



City of Appleton

100 North Appleton Street
Appleton, WI 54911-4799
www.appleton.org

Meeting Agenda Community & Economic Development Committee

Wednesday, May 27, 2015

5:00 PM

Council Chambers, 6th Floor

1. Call meeting to order
2. Roll call of membership
3. Approval of minutes from previous meeting

[15-895](#) CEDC Minutes from 5-13-15

Attachments: [CEDC Minutes 5-13-15.pdf](#)

4. Public Hearings/Apearances

5. Action Items

[15-896](#) Request to proceed with the Phase III services of work related to the Fox Cities Exhibition Center as outlined in the attached Hinshaw & Culbertson Engagement Letter

Attachments: [Memo to CEDC ARA on H C Phase III .pdf](#)
[HC Exhibition Center engagement letter 5-21-15.pdf](#)

[15-897](#) Request to approve the Economic Development Strategic Plan

Attachments: [Memo to CEDC ARA and Council EDSP.pdf](#)
[EDSP PowerPoint Presentation.pdf](#)
[Appleton Brochure 4-15-15.pdf](#)

6. Information Items

7. Adjournment

Notice is hereby given that a quorum of the Common Council may be present during this meeting, although no Council action will be taken.

Any questions about items on this meeting are to be directed to Karen Harkness, Director of Community & Economic Development Department at 920-832-6468.

Reasonable Accommodations for Persons with Disabilities will be made upon Request and if Feasible.



City of Appleton

100 North Appleton Street
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www.appleton.org

Meeting Minutes - Final Community & Economic Development Committee

Wednesday, May 13, 2015

5:00 PM

Council Chambers, 6th Floor

1. Call meeting to order

Meeting called to order at 5:00 p.m.

2. Roll call of membership

Present: 4 - Alderperson Coenen, Alderperson Baranowski, Alderperson Siebers and
Alderperson Williams

Excused: 1 - Alderperson Jirschele

Others present:

Alderperson Joe Martin, District #4

Alderperson Kathy Plank, District #7

Alderperson Kyle Lobner, District #13

Roger Hopkins, Hopkins Solutions, LLC (via Go To Meetings)

Chris Manheim, Manheim Solutions, Inc. (via Go To Meetings)

Dan French, Manheim Solutions and Brownfield Listings (via Go To Meetings)

Michelle Vachon, Manheim Solutions, Inc. (via Go To Meetings)

3. Approval of minutes from previous meeting

[15-726](#)

CEDC and Joint CEDC/ARA Minutes from 4-27-15

Attachments: [CEDC & ARA Minutes 4-27-15.pdf](#)

**Alderperson Baranowski moved, seconded by Alderperson Williams, that the
CEDC and Joint CEDC/ARA Minutes from 4-27-15 be approved. Roll Call.**

Motion carried by the following vote:

Aye: 4 - Alderperson Coenen, Alderperson Baranowski, Alderperson Siebers and
Alderperson Williams

Excused: 1 - Alderperson Jirschele

4. Public Hearings/Appearances

5. Action Items

[15-727](#)

Request to approve Metropolitan Milwaukee Fair Housing Council (MMFHC), in partnership with their Fair Housing Center of Northeast Wisconsin (FHCNW) satellite office, as the Fair Housing Services Provider for the 2015 CDBG Program Year

Attachments: [Memo to CEDC for fair housing RFP 2015.pdf](#)
[MMFHC Fair Housing Proposal.pdf](#)

Aldersperson Baranowski moved, seconded by Aldersperson Williams, that the Report Action Item be recommended for approval. Roll Call. Motion carried by the following vote:

Aye: 4 - Aldersperson Coenen, Aldersperson Baranowski, Aldersperson Siebers and Aldersperson Williams

Excused: 1 - Aldersperson Jirschele

[15-772](#)

****CRITICAL TIMING**** Request to approve Southpoint Commerce Park Farmland Lease

Attachments: [SP Farm Memo 5-7-15.pdf](#)

Aldersperson Siebers moved, seconded by Aldersperson Coenen, that the Report Action Item be recommended for approval. Roll Call. Motion carried by the following vote:

Aye: 4 - Aldersperson Coenen, Aldersperson Baranowski, Aldersperson Siebers and Aldersperson Williams

Excused: 1 - Aldersperson Jirschele

6. Information Items

[15-747](#)

Discussion on the Economic Development Strategic Plan

Attachments: [Memo to CEDC ARA and Council EDSP.pdf](#)
[EDSP PowerPoint Presentation.pdf](#)
[Appleton Brochure 4-15-15.pdf](#)

This Presentation was presented by the consultants, Manheim Solutions, Inc. via Go To Meetings.

[15-750](#)

Update on the Foremost Site Project

Attachments: [Memo to ARA and CEDC on Vetter Denk Withdrawal 5-07-15.pdf](#)
[Vetter Denk Letter.pdf](#)

This Presentation was presented.

[15-751](#)

Update on the Woolen Mills Lofts Project

Attachments:

[Memo to ARA and CEDC on Woolen Mills Award 5-07-15.pdf](#)

[Colored Concept Drawings Map Woolen Mills Lofts.pdf](#)

[Prelim site Plan Woolen Mills Loft.pdf](#)

[ARP18 and Woolen Mills Loft Map.pdf](#)

[15LIHTCAward.pdf](#)

[WHEDA LIHTC Press Release.pdf](#)

This Presentation was presented.

[15-749](#)

Update on Industrial Park Lot Sales

This Presentation was presented.

[15-781](#)

Director Update on the Exhibition Center

This Presentation was presented.

7. Adjournment

Aldersperson Baranowski moved, seconded by Aldersperson Coenen, that the meeting be adjourned at 6:11 p.m. Roll Call. Motion carried by the following vote:

Aye: 4 - Aldersperson Coenen, Aldersperson Baranowski, Aldersperson Siebers and Aldersperson Williams

Excused: 1 - Aldersperson Jirschele



MEMORANDUM

TO: ARA and CEDC

FROM: Karen Harkness, Director of Community & Economic Development

DATE: May 21, 2015

RE: Hinshaw & Culbertson Engagement Letter for Phase III of Exhibition Center

Attached is the Hinshaw & Culbertson (H & C) Engagement Letter for Phase III of the Exhibition Center.

The services and fee are divided into two distinct parts.

A flat fee of \$160,000 to be completed within Phase III scope of work, and the other, hourly, budgeted at \$80,000.

The division of work and fees is to allow the City, ARA and H & C to budget and manage the work effectively and efficiently.

The Engagement Letter also reviews the deliverables from Phase I and Phase II.

Overview of Phase III Objectives For Flat Fee :

- Assist the coalition of local governments in establishing a balanced level of financial development and operational participation. This includes the hotel room tax, bond documents, management agreement, financing risk; construct a financial model, ordinance(s) and or intergovernmental agreements.
- Coordination and collaboration of City's lead lender, financial advisor, bond counsel, internal and external stakeholder.
- Negotiate the Management Agreement between the City/ARA, the Hotel Operator and the Fox Cities Convention & Visitors Bureau along with City staff.
- Create policies for ARA to govern and enforce the terms of the management agreement in coordination with the financing documents

Overview of Phase III Objectives For Hourly Fee Requires Written Direction from ARA or City:

- Real Estate Closing Coordination*
- Bond Issuance*

*Fees will be paid at bond closing out of bond proceeds.

HINSHAW

& CULBERTSON LLP

ATTORNEYS AT LAW
100 West Lawrence Street
Appleton, WI 54911-5754

920-738-7550
920-738-9294 (fax)
www.hinshawlaw.com

May 21, 2015

Karen Harkness
Appleton Redevelopment Authority
VIA EMAIL

Re: Fox Cities Exhibition Center

Dear Karen:

Thank you for this opportunity to present a scope of services for Phase III of work related to the Fox Cities Exhibition Center. To reiterate the project's history to date, in September of 2014 Hinshaw completed its Phase I services to the City of Appleton ("City") with respect to the initial feasibility review of the planned development of the Exhibition Center to be part of a regional conference center.

Our Phase I comprehensive analysis included a review with City Staff of the due diligence related to the purchase agreement, which resulted in the procurement of soil borings and the need for identification of additional site engineering. Phase I also included a review of the governing documents of the Appleton Redevelopment Authority and a comparison of alternative ownership structures, including the Fox Cities Exhibition Center, Inc. In addition, we reviewed and found alternative financing structures that will likely lead to a substantial savings of the contemplated facility. One issue that drove the cost savings was working with the city's bond counsel and hotel management to obtain approval on a structure that would provide the facility with the greatest opportunity to be financed with tax exempt bonds. . The financial structure / plan outlined in phase one will be refined and implanted as the project advances into the next phase of services.

Our Phase II services included the following activity and or outcomes:

- Examined the real estate acquisition component by the City by reviewing the geotechnical report and identifying a significant deficiency in the plans to date namely a properly developed site plan and geotechnical engineering of the slope and fill area of the site. In addition, we provided support to educate stakeholders and support the process of approving the purchase of the land. This process extended the intended completion date of December 31, 2014 to the present. We also provided guidance on strategic and advisory support relating to a deeper understanding of the development process, which resulted in the project decision makers to delay the purchase of the property. While these services were beyond the originally agreed upon scope of our services, they proved to be necessary in order to help the stakeholders make progressively informed decisions.

- Built a project financial model review of previously suggested funding structures, and facilitated an understanding between the various stakeholders within the coalition on financial issues to advance consensus amongst them on the optimal plan for the most efficient ownership structure. We developed financial analysis of the hotel ownership scenarios as well as participated in the City's evaluation of the unanticipated, out of scope, but critically important part of the overall plan involving the Exhibition Center. Our Phase II services continued past the intended end date of December 31st, 2014. After December 31, 2014, we continued to serve the City on a variety of matters involving its initial vote to approve the purchase of the Real Estate from the County and extensive time required to respond to the initial vote, outside the scope of Phase II services.
- When the Paper Valley Hotel was expectantly listed with auction.com in November 2014, we provided complete and unhesitating services so that the City was exceptionally well informed and prepared for any outcome. These services were provided entirely out of scope of Phase II services because we made a commitment to the City to provide objective and thorough advice. By addressing the complexities introduced because of the auction.com process, we provided comprehensive and valuable insight even though it was outside the scope of services. The auction.com listing impacted the management agreement and financing structure issues we were addressing at the same time. We provided valuable and comprehensive support even though it was not required under the Phase II scope. We delivered an in depth comparison of similar agreements, a draft term sheet for the management of the exhibition center and a form agreement that will need to be customized and tailored to the terms to be negotiated.
- A significant aspect of the Phase II services was to engage with bond counsel to review the organizational and finance structure contemplated prior to our involvement. We initiated these discussions because our review raised a significant question whether the structure could be realized because it may violate the public use doctrine. This defect would have increased borrowing costs above any financial model previously prepared. Our discussion confirmed that the financing model had a material defect. As a result we were able to consider other approaches. There is still need to develop the details of the financing package and the management of the facility, but we have a path forward that we reasonably believe, without making any guarantees with respect to outcome, may bring about favorable outcomes. The value to the success of this project in identifying a material financing defect early on cannot be overstated. It is this type of project specific aptitude where the value of our services stands out. Discovering the defect early in our engagement allowed us to prevent a material crisis deep into the project when the costs of correcting the mistake would have been much higher.
- Key accomplishments arising from our Phase II work include the approval of the purchase agreement of land from the County, identification of a deficient financing structure prior to our involvement and redirected with a structure that will be reviewed and confirmed during Phase III, and the identification and modeling of financing techniques that will most likely save the City many times the cost of our services. For example, the phased take down of bond proceeds will provide material and substantial

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savings. This feature of municipal financing was not considered in the proposals prior to our involvement. Phase II services have been fully performed plus the City received the value of out of scope services.

- Since the approval of the purchase agreement, we have worked with the City to identify the next steps, the communication plan and time plan for the development of the Exhibition Center. In addition we developed the legal and consulting fee structure set out below for Phase III. The fee structure is designed to accommodate the needs of the ARA and City through the end of the year with a bi-level fee structure.

