6:00 PM – CITY OF MARINETTE COMMON COUNCIL

1. PLEDGE OF ALLEGIANCE

2. ROLL CALL FOR COMMON COUNCIL MEMBERS

3. CITIZEN COMMENTS (Limited to five (5) minutes per person per Municipal code on agenda items only)


5. REPORTS FROM DEPARTMENTS, CITIZEN BOARDS AND COMMISSIONS (This item shall include a written monthly financial report from Marinette Water and Wastewater Utilities Commissions.)  \( \text{(Page #'s 4 - 64)} \)


7. COMMUNICATIONS
   b. Discussion regarding Committee meetings on February 18th moving to Wednesday February 19th. (Spring Primary Election takes place)

8. MAYOR’S REPORT & APPOINTMENTS

9. FINANCE AND INSURANCE COMMITTEE (Committee Chairperson Kowalski)
   a. Recommendation to grant advance authorization to pay February 2020 expenditures pursuant to WI Stat. § 66.0609 contingent upon final review & approval of City of Marinette Finance and Insurance Committee.
   b. Consideration and approval of the January 2020 budget reports.
   c. Consideration of recommendation regarding sale of PD tactical vehicle.
   d. Consideration of recommendation regarding Airboat purchase commitment.

10. PERSONNEL AND LICENSE COMMITTEE (Committee Chairperson Keller)
    a. Consideration and possible action regarding fourteen (14) new operator license applications.

11. CIVIC AFFAIRS, TRAFFIC AND LIGHTS & CEMETARY COMMITTEE (Committee Chairperson Flatt)
    a. Civic Affairs, Traffic, Lights & Cemetery did not have a monthly meeting in January.

12. BOARD OF PUBLIC WORKS (Board President Marx)
    a. Consideration and possible action regarding recommendation of bids for Exterior Wall Panels.

13. PARKS AND RECREATION COMMITTEE (Committee Chairperson Kowalski)
    a. Parks and Recreation had no Common Council recommendation for the month of December.

C:

Common Council Agenda Page 1 of 2
14. PUBLIC SAFETY AND CODE ENFORCEMENT COMMITTEE (Committee Chairperson Skorik)
a. Consideration & possible action regarding recommendation to approve MOU between Marinette Sheriff Department and Marinette Police Department for use of Bearcat.

15. PLAN COMMISSION (Mayor Genisot)
a. Plan Commission had no Common Council recommendations for the month of January.

16. NEW BUSINESS
a. Discussion and possible action regarding agreement between Cedar Corporation and the City of Marinette regarding Housing Development Services.

17. RESOLUTIONS & ORDINANCES
a. Resolution No. 02-2020 –Approving City of Marinette Transportation Coordination Committee Resolution No. 863 recommending Common Council approval of a resolution approving Contract Number 20002-06 for a contract between the City of Marinette and Bay-Lake Regional Planning Commission for CY 2020 Shared-Ride Taxi Program professional administrative services related to provision of technical assistance.

18. CLOSED SESSION

Deliberating or Negotiating the Purchasing of Public Properties, the Investing of Public Funds, or Conducting Any Other Specified Public Business, Whenever Competitive or Bargaining Reasons Require a Closed Session Pursuant to Wis. Stats. Section 19.85(1)(e), to wit: negotiation strategy regarding Recreation Center Tolling Agreement with Serv-Ice Refrigeration, Inc.

Deliberating or Negotiating the Purchasing of Public Properties, the Investing of Public Funds, or Conducting Any Other Specified Public Business, Whenever Competitive or Bargaining Reasons Require a Closed Session Pursuant to Wis. Stats. Section 19.85(1)(e), to wit: outside Counsel for PFAS Water issues.

Pursuant to Wis. Stat. §19.85(2), the Common Council may reconvene in open session immediately after conclusion of the closed session to take action, if any, on any closed session agenda items.

