



NORWOOD YOUNG AMERICA ECONOMIC DEVELOPMENT COMMISSION

Wednesday, April 12, 2023 - 6:00pm

City Hall Council Chambers, 310 Elm Street West

AGENDA

1. Call to Order
 - A. Pledge of Allegiance
2. Adoption of Agenda
3. Appointment of Officers
4. Approve Minutes
 - A. February 8, 2023, EDC meeting
5. Introductions, Presentations, and Public Comment
 (Citizens may address the Economic Development Commission about any non-agenda item of concern. Speakers must state their name, address, and limit their remarks to three minutes. The Economic Development Commission will take no official action on these items but may refer the matter to staff for a future report or direct that the matter be scheduled for a future meeting.)
6. New Business
 - A. NYA Business Dashboard
 - B. Guidelines for Advisory Commissions
 - C. Façade Programs Discussion
7. Old Business/Updates
 - A. Tacoma West Industrial Park – 2nd Phase Update
 - B. New Business Seminar – May 3, 2023
 - C. Housing Study Update
 - D. NYA Marketing Packet
 - E. Central Trades & Advisory Group Update
 - F. Chamber of Commerce Update
8. City Council & Other Commission Updates
9. Upcoming Meetings - Next EDC meeting – 6:00 p.m., May 10, 2023
10. Adjournment

| | | |
|----------------|---|-----------------|
| April 18, 2023 | Park and Recreation Commission Meeting | 5:15 PM |
| April 20, 2023 | Sr. Advisory | 9:00 AM |
| April 24, 2023 | City Council Workshop/EDA/Meeting | 5:00 PM/6:00 PM |
| May 2, 2023 | Planning | 6 PM |
| May 10, 2023 | Economic Development Commission Meeting | 6:00 PM |
| May 16, 2023 | Park and Recreation Commission Meeting | 5:15 PM |
| May 18, 2023 | Sr. Advisory | 9:00 AM |
| May 22, 2023 | City Council Workshop/EDA/Meeting | 5:00 PM/6:00 PM |

NORWOOD YOUNG AMERICA ECONOMIC DEVELOPMENT COMMISSION

Wednesday, February 8, 2023 - 6:00pm

City Hall Council Chambers, 310 Elm Street West

Minutes

In Attendance: Carol Lagergren, Jason Winter, Connor Smith, Mike Eggers, Kayla Dammann (ad hoc)

Absent: Andrea Gerth, Mike McPadden

Staff: CEDD Karen Hallquist

Guest: none

1. Call to Order

Vice Chair Smith called the meeting to order at 6:00pm.

A. Pledge of Allegiance

2. Adoption of Agenda

Motion: ME/JW to approve the agenda with the deletion of the Appointment of Officers. Motion passed 4-0.

3. Approve Minutes

A. January 11, 2023, EDC meeting

Motion: JW/ME to approve. Motion passed 4-0.

4. Introductions, Presentations, and Public Comment - None

5. New Business

A. NYA Business Dashboard

Hallquist reported on some upcoming ribbon cuttings at Silverthorn Photography (Elm Street) and a business near Bongards – CDM Welding. Lagergren gave an update on Hwy 212 with the project starting mid/late 2024 and completion in 2026.

6. Old Business/Update

6.A Tacoma West Industrial Park – 2nd Addition

Hallquist that the Phase I Environmental Study has been completed. Planning Consultant Jared Johnson submitted the zoning amendment request to the Met Council the last week in December (after receiving approval from YA township and Carver County) to change the Future Land Use of the property from Medium Density to Industrial. Met Council has reviewed the request in multiple formats and will approve at their February 22, 2023, board meeting. Council will finalize the bonding for the purchase and close on the purchase of the land in March.

6.B New Business Seminar – May 3, 2023

Hallquist presented a draft of the flier. Staff will reach out to local business owners to be on the panel.

6.C Housing Study

The City Council approved the posting for a Comprehensive Housing Study at the January 23rd Council meeting. Proposed Timeline for the Housing Study:

- January 24, 2023, Publish Request for Qualifications (RFQ)
- February 17, 2023, Proposals Due (4:00 p.m.)
- February 21-24, 2023, Review of Proposals
- March 1, 2023, Conduct interviews
- March 13, 2023, Appointment

Staff will present the recommended proposal at the March 8th EDC meeting followed with final approval at the March 13th Council meeting

6.D NYA Marketing Packet

Hallquist presented updated marketing packet to send out to solicit for grocery business.

6.E Central Trades & Advisory Group

Hallquist shared that the City participated in the CHS Career Fair on Friday, January 20th which was a success with students grades 6-12 visiting over 25 local business owners. The City showcased the diverse employment opportunities that a municipality offers. Job applications for 2023 West Carver Community Pool lifeguards were available with about a dozen students expressing interest.

Hallquist also shared that the Hutchinson Workforce Conference is hosting “Out of the Box & Into the Movement Education and Business: Working Together” on Friday, April 28th from 9am-3pm at the Hutchinson High School. The conference will include information on “TigerPath” which is a partnership program with the EDA, HS and local manufacturers to merge traditional education with hands-on work experiences. All EDC, business leaders, schools, work coordinators and legislators are invited to attend this free conference. Staff will be attending along with CHS school representatives.

6.G Chamber of Commerce Update

Executive Director Kayla Dammann shared the following chamber updates:

- Ribbon cuttings on February 15th
- Springfest is June 3rd – Car Show is being run by ProAuto and CarQuest
- May 19th is the Chamber Golf Outing

7. City Council & Other Commission Updates

ME: Planning Commission updates:

- PZ is preparing for the industrial park expansion by reviewing the zoning definitions, landscape standards and façade standards.

CL: Council updates:

- Merger Street is undergoing a full reconstruction project.

8. Upcoming Meetings - Next EDC meeting – 6:00 pm, March 11, 2023

9. Adjournment

Motion: ME/JW to adjourn. Motion passed 4-0.

Respectfully submitted,

Karen Hallquist, Community & Economic Development Director



TO: Economic Development Commission

FROM: Karen Hallquist, Community & Economic Development Director

DATE: April 12, 2023

SUBJECT: NYA Business Dashboard

| Business Development | Location | Status |
|--------------------------------------|---------------------------------------|---|
| TinRoof PowderCoating | 221 Elm St E | Ribbon cutting April 19th 5pm |
| Bevens Creek Suites | 640 Railroad Drive | Ribbon cutting April 19 th 5:30pm |
| KJS Laundromat | 219 Elm St E | Ribbon cutting TBD |
| Copper Canyon Bar & Grill | 425 Merger St | Opening May 2023 |
| Children of Tomorrow | 316 Hwy 212 | Expansion |
| Business Inquiries | | |
| PuroClean | RC-1 | Potential for expansion |
| Mini Storage | B-1 Business Industrial | Interested in city-owned greenspace |
| Mfg | I-1 Light Industrial | Interested in 2 nd Ind Park |
| Incubator Facility | I-1 Light Industrial | Interested in 2 nd Ind Park |
| Mfg – waterbased solutions | I-1 Light Industrial | Submitted LOI |
| Mfg Expansion | I-1 | Researching options for 2 nd Ind Park |
| Mfg | I-1 Light Industrial | Submitted LOI |
| Mfg | B-1/I-1 | Interested in 2 nd Ind Park |
| Mfg | I-1 Light Industrial | Interested in 2 nd Ind Park |
| Indoor storage | B-1/I-1 Business Industrial | Owner submitting LOI |
| Insurance Agency | | Working with owner for location |
| Market Rate apartments | C-3 Downtown District | Conversation w developer |
| Housing Development Opportunities | | |
| Kloth Property | 16810 CR 31 | 61.32 acres of R-1 Residential – listed for \$1.6M - single family land available |
| Preserve/Meadow Property | N 700 block of Lakewood Trl | 22.66 acres listed for \$1.2M |
| JAM Property | NE Corner of Tacoma/Hwy 212 | 60.69 acres of Transitional Ag land – for sale again |
| Wenlund Property | 13620 CR 33 (south of NYA) | 80+ acre parcel - inquiries |
| Emma Street Lots (7) | Emma Street, NYA | No change |
| Misc Projects | | |
| NYA Skate Park | | Council decommissioned park – located on school property – school will be renovating to pickleball courts |
| City Hall Raingardens & Garden Plots | | Staff talking with Ind Tech Teacher Sarah Schurmann about CHS doing project. |
| Hwy 212 Four Lane Expansion | | Design meeting happening – set to start later 2024 |
| Outlot A Plans/public water access | Outlot A & Lakewood Trl & Barnes Lake | Reaching out to DNR and CCWMO |
| Walking Track | Central Schools | No update |

| | | |
|---------------------------|---------------------------|---|
| Old Town | Willkommen Memorial Park | Updated bidding packet to be going out soon. |
| Industrial Park Expansion | | Comp Plan Amendment approved, City Council approved concept plan, feasibility study going on for infrastructure costs |
| Masonic Building | 10 3 rd Ave SE | City Council to start razing process |

Commercial Land for Sale

- [312 1st Street NE](#) – empty lot near Mau Cemetery – Rezoned C-3 Downtown District
- [Metro West Industrial Park](#) – frontage along US Highway 212 with vehicle access available off of Railroad Street. There are four lots remaining in this development, ranging in size from 1.28 – 2.52 acres.
- 420 W Railroad Street – bare lot w drainage ditch, no water/sewer access
- Industrial Blvd City-Owned Greenspace

Commercial Buildings for Sale or Lease

- [522 Faxon Road](#) – Timm Law office w/additional office space for lease
- 209 Main Street E – former meat market for lease
- ~~232 Main Street E – former Clark building – owned by Mike Barto – for lease~~
- ~~310 W Hwy 212 (Resto/office) building for lease~~
- 319 W Elm Street – former bakery building – office/retail/rental dwelling - for sale or lease

Residential Land for Sale

- [16810 CR 31](#)
- [7xx Lakewood Trail](#)
- [13620 CR 33](#) – south of NYA (not annexed)



TO: NYA Economic Development Commissioners

FROM: Karen Hallquist, Community & Economic Development Director

DATE: April 12, 2023

SUBJECT: Guidelines for Advisory Commissions

At the March 27, 2023, the NYA City Council approved the Guidelines for Advisory Commissions. The guidelines address specifics for the role of a commissioner, terms, commission administration, qualifications, duties and responsibilities, and meeting procedures. The guidelines will be presented to each of the current commissions, provided to new commissioners, and posted on the City website for reference.

Information Only

Norwood Young America

310 Elm Street West PO Box 59 – Norwood Young America, MN 55368 – (952)467-1800 – www.cityofnya.com

Guidelines for Advisory Commissions



310 Elm Street West – PO Box 59
Norwood Young America, Minnesota 55368
(952) 467-1800 | Cityofnya.com

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Role of Advisory Commissions

City councils deal with many items; it is difficult to research each one in depth. Advisory commissions assist City councils by focusing on a particular area and making recommendations for the City council's action, including yearly budget items. It is not the role of the commissions to give directives to the staff on the City's day-to-day operations.

The City Council of Norwood Young America, Minnesota, has established the following standing advisory groups:

The **Planning Commission** is required by Minnesota State Statutes and reviews issues of land use planning, zoning, subdivision regulations, and requests for variances from existing regulations.

The **Parks and Recreation Commission** reviews issues related to the acquisition and development of parks and trails in the City.

The **Economic Development Commission** advises the City Council on matters concerning commercial and industrial development within the City and attracting new businesses and retaining existing ones.

The **Senior Advisory Commission** acts as a liaison for the senior community and advises the City Council on issues concerning senior citizens and recommends appropriate solutions.

The City Council cannot delegate its decision-making authority to advisory commissions. Therefore, occasionally the Council may decline to accept an advisory commission recommendation. This usually happens when the City Council has additional information about how the recommended action would affect the "bigger picture" beyond the advisory commission's purview and should not be perceived as lacking confidence in the commission. Residents are allowed to be on one board or commission at a time unless assigned to represent another commission.

Membership Rosters with Terms, Meeting Dates and Times

Planning Commission (3-year terms)

| Name | Term Expires |
|------------------------------|-----------------|
| Jerry Barr | January 1, 2025 |
| Bill Grundahl | January 1, 2024 |
| Mike Eggers | January 1, 2024 |
| Paul Hallquist | January 1, 2025 |
| Craig Heher | January 1, 2026 |
| Open | |
| Charlie Storms, City Council | |

The Planning Commission meets on the first Tuesday of the month at 6:00 p.m.

