



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: October 18, 2022
Time: 6:00 p.m.
Location: Municipal Building, 136 North Monroe Street (via remote phone conference for participants and public)

Join Zoom Meeting: <https://us02web.zoom.us/j/87638453552?pwd=czhkR2l5YUJmVzBVTHZ5TjFkNnQ3QT09>
Meeting ID: 876 3845 3552 Passcode: 831781
Dial by phone +1 312 626 6799 US (Chicago)

- 1) CALL TO ORDER, PLEDGE OF ALLEGIANCE & ROLL CALL
- 2) MEETING MINUTES APPROVAL: September 20, 2022
- 3) UPDATES & REPORTS
 - a) Non-Metro Connections Update
 - b) Clerk/Treasurer Report –
 - c) Financial Reports Tax Incremental Finance Districts 2, 3 & 4, and Fund 600-September
 - d) Blight Blue and White List
 - e) Business Association Liaison Report, (contact undetermined)
 - f) School District Liaison (contact undetermined)
- 4) OLD BUSINESS
 - a) Façade Grant
- 5) NEW BUSINESS
 - a) Brian Henning regarding the School Referendum
 - b) ThriveED: The Road Ahead
 - c) Vibrant Spaces Grant
 - d) JECDC IGA Agreement
 - e) TID #5 Creation Proposal
 - f) SWOT
- 6) CITIZEN INPUT, FUTURE AGENDA ITEMS AND ANNOUNCEMENTS
 - a) Annual Calendar
- 7) ADJOURNMENT

Jeanne Ritter, Clerk/Deputy Treasurer

Community Development Authority: Soter, Petts, C. Kuhl, A. Kuhl, Woods, O'Connell, Sharpe and School District Superintendent Brian Henning as non-voting School District liaison
Posted, Mailed and E-mailed: 9/19/2022

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.

WATERLOO COMMUNITY DEVELOPMENT AUTHORITY -- MEETING MINUTES: September 20, 2022

Digital audio files are archived with these written minutes additionally serving as the official record.

1. PLEDGE OF ALLEGIANCE, ROLL CALL AND CALL TO ORDER. CDA Vice-Chair A. Kuhl called the meeting to order at 6:03 p.m. Members present: C. Kuhl, A. Kuhl, Woods. Remote:Soter Absent: Sharpe, Petts, and the non-voting member from School District and Business Association. Others in Attendance or remote: Everett Butzine, and Clerk Ritter.
2. MEETING MINUTES APPROVAL: August 16, 2022. MOTION: [C. Kuhl/Woods] to approve the minutes as listed and presented. VOICE VOTE: Motion carried.
3. UPDATES & REPORTS.
 - a. Non-Metro Connections - included in packet. Discussion on creating a TID 5 Overlay district. 333 Portland Rd. Snyder is not returning calls to Everett. Still working on Dempsey property. Waiting on TID information before moving ahead. Looking to connect to Glacial Drumlin bike path.
 - b. Clerk/Treasurer Report. Grant was approved from Greater Watertown Foundation.
 - c. Financial Reports Tax Incremental Finance Districts 2, 3 & 4, and Fund 600. Charlie gave update. Possible new renter for upstairs of Manuesha Business Center.
 - d. Business Association Liaison Report. none
 - e. School District Liaison. Michelle Soter announced Brian Henning would like to attend next CDA Meeting regarding School Referendum.
4. OLD BUSINESS
5. NEW BUSINESS
 - a. Façade Grant. Tabled until next meeting. M. Soter will look over and start making corrections/changes. [C. Kuhl/Woods]VOICE VOTE: Motion carried.
6. CITIZEN INPUT, FUTURE AGENDA ITEMS AND ANNOUNCEMENTS Calendar shows SWOT analysis for next month
7. ADJOURNMENT. MOTION: [C. Kuhl/Woods] VOICE VOTE: Motion carried. Time: 7:00 pm.

Attest:

Jeanne Ritter
Clerk/Deputy Treasurer

Street	Property #	Open Date	Owner of Property	Complained/follow up with	Desired Outcome	Link to Ordinance	Notes	Action	Who is following up	NMC Time spent
Anna Street	307	Oct-22	Mark Schultz	DPW/PD			Trailer in driveway		PD	
Anna Street	867	Oct-22	Kera Casto	DPW/PD			Trailer in driveway		PD	
Anna Street	902	Oct-22	Benito Mena	DPW/PD			Junk Vehicle		PD	
Bluegrass Trail	1055	Oct-22	Bruce Senti	DPW/PD			Trailers in driveway		PD	
Bluegrass Trail	1120	Oct-22	Patrick Edge	DPW/PD			Trailer in driveway		PD	
	237	Oct-21	Candice Brussveen		Removal of blight	Storage of unlicensed recreational vehicle and weed ordinance	Unspecified non-compliance. Item on Building Inspectors list for fall follow-up 2/22/2022not verified or have inspected year to date. No inspection		SB	
Boorman St										
Bradford Dr	330	Oct-22	Paul Thomas	DPW/PD			Boat		PD	
Bradford Dr	425	Oct-22	Christopher Roth	DPW/PD			Trailers		PD	
Bradford Dr	420	Oct-22	James Kuhlow	DPW/PD			Trees		DPW	
Bradford Dr	457	Oct-22	Karmen Westerveld-Opsteen	DPW/PD			Trailer		PD	
Bradford Drive	425	Sep-22	Christopher Roth		Removal of blight	261-6	Truck trailer and clean up yard		PD	
Chestnut St	1214	Oct-22	Tou Lor	DPW/PD			Trailer in driveway		PD	
Cleveland St	527	Oct-22	Robert Gingles	DPW/PD			Unregistered Vehicles		PD	
	700	Sep-22	AB&E		Smells	261-3 Public nuisance affecting health			SB, PD	
Commerical Ave.					Numerous complaints					
Crestview	565	Oct-22	565 Crestview LLC	DPW/PD			Junk		PD	
Derby?	1427	Oct-22		DPW/PD			Unregistered Vehicle		PD	
	501	9/1/2022	Jeremy Uttech		Removal of blight	219-5	Trash and junk in backyard		PD	
E Madison St	362	1/1/2015 - Sept 2022- Oct 2022	Jeremy Uttech		Property owner maintaining clean property; no dangerous work garage	§219-5 Safe and sanitary maintenance of property	Pending action (C.B. verbal) Continue to watch. A residential property formerly zoned commercial; owner has a history of storing scrap on site and selling items on lawn. Repeated combustion incidents in garage. 2/22/2022 Cert and regular mail sent 2/10/22 regarding violations of wood pile in front yard, metal scrapping zoning violation. Cert. Mail received 2/11/22. 15 days to comply with zoning. October 2022- Junk in driveway		SB/PD	
E Madison St.	469	Dec-21	Esmeralda Aguero		Removal of blight		Blight complaint from neighbor routed to Police Department and Building Inspector. 2/22/2022certified mail sent 2/10/22 and signed for. Have inspection scheduled on 3/4 to gain access to rear and verify violations.		SB/PD	
E Madison Street										
E Polk St	133	Oct-22	James Scott	DPW/PD			RV in road		PD	
Edison St	244	Oct-22	Daniel Tecalero	DPW/PD			Unregistered vehicle		PD	
Edison St	443	Oct-22	Robert Wollin	DPW/PD			Unregistered vehicle		PD	
Goehl	264	Oct-22	Bradley Smith	DPW/PD			Unregistered Vehicle		PD	
Goehl	274	Oct-22	Charles Wallace	DPW/PD			Boat in driveway		PD	
Grove St	140	Oct-22	RJB Rentals LLC	DPW/PD			Junk/Unregistered vehicle		PD	

Street	Property #	Open Date	Owner of Property	Who Complained/follow up with	Desired Outcome	Link to Ordinance	Notes	Action	Who is following up	NMC Time spent
S. Jackson St.	595	Sep-22	Shyla Davis		Removal of dead tree	261-3 Public nuisance affecting health	Dead tree in yard is a hazard to public and property owner. Falling on sidewalk and road.		DPW/PD	
Streator	360	Oct-22	Denny Cunningham	DPW/PD			Tree		DPW	
Streator	210	Oct-22	John Eggert	DPW/PD			Boat		PD	
Sunrise Ct	975	Oct-22	Grant Fulford	DPW/PD			Trailer in driveway		PD	
Sunrise Ct	921	Oct-22	Kyle Kling	DPW/PD			Junk		PD	
Taylor St	450	Oct-22	Michael Pranke Battenberg	DPW/PD			Junk/boat		PD	
Taylor St	339	Oct-22	Properties	DPW/PD			Unregistered vehicles/Junk		PD	
Van Buren	576	Oct-22	Terry Sauer P Hart Family Limited	DPW/PD			RV in yard		PD	
W Madison St	213	Oct-22	Partnership	DPW/PD			Junk		PD	
W Madison St	662	Oct-22	Chad Decaluwe	DPW/PD			Business			
W Madison St	688	Oct-22	Wallymart LLP	DPW/PD			Old Gas station			
W Polk St	435	Oct-21	Molly King			?	Unspecified non-compliance. Item on Building Inspectors list for fall follow-up		SB	
W Polk St	366	Oct-22	Teri Kovacs	DPW/PD			Unregistered vehicle		PD	
Washington	306	Oct-22	Jeffery Grotjahn	DPW/PD			Outbuilding falling down			
Washington	516	Oct-22	James Marshall	DPW/PD			Junk		PD	
Washington St		Oct-22		Mayor	Removal of blight	219-5	Barn			
West Madison St	213	Jan-16	Bill Hart		Use in compliance with zoning code	§385-12 C-1 General Commercial District	J.Q. to address. Use changed from printing to warehousing, no conditional use granted therefore an illegal use	Sent to certified letters 8.30.2022 & 9.14.2022	City Hall/NMC	
		22-Sep	Brian Walters	Mayor	Removal of blight		Awning falling down		Mayor	



DOWNTOWN FACADE & COMMERCIAL INTERIOR BUILD-OUT GRANT PROGRAMS

Revised/Updated March 8, 2017

SUMMARY

This is a matching grant program for eligible property improvement projects. Matching grants are available to fund 50% of eligible project costs up to \$5,000 per project. The minimum total project size to be considered for a matching grant is \$1,000 (for a matching award of up to \$500).

Downtown Facade & Commercial Interior Build-Out Grant Programs

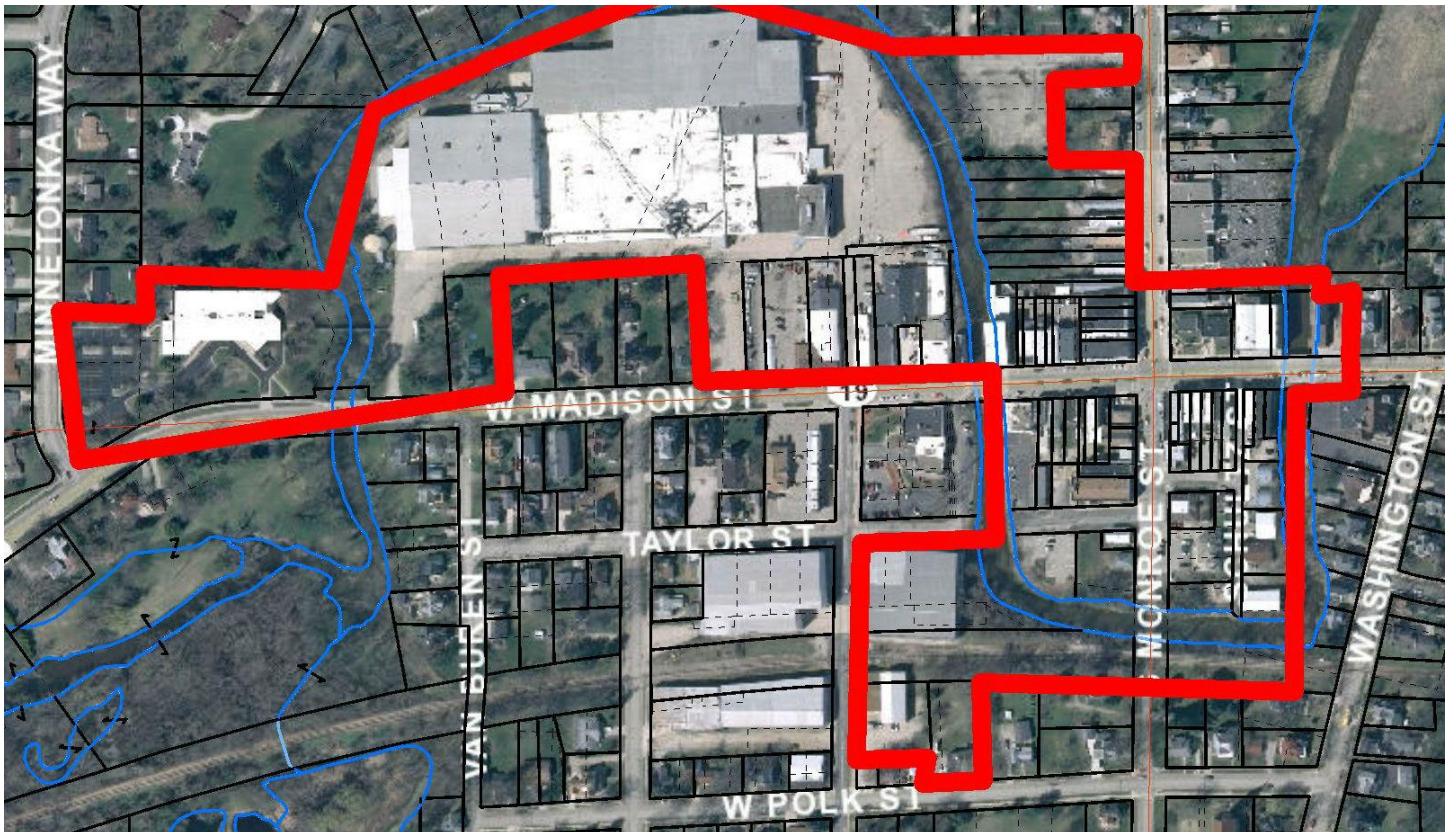
Who Is Eligible? Property owners and current or prospective tenants located within Tax Increment District #2. Awards may be made no more frequently than every 36 months to an applicant, with a lifetime grant cap of \$15,000 from the program's inception for each applicant.

The Opportunity. This program offers a matching grant for eligible property improvement projects. Matching grants are available to fund 50% of eligible project costs up to \$5,000 per application. The minimum total project size to be considered for a matching grant is \$1,000 (for up to \$500 match). Total annual municipal award expenditures shall not exceed \$25,000.

How to Apply. Complete and return the application form to the Clerk/Treasurer's office during regular business hours. Applicants are encouraged to discuss the project with City staff prior to submission.

