

**KANDIYOHI COUNTY AND CITY OF WILLMAR ECONOMIC DEVELOPMENT COMMISSION (EDC)
JOINT OPERATIONS BOARD OF DIRECTORS (OB) MEETING
MINUTES
May 11, 2017
EDC Office, Willmar**

Present: Art Benson, Rollie Boll, Donna Boonstra, Les Heitke and Kelly TerWisscha

Ex Officio: Bruce Peterson and Roger Imdieke

Excused: Robert Carlson and Gary Gilman

Staff: Aaron Backman, Executive Director and Connie Schmoll, Business Development Specialist

Media: Carolyn Lange, West Central Tribune

Secretarial: Nancy Birkeland, Legal & Administrative Assistants, Inc. (LAA)

President Donna Boonstra called the meeting to order at approximately 11:00 a.m.

AGENDA—Added to the Consent Agenda under Approve was item 4d. Payment of a bill from James M. Ruff for \$1,824.50.

IT WAS MOVED BY Kelly TerWisscha, SECONDED BY Rollie Boll, to approve the Agenda as emailed and the revised Consent Agenda. MOTION CARRIED.

CONSENT AGENDA—

- Approve:
1. Minutes of April 13, 2017 meeting
 2. Financial reports as of April 30, 2017
 3. Removal of Julie Redepenning from the Marketing and Public Relations Committee
 4. Payment of bills:
 - a. \$3,600 to James Molenaar as budgeted by the Agriculture and Renewable Energy Development Committee for analysis of the Ag BRE Study
 - b. \$6,000 to Ehlers & Associates, Inc. for the Kandi Mall tax abatement project (reimbursement received from Rockstep Willmar)
 - c. \$4,000 to Ehlers & Associates, Inc. for the Glacial Ridge Hospitality tax abatement project (to be reimbursed by Glacial Ridge Hospitality)
 - d. \$1,824.50 to James M. Ruff, Inc.

Accept: Committee/Subcommittee Minutes

1. Agriculture and Renewable Energy Development 3/16/2017
 - a. Ag Producers' Survey Subcommittee 3/21 and 4/18/2017
2. Broadband and Advanced Technology 4/3/2017
3. Marketing and Public Relations 3/27/2017
5. Leisure Travel 4/4/2017

PROGRESS REPORTS

Willmar/Willmar Industrial Park. Aaron Backman reported the City of Willmar held a public hearing to establish a TIF (tax increment financing) district for Magnum Trucking in the Willmar Industrial Park. Backman has provided information on the property to Marcus Construction, which is communicating with the developer. Bruce Peterson reported he will introduce to the Willmar City Council an ordinance to formally sell to Buhler Versatile 5.9 acres south of its current property and the City Council will address Business Subsidy Agreements for Magnum Trucking and Buhler. Buhler will add 31 employees over the next three years. Plans are to close the sales of the two properties in early June. Peterson has also responded to others interested in the Industrial Park. Backman reported the EDC continues to interact with a medical-related business and provided it with information on two locations in the Industrial Park. The business prospect met with investors on May 1. Peterson noted groundbreaking ceremonies were held by the Willmar Surgery Center and the dental clinic; construction of the three-unit building on the Kandi Mall property will begin soon; the Willmar school project continues to move along and West Central Steel's construction is also moving ahead. Auto Zone is constructing a new building on the south end of the Kandi Mall parking lot. Backman reported Commonwealth Development will present information to the Willmar City Council about a 45-unit, three-story building on 15th Street Southeast to be called "15th Street Flats" (see attached site map). Commonwealth Development has a Purchase Agreement for three lots and will seek support for TIF and it will also apply for tax credits through Minnesota Housing Finance Agency. Peterson stated the Willmar Planning Commission heard about the project last night and believes it is a good transition between the area's commercial properties to the residential properties.

Business Retention and Expansion Grant for Diverse Businesses. Backman reported he is more than halfway through his visits with East African and Latino-owned businesses. Backman provided information on New Minnesotan Realty's renovation of the former Erickson Furniture building in downtown Willmar into Midtown Market.

[Connie Schmoll and Les Heitke joined the meeting.]