19. ADJOURNMENT

MAYOR STEVE GENISOT

Requests from individuals with disabilities who need special accommodations to participate in this meeting or hearing should be made to the City Clerk's Office at 1-715-732-5140 with as much advance notice prior to the meeting as possible.
Proposal

to provide

Housing Development Services

for the

City of Marinette

Cedar Corporation
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Attachments included:
- Example Site Marketing Material
- Example RFQ
January 30, 2020

Mayor Steve Genisot
City of Marinette
1905 Hall Avenue
Marinette, WI 54143

Dear Mr. Genisot:

Thank you for the opportunity to assist the City of Marinette by providing services to foster housing development in the City. We have assembled a team for this project who have conducted housing related studies and development plans, served on a regional housing taskforce, and worked with communities and agencies to plan for housing throughout the State of Wisconsin. We believe this broad range of experience will fit well with the needs of your project.

Cedar is proposing a Project Team of senior level leaders supported by additional planning staff, as needed. Jim Frymark will serve as your contact during the project, while Seth Hudson will serve as the Project Manager. Jim and Seth, along with the others on our Project and Support Teams, have extensive planning and facilitation experience.

- **Jim Frymark**, Senior Planner, has over 45 years of experience working with CDBG programs at the state level. This work includes administering the state CDBG program while working at the Wisconsin Department of Commerce.
- **Seth Hudson**, Certified Economic Development Finance Professional, has over 19 years of economic development experience working with public and private entities on business attraction, expansion, and retention projects along with community facilitation and strategy development.
- **Ken Jaworski**, Senior Consultant, has over 30 years of experience in community comprehensive planning and also assists with public meeting facilitation, planning and zoning administration, GIS mapping, business development, and contract negotiation and execution.
- **James Erickson**, Planner, has two years of experience which includes mapping, geoprocessing and spatial analysis, process automation, data collection and interpretation, and review of municipal ordinances.
- **Josh Braun, PE**, Project Engineer, has over seven years of experience in design, project management, construction oversight, and field inspections.

Cedar is prepared to begin working with the City of Marinette upon notification.

We look forward to meeting with you to further discuss your project.

If you have any questions, please contact Seth Hudson or Jim Frymark at 800-472-7372.

Sincerely,

CEDAR CORPORATION

Seth Hudson, EDFP
Sr. Manager Economic and Community Development
seth.hudson@cedarcorp.com

Jim Frymark
Client Manager and Senior Planner
jim.frymark@cedarcorp.com
PROFESSIONAL SERVICES

Since 1975
85 Employees
4 Office Locations
Full-Service Design Firm

- CIVIL/MUNICIPAL ENGINEERING
- SURVEYING/GPS/GIS
- ARCHITECTURE
- WASTEWATER SERVICES
- TRANSPORTATION
- STRUCTURAL ENGINEERING
- WATER RESOURCE SERVICES
- ENVIRONMENTAL SERVICES
- LANDSCAPE ARCHITECTURE
- GRANTS/FUNDING ASSISTANCE
- PLANNING/ECONOMIC DEVELOPMENT
Corporate Profile

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

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

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

STAFF RESOURCES
Our staff resources include 21 Professional Engineers, 2 Licensed Wastewater Treatment Facility Operators, 2 Licensed Water System Operators, 3 Professional Land Surveyors, 5 Planners, 1 Economic Development Specialist, 2 Registered Architects, 1 Interior Designer, 1 Registered Landscape Architect, 3 Professional Geologists, 3 Environmental Specialists, 1 Hazardous Materials Manager, and a strong support staff of technicians and administrative personnel. All of these individuals take pride in continuing education course work to stay abreast of current developments within their professions. To provide a work setting that meets the challenges of the industry, as well as the skill levels of the employees, the company maintains a state-of-the-art computer network and related technology.

LOCATION
Cedar Corporation’s corporate headquarters is located in Menomonie, Wisconsin. To better serve our clients, we have additional offices located in Madison, Green Bay, and Cedarburg, Wisconsin.

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

Quality
Cedar Corporation is committed to providing our clients with the best solutions, satisfying the programmatic parameters. We strive to provide the best service to our clients by promoting excellence within our own firm.

Timeliness
Equal in importance to quality is timeliness. This is critical for the client in making swift and accurate decisions regarding project development. The success or demise of a project is tied directly to the timing of the documents necessary for funding, municipal approvals, and construction. As important as any design issue is scheduling; we have the flexibility to mobilize our resources according to the demands of the project and maintain continuity of its development.

