

ECONOMIC DEVELOPMENT AUTHORITY

City of Brainerd, Minnesota
City Hall, 501 Laurel Street, Council Chambers
Thursday, January 6, 2021 @ 7:30am

The public is invited to attend this meeting in person

Attend by phone: 1-844-992-4726 Meeting Access Code: 2481 783 7937

Meeting is also streamed live on YouTube: www.youtube.com/CityOfBrainerdMN

1. Call To Order

2. Roll Call

___ K. Bevans ___ T. Bieser ___ G. Johnson ___ M. Kirsch
___ M. O'Day ___ W. Erickson ___ vacant

3. Approval/Amendment Of Agenda

4. Election Of Officers

Documents:

Election of Officers.pdf

5. Approval Of Minutes

Regular Meeting Held on December 2, 2021

Special Meeting Held on December 9, 2021

Documents:

2021-12-02 Meeting Minutes.pdf

2021-12-09 Meeting Minutes.pdf

6. Financial Report

Documents:

EDA Financials - January 2022.pdf

7. Updates

- a. Executive Director
- b. HRA
- c. BLAEDC

Documents:

Brainerd HRA Update Report 12-29-21.pdf
BLAEDC Brainerd EDA Report.pdf

8. Old Business

A. **Consideration Of Proposals For Economic Development
Consulting Services**

Documents:

*Consideration of Proposals for Economic Development
Consulting Services.pdf*

B. **Industrial Park Land Sale Update And Consideration For Special
Meeting**

Documents:

*Industrial Park Land Sale Update and Consideration for Special
Meeting.pdf*

9. New Business

10. Informational

11. Commissioner's Comments/Questions

12. Adjournment

MEMO



TO: EDA Board of Commissioners

FROM: David Chanski, Community Development Director

DATE: December 30, 2021

RE: Election of Officers

The Bylaws of the EDA state, "The President, Vice-President, Treasurer and Secretary shall be elected at the annual meeting of the Authority from among the Commissioners of the Authority and shall hold office for one year or until their successors are elected and qualified." Additionally, it states that the annual meeting shall be the Authority's first regular meeting of each year.

Please see the attached Bylaws for descriptions of these positions.

The current officers of the EDA are:

- President: Wayne Erickson
- Vice-President: Marie Kirsch
- Secretary-Treasurer: Toni Bieser

The Executive Director of the EDA is the City Administrator, and the Assistant Treasurer is the City Finance Director.

The process by which officers are selected should proceed as follows:

- President shall, separately, take nominations for each position from among the Commissioners.
- Once all nominations have been received, the President shall call for a vote on each nomination as they were received.
- The Commissioner who receives the majority of votes shall immediately assume said position.

#5

BYLAWS OF THE ECONOMIC DEVELOPMENT
AUTHORITY OF BRAINERD, MINNESOTA

ARTICLE I - THE AUTHORITY

Section 1. Name of Authority. The name of the Authority is the "Economic Development Authority of Brainerd, Minnesota".

Section 2. Seal of Authority. The seal of Authority shall be in the form of a circle and shall bear the name of the Authority and the date of it's establishment.

Section 3. Office of Authority. The offices of the Authority are at City Hall in the City of Brainerd, State of Minnesota, or at such other place as the Authority may designate by resolution.

ARTICLE II - OFFICERS

Section 1. Officers. The officers of the Authority are the President, Vice-president, Secretary, Treasurer and Assistant Treasurer.

Section 2. President. At the annual meeting, the President shall submit to the Authority a report summarizing the activities and programs of the Authority for the past year and containing the President's recommendation for Authority activities for the ensuing year.

Section 3. Vice-President. The Vice-President shall perform the duties of the President on the absence or incapacity of the President; and in case of the resignation or death of the President, the Vice-President shall perform such duties as are imposed on the President until such time as the Authority shall select a new President.

Section 4. Secretary and Treasurer. The Secretary and Treasurer shall perform the duties of a Secretary and Treasurer, respectively for the Authority.

Section 5. Executive Director. The Brainerd City Economic Developer/City Planner shall be the Executive Director of the Authority and shall have general supervision over the administration of its business and affairs, subject to the direction of the Authority. The Administrator is charged with the management of the Economic Development Projects of Authority.

Section 6. Other Administrative Officers. The Authority may designate an assistant to the Secretary who shall keep the records of the Authority, shall act as recorder of the meetings of the Authority and record all votes, and shall keep a record of the proceedings of the Authority in a journal of proceedings to be kept for such purpose, and shall perform all duties incident to the office of Secretary. The Secretary shall keep in safe custody the seal of the Authority and shall have power to affix such seal to all contracts and instruments authorized to be executed by the Authority.

The Brainerd City Clerk/Treasurer shall be the Assistant Treasurer of the Authority and shall have the care and custody of all funds of the Authority. He shall deposit the same in the name of the Authority in such bank or banks as the Authority may select. The Executive Director and the Treasurer shall sign all orders and checks for the payment of money and shall pay out and disburse such monies under the direction of the Authority. Except as otherwise authorized by resolution of the Authority, all such orders and checks shall also be countersigned by the President. The Treasurer shall keep regular books of account showing Authority receipts and expenditures and shall render to the Authority, at each annual meeting (or as often as requested), an account of the Authority's financial transactions and also of the financial condition of the Authority.

Section 7. Combining Administrative Offices: Compensation. The compensation of the administrative personnel of the Authority other than the Executive Director and Assistant Treasurer shall be determined by the Authority. Any two or more administrative offices may be combined.

Section 8. Additional Duties. The officers of the Authority shall perform such other duties and functions as may from time to time be required by the Authority or the bylaws or rules and regulations of the Authority.

Section 9. Election or Appointment. The President, Vice-President, Treasurer and Secretary shall be elected at the annual meeting of the Authority from among the Commissioners of the Authority, and shall hold office for one year or until their successors are elected and qualified.

Section 10. Vacancies. Should the office of President, Vice-President, Treasurer and Secretary become vacant, pursuant to Minnesota statutes 351.02 or by other provisions of law, the Authority shall elect a successor from its membership at the next regular meeting, and such election shall be for the unexpired term of the office.

Section 11. Additional Personnel. The Authority may from time to time employ or contract for such personnel as it deems necessary to exercise its powers, duties and functions as prescribed by Minnesota Statutes, Chapter 458C, applicable thereto. Such personnel may be employees of the Authority, employees of other governmental organizations, or independent contractors. The selection and compensation of such personnel shall be determined by the Authority subject to the laws of the State of Minnesota.

ARTICLE III - MEETINGS

Section 1. Annual Meeting. The annual meeting of the Authority shall be its first regular meeting in February each year.

Section 2. Regular Meetings. Regular meetings of the Authority shall be held on the _____ of each month unless the same shall be held on the next preceding secular day. Until otherwise fixed by resolution of the Authority, regular meeting shall commence at _____ p.m.

Section 3. Special Meetings. Special meetings of the Authority may be called by the President, or two members of the Authority for the purpose of transacting any business designated in the call. The call for a special meeting may be delivered at any time prior to the time of the proposed meeting to each member of the Authority or may be mailed to the business or home address of each member of the Authority at least two days prior to the date of such special meeting. At such special meeting no business shall be considered other than as designated in the call, but if all of the members of the Authority are present at a special meeting, any and all business may be transacted at such special meeting by unanimous vote.

Section 4. Quorum. The powers of the Authority shall be vested in the Commissioners thereof in office from time to time. Four Commissioners shall constitute a quorum for the purpose of conducting its business and exercising its powers and for all other purposes, but a smaller number may adjourn from time to time until a quorum is obtained.

Section 5. Order of Business. At the regular meetings of the Authority the following shall be the order of business:

1. Roll call.
2. Approval of minutes of the previous meeting.
3. Reports of the Executive Director.
4. Unfinished business.
5. New business.
6. Adjournment.

All resolutions shall be in writing and shall be copied in the journal of the proceedings of the Authority. The meeting will be conducted in accordance with Roberts Rules of Order, Revised.

Section 6. Manner of Voting. The voting on all questions coming before the Authority shall be entered upon the minutes of such meeting. When a quorum is in attendance, action may be taken by the Authority upon a vote of the majority of the Commissioners.

ARTICLE IV - AMENDMENTS

Amendments to By-Laws. The bylaws of the Authority shall be amended only with the approval of at least five of the members of the Authority at a regular or special meeting.

BRAINERD ECONOMIC DEVELOPMENT AUTHORITY

Thursday, December 2, 2021, 7:30 a.m.

City Hall Council Chambers

WebEx Teleconference Meeting

Pursuant to due call and notice thereof, President Erickson called the meeting of the Brainerd Economic Development Authority to order at 7:30 a.m.

Upon roll call Commissioners Mike O'Day, Marie Kirsch, Toni Bieser, Gabe Johnson, and Wayne Erickson were noted as present. Also, present were City Administrator Bergman, Community Development Director Chanski, Finance Director Hillman, Superintendent BPU Magnuson, Finance Director BPU Wicklund, Operation Manager BPU Hawkinson, Eric Charpentier, HRA Director, and Tyler Glynn, BLAEDC. Commissioner Bevans was noted as absent.

Approval/Amendment of the Agenda- Approved

MOVED AND SECONDED BY COMMISSIONERS JOHNSON AND O'DAY, DULY CARRIED, TO APPROVE THE AGENDA AS PRESENTED.

Approval of Minutes- Approved

MOVED AND SECONDED BY COMMISSIONERS JOHNSON AND BIESER, DULY CARRIED, TO APPROVE THE MINUTES FROM THE SEPTEMBER 2ND, 2021 MEETING.

Financial Report- Approved

MOVED AND SECONDED BY COMMISSIONERS JOHNSON AND BIESER, DULY CARRIED, TO APPROVE THE FINANCIAL REPORT AS PRESENTED.

Updates

Executive Director

Administrator Bergman stated the tree lighting ceremony is taking place on December 3rd at 5:00 p.m. in the City Hall parking lot as well as a window walk hosted by the DDBC to follow the lighting.

Community Development Director Chanski stated that the Parking Commission recommendations were presented to the City Council on October 25th, the City Council is asking for public comment on December 6th at the City Council regular meeting. Administrator Bergman, Community Development Director Chanski, and HRA Director Charpentier met with the State of Minnesota about the state hospital greenspace about the potential development of that space in the future. Finally, staff is working through the proposals submitted, they will be brought to the EDA at the special meeting.

HRA Update

Eric Charpentier, HRA Director, stated that the City and HRA met with a developer for a 60–70-unit development in Brainerd. Staff will continue to work with the developer to move this project forward. The Housing Trust Fund does have 1 potential project hoping to close by the end of the year. The warming shelter is hoping to have their certificate of occupancy and be open by December 3rd.

BLAEDC Update

Tyler Glynn, BLAEDC, stated that the recruitment program has secured 2 employees for Brainerd companies. The employee benefit survey results will be ready by 2022. Progress is happening with the Crow Wing County childcare assistance grant, there have been 12 applications. The applications are due on December 6th.

New Business

Consideration of Letter of Intent from B&D Power Solutions, LLC for the Purchase of Lot 1, Block 2 And Lot 1, Block 3 of the Industrial Park Phase IV

City Administrator Bergman stated that BPU received a phone call from B&D Power Solutions, LLC to inquire about power capacity and availability in the City as well as land in the industrial park. On November 18th, the City received a letter of intent from the company to purchase 2.914 acres at \$65,000 per acre in the industrial park. Staff is looking for the EDA to request that the City Council convey the 2 parcels to the EDA because the EDA has the right of reverter.

Scott Magnuson, Superintendent BPU, stated that the capacity that B & D Power Solutions is requesting, is available. The extra capacity that Brainerd has available currently makes it attractive to businesses.

Todd Wicklund, Finance Director BPU, stated that the biggest risks that BPU and the City are facing is the amount of money to be invested in a new substation if the developers move on before the contract is completed and the amount of power the City purchases be utilized and purchased by these companies. This can be avoided by requiring the company to put down a deposit as a sign of commitment, which B & D has offered to do, and put in their agreement that the company will purchase power for an amount of time. Another way to avoid risk would be for their power to be curtailed if needed for the rest of the City to maintain power.

Trent Hawkinson, Operations Manager BPU, stated that the peak of the power capacity is happening in the warmest months of the year. The peak is around 40 megawatts. The efficiencies of lighting and HVAC systems is providing for less power being used even with addition of meters. The environmental impacts will not increase with these projects because the amount of coal is not increase with increase in megawatts unless the national limit is met. There are also many efforts to make clean energy in the coming years.

The Chair recognized Fred from B & D Power Solutions, LLC stated that crypto mining becomes more energy efficient every 3 years by half by design. The capacity needed will increase with each phase of the project, B & D is planning to get to a 200-megawatt capacity in ten to twenty years. If the capacity is available the company plans to stay.

Commissioner Bieser will abstain from voting due to a conflict of interest.

MOVED AND SECONDED BY COMMISSIONERS JOHNSON AND O'DAY TO RECOMMEND CONVEYING LOT 1 BLOCK 2, AND LOT 1 BLOCK 3, BRAINERD INDUSTRIAL PARK FIRST ADDITION, CROW WING COUNTY, MINNESOTA, TO THE EDA TO NEGOTIATE SALE TO B & D POWER SOLUTIONS, LLC AT A PRICE TO BE NEGOTIATED WITH THE BUYER.

Commissioners O'Day, Kirsch, Johnson, and Erickson voted "aye". No Commissioner voted "nay". Commissioner Bieser abstained from voting. The Chair declared the motion carried.

Consideration of Letter of Intent from Clough Properties, LLC for the Purchase of Lots 7 And 8, Block 1 of the Industrial Park Phase IV

Administrator Bergman stated that on November 24th, Clough Properties received a letter of intent to purchase two lots in the Brainerd Industrial Park contingent on the availability of power. The company is looking to expand their crypto currency operation as well as returning two of their businesses to the Brainerd Industrial Park. Staff is looking for the EDA to submit a request to convey lots to the EDA because of the EDA has the right of reverter.

The Chair recognized Ian Ulrich, Clough Properties, LLC, stated that the Clough family is invested in the local environment of Brainerd and looking to employ local workers and contractors. He stressed the value of being a local company and working with other local companies and investors.

Commissioner Bieser will abstain from voting due to a conflict of interest.

MOVED AND SECONDED BY COMMISSIONERS JOHNSON AND O'DAY TO RECOMMEND CONVEYING LOTS 7 & 8 BLOCK 1, AND LOTS 3 & 4 BLOCK 4 OF THE INDUSTRIAL PARK FIRST ADDITION, CROW WING COUNTY, MINNESOTA, TO THE EDA TO NEGOTIATE SALE TO CLOUGH PROPERTIES, LLC AT A PRICE TO BE NEGOTIATED WITH THE BUYER.

Commissioners O'Day, Kirsch, Johnson, and Erickson voted "aye". No Commissioner voted "nay". Commissioner Bieser abstained from voting. The Chair declared the motion carried.

Consideration for Special Meeting

Community Development Director Chanski stated that a special meeting is needed to consider economic services proposals, 2022 Budget, and continued discussion of industrial park lots.

MOVED AND SECONDED BY COMMISSIONERS JOHNSON AND O'DAY TO HOLD A SPECIAL MEETING ON DECEMBER 9TH, 2021, AT 7:30 A.M. IN THE CITY COUNCIL CHAMBERS.

Adjournment to Special Meeting of the EDA, December 9th, 2021, at 7:30 a.m. in the City Council Chambers

MOVED AND SECONDED BY COMMISSIONERS JOHNSON AND O'DAY , DULY CARRIED, TO ADJOURN TO THE SPECIAL MEETING OF THE EDA, DECEMBER 9TH, 2021, AT 7:30 A.M. IN THE CITY COUNCIL CHAMBERS.

The Authority adjourned at 9:15 a.m.

Secretary/Treasurer

BRAINERD ECONOMIC DEVELOPMENT AUTHORITY

Thursday, December 9, 2021, 7:30 a.m.

City Hall Council Chambers

WebEx Teleconference Meeting

Pursuant to due call and notice thereof, President Erickson called the meeting of the Brainerd Economic Development Authority to order at 7:30 a.m.

Upon roll call Commissioners Mike O'Day, Marie Kirsch, Toni Bieser, Gabe Johnson, Kelly Bevans, and Wayne Erickson were noted as present. Also, present were City Administrator Bergman, Community Development Director Chanski, Finance Director Hillman, Superintendent BPU Magnuson, Finance Director BPU Wicklund, Operation Manager BPU Hawkinson, Eric Charpentier, HRA Director, and Tyler Glynn, BLAEDC.

Approval/Amendment of the Agenda- Approved

MOVED AND SECONDED BY COMMISSIONERS BEVANS AND JOHNSON DULY CARRIED, TO APPROVE THE AGENDA AS PRESENTED.

Presentations

Presentation B & D Power Solutions, LLC

Fred Du, B & D Power Solutions, LLC, presented to the commission the intention for the land use by showing the plans of current crypto projects, talking about successes of current data centers. B & D Power Solutions together with affiliate companies CTM and Fontalcloud, are professional service providers for data center and mining sites, specializing in mining site design, development, operation and management. Headquartered in Addison, Texas, the company has supported dozens of data centers and mining sites in Asia, North America, Central America and South America.

Commissioners had a chance to ask clarifying questions. Chair Erickson thanked B & D Power Solutions, LLC, for their presentation.

Presentation Clough Properties, LLC

Ian Ulrich, Clough Properties, LLC, presented to the commission the intention for land use and power use for Just for Krypto and by moving the Teehive and Just for Kix back to Brainerd from Baxter. Stating the importance of local business and the use of local companies, hiring local employees to continue their operations, and the fact that staying local would be a reinvestment in Brainerd. Mr. Ulrich stated that he believes that both businesses cannot be served by the Brainerd electricity capacity.

Commissioners had a chance to ask clarifying questions.

Stephen Clough, Clough Properties, LLC, took the opportunity to address the Commission. He expressed frustration and disappointment over the process that the EDA and City Council have taken to convey lots to the EDA.

Commissioner Johnson expressed that the most current LOI sent by Clough Properties is unethical for him to support due to his personal and professional interest in the YMCA.

Resolution- Accepting the Transfer of Development District No. 2

MOVED AND SECONDED BY COMMISSIONERS JOHNSON AND BEVANS TO ACCEPT THE TRANSFER OF DEVELOPMENT DISTRICT NUMBER 2.

Commissioners O'Day, Kirsch, Bieser, Johnson, and Erickson voted "aye". No Commissioner voted "nay". The Chair declared the motion carried.

Consideration of Entering into Negotiations with B & D Power Solutions, LLC

Commissioner Bevans stated that this motion enables staff to enter into negotiations, this does not guarantee the sale of the land.

Commissioner Bieser stated that she will abstain from voting due to conflict of interest.

MOVED AND SECONDED BY JOHNSON AND BEVANS TO AUTHORIZE STAFF TO ENTER INTO NEGOTIATIONS WITH B & D POWER SOLUTIONS, LLC.

Commissioners Bevans, Johnson, Kirsch, and Erickson voted "aye". Commissioner O'Day voted "nay". Commissioner Bieser abstained from voting. The Chair declared the motion carried.

MOVED AND SECONDED TO ADOPT RESOLUTION TO SET PUBLIC HEARING FOR JANUARY 6TH, 2022 AT 7:30 AM AT THE REGULAR BRAINERD EDA MEETING.

Upon roll call Commissioners Bevans, O'Day, Johnson, Kirsch and Erickson voted "aye". No Commissioner voted "nay".

Consideration of Entering into Negotiations with Clough Properties, LLC

Commissioner Johnson stated that due to current Letter of Intent due to being uncomfortable with the public interest issues.

Commissioner Bieser stated that she will abstain from voting due to conflict of interest.

Commissioner O'Day stated that the negotiations may be an opportunity for both companies to work together.

MOVED AND SECONDED BY COMMISSIONERS BEVANS AND O'DAY TO AUTHORIZE STAFF TO ENTER INTO NEGOTIATIONS WITH CLOUGH PROPERTIES.

Commissioners Bevans, O'Day, Kirsch, and Erickson voted "aye". No Commissioner voted "nay". Commissioners Johnson and Bieser abstained from voting.

MOVED AND SECONDED ADOPT RESOLUTION TO SET PUBLIC HEARING FOR JANUARY 6TH, 2022 AT 7:30 AM AT THE REGULAR BRAINERD EDA MEETING.

Upon roll call Commissioners Bevans, O'Day, Kirsch, and Erickson voted "aye". No Commissioner voted "nay". Commissioners Johnson and Bieser abstained from voting. The Chair declared the motion carried.

Consideration of Proposals Economic Development Consulting Services

Community Development Director Chanski stated that the subcommittee met with staff to make recommendations to the EDA for economic development consulting services. Based on discussions with the subcommittee, staff is recommending the following consultants for services:

- Marketing: Visit Brainerd
- Funding: WSB
- Property Marketing & Development: Swanson Haskamp Consulting
- Business Recruitment & Retention: WSB
- Business Resources: WSB
- Main Street Programming: DDBC

Commissioner Johnson stated that the subcommittee did not have specific figures for the funding, recruitment, and business resources buckets.

Commission discussion took place.

The subcommittee will review the recommendations.

Consideration of the Proposed Budget 2022

MOVED AND SECONDED BY COMMISSIONS BEVANS AND O'DAY TO APPROVE THE PROPOSED BUDGET LESS THE ITEMIZED SERVICE PROVIDERS UNDER EXPENSES.

Adjourn

MOVED AND SECONDED BY COMMISSIONERS BEVANS AND O'DAY, DULY CARRIED, TO ADJOURN THE EDA MEETING.

The Authority adjourned at 9:05 a.m.

Secretary/Treasurer

Financial Report for EDA

As of November 30, 2021

	<u>Cash & Investments</u>	<u>Receivable Balance</u>	<u>Deferred Loans (as of 12/31/20) **</u>	<u>Awarded Grants</u>
General Funds:				
EDA Fund - #295	\$ 79,591	\$ -	\$ -	\$ -
Total	\$ 79,591	\$ -	\$ -	\$ -
CDBG (Housing/Commerical (Slum & Blight/Federal Objective)):				
Downtown - #298	\$ 49,770	\$ 22,537	\$ 497,881	\$ -
SE Brainerd - #215	44,290	-	294,046	-
NE Brainerd - #218	-	-	150,432	-
Willows Project - #209	-	-	37,500	-
Old Housing - #209	3,310	-	59,286	-
Local Income - #275	51,116	15,611	15,800	-
Total	\$ 148,487	\$ 38,148	\$ 1,054,945	\$ -
Federal & State MIF (Commerical (Jobs)):				
Commerical - #210 ^^^	\$ -	\$ 646,427	\$ -	\$ -
Federal MIF - #296	18,301	-	-	-
Total	\$ 18,301	\$ 646,427	\$ -	\$ -
Grand Total	\$ 246,379	\$ 684,575	\$ 1,054,945	\$ -

** Portion of the loan that is forgivable with the passage of time

^^^ The Receivable Balance **DOES** include the \$646,427 borrowed to pay for the industrial park land.

12/27/2021 10:21 AM
User: chillman
DB: Brainerd

BALANCE SHEET FOR CITY OF BRAINERD
Period Ending 11/30/2021

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Fund 295 EDA FUND

GL Number	Description	Balance
*** Assets ***		
295-0000-10100	CASH	79,590.87
295-0000-10700	DELINQUENT TAX RECEIVABLE	7,917.80
295-0000-11500	ACCOUNTS RECEIVABLE	10,000.00
295-0000-15510	PREPAID OTHER	14.83
295-0000-16160	FA-LAND HELD FOR RESALE	488,252.22
Total Assets		585,775.72
*** Liabilities ***		
295-0000-20600	DEPOSITS PAYABLE	20,000.00
295-0000-22200	DEFERRED REVENUE	488,252.22
295-0000-22210	DEFERRED TAXES RECEIVABLE	4,344.68
Total Liabilities		512,596.90
*** Fund Balance ***		
295-0000-28900	FUND BALANCE/EQUITY ACCT	53,498.12
Total Fund Balance		53,498.12
Beginning Fund Balance		53,498.12
Net of Revenues VS Expenditures		19,680.70
Ending Fund Balance		73,178.82
Total Liabilities And Fund Balance		585,775.72

12/27/2021 10:24 AM
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 DB: Brainerd

REVENUE AND EXPENDITURE REPORT FOR CITY OF BRAINERD

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PERIOD ENDING 11/30/2021

ACCOUNT DESCRIPTION	ACTIVITY FOR		YTD BALANCE	AVAILABLE	% BDGT USED
	2021 MONTH	11/30/2021	11/30/2021	BALANCE	
	AMENDED BUDGET	CHANGE (DECREASE)	NORMAL	(ABNORMAL)	
Fund 295 - EDA FUND					
Revenues					
Function: Unclassified					
Dept 0000					
TAXES & PENALTIES					
31010 CURRENT AD VALOREM	133,789.00	0.00	72,523.96	61,265.04	54.21
31020 DELINQUENT AD VALOREM	0.00	0.00	1,359.21	(1,359.21)	100.00
TAXES & PENALTIES	133,789.00	0.00	73,883.17	59,905.83	55.22
OTHER REVENUE					
36210 INTEREST INCOME	400.00	0.00	231.19	168.81	57.80
OTHER REVENUE	400.00	0.00	231.19	168.81	57.80
Total Dept 0000	134,189.00	0.00	74,114.36	60,074.64	55.23
Total - Function Unclassified	134,189.00	0.00	74,114.36	60,074.64	55.23
TOTAL REVENUES	134,189.00	0.00	74,114.36	60,074.64	55.23
Expenditures					
Function: Unclassified					
Dept 6510 - ECONOMIC DEVELOPMENT AUTH					
SERVICES					
43300 PROFESSIONAL SERVICES	95,000.00	2,500.00	27,663.00	67,337.00	29.12
43322 POSTAGE	0.00	0.00	16.32	(16.32)	100.00
43361 INS - GENERAL LIABILITY	150.00	(14.83)	97.34	52.66	64.89
43430 MISCELLANEOUS	5,500.00	0.00	6,307.00	(807.00)	114.67
43434 ECONOMIC INITIATIVES	30,000.00	0.00	15,000.00	15,000.00	50.00
43435 BOOKS/PAMPHLETS/DUES	5,350.00	0.00	5,350.00	0.00	100.00
SERVICES	136,000.00	2,485.17	54,433.66	81,566.34	40.02
Total Dept 6510 - ECONOMIC DEVELOPMENT AUTH	136,000.00	2,485.17	54,433.66	81,566.34	40.02
Total - Function Unclassified	136,000.00	2,485.17	54,433.66	81,566.34	40.02
TOTAL EXPENDITURES	136,000.00	2,485.17	54,433.66	81,566.34	40.02
Fund 295 - EDA FUND:					
TOTAL REVENUES	134,189.00	0.00	74,114.36	60,074.64	55.23
TOTAL EXPENDITURES	136,000.00	2,485.17	54,433.66	81,566.34	40.02
NET OF REVENUES & EXPENDITURES	(1,811.00)	(2,485.17)	19,680.70	(21,491.70)	1,086.73

To: EDA Board of Commissioners
From: Eric Charpentier, Executive Director
Date: December 29th, 2021
Re: Brainerd HRA Update

General Agency Update

The owner of Level Contracting who is the developer for Brainerd Oaks, Serene Pines and Dal Mar Estates gave an update to our Crow Wing County HRA board in December and was able to provide insight on the challenges that he is facing in the current market. The great news is that he was still pouring foundations as late as early December and has several builds going in Brainerd throughout the winter. We continue to work with him to try and identify land that is available in Brainerd for their company to build more units.

