



Community Development Authority Agenda

Wednesday, February 7, 2024 @ 4:00 PM

415 Main Street, Onalaska WI 54650

Meeting in person in Room 112 & remotely on Zoom

Members of the public wishing to attend remotely and provide public input:

Meeting Link: <https://us06web.zoom.us/j/89749253122?pwd=ECG0m1HbQa3qdpFOYlg2RQbp6ceDla.1>

Phone Number: 1-312-626-6799 Meeting ID: 897 4925 3122 Password: 54650

1. Call to Order and roll call.
2. Consideration and action on minutes from the previous meeting.
3. Public Input (limited to 3 minutes per individual).

Consideration and possible action on the following items:

4. City email addresses for Community Development Authority (CDA) non-City employee members.
5. Revisions to City of Onalaska Ordinance 2.04.15: Community Development Authority.
6. Revisions to the Community Development Authority Operations Manual Reference Guide.
7. Discussion on potential Economic Development options:
 - A. Community & Economic Development Associates (CEDA) partnership
 - B. Revenue generating project
 - C. Residential improvement programs
8. Closed Session: To consider a motion to convene in closed session under Section 19.85(1)(e) for the purpose of deliberating or negotiating the purchasing of public properties, the investing of public funds or conducting other specified public business, whenever competitive or bargaining reasons require a closed session:
 - Sand Lake Road Redevelopment Opportunities

If any action is required in Open Session, as a result of the Closed Session, the Community Development Authority will reconvene in Open Session to take the necessary action and/or continue on with the printed Agenda.

9. Adjournment.

Notice is hereby given that members of and possibly a quorum of the Common Council of the City of Onalaska who do not serve on the Community Development Authority and members of and possibly a quorum of members of other governmental bodies may attend this meeting to gather information about a subject over which they have decision making responsibility. 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.

Notices also provided to: Community Development Authority (Mike Gargaro - Chair, Ann Brandau – Vice Chair, David Xiong, Ald. Diane Wulf, Ald. Leanne Stokes, John Lyche, Andrew Avery-Johnson), Common Council (Ald. Shawn McAlister, Ald. Leanne Stokes, Ald. Dan Stevens, Ald. Diane Wulf, Ald. Steven Nott, Ald. Larry Jiracek), Mayor Kim Smith, City Administrator Rick Niemeier, City Attorney Amanda Jackson, Department Heads, Media, & Applicants.

In compliance with the Americans with Disabilities Act of 1990, the City of Onalaska will provide reasonable accommodations to qualified individuals with a disability to ensure equal access to public meetings provided notification is given to the City Clerk within seventy-two (72) hours prior to the public meeting and that the requested accommodation does not create an undue hardship for the City.

Statutory Notice Mailed and Posted: 2/05/2024

City Ord. 2.01.15 Community Development Authority

- A. Findings and declaration of necessity.** The Common Council hereby finds and declares that a need for blight elimination, community development, housing programs and projects exist in the City and that a community development authority functioning within the City constitutes an effective and efficient means for carrying out such programs and projects. The necessity in the public interest for the provisions of this section is also declared as a matter of legislative determination.
- B. Creation of community development authority; status as public body.** Pursuant to § 66.1335, Wis. Stats. (entitled "Housing and Community Development Authorities"), there is hereby created a community development authority, which shall be known as the "Community Development Authority of the City of Onalaska." The Community Development Authority (the "CDA") is deemed a public body and a body corporate and politic, exercising necessary public powers, and having all the powers, duties and functions conferred on redevelopment authorities, community development authorities, housing authorities and housing authorities for elderly persons by applicable law.
- C. Composition of governing body; powers vested in Commissioners; compensation.** The CDA shall consist of seven resident persons having sufficient ability and experience in the field of urban renewal, community development, and housing, who shall serve as the governing body (the "Commissioners") of the CDA. In addition to the members set forth above, a student recommended by the Onalaska High School administration may be appointed to the Commission in an advisory, nonvoting capacity for a term of one year. The powers of the CDA shall be vested in, and exercised by, the Commissioners in office from time to time.
- D. Compensation; oaths.** No compensation shall be paid for service on the CDA. Citizen members shall take the official oath as required by § 19.01, Wis. Stats., said oath to be filed with the City Clerk.
- E. Appointment, confirmation and term of Commissioners; vacancies.** The Commissioners of the CDA shall be appointed by the Mayor and confirmed by the Common Council as follows:
1. Two of the Commissioners shall be members of the Common Council, one of which shall be a member of the Finance and Personnel Committee and the other shall not be a member of the Finance and Personnel Committee. Each of the Common Council Commissioners shall serve with full voting rights. The remaining five Commissioners of the CDA shall be selected with preference to the following qualifications: (1) background in finance, banking, accounting, financial investments or any combination thereof; (2) legal, paralegal or real estate law background or any combination thereof; (3) background in either real estate, real estate development, commercial and residential construction or property management or any combination thereof; (4)

background in the Onalaska business community and Onalaska community organizations; and (5) background in either manufacturing, business startups or other related background.

2. All Commissioners who are not members of the Common Council shall be appointed for terms of four years. A Commissioner who is not a member of the Common Council shall hold office until their successor has been appointed and qualified, unless such Commissioner's term is vacated earlier because of their change of residence, removal, resignation, incapacity or death.
3. Vacancies occurring during any term shall be filled for the unexpired portion of the term and new appointments or reappointments of Commissioners shall be made, in the same manner in which the original appointments were made.
4. The Mayor of the City of Onalaska shall be a nonvoting ex officio member of the Community Development Authority.

F. Evidence of appointment. The records maintained in the office of the City Clerk reflecting that the City Clerk administered the oath of appointment of the Commissioner. Such record shall be conclusive evidence of the due and proper appointment of the Commissioner if such Commissioner has been duly confirmed as herein provided and has duly taken and filed the official oath before entering upon their office.

G. Removal of Commissioners. A Commissioner may be removed from office by the Mayor by incompetency, inefficiency, neglect of duty or misconduct in office, but such Commissioner shall be removed only after they shall have been given a copy of the charges at least 10 days prior to the hearing thereon and had an opportunity to be heard in person or by counsel. In the event of the removal of any Commissioner, a record of the proceedings, together with the charges and findings thereon, shall be filed in the office of the City Clerk. To the extent applicable, the provisions of § 17.16, Wis. Stats., relating to removal for cause shall apply to any such removal.

H. Meetings; quorum; bylaws. All meetings of the CDA shall be held in compliance with the provisions of Subch. IV of Ch. 19, Wis. Stats., and this Code of Ordinances. Four Commissioners shall constitute a quorum of the CDA for the purpose of conducting its business and exercising its powers and for all other purposes. Action may be taken by the CDA upon the affirmative vote of a majority of the Commissioners present at any meeting of the CDA at which a quorum is present. No vacancy in the membership of the CDA shall impair the right of a quorum to exercise the powers and perform the functions of the CDA. The CDA may adopt and from time to time amend or repeal such bylaws and other rules and regulations not inconsistent with applicable law as it deems necessary in the performance of its functions.

I. Selection of officers, agents and employees.

1. The CDA shall annually elect a Chairperson and Vice Chairperson from among the Commissioners. Vacancies occurring in the office of Chairperson or Vice Chairperson shall be filled from among the Commissioners for the unexpired portion of the term.