This letter is to memorialize the agreement we have reached regarding our firm's deliverables and fees for the project's next phase (Phase III) of work. Our client in this work will continue to be the City of Appleton and the Appleton Redevelopment Authority whose interests are aligned in this matter. As such, there is no expectation of confidentiality between the City of Appleton and the Appleton Redevelopment Authority. The Appleton Redevelopment Authority shall be the party responsible for the fees identified herein.

The scope of work we collectively created with the City includes three primary aspects of the project for which our firm will provide services during Phase III of this engagement; working with the coalition of local governments to develop an agreement between them that addresses how the project will be funded, how risk associated with the project will be shared, how the Exhibition Center will be governed by them, and their collective relationship with the owners of the Hotel regarding its management and other involvement with the Exhibition Center. When the contingencies for the purchase of the property are satisfied, the closing services are not provided under Phase III.

We have agreed that our firm's services and fees in this Phase III will be divided into two distinct parts. One being a flat fee of \$160,000, to be completed within the Phase III scope of work, and the other, hourly, budgeted at \$80,000. The division of our work and fee into these two parts is to allow the City and our firm to better budget and manage our work as it progresses during Phase III of services. Our firm's flat fee services will end at the earlier of the closing of the real estate purchase by the City of Appleton or related entity from Outagamie County or December 31, 2015. However, real estate closing services are not included as part of the flat fee, but will be negotiated in good faith under a separate letter agreement at the appropriate time. Closing is a milestone that will mark the end of the flat fee services. While it is expected that we will be able to complete our hourly rate services within the \$80,000 budget, there may be unforeseen events that could result in this work going beyond such budget. In such event, the work will require approval by the ARA before it is provided. We will work closely with the City to monitor the budget to actual cost for this work and, to the extent it appears the budget will be exceeded, we will identify tasks and services to efficiently manage those tasks. We will have no obligation to provide hourly services over the budget and the City has no obligation to retain us for services beyond this budget.

The flat fee portion of our services is primarily intended to provide a reduced rate and maximum cost associated with our services. Attorney Ben LaFrombois' responsibilities shall be working with the ARA for an estimated (not minimum or maximum) 15 hours per week on this flat fee

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portion of the work between the approval of this engagement letter and December 31st 2015 or the closing of the real estate, whichever is earlier.

Our firm's hourly services will be provided by our firm's professionals whose particular expertise is required to advance the deliverables outlined below. The parties anticipate that members of the Hinshaw team will include Paul Nicolosi (Partner with extensive municipal experience with projects such as the Exhibition Center), Kevin Schauer (analyst with extensive experience with municipal projects of this type), Greg Cox (Partner with in-depth experience with intergovernmental agreements and the strategies to enact them), Alyssa Campbell (Appleton based Associate to support the above services in an economical and efficient manner) and others as deemed appropriate by our firm. We will apply the hourly rates typically charged for these professionals. All hourly fees shall be billed and paid monthly. Frequently multiple events are contained in a single time entry with sufficient detail to describe the consolidated work provided by the professional and the time for all such events aggregated.

We have further discussed and agreed that while Mr. LaFrombois' time is expected to be mostly included in the flat fee portion of this engagement, some of his time associated with activity in our hourly fee deliverables may occur. When it appears that this will be necessary, Mr. LaFrombois will discuss it in advance with the City's representative.

The Basic Relationship Terms (Client, Direction, Disclosure & Confidentiality including Disclosure regarding Hinshaw Law & Consulting) are unchanged from prior phases of services.

The engagement shall be focused and directed upon the following services: Phase III Objectives:

1. Coalition Establishment

Hinshaw will provide objective planning recommendations and strategy to assist the coalition of local governments in establishing a balanced level of financial, developmental and operational participation amongst them. In helping form the level of each stakeholder's participation, Hinshaw will objectively weigh the source of hotel taxes, financing risk, construct a financial model that will help the parties understand and agree upon the adoption of necessary ordinance(s) and or intergovernmental agreement(s). A fundamental aspect of our firm's work in this area of services will be to facilitate coalition building amongst the local governments that leads to a fair agreement between them on how they will participate in the financing, risks, and operation of the Exhibition Center. As part of this work, we will also:

- a) Serve as a technical expert to the City Attorney's office in its drafting of intergovernmental agreements and ordinance(s) to have such agreements authorized by each of the local government coalition members; and

- b) Provide review of governmental policies and procedures to allow the Hotel Tax Commission to work in harmony with bond documents, the management agreement, and any marketing agreement(s). Hinshaw will advise the City with respect to recommended hotel room tax commission changes necessary to accommodate bond requirements in particular as it relates to authorization of the central government assessment, collection, auditing and distribution of hotel room tax proceeds.

2. Finance

Coordination & Collaboration – Hinshaw will seek to unify the efforts of the City's prime Financial Advisors – (i.e. lead lender, financial advisor, bond counsel)– as well as the City's internal directors who have a role in finance. In carrying out this financial coordination role, Hinshaw will maintain a financial model developed by or in conjunction with the City's Financial Advisor so that all members of the coalition can more easily understand the financial issues, their role in such issues and to reach accord on specific deal structuring terms between themselves in the intergovernmental agreement with the Hotel, and with bond holders / lenders.

Lead Lender – Hinshaw will assist the City in its identification of, scoping services for, and negotiating fees with other professionals. Hinshaw will seek to minimize cost by avoiding overlap of services, minimizing errors to minimize gaps in required services, as well as contribute to the efficient cohesive participation of all of these key professionals in the project. These professionals will include but are not limited to the identification of the City's / ARA's Financial / Municipal Advisor in accordance with the Municipal Securities Rule Making Board (MSRB), its Bond Counsel, Issuer's Counsel, and Lead Lender if applicable.

3. Management Agreement

Hinshaw will identify the key drivers for an agreement between the City, the Hotel Operator and the Convention and Visitor's Bureau along with working with the City Attorney to facilitate consensus on such terms and finally drafting of an agreement between them to memorialize their agreement on the terms. The goal is to have such agreement in place by October 31, 2015.

ARA Governance – Hinshaw will work with the City Attorney to develop policies for the ARA to govern and enforce the terms of the management agreement in coordination with the requirements of the financing documents.

With respect to timing, each of our firm's Phase III services, will be deemed completed on the sooner of the closing of the real estate from the county or December 31st, 2015.

It is the intent of the City and Hinshaw to cooperatively pursue the scope of services described above. The City and Hinshaw will communicate regularly regarding progress toward completing the scope of services. Hinshaw shall work diligently toward achieving the objectives defined above without any guarantee with respect to results.

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Outside the Phase III services, our firm's additional services and associated fee for the real estate related services will be as follows (such services will not be undertaken without written direction from the City or ARA):

Real Estate Closing Coordination – We will review the Title Policy and related documentation for closing services and attend the closing. Hinshaw shall coordinate the closing and related real estate matters into the categories of work described above as well as the services that will be provided when Phase III is accomplished. The legal services we will provide associated with the closing will be charged at our hourly rate once authorized by the City to pursue closing. The closing services shall be paid at the time of closing as part of the closing costs of the transaction.

The Phase III scope of services as set out above and to be provided on an hourly basis are anticipated to be as follows (these services are outside the budgeted amount for Phase III, which fees will be paid at bond closing out of bond proceeds):

Bond Issuance – Hinshaw will act as local counsel for bond issuance including opinion letters to the City's Bond Counsel and coordinating the completion and delivery of all required information to Bond Counsel. Hinshaw will participate in finance meetings, negotiations, and closing to facilitate and expedite financing. Hinshaw will further work with the City's Bond Counsel and the City Attorney to review closing documents and intergovernmental agreements and ordinances related to this project. Hinshaw will draft the documentation, opinion letters and provide required exhibits for bond closing. Initial Advisory Services on Project Construction Delivery Method – We will work with the City to help it understand its options for how to most cost effectively 'deliver' (design and construct) the project. Such advice will take into account state and local laws, rules and policies with regard to contracting for such services, minimization of overlap and gaps in services, fee structuring and negotiations, and the ongoing oversight services ('owner representative') required to effectively manage a public project objectively and transparently to all stakeholders.

The Ongoing General Services are unchanged from prior phases of services.

Other than as listed below, the miscellaneous items remain unchanged from prior phases of services.

Compensation and Reimbursable Expenses

For the satisfactory performance of the Phase III services described in this letter, the City / ARA shall pay a flat fee of \$160,000, \$80,000 of which is to be paid no later than May 31st, 2015 and the balance payable in two equal payments of \$40,000 each on or before August 15, 2015, and December 15, 2015. All monthly payments of the flat fee are due without further invoicing and should be made payable to Hinshaw Consulting in reference to matter number to be assigned upon approval of this letter and sent to:

Attn: Jose Leon

May 21, 2015

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222 N. LaSalle Street
Suite 300
Chicago, IL 60601

The hourly fee portion of our firm's services will be billed monthly and shall be due within thirty days from the date of the invoice.

In the event payment is not timely received, Hinshaw will issue an invoice notifying the ARA of the amount due.

Phase III work will commence as of the date of the approval of the Appleton Redevelopment Authority of this engagement.

In addition to these fees, ARA shall be responsible for payment of all costs and disbursements reasonably incurred by Hinshaw on its behalf to the extent that said expenses are approved in writing and in advance by ARA. Such costs and disbursements may include, but are not limited to, photocopying, travel expenses (economy class unless otherwise approved in advance), and internet research charges such as Westlaw or other specialized database related to the services being provided.

This Agreement is made effective as of the 21st day of May, 2015.

Yours truly,

HINSHAW & CULBERTSON LLP



Benjamin D. LaFrombois
920-380-2067
blafrombois@hinshawlaw.com

BDL:sf

Accepted and agreed to:

APPLETON REDEVELOPMENT AUTHORITY

By: _____ Date: _____
Karen Harkness, Executive Director



"...meeting community needs...enhancing quality of life."

MEMORANDUM

TO: CEDC, ARA, Council

FROM: Karen Harkness, Director of Community & Economic Development

DATE: April 15, 2015

RE: Economic Development Strategic Plan Presentation, Mon. 4/27/15 @ 5:15 p.m.

Manheim Solutions will present the City of Appleton's Economic Development Strategic Plan (EDSP) under information in a joint meeting of CEDC and ARA on Monday, April 27, 2015 at 5:15 p.m. in Council Chambers.

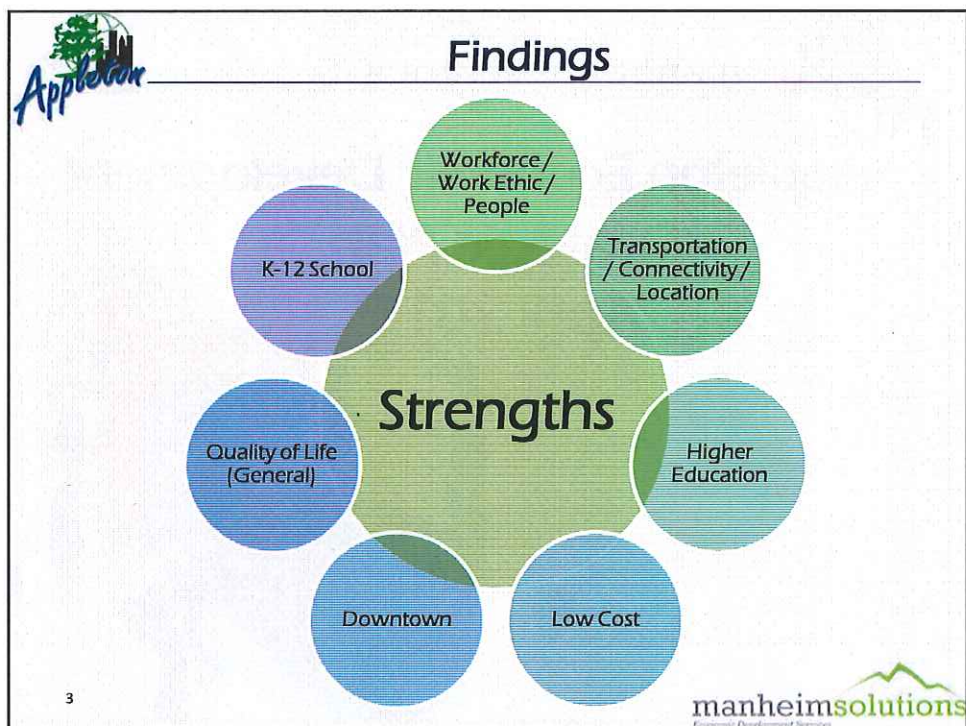
CEDC will meet at their regular time of 5:00 p.m. to conduct required business.