Cost
The project budget is based on the scope of services provided. Cost estimating will verify compliance with the established budgets or, in some cases, point out programmatic or design deficiencies. Through our experience and industry aids, we have an exemplary record of predicting costs of our services and of construction costs—well within industry standards.

The issues of timeliness and cost are interlocked with each one influencing the project as a whole, as well as each other. We recognize this relationship and consider each to be critical to the success of the project while also being the judge of our performance. It is this attention to our clients’ concerns that sets Cedar Corporation apart from our peers—we pledge to you our commitment to excellent service.
Professional Services

CIVIL/MUNICIPAL ENGINEERING
- Streets, Roads, and Highways
- Water Supply, Storage, Distribution
- Municipal Engineering
- Site Selection Studies
- Traffic Studies
- Storm Water Management
- Industrial Park Layout
- Flood Control Analysis
- Solid Waste
- Cost Estimating

STRUCTURAL ENGINEERING
- Bridge Design
- Bridge Inspections
- Construction Inspection
- Dam Design and Analysis
- Building Design and Analysis
- Structural Assessments
- Foundation Design and Analysis

WASTEWATER SERVICES
- Facility Planning
- Wastewater Treatment Facility Design
- Construction Services

PLANNING/ECONOMIC DEVELOPMENT
- Municipal Comprehensive Plans
- Planning and Zoning Administration Services
- Zoning Ordinances Preparation
- Block Grants
- Public Facility Grants
- Feasibility Studies
- Relocation Plans
- Redevelopment Planning
- Economic Development Strategies
- Identification of Project Funding
- Public Information Surveys
- Mapping/GIS
- Funding Assistance/Project Pro formas
- Impact Fees
- Tax Incremental Finance Districts

SURVEYING
- Plats and Subdivisions
- Property Surveys
- GPS Surveys
- Topographic and Site Surveys
- Aerial Control Surveys
- Re-Monumentation Surveys
- Right-of-Way Plats
- County and Transportation Project Plats (TPP)

ARCHITECTURE
- Industrial, Commercial, Retail Design
- Municipal Buildings
- Libraries
- Educational
- Religious
- Recreation
- Multi-family Residential
- Nursing Homes and Congregate Care
- EMS and Fire Stations
- Fire Protection Systems
- Fire Alarm Design
- Building Envelope/Energy Retrofit
- Heat Recovery Systems
- Energy Management Studies
- Plumbing and HVAC Design
- Adaptive Re-use
- Retrofit Design

ENVIRONMENTAL SERVICES
- Phase I and Phase II Site Assessments
- Environmental Investigations
- WDNR Assured Wetland Delineations
- Asbestos and Lead Assessment and Monitoring
- Soil and Groundwater Remediation Design
- Monitoring – Air, Water, Noise, Particulate
- Hazardous Building Materials Assessments and Abatement Oversight
- Building Deconstruction Planning and Oversight
- Spill Prevention Control and Countermeasure Planning

LANDSCAPE ARCHITECTURE
- Site Design
- Park/Recreation Planning and Design
- Urban Streetscapes
- Planting Design
- Hydraulic Analysis
- Erosion Control Design

WATER RESOURCE SERVICES
- Analytical Modeling
- Water Quantity, Quality
- Wetland Delineation, Mitigation and Monitoring
- Storm Water Erosion Control
- Shoreline Restoration
- Storm Water: Best Management Practices
- Storm Water Pollution Prevention Planning
Project Understanding

Cedar understands that the primary focus of the project is to assist the City of Marinette with fostering housing development in the City. Specifically, the City would like to:

- Identifying the top two sites for housing
- Create site specific development information about each site
- Create a Request For Qualifications document to strategically target housing developers and to seek their interest in developing housing on the sites
- Assist in identifying and obtaining financial incentives in support of the housing projects to reduce or eliminate any financial gap in the projects
- Facilitate the closing of a transaction, on behalf of the City, that results in the development of additional housing units.

Work Plan

Cedar Corporation is proposing the following scope of services to support the City of Marinette with its ongoing housing/economic development related activities. At the direction of the Mayor, Cedar would perform the following housing and economic development activities on a time and materials basis with a not to exceed price per phase.

