

Village of Waterford, WI
Brewery/Brewpub Recruitment
Request for Proposals

Village of Waterford

123 N River Street
Waterford WI, 53185
www.waterfordwi.org



Overview

On the heels of several major downtown improvement projects, and on the verge of something great, the Village of Waterford (“Village” or “Waterford”) is actively recruiting a brewpub and/or production brewery (“Brewery/Brewpub”) to its growing and energized community to the Village’s Riverfront located in the downtown core around State Highway 20 and 83. The Waterford Village Board (“VILLAGE BOARD”) is seeking proposals from those with experience and qualifications in the brewing and restaurant industry to open a Brewery/Brewpub in Village’s DOWNTOWN. VILLAGE BOARD is offering a package of incentives and assistance to help Waterford’ first craft brewer turn its dream into reality and become a vital member of the community known for its livability, affordability, and community spirit.

Introduction

Whether you’re an established brewer looking to expand, a business guru looking for the next investment, or the passion-project type who’s driven by the love of beer, good food, and community, we want to talk to you! Southeast Wisconsin is the state’s hot spot for the craft brewing industry, and where revolutionary breweries started, are developing and attracting creative brewers that are creating successful spin-off breweries. Waterford is one of the last communities in Southeast Wisconsin without a local brewpub or production brewery. The community of Waterford recently identified the need to recruit a Brewery/Brewpub as a top priorities in the next 2 years. The community wants a Brewery/Brewpub that is:

1. Welcoming;
2. Slightly up-scale;
3. Family-friendly;
4. A place where friends, family, and groups can meet and enjoy good beer, food, and service; and
5. A place that creates memorable and distinguished experience that inspires customers to come back time and time again.
6. Able to distribute locally brewed/branded beer around the region from its base of operations in Waterford.

The VILLAGE BOARD is ready and able to assist the Brewery/Brewpub with these characteristics by offering a wide-range of incentives to a well-qualified and experienced partner to open and sustainably operate a Brewery/Brewpub in downtown Waterford.

What Makes Waterford a Brewer’s Dream?

Waterford is located where Highways 20, 36 and 83 intersect. There is an opportunity for someone to find success on our Riverfront in a key destination with beautiful vistas of the Fox River. The following are several key factors that create a ripe opportunity to open a Brewery/Brewpub:

1. The site is located just to the South of the Tichigan Lake Dam along the Fox River, providing an incredibly scenic overlook of running water. Location, Location, Location.
2. There are unique “Farm-to-Table” opportunities for the Brewery/Brewpub with locally grown and malted grain, regionally sourced hops, and locally grown and raised food.
3. Waterford is located in the heart of Southeast Wisconsin. It’s the center of the craft beer culture and burgeoning tourist destination.
4. There’s an opportunity to be the first brewery in Waterford—one of the last cities of its size in Wisconsin without a brewery!
5. The VILLAGE BOARD and Waterford’s’ commitment to making this happen potentially through a robust package of business incentives: specifically, discounted sale price or lease.



Waterford Profile

Located on the Fox River, Waterford features scenic lakes and waterways, and rich amber waves of some of the state’s finest farm and ranchland, Waterford is a beautiful community and a crossroads of 3 state highways. Located 37 minutes southwest of Milwaukee, 86 minutes North of Chicago, and 86 minutes East of Madison, the population of Waterford (5,571), Waterford retail trade area (46,886) and Racine County (195,949 boasts a mix of agricultural, manufacturing, tourism, and small businesses. Household income is incredibly high compared to the State of Wisconsin Median at \$77,270 in the Village compared to \$59,305 median in the State.

People, culture, and history form the fabric and foundation of Waterford, as does the proud, tight knit, “we’ve got your back’ mentality of its residents. Very much a “can do” Village, Waterford is positioning itself for a rebirth in our downtown along our riverfront with an investment of approximately \$25 million in streetscape and park improvements.