2. The CDA may employ technical experts and such other officers, agents and employees, permanent and temporary, as it may require from time to time in the performance of its duties and functions, within the limits of the funds available for such purpose. The CDA may delegate to one or more of its agents or employees such powers or duties as may deem proper.
3. The employees of the CDA shall be selected ~~and serve under the provisions of the City's civil service system~~ **through the normal recruitment process through the City of Onalaska** and shall be subject to ~~pertinent civil service and~~ personnel policies established for City employees with equivalent duties and responsibilities unless the CDA:
 - a. Adopts and approves **its own** hiring, personnel and employment policies;
 - b. Resolves to apply and maintain **its own** hiring, personnel and employment policies; and
 - c. The CDA provides 60 days **advance** notice **to the Mayor and Council President** of the **intent to** ~~adoption of~~ **adopt** the policies and resolutions set forth above.
4. The CDA may call upon the City Attorney for such legal services as it may require, and may also retain specialists to render legal services as required by the CDA from time to time. The CDA may also contract with the City or any other agency or entity, public or private, for the provision of any necessary staff services associated with or required by the CDA in the performance of its duties or functions which could be performed by the staff of the CDA.

J. City Assistance to CDA.

1. The CDA is authorized to call upon any department, board, commission or agency of the City for assistance and cooperation in the performance of CDA's duties and functions. All City departments, boards, commissions and agencies are hereby authorized and directed to cooperate with, and furnish assistance to, the CDA in the performance of the CDA's duties and functions to the extent that such cooperation does not interfere with or disrupt the priorities and work programs of the City agency.
2. In the event that any department or commission or agency shall have good cause for failing to comply with the request of the CDA for assistance, the matter shall be referred to the Mayor's office and, if deemed necessary, to the Common Council for adjudication.
3. In addition, the CDA may contract with the City of Onalaska for performance of such services as may be required by the authority in the performance of its functions. In the event assistance is provided by the department, board, commission or agency of the City, whether by contract or not, the CDA shall agree to compensate the City of Onalaska for all services rendered to the authority.

K. Interested Commissioners or employees. No Commissioner or employee of the CDA shall acquire any direct or indirect interest in any project or in any property included or planned to be included in any such project, nor shall they have any direct or indirect interest in any contract or proposed contract for insurance, materials or services to be furnished or used in any such project. If any Commissioner or employee of the CDA owns or controls a direct or indirect interest in any property included or planned to be included in any such project, they shall immediately disclose the same in writing to the CDA, and such disclosure shall be entered upon the minutes of the CDA, and such Commissioner or employee shall not participate in any action by the CDA relating to such property. Failure to so disclose such interest shall constitute misconduct in office.

L. Powers and duties of CDA.

1. The CDA shall have all powers, duties and functions set out in §§ 66.1201, 66.1213 and 66.1333, Wis. Stats., for housing and redevelopment authorities, and as to all housing projects initiated by the CDA, it shall proceed under §§ 66.1201 or 66.1213, Wis. Stats., as applicable, and as to all projects relating to blight elimination, slum clearance, urban renewal and redevelopment programs, it shall proceed under §§ 66.1301 to 66.1327, 66.1333, 66.1337 or 66.1105, Wis. Stats., as determined appropriate by the Common Council on a project-by-project basis.
2. The CDA may, upon the direction of the Common Council, act as agent of the City in planning and carrying out community development programs and activities funded under the Federal Housing and Community Development Act of 1974, as amended, and any or all community development programs and activities initiated by the CDA and approved by the Mayor and Common Council shall be undertaken and carried out pursuant to such Act and other applicable law.
3. The CDA may, upon the direction of the Common Council, act as agent of the City in performing any or all acts, except the development of the general plan of the City, which may otherwise be performed by the Plan Commission under §§ 66.1301 to 66.1327, 66.1333, 66.1337 or 66.1105, Wis. Stats.
4. In addition to the foregoing powers, duties and functions, the CDA shall have such other powers, duties and functions related to community development as are conferred on it by the Common Council from time to time.

M. Annual budget. An annual budget shall be established by the CDA, which budget shall be subject to approval of the Finance and Personnel Committee and the Common Council.

N. Annual report. The CDA shall coordinate with City Staff to include a summary of their yearly activities in the annual Planning Department report.

O. Evidence of authority. A certified copy of this section shall be filed with the City Clerk and shall be prima facie evidence of the CDA's right to transact business, and such ordinance shall not be subject to challenge because of any technicality. In any suit, action or proceeding commenced against the CDA, a certified copy of such ordinance shall be deemed conclusive evidence that the CDA is established and authorized to

transact business and exercise its powers hereunder and pursuant to § 66.1335, Wis. Stats.

- P. Construction.** All powers, duties and functions of a community development authority, as set forth in § 66.1335, Wis. Stats., are deemed to have been granted to the CDA as though set forth in this section, except as to those powers, duties and functions which are subject to further authorization and direction of the Common Council, as set forth herein.
- Q. Committees.** The CDA shall create related committees and boards on an as needed basis to assist in the implementation of the powers and duties of the CDA as set forth above, including but not limited to those powers conferred to a redevelopment authority as set forth in § 66.1335, Wis. Stats., and such other duties, powers and functions related to community development as are conferred on it by the Common Council.

Operations Manual and Reference Guide

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Enabling Ordinance

Sec. 2-4-10 Community Development Authority.

(a) **Findings and Declaration of Necessity.** The Common Council hereby finds and declares that a need for blight elimination, community development, housing and elderly housing programs and projects exist in the City and that a community development authority functioning within the City constitutes a more effective and efficient means for carrying out such programs and projects. The necessity in the public interest for the provisions of this Section is also declared as a matter of legislative determination.

(b) **Creation of Community Development Authority; Status as Public Body.** Pursuant to Sec. 66.1335 of the Wisconsin Statutes (entitled "Housing and Community Development Authorities"), there is hereby created a community development authority, which shall be known as the "Community Development Authority of the City of Onalaska." The Community Development Authority (the "CDA") is deemed a public body and a body corporate and politic, exercising necessary public powers, and having all the powers, duties and functions conferred on redevelopment authorities, community development authorities, housing authorities and housing authorities for elderly persons by applicable law.

(c) Composition of Governing Body; Powers Vested in Commissioners; Compensation.

The CDA shall consist of seven (7) resident persons having sufficient ability and experience in the field of urban renewal, community development, and housing, who shall serve as the governing body (the "Commissioners") of the CDA. In addition to the members set forth above, a student recommended by the Onalaska High School administration shall be appointed to the Commission in an advisory, non-voting capacity for a term of one (1) year. The powers of the CDA shall be vested in, and exercised by, the Commissioners in office from time to time. Commissioners shall receive no compensation for their services, but shall be entitled to reimbursement of their actual and necessary expenses, including local travel expenses, incurred in the discharge of their duties.

(d) **Appointment, Confirmation and Term of Commissioners; Vacancies.** The Commissioners of the CDA shall be appointed by the Mayor and confirmed by the Common Council, as follows:

(1) Two (2) of the Commissioners shall be members of the Common Council and shall serve ex officio during their term of office.