The Program's Future is Not Guaranteed. The annual municipal budgeting process will determine the lifespan of these programs. Future rounds of funding will be available on an annual basis as funds become available.

Eligible Project Area. Parcels located inside the TIF #2 boundaries illustrated on the map.



General Program Guidelines:

- Property owner or tenant must apply for funds to be used within the Tax Increment District # 2.
- Applicant must be located in a building which contributes to Waterloo's property tax base.
- Projects that have already begun construction or which were completed in the past are not eligible to apply for funds.
- Applicant must be current on all mortgage, tax and utility payments, and tenant applicants must be current in lease payments to the property owner. Prospective businesses interested in opening in Waterloo are eligible to apply with approval from landlord and with a signed lease agreement in place (lease may be contingent upon project funding).
- Property owners may apply for both façade and tenant improvement program funds under separate applications and a tenant may apply for improvement funds even if the landlord has also applied for façade improvements. Each project will be judged on its own merits and no preference or penalty will be given for multiple projects.
- Eligible project costs include both hard costs (construction) as well as soft costs (design and engineering). However, the majority of total project cost should be hard costs.
- Preference will be given to projects which will leverage the most private investment for each dollar of public funds and provide the greatest public benefit.
- Work must be completed according to the approved plan within 120 days of approval of the grant unless a specific exemption is granted. Any changes to the work plan must be approved by the City in advance. Failure to do so may result forfeiture of grant money.
- Once the project is complete, applicant will notify the City, which will review final work to ensure that the results are comparable to the initial proposal. The building inspector will also review the property for code violations associated with the project area (i.e. in first floor space for a tenant improvement grant, or on the exterior of the building for a façade grant). Any identified violations must be corrected prior to project approval. Only after a project is inspected and approved will grant funds will be released to the applicant.

Facade Improvement - Program Guidelines:

- Planned improvement must be compatible with historic zoning overlay district standards where applicable. Improvements should make an effort to preserve or restore the historic character of the building.
- Eligible projects include:
 - Window and door repairs/replacement
 - Brick tuck pointing or masonry repair
 - Storefront rehabilitation
 - Signage, shutters or awnings
 - Painting or siding, brick cleaning
 - Correction of exterior code violations
 - Exterior repairs (on façade only)
 - Energy efficiency upgrades
- Non-eligible costs include non-façade related improvements such as roof repair, rear or side wall improvements (unless a corner property), landscaping, paving or other property related improvements not associated with the façade of the building.

Commercial Interior Build-Out - Program Guidelines:

- Eligible improvements include the following activities, as applies to the commercial storefront portion of the property.
 - Hazardous materials abatement, such as asbestos removal
 - Demolition and shell reconstruction
 - Plumbing, mechanical, electrical, cabling and HVAC improvements
 - New restaurant equipment (i.e. hoods, vents, etc.)
 - Americans with Disabilities Act (ADA) Compliance
 - Storefront Improvements
 - Historic restoration of interior features
- Non-eligible costs include non-permanent fixtures such as security systems, merchandise or display items, furniture or interior décor items. Costs associated with improvements to upper floors or basements are not eligible.

How to apply:

- Applicant must submit a complete application packet by the deadline. A complete application includes the following:
 - Application form,
 - Planned project renderings (including colors and materials),
 - Photos of the existing façade/space which demonstrate the need for improvements,
 - Project cost estimate by a qualified, licensed contractor,
 - Applications for tenant improvement upgrades must also include signed lease agreement, and if application is submitted by tenant, a written letter of permission from the property owner approving the project.
- Complete applications will be considered and evaluated according to a set of weighted criteria. Based on available funding, grants will be awarded to qualified projects based on anticipated project impact.
- Applicants will be notified of grant awards in writing. The City reserves the right to offer a lesser dollar amount than requested if the amount of eligible projects exceeds allocated funding. Grant offers may also be made contingent on adjustments to proposed plan of work to better meet City goals and objectives. Applicants must accept or reject the grant funds in writing within 30 days of award.
- Projects must obtain all required building permits and follow all City, State and Federal regulations in regard to construction activities.
- Applicant must submit receipts upon completion of work, and work must be reviewed to ensure project reflects application materials. Following project approval, building inspection (if required) and submission of all applicable receipts, grant funds will be released to applicant.
- Participant shall display a sign (provided by the City) indicating participation in the program, either on the exterior or in the front window of the property during improvements and for a 30-day period following project completion.

APPLICATION

Downtown Facade & Commercial Interior Build-Out Grant Programs

Prior to submitting this application, please review the complete program guidelines regarding eligible projects and grant amounts. Contact the City of Waterloo at 920-478-3025 with questions or for additional clarification prior to submitting a project application. Incomplete applications will not be considered for funding. Completed applications should be submitted to City of Waterloo, 136 N Monroe St, Waterloo, WI 53595

Date: _____
Applicant Name: _____
Applicant is: (circle one): Property Owner Business Tenant
Applicant mailing address: _____
Daytime Phone: _____
Email Address: _____
Address of property for proposed improvement: _____
Property owner (if different than applicant): _____
Anticipated total project cost: _____
Grant request amount: _____
Describe project: (attach an additional sheet if necessary)
Start date: _____

Thank you for submitting your project for consideration. Don't forget to attach the following to this application before submitting:

- Photos of existing building/space to be improved.
- Project renderings, including materials and colors to be used
- Project estimates provided by qualified, licensed contractor
- Lease document (for tenant improvement projects)
- Project approval from landlord (if applicant is a business)

Downtown Facade & Commercial Interior Build-Out Grant Programs

APPLICANT CHECK LIST

Submit project information to:
CITY OF WATERLOO
FAÇADE/TENANT IMPROVEMENT GRANT
136 NORTH MONROE STREET
WATERLOO, WI 53594-1198
920-478-3025

1. Grant award notice received/reviewed. Project completion deadline is: _____.

2. Complete and return grant acceptance form.

3. Real estate and/or personal property taxes confirmed as not being delinquent.

4. All necessary permits are applied for and received through the City of Waterloo Building Inspection office. Painting, repairs and maintenance do not require permits. Call 608-576-6371 to determine if your project requires a permit.

5. Prominently display the 11 x 17 inch project poster.

6. Upon completion of work and after final payment to all project contractors is completed, all paid-in-full invoices from contractors who completed grant eligible work are submitted. The payee must document that payment has been received in full.

7. Upon completion of work, all direct purchase receipts pertaining to completed work are submitted.

8. Before and after pictures submitted.

9. Final walk through with municipal staff scheduled (call 920-478-3025).

10. The grant award will be mailed after the project is completed and all documentation is accounted for.



WATERLOO SCHOOL DISTRICT
Preparing today's students for tomorrow's challenges

OPERATIONAL REFERENDUM 2022



STRONG SCHOOL. STRONG COMMUNITY.



WATERLOO SCHOOL DISTRICT
Preparing today's students for tomorrow's challenges

OPERATIONAL REFERENDUM 2022

November 8th, 2022 Operating Referendum Ballot Question

Shall the Waterloo School District, Jefferson, Dodge and Dane Counties, Wisconsin be authorized to exceed the revenue limit specified in Section 121.91, Wisconsin Statutes, by \$700,000 per year for the 2022-2023 school year through the 2026-2027 school year, for non-recurring purposes consisting of sustaining educational programming and operating expenses?

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INFORMATIONAL MEETINGS

- OCTOBER 3RD @ 7:00PM
- OCTOBER 24TH @ 7:00PM

Meetings are held in the High School Cafeteria

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WATERLOO SCHOOL DISTRICT RECENT SUCCESSES - DISTRICT

- 98.5% graduation rate
- Over \$1M in scholarships awarded in '21-'22
- Average student-to-teacher ratio of 17:1
- 18 bilingual staff
- 1:1 computers District wide
- US News National Top High School ('20-'22)
- 100% highly qualified teachers
- WHS/WMS 'Exceeds Expectations' on DPI District Report Card
- GOOD - McKinstry Facility assessment rating



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WATERLOO SCHOOL DISTRICT RECENT SUCCESSES - ACADEMICS

- 8 Advanced Placement class offerings
- National AP District Honor Roll ('18/'19)
- Dual credit course offerings at Madison College
- Youth Apprenticeship Program
- CNC Milling Training Program
- *Start College Now* Program
- Southern Lakes Advanced Learners Network
- 59 students with an ACT category score of 25 or greater ('21,'22)
- 29 students with an ACT composite score of 25 or greater ('19-'22)

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**WATERLOO SCHOOL DISTRICT RECENT SUCCESSES
CO-CURRICULARS/FINE ARTS**

- Forensics (Local, Regional, State Qualifiers)
- FBLA (Local, Regional, State, National Qualifiers)
- Visual Arts Classic (Local, Regional, State, National Qualifiers)
- WSMA Solo & Ensemble (Local, Regional, State Qualifiers)
- FFA (Local, Regional, State Qualifiers)
- FFA Trap Team (WI Clay Target League State Tournament (Local, Regional, State Qualifier)
- Nat'l Yearbook Program of Excellence Award
- WI School Music Assoc. State Honors Project Qualifier

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WATERLOO SCHOOL DISTRICT RECENT SUCCESSES - ATHLETICS

- Volleyball
 - Conference Champions ('18, '19, '21)
 - State Appearance ('19, '20)
- Football (Level 1 Playoffs, '21)
- Wrestling
 - Conference Champions ('19, '21, '22)
 - Individual State Qualifiers ('19-'22)
- Girls Basketball (Regional Champions, '21)
- Softball (Conference Champions, '22)
- Track & Field (Indiv. State Qualifiers '19, '21)

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CHALLENGES THE WATERLOO SCHOOL DISTRICT FACES:



Decreasing or inadequate state funding



Rising inflation impacting all district operations



Low population growth rate



Fewer young families entering the district



Impact of the pandemic (ie: teacher/staffing shortages)

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CHALLENGES THE WATERLOO SCHOOL DISTRICT FACES:

 Decreasing or inadequate state funding



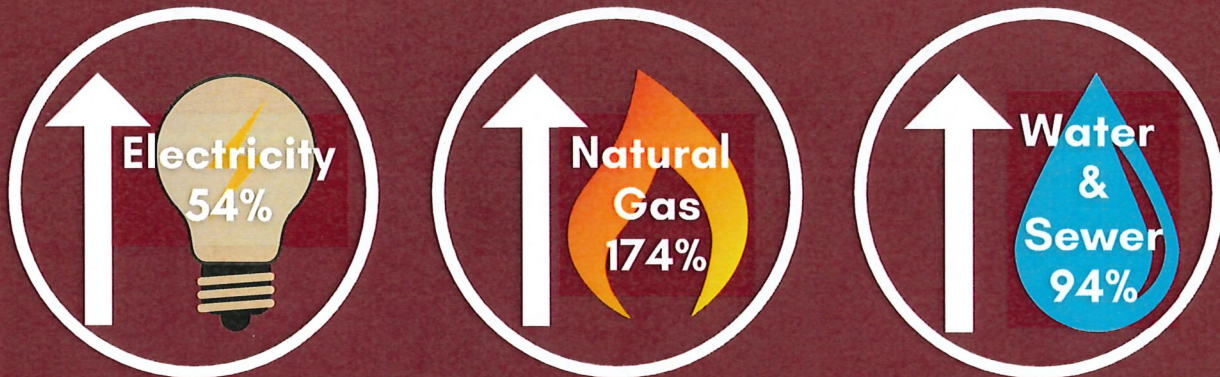
State Aid	Projected	
	2022-2023	2018-2019
Equalization	\$5,951,677.00	\$5,381,775.00
Per Pupil	597,310.00	553,938.00
Special Ed	310,000.00	291,853.00
Common School Fund	35,000.00	34,994.00
Pupil Transportation	10,000.00	15,067.98
Total State Aid Payments	\$6,903,987.00	\$6,277,627.98
	2022-2023	2018-2019
Property Tax Levy	\$2,633,047.00	\$3,516,700.00
Total State Aid and Levy	\$9,537,034.00	\$9,794,327.98
Year to Year Comparison	-\$257,293.98	

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CHALLENGES THE WATERLOO SCHOOL DISTRICT FACES:

 Rising inflation impacting all district operations



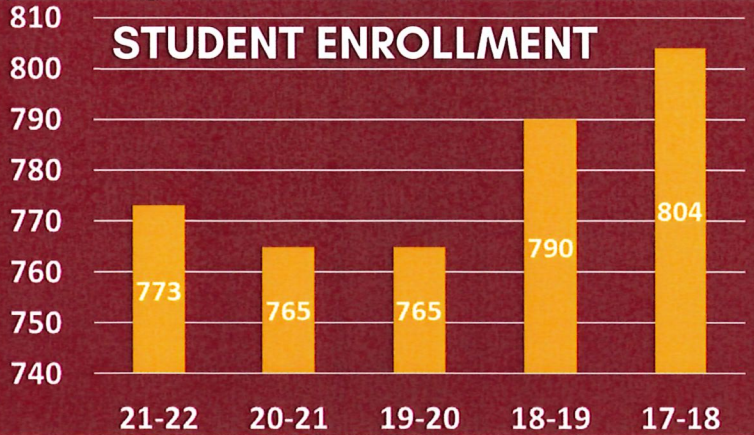
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CHALLENGES THE WATERLOO SCHOOL DISTRICT FACES:



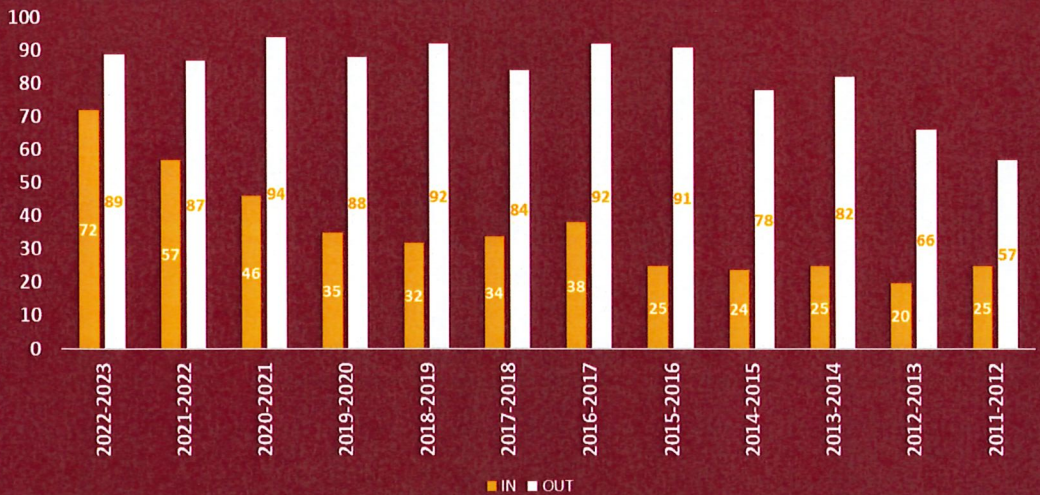
Low population growth rate



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OPEN ENROLLMENT



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CHALLENGES THE WATERLOO SCHOOL DISTRICT FACES:



Impact of the pandemic (ie: teacher/staffing shortages)

- Worker shortages
- Teacher burnout/retention
- Home schooling
- Lagging academic progress

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**WHAT WILL
THE REFERENDUM
FUNDS DO?**



Provide ongoing educational and extracurricular programming



Address competitive compensation to attract and retain highly qualified staff



Address operational needs across all departments



Help keep class sizes smaller



Offset negative ramifications of state public education funding budget



Maintain current level of services

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TAX IMPACT

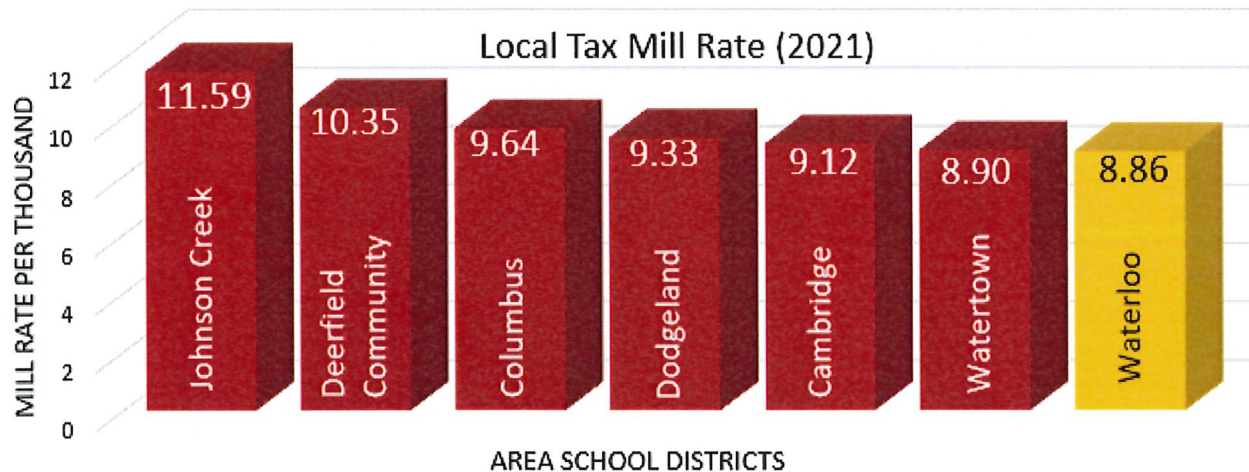
	<u>Annual</u>	<u>Monthly</u>	<u>Weekly</u>	<u>Daily</u>
🏠 \$100,000 of property value =	\$95	\$7.92	\$1.83	\$0.26
🏠 \$200,000 of property value =	\$190	\$15.83	\$3.65	\$0.52
🏠 \$300,000 of property value =	\$285	\$23.75	\$5.48	\$0.78

*Property value is based on tax roll assessment.

- In most cases, actual appraisal value of your property is greater than tax assessment. Do not use an appraisal value to calculate the amount your taxes will change.
- You will need to obtain the value from your tax roll assessment, then multiply that amount by a factor of 0.00095 to see your estimated tax impact.
- Please contact the District if you want us to help you calculate this.

**Estimates only. State & Local factors affect calculations.

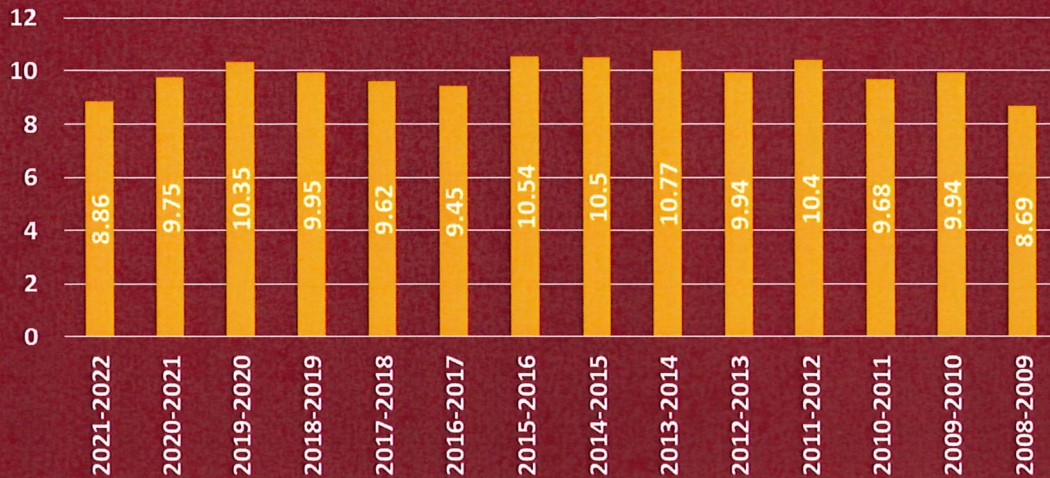
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HISTORICAL MILL RATE



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NEIGHBORING DISTRICTS CURRENTLY WITH OPERATING REFERENDUMS

- Deerfield Community \$500K per year for 5 years
- Jefferson \$775K per year for 5 years
- Marshall \$1.95M includes recurring & non-recurring
- Watertown \$16.6M over the span of 5 years
- Cambridge \$1.6M recurring

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WSD IMPLEMENTED COST SAVING MEASURES TO HELP AVOID GOING TO REFERENDUM:

- Health Insurance: Implemented HDHP, HSA, & Employee Wellness
- Transportation/Busing: Negotiated 5 years of no new increases
- Dental Insurance: Switched to a self funded dental plan
- Applied for and Awarded more than \$200K in Grants: Fast Forward, DOJ Threat Assessment, School Based Mental Health Services, Immigrant Children & Youth, Bilingual/Bicultural

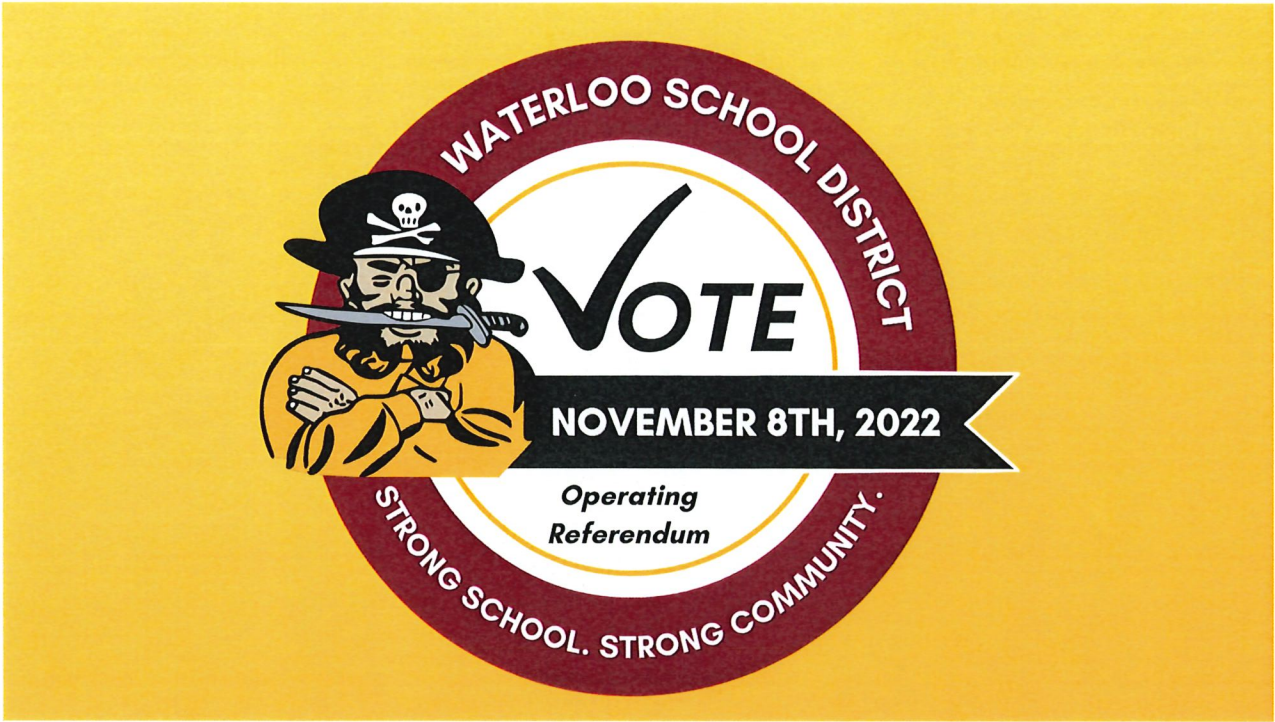
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Questions?



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THE ROAD AHEAD
SHAPING THE FUTURE OF GREATER JEFFERSON COUNTY

PROSPEROUS GREATER JEFFERSON COUNTY



ADDITIONAL DIVERSE HOUSING

Tactics:

- **Heartland Housing Initiative**
- **Housing Summit**
- **Targeted Marketing to Attract Developers**
- **Housing RLF**

THRIVING BUSINESSES

Tactics:

- **Business Retention & Expansion Visits**
- **Asset Inventory & Promotion**
- **Revolving Loan Fund**

ACTIVATED WORKFORCE

Tactics:

- **Diverse Workforce Committee**
- **Connect Businesses with Existing Programs & Resources**

TRUST & PARTNERSHIPS

Tactics:

- **ED 101 Course for Municipal & Community Leaders**
- **Promoting Wins & Collaborative Efforts**

PROSPEROUS GREATER JEFFERSON COUNTY

This new strategic direction imagines a future Greater Jefferson County area with prosperous communities, a thriving business environment, an activated, supported workforce and a robust network of partnerships and collaboration. **Because whether you live here, work here, or do both, we all have a vested interest in seeing our region thrive.**



TACTICS INCLUDE:

- Heartland Housing Initiative
- Housing Summit
- Targeted Marketing to Attract Developers
- Housing RLF

TACTICS INCLUDE:

- Business Retention & Expansion Visits
- Asset Inventory & Promotion
- Revolving Loan Fund



TACTICS INCLUDE:

- Diverse Workforce Committee
- Connect Businesses with Existing Programs & Resources



TACTICS INCLUDE:

- ED 101 Course for Local Leaders
- Promoting Wins & Collaborative Efforts



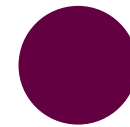


Introducing the Vibrant Spaces Grant

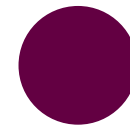
September 23, 2022



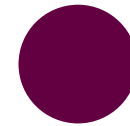
Today's Goals



Placemaking Intro



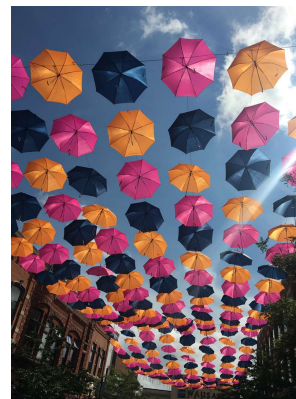
Vibrant Spaces Grant Basics



The Fine Print/Q&A

What is Placemaking?

- Creating places where people want to be
- Designing public space to promote health, happiness and well-being
- Encouraging engagement and interaction
- Capitalizes on local assets, inspirations and potential - defined by those who live, work and play in those spaces.



Why Placemaking

- Support the local economy. Visitors that stay longer spend more.
- Downtowns/small scale commercial districts are often the largest economic engine in the community.
 - Downtown residents spend 200% more at walking distance businesses.
 - The average downtown household spends \$9,000/year in local goods/services.
 - Filled upper units allow landlords to accept higher risk (i.e. local, retail, restaurant) tenants on the ground floor.
 - Wisconsin average downtown market share:

Land Area	Property Value	Hotel Rooms	Businesses	Restaurant Spending	Retail Spending	Residential Units
2%	6%	27%	16%	21%	14%	12%



Why Placemaking

- Engage residents in the community. Those that feel belonging are more likely to contribute.
- Vacant and underutilized properties detract from prosperity
 - Average traditional downtown building (1 storefront, 2 apartments) left vacant results in \$76,000 in lost economic activity annually
 - Average property values for chronically vacant properties 200% less than same property with tenants.
- Encourage healthier lifestyles, more walking/biking, outdoor activity.
- More activity = safer streets.



Places vs Spaces

- What is the difference?

Space:

- Large, possibly global
- May not be directly perceived
- Few or no limits
- Setting that provides room for creating, for interacting – the potential for relationship and for the development of story

Place:

- Small, local
- Defined limits
- Specific storied context – where something significant has happened or is happening
- Shared meaning, collective memories

The Spectrum of Place



What qualities make each of these places unique?