Phase I – Creation of site-specific marketing information

1. Work with City staff, identification of the top two (2) sites for potential housing development

2. Assist City staff in gaining some form of site control, such as an option or memorandum of understanding that locks in a sale price for a period of time

3. Develop site specific information that would be used to market the site to potential developers. This step would create site specific information that highlights the key development factors of the two sites, the creation of corresponding site maps, and the gathering of supporting documents as called out below:
   - Site Location
   - Site Size and Zoning
   - Site Ownership and Terms of Sale
   - Transportation Infrastructure
   - Amenities and On-Site Structures
   - Municipal Infrastructure and Capacity
   - Private Utility Infrastructure and Capacity
   - Floodplain and Wetlands
   - Topography
   - Other site restrictions that would impact development
   - Available Local Incentives
Work Plan

Phase II - Creation of Request for Qualifications document

1. Cedar would draft a Request for Qualifications ("RFQ") document that would be used to seek statements of qualifications/interest from developers (individuals, firms, or teams) interested in presenting a viable design and/or redevelopment concept for the two housing sites in the City of Marinette. Through this process, the City will reserve the right to select a firm, multiple firms, or decide to take no additional action at its discretion.

2. At a minimum, the RFQ would contain:
   - Purpose of RFQ
   - Short description of Marinette and its location within the region
   - High-level market summary of Marinette using existing studies and information
   - Site description – see Phase I above
   - Summary of zoning requirements and any related comprehensive plan sections that supports the development of housing on the sites
   - The City’s preferred development uses/standards for the sites: such as housing types, sizes, price points, mixed-use, and parking

3. The RFQ would, at a minimum, request the following information from respondents:

   Development Team
   - Identify the legal name of the respondent and affiliates who would become directly responsible for the various aspects of a proposed development
   - Describe the proposed organizational structure for the project team, their roles, reporting responsibilities, and team interface with the City
   - Brief description of key project team members backgrounds and history

   Experience
   - Demonstrate the team’s experience in urban design, site planning, and building design relative to housing
   - Demonstrate the team’s experience in place making and community engagement to developing and refining a final product that is embraced and supported by the community
   - Demonstrate the team’s experience with public/private partnerships. Include brief examples that list project size in total land and building area, project scope, project location, and development value
   - Discuss work experience in the local market, the State of Wisconsin, and/or the Midwest
   - Include a list of contacts from a minimum of three (3) similar redevelopment projects that provide evidence of the respondent’s ability to plan and complete this project

   Financial Capability
   - Provide evidence that the proposed venture has the financial stability and capability to undertake the project
   - To the extent possible, the development venture should provide the financing approach(s) it wishes to use and the role(s) it expects the City to have (financial, other, etc.)
   - Describe the team’s experience in structuring and financing public/private development projects
Work Plan

Conceptual Proposal

- Provide conceptual site layout showing proposed building location(s), massing, and breakdown of unit types and sizes
- Show estimate heights of building(s)
- Show parking locations and total number of parking needed to support the project
- Show the vacation or relocation of any impacted City right-of-way, if needed, to support the project

Other

- Provide any other information that will help the City understand the capabilities, advantages, and limitations of respondents, including financial, technical, and administrative dimensions
- Include information about what kind(s) of arrangements may be most attractive and any potential barriers, and how those might be mitigated

Phase III – Represent the City in facilitating the closing of a successful housing project(s)

1. Using the RFQ (see Phase II above), market Marinette to housing developers. This would be achieved by sending the RFQ to a list of housing developers, listing the RFQ on key state and regional (Midwest) development websites, etc.
2. Represent the City when working with prospective developers to facilitate the development of housing (workforce, affordable, and/or market) in the City
3. Take calls from potential developers seeking housing development opportunities in Marinette
4. Identify and track available programs, grants, loans, etc. that the City could potentially utilize to offset development costs and/or reduce project financial GAP’s in support of the City’s housing project(s)
5. Analyze proposed housing development projects for economic impact and ensure they meet the goals and objectives of the community
6. Review and suggest modifications to developer prepared conceptual site plans in support of the City’s vision for a project(s)
7. Perform high level TIF impact modeling in support of projects, to then be shared with the City’s financial advisor
8. Coordinate potential incentives such as Low-Income Housing Tax Credits, Historic Tax Credits, New Market Tax Credits, CDBG funds, USDA funds, other housing programs (county, state, federal) that could be used by the developer, etc. in support of the proposed housing project(s)
9. Working with City staff and the City’s financial advisor, develop potential incentive package(s) that would encompass all relevant financial tools such as TIF, land right-down, grants, loans, etc.
10. Represent the City and liaison with private landowners to assist with any needed land purchases in support of the housing project(s)
11. Determine high-level cost estimates to extend public utilities in support of housing projects
12. Answer calls, emails, or other forms of communication from staff
13. Attend City meetings related to housing and economic development items, as needed, to move project(s) forward
Anticipated Costs of Service