(2) The first appointments of the five (5) Commissioners who are not members of the Common Council shall be made for the following terms: two (2) for terms of one (1) year, ending on the third Tuesday in April of 1993, and one (1) each for terms of two (2), three (3) and four (4) years, ending on the third Tuesday in April of 1994, 1995, and 1996, respectively. Thereafter, all Commissioners who are not members of the Common Council shall be appointed for terms of four (4) years. A Commissioner who is not a member of the Common Council shall hold office until his or her

successor has been appointed and qualified, unless such Commissioner's term is vacated earlier because of his or her change of residence, removal, resignation, incapacity or death.

(3) After the appointments of the original seven (7) Commissioners have been made and confirmed, vacancies occurring during any term shall be filled for the unexpired portion of the term, and new appointments or reappointments of Commissioners shall be made, in the same manner in which the original appointments were made.

(e) **Filing of Certificate of Appointment.** A certificate of the appointment or reappointment of any Commissioner shall be filed with the City Clerk. Such certificate shall be conclusive evidence of the due and proper appointment of the Commissioner if such Commissioner has been duly confirmed as herein provided and has duly taken and filed the official oath before entering upon his or her office.

(f) **Removal of Commissioners.** A Commissioner may be removed from office by the Mayor by incompetency, inefficiency, neglect of duty or misconduct in office, but such Commissioner shall be removed only after he or she shall have been given a copy of the charges at least ten (10) days prior to the hearing thereon and had an opportunity to be heard in person or by counsel. In the event of the removal of any Commissioner, a record of the proceedings, together with the charges and findings thereon, shall be filed in the office of the City Clerk. To the extent applicable, the provisions of Sec. 17.16, Wis. Stats., relating to removal for cause shall apply to any such removal.

Updated June 2007

(g) **Meetings; Quorum; Bylaws.** All meetings of the CDA shall be held in compliance with the provisions of Subchapter IV of Chapter 19 of the Wisconsin Statutes and Section 2-2-12 of this Code of Ordinances. Four (4) Commissioners shall constitute a quorum of the CDA for the purpose of conducting its business and exercising its powers and for all other purposes. Action may be taken by the CDA upon the affirmative vote of a majority of the Commissioners present at any meeting of the CDA at which a quorum is present. No vacancy in the membership of the CDA shall impair the right of a quorum to exercise the powers and perform the functions of the CDA. The CDA may adopt and from time to time amend or repeal such bylaws and other rules and regulations not inconsistent with applicable law as it deems necessary in the performance of its functions.

(h) **Selection of Officers, Agents and Employees.**

(1) The CDA shall annually elect a Chairperson and Vice-Chairperson from among the Commissioners. Vacancies occurring in the office of Chairperson or Vice-Chairperson shall be filled from among the Commissioners for the unexpired portion of the term.

(2) The CDA may employ technical experts and such other officers, agents and employees, permanent and temporary, as it may require from time to time in the performance of its duties and functions, within the limits of the funds available for such purpose. The CDA may delegate to one or more of its agents or employees

such powers or duties as may deem proper.

(3) The CDA may call upon the City Attorney for such legal services as it may require, and may also retain specialists to render legal services as required by the CDA from time to time. The CDA may also contract with the City or any other agency or entity, public or private, for the provision of any necessary staff services associated with or required by the CDA in the performance of its duties or functions which could be performed by the staff of the CDA.

(i) City Assistance to CDA.

(1) The CDA is authorized to call upon any department, board, commission or agency of the City for assistance and cooperation in the performance of CDA's duties and functions. All City departments, boards, commissions and agencies are hereby authorized and directed to cooperate with, and furnish assistance to, the CDA in the performance of the CDA's duties and functions to the extent that such cooperation does not interfere with or disrupt the priorities and work programs of the City agency.

(2) In the event that any department or commission or agency shall have good cause for failing to comply with the request of the CDA for assistance, the matter shall be referred to the Mayor's office and, if deemed necessary, to the Common Council for adjudication.

(3) In addition, the CDA may contract with the City of Onalaska for performance of such services as may be required by the authority in the performance of its functions. In the event assistance is provided by the department, board, commission or agency of the City, whether by contract or not, the CDA shall agree to compensate the City of Onalaska for all services rendered to the authority.

Updated June 2007

(j) Interested Commissioners or Employees. No Commissioner or employee of the CDA shall acquire any direct or indirect interest in any project or in any property included or planned to be included in any such project, nor shall he have any direct or indirect interest in any contract or proposed contract for insurance, materials or services to be furnished or used in any such project. If any Commissioner or employee of the CDA owns or controls a direct or indirect interest in any property included or planned to be included in any such project, he shall immediately disclose the same in writing to the CDA and such disclosure shall be entered upon the minutes of the CDA, and such Commissioner or employee shall not participate in any action by the CDA relating to such property. Failure to so disclose such interest shall constitute misconduct in office.

(k) Powers and Duties of CDA.

(1) The CDA shall have all powers, duties and functions set out in Wisconsin Statutes Sections 66.1201, 66.1213 and 66.1333 for housing and redevelopment authorities and as to all housing projects initiated by the CDA it shall proceed under Wisconsin Statutes Section 66.1201 or Section 66.1213 as applicable and as to all projects relating to blight elimination, slum clearance, urban renewal and redevelopment

programs, it shall proceed under Wisconsin Statutes Sections 66.1301 to 66.1327, 66.1333, 66.1337 or 66.1105 as determined appropriate by the Common Council on a project by project basis.

(2) The CDA may, upon the direction of the Common Council, act as agent of the City in planning and carrying out community development programs and activities funded under the Federal Housing and Community Development Act of 1974, as amended, and any or all community development programs and activities initiated by the CDA and approved by the Mayor and Common Council shall be undertaken and carried out pursuant to such Act and other applicable law.

(3) The CDA may, upon the direction of the Common Council, act as agent of the City in performing any or all acts, except the development of the general plan of the City, which may otherwise be performed by the City Plan Commission under Wisconsin Statutes Sections 66.1301 to 6.1327, 66.1333, 66.1337 or 66.1105.

(1) **Annual Budget.** An annual budget shall be established by the CDA, which budget shall be subject to approval of the Finance and Personnel Committee and the Common Council.

(m) **Annual Report.** As part of its annual budget request, the CDA shall file with the Mayor and Common Council a report of its activities for the preceding year. In addition, the Mayor shall at the conclusion of three (3) years of operation, file with the Common Council a report on the effectiveness of the activities performed by the CDA. Said report is to be prepared by an independent agency.

(n) **Evidence of Authority.** A certified copy of this Section shall be filed with the City Clerk and shall be prima facie evidence of the CDA's right to transact business, and such ordinance shall not be subject to challenge because of any technicality. In any suit, action or proceeding commenced against the CDA, a certified copy of such ordinance shall be deemed conclusive evidence that the CDA is established and authorized to transact business and exercise its powers hereunder and pursuant to Sec. 66.1335, Wis. Stats.

(o) **Construction.** All powers, duties and functions of a community development authority, as set forth in Sec. 66.1335, Wis. Stats., are deemed to have been granted to the CDA as though set forth in this Section, except as to those powers, duties and functions which are subject to further authorization and direction of the Common Council, as set forth herein. This Section and the powers granted hereunder shall be construed liberally to effectuate its purpose.

