

**KANDIYOHI COUNTY AND CITY OF WILLMAR ECONOMIC DEVELOPMENT COMMISSION (EDC)
JOINT POWERS BOARD OF COMMISSIONERS ANNUAL MEETING
MINUTES
January 19, 2023
EDC Board Room, Willmar and Via Zoom Video Conference**

Present: Julie Asmus (via Zoom), Corky Berg, Vicki Davis, Steve Gardner, Roger Imdieke and Doug Reese

Staff: Aaron Backman, Executive Director; Sarah Swedburg, Business Development Manager; and Kelsey Olson, Marketing & Communications Specialist

Media: Jennifer Kotila, West Central Tribune

Secretarial: Nancy Birkeland, Legal & Administrative Assistants, Inc.

Vice Chair Steve Gardner called the meeting to order at approximately 11:36 a.m. and declared a quorum was present.

AGENDA—

IT WAS MOVED BY Vicki Davis, SECONDED BY Corky Berg, to approve the Agenda as emailed.
MOTION CARRIED.

MINUTES—

IT WAS MOVED BY Doug Reese, SECONDED BY Julie Asmus, to approve the Minutes of the October 27, 2022 meeting as emailed. All present voted unanimously in favor by roll call.

FINANCIAL REPORTS—Aaron Backman presented the financial reports as of October 31, November 30 and December 31, 2022 and reviewed with the board the Balance Sheet as of December 31, 2022 making comparisons to 2021. He noted in 2020 there were 29 loans given to local businesses under the COVID-19 Business Assistance Loan (COBAL) Program and at present, only 2 remain outstanding. Information was provided on the Promissory Note to the Housing and Redevelopment Authority for the downtown Willmar Intermediary Relending Program. Backman also reviewed the most recent Profit & Loss Statement. Sarah Swedburg explained the grant received from the Minnesota Department of Employment and Economic Development (DEED) for the Elevate Community Business Academy and the reimbursable expenses through the grant. The EDC was the first entity in the United States to have the Elevate curriculum translated into Somali.

IT WAS MOVED BY Doug Reese, SECONDED BY Vicki Davis, to file the financial reports as of October 31, November 30 and December 31, 2022, subject to audit. MOTION CARRIED.

Recognition of Retiring Board Director. Vice Chair Gardner recognized Rollie Nissen, who served on the Joint Powers Board from 2017 to 2022, as chairperson in 2020 and 2021 and as secretary from 2017-2019, and presented him with a plaque. Retiring commissioner Calvin will also be recognized at a later date.

UNFINISHED BUSINESS

Property/Casualty and Workers' Compensation Insurance. As reported at the last meeting, the Joint Operations Board requested staff compare coverage between the current provider, Minnesota Counties Insurance Trust (MCIT), and the League of Minnesota Cities Insurance Trust and others. No other agencies were found that would insure the EDC. After comparing the two coverages, the Joint Operations Board determined coverage should remain with MCIT.

Kandiyohi County Housing Study. The housing study for Willmar and a draft report for Kandiyohi County were emailed to the board. Backman reviewed with the board a summary of the draft county study (see attached). These studies were done by Jay Thompson of Viewpoint Consulting Group, Inc. Backman noted the study indicates 1,580 housing units will be needed in Willmar between now and 2030, including affordable housing. In the county study (outside of Willmar), the greatest demand is in the New London-Spicer area. Backman noted New London has been discussing housing ideas and Spicer has some ideas for housing near United Prairie Bank. Overall, the greatest need appears to be for senior housing. The median age in the county is 39 years. Backman provided county employment information prepared by DEED. The report does not specifically mention tiny homes, which is being considered by a developer for Willmar.

[Rollie Nissen was excused from the meeting.]

NEW BUSINESS

Amend 2023 Budget. Backman announced the EDC is the recipient of several grants, including \$4.9 million for broadband; \$900,000 for improvements to Highway 40; \$200,000 for childcare and another \$30,000 was just approved by First Children's Finance for childcare. The board reviewed proposed changes to the 2023 budget (see attached). It was noted Southwest Initiative Foundation (SWIF) approved \$100,000 for childcare in Kandiyohi County, but those funds will not be disbursed through the EDC.

IT WAS MOVED BY Corky Berg, SECONDED BY Vicki Davis, to approve the changes noted on the attached copy of the 2023 budget increasing total revenues to \$1,219,865 and total expenses to \$1,216,672. All present voted unanimously in favor by roll call.

Agreement to Redesign EDC Website. Kelsey Olson provided information contained in her January 17, 2023 memo (see attached), which includes a recommendation by the Marketing & Public Relations Committee and Joint Operations Board to engage Redwood Valley Technical Solutions to redesign the EDC's website.

IT WAS MOVED BY Corky Berg, SECONDED BY Doug Reese, to approve entering into a contract with Redwood Valley Technical Solutions to redesign the Kandiyohi County and City of Willmar Economic Development Commission's website at an estimated cost of \$10,750 plus a monthly care plan of \$99/month, \$330/year hosting plan, domain name registration and a \$75/hour fee for assistance as needed. All present voted unanimously in favor by roll call.

IT WAS MOVED BY Steve Gardner, SECONDED BY Vicki Davis, to approve entering into a two-month agreement with VantagePoint Marketing Consultants at \$333/month for marketing assistance. All present voted unanimously in favor by roll call.

Annual Boards' Planning Session. Backman announced the boards' annual planning session will be held on March 16, 2023 at the new Events & Recreation Center in Willmar from 9:00 a.m. to approximately

2:30 p.m. Backman recommends again engaging Cheryl Glaeser of Achieve TFC to facilitate the planning session at an estimated fee of \$4,150 (see attached).

IT WAS MOVED BY Doug Reese, SECONDED BY Vicki Davis, to approve entering into a contract with Achieve TFC (Cheryl Glaeser) at an estimated cost of \$4,150 to facilitate the Kandiyohi County and City of Willmar Economic Development Commission's boards' planning session. All present voted unanimously in favor by roll call.

RATIFY ACTIONS OF JOINT OPERATIONS BOARD—

Enrollment in a Dental Plan with Blue Cross Blue Shield. Backman reported staff is interested in a dental plan, which would be paid by the employees.

IT WAS MOVED BY Vicki Davis, SECONDED BY Corky Berg, to approve enrolling in a dental plan with Blue Cross Blue Shield of Minnesota at an estimated total premium of \$128.80 per month in 2023 to be paid by the employees. All present voted unanimously in favor by roll call.

Loans. Swedburg reported the Finance Committee and the Joint Operations Board approved a second Revolving Loan Fund loan to Cheers of Raymond to replace cooler doors.

IT WAS MOVED BY Doug Reese, SECONDED BY Julie Asmus, to ratify approval of a five-year \$15,000 loan under the Revolving Loan Fund Program to High Intensity Fitness of MN LLC, doing business as Cheers of Raymond, at 6% interest per annum. All present voted unanimously in favor by roll call.

Swedburg reported the Finance Committee and the Joint Operations Board approved a Microenterprise Loan to Dandelion Wishes, doing business as Mainstream Boutique, a women's clothing boutique, to be located in Bear Path Plaza. The EDC is looking at hosting its annual Chamber Connection at Mainstream's location. Swedburg noted a lower interest rate was approved at 5.5% as one of the partners is a graduate of the Elevate Community Business Academy. Other lenders include SWIF, Mid-Minnesota Development Commission and Concorde Bank.

IT WAS MOVED BY Doug Reese, SECONDED BY Corky Berg, to ratify approval of a five-year \$17,250 loan under the Microenterprise Loan Program to Dandelion Wishes LLC, doing business as Mainstream Boutique, at 5.5% interest per annum, secured by personal property and inventory of the business. All present voted unanimously in favor by roll call.

Changes to Revolving Loan Fund Manual. Swedburg reported the EDC's finance flyer was being updated and it was noticed that the Manual needed to be revised to match what has been done with the loans. The Finance Committee and the Joint Operations Board have approved these recommended changes.

IT WAS MOVED BY Julie Asmus, SECONDED BY Vicki Davis, to approve the following changes to the Revolving Loan Fund Manual under Interest Rate and Repayment Terms:

The interest rate will be fixed and shall be at a rate not to exceed the Wall Street Journal prime rate plus 2% at the time of closing. The interest rate will be computed as simple interest and will be fixed for a period not to exceed ~~five~~ **ten** years and adjusted for a ~~similar~~ **any remaining** period using the same index and margin. All loans will be structured to fully amortize

over the term of the loan. Borrowers will be required to set up automatic payments from their checking account for the monthly loan payments under this program.