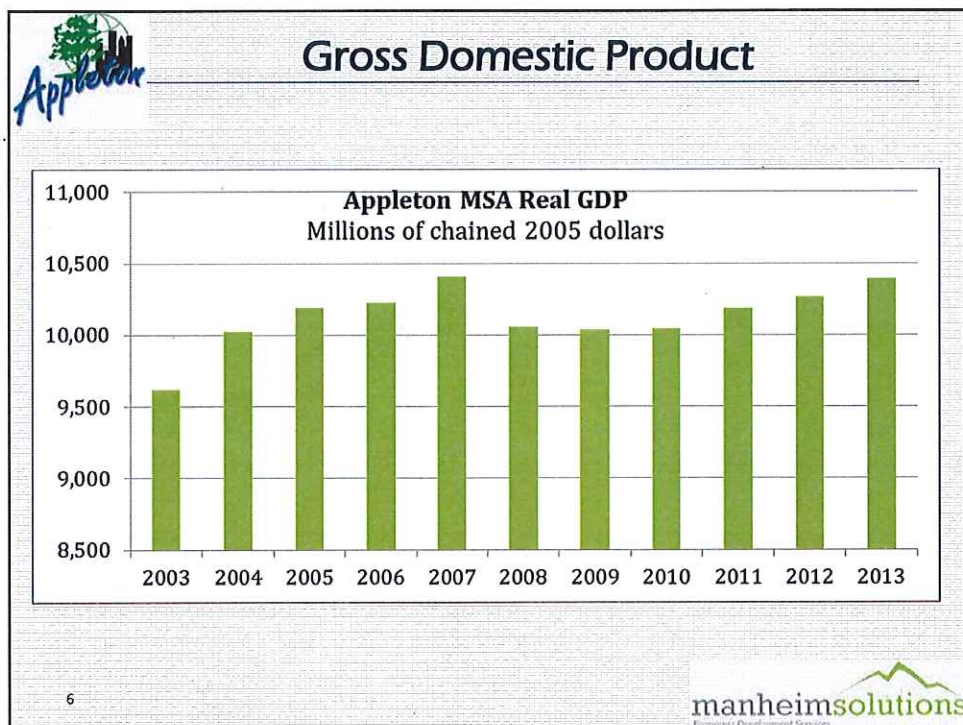
ARA will join CEDC at 5:15 p.m. for the EDSP Presentation.

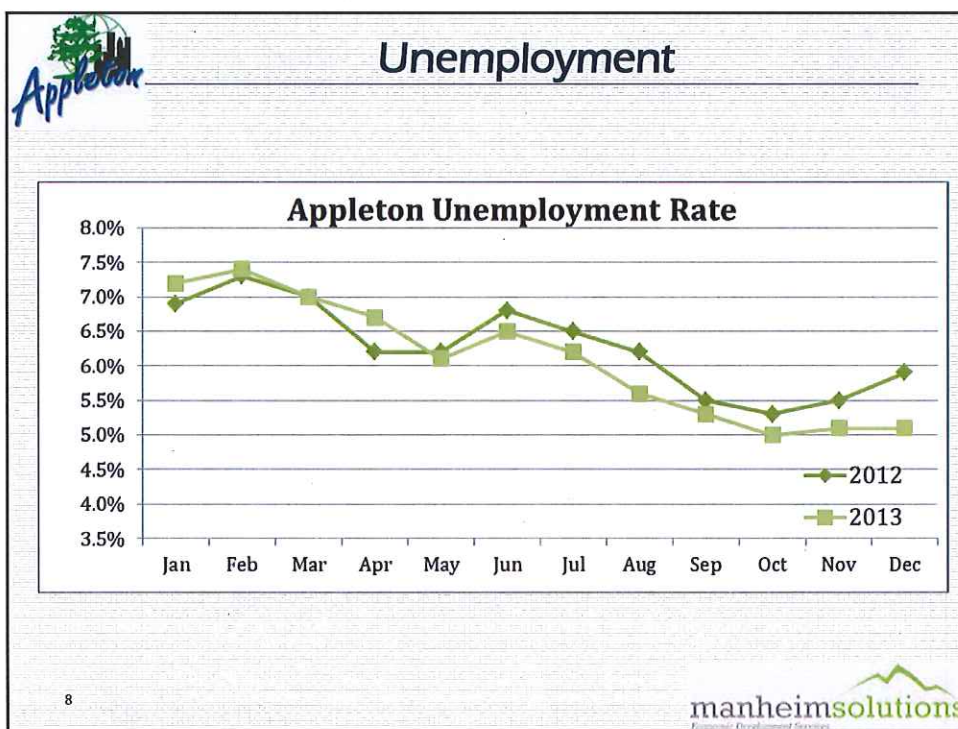
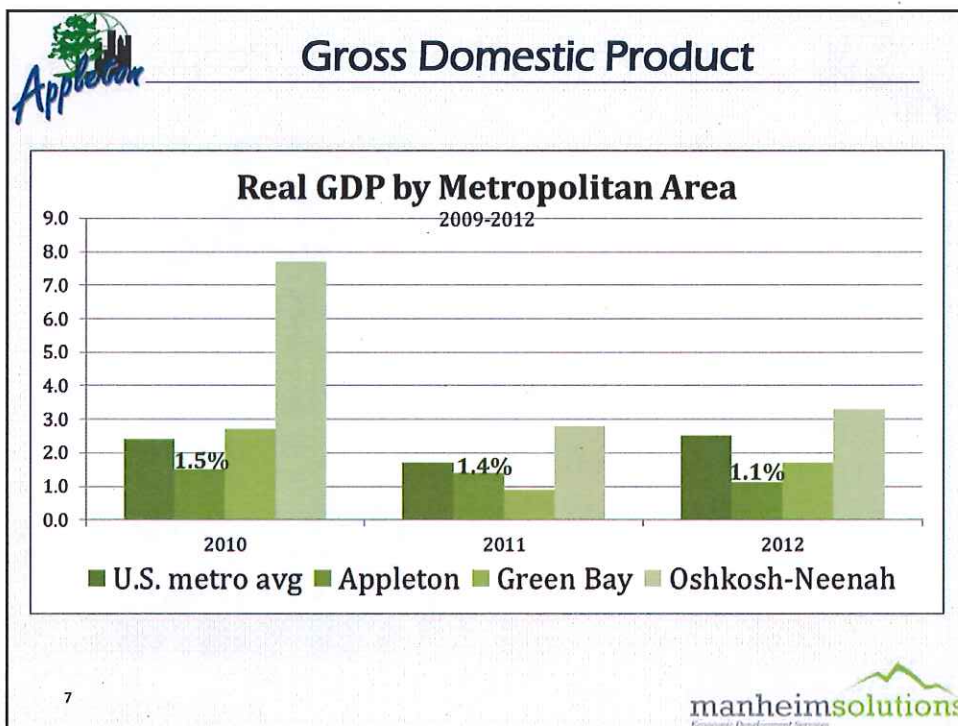
The Economic Development Strategic Plan assesses existing conditions impacting the local economy and identifies strategies that will contribute to the City's future health, enhance the business climate, ensure the vibrancy and vitality of the City and support community growth consistent with the City's character and culture.

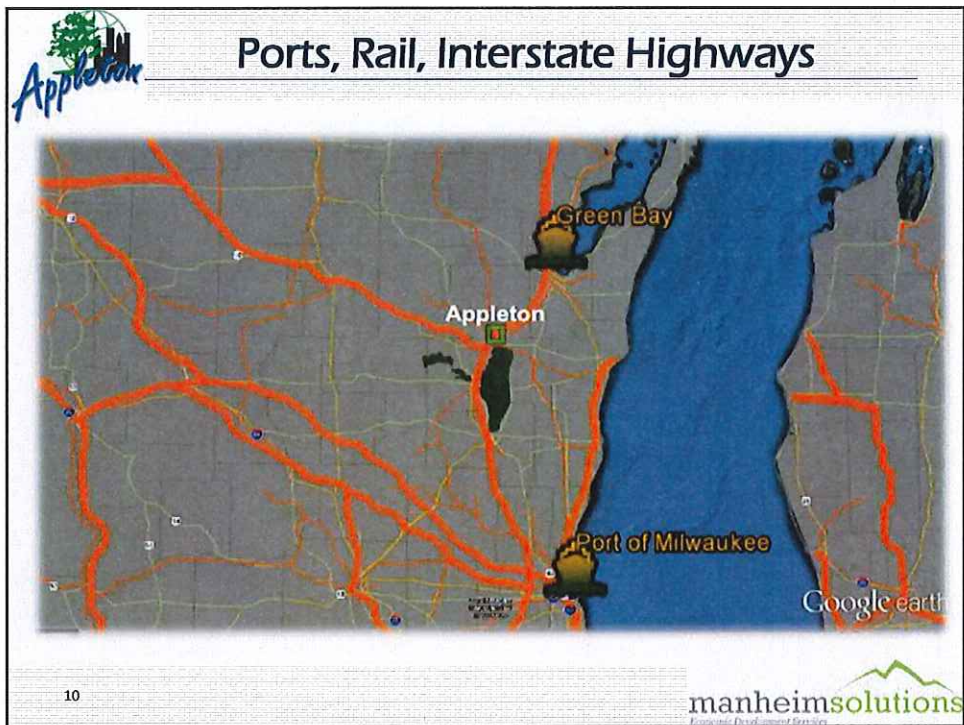
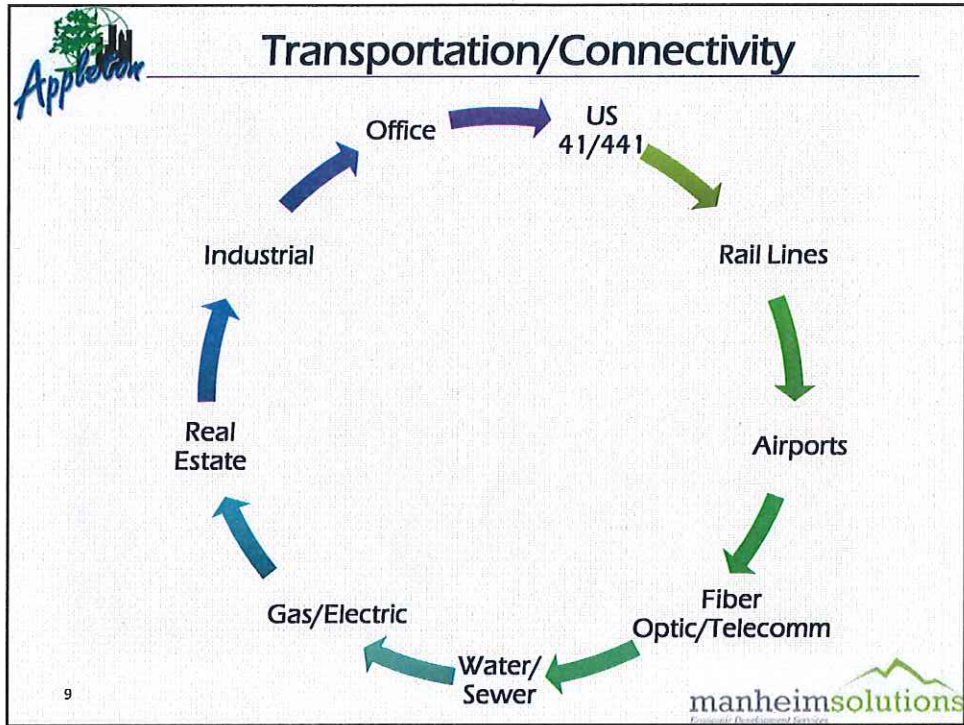
The Economic Development Strategic Plan is available at
[Click here to view Appleton Strategic Plan](#)

