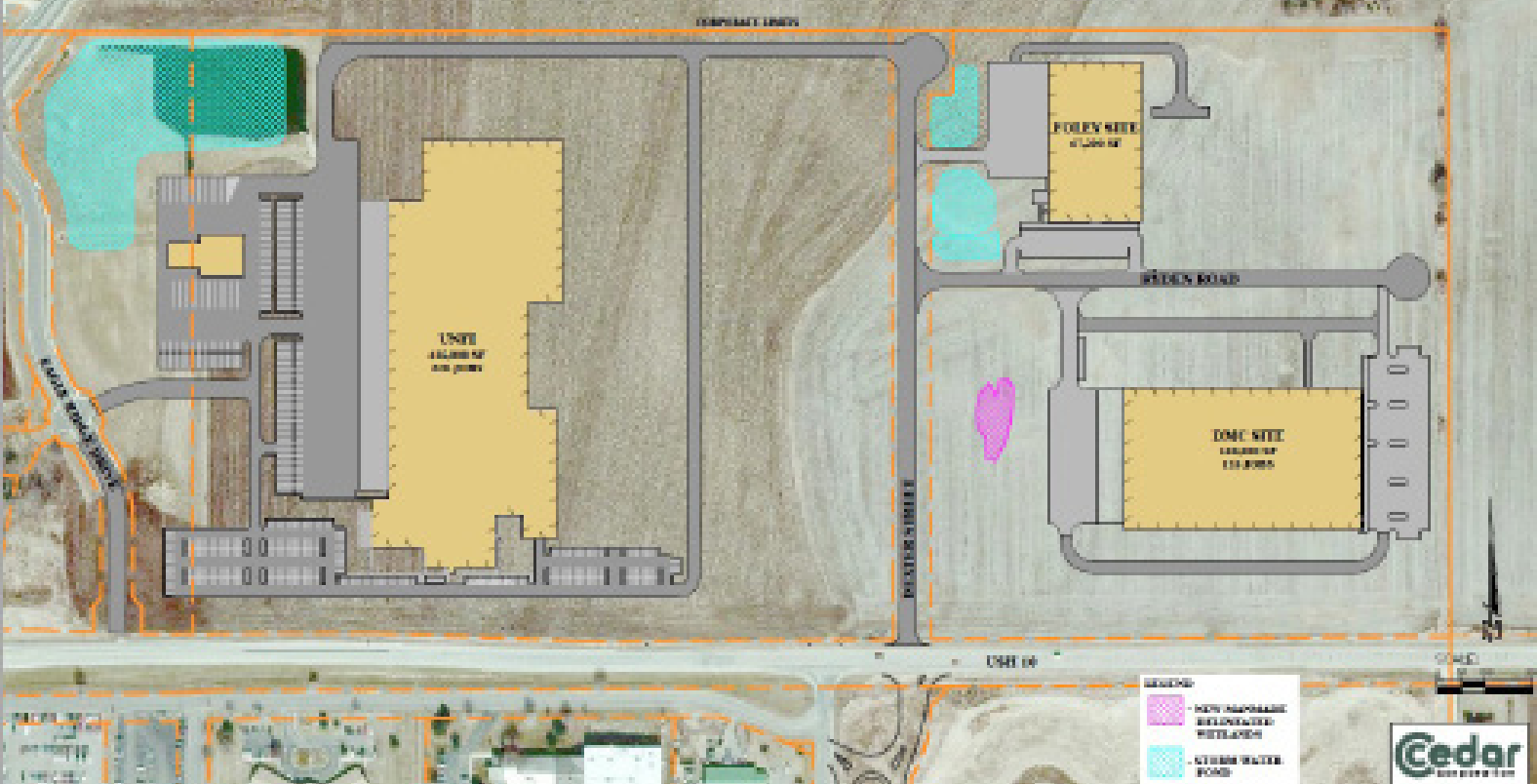
Having a strong well thought out business recruitment strategy is crucial to rounding out a community's economic development strategy to provide jobs and needed goods and services. By growing a community's economic base through the attraction of industries that export their goods and services out of the local economy, the local community receives in flows of new money which multiply throughout the region building wealth and strengthening the local economy.