NOT Placemaking

- Sidewalks where no one wants to walk



User experience

Design

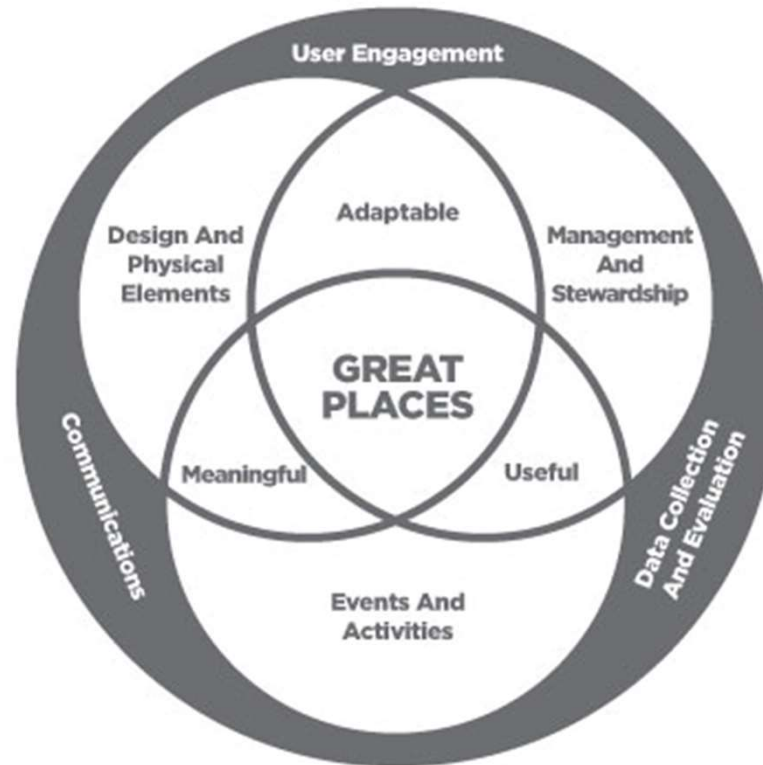
NOT Placemaking

- Benches where no one wants to sit



Placemaking

- The Art & Science of Creating Places where people want to be.
- A good place:
 - Is Useful
 - Feels Good to Occupy
 - Is Adaptable/Flexible
 - Has Shared Ownership
 - Attracts Diverse Users
 - Authentic
- Consider:
 - Places to sit & stand
 - Food & drink
 - Shelter
 - Light
 - Art & music
 - Fire & water

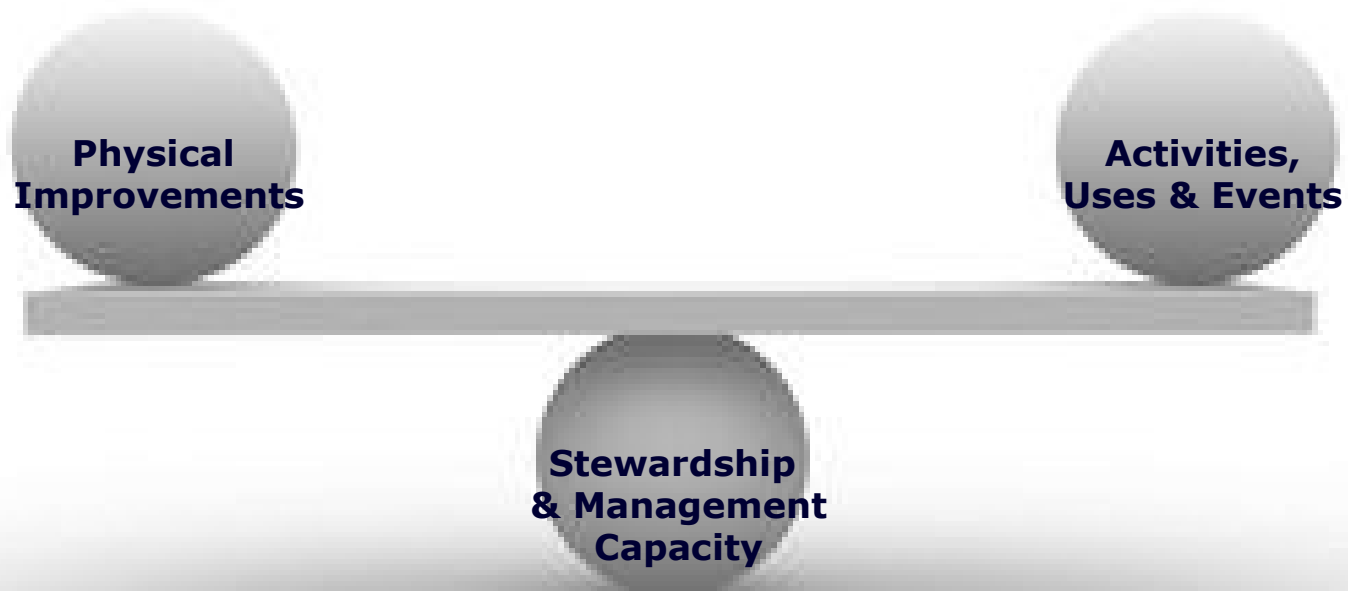


Rules of Placemaking

- Meet the user's needs
- Involve the users in creating/changing the space
- Give users some control over their environment
- The process is more important than the end-products
- We don't have to (and shouldn't) know the answer before we start
- Incremental approaches are best
- What audiences or experiences aren't being served currently? Who is missing? What would people like to do?



A Balancing Act



Space Utilization



Designing a Project

- Underutilized spaces can have seasonal limitations too – extending vitality into shoulder seasons is a great goal.



Crokicurl

What in the world is Crokicurl?! Where can I find it? How do I play?! Get the answers to all your questions here so you're ready for your visit to River Prairie this winter!

[READ MORE](#)



Economic Opportunity

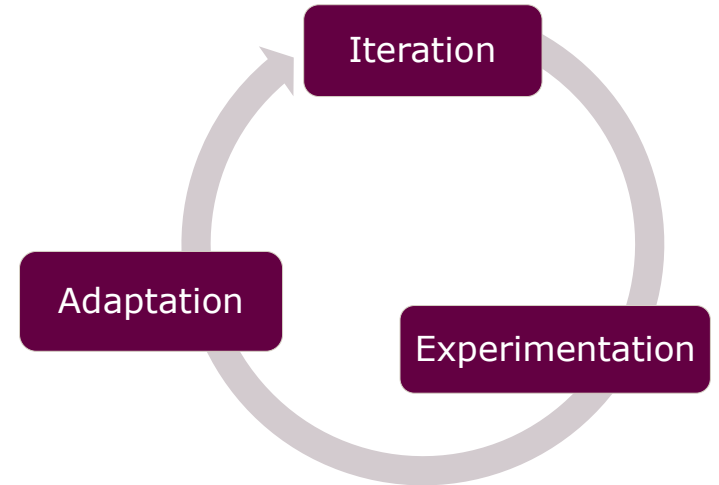


Better Block
Project



Measuring Results

- Assess the place
 - Who is in it? How many people? Who is missing?
 - How do they get there? What are they doing? Not doing?
 - Survey users / potential users – what would they like to do?
- Identify a small test project. Collect Results. (and take pictures)
 - How many people showed up? How long did they stay? What did they do?
 - Survey users – what do they like, what would they like?
- Think bigger. Test. Repeat.



Vibrant Spaces Grant Basics

- Grants of \$25,000-\$50,000
- 1:1 match required
- Application deadline: January 31st
- Local government applicants only
- One application per community (does not impact traditional CDI eligibility)
- Competitive grant – up to 30 awards will be made
- Award announcements in May 2023



What Makes a Good Project

- Transforms a single space by adding multiple elements/accommodating multiple uses
- Demonstrated community involvement/engagement in planning and implementation process
- Increases the number of users and activities in the space, ideally year-round
- Creates a visible transformation that benefits the district and community
- Can begin construction during 2023



Identifying Projects

- What spaces are vacant or underutilized in your downtown/highly visible location?
 - Alleys, Pocket Parks,
Gaps in Building fronts, Parking Lots
- Projects identified in existing district/community plans
- Spaces walkable to (and visible within) commercial districts
- Spaces with the potential to accommodate variety of uses and programming



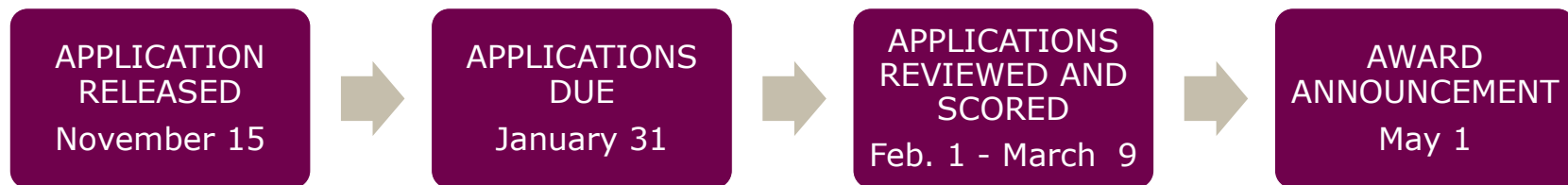
Scoring Criteria – 10 points each

- Creation of visible and pedestrian-oriented public space
- Potential of the space to attract multiple user groups and activities
- Impact of the project on the community, district and nearby businesses
- Demonstrated community support for the project (multiple funding partners, civic organization participation, partnerships/collaboration)
- Budget and match funding preparedness (detailed budgets and identified/secured sources of funding)



Timeline

- Space planning & budgeting
- Formal applications released
- Initial application submitted
- Clarifications & revisions period
- Competitive review committee
- Awards announced



Application Requirements

- Receive an application through a Regional Economic Development Director
wedc.org/inside-wedc/contact-us/#regional
- Applications submitted via Network Wisconsin
- Application information required:
 - Photos of current space
 - Utilization and limitations of current space
 - Demonstrate existing planning/partner support for project
 - Budgeted improvements for space (quotes, pricing list)
 - Revenue sources (including source & amount secured)
 - Site plans/schematics of future design
 - Project implementation plan – partnerships, stakeholders
 - Project narrative – what are the goals of the revitalized space? How will it positively impact the district and community?

Eligible & Ineligible Expenses

Eligible:

- Public Space Improvements
 - Site prep
- Public Space Enhancements
 - Public art, landscaping, benches, bike racks
- Public Infrastructure
 - Restrooms, water features, electrical, lighting
- Seasonal Equipment – reusable
 - Tables, Chairs, Umbrellas, Heaters

Ineligible

- Past costs
- Site purchase
- In-kind contributions
- Soft costs
- Building improvements (other than restrooms)
- District- or community-wide improvements (i.e. streetscape for entire street)
- Events, staffing, programming or maintenance
- Private spaces not accessible to the public
- Activities eligible for other WEDC programs

Post-Award Information

- Contracts will require:
 - Start of project in 2023 (project starts at date of application acceptance)
 - WEDC logo on project signage
 - Reimbursable grant – 2 draw requests
 - Final performance report due December 2024
 - Required information:
 - Photos of completed project
 - Narrative of project outcomes – utilization, programming/events held, impact on nearby businesses/district

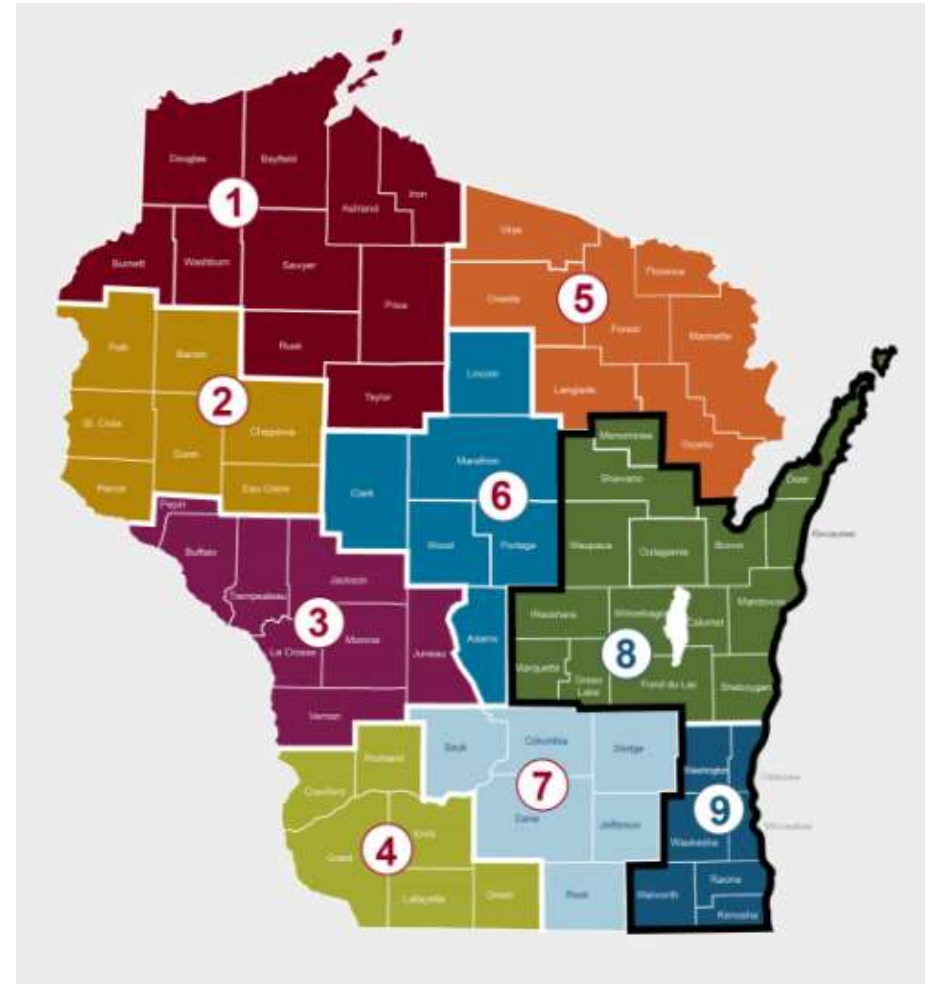
Questions?

FAQs document to be created and distributed to webinar participants and posted on WEDC's website:
www.wedc.org/vibrant-spaces

Want an application?

- Contact your Regional Economic Development Director

wedc.org/inside-wedc/contact-us/#regional



Placemaking is a process

- Focus on creating great things, NOT addressing problems.
- We shouldn't know the answer before we start.
- Survey your space: What works, what doesn't, who is missing?
- What would your audience like to do? What experiences are missing in the community?



Designing a Project

- What space is underutilized? Why?
- What is an \$100 strategy?
- What is an \$1,000 strategy?
- \$10,000 strategy?



Designing a Project

1



2



3



Beware Pitfalls

- Copying someone else's installation isn't necessarily (or usually) productive. If it isn't authentic to your community, it won't work.
- People are accustomed to permanence and inertia. Temporary installations don't always make sense – people want to just decide and be done.
- How we view and experience spaces/places are personal and based on experiences. This is one reason that community engagement is vital. Historical context also influences perceptions. Physical context changes.
- Whimsy is not always understood. Art is in the eye of the beholder.
- Plan ahead. The first time it will take TIME. Build from small successes.

NEW PROGRAM ALERT

VIBRANT SPACES GRANT



PILOT GRANT TO ASSIST WITH PLACEMAKING EFFORTS

Creating vibrant and engaging communities helps communities recruit and retain residents, sustaining a robust labor force and enhancing the quality of life. Creating public gathering places in the heart of our communities fosters community connections and creates accessible locations for programming and amenities desired by local residents, with the additional benefit of boosting foot traffic for nearby businesses.

If your community has a vacant or underutilized space within a key commercial corridor, this grant could be your opportunity to create a community gathering space.