Enabling Resolution

RESOLUTION 18 - 2010

A RESOLUTION TO CREATE THE CITY OF ONALASKA OMNICENTER MANAGEMENT COMMITTEE

WHEREAS, the City of Onalaska Community Development Authority built a civic center referred to as the OmniCenter and has developed civic and athletic programs that enhance the City and contribute to the growth of the City; and

WHEREAS, the City of Onalaska desires to create a committee to oversee the management of the OmniCenter.

NOW, THEREFORE, BE IT RESOLVED by the Common Council of the City of Onalaska that:

SECTION 1. The OmniCenter Management Committee is hereby created.

SECTION 2. The OmniCenter Management Committee shall consist of five (5) members (the "Committee Members"). The powers of the OmniCenter Management Committee shall be vested in, and exercised by, the Committee Members in office from time to time. Committee Members shall receive no compensation for their services but Committee Members may be reimbursed for expenses actually and necessarily incurred in the performance of their duties if such expenses are pre-approved by the Common Council.

SECTION 3. A member of the Community Development Authority shall serve as an ex-officio member of the OmniCenter Management Committee. The Mayor of the City of Onalaska shall appoint with the advice of the Community Development Authority four Committee Members, all of whom shall be subject to confirmation by a majority vote of the Onalaska Common Council. To the extent available, Committee Members shall have experience in at least one of the following areas: (a) management, (b) advertising or promotion, (c) ice rink or hockey management, (d) accounting/financial expertise, (e) event planning/management and (f) legal expertise.

SECTION 4. The initial appointment of the five (5) Committee Members shall be made for the following terms: one (1) CDA appointed ex-officio Committee Member and one (1) of the Committee Members appointed by the Mayor shall serve for an initial term of one (1) year; and the remaining three (3) Committee Members shall be appointed for an initial term of two (2) years. Thereafter, at the expiration of the term of any Committee Member, the successor Committee Member shall be appointed for a 2-year term. Committee Members shall continue as members until his or her successor has been appointed and confirmed unless such Committee Member vacates the position earlier because of a change in residence, removal, resignation, incapacity or death. All appointments or vacancies shall be confirmed by a majority of the Onalaska Common Council.

SECTION 5. The purpose of the OmniCenter Management Committee is to manage the operation of the OmniCenter, promote the OmniCenter, maintain the OmniCenter, strategically plan for the long term use of the OmniCenter, operate the OmniCenter in a financially prudent manner generating revenues that

meet or acceded expenses, help enhancing the City of Onalaska business climate and to coordinate the use of the OmniCenter to enhance the quality of life of the citizens of Onalaska.

SECTION 6. The OmniCenter Management Committee shall have the following duties and authority:

1. Prepare and recommend an annual budget for the OmniCenter to the CDA..
2. Implement an approved annual budget.
3. Prepare and recommend an annual marketing plan for the OmniCenter to the Community Development Authority.
4. Implement an approved marketing plan.
5. Take all actions necessary to maintain the physical plant of the OmniCenter.
6. With the guidance of the Community Development Authority enter into contracts for repair, maintenance and operations of the OmniCenter.
7. Supervise the employees and operations of the OmniCenter.
8. Prepare and provide quarterly operational reports and any other requested by the Community Development Authority.

SECTION 7. No Committee Member shall acquire any direct or indirect interest in any project or in any property included or planned to be included in any real property or development project entered into by the City of Onalaska, nor shall any Committee Member have any direct or indirect interest in any contract or proposed contract for insurance, materials or services to be furnished or used in any such project. If any Committee Member of the OmniCenter Management Committee owns or controls a direct or indirect interest in any real or personal property included or planned to be included in any such project, the Committee Member shall immediately disclose the same in writing to the OmniCenter Management Committee and such disclosure shall be entered upon the minutes of the OmniCenter Management Committee, and such Committee Member shall not participate in any action by the OmniCenter Management Committee relating to such property. Failure to so disclose such interest shall constitute misconduct in office.

Dated this 8th day of June, 2010.

CITY OF ONALASKA

By: _____
Michael D. Giese, Mayor

By: _____
Caroline Burmaster, Clerk

Introduction/ Background

Onalaska's Community Development Authority (CDA) was created in the late 1980's to address the impending development of Onalaska's Omni Center largely due to the CDA's ability to borrow funds for community development projects. Although it's primary role was related to the Omni Center, the CDA was used on occasion for community development projects such as in 2005 when it authorized the issuance of lease revenue bonds to assist in the financing of the Gundersen Clinic parking ramp under the specifications of a detailed development agreement between the City of Onalaska and Gundersen Lutheran.

The recent change in the CDA's membership in June of 2010 recognizes the need for an economic development organization in the City of Onalaska that is responsible for economic development issues city-wide, employing a comprehensive and proactive approach to all of Onalaska's development and redevelopment areas.

The CDA will accomplish these efforts with the assistance of the Onalaska Planning Department staff and on occasion staff from other economic development organizations such as La Crosse County Community Development, the La Crosse Area Development Corporation (LADCO), neighboring municipalities, the Mississippi River Regional Planning Commission, UW Extension and others.

This manual provides a list of tools that may be employed in creating economic opportunity along with case studies that detail the 'give and take' in public-private partnerships in development for a variety of projects. Lastly, the CDA has at its disposal, marketing and public relations tools such as the City of Onalaska website and printed materials.

The CDA's contact information shall be through the Land Use and Development Director's Office in the Onalaska Planning Department:

Jason Gilman, AICP
Land Use and Development Director
City of Onalaska Planning Department
City of Onalaska
415 Main Street
Onalaska, WI 54650
608-781-9590
Fax 608-781-9506
jgilman@cityofonalaska.com

Authority Members/ Contact Information

Mike Gargaro (2015)
451 R. Stephan Place
Onalaska, WI 54650
608-779-1580
mgargaro@couleebank.net

Jim Olson, Alderperson (2011)
515 16th Avenue North
Onalaska, WI 54650
608-780-7537
jolson@cityofonalaska.com

Tom Taylor (2014)
308 W. Larkspur Lane
Onalaska, WI 54650
608-385-8111
TTaylor@taylorlawgroup-llc.com

Gary Gonczy, Alderperson (2011)
424 11th Avenue South
Onalaska, WI 54650
608-783-6887
ggonczy@cityofonalaska.com

Barry Blomquist (2013)
800 Country Club Lane
Onalaska, WI 54650
608-783-5630
blomquistb@aol.com

John Lyche (2011)
1820 Ironwood Place
Onalaska, WI 54650
608-783-5630
john@lyche.us

Ann Brandau (2012)
405 5th Avenue South
La Crosse, WI 54601
608-784-2050
annbrandayu@centurytel.net

6 ECONOMIC DEVELOPMENT

Goals and Objectives

Goal 1: To promote economic development and businesses that foster a strong, diversified and balanced economy.