All present voted unanimously in favor by roll call.

Changes to ACH COBAL payments by Kandi Adult Care. Swedburg noted ACH payments have been made on the Kandi Adult Care COBAL loan since the EDC obtained a judgment in Conciliation Court. Payments started at \$50 for three months, then \$100 for three months and then increased last month to \$257.22. The owner has requested payments remain at \$100 for six months and then increase to \$257.22.

IT WAS MOVED BY Doug Reese, SECONDED BY Corky Berg, to approve reducing the automatic COBAL payments by Kandi Adult Care to \$100 for six months starting in January 2023. All present voted unanimously in favor by roll call.

ANNUAL MEETING

Joint Operations Board Appointments. Vice Chair Gardner informed the board that a replacement is needed for Donna Boonstra on the Joint Operations Board, who has served three full three-year terms and cannot be reappointed. The City of Willmar has recommended Les Heitke be reappointed for three years. Backman noted a representative from the county to replace Boonstra is being sought.

IT WAS MOVED BY Vicki Davis, SECONDED BY Doug Reese, to reappoint Les Heitke to a three-year term on the Kandiyohi County and City of Willmar Economic Development Commission Joint Operations Board. All present voted unanimously in favor by roll call.

Approve 2022 standing committees/subcommittees and reappoint committee members. Backman noted a list of committees, subcommittees and their members was provided to the board (see attached).

IT WAS MOVED BY Doug Reese, SECONDED BY Steve Gardner, to approve the following standing committees and subcommittees for 2023:

- Agriculture and Renewable Energy Development Committee
- Ag Industrial Hemp Exploratory Subcommittee
- Broadband and Advanced Technology Committee
- Business Retention and Expansion/Recruitment Committee (BRE)
- BRE Business Support Subcommittee
- BRE Workforce Development Subcommittee
- Finance Committee; and
- Marketing and Public Relations Committee

and to approve the committee members on the attached list. All present voted unanimously in favor by roll call.

Selection of official newspaper. Backman noted the West Central Tribune has been the official newspaper.

IT WAS MOVED BY Julie Asmus, SECONDED BY Doug Reese, to select the West Central Tribune as the official newspaper for the Kandiyohi County and City of Willmar Economic Development Commission. All present voted unanimously in favor by roll call.

Regular meeting time, date and location. Backman informed the board the current meeting time, date and location are 11:30 a.m. quarterly on the fourth Thursday in January, April, July and October at the EDC

Office. Backman noted that this meeting was rescheduled partly because Swedburg will be recognized as the 2022 Emerging Economic Developer of the Year by the Economic Development Association of Minnesota at its 2023 Winter Conference next Thursday in Bloomington. Vice Chair Gardner suggested the board possibly consider holding board meetings every other month rather than quarterly. Backman recommended this be discussed during the boards' annual planning session.

IT WAS MOVED BY Vicki Davis, SECONDED BY Doug Reese, to set the regular meeting time, date and location for meetings of the Kandiyohi County and City of Willmar Economic Development Commission (EDC) Joint Powers Board for 11:30 a.m. quarterly on the fourth Thursdays in January, April, July and October at the EDC office or other locations as deemed appropriate. All present voted unanimously in favor by roll call.

Election of 2023 Officers. Vice Chair Gardner stated that historically the chair serves two years and the position has alternated every two years between the county and city of Willmar representatives and generally the vice chair has moved into the chair position after two years.

IT WAS MOVED BY Steve Gardner, SECONDED BY Doug Reese, to re-elect Julie Asmus as chair of the Kandiyohi and City of Willmar Economic Development Commission Joint Powers Board. All present voted unanimously in favor by roll call.

IT WAS MOVED BY Corky Berg, SECONDED BY Vicki Davis, to re-elect Steve Gardner as vice chair of the Kandiyohi and City of Willmar Economic Development Commission Joint Powers Board. All present voted unanimously in favor by roll call.

IT WAS MOVED BY Steve Gardner, SECONDED BY Doug Reese, to re-elect George "Corky" Berg as secretary of the Kandiyohi and City of Willmar Economic Development Commission Joint Powers Board. All present voted unanimously in favor by roll call.

IT WAS MOVED BY Steve Gardner, SECONDED BY Julie Asmus, to re-elect Vicki Davis as treasurer of the Kandiyohi and City of Willmar Economic Development Commission Joint Powers Board. All present voted unanimously in favor by roll call.

Appoint Liaison to Joint Operations Board. Vice Chair Gardner stated Vicki Davis has been this board's liaison to the Joint Operations Board this past year. Davis recommended that because of her current employment, another board member be appointed. Berg suggested the vice chair may be the best one to serve as liaison going forward.

IT WAS MOVED BY Corky Berg, SECONDED BY Vicki Davis, to appoint Steve Gardner as the Joint Powers Board liaison to the Kandiyohi County and City of Willmar Economic Development Commission Joint Operations Board. All present voted unanimously in favor by roll call.

REPORTS AND COMMITTEE HIGHLIGHTS

Economic Development Activity. Swedburg reported EDC staff has been interacting with a variety of businesses, including another Asian grocery, Elevate students interested in the food industry, and land sales near Epitopix. Backman reported a land sale was approved by the county. Staff has been working with Stay 'N Play Child Care to relocate from the MinnWest Technology Campus (MWTC) to the former Willmar Child Care Center building on Industrial Drive, which it recently purchased and is renovating. The new location will allow them to expand by 10 slots from 96 slots and retain staff and families. Another provider, Loving

Arms, will open a second location at MWTC; it is anticipated it will fill the current licensed slots of 96. Backman provided updates on housing developments within the city of Willmar and gave updates from the past year, including the opening of the Willmar Wye. Reese noted all of the activity and construction that has been happening in downtown Willmar. Backman spoke on 335 acres owned by the City of Willmar that BNSF is looking to certify. Certification is helpful to site selectors and developers to shorten the review process.

Joint Operations Board Liaison. Davis reported the Joint Operations Board recognized retiring director Donna Boonstra with a plaque. Boonstra served on the board from 2014 to 2022, serving as president from 2017-2018 and secretary in 2022. She also served on the EDC's Broadband and Advanced Technology Committee and the Marketing and Public Relations Committee. The officers elected for 2023 are Art Benson, president; Jesse Gislason, vice president; Mary Warszynski, secretary and Kelly TerWisscha, treasurer.

Economic Development Activity continued. Backman is working with Bolton & Menk to create maps for the layout of the Willmar Industrial Park for a potential industrial facility that will utilize a railroad spur and possible construction of a building larger than the new FedEx building that would also utilize a railroad spur.

[Davis was excused from the meeting.]

Backman has requested a letter of intent from the business and has been communicating with three other businesses that all need rail access. Backman noted Willmar needs to plan for potential growth and infrastructure in its Industrial Park.

Elevate Community Business Academy. Swedburg announced graduation was held last Friday at the Willmar Education and Arts Center and included stories by 5 of the 11 students. Approximately 90 attended the ceremony. She is looking at holding a class in Spanish this spring. Swedburg will forward to the board a written report on the program. Swedburg is training three more instructors, who are graduates of the course, which will relieve her from being an instructor. Berg and Gardner noted it has been exciting to see the program grow.

Agriculture and Renewable Energy Development. Swedburg reported she, Backman, a representative of the Agricultural Utilization Research Institute and staff from the Minnesota Department of Agriculture recently met with a business from the Netherlands that is looking for land to grow industrial hemp. The EDC will continue to work with the business to do an RFP. Swedburg reported the Ag Committee spent time this past year developing short- and long-term goals.

Broadband and Advanced Technology. Swedburg reported the next step for the state's Border-to-Border Broadband Development Grant program is to get approvals from property owners, on which Federated Telephone Cooperative is working. Federated is still waiting for a signed contract from the state for the grant. Federated is planning to complete the build in 2023. The committee is looking at three more applications for the next state grant program to cover other townships. Swedburg will be attending township meetings in the near future to get community support.

Marketing and Public Relations. Olson reported she has been providing support for EDC projects and getting all of the EDC's branding to be similar in look. She distributed protected credit card holders recently purchased to use as giveaways. She also ordered car magnets for staff vehicles, pens and folders. The EDC hosted a virtual career fair yesterday from 11 a.m. to 3 p.m., which was attended by 49 employers and 30 job seekers. Partners included Ridgewater College, Renville County and Redwood County. There were 164 conversations between employers and job seekers for more than 500 open positions. In speaking with the

employers afterward, there was a good response by them. Backman noted about 40% of the job seekers were from out of the area, including out of state. It is hoped that chambers will be included in the next event. Olson created a marketing toolkit for the partners to use. She created and sent a digital winter newsletter and will do another digital newsletter in the spring.