The Brainerd Area Warming Shelter opened its doors on December 3rd at 1926 S 7th St and has had several guests throughout the first month of operation. This was a great collaboration between Bridges of Hope, the City of Brainerd, Crow Wing County, and several additional entities to make this shelter a reality. As of mid-month, the shelter had already provided for 33 overnight stays for guests to 9 separate individuals. The busiest night at the shelter through mid-December was 5 individuals.

Rehab

We currently have one homeowner in the city of Brainerd that needs a new roof on their home that is utilizing the Crow Wing County Housing Trust Fund. The project is currently out for bid with bids due back in the middle of January.

Brainerd Oaks/Serene Pines/Dalmar Estates

Development	Total	# Sold to Developer	# Sold to End Buyer	For Sale	In Construction
Brainerd Oaks	81*	59	47	0	10
Serene Pines	23	16	14	0	2
Dalmar Estates	7	3	1	0	1

*Originally 83 lots, 2 have been merged/combined into a single parcel



NOW OPEN!

BRAINERD AREA WARMING SHELTER

ADULTS - 18+ ONLY

A warm, safe place to sleep

Open 8PM-8AM

Walk Ins accepted from **8-11PM**

1926 S 7th St, Brainerd



BLAEDC Activity

- BLAEDC's Annual Report, making this the first digital Annual Report in our 35 year history. The report can be viewed on BLAEDC's website, www.growbrainerdlakes.org
- **BLAEDC Unified Fund** did not hold a loan meeting during the month of December.
 - o Unified Fund updates as of 12/30/2021
 - Outstanding loan balances - \$604,755
 - Total Funds dispersed since program inception - \$1,3160,290
 - Total Loans funded - 19
 - Total Jobs created/retained – 218
 - Loans to Brainerd businesses – 7 for a total of \$469,000
- Staff continued to work in December on updating a full database of Brainerd businesses, completion of the database was the end of 2021, this activity is working to ensure that all Brainerd proper businesses are represented on this list. The list has been completed and issued to staff and EDA Board Members.
- **BLAEDC Recruitment Program** during the final week of 2021 has continued to hire individuals for Brainerd companies. Mike has completed 26 interviews and has successfully placed, 3 employees for Brainerd based companies that have begun work in December.
- **BLAEDC Youth Entrepreneur Fund** has provided 2 more small loans to businesses that were established as part of the Brainerd High School Entrepreneur Class, BLAEDC staff are working with both companies to increase their marketing efforts to make their products more available to the community. This fund has also started to work with the students in the Brainerd High School Entrepreneur class to assist with their business development. BLAEDC has been approached by school staff to assist this class with setting up an Investment Club to help the students understand investing and we work with a Brainerd based investment company and will also contribute funds for start-up out of our Entrepreneur Fund.
- BLAEDC completed the MN DEED Child Care Economic Development Grant on behalf of the Brainerd Family YMCA, for the daycare facility redevelopment for the property they currently have a purchase agreement in place in downtown Brainerd. This would be a project upon completion that will exceed \$1 million dollars and create over 80 new childcare slots. The maximum grant amount available with this grant is \$300,000. The allowable expenses for use with these grant funds include, business start-up or expansion, training, direct subsidies or incentives to retain employees, facility modification or improvements required for licensing, and assistance with licensing and other regulatory requirements. BLAEDC staff have over 60 hours of work committed to

this particular grant completion. **The Brainerd YMCA was informed and has received \$140,000 to fund their new childcare facility in Brainerd with these funds.**

- BLAEDC has entered into a contractual agreement with the North Central SBDC to be a satellite location. This contract will allow BLAEDC to work on behalf of the SBDC and have access to their resources and will also serve as an extension of their site in Brainerd. This contractual agreement allows us to add to our list of services. In 2021 BLAEDC has referred over 50 businesses to the SBDC for assistance.
- BLAEDC along with other groups in Crow Wing County have completed the Benefits Study. **Final findings will be available during the first week of January and BLAEDC staff will present the results to the Brainerd EDA.**
 - o Health Benefits Offered by Job Class (exempt, non-exempt)
 - o Wellness Programs
 - o Leave Benefits
 - o Work Schedules
 - o Employee Development
 - o Performance Management
 - o Performance Incentives
 - o Employee Engagement

The goal with this survey is to have a detailed understanding of benefits being offered in Crow Wing County. This information will allow BLAEDC to further assist our members with information on how to attract and retain employees.

- BLAEDC has been asked to administer the Child Care Assistance Grants on behalf of Crow Wing County. The application period began on Monday, November 1st and closed on Monday, December 6th. The County has allocated \$500,000 to be distributed to Start-Up or Existing childcare facilities located in Crow Wing County to apply for the grants to assist with eligible expenses as defined in the ARPA act. All applications will be considered as long as they meet the criteria provided in the guidelines. With the closing of the grant process, 29 applications were received, final determination will be made in the middle of January. **BLAEDC assisted Brainerd based providers with site reviews, identifying available properties, financial assistance, business plan writing, budget review and establishing a business plan for new start-ups. In total 11 of the 29 applicants are located inside the city limits of Brainerd, with 2 of the 11 as new start-ups.**

Respectfully Submitted:



Executive Director
BLAEDC

MEMO



TO: EDA Board of Commissioners

FROM: Jennifer Bergman, Executive Director
David Chanski, Community Development Director

DATE: December 30, 2021

RE: Consideration of Economic Development Consulting Services Proposals

Consulting Services Proposals

The EDA received 10 responses to its Request for Proposals (RFP) for Economic Development Consulting Services. All 10 proposals are attached.

A subcommittee comprised of Commissioners Johnson, O'Day and Bieser and staffed by City Administrator/EDA Executive Director Bergman and Community Development Director Chanski met on Monday, December 6 to review the proposals and make a recommendation to the full EDA Board of Commissioners. Direction was given during the December 9 Special EDA Meeting to re-refer the proposals to the subcommittee for further evaluation as the full cost breakdown from WSB was received after the initial December 6 subcommittee meeting. The subcommittee reconvened on December 15. Commissioner Johnson did not participate in this meeting due to a potential conflict of interest.

After reviewing the proposals a second time, the subcommittee is recommending the following entities for consulting services:

Service Area	Organization	Proposed Cost
Marketing	Visit Brainerd	\$35,250
Funding	*No recommendation	\$0
Property Marketing & Development	Swanson Haskamp Consulting	\$31,900
Business Retention & Recruitment	**BLAEDC	\$20,000
Business Resources, etc.	**BLAEDC	\$15,000
River to Rail Representation	No recommendation	\$0
Main Street Programming	DDBC	\$23,350
Miscellaneous	No recommendation	\$0
Total		\$125,500
EDA Administration	***City of Brainerd	\$15,000
Grand Total		\$140,500

*In 2022 we will be exploring potential programs for future funding and staff believes the funding requests could be handled internally if funds are allocated for administrative services.

** The subcommittee's preference is to select BLAEDC for these services. However, their recommendation is contingent on BLAEDC demonstrating satisfactory completion of their 2021 Shared Services Agreement with the EDA. If BLAEDC cannot demonstrate satisfactory completion of their 2021 agreement, the subcommittee was united in the recommendation that the EDA should then contract with WSB.

*** Staff believes this funding is necessary as City staff (the City Administrator, Community Development Director, Finance Director, and Administrative Specialist) will continue to provide crucial services to the EDA in 2022 including but not limited to:

- Financial management
- Meeting management
- Consultant contract management
- Other administrative functions such as development and negotiation of purchase & development agreements, guiding developers, business owners, property owners, etc. through the development and redevelopment process, etc.

The City tracked the amount of staff time spent on EDA activities in 2021 which, as of December 29, 2021, totaled \$17,320.38. This amount was determined by multiplying the number of hours spent by staff (City Administrator, Community Development Director, Finance Director and Administrative Specialist) by wage/benefits per position.

Alternative Recommendation:

If the EDA Board is not satisfied with BLAEDC's completion of the Scope of Services, the following could be considered:

Service Area	Organization	Proposed Cost
Marketing	Visit Brainerd	\$35,250
Funding	*No recommendation	\$0
Property Marketing & Development	Swanson Haskamp Consulting	\$31,900
Business Retention & Recruitment	WSB	\$19,200
Business Resources, etc.	WSB	\$13,200
River to Rail Representation	No recommendation	\$0
Main Street Programming	DDBC	\$23,350
Miscellaneous	No recommendation	\$0
Total		\$122,900
EDA Administration	City of Brainerd	\$15,000
Grand Total		\$137,900

Budgetary Impact

The Board adopted the EDA's 2022 budget on December 9, 2021 (summary attached). The EDA's 2022 levy is \$145,036. The adopted budget expenditures include \$150 for general liability insurance, \$5,350 to the Initiative Foundation, and \$139,536 for professional services.

Should the EDA accept the subcommittee's primary recommendation, this will result in a budget *deficit* of approximately \$504. In this scenario, the Board will need to amend the EDA's 2022 budget to include the use of fund balance to cover the estimated budget deficit. Finance Director Hillman estimates that the EDA will have a fund balance of \$73,250 as of December 31, 2021.

Adoption of the alternative recommendation will require no budgetary amendment and will result in a budget *surplus* of approximately \$2,096.

Direction

- 1) Authorize staff to negotiate agreements for services with the entities selected to be brought back to the EDA for approval (each consultant should be selected by a separate motion):
 - Visit Brainerd for marketing services at a cost not to exceed \$35,250.
 - Swanson Haskamp Consulting for property marketing and development services at a cost not to exceed \$31,900.
 - Destination Downtown Business Coalition for main street programming services at a cost not to exceed \$23,350.
 - BLAEDC for business retention and recruitment, and business resources, support, and program development services at a cost not to exceed \$35,000 OR WSB for funding, business retention and recruitment, and business resources, support, and program development services at a cost not to exceed \$32,400.
 - City of Brainerd for administrative support services at a cost not to exceed \$15,000.
- 2) Authorize staff to amend the 2022 budget to adjust the professional services line item to correspond with the accepted proposals for economic development consulting services and to include the use of fund balance to cover the estimated budgetary deficit that may be incurred by contracting for economic development consulting services.

EDA Fund

	2020			2021	2022	
	Budget	Actual	Budget	Budget	Difference	
Revenues						
Taxes & Penalties						
31010	Current Ad Volorem **	127,817	126,507	133,789	145,036	11,247
31020	Delinquent Current Ad Volorem	-	2,574	-	-	-
		127,817	129,082	133,789	145,036	11,247
Other Revenue						
34102	Developer Application Fee	-	1,000	-	-	-
36210	Interest Income	250	604	400	460	60
39200	Sale of Land	-	-	-	-	-
		250	1,604	400	460	60
TOTAL REVENUE		128,067	130,686	134,189	145,496	11,307
Services						
-3300	Professional Services				139,536	139,536
	City	32,500	32,500	30,000	-	(30,000)
	BLAEDC	78,500	78,500	60,000	-	(60,000)
	Legal/Municipal Advisors	5,000	300	5,000	-	(5,000)
-3361	Ins. General Lib	100	141	150	150	-
-3430	Miscellaneous	5,500	-	500	-	(500)
	Strategic Planning					
	Marketing			5,000	-	5,000
	Training/Events/Conferences					
-3434	Economic Initiatives	-		30,000	-	(30,000)
-3435	Memberships *	5,350	5,350	5,350	5,350	-
		126,950	116,790	136,000	145,036	9,036
-7720	Transfers Out	-	-			
TOTAL EXPENDITURES		126,950	116,790	136,000	145,036	9,036
NET REVENUE OVER EXPEND.		1,117	13,895	(1,811)	460	2,271

Fund Balance

73,250

Estimated 12/31/21

** Max allowed by state statute

* Initiative Foundation

Employee Hours Worked Report
Hours worked from 1/1/2021 - 12/20/2021, and Logged so far for 12/21-12/29/21

Employee ID	Name	Regular Hours	OT Hours	Loaded Hourly Rate	
0107	BERGMAN, JENNIFER H	73.50	0.00	89.32	6,565.02
0403	HILLMAN, CONNIE L	15.75	0.00	81.01	1,275.91
0410	GAGE, TONI M	10.00	0.00	37.69	376.90
4582	CHANSKI, DAVID C	129.50	0.00	70.29	9,102.56
Grand Totals:		228.75	0.00		17,320.38



Dear City of Brainerd Economic Development Authority (EDA),

Thank you for the opportunity to apply for the 2022 City of Brainerd EDA RFP. The Brainerd Lakes Area Economic Development Corporation (BLAEDC) is cognizant of the effort it takes to review applications and make a selection like this, so we appreciate your time reviewing our submissions.

BLAEDC is a private non-profit 501c3 organization with a mission to expand business, build community, and grow jobs in Crow Wing County, including the City of Brainerd, and is funded by local units of government, businesses, community leaders, and individuals who believe that together we create our own destiny and make a difference in our community.

We believe that BLAEDC can meet all of the requirements detailed in your RFP related to the Scope of Services for:

2. Funding,
3. Property Marketing and Development,
4. Business Retention and Recruitment,
5. Business Resources, Support, and Program Development, and
6. River to Rail Representation.

BLAEDC has reviewed the Brainerd EDA's goals and priorities for 2022 and are confident that we can work side-by-side with the EDA to successfully support those goals.

We understand the importance for the Brainerd EDA to work with trusted, experienced organizations and find solutions and strategies that further the Brainerd EDA's mission to: Make Brainerd an attractive and vibrant business community by providing economic support through programs, marketing, development, and redevelopment. BLAEDC believes the best way to serve Brainerd would be an all-inclusive approach – serving the Brainerd EDA in all five Scopes requested.

Therefore, BLAEDC is requesting an overall consulting service fee of \$80,000 to perform the services listed in the above five (5) Scopes of Services. However, recognizing that the EDA will be reviewing each Scope separately, we have broken down the consulting fee per Scope in the attached RFPs.

We look forward to the opportunity to discuss our proposals further with the EDA. We appreciate your consideration and wish you luck on your selection.

Thank you,

Tyler Glynn
BLAEDC Executive Director

**Brainerd Lakes Area Economic
Development Corporation**

224 West Washington
Street Brainerd, MN 56401

growbrainerdlakes.org (218) 828-0096



City of Brainerd EDA RFP
SCOPE #2 – FUNDING

1. A narrative describing the proposer's understanding of the request scope of services.

The Brainerd Lakes Area Economic Development Corporation (BLAEDC) believes in the Brainerd Lakes Area as a great place to live, work, and play, and we're here to support the economic vitality of our communities. We do so through traditional development efforts and innovative lending, recruiting, and other programs for businesses looking to move to, expand, or remain in our region. Our culture of innovation, optimism, and service reflects our values, and we're personally invested in this work because this is our home.

BLAEDC staff has been providing Economic Development services for the City of Brainerd since BLAEDC's inception in 1987. BLAEDC has been working off a shared services agreement with the city since 2019, which asked BLAEDC to lead the Economic Development initiatives as described by city staff and approved by the Brainerd EDA. The experience of the BLAEDC staff and its Board of Directors provides our organization with the knowledge and expertise to fully understand the scope of services we have applied to provide in this RFP for the Brainerd EDA.

As a response to the Brainerd EDA's RFP related to Funding, BLAEDC currently manages over \$450,000 of funds from the City of Brainerd that are located inside our Unified Fund, a fund that was created in 2017, in total, 4 loans have been funded inside the city limits of Brainerd. An example of 1 loan that is funded through the Unified Fund takes an average of 40-60 hours of staff time to complete and fund. Each loan also requires, monthly and annual reporting to the participating entities and the State of Minnesota.

BLAEDC also has the expertise to apply for grants from MN DEED which in the past, has resulted in MIF grants to assist Brainerd business growth and created the Brainerd Revolving Loan Fund. BLAEDC staff will also prepare and submit grant applications for Brainerd businesses that need assistance and funding to grow and expand their business at no cost to the business or non-profit.

BLAEDC also has assisted the City of Brainerd and County with creating, managing, and administering Economic Assistance grants over the last 24 months and will continue to do so, based on the needs of the community.

2. Identification of the principal staff and team members that will be providing services, their role, and their experience, training, qualifications, and availability.

The Brainerd Lakes Area Economic Development Corp. (BLAEDC) is a private non-profit organization staffed by four economic development professionals. These four professionals will serve the Brainerd EDA, along with all of Crow Wing County in an effort to strengthen the economic vitality of the area.

Tyler Glynn - Tyler has been the Executive Director for BLAEDC since 2020. He was hired in 2017 to lead BLAEDC's new initiative, the BLAEDC Unified Fund, as the Economic Development Officer. He took the lead with daily economic development activities and BLAEDC's Business Retention and Expansion Program, which brought him face to face with the business leaders in Crow Wing County. Before moving to the Brainerd area in 2015, Tyler spent 20 plus years working in marketing, sales and commercial banking. Tyler has a bachelor's degree from Hamline University where he majored in Economics. Tyler serves on the United Way board.

Mike Bjerkness - Mike has been the Workforce Director for BLAEDC since 2016, working with businesses in the Brainerd Lakes area to conduct workforce trainings and offer executive level recruitment. As a lifelong Brainerd resident Mike is engrained into the community in several capacities. Mike is a graduate of the Lakes Area Leadership Group, Past President of LANG, Past Chair of the Brainerd Lakes Chamber Ambassador Committee, currently serves on the Brainerd YMCA board, Smiles for Jake board, Brainerd Noon Rotary's current International Committee Chair, CLC Foundation board, CLC Business Education/IT Committee and a member of several workforce related alliances.

Alison Medeck - Alison was hired in 2020 as the Special Initiatives Director at BLAEDC. Her diverse professional experience and training brings a new perspective to our organization. She led our rebranding process in 2021 and continues to develop and implement other special initiatives that support our mission of expanding business, building community, and growing jobs in Crow Wing County. Alison has a master's degree in Counseling Psychology. Along with over 15 years in the education and counseling field, Alison also brings experience in small business, social media marketing, and professional development training. As an active community member, Alison volunteers at the Gull Lake Sailing School/Gull Lake Yacht Club as well as serves as a board member for two local organizations: School Counseling Advisory Board for Forestview Middle School and the Innovative Schools Project Board (Sourcewell).

Megan Rehbein - Megan Rehbein has been the Office Administrator at BLAEDC since 2014, managing the day-to-day operations of the organization and providing support to the Executive Director and staff through grant writing, marketing, meeting coordination, website maintenance and communications, among other things.

In addition to the principal staff, BLAEDC is governed by a Board of Directors that directs BLAEDC's activities and oversees its budget, goals, and mission. These nine BLAEDC Board members are comprised of business and community leaders in Crow Wing County. BLAEDC prides itself on a board that not only cares about the economic vitality of Crow Wing County but also live and works within the many communities throughout the county to provide a diverse understanding of our entire area. BLAEDC also collaborates with approximately 30 Executive Level volunteers throughout the county, utilizing their specialized expertise to provide guidance to our businesses or programs in need.

3. Experience working in economic development, marketing, funding acquisition and management, businesses development, and with public agencies.

BLAEDC is a private non-profit 501c3 organization with a mission to expand business, build community, and grow jobs in Crow Wing County by collaborating with local units of government, businesses, community leaders, and individuals. BLAEDC has served Crow Wing County since the mid 1980's offering a variety of free, confidential consulting services to individuals and businesses looking to start, expand, or locate a company in the Brainerd Lakes Area. BLAEDC serves the area by:

- Finding appropriate site locations,
- Locating financial support by identifying specialized programs and determining eligibility for local, regional, state and federal programs,
- Obtaining technical assistance for business planning,
- Sharing area information,
- Connecting to local governmental resources and their processes, and
- Promoting and marketing the region.

BLAEDC actively markets Crow Wing County as Greater Minnesota's premier business location. By establishing relationships and developing networks, BLAEDC leads initiatives with economic development strategies and related action plans for the area, collaborates to

strategically promote and market the Brainerd Lakes Area through our vast network of partners, and identifies unique opportunities to grow our area.

BLAEDC is a member of the Economic Development Association of MN (EDAM), the Minnesota Association of Professional County Economic Developers (MAPCED), the MN Marketing Partnership, the MN Council of Nonprofits, the EDO Pros – the Region 5 economic development professionals group, and the International Economic Development Council (IEDC) and regularly attends meetings and conferences throughout the year to remain up to date on the latest news related to the economic health of our local, regional, state and federal communities. BLAEDC is also an active partner with the local Small Business Development Center (SBDC), the Initiative Foundation, the BLANDIN Foundation, the Brainerd Lakes Area Community Foundation, Sourcewell and a member of the Brainerd, Nisswa, and Cuyuna Chambers.

4. Detailed proposed work plan and approach to the selected services areas.

As a response to the Brainerd EDA's RFP related to Funding, BLAEDC will:

- Continue to manage over \$450,000 of funds from the City of Brainerd that are located inside our Unified Fund. Each loan requires an average of 40-60 hours of staff time to complete and fund, and monthly and annual reporting to the participating entities and the State of Minnesota.
- Apply for grants from MN DEED, which in the past, has resulted in MIF grants to assist Brainerd business growth and created the Brainerd Revolving Loan Fund. BLAEDC staff will also prepare and submit grant applications for Brainerd businesses that need assistance and funding to grow and expand their business at no cost to the business or non-profit.
- Assist the City of Brainerd and County with creating, managing, and administering Economic Assistance grants over the last 24 months and will continue to do so, based on the needs of the community.
- Monitor and manage funding opportunities through our expansive memberships and partnerships with local, regional, state, and federal organizations.

BLAEDC will also continue to communicate with the Brainerd EDA on a monthly basis to assess progress, prioritize the EDA's goals and redirect focus if appropriate and possible within the ability and resources BLAEDC has to offer.

5. Summarize the anticipated involvement from the EDA Board and City of Brainerd staff.

BLAEDC would anticipate direct access to city staff and the EDA board to advise and assist with ongoing activities. City of Brainerd staff will attend our monthly BLAEDC board meetings. Brainerd representative, Tiffany Stenglein currently serves on the BLAEDC Unified Fund Board.

6. Estimated fees for providing services, separated out between each services area of service.

BLAEDC's estimated consulting fee for Funding is \$20,000.

7. Past performance of key team members and firm to deliver quality work within the time constraints and budget.

BLAEDC operates on a calendar year with a limited budget less than \$500,000 and still continues to serve the entire county of Crow Wing through a variety of ventures. BLAEDC's board holds the BLAEDC staff accountable for the annual goals set and continually monitors the completion of those goals within time constraints and budget. BLAEDC also serves many of the communities in Crow Wing County that also set their own time constraints and budgets, and BLAEDC strives to meet those needs accordingly.