Due to the nature of this type of project we have separated the actions into three phases with each phase building upon the previous one. It is Cedar's intent to move from phase to phase with approval from City Staff. Phases I and II are fixed fees with Phase III based on time and materials with a not to exceed price. This approach allows for flexibility due to the uncertain nature of development and the amount of time and support that would be needed to bring a project to closure.

Cedar Corporation is open to utilizing City staff to reduce costs where appropriate and applicable by the parties in any of the phases.

**Phase I - Creation of site-specific marketing information for two sites**

$10,000

**Phase II - Creation of Request for Qualifications Document**

Including dissemination of the RFQ through Cedar’s network of developers

$4,000

**Phase III - Facilitating the closing of a successful housing project(s)**

Time and materials not to exceed $10,000, meaning the City will only be charged for direct hours supporting the portion of the project at an hourly rate of $145.00

$10,000

Total Fee Not to Exceed

$24,000
Project Team

**Seth Hudson, EDFP**
Senior Manager of Economic and Community Development Services

*Seth Hudson* is a Certified Economic Development Finance Professional and graduate of Economic Development Institute (EDI), Certified Economic Developer Program. Seth has over 21 years of economic development experience working with public and private entities on economic development, redevelopment, and real estate development projects. He has facilitated the expansion and attraction of thousands of projects in both rural and urban settings through the site identification, entitlement, and incentive processes. Seth is versed in the multitude of financial programs that can be brought forward in support of economic development projects such as tax increment financing and state and federal financial programs. Seth is trained in facilitation and has guided many organizations through their strategic planning processes.

**Education**
Graduate of Economic Development Institute (EDI), Certified Economic Developer Program (2001)
BA in Economics and Political Science: University of Southern Maine (1996)
**Total Experience:** Since 1997

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**James Frymark**
Senior Planner

*Jim Frymark* is a member of Cedar Corporation's planning team and has worked with the CDBG program since its inception in 1976. This work includes administering the CDBG programs at the state level during his 38 years with the Wisconsin Department of Commerce. The administration of these programs included the review of hundreds of applications for financial assistance and overseeing compliance with governing state and federal regulations. Having worked with hundreds of towns, villages, cities, and counties, he understands the challenges faced by communities in their efforts to grow and prosper and attract new residents and businesses.

**Education:**
MS in Urban Geography and Planning: Western Kentucky University
BS in Business Administration: University of Wisconsin-Eau Claire
**Total Experience:** Since 1972

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**Josh Braun, PE**
Project Engineer

*Josh Braun, PE* brings over seven years of experience in Civil Engineering. He is knowledgeable in design, project management, record survey and drawings, construction oversight, and field inspections. He provides exemplary communication with clients to effectively achieve project goals. He is abreast of computer programs, such as AutoCAD and Revit. He has the capability of working with various entities to coordinate activities and permits.

**Education**
BS in Civil Engineering: University of Wisconsin-Madison (2012)
**Total Experience:** Since 2012
Project Team

Ken Jaworski brings over 30 years of experience in community comprehensive planning, land use, natural resource management, park planning, and farmland preservation. Ken is an accomplished facilitator and presenter having led conference presentations for WTA, WAPA, and various other organizations. He is knowledgeable in zoning ordinance development and zoning administration. Ken has extensive experience developing fundraising strategies for 501c3 non-profit organizations including planning giving, underwriting, and sponsorships. Ken has served as project manager, facilitator, author or co-author in the development of over 80 Comprehensive Plans within Wisconsin’s Smart Growth requirements.