Business Visits and Meetings. Backman reported 15 area representatives traveled to the State Capitol to meet with Transportation Commissioner Zelle and others in regard to completing the four-lane gaps in Highway 23 between New London and I-94. Backman attended the second anniversary celebration at WORKUP, which currently has 40 entrepreneurs using its co-working space. Backman attended the Shovel-Ready Conference hosted by Minnesota Department of Employment and Economic Development (DEED). He will attend the Willmar Airport Master Plan meeting following today's board meeting. Upcoming meetings he will attend include the Economic Development Professionals meeting tomorrow and a design build meeting on the Wye project on

May 16, 2017. Peterson stated the Willmar City Council will finish negotiating the final agreement for the Wye project after further discussion at its next work session. Backman reported he and Connie Schmoll attended the Willmar Surgery Center groundbreaking ceremony yesterday. It is believed the current building will continue to be used by Willmar Medical Services or one of the partner entities. Schmoll reported she continues to assist with door knocking to get subscribers for the broadband project; nearly 500 out of the 810 needed have pre-registered. Four additional Meet and Greet events were held at the Lake Andrew Town Hall. Schmoll stated the EDC's Agriculture and Renewable Energy Development (Ag) Committee formed a Marketing Subcommittee that is working on marketing. The Ag Committee will host a presentation by Natasha Mortenson from 12-1:30 p.m. on June 19 on "Speak on Behalf of Area Agriculture" to which board members will be invited. Schmoll reported on her attendance at the 2017 Wisconsin Cheese Industry Conference at which RELCO had a significant presence. Today, Schmoll is participating in a state-sponsored tour for professionals visiting from Pakistan. Schmoll has met with West Central Steel, visited the opening of Creekside Nursery and hosted a meeting for a Dassel business that presented at a Community Venture Network (CVN) meeting and is looking to work with local elevators on new technology it has developed. A followup meeting with the Dassel business will be held next week. Peterson reported the Willmar Planning Commission had a phone conference with RockStep representatives as to amending the city ordinance to broaden and provide for additional uses of the Kandi Mall property.

UNFINISHED BUSINESS—

2017 Strategic Plan and Goals. Backman distributed copies of the first nine pages of the 2017 Strategic Plan (see attached), which included strengths, weaknesses, opportunities and threats identified by the boards and four proposed goals with the changes recommended by the boards at their April 27 special meeting.

IT WAS MOVED BY Art Benson, SECONDED BY Rollie Boll, to approve and adopt the Kandiyohi County & City of Willmar Economic Development Commission 2017 Strategic Plan and Goals as presented and recommend approval and adoption by the Joint Powers Board. MOTION CARRIED.

Highway 23 Coalition Update. Backman has been working to get the Highway 23 Coalition to be better organized and to enter into partnerships with other communities (Richmond, Paynesville, New London, Spicer, Raymond, Stearns County and Kandiyohi County) and businesses (Rambow, Duinicks and Jennie-O Turkey Store). The Coalition now informally includes 33 individuals. Backman read an email he sent to the Coalition in regard to obtaining designation of Highway 23 as a Corridor of Commerce and distributed a flyer promoting completion of the gaps in Highway 23 from Willmar to I-94 (see attached). Backman invited the board to a May 18, 7:30 a.m., working session of the Coalition at McKale's Restaurant in New London. Les Heitke encouraged local legislators to obtain the support of Governor Dayton for completion of Highway 23 and the Corridor of Commerce designation. Heitke has heard from Paynesville residents that the four-lane has been good for transportation, but negative for the community and questioned if the economic impact to Paynesville is known? Roger Imdieke noted a positive for completing the gaps is that no community will be adversely affected.

[Bruce Peterson was excused from the meeting.]

Backman will ask Paynesville representatives if there is any economic impact data on the highway bypassing Paynesville. Backman provided traffic information from Jennie-O Turkey Store on its use of Highway 23. Schmoll noted the EDC's most recent BRE study showed businesses are in extreme need of four-lane access to conduct business. Kelly TerWisscha noted Willmar and Alexandria are comparable in size, however, Alexandria has been able to obtain recruit businesses as a result of being adjacent to a four-lane highway. President Boonstra noted Highway 23 is the only state highway that does not have a four-lane running in the same direction across the state. Imdieke noted a need to keep legislators focused on transportation as the current bill is only 39% of the projected need over the next ten years.

Certificate of Deposit. Backman reported the funds needed to cover operational expenses in the next couple of months was reviewed and it is being recommended the Certificate of Deposit be reduced from the original amount to \$75,000 to avoid using the line of credit at Heritage Bank. North American State Bank agreed to keep the same interest rate that was bid.

IT WAS MOVED BY Rollie Boll, SECONDED BY Kelly TerWisscha, to reduce the amount of the Certificate of Deposit to be invested at North American State Bank to \$75,000.00 and to sign all bank documents required for opening the Certificate of Deposit. MOTION CARRIED.

NEW BUSINESS—

International Visitor Leadership Program. Schmoll provided information on the state-sponsored visit today in Kandiyohi County by Pakistani professionals. They are presently touring MinnWest Technology Campus. The guests are observing and gathering information on rural economic development, sustainable and scalable rural development, development tools, governance, innovations and opportunities in rural development. The guests represent ag, animal science and finance sectors.