In Brainerd alone, through locating financial support, obtaining technical assistance for business planning, connecting to local governmental resources and their processes, and promoting and marketing the region, BLAEDC has assisted:

- Purple Fern
- Brainerd Distilling Company
- Boat Manufacturer
- Brainerd Hotel
- River to Rail
- Creating and Distributing Video
- Maintaining a BNSF Relationship
- Coordinating and Hosting a Community Event
- Drafting an Incentive Plan with the EDA
- Collaborating with businesses within the River to Rail corridor
- Brainerd Shovel Ready Site – Application Re-certification completion
- Luminary Fern
- Blue Ox/The Sage Project
- Downtown Business Competition Assistance (Exec's Coaching/Financial Asst. - Going into Business Class)
- Opportunity Zone Application & Designation – Brainerd obtained 2 tracts for Opp. Zone investments
- Fed Ex – Total Value \$1,795,800, estimated tax \$62,067/year
- Bang Printing
- Stern Companies
- Royal Tire – Total Value \$521,000, estimated tax \$17,363/year
- Bruce Isebrand Industrial Property Tenants - BTD
- CTC Tech Services “Cool and Connected” Grant for Brainerd
- NP Center
- Pueringer Downtown Brainerd Project
- Franklin Art Center Enhancement Project
- Green Forest Recycling – Financing assistance and expansion
- Brainerd Industrial Center Vehicle Recall Project
- BIC Developer and Tenant Support:
- Mann Lake
- Lexington Manufacturing

BUF Program: Management of \$3.52 million lending pool

- 4 Brainerd projects funded through the BLAEDC Unified Fund to date:
- Green Forest Recycling
- Brainerd Distilling Company
- WRD Holdings
- Greenheck Autoglass

Key Recruitment Program:

- Direct Hires of Key Talent for Brainerd Companies:
- Lexington
- Stern Companies
- CTC
- Essentia Health

- B Johnson and Associates
- Northland Arboretum

BLAEDC can also provide a more in-depth description of some of the projects we've been involved in throughout the years, to give a better idea of how thorough our organization is:

Dennis Drummond Wine Co., South of Brainerd, corner of Hwy 25 and Thiesse Road

This multi-million-dollar project includes a wine making operation, a beautiful event center, a bistro and a tasting room on five acres south of Brainerd. In 2009, Sheila Haverkamp met Jody Drummond during a Rotary lunch meeting and was casually visiting with her about her family. Jody shared that her husband traveled to a winery in Wisconsin every week for work and returned on weekends to be with the family. Sheila asked if they had ever contemplated a winery in the Brainerd Lakes Area. Jody and Dennis claim that is what started a nearly 10-year journey to the Dennis Drummond Wine Co (DDWCo).

BLAEDC's role in this project has been extensive and involved a wide range of support and technical assistance including:

- Planting the seed to consider a winery in our community,
- Arranging and attending many business planning sessions with the SBDC,
- Financially supporting professional marketing services for the project,
- Identifying and supporting the exploration of many sites and existing facilities,
- Researching economic development financing options to support the project,
- Introducing local lenders to the project and presenting the business plan for loan consideration,
- Identifying potential investors and alternative paths for the project during financing delays,
- Coaching and mentoring the Drummonds on local government processes,
- Sharing names and contact information for multiple gatherings and purposes,
- Engaging and supporting a news story and news coverage for the project, and
- Emotionally supporting the Drummonds during the many highs and lows of this project.

Although this project is ten years in the making, BLAEDC considers this project a success story of 2016, as the pieces fell in place to start construction and the business opened in early 2017. For BLAEDC board and staff, this development represents the long-term commitment to a project. Projects are often a commitment to people, relationships, and a vision that will result in something good for our community.

This project offers so many benefits for our community:

- Jobs (13),
- Investment (approx. \$3 million),
- Tax base (est. \$44,500/yr.)
- A venue for tourists,
- A wedding and event destination, and
- A catalyst for others to consider investment in south Brainerd.

The Hotel Property, South Brainerd, Business 371

Years ago, many of us enjoyed the vibrant hotel in south Brainerd with family who were staying there while visiting the area, celebrating birthday parties at the swimming pool, or attending events in the meeting rooms, but since it's closing in 2006, we wonder what will become of this property.

BLAEDC worked on 7 different opportunities where private companies or individuals were exploring acquisition and redevelopment of the property. Project visions include a revitalized

hotel, housing units, an assisted living care facility, and a school to name a few. While some prospects have only seriously inquired about the space, other projects have come close to closing. Due to various challenges, the property has not been sold yet, but BLAEDC stands ready to support all projects and provide support in any way necessary. BLAEDC's small staff of have spent countless hours on these 7 prospects. Although we are not always successful, long-term relationships and future opportunities are developed with each person we connect with. BLAEDC's role with these 7 prospects has varied, but has included:

- Welcoming prospects to our community,
- Providing community and demographic information, and promoting the City of Brainerd,
- Sharing information about the other projects occurring in the area that could support the redevelopment of this site - DDWCo and NP Event Center,
- Researching and quantifying various economic development financing options including tax increment financing,
- Coordinating meetings with local stakeholders including Brainerd Community Leaders and Brainerd Public Utilities,
- Supporting business planning efforts,
- Identifying local lenders to support their individual projects,
- Developing a relationship with the property owner and their representatives, as well as each of the prospects, and
- Exploring in great depth creative financing alternatives to assist with financial viability.

The Brainerd Industrial Center, North Brainerd, Hwy 25

For many years, this important property has been a priority for BLAEDC. It has a fascinating history and its future is just as captivating. This great asset is an economic development driver for the entire area, with:

- 600,000 SF of space
- 71 acres of land
- Rail access
- 12 loading docks
- 20 overhead cranes
- 3,800 feet of river frontage
- and many more amenities.

Several prospects explored this site following Wausau's decision to close the plant indefinitely. BLAEDC played a significant role in the months and years following the closure.

BLAEDC's role with the current owner began when Mike Higgins and his team were considering the property on a very short timeline. Immediately, the BLAEDC team became part of Mike's team in supporting him as he vetted the opportunity. We built a partnership and helped bring numerous prospects to the facility for consideration.

BLAEDC's role with Mr. Mike Higgins, the current owner of the Brainerd Industrial Center (B.I.C.), has included:

- Welcoming him to our community,
- Making introductions to community, business and city leaders,
- Highlighting the property on his behalf to our economic development partners such as Minn. Power and MNDEED,
- Connecting him with potential tenants such as Mann Lake,
- Coordinating strategic marketing and fundraising for an 8-page insert into MN's Business Climate Publication (which is sent to key site location consultants and companies across the US and distributed at trade shows),
- Highlighting the property on BLAEDC's website,

- Sharing our marketing materials with B.I.C. to support their attraction strategies (BLAEDC has provided our video, brochures, Brainerd Bound books, gift packages and marketing materials specific to each prospect),
- Identifying economic development resources for individual prospects,
- Participating in the MNDEED's Site Selector's Visit to MN, and bringing enhanced awareness to B.I.C.'s facility,
- Hosting and coordinating a MN Real Estate Journal Brainerd Lakes Area Summit in our community to showcase the area's opportunities for business & industry, and
- Creating an expedited path, if needed, to tap into the BLAEDC Unified Fund to support a key prospect for the property.

It is our hope that the facility will attain full capacity and provide a great home to many businesses.

8. Any other specific experience, knowledge, or abilities that uniquely qualify your firm and team for providing the selected services.

BLAEDC is governed by a Board of Directors that directs BLAEDC's activities and oversees its budget, goals, and mission. These nine BLAEDC Board members are comprised of business and community leaders in Crow Wing County. BLAEDC prides itself on a board that not only cares about the economic vitality of Crow Wing County but also live and works within the many communities throughout the county to provide a diverse understanding of our entire area. BLAEDC also collaborates with approximately 30 Executive Level volunteers throughout the county, utilizing their specialized expertise to provide guidance to our businesses or programs in need.

Mike Dillon, President, Lexington Manufacturing
BLAEDC 2022 Board President

Jim Haakonson, Principal, CliftonLarsonAllen, CPA
BLAEDC 2022 Board Vice President

Julie Anderholm, Owner, Anderholm Consulting
BLAEDC 2022 Secretary/Treasurer

Mike Larson, Senior Vice President of Operations, Essentia Health
Past Board President (2021)

Tom Haglin, Owner and President, Lindar Corp; Owner and CEO, Avantech; Owner and CEO, Tri-Ven
Past Board President

Janelle Riley, Co-Owner and President, Syvantis Technologies, Inc.
Past Board President

Karlo Georges, CEO of Pequot Tool and Mfg., Inc.
Past Board President

Terry McFarlin, President and CEO, Anderson Brothers Construction

John Ohlin, President and CEO of Deerwood Bank



City of Brainerd EDA RFP
SCOPE #3 – PROPERTY MARKETING AND DEVELOPMENT

1. A narrative describing the proposer's understanding of the request scope of services.

The Brainerd Lakes Area Economic Development Corporation (BLAEDC) believes in the Brainerd Lakes Area as a great place to live, work, and play, and we're here to support the economic vitality of our communities. We do so through traditional development efforts and innovative lending, recruiting, and other programs for businesses looking to move to, expand, or remain in our region. Our culture of innovation, optimism, and service reflects our values, and we're personally invested in this work because this is our home.

BLAEDC staff has been providing Economic Development services for the City of Brainerd since BLAEDC's inception in 1987. BLAEDC has been working off a shared services agreement with the city since 2019, which asked BLAEDC to lead the Economic Development initiatives as described by city staff and approved by the Brainerd EDA. The experience of the BLAEDC staff and its Board of Directors provides our organization with the knowledge and expertise to fully understand the scope of services we have applied to provide in this RFP for the Brainerd EDA.

As a response to the Brainerd EDA's RFP related to Property Marketing and Development, BLAEDC agrees to:

- Continue to stay up to date on Opportunity Zone designation and requirements and market the areas to prospective businesses. In 2018, the City of Brainerd received two (2) State-designated Opportunity Zone tracts, as part of the 128 Opportunity Zone designations in the State of Minnesota. BLAEDC completed the application process with the assistance of local and county leadership. BLAEDC staff will continue to educate and promote the Brainerd Opportunity Zones to potential investors and developers. Opportunity Zone designations were part of the 2017 Federal Tax Cut and Jobs Act to encourage long-term investments in low-income and urban communities nationwide.
- Market available leased or purchased properties by listing on the BLAEDC website. BLAEDC manages Facebook, Twitter, and LinkedIn social media accounts and is able to market Brainerd as a premier location for business and workforce. Over the past year, BLAEDC has become more active on social media, developing a larger network and reach while driving more traffic to the BLAEDC website. Social media provides an extra outlet for BLAEDC to publish news, area updates, as well as offering a highly accessible way to interact with the Brainerd Lakes Area community, local businesses and connect with those interested in learning more about BLAEDC/available resources.
 - Facebook – current network: 671 likes/746 followers, 21 new likes in the last month, and overall 44% increase in the last year;
 - Twitter – 510 followers
 - LinkedIn – created in 2020; 240 followers, with 11 new followers organically in the past 30 days.

In addition, the BLAEDC website was recently updated to improve the user experience. It provides prospects and local businesses with information about the area, local statistics and workforce demographics, financing opportunities, current infrastructure, and transportation availability among other things. Over the past year BLAEDC has seen an increase of traffic and website users by 33.9% with 9.6K users noting over 13K sessions, an increase of over 40%. BLAEDC also maintains a Constant Contact account

with over 1340 subscribers that is used to share local information, funding opportunities, success stories and available properties through e-mail newsletters.

- Provide and maintain the Shovel Ready site information for the city and the State of Minnesota, which exists on the MN DEED website and details the site details and contact information

2. Identification of the principal staff and team members that will be providing services, their role, and their experience, training, qualifications, and availability.

The Brainerd Lakes Area Economic Development Corp. (BLAEDC) is a private non-profit organization staffed by four economic development professionals. These four professionals will serve the Brainerd EDA, along with all of Crow Wing County in an effort to strengthen the economic vitality of the area.

Tyler Glynn - Tyler has been the Executive Director for BLAEDC since 2020. He was hired in 2017 to lead BLAEDC's new initiative, the BLAEDC Unified Fund, as the Economic Development Officer. He took the lead with daily economic development activities and BLAEDC's Business Retention and Expansion Program, which brought him face to face with the business leaders in Crow Wing County. Before moving to the Brainerd area in 2015, Tyler spent 20 plus years working in marketing, sales and commercial banking. Tyler has a bachelor's degree from Hamline University where he majored in Economics. Tyler serves on the United Way board.

Mike Bjerkness - Mike was hired as the Workforce Director for BLAEDC in 2016, coming into the organization with over 10 years' experience in workforce and recruitment. As Workforce Director, he works with businesses in the Brainerd Lakes area to conduct workforce trainings and offer executive level recruitment. With Mike's role and expertise, he continues to have a pulse on our local workforce trends and how that compares to other regions and nationally. As a lifelong Brainerd resident Mike is engrained into the community in several capacities. Mike is a graduate of the Lakes Area Leadership Group, Past President of LANG, Past Chair of the Brainerd Lakes Chamber Ambassador Committee, currently serves on the Brainerd YMCA board, Smiles for Jake board, Brainerd Noon Rotary's current International Committee Chair, CLC Foundation board, CLC Business Education/IT Committee and a member of several workforce related alliances.

Alison Medeck - Alison was hired in 2020 as the Special Initiatives Director at BLAEDC. Her diverse professional experience and training brings a new perspective to our organization. She led our rebranding process in 2021 and continues to develop and implement other special initiatives that support our mission of expanding business, building community, and growing jobs in Crow Wing County. Alison has a master's degree in Counseling Psychology. Along with over 15 years in the education and counseling field, Alison also brings experience in small business, social media marketing, and professional development training. As an active community member, Alison volunteers at the Gull Lake Sailing School/Gull Lake Yacht Club as well as serves as a board member for two local organizations: School Counseling Advisory Board for Forestview Middle School and the Innovative Schools Project Board (Sourcewell).

Megan Rehbein - Megan Rehbein has been the Office Administrator at BLAEDC since 2014, managing the day-to-day operations of the organization and providing support to the Executive Director and staff through grant writing, marketing, meeting coordination, website maintenance and communications, among other things.

In addition to the principal staff, BLAEDC is governed by a Board of Directors that directs BLAEDC's activities and oversees its budget, goals, and mission. These nine BLAEDC Board members are comprised of business and community leaders in Crow Wing County. BLAEDC prides itself on a board that not only cares about the economic vitality of Crow Wing County but also live and works within the many communities throughout the county to provide a diverse

understanding of our entire area. BLAEDC also collaborates with approximately 30 Executive Level volunteers throughout the county, utilizing their specialized expertise to provide guidance to our businesses or programs in need.

3. Experience working in economic development, marketing, funding acquisition and management, businesses development, and with public agencies.

BLAEDC is a private non-profit 501c3 organization with a mission to expand business, build community, and grow jobs in Crow Wing County by collaborating with local units of government, businesses, community leaders, and individuals. BLAEDC has served Crow Wing County since the mid 1980's offering a variety of free, confidential consulting services to individuals and businesses looking to start, expand, or locate a company in the Brainerd Lakes Area. BLAEDC serves the area by:

- Finding appropriate site locations,
- Locating financial support by identifying specialized programs and determining eligibility for local, regional, state and federal programs,
- Obtaining technical assistance for business planning,
- Sharing area information,
- Connecting to local governmental resources and their processes, and
- Promoting and marketing the region.

BLAEDC actively markets Crow Wing County as Greater Minnesota's premier business location. By establishing relationships and developing networks, BLAEDC leads initiatives with economic development strategies and related action plans for the area, collaborates to strategically promote and market the Brainerd Lakes Area through our vast network of partners, and identifies unique opportunities to grow our area.

BLAEDC is a member of the Economic Development Association of MN (EDAM), the Minnesota Association of Professional County Economic Developers (MAPCED), the MN Marketing Partnership, the MN Council of Nonprofits, the EDO Pros – the Region 5 economic development professionals group, and the International Economic Development Council (IEDC) and regularly attends meetings and conferences throughout the year to remain up to date on the latest news related to the economic health of our local, regional, state and federal communities. BLAEDC is also an active partner with the local Small Business Development Center (SBDC), the Initiative Foundation, the BLANDIN Foundation, the Brainerd Lakes Area Community Foundation, Sourcewell and a member of the Brainerd, Nisswa, and Cuyuna Chambers.

4. Detailed proposed work plan and approach to the selected services areas.

As a response to the Brainerd EDA's RFP related to Business Retention and Recruitment, BLAEDC agrees to:

- Continue to stay up to date on Opportunity Zone designation and requirements and market the areas to prospective businesses. In 2018, the City of Brainerd received two (2) State-designated Opportunity Zone tracts, as part of the 128 Opportunity Zone designations in the State of Minnesota. BLAEDC completed the application process with the assistance of local and county leadership. BLAEDC staff will continue to educate and promote the Brainerd Opportunity Zones to potential investors and developers. Opportunity Zone designations were part of the 2017 Federal Tax Cut and Jobs Act to encourage long-term investments in low-income and urban communities nationwide.
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- Provide and maintain the Shovel Ready site information through state reporting for the city and the State of Minnesota, which exists on the MN DEED website and specifies the site details and contact information.

BLAEDC will also continue to communicate with the Brainerd EDA on a monthly basis to assess progress, prioritize the EDA's goals and redirect focus if appropriate and possible within the ability and resources BLAEDC has to offer.

5. Summarize the anticipated involvement from the EDA Board and City of Brainerd staff.

BLAEDC would anticipate direct access to city staff and the EDA board to advise and assist with ongoing activities. City of Brainerd staff will attend our monthly BLAEDC board meetings. BLAEDC'S website and social media platforms would be available to be used for marketing properties as well as any other information supporting Brainerd EDA goals. If the EDA/City of Brainerd have specific goals/information they want shared, this can be communicated to BLAEDC and content can be created and distributed, if appropriate, on our platforms.

6. Estimated fees for providing services, separated out between each services area of service.

BLAEDC's estimated consulting fee for Property Marketing and Development is \$15,000.

7. Past performance of key team members and firm to deliver quality work within the time constraints and budget.

BLAEDC operates on a calendar year with a limited budget less than \$500,000 and still continues to serve the entire county of Crow Wing through a variety of ventures. BLAEDC's board holds the BLAEDC staff accountable for the annual goals set and continually monitors the completion of those goals within time constraints and budget. BLAEDC also serves many of the communities in Crow Wing County that also set their own time constraints and budgets, and BLAEDC strives to meet those needs accordingly.

In Brainerd alone, through locating financial support, obtaining technical assistance for business planning, connecting to local governmental resources and their processes, and promoting and marketing the region, BLAEDC has assisted:

- Purple Fern
- Brainerd Distilling Company

- Boat Manufacturer
- Brainerd Hotel
- River to Rail
- Creating and Distributing Video
- Maintaining a BNSF Relationship
- Coordinating and Hosting a Community Event
- Drafting an Incentive Plan with the EDA
- Collaborating with businesses within the River to Rail corridor
- Brainerd Shovel Ready Site – Application Re-certification completion
- Luminary Fern
- Blue Ox/The Sage Project
- Downtown Business Competition Assistance (Exec's Coaching/Financial Asst. - Going into Business Class)
- Opportunity Zone Application & Designation – Brainerd obtained 2 tracts for Opp. Zone investments
- Fed Ex – Total Value \$1,795,800, estimated tax \$62,067/year
- Bang Printing
- Stern Companies
- Royal Tire – Total Value \$521,000, estimated tax \$17,363/year
- Bruce Isebrand Industrial Property Tenants - BTD
- CTC Tech Services “Cool and Connected” Grant for Brainerd
- NP Center
- Pueringer Downtown Brainerd Project
- Franklin Art Center Enhancement Project
- Green Forest Recycling – Financing assistance and expansion
- Brainerd Industrial Center Vehicle Recall Project
- BIC Developer and Tenant Support:
- Mann Lake
- Lexington Manufacturing

BUF Program: Management of \$3.52 million lending pool

- 4 Brainerd projects funded through the BLAEDC Unified Fund to date:
- Green Forest Recycling
- Brainerd Distilling Company
- WRD Holdings
- Greenheck Autoglass

Key Recruitment Program:

- Direct Hires of Key Talent for Brainerd Companies:
- Lexington
- Stern Companies
- CTC
- Essentia Health
- B Johnson and Associates
- Northland Arboretum

BLAEDC can also provide a more in-depth description of some of the projects we've been involved in throughout the years, to give a better idea of how thorough our organization is:

Dennis Drummond Wine Co., South of Brainerd, corner of Hwy 25 and Thiesse Road

This multi-million-dollar project includes a wine making operation, a beautiful event center, a bistro and a tasting room on five acres south of Brainerd. In 2009, Sheila Haverkamp met Jody Drummond during a Rotary lunch meeting and was casually visiting with her about her family. Jody shared that her husband traveled to a winery in Wisconsin every week for work and returned on weekends to be with the family. Sheila asked if they had ever contemplated a winery in the Brainerd Lakes Area. Jody and Dennis claim that is what started a nearly 10-year journey to the Dennis Drummond Wine Co (DDWCo).

BLAEDC's role in this project has been extensive and involved a wide range of support and technical assistance including:

- Planting the seed to consider a winery in our community,
- Arranging and attending many business planning sessions with the SBDC,
- Financially supporting professional marketing services for the project,
- Identifying and supporting the exploration of many sites and existing facilities,
- Researching economic development financing options to support the project,
- Introducing local lenders to the project and presenting the business plan for loan consideration,
- Identifying potential investors and alternative paths for the project during financing delays,
- Coaching and mentoring the Drummonds on local government processes,
- Sharing names and contact information for multiple gatherings and purposes,
- Engaging and supporting a news story and news coverage for the project, and
- Emotionally supporting the Drummonds during the many highs and lows of this project.

Although this project is ten years in the making, BLAEDC considers this project a success story of 2016, as the pieces fell in place to start construction and the business opened in early 2017. For BLAEDC board and staff, this development represents the long-term commitment to a project. Projects are often a commitment to people, relationships, and a vision that will result in something good for our community.

This project offers so many benefits for our community:

- Jobs (13),
- Investment (approx. \$3 million),
- Tax base (est. \$44,500/yr.)
- A venue for tourists,
- A wedding and event destination, and
- A catalyst for others to consider investment in south Brainerd.

The Hotel Property, South Brainerd, Business 371

Years ago, many of us enjoyed the vibrant hotel in south Brainerd with family who were staying there while visiting the area, celebrating birthday parties at the swimming pool, or attending events in the meeting rooms, but since it's closing in 2006, we wonder what will become of this property.

BLAEDC worked on 7 different opportunities where private companies or individuals were exploring acquisition and redevelopment of the property. Project visions include a revitalized hotel, housing units, an assisted living care facility, and a school to name a few. While some prospects have only seriously inquired about the space, other projects have come close to closing. Due to various challenges, the property has not been sold yet, but BLAEDC stands ready to support all projects and provide support in any way necessary. BLAEDC's small staff of have spent countless hours on these 7 prospects. Although we are not always successful, long-term relationships and future opportunities are developed with each person we connect with.

BLAEDC's role with these 7 prospects has varied, but has included:

- Welcoming prospects to our community,
- Providing community and demographic information, and promoting the City of Brainerd,
- Sharing information about the other projects occurring in the area that could support the redevelopment of this site - DDWCo and NP Event Center,
- Researching and quantifying various economic development financing options including tax increment financing,
- Coordinating meetings with local stakeholders including Brainerd Community Leaders and Brainerd Public Utilities,
- Supporting business planning efforts,
- Identifying local lenders to support their individual projects,
- Developing a relationship with the property owner and their representatives, as well as each of the prospects, and
- Exploring in great depth creative financing alternatives to assist with financial viability.

The Brainerd Industrial Center, North Brainerd, Hwy 25

For many years, this important property has been a priority for BLAEDC. It has a fascinating history and its future is just as captivating. This great asset is an economic development driver for the entire area, with:

- 600,000 SF of space
- 71 acres of land
- Rail access
- 12 loading docks
- 20 overhead cranes
- 3,800 feet of river frontage
- and many more amenities.

Several prospects explored this site following Wausau's decision to close the plant indefinitely. BLAEDC played a significant role in the months and years following the closure.

BLAEDC's role with the current owner began when Mike Higgins and his team were considering the property on a very short timeline. Immediately, the BLAEDC team became part of Mike's team in supporting him as he vetted the opportunity. We built a partnership and helped bring numerous prospects to the facility for consideration.

BLAEDC's role with Mr. Mike Higgins, the current owner of the Brainerd Industrial Center (B.I.C.), has included:

- Welcoming him to our community,
- Making introductions to community, business and city leaders,
- Highlighting the property on his behalf to our economic development partners such as Minn. Power and MNDEED,
- Connecting him with potential tenants such as Mann Lake,
- Coordinating strategic marketing and fundraising for an 8-page insert into MN's Business Climate Publication (which is sent to key site location consultants and companies across the US and distributed at trade shows),
- Highlighting the property on BLAEDC's website,
- Sharing our marketing materials with B.I.C. to support their attraction strategies (BLAEDC has provided our video, brochures, Brainerd Bound books, gift packages and marketing materials specific to each prospect),
- Identifying economic development resources for individual prospects,
- Participating in the MNDEED's Site Selector's Visit to MN, and bringing enhanced awareness to B.I.C.'s facility,

- Hosting and coordinating a MN Real Estate Journal Brainerd Lakes Area Summit in our community to showcase the area's opportunities for business & industry, and
- Creating an expedited path, if needed, to tap into the BLAEDC Unified Fund to support a key prospect for the property.

It is our hope that the facility will attain full capacity and provide a great home to many businesses.

8. Any other specific experience, knowledge, or abilities that uniquely qualify your firm and team for providing the selected services.