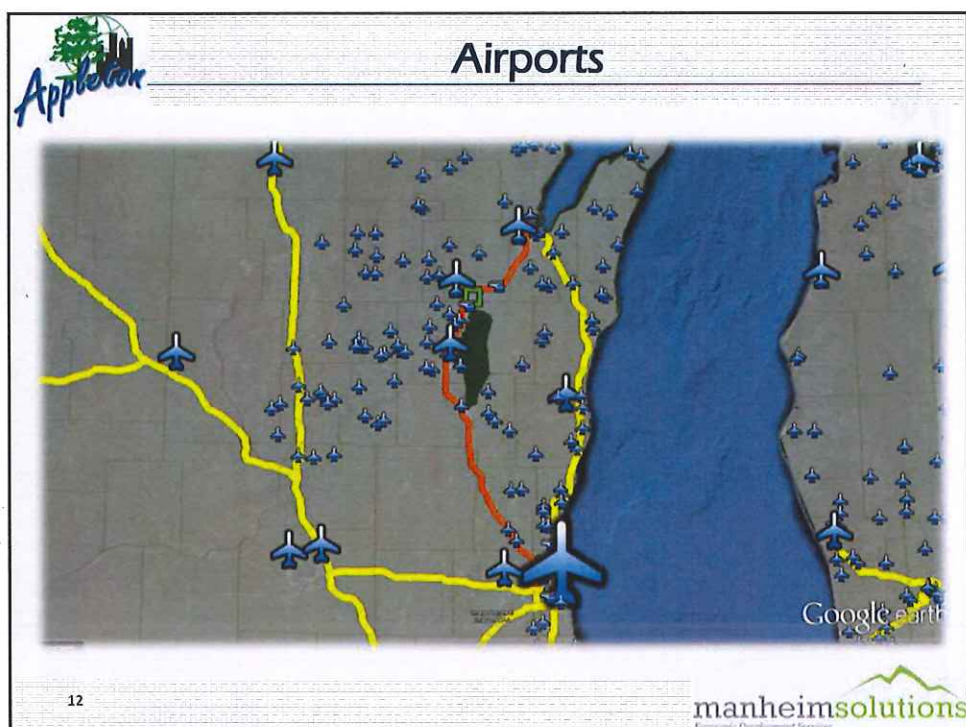
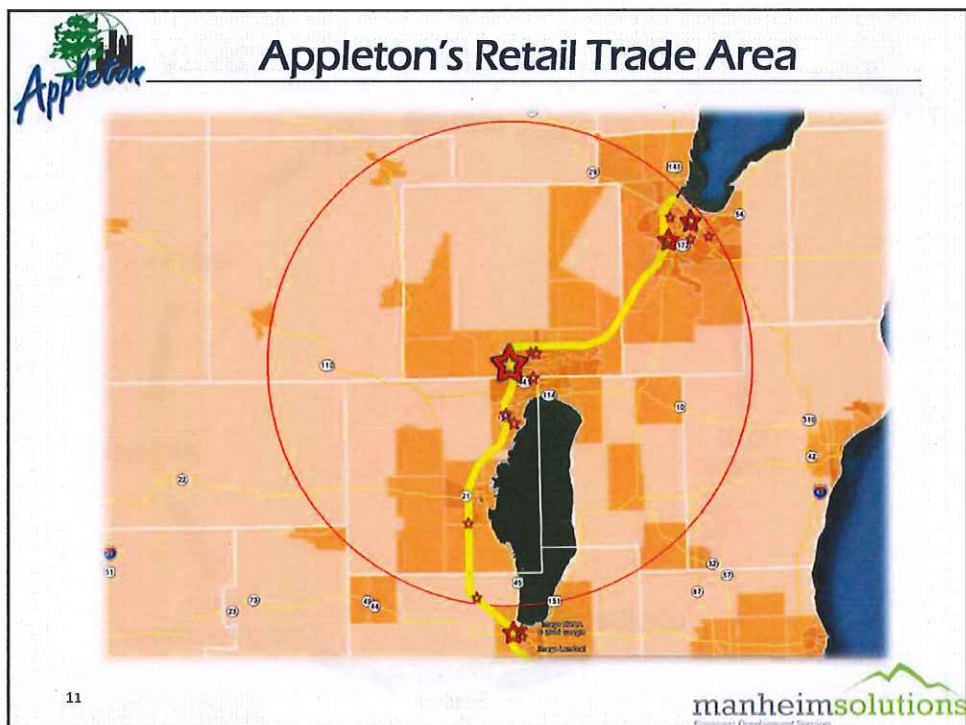


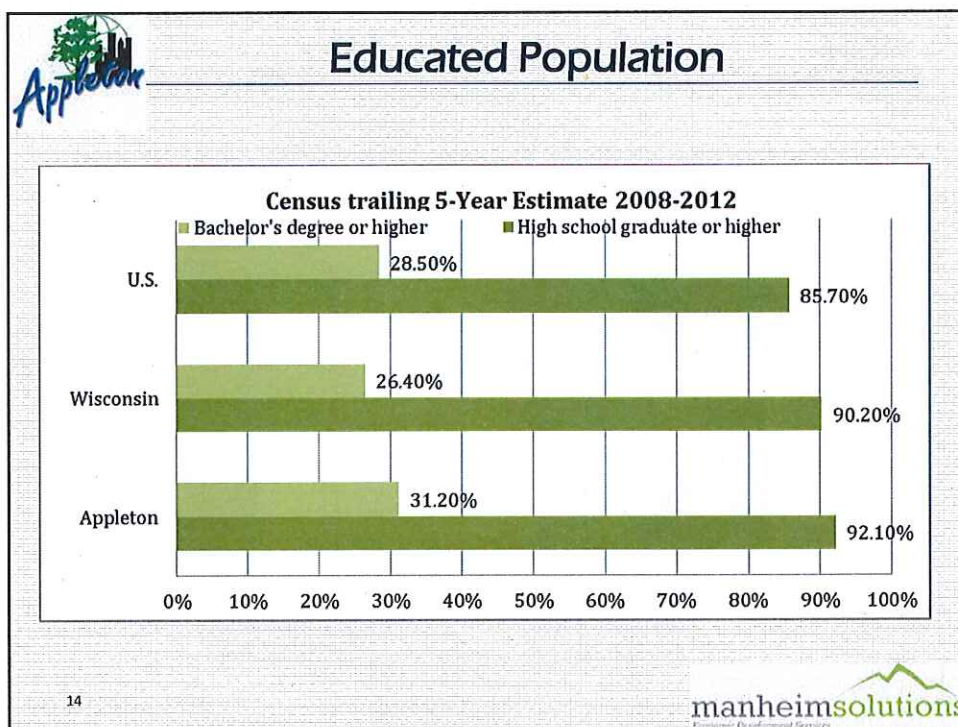
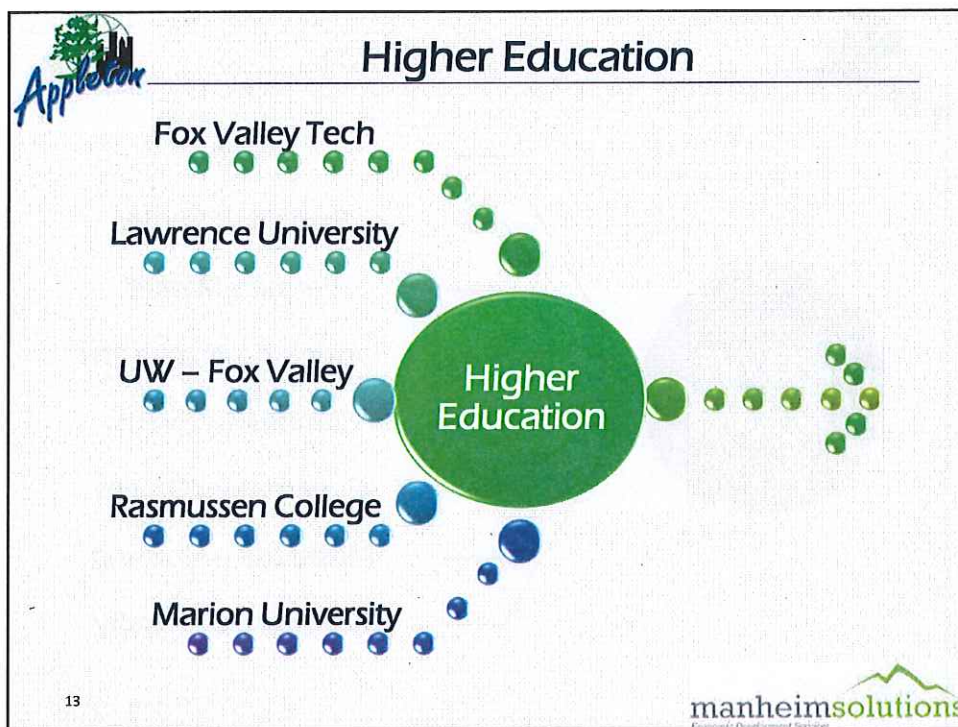


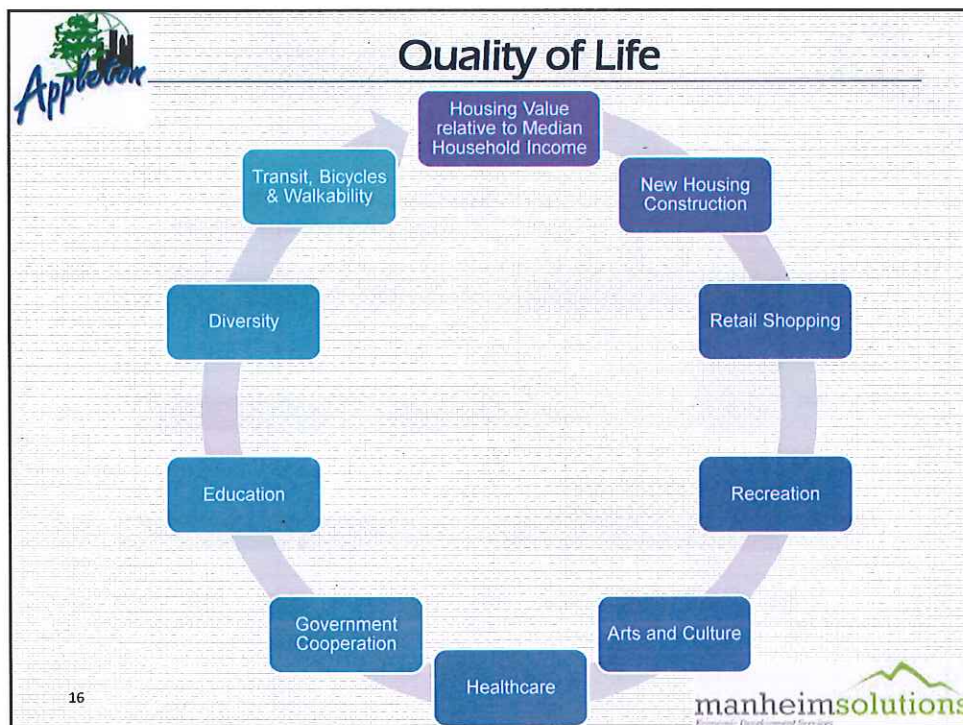
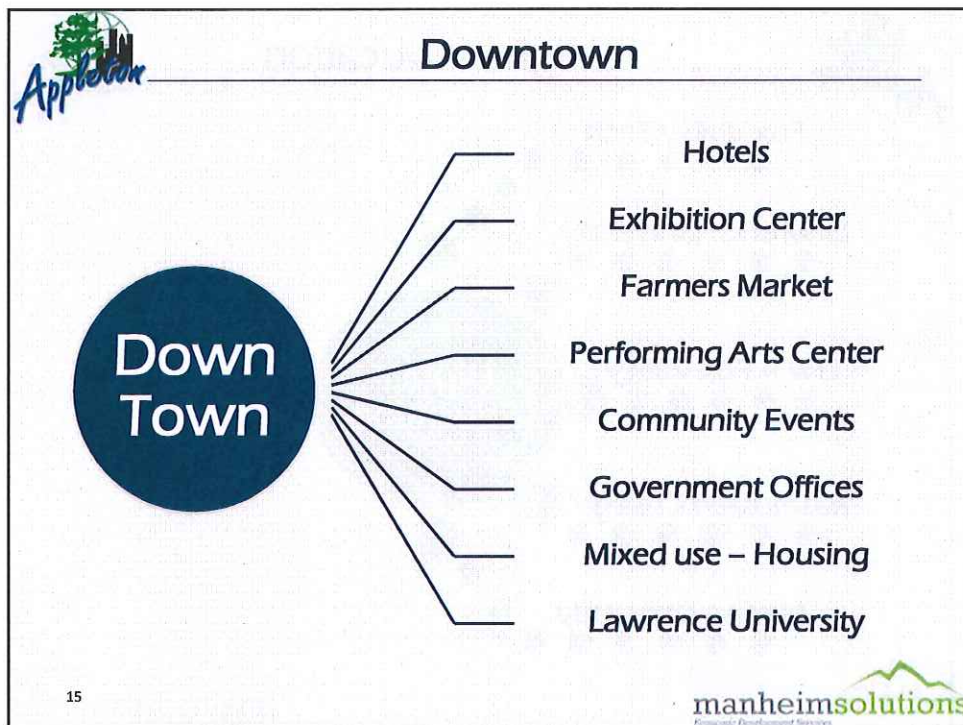