Finance. Swedburg noted the Finance flyer is being updated and a sample operation plan for businesses is being developed.

ADJOURNMENT—There being no further business,

IT WAS MOVED BY Doug Reese, SECONDED by Steve Gardner, to adjourn the meeting.

The meeting was adjourned at approximately 2:29 p.m.

NEXT MEETING—The next regular meeting is **11:30 a.m., Thursday, April 27, 2023** at the EDC office and via Zoom video conference.


George (Corky) Berg, Secretary

APPROVED: 4/27/2023:


Julie Asmus, Chairperson



Housing Market Analysis for Kandiyohi County, Minnesota

Prepared for:

**Kandiyohi County and City of Willmar Economic Development
Commission**

Prepared by:

Viewpoint Consulting Group, Inc.

Date:

January 13, 2023

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Key Findings

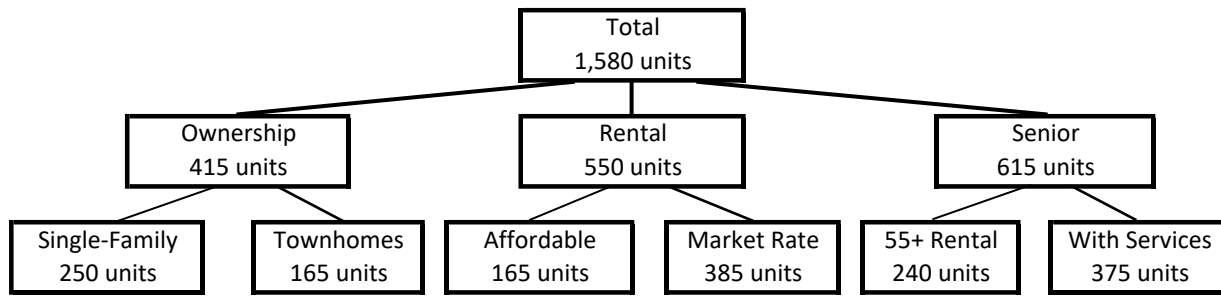
The Kandiyohi County and City of Willmar Economic Development Commission engaged Viewpoint Consulting Group, Inc. to conduct an analysis of housing needs for Kandiyohi County, including all 12 communities within the County. Calculations of housing demand from 2022 to 2030 are found in the *Demand Analysis and Conclusions* section of the report. Recommendations are also provided on the amount and types of housing that should be developed to accommodate the housing needs over the next five years. The following are key highlights from the housing needs analysis.

At 21,015 people (2020 census), Willmar is the largest community in Kandiyohi County. Key findings are presented for Willmar, then the remainder of the County, which includes 11 communities ranging in population from 43 (Regal) to 1,252 (New London).

Willmar

1. Willmar is a regional center with nearly 18,500 jobs as of 2019, of which about two-thirds commuted from residences outside the community. Overall, about 70% of the County's jobs are in Willmar.
2. Willmar experienced growth of 820 people during the 1990s, 1,259 people during the 2000s, and 1,405 people during the 2010s. Growth during the 2010s was despite the Great Recession and corresponding housing downturn that curtailed growth nationwide in the beginning of the decade. This decade (2020 to 2030) Willmar is projected to grow by 2,685 people. This growth projection partly stems from recent development trends and the potential for Willmar to draw some of the many people who commute to Willmar for work.
3. Willmar's population growth is projected among all major age groups this decade. The senior population is projected to grow more quickly as the baby boom generation ages. Projected growth of younger and middle-aged adults should lead to a corresponding growth of children. Growth of all age groups should create demand for a variety of housing types, including rentals, single-family homes, townhomes, and senior housing.
4. Sources of housing demand in Willmar include projected household growth, pent-up rental demand, capturing a portion of commuters to jobs in Willmar, and senior housing needs. All these sources combine for demand for 1,580 housing units in Willmar between 2022 and 2030. The mix is estimated at 415 ownership units, 550 rental units, and 615 senior units.

Willmar Housing Demand – 2022 to 2030



- Housing types by number of units to meet projected demand in Willmar over the next five years (from 2023 to 2028) is shown below. The recommended housing units total about 965 units, for an average of 193 units annually. In comparison, 63 housing units were added annually in Willmar during the 2000s and 40 units annually during the 2010s. Recommendations for rental and senior housing over the next five years largely address pent-up demand created by limited development over the past two decades.

Housing Units Recommended in Willmar from 2023 to 2028 to Meet Demand

Owner-Occupied Housing		Rental Housing		Senior Housing	
Single-Family		Market Rate	380 - 400	Supportive Senior Housing	
Entry-Level	60 - 65	Affordable	45 - 55	Independent	90 - 100
Move-Up	50 - 55	<u>Total</u>	<u>425 - 455</u>	Assisted Living	45 - 55
Executive	35 - 40			Memory Care	30 - 40
<u>Total</u>	<u>145 - 160</u>			<u>Market Rate 55+ Rental</u>	<u>80 - 100</u>
Townhomes	90 - 110			<u>Total</u>	<u>245 - 295</u>

- Willmar currently has about 70 available lots remaining in three subdivisions that could support single-family homes. It is recommended that new subdivisions come on-line within the next two years with at least 50 lots for single-family homes, with the potential for more lots to be added incrementally in future additions. The majority of lots should be priced to accommodate entry-level homes with base prices of about \$275,000 to \$325,000 and move-up homes with base prices of about \$325,000 to \$375,000.
- While both the Trentwood Estates and Woodberry Additions allow townhomes, there are very few lots available to accommodate townhomes in Willmar, and no recent subdivisions exist that are designated solely for townhomes. New lots should be created to accommodate up to 50 townhomes by 2024. To capture most of the target market, it is recommended that lots be made available to accommodate one-level townhomes with attached two-car garages to appeal to the primary target market – empty nesters. Townhomes should be in the \$250,000 to \$300,000 price range.

8. New rental developments under construction or in the permit review process will meet the bulk of Willmar's market rate rental demand. These developments include Block 25 Lofts (58 units, under construction), Edgeview (144 units, under construction), The Preserve on 24th (108 units, including 36 units open and 72 units under construction), and Unique Opportunities – Lakeland Drive (72-unit first phase, under building permit review).
9. It is recommended that an affordable rental property with 45 to 55 units be added in Willmar from 2023 to 2028. Units should have three to five bedrooms to accommodate large families. These units would fill a void that is existing in Willmar's existing multifamily rental supply. Recommended rents should be affordable at 60% of AMI and also be under the Payment Standard for the Housing Choice Voucher program, are approximately \$1,025 for three-bedroom units, \$1,175 for four-bedroom units, and \$1,300 for five-bedroom units.
10. There is potential to accommodate a portion of Willmar's affordable rental demand in the various Suite Liv'n properties throughout Willmar. The Suite Liv'n properties have approximately 85 vacancies. Suite Liv'n is in jeopardy of not having their rental license renewed on several of their properties and it is recommended that efforts be made to bring Suite Liv'n properties up to code to provide quality affordable rental housing. Currently, the rent at most Suite Liv'n properties is \$750 for one-bedroom units, \$850 for two-bedroom units, and \$950 for three-bedroom units. These rents are considered affordable to households earning 50% of AMI for Kandiyohi County.
11. It is recommended that a market rate senior (55+) rental development be added in Willmar with 80 to 100 units within the next five years. This type of housing would meet the needs of younger, more active seniors who wish to downsize from their existing homes but do not need meals or personal care services found in a supportive services building. These units could be in a single, multistory building with 80 to 100 units. Additionally, some could be townhome-style units with attached garages that offer single-level living. Rents should begin at about \$1,200 for one-bedroom units and \$1,400 for two-bedroom units.
12. It is recommended a development(s) with 165 to 195 units of independent, assisted living, and memory care housing be added in Willmar within the next five years. These units would be the first substantial senior housing development in Willmar in almost 20 years. The recommended service-level mix should be about 90 to 100 independent units, 45 to 55 assisted living units, and 30 to 40 memory care assisted living units.