Objectives

- a. By working with La Crosse County and other area jurisdictions on regional economic development initiatives that benefit the City and region and evaluating the initiatives' return on investment by considering social, environmental, economic and fiscal factors.
- b. By creating an economic development plan for the City that addresses background data, available sites, incentives and the City's overall economic development goals.
- c. By taking advantage of and promoting the upkeep of the well connected fiber optic and information systems network in the Onalaska area. With this system in place, the region is poised for new economic growth.
- d. By bolstering the City's economic base by proactively fostering public/private partnerships for community development.
- e. By identifying properties that are suitable for the expansion of business and industrial parks by conducting a commercial building lands inventory.
- f. By continuing to service new industrial and business areas with all necessary public utilities.
- g. By promoting tourism, eco-tourism and related businesses that capitalize on the City's cultural, environmental and geographic resources.

Goal 2: To focus on creating a healthy City that provides for a quality of life that attracts and retains a creative, skilled labor force.

- a. By marketing the assets of the region to stimulate high-quality economic growth. These assets include convenient access to railroad, air, trucking and the interstate as well as the outstanding natural amenities of the area.
- b. By working with the High School, the Technical College, Viterbo University and the University of Wisconsin-La Crosse to continue development of vocational programs that address the labor needs of both existing employers and businesses targeted for recruitment.

- c. By identifying and recruiting companies that provide a needed product or service in Onalaska. Possibilities mentioned in the community survey include a food co-op, restaurants downtown and increased tourism/recreation businesses.
- d. By encouraging high-technology/clean manufacturing industries to locate in the City of Onalaska to provide improved employment opportunities.
- e. By continuing to implement the downtown redevelopment plan to create a strong central business area and to enhance the City's waterfront by partnering in the creation of safe and convenient access and improvements.
- f. By encouraging home occupations, where appropriate, as a way to promote jobs in the community without requiring new land to be developed.
- g. By developing a strong downtown with cultural attractions and services that create a high quality of life.

Goal 3: To strengthen and enhance the existing business districts.

Objectives

- a. By directing retail businesses to established commercial corridors and districts through the use of this comprehensive plan.
- b. By encouraging the clustering of compatible uses; e.g., retail and professional services.
- c. By maintaining a balance of industrial, commercial and residential land uses to stabilize and enhance the City's tax base and provide high quality employment opportunities.
- d. By communicating with business and industry leaders on a regular basis to ensure their needs are being met.
- e. By striving to promote the City of Onalaska as a friendly place to do business.
- f. By attracting firms that complement existing industries and increase business for established companies.
- g. By working with special commercial district businesses, such as in the downtown, to assist in the promotion and continued investment in these unique areas.
- h. By maintaining and improving housing as it relates to the enhancements of business districts and fostering reinvestment in the business districts.

Goal 4: To foster high quality, architecturally interesting development and redevelopment that strengthens Onalaska's economy.

Objectives

- a. By continuing to use programs to assist new and existing businesses, such as Tax Incremental Financing (TIF), Business Improvement Districts (BID), community development authority and the La Crosse County revolving loan program.
- b. By encouraging reinvestment, redevelopment and infill development on vacant or underutilized land in the downtown business district and using cluster and node development concepts for infill development along STH 16.
- c. By continuing to work with downtown business owners and Centering Onalaska to promote a unique identity for the area.
- d. By encouraging public/private investments in business district improvements.
- e. By promoting long term investment in developing areas by encouraging mixed uses.
- f. By continuing to improve on architectural and landscape architectural standards for development and redevelopment by promoting the use of building materials that have greater longevity, design that complements or improves the character of commercial areas and equal, high-quality materials and architectural detailing on all facades.

6.6 Policies and Recommendations

Downtown, Tourism and Recreation Based Economic Development

- 1) Continue to meet with and provide technical assistance to the Onalaska Center for Commerce and Tourism and the Wisconsin Department of Natural Resources to promote the Great River State Trail and La Crosse River State Trail as a means of increasing tourism.
- 2) Explore the opportunity to re-locate the Onalaska Center for Tourism to the downtown area.
- 3) The downtown area shall be developed with uses that create a unique destination for tourists and residents, such as unique restaurants, retail and recreation oriented businesses
- 4) The City should continue its efforts to acquire the downtown waterfront property and be an active partner in its redevelopment, which could spark the revitalization of the downtown area economy.

Design Standards

- 5) Continue to enhance the aesthetic quality of businesses throughout the City by updating the zoning ordinance and subdivision codes as necessary and considering the creation of an overlay design district to provide for improved longevity in improvements, insure stability in property values and to promote long-term investment in the City.
- 6) Ensure adequate parking for all business areas. In the downtown area and other appropriate locations, creative and flexible parking solutions and/or requirements should be encouraged to achieve a balance among economic vitality, convenience and efficient land use. The zoning ordinance should be amended as necessary to allow for these parking solutions.
- 7) Whenever possible, business developments and redevelopments should be designed so vehicles servicing the site can move from one location on the site to another without re-entering a public street.

Commercial and Light Industrial Economic Development

- 8) Continue to encourage existing business and industrial parks to be fully developed before allowing new parks to be developed.
- 9) Amend the zoning code as necessary to allow for more flexibility in location of home occupations where compatible with neighborhood areas.
- 10) Promote the following types of businesses in Onalaska: corporate offices; service-oriented businesses, such as finance and insurance; corporate agricultural services offices; and high-tech industries, such as computer software, medical equipment manufacturers and medical service providers.
- 11) Require substantial projects to submit independent impact analyses so that the City can better assess the full effect of these projects on infrastructure and the local economy.
- 12) Encourage well-planned and attractively designed commercial land uses.
- 13) Onalaska is located in the Western Wisconsin Technology Zone. The City should take advantage of this opportunity to attract new technology businesses.
- 14) Assist entrepreneurship and new business development by providing (or working with other agencies, such as the La Crosse Area Development Corporation and Greater La Crosse Area Chamber of Commerce, to provide):
 - Management assistance (programs on entrepreneurship, business accounting, market research, product development, management)
 - Overhead assistance (incubators, shared services, below market rents)
 - Financial assistance (microloan programs, U.S. Small Business Administration, revolving loan funds)

- Networking opportunities (roundtables, CEO networking groups, trade associations)
- Feedback (business appreciation events and promotion of the successes of small and emerging businesses in Onalaska)

Coordinated Economic Development

- 15) Continue to coordinate local economic development activities with the La Crosse Area Development Corporation, neighboring municipalities, Forward Wisconsin, the La Crosse Area Chamber of Commerce and the Wisconsin Department of Commerce.
- 16) Consider renewing the City's membership with LADCO based on value if these services are found to provide a benefit to the City's economic growth.
Membership could help the City by:
 - Encouraging communication between Onalaska and businesses to ensure that existing business needs are being met.
 - Determining what types of industries and businesses Onalaska can attract.
 - Promoting contact with local elected officials, economic development representatives and community development groups to coordinate policies and projects, thereby increasing efficiency, reducing costs, minimizing policy conflicts and maximizing business development outcomes.
- 17) Coordinate economic development with available housing, education systems, health care systems, etc.
- 18) Ensure development of businesses that are accessible by a variety of multi-modal transportation options. This includes locating businesses so that employees and/or potential customers can safely walk, bike, drive or take public transportation to work or shop.
- 19) Consider creating an economic development plan for:
 - Improving retention and expansion capabilities of existing businesses
 - Developing or improving the support system for entrepreneurial development
 - Targeting and attracting new businesses
 - Redeveloping the downtown/waterfront (update the existing plan as needed)