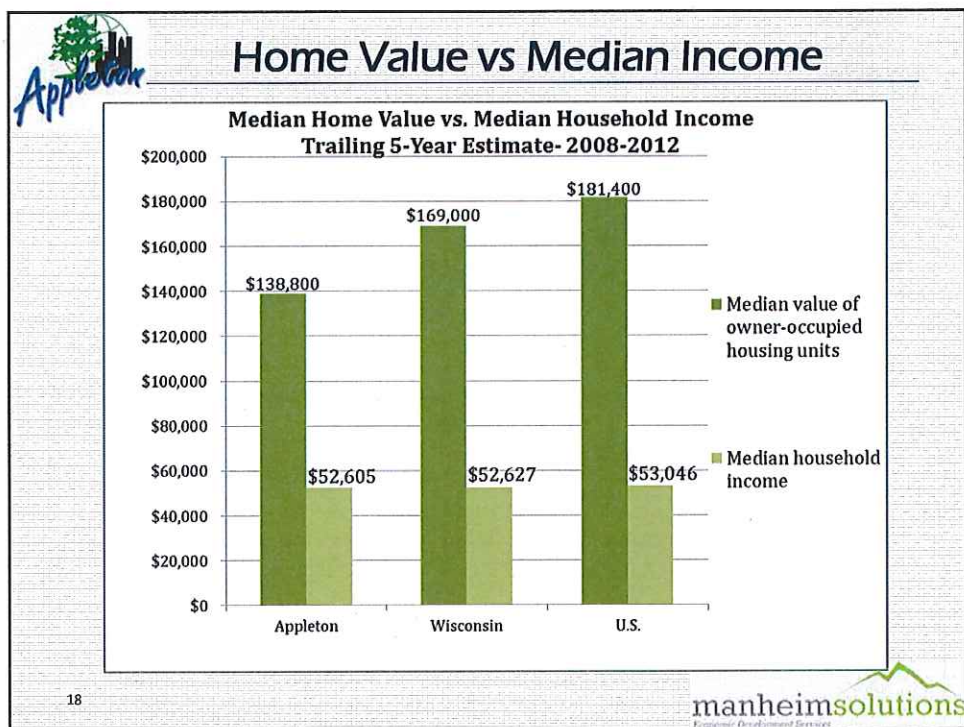
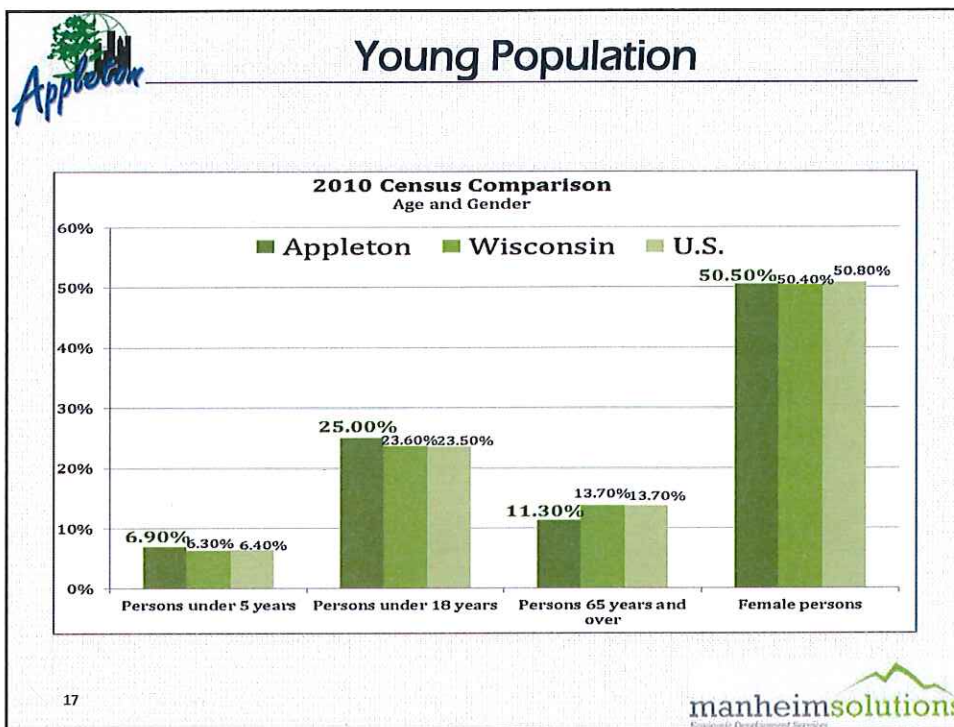


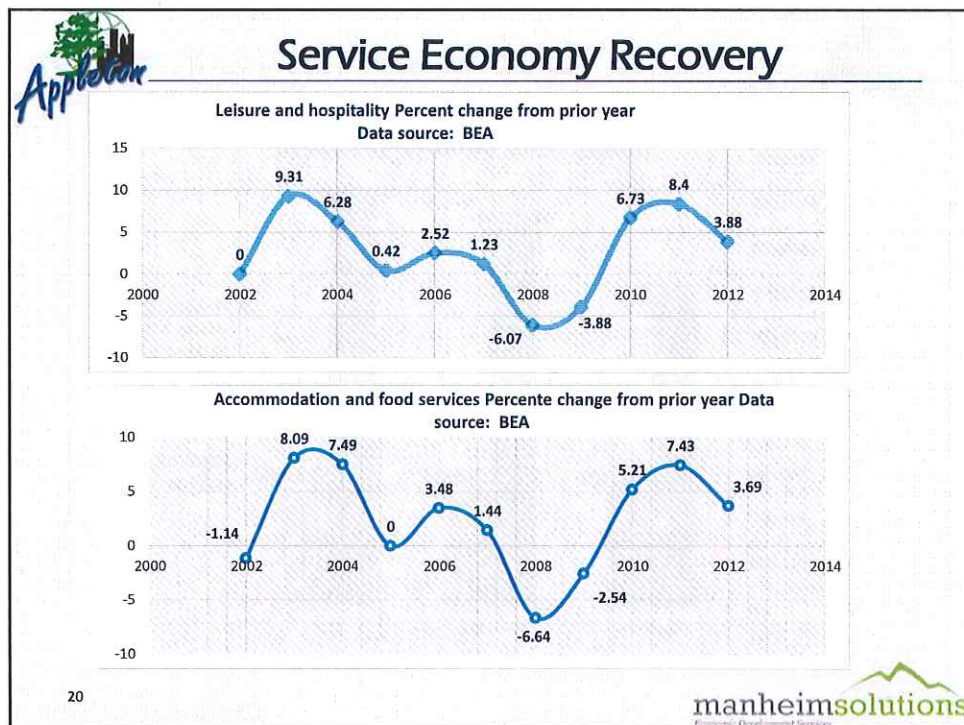
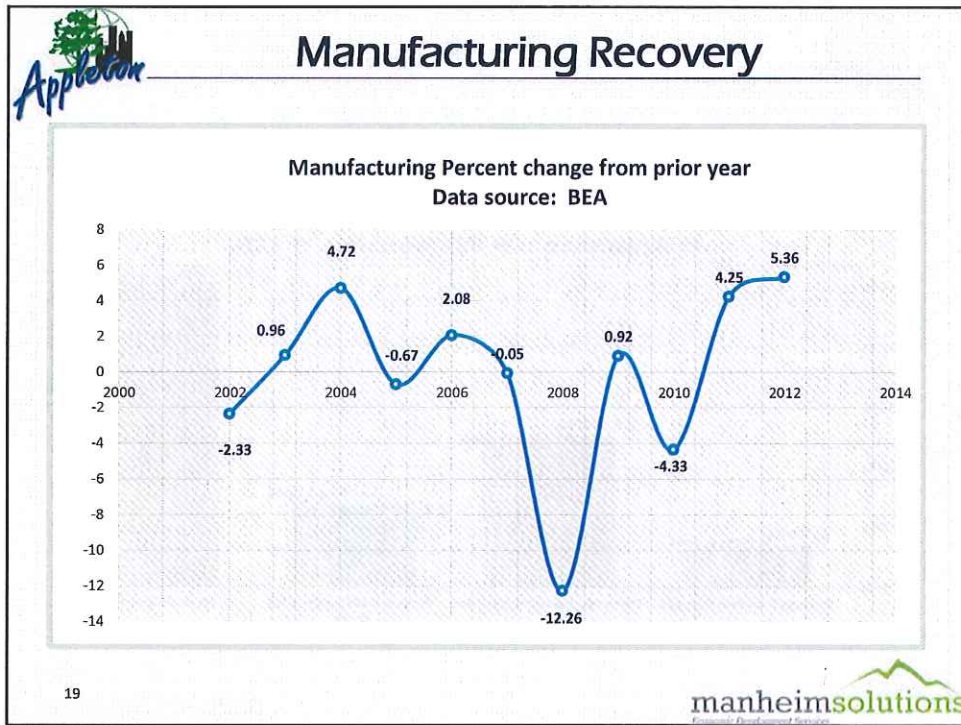






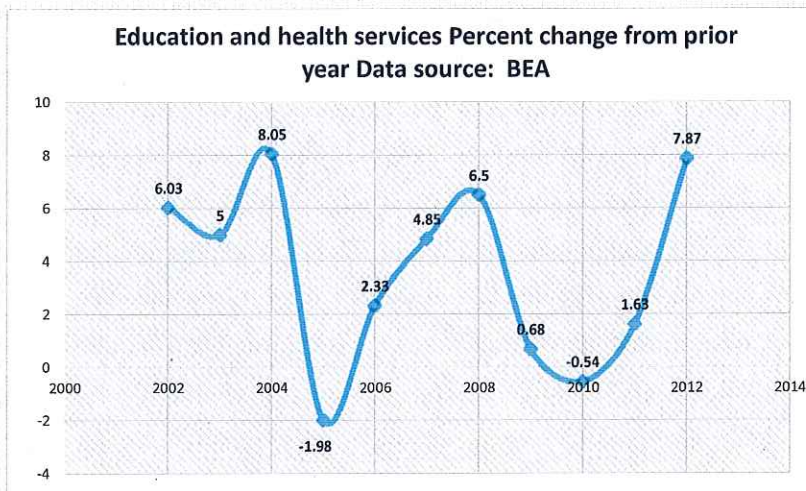








Education & Health Care – Economic Drivers

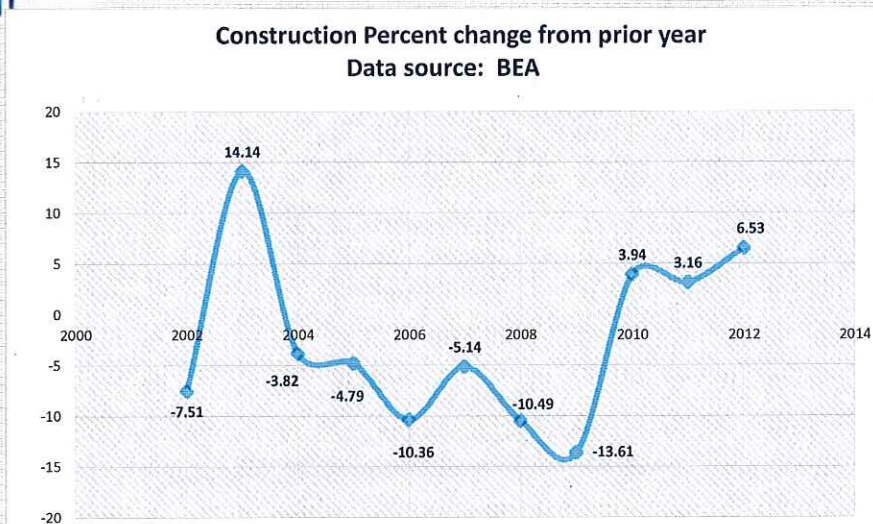


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manheimsolutions
Economic Development Services