Parks & Recreation Commission (3-year terms)

| Name | Term Expires |
|------------------------------------|-------------------|
| Sharilyn Feltmann | January 1, 2024 |
| Bryan Rehnelt | January 1, 2024 |
| Dan Stender | January 1, 2024 |
| Karla Hormann | January 1, 2025 |
| Jim Zellmann | January 1, 2025 |
| Brooke Allen, City Council | |
| Bill Grundahl, Planning Commission | |
| Kelly Vossen (Community Education) | Advisory position |

The Parks & Recreation Commission meets on the third Tuesday of the month at 5:15 p.m.

Economic Development Commission
(3-year terms)

| Name | Term Expires |
|---|-------------------|
| Andrea Gerth | January 1, 2026 |
| Connor Smith | January 1, 2026 |
| Jason Winter | January 1, 2024 |
| Carol Lagergren, City Council | |
| Mike McPadden, City Council | |
| Mike Eggers, Planning Commission | |
| Open | |
| Open | |
| Kayla Dammann, NYA Area Chamber of Commerce | Advisory position |

The Economic Development Commission meets on the second Wednesday of the month at 6:00 p.m.

Senior Advisory Commission
(3-year terms)

| Name | Term Expires |
|-------------------------------|-------------------|
| Tom Simmons | January 1, 2026 |
| LaVonne Kroells | January 1, 2024 |
| Elroy Latzig | January 1, 2024 |
| Mary Spille | January 1, 2024 |
| Carolyn Durbin | January 1, 2025 |
| Kay Hampshire | January 1, 2025 |
| Lois Schultz | January 1, 2025 |
| Betty Settergren | January 1, 2025 |
| Cathleen Williams | January 1, 2025 |
| Alan Krueger, City Council | |
| CDA Representative | Advisory position |
| Oak Grove Representative | Advisory position |
| Laurie Hilgers, Harbor Haven | Advisory position |
| Ranemma Walker, Harbor Haven | Advisory position |
| Brenda Schmitz, Peace Village | Advisory position |

The Senior Advisory Commission meets on the third Thursday of the month at 9:00 a.m.

Commission Administration

Selection of Chair and Vice-chair

The Chairperson shall be chosen from the commission membership annually to serve for one year; provided, however, that no Chairperson shall be elected who has not completed at least one year as a member of the commission.

If the commission deems it desirable to have a Vice-chair, the same procedure will apply.

Vacancies

Vacancies are filled in the same manner as expired terms, but an appointment only lasts until the end of the unexpired term.

Advertisement

Openings may be advertised in the *News & Times*, the City website, social media, and the City Newsletter. Advertisements include a contact number and application deadline, if applicable.

Application

Application forms are available at City Hall, 310 West Elm Street, or by calling 952-467-1800 and on the City website.

Appointment

Appointments are made by the mayor and confirmed by the City Council. Elected officials may consider applicants' education, expertise, and experience, as well as all that is already represented on the commission.

Compensation

Appointed members of commissions, but not ex-officio members, receive a financial stipend based on the number of meetings attended. An I-9 form must be completed for income tax purposes. Members must attend 75% of the scheduled meetings to receive their stipend.

Resignation

Commission members who cannot complete their terms for any reason should provide written notice to the mayor and send a copy of the notice to the appropriate City liaison.

Removal

The City Council may remove appointed commission members for misfeasance, malfeasance, or nonfeasance in office.

Qualifications

Residency

All appointed members of the commissions shall be residents of the City of Norwood Young America. This excludes the Economic Development Commission.

City Employees

City employees may serve as regular or ex-officio members of commissions if there are no conflicts of interest.

Interest

Applicants should be interested in the commission activities for which they are applying. However, the interest is essential to be broader than one topic and encompasses most of the issues the commission reviews. A willingness to learn is more important than expertise in a particular field. A commissioner's responsibility is to make a recommendation to the Council for the betterment and benefit of the City. A commissioner cannot act in a manner that is self-serving and must recuse themselves from the conversation and vote when conflicts of interest are present. Conflicts of interest are broad, and commissioners should assess their conflicts from all available angles. Should a conflict of interest be found by a member of the commission or City staff member, it will be addressed.

Time Commitment

Commission meetings may only involve a few hours a month, but the time commitment for members can be substantially more. Preparation includes reviewing the agenda and City report, reading regulations related to agenda items,

visiting sites under consideration, learning about the issues, and developing a list of relevant questions prior to the meeting.

Duties & Responsibilities

Attendance

Consistent attendance at commission meetings is vital to discussion and action. Absence not only burdens the remainder of the commission but also shortchanges the people depending on the commission's decisions. Someone who cannot attend at least nine monthly meetings yearly should not apply. Members who cannot maintain that level of attendance should resign to allow the appointment of replacements who can make the appropriate time commitment.

Preparation

It is essential to review the agenda items and associated City reports before the actual meeting. That review may reveal a need for additional information or a site visit. At the very least, it will allow the commission member to think of relevant questions to ask. Commission members are also encouraged to contact the commission's City liaison with questions before a commission meeting to allow the City adequate time to provide a detailed response.

Participation

If the absence is unavoidable, a phone call or email to the City liaison is required before the meeting. The City will send a notice cancelling the meeting when there is insufficient attendance to provide a quorum. A quorum exists when half of the current commission seats are filled, plus one seat.

Each commission member's views are essential in reaching the best possible decision. The discussion raises issues and questions that improve the outcome. It is natural for new members to feel hesitant about looking foolish due to a lack of knowledge. The City liaison can help by answering questions before the meeting so new members can confidently speak.

Conduct

Commission members should be fair, firm, and factual as they review the issues before them. Members may hold different opinions and reach different conclusions than their colleagues, but such differences are not an excuse for disrespect. It is essential to listen to fellow commissioners and members of the public without interrupting or making derogatory personal remarks. Members should avoid letting occasional differences interfere with the ongoing working relationship among commission members.

Members of the public who become argumentative, disruptive, or abusive should be called to order by the commission chair. If a member of the public continues with disruptions, the commission chair shall ask them to leave the meeting so City business can continue.

Continuing Education

The City liaison can provide materials to assist commission members in learning more about the issues. There may be other learning opportunities through workshops and seminars. The City liaison can verify if funding is available and will arrange registration.

Dealing with the Public

Individual commission members should only speak on behalf of the commission if a majority of the members have authorized that role through a vote.

Commission members are encouraged to have contact with and gather information from the community. They may also be approached by neighbors or members of the public. When discussing issues outside commission meetings, commissioners should never promise that the commission or the City council will take a specific action.

Commission members should elevate public understanding and discourse by providing factual information about issues. They also can and should invite people to commission meetings so the entire commission can discuss topics. Where more information is needed, commission members are encouraged to connect members of the public with the City Administrator, who can often provide such information.

Meeting Procedures

Agenda

Agenda Preparation

The agenda packet is compiled by the City liaison and delivered the week before the meeting. It consists of an agenda with numbered discussion items and a written City or consultant report corresponding to each item. The City report contains background information and specifies what action, if any, is being requested. It usually includes a City recommendation, which the commission may or may not accept.

Getting an Item on the Agenda

Putting an issue on the agenda allows commission members to prepare for discussion, resulting in a more productive discussion. Commissioners are encouraged to bring relevant issues or topics they would like to discuss to commission meetings. At an appropriate time, the commissioner should propose that issue/topic for discussion at a future meeting. It is not the role of the commissions to give directives to the staff on the City's day-to-day operations.

Order of Business

Call to Order

At the scheduled start time, the Chairs says, "The meeting will please come to order."

Roll Call

Absences are noted in the Minutes.

Approval of Agenda

Commission members or the City may request additions or deletions to the agenda before approval.

Approval of Minutes

Minutes of the last commission meeting may be approved “as presented” or corrected and approved “as revised.”

Public Comment

At Commission meetings, public comment is only allowed during prescheduled Public Hearings on specific items. Audience members who wish to speak on a topic may do so for up to three minutes after providing their name and address for the minute taker. If the audience is large, the chair may request that groups appoint spokespersons to represent them. The commission is not required to take action on issues raised during Public Comments.

Presentations for Information

Community groups or other government entities may present information that does not require commission action. Prior authorization from the City must first be obtained.

New Business

For agenda items not previously considered by the commission.

The chair asks for the City report. After City reports, commission members may ask questions for clarification, and commission opinions are not expressed.

The chair calls for a motion. The discussion may continue if a motion is made and a second is given. Motions may be made and seconded to amend the original motion. Debate may occur on the *amendment*, not the original motion.

The chair calls for a vote by repeating the motion.

The chair notes whether the motion is approved or fails.

Old Business

For agenda items previously discussed by the commission but not yet acted upon.

The chair asks for the City report. After City reports, commission members may ask questions for clarification, and commission opinions are not expressed.

The chair calls for a motion. The discussion may continue if a motion is made and a second is given. Motions may be made and seconded to amend the original motion. Debate may occur on the *amendment*, not the original motion.

The chair calls for a vote by repeating the motion.

The chair notes whether the motion is approved or fails.

City Council Member Update

Appointed City Council commission members can comment, ask questions, or request that an item be placed on a future agenda.

Commission Comment

Commission members can comment, ask questions, or request that an item be placed on a future agenda.

Adjournment

The chair states, "If there is no further business, I will entertain a motion to adjourn." If a motion is made and seconded, the motion is voted upon without debate.



TO: Economic Development Commission

FROM: Karen Hallquist, Community & Economic Development Director

DATE: April 12, 2023

SUBJECT: Façade Program Discussion

Attached are two examples of façade improvement grant programs. Commissioners are to review the programs and be prepared to discuss them at the meeting.

Jordan Economic Development Authority (JEDA) Facade Matching Grant Program



Purpose: The purpose of the Facade Matching Grant Program is to establish a fund to assist building owners with the implementation of the vision for Jordan's Strategic Plan, which is to encourage continuation of a viable business community by allowing prime retail sales and service uses, office, entertainment facilities, public and semi-public uses, and in special circumstances, residential use; and to preserve and build on the historic character of Jordan using the historic and natural resources available to create a tourist destination as well as to provide a unique blend of retail and service businesses for the convenience of local residents.

Duration: Matching grants (forgivable loans) may be made under these policies to the extent funds are available, as allocated to the fund by the Jordan Economic Development Authority.

Eligible Applicants: Applicants may include building owners and tenants of downtown (C-2) and highway commercial (C-3) businesses in Jordan. Applicants may be individual owners, partnerships, corporations, tenant operators or contract for deed purchasers of property within Jordan's downtown C-2 and C-3 Zoning Districts. Each applicant must provide all documentation of entity status requested on the application form. The property, upon which the improvements will be made, must be of a conforming use or legal non-conforming use under the Jordan Zoning Ordinance. Matching grants are available to properties within the C-2 and C-3 Zoning Districts which are making visible changes to the facades or exteriors of buildings including parking and landscaping improvements as described in the Jordan Design Standards Manual for each zoning district.

Required Match: All applicants must provide matching funds on a minimum 1:1 ratio for grants up to \$5,000. Grants over \$5,000 shall require a 1:1 match on the first \$5,000, and 2:1 match on each dollar thereafter. For example, an applicant seeking a \$10,000 grant would have to contribute \$15,000 towards the improvements (\$5,000 for the first \$5,000 (1:1) plus \$10,000 for the remaining \$5,000 (2:1). Equity or borrowed funds are eligible matches.

Eligible Uses: Matching grant dollars may be used for improvements to the front façade exterior of buildings including brick replacement and repair, window and door replacement/repair, awnings and signs, exterior steps/entrances, publicly visible & use landscaping and parking (as defined in the Design Standards Manual).

Number of Grants: Each applicant is generally eligible for one matching grant per building per calendar year; however, if grant funds remain available after October 1st, applicants may re-apply for a second project/phase.

Size of Grant: To the extent funds are available, the EDA may offer a \$5,000 matching grant for projects with a total cost of \$10,000 or more or one \$10,000 matching grant for projects with a total cost of \$25,000 or more.

Design Standards: All projects must meet the criteria identified in the Jordan Design Standards Manual for the appropriate zoning district and be approved by the Design Review Committee.

Project Commencement: Projects utilizing the matching grant program may not begin prior to approval of the Design review, approval of the matching grant or issuance of a building permit.

Grant Payments: Applicants shall administrate and submit the contractor's invoice(s) for the matching grant related improvement(s) to the City. Invoices shall contain the grant award amount(s) to be paid to the contractor(s). Grant payments shall be made directly to the contractor or vendor completing the work or supplying the product following final certification or inspection of the approved project by the City in accordance with Design Standards and other city regulations. All work proposed as part of the project shall be complete prior to a request for the grant award funds. **Under no circumstances will the applicant be directly reimbursed for work done, nor will work completed prior to approval of the application be allowed to qualify for funds.**

Timing of Grant Funds: Applicants shall have one (1) year to complete the project and have applicant's contractor(s) receive the matching grant disbursements from the date that the matching grant received approval from the City of Jordan City Council. If the project is not started or completed within the allocated timeframe a written notice to the City of Jordan EDA shall be provided as to the reasons to the delay in the project. The EDA may request the Applicant attend a meeting in order to discuss the project in detail again. The EDA shall recommend approval or denial of any extension request to the City Council for a final decision.