COMMITTEE REPORTS

Agriculture and Renewable Energy Development. Rollie Boll reported the Ag Committee's main goal is to identify the strategies from the Ag Producer BRE Report and distribute information from the report. The committee does not meet in May, but will meet again in June. Schmoll stated the Ag Producer BRE Subcommittee met with Jim Molenaar and develop potential strategies, which have been included in the final report and posted on the EDC's website.

Broadband and Advanced Technology. Schmoll reported the committee continues to go door knocking in the broadband project area. CTC is also in the project area marketing. Backman noted subscribers have an opportunity to sign up with no installation costs, which could be as much as \$1,500 after the project is completed. Imdieke has visited with individuals in the project area and has found that the simpler the information provided, the easier it is for the individuals to understand the project and subscribing. He has also informed individuals that their property

values could increase if they are connected to fiber broadband. Schmoll worked with CTC to develop a new flyer. Schmoll stated TDS has also been marketing in the area.

Business Retention and Expansion/Recruitment. Backman reported he has interacted with committee chair Sam Bowen on workforce training and the committee has received information on potential redevelopment projects.

Finance. Backman reported after taking control of Historic 313, the Preservation Alliance of Minnesota has met with contractors and tenants and is working on finishing the space for the Spurs restaurant and the expansion of Foxhole Brewhouse. Backman has been providing business assistance to the owner of Spurs. Schmoll reported the committee reviewed the EDC's outstanding loans, all of which are current.

Marketing and Public Relations. Backman reported the committee did not meet in April, but has been developing a variety of publications. Schmoll reported a flyer is being developed for the Ag Committee.

Leisure Travel. Backman reported the Leisure Committee's May meeting was held at Hawk Creek Country Club in Raymond and a presentation was given by Larry Macht.

NEXT MEETING—The next board meeting is **11:00 a.m., Thursday, June 8, 2017**, at the EDC Office, Willmar.

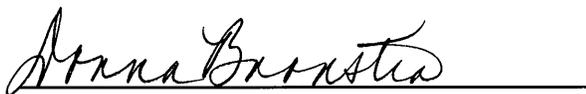
ADJOURNMENT—There being no further business,

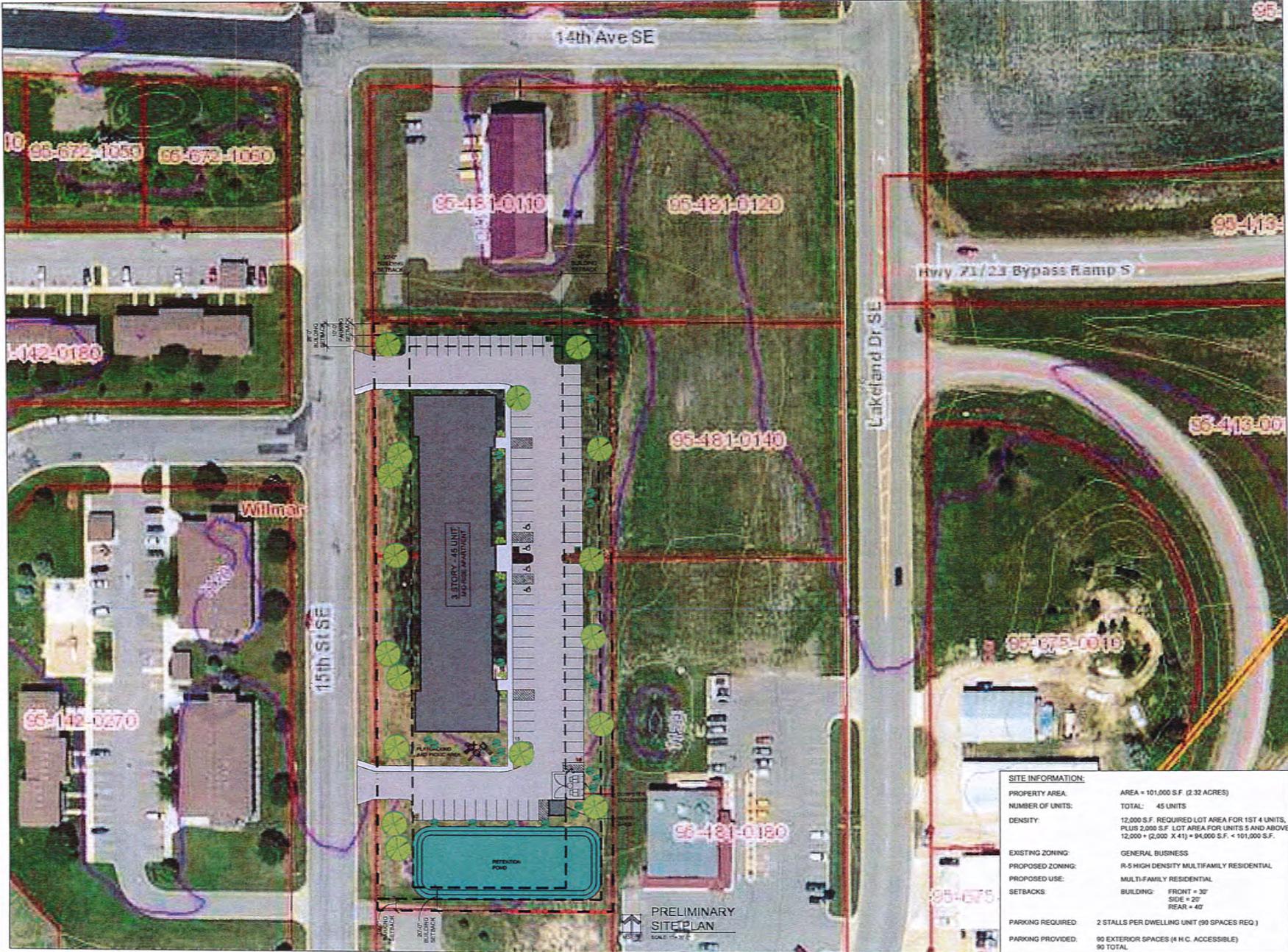
IT WAS MOVED AND SECONDED to adjourn the meeting.

