



CITY OF MARSHFIELD
MEETING NOTICE

ECONOMIC DEVELOPMENT BOARD

**Thursday, July 7, 2016
City Hall Plaza, Room 108
3:00 p.m.**

AGENDA

1. Call to order – Chairman Sennholz
2. Approve meeting minutes
 - a. EDB Regular Board meeting – June 2, 2016
3. Identify potential conflicts of interest
4. Receive citizen comments
5. Consider and possible action on proposal from Redevelopment Resources for assistance in creating an economic development organization
6. Discussion and possible action on matters related to EDB Priorities
 - a. Housing
 - b. Economic Development Corporation
 - c. Downtown Redevelopment
 - i. Community Square
7. Economic development activity updates
8. Announce next meeting date – Thursday, August 3, 2016 at 3:00 p.m.
2017 Budget meeting
9. Adjourn

NOTICE

It is possible that members of and possibly a quorum of other governmental bodies of the municipality may be in attendance at the above-stated meeting to gather information; no action will be taken by any governmental body at the above-stated meeting other than the governmental body specifically referred to above in this notice

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 this service, contact Deb M. Hall, City Clerk, at 630 South Central Avenue or by calling (715) 384-3636.

Economic Development Board meeting June 2, 2016

Present: Buttko, Dickrell, Martin, Meissner, Wagner. (Staab arrived at 3:22 p.m.)
Absent: Sennholz, Trussoni
Others: Angell, Barg, Eloranta, Olson

Vice Chair Dickrell called the meeting to order at 3:01 p.m. in Room 108 of City Hall.

Approve minutes – May 5th

Buttko moved and Wagner seconded a motion to approve the May 5th meeting minutes as presented. Motion carried.

Conflicts of interest

No members indicated that they had a conflict of interest with anything on the agenda

Citizen comments

Dickrell invited comments from citizens, but no one spoke at this time.

Approve contract with SEH, Inc. for grantwriting services (Community Square)

Angell indicated that SEH has considerable experience writing grants, and they've helped many other Wisconsin communities secure grant funding. He recommended entering into a contract with SEH to submit an application under WEDC's Community Development Investment Grant program, where the City may qualify for a grant of up to approximately \$250,000 for the Community Square project. SEH's fee would be a maximum of \$6,000, with \$3,000 payable upon submitting the application, and the balance due only if a grant is awarded.

Wagner moved and Meissner seconded the motion to authorize city staff to enter into an agreement for services with SEH as outlined in its proposal. Motion carried.

Discussion and possible action on matters related to EDB priorities

- **Housing**: No update, except that Jeff Sargent of CAP Services will be attending the August 4th meeting to advise what they can do for the City in the area of housing.
- **Economic development corporation**: Sennholz has spoken to local banking leaders, and received positive comments. Angell contacted Kristen Fish of Redevelopment Resources (Wausau), who will provide a proposal by mid-June detailing how she and her company could help us create an economic development corporation.
- **Downtown redevelopment**: The City and Marshfield Area Community Foundation (MACF) have signed an agreement establishing a fund for the Community Square project. Efforts are ongoing to find someone to lead the capital campaign; however no one has agreed as yet. A meeting was held with a representative of a potential large donor, and that appears positive, maybe for an amount sufficient to warrant naming rights for the entire park. Other naming rights opportunities exist for the bandshell, splash pad, and corner entrances, and these will be actively marketed.

Discuss 2017 budget schedule and process

Angell reminded everyone that the EDB is getting about \$50,000 less revenue this year, due to a significant decrease in the dividend expected from Marshfield Utilities. Without knowing what we might get next year, it's tough to plan for the 2017 EDB budget. Much discussion occurred on budgeting for the Community Square project, and possible outside revenue sources were mentioned. Wagner noted that 3 key items that must have funding in the 2017 budget are the Community Square project, creation of an EDC, and housing initiatives. It was agreed not to add any special meetings for the 2017 budget process, but to stay with regular meetings for now, focusing on the August 4th meeting.

Economic development activity updates

- Eloranta provided a façade grant update. Close to \$30,000 in funding remains, and efforts continue to recruit applications for improvements to rear building entrances. A few requests were approved in the last 2-3 months, and those projects are moving ahead. Other applications may soon come forward. Discussion occurred on whether to keep funding the façade grant program, especially as Main Street won't likely be able to contribute funds in 2017, but most members expressed support to continue the program, if possible. The downtown parking team is on hold until they receive a greater percentage (90%, if possible) of completed survey forms. Interest in starting a downtown farmer's market was also mentioned and discussed.
- Olson advised that a Wausau area group is working to schedule another retail event, possibly on September 15th. MACCI is actively working on Dairyfest preparations.

Announce next Board meeting date/time

Dickrell announced that the next meeting will be held on Thursday, July 7th at 3:00 p.m. in Room 108 of the City Hall Plaza.

With no other business before the Board, Meissner moved and Martin seconded a motion to adjourn. Motion carried. Dickrell adjourned the meeting at 3:56 p.m.