Security: At the City Council's discretion, the City Council may require the applicant and property owner (if different from the applicant) to execute a subsidy agreement and promissory note upon the approval of the matching grant. In addition, the City Council may require the property owner to execute a mortgage as security for the repayment pursuant to the terms of the promissory note.

Repayment: The amount of the loan (without interest) will be due and payable to the City of Jordan EDA one (1) year following the distribution of loan funds. If; however, the business to which the loan was granted remains in business in the improved building one (1) year following the distribution of loan funds or the applicant transfers ownership to another entity that maintains the business the improved building for at least one year following the distribution of loan funds, the loan shall be forgiven by the Jordan EDA.

Conflict of Interest: The applicant shall submit the name(s) of the owner(s), shareholder(s), partner(s), sole proprietor, corporation member(s) or other person(s) or business(es) with any financial interest in the project and its financing in order to preclude any conflict of interest in the loan review and approval process.

Interpretation: Final interpretation of the policy is up to the discretion of City staff. Those wishing to appeal the decision may bring the application before City Council.

For More Information: Building owners/tenants interested in applying for the EDA façade matching grant program should contact the City of Jordan at: 952-492-2535 or email Tom Nikunen, City Administrator, at: tnikunen@jordanmn.gov

WATERTOWN ECONOMIC DEVELOPMENT AUTHORITY BUILDING FAÇADE IMPROVEMENT LOAN AND GRANT PROGRAM

PURPOSE

The purpose of this document is to establish guidelines for the application and administration of the City of Watertown Economic Development Authority Building Façade Improvement Loan and Grant Fund Program (the “BFIBFI Program”).

POLICY STATEMENT

The City of Watertown recognizes the need to stimulate private sector investment in facilities and equipment in order to create/retain jobs for local residents and to upgrade facilities to maintain competitiveness and/or boost productivity. The BFI Program is established to provide affordable loans and grants to enhance the exterior façade or building envelope enhancements in order to maintain and enhance the economic viability within the commercial and industrial sectors of Watertown.

PROJECT ELIGIBILITY

Loan proceeds obtained through the BFI Program can be used for:

1. Building envelope and façade improvements consistent with the Downtown Design Standards, State Building Code, and City Zoning Regulations.
2. Eligible businesses must be within the city limits of Watertown and in commercial or industrial zoned districts as defined by the City’s approved Land Use Map.

BFI Program loan proceeds cannot be used for:

1. Construction and/or renovation of residential units.
2. Acquisition, installation or repair of furnishings or trade fixtures.
3. Acquisition, installation or repair of building mechanical systems.
4. Speculative investment purposes.

LOAN AMOUNT

1. The maximum loan request considered is \$5,000. The EDA will loan funds are borrowed on a 2:1 ration to applicant investment.
2. The interest rate for any loan shall be 3%.
3. The repayment schedule for loan funds shall not exceed a term of 5 years. There is no penalty for pre-payment.
4. Repayment will normally commence the first day of the month after closing of the loan and be due the first day of each month for the duration of the loan. Monthly loan payments will be automatically deducted from the applicants authorized checking account using the Watertown direct payment program. Repayment authorization form(s) will be completed at closing of the loan.

GRANT AMOUNT

1. In addition to loan funds the EDA makes available up to \$2,500 in grant funds that can be applied toward eligible projects. This grant is available independently of any borrowed funds at a 2:1 ratio of investment by the applicant.

Example A:

\$15,000 owner investment
\$5,000 BFI loan
\$2,500 BFI grant

Example B:

\$5,000 owner investment
\$2,500 BFI loan (or)
\$2,500 BFI grant

Example C:

\$10,000 owner investment
\$2,500 BFI loan
\$2,500 BFI grant

REGULATIONS FOR IMPROVEMENTS

All building construction or renovation is to be in conformance with the current adopted Uniform Building Code, Downtown Design Guidelines, and other City Codes and policies. Repairs or improvements may include, but are not limited to, the following building façade systems:

- a. Window/Door Replacement
- b. Exterior Painting
- c. Tuck Pointing
- d. Awning Replacement or Installation
- e. Sign Replacement or Installation
- f. Streetscape Improvements

Projects specifically in-eligible include, but are not limited to:

- a. Structural Upgrades
- b. HVAC Improvements
- c. Accessibility Improvements
- d. Interior or fixture improvements

LOAN SECURITY

1. For loans up to \$5,000 the City may consider a mortgage, letter of credit or a UCC-1 filing as security on the loan.
2. Applicant must demonstrate to the City that he or she possesses the financial means to repay the loan(s).
3. The applicant must demonstrate that the mortgaged property is insured for its full insurable value.

TIMING OF PROJECT EXPENSES

Building construction may not commence until all required permits are secured. All costs incurred by the loan applicant before the loan application has been approved, and any costs associated with the loan application or execution of the loan documents as required by the City, are not eligible expenditures.

PROCEDURAL GUIDELINES FOR APPLICATION AND APPROVAL

1. Any interested applicant should meet with the Watertown City Administrator to obtain information about the BFI Loan Program and to discuss the proposed project and obtain application forms.
2. A completed application form, together with a processing fee of \$50 loan must be submitted to the City of Watertown two weeks prior to review and consideration of the application by the Watertown Economic Development Authority. The fee will be used to cover City expenses for processing the application and is nonrefundable. An additional fee of 1% of the loan amount requested will be charged and payable at loan closing if the applicant fails to provide complete project information within thirty (30) days after the original application is submitted.
3. The application is reviewed by City Staff to determine if it conforms to the requirements of this Program, and all other City Codes, policies, ordinances, and regulations.
4. City staff will request an Owners & Encumbrance Report upon the property to be mortgaged to help determine whether the BFI program requirements are met if a mortgage is used as loan security.

5. City Staff will review each application and the project information supplied in terms of its proposed activities in relation to their impact on the Watertown economic community. City Staff will make a recommendation concerning funding of the proposed project to the Watertown Economic Development Authority for final consideration of the application.
6. The Watertown Economic Development Authority will evaluate the project application in terms of the following:
 - a. Project Design - Evaluation of project design will include review of proposed activities, timelines and capacity to implement.
 - b. Financial Feasibility - Availability of funds, private involvement, financial packaging and cost effectiveness.
 - c. Loan applicant provides information that shows they are able to pay the projected ratio of owner investment of the total project from a source other than BFI Loan proceeds.
 - d. Sufficient cash flow and security to cover proposed debt service.
 - e. Net Worth Test: Applicant (and/or its principal) must show a positive net worth. Owners with a 20% or greater ownership in the property or premises to be improved shall personally guarantee the proposed debt service.
 - f. Notarized letter of approval and willingness to accept a mortgage as loan security from building owner if property or premises to be improved is leased by the applicant.
 - g. Letter of commitment from applicable business pledging to complete project during proposed project duration if loan application is approved.
 - h. Letter of commitment from applicable business pledging to remain in the eligible geographic area during the duration of the loan period or be subject to acceleration and immediate loan balance repayment.
 - i. Letter of commitment from regulated financial institution stating terms and conditions of their participation in project, if any.
 - j. Project compliance with all City Codes and policies.
7. All applications failing to meet the minimum threshold standards, but that are able to show sufficient documentation of ability to cover the expected debt service, may be reviewed on a case by case basis by the Watertown Economic Development Authority.
8. The Watertown Economic Development Authority reserves the right to waive certain requirements of this Program and may request additional information and documentation as deemed necessary.
9. The Watertown Economic Development Authority must review and approve all applications prior to the disbursement of loan proceeds.

LOAN CLOSING

1. BFI Program loan documents will be executed by the applicant at closing, which may include any or all of the following as determined by the Watertown Economic Development Authority and City Staff:
 - a. Promissory Note; and
 - b. Mortgage on real property; and
 - c. Assignment of Leases and Rents; and
 - d. Security Agreement and/or Financing Statement; and
 - e. Personal Guaranty; and
 - f. Direct Payment Authorization Form.
2. Additional fees must be paid by the applicant at closing, which may include any or all of the following:
 - a. Mortgage Registry Tax charged by County; and
 - b. Additional administrative or appraisal fees.

ONGOING REPORTING

1. Twelve months after the closing of the loan, the applicant is required to submit a summary of how the EDA's BFI loan funds were used..

2. Failure to report may be considered a default on the loan, subject to the provisions provided in the BFI Program.

DEFAULT AND REMEDY PROVISIONS

1. Each of the following would be considered a default upon a BFI Program loan (a "Default"):
 - a. Any required payment is not paid within 30 days of the date due;
 - b. Any other indebtedness of the borrower to the EDA is not paid when due;
 - c. Failure to pay real estate taxes or insurance upon the mortgaged property;
 - d. The property given as security for the loan, or any interest in said property is sold or transferred without the EDA's prior written consent (other than sales from inventory in the ordinary course of business, if applicable);
 - e. The borrower, or its principal, becomes a debtor in a bankruptcy proceeding or the subject of a similar state court proceeding, becomes the subject of a receivership, or makes an assignment for the benefit of creditors;
 - f. Failure to provide ongoing reporting as required in the BFI Program;
 - g. Any other defaults set forth in any of the loan documents.
2. The EDA will comply with any notice provisions to be provided to the borrower upon the occurrence of a Default as set forth in the loan documents. If a Default occurs, the loan may be accelerated with all principal and interest being due and payable in full. The EDA's remedies to a Default will also include the right to set off foreclosure of the mortgaged property and any other collection proceedings available pursuant to the loan documents or applicable law. Loans in default may be subject to penalties equal to ten percent (10%) of the past due balance. If the EDA determines collection proceedings are necessary, including but not limited to foreclosure, the borrower will be provided with written notice identifying the public meeting where the loan will be considered and action determined.

Established: September 2015



TO: Economic Development Commission

FROM: Karen Hallquist, Community & Economic Development Director

DATE: April 12, 2023

SUBJECT: Old Business/Updates

7.A Tacoma West Industrial Park – 2nd Addition

The City purchased the 60-acres south of the current industrial park on Tuesday, March 14th. Bolton & Menk presented a concept plan and feasibility study information for the property (concept plan attached). The study will find out all the infrastructure costs/price per acre. The attached concept plan shows the parcels already platted out; however, those property lines are going to be removed and the businesses coming in can purchase as needed with a minimum of 2 acres. The goal for the final plat will be to be approved in May. Depending on timelines, infrastructure and business construction could be done in conjunction with each other.

7.B New Business Seminar

Advertising efforts have started for the event. Staff will be visiting Lee Hall on document details.

7.C Housing Study

There were no proposals submitted during the first timeline. Staff resubmitted the posting on the League of MN Cities site and the City of NYA website.

Updated Timeline for the Housing Study:

- April 7, 2023, Proposals Due (4:00 p.m.)
- April 10, 2023, Review of Proposals
- April 18, 2023, Conduct interviews
- April 24, 2023, Appointment at City Council meeting

Two firms submitted proposals for the Comprehensive Housing Study – Place Dynamics, LLC and WSB. Attached are their proposals.

7.D NYA Marketing Packet

All supplies have been ordered for the packets. Final copies will be available at the May meeting.