The meeting was adjourned at approximately 12:37 p.m.


Art Benson, Secretary

APPROVED: 6/8/2017:


Donna Boonstra, President



PRELIMINARY SITE PLAN
SCALE: 1/8" = 1'-0"

SITE INFORMATION:	
PROPERTY AREA:	AREA = 101,000 S.F. (2.32 ACRES)
NUMBER OF UNITS:	TOTAL: 45 UNITS
DENSITY:	12,000 S.F. REQUIRED LOT AREA FOR 1ST 4 UNITS, PLUS 2,000 S.F. LOT AREA FOR UNITS 5 AND ABOVE 12,000 + (2,000 X 41) = 94,000 S.F. < 101,000 S.F.
EXISTING ZONING:	GENERAL BUSINESS
PROPOSED ZONING:	R-5 HIGH DENSITY MULTIFAMILY RESIDENTIAL
PROPOSED USE:	MULTI-FAMILY RESIDENTIAL
SETBACKS:	BUILDING FRONT = 30' SIDE = 20' REAR = 40'
PARKING REQUIRED:	2 STALLS PER DWELLING UNIT (90 SPACES REQ.)
PARKING PROVIDED:	90 EXTERIOR SPACES (4 H.C. ACCESSIBLE) 90 TOTAL

PRELIMINARY SHEET DATES:

10-10-2017
04-10-2017

M A D E S I G N, I N C
25 SOUTH MAIN STREET
FOND DU LAC, WISCONSIN 54635
lp@madesigninc.com (920) 922-8170

COMMONWEALTH CONSTRUCTION CORPORATION
8 SHERIDAN STREET, FOND DU LAC, WI 54635
(920) 922-8170 FAX: (920) 922-8171

NEW DEVELOPMENT FOR
15TH STREET FLATS
1613 15th St SE
WILLMAR, MN

JOB NUMBER	2017.03
SHEET	C1.0

DATE: 04/10/2017 09:50 AM

PRELIMINARY DRAWING - NOT FOR CONSTRUCTION



Kandiyohi County & City of Willmar ECONOMIC DEVELOPMENT COMMISSION 2017 Strategic Plan



Adopted April 27, 2017

BACKGROUND

Population & Demographics: Kandiyohi County grew 1,036 or 2.5% from 41,203 to 42,239 from 2000 vs. 2010 census. The city of Willmar grew by 1,244 people or 6.8% from 18,366 to 19,610 people. The median age is 39.9 and is slightly older than the state. Almost 17% of the population is 65 years of age or older, expecting to increase by one-third by 2025. Over the past 15 years, the county has seen a decrease in school-aged children and young adults, but an increase in children less than 5 years of age. During the past decade, Willmar's Latino population increased by 41%. Fully, 87% of the county's Latino population lives in Willmar. Similarly, the Somali/East African population increased to 933 in 2010 from 165 in the year 2000 with 95% of the county's East African population residing in Willmar.

Construction: Approximately \$60 million in construction occurred in Willmar in 2016 with the largest projects being the \$27 million Lakeland Elementary and \$7 million senior high gymnasium addition along with Hobby Lobby's \$5 million, 55,000-square foot retail store. In 2016, the City of Willmar saw the construction of 36 housing units, the most since the recession in 2009.

Housing: The 2015 Housing Study reflects a need for more housing options for all income levels and type, such as homestead or rental, single family, senior and multi-family. Single family home sales in June, July and August in both 2015 and 2016 saw record highs including pre-recession levels. The number of days on market averages 122 days. Monthly supply of single family homes is down to 5.4 months in comparison to 16 months from 2008 to 2011.