BLAEDC is governed by a Board of Directors that directs BLAEDC's activities and oversees its budget, goals, and mission. These nine BLAEDC Board members are comprised of business and community leaders in Crow Wing County. BLAEDC prides itself on a board that not only cares about the economic vitality of Crow Wing County but also live and works within the many communities throughout the county to provide a diverse understanding of our entire area. BLAEDC also collaborates with approximately 30 Executive Level volunteers throughout the county, utilizing their specialized expertise to provide guidance to our businesses or programs in need.

Mike Dillon, President, Lexington Manufacturing

BLAEDC 2022 Board President

Jim Haakonson, Principal, CliftonLarsonAllen, CPA

BLAEDC 2022 Board Vice President

Julie Anderholm, Owner, Anderholm Consulting

BLAEDC 2022 Secretary/Treasurer

Mike Larson, Senior Vice President of Operations, Essentia Health

Past Board President (2021)

Tom Haglin, Owner and President, Lindar Corp; Owner and CEO, Avantech; Owner and CEO, Tri-Ven

Past Board President

Janelle Riley, Co-Owner and President, Syvantis Technologies, Inc.

Past Board President

Karlo Georges, CEO of Pequot Tool and Mfg., Inc.

Past Board President

Terry McFarlin, President and CEO, Anderson Brothers Construction

John Ohlin, President and CEO of Deerwood Bank



City of Brainerd EDA RFP
SCOPE #4 – BUSINESS RETENTION AND RECRUITMENT

1. A narrative describing the proposer's understanding of the request scope of services.

The Brainerd Lakes Area Economic Development Corporation (BLAEDC) believes in the Brainerd Lakes Area as a great place to live, work, and play, and we're here to support the economic vitality of our communities. We do so through traditional development efforts and innovative lending, recruiting, and other programs for businesses looking to move to, expand, or remain in our region. Our culture of innovation, optimism, and service reflects our values, and we're personally invested in this work because this is our home.

BLAEDC staff has been providing Economic Development services for the City of Brainerd since BLAEDC's inception in 1987. BLAEDC has been working off a shared services agreement with the city since 2019, which asked BLAEDC to lead the Economic Development initiatives as described by city staff and approved by the Brainerd EDA. The experience of the BLAEDC staff and its Board of Directors provides our organization with the knowledge and expertise to fully understand the scope of services we have applied to provide in this RFP for the Brainerd EDA.

As a response to the Brainerd EDA's RFP related to Business Retention and Recruitment, BLAEDC agrees to:

- Create and maintain a business directory of all Brainerd business that are located inside the city limits
- Continue to meet with local businesses and work with our existing Business Retention and Recruitment document that allows us to obtain from each business detailed information about their existing work and discuss future growth and expansion plans, while understand the business market
- Continue to maintain and proceed with appropriate action to serve the needs of the Crow Wing County Workforce Housing Survey, the Crow Wing County Child Care Survey and the Employee Benefits & Engagement Survey. Each study adds value to our retention and recruitment of local employers and employees. With each survey, we are able to create a true picture of what could be challenges to our workforce.
 - If we are short housing, it's hard to move/recruit individuals into the area.
 - Without childcare it's hard to recruit new individuals to the area, as well as support our current city residents to engage them into the workforce.
 - Without a competitive benefits package, our local businesses are not competitive in the global workforce and with more remote work options, we are competing on a much larger scale for employees.

BLAEDC commissioned the Crow Wing County Child Care Survey Report and the Employee Benefits & Engagement Survey and participated in the Housing Study. BLAEDC will also continue to seek out, create, distribute and collect surveys as needed to continue to serve our area.

- Serve Brainerd businesses through our Recruitment and Workforce Development Program. The BLAEDC Recruitment Program is a one-of-a-kind recruitment tool that utilizes BLAEDC staff expertise to recruit key talent for local businesses. This model has been in place for 5 years and has brought over 75 full-time employees to work for our area businesses and has placed over 25 individuals in Brainerd based businesses. Each individual recruitment and hiring process absorbs over 60 to 80 hours on average.

2. Identification of the principal staff and team members that will be providing services, their role, and their experience, training, qualifications, and availability.

The Brainerd Lakes Area Economic Development Corp. (BLAEDC) is a private non-profit organization staffed by four economic development professionals. These four professionals will serve the Brainerd EDA, along with all of Crow Wing County in an effort to strengthen the economic vitality of the area.

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Alison Medeck - Alison was hired in 2020 as the Special Initiatives Director at BLAEDC. Her diverse professional experience and training brings a new perspective to our organization. She led our rebranding process in 2021 and continues to develop and implement other special initiatives that support our mission of expanding business, building community, and growing jobs in Crow Wing County. Alison has a master's degree in Counseling Psychology. Along with over 15 years in the education and counseling field, Alison also brings experience in small business, social media marketing, and professional development training. As an active community member, Alison volunteers at the Gull Lake Sailing School/Gull Lake Yacht Club as well as serves as a board member for two local organizations: School Counseling Advisory Board for Forestview Middle School and the Innovative Schools Project Board (Sourcewell).

Megan Rehbein - Megan Rehbein has been the Office Administrator at BLAEDC since 2014, managing the day-to-day operations of the organization and providing support to the Executive Director and staff through grant writing, marketing, meeting coordination, website maintenance and communications, among other things.

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3. Experience working in economic development, marketing, funding acquisition and management, businesses development, and with public agencies.

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- Finding appropriate site locations,
- Locating financial support by identifying specialized programs and determining eligibility for local, regional, state and federal programs,
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4. Detailed proposed work plan and approach to the selected services areas.

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- Create and maintain a business directory of all Brainerd business that are located inside the city limits
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- Continue to maintain and proceed with appropriate action to serve the needs of the Crow Wing County Workforce Housing Survey, the Crow Wing County Child Care Survey and the Employee Benefits & Engagement Survey. Each study adds value to our retention and recruitment of local employers and employees. With each survey, we are able to create a true picture of what could be challenges to our workforce. BLAEDC commissioned the Crow Wing County Child Care Survey Report and the Employee Benefits & Engagement Survey and participated in the Housing Study. BLAEDC will also continue to seek out, create, distribute and collect surveys as needed to continue to serve our area.
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utilizes BLAEDC staff expertise to recruit key talent for local businesses. This model has been in place for 5 years and has brought over 75 full-time employees to work for our area businesses and has placed over 25 individuals in Brainerd based businesses. Each individual recruitment and hiring process absorbs over 60 to 80 hours on average.

BLAEDC will also continue to communicate with the Brainerd EDA on a monthly basis to assess progress, prioritize the EDA's goals and redirect focus if appropriate and possible within the ability and resources BLAEDC has to offer.

5. Summarize the anticipated involvement from the EDA Board and City of Brainerd staff.

BLAEDC would anticipate direct access to city staff and the EDA board to advise and assist with ongoing activities. City of Brainerd staff will attend our monthly BLAEDC board meetings. An EDA representative may be asked to join BLAEDC staff on Business, Retention, and Expansion (BRE) visits, if requested.

6. Estimated fees for providing services, separated out between each services area of service.

BLAEDC's estimated consulting fee for Business Retention and Recruitment is \$20,000.

7. Past performance of key team members and firm to deliver quality work within the time constraints and budget.

BLAEDC operates on a calendar year with a limited budget less than \$500,000 and still continues to serve the entire county of Crow Wing through a variety of ventures. BLAEDC's board holds the BLAEDC staff accountable for the annual goals set and continually monitors the completion of those goals within time constraints and budget. BLAEDC also serves many of the communities in Crow Wing County that also set their own time constraints and budgets, and BLAEDC strives to meet those needs accordingly.

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- Blue Ox/The Sage Project
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- Opportunity Zone Application & Designation – Brainerd obtained 2 tracts for Opp. Zone investments
- Fed Ex – Total Value \$1,795,800, estimated tax \$62,067/year

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BUF Program: Management of \$3.52 million lending pool

- 4 Brainerd projects funded through the BLAEDC Unified Fund to date:
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Key Recruitment Program:

- Direct Hires of Key Talent for Brainerd Companies:
- Lexington
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BLAEDC can also provide a more in-depth description of some of the projects we’ve been involved in throughout the years, to give a better idea of how thorough our organization is:

Dennis Drummond Wine Co., South of Brainerd, corner of Hwy 25 and Thiesse Road
This multi-million-dollar project includes a wine making operation, a beautiful event center, a bistro and a tasting room on five acres south of Brainerd. In 2009, Sheila Haverkamp met Jody Drummond during a Rotary lunch meeting and was casually visiting with her about her family. Jody shared that her husband traveled to a winery in Wisconsin every week for work and returned on weekends to be with the family. Sheila asked if they had ever contemplated a winery in the Brainerd Lakes Area. Jody and Dennis claim that is what started a nearly 10-year journey to the Dennis Drummond Wine Co (DDWCo).

BLAEDC’s role in this project has been extensive and involved a wide range of support and technical assistance including:

- Planting the seed to consider a winery in our community,
- Arranging and attending many business planning sessions with the SBDC,
- Financially supporting professional marketing services for the project,
- Identifying and supporting the exploration of many sites and existing facilities,
- Researching economic development financing options to support the project,

- Introducing local lenders to the project and presenting the business plan for loan consideration,
- Identifying potential investors and alternative paths for the project during financing delays,
- Coaching and mentoring the Drummonds on local government processes,
- Sharing names and contact information for multiple gatherings and purposes,
- Engaging and supporting a news story and news coverage for the project, and
- Emotionally supporting the Drummonds during the many highs and lows of this project.

Although this project is ten years in the making, BLAEDC considers this project a success story of 2016, as the pieces fell in place to start construction and the business opened in early 2017. For BLAEDC board and staff, this development represents the long-term commitment to a project. Projects are often a commitment to people, relationships, and a vision that will result in something good for our community.

This project offers so many benefits for our community:

- Jobs (13),
- Investment (approx. \$3 million),
- Tax base (est. \$44,500/yr.)
- A venue for tourists,
- A wedding and event destination, and
- A catalyst for others to consider investment in south Brainerd.

The Hotel Property, South Brainerd, Business 371

Years ago, many of us enjoyed the vibrant hotel in south Brainerd with family who were staying there while visiting the area, celebrating birthday parties at the swimming pool, or attending events in the meeting rooms, but since it's closing in 2006, we wonder what will become of this property.

BLAEDC worked on 7 different opportunities where private companies or individuals were exploring acquisition and redevelopment of the property. Project visions include a revitalized hotel, housing units, an assisted living care facility, and a school to name a few. While some prospects have only seriously inquired about the space, other projects have come close to closing. Due to various challenges, the property has not been sold yet, but BLAEDC stands ready to support all projects and provide support in any way necessary. BLAEDC's small staff of have spent countless hours on these 7 prospects. Although we are not always successful, long-term relationships and future opportunities are developed with each person we connect with.

BLAEDC's role with these 7 prospects has varied, but has included:

- Welcoming prospects to our community,
- Providing community and demographic information, and promoting the City of Brainerd,
- Sharing information about the other projects occurring in the area that could support the redevelopment of this site - DDWCo and NP Event Center,
- Researching and quantifying various economic development financing options including tax increment financing,
- Coordinating meetings with local stakeholders including Brainerd Community Leaders and Brainerd Public Utilities,
- Supporting business planning efforts,
- Identifying local lenders to support their individual projects,
- Developing a relationship with the property owner and their representatives, as well as each of the prospects, and
- Exploring in great depth creative financing alternatives to assist with financial viability.

The Brainerd Industrial Center, North Brainerd, Hwy 25

For many years, this important property has been a priority for BLAEDC. It has a fascinating history and its future is just as captivating. This great asset is an economic development driver for the entire area, with:

- 600,000 SF of space
- 71 acres of land
- Rail access
- 12 loading docks
- 20 overhead cranes
- 3,800 feet of river frontage
- and many more amenities.

Several prospects explored this site following Wausau's decision to close the plant indefinitely. BLAEDC played a significant role in the months and years following the closure.

BLAEDC's role with the current owner began when Mike Higgins and his team were considering the property on a very short timeline. Immediately, the BLAEDC team became part of Mike's team in supporting him as he vetted the opportunity. We built a partnership and helped bring numerous prospects to the facility for consideration.

BLAEDC's role with Mr. Mike Higgins, the current owner of the Brainerd Industrial Center (B.I.C.), has included:

- Welcoming him to our community,
- Making introductions to community, business and city leaders,
- Highlighting the property on his behalf to our economic development partners such as Minn. Power and MNDEED,
- Connecting him with potential tenants such as Mann Lake,
- Coordinating strategic marketing and fundraising for an 8-page insert into MN's Business Climate Publication (which is sent to key site location consultants and companies across the US and distributed at trade shows),
- Highlighting the property on BLAEDC's website,
- Sharing our marketing materials with B.I.C. to support their attraction strategies (BLAEDC has provided our video, brochures, Brainerd Bound books, gift packages and marketing materials specific to each prospect),
- Identifying economic development resources for individual prospects,
- Participating in the MNDEED's Site Selector's Visit to MN, and bringing enhanced awareness to B.I.C.'s facility,
- Hosting and coordinating a MN Real Estate Journal Brainerd Lakes Area Summit in our community to showcase the area's opportunities for business & industry, and
- Creating an expedited path, if needed, to tap into the BLAEDC Unified Fund to support a key prospect for the property.

It is our hope that the facility will attain full capacity and provide a great home to many businesses.

8. Any other specific experience, knowledge, or abilities that uniquely quality your firm and team for providing the selected services.

BLAEDC is governed by a Board of Directors that directs BLAEDC's activities and oversees its budget, goals, and mission. These nine BLAEDC Board members are comprised of business and community leaders in Crow Wing County. BLAEDC prides itself on a board that not only cares about the economic vitality of Crow Wing County but also live and works within the many communities throughout the county to provide a diverse understanding of our entire area. BLAEDC also collaborates with approximately 30 Executive Level volunteers throughout the

county, utilizing their specialized expertise to provide guidance to our businesses or programs in need.

Mike Dillon, President, Lexington Manufacturing
BLAEDC 2022 Board President

Jim Haakonson, Principal, CliftonLarsonAllen, CPA
Board 2022 Board Vice President

Julie Anderholm, Owner, Anderholm Consulting
BLAEDC 2022 Secretary/Treasurer

Mike Larson, Senior Vice President of Operations, Essentia Health
Past Board President (2021)

Tom Haglin, Owner and President, Lindar Corp; Owner and CEO, Avantech; Owner and CEO, Tri-Ven
Past Board President

Janelle Riley, Co-Owner and President, Syvantis Technologies, Inc.
Past Board President

Karlo Georges, CEO of Pequot Tool and Mfg., Inc.
Past Board President

Terry McFarlin, President and CEO, Anderson Brothers Construction

John Ohlin, President and CEO of Deerwood Bank



City of Brainerd EDA RFP
SCOPE #5 – BUSINESS RESOURCES, SUPPORT,
AND PROGRAM DEVELOPMENT

1. A narrative describing the proposer’s understanding of the request scope of services.

The Brainerd Lakes Area Economic Development Corporation (BLAEDC) believes in the Brainerd Lakes Area as a great place to live, work, and play, and we’re here to support the economic vitality of our communities. We do so through traditional development efforts and innovative lending, recruiting, and other programs for businesses looking to move to, expand, or remain in our region. Our culture of innovation, optimism, and service reflects our values, and we’re personally invested in this work because this is our home.

BLAEDC staff has been providing Economic Development services for the City of Brainerd since BLAEDC’s inception in 1987. BLAEDC has been working off a shared services agreement with the city since 2019, which asked BLAEDC to lead the Economic Development initiatives as described by city staff and approved by the Brainerd EDA. The experience of the BLAEDC staff and its Board of Directors provides our organization with the knowledge and expertise to fully understand the scope of services we have applied to provide in this RFP for the Brainerd EDA.

As a response to the Brainerd EDA’s RFP related to Business Resources, Support, and Program Management, BLAEDC agrees to:

- Maintain and expand the Business Retention Program, where we meet with Brainerd business leaders, city leadership, county leadership and non-profit organization to drive economic impact in the city
- Create programming to support the needs of the business community that allow for low to no cost services that add value and service: such programs include but not limited to technology support, access to the Small Business Development Center as a satellite location
- Revitalize the BLAEDC Exec Program which matches local BLAEDC Executives with local businesses to provide support and expertise at no cost to the business owner. This program has been in place for number of years and provided detailed support to the Destination Downtown finalists, which opened new businesses in downtown Brainerd
- Collaborate with the SCORE program. This program brings together a nationally based program that matches local expertise with a nationally recognized program that will support a local business at no cost to the business owner

2. Identification of the principal staff and team members that will be providing services, their role, and their experience, training, qualifications, and availability.

The Brainerd Lakes Area Economic Development Corp. (BLAEDC) is a private non-profit organization staffed by four economic development professionals. These four professionals will serve the Brainerd EDA, along with all of Crow Wing County in an effort to strengthen the economic vitality of the area.

Tyler Glynn - Tyler has been the Executive Director for BLAEDC since 2020. He was hired in 2017 to lead BLAEDC’s new initiative, the BLAEDC Unified Fund, as the Economic Development Officer. He took the lead with daily economic development activities and BLAEDC’s Business Retention and Expansion Program, which brought him face to face with the business leaders in Crow Wing County. Before moving to the Brainerd area in 2015, Tyler spent 20 plus years working in marketing, sales and commercial banking. Tyler has a bachelor’s degree from Hamline University where he majored in Economics. Tyler serves on the United Way board.

Mike Bjerkness - Mike was hired as the Workforce Director for BLAEDC in 2016, coming into the organization with over 10 years' experience in workforce and recruitment. As Workforce Director, he works with businesses in the Brainerd Lakes area to conduct workforce trainings and offer executive level recruitment. With Mike's role and expertise, he continues to have a pulse on our local workforce trends and how that compares to other regions and nationally. As a lifelong Brainerd resident Mike is engrained into the community in several capacities. Mike is a graduate of the Lakes Area Leadership Group, Past President of LANG, Past Chair of the Brainerd Lakes Chamber Ambassador Committee, currently serves on the Brainerd YMCA board, Smiles for Jake board, Brainerd Noon Rotary's current International Committee Chair, CLC Foundation board, CLC Business Education/IT Committee and a member of several workforce related alliances.

Alison Medeck - Alison was hired in 2020 as the Special Initiatives Director at BLAEDC. Her diverse professional experience and training brings a new perspective to our organization. She led our rebranding process in 2021 and continues to develop and implement other special initiatives that support our mission of expanding business, building community, and growing jobs in Crow Wing County. Alison has a master's degree in Counseling Psychology. Along with over 15 years in the education and counseling field, Alison also brings experience in small business, social media marketing, and professional development training. As an active community member, Alison volunteers at the Gull Lake Sailing School/Gull Lake Yacht Club as well as serves as a board member for two local organizations: School Counseling Advisory Board for Forestview Middle School and the Innovative Schools Project Board (Sourcewell).

Megan Rehbein - Megan Rehbein has been the Office Administrator at BLAEDC since 2014, managing the day-to-day operations of the organization and providing support to the Executive Director and staff through grant writing, marketing, meeting coordination, website maintenance and communications, among other things.

In addition to the principal staff, BLAEDC is governed by a Board of Directors that directs BLAEDC's activities and oversees its budget, goals, and mission. These nine BLAEDC Board members are comprised of business and community leaders in Crow Wing County. BLAEDC prides itself on a board that not only cares about the economic vitality of Crow Wing County but also live and works within the many communities throughout the county to provide a diverse understanding of our entire area. BLAEDC also collaborates with approximately 30 Executive Level volunteers throughout the county, utilizing their specialized expertise to provide guidance to our businesses or programs in need.

3. Experience working in economic development, marketing, funding acquisition and management, businesses development, and with public agencies.

BLAEDC is a private non-profit 501c3 organization with a mission to expand business, build community, and grow jobs in Crow Wing County by collaborating with local units of government, businesses, community leaders, and individuals. BLAEDC has served Crow Wing County since the mid 1980's offering a variety of free, confidential consulting services to individuals and businesses looking to start, expand, or locate a company in the Brainerd Lakes Area. BLAEDC serves the area by:

- Finding appropriate site locations,
- Locating financial support by identifying specialized programs and determining eligibility for local, regional, state and federal programs,
- Obtaining technical assistance for business planning,
- Sharing area information,
- Connecting to local governmental resources and their processes, and
- Promoting and marketing the region.

BLAEDC actively markets Crow Wing County as Greater Minnesota's premier business location. By establishing relationships and developing networks, BLAEDC leads initiatives with economic development strategies and related action plans for the area, collaborates to strategically promote and market the Brainerd Lakes Area through our vast network of partners, and identifies unique opportunities to grow our area.

BLAEDC is a member of the Economic Development Association of MN (EDAM), the Minnesota Association of Professional County Economic Developers (MAPCED), the MN Marketing Partnership, the MN Council of Nonprofits, the EDO Pros – the Region 5 economic development professionals group, and the International Economic Development Council (IEDC) and regularly attends meetings and conferences throughout the year to remain up to date on the latest news related to the economic health of our local, regional, state and federal communities. BLAEDC is also an active partner with the local Small Business Development Center (SBDC), the Initiative Foundation, the BLANDIN Foundation, the Brainerd Lakes Area Community Foundation, Sourcewell and a member of the Brainerd, Nisswa, and Cuyuna Chambers.

4. Detailed proposed work plan and approach to the selected services areas.

As a response to the Brainerd EDA's RFP related to Business Resources, Support, and Program Management, BLAEDC agrees to:

- Maintain and expand the Business Retention Program, where we meet with Brainerd business leaders, city leadership, county leadership and non-profit organization to drive economic impact in the city
- Create programming to support the needs of the business community that allow for low to no cost services that add value and service: such programs include but not limited to technology support, access to the Small Business Development Center as a satellite location
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- Collaborate with the SCORE program. This program brings together a nationally based program that matches local expertise with a nationally recognized program that will support a local business at no cost to the business owner

BLAEDC will also continue to communicate with the Brainerd EDA on a monthly basis to assess progress, prioritize the EDA's goals and redirect focus if appropriate and possible within the ability and resources BLAEDC has to offer.

5. Summarize the anticipated involvement from the EDA Board and City of Brainerd staff.

BLAEDC would anticipate direct access to city staff and the EDA board to advise and assist with ongoing activities. City of Brainerd staff will attend our monthly BLAEDC board meetings.

6. Estimated fees for providing services, separated out between each services area of service.

BLAEDC's estimated consulting fee for Business Resources, Support and Program Development is \$15,000.

7. Past performance of key team members and firm to deliver quality work within the time constraints and budget.

BLAEDC operates on a calendar year with a limited budget less than \$500,000 and still continues to serve the entire county of Crow Wing through a variety of ventures. BLAEDC's board holds the BLAEDC staff accountable for the annual goals set and continually monitors the completion of those goals within time constraints and budget. BLAEDC also serves many of the communities in Crow Wing County that also set their own time constraints and budgets, and BLAEDC strives to meet those needs accordingly.

In Brainerd alone, through locating financial support, obtaining technical assistance for business planning, connecting to local governmental resources and their processes, and promoting and marketing the region, BLAEDC has assisted:

- Purple Fern
- Brainerd Distilling Company
- Boat Manufacturer
- Brainerd Hotel
- River to Rail
- Creating and Distributing Video
- Maintaining a BNSF Relationship
- Coordinating and Hosting a Community Event
- Drafting an Incentive Plan with the EDA
- Collaborating with businesses within the River to Rail corridor
- Brainerd Shovel Ready Site – Application Re-certification completion
- Luminary Fern
- Blue Ox/The Sage Project
- Downtown Business Competition Assistance (Exec's Coaching/Financial Asst. - Going into Business Class)
- Opportunity Zone Application & Designation – Brainerd obtained 2 tracts for Opp. Zone investments
- Fed Ex – Total Value \$1,795,800, estimated tax \$62,067/year
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- Direct Hires of Key Talent for Brainerd Companies:
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Dennis Drummond Wine Co., South of Brainerd, corner of Hwy 25 and Thiesse Road

This multi-million-dollar project includes a wine making operation, a beautiful event center, a bistro and a tasting room on five acres south of Brainerd. In 2009, Sheila Haverkamp met Jody Drummond during a Rotary lunch meeting and was casually visiting with her about her family. Jody shared that her husband traveled to a winery in Wisconsin every week for work and returned on weekends to be with the family. Sheila asked if they had ever contemplated a winery in the Brainerd Lakes Area. Jody and Dennis claim that is what started a nearly 10-year journey to the Dennis Drummond Wine Co (DDWCo).

BLAEDC's role in this project has been extensive and involved a wide range of support and technical assistance including:

- Planting the seed to consider a winery in our community,
- Arranging and attending many business planning sessions with the SBDC,
- Financially supporting professional marketing services for the project,
- Identifying and supporting the exploration of many sites and existing facilities,
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- A catalyst for others to consider investment in south Brainerd.

The Hotel Property, South Brainerd, Business 371

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BLAEDC worked on 7 different opportunities where private companies or individuals were exploring acquisition and redevelopment of the property. Project visions include a revitalized hotel, housing units, an assisted living care facility, and a school to name a few. While some prospects have only seriously inquired about the space, other projects have come close to closing. Due to various challenges, the property has not been sold yet, but BLAEDC stands ready to support all projects and provide support in any way necessary. BLAEDC's small staff of have spent countless hours on these 7 prospects. Although we are not always successful, long-term relationships and future opportunities are developed with each person we connect with. BLAEDC's role with these 7 prospects has varied, but has included:

- Welcoming prospects to our community,
- Providing community and demographic information, and promoting the City of Brainerd,
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- Exploring in great depth creative financing alternatives to assist with financial viability.