Remainder of Kandiyohi County

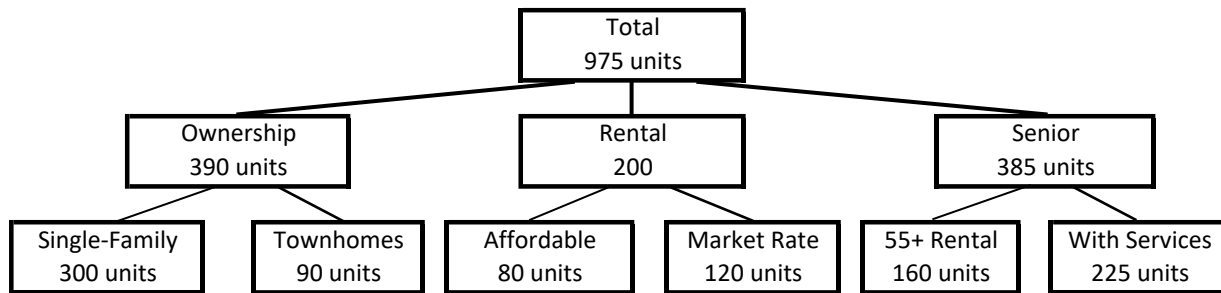
1. After Willmar, there are 11 other smaller communities in Kandiyohi County. They combined for a population of 6,366 in 2020, which was relatively unchanged from 2010. In addition, there were another 16,351 people living in the County in 2020, with a large share living in the northern part of the County on lake homes and other estates.

Kandiyohi County Population Change, 2010 to 2020

	2010	2020	Change
Willmar	19,610	21,015	1,405
New London	1,251	1,252	1
Atwater	1,133	1,124	-9
Spicer	1,167	1,112	-55
Raymond	764	782	18
Kandiyohi	491	569	78
Prinsburg	497	520	23
Pennock	508	479	-29
Lake Lillian	238	246	8
Blomkest	157	145	-12
Sunburg	100	94	-6
Regal	34	43	9
Rural	16,289	16,351	62
Total	42,239	43,732	1,493

2. Projections are that this decade (2020 to 2030), the population in the remainder of the County will decline slightly (-1.0%). Much of the projected population decline is attributed to a decline in the overall average household size (people per household) as the household base is projected to grow by 1.9% (+176 households). The growth projection partly stems from past development trends and there is potential to exceed it by adding to the County's housing stock to meet pent-up demand.
3. Like Willmar, the remainder of the County's population growth is projected among all major age groups this decade. The senior population is projected to grow more quickly as the baby boom generation ages. Projected growth of younger and middle-aged adults should lead to a corresponding growth of children. Growth of all age groups should create demand for a variety of housing types, including rentals, single-family homes, townhomes, and senior housing.
4. Sources of housing demand include projected household growth, pent-up rental demand, capturing a portion of commuters to jobs, and senior housing needs. All these sources combine for demand for 975 housing units in the Remainder of the County between 2022 and 2030. The mix is estimated at 385 ownership units, 200 rental units, and 390 senior units.

Remainder of Kandiyohi County Housing Demand – 2022 to 2030



5. Housing types by number of units to meet projected demand in the Remainder of the County over the next five years (from 2023 to 2028) is shown below. The recommended housing totals about 640 units, for an average of 130 units annually. In comparison, about 98 housing units were added annually in the Remainder of the County during the 2010s, even though the Census Bureau found growth that averaged 15 households annually. Recommendations for rental and senior housing over the next five years largely address pent-up demand created by limited development over the past few decades.

Housing Units Recommended in the Remainder of the County from 2023 to 2028

Owner-Occupied Housing		Rental Housing		Senior Housing	
Single-Family		Market Rate	100 - 110	Supportive Senior Housing	
Entry-Level	40 - 50	Affordable	50 - 52	Independent	50 - 60
Move-up/Executive	185 - 200	Total	150 - 162	Assisted Living	40 - 50
Total	225 - 250			Memory Care	20 - 30
Townhomes	45 - 50			Market Rate 55+ Rental	70 - 80
				Total	180 - 220

6. A summary of recommendations is shown on the following page. Demand in the Remainder of the County is not spread evenly between the communities. The greatest demand is in New London and Spicer, which are only about four miles apart and share the same school district. They are effectively the same housing market and combine for about 75% of the recommended housing units in the Remainder of the County over the next five years.

7. About 225 to 250 single-family homes should be built to meet demand over the next five years. Of this demand about 115 to 125 is projected in the rural parts of the County, particularly on lakes and in other large estates. This demand is largely for move-up or executive homes priced at over \$325,000. The remainder of demand for move-up/executive homes is largely in New London and Spicer. Demand for entry-level single-family homes (40 to 50 units) is largely in the remaining communities. Prices for these homes should generally begin at about \$250,000.

Summary of Housing Recommendations by Community over the Next Five Years

Atwater	
<ul style="list-style-type: none"> A single-family/townhome subdivision with 15+ lots Single-level, market rate rental twinhome (2 to 4 units) A workforce rental housing building with 10 to 12 units 	
Blomkest	
<ul style="list-style-type: none"> One to two single-family homes on in-fill lot 	
Kandiyohi	
<ul style="list-style-type: none"> A single-family/townhome subdivision with 15+ lots Single-level, market rate rental twinhomes/townhomes (2 to 4 units) A workforce rental housing apartment with 8 to 10 units 	
Lake Lillian	
<ul style="list-style-type: none"> One to two single-family homes on in-fill lot Single-level, market rate rental twinhomes/townhomes (2 to 4 units) 	
New London	
<ul style="list-style-type: none"> A single-family/townhome subdivision(s) with 50+ lots Single-level, market rate rental twinhomes/townhomes (12 to 16 units) A workforce (market rate/affordable) apartment building(s) with 85+/- units* Supportive senior housing with 90+/- units of independent/assisted living/memory care housing* 	
Pennock	
<ul style="list-style-type: none"> Single-level, market rate rental twinhome (4 to 6 units) 	
Prinsburg	
<ul style="list-style-type: none"> A single-family/townhome subdivision(s) with 10+ lots Single-level, market rate rental twinhomes/townhomes (4 to 6 units) 	
Raymond	
<ul style="list-style-type: none"> A single-family/townhome subdivision(s) with 10+ lots Single-level, market rate rental twinhomes/townhomes (4 to 6 units) 	
Regal	
<ul style="list-style-type: none"> One to two single-family homes on in-fill lot 	
Spicer	
<ul style="list-style-type: none"> A single-family/townhome subdivision(s) with 60+ lots Single-level, market rate rental twinhomes/townhomes (10 to 12 units) A workforce (market rate/affordable) apartment building(s) with 85+/- units* Supportive senior housing with 90+/- units of independent/assisted living/memory care housing* 	
Sunburg	
<ul style="list-style-type: none"> One to two single-family homes on in-fill lot Single-level, market rate rental twinhomes/townhomes (2 units) 	
<p>* New London and Spicer share the same general market. It is not recommended that they each add 90+ units of supportive senior housing units, but instead developments in the two communities could combine for 90+/- units. Likewise, between the two, apartment buildings totaling 85+/- units could be built.</p>	

8. An estimated 30% or more of the demand for owner-occupied homes in the 11 smaller communities in the County is projected to be for one-level townhomes. Forty to 50 single-level townhomes with attached two-car garages are recommended over the next five years. Townhomes should be priced starting at about \$225,000. New subdivisions should allow townhomes on at least a portion of the lots.
9. About 100 units of general-occupancy (open to all ages) rental housing developed in the Remainder of the County over the next five years should be market rate with no income restrictions but with rents affordable to households with incomes of 60% of AMI. – or workforce housing. Of the total, it is recommended that about 85 workforce units be added in either New London or Spicer. New London and Spicer could be regarded as the same market as they are four miles apart on Highway 23 and have a shared school district. Rents should be about \$825 for one-bedroom units, \$1,000 for two-bedroom units, and \$1,300 for three-bedroom units.
10. Outside New London and Spicer, it is recommended that duplex and/or four-plex rental buildings be added in Atwater, Kandiyohi, Lake Lillian, Pennock, Prinsburg, and Raymond. Atwater and Kandiyohi could potentially support more than one such building, and potentially a small workforce apartment building with up to 12 units. Units in duplex or four-plex buildings should be single-level units with attached garages and a mix of two- and three-bedrooms units. Rents should begin at about \$1,300 for two-bedroom units and \$1,500 for three-bedroom units. Being single-level units, they could accommodate a portion of the senior rental demand.
11. It is recommended a development(s) with about 90 units of independent, assisted living, and memory care housing be added in either New London or Spicer within the next five years. These units could include an addition to Bethesda North Pointe, which opened with 70 units in 2021. The recommended service-level mix to meet demand is about 50 to 60 independent units, 40 to 50 assisted living units, and 20 to 30 memory care assisted living units. Some of the market rate senior rental demand could be met by duplex or four-plex townhomes spread throughout the County. A larger complex of townhomes is recommended in New London and/or Spicer, with an expansion to Bethesda North Pointe being a logical location for this housing type.