Industry: Kandiyohi County is the fifth largest turkey producing county in the U.S. The county is home to the world's largest turkey breeding and hatching company, Willmar Poultry Company/Ag Forte, which merged with Valley of the Moon Commercial Poult to establish Select Genetics in March 2017. Jennie-O Turkey Store, owned by Hormel Foods, is the world's largest turkey processor (and the City's largest employer) with 1,650 employees in Willmar.

The EDC applied and received approval for a new shovel-ready certified site in the Willmar Industrial Park—the third or fourth largest such site currently in the state of Minnesota. The largest dairy in Minnesota, Meadow Star Dairy, opened in 2015 with an 8,500 dairy farm producing 500,000 pounds of milk daily. Life Science Innovations is a founding partner for MinnWest Technology Campus, which is home to 35 companies, employing close to 600 people, and represents one of the country's largest privately-held technology parks. Nova-Tech Engineering, now in 49 countries, is a world-leader in manufacturing equipment for the turkey industry.

Procure, a world-leader in construction management software using the Cloud with over 800 employees in the U.S., recently opened a location in Willmar that now employs 50 people. RELCO, the world's fourth largest dairy equipment manufacturer, recently moved to being the third largest. Rice Memorial Hospital, a Level 3 Trauma Center, is the largest community-owned hospital in Minnesota. Ridgewater College boasts one of Minnesota State System's highest percentages of student completion rates, graduates with related employment and licensure exam pass rates as well as customized training revenues and return on investment in its foundation and is among the top ten percent (rated 41) of community colleges in the country.

Refer to Appendix A for additional Background.

THE PROCESS

Desiring a new strategic plan, Kandiyohi County and City of Willmar Economic Development Commission (EDC) consulted with LDMarketing to help its joint powers and operation board members develop an organizational strategy built around short- and long-term goals to support organic business growth, increase the tax base, improve its operations and use economic data intentionally.

EDC invited Agriculture, Business Retention & Expansion and Marketing committee members and staff to be part of the fact-finding. In preparation, committees submitted possible goals and a retail study of taxable sales was conducted. The strategic planning retreat was held on March 23, 2017 where the information was prioritized for the creation of four goals with strategic objectives.

The work session was well received by participants. The information gathered is summarized in this document for the review of EDC boards, staff and stakeholders.

PARTICIPANTS

Joint Powers Board: Fernando Alvarado, Roger Imdieke, Harlan Madsen, Rollie Nissen, Andrew Plowman and Kathy Schwantes

Joint Operations Board: Rollie Boll, Donna Boonstra, Gary Gilman and Les Heitke

Ex Officio: Bruce Peterson

Excused: Art Benson, Bob Carlson and Kelly TerWisscha

Committee Chairs: Sam Bowen, Business Retention and Expansion/Retention Committee and Dan Tepfer, Agriculture and Renewable Energy Development Committee

Staff: Aaron Backman, Executive Director and Connie Schmoll, Business Development Specialist

Facilitator: Linda Mathiasen, LDMarketing

Media: Carolyn Lange, West Central Tribune

Secretarial: Nancy Birkeland, Legal & Administrative Assistants, Inc. (LAA)

VISION STATEMENT

To provide visionary economic development leadership creating growth, prosperity, innovation, international competitiveness, and enhanced quality of life. *Adopted by Joint Powers Board 7.28.2016*

MISSION STATEMENT

To be a catalyst for economic growth of the greater Kandiyohi County area. *Adopted 1.15.2004*

IDENTIFICATION OF STAKEHOLDERS

Identifying organization stakeholders is integral to the foundational work for developing a strategic plan and team performance. Work session participants defined stakeholders, as those whom the EDC affects directly or indirectly with its services. Stakeholder participation and support ensures a successful effort.

For future development of goal tactics, the list of stakeholders will assist committees with identifying who should be involved. More importantly, the list will lend itself to intentional discussion for determining communication flow between goal teams and community stakeholders.

EDC Stakeholders <i>(No specific order)</i>		
Ag-Related	Employees in West Central Minnesota	Chamber/Convention Visitors Bureau
Business Community	Families	City of Willmar
Construction/Trades	New Americans	City/County Partnerships
Developers	Property Tax Base	Legislators
Farmers	Residents - Current	Vision2040
Financial Institutions	Residents - Future	
Manufacturers	Students	MinnWest Technology Campus (International/Entrepreneurs)
Medical Community	Workforce	
Newspapers/Media		
Producers	Communication Systems	School Systems
Realtors	Utilities	Ridgewater College
Tourism	Transportation	

ENVIRONMENTAL SCAN

Kandiyohi County and City of Willmar is an area that has benefited tremendously from its regional center status with a strong agricultural and agriculture-related economy. As EDC moves forward as a catalyst for economic growth, the joint powers and operations board needs to be equally forward thinking in a strategic approach to its current and future economic development challenges.