Competitive projects will:

- » Incorporate multiple improvements within or associated with one public space
- » Demonstrate community engagement and support via a community document/ plan and/or letters of support from public, private and civic partners
- » Be ready to begin construction during 2023
- » Increase the number and types of audiences using the space
- » Create visible and lasting transformation that fosters public activity

Review criteria:

- » Creation of visible and pedestrian-oriented public space
- » Potential of the space to attract multiple user groups and activities
- » Impact of the project on the community, district and nearby businesses
- » Demonstrated community support for the project (multiple funding partners, civic organization participation)
- » Ability of the project to be started in 2023



**GRANTS OF
\$25,000-\$50,000**

to help local communities
develop and enhance
public spaces

KEY PROGRAM FACTS

- » 1:1 match required
- » Application deadline:
Jan. 31, 2023
- » Local government
applicants only
- » One application
per community
- » Competitive application
cycle with up to 30
grants awarded

PROGRAM TIMELINE	APPLICATION RELEASED NOV. 15	APPLICATIONS DUE JAN. 31	APPLICATIONS REVIEWED AND SCORED FEB. 1 - MARCH	AWARD ANNOUNCEMENT MAY 1
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NEW PROGRAM ALERT

VIBRANT SPACES GRANT



APPLICATION PROCESS

Those interested in applying for the Vibrant Spaces Grant should:

- 1) Talk to your local municipality, since they will need to serve as the lead applicant.
- 2) To access more information, FAQ page and the webinar recording, visit <https://wedc.org/programs-and-resources/vibrant-spaces/>
- 3) Reach out to your WEDC regional economic development director for a program application. Map and contact info: wedc.org/inside-wedc/contact-us/#regional
- 4) Collect relevant documents:
 - a. Municipal resolution to apply
 - b. Community plan, community document and/or letters of support that identify the project as a positive community investment
 - c. Completed budget and cost estimates
 - d. Photos and plans for the space (pictures of the amenities to be installed or project renderings)
- 5) Write a narrative about the space. Who uses it now? What is the vision for the space? How will the district and community benefit from the public space transformation?
- 6) Upload application to Network Wisconsin by Jan. 31, 2023.

THE FINE PRINT:

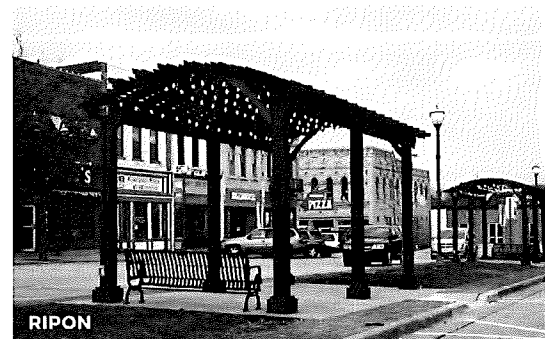
» Eligible activities include:

- o Public space improvements (projects activating alleys, programmable park spaces, vacant parcels and underutilized parking lots)
- o Public space enhancements (e.g., public art, landscaping, benches, bike racks)
- o Public signage (wayfinding, interpretive signage, kiosks associated with the space)
- o Public infrastructure (restrooms, water features, electrical, lighting)
- o Seasonal equipment with the intent to use annually (tables, chairs, umbrellas, heaters)

» Ineligible activities and costs include:

- o Building improvements, other than restrooms for public space use
- o District- or community-wide improvement projects
- o Events, staffing, programming, ongoing maintenance
- o Private spaces not accessible to the public
- o Activities eligible to be funded through other WEDC programs
- o Ineligible for grant or match: Past costs, in-kind contributions, indirect expenses/soft costs

EXAMPLE PROJECTS



NEW PROGRAM ALERT

VIBRANT SPACES GRANT



APPLICATION CHECKLIST AND INSTRUCTIONS

Application Released	Applications Due	Finalists Selected	Award Announcement
November 15, 2022	January 31, 2023	March 9, 2023	May 1, 2023

Convenience Copy of Grant Application

A link to the convenience copy of the grant application is found here. **NEED TO DISCUSS WITH BITS**

NETWORK WISCONSIN

Applicants will be required to submit applications through Network Wisconsin. Contact your Regional Economic Development Director to receive a grant application and instructions on how to use Network Wisconsin. WEDC Regional Director map and contact info: wedc.org/inside-wedc/contact-us/#regional

Project Deliverables

All project contracts will require:

- Completion of the project in 2023
- Photos of the completed project
- WEDC logo on project signage
- Narrative identifying project impact. Including: the increase in the number and type of audiences using the space, impact on nearby businesses, # of events held

APPLICATION CHECKLIST

FAQ's

- 1) Is a project to build new pickle ball courts eligible? Answer: No, because projects must incorporate multiple improvements within or associated with one public space or another way to say this is projects must attract multiple user groups and activities.
- 2) Match sources need to be ID'd at the time of application, but they don't need to be secured until time of draw. WEDC will fund the grant up to the match secured (Pro-rata). **NEED TO DISCUSS WITH OSIP**
- 3) Ongoing maintenance isn't eligible, but we encourage applicants to have a plan to maintain their project/installation to address in their application.
- 4) Project can be located on privately-owned property but does need to be publicly accessible
- 5) What are eligible grant and match activities? Eligible activities include the following:
 - a. Public Space Improvements (projects activating alleys, programmable park spaces, vacant parcels and underutilized parking lots)
 - b. Public Space Enhancements (public art, landscaping, benches, bike racks)
 - c. Public Signage (wayfinding, interpretive signage, kiosks – associated with the space)
 - d. Public Infrastructure (restrooms, water features, electrical, lighting)
 - e. Seasonal Equipment with the intent to use annually (tables, chairs, umbrellas, heaters)
- 6) What are ineligible grant and match activities? Ineligible activities include the following:
 - a. Building improvements (other than restrooms for public space use)
 - b. District- or community-wide improvement projects
 - c. Events, staffing, programming, ongoing maintenance
 - d. Private spaces not open and accessible to the public
 - e. Activities otherwise eligible to be funded through other WEDC programs

NEW PROGRAM ALERT

VIBRANT SPACES GRANT



SCORING RUBRIC

Creation of visible and pedestrian-oriented public space	10
Potential of the space to attract multiple user groups and activities	10
Impact of the project on the community, district, and nearby businesses	10
Demonstrated community support for the project (multiple funding partners, civic organization participation). Partnerships and collaboration.	10
Budget and match funding preparedness (ie: detail budget including sources of funds)	10
Total	50

INTERGOVERNMENTAL AGREEMENT
CONTINUING THE
JEFFERSON COUNTY ECONOMIC DEVELOPMENT CONSORTIUM

Revised 09-22-2022

ARTICLE I. PURPOSE

The purpose of the Jefferson County Economic Development Consortium (JCEDC) is to foster and encourage responsible community and economic development activities that result in job creation, retention, increased tax base and an improved sustainability and quality of life for the citizens of Jefferson County. The JCEDC will work closely with ThriveED and other mission driven entities to develop prosperous communities within the greater Jefferson County Region.

The Glacial Heritage Development Partnership d/b/a ThriveED is a 501(c)(3) public/private partnership to support community and economic development activities in the region.

ARTICLE II. STATUTORY AUTHORITY

The JCEDC shall be a public intergovernmental enterprise organized under the authority of § 66.0301, Wis. Stats., and as the same may be amended from time to time.

ARTICLE III. MEMBERSHIP

The JCEDC shall be composed of the towns, villages, cities and county governments of Jefferson County, Wisconsin (municipalities) that choose to adopt this agreement and thereby enter into membership. The current membership consists of Jefferson County, the cities of Fort Atkinson, Jefferson, Lake Mills, Waterloo, Watertown, and Whitewater and the Villages of Johnson Creek, Cambridge, and Palmyra. Other municipalities may be added to the membership upon agreement to the terms and conditions of the intergovernmental agreement. Quasi-governmental bodies such Redevelopment Authorities and Housing Authorities may also affiliate with the organization.

ARTICLE IV. JCEDC BOARD OF DIRECTORS

- 4.1 The Board of Directors (JCEDC Board) shall provide the overall policy direction of the JCEDC. This will include but is not limited to budget development, strategic plan, annual plan of work and performance metrics. The development and oversight of the strategic plan, plan of work and metrics will be coordinated and aligned with ThriveED.
- 4.2 The Board's membership shall be determined by reference to Section 4.4. The Board shall consist of three Jefferson County representatives and one member appointed by each participating municipality.
- 4.3 The terms of the JCEDC Board members shall begin on May 1 of each year.
- 4.4 Members of the JCEDC Board shall be appointed as follows:
 - a. The three Jefferson County representatives shall be appointed by the County Board chairperson and confirmed by majority vote of the County Board in accordance with the Jefferson County Board Rules.

- b. Each member municipality shall appoint one representative by their governing body. Note: The JCEDC Board members are appointed by the municipalities or the county they represent, the JCEDC Board cannot determine this. Official appointments will be on file with the JCEDC office from the appointing authority. The municipality may appoint an alternative appointment to serve if the primary appointee is not available.
- 4.5 The JCEDC Board may invite various organizations and/or individuals from professional areas to join as advisory, non-voting members.
- 4.6 The JCEDC Board may, by resolution adopted by a majority of the total JCEDC Board, create such committees for such purposes and with such authority as the resolution may provide, and appoint such members of the JCEDC Board or others to serve on said committees.
- 4.7 The JCEDC Board will have the same roles, responsibilities and rights as other County Committees to include recommending legislation to the County Board.

ARTICLE V. MEETINGS

- 5.1 The JCEDC Board will establish and publish a regular meeting schedule.
- 5.2 All meetings of the JCEDC Board will be properly noticed according to law.
- 5.3 Special meetings of the JCEDC Board may be called at the request of the Chairperson, Vice Chair or any two board members. The place of the meeting will be at the principal office of the JCEDC, unless otherwise agreed upon by the Chairperson and Vice Chair.
- 5.4 A majority of the total-voting members of the JCEDC Board shall constitute a quorum for the transaction of business at any meeting. A member shall be present to vote. Present is defined to include remote attendance as authorized by the Jefferson County Board Rules.
- 5.5 The chairperson, and in his/her absence, the vice-chairperson, and in their absence, any board member chosen by a majority of the members present, shall call the meeting of the JCEDC Board to order and shall act as chairperson of the meeting.
- 5.6 JCEDC will hold at minimum one annual joint board meeting with ThriveED to collaborate and review goals and objectives of the consolidated strategic plan and plan of work.

ARTICLE VI. ANNUAL MEETING

- 6.1 The Annual Meeting of the JCEDC Board shall be held in May of each year on a date, time and place to be determined by the JCEDC Board.
- 6.2 At its annual meeting, the JCEDC Board shall elect a chairperson and vice-chairperson.
- 6.3 The JCEDC Board shall establish the duties of the chairperson and vice-chairperson.

ARTICLE VII. EXECUTIVE COMMITTEE MEMBERSHIP

The chairperson and vice-chairperson of JCEDC, the chairperson and vice-chairperson of ThriveED, and the Jefferson County Administrator (County Administrator) shall serve on the Executive Committee.

ARTICLE VIII. STAFF

- 8.1 Jefferson County shall employ all JCEDC staff.
- 8.2 Day to day operational supervision of JCEDC staff shall rest with Jefferson County.
- 8.3 Jefferson County Human Resource practices and policies shall be applicable in all respects to employment of staff, except the hiring procedure for the director. JCEDC staff will be supervised by the Executive Director and the Executive Director will be supervised by the County Administrator. The Executive Director will be considered a Department Head level position within the County's organizational structure. The County Administrator will consult with the Executive Committee in development of the annual evaluation of the Executive Director.
- 8.4 If there is a vacancy of the Executive Director, the County will advertise and recruit for the director's position in consultation with the Executive Committee as to the best method for recruitment. Thereafter, the JCEDC Board will screen the applicants and select participants in the interview process with the Jefferson County Administrator. At the end of the interview process, the JCEDC Board will recommend up to five finalists. The Executive Committee shall conduct finalist interviews. Appointment of a finalist by the County Administrator shall be subject to County Board confirmation per Wis Statute 59.18 (2)(b).
- 8.5 JCEDC staff will attend municipal meetings to provide updates and information upon request of the municipalities. The Executive Director will provide an annual report to the Jefferson County Board of Supervisors. The annual report will be made available to all municipalities.

ARTICLE IX. FINANCES

- 9.1 The JCEDC Board shall prepare an annual budget with the assistance of staff. Jefferson County's policies and procedures shall apply for meals, lodging, mileage, travel and other reimbursable expenses.
- 9.2 The JCEDC Board will present its proposed budget in a timely manner to all member municipalities and Jefferson County before it is adopted by the JCEDC Board.
- 9.3 Funding for the fiscal years will be established as \$1.50 per county resident payable from Jefferson County, plus \$1.50 per municipal resident payable from each participating municipality. The population number used to calculate contributions will be collected through the Wisconsin Department of Administration.
- 9.4 The JCEDC shall not be limited to public funding from its member municipalities and Jefferson County. The JCEDC Board may authorize staff to pursue additional revenue through program revenue, contracts for service, and public and/or private gifts and grants.
- 9.5 Jefferson County shall act as the fiscal agent for the JCEDC.
- 9.6 Each municipality and county shall be responsible in the proportion of its contribution to the

consortium as a whole for any other cost of the consortium not specifically set forth herein, including but not limited to employment costs incurred by Jefferson County as a result of unemployment compensation to staff upon termination of the consortium.

- 9.7 All funds due from a municipality shall be paid to the County by a member municipality by January 31 of the year for which such funds are budgeted. The County shall hold all funds for the benefit of JCEDC in a separate account. Unspent funds in said account shall not lapse to the general fund but shall be carried over to the next fiscal year or otherwise distributed as set forth herein.

ARTICLE X. GENERAL POWERS AND TYPE OF SERVICES

- 10.1 The JCEDC Board may recommend action to the County with regard to direction of staff, contracts or general program purposes.
- 10.2 The JCEDC Board shall not borrow money or authorize the borrowing of any funds on behalf of the JCEDC. The JCEDC Board may, however, enter into contracts in the ordinary course of its business and in pursuit of its stated goals and purpose. Examples of its permitted contracting powers would be equipment leases or equipment purchases. Under no circumstance shall the JCEDC Board enter into contracts that cause it to exceed its annual budget.
- 10.3 Under the policy oversight of the JCEDC Board, the staff of JCEDC will develop a plan of work that aligns with the strategic plan in the furtherance of community development and economic development. Staff will further accomplish this task by working on a regional basis with partners in all sectors, coordination with the state as required and with local municipalities based on their needs within the framework of the plan of work.

ARTICLE XI. SEVERABILITY

If any section, paragraph, sentence, clause, phrase or any part of this agreement, including amendments, is declared to be unconstitutional or void, or if for any reason is declared to be invalid or of no effect, the remaining sections, paragraphs, sentences, clauses, phrases or parts thereof shall be in no manner affected thereby, but shall remain in full force and effect.

ARTICLE XII. AMENDMENTS

All or any portion of this agreement may be amended by a resolution passed by the affirmative vote of at least 2/3 of the total JCEDC Board membership.