The Village of Waterford has a great deal of market research available to share with those interested in opening a Brewery/Brewpub in Waterford. In a recent retail trade area assessment conducted with a third-party, the Village found that over \$70 million is spent by residents of our trade area annually on food service and drinking establishments, with most of that spending taking place outside the Waterford Community. Waterford sees a prime opportunity to build a Brewery/Brewpub for the community to call its own and keep those dollars at home.

Waterford is a wedding destination! The Village and surrounding area are home to several wedding venues, with the Village Planning additional sites for implementation in 2020-2021. Travel expenditures in 2015 reached almost \$250 million in Racine County (2020 WIS DEPT of TOURISM Visitor Economic Impact Report), a number that’s climbed consistently in the last several years.

Brewery/BrewPub Location

The VILLAGE BOARD owns a prime property that is available for development. The VILLAGE BOARD may consider flexible terms to a proposer with (a) a bona fide intent to acquire and develop such property, and (b) a demonstrable need to reduce development costs that may be a barrier to development and/or redevelopment of such property.

Table 1. VILLAGE BOARD Owned Property Available for Development.

Racine Co. Assessor’s Map & Tax Lot	Size (acres)	Zoning	Google Maps Link to Property
191041935136000	.09	Downtown Commercial (B3)	https://www.screencast.com/t/vFb1738239

Figure 1. Waterford Downtown Area Plan



Request for Proposal – Submittal Requirements

VILLAGE BOARD is seeking proposals from qualified teams interested in opening a Brewery/Brewpub in Village. Proposers may obtain this Request for Proposals (“RFP”) and any addenda online at Village’s website at www.waterfordwi.org

1. **PROPOSAL CONTENTS:** Subject to the provisions of this RFP, each proposal must include the following:
 - A. **COVER LETTER:** Provide a cover letter describing the interest in opening and operating a Brewery/Brewpub and summarizing the major points contained in the Brewery/Brewpub proposal.
 - B. **TEAM MEMBERS:** Identify each team member of proposer and the lead entity (as applicable) whom the VILLAGE BOARD may negotiate and/or contract with if VILLAGE BOARD selects the proposer. Include the contact person, firm name, and contact information (i.e. address and telephone number) of each team member. Identify the business owners, partners, and/or members that will own, operate, and/or manage the Brewery/Brewpub. Also identify any architectural or engineering firm, industry consultants, and any other key players or consultants, if applicable.
 - C. **RELEVANT EXPERIENCE OF TEAM MEMBERS:** Identify applicable team experience in both brewing and restaurant operations and management. Please tell us about the role and experience of each team member related to the brewing and restaurant industry and how the team will ensure it works effectively together.

Brewing: Provide resumes for each team member that will be involved with the brewing aspect of the business. Describe successes and/or failures of team members in the brewing industry. Describe how quality, unique, yet palatable beer to the average customer, will be brewed.

Restaurant: Provide resumes and at least two references for each team member that will be involved with the operation and management of the restaurant, if applicable. Describe any successes and/or failures of team members in the restaurant industry. Describe how the team will ensure the food served in the brewery and or pub will have consistent quality and great customer service will be provided.

Architecture/Engineering (if applicable): If the team includes an architect or engineer, provide the following information: (a) a list similar or relevant projects that have been designed within the past five years; (b) a summary of each project, detailing whether the project resulted in new or redevelopment of an existing building(s), design and functionality approach, current status of projects, photographs of project; and (c) clients' contact information.

Team History & Success: Describe how the team members have worked together effectively in the past in business management in similar industries and brewery and/or restaurant operations and management. Describe how the team will ensure it will work effectively to develop, own, and operate the Brewery/Brewpub.