Education
Bachelor of Science Regional Analysis, Co-Major in Geography: UW-Green Bay (1982)
Total Experience: Since 1983

James Erickson is a member of Cedar Corporation’s Planning Team. James’ experience includes Geographic Information Systems (ArcGIS and QGIS), geoprocessing and spatial analysis, process automation, data collection and interpretation, map creation, creation of site development layouts, and marketing materials. James is also experienced in environmental resource and municipal ordinance review, as well as zoning and comprehensive planning administration. He offers diverse support to the planning and economic development team.

Education
BS in Geography and Anthropology: University of Wisconsin—Eau Claire
Associate Degree in Liberal Arts and Sciences: University of Wisconsin—Barron County
Total Experience: Since 2017
Project Team

City of Marinette
Mayor Steve Genisot

Jim Frymark
Client Manager
Senior Planner

Seth Hudson, EDFP
Project Manager
Senior Manager of Economic and Community Development Services

Josh Braun, PE
Project Engineer

Ken Jaworski
Senior Consultant

James Erickson
Planner/GIS

Current Housing Studies Under Contract

PROJECT: City-Wide Housing Study
CLIENT: City of Waupun
DESCRIPTION: Cedar is conducting a housing study and needs assessment to help the City develop a meaningful sense of the housing market, as well as an understanding of key housing issues and how they affect the City of Waupun.

PROJECT: County-Wide Housing Study
CLIENT: Calumet County
DESCRIPTION: Cedar is studying the Workforce and elder housing demand throughout the county in order to develop a creative and usable planning document that contains development and redevelopment goals and strategies that are mutually beneficial for the County and the local municipalities.
Representative Projects

Our Project Team members have worked on several recent projects that have similar requirements and tasks that we believe qualify Cedar Corporation to perform the tasks needed for the Consolidated Plan update. A brief summary of these projects are provided below.

PROJECT: Analysis of Impediments of Fair Housing Choice 2018
CLIENT: City of Eau Claire
LOCATION: Eau Claire, Wisconsin
CONTACT: Keith Johnathan, Housing Authority Executive Director, 715-839-4953
COST: $5,750

DESCRIPTION: Cedar Corporation completed the Analysis of Impediments of Fair Housing Choice for the City of Eau Claire Housing Authority. The Analysis provided an assessment of City policies, programs, and U.S. Census data in order to identify trends and conditions that can impact the ability of low to moderate income residents to find affordable housing. The Analysis identified eight impediments to fair housing choice and recommended actions that can be implemented to address the impediments.

PROJECT: Chippewa Valley Housing Task Force 2018-2019
CLIENT: City of Altoona and City of Eau Claire
LOCATION: Chippewa County and Eau Claire County, Wisconsin
CONTACT: Josh Clements, City Planner, 715-839-6092
COST: Volunteer Services, Estimated Value: $5,000

DESCRIPTION: Project Team members Patrick Belfuss and Seth Hudson were members of the Chippewa Valley Housing Task Force, a voluntary group of stakeholders collaborating to better understand area housing challenges, investigate solutions and encourage interdisciplinary cooperation to increase affordable housing. The Task Force identified factors that limit housing affordability and contribute to rising costs of living, investigated potential solutions, and generated recommendations to foster collaboration to increase affordable housing. Cedar Corporation provided data analysis that looked at the relationship between job trends, housing values, and affordability.
Representative Projects

PROJECT: Village of Hilbert Village-Wide Development Plan 2018
CLIENT: Village of Hilbert
LOCATION: Hilbert, Wisconsin
CONTACT: Dennis DuPrey, Village Administrator/Clerk, 920-853-3241
COST: $50,000

DESCRIPTION: The Village of Hilbert contracted with Cedar Corporation to assess the needs of the community, evaluate utilities to accommodate growth, and to create strategies to increase commercial, industrial, and residential development. Cedar Corporation hosted a housing forum and invited area realtors, developers, contractors, property managers, business owners, and school district officials to discuss the employee needs of industry and the lack of new residential development. Cedar Corporation created a conceptual site plan for single family and multi-family housing, cost estimates to extend utilities to serve the development, and identified incentives to act as a catalyst for residential growth.