ARTICLE XIII. DISSOLUTION & WITHDRAWAL

- 13.1 Written notice of withdrawal shall be submitted a minimum of 6 months prior to the effective date of withdrawal.
- 13.2 Any member withdrawing from the consortium is responsible for obligations incurred during the period it was a member.
- 13.3 The consortium may be dissolved by an affirmative vote of at least two-third (2/3) of the member municipalities and two-third (2/3) of the Jefferson County board establishing a date

of dissolution, which shall be at least one year after the date of the affirmative vote.

- 13.4 In the event of dissolution, any assets remaining after payment of all obligations shall be distributed among existing members in proportion to their contributions, as determined by the JCEDC Board. In the event obligations exceed assets, members shall pay pro rata such sums as may be necessary to retire the obligation.

Signed this _____ day of _____, 2022.

City of Waterloo

BY: _____

(Print Name)

Signed this _____ day of _____, 2022.

Jefferson County Economic Development Consortium

BY: _____

(Print Name)

Waterloo Community Development Authority -- Annual Calendar

Preferred meeting night: 3rd Tuesday of month at 6:00 pm

Recurring monthly review and action (1) CDA Implementation Plan Progress; (2) Grant Application Tracking

<p>JANUARY</p> <ul style="list-style-type: none"> - evaluate CDA Progress Measures - finalize prior year Annual Report
<p>FEBRUARY</p> <ul style="list-style-type: none"> - notify Mayor of member reappointment interest - align/modify CDA Progress Measures as needed - submit Annual Report to City Council
<p>MARCH</p> <ul style="list-style-type: none"> - notify Mayor of member reappointment interest - Push to closeout incomplete prior year items
<p>APRIL</p> <ul style="list-style-type: none"> - Mayoral appointments - Push to closeout incomplete prior year items
<p>MAY</p> <ul style="list-style-type: none"> - CDA election of Chair and Vice Chair - evaluate CDA Progress Measures
<p>JUNE</p> <ul style="list-style-type: none"> - start future year budget submittal - review of tax increment finance district progress
<p>JULY</p> <ul style="list-style-type: none"> - review of tax increment finance district progress - future year budget planning - align CDA Progress Measures with budget planning - reaffirm or jettison all active programs and projects
<p>AUGUST</p> <ul style="list-style-type: none"> - future year budget submittal to Finance, Insurance & Personnel Committee, including tax incremental finance funds
<p>SEPTEMBER</p> <ul style="list-style-type: none"> - evaluate CDA Progress Measures
<p>OCTOBER</p> <ul style="list-style-type: none"> - <u>s</u>trength, <u>w</u>eaknesses <u>o</u>pportunities & <u>t</u>hreats (SWOT) exercise
<p>NOVEMBER</p> <ul style="list-style-type: none"> - community outreach
<p>DECEMBER</p> <ul style="list-style-type: none"> - community outreach - review staff draft, Annual Report to City Council - update calendar



info@non-mc.com

329 W 3rd St. Fox Lake, WI 53933

(920) 203-3859

October 18, 2022

Waterloo City Hall
Attn: CDA
136 North Monroe Street
Waterloo, WI 53594

Re: TID 5 Creation

Dear CDA:

Non-metro Connections is interested in submitting a proposal for TID 5 creation for the City of Waterloo, and as such, is submitting the following for your consideration. Non-Metro Connections plans to utilize Short Elliot Hendrickson, Inc. as a subconsultant for the process of TID #5 creation.

1. **Scope of Work**

Creation of TID #5 Project Plan and Map.

In consultation with the Client, Consultant will prepare a project plan describing the boundary of Tax Increment Financing District #5 ("TID #5"), anticipated projects and the identification of how those projects will be implemented and financed. A TID boundary map and boundary description will include parcel identification numbers as reflected on current assessment rolls and/or tax list of the assessor for Jefferson County, Wisconsin. The Project Plan development shall include but not be limited to the following tasks:

- a. Preparation of a Project Plan process (task and timetable) based upon confirmed meeting schedules as it related to Wisc. Stats. required approvals.
- b. Preparation of the Project Plan to stimulate further economic development through public investment in eligible capital costs and other expenditures to be identified in the Project Plan.
- c. Develop and prepare the required elements of the Project Plan, more specifically inclusion of a financial analysis of eligible expenditures as well as new eligible expenditures based upon redevelopment and economic opportunities presented to the City Council for an identified expenditure period of the Project Plan.
- d. Preparation eligible expenditure costs schedule TID cash flow (pro forma) to identify ability to pay for costs anticipated from a Tax Increment District fund of the City.

- e. Communications with City Council and the Plan Commission as necessary to complete the Project Plan for submission and presentation to the Plan Commission for consideration and approving resolution to the Common Council.

Project Plan Approval Process. Assist the Client with the preparation of the documentation and resolutions necessary for Project Plan approvals, including but not limited to:

- f. A written request to other taxing units (the “Overlapping Taxing Units”), requesting that a representative serve on the Joint Review Board (the “JRB”). The Client will be responsible for sending these written requests. The JRB shall be composed of a representative from: (i) school district, (ii) technical college district the (iii) City, and (iv) a member of the public.
- g. Notice to property owners located within the TID. If the TID is a blighted or rehabilitation/ conservation type classification, the affected properties and owners will be identified. The City will be responsible for filing and mailing via first-class mail notification letters at least 15-days prior to the scheduled public hearing.
- h. Public notice for the Plan Commission Public Hearing. The Client will be responsible for publishing and posting the official public notice. The first notice to be published 14 days prior to the public hearing, the second notice 7 days prior, in accordance with Wisc. Stats.
- i. Participation and presentation of the Project Plan and TID to the Plan Commission prior to consideration of a resolution for approval to the City Council.
- j. Resolution of the City Plan Commission approving the Project Plan and the TID.
- k. Participation and presentation of the Project Plan and TID to the City Council prior to consideration of a resolution adopting the Project Plan and the TID.
- l. Resolution of the City Council approving the Project Plan and the TID. If the Resolution is approved, assist the Client with the filing of the approving documentation to the JRB.
- m. Assistance to the Client to convene a JRB meeting. Consultant will prepare a public meeting notice for publication by the Client. The Client will be responsible for distribution, publishing and posting of the public hearing notice.
- n. Resolution of the JRB approving the documents filed by the City as it relates to the Project Plan and the creation of a TID.
- o. Wisc. Stats. forms as appropriate for filing: PE-605, PE-605T, PE-605ER or PE-605A, PE-606, PE- 608, PE-601A, PE-619, PE-608M, PE-608MP and PE-615A, including communication with the local and manufacturing assessors to ensure accurate current assessment values.

Wisconsin Department of Revenue. Assist the Client with the preparation of documentation for submission and filing with the Wisconsin Department of Revenue (the “DOR”) as it relates to the creation of a TID.

- p. Consultant will prepare the DOR application, as required by the State’s TID Application Checklist, and submit in partnership with the City Clerk, to the DOR for base value

certification. The Client will provide the appropriate application fee to the DOR.

q. Consultant will assist the Client in responding to questions or directives from the DOR based upon its review and certification of the base process.

r. Following the DOR's certification letter provided to the City Clerk, the Consultant will provide direction to the local or county assessor to identify parcels within the TID on the most current tax list (assessment roll) and to the City Clerk for the identification on the tax list.

2. Schedule

Consultant will start services promptly (10/21). Consultant estimates services will take approximately 6 month to complete.

3. Payment

		Cost of Services
SEH		\$22,500
NMC		\$500
Not to Exceed		\$23,000

Payment will be requested via monthly invoice as services are performed.

Thank you for reviewing this proposal and your consideration.

Sincerely,

Everett Butzine

Education Session:

Tax Increment Financing to Support Multi-family Development in Waterloo

2021 Jefferson County Housing Study

Current Construction Rates Compared to Household Projections

Returning to the post 2010 construction rates, the current pace of new housing unit construction will be unable to meet the projected increase in new households. If we assume that new housing unit construction rates will remain relatively constant over the next ten years, the current housing shortage in Jefferson County will be compounded. Looking at the DOA household projection, the current rate of construction will be 2,422 housing units short of meeting future demand.

Table 33: Jefferson County: Housing Construction and Projected Households		
Total Housing Units Built Since 2010*	DOA Projected Household Growth 2020-2030	Projected Housing Shortage if Construction Rates Remain Unchanged
1,270	3,692	(2,422)

**The ACS 1-year (2019) estimate is used here even though it has a higher margin of error since it more closely resembles building permit rates.*

***Source: ACS 1-year (2019) estimate, DOA*

Jefferson County Single Family Median Sales Price

Year	Median Home Price	Increase from Previous Year	Total % Appreciation Since 2016
2016	\$175,000		
2017	\$184,950	5.7%	5.7%
2018	\$215,000	16.2%	22.9%
2019	\$230,900	7.4%	31.9%
2020	\$249,950	8.3%	42.8%
2021	\$278,000	11.2%	58.9%

Source: MetroMLS; Summary Statistics for Entire MLS

Metric	September			Year to Date		
	2021	2022	+/-	2021	2022	+/-
New Listings	98	65	- 33.7%	770	668	- 13.3%
Closed Sales	83	77	- 7.2%	646	566	- 12.4%
Median Sales Price*	\$261,000	\$292,400	+ 12.0%	\$273,750	\$309,500	+ 13.1%
Percent of Original List Price Received*	99.9%	98.9%	- 1.0%	101.3%	101.5%	+ 0.2%
Days on Market Until Sale	22	32	+ 45.5%	30	35	+ 16.7%
Inventory - Single Family Residence	160	119	- 25.6%	--	--	--
Inventory - Townhouse/Condo	27	19	- 29.6%	--	--	--

*Does not account for seller concessions. | Activity for one month can sometimes look extreme due to small sample size.

Source: MetroMLS Monthly Local Market Report; September 2022



Families making \$93,000/year –
can spend up to \$2,325 before
becoming house burdened

Scenario: Buying a \$309,500 house

20% down: \$61,900

Mortgage: \$247,600

7.5% 30-yr fixed mortgage:

\$1,731 principal and interest

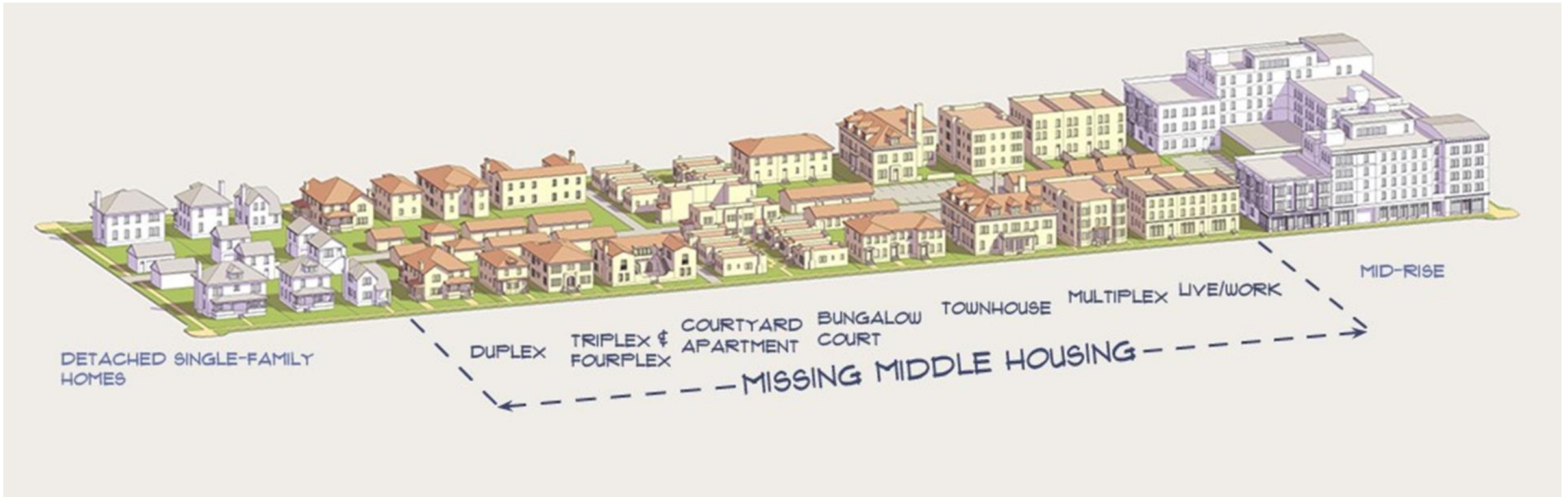
\$513.77 taxes

\$75 insurance

\$2,319.77

Occupation	Average Wage
Management Occupations	\$109,420
Business and Financial Operations Occupations	\$66,420
Computer and Mathematical Occupations	\$69,080
Architecture and Engineering Occupations	\$71,800
Life, Physical, and Social Science Occupations	\$64,790
Community and Social Service Occupations	\$52,320
Legal Occupations	\$68,100
Educational Instruction and Library Occupations	\$48,780
Arts, Design, Entertainment, Sports, and Media Occupations	\$55,630
Healthcare Practitioners and Technical Occupations	\$87,780
Healthcare Support Occupations	\$30,810
Protective Service Occupations	\$54,450
Food Preparation and Serving Related Occupations	\$25,660
Building and Grounds Cleaning and Maintenance Occupations	\$31,930
Personal Care and Service Occupations	\$30,180
Sales and Related Occupations	\$39,910
Office and Administrative Support Occupations	\$39,960
Farming, Fishing, and Forestry Occupations	\$35,360
Construction and Extraction Occupations	\$51,460
Installation, Maintenance, and Repair Occupations	\$51,250
Production Occupations	\$40,950
Transportation and Material Moving Occupations	\$37,490

Missing Middle Housing



Missing Middle Housing is a range of multi-unit or clustered housing types compatible in scale with single-family homes that help meet the growing demand for walkable communities and diverse housing options along a spectrum of affordability. Missing Middle Housing provides a solution to the mismatch between the available U.S. housing stock and shifting demographics.