The Brainerd Industrial Center, North Brainerd, Hwy 25

For many years, this important property has been a priority for BLAEDC. It has a fascinating history and its future is just as captivating. This great asset is an economic development driver for the entire area, with:

- 600,000 SF of space
- 71 acres of land
- Rail access
- 12 loading docks
- 20 overhead cranes
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BLAEDC's role with Mr. Mike Higgins, the current owner of the Brainerd Industrial Center (B.I.C.), has included:

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- Making introductions to community, business and city leaders,

- Highlighting the property on his behalf to our economic development partners such as Minn. Power and MNDEED,
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It is our hope that the facility will attain full capacity and provide a great home to many businesses.

8. Any other specific experience, knowledge, or abilities that uniquely qualify your firm and team for providing the selected services.

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Jim Haakonson, Principal, CliftonLarsonAllen, CPA
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Mike Larson, Senior Vice President of Operations, Essentia Health
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Tom Haglin, Owner and President, Lindar Corp; Owner and CEO, Avantech; Owner and CEO, Tri-Ven
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Karlo Georges, CEO of Pequot Tool and Mfg., Inc.
Past Board President

Terry McFarlin, President and CEO, Anderson Brothers Construction

John Ohlin, President and CEO of Deerwood Bank



City of Brainerd EDA RFP
SCOPE #6 – RIVER TO RAIL

1. A narrative describing the proposer's understanding of the request scope of services.

The Brainerd Lakes Area Economic Development Corporation (BLAEDC) believes in the Brainerd Lakes Area as a great place to live, work, and play, and we're here to support the economic vitality of our communities. We do so through traditional development efforts and innovative lending, recruiting, and other programs for businesses looking to move to, expand, or remain in our region. Our culture of innovation, optimism, and service reflects our values, and we're personally invested in this work because this is our home.

BLAEDC staff has been providing Economic Development services for the City of Brainerd since BLAEDC's inception in 1987. BLAEDC has been working off a shared services agreement with the city since 2019, which asked BLAEDC to lead the Economic Development initiatives as described by city staff and approved by the Brainerd EDA. The experience of the BLAEDC staff and its Board of Directors provides our organization with the knowledge and expertise to fully understand the scope of services we have applied to provide in this RFP for the Brainerd EDA.

As a response to the Brainerd EDA's RFP related to River to Rail, BLAEDC will continue to hold meetings every other month and update the EDA following each meeting. Meetings are held every other month, with each meeting lasting 90 minutes. BLAEDC takes full responsibility to coordinate meeting dates and meeting space, prepare for meetings, write and distribute meeting notes and create content (30 hours/year). BLAEDC has a dedicated River to Rail webpage on our website that provides meeting minutes and provides all relevant information to the community.

It is important to note that BLAEDC owns River to Rail and is led by BLAEDC staff and our BLAEDC Executive, Bruce Buxton. BLAEDC Staff delivered the River to Rail Economic Incentive Policy to the City of Brainerd in 2019 which details a program to waive SAC/WAC charges and local permitting fees for commercial property projects located in the River to Rail corridor, which was identified and adopted by the City in July of 2019. The Economic Incentive Policy was created by BLAEDC and delivered to the city to create economic assistance to the business community. Without appropriate ongoing funding from the City of Brainerd, the River to Rail Initiative will cease to exist.

2. Identification of the principal staff and team members that will be providing services, their role, and their experience, training, qualifications, and availability.

The Brainerd Lakes Area Economic Development Corp. (BLAEDC) is a private non-profit organization staffed by four economic development professionals. These four professionals will serve the Brainerd EDA, along with all of Crow Wing County in an effort to strengthen the economic vitality of the area.

Tyler Glynn - Tyler has been the Executive Director for BLAEDC since 2020. He was hired in 2017 to lead BLAEDC's new initiative, the BLAEDC Unified Fund, as the Economic Development Officer. He took the lead with daily economic development activities and BLAEDC's Business Retention and Expansion Program, which brought him face to face with the business leaders in Crow Wing County. Before moving to the Brainerd area in 2015, Tyler spent 20 plus years working in marketing, sales and commercial banking. Tyler has a bachelor's degree from Hamline University where he majored in Economics. Tyler serves on the United Way board.

Mike Bjerkness - Mike was hired as the Workforce Director for BLAEDC in 2016, coming into the organization with over 10 years' experience in workforce and recruitment. As Workforce Director, he works with businesses in the Brainerd Lakes area to conduct workforce trainings

and offer executive level recruitment. With Mike's role and expertise, he continues to have a pulse on our local workforce trends and how that compares to other regions and nationally. As a lifelong Brainerd resident Mike is engrained into the community in several capacities. Mike is a graduate of the Lakes Area Leadership Group, Past President of LANG, Past Chair of the Brainerd Lakes Chamber Ambassador Committee, currently serves on the Brainerd YMCA board, Smiles for Jake board, Brainerd Noon Rotary's current International Committee Chair, CLC Foundation board, CLC Business Education/IT Committee and a member of several workforce related alliances.

Alison Medeck - Alison was hired in 2020 as the Special Initiatives Director at BLAEDC. Her diverse professional experience and training brings a new perspective to our organization. She led our rebranding process in 2021 and continues to develop and implement other special initiatives that support our mission of expanding business, building community, and growing jobs in Crow Wing County. Alison has a master's degree in Counseling Psychology. Along with over 15 years in the education and counseling field, Alison also brings experience in small business, social media marketing, and professional development training. As an active community member, Alison volunteers at the Gull Lake Sailing School/Gull Lake Yacht Club as well as serves as a board member for two local organizations: School Counseling Advisory Board for Forestview Middle School and the Innovative Schools Project Board (Sourcewell).

Megan Rehbein - Megan Rehbein has been the Office Administrator at BLAEDC since 2014, managing the day-to-day operations of the organization and providing support to the Executive Director and staff through grant writing, marketing, meeting coordination, website maintenance and communications, among other things.

In addition to the principal staff, BLAEDC is governed by a Board of Directors that directs BLAEDC's activities and oversees its budget, goals, and mission. These nine BLAEDC Board members are comprised of business and community leaders in Crow Wing County. BLAEDC prides itself on a board that not only cares about the economic vitality of Crow Wing County but also live and works within the many communities throughout the county to provide a diverse understanding of our entire area. BLAEDC also collaborates with approximately 30 Executive Level volunteers throughout the county, utilizing their specialized expertise to provide guidance to our businesses or programs in need.

3. Experience working in economic development, marketing, funding acquisition and management, businesses development, and with public agencies.

BLAEDC is a private non-profit 501c3 organization with a mission to expand business, build community, and grow jobs in Crow Wing County by collaborating with local units of government, businesses, community leaders, and individuals. BLAEDC has served Crow Wing County since the mid 1980's offering a variety of free, confidential consulting services to individuals and businesses looking to start, expand, or locate a company in the Brainerd Lakes Area. BLAEDC serves the area by:

- Finding appropriate site locations,
- Locating financial support by identifying specialized programs and determining eligibility for local, regional, state and federal programs,
- Obtaining technical assistance for business planning,
- Sharing area information,
- Connecting to local governmental resources and their processes, and
- Promoting and marketing the region.

BLAEDC actively markets Crow Wing County as Greater Minnesota's premier business location. By establishing relationships and developing networks, BLAEDC leads initiatives with economic development strategies and related action plans for the area, collaborates to

strategically promote and market the Brainerd Lakes Area through our vast network of partners, and identifies unique opportunities to grow our area.

BLAEDC is a member of the Economic Development Association of MN (EDAM), the Minnesota Association of Professional County Economic Developers (MAPCED), the MN Marketing Partnership, the MN Council of Nonprofits, the EDO Pros – the Region 5 economic development professionals group, and the International Economic Development Council (IEDC) and regularly attends meetings and conferences throughout the year to remain up to date on the latest news related to the economic health of our local, regional, state and federal communities. BLAEDC is also an active partner with the local Small Business Development Center (SBDC), the Initiative Foundation, the BLANDIN Foundation, the Brainerd Lakes Area Community Foundation, Sourcewell and a member of the Brainerd, Nisswa, and Cuyuna Chambers.

4. Detailed proposed work plan and approach to the selected services areas.

As a response to the Brainerd EDA's RFP related to River to Rail, BLAEDC will continue a professional relationship with our BLAEDC Executive, Bruce Buxton to continue to hold meetings every other month and update the EDA following each meeting. Meetings will continue to be held every other month, with each meeting lasting 90 minutes.

- BLAEDC takes full responsibility to coordinate meeting dates and meeting space, prepare for meetings, write and distribute meeting notes and create content (30 hours/year).
- BLAEDC has a dedicated River to Rail webpage on our website that provides meeting minutes, a R2R video, maps and provides all relevant information to the community.
- BLAEDC periodically communicates with the 20+ organizations and businesses involved in the R2R initiative.
- BLAEDC annually produces an updated map of the River to Rail corridor for distribution and reference to the EDA.

BLAEDC will also continue to communicate with the Brainerd EDA on a monthly basis to assess progress, prioritize the EDA's goals and redirect focus if appropriate and possible within the ability and resources BLAEDC has to offer.

5. Summarize the anticipated involvement from the EDA Board and City of Brainerd staff.

BLAEDC would anticipate direct access to city staff and the EDA board to advise and assist with ongoing activities. City of Brainerd staff will attend our monthly BLAEDC board meetings. BLAEDC would also request that a representative continue to attend River to Rail monthly meetings and provide any updates related to the incentive program and/or new business activity in the River to Rail Corridor.

6. Estimated fees for providing services, separated out between each services area of service.

BLAEDC's estimated consulting fee for River to Rail is \$10,000.

7. Past performance of key team members and firm to deliver quality work within the time constraints and budget.

BLAEDC operates on a calendar year with a limited budget less than \$500,000 and still continues to serve the entire county of Crow Wing through a variety of ventures. BLAEDC's board holds the BLAEDC staff accountable for the annual goals set and continually monitors the completion of those goals within time constraints and budget. BLAEDC also serves many of the communities in Crow Wing County that also set their own time constraints and budgets, and BLAEDC strives to meet those needs accordingly.

In Brainerd alone, through locating financial support, obtaining technical assistance for business planning, connecting to local governmental resources and their processes, and promoting and marketing the region, BLAEDC has assisted:

- Purple Fern
- Brainerd Distilling Company
- Boat Manufacturer
- Brainerd Hotel
- River to Rail
- Creating and Distributing Video
- Maintaining a BNSF Relationship
- Coordinating and Hosting a Community Event
- Drafting an Incentive Plan with the EDA
- Collaborating with businesses within the River to Rail corridor
- Brainerd Shovel Ready Site – Application Re-certification completion
- Luminary Fern
- Blue Ox/The Sage Project
- Downtown Business Competition Assistance (Exec's Coaching/Financial Asst. - Going into Business Class)
- Opportunity Zone Application & Designation – Brainerd obtained 2 tracts for Opp. Zone investments
- Fed Ex – Total Value \$1,795,800, estimated tax \$62,067/year
- Bang Printing
- Stern Companies
- Royal Tire – Total Value \$521,000, estimated tax \$17,363/year
- Bruce Isebrand Industrial Property Tenants - BTD
- CTC Tech Services “Cool and Connected” Grant for Brainerd
- NP Center
- Pueringer Downtown Brainerd Project
- Franklin Art Center Enhancement Project
- Green Forest Recycling – Financing assistance and expansion
- Brainerd Industrial Center Vehicle Recall Project
- BIC Developer and Tenant Support:
- Mann Lake
- Lexington Manufacturing

BUF Program: Management of \$3.52 million lending pool

- 4 Brainerd projects funded through the BLAEDC Unified Fund to date:
- Green Forest Recycling
- Brainerd Distilling Company
- WRD Holdings
- Greenheck Autoglass

Key Recruitment Program:

- Direct Hires of Key Talent for Brainerd Companies:
- Lexington
- Stern Companies
- CTC
- Essentia Health

- B Johnson and Associates
- Northland Arboretum

BLAEDC can also provide a more in-depth description of some of the projects we've been involved in throughout the years, to give a better idea of how thorough our organization is:

Dennis Drummond Wine Co., South of Brainerd, corner of Hwy 25 and Thiesse Road

This multi-million-dollar project includes a wine making operation, a beautiful event center, a bistro and a tasting room on five acres south of Brainerd. In 2009, Sheila Haverkamp met Jody Drummond during a Rotary lunch meeting and was casually visiting with her about her family. Jody shared that her husband traveled to a winery in Wisconsin every week for work and returned on weekends to be with the family. Sheila asked if they had ever contemplated a winery in the Brainerd Lakes Area. Jody and Dennis claim that is what started a nearly 10-year journey to the Dennis Drummond Wine Co (DDWCo).

BLAEDC's role in this project has been extensive and involved a wide range of support and technical assistance including:

- Planting the seed to consider a winery in our community,
- Arranging and attending many business planning sessions with the SBDC,
- Financially supporting professional marketing services for the project,
- Identifying and supporting the exploration of many sites and existing facilities,
- Researching economic development financing options to support the project,
- Introducing local lenders to the project and presenting the business plan for loan consideration,
- Identifying potential investors and alternative paths for the project during financing delays,
- Coaching and mentoring the Drummonds on local government processes,
- Sharing names and contact information for multiple gatherings and purposes,
- Engaging and supporting a news story and news coverage for the project, and
- Emotionally supporting the Drummonds during the many highs and lows of this project.

Although this project is ten years in the making, BLAEDC considers this project a success story of 2016, as the pieces fell in place to start construction and the business opened in early 2017. For BLAEDC board and staff, this development represents the long-term commitment to a project. Projects are often a commitment to people, relationships, and a vision that will result in something good for our community.

This project offers so many benefits for our community:

- Jobs (13),
- Investment (approx. \$3 million),
- Tax base (est. \$44,500/yr.)
- A venue for tourists,
- A wedding and event destination, and
- A catalyst for others to consider investment in south Brainerd.

The Hotel Property, South Brainerd, Business 371

Years ago, many of us enjoyed the vibrant hotel in south Brainerd with family who were staying there while visiting the area, celebrating birthday parties at the swimming pool, or attending events in the meeting rooms, but since it's closing in 2006, we wonder what will become of this property.

BLAEDC worked on 7 different opportunities where private companies or individuals were exploring acquisition and redevelopment of the property. Project visions include a revitalized hotel, housing units, an assisted living care facility, and a school to name a few. While some

prospects have only seriously inquired about the space, other projects have come close to closing. Due to various challenges, the property has not been sold yet, but BLAEDC stands ready to support all projects and provide support in any way necessary. BLAEDC's small staff of have spent countless hours on these 7 prospects. Although we are not always successful, long-term relationships and future opportunities are developed with each person we connect with. BLAEDC's role with these 7 prospects has varied, but has included:

- Welcoming prospects to our community,
- Providing community and demographic information, and promoting the City of Brainerd,
- Sharing information about the other projects occurring in the area that could support the redevelopment of this site - DDWCo and NP Event Center,
- Researching and quantifying various economic development financing options including tax increment financing,
- Coordinating meetings with local stakeholders including Brainerd Community Leaders and Brainerd Public Utilities,
- Supporting business planning efforts,
- Identifying local lenders to support their individual projects,
- Developing a relationship with the property owner and their representatives, as well as each of the prospects, and
- Exploring in great depth creative financing alternatives to assist with financial viability.

The Brainerd Industrial Center, North Brainerd, Hwy 25

For many years, this important property has been a priority for BLAEDC. It has a fascinating history and its future is just as captivating. This great asset is an economic development driver for the entire area, with:

- 600,000 SF of space
- 71 acres of land
- Rail access
- 12 loading docks
- 20 overhead cranes
- 3,800 feet of river frontage
- and many more amenities.

Several prospects explored this site following Wausau's decision to close the plant indefinitely. BLAEDC played a significant role in the months and years following the closure.

BLAEDC's role with the current owner began when Mike Higgins and his team were considering the property on a very short timeline. Immediately, the BLAEDC team became part of Mike's team in supporting him as he vetted the opportunity. We built a partnership and helped bring numerous prospects to the facility for consideration.

BLAEDC's role with Mr. Mike Higgins, the current owner of the Brainerd Industrial Center (B.I.C.), has included:

- Welcoming him to our community,
- Making introductions to community, business and city leaders,
- Highlighting the property on his behalf to our economic development partners such as Minn. Power and MNDEED,
- Connecting him with potential tenants such as Mann Lake,
- Coordinating strategic marketing and fundraising for an 8-page insert into MN's Business Climate Publication (which is sent to key site location consultants and companies across the US and distributed at trade shows),
- Highlighting the property on BLAEDC's website,

- Sharing our marketing materials with B.I.C. to support their attraction strategies (BLAEDC has provided our video, brochures, Brainerd Bound books, gift packages and marketing materials specific to each prospect),
- Identifying economic development resources for individual prospects,
- Participating in the MNDEED's Site Selector's Visit to MN, and bringing enhanced awareness to B.I.C.'s facility,
- Hosting and coordinating a MN Real Estate Journal Brainerd Lakes Area Summit in our community to showcase the area's opportunities for business & industry, and
- Creating an expedited path, if needed, to tap into the BLAEDC Unified Fund to support a key prospect for the property.

It is our hope that the facility will attain full capacity and provide a great home to many businesses.

8. Any other specific experience, knowledge, or abilities that uniquely qualify your firm and team for providing the selected services.

BLAEDC is governed by a Board of Directors that directs BLAEDC's activities and oversees its budget, goals, and mission. These nine BLAEDC Board members are comprised of business and community leaders in Crow Wing County. BLAEDC prides itself on a board that not only cares about the economic vitality of Crow Wing County but also live and works within the many communities throughout the county to provide a diverse understanding of our entire area. BLAEDC also collaborates with approximately 30 Executive Level volunteers throughout the county, utilizing their specialized expertise to provide guidance to our businesses or programs in need.

Mike Dillon, President, Lexington Manufacturing
BLAEDC 2022 Board President

Jim Haakonson, Principal, CliftonLarsonAllen, CPA
BLAEDC 2022 Board Vice President

Julie Anderholm, Owner, Anderholm Consulting
BLAEDC 2022 Secretary/Treasurer

Mike Larson, Senior Vice President of Operations, Essentia Health
Past Board President (2021)

Tom Haglin, Owner and President, Lindar Corp; Owner and CEO, Avantech; Owner and CEO, Tri-Ven
Past Board President

Janelle Riley, Co-Owner and President, Syvantis Technologies, Inc.
Past Board President

Karlo Georges, CEO of Pequot Tool and Mfg., Inc.
Past Board President

Terry McFarlin, President and CEO, Anderson Brothers Construction

John Ohlin, President and CEO of Deerwood Bank



A PROPOSAL FOR

Economic Development Authority

FOR THE CITY OF BRAINERD

November 22, 2022
David Chanski
Community Development Director
5012 Laurel Street
Brainerd, MN 56401
Re: Proposal for Economic Development Services



Dear Mr. Chanski,

On behalf of WSB, thank you for this opportunity to submit our qualifications and vision for Brainerd's Economic Development Authority (EDA) continued success in creating a stronger Brainerd economy. The development of a comprehensive strategy for economic development that includes the many different facets of economic development will provide the Brainerd area to continue to grow and develop. The WSB team shares this vision of a comprehensive approach to successful economic development and has the experience and expertise to help the Brainerd EDA realize its goals and ambitions.

Collaborated Approach: The WSB team significant experience with successful economic development projects and helping communities realize their goals. The team includes people with experience in economic development, city administration, community development, marketing of economic development organizations. These team members will allow for the provision of a complete economic development slate of services to assist the Brainerd EDA.

Multi-Disciplinary Service Firm: Our team in addition to their significant economic development experience in all areas of economic development ranging from redevelopment projects to the development of new industrial areas also can access the full slate of services that are offered by WSB as part of the provision of economic development services to the Brainerd EDA. This would include accessing cutting edge technology for 3-dimensional visioning of redevelopment and potential improvements to Brainerd's downtown area.

Technology: WSB, in addition to a multi-disciplinary engineering firm, uses technology to expand the level of service and to increase the ability for the WSB Team to be readily available to the stakeholders regardless of the physical distance. This includes the development of systems to allow for the tracking of both projects and information to keep all the stakeholders "in the loop" of the progress of actions initiated by the EDA. The advance use of technology allows for all the stakeholders to understand the status and future steps projects for the EDA.

Once again, thank you for the opportunity for the WSB Team to submit a proposal for the provision of economic development services for the Brainerd EDA. Should you have any questions or would like to further discuss this proposal please do not hesitate to contact Jim at 612.400.3569 or Brian at 651.338.7373.

Sincerely, WSB

A handwritten signature in black ink, appearing to read "Jim Gromberg".

Jim Gromberg
Economic Development Coordinator

A handwritten signature in black ink, appearing to read "Ron Bray".

Ron Bray, PE
Principal



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Firm Overview



Forge ahead.

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

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

550+
STAFF

30+
SERVICE AREAS

15
OFFICES

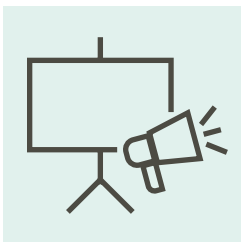
5
STATES

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



Approach

The WSB team approach to the project would be based on the principal of developing strong relationships and partnerships with the groups that are actively working to grow the Brainerd economy. Based on the development of strong relationship we will need to have consistent interaction with the staff and business community in Brainerd. This would be accomplished by having a physical presence in the EDA offices one day a week. The scheduling of this presence would be scheduled to coincide with the Brainerd EDA meetings, River to Rail Meetings. This will allow for businesses and the community members to have direct access and the ability to implement the programs identified in the RFP in an effective and direct way. Based upon the RFP the steps for the scope of services have been broken out below with the responsible parties and how the work will be completed.



Marketing

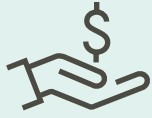
The development of the Marketing Plan will be led by WSB's Director of Marketing Valerie Brennan with her significant experience with other economic development groups and the creation of branding programs. The development of the plan will include a review of the current marketing strategies and how they may be improved upon to assist in the continuing growth of the Brainerd economy. After completing the review of the existing environment, the plan will be created with recommendations on how to best utilize the existing information, changes, and the creation of new mediums of communication and how to track those interactions through various sources e.g., Salesforce. The plan will also include the development of an advertising campaign with the estimated costs associated with those components should the EDA implement advertising campaign.

DELIVERABLES

Discovery Session with Key Stakeholders, Marketing & Communications Plan to include:

- Goals
- Target Audiences
- Key Messages
- Execution Plan and Timeline
- Metrics and Measuring Tactics
- Implementation & Execution of Marketing Plan

*Specific implementation to be determined following completion of marketing communications plan



Funding

WSB team has significant experience with the identification and successful application for funding to assist communities in the completion of projects. This includes both state and federal programs. The development of funding opportunities updates would be completed monthly for presentation to the EDA at their meeting. The completion of funding applications would be included in the office presence cost. However, if an application required the development of additional reports that have not been completed (e.g., Phase 1 Environmental) those activities would be completed under a separate contract.

DELIVERABLES

- Identify Opportunities
- Complete Applications
- Manage Grant Requirements



Property Marketing and Development

The WSB team would review the existing information for the properties that are available and with the information gathered from the marketing plan determine the next steps for the properties to help promote them to potential clients. An example of this would be the review of the current shovel ready status and determine how that information can be better presented and if there are additional site certification programs that may benefit the development of the sites. The continued development of the relationships with the local real estate community would be strengthened by the consistent presence in the community.

DELIVERABLES

- Creation of Communication Plan
- Coordinate with marketing plan
- Engage Developers on Opportunities
- Create Partnerships with developers and property owners



Business Retention and Recruitment

The Business Retention and Recruitment (BRR) would be completed by the completion of 3 business visits per month based upon a prioritized list created with the EDA. This information would be tracked using the Salesforce to allow for the creation of reports showing the status of the visits and the information and potential use for the creation of new assistance programs for the local businesses and what industries may be potentials for attraction. The development of recruitment materials for the response to potential RFI's from partnerships with the state, site selectors, utilities and other regional groups would be created to allow for a fast response to the potential project. These services would be included in the cost of the provision of the office hours.

DELIVERABLES

- Identify Businesses for Engagement
- Complete Business Interviews
- Compile Data for Monthly Report
- Respond to RFI's
- Develop information for RFI's

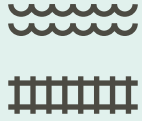


Business Resources, Support and Program Development

The support and development of Partnerships and relationships with the local business community would be an expansion of the office hours that are being proposed for the project. This consistent availability and presence will strengthen the current relationships that have been developed by the current WSB office in Baxter and the creation of new relationships and partnerships to maximize the return on resources. The development of new programs and opportunities would also be an outgrowth of the information that would be created by the BRR visits and opportunities that are identified during the completion of the other parts of economic development.

DELIVERABLES

- Meet with local businesses concerning needs
- Review existing programs and recommend new programs
- Develop implementation strategy for programs
- Develop and Strengthen Relationships with Business and Community



River to Rails Representation

The component would be included in the proposed office hours. Update reports would be created for the EDA at their meetings with further direction being implemented based on their input. The use of WSB's Land Development and Landscape Architecture Groups would be used to advance the project and help create a successful completion of the long-term project.