Population and Household Growth Projections

- Both Willmar and Kandiyohi County are projected to experience population growth this decade (2020 to 2030). Additional housing in Willmar will be needed to accommodate future residents and to meet the growth projections. In 2030, Willmar is projected to have 23,700 people and 8,625 households.
- Willmar's 2030 household projection represents an increase of 750 from 2020. This equates to a 9.5% growth rate, or higher than Minnesota's projected growth rate (+6.5%). The household growth rate also greatly exceeds Willmar's growth rate last decade (+2.6%), when very few multifamily units were developed. In the first two years of this decade, nearly 600 multifamily units have already come on-line, are under construction, or have been approved.
- The projected growth of 750 households in Willmar this decade is greater than what was experienced during the 2000s (+375) and 2010s (+198). However, it is not completely unprecedented. During the 1990s, Willmar added 624 households (+9.3%).
- Household growth is a better indicator of overall housing demand since households, by definition, are occupied housing units. With growth of 750 households projected this decade, there would essentially need to be 750 new housing units added to accommodate this growth. Additional housing units will be needed to accommodate pent-up demand and replacement demand.

Willmar Population & Household Growth Trends and Projections



Table 2
Population and Household Growth Projections
Kandiyohi County
2010 to 2030

	-- Census --		Projection 2030	--- Change ---			
	2010	2020		2010 to 2020		2020 to 2030	
				No.	Pct.	No.	Pct.
POPULATION							
Willmar	19,610	21,015	23,700	1,405	7.2	2,685	12.8
Atwater	1,133	1,124	1,105	-9	-0.8	-19	-1.7
Blomkest	157	145	130	-12	-7.6	-15	-10.3
Kandiyohi	491	569	645	78	15.9	76	13.4
Lake Lillian	238	246	250	8	3.4	4	1.6
New London	1,251	1,252	1,450	1	0.1	198	15.8
Pennock	508	479	445	-29	-5.7	-34	-7.1
Prinsburg	497	520	540	23	4.6	20	3.8
Raymond	764	782	795	18	2.4	13	1.7
Regal	34	43	50	9	26.5	7	16.3
Spicer	1,167	1,112	1,045	-55	-4.7	-67	-6.0
Sunburg	100	94	85	-6	-6.0	-9	-9.6
Rem. of County	16,289	16,351	16,165	62	0.4	-186	-1.1
Kandiyohi County	42,239	43,732	46,405	1,493	3.5	2,673	6.1
<i>Greater Minn.</i>	<i>2,454,358</i>	<i>2,543,390</i>	<i>2,608,000</i>	<i>89,032</i>	<i>3.6</i>	<i>64,610</i>	<i>2.6</i>
<i>Minnesota</i>	<i>5,303,925</i>	<i>5,706,494</i>	<i>6,050,000</i>	<i>402,569</i>	<i>7.6</i>	<i>343,506</i>	<i>6.0</i>
HOUSEHOLDS							
Willmar	7,677	7,875	8,625	198	2.6	750	9.5
Atwater	468	459	455	-9	-1.9	-4	-0.9
Blomkest	68	70	70	2	2.9	0	0.0
Kandiyohi	202	226	255	24	11.9	29	12.8
Lake Lillian	121	112	105	-9	-7.4	-7	-6.3
New London	521	556	700	35	6.7	144	25.9
Pennock	174	170	165	-4	-2.3	-5	-2.9
Prinsburg	207	205	205	-2	-1.0	0	0.0
Raymond	307	311	315	4	1.3	4	1.3
Regal	19	20	20	1	5.3	0	0.0
Spicer	520	538	565	18	3.5	27	5.0
Sunburg	47	40	35	-7	-14.9	-5	-12.5
Rem. of County	6,401	6,497	6,590	96	1.5	93	1.4
Kandiyohi County	16,732	17,079	18,105	347	2.1	1,026	6.0
<i>Greater Minnesota</i>	<i>969,478</i>	<i>1,014,464</i>	<i>1,045,000</i>	<i>44,986</i>	<i>4.6</i>	<i>30,536</i>	<i>3.0</i>
<i>Minnesota</i>	<i>2,087,227</i>	<i>2,253,990</i>	<i>2,400,000</i>	<i>166,763</i>	<i>8.0</i>	<i>146,010</i>	<i>6.5</i>
Sources: US Census, MN Demographic Center, Viewpoint Consulting Group, Inc.							

Population Age Distribution

- The greatest growth rate in Kandiyohi County this decade (2020 to 2030) is projected among seniors. This is a nationwide trend as the first baby boomers began turning age 75 in 2021. Growth of this age group should lead to increased need for single-level townhomes and senior housing in Willmar and the remainder of the County.
- A decline of 55-to-64-year-olds is projected in the County this decade. Again, this is a nationwide trend as baby boomers (born between 1946 and 1964) will be aging out of the 55 to 64 age group.
- Children (under age 20) are projected to grow slightly over the next five years as age-25-to-54 persons also grows. The growth of children will stem from growth of families. People ages 20 to 54 are projected to grow by about 1,500 in the County this decade.
- Growth in the County of both younger persons and seniors should lead to a variety of housing types needed to accommodate growth of people in various life-cycle stages – including owned and rented housing and senior housing.
- Seniors ages 75 and over are the primary target market for senior housing. This age group numbered 3,470 in the County in 2010. It grew to 3,700 in 2020 (+7%). With the first baby boomers turning age 75 in 2021, the population is projected to grow at a much faster pace this decade. There are projected to be 5,195 age 75+ seniors in the County in 2030 (an increase of 40.4% from 2010).