MAKING A CASE FOR MULTI-FAMILY HOUSING DEVELOPMENT IN WATERLOO – Demographic Trends

	2010	2020
Average household size	2.48	2.09
Households with 4+ people	18.4%	10.1%
Householder living alone		32.9%
Households with no children <18		67.2%

MAKING A CASE FOR MULTI-FAMILY HOUSING DEVELOPMENT IN WATERLOO – Housing Trends

1-unit structures	64%
Number of Bedrooms	74% have 2-3 bedrooms 11.5% have 4+ bedrooms
Age of structure	60% of existing structures built before 1980 26% of existing structures built before 1940

Dempsey Property Proposed Development

- Duquaine Development – requesting ~ \$3,000,000 of TIF assistance



FRONT ELEVATION
SCALE: 3/16" = 1'-0"



SIDE ELEVATION
SCALE: 3/16" = 1'-0"
OPPOSITE SIDE HATCHED SHADE



BACK ELEVATION
SCALE: 3/16" = 1'-0"

12 UNIT APARTMENT BUILDING

NO.	DATE	REVISION

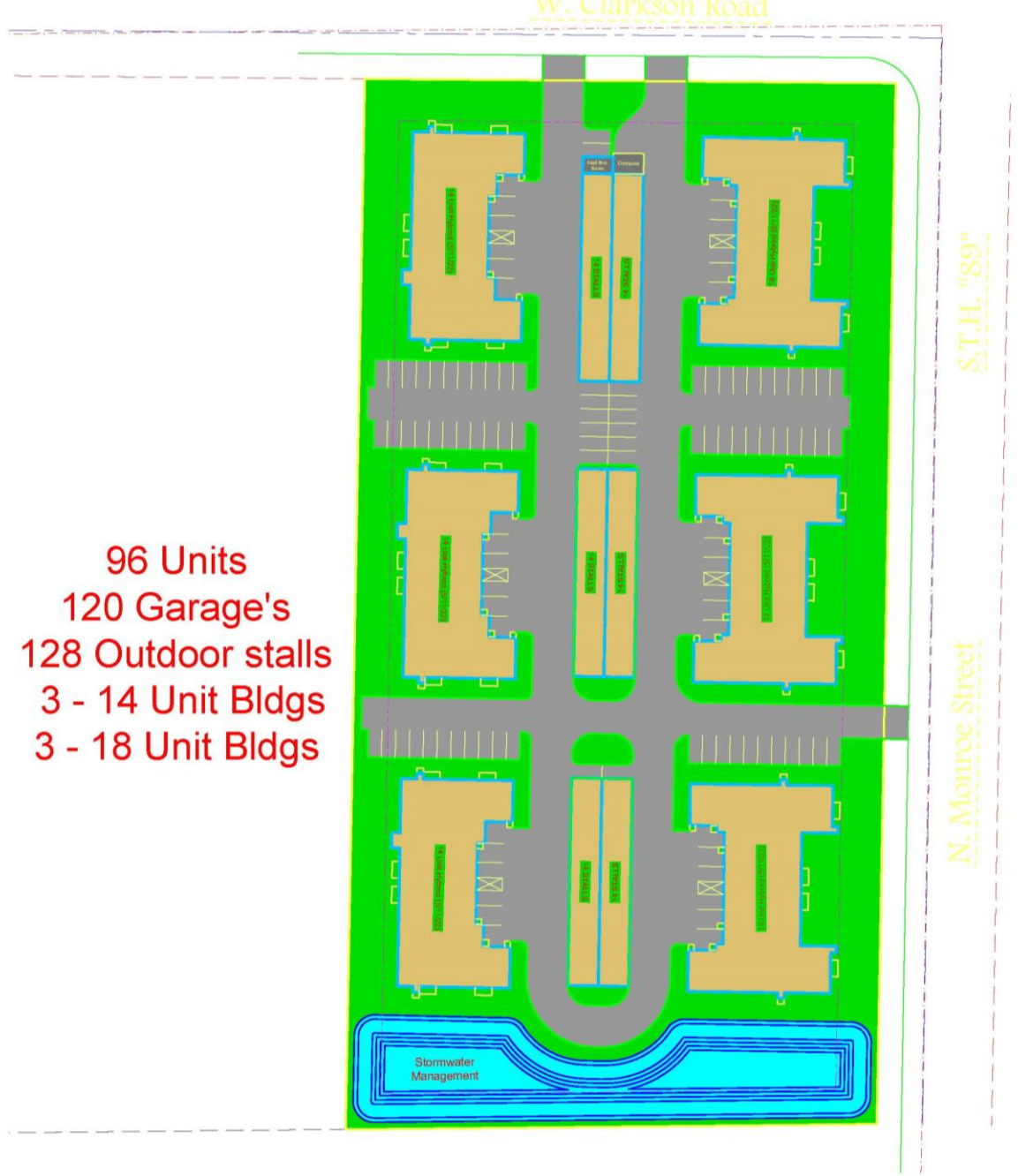
Architect:
Daniel J. Meissner
AIA, LLC
daniel@meissneraia.com
505.228.2295

Design Consultant:
ONE LLC
ONE LLC
3000 N. Lincoln Ave.
Waterloo, WI 54601
www.one-llc.com

PROPOSED MULTI-FAMILY BUILDINGS FOR
DUQUAINE DEVELOPMENT
WATERLOO, WISCONSIN

DATE	NO.	DESCRIPTION

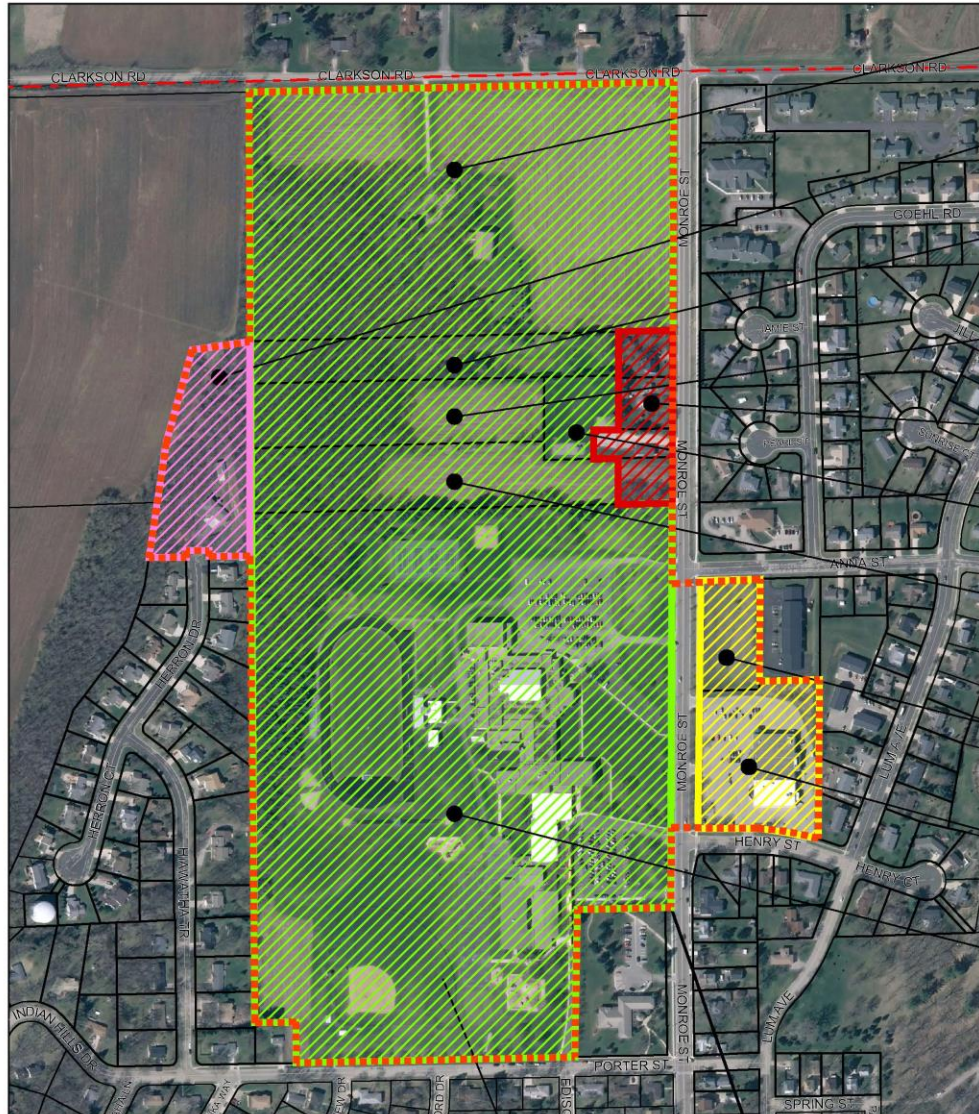
96 Units
120 Garage's
128 Outdoor stalls
3 - 14 Unit Bldgs
3 - 18 Unit Bldgs



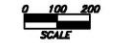
W. Clarkson Road
N. Monroe Street "89"

Waterloo Zoning Districts

- R-1 Single-Family Residential District 
- R-1A Single-Family Residential District 
- R-2 Single-Family Residential District 
- R-3 Mobile Home Park and Mobile Home Subdivision District 
- C-1 General Commercial District 
- C-2 Highway Commercial District 
- H Historic Overlay District 
- M-1 Limited Industrial District 
- M-2 General Industrial District 
- PD Planned Development District 
- A Agricultural District 
- CON Conservancy District 



- 8) MARILYN DEMPSEY
200 W CLARKSON ROAD
290-0813-0611-000
- 9) MATTHEW MCCUNN
940 HERRON DRIVE
290-0813-0613-033
- 7) LYLE BRAUNSCHWEIG
1043 N MONROE STREET
290-0813-0611-001
- 4) MARTHA GAY
991 N MONROE STREET
290-0813-0611-002
- 5) ROBERT HENSLER
1023 N MONROE STREET
290-0813-0611-003
- 6) KUHL ENTERPRISES
1003 N MONROE STREET
290-0813-0611-004
- 3) MARTHA GAY
991 N MONROE STREET
290-0813-0611-005
- 2) JAYSTONE PROPERTIES LLC
N MONROE ST & ANNA ST
290-0813-0523-062
- 1) LANNOY FAMILY PARTNERSHIP LLC
810 N MONROE STREET
290-0813-0523-054
- 9) WATERLOO SCHOOL DISTRICT
785 N MONROE STREET
290-0813-0614-000



REVISED: 11/18/2013

SCALE: 1" = 200'

PROJECT: #2012M018	DATE: OCTOBER 2013	DRAWN BY: BAO	APPROVED BY: BAO
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CITY OF WATERLOO, WISCONSIN
TID DISTRICT #4
BOUNDARY & PARCEL MAP



KUNKEL
engineering
group

107 Parallel Street
Beaver Dam, WI 53916
(920)356-9447
Fax (920)356-9454

MAP TWO

POB TID #4 BOUNDARY
LEGAL DESCRIPTION

REDUCED 1/2

TAX INCREMENTAL DISTRICT #4, CITY OF WATERLOO



City of Waterloo, WI										
Tax Increment District No. 4										
Tax Increment Projection Worksheet - Development Incentive @ 60% of Increment										
Type of District	Mixed Use		Base Value	2,320,100		Appreciation Factor	0.00%			
District Creation Date	December 5, 2013		Base Tax Rate	\$21.44		Rate Adjustment Factor	0.00%			
Valuation Date	Jan 1, 2014									
Max Life (Years)	20									
Expenditure Period/Termination	15 12/5/2029									
Revenue Periods/Final Year	19 2034									
Extension Eligibility/Years	Yes 3									
Recipient District	No									
Construction Year	Value Added	Valuation Year	Inflation Increment	Total Increment	Revenue Year	Tax Rate	Tax Increment	60% Developer Incentive		
10 2023	7,275,000	2024	0	7,275,000	2025	\$21.44	155,962	93,577		
11 2024	0	2025	0	7,275,000	2026	\$21.44	155,962	93,577		
12 2025	7,275,000	2026	0	14,550,000	2027	\$21.44	311,924	187,155		
13 2026	0	2027	0	14,550,000	2028	\$21.44	311,924	187,155		
14 2027	0	2028	0	14,550,000	2029	\$21.44	311,924	187,155		
15 2028	0	2029	0	14,550,000	2030	\$21.44	311,924	187,155		
16 2029	0	2030	0	14,550,000	2031	\$21.44	311,924	187,155		
17 2030	0	2031	0	14,550,000	2032	\$21.44	311,924	187,155		
18 2031	0	2032	0	14,550,000	2033	\$21.44	311,924	187,155		
19 2032	0	2033	0	14,550,000	2034	\$21.44	311,924	187,155		
Totals (Revenue Years 2022 - 2034)		14,550,000	0	Future Value of Increment	2,807,320					

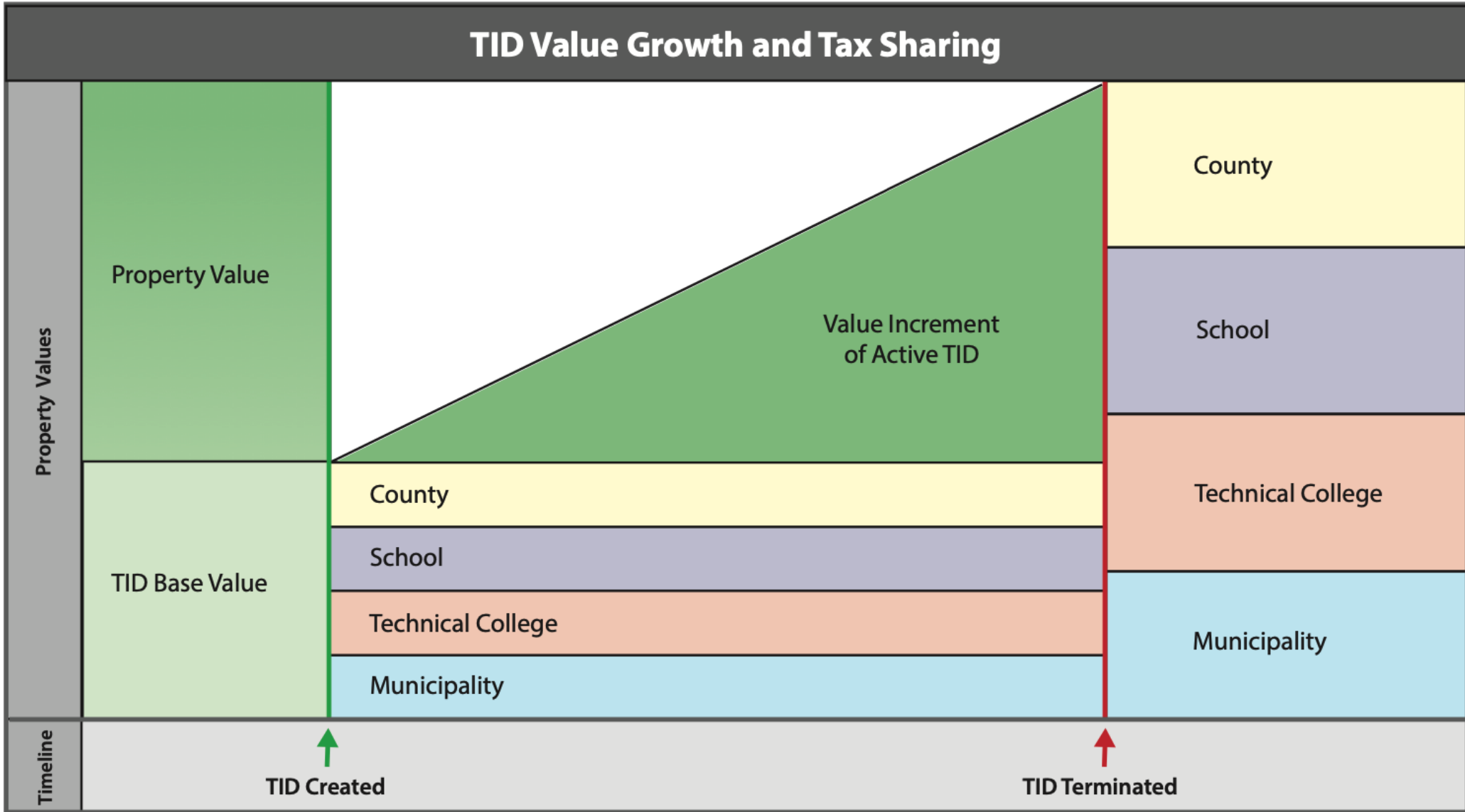
Notes:
Actual results will vary depending on development, inflation of overall tax rates.