- D. MARKETING:** Describe a viable marketing plan for the proposed Brewery/Brewpub and provide examples of how proposer will market the Brewery/Brewpub to locals, to residents of the 8 mile trade area around Waterford, and to visitors beyond the trade area. Describe the extent to which the Brewery/Brewpub will participate in local, regional, and other events.
- E. BUSINESS PLAN:** Provide an estimate of development costs and an outline of the financing strategy. This should include a pro-forma with estimated costs and revenues, the total amount of capital required to develop and operate the Brewery/Brewpub, and identify key assumptions in the financial analysis. Discuss short-and-long-term vision for the proposed Brewery/Brewpub and it's consistency with the brewing industry trends. Provide and outline any VILLAGE BOARD incentives and assistance for which the developer expects to apply. The Business plan will need to show two different scenarios:

1a. Scenario where the building is purchased and the applicable purchase price that the proposer is willing to offer the Village. Under this scenario, the proposer is responsible for all building upgrades and renovations.

2a. Scenario where the Village invests up to \$350,000 in building improvements to the site, including but not limited to: Exterior upgrades, HVAC, electric, flooring, interior renovations, restroom renovations, sprinklers, ect. And where after improvements are made, the proposer leases the site from the Village with the applicable lease rate and term that the proposer will need to maximize successful operations of the enterprise.

PROPOSALS WILL BE REJECTED THAT DO NOT ADDRESS BOTH POINTS 1a and 2a WITH SEPARATE PRO FORMAS.

Provide any other relevant financial information for the proposed Brewery/Brewpub that identifies the financial sustainability of the proposed Brewery/Brewpub.

- F. FINANCIAL CAPACITY:** VILLAGE BOARD is seeking evidence from proposers, in a form reasonably acceptable to VILLAGE BOARD, that the proposer has the ability to secure the funds required to meet the financial commitments to construct and/or renovate the proposed site and construct exterior and interior Brewery/Brewpub building improvements. Proposers can decide on the most appropriate evidence of financial capability to provide, but in any case, will need to be from a third party such as a bank or financial institution.
- G. CONCEPTUAL PROJECT PLAN AND DESIGN CONCEPT:** The project plan and design concept should include a narrative that demonstrate how the Brewery/Brewpub will be welcoming, slightly-upscale family friendly where friends, family, and groups can meet and enjoy good beer, food, and service that creates a memorable and distinguished experience that inspires customers to come back time and time again.

- H. **COMMUNITY INVOLVEMENT:** Describe how the Brewery/Brewpub will meet community expectations and integrate with and become part of the Waterford community. Discuss the importance of community involvement to the Brewery/Brewpub's success.

- I. **SPECIFIC CONCERNS:** Proposers shall also identify any VILLAGE BOARD objectives to recruit a Brewery/Brewpub that are problematic and reasons why. Please identify any specific concerns relative to VILLAGE BOARD's objective to Brewery/Brewpub, and whenever possible, include examples of how these concerns may be resolved. This information is requested to allow the VILLAGE BOARD to better understand the challenges associated with opening and sustainably operating a Brewery/Brewpub and to the extent they are able, respond in an appropriate manner to address challenges/problems.

2. **PROPOSAL SUBMISSION.** One unbound original copy, eight (8) additional hard copies, and one “high quality” digital PDF file (on a flash drive or email) must be received by 5:00 p.m., Central Time, on Tuesday, March 31, 2020. The proposals will be opened and the names of the submitting proposers will be read April 1, 2020 at 9:00 a.m. in the Council Chambers at the Waterford Village Hall located at 123 N River St, Waterford, WI 53185. At least one copy of the proposal must bear an original signature. A duly authorized representative empowered to bind the proposer must sign the proposal. All proposals must be sealed in an opaque envelope or package and must be delivered to Village of Waterford Clerk, by mail or hand delivery at 123 N River ST, Waterford, WI 53185. Misdelayed, late, and/or faxed submittals will be considered nonresponsive.
3. **PROPOSAL FORMAT.** Written proposals must not exceed fifty (50) pages (one page is considered to measure 8-1/2 x 11, with 11-point font size), including any required forms and/or addenda.

Brewery/BrewPub Evaluation & Selection Criteria

Proposals will be evaluated based on having all required content and will be scored on their ability to meet the criteria identified below.