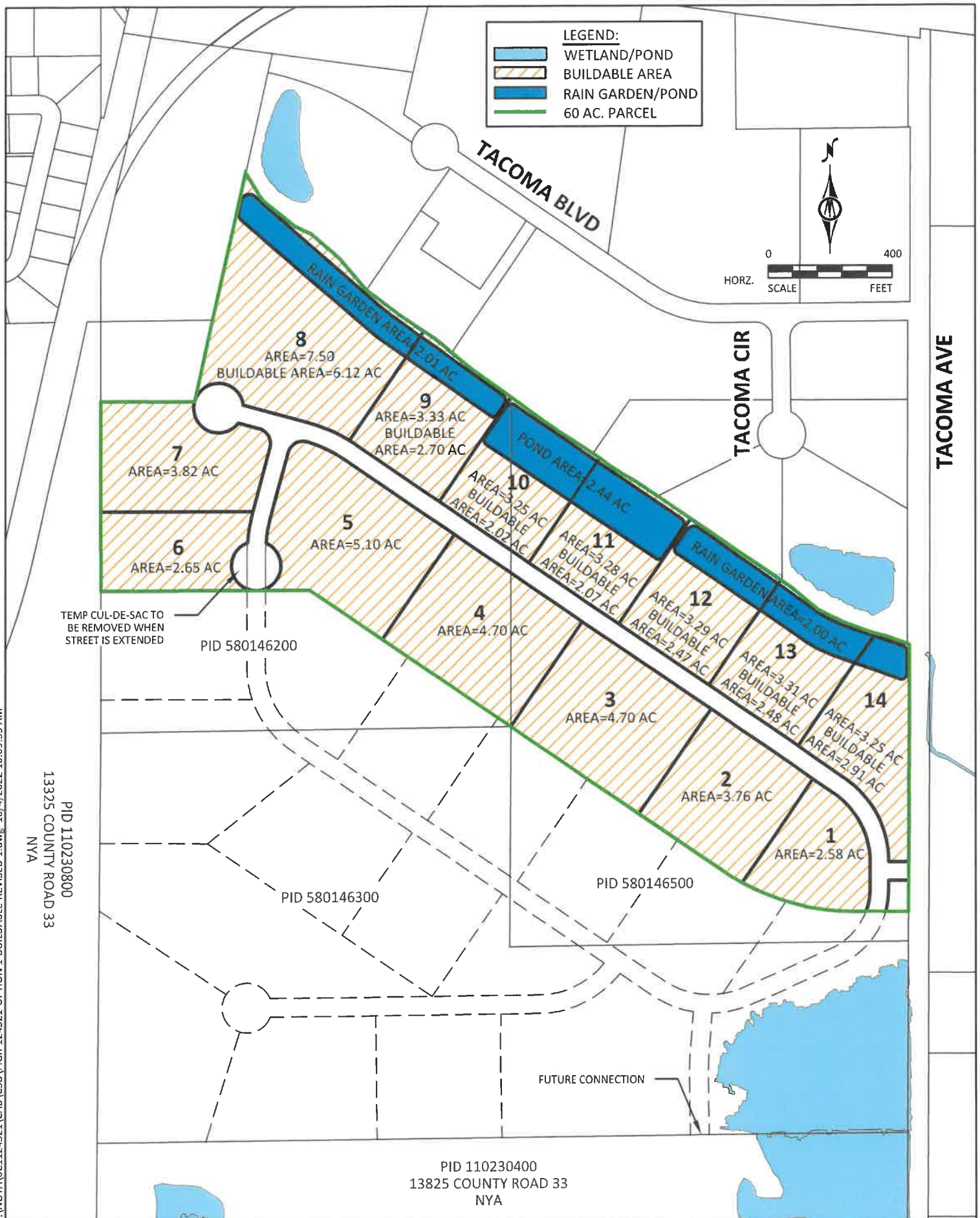
7.E Central Trades & Advisory Group Update

There have been no meetings since the last EDC meeting.

The Hutchinson Workforce Conference is hosting “Out of the Box & Into the Movement Education and Business: Working Together” on Friday, April 28th from 9am-3pm at the Hutchinson High School.

The conference will include information on "TigerPath" which is a partnership program with the EDA, HS and local manufacturers to merge traditional education with hands-on work experiences. All EDC, business leaders, schools, work coordinators and legislators are invited to attend this free conference. Staff will be attending along with CHS school representatives. To learn more about TigerPath visit, www.hutchtigerpath.com.

7.F NYA Area Chamber of Commerce Updates





Small Business Basics: "10 Things You Need to Know"

Wednesday, May 3, 2023

Willkommen Memorial Park Pavilion
21 E Main Street, Norwood Young America

NextStage is a local non-profit corporation focused on providing support, training, and financing assistance to Twin Cities metro area entrepreneurs through their planning, start-up, and growth phases. Lee Hall, NextStage founder and Scott/Carver County business advisor, has worked in the entrepreneurial development space for over 20 years, providing FREE one-on-one coaching to thousands of early-stage entrepreneurs and growing small business ventures.



5:00 p.m. Networking Social

6:00 p.m. Presentation

Lee Hall, Owner/Business Advisor NextStage
Local Small Business Panel "How did they do it?"



Mike Herrmann, Owner Carquest NYA
Tricia Mackenthun, Owner Floral Defined, LLC
Erin Allard, Owner Seams Like a Good Idea
Alice Bunn, Owner Alli B's Coffee & Boutique

Want to start your own business?

Is your house becoming too small for your business?

Looking to expand and not sure how?

The NYA Economic Development Commission and NYA Area Chamber of Commerce welcomes new, existing, and home-based entrepreneurs to this FREE event who are looking to take the next step in advancing their business!

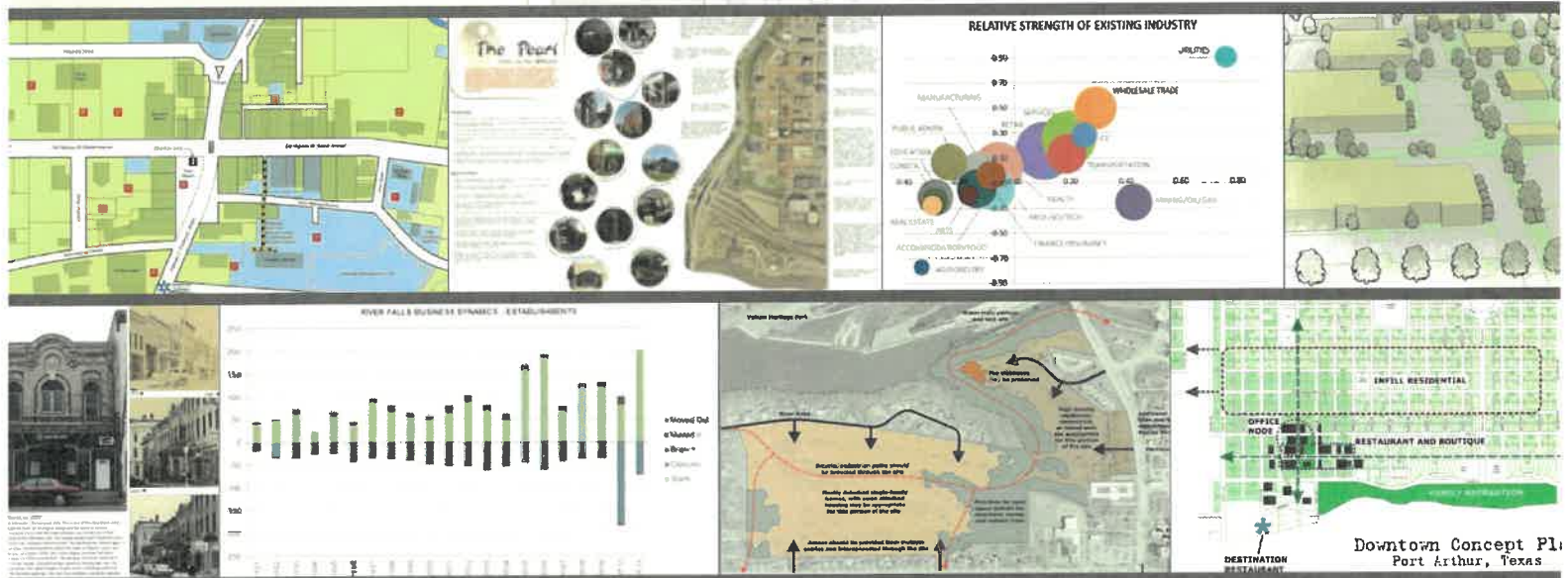
Please RSVP to economicdev@cityofnya.com or
call 952-467-1810.

PROPOSAL

COMPREHENSIVE HOUSING STUDY

CITY OF NORWOOD YOUNG AMERICA

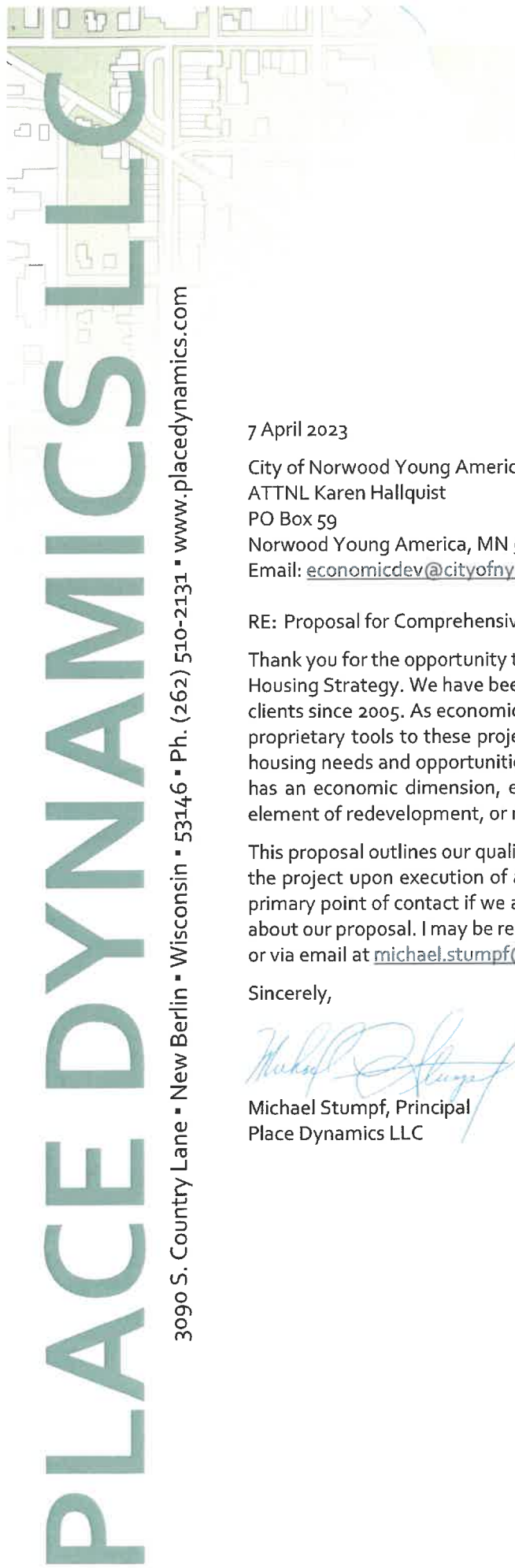
7 April 2023



PLACE DYNAMICS LLC

3090 South Country Lane
New Berlin • Wisconsin • 53146
www.placedynamics.com

Contact: Michael Stumpf, AICP, CECd
Phone • (262) 510-2131
Email • michael.stumpf@placedynamics.com



3090 S. Country Lane ▪ New Berlin ▪ Wisconsin ▪ 53146 ▪ Ph. (262) 510-2131 ▪ www.placedynamics.com

7 April 2023

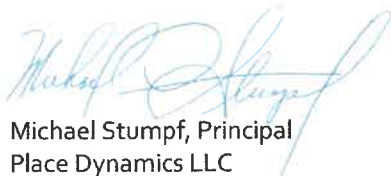
City of Norwood Young America
ATTNL Karen Hallquist
PO Box 59
Norwood Young America, MN 55368
Email: economicdev@cityofnyc.com

RE: Proposal for Comprehensive Housing Study

Thank you for the opportunity to submit this proposal to assist the City in preparing a Comprehensive Housing Strategy. We have been offering these services to government and real estate development clients since 2005. As economic developers and market researchers, we bring a unique approach and proprietary tools to these projects. We understand how markets and development economics drive housing needs and opportunities, and link outcomes to community goals. Our work in housing often has an economic dimension, exploring the fiscal impact of development, assessing housing as an element of redevelopment, or making the connection between housing and workforce.

This proposal outlines our qualifications along with our recommended approach. We are able to start the project upon execution of a contract. I (Michael Stumpf) will act as project manager and be the primary point of contact if we are selected for this project. I can answer any questions you may have about our proposal. I may be reached directly at (262) 510-2131, ext. 100, on my cell at (720) 413-5801, or via email at michael.stumpf@placedynamics.com. I will look forward to your decision.

Sincerely,



Michael Stumpf, Principal
Place Dynamics LLC

QUALIFICATIONS



Place Dynamics was established in 2005 to fill a need for better-informed city planning and economic development. Having begun his career in data science and real estate market research, our founder understood that the plans and studies he encountered during fifteen years of community development practice fell short of the kind of detailed analysis that would lead to their successful implementation. Place Dynamics sought to change that.

Our purpose is to deliver insight and strategy, whether independently or working as part of a larger team of consultants. We are pioneering the use of new data sources and techniques to support data-driven and market-supported planning. Our analysis leads to informed decision-making and innovative strategies that produce measurable results for clients in the government and nonprofit sectors, and private real estate developers. We currently practice across the United States and Canada, having worked in 31 states and provinces.