TID 4 – New residential development

- I have \$32,500 of administration charged through the life of the TID. \$65,000 for ED consultant and City Clerk divided in half. TID 4 share is \$32,500
- There was a DOR correction on this TID as well.
- New residential development at 97% of construction costs, divided between 2023 and 2025 construction years.
- TID can close successfully, but if the developer is provided 60% of the increment the incentive of \$3 million is not paid off by the closure date. Could extend the TID by 3 years, but this will still not pay the \$3 million incentive in full.
- City’s portion of increment revenue would accumulate to about \$1.4 by the end of the TID. This may not be enough to pay for improvements and the interest expense on borrowing to fund the projects.

What is Tax Increment Financing?

- Key acronyms:
 - TIF → Tax Increment Financing (the tool)
 - TID → Tax Increment District (boundary where the tool is used)
- One of the strongest economic development tools in the State of Wisconsin.
- Allows municipalities to capture **incremental** *property tax revenue* from *growth* in defined area and use it to *benefit* that area.



Source: Wisconsin Department of Revenue

Housing Development Costs



2022 retreat



Rising Infrastructure Costs

Average Total Cost for a “Typical City Block” (330 feet)

Avg cost per 330 ft	1998	2008	2016	2017	2018	2020
Total Construction	\$60,891	\$102,455	\$152,462	\$172,194	\$173,356	\$198,216
Costs Per Foot	\$185	\$310	\$462	\$522	\$525	\$601

Public infrastructure costs per lot based on per foot costs

Infrastructure cost	1998	2018	2020
100' wide lot:	\$9,200	\$26,250	\$30,033
80' wide lot:	\$7,380	\$21,000	\$24,026
50' wide lot:	\$4,600	\$13,125	\$16,354

1998-2018 National inflation rate was 54.1%
 1998-2018 Infrastructure inflation rate was 184.7%

2022 retreat



City of Waterloo, WI

Tax Increment District No. 5

Tax Increment Projection Worksheet - Development Incentive @ 60%

Type of District	Mixed Use		Base Value	2,320,100
District Creation Date	December 5, 2022		Appreciation Factor	0.00%
Valuation Date	Jan 1,	2023	Base Tax Rate	\$21.44
Max Life (Years)	20		Rate Adjustment Factor	0.00%
Expenditure Period/Termination	15	12/5/2038		
Revenue Periods/Final Year	20	2044		
Extension Eligibility/Years	Yes			
Recipient District	No			

Construction Year	Value Added	Valuation Year	Inflation Increment	Total Increment	Revenue Year	Tax Rate	Tax Increment	60% Developer Incentive
	Tech College Ext.	0					0	
1	2023	7,275,000	2024	0	7,275,000	2025	\$25.82	187,819
2	2024	0	2025	0	7,275,000	2026	\$24.78	180,241
3	2025	7,275,000	2026	0	14,550,000	2027	\$24.07	350,215
4	2026	0	2027	0	14,550,000	2028	\$24.07	350,215
5	2027	0	2028	0	14,550,000	2029	\$24.07	350,215
6	2028	0	2029	0	14,550,000	2030	\$24.07	350,215
7	2029	0	2030	0	14,550,000	2031	\$21.44	311,924
8	2030	0	2031	0	14,550,000	2032	\$21.44	311,924
9	2031	0	2032	0	14,550,000	2033	\$21.44	311,924
10	2032	0	2033	0	14,550,000	2034	\$21.44	311,924
11	2033	0	2034	0	14,550,000	2035	\$21.44	311,924
12	2034	0	2035	0	14,550,000	2036	\$21.44	311,924
13	2035	0	2036	0	14,550,000	2037	\$21.44	311,924
14	2036	0	2037	0	14,550,000	2038	\$21.44	311,924
15	2037	0	2038	0	14,550,000	2039	\$21.44	311,924
16	2038	0	2039	0	14,550,000	2040	\$21.44	311,924
17	2039	0	2040	0	14,550,000	2041	\$21.44	311,924
18	2040	0	2041	0	14,550,000	2042	\$21.44	311,924
19	2041	0	2042	0	14,550,000	2043	\$21.44	311,924
Totals (Revenue Years 2023 - 2043)				0	0	Future Value of Increment	4,055,018	

Notes:
Actual results will vary depending on development, inflation of overall tax rates.

TID 5 – New residential development

- I have administration to pay for the new project plan and then I charged \$2,500 through the life of the TID.
- No other development is assumed and no potential City projects have been modeled.
- New residential development at 97% of construction costs, divided between 2023 and 2025 construction years.
- TID can close successfully, with the developer provided 60% of the increment as incentive up to \$3 million. Based upon the assumptions, the TID could pay the developer off by 2041 and have funds on hand to construct improvements.
- The available fund balance (City's portion of the increment revenue) that would need to pay for principal and interest on a loan to finance the projects would be approximately \$2.6 million.

Proposal: Create TID 5 Overlay

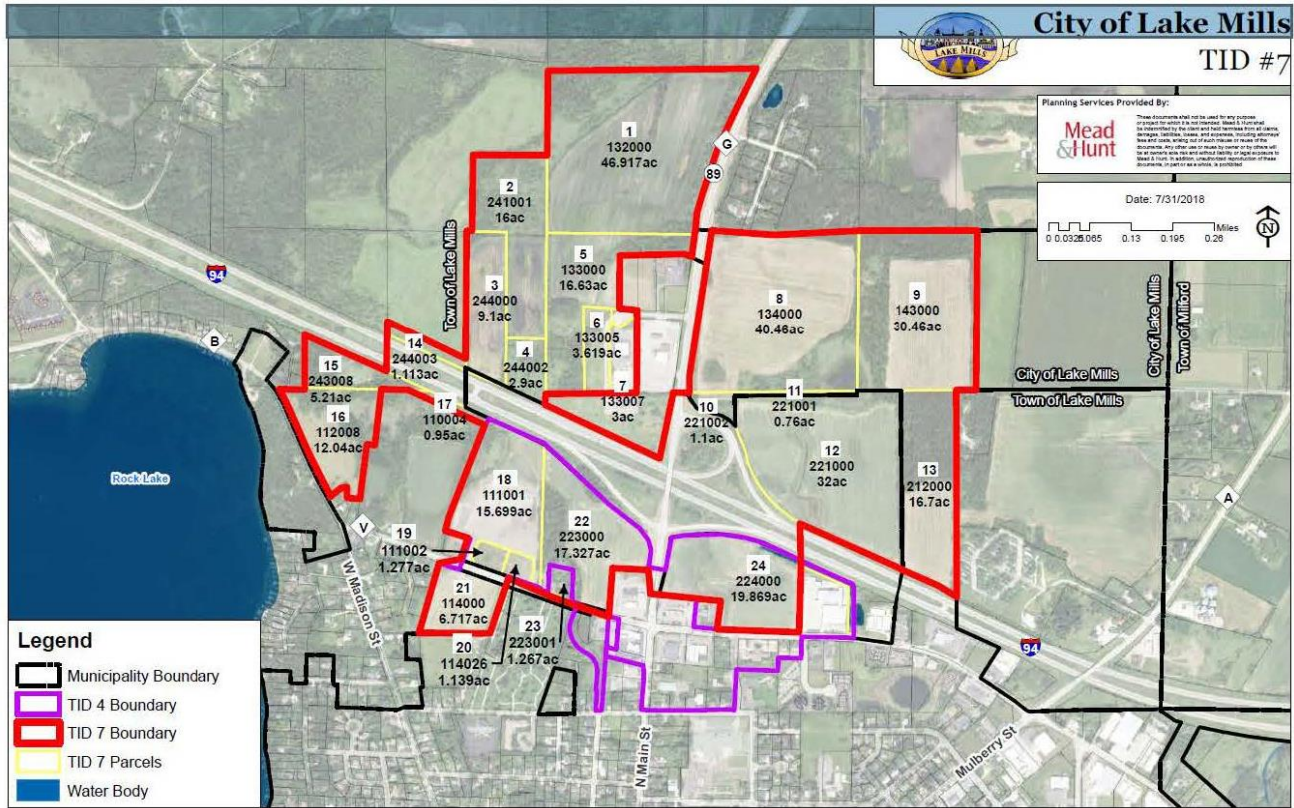
TID 5 → Mixed-use

- Max life: 20 years
- At least 50% of district must be:
 - Industrial
 - Commercial
 - Residential
- Newly platted residential can only make up no more than 35% of district.

TID Overlay Basics

- Boundary of one TID that covers another existing TID's boundaries.
- TID overlay district:
 - “freezes” property value of TID area it covers
 - TID overlay collects any new increment created within the district

Example: Lake Mills – Mixed-Use TID #7



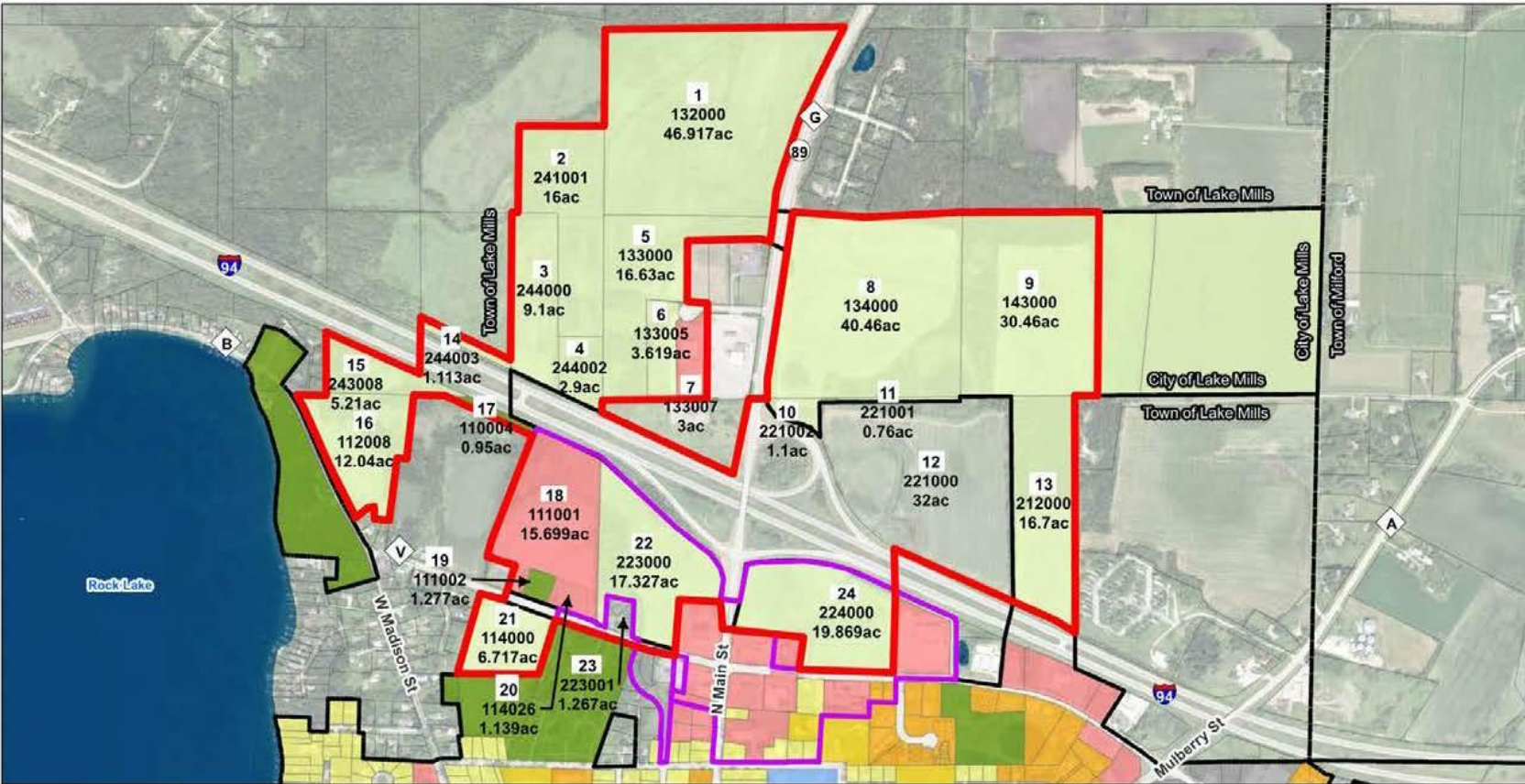
The City of Lake Mill’s adopted “Smart Growth” Comprehensive Plan incorporates the adopted Northside Neighborhood Plan for development of a 755-acre area north of I-94.

The Plan provides for a mix of development types including:

- Commercial
- Mixed residential/commercial areas
 - Single- and multi-family residential development

The plan provides detailed recommendations on a mix of single- and multi- family residences to serve a variety of household sizes, types, and incomes and includes specific recommendations on design and quality standards to ensure residential and commercial character in keeping with the City’s small town character and ensure connectivity throughout the northside.





Legend

Municipality Boundary	Parcels	AG	MF	I
TID 4 Boundary	Water Body	SF	C	Open Space
TID 7 Boundary		TF	CF	School

City of Lake Mills
Map 2: Existing Land Use



Date: 8/7/2018




Planning Services Provided By:



These documents have been prepared by the City of Lake Mills and are intended for informational purposes only. They are not intended to be used for any other purpose. The City of Lake Mills is not responsible for any errors or omissions in these documents. The City of Lake Mills is not responsible for any actions taken based on these documents. The City of Lake Mills is not responsible for any damages or losses resulting from the use of these documents. The City of Lake Mills is not responsible for any actions taken based on these documents. The City of Lake Mills is not responsible for any damages or losses resulting from the use of these documents.



MAP 4: PROPOSED DEVELOPMENT LAYOUT AND PUBLIC IMPROVEMENTS