Criteria	Points
The ability to develop and operate a quality Brewery/Brewpub with a 10 Barrel or greater system that allows for area wide distribution and that will enhance the character of downtown Waterford through good building design that will catalyze economic activity and viability of downtown Waterford.	2
The ability to develop and operate a quality Brewery/Brewpub with a 5 Barrel or greater system that allows for area some area distribution and that will enhance the character of downtown Waterford through good building design that will catalyze economic activity and viability of downtown Waterford.	2
The ability to develop and operate a quality Brewery/Brewpub with a 3 Barrel or greater system that allows for area some area distribution and that will enhance the character of downtown Waterford through good building design that will catalyze economic activity and viability of downtown Waterford.	1
The financial ability to perform and complete the project within 12 months.	1
Marketing plan and market knowledge.	1
Demonstrated experience and or capability of the development team and its members in the successful site development, operation, and management of a brewery, restaurant, and or Brewery/Brewpub.	2
Quality of product as evidenced by customer reviews on existing social media and online marketing platforms.	1

Total Points Possible 10

RFP Timeline

VILLAGE BOARD will solicit proposals for a Brewery/Brewpub based on the timeline identified below.

Actions	Date
RFP Issued	February 21, 2020
Proposer Requests/Questions Deadline	February 28, 2020, 5:00 p.m.
Open House to examine Property	February 28, 2:00 p.m.
Proposals Submitted	March 31, 2020, 5:00 p.m.
VILLAGE BOARD Presentation and Interview	April 2020
VILLAGE BOARD Finalist(s) Presentations and Interviews to VILLAGE BOARD	April 2020
Proposer Selected for Exclusive Negotiations for Development Agreement	May 2020
VILLAGE BOARD Approval of Development Agreement (approximately)	As early as July 1, 2020

Note: *The RFP timeline is subject to change and in such case the VILLAGE BOARD will notify all interested parties accordingly as specified in "Additional Information" below.*

Post Selection Process

After proposals are submitted on March 31, 2020, Village staff and the VILLAGE BOARD will evaluate the submitted proposals based on the Brewery/Brewpub Evaluation & Selection Criteria stated above. The Village staff and the VILLAGE BOARD will select the proposals that will make a presentation and interview (closed to public) with Village staff and the VILLAGE BOARD Committee in April of 2020. **Based on the proposals the VILLAGE BOARD will identify the teams that will go onto make a presentation and interview with the full VILLAGE BOARD in a public meeting.** At a subsequent public VILLAGE BOARD meeting, the VILLAGE BOARD will select the best proposal for which they will move forward with developing the necessary agreements to provide financial assistance **through cooperative negotiation** to open a Brewery/Brewpub. As noted above, the RFP timeline is subject to change. If the timeline proceeds as planned, the VILLAGE BOARD would begin drafting the necessary agreements in the Summer or Fall of 2020 and would be executed as soon as the VILLAGE BOARD and the proposer can finalize their development plans. If selected as a finalist, the proposer will be required to submit a \$25,000 opportunity fee with the Village, which is refundable upon successful completion of the project.

Additional Information

- Questions; Addenda.** Proposers may submit to the Village questions and/or requests for additional information, including, without limitation, inquiries related to substantive portions of the RFP, timing, clarification related to definition or interpretation of this RFP, and/or questions concerning potential incentives. All questions and/or requests must be submitted in writing by email to Zeke Jackson at zjackson@waterfordwi.org on or before 5:00 p.m. on February 28, 2020. All requests for additional information must clearly reference, Brewery/Brewpub Recruitment – RFP." The VILLAGE will respond to a timely submitted question and/or request for clarification by issuing addenda and/or response on or before 5:00 p.m. on February 28, 2020. Any addenda and/or response(s) (including, without limitation, any amendments to the RFP timeline) will be posted on Village's website at: www.waterfordwi.org
- No Representations.** No representation or warranty is made to the accuracy of information provided in this RFP. This RFP, and the selection process contained herein, will in no way be deemed to create a binding contract, agreement, and/or offer of any kind between VILLAGE BOARD and any proposer. Nothing contained herein will be construed as to create any agency relationship between VILLAGE BOARD and a proposer and does not (and will not be construed to) establish a joint-venture or partnership between any proposer and VILLAGE BOARD. If VILLAGE BOARD selects a proposer pursuant to this RFP, VILLAGE BOARD