Respectfully submitted,
Steve Barg, City Administrator



REDEVELOPMENT RESOURCES

Marshfield Economic Development Board

Proposal for Services
June 21, 2016

Introduction:

Redevelopment Resources has been asked to provide a proposal for services to assist the Marshfield Economic Development Board with creating a private sector economic development organization (EDO). There are several levels of assistance and many things to consider when creating a stand-alone organization.

The basic needs of an organization would include creating an organizational structure and funding model, drafting by-laws, developing mission/vision/goals, a work plan and budget for the first few years. A review of activities most appropriately carried out by the new organization would be essential to ensure the focus is on the work with the most opportunity for biggest impact. The City of Marshfield is at the unique and challenging community size where implementation of economic development activities teeters between limited municipal staff, regional organizations and free-standing, private sector groups.

Redevelopment Resources is well-positioned, experientially, to assist the EDB with a host of services to guide the creation of a new entity to best serve the community and meet stated goals.

Organizational Description:

Redevelopment Resources provides development and redevelopment solutions to municipalities, business and organizations which enhance the vitality of the community and improve the local economy. Redevelopment Resources team members have a combined 130 years of experience in communities working to create vibrant business districts and successful economies. Team members have worked together for years in varying capacities and from different vantage points actually doing development work and producing successful results, not just consulting on it.

Our clients include municipalities, non-profit organizations, businesses and property owners. Our economic development, real estate, organizational and planning advisory services can assist in realizing market opportunities, seizing a competitive advantage and implementing the plan to achieve public and private sector goals.

We specialize in identifying opportunities, conducting the proper due diligence, bringing resources (financial, human, technical etc.) and providing solutions to projects necessary to meet community goals and produce intended results.

Redevelopment Resources' collective experience with economic, community and re- development is extensive. Having the vision combined with the knowledge and experience to execute complete projects from conception to implementation gives Redevelopment Resources, and thus the communities in which we work a competitive edge in today's marketplace.

Services offered in the following areas:

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| Marketing organizations, products and services | Economic Development/Redevelopment |
| Organization Structure and Management | Community Development |
| Fundraising and incentives/deal structure | Public Speaking |
| Seminars and Training | Market and project analysis/feasibility |
| Networking and relationship building | |

"Redevelopment Resources did a tremendous job in working with the Community Development Authority Board for policy updates, organizational structure, strengthening the agency, compliance with current federal guidelines and general education of board members. After four months of involvement from Redevelopment Resources, we now have a much more effective, efficient organization to carry out the very important development and redevelopment work that needs getting done".

- Mayor Andrew Halverson, City of Stevens Point, WI.

"Redevelopment Resources met with our City Council and provided insight and advised the City on important issues of future growth and financing measures. Thanks for the work you did in directing our steps ... we're headed in that direction, and progress is in MOTION!"

- Mayor Karyn Hippen, Thompson, ND

Personal attention, impartial recommendations, targeted experience These qualities are ones the City of West Bend sought and ultimately found when we contracted with Redevelopment Resources. Of their government constituents demand Value, Transparency, and Results. Redevelopment Resources helped my office; the City Council and Administration deliver on these expectations in a timely and professional manner. We are pleased with the relationship we have developed and look forward to partnering again in the future.

- Mayor Kraig Sadownikow, City of West Bend, WI

I am very pleased with the work that Redevelopment Resources provided to Downtown Eau Claire Inc., and the South Barstow BID District on a new downtown master plan. They engaged a good representation of downtown stakeholders in the process and listened carefully to the comments. The local sub-committee responsible for working closely with Redevelopment Resources felt they got more than their money worth of work product. In addition, Redevelopment Resources has started introducing us to potential developers and partners that can help us implement our new downtown plan.

-Mike Schatz, Economic Development Director, City of Eau Claire, WI

"The team at Redevelopment Resources conducted an in depth market analysis on our city and provided us with valuable insights and recommendations to put the data to work. We are now better equipped to meet existing business needs and attract new business to our community. They also provided realistic tactics we can employ to make lasting changes in our community for the benefit of all residents and visitors. Thanks RR!"

- Brian Olson, Mayor, City of Elkhorn, WI

"Redevelopment Resources' work on the City's Economic Development Action Plan was professional, customized and realistic. They listened and provided a usable strategy and action plan to guide our efforts well into the future. They recommended steps that are bold but implementable and provided organizational structure solutions to facilitate the implementation of the strategy. Their work went beyond our expectations."

- Jason Angell, Director of the Planning and Economic Development Department and Steve Barg, City Administrator, City of Marshfield, WI

Scope of Work:

Redevelopment Resources proposes the following activities to assist in the establishment of an independent, private economic development/redevelopment organization. These activities can be contracted in pieces or as a group of activities, depending on the needs of the organization.