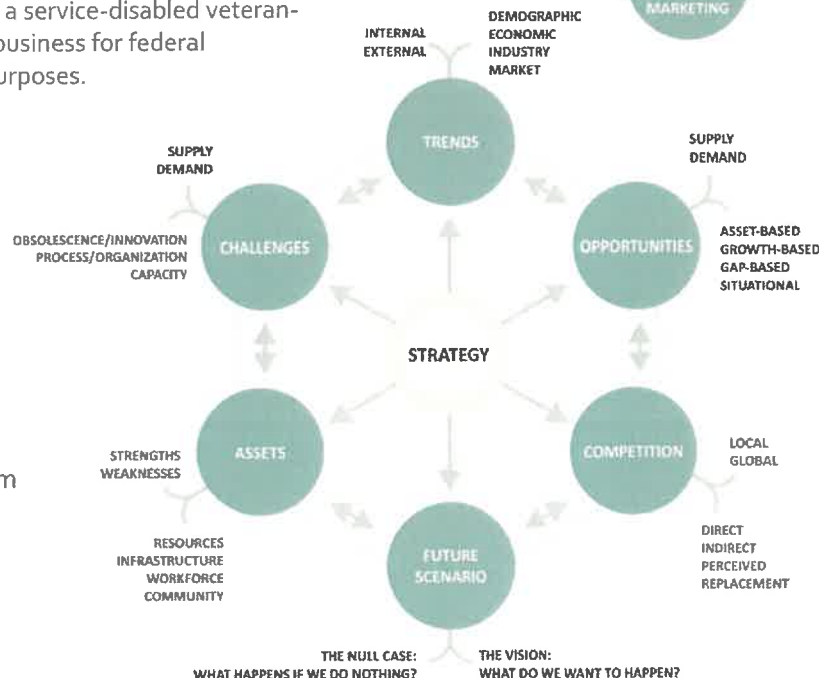
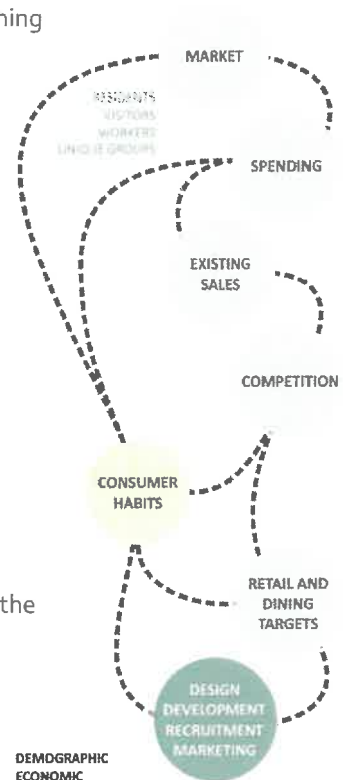
Our core services are market and economic research, and strategic planning, to support economic development, city planning, and business district vitality. Our core team of consultants all bring at least 25 years of professional experience in fields such as economic development, commercial real estate, real estate development, city planning, and human resources management. Each member of the team spent decades "in the trenches" prior to beginning a consulting career.



Place Dynamics is headquartered near Milwaukee, Wisconsin. We are recognized as a service-disabled veteran-owned small business for federal contracting purposes.

CONTACT

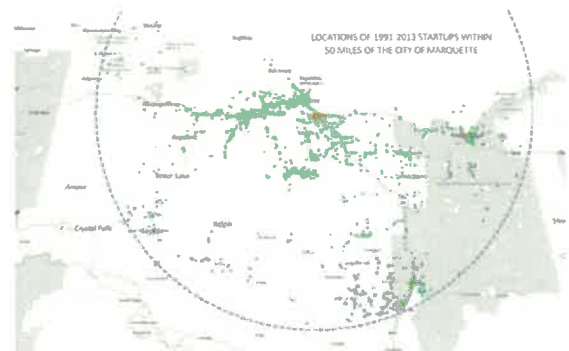
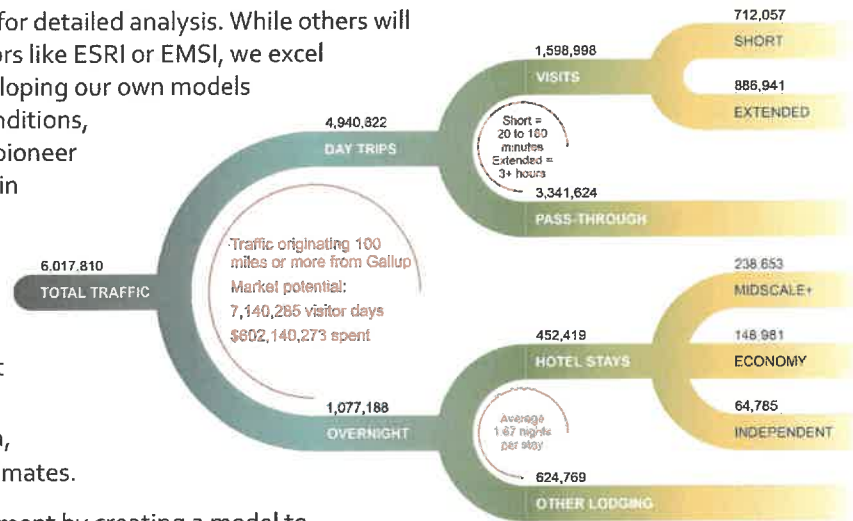
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(720) 440-2131 – Colorado
michael.stumpf@placedynamics.com
www.placedynamics.com



INSIGHT & STRATEGY

Place Dynamics is the firm to use for detailed analysis. While others will repackage data supplied by vendors like ESRI or EMSI, we excel at using original sources and developing our own models to produce deeper insight into conditions, issues, or trends. We continue to pioneer new data sources and techniques in market and economic research. Examples of the issues we have tackled include:

- Determining **tourism market potential** and market share, using mobile phone tracking, lodging market data, traffic volumes, and sales estimates.
- Supporting workforce recruitment by creating a model to estimate **commuting costs** as a fraction of wages, testing how changes in costs may impact net wages and the geography of the laborshed.
- Assessing **downtown visitor flow** by time of day and work or home origins, using mobile tracking, to enable businesses to target potential customers and develop effective promotional strategies.
- Documenting the **components of change** in the business mix attributable to business attraction, entrepreneurship, contraction or expansion, and closures, over time.
- Tracing the **origins of business investment** to specific geographic markets, to better target economic development marketing.
- Creating a model to estimate the size, industry and occupational distribution, and economic impact of the **contingent economy**, made up of independent consultants, freelancers, contract workers, and others employed outside of incorporated businesses.
- Detailing the geographic distribution and short- and long-term **survival and growth of startup businesses**, enabling survey research exploring factors in success or failure.
- Addressing **undercounted populations** and **unreported income** in retail market research.
- Using statistical approaches to determine the **primary industry groups** within the local economy.



Key Staff



Michael Stumpf will be the project manager. His background includes more than 30 years of professional practice in market research and economic development, in local government and as a consultant. He has been at the forefront of introducing new data sources and methodologies into the practice, setting the standards that others try to achieve. He has been accredited as both an economic developer (CEcD) and city planner (AICP). He has extensive experience working in communities with economies based on manufacturing, tourism, and agriculture, and has led out team's prior work in these areas. Prior to founding Place Dynamics, Michael held roles as the economic director for cities including Whitewater, Wisconsin, and Boulder, Colorado.

In his prior roles, Michael has managed a housing authority and programs for housing rehabilitation. He has planned and led municipal economic development initiatives resulting in several projects including single-family subdivisions, owned attached and condominium development projects, and apartment communities.

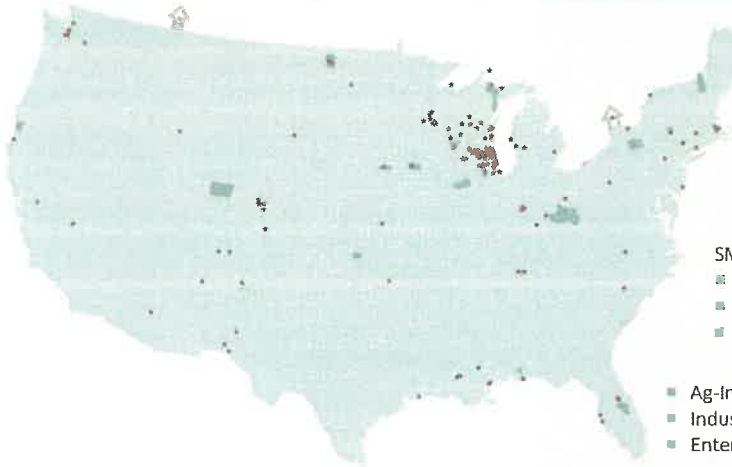
Expertise: Economic development, commercial and industrial market research, entrepreneurship, and business district vitality



Marilyn Haroldson has held roles in commercial real estate and economic development where she led business recruitment efforts and brokered the sale of many industrial or commercial properties. She holds certifications in both planning (AICP) and economic development (CEcD). Marilyn's prior career roles included work as a commercial broker, economic development consultant, and as the director of a rural county economic development corporation. As a part of our team, she brings a deep understanding of the real estate and recruitment aspects of commercial strategy formation.

Expertise: Commercial real estate and recruitment, real estate development

PRIOR EXPERIENCE



ECONOMIC DEVELOPMENT

- Economic Development Strategy (Marquette, MI)
- Marketing Strategy (Superior Trade Zone, MI)
- Manufacturing Jobs Study (Eureka, CA)

INDUSTRY TARGET / CLUSTER RESEARCH

- Target and Market Strategy (Coos County, NH)
- Industry Sectors Strategy (Spruce Grove, AB)
- Industry Sector Marketing Strategy (Ogdensburg, NY)

SMALL BUSINESS DEVELOPMENT STRATEGIES

- Entrepreneurial Development Strategy (Gilbert, AZ)
- Small Business Toolkit (Moffat County, CO)
- Small Business Opportunity Study (Columbus, OH)

BUSINESS / INDUSTRIAL PARK PLANNING

- Ag-Industrial Park Feasibility and Plan (Fort Dodge, IA)
- Industrial Park Site Selection and Plan (Hamilton County, IA)
- Enterprise Logistics Park (Mount Pleasant, WI)

BUSINESS INCUBATION AND ACCELERATION

- Food Business Incubation / Co-packing Feasibility Study (Eureka, CA)
- Coulee Regional Business Center Feasibility Study (La Crosse, WI)
- St. Croix Valley Business Incubator Study (River Falls, WI)

COWORKING AND MAKERSPACES

- Regional Coworking Prospectus (Southeastern Wisconsin)
- Coworking Feasibility Study (Orlando, FL)
- Coworking Feasibility Study (Idaho Falls, ID)

MARKET AND ECONOMIC FEASIBILITY STUDIES

- Wine, Beer, and Craft Spirits Industry Study (Woodinville, WA)
- South Side Grocery Store Feasibility Study (Madison, WI)
- Pharmacy Development Feasibility Study (Red Cliff Band of Chippewa, WI)

DOWNTOWN REVITALIZATION / BUSINESS DISTRICT VITALITY

- Downtown Master Plan (Menasha, WI)
- Downtown Master Plan (Marshfield, WI)
- Town Center Plan (Tylertown, MS)

COMMERCIAL CORRIDOR DEVELOPMENT

- Commercial Corridors Strategy (Rochester, NY)
- Near West Side Neighborhood Plan (Milwaukee, WI)
- Market and Economic Development Strategy (East Stroudsburg, PA)

RETAIL / COMMERCIAL MARKET ANALYSIS AND STRATEGY

- Market Analysis and Strategy (Tulsa, OK)
- Market Analysis and Strategy (Gallup, NM)
- Market Analysis and Strategy (Trinidad, CO)

TOURISM DEVELOPMENT

- Destination Master Plan (Pagosa Springs, CO)
- Tourism Asset Map and Strategy (Henry – Rock Island – Mercer Counties, IL)
- Visitor Market Research (Okeechobee County, FL)

LODGING DEVELOPMENT

- Hotel Feasibility Study (Cheraw, SC)
- Hotel and Conference Center Feasibility Study (Kingman, KS)
- Hotel Feasibility Study (Pointe Coupee, LA)

COMPREHENSIVE PLANNING / SUPPORT

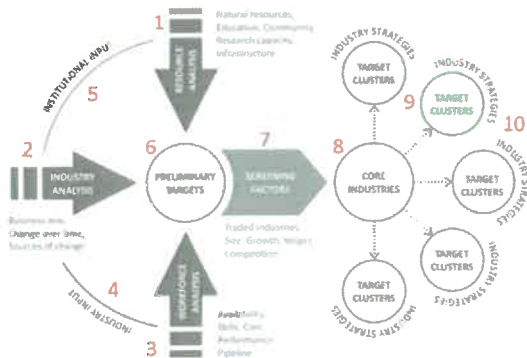
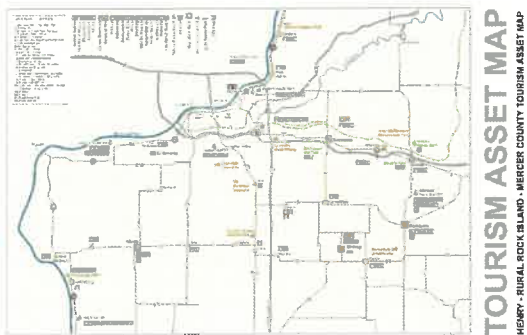
- Commercial Sector Study (Lake County, OH)
- Economic Benchmarking and Reporting (Santa Fe, NM)
- Comprehensive Plan and Parks Plan (Appleton, WI)