Once we have assisted a community in developing a strategy to market itself and its assets, we develop a response package, on behalf of the community, that enables the client to respond to Requests for Information (RFI's) seeking available land and buildings. These RFI's are sent out by site consultants, real estate brokers, and companies seeking either land or buildings and are expected to be filled out in full, accurately, and in a short timeframe to be considered a viable option.

Cedar's staff has, over the years, filled out hundreds of these on behalf of our clients. Once our client communities are shortlisted, we handle the site tour logistics including developing the presentation materials which includes the creation of a conceptual site plan based on the business's footprint, infrastructure cost estimates, TIF projections (if needed), workforce availability reports, and the community/site tour agenda. As the project progresses, Cedar develops the economic impact model and leads the incentive negotiations for both local and state incentives. Finally, once a community is selected, Cedar can champion the project through site design, permitting, and local/state incentive stages of the project.

Some recent successes include

- UNFI: 300,000 +/- SF food distribution center in Prescott, WI
- Brown Strauss: 70,000 +/- manufacturing and distribution center in Menomonie, WI
- DMC: 150,000 +/- SF manufacturing and distribution center Prescott, WI



Eagle Ridge Business Park Development

Prescott, Wisconsin

While working on the City of Prescott's Comprehensive Plan, Cedar Corporation identified the need for additional industrial

land that would support additional jobs and increase the tax base. Cedar Corporation, working closely with the City of Prescott, went through a number of stages to make the industrial park a success.

These stages include:

- Identifying a need in the Comprehensive Plan for additional industrial land to expand its Industrial Park and mapped sites appropriate for industrial growth on the Future Land Use map
- Following the city acquisition of approximately 90 acres to expand its Industrial Park, Cedar created a Mixed-Use TIF which included this project area
- Designing highway intersections onto STH 29/35 and USH 10, street extensions, utility extensions, and a stormwater pond for the newly acquired 90 acres
- Writing three grants (one CDBG-PFED and two WisDOT TEA) to obtain funding for the design and construction of the improvements. All three grants were awarded
- Responded on behalf of the City to inquiries for available land and workforce availability
- Developed conceptual site plans and infrastructure cost estimates for each interested business
- Coordinated meetings to promote the community and secure the projects
- Secured a total of \$6.1 million in WEDC tax credits as part of the relocation packages
- Provided TIF calculations and negotiated TIF incentive packages on behalf of the city

Results:

- United Natural Foods, Inc. has built a new 300,000 sq. ft. food distribution center with the ability to expand to approximately 600,000 sq. ft. and created 315 new jobs
- Diversified Manufacturing Corporation built a 150,000 sq. ft. manufacturing facility that created 150 new jobs
- Remaining 8.5 acres is being developed by a 45,000 sq. ft. manufacturer
- Winner of WEDA's 2015 Public-Private Partnership award

Washington Avenue

Bayfield Street / S.T.H. 13



Development Plan for City-Owned Properties 2016

Washburn, Wisconsin

Cedar Corporation assisted the City of Washburn to identify the best use for city-owned properties. Cedar staff conducted an inventory of existing commercial buildings and vacancy rates, industrial park capacity, and housing demand. Realtors were interviewed to gain an understanding of what types of housing people were looking for when searching in Washburn, price range, and whether they were finding housing that met their needs. Cedar Corporation provided an analysis of housing affordability rates, local incomes, and existing housing stock to identify housing type needs and created a housing development concept that the City is using to market to affordable housing developers.