- 1. Meet with Board to Establish Needs** 3-4 hours
 - a) Redevelopment Resources will meet with the EDB or other individuals wishing to establish new economic development/redevelopment organization.
 - b) Discuss reasons for formation and anticipated goals/hopes, possible funding sources.
 - c) Establish level of outside assistance desired based on list of activities below, and others not readily apparent

- 2. Development of Organizational Structure** 20-36 hours
 - a) Facilitate establishment of organizational structure; name, leadership, terms, duties, roles.
 - b) Establish entity type: Not-for-profit or Non-profit
 - c) Create by-laws

- 3. Develop Mission, Vision, Goals and Work Plan** 18 hours
 - a) Develop mission, vision,
 - b) Guide the existing membership in setting goals for the organization with
 - c) Create a framework for work plan and/or help prioritize projects

- 4. Create Funding Strategy** 18 hours
 - a) Develop understanding of how organization will be funded
 - b) Establish protocol for on-time vs. ongoing funding
 - c) Set up budget for organization
 - d) Generate list of options for funding for a variety of projects and types of work

Redevelopment Resources' approach to the work:

Kristen Fish and Mary Rajek will work together to meet with the group and provide the assistance listed above. Kristen Fish will serve as project manager and be the main point of contact.

Where Kristen and Mary's skills and experience cross and match up, this team offers solid representation and a consistent level of service for the organization and will work in earnest for its best short- and long-term interest.

Investment: Based on the items identified in the scope of work, an estimated 76 hours is projected to be invested. At the hourly rate of \$105/hour, an investment of \$7,980 can be expected. Only hours worked will be invoiced. Consultant team will not work more than 76 hours without express written permission prior to incurring the hours.

Mileage will be reimbursed at the current IRS rate of \$.54 per mile.

Project to be completed no later than 120 days from contract date.

Team Bios



**Kristen Fish, CEcD, Principal and Managing Partner
Redevelopment Resources**

Ms. Fish has 20 years of direct experience leading the business development efforts of a small municipality, and working in both media and manufacturing sectors. In 2009 she and two colleagues started Redevelopment Resource, an economic development consulting firm which operates throughout the Midwest. She has managed all aspects of a business development program including business recruitment, retention, entrepreneurial programming, marketing, loan fund management and deal structuring. She managed development in a 400+ acre industrial park, and also managed multiple Tax Increment Financing Districts from creation to fulfillment.

Her work through Redevelopment Resources focuses on bringing results to businesses and communities through proactive business recruitment, retention, creative financing, tax incremental financing district creation and implementation, organizational structure consulting and commercial real estate development and redevelopment.

Ms. Fish was President of the Wisconsin Economic Development Association (WEDA) in 2008 and served as the Executive Director from 2011-2014. Other organizational structure work through Redevelopment Resources includes department reorganization and executive search for the City of West Bend, WI; Interim Executive Director and Executive Search for the Fond du Lac County Economic Development Corporation (FCEDC); and Executive Search work for the City of Whitewater, WI.

She is a Board Member of the International Economic Development Council (IEDC) from 2006-2008, and again currently. She is a Certified Economic Developer (CEcD) through the International Economic Development Association, and an Economic Development Finance Professional, (EDFP) through the National Development Council. She has her Master of Business Administration from the University of Wisconsin, Oshkosh, and her Bachelor of Business Administration in Marketing from the University of North Dakota.

Mary Rajek, Economic Development Associate Redevelopment Resources, LLC



Mary Rajek is an Economic Development professional with Redevelopment Resources focused on client project management, research and implementation. She has been working in economic development since 2008, where she served both the Platteville Area Industrial Development Corporation and with the Economic Development team at Alliant Energy Corporation.

She served as an Economic Development Specialist with the Rock County Development Alliance, and as the Executive Director of the Evansville Area Chamber of Commerce & Tourism. She has had experience in providing economic development services and support at Community, County, and Regional levels, and has had the opportunity to spearhead business and entrepreneurship support programs at the County level.

Ms. Rajek holds a B.S. in Communications for UW-Superior (2005), as well as B.S. degrees in both Business Administration and Business Economics Comprehensive from UW-Platteville (2009). She is currently working towards her Certified Economic Developer designation through the IEDC.

Evansville Area Chamber of Commerce & Tourism

Executive Director

- Enhanced and maintained website content, with a focus on providing right-sized, effective information that works to bolster Economic Development efforts in the Evansville Area
- Synthesized datasets to develop a targeted, searchable market saturation database for the Evansville Area
- Worked daily to enhance membership value through local, state, and regional advocacy; planning and facilitation of community and Chamber events; and provision of small business counseling as requested

Rock County Economic Development Alliance

Economic Development Specialist

- Researched, developed and administered the Rock County 5.0 Accelerate Your Business Plan Contest, serving more than 30 area businesses and conferring up to \$65,000 in cash and in-kind sponsor services
- Coordinated and/or facilitated workshops and seminars for entrepreneurs and existing small businesses
- Worked to bolster local and regional supply chain connectivity through the development of the Manufacturer's Directory and B2B Directory found at www.rockcountyalliance.com
- Maintained databases on targeted industry retention, attraction and incentivized development throughout the United States, resulting in an overview of regional best practices for local research and application