Public/Private Partnerships

- 20) Focus on public/private partnerships that serve growing sectors in the economy, and that bring in both individual and institutional dollars. A public/private partnership may be described as "a cooperative venture between the public and private sectors, built on the expertise of each partner, that best meets clearly defined public needs through the appropriate allocation of resources, risks and rewards".
- 21) The following policies should be used as a tool to assess whether a public/private partnership should be employed:

- The desired outcome would not occur within the same time frame or of the same quality without the partnership.
 - A consistent, fair and transparent review process must be followed for all public/private initiatives. Sufficient qualified private sector companies must exist to ensure a competitive process.
 - The City must demonstrate to Onalaska residents and businesses that decisions made with respect to public/private partnerships are fully informed and justifiable, and have been found to be the best alternative.
 - The public receives value in terms of jobs, brownfield redevelopment, needed services, etc. from the initiative.
 - The roles of the public and private sectors in the partnership should be based on which party can provide the functions most efficiently and cost effectively.
 - Quality service, which is responsive to the needs of the public, must be ensured. The City should verify the record of proposed new businesses with regard to this item. If the business has a poor record of quality service, the partnership should not be approved.
 - New quality jobs should be created or existing jobs preserved.
 - Data have been collected for infrastructure capacity and capacity can be met.
 - The partnership promotes redevelopment of a brownfield site or other underutilized or vacant land within the City limits.
- 22) Tax Incremental Financing (TIF) is a specific type of public/private partnership. The following should be addressed when determining whether to allow a TIF District (TID):
- The desired outcome would not occur without the financial incentive.
 - The developer should be in need of a public subsidy. Public money should not be used to subsidize a private gain, unless that gain in turn benefits the City of Onalaska and its residents.
 - The number and type of jobs that the development will create should be evaluated.
 - The City should determine costs associated with new development. This includes possible new housing development; regional and local transportation impacts; and added municipal services, including fire and police protection, EMS, administrative services, street and stormwater maintenance, new vehicles and equipment, etc.
 - Development receiving TIF funding should meet and exceed benchmarks for exemplary building and site design. The development should integrate with the landscape and enhance the community character.
 - The TID must comply with existing community plans, such as this Plan, the City's Greenway Plan and Parks and Open Space plans.
- 23) When making public purchases for goods or services, the City should utilize Onalaska businesses when possible. For example, the Park and Recreation Department could contract with local grocers or food vendors for concession stands. This helps promote positive relationships between the City and local businesses and helps retain that sector of the economy.

Economic Development Projects

Onalaska Downtown and Waterfront Redevelopment

The City adopted plans for this effort in 1999 (Downtown Redevelopment Plan) and 2008 (Onalaska Waterfront Master Plan). The Master Plan Goals are:

Master Plan Goals

The primary goal for the Onalaska Waterfront Master Plan is to create a short-range (0-5 years) and a long-range (20 years) vision and implementation strategy for the redevelopment of downtown Onalaska and the waterfront. The key goals and objectives of the master plan include the following:

- Consider Onalaska *first*, then tourism and outside attractions
- Balance people attractions with environmental sensitivity
- Compliment the string of neighboring river communities – recognizing people visit several as they come to the Upper Mississippi
- Safe and well designed access for people of all ages and abilities
- Self-sustaining economically – Economic advantages of location, tourism, downtown
- Develop educational opportunities related to Onalaska’s history, archeology, etc.
- Strong connections to STH 35 commerce
- Establish Onalaska as an important multi-use activity center for the community and the region including recreational, educational, historical, cultural, retail, residential, office, and business land uses.

5/1/2008

6

- Establish the economic future of the Onalaska waterfront around the HWY 35 (Great River Road National Scenic Byway) corridor that encompasses development sites on the east and west sides of the corridor.
- Improve public access to the Onalaska waterfront and downtown area including improvements in circulation, pedestrian and bicycle safety, safe railroad crossing, parking and community wayfinding.
- Strengthen Onalaska’s downtown as a pedestrian-oriented retail, eco-tourism, and heritage-tourism, historical and cultural district.
- Improve connections to the waterfront for a variety of activities including hiking, fishing, wetland boardwalks and nature trails, bird watching, interpretive and educational signs, “silent sport” activities such as canoeing, kayaking, etc.

2010 Action Plan

Specific Downtown Redevelopment Preliminary Objectives

- Review the City of Onalaska Downtown and Waterfront Redevelopment Plan and use the existing objectives as a basis for future redevelopment decisions in the downtown area
- Identify existing programs and resources in the City to improve Onalaska's downtown and waterfront economic development and create a strategy for their use in downtown redevelopment
- Promote Onalaska's downtown for new investment
- Support regional economic development programs that benefit Onalaska's downtown area
- Identify redevelopment priority parcels in the Onalaska Waterfront and Downtown Redevelopment Plan Area including parcels that may be available for sale pending the final location of the National Scenic Byways Visitor Center and create a redevelopment strategy for publicly held downtown and waterfront parcels
- Maintain a database of funding sources supporting downtown redevelopment initiatives including key contacts and annual application deadlines
- Obtain the authority from the Onalaska Council to use TIF#4 funding to encourage new investment in Onalaska's downtown and waterfront area and develop an application and TIF subsidy formula to assist the CDA in making decisions to award TIF funding/incentives.
- Maintain a database of prospective investors and developers and regularly correspond with prospective investors on emerging opportunities in the downtown and waterfront area
- Support other agencies in downtown and waterfront redevelopment
- Develop a financial plan for the CDA for the next ten years
- Evaluate 2010 performance at year end and conduct annual reviews each year after 2010.



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|--|--|---|
| <p>1. Onalaska Great River Cultural Center
 Onalaska Tourism Center, Great River State Trailhead and National Scenic Byways Interpretive Facility.
 2012 Construction, 2013 Opening</p> <p>2. State Highway 35-Great River Road
 Reconstruction and Streetscaping-2012</p> <p>3. BNSF Railroad Crossing Improvements
 2011-2013</p> | <p>4. Waterfront Improvements-Boating,
 Fishing, Beach, Overlooks-2011-2013</p> <p>5. Environmental Education
 Wittenberg Marsh Access, Boardwalks, Trails
 Overlooks, Interpretive Signage-2012</p> <p>6. Riverwalk/Overlooks-Spillway Access
 Fishing and Sightseeing Areas-2012-2013</p> | <p>7. Onalaska Public Market
 Indoor/Outdoor Market-2011</p> <p>8. Great River Trail Improvements
 2012-2013</p> <p>9. Redevelopment and Rehabilitation
 Public/Private Partnerships
 City-Owned Sites-2012
 Private Sites-Ongoing</p> |
|--|--|---|

Menards Area Master Plan

In 2005, the City of Onalaska adopted a ‘specific area plan’ or master plan for the large undeveloped area surrounding the existing Menard’s store on Sand Lake Road. This master plan was intended to provide a guide for land use decisions in the area between CTH S to the north, US 53 to the west and south and the ‘Camel’s Hump’ bluff-line to the east.