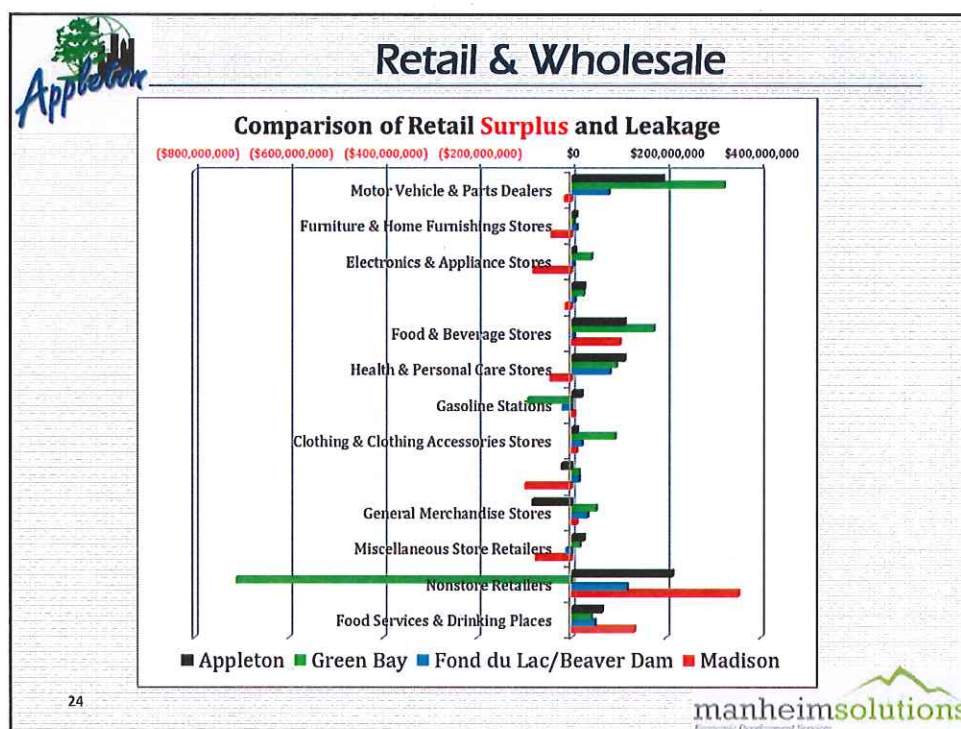
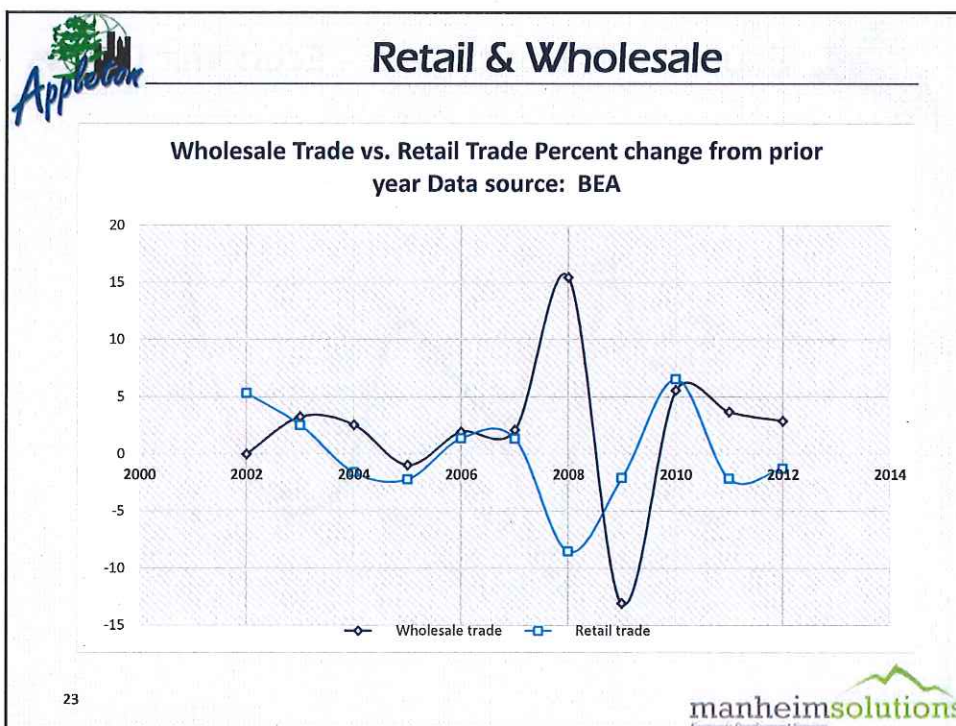


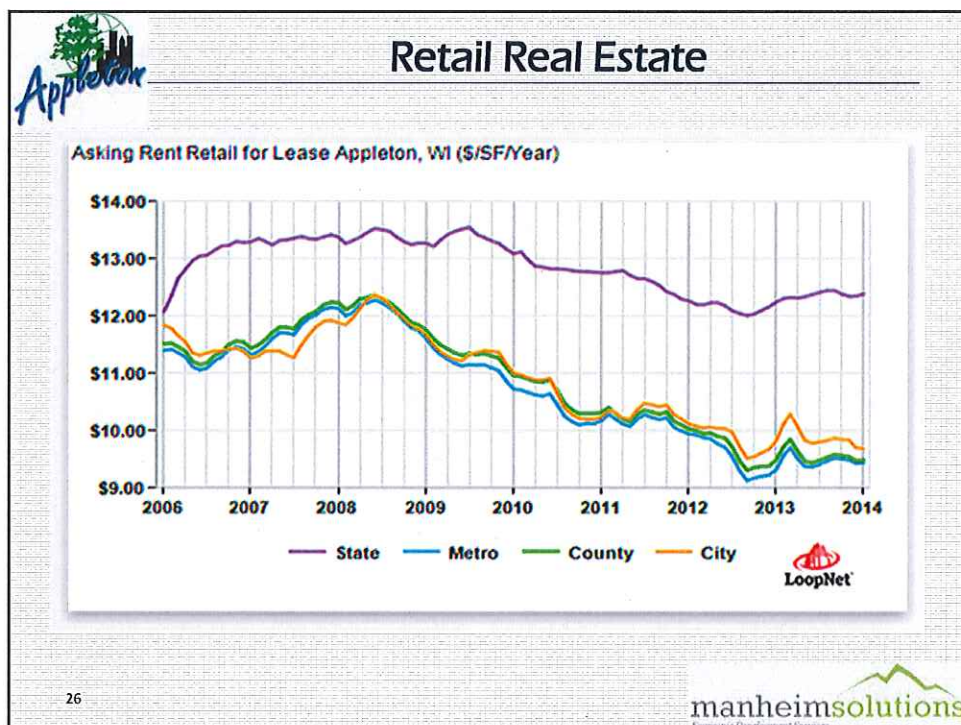
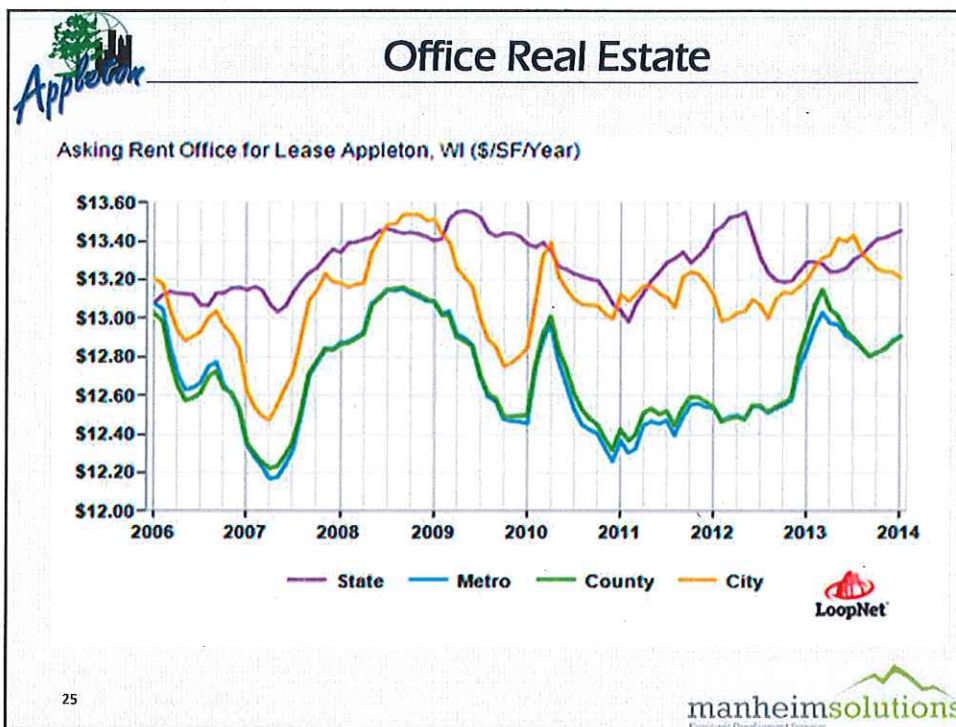
Construction Recovering