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and the proposer will negotiate and enter into a development agreement. Any agreement entered into by VILLAGE BOARD and the selected proposer will contain terms and conditions acceptable to VILLAGE BOARD (in VILLAGE BOARD's sole discretion) and will otherwise be in form and content satisfactory to VILLAGE BOARD. Notwithstanding anything contained in this RFP to the contrary, VILLAGE BOARD reserves the right to terminate negotiations with a selected proposer and/or negotiate an agreement that is in the best interest of VILLAGE BOARD. This RFP is not and will not be construed as a solicitation for the procurement of goods and/or services subject to Village and/or Wisconsin public contracting laws, rules, regulations, and/or ordinances.

3. Confidential Information.

3.1 Any proposal submitted may be subject to public information requests as permitted by Wisconsin Public Records Law. The VILLAGE BOARD will attempt to maintain the confidentiality of materials marked "Confidential" to the extent required under Wisconsin Public Records Law. If it is necessary to submit trade secrets and/or other confidential information in order to comply with the terms and conditions of this RFP, each proposer must label any information that it desires to protect from disclosure to third parties as a trade secret "This material constitutes a trade secret under Wisconsin Law [and/or confidential and is not to be disclosed except as required by law." Each page containing the trade secret and/or other confidential information must be so marked.

3.2 VILLAGE BOARD will take reasonable measures to hold in confidence all such labeled information, but in no event will VILLAGE BOARD be liable for release of any information when required by law or court order to do so, whether pursuant to the Wisconsin Public Records Law or otherwise, and will also be immune from liability for disclosure or release of information.

3.3 In submitting a proposal, each proposer agrees that VILLAGE BOARD may (a) reveal any trade secret and/or other confidential materials contained in the proposal to VILLAGE BOARD staff and to any VILLAGE BOARD consultant, and (b) post the proposal on Village's intranet or internal network for purposes related to its evaluation and ranking. By responding to this RFP, each proposer agrees to defend, indemnify, and hold harmless VILLAGE BOARD and Village each of their officers, employees, representatives, and agents from all costs, damages, and expenses incurred in connection with refusing to disclose any material that the proposer has designated as a trade secret and/or as confidential information. Any proposer that designates its entire proposal as a trade secret may be disqualified.

4. Response Costs. Nothing contained in this RFP will be construed as obligating VILLAGE BOARD to award a contract and/or to grant any assistance described herein. Proposers responding to this RFP do so at their own expense and Village is not responsible for any costs and/or expenses associated with the preparation and/or submission of any proposal. VILLAGE BOARD will not, under any circumstances, be responsible for any costs or expenses incurred by any proposer. In addition, each proposer agrees that all documentation and materials submitted with a proposal will remain the property of the VILLAGE BOARD and the Village of Waterford.

5. Miscellaneous. Notwithstanding anything contained in this RFP to the contrary, if in VILLAGE BOARD's and/or the Village's best interest, VILLAGE BOARD reserves the right to amend and/or revise this RFP in whole or in part, cancel this RFP, extend the submittal deadline for responses to this RFP, alter the selection process, and/or reject any or all proposals for any reason and/or without indicating reasons for rejection. Further, VILLAGE BOARD reserves the right to (a) seek clarification(s) from each proposer and/or require supplemental information for any proposer, (b) waive and/or correct any irregularities in proposals

after prior notice to the proposer, and/or (c) negotiate with alternate proposers, if initial contract negotiations are unsuccessful.

Teams that wish to see the inside of the building may obtain a key at the Village Hall at any time during normal operating hours. A Drivers License and Credit Card will be held at the Village Hall until the Key is returned.