Objectives of the plan include:

The principal objectives of a master plan for the Menards/Elmwood Properties include:

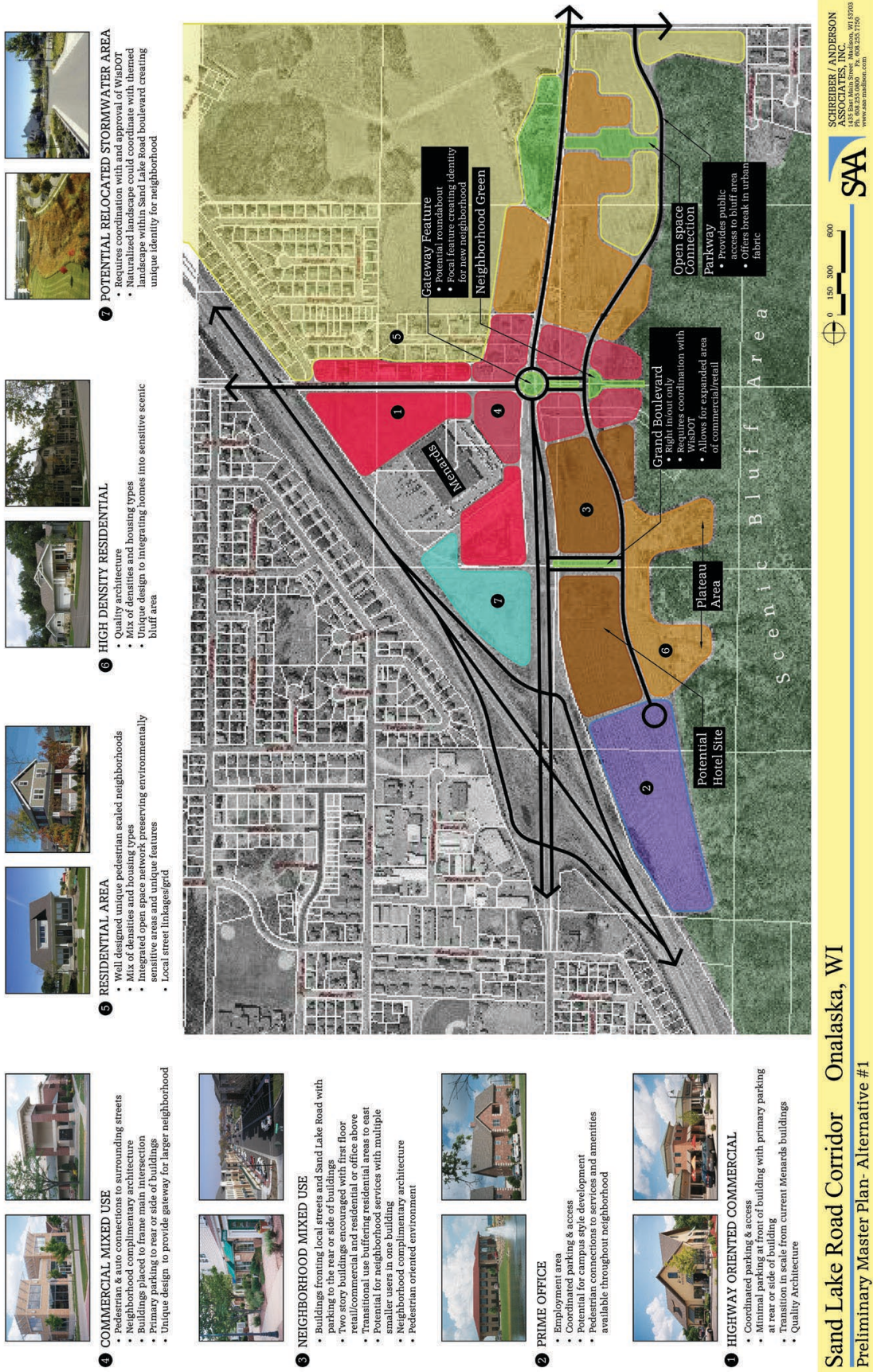
- ❑ Establishing a clear vision of complimentary uses
- ❑ Fostering long term investment
- ❑ Providing for a high density, multi-use, vibrant neighborhood
- ❑ Providing a tool for leveraging financing of infrastructure
- ❑ Providing a tool for attracting business and stimulating a more rapid absorption rate
- ❑ Insuring compatible uses with existing adjacent investment
- ❑ Providing a tool to attract partners/developers/City
- ❑ Identifying feasible phases and capital appropriations
- ❑ Coordinating between land owners/developers

General Statistics: Menards Master Plan Area

Total Land Area:	275 Acres
Total Developable Land Area:	100+ Acres
Ownership/ Area	Elmwood=80.52 Menards=196.09
Land Use/ Area	50+ Mixed Density Residential/TND 50+ Mixed Use or TND
Current Market Prices	\$6.00 to \$8.00 per square foot

Various financial strategies that could be employed to defray capital costs and/or attract investment include:

- Tax Incremental Financing-Requires Council and Joint Review Board Approval
- Community Development Block Grants-Requires a Participating Business
- Technology Zone Tax Credits-Requires An eligible participating business with state income tax liability
City participation-requires Council approval
- Lease revenue bonds-Requires a public facility or public owned entity



Sand Lake Road Corridor Onalaska, WI
 Preliminary Master Plan- Alternative #1

Other Economic Development Opportunities

A number of other economic development opportunities exist within the City of Onalaska. For the purposes of this manual, these projects are summarized below and may require individual detail sheets as opportunities emerge. Additional economic development areas include:

- The Elmwood Business Center. Home of United Healthcare, Franciscan Skemp Mayo Clinic, Midwest Prairie Offices north of Interstate 90 between Theater Road and Midwest Drive. Vacant area remaining greater than 30 acres.
- The Nicolai Property. Situated south of STH 16 just east of the La Crosse County landfill complex, this 80 acre+ area is considered to be one of the few large land areas with municipal water and sewer capacity and the possibility of mixed use or industrial land use capable of attracting a large industrial use or mixed use master-planned development.
- The Gundersen Clinic Campus. South of Interstate 90 at South Kinney Coulee Drive, this 60 acre medical campus has several outlots remaining for development including the redevelopment of the Fauver Hill kindergarten building, approximately 5 acres east of the existing clinic and another 3 to 4 acres to the south and east of the clinic. Development opportunities are generally controlled by the land owner, Gundersen Lutheran who is looking for complimentary uses.
- The Bakken/Robinson Interstate Corridor. Situated north of Interstate 90 to the east and west of the La Crosse International Business Park, these lands include over 100 acres of vacant land, zoned M-1 Light Industrial with an economic development zoning overlay to compliment the La Crosse Business Park.
- The Altra Site. Situated west of the Altra Federal Credit Union headquarters on Wilson Street and Pinecrest Lane, this 10 acre site offers Interstate visibility and light industrial, residential and institutional adjacencies.
- Center 90. This aging commercial area at Main Street and 12th Avenue offers the potential for redevelopment and more density. This area is served by the La Crosse MTU bus service on Main Street and is one of several commercial neighborhood nodes in the City.
- The Zietlow Property. 25 acres south of CTH OT on East Avenue. This large site is zoned M-1 Light Industrial and has freeway access nearby and the Cedar Creek Country Club to the east. An overhead power corridor runs through the site.
- Other sites. A number of other vacant sites exist throughout the City

Relationship to Other Agencies

The CDA may rely on many other agencies that can help the CDA achieve its objectives. The CDA should maintain an updated database of agency contacts.