Aaron Backman presented 2014 Retail Trade Analysis data compiled by Ryan Pesch, University of Minnesota Extension Educator. Taxable sales is one measure of economic health of the local retail economy, as economists expect cities of larger populations to have more sales since their potential customer base is larger. A key indicator that accounts for changes in population and state-wide industry trends is pull factor. A pull factor of greater than 1.0 indicates businesses are pulling in customers from outside their community. A pull factor less than one is an indication residents are leaving the community to make purchases. Pull factors for 17 Merchandise Categories reflecting 2014 taxable sales data are below:

High Pull Factor (above 1.5):	Building Materials (3.9), Lodging (3.5), General Merchandise Stores (3.0), Non-Store Retail (2.5): Furniture (2.2), Electronics (2.5), Repair Services (2.2), Health/Pharmacy (1.6)
On Par Pull Factor (1.0 to 1.5):	Groceries & Beverage Stores (1.5), Vehicles & Parts (1.5), Gas & Convenience (1.3), Eating & Drinking (1.2)
Low Pull Factor (below 1.0):	Clothing (.9), Leisure Goods (.7), Sporting Goods/Hobbies (.7), Personal Services (.6), Amusement (.4)

Backman shared the top occupations in the United States in 1978 (truck driver, farmer and secretary) and in 2014 (truck driver). Locally, the three largest industries in 2014 were Healthcare/Social Assistance 5,584; Manufacturing 3,359 and Retail/Trade 2,969.

Refer to Appendix B for Retail Trade Analysis.

To attain understanding of common knowledge, participants worked in small groups to complete an environmental scan covering the below characteristics and organizing as strengths, weaknesses, opportunities and threats:

- Social
- Technology
- Economic
- Environmental
- Political
- Demographic

	STRENGTHS <i>(No specific order within category)</i>	WEAKNESSES <i>(No specific order within category)</i>
SOCIAL	Recreational opportunities Active social/community clubs Foxhole Brewery Social activities Faith-based organizations	Average age Housing Inter-cultural contact Organizations lacking young people Technology limits and youth participation Young people—so many activities taking their time
TECHNOLOGY	MinnWest Technology Campus Desire to be more high-tech/embrace technology	Lack of rural broadband Lagging in high-tech infrastructure
ECONOMIC	Businesses doing global business Strong schools/Ridgewater College Diverse economy Regional center Low unemployment	Lack of available workforce Not enough workforce housing Low untraditional lending options
ENVIRONMENTAL	Restoration and improvements Environmental access to outdoors Leachate system Lakes, trails, parks, facilities	Aquatic Invasive Species (AIS) Tourism Impaired waters/invasive species Winter/climate Cost of complying with Minnesota Pollution Control Agency (MPCA) Landfill fees
POLITICAL	County Board People willing to participate City and County work together Collaboration	Polarized populace/rural vs. metro Non-metro not heard/rural Lack of involvement/apathy
DEMOGRAPHIC	Diversity Steady growth Cultural quilt	Low average median income Retiring workforce Transportation limitations Aging population Keeping young people Impact of government and social services

	OPPORTUNITIES <i>(No specific order within category)</i>	THREATS <i>(No specific order within category)</i>
SOCIAL	<p>Increase amenities</p> <p>Pursue entertainment venues</p> <p>Invest in children</p> <p>Have a positive can do attitude</p> <p>Focus on higher income and education levels, such as medical expansion and technology careers</p> <p>Become a place people want to be to attract demographics to support EDC goals</p> <p>Support entrepreneurs and emerging markets, such as 1 Million Cups</p> <p>Increase arts and events</p> <p>Access to outdoors is high ranking trend for destination/ choosing where to live</p>	<p>Leadership succession</p> <p>Negative perception of area</p> <p>Trends to choose where to live puts job among lowest criteria</p> <p>Lack of messaging, marketing amenities</p>
TECHNOLOGY	<p>Focus on higher income and education levels, such as medical expansion and technology careers</p>	<p>Broadband</p> <p>Internet shopping</p>
ECONOMIC	<p>Increase real estate tax base</p> <p>Use environmental scan data for planning</p> <p>Pursue balanced industries</p> <p>Spend equal time on small and large businesses</p> <p>Separate initiatives for existing and new businesses</p> <p>Become a conduit of fund services, such as West Central Angel Fund</p>	<p>Global economy</p> <p>Ownership succession</p> <p>Where people choose to spend their money</p>
ENVIRONMENTAL	<p>Broadening tourism</p> <p>Events to attract people to area, beyond resorts</p>	<p>Aquatic Invasive Species (AIS)</p> <p>Distance from metro</p>
POLITICAL	<p>Enhance exports</p> <p>Increase education-industry partnerships</p>	<p>Polarized national scene</p> <p>Negative perception of area</p> <p>Ridgewater College/U of MN Extension under-utilized resources</p>
DEMOGRAPHIC	<p>Attract higher education, wage earners</p>	<p>Traditional thinkers/approach to business</p> <p>Amenities and quality of life preferences</p>

ECONOMIC DEVELOPMENT GOALS for 2017

Work session participants identified four overarching goals for EDC to focus its organizational efforts. Staff met separately with Linda Mathiasen of LDMarketing to craft goals and establish strategies.