HOUSING STUDIES

- Housing Impact Studies (Multiple Municipalities, Minneapolis area)
- Vacation Home Development Feasibility Study (Munising, MI)
- Development Opportunities Analysis (Hudson, WI)

PUBLIC ADMINISTRATION / MANAGEMENT CONSULTING

- Keweenaw Mountain Lodge Use Study (Copper Harbor, MI)
- Sandy Beach Feasibility Study (Lake Mills, WI)
- Tax Increment / Neighborhood Development Analysis (Holmen, WI)



PROJECT SUMMARIES – HOUSING ANALYSIS

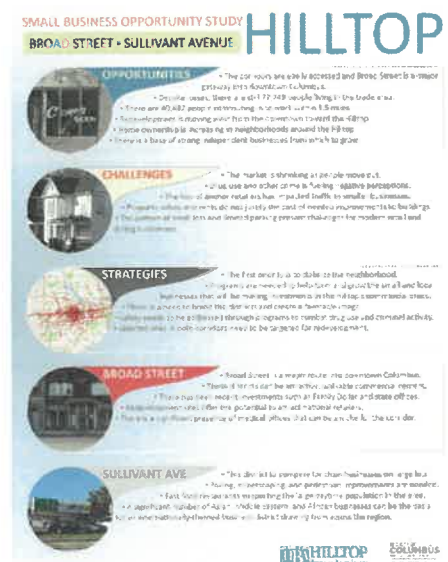
COMMERCIAL AND HOUSING MARKET ANALYSIS CINCINNATI METROPOLITAN HOUSING AUTHORITY

Place Dynamics completed a market analysis examining the demand for housing and commercial uses in the West End Neighborhood, an area adjacent to the city's downtown and the gentrifying Over-the-Rhine Neighborhood. The study supported planning conducted under the Authority's Choice Neighborhoods Initiative. This research examined both market rate and subsidized opportunities for rental and owned housing, with a focus on redevelopment sites controlled by the Housing Authority. The commercial analysis examined existing patterns of shopping and needs for residents of the neighborhood and surrounding areas. It addressed specific desires of area residents for improved access to groceries, pharmacies, and other basic shopping.



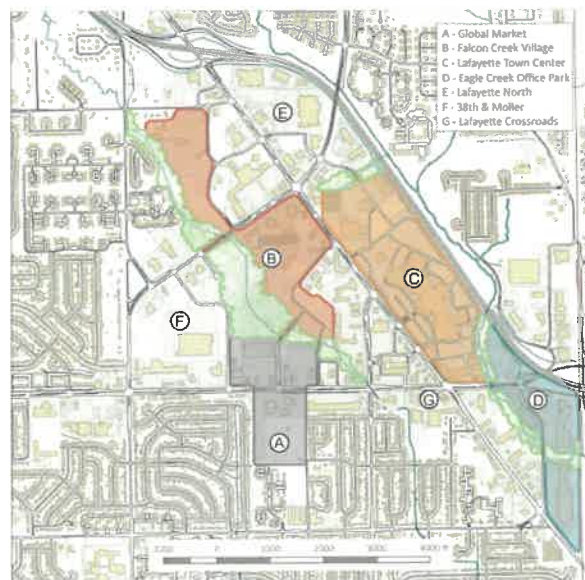
COMMERCIAL AND HOUSING MARKET ANALYSIS CITY OF COLUMBUS, OHIO

The Hilltop Neighborhood west of downtown Columbus was once a working class area now struggling with poverty, crime, and blight. Homeowners continue to maintain properties while landlords are failing to reinvest. It is those properties that are being abandoned, so that homeownership is increasing, and can be accelerated through homebuyer and rehab programs. The neighborhood is platted in small lots that make redevelopment difficult. Existing land banking policies contribute to the challenge by quickly turning properties, rather than pursuing long-term strategic goals. We recommended holding properties in targeted areas to assemble larger development parcels, making residential lots adjacent to commercial zones available for off-street parking, simplifying redevelopment by making "off-the-shelf" building plans available for fast approvals. Other recommendations addressed business formation, district marketing, and branding.



INTERNATIONAL MARKETPLACE MARKET ANALYSIS AND STRATEGY INDIANAPOLIS, INDIANA

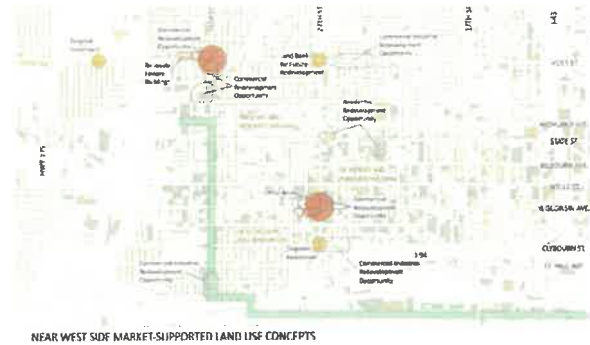
The Marketplace contains over 5.5 million square feet of commercial space with more than 250 businesses representing cultures from across the globe. This was once a typical suburban strip, developing through the 1980's until the failure of many retail chains and new development on the periphery combined to raise the vacancy rate to more than 60 percent. It now boasts a concentration of ethnic businesses is able to draw customers from a market of over 30 million people within an eight-hour drive. This study examined opportunities for commercial, office and industrial, and residential development on several large sites. In addition to documenting the market opportunity, we recommended a strategy establishing priorities for enhanced educational and cultural assets, mixed-use redevelopment, economic development as a destination for foreign businesses, and recreation.



NEAR WEST SIDE MARKET ANALYSIS

MILWAUKEE, WISCONSIN

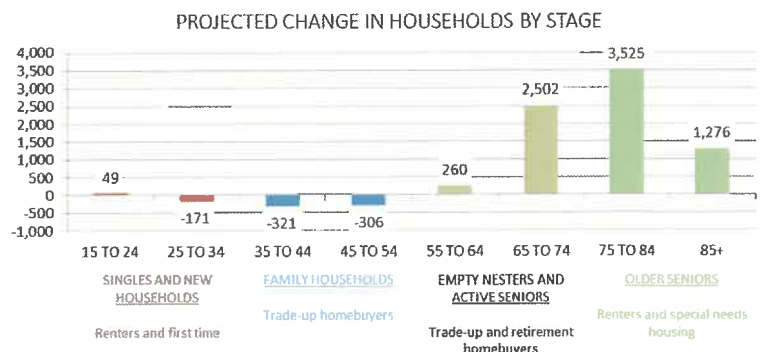
This study examined seven neighborhoods on Milwaukee's Near West Side, containing some of the city's leading institutions, but also some of its lower-income areas. The analysis found a favorable market for small light industrial uses, and more limited opportunities for housing and commercial development. It recommended changes to land uses along some commercial corridors, and land banking key properties until the market for development improved. It identified redevelopment sites and public and private investments to improve neighborhood conditions, and a marketing approach to overcome negative perceptions of the area. At the conclusion of the project, we were retained by the Milwaukee Housing Authority to conduct additional market research and fiscal analysis for a proposed development project with both subsidized and market rate, rental and owner-occupied housing in the neighborhood.



DEVELOPMENT OPPORTUNITIES ANALYSIS

HUDSON, WISCONSIN

As a precursor to updating its Comprehensive Plan, the City's engineer, SEH, Inc., hired Place Dynamics to assess opportunities for residential, commercial, and industrial development over the next decade. The City has been growing quickly as the western gateway to the Minneapolis-St. Paul market. Much of the new housing has targeted middle-aged, trade-up buyers, and the needs for younger households are not being met. The pace of new development has slowed considerably since the housing crash beginning in 2008. The analysis projected that much of the future change in demand will come with the aging of existing households. This will create a need for housing targeted to older residents, in addition to continuing unmet demand for younger buyers and renters.



ECONOMIC DEVELOPMENT MARKET ANALYSIS

EAST STROUDSBURG, PENNSYLVANIA

Straddling the border of Pennsylvania and New Jersey, East Stroudsburg is the gateway to the Pocono Mountains. The community has not been effective in leveraging its location for economic development. This study sought to understand markets for industrial, commercial, and residential development, with a focus on the downtown and several aging and newly-developing corridors. Our analysis of housing found demand among young professionals, middle-market buyers, and seniors. We identified need for targeted rehabilitation programs, mixed-use development in the downtown area, higher-density residential on redevelopment sites in a river corridor. The residential market opportunities were integrated into a broader economic development strategy promoting growth along with revitalization of older neighborhoods.

ESTIMATED ANNUAL NUMBER OF RENTERS BY MONTHLY RENT – MONROE COUNTY

| MONTHLY RENT | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|--------------------|------|------|------|------|------|------|------|------|------|------|------|
| UNDER \$600 | 512 | 519 | 527 | 535 | 544 | 554 | 564 | 575 | 586 | 598 | 611 |
| \$600 TO \$699 | 106 | 108 | 109 | 111 | 113 | 115 | 117 | 119 | 121 | 124 | 127 |
| \$700 TO \$799 | 53 | 54 | 55 | 56 | 57 | 58 | 59 | 60 | 61 | 62 | 64 |
| \$800 TO \$899 | 41 | 42 | 43 | 43 | 44 | 45 | 46 | 46 | 47 | 48 | 49 |
| \$900 TO \$999 | 79 | 80 | 82 | 83 | 84 | 86 | 87 | 89 | 91 | 93 | 95 |
| \$1,000 TO \$1,099 | 57 | 57 | 58 | 59 | 60 | 61 | 62 | 64 | 65 | 66 | 68 |
| \$1,100 TO \$1,199 | 51 | 51 | 52 | 53 | 54 | 55 | 56 | 57 | 58 | 59 | 61 |
| \$1,200 TO \$1,299 | 59 | 60 | 61 | 62 | 63 | 64 | 66 | 67 | 68 | 69 | 71 |
| \$1,300 TO \$1,399 | 68 | 69 | 70 | 71 | 73 | 74 | 75 | 77 | 78 | 80 | 81 |
| \$1,400 TO \$1,499 | 47 | 48 | 48 | 49 | 50 | 51 | 52 | 53 | 54 | 55 | 56 |
| \$1,500 TO \$1,749 | 44 | 44 | 45 | 46 | 46 | 47 | 48 | 49 | 50 | 51 | 52 |
| \$1,750 TO \$1,999 | 49 | 49 | 50 | 51 | 52 | 53 | 54 | 55 | 56 | 57 | 58 |
| \$2,000 OR MORE | 285 | 289 | 294 | 298 | 303 | 309 | 314 | 320 | 327 | 334 | 341 |

Source: Estimates by Place Dynamics

REFERENCES

City of Menasha

Sam Schroeder, Community Development Director
100 Main Street, Suite 200
Menasha, WI 54952
920-967-3651
sschroeder@ci.menasha.wi.us

Andrew Dane

Neighborhood Planners
602 North Lawe Street
Appleton, WI, 54911
920-585-3593
andrew@neighborhoodplanners.org

Short, Elliott, and Hendrickson, Inc.

Brea Grace, AICP
Senior Community Development Specialist
6808 Odana Road, Suite 200
Madison, WI, 53719
608-535-6166
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Community Development Strategies

Stacy Vincent
700 W Van Buren Street, #1309
Chicago, IL 60607-3634
864-621-4429
svincent@commdevstrategies.com

TECHNICAL APPROACH

WORK PLAN

Place Dynamics is recommending the following approach based on our understanding of the project's goals, the area to be analyzed, and our prior experience. This work plan is based on the scope of work contained in the request for proposals. The actual sequence of tasks is addressed in the proposed schedule.

TASK 1: EXISTING CONDITIONS

1. **Kick-off meeting.** Place Dynamics will schedule a teleconference with City staff to initiate the project, reviewing the scope and schedule, and identifying available resources available to support the project. We will discuss the framework for communication and outreach to stakeholders.
2. **Background review.** Place Dynamics will review prior studies, planning, data, and other information relating to the community and the housing market. This will include information provided by the City as well as other information gathered by Place Dynamics.
3. **Market reconnaissance.** Place Dynamics will schedule a visit to Norwood Young America to conduct a market reconnaissance. This is intended to gather insight into existing housing and neighborhoods, and general market conditions, including competition.
4. **Stakeholder interviews.** Place Dynamics will conduct interviews and small focus group sessions with stakeholders identified by the City. These should include realtors, builders, City officials, and others connected to the area's housing. The City will be responsible for coordinating the schedule and providing a meeting location.