DELIVERABLES

- Attend River to Rail Meetings
- Implement Proposed Initiatives
- Report monthly to EDA on Status of program



Main Street Programming

The availability with the office hours will allow for a continuous updating and the development of strong relationships with the local business community to create a vision for the Brainerd Main Street Area. Based upon the information gathered concerning the future goals and current process for the revisioning of the area. In addition to WSB's technical expertise with redevelopment, landscape architecture, and transportation we also have available the community engagement group at WSB to allow for a high level of communication with the business community.

WSB's overall approach will be for the continued development of strong relationships with the Brainerd Community and the utilization of existing partnerships with the organizations e.g., BLAEDC, BNSF, State of Minnesota to advance the programs identified by the EDA and to successfully complete the goals that have been identified.

DELIVERABLES

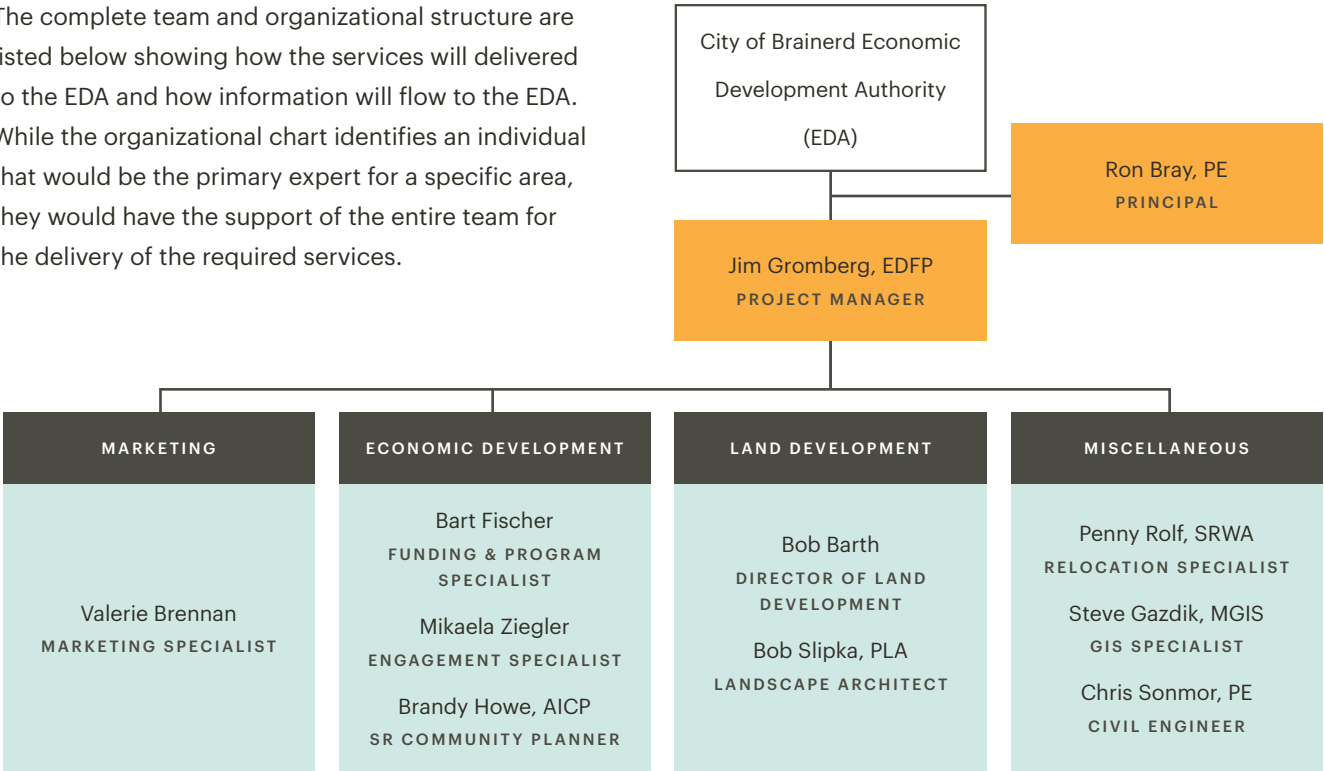
- Meet with affected businesses
- Create vision for the area/corridor
- Identify funding needs and sources
- Develop implementation plan



Project Team

The WSB team is led by Jim Gromberg with over 25 years of economic development experience in both greenfield developments and redevelopment projects. This experience has been at all levels of government from cities to the state government. These experiences include the development of development programs to assist communities in their continued growth and attraction of new businesses. He has significant experience in the development and implementation business retention and expansion programs for communities throughout Minnesota. While Jim will be the primary contact for the Brainerd EDA, he will be supported by a strong team that have significant knowledge and experience in several areas that support the provision of economic development services. The team will have the expertise ranging from Valerie Brennan leading the marketing plan development using her significant experience in the development of the marketing strategies for GREATERMSP and the award-winning rebranding of WSB. In addition to the Valerie’s marketing experience the team also has includes Bart Fischer with his significant experience in local government and the intricacies of the development of programs for communities and how to best identify funding sources to support the development of new programs.

The complete team and organizational structure are listed below showing how the services will delivered to the EDA and how information will flow to the EDA. While the organizational chart identifies an individual that would be the primary expert for a specific area, they would have the support of the entire team for the delivery of the required services.



Key Personnel Bios



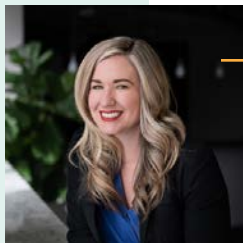
Ron Bray, PE | Principal

Ron has over 37 years in transportation and construction services as a project manager/principal. He has experience with roadways and bridges, complete streets and trail design, along with planning, traffic analysis, geometric layout, design of roadways and bridges, construction services, and nine years of service at MnDOT. He has extensive experience with public hearings and the public involvement process. Ron is well versed with current design standards, the Highway Project Development Process established by MnDOT, and state and federal regulations. He has completed numerous federally funded projects for MnDOT, counties, and municipalities in both project development and construction. He is an avid recreationalist involving both snowmobiling and ATV/UTV trail riding and has previously spent hours riding ATV's in the Foothills State Forest. The projects highlighted below all included a Complete Streets Approach to the final design and construction.



Jim Gromberg, EDPF | Project Manager

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



Valerie Brennan | Director of Marketing

Valerie is a strategic marketing and communications professional with over a decade of experience thoughtfully executing and developing strategic marketing and communications plans. Her background in marketing and communications is partnered with over 10 years of economic development marketing experience ranging in scale from regional to community-based efforts. Valerie believes strongly in authentic marketing tactics and works collaboratively with clients to develop successful solutions that focus on the end user and the experiential aspects of a brand. In addition, Valerie served as Chair of the Economic Development Association of Minnesota's (EDAM) Marketing and Communications Committee in 2017-2018 and was the committee's Vice Chair and Committee Member since 2014.



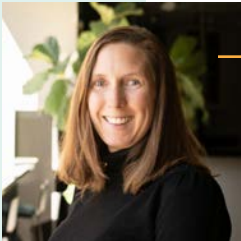
Bart Fischer | Funding and Program Specialist

Bart is a strategic leader known for relationship development and connecting people around common themes and goals. Bart has over 23 years of experience in the public sector leading and creating an organizational culture of collaboration where the whole becomes greater than the sum of its parts. He thrives in developing partnerships between the public and private sectors. In his role at WSB, Bart fosters existing client relationships, develops new opportunities to support business development, helps mentor staff, and manages strategic client pursuits.



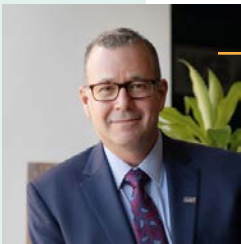
Mikaela Ziegler | Engagement Specialist

Mikaela recently completed a master's degree in Public Policy at the Humphrey School of Public Affairs. During her time at WSB she has lead and supported public engagement for city, county, state and multi-agency projects. She believes in the improvement power of intentional and inclusive planning and development and works hard to ensure that everyone has the opportunity to benefit from development in their community. She draws on her experiences on large and small-scale projects to facilitate engagement that provides residents with what they need to make informed choices and feel confident about the end result of public projects.



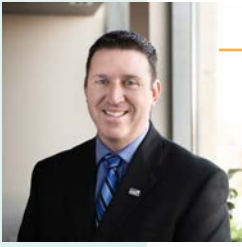
Brandy Howe, AICP | Senior Community Planner

Brandy is a professional planner with over 13 years of public and private sector experience. Her work is focused on helping communities identify strategic, long-term solutions for their planning, growth, and economic development needs. Brandy specializes in municipal planning, development review, growth management, comprehensive and long-range planning, zoning, intergovernmental cooperation, and public engagement. Brandy advocates for sustainable community building that fosters efficient, balanced growth, and protects the natural environment.



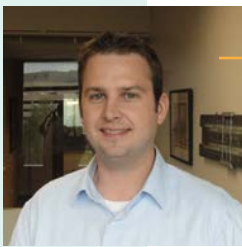
Bob Barth, AICP | Director of Land Development

A Principal at WSB, Bob leads WSB's Land Development Services. Over his 26-year career, Bob has worked for both public and private sector clients, beginning as a water resources engineer and evolving into his current land development role. Bob's current interest - and a focus for WSB's Land Development Group - is sustainable redevelopment within urban communities. Early in his career, Bob served some of the Twin Cities fastest-growing communities by assisting planning and engineering staff with development proposal reviews. Bob had the good fortune to support proactive communities who work collaboratively with developers to achieve common goals. Today, public/private collaboration is the foundation of WSB's Land Development approach.



Bob Slipka, PLA | Landscape Architect

Bob will serve as the lead Landscape Architect for this project. He will collaborate with both the WSB team and client throughout the design process starting at project initiation all the way through project completion. As a Landscape Architect, Bob possesses over 20 years of project experience in the upper Midwest. His knowledge and experience will aid in development of plans and graphics to best exemplify economic development opportunities within the City of Brainerd. Considerations for both short range and long range improvements will be taken into account. Bob has been involved in all aspects of the site design process including master planning, preparations of construction documents and specifications, technical design and detailing, cost estimating, bidding assistance, and construction administration which will aid the team to ensure both a visionary and implementable solution is delivered.



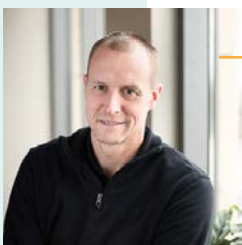
Brent Rolf | Relocation Specialist

Brent is a Minnesota licensed Real Estate Salesperson and comes to right of way with a broad sales and customer service based background. Brent has 6 years of experience providing relocation services for property owners and tenants for MnDOT, County and City clients. Relocation services provided to residential and business owners/tenants included advisory services, relocation studies, coordination of move estimates, property inspections, claim assistance and preparation. All relocation services were provided following the Uniform Relocation Act.



Steve Gazdik, MGIS | Senior GIS Specialist

Steve has 11 years of experience within the Geographic Information System (GIS) field, along with having a Master of Geographic Information Science degree from the University of Minnesota – Twin Cities. Stephen is proficient with all products under the Esri ArcGIS Platform including Spatial Analyst, 3d Analyst, and Network Analyst. He has vast experience working with local, municipal, state, federal and private agencies which includes adhering to each of their data and metadata standards, data accuracy, practices, and innovating new solutions for their on-going projects. Steve also has extensive background of digitizing spatial data from aerial imagery and georeferencing historical maps and As-builts. Steve has also created many ArcGIS Hub sites that allow for effective communication, direct public engagement, and data transfers between agencies.



Chris Sonmor, PE | Civil Engineer

Chris is a project manager in WSB's Baxter office with experience in civil design, construction and project management for both land development and municipal projects. He has over 20 years of experience and currently serves as the city engineer for the City of Cass Lake. In addition to his city engineering responsibilities, he also works with the cities of Brainerd, Baxter, and East Gull Lake. Prior to joining WSB, Chris was the lead civil engineer for a client who was a large site retailer in the Upper Midwest. He was heavily involved in the planning, design and construction of numerous large commercial sites across Minnesota, Wisconsin, Iowa, and North Dakota.

Similar Experience



Project Pepper/Hatch CITY OF LINO LAKES

WSB assisted the City of Lino Lakes with the development of a response to a RFI for a new enterprise data center to be located on a 300 acre site in the community that was outside of the traditional area for future development. The proposed project would include over \$250 million of investment for Phase 1 and include multiple phases over the next 10 years. WSB assisted the city in completing the RFI and the required additional information and promotional materials for the project that included Phase 1 Environmental, water and sewer projections and preliminary costs, electric utility infrastructure information and multiple other required infrastructure improvements. WSB assisted the City in the development of the required financial assistance for the facility and led the discussions with elected officials to gain approval of the proposed assistance. The City advanced to the final group of potential sites but when no secondary site was identified in Minnesota was removed from further consideration

REFERENCE: MIKE GROCHALA | CITY OF LINO LAKES | COMMUNITY DEVELOPMENT DIRECTR | 651.982.2427 | 600 TOWN CENTER PARKWAY LINO LAKES, MINNESOTA 55014-1182



Make It. MSP. Brand Initiative GREATER MSP REGION

During her time at GREATER MSP, Valerie was charged with executing several branding and communications initiatives for the Make It. MSP. talent retention and attraction campaign including: social media strategy, website development, collateral development, communications planning, media relations and style guide implementation.

REFERENCE: TIFFANY ORTH | GREATER MSP | DIRECTOR OF OPERATIONS, STRATEGIC INITIATIVES | TIFFANY.ORTH@GREATERMSP.ORG | 612-747-5798

Foreign Direct Investment Initiative

MINNESOTA MEDICAL MANUFACTURING PARTNERSHIP

Valerie partnered with several members of the Minnesota Medical Manufacturing Partnership (MMMP) to develop a Foreign Direct Investment marketing campaign that was used in Europe, Asia and Canada. The Foreign Direct Investment campaign's goal was to create an easy to understand narrative surrounding the GREATER MSP region's advantages over neighboring metropolitan areas in speed-to-market and the deep pool of available talent.

REFERENCE: MEGAN BARNETT-LIVGARD | DIRECTOR OF BUSINESS DEVELOPMENT | KRAUS ANDERSON - 651-252-5030



Downtown Redevelopment

CITY OF MONTICELLO

WSB worked with the City of Monticello for the proposed redevelopment of the downtown area which included the purchase of vacant or underutilized properties and the removal of environmental hazards. This redevelopment plan allowed for the MNDOT to begin the process of improving the intersection of Highway 25 and the community's main street. As part of the redevelopment project the significant work was completed to allow for the creation of the Highway 25 corridor planning group that has resulted in a joint project between MNDOT, the Cities of Monticello and Big Lake and Sherburne County for the improvement of the corridor. This project also included the identification of types of businesses that the community should focus on to help create a well-rounded community. Key Personnel included Shibani Bisson, Ryan Spencer, Jim Gromberg, Penny Rolf.

Economic Development Services

CITY OF MONTICELLO AND WAVERLY

WSB was engaged by the Cities of Monticello and Waverly to provide economic development services that included the provision of daily economic development services for local businesses considering expansion, the identification of funding opportunities, creation of marketing materials, assisting the cities in the development of economic development programs. These services also incorporated the scheduling and completion of BRE visits to companies identified by the City. These services have been provided for the last 5 years and continue to be provided.

REFERENCE: JIM THARES - MONTICELLO, CONNIE HOLMES - WAVERLY

Schedule



WSB anticipates that the proposed project will be completed over the course of the entire year with many of the aspects being completed over that time based on the needs of the EDA. The marketing plan will be the first item and completed in April for implementation over the course of 2022.

The other items would be completed as identified e.g. new grant programs may become available resulting review and application. This approach for the schedule would also be implemented for the recruitment that requires a response that cannot be schedule since the potential projects would not have been identified or the request know at this time.

TASK	2022											
	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
KICK-OFF MEETING/EDA MEETINGS	●	●	●	●	●	●	●	●	●	●	●	
MONTHLY REPORTS												
REVIEW OF EXISTING MARKETING PLAN AND ENGAGEMENT												
CREATION OF MARKETING PLAN												
MARKETING PLAN PRESENTATION			●									
IMPLEMENTATION OF MARKETING PLAN												
OFFICE HOURS FOR COMPLETION OF EDA GOALS IDENTIFIED IN RFP												
FUNDING												
PROPERTY MARKETING AND DEVELOPMENT												
BUSINESS RETENTION AND RECRUITMENT												
BUSINESS RESOURCES, SUPPORT AND PROGRAM DEVELOPMENT												
RIVER TO RAILS REPRESENTATION												
MAIN STREET PROGRAMING												



Cost

A majority of the scope of services are open ended and require the development of stronger relationships with the Brainerd community, we have developed the following structure for the provision of those services.

The provision of office hours will have a twofold benefit for the EDA.

- Development of strong relationships between the economic development services and the business community and allow for a point of contact on a consistent basis for the community. This will allow for a stronger transfer of information between the affected parties.
- While the proposal identifies the 8 hours per week of office time the flexibility is built into the system to allow for the focusing on certain areas if required based on specific schedules like the completion of an RFI for a potential project.

TASK	BUDGET
OFFICE HOURS (8 HOURS PER WEEK)	\$95,600
Included in office hour service	
• Marketing Plan	
• Funding	
• Property Marketing and Development	
• Business Retention and Recruitment	
• Business Resources, Support and Program Development	
• River to Rails Representation	
• Main Street Programing	
• Attendance at EDA Meetings	
TOTAL COST	\$95,600

December 6, 2021

Mr. David Chanski
Community Development Director
5012 Laurel Street
Brainerd, MN 56401



Re: Proposal Breakdown for Economic Development Services

Dear Mr. Chanski,

Thank you for the opportunity to provide additional information concerning the provision of the economic development services to the Brainerd Economic Development Authority (EDA). We share the City and EDA's vision to help the community and local economy grow into the future provide opportunities to the residents and businesses in the area. The development of partnerships and strong relationships will help make this vision a reality.

While we think the development of consistent relationships both with the business community and the staff is paramount to successful economic development, we understand the EDA also wants to make sure that they have the greatest value for their invested resources. Based upon the deliverables in the proposal WSB would provide the a-la-cart economic development services using the following schedule:

• Marketing Plan	\$15,000
• Funding	\$10,000
• Property Marketing and Development	\$15,000
• Business Retention and Recruitment	\$18,000
• Business Resources, Support and Program Development	\$12,000
• River to Rails Representation	\$10,000
• Main Street Programing	\$15,000
• Attendance at EDA Meetings (12 mtgs)	\$3,600
• Total Cost	\$98,600

Once again, thank you for the opportunity for the WSB Team to submit additional information for the proposal for providing economic development services for the Brainerd EDA. Should you have any questions or would like to further discuss this proposal please do not hesitate to contact Jim at (612) 400-3569 or Brian at (651) 338-7373.

Sincerely, WSB

A handwritten signature in black ink, appearing to read "Jim Gromberg", written over a horizontal line.

Jim Gromberg
Economic Development Coordinator

A handwritten signature in black ink, appearing to read "Ron Bray", written over a horizontal line.

Ron Bray, PE
Principal

An aerial photograph of Brainerd, Minnesota, showing a mix of residential neighborhoods, commercial buildings, and industrial areas. A prominent water tower is visible in the center-right. The city is surrounded by green fields and a forested area in the background.

Proposal for Economic Development Consulting Services **PROPERTY MARKETING & DEVELOPMENT**

11.26.2021



Proposal Submitted to
Economic Development Authority
Attn: David Chanski
Community Development Director
501 Laurel Street
Brainerd, MN 56401



Submitted by
Swanson Haskamp Consulting, LLC
kamp Real Estate & Development, LLC
246 S. Albert Street, Suite 2A
Saint Paul, MN 55105
Jennifer Haskamp, AICP
651.341.4193
jhaskamp@swansonhaskamp.com
swansonhaskamp.com



November 26, 2021

Economic Development Authority
Attn: David Chanski
Community Development Director
501 Laurel Street
Brainerd, MN 56401

**RE: City of Brainerd Economic Development Authority
Proposal for Economic Development Consulting Services
Service Task #3. Property Marketing & Development**

Dear Mr. Chanski,

Please accept this proposal for Economic Development Consulting Services from Swanson Haskamp Consulting, LLC (SHC) and Kamp Real Estate & Development (kamp). We are excited for the opportunity to work with you, the Economic Development Authority (EDA) and City of Brainerd to bring new investment, development, and redevelopment to the community.

SHC is currently working with the City on its Zoning Update project and through that effort we have truly fallen in love with the community. The zoning project effort has taught us that Brainerd has a unique identity with character filled neighborhoods, a quaint walkable downtown, and vibrant businesses. Leveraging your strong foundation is essential to furthering the City's growth, development and redevelopment objectives.

The proposal which follows is primarily focused on Service Task #3 identified in the RFP. However, we believe that to successfully implement an economic development plan all the initiatives must be integrated and coordinated. For example, if we are working on a marketing effort for a specific property or development on the Mississippi River the branding and identity package of that effort should be coordinated with the materials developed as part of Service Task #1. To that end, to simplify our response we have focused on Service Task #3, but we are well aware that our efforts will not be developed in a vacuum and it is our intent to coordinate with your other partners and selected contractors to ensure that this effort is coordinated and achieves the best results.

In the proposal that follows we will provide our Approach to Service Task #3, introduce our Team, summarize some of our relevant experience and our proposed cost proposal estimate. We look forward to continuing to work with you on this exciting work, and please do not hesitate to reach out with any questions.

Sincerely,

Jennifer Haskamp, AICP
Owner & Managing Broker
SHC & Kamp
jhaskamp@swansonhaskamp.com
651.341.4193

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Approach & Scope

We understand that the City of Brainerd EDA is looking for assistance to perform certain services and tasks identified as 1 through 8 in the RFP, and that our proposal may respond to a specific service and set of tasks or any combination thereof.

Our Team is perfectly positioned to provide the Services identified as Service #3 **Property Marketing and Development**. As mentioned in our cover letter, while our approach is focused on Service #3, we believe that it is essential for all services and associated tasks to be coordinated so that a uniform brand and identity is created for the City which will further enhance your economic development initiatives.

Approach & Scope for Service #3

Over the past couple of years SHC has been working with the City of Brainerd to update its Zoning Code. As part of that process our Team had the opportunity to drive nearly every street in the City, to evaluate and understand most parcels and development, and to perform high-level site evaluation and site-constraint analysis. Our extensive existing conditions analysis of the City will be further enhanced because our Team is preparing the Zoning Code update which establishes the new regulations and standards for development or redevelopment of land in the City. The existing conditions framework coupled with our Zoning Code expertise will provide a solid foundation for our development analysis and subsequent property and development marketing plans.



“Make Brainerd an attractive and vibrant business community by providing economic support through programs, marketing, development and redevelopment.”
- 2021 EDA Mission Statement

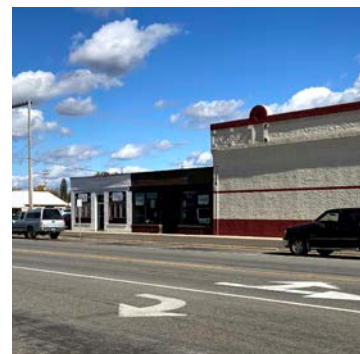
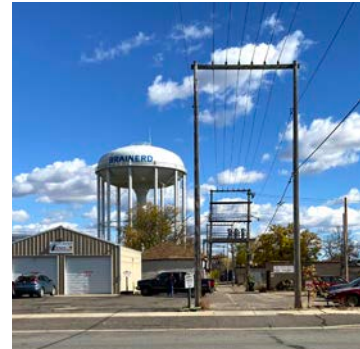
In addition to our familiarity of the City's land, lots and parcels we excel at marketing and communications related to property development and have strong market analysis and market development knowledge. Subsequent sections of this proposal will introduce SHC and kamp in more detail, but the two entities have specific responsibilities and areas of expertise that are tailored to meet the specific tasks associated with our approach. The following approach to each Task identified in Service #3 is provided:

Task 3.1 Develop & Implement Marketing, Advertising & Communications Plan

Primary Responsibility: SHC

The real estate and development market is competitive and can be fast. The speed of transactions can sometimes be a double edge sword especially if a strong brand and vision for a particular property or development are not clearly defined. Our approach to this task includes the following:

- 1.) We need to create an overall strategy for how we classify, identify and pre-plan or design properties that the EDA and City are interested in promoting for development or redevelopment. We know that some properties are already identified, but a full assessment of specific target areas and/or parcels such as underutilized downtown parking lots, or urbanizing edges, needs to be evaluated and then prioritized.
- 2.) Based on the prioritization we need to understand who owns the property and evaluate the interest of the property owner to develop, redevelop and/or sell. This step is directly correlated to components of Task 3.4.
- 3.) Concept Plans will be developed for high-priority, high-opportunity, high-interest properties to demonstrate the developability of a property. The Concept Plan step will



be based on the Zoning Code update standards and regulations and developed consistent with the Vision established in the City's 2035 Comprehensive Plan. Concept Plans will integrate market feedback obtained through conversation with local real estate professionals and developers (Tasks 3.4 and 3.6). We will also solicit feedback and input from the local lending community including bankers that finance real estate development, and industry professionals such as local architects, engineers and builders.

- 4.) Finally, a full marketing plan including standard solicitation layouts that may include physical handouts, press releases, property websites/pages including development trackers, etc., will be developed in collaboration with the EDA and the City.