GOAL 1.	ASSUMPTIONS	STRATEGIES:
<p>EDC will strengthen partnerships and connections with existing businesses to be a catalyst and build capacity for organic growth</p> <p>OBJECTIVE:</p> <p>Increase the credibility of existing partnerships for continued success and expansion</p>	<p>We recognize:</p> <p>A. Actions to cultivate relationships and build on strengths need to be intentional and tangible</p> <p>B. Business owners and seasoned leadership are aging</p> <p>C. Entrepreneurs with diverse backgrounds are growing and reaching business milestones</p> <p>D. Committees are established and may not align with future goals</p>	<p>A. Education Partners: Mid-Central Research and Outreach Center: University of Minnesota (MCROC), Ridgewater College and School Districts are meeting the learning needs of future workforce by partnering in joint programs and events</p> <p>B. Midtown Plaza in Downtown: Project meets goals and financial objectives in year one</p> <p>C. MinnWest Technology Campus: Assist with identifying one to two prospects they may otherwise not encounter</p> <p>D. Public and Private Broadband Investors: Assist with recruiting 50% of target area to sign up</p> <p>E. Angel Fund: Identify one to two suitable prospects and bring potential funding proposals</p>
GOAL 2.	ASSUMPTIONS	STRATEGIES:
<p>EDC will explore and increase operations to support efforts to improve the tax base by attracting new residents with higher income and educational levels</p> <p>OBJECTIVE:</p> <p>Kandiyohi County will have retail, amenities and activities attracting middle and upper income families</p>	<p>We recognize:</p> <p>A. Trends support that people choose where to live based on quality of lifestyle over job</p> <p>B. Kandiyohi County has low taxable sales in leisure services, amusement and personal services</p> <p>C. Access to outdoor activities is a high ranking factor in deciding where to live</p>	<p>A. Create a pilot program among new businesses with emerging fields such as communication, medical and technology to increase candidate pool to support their growth goals</p> <p>B. Retail, Tourism & Activities: Explore initiatives to attract quality retail, enhance and expand tourism, and promote diversity of leisure and outdoor activities</p>

GOAL 3.

EDC will position and market itself as the expert in business development and be a conduit of information, resources and making connections

OBJECTIVE:

Prospective and current developers and business owners will seek counsel from EDC

ASSUMPTIONS

We recognize:

A. Kandiyohi County needs to expand its industry diversity and attract higher paying jobs

B. Succession planning is important to ensure business sustainability after changes in life whether due to health, death or retirement

C. State and federal resources and regulations can restrict business development

STRATEGIES:

A. **Finance:** Promote, package and educate funding programs available from traditional and gap financing, local lender partnerships, TIF, abatement, angel fund, crowd sourcing, venture capital, etc.

B. **Governmental Relationships:** Continue work on Hwy. 23 state funding, Willmar Wye, broadband projects, Willmar's airport master plan, and industrial park development

C. **Marketing:** Develop a positive message to current residents and tourists and create materials to support the goals and activities of the 2017 Strategic Plan

GOAL 4.

EDC staff and board members will work intentionally with data to drive decision-making and investments

OBJECTIVE:

EDC will align the organization to respond to data trends by allocating staff, resources and investments

ASSUMPTIONS

We recognize:

A. EDC gathers data and needs to identify processes for implementation and evaluation

B. Staff, board and committee members need to participate in professional development

C. Becoming data-driven may change committees and organization structure

STRATEGIES:

A. **Agribusiness:** Create plan(s) to address at least two hurdles identified in recent Ag Producers Business Retention & Expansion (BRE) Survey

B. **Agribusiness:** Using agricultural BRE data, conduct a feasibility study on an emerging ag-related industry and identify justification process for future feasibility studies for any industry

C. **Taxable Sales Data:** Conduct board and committee development on the use of state and local metrics to set benchmarks

D. **Business Retention & Expansion:** Provide committee development to study, analyze and implement recommendations to diversify retail and balance industries



OUR ECONOMIC FUTURE DEPENDS ON FOUR-LANE ACCESS AND FILLING THE GAPS FROM WILLMAR TO I-94

COMMUNITY

- MnDOT District 8 completed environmental reviews, but does not currently have funding to complete the four-lane gaps.
- Willmar is the largest outstate city without four-lane access.
- A four-lane connection to the interstate is essential to West Central MN's economy & 60,000+ workforce.