TASK 2: MARKET ANALYSIS

5. **Existing conditions.** Place Dynamics will describe current conditions and market supply within the City and the broader market.
 - Review residential development trends within the market
 - Identify and describe current or planned residential development projects in the market
 - Summarize housing and neighborhoods within the city – age, style, condition, amenities, lease and purchase prices, etc.
 - Summarize demographic conditions and trends.
 - Assess overall economic conditions as they relate to housing demand.
6. **Current and projected housing demand.** Place Dynamics has developed proprietary tools used to project annual demand for housing. These tools enable us to alter assumptions and project demand under different scenarios. This ability is useful in helping to understand volatile markets such as the one we are currently experiencing, with rapidly-escalating costs and interest rates.
 - Project demand based on trends within the study area.
 - Break out out by household age and income for rental or purchased housing, by type (apartment, condominium, townhome), and by price point.
 - Assess how changing market conditions may influence demand for units by type and price.
7. **Evaluate supply and demand in the context of community goals.** The findings of the market research will be discussed in the context of the City's goals related to issues such as growth, commercial development, economic development, and workforce.

TASK 3: RECOMMENDATIONS AND PROJECT REPORT

8. **Recommendations.** Place Dynamics will schedule a teleconference with City staff to discuss the market research findings and consider recommendations.
9. **Draft Comprehensive Housing Study.** Place Dynamics will prepare a draft Comprehensive Housing Study. We will attend a public meeting to present the study, after which we will meet with City staff to consider feedback and revisions to the report.
10. **Final Comprehensive Housing Study.** Place Dynamics will incorporate revisions to produce a final report.

TENTATIVE SCHEDULE

Place Dynamics is able to work with the City to alter the proposed schedule to better suit its needs. A tentative schedule is identified below, by task.

Task 1: Existing conditionsMay-June 2023

Task 2: Market analysis July-August 2023

Task 3: Recommendations and project report September-October 2023

FEES

Place Dynamics will prepare the Comprehensive Housing Study for a fixed fee of \$20,000. This fee is inclusive of the costs of travel, data, and materials to complete the project as described in this proposal. The proposed fee can be broken out as follows:

Task 1: Existing conditions

| | |
|-----------------------------|-------|
| Kick-off meeting | \$200 |
| Background review | 1,800 |
| Market reconnaissance..... | 500 |
| Travel | 500 |
| Stakeholder interviews..... | 1,500 |

Task 2: Market analysis

| | |
|---|-------|
| Existing conditions | 3,500 |
| Current and projected housing demand | 5,000 |
| Evaluate supply and demand in the context of community goals..... | 2,000 |

Task 3: Recommendations and project report

| | |
|---|-------|
| Recommendations | 2,000 |
| Draft comprehensive housing study | 2,000 |
| Travel | 500 |
| Final comprehensive housing study | 500 |

TOTAL\$20,000

Place Dynamics Maintains policies for professional and general liability, commercial auto, and workers compensation insurance, and can provide documentation upon request. We are recognized as a Service-Disabled Veteran-Owned Business (SDVOB) for federal contracting purposes.



A PROPOSAL FOR

Comprehensive Housing Study and Needs Analysis

FOR THE CITY OF NORWOOD YOUNG AMERICA, MN

April 7, 2023

Ms. Karen Hallquist
Community Development Director
Norwood Young America
P.O. Box 59
Norwood Young America, MN 55368



Regarding: Proposal for Housing Study

Dear Ms. Hallquist:

On behalf of WSB, thank you for this opportunity to submit our qualifications for a housing study for the City of Norwood Young America. Our team understands that the City of Norwood Young America wants to diversify its housing stock to meet the needs of all residents as the community continues to grow and prosper. Our team recognizes and supports the goal of this project to determine the demand for a variety of types of housing in the community and the development of a comprehensive strategy for the achievement of those goals of the city regarding housing opportunities.

Collaborative Approach | WSB's team has worked on similar projects for communities like Norwood Young America assisting those communities realizing their long-term goals. We approach these studies with a foundation in demographic and housing data as well as a strong understanding of the interplay between land use planning, housing demand, and economic development dynamics. Our approach includes not just what the data says but how that information can be used to help the community plan for future growth. Our goal for this project is to provide Norwood Young America with a market-based study that includes a practical action plan.

Experience in Similar Communities | Norwood Young America will be collaborating with a team that has extensive experience providing planning, economic development, land development, and engineering services. This includes the development and implementation of housing studies for the cities of Maple Lake, Monticello, Prescott, Glencoe and Clearwater. In addition, our team has significant experience with the development of comprehensive plans and implementable action plans for the communities across the state.

Experienced Project Team | Our clients benefit from a large and experienced talent pool. Our team includes members with over 30 years of economic development and planning experience. We help communities solve the issues they face when trying to reposition themselves for future growth and development. Our ability to access the firm's 30+ service areas will result in a unified, coherent study that responds to Le Sueur's needs in a useful and concrete way.

Once again, thank you for the opportunity to submit this proposal to assist Norwood Young America in the completion of the Housing Study. Should you have any questions or would like to further discuss this proposal please do not hesitate to contact me at 612.400.3569.

Sincerely, WSB

A handwritten signature in dark ink, appearing to read "Jim Gromberg", is written over a light blue horizontal line.

Jim Gromberg, EDFP
Economic Development Specialist, Project Manager



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Firm Overview



Forge ahead.

WSB is a design and consulting firm specializing in engineering, community planning, environmental, and construction services. Together, our staff improves the way people engage with communities, transportation, infrastructure, energy and our environment. We offer services that seamlessly integrate planning, design and implementation.

We share a vision to connect your dreams for tomorrow to the needs of today—the future is ours for the making.

650+
STAFF

30+
SERVICE AREAS

15
OFFICES

5
STATES

Alternative Project Delivery | Biogas | Bridges & Structures | City Engineering | Community Planning | Constructability Review | Construction Materials Testing & Special Inspection | Contractor Modeling | Drinking Water | Economic Development | Environmental Compliance | Geohazard Risk Management | Geospatial | Geotechnical Engineering | GIS Services | Grants & Funding | Health & Safety Compliance | Intelligent Transportation Systems | Investigation & Remediation | Land Development | Landscape Architecture | Managed Services | Natural Resources | Pavement Management | Pipeline | Project Management & Construction Administration | Public Engagement | Public Works Management | Right of Way | Roadway Design | Smart Cities | Solar | Survey | Technology Solutions | Traffic Engineering | Transit Planning | Transportation Planning | Urban Design | Vibration Monitoring | Visualizations | Water Resources | Water Reuse | Wind

Work Program



Based upon our understanding, the primary objective of the project is to provide the City of Norwood Young America with a market-based analysis that will help identify current and future housing needs and potential ways to meet those needs. Our findings will help provide the framework to assist local decision-makers to address the City's housing needs with a focus on the provision of life-cycle housing within the community as it continues to grow, and the population demographics change.



TASK 1: Plan Review & Demographic Analysis

Review existing City plans and documents as background for the housing study and conduct demographic research to develop an understanding of Norwood Young America existing traits and growth projections for the future. In this task we will review the Comprehensive Plan and Municipal Code and examine:

- Population trends and projections
- Age composition and impact on housing
- Occupancy characteristics and forecasts
- Household trends and forecasts
- Income characteristics
- Land use designations and density requirements

TASK 2: Housing Analysis

Prepare an inventory of Norwood Young America housing stock, including multi-family and senior housing in the community. Location of various unit types and characteristics will be included in the analysis. Data we will analyze for includes:

- Building Permit Data
- Age of Housing
- Unit type and size
- Rent and ownership composition
- Construction trends and available inventory
- Vacancy rates
- Restrictions, such as age or income

TASK 3: Market Review

In partnership with the city staff, we will determine a geographic market area for further market analysis. We will review general demographic characteristics and existing housing within the market area. This process will include pending developments, interviews with realtors, and other relevant data to the for-sale housing market.

TASK 4: Rental Market Analysis

In conjunction with the market review, we will review the existing rental properties greater than 8 units related to rents, occupancy, and amenities to determine any projected pent-up demand characteristics. This will include pending new developments that may be identified with meetings with the Norwood Young America city staff.

TASK 5: Completed Housing Study

WSB will prepare a draft Housing Study for staff to review and provide comments. The report will include addressing the housing issues that will be identified throughout the process of the completion of the report. These issues would include:

- Strategies for housing affordability
- Preservation of existing housing stock
- Rental Market Demand and solutions to long- term needs

The study will be modified based upon the comments and discussions with the staff resulting in a final document to be presented to City Council for review and adoption. The final report will be provided in digital PDF format and up to ten bound copies for the City.

OPTIONAL TASK 6: Marketing Assistance

As an optional task, Norwood Young America may wish to retain our services to assist with marketing the community to housing developers. Our team has worked with cities to prepare RFPs for housing developers and other marketing materials. Additionally, our team of planners and engineers can identify potential roadblocks to development, such as water tables or steep slopes, and offer practical solutions to move forward.

DELIVERABLES:

- Written analysis of background data and demographic information about Norwood Young America.
- Written analysis and map of existing multi- family housing within community.
- Analysis of housing, demographics, and demand for Norwood Young America and larger market area.
- Map potential multi-family sites based upon identified criteria.
- Write up synopsis of interviews.

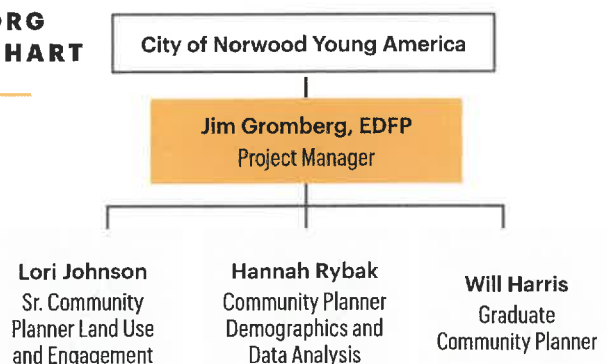
SCHEDULE

| TASK | MAY | JUN | JUL | AUG |
|---|-----|-----|-----|-----|
| PLAN REVIEW & DEMOGRAPHIC ANALYSIS | | | | |
| HOUSING ANALYSIS | | | | |
| MARKET REVIEW | | | | |
| RENTAL MARKET ANALYSIS | | | | |
| FINAL HOUSING STUDY AND IMPLEMENTATION PLAN | | | | |

COST

| TASK | BUDGET |
|---|----------|
| PLAN REVIEW & DEMOGRAPHIC ANALYSIS | \$3,000 |
| HOUSING ANALYSIS | \$3,500 |
| MARKET REVIEW | \$3,000 |
| RENTAL MARKET ANALYSIS | \$3,000 |
| FINAL HOUSING STUDY AND IMPLEMENTATION PLAN | \$2,500 |
| TOTAL COST (NOT TO EXCEED) | \$15,000 |

ORG CHART





Jim Gromberg, EDFP

ECONOMIC DEVELOPMENT SPECIALIST

Jim has over 25 years of experience in economic development, including both redevelopment and greenfield development projects. In addition, Jim has worked with communities to acquire grant funding for several grants including rail infrastructure, water and sewer infrastructure, public facilities and small cities redevelopment grant implementation. Most recently, Jim was the State of Minnesota's Business Development Representative for the Twin Cities metro area, responsible for attracting new businesses to the state and assisting businesses in expanding their current locations. In addition, he managed Minnesota's Shovel Ready Certification Program, which prepares a community for projects that are interested in locating or expanding in their communities. Jim led the State's Data Center Attraction Program which also promotes Minnesota as a site for new data center development using tax credits and incentives.

SERVICE GROUP:

Community Planning &
Economic Development

CERTIFICATIONS:

Certified Economic
Development Finance
Professional

EDUCATION:

Master of Business
Administration (MBA), St.
Cloud State University, 1997

Bachelor of Arts in Public
Administration, St. Cloud
State University, 1988

Industrial Park Expansion Plan | Princeton, MN

CLIENT: CITY OF PRINCETON

PROJECT DURATION: NOV 2015 – APR 2016

Jim served as the project manager to review and provide an analysis of the city's existing industrial land, potential sites in the growth boundary area, and the market for new industrial property in the area. The analysis included an industrial market overview, market trends and market area data, industrial market jobs data, industrial land development trends, and current vacant industrial sites in the city that are available for development.