Kandiyohi County Population Growth by Age Group

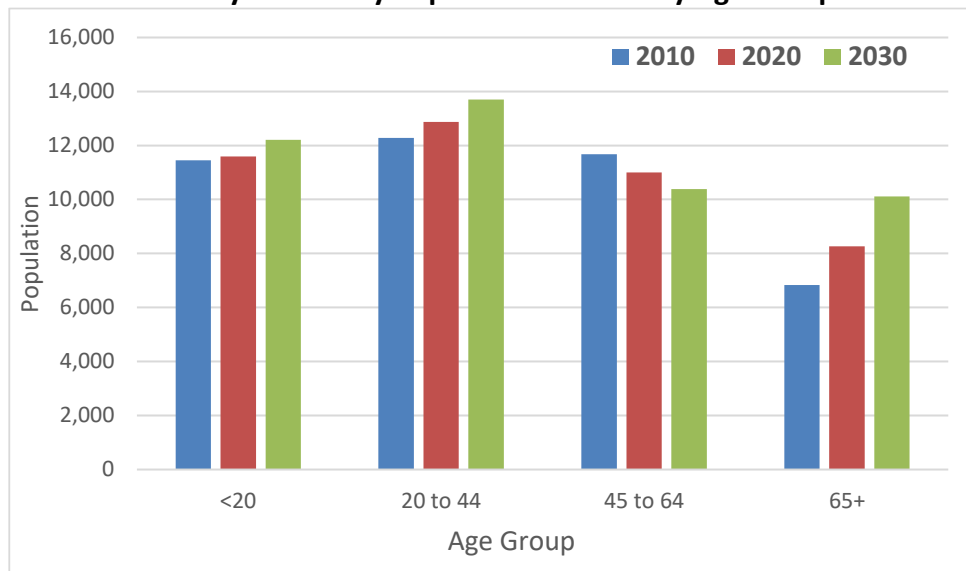


Table 3
Projected Population Growth by Age
Kandiyohi County
2000 to 2030

	2010	2020	2030	---- Change ----			
				2010 - 2020		2020 - 2030	
				No.	Pct.	No.	Pct.
Willmar							
<20	5,714	5,944	6,380	230	4.0%	436	7.3%
20-24	1,700	1,663	2,005	-37	-2.2%	342	20.6%
25-34	2,647	2,824	3,045	177	6.7%	221	7.8%
35-44	2,096	2,581	3,170	485	23.2%	589	22.8%
45-54	2,389	1,984	2,520	-405	-17.0%	536	27.0%
55-64	1,974	2,317	2,005	343	17.4%	-312	-13.5%
65-74	1,222	1,879	2,155	657	53.8%	276	14.7%
75 - 84	1,093	1,000	1,490	-93	-8.5%	490	48.9%
85+	775	821	930	46	6.0%	109	13.2%
Total	19,610	21,015	23,700	1,405	7.2%	2,685	12.8%
Remainder of County							
<20	5,741	5,645	5,825	-96	-1.7%	180	3.2%
20-24	1,029	1,063	1,190	34	3.3%	127	11.9%
25-34	2,263	2,471	2,185	208	9.2%	-286	-11.6%
35-44	2,547	2,272	2,105	-275	-10.8%	-167	-7.3%
45-54	3,859	2,830	2,925	-1,029	-26.7%	95	3.4%
55-64	3,448	3,872	2,935	424	12.3%	-937	-24.2%
65-74	2,140	2,686	2,765	546	25.5%	79	3.0%
75 - 84	1,154	1,409	2,245	255	22.1%	836	59.3%
85+	448	469	530	21	4.7%	61	13.0%
Total	22,629	22,717	22,705	88	0.4%	-12	-0.1%
Kandiyohi County							
<20	11,455	11,589	12,205	134	1.2%	616	5.3%
20-24	2,729	2,726	3,195	-3	-0.1%	469	17.2%
25-34	4,910	5,296	5,230	386	7.9%	-66	-1.2%
35-44	4,643	4,853	5,275	210	4.5%	422	8.7%
45-54	6,248	4,814	5,445	-1,434	-23.0%	631	13.1%
55-64	5,422	6,189	4,940	767	14.2%	-1,249	-20.2%
65-74	3,362	4,565	4,920	1,203	35.8%	355	7.8%
75 - 84	2,247	2,409	3,735	162	7.2%	1,326	55.0%
85+	1,223	1,290	1,460	67	5.5%	170	13.2%
Total	42,239	43,732	46,405	1,493	3.5%	2,673	6.1%

Sources: US Census; Minnesota Demographic Center; Viewpoint Consulting Group, Inc.

- For each community in Kandiyohi County, Table 4 displays the percentage of the total population in 2020 within four primary age groups plus the median age of the population. The median age of the County's population in 2020 was 39 years. This was very similar to Minnesota's median age (38.8 years).
- The median age varies greatly between the smaller communities in the County, largely because their small population can allow the median to be skewed high or low by the age of just a few people. The lowest median age was in Atwater (30.9 years) while the highest was in Blomkest (54.1 years). Willmar's median age was 34.7 years.

Table 4
Median Age of Population
Kandiyohi County
2020

	2020 Population	---- Percent of Total Population ----				Median Age
		< 20	20 - 54	55-74	75+	
Willmar	21,015	28.6%	43.9%	20.3%	7.1%	34.7
Atwater	1,124	34.5%	41.6%	19.3%	4.6%	30.9
Blomkest	145	6.0%	47.7%	39.7%	6.5%	54.1
Kandiyohi	569	26.8%	39.7%	27.3%	6.2%	38.5
Lake Lillian	246	17.8%	40.7%	21.3%	20.2%	48.2
New London	1,252	26.6%	41.0%	17.2%	15.2%	36.4
Pennock	479	23.6%	61.6%	13.2%	1.7%	31.4
Prinsburg	520	27.1%	40.3%	12.8%	19.8%	32.5
Raymond	782	30.8%	40.6%	17.7%	10.9%	34.5
Regal	43	29.4%	37.3%	27.5%	5.9%	33.7
Spicer	1,112	20.0%	41.5%	27.8%	10.7%	47.1
Sunburg	94	13.6%	40.9%	25.8%	19.7%	53.5
Rem. of County	16,351	24.3%	35.4%	31.1%	9.2%	44.5
Kandiyohi County	43,732	26.5%	40.4%	24.6%	8.5%	39.0
<i>Greater Minnesota</i>	<i>2,543,390</i>	<i>25.5%</i>	<i>41.6%</i>	<i>25.1%</i>	<i>7.8%</i>	<i>40.1</i>
<i>Minnesota</i>	<i>5,706,494</i>	<i>25.5%</i>	<i>44.4%</i>	<i>23.4%</i>	<i>6.6%</i>	<i>38.8</i>

Sources: US Census, MN Demographic Center, Viewpoint Consulting Group, Inc.



2023 Budget		
REVENUES		
County Tax Levy	\$ 578,000	
Fiscal Agent		
Creating Entrepreneurial Opportunities student loan program	\$ 22,000	
Grants		
American Rescue Plan Act (ARPA)	\$ 258,000	
MN Department of Agriculture	\$ 10,000	
MN Department of Employment & Economic Development (DEED)		
Child Care Grant	\$ 200,000	
Elevate Community Business Academy	\$ 36,000	
First Children's Finance	\$ 30,000	
Insurance dividends	\$ 400	
Interest on investments		
Concorde Bank (Revolving Loan Fund savings account)	\$ 950	
Heritage Bank savings account	\$ 150	
Lake Region Bank - Microenterprise Loan account	\$ 100	
United Prairie Bank \$109,619.23 CD matures October	\$ -	
Loans		
Microenterprise Loan Fund (WAM-BC) repayments interest	\$ 665	
Microenterprise Loan Fund closing fees	\$ 200	
Revolving Loan Fund closing fees	\$ 900	
Revolving Loan Fund repayments interest	\$ 8,500	
Other Income		
Elevate Business Academy - Corporate Donations	\$ 10,000	
SWIF Contributions		
Elevate Business Academy	\$ 15,000	
Main Street Grant reimbursement	\$ 5,000	
Refunds, reimbursements and in-kind contributions (incl. Hwy 23)		
Housing Study	\$ 44,000	
TOTAL REVENUES	\$ 1,219,865	
EXPENSES		
CREATING ENTREPRENEURIAL OPPORTUNITIES STUDENT LOAN EXPENSES		
Advertising/Promotions	\$ 250	
Dinner Event and Silent Auction		
Advertising	\$ 700	
Decorations	\$ 2,000	
Entertainment	\$ 500	
Event Food and Beverages	\$ 8,500	
Silent Auction baskets/gifts	\$ 1,500	
Meals/Meeting refreshments	\$ 600	
Memberships/Dues	\$ 1,000	
Miscellaneous	\$ 1,500	
Supplies	\$ 500	
Transportation/Travel	\$ 250	
Total CEO Loan Expenses	\$ 17,300	
Board Expenses		
Joint Operations Board (includes meals/administrative time)	\$ 3,200	
Joint Powers Board (includes meals/administrative time)	\$ 2,000	
Total Other Expenses	\$ 5,200	



2023 Budget		
Countywide Business Development		
CEO Student Program Administration	\$ 200	
Entrepreneurial Technical Assistance	\$ 1,000	
Mowing/Maintenance of Lot	\$ 2,000	
TIGER II Grant/Wye/Industrial Park	\$ 9,000	
Total Countywide Business Development	\$ 12,200	
Economic Development Community Contributions		
Sponsor Fees		
Central MN Tour of Manufacturing	\$ 1,500	
Vision 2040	\$ 1,000	
Total Economic Development Community Contributions	\$ 2,500	
Elevate Community Business Academy		
Advertising	\$ 1,400	
Copying	\$ 240	
Equipment	\$ 1,000	
Graduation Ceremony		
Food	\$ 1,800	
Rental of Facility	\$ 600	
Speaker	\$ 1,000	
Supplies	\$ 300	
Total Graduation Ceremony	\$ 3,700	
Marketing	\$ 1,250	
Mileage/Travel	\$ 500	
Printing	\$ 200	
Professional Services		
General Administrative Services	\$ 900	
Program Instructors	\$ 22,500	
Training & coordinating		
Technical Assistance Contractors	\$ 8,000	
Translation Services	\$ 500	
Total Professional Services	\$ 31,900	
Rental of Facilities for classes	\$ 2,000	
Supplies & Curriculum	\$ 2,000	
Website	\$ 1,500	
Other	\$ 100	
Total Elevate Community Business Academy	\$ 45,790	
COMMITTEE EXPENSES		
Agriculture and Renewable Energy Development		
Ag Projects	\$ 3,500	
Conferences/Seminars/Trainings (including Industrial Hemp)	\$ 3,000	
Meals/Meeting Refreshments	\$ 200	
Mileage/Travel	\$ 1,000	
Partners in Ag Innovation Conference Sponsor & Marketing	\$ 1,500	
Professional Services		
General Administrative Services	\$ 2,700	
Supplies (office or program)	\$ 250	
Other	\$ 500	
Total Ag Committee Expenses	\$ 12,650	
Broadband and Advanced Technology		
Conferences/Seminars/Trainings	\$ 800	
Marketing	\$ 750	
Meals/Meeting Refreshments	\$ 250	