PROJECT: City of Washburn Development Plan for City-Owned Properties 2016
CLIENT: City of Washburn
LOCATION: Washburn, Wisconsin
CONTACT: Scott Kluver, City Administrator/Clerk, 715-373-6160
COST: $13,250

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

Cedar Corporation has been helping communities, both large and small, with Economic and Community Development projects for over 40 years. These projects have promoted economic growth and community development by providing more options for housing, jobs, and increased tax base while improving the quality of life for residents. The following offers a list of the services Cedar Corporation provides to communities that we will bring to your planning project to ensure a useful and quality planning document.

Workforce Housing
Today, more communities are involved with the planning and development of workforce housing. Cedar Corporation works with communities and housing stakeholders (realtors, contractors, and developers) to understand local housing needs. Cedar incorporates local housing needs into conceptual residential development plans that accommodate different types of housing and amenities that enhance communities. Cedar also identifies programs and incentives for the development of local housing.

Community Planning Services include:
- Housing Studies
- Conceptual Site Layouts
- Mixed-Use TIF Districts
- Meeting organization and facilitation with community housing stakeholders
- State and Federal housing program implementation
- Housing Tax Credits

Economic Development
At Cedar Corporation, Economic Development is not an afterthought, rather a driver to a community’s success. Through Cedar Corporation’s integrated economic development offering, we assist communities in understanding what drives their local economy and how best to position the community for future growth and success.

Economic Development Services include:
- Economic Development Strategy Creation
- Industrial Park Development
- Business Retention and Expansion Program Development
- Business Attraction Strategies
- Tax Increment Finance (TIF) Analysis, Creation, and Amendments
- Market Analysis and Trends
- Economic Impact Modeling
- What-If Scenarios
- Economic Development Marketing/Recruitment
- Employment Trends and Workforce Analysis
- Cluster/Target Industry Analysis and Development
- Project Proforma Development
- Facilitation and Community/Stakeholder Communications
- Gold Shovel, Industrial Sites Documentation Program
- State of Wisconsin, Certified Sites Program Designation
- Incentives for Economic Development Projects
Experience and Background

Financing and Deal Structuring
Cedar Corporation has extensive experience in identifying and obtaining funding for both public and private clients. This experience includes working with most state agencies and several federal agencies in presenting client proposals, showing the funding agency the merits of the proposal, and how it also meets both the goals and objectives of the agency and the clients'. This allows us to develop timelines and implementation strategies to best position our clients for success.

CDBG Experience
Cedar Corporation has a solid track record of administering CDBG programs since 1978, which attests to our ability, reliability, expertise, and understanding of the services required for this program. Along with administering planning and public facilities grants, we also administer CDBG - Housing Rehabilitation and Revolving Loan funds for over 25 communities and have administered more than $62 million in active CDBG-PF Grant Funds for 52 communities during the past 35+ years. Our CDBG Grant Administration team has extensive knowledge with the rules and regulations required by the Wisconsin Department of Administration. Our many years of experience, attention to detail, long-term relationships, and knowledge is what sets Cedar apart from its competition.

Tax Increment Financing
Cedar Corporation has worked on a wide range of TIF projects over the past 40 years. This includes working on over 100 TIF projects in the past 10 years that involved either creating new districts and amending existing ones in support of community and economic development opportunities. We have also negotiated and drafted hundreds of development agreements on behalf of our clients while running just as many TIF impact calculations.

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

Redevelopment, Property Acquisition, and Blight Removal
Cedar Corporation works with communities to acquire, plan, create redevelopment concepts, and market redevelopment opportunities. Successful redevelopment of properties in a community revitalizes blighted or underutilized areas and increases the communities tax revenue. Redevelopment is a catalyst for economic growth that renews neighborhoods and commercial areas. This process involves working with a diverse group of interested parties to achieve a community vision. Cedar's trained staff in facilitation allows us to build consensus out of multiple points of view. This, coupled with our project management experience, enables us to drive redevelopment projects forward while building consensus.

Cedar Corporation’s Redevelopment Services include:
- Community Facilitation
- Identification of Redevelopment Sites
- Proposed Redevelopment Concepts and Cost Estimates
- Site Planning and Building Design
- Artistic Rendering including 3-D modeling
- Project Proforma Creation
- Environmental Assessment
- Site Clean-up
- TIF District Estimates, Creation and/or Amendments
- Identification of Grants, Tax Credits, and other Funding Options
- Project Management
- Development of Marketing Strategies