Deliverable: SHC will work with the EDA and City to develop a desired deliverable that meets your objectives. At a minimum, a map with priority parcels/development by use type will be developed for use both electronically and hard-copy. The number of concept plans will be agreed to with the EDA and City as part of the scoping process if this contract is awarded. (The estimated cost proposal assumes 4-5 properties)

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Task 3.2 Promote Property within the City for Commercial Development/
Redevelopment & Residential Development

Primary Responsibility: SHC
kamp (Property Specific Contracts, if any)

An outcome of Task 3.1 is the establishment and identification of priority sites the EDA and City are interested in pursuing for development or redevelopment. With concept plans in hand for specific sites, properties or buildings, SHC with assistance from kamp will work with the EDA, City and property owners on the project/site specific marketing and promotion plan. We understand that the effort for each property must be tailored to the desired outcome. For example, some properties may require a formal partnership agreement with the property owner to place the property on the active real estate market.

Deliverable: A promotion and marketing plan will be developed by SHC in coordination with the EDA and City for individual properties as requested. If the EDA or City desires active marketing of a property, kamp will enter into a brokerage agreement to be negotiated with separate real estate commissions as referenced in the cost proposal.

Task 3.3 Solicitation of Developers

Primary Responsibility: SHC

We understand this task to identify, and engage with, the developer community to understand and garner interest in the development/redevelopment opportunities identified in Task 3.1.

Our approach will be to create a master list of developers, and to engage with them using a variety of strategies that may include a combination of on-line/survey questions, one-on-one interviews or meetings in-person and virtual, developer round-tables or other methodologies. The primary objective is to first develop a master list so that the development community becomes a resource for the initiatives identified in Task 3.1, and second to successfully bring development and redevelopment to fruition as identified in Task 3.2.

Deliverable: A master list of developers (to be updated regularly) with contacts and development interest. Information on the list will include development type, product price points, availability/time constraints if known, etc.



Task 3.4 Engagement with Private Property Owners

Primary Responsibility: SHC

To bring your redevelopment and development plans to fruition it is critical to establish strong relationships with the property owners that 1) have property/lots/buildings prioritized for redevelopment; and 2) owners that may be impacted by any redevelopment of adjacent properties. While we know that much of the land targeted for development or redevelopment in this effort is municipal or agency owned land, there may be privately owned properties that are included in the plans. A critical step in this process, which may even precede the activities or tasks in 3.1 is to establish the relationships early so that we have an understanding of what their needs and perspectives are. We assume that any real estate transaction will only include willing sellers, but we also assume that there may be impacts to privately owned land outside of the real estate transaction. The objective of this Task is to create strong relationships and open lines of communication to bring the development and redevelopment plans to fruition successfully.

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Deliverable: Summary of property owners, their interests, identified concerns (if any), their perspectives on development/redevelopment, etc.

Task 3.5 Partnership with Local Real Estate Agents and Professionals

Primary Responsibility: SHC
kamp (Property Specific Contracts, if any)

To successfully promote and market the properties in Task 3.1 the right brokerage team is critical. While kamp may provide some of those services, there may be properties that will be better positioned if marketed by a local brokerage. Similar to the approach in Task 3.3, we will develop a master list of local real estate agents and professionals and conduct interviews (virtual or in-person), round-tables or other communication strategies to build a network of real estate professionals in the market.

Deliverable: A master list of real estate professionals will be provided including areas of specialization and potential partnerships that may exist between the real estate professional and the developer community. We will assist the EDA and City with potential formal real estate contracts if desired as part of this task. Kamp is also open to partnership real estate contracts depending on the specific objectives of the marketing efforts of a specific property.



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SHC & kamp Team

The SHC and kamp team are perfectly positioned to assist the Brainerd EDA with its economic development initiatives related to development and redevelopment opportunities in the City. Our Team is comprised of two entities, SHC and kamp. A brief summary of each firm is provided:



Swanson Haskamp Consulting, LLC (SHC)

Swanson Haskamp Consulting (SHC) is a planning and real estate development consulting firm located in Saint Paul, MN. Founded in 2007 by Jennifer Haskamp, the firm provides consulting services to municipalities, regulatory agencies, developers and landowners. Our Team specializes in land use analysis, comprehensive planning, zoning, real estate development entitlement services, and project management. SHC will serve as the primary contact on this Proposal with direct support from kamp.

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SHC is perfectly positioned to work collaboratively with the City of Brainerd to refine the project approach, schedule and plan for the Property Marketing and Development Project (“Project”). Our firm is committed to providing a tailored approach to every project we pursue and undertake, and we are committed to working with you to achieve your goals and objectives for this Project. SHC excels at creating documents, plans, and regulatory tools that are easy to understand, that focus on layout and graphic communications, and that support and implement your vision for the community. An introduction to our Team is provided on the following pages.



kamp Real Estate & Development, LLC

Kamp is a boutique real estate and development services firm. Founded in 2020 by Jennifer Haskamp and Ellison Yahner. The firm holds a Minnesota real estate broker license and both Jennifer and Ellison hold a Minnesota Salesperson license. Our team provides brokerage services in real estate, site development and constraint analysis, and is able to assist the EDA with any purchase or sale of individual properties as requested.





Jennifer Haskamp, AICP

Owner, SHC
Managing Broker, kamp

Role Point of Contact and Project
Lead, Research and Analysis,
Create Strategy and Deliverables

Experience Planning services for
municipalities and developers for
more than 20 years, including current
work for the City of Brainerd.

Training

- » Master of Urban and Regional Planning, Humphrey Institute, University of MN
- » Bachelor of Arts, Architecture University of MN

Qualifications

AICP / MN Broker #40731571

Availability February 2022



Ellison Yahner, AICP

Senior Planner, SHC
Vice President, kamp

Role Support research and interview
activities. Formatting and quality
assurance for deliverables.

Experience Planning and marketing
services for municipalities and
developers over the past 12
years, including current work
for the City of Brainerd.

Training

- » Master of Urban and Regional Planning, Humphrey Institute, University of MN
- » Bachelor of Science, Art Business Certificate University of WI - Madison

Qualifications

AICP / MN Salesperson #40749676

Availability February 2022



Jess Points

Planner/GIS Professional, SHC

Role GIS mapping and analysis,
graphics and facilitation support.

Experience Planning services for
municipalities and developers
including current work for
the City of Brainerd.

Training

- » B.A., Fine Art and Interdisciplinary Design University of MN

Qualifications

MN Salesperson #40749680

Availability February 2022

- » In addition to the SHC team, we have an extensive network of partners that can assist as needed. For example, our team works regularly with a couple different urban designers that can provide assistance to the site planning or concept planning process depending on the needs of a specific project.
- » Full resumes attached to this proposal.

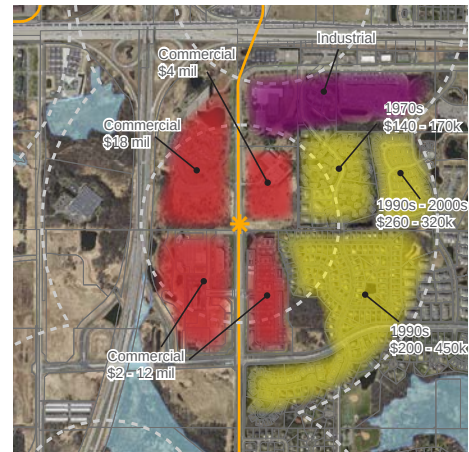
Experience & Past Performance

SHC has extensive experience working with municipalities, regulatory agencies, developers and landowners through the land use and development process. Our experience working with both the private and public sectors is unique and allows our team to effectively, and efficiently work collaboratively to implement a successful economic development plan. SHC is committed to delivering projects on-time and on-budget, and we pride ourselves in delivering plans that are implementable. To demonstrate our experience a summary of a few of our key projects is provided.

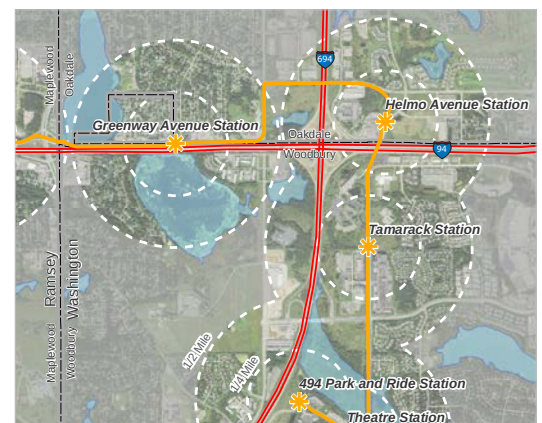
Search of a Site - Transit Oriented Development Service Center

Client: Washington County, MN

SHC developed a set of geographic based socio-economic, demographic and real estate market metrics to assist with the site selection for a new Washington County Service Center. In addition to referencing research and interviews from the Washington County's Strategic Facility Plan that SHC conducted recently, SHC created site selection criteria that prioritized locations within ½-mile radius of BRT station locations along the new GOLD Line BRT. Site selection and recommendations included both quantitative and qualitative metrics based on specific station areas. Key considerations included estimated market value and acquisition costs, site constraint analysis including parking analysis, concept planning, and took into account the surrounding urban context and the development goals and land use plans of various cities. The final site recommendation was identified based upon its potential to qualify for FTA Joint Development grant funding. The project was fast-tracked to meet grant funding deadlines and was completed within approximately five weeks.



Map created by SHC: Detail of area surrounding Gold Line BRT station that includes Land Use, Age of Development, and Real Estate Values.

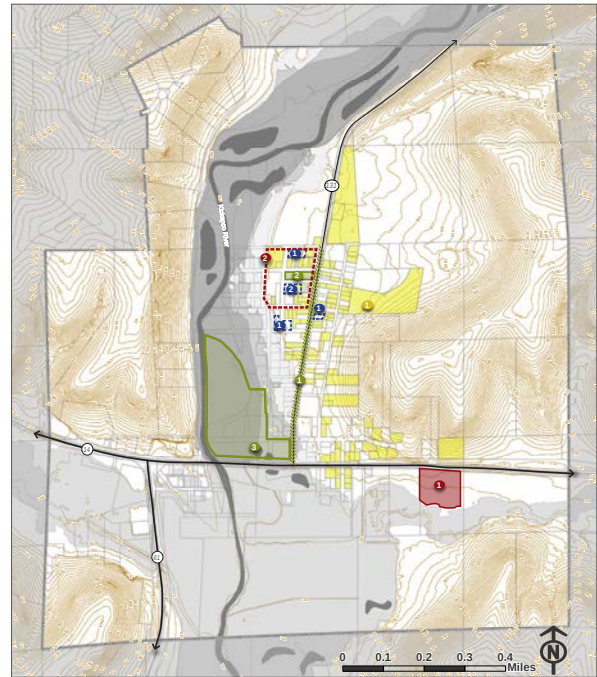


Map created by SHC: Gold Line BRT stations, quarter and half mile radius, major roadways and municipal boundaries.

Village of Readstown Economic Recovery Plan

Client: Readstown, WI

In 2020 the SHC team was selected to lead the Economic Recovery Plan development process in the Village of Readstown, Wisconsin. Readstown is a small village in the heart of the Kickapoo River valley that has experienced significant floods over the past 100-years which slowly eroded the economic viability of the community. The community was awarded a grant from the regional Economic Development Agency to create a plan that 1) would eventually move vulnerable properties out of the flood prone areas; 2) that identifies opportunities for growth and development; 3) that considers infrastructure, access, and developability of potential sites; and 4) that considers the market context and demands. Through a series of community meetings, both in-person and virtual, the SHC team delivered a plan for the Village that identified development and redevelopment opportunities, including a set of concept plan, and established a plan to create an identity and brand for the community to build on over the next decade.



Map created by SHC: Short Term Action Plan & Tasks for the Village of Readstown Economic Recovery Plan

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Concept for Wisconsin Avenue



Created by Michael Lamb Consulting, sub-consultant to SHC team

Site Evaluation, Selection, Entitlement Services, PA Negotiation and Project Development for Light Industrial/General Business Use

Client: Shingle Creek Capital, Developer/Real Estate Investor

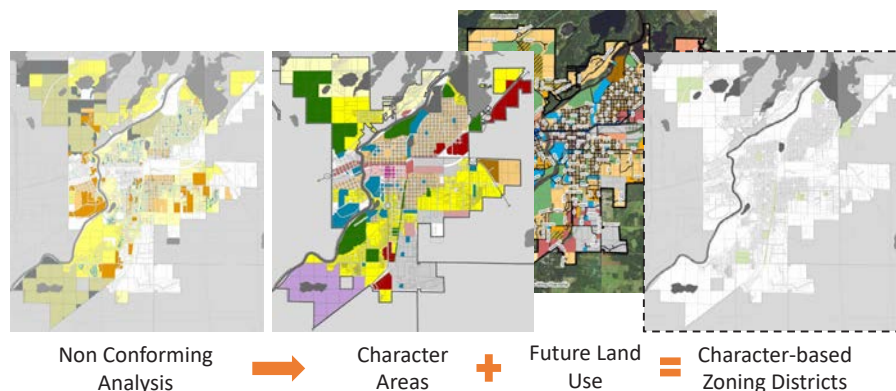
The SHC and kamp team has a continuing services agreement with Shingle Creek Capital, a Minneapolis based real estate investor and developer. Our Team is working with the client on site selection and evaluation, site constraint analysis and concept planning, entitlement strategy, project management and full site/project development activities. We are involved with project development from pre-planning and real estate acquisition to implementation.

Zoning Code Update

Client: City of Brainerd

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Since 2020 the SHC team has been working with the City of Brainerd to prepare a full update to the City's Zoning Code. There are several objectives to the Project including to create a more user-friendly zoning code that is easy to understand, to reinforce and support the character of the community, and to promote and support economic investment and development in the City. As part of the project our team has performed extensive GIS site analysis, conducted site and neighborhood visits, engaged with the public and worked collaboratively with the City staff and policy makers. The project is on schedule, with anticipated adoption in the first quarter of 2022.



EDA Board & City Staff Expectations & Involvement

Our approach is to work efficiently, effectively and collaboratively with the EDA Board and the City of Brainerd Staff. The marketing, development and redevelopment of property is an important part of a city's economic development and therefore it should be given the time, focus and dedication to ensure that the plans meet your goals and expectations. As such, we expect to work closely with the City Staff liaison, and we will follow staff's recommendation of the frequency and timing of meetings with the full EDA Board.



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Fees & Cost Proposal

The following cost proposal is an estimate to complete Service #3 as previously described. The cost is an estimate based on the tasks as outlined in the scope and number of meetings anticipated to accomplish the tasks as outlined below. As described in Task 3.1 and 3.2 we propose to work with you on a work plan to identify the number of sites to review as part of this scope and that the budget may be adjusted accordingly.

Task	Description	Estimated Fee
3.1	Develop and Implement Marketing, Advertising and Communications Plan (Assume approximately 4-5 sites for development/redevelopment)	\$8,500
3.2	Promote Property within the City for Commercial Development/Redevelopment and Residential Development	\$5,000
3.3	Solicitation of Developers	\$2,500
3.4	Engagement with Private Property Owners	\$3,500
3.5	Partnership with Local Real Estate Agents and Professionals	\$2,000
3.6	Engagement Plan · Brainerd EDA Meetings – In Person (4), Virtual (2) · Staff Meetings – Virtual (As needed) · Round-tables and/or Interviews – In Person (4 – ½ Day Sessions to coordinate with EDA meetings)	\$7,500
	Subtotal	\$29,000
	Expenses (10%)	\$2,900
	Total Estimate	\$31,900
	<i>Specific Property Broker Services</i>	<i>TBD, separate commission real estate contract</i>

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SHC's standard hourly fee schedule for 2022 is provided. Work performed will be billed on an hourly basis up to the estimated fee identified in the Cost Proposal. Any work beyond the amount identified will be billed at our standard hourly rate only after receipt of written authorization to proceed.

As noted in the previous sections, Kamp Real Estate & Development will be a party if a real estate contract for a specific property is desired. Compensation will be negotiated on a property specific basis and will be determined based on the scope anticipated for the subject property.

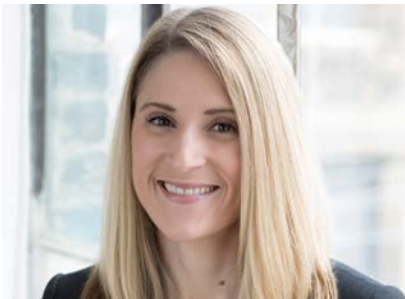
2022 Fee Schedule

Service	Rate
Principal, Planner	\$130/Hour
Sr. Planner/ Sr. Landscape Architect	\$120/Hour
Planner	\$100/Hour
Document Preparation/Layout/Production	\$90/Hour
GIS Mapping	
Document Layout	
Graphics	
Mileage rate (<i>Standard 2021 IRS rate noted, TBD</i>)	\$0.56/mile
Printing and Mailing Services	Actual Expenses

Jennifer Haskamp, AICP

Owner & Principal Planner, SHC

President & Managing Broker, kamp



Jennifer Haskamp is the owner and principal of SHC, LLC. She has over 20 years of experience in land use planning, development and real estate. As the leader of SHC, she is responsible for the successful management and delivery of a variety of project types including comprehensive planning, small area studies, visioning, market research, zoning/ordinance drafting, redevelopment and site constraint analysis, design guidelines, and environmental review. Jennifer works collaboratively with her clients and project teams to ensure project processes and deliverables meet their goals and objectives.

Education

Master of Urban and Regional Planning, Humphrey Institute, Minneapolis, MN

Bachelor of Arts, Architecture University of Minnesota, Minneapolis, MN

Certificate in Commercial Real Estate Analysis and Investment, MIT School of Architecture and Planning

Professional Affiliations

American Planning Association

Minneapolis Association of Realtors

MNCREW (MN Commercial Real Estate Women)

Licenses

MN Real Estate Broker 40731571

Managing broker of Kamp Real Estate & Development

Relevant Experience

TOD Search of Site (Market Research & Site Selection)
Washington County, MN

Economic Recovery Plan
Village of Readstown, WI and Mississippi River Regional Planning Commission

Hybrid-Form-Based Zoning Code Update (in-progress)
Brainerd, MN

Strategic Facility Plan Refresh, Urban Context Analysis
Ramsey County, MN

Strategic Facility Plan, Urban Context Analysis
Washington County, MN

Strategic Facility Plan, Urban Context Analysis
Austin Water, City of Austin, TX

Industrial Site Selection, Shingle Creek Capital
Metropolitan Area, MN

Hennepin County Bottineau TOD Commercial Market Study, Housing Gap Analysis, Development Assessment, and Zoning Study
Hennepin County, MN

Comprehensive Plan 2040 - Housing Plan City of Anoka, MN

Comprehensive Plan 2040 (Including Housing Plan & Economic Competitiveness)
City of Lake Elmo, MN

Comprehensive Plan 2040 (Including Housing Plan & Economic Competitiveness)
City of Lauderdale, MN

Unified Development Code (in-progress)
Scandia, MN

Form-Based Code (in-progress)
City of Mendota, MN

Comprehensive Plan 2040
City of Mendota Heights, MN

Consulting Planning Services - Zoning Ordinance Drafting (on-going)
City of Grant, MN

Consulting Planning Services - Zoning Ordinance Review/Implementation (on-going)
City of Lake Elmo, MN

Entitlements Management, Owners Representative, Development QA/QC
Private Developer, Medina, MN

Land Use & Redevelopment Site Assessment, Private Developer, Chaska, MN

Concept Planning, Entitlements Management, QA/QC, 150-Acre Site, Private Landowner, Minnetrista, MN

Site Constraint Analysis, Due Diligence Report & Market Analysis
Private Developer, A-Line BRT, St. Paul, MN



Ellison Yahner, AICP

Senior Planner, SHC

Vice President, kamp



Ellison Yahner has pursued a career focused on the built environment. Prior to SHC, Ellison worked for a residential developer, large general contractor, and commercial architecture firm. Ellison is known for having reputable client relationships, professional communication and planning research skills, and a strong dedication to improving people's lives and/or how organizations operate by considering the urban context and asking questions about the built environment. Ellison's portfolio includes projects that work to align a client's mission and vision within existing communities and assembling information to make informed long-term decisions.

Education

Masters of Urban and Regional Planning, Humphrey Institute, Minneapolis, MN

Metropolitan Design Center Certificate, College of Design, University of MN

Bachelor of Science, Art, Business Certificate
University of Wisconsin, Madison, WI

Professional Affiliations

AICP, American Planning Association

MN Real Estate License:
40749676

Vice President of Kamp Real Estate & Development

Leadership Saint Paul 2015

WIRED UP (Women in Real Estate Development and Urban Planning)

Relevant Experience

Strategic Facility Plan Refresh, Urban Context Analysis
Ramsey County, MN

TOD Search of Site (Market Research & Site Selection)
Washington County, MN

Strategic Facility Plan, Urban Context Analysis
Washington County, MN

Strategic Facility Plan, Urban Context Analysis
Austin Water, City of Austin, TX

Hennepin County Bottineau TOD Commercial Market Study, Housing Gap Analysis, Development Assessment, and Zoning Study
Hennepin County, MN

Economic Recovery Plan
Village of Readstown, WI and Mississippi River Regional Planning Commission

Hybrid-Form-Based Zoning Code Update (in-progress)
Brainerd, MN

Comprehensive Plan 2040 - Housing Plan
City of Anoka, MN

Comprehensive Plan 2040 (Including Housing Plan & Economic Competitiveness)
City of Brooklyn Center, MN

Comprehensive Plan 2040 (Including Housing Plan & Economic Competitiveness)
City of Lake Elmo, MN

Comprehensive Plan 2040 (Including Housing Plan & Economic Competitiveness)
City of Lauderdale, MN

Unified Development Code (in-progress)
Scandia, MN

Comprehensive Plan 2040
City of Grant, MN

Consulting Planning Services
City of Grant, MN

City of Austin Strategic Facilities and Logistics Roadmap,
Austin, TX*

Austin Energy Facilities and Logistics Needs Assessment,
Austin, TX*

Ramsey County Strategic Facility Plan,
Ramsey County, MN*

Xcel Energy Metro-Area Master Plan,
Twin Cities, MN*

Robbinsdale Station Transit Oriented Design Commercial Space Study
Hennepin County, MN*

**Project completed while at previous firm*



Jess Points

Planner/GIS Professional, SHC

GIS/Market Research, kamp



Jess Points is well versed in providing graphics, mapping support, and on-line engagement. She excels at social media engagement, GIS analysis and mapping, and support of the project team. With a background in fine arts she brings a strong eye to the firm's graphics and is efficient in doing so because of her software skills. Jess will be available to assist throughout the Project with communications and mapping.

Education

- » B.A., Fine Art and Interdisciplinary Design
University of MN

Professional Affiliations

MN Real Estate License:
#40749680

Relevant Experience

MN Entitlements Management, Land Use and Development
Shingle Creek Capital, Twin Cities MSA

Strategic Facility Plan Refresh, Urban Context Analysis
Ramsey County, MN

TOD Search of Site (Market Research & Site Selection)
Washington County, MN

Strategic Facility Plan, Urban Context Analysis
Washington County, MN

Economic Recovery Plan
Village of Readstown, WI and Mississippi River Regional Planning Commission

Hybrid-Form-Based Zoning Code Update (in-progress)
Brainerd, MN

Mixed-Use Makers Market Zoning District
South Saint Paul, MN

EAW for Residential Development, PulteGroup
Cottage Grove, MN

AUAR Village Area Update
Lake Elmo, MN

Comprehensive Plan 2040 (Including Housing Plan & Economic Competitiveness)
City of Brooklyn Center, MN

Unified Development Code (in-progress)
Scandia, MN

Comprehensive Plan 2040
Mendota Heights, MN

Comprehensive Plan 2040
City of Grant, MN

Consulting Planning Services
City of Grant, MN

Comprehensive Plan 2040
City of Lakeland

Consulting Planning Services
City of Lakeland, MN





706 Laurel Street | Brainerd, MN 56401

November 24, 2021

David Chanski
Community Development Director
501 Laurel Street
Brainerd, MN 56401

Dear Mr. Chanski and EDA Commissioners,

Visit Brainerd is please to submit a proposal for the marketing part of the scope of services outlined in the request for proposals. As the official destination marketing organization (DMO) for the City of Brainerd, we are uniquely qualified to assist the EDA with this task. For the purposes of addressing the proposal requirements, we will outline them below in letter format.

Understanding of the Scope of Services

This is an exciting time for the Brainerd EDA and the City of Brainerd. There are a lot of opportunities across the city. The goal of making Brainerd an attractive and vibrant business community is very attainable, but a one-size-fits-all approach doesn't work for a community that is 150 years old. This is an excellent time for the EDA to re-focus its efforts and take a more proactive role in making Brainerd the best it can be. Developing partnerships with organizations who are actively engaged in development and re-development will be key.

Principal Staff, Experience, and Past Performance

Visit Brainerd is the official destination marketing organization (DMO) and visitor's bureau for the cities of Baxter and Brainerd, MN. Established in 1995, as a non-profit corporation, we represent the tourism and hospitality businesses within the cities of Baxter and Brainerd. We are committed to promoting the cities as a leisure, business, and convention travel destination, and as the economic center of the Brainerd Micropolitan Area. We are dedicated to providing comprehensive, unbiased information to all interested parties.

Visit Brainerd exists to attract the maximum number of visitor dollars into the economy. Our job is to create and capitalize on opportunities to support, promote, and expand tourism within our cities. By doing this, Visit Brainerd contributes to the local economy by creating jobs, bringing outside customers to local businesses, and increasing our community's quality of life.