2023 Budget		
Mileage/Travel	\$ 750	
Postage/ mailing services	\$ 750	
Printing, copying & publishing	\$ 750	
Professional Services		
General Administrative Services	\$ 2,500	
Total Professional Services	\$ 2,500	
Total Broadband and Advanced Technology Committee Expenses	\$ 6,550	
Business Retention and Expansion/Recruitment		
Childcare Initiative	\$ 480,750	
Highway 23 Coalition		
Conferences/Seminars/Trainings	\$ 60	
General Administrative Services	\$ 2,000	
Mileage/Travel	\$ 500	
Supplies	\$ 200	
Total Highway 23 Coalition	\$ 2,760	
Marketing	\$ 500	
Mileage/Travel	\$ 750	
Professional Services		
General administrative services	\$ 3,000	
Housing Study	\$ 48,000	
Total Professional Services	\$ 51,000	
Workforce Development (In-Person/Virtual Job Fairs, Other events)	\$ 6,000	
Total BRE/R Committee Expenses	\$ 541,760	
Finance		
Meals/Lender Seminar	\$ 700	
Mileage/Travel	\$ 100	
Professional services		
General administrative services	\$ 1,500	
Legal services	\$ 400	
Total Professional Services	\$ 1,900	
Total Finance Committee Expenses	\$ 2,700	
Marketing and Public Relations		
Branding	\$ 600	
Community events	\$ 1,200	
Displays and giveaways	\$ 2,750	
Meals/Meeting refreshments	\$ 800	
Media		
Advertisements	\$ 3,100	
Printing, copying & publishing	\$ 1,500	
Media - Other		
Total Media	\$ 4,600	
Mileage/Travel	\$ 1,200	
Professional services		
General administrative services	\$ 4,500	
Total Professional Services	\$ 4,500	
Subscriptions	\$ 4,210	
Website Development/Maintenance	\$ 9,370	
Marketing - Other	\$ 400	
Total Marketing and Public Relations Committee Expenses	\$ 29,630	



2023 Budget		
Tourism/Leisure Travel		
CVB Tourism Partnership Agreement	\$ 34,000	
Meals/Meeting refreshments	\$ 100	
Mileage/Travel	\$ 200	
Total Tourism/Leisure Travel Committee	\$ 34,300	
Total Committee Expenses	\$ 627,590	
EMPLOYEE COMPENSATION		
Executive Director		
Director's salary	\$ 123,795	
Director's health insurance	\$ 15,500	
Director's payroll taxes (FICA = 6.20%; Medicare = 1.45%)	\$ 9,379	
Director's pension (PERA) employer rate is 7.5%	\$ 9,195	
Total Executive Director's Compensation	\$ 157,869	
Business Development Manager's position		
Business Development Manager's salary	\$ 78,208	
Business Development Manager's health insurance	\$ 6,100	
Business Development Manager's payroll taxes	\$ 5,983	
Business Development Manager's PERA	\$ 5,866	
Total Business Development Specialist's Compensation	\$ 96,157	
Marketing & Communications Specialist		
Marketing & Communications Specialist's salary	\$ 51,917	\$ 53,560
Marketing & Communications Specialist's health insurance	\$ 6,500	\$ -
Marketing & Communications Specialist's payroll taxes	\$ 3,972	\$ 4,097
Marketing & Communications Specialist's PERA	\$ 3,894	\$ 4,017
Total Marketing & Communications Specialist's Compensation	\$ 66,283	\$ 61,674
Accrued vacation and sick expense		
Executive Director	\$ 9,000	
Business Development Manager	\$ 5,800	
Marketing & Communications Specialist	\$ 4,800	
Total accrued vacation and sick expense	\$ 19,600	
Blue Cross Vision Plan	\$ 448	
Employee workers' compensation insurance	\$ 1,000	
Total other employee compensation	\$ 21,048	
Total Employee Compensation	\$ 341,357	\$ 336,749
ADMINISTRATIVE EXPENSES		
MCIT property/casualty insurance	\$ 5,400	
Meals not for a committee	\$ 700	
Memberships, dues, subscriptions		
Community Venture Network (CVN)	\$ 2,125	
EDAM membership	\$ 695	
Greater Minnesota Partnership	\$ 1,500	
Highway 23 Coalition membership	\$ 500	
Industrial Hemp Association	\$ 325	
Local organizations	\$ 900	
MAPCED membership	\$ 375	
MN DEED Marketing Partnership dues	\$ 700	
MN Rural Broadband Coalition	\$ 750	
Subscriptions	\$ 1,025	
Other	\$ 450	
Total Memberships, dues, subscription	\$ 9,345	



2023 Budget		
Professional services		
Accountant fees	\$ 850	
Auditor	\$ 10,600	
Bookkeeping fees	\$ 7,000	
Legal fees	\$ 600	
Total Professional Services	\$ 19,050	
Travel, conference, school	\$ 14,500	
Virtual meetings & promotions	\$ 2,000	
Total Administrative Expenses	\$ 50,995	
OFFICE EXPENSES		
Bank Fees	\$ 75	
Cleaning person	\$ 2,500	
Equipment maintenance and rental		
Software, including Synchronist annual fee	\$ 2,800	
Technology maintenance contract for server and computers	\$ 6,566	
Other	\$ 1,700	
Total Equip Maintenance & Rental	\$ 11,066	
Furniture and equipment		
Xerox lease	\$ 5,307	
Furniture and equipment - Other	\$ 1,800	
Total Furniture and Equipment	\$ 7,107	
Office equipment and miscellaneous	\$ 1,500	
Postage, mailing service	\$ 300	
Printing, copying and publishing	\$ 500	
Professional services:		
Engineering and other professional services	\$ 3,000	
General administrative	\$ 55,000	
Planning session facilitator	\$ 3,000	
Total Professional Services	\$ 61,000	
Rent and storage unit	\$ 24,800	
Rent (water cooler, post office box)	\$ 300	
Supplies	\$ 2,700	
Telephone/Telecommunications	\$ 6,500	
Office Expenses - Other	\$ -	
Total Office Expenses	\$ 118,348	
TOTAL PROGRAM EXPENSES	\$ 1,221,280	\$ 1,216,672



Kandiyohi County & City of Willmar
ECONOMIC DEVELOPMENT COMMISSION

TO: Joint Powers Board

FROM: Kelsey Olson, Marketing and Communications Specialist

DATE: January 17, 2023

RE: Website Redesign Recommendation

EDC staff, including Executive Director Aaron Backman, Business Development Manager Sarah Swedburg, myself, and the Marketing and Public Relations Committee recommend hiring Redwood Valley Technical Solutions (RVTS) for the update of the EDC's website. This recommendation was approved by the Joint Operations Board at its January 12, 2023 meeting.

RVTS' ability to provide a timely service that is integrated with involvement from the EDC along with the unique features it can provide on the site and the post-site-creation-support meet the EDC's needs. We sent Request for Proposals to four entities and received three responses.

The following are reasons why RVTS is the best fit for our needs:

- A start-to-finish timeline of 12 weeks and a cost estimate of \$10,750 (RFPs ranged from this amount up to \$63,000)
- Creation of a modern website that serves both as an information resource and customer acquisition channel while incorporating social media into a mobile-friendly site
- Ability to use present data available on current site usage to guide an audit of existing and future pages. RVTS provided a current page audit with its RFP reflecting its ability to look at a larger picture
- Create a calendar of events, including the capability to provide online registration and payment
- Apply integration of Google analytics and search console for statics and tracking, including the capability to have regular pings to Google and other search engines
- Website creation process of content, concept, development, revisions, and launch phases allow for EDC participation, guidance, and feedback every step of the way
- A monthly care plan available at \$99/month, a \$330/year hosting plan including domain name registration. A fee hour of assistance comes with the plan with an additional \$75/hour fee. We currently use these services and are satisfied with them.

The EDC also recommends the use of VantagePoint Marketing Consultants. RVTS and VantagePoint have a current working relationship. VantagePoint provides Marketing Roadmap services to RVTS' customers. We recommend a retainer of \$333/month, starting at two months, be applied for hourly (\$60/hour) services. Ongoing marketing support from VantagePoint will be temporary and support shaping consistent branding for the EDC including shaping consistent communication on our focus areas, identifying guiding images, and creating personas for our specific audiences that will guide the creation of the website and future marketing of these specific audience members.