Density				
Type of Building	# of Buildings	# of Units	Cost/Unit	Assessed Value
B - plexes	4	32	\$75,000	\$2,400,000
B - Plex Artist Studio	1	6	\$100,000	\$600,000
A - Plexes	4	16	\$100,000	\$1,600,000
Single Family Home Lg	11	11	\$175,000	\$1,925,000
Commercial	1	12,000 sf	\$800,000	\$800,000
Total	21	65		\$7,325,000

Increment					
Year		New Value	Total Value	Millrate	Annual Increment
Construction	Revenue				
2016	2018				
2017	2019	\$1,465,000	\$1,465,000	21.28	\$31,175.20
2018	2020	\$1,465,000	\$2,930,000	21.28	\$62,350.40
2019	2021	\$1,465,000	\$4,395,000	21.28	\$93,525.60
2020	2022	\$1,465,000	\$5,860,000	21.28	\$124,700.80
2021	2023	\$1,465,000	\$7,325,000	21.28	\$155,876.00
2022	2024		\$7,325,000	21.28	\$155,876.00
2023	2025		\$7,325,000	21.28	\$155,876.00
2024	2026		\$7,325,000	21.28	\$155,876.00
2025	2027		\$7,325,000	21.28	\$155,876.00
2026	2028		\$7,325,000	21.28	\$155,876.00
2027	2029		\$7,325,000	21.28	\$155,876.00
2028	2030		\$7,325,000	21.28	\$155,876.00
2029	2031		\$7,325,000	21.28	\$155,876.00
2030	2032		\$7,325,000	21.28	\$155,876.00
2031	2033		\$7,325,000	21.28	\$155,876.00
2032	2034		\$7,325,000	21.28	\$155,876.00
2033	2035		\$7,325,000	21.28	\$155,876.00
2034	2036		\$7,325,000	21.28	\$155,876.00
2035	2037		\$7,325,000	21.28	\$155,876.00
2036	2038		\$7,327,038	21.28	\$155,919.37

Present Value	
10 Years	\$783,767.59
15 Years	\$1,217,195.63

Development Plan for City-Owned Properties

Prepared for the:
The Washburn Development Authority & The City of Washburn

With assistance from:

 Cedar Corporation
 604 Wilson Avenue
 Menomonie, WI 54751
 1-800-472-7372
 June 2016



Multiple Strategic Planning Exercises

West Central Wisconsin

Cedar Corporation has provided Strategic Planning services to Momentum West over the past four years at the Executive Committee, Board, and Committee levels. This work has included working with diverse groups from the public and private sectors across the 10-county west central Wisconsin region.

Summary of Projects/Activities:

- Update to the 2015 Strategic Plan
- Creation of a new 2-year 2018-2020 Strategic Plan
- Facilitated Strategic Planning Session for Momentum West's 2019 Regional Workforce Talent Committee
- Facilitated Strategic Planning Session annually for Momentum West's Business Attraction Committee

Services Include:

- Group Facilitation
- Strengths/Weaknesses/Opportunities/Threats (SWOT) Analysis
- Development of Key Performance Indicators
- Training on key economic development programs and initiatives (TIF, what site selectors look for, certified sites, etc.)
- Identification and sharing of best practices in community and economic development
- Development of Mission and Vision statements
- Analysis of local and regional economic trends
- Identification of issues and formulation of realistic goals, objectives and strategies
- Development of action plans
- Creation of monitoring processes to evaluate identified outcomes

REFERENCES



Greater Menomonie Development Corp.
800 Wilson Avenue #219
Menomonie, WI 54751

Dan Osterman, President
daniel.ostermann@bmo.com
715-232-7221



City of Prescott
800 Borner Street
Prescott, WI 54021

Jayne Brand, Administrator
jbrand@prescottcity.org
715-262-5544



City of Menomonie
800 Wilson Avenue
Menomonie, WI 54751

Lowell Prange, Administrator
lprange@menomonie-wi.gov
715-232-2187



THANK YOU

FOR YOUR TRUST
FOR YOUR BUSINESS

604 Wilson Avenue
Menomonie, WI 54751
715-235-9081
www.cedarcorp.com