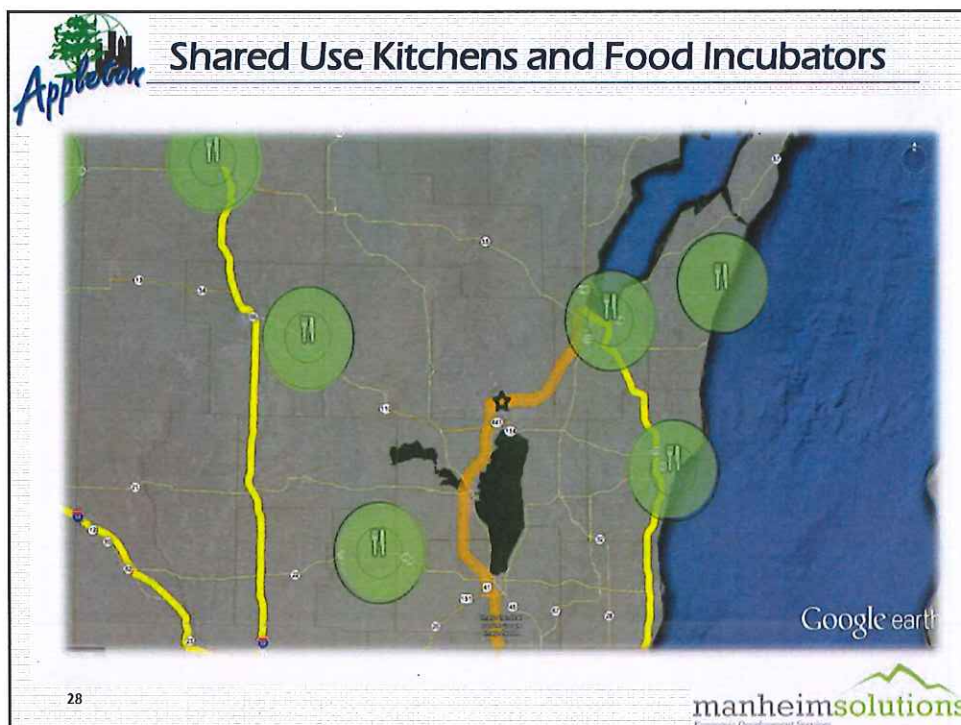
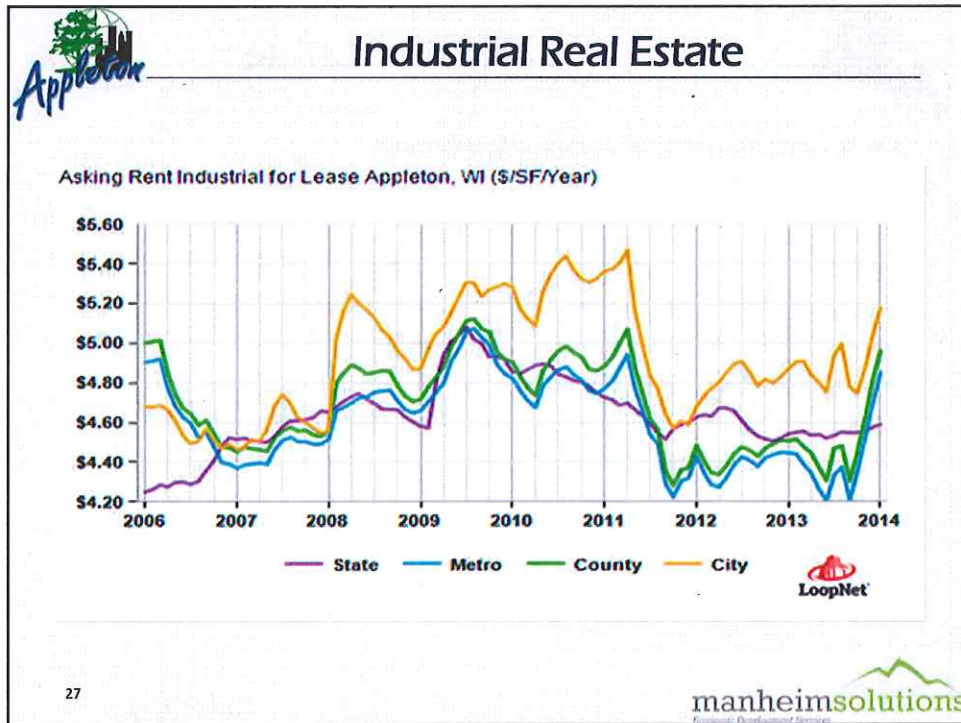



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manheimsolutions
Economic Development Services








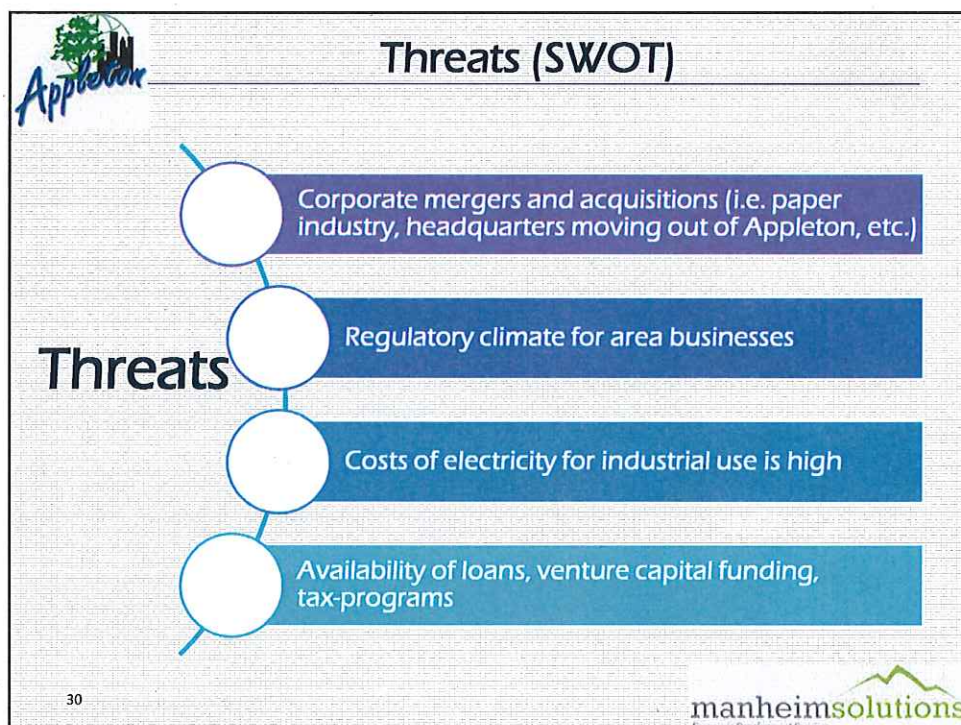
 **Incentives**


Comparison of State Incentive recipients by Municipality

City	Jobs Tax Credit	Economic Dev Tax Credit	DATCP Tax Credits	Early Planning Grant (WEDC)	International Market Access Grant (WEDC)	Technology Business Development Investment (WEDC)	Business Expansion and Retention (WEDC)	Bond
Appleton	1	2	5	10	2	0	1	0
Eau Claire	0	4	1	2	0	1	1	0
Fond du Lac	1	3	3	0	0	0	0	1
Green Bay	0	12	23	7	2	0	0	1
Kenosha	0	0	0	1	1	0	0	0
Madison	0	7	51	23	14	8	1	3
Oshkosh	0	1	1	4	1	0	0	2
Racine	1	4	0	5	1	0	1	0
Waukesha	2	1	4	4	3	2	0	1

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Weaknesses (SWOT)

Weaknesses


- City of Appleton building department process (i.e. costs, process, etc.)
- City of Appleton does not have a strong economic strategy
- Difficulty in employers finding and retaining skilled industrial and technical talent.
- Physical appearance of entry to City of Appleton
- Poor public transportation network
- Land-costs in downtown Appleton
- Availability of large industrial parcels
- Availability of "Class A" office space
- Lack of funding to support local economic development
- Elected officials lack of awareness of economic development (i.e. how tourism impacts their local economy, which entity does what type of economic development work, ability to seek grant funding to support businesses in economic development, etc.)
- Lack of cooperation over entities roles and responsibilities toward economic development

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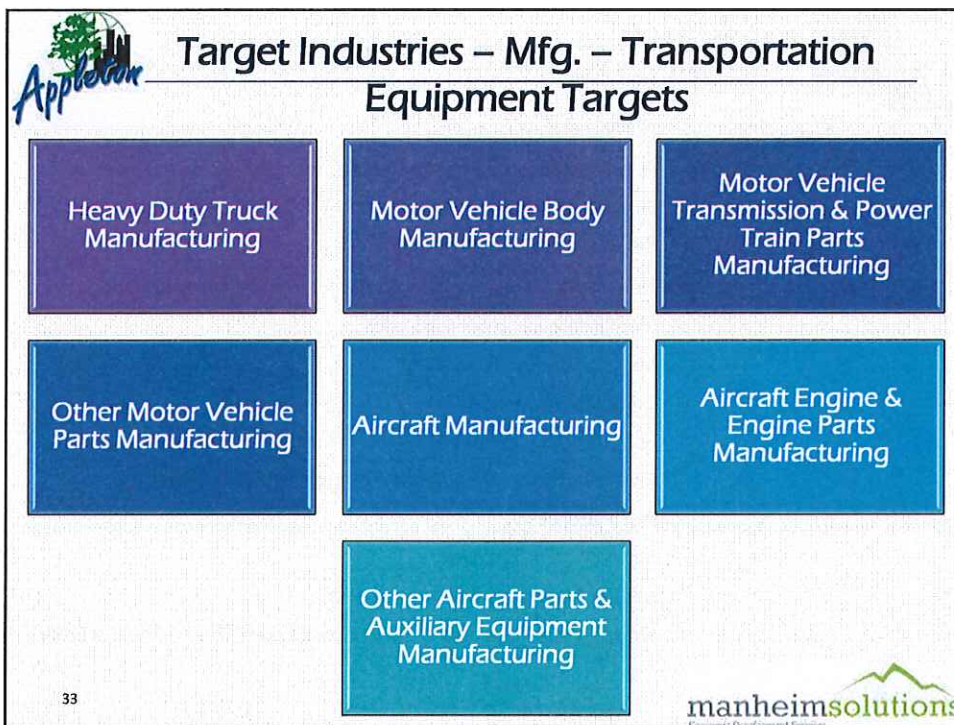
Opportunities (SWOT)



- Riverfront development (i.e. recreational trails, housing, etc.)
- Strengthen the connection with Lawrence University
- Improve and diversify downtown Appleton housing choices
- Connect the regional institutional buyers with regional food production
- Improve rail service to industry and passenger service

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Target Industries – Food & Beverage

Food & Beverages	Pet Food Manufacturing
	Frozen Specialty Food Manufacturing
	Fluid Milk Manufacturing
	Cheese Manufacturing
	Dry, Condensed, & Evaporated Dairy Product Manufacturing
	Meat Processed from Carcasses
	Meat Byproduct Processing
	Commercial Bakeries
	Food Product Machinery Manufacturing
	Farm Machinery & Equipment Merchant Wholesalers
	Farm Supplies
	Merchant Wholesalers
	Market Square Farm Developments
Shared/Public Use and/or Incubator Kitchen (For Profit/Non-Profit)	

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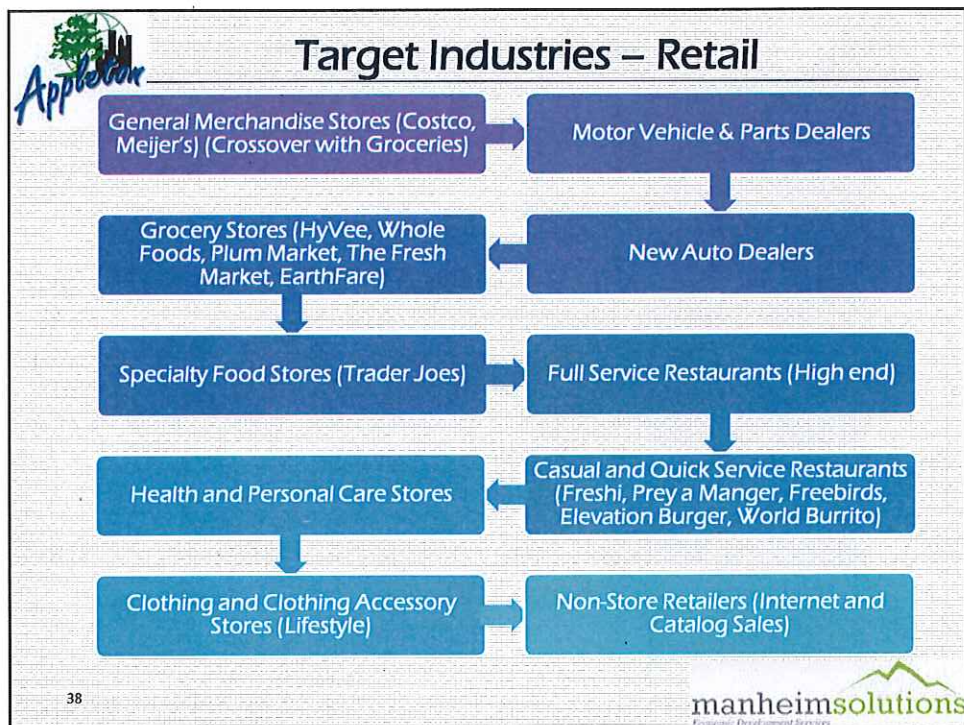
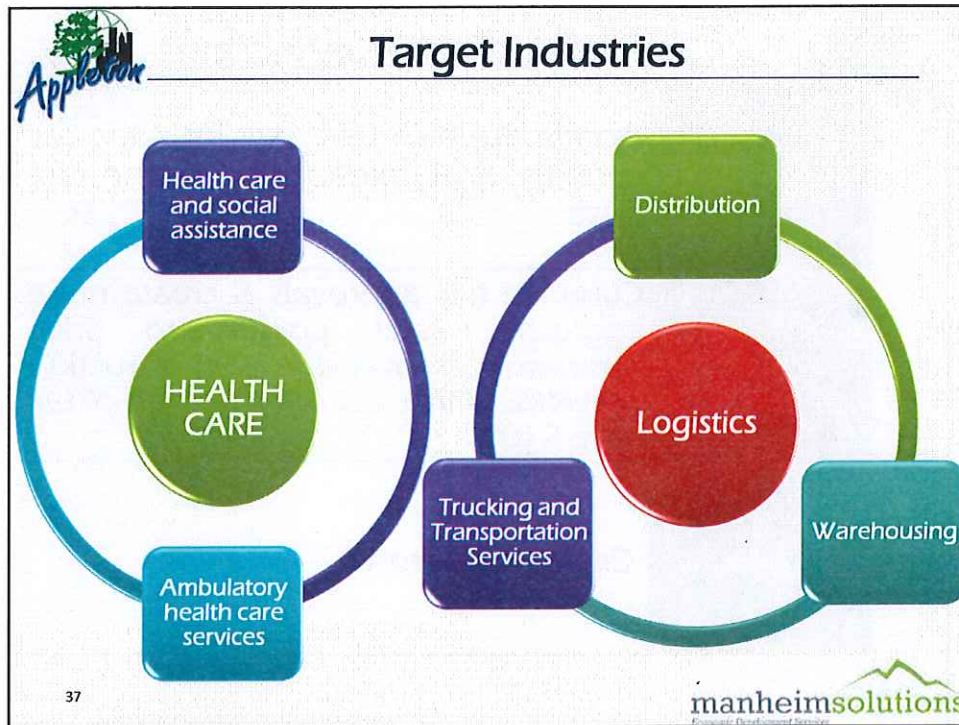