**Proposal to Kandiyohi County and City of Willmar
Economic Development Commission - Strategic Planning**
Submitted by Cheryl K. Glaeser, December, 2022

Background Summary – Understanding of Needs

The mission of the **Kandiyohi County and City of Willmar Economic Development Commission** is to be a catalyst for economic growth of the greater Kandiyohi County Area. The Commission develops organizational priorities on an annual basis by engaging Staff, Board members, Committee Chairs, and other key stakeholders in fact-finding efforts to identify trends, challenges, opportunities. The Commission seeks a third-party consultant to review, revise, and develop strategies that will guide the work of the Commission throughout 2023 and 2024. With recent acquisition of resources for key priorities such as broadband and child care, reviewing the status of current goal accomplishments and considering priorities for the next 12 to 24 months will be essential in developing the best approaches to advancing the region’s economic opportunities. If desired, longer-term goals may be considered to achieve a greater vision for the future.

Goals and Outputs

Strategic planning for the Commission would be designed to empower and enable staff, Board, and key stakeholders to develop overarching strategies that will guide the work of the Commission for the benefit of Kandiyohi County and the City of Willmar. This approach includes a blend of consulting, facilitation, research and analysis of needs. Cheryl’s highly participatory planning process regardless of whether held in person or virtually, allows for input from key decision makers and stakeholders.

The process used will ensure that:

- Key stakeholders are identified and engaged so that the plan benefits from a diverse set of viewpoints
- Participants identify the issues and opportunities they consider pressing and discuss them within the framework of the process
- The process stays on time and on track, unless leaders chose to change it
- The strategic outcomes are clearly understood and realistic.

Key Scope of Work:

- Develop and facilitate a planning process that engages and invests key stakeholders in revising/developing goals and action plans to guide the work of the Commission over the next 12 to 24 months.
- Facilitate a Strategic Planning Session to prioritize information gathered for the creation of goals and key objectives
- Define goals and objectives in a strategic plan and provide a summary of gathered insights following the retreat.

Timeframe

The specific dates and timeframes would be determined in partnership with Commission Staff and/or stakeholders, with a Strategic Planning session tentatively planned for *March 16, 2023*. Cheryl initially envisions one advance meeting, key stakeholder interviews, and a stakeholder survey as part of the participatory approach leading up to the planning session.

About Achieve Consulting (TFC), LLC/Cheryl K. Glaeser

Achieve Consulting (TFC) is an LLC formed in 2017 to support organizations and small businesses by providing solutions that move ideas to action, strengthen leaders and teams, and help groups achieve strong results. Since 2017, Achieve has helped nearly 30 organizations with strategic planning, community engagement, and other organizational consulting.

Cheryl K. Glaeser, Owner/President of Achieve Consulting, is an enthusiastic and results-oriented professional. She has exceptional facilitation skills and a unique ability to combine broad stakeholder insights into actionable outcomes. After years of seeing organizational planning documents sit on the shelf, Cheryl structures planning processes so that all those engaged feel a true connection to the work and a clear path to results. Cheryl's skills span over 20 years of advancing organizations and regional initiatives. Cheryl has strong business, economic, and workforce development acumen. Prior to owning Achieve TFC, LLC, Cheryl was a Senior Associate with a national firm providing consulting and planning services to organizations across the United States. She also has extensive knowledge of local and regional economic development through her work as a Program Officer with the Southwest Initiative Foundation. Cheryl holds a Bachelor's Degree in Organizational Development and Group Dynamics through Metropolitan State University as well as certificates in Economic Development and Finance, Business Credit and Analysis, Business Marketing & Attraction, Executive and Organizational Leadership, Asset-Based Community Development, and Principles/Techniques of Fundraising.

Cheryl's past experience and working knowledge of the EDC and its priorities as well as general workforce, community, and economic development in rural communities position her as an exemplary candidate for this work.

Recent projects of note include the following:

- Redwood County EDA Strategic Planning
- Minnesota Service Cooperatives CTE Collaborative Development and Planning
- Southwest/West Central Service Cooperative Strategic Planning
- United Community Action Partnership Community Needs Assessment

Respectfully submitted by:



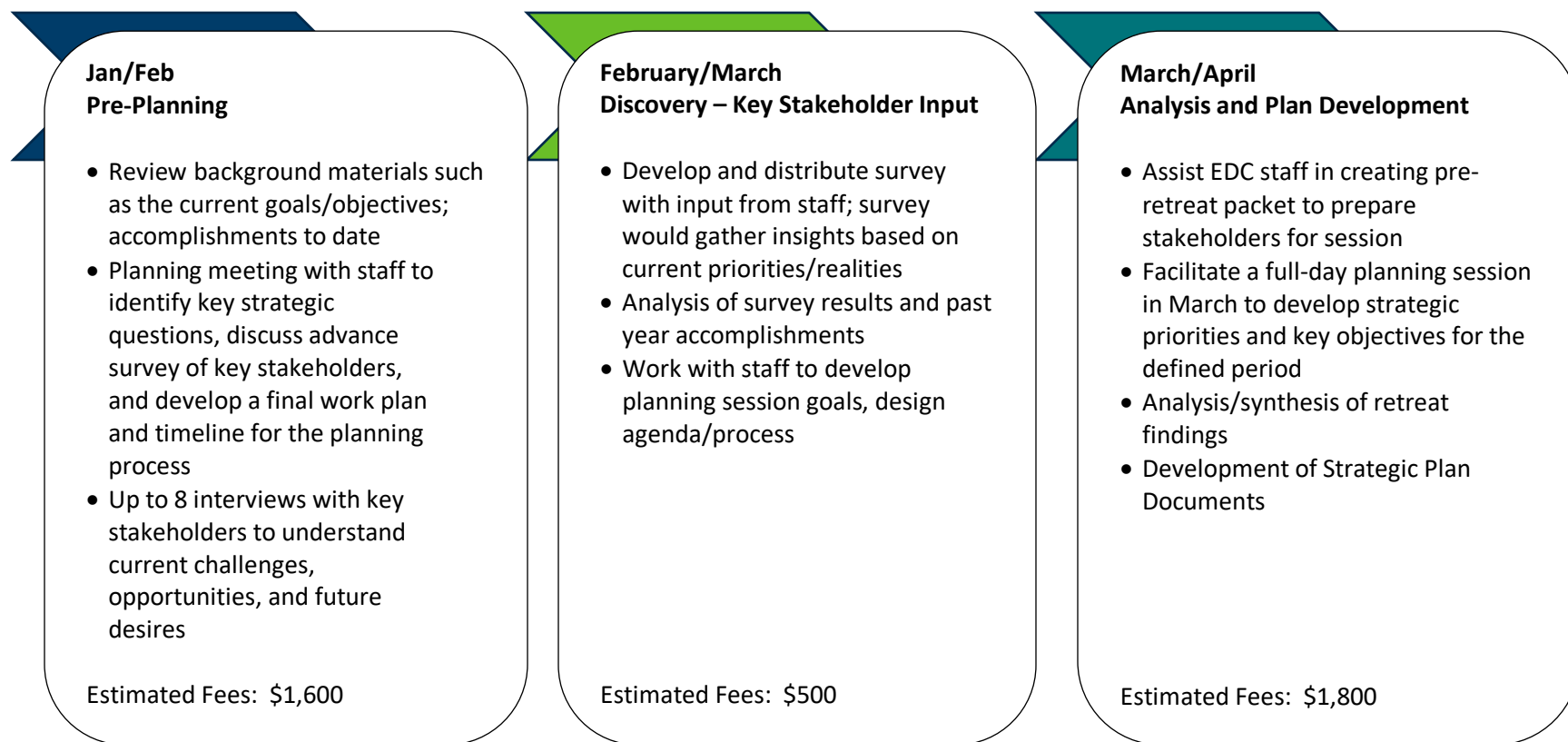
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cheryl@achieveresultstogether.com

"I believe we are more unified and have greater clarity than we have ever had."

*Executive Committee member; MN Rural
Broadband Coalition*

References available upon request.

The following chart outlines draft concepts for proposed activities, timeline, and estimated consulting costs required to complete them. This outline should be considered a starting point for discussion about the preferred process and timeframe to best meet the desired outcome of this project. A full scope of work may be developed based on further discussion and understanding of needs. Final estimated costs may be adjusted to reflect final scope.



Estimated Fees: Consulting/Facilitation - \$4,150 (Includes approximately \$250 for supplies, materials, and mileage)
Deliverables: Designed and implemented Survey; Developed and Facilitated Planning Session; Analysis/Summary of Findings; Strategic Plan



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*indicates EDC Joint Operations Board member

** indicates EDC Joint Powers Board member