GROWTH

- Accessibility is required to attract and retain manufacturing jobs, businesses and skilled employees.
- Willmar's \$48 million Railroad Wye project will provide spur line access which also enables multimodal transport.

INDUSTRY

- Logistics and warehousing businesses with just-in-time inventory models require four-lane accessibility.
- Safe, reliable transportation is crucial for our key industries and the traveling public.
- In the six county region, 585 transportation-related businesses with 13,000 employees will directly benefit.

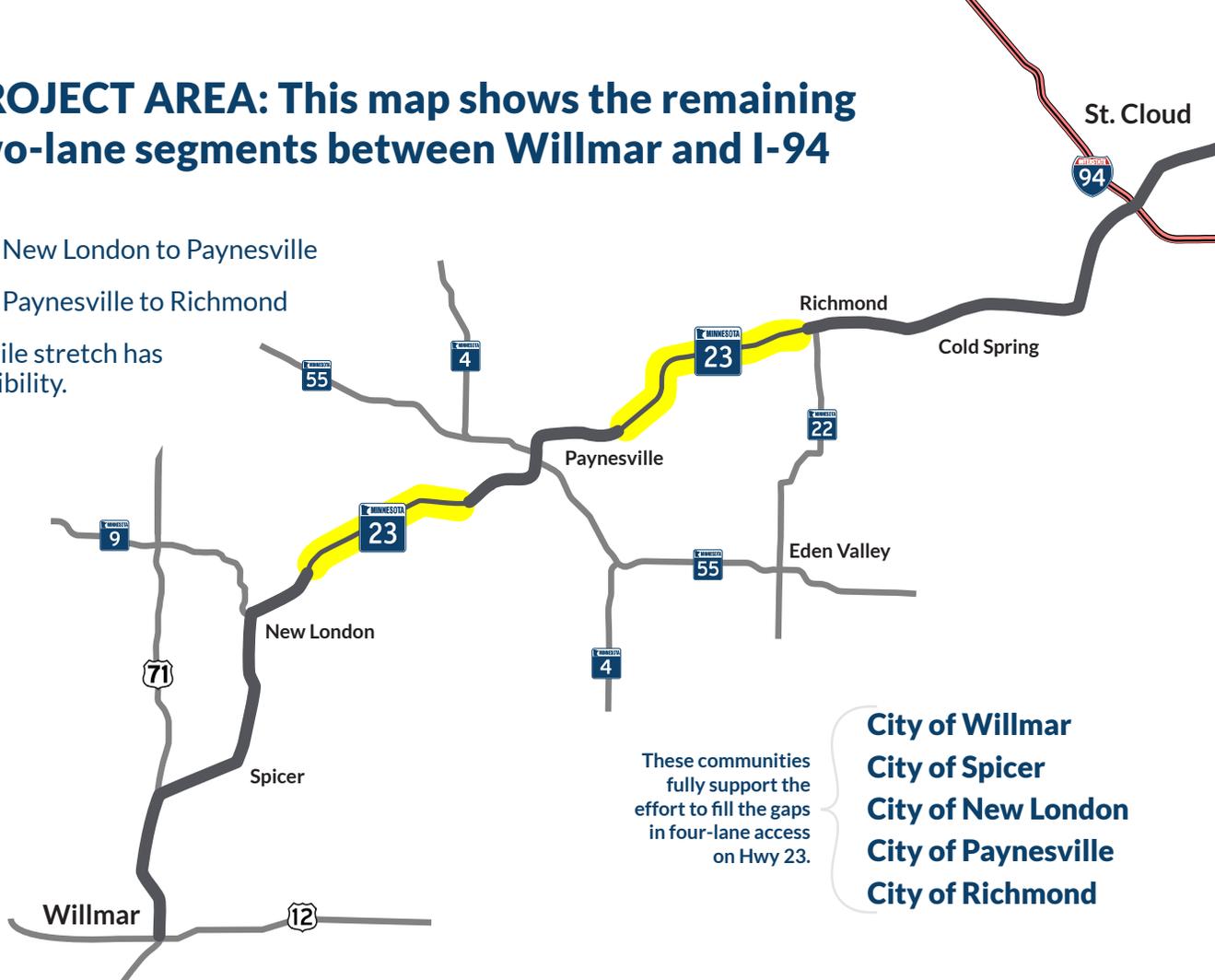


PROJECT AREA: This map shows the remaining two-lane segments between Willmar and I-94

7-mile gap from New London to Paynesville

8-mile gap from Paynesville to Richmond

72% of the 53-mile stretch has four-lane accessibility.



These communities fully support the effort to fill the gaps in four-lane access on Hwy 23.

- City of Willmar
- City of Spicer
- City of New London
- City of Paynesville
- City of Richmond