Economic Development Plan | Hastings, MN

CLIENT: CITY OF HASTINGS

PROJECT DURATION: DEC 2015 – JUN 2016

Jim served as the project manager to review the city's current economic development programs and provide recommendations to expand the level of services to both existing and relocating businesses. The project included developing a strategic plan based upon public involvement meetings, a community profile highlighting the community, a review of current and projected area demographics, a selling proposition, a review of existing ordinances, and suggested changes to better position the community for future development.

Economic Development Services | Monticello, Waverly, and Lino Lakes, MN

CLIENT: CITIES OF MONTICELLO, WAVERLY, AND LINO LAKES

PROJECT DURATION: ONGOING

Jim currently provides economic development services to these communities for the expansion of local businesses, new development projects, development of marketing strategies, strategic planning services, community interaction, and implementation of economic development goals. These activities included meeting with businesses and economic development authorities.



Lori Johnson, AICP

SENIOR COMMUNITY PLANNER, LAND USE AND ENGAGEMENT

Lori has more than 25 years of experience working in a municipal planning department, having worked her way up through the planning department at the City of Blaine, to become their city planner. As the city planner, she supervised two planners and managed day to day functions of the planning department as well as the application processes for the Planning Commission and City Council. She is well versed in all aspects of city planning activities including project management, site planning application review, public participation and long range planning. Lori has extensive experience with residential, commercial and industrial plan review, approval and implementation. Lori is skilled in navigating the approval process for clients and communities, as well as effectively communicating with city councils, planning commissions, developers, real estate professionals, and residents.



Hannah Rybak

COMMUNITY PLANNER, DEMOGRAPHIC AND DATA ANALYSIS

Hannah has been a planner with WSB for over six years. Her primary role has been day-to-day planning and zoning administration for a variety of cities. Additionally, Hannah has extensive experience with code enforcement and ordinance amendments. Through her education and work experience, Hannah has developed a passion for understanding challenges that face today's communities. She takes great pride in finding solutions to enhance life for the residents of the communities she serves.

Will Harris

GRADUATE COMMUNITY PLANNER

Will has experience working on various land use planning issues including performing day to day planning work, code enforcement, development of code enforcement procedures, community meetings, and research projects for various planning reports. Will incorporates the idea that good planning comes from strong communication skills and implements his strong communication skills to productively engage with community members, stakeholders, and other team members. He enjoys working with residents and business owners to ensure they meet the mutually beneficial goals of the community and the applicant. Will's involvement in day-to-day planning issues allows for him to have a greater understanding and vision of how communities and residents can achieve their goals and continue to prosper and thrive.

Comprehensive Housing Study

CLIENT: CITY OF PRESCOTT
LOCATION: PRESCOTT, WI
DURATION: 2023



In 2023, WSB completed a Comprehensive Housing Study for the City of Prescott, WI. Situated strategically on the Mississippi River and Highway 10, Prescott has many assets and opportunities to take advantage of including its proximity to the Minneapolis/St. Paul MSA and the regions natural amenities making it a tourist destination. WSB helped the City envision their future, identify priorities, and assemble a robust implementation plan to achieve their goals. The WSB team created a concise document with actionable steps, including a potential sites for future redevelopment and a re-analysis of their land use map. The plan also includes recommendations for promoting the city to developers as an alternative to surrounding communities.

KEY WSB STAFF: JIM GROMBERG

REFERENCE: CARTER HAYES | CITY PLANNER | 800 BORNER ST N | PRESCOTT, WI 54021 | 715.307.0427 | CHAYES@PRESCOTTCITY.ORG

Comprehensive Housing Study

CLIENT: CITY OF MONTICELLO

LOCATION: MONTICELLO, MN

DURATION: 2016 - 2017

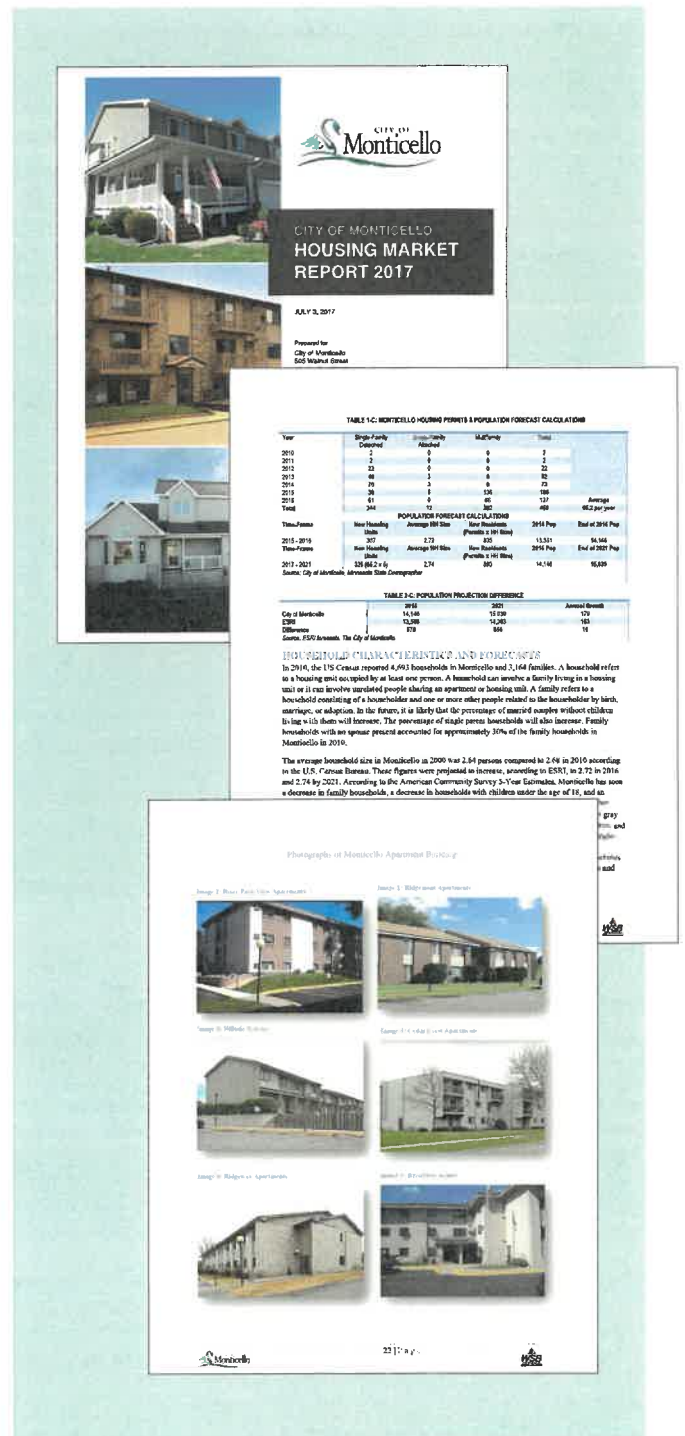
In 2016-17, WSB completed a Comprehensive Housing Study for the City of Monticello. The study included a review of community historical data and projections for future housing needs based upon the changing demographics of the community. The projected housing demand (both pent-up demand and projected demand) were adjusted to take into consideration the effect of the economic downturn during 2007- 2012. As part of the study, WSB also worked with City staff on the identification of future housing development sites and the type of housing that should be targeted including the changing needs of workforce housing in the City. This study also included the discussion of possible programs (both existing and new) that could provide for Monticello meeting the community's needs.

KEY WSB STAFF: JIM GROMBERG, KYLE SEIFERT

REFERENCE: JIM THARES |

ECONOMIC DEVELOPMENT MANAGER | 763.271.3254 |

JIM.THARES@CI.MONTICELLO.MN.US



Comprehensive Housing Study

CLIENT: CITY OF MAPLE LAKE

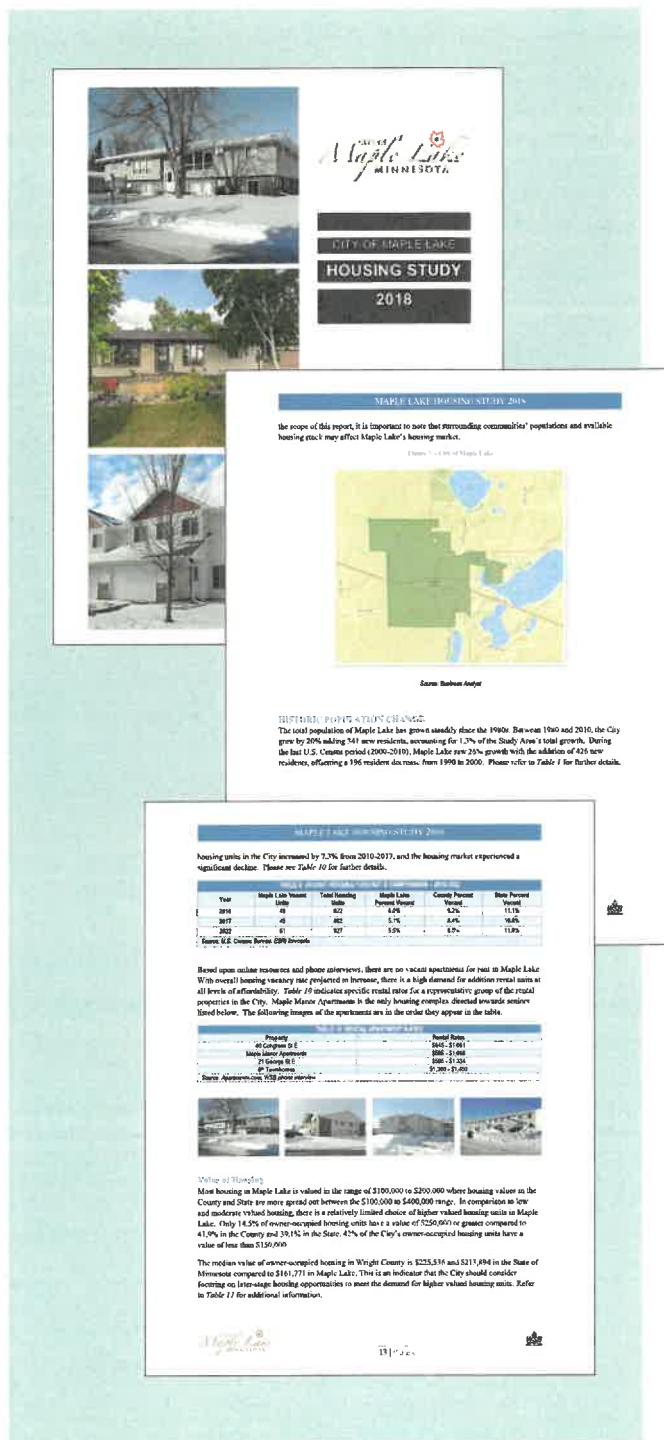
LOCATION: MAPLE LAKE, MN

COMPLETION: 2017

WSB completed a Comprehensive Housing Study for the City of Maple Lake in 2017. The study included the review of community historical data and projections for future housing needs based on the changing demographics of Maple Lake. The study also used the current growth of employment opportunities for projected housing demand (both pent-up demand and future demand). This includes the effect of the economic downturn that resulted in several developments that remain unfinished in the community. WSB worked with City staff on the identification of future housing development sites and the type of housing that should be targeted for the City. This included the development of a workforce housing TIF district to promote the development of additional multi-family opportunities.

KEY WSB STAFF: JIM GROMBERG, KRISTIN MOEN

REFERENCE: SABRINA HILLE | CITY ADMINISTRATOR |
320.963.3611 | SABRINA.HILLE@CI.MAPLE-LAKE.MN.US



| | |
|-----------------------------|--------|
| PBP | \$500 |
| Total PBP months at 1.50 | \$750 |
| Salary of 1 administrator | \$200 |
| Number of administrators at | 20 |
| Number of days at 1.50 | \$3000 |
| Quantity of months | 12 |
| Capital costs | |

Provide tasks for operational management, based on the calculation of the weekly executive meeting. Finance prepares quantitative sections on sales and needs for commentary to sales and marketing by 12/12 (Thursday Saturday base). Sales, Training and Marketing provides quantitative sections of their respective pages and by Monday 12/12.



References

CITY OF MONTICELLO

Jim Thares
 Economic Development Manager
 Monticello City Hall, 505 Walnut Street | Monticello,
 MN 5536 | 763.271.3254 | Jim.Thares@ci.monticello.
 mn.us

LINO LAKES

Micheal Grochala
 Community Development Director
 City of Lino Lakes, 3650 Braddock Avenue NE | 600
 Town Center Parkway | Lino Lakes, MN 55014 |
 651.982.2427 | mgrochala@linolakes.us

CITY OF FARMINGTON

Deanna Kuennen
 Community Development Director
 430 Third Street | Farmington, MN 55024
 651.280.6820 | dkuennen@farmingtonmn.gov