Target Industries – Office

❖ Data Processing	❖ Portfolio Management
❖ Hosting, and Related Services	❖ Architectural Services
❖ Sales Financing	❖ Engineering Services
❖ Consumer Lending	❖ Testing Laboratories
❖ Other Non-depository Credit Intermediation	❖ Graphic Design Services
❖ Financial Transactions Processing, Reserve, and Clearinghouse Activities	❖ Custom Computer Programming Services
❖ Investment Banking and Securities Dealing	❖ Computer Systems Design Services
❖ Securities and Commodity Exchanges	❖ Human Resources Consulting Services
	❖ Environmental Consulting Services
	❖ Advertising Agencies

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Economic Goals/Key Actions

Business Attraction Goal	Accelerate business park lot sales, for growth and expansion of the tax base
Key Action and Measure	Continue fast approvals & create more aggressive sales policies to drive business park purchase & construction activities, which will drive growth of tax base & jobs
Responsibility	City of Appleton

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Economic Goals/Key Actions

Business Attraction Goal	Outreach to Site Selectors, Commercial & Industrial Real Estate Brokers
Key Action and Measures	<ol style="list-style-type: none"> 1. Create an email marketing campaign with a customer friendly web site 2. Target highly-desirable site selectors, real estate brokers, & c-suite executives, growing the Appleton brand via website & online advertising
Responsibility	Fox Cities Regional Partnership; City of Appleton

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Economic Goals/Key Actions

Business Attraction Goal	Business attraction marketing campaign
Key Actions and Measures	Develop marketing campaign targeting key clusters: Office; Healthcare; Manufacturing; Food & Beverage; Retail; & Logistics
Responsibility	City of Appleton; Fox Cities Regional Partnership

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Economic Goals/Key Actions

Business Attraction Goal	Retail /Tourism Marketing Campaign
Key Actions and Measures	Continue the visitors' attraction campaign targeting a 100-mile radius around the city; with supplemental funding identifying Appleton as the central city of the region
Responsibility	Fox Cities Convention & Visitors Bureau; City of Appleton


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Economic Goals/Key Actions


Business Retention Goal	Consistently demonstrate business friendly protocols in all interactions between business and the City of Appleton
Key Actions and Measures	Gather testimonials from businesses as evidence of consistent government responsiveness
Responsibility	City of Appleton


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Economic Goals/Key Actions

Business Retention Goal	Improve customer service to businesses
Key Actions and Measures	<ol style="list-style-type: none"> 1. Conduct annual survey of businesses regarding city's customer service 2. Create a single point of entry
Responsibility	City of Appleton


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Economic Goals/Key Actions

Business Retention Goal	Streamline permitting process
Key Actions and Measures	Continue 'fast-track permitting.' Review commercial permitting processes & streamline where appropriate to assure that permits are issued in a predictable & professional manner, & customers receive clear communication
Responsibility	City of Appleton

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Economic Goals/Key Actions

Business Retention Goal	Overcome negative competitive perceptions
Key Actions and Measures	<ol style="list-style-type: none"> 1. Restructure permit, inspection & storm water processes to be convenient for the consumer 2. Permit, water & storm water fees need to be competitive relative to nearby communities & other communities that the City competes for expansion & new projects
Responsibility	City of Appleton


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Economic Goals/Key Actions


Business Retention Goal	Retention visits
Key Actions and Measures	Continue to conduct 40 annual site visits to key industries using business retention software to tabulate & analyze results
Responsibility	City of Appleton


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Economic Goals/Key Actions

General Economic Development Goal	Continue to measure effectiveness of economic development programs (investment, jobs, tax base growth, etc.)
Key Actions and Measures	Conduct Cost-Benefit analysis of completed and proposed projects
Responsibility	City of Appleton


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Economic Goals/Key Actions

General Economic Development Goal	Encourage development of the regional foodshed: ag. production, processing, retail grocery, distribution, shared-use kitchen, and market square project
Key Actions and Measures	Increase local food production and evidence of sales, distribution, processing and consumption
Responsibility	City of Appleton

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Economic Goals/Key Actions

Workforce Goal	Encourage partners to engage in career awareness in manufacturing and technology (High school, Fox Valley Tech, Lawrence University, Workforce Board, Society for Human Resource Management chapter, Chamber, etc. invited to participate as partners)
Key Actions and Measures	Encourage & promote opportunities for executive, parent & student participation in coordinated programs with manufacturers, technology, & other key companies
Responsibility	Appleton School District, Fox Valley Tech., Workforce Investment Board, Lawrence University, Fox Cities Regional Partnership, Fox Cities Chamber of Commerce, City of Appleton

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Economic Goals/Key Actions

Workforce Goal	Encourage partners to organize target business programs in High Schools, Fox Valley Tech & Lawrence University around key regional clusters
Key Actions and Measures	Assist with workforce efforts to sustain high student graduation rates, job placement
Responsibility	Appleton School District, Fox Valley Tech., Workforce Investment Board, Lawrence University, Fox Cities Regional Partnership, Fox Cities Chamber of Commerce, City of Appleton




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Economic Goals/Key Actions

Workforce Goal	Encourage partners to emulate strong manufacturing and career partnerships with high schools
Key Actions and Measures	Identify & implement best practices examples from neighboring communities
Responsibility	Appleton School District, Fox Valley Tech., Workforce Investment Board, Lawrence University, Fox Cities Regional Partnership, Fox Cities Chamber of Commerce, City of Appleton



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*Thank you, it has been a pleasure to work with staff,
leadership, elected officials, businesses and
stakeholders in Appleton*

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Regional Labor Market & Trade Area

Appleton possesses a central location in a 30 mile diameter area that encompasses a regional labor market and retail trade area with a population of nearly 814,000 persons in the Appleton, Green Bay, Oshkosh-Neenah and Fond du lac metropolitan and micro-politan areas. That same area employs nearly 430,000 persons,. Appleton is in a strong position to carry on as the regional economic center for northeastern Wisconsin. The following map illustrates the 30 mile radius from Appleton and identifies higher density populations and the location of major shopping centers as star-shaped symbols



Sales, Marketing and Branding Highlights

Employers, stakeholders and site selectors were interviewed and surveyed to identify the strengths and advantages of Appleton. Local responses were strong regarding quality of life. Employer and site selector responses significantly pushed other strengths and advantages to the top of the list. Here is how their combined opinions look, in rank order:

1. Workforce / Work Ethic / People
2. Transportation / Connectivity / Location
3. Higher Education
4. Low Cost
5. Downtown
6. Quality of Life (General)
7. K-12 School

City of Appleton

Department of Community & Economic Development
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Appleton, Wisconsin 54911

Phone: 920-832-6468
Web: <http://www.appleton.org>

Appleton: Meeting community needs...enhancing quality of life.

Appleton Economic Development Strategic Plan



Prepared for the City of Appleton Community and Economic Development Office in partnership with Manheim Solutions, Inc. and Hopkins Solutions, LLC

April 2015



A Prosperous Future for Appleton

Appleton has recovered admirably from the “Great Recession” as evidenced by an increase in building activity, a recovery of overall jobs, and a housing recovery and expansion.

The principal finding is that the City of Appleton has much greater name recognition than The Fox Cities. This is a perception among site selectors and others outside the region. The report recommends that the City engage in a cooperative, quantifiable regional marketing program in collaboration with the Fox Cities Regional Partnership. By doing so, the City will improve its reputation among both the business community and external site selectors.

Appleton should continue active participation and cooperation with regional efforts such as the Fox Cities Regional Partnership, the Fox Cities Chamber of Commerce and Industry, the Fox Cities Convention & Visitors Bureau, the Northeast Wisconsin (NEW) Manufacturing Alliance, The New North, and Wisconsin Economic Development Corporation (WEDC) that are available to promote Appleton both regionally and nationally.



Goals

Economic Goals:

Business Attraction:

- Accelerate business park lot sales, for growth and expansion of the tax base
- Outreach to Site Selectors, Commercial & Industrial Real Estate Brokers
- Business attraction marketing campaign
- Retail / Tourism Marketing Campaign

Business Retention & Expansion:

- Improve customer service to businesses
- Consistently demonstrate business friendly protocols in all interactions between business and the City Appleton
- Streamline permitting process
- Overcome negative competitive perceptions
- Retention visits

General Economic Development:

- Continue to measure effectiveness of economic development programs (investment, jobs, tax base growth, etc.)
- Encourage development of the regional foodshed: ag. production, processing, retail grocery, distribution, shared-use kitchen, and market square project

Workforce:

- Encourage partners to engage in career awareness in manufacturing and technology (High school, Fox Valley Tech, Lawrence University, Workforce Board, Society for Human Resource Management chapter, Chamber, etc. invited to participate as partners)
- Encourage partners to organize target business programs in High Schools, Fox Valley Tech & Lawrence University around key regional clusters
- Encourage partners to emulate strong manufacturing and career partnerships with high schools



Measurement

Key Actions/Measures:

- Continue fast approvals & create more aggressive sales policies to drive business park purchase & construction activities, which will drive growth of tax base & jobs
- Create an email marketing campaign with a customer friendly web site
- Target highly-desirable site selectors, real estate brokers, & c-suite executives, growing the Appleton brand via website & online advertising
- Develop marketing campaign targeting key clusters: Office; Healthcare; Manufacturing; Food & Beverage; Retail; & Logistics
- Continue the visitors' attraction campaign targeting a 100-mile radius around the City with supplemental funding
- Conduct annual survey of businesses regarding City's customer service
- Gather testimonials from businesses as evidence of consistent government responsiveness.
- Continue 'fast-track permitting.' Review commercial permitting processes & streamline where appropriate to assure that permits are issued in a predictable & professional manner, & customers receive clear communication.
- Restructure permit, inspection & storm water processes to be convenient for the consumer. Permit, water & storm water fees need to be competitive relative to nearby communities & other communities that the City competes for expansion & new projects.
- Continue to conduct 40 annual site visits to key industries using business retention software to tabulate & analyze results.
- Conduct Cost-Benefit analysis of completed and proposed projects.
- Increase local food production and evidence of sales, distribution, processing and consumption.
- Encourage & promote opportunities for executive, parent & student participation in coordinated programs with manufacturers, technology, & other key companies
- Assist with workforce efforts to sustain high student graduation rates, job placement
- Identify & implement best practices examples from neighboring communities