1. Federal
 - HUD
 - USFWS
 - FHWA
2. State
 - WisDOT
 - WisDNR
 - Department of Commerce (DOC)
 - Other
3. Regional
 - LADCO
 - La Crosse County
 - Greater La Crosse Area Chamber of Commerce
 - Greater La Crosse CVB
 - La Crosse Area Planning Committee
 - Other
4. Local
 - Municipal
 - Onalaska Tourism Department
 - Tourism Board
 - Onalaska Planning Department
 - Waterfront PMT
 - Long Range Planning Committee
 - Onalaska Parks Department
 - Park Board
 - Onalaska Public Works Department
 - Board of Public Works
 - Onalaska Common Council
 - Mayor's Office
 - Public
 - Centering Onalaska
 - Onalaska Safe Bicycling Association
 - Onalaska Area Business Association

Economic Development Toolkit

In its effort to attract economic growth to the City of Onalaska, the CDA may consider a wide variety of tools and strategies.

The following is a list of tools the CDA may employ:

1. **Public Private Partnerships.** Typically arranged by a development agreement (see example in appendix) outlining the public and private obligations of a development project. On occasion, a private investor may require financial or technical assistance in launching a project. The use of public incentives must be weighed with the short and long term impact of each project.
2. **Public Land Assets.** At the Council's discretion, the CDA may offer public land for sale for redevelopment. Typically cities accomplish the redevelopment of public lands through the advertisement of a request for proposals to attract private investment proposals to a site. Some cities have used the proceeds of the sale of land assets to 'capitalize' the CDA to assist it in accomplishing other objectives such as marketing or the establishment of a economic development fund for business financing (low interest loan or revolving loan program).
3. **Tax Incremental Financing.** The leveraging of proposed tax increment to pay for needed improvements for a project to occur, paying the initial debt back with the deferment of property tax increment to the debt until the debt is satisfied.
4. **Grants.** The City has access to a variety of grants through various agencies that may stimulate economic development. Examples include the Wisconsin Department of Commerce's Community Development Block Grant (CDBG) which offers up to \$10,000 in funding for each eligible job created or the Transportation for Economic Assistance (TEA) program through the Wisconsin Department of Transportation which offers funding for transportation projects that create jobs.
5. **Technical Assistance.** One of the most valuable economic development tools a city can employ is a predictable and streamlined development review process, avoiding costly time delays or surprises in the development process. The Onalaska Planning and Inspection Department has strived to offer the most convenient and streamlined review process possible. In addition, the City may offer assistance with land assembly coordination, state or federal permitting and outside agency coordination.
6. **Municipal Bonds.** There are a number of bond types that permit a city to borrow funding for infrastructure financing including general obligation bonds, lease revenue bonds, industrial revenue bonds.
7. **Tax Credits.** Various programs that offer tax credits that may be sold to buyers (syndicates) that capitalize the project up-front. These tax credits are typically offered by State agencies to offset state income tax liabilities.

Incentive Policies for Redevelopment

In 2010, the CDA should develop a set of policies for the use of public funding to encourage new investment.

Notes:

- The City of La Crosse and many other communities employ an application for developers to fill out that help agencies determine if the use of public incentives is warranted. A sample is attached in the appendix.
- Having these policies identified in advance will help developers understand the keys to obtaining these limited funds. Criteria may include extraordinary architecture/investment, achieving desirable and complimentary land uses, attracting a user that would not otherwise invest, job creation, etc.
- Incentives may include but are not limited to the following:
 - ❑ Technical Assistance
 - ❑ CDBG or other grants
 - ❑ Low or no interest loans
 - ❑ Public land sales and/or write-downs on property
 - ❑ TIF Funding
 - ❑ Capital Improvement Funding

Financial Operating Plan-Short Term and Long Term Objectives

Short Term-Potential Revenue Sources for 2010

-Public Land Sale (requires Council action to assign CDA asset)*

In 2010, the City will be completing the environmental report and phase 1 design for the new National Scenic Byways Center. The ultimate determination of the placement of this new facility and a future expansion footprint will define residual lands to be marketed for redevelopment by the CDA.

The City currently has public land holdings in excess of \$600,000 including Braund Lumber parcels, city shop parcels, former Edwards parcel (on Irvin Street, and assorted alleys and right of ways.

The CDA should work with the Onalaska Common Council in gaining approval to market these residual lands to the development community to attract investment and to capitalize the CDA in 2010 through the proceeds of these land sales. The CDA should

develop a strategy for the best use of these proceeds in order to meet its objectives and gain additional revenues and/or economic development tools. The CDA should also develop a list of criteria that prospective investors must address to meet City Downtown and Waterfront Redevelopment objectives.

Additional short term revenue sources that should be explored by the CDA include:

- *Grant award-CDBG or other sources for a specific eligible project*
- *Capital Campaigns/ Donations (using partnership with Onalaska Enrichment Foundation)*
- *Lease Revenue (requires Council to assign CDA revenue)*

Long Term-Potential Revenue Sources Beyond 2010

- *Lease Revenue*
- *Investment Revenue*
- *Business Improvement District Funding (Special Assessment District in Downtown assigns revenues to CDA to perform economic development work)*
- *Capital Campaigns/ Donations*
- *Value added real estate sales or leveraging*
- *Development Loan Income*
- *Public Private Partnership Proceeds*
- *Other*

City of Onalaska COMMUNITY DEVELOPMENT AUTHORITY

Implementation Plan-2010

Project/ Activity	Partners	Schedule											
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1. Planning Staff for Waterfront Plan Overview Presentation	Planning Dept	█											
2. Inventory Existing Economic Development Programs	Planning Dept.	█											
3. Work with Waterfront PMT on Promotional Items	Waterfront PMT		█	█	█	█	█	█	█	█			
4. Identify Redevelopment Parcels in Downtown pending env. report and tourism center design & invite potential investors to submit proposals	Planning Department		█	█	█	█	█	█	█	█	█	█	█
5. Create a database of economic development funding	Planning Department						█	█	█	█			
6. Obtain Authority from Common Council to employ TIF funding for attracting new investment to downtown	Planning Department Waterfront PMT	█	█										
7. Create a database of prospective developers/investors	Planning Department Waterfront PMT					█	█	█	█				
8. Develop a 10 year financial plan for the CDA							█	█	█	█	█		
9. Market downtown redevelopment sites and negotiate a development agreement for thr redevelopment of available public lands		█	█	█	█	█	█	█	█	█	█	█	█
10. Evaluate 2010 progress toward objectives													█

City of Onalaska
COMMUNITY DEVELOPMENT AUTHORITY

Appendix

- Case Studies
- Onalaska Data
- Onalaska Comprehensive Plan
- Onalaska Investor Database
- City Contacts/ Resources
- Public Private Partnerships
- Sample Development Agreement
- Financial Incentive Application Samples