We do this in a variety of ways but primarily through advertising outside of the area targeting key geographic markets and niche markets (audiences), a robust digital platform including a website, app, and social media channels, and by staffing an information center located in downtown Brainerd.

The digital world has really flattened marketing in some ways; when DMOs were first created they were better known as visitors bureaus, or convention and visitor bureaus, and were primarily charged with marketing only to visitors, but as the travel industry has evolved, so too has the significance of the DMO. Now, we know about the halo effect of tourism.

Longwoods International surveyed more than 18,000 consumers regarding 10 destination marketing campaigns from a combination of cities, states, and regions. And while the data points varied somewhat by destination, the results were consistent across all destinations. In every case, tourism advertising by a destination and followed by visitation significantly improved the image of that destination not just as a place to visit, but also for a wide range of other economic development objectives. It compared the rankings by those who had not seen the tourism ads or visited the destination with those who did see the tourism ads and visited. For each economic development objective, the most dramatic improvement in image for a destination was by those consumers who both were exposed to the advertising message and visited the destination, often double the improvement over those who either saw the ads but did not visit or visited but had not seen the ads. This has been named the Halo Effect of Tourism.

Based on that principal alone, Visit Brainerd is uniquely qualified and positioned to assist the EDA with marketing. Since the lodging tax collection began in 1995, Visit Brainerd has invested more than \$6.5-million dollars in advertising. People definitely see Brainerd as a summer destination, but Visit Brainerd has focused efforts largely on the shoulder seasons and winter, and those seasons are where we have seen the greatest increase in lodging tax collection in the last 10 years. Marketing and advertising work when done well.

Mary Devine Johnson, Principal Staff

Mary has more than 20 years of experience in marketing communications in the professional services, higher education, nonprofit and tourism sectors. She is currently the Executive Director for Visit Brainerd, which is the official destination marketing organization for the Cities of Brainerd and Baxter, MN. Visit Brainerd is a non-profit corporation whose mission is to utilize funds from a local lodging tax to market and promote the cities as a premier Minnesota destination for business and leisure travel. Mary also has experience working with an architecture/engineering firm who specialized in working with local municipalities and is very familiar with local government affairs. She currently serves on the board of directors for the Minnesota Association of Conventions and Visitors Bureaus, Brainerd Restoration, and Destination Downtown Brainerd Coalition. She has been a active community organizer through her memberships in the Brainerd Jaycees, Brainerd Rotary, BSA, and several other community events and fundraisers. Mary specializes in strategic communication strategies and is a passionate advocate for local economic development.

Visit Brainerd assisted the City of Brainerd with an advertising campaign in 2020. Funds from the CARES Act were available to support businesses and the City decided to invest in an advertising campaign to support the business community who had suffered major losses during the COVID-19 shutdown earlier that year. We invested \$50,000 in a multi-media campaign focused using “You Betcha We’re Open” theme and “Shop Local” and there was undoubtedly a lift in consumer spending, foot traffic, and awareness. At Visit Brainerd, we heard from several people that they had no idea there was this much downtown. We heard from other business owners that they saw more new customers than they had in years. This is a recent and relevant example of how we can assist an outside organization with advertising and marketing.

Visit Brainerd also has a cooperative marketing program where local businesses can contract with us to provide advertising campaigns. Many of the campaign opportunities are through Visit Brainerd assets

(i.e., newsletter, social media) but we also assist with general planning, brainstorming, and buying. Visit Brainerd worked with the Crow Wing Viking Festival and The NPC on an on-going basis in 2021 and both parties saw measurable results.

Proposed Work Plan, Approach, Estimated Fees

Visit Brainerd is very interested in helping the EDA develop a cohesive marketing strategy for the community. We already tell a story about Brainerd, and want to further develop and refine the story, in the best possible way. When reviewing the goal of the marketing section in the scope of services, there is a lot to consider, and I have some recommendations.

Ideal Place to Live

One of my favorite proposed narratives about Brainerd being an ideal place to live is, "We have a neighborhood for everyone." The City of Brainerd has a lot to offer in the way of amenities but currently the housing inventory doesn't favor this type of campaign. I would advise working on the narrative and communications tools (i.e. website) but waiting to start any kind of advertising campaign. If you would like assistance developing a narrative, I can do that, or make recommendations but I would encourage you to allocate at least \$5,000 for that kind of work.

Ideal Place to Work

An advertising campaign focused on recruiting workers, while very important right now, might be a challenge. The entire country is seeing a massive shift in workforce. We do need to get the message out about Brainerd being an ideal place to work but a comprehensive long-term advertising strategy focused on that feels like a waste of resources at this time. However, there are options, and a digital awareness campaign would be a good investment. The advantage to this type of campaign is they are low cost, nimble (easy to change messages, turn on or off, etc.), highly targeted, and there is likely an opportunity to do cooperative agreements with local employers for cost-sharing. Should you be interested in pursuing that kind of campaign, I would recommend one of the following:

- Option A: \$1,000 in ads + \$500 to Visit Brainerd for program administration, or
- Option B: \$2,500 in ads + \$1,000 to Visit Brainerd for program administration.

Ideal Place to Start a Business

An advertising campaign focused on recruiting businesses is an excellent idea. The City of Brainerd and EDA do have a story to tell about the waived SAC and WAC fees in the River-to-Rail District, about available land in the Industrial Park, about opportunities at The NPC, and about the re-energizing of Downtown Brainerd. There are some pieces to this strategy that need to be developed yet (i.e. website, inventory of available spaces and properties, etc.) but there is no harm in starting to tell the story because as we all know the economic development process can take a long time. Again, I would recommend a highly targeted digital strategy and the use of videos featuring local business owners.

- Option A: \$1,000 in ads + \$500 to Visit Brainerd for program administration, or
- Option B: \$2,500 in ads + \$1,000 to Visit Brainerd for program administration, and
- Note: To do video work, you need to anticipate \$500–\$1,000 per video, so additional budget and program administration fees would apply. If there are opportunities to share video resources with other community groups, this would not be necessary.

Ideal Place to Relocate a Business

See above...same strategy and budget but slightly different target audience.

- Option A: \$1,000 in ads + \$500 to Visit Brainerd for program administration, or
- Option B: \$2,500 in ads + \$1,000 to Visit Brainerd for program administration, and

- Note: To do video work, you need to anticipate \$500–\$1,000 per video, so additional budget and program administration fees would apply. If there are opportunities to share video resources with other community groups, this would not be necessary.

Ideal Place to Shop

As mentioned in the experience section, the City of Brainerd invested \$50,000 of CARES Act funds in an advertising campaign, and it doesn't take long to spend \$50,000. To put it in perspective, we spend about that much every quarter at Visit Brainerd. However, there may be key times of year when it would be most beneficial to do targeted advertising campaigns, and these are my recommendations for now:

- Summer Campaign: \$15,000 June-August multi-media "Shop Brainerd" campaign. Let's capture the attention of locals, seasonal/second homeowners, and visitors and highlight all the services in our business neighborhoods. \$15,000 in ads + \$1,500 to Visit Brainerd for program administration.
- Holiday Shopping Campaign: \$7,500 Mid-November-Christmas. Shop small, shop local. Highlight (and brand) the business neighborhoods/districts across the city. \$7,500 in ads + \$750 to Visit Brainerd for program administration.

Anticipated Involvement from the EDA Board and City of Brainerd

The outline of services for the marketing section are relatively straightforward, however, I would anticipate wanting input from the EDA on identifying the key messages, specific target audiences and locations, and other primary and secondary goals.

A recap of the estimated fees can be found on the next page, but I would like to thank you for this opportunity to submit a proposal. Visit Brainerd is vested in the success of the EDA; we want to be a partner with the EDA and the City and support any goals you might have in the areas of marketing, after all, we are your destination marketing organization. Should you have any questions, or like further information, please contact me at 218-825-0410 (office) or mary@visitbrainerd.com.

I look forward to hearing from you.

Respectfully submitted,



Mary Devine Johnson, Executive Director
Visit Brainerd

Recap of Estimated Fees

CAMPAIGN	AD COST	PROFESSIONAL SERVICES
Ideal Place to Work: Option A	\$1,000	\$500
Ideal Place to Start a Business: Option A	\$1,000	\$500
Ideal Place to Relocation a Business	\$1,000	\$500
Option A: Total	\$3,000	\$1,500
Ideal Place to Work: Option B	\$2,500	\$1,000
Ideal Place to Start a Business: Option B	\$2,500	\$1,000
Ideal Place to Relocation a Business	\$2,500	\$1,000
Option B: Total	\$7,500	\$3,000
Summer Shopping Campaign	\$15,000	\$1,500
Holiday Shopping Campaign	\$7,500	\$750
Shopping: Total	\$22,500	\$2,250

ECONOMIC DEVELOPMENT CONSULTING SERVICES PROPOSAL

Prepared for City of Brainerd Economic Development Authority (EDA)

SUBMITTED BY:



DESTINATION DOWNTOWN BRAINERD COALITION

PO Box 1216

Brainerd, MN 56401

email. info@downtownbrainerd.org

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November 26, 2021

David Chanski
Community Development Director
501 Laurel Street
Brainerd, MN 56401

Mr. Chanski and EDA Commissioners:

It is with great enthusiasm that the Destination Downtown Brainerd Coalition submits this proposal for economic development services. The DDBC has been actively engaged in economic development related activities since its inception in 2018. We are grateful for the support the Brainerd EDA gave us in 2021 by providing funding for events and a downtown coordinator; we assure you we put those funds to good use and as a result have several exciting ideas planned for 2022.

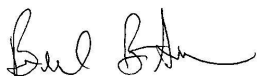
The DDBC is a group of local business owners working alongside other organizations and individuals who care about preserving and promoting a healthy, vibrant downtown for all. When our downtown thrives, our community grows stronger. This belief drives our commitment to providing advocacy and leadership to advance a collective vision for the future of our downtown.

We have identified projects that will benefit small business owners across the City of Brainerd—job fair, continuing education, web resources and networking—and we have identified projects that will support the ongoing redevelopment of downtown. The investment you make in the DDBC in 2022 will certainly be an investment across the city and we are excited to partner with you.

Enclosed is our response to your request for proposals. Should you have any questions, or wish to speak to us about specifics, we would welcome that opportunity. Thank you for your sincere consideration.

Respectfully submitted on behalf of the DDBC Board of Directors by Brenda Billman-Arndt.

Directors: Cassandra Clarken, Sue Galligan, Mary Devine Johnson, Marie Kirsch, Becky LaPlante, Chris Smith



Brenda Billman-Arndt
DDBC President

SCOPE OF SERVICES

The DDBC has thoroughly read the RFP and after careful consideration has decided to respond to the following items included in the scope of services:

- Item 4: Business Retention and Recruitment
- Item 5: Business Resources, Support, and Program Development
- Item 7: Main Street Programming

Item 4: Business Retention & Recruitment

The DDBC has ongoing relationships with more than 30 businesses in the downtown business district. That number, and the level of engagement, grows every quarter. We understand the importance of retaining all existing businesses and attracting a robust workforce. Many of the businesses in downtown Brainerd have had “now hiring” signs in the windows for nearly two years. Business owners are stretched thin, as are the skeleton crews who are working, and there are still businesses that are not open, or have limited hours, because the workforce is not available to support them. We have identified two key strategies for supporting this part of the scope of services: (1) Main Street job fair and (2) promotional videos.

(1) Main Street Job Fair

The DDBC will coordinate an event where job seekers will be able to pick-up applications, apply on-site, and have on-site interviews. It will showcase the variety of opportunities available downtown and provide an efficient one-stop experience for job seekers. The goals are to host a well promoted event and to increase the pool of applicants for downtown businesses.

(2) Promotional Videos

Content is king and video content reigns supreme in today’s digital age. We know the EDA has a goal of attracting new businesses to Brainerd. We propose creating a series of promotional videos featuring local business owners and “their why” for choosing downtown Brainerd as the home for their business. We would like to feature a different business each month in a 2-3 minute video. These video assets will be used on multiple platforms and available to the city, EDA, etc., as well.

Item 5: Business Resources, Support, and Program Development

The Brainerd business community is made up of many small businesses that are independently owned and operated. These businesses typically employ less than six employees with the owner being involved in the day-to-day operations. These businesses are the backbone of our community, and they need easily accessible education, resources, and support that is tailored to micro-businesses. This information and support will strengthen our business community and will help small businesses thrive. We have identified three key strategies for meeting this goal: (1) classes, (2) podcast, and (3) business owner socials (networking).

(1) Classes

Education is essential in running a successful small business. There are many resources for starting a business but very few targeted to operating and growing small businesses. The DDBC would like to develop an education series that will include in-person sessions, recordings available for those who could not attend in-person, and resources/tools available on the DDBC website. This information will provide stronger businesses, empowerment, and economic development. Classes will be promoted to all small businesses in Brainerd. Topics may include:

- Quickbooks
- Using Instagram Reels/TikTok
- Exit Strategies/Succession Planning
- Human Resource Questions Answered
- E-Mail Marketing
- Going Live on Social Media

(2) Podcast

This strategy will help meet small business owners where they often are—online and consuming media on the go (or while working). We want to create a podcast that will feature Brainerd business owners, highlight the topics relevant to small business owners, and build the Brainerd business brand—Brainerd is a great city to own and operate a business in. Topics may include:

- Preparing for and managing the slow season
- Using social media effectively
- Business owners' success stories
- How and when to successfully hire
- Building a business with value
- Emotional health and running a business

(3) Business Owners Social

This quarterly networking event will bring Brainerd business owners together to get to know each other, learn from each other, and provide an opportunity to share resources. Networking with people who are in similar situations as you are is invaluable. The business community in downtown Brainerd is strong and we help each other out, and we want to continue that, expand the reach, and provide networking for businesses across the city. If Brainerd has a strong network of business owners, it provides strength in our businesses. Businesses working together are stronger and create a thriving community.

Item 7: Main Street Programming

As an organization whose core mission is to revitalize, preserve and promote historic downtown Brainerd, DDBC is ideally positioned to take on the role of implementing a robust main street program in partnership with business and property owners. DDBC's work to date has sought to fulfill a vision of making downtown Brainerd a vibrant and vital cultural and economic hub for the central lakes region. Recent DDBC-led efforts include updated light pole banners; installation of the "Babe the Waabigwan Ox" statue on 8th Street; placement of cigarette recycling receptacles to promote a cleaner downtown; and organizing the "Here for Good" Market—a free outdoor summer event for residents and visitors.

DDBC will build upon the success of these initiatives and further develop its main street programming by providing services to Brainerd EDA in the Main Street Programming service area. The key strategies identified to accomplish that goal are: (1) launch a small business facade improvement grant program and (2) obtain Main Street America general membership and designation.

(1) Destination Downtown Brainerd Facade Improvement Grant Contest

DDBC would like to launch a facade improvement grant program to stimulate efforts to improve the street appearance of downtown Brainerd's commercial and business façades. DDBC would administer the grant program which would award up to \$5,000 in grant funds to an eligible applicant for the purposes of making improvements to a business storefront. DDBC would also be responsible for advertising the contest to eligible businesses and gathering applications for review by the judging panel.

(2) Main Street America Membership

A large part of DDBC's success to-date is the organization's partnership with other community and government organizations in the Brainerd lakes area which has allowed us to access resources in terms of both funding and volunteer networks to help run our events and ongoing projects. DDBC would look to expand its network of resources through membership to Main Street America.

Main Street America is a program of the National Main Street Center and focuses on revitalizing older and historic commercial districts to build vibrant neighborhoods and thriving economies (mainstreet.org). Joining the Main Street America Network as a general member would allow DDBC and the City of Brainerd to gain access to resources and opportunities to connect with peers in the commercial district revitalization field. Becoming a general member would also allow DDBC to explore obtaining "Main Street " designation which could lead to additional funding opportunities and expanded access to available resources in the Main Street America network.

PRINCIPAL STAFF AND TEAM MEMBERS

The DDBC is a volunteer-led committee organized under Brainerd Restoration. Brainerd Restoration is a qualified 501c3 organization in the State of Minnesota and has been operating for more than 25 years. The DDBC and its initiatives are organized by a volunteer board of directors who are passionate about the downtown. In 2021, the DDBC hired a contractor who coordinates the ongoing activities of the organization. The following members of the board will be primarily responsible for the contract with the Brainerd EDA. These team members already routinely work with city staff, serve on city commissions, and are committed to the advancement of the Brainerd EDA's goals.

Brenda Billman-Arndt

Brenda is the chair and co-founder of the Destination Downtown Brainerd Coalition and the owner of Purple Fern Bath Company, a small business in downtown Brainerd. She has been a part of many collaborations and initiatives within the downtown Brainerd community, including the annual holiday window walk, spooktacular, and spring fling events. She has over 10 years' experience managing successful businesses and events. Brenda is also a member of the City of Brainerd Parking Commission.

Cassandra Clarken

Cassandra is a Brainerd Lakes Area native. She is a Staff Accountant at B. Johnson & Assoc., Ltd in Brainerd, MN. Cassandra has been practicing public accounting for five years and has broad experience with individual and business taxation, nonprofit tax, financial reporting, and accounting services. She is an active volunteer in the community through her service with the Destination Downtown Brainerd Coalition, Brainerd Jaycees, Brainerd Junior Jaycees, JCI Minnesota, and the Girl Scouts.

Mary Devine Johnson

Mary Devine Johnson has more than 20 years of experience in marketing communications in the professional services, higher education, nonprofit and tourism sectors. She is currently the Executive Director for Visit Brainerd, which is the official destination marketing organization for the Cities of Brainerd and Baxter, MN. Visit Brainerd is a non-profit corporation whose mission is to utilize funds from a local lodging tax to market and promote the cities as a premier Minnesota destination for business and leisure travel. Mary also has experience working with an architecture/engineering firm who specialized in working with local municipalities and is very familiar with local government affairs. She currently serves on the board of directors for the Minnesota

Association of Conventions and Visitors Bureaus, Brainerd Restoration, and Destination Downtown Brainerd Coalition. She has been an active community organizer through her memberships in the Brainerd Jaycees, Brainerd Rotary, BSA, and several other community events and fundraisers. Mary specializes in strategic communication strategies and is a passionate advocate for local economic development.

Marie Kirsch

Marie Kirsch owns and operates Knotty Pine Bakery, a business she founded in 2016 which went on to open a Downtown Brainerd storefront after receiving a grant through the 2018 Destination Downtown Brainerd Business Challenge. Marie holds a bachelor's degree in Psychology with a minor in Design from the University of Minnesota, and prior to shifting career paths to become an entrepreneur, spent over a decade working in public health research and office administration. Marie is a founding organizer of DDBC and sits on the board as Secretary, in addition to serving as Chair of the DDBC Organizational Committee. Marie also currently serves as Secretary-Treasurer for the Nisswa Farmers Market and as a commissioner for the City of Brainerd EDA.

Rylie Weber, DDBC Coordinator

Rylie was hired in 2021 as the DDBC coordinator. Rylie has more than 10 years of experience in event planning, marketing communications, and public relations. She served on the DDBC board prior to becoming a contractor providing coordinator services. Rylie is also the general manager of the 612 Station located in downtown Brainerd. She is also a member of the City of Brainerd Parking Commission. Through her efforts the DDBC has increased business engagement in every event and promotion we have had in 2021.

RELEVANT EXPERIENCE

The DDBC is a grassroots organization committed to the betterment of the downtown business district where we make our livelihoods. Since its inception in 2018, the DDBC has been actively engaged in economic development efforts.

Economic Development

The DDBC has worked very hard to develop relationships with local and regional organizations affiliated with economic development. The DDBC has also worked at developing relationships with Brainerd city staff and has spent several hours working to understand the City's comprehensive plan and the EDA's current goals.

- Brainerd EDA Commission: Marie Kirsch joined in 2020.
- City of Brainerd Parking Commission: Brenda Billman-Arndt joined in 2020.
- City of Brainerd Parking Commission: Rylie Weber joined in 2020.
- City of Brainerd Sesquicentennial Planning: Mary Devine Johnson joined in 2019.
- Washington Street Reconstruction Meetings: Marie Kirsch and Mary Devine Johnson both attended and provided input.
- BLAEDC: Meet with BLAEDC staff annually to discuss opportunities.
- Brainerd Lakes Chamber of Commerce: Meet with Chamber staff quarterly to discuss opportunities.
- Entrepreneur Fund: Worked with Sandy Voight to provide workforce training sessions for eight downtown businesses.
- Initiative Foundation: Meet with Initiative Foundation staff annually to discuss opportunities.
- DDBC Board Meetings: Proactively built relationships and invited key stakeholders to our meetings in an effort to get and stay connected.
 - Jennifer Bergman, David Chanski and Jessie Ernster from the City of Brainerd
 - Eric Charpentier, Brainerd HRA
 - Dave Badeaux, Brainerd Community Action

Funding Acquisition

The DDBC has been very successful in securing private donations and government funds to accomplish goals and projects. The organization has secured funding from:

- 2019: Initiative Foundation (\$5,000)
- 2019: Private Donations & Fundraising (\$4,350)
- 2020: Brainerd HRA (\$5,000)

- 2020: Private Donations & Fundraising (\$8,300)
- 2021: Brainerd EDA (\$15,000)
- 2021: Private Donations & Fundraising (\$12,000)

Marketing

The DDBC is very successful at marketing and stakeholder engagement. The current marketing assets include an e-Newsletter, website and Facebook page but the most effective marketing tool is face-to-face meetings.

DDBC Coordinator Rylie Weber stops into businesses at least once a month to invite businesses to participate in upcoming events and promotions. Through this regular communication, the DDBC has seen a 91% business participation rate in 2021. This would not have been possible without the funding provided by the Brainerd EDA to hire Rylie. The level of business engagements has increased dramatically over the course of the last three years and is at levels not previously achieved.

The DDBC is fortunate to have board members who bring a variety of skills, resources and connections to the organization. We have two board members from marketing-centric organizations—the Brainerd Lakes Chamber of Commerce and Visit Brainerd. Both of those organizations are very quick to support the DDBC when it comes to marketing efforts.

PROPOSED WORK PLAN AND APPROACH

Project	Timeline	Scope
Main Street Job Fair	FY22 Q2	• Build “Open Positions” page on website • Connect with business owners to identify current openings and needs for staffing • Add job postings to website with link to apply and maintain weekly • Create QR code program for shop windows so interested parties can scan easily apply • Marketing and advertising campaigns
Promotional Videos	FY22 Monthly	• Research video production companies in the Brainerd area • Recruit 12 small businesses to feature • Create talking points and highlights focused on “Why Downtown Brainerd?” • Identify outlets to release the promotional series for largest reach and impact • Goal: release one video per month
Classes	FY22 Quarterly	• Develop a continuing education series that will include in-person sessions, recordings available for those who could not attend in-person, and resources/tools available on the DDBC website for implementation • Coordinate the topics and speakers • Advertise and promote the sessions
Podcast	FY 22 Monthly	• Develop a podcast featuring Brainerd businesses and topics relevant to micro-businesses • Coordinate the topics and speakers • Advertise and promote the sessions • Record and distribute podcasts
Business Owner Socials	FY22 Quarterly	• Coordinate quarterly networking events to be held in January, April, July and October • Event coordination: venue, food/beverage, speakers, name tags • Event promotion: posters, emails, invitations, advertising and public relations
Facade Improvement Grant Contest	FY22 Q1-3	• Phase I (Planning): DDBC will organize a planning committee and hold preliminary meetings to set the final budget, outline contest rules, and secure additional outside funding.

		• Phase II (Application Period): DDBC will advertise the contest and collect applications from businesses for review by the judging committee. • Phase III (Selection): DDBC will coordinate dispersing funds to the awarded applicant and will monitor progress on the completion of proposed work to ensure stipulations of the grant award are met by the recipient.
Main Street America Membership	FY22 Ongoing	• DDBC staff would spend 1-2 hours per week reviewing available resources and monitoring available funding opportunities. • Staff would also investigate requirements for Main Street America affiliation and put together a recommendation for whether to pursue such a designation.

INVOLVEMENT FROM EDA BOARD AND CITY STAFF

The DDBC has one employee and several volunteers who will carry out these initiatives and we are confident in our ability to accomplish them. We do know that an ongoing dialogue is important and want to be considered a partner with the Brainerd EDA and City of Brainerd. We welcome support from the EDA commissioners in any way that makes sense to you, whether that is through volunteering at events, serving on committees, or providing feedback as you see fit. We know firsthand that we are more successful together and desire to have a strong and relevant dialogue.

- Monthly updates: We will rely on EDA Commissioner Marie Kirsch to act as a liaison and provide routine updates at the EDA meetings.
- Quarterly in-person updates: We will provide a more in-depth report of our activities upon request from the EDA but will plan for a quarterly in-person presentation from one of our team members.
- Annual report: We will provide a written annual report to the EDA no later than February 28, 2023.

We do not expect there will be a significant ask from the City of Brainerd, however, we have found it extremely beneficial to have:

- Routine meetings with staff at either the DDBC board meeting or one-on-one as needs arise.
- Communicate with staff in advance of submitting event permits and applications.
- Support from the city's marketing intern at the Here-For-Good markets.

ESTIMATED FEES

Project	Estimated Fees	Total Funding Request
Main Street Job Fair	Print Material/Signage: \$150 Print Ads: \$250 Radio Ads: \$500 Social Media Ads: \$250 General Office Supplies: \$200 Staff time: 40 hours x \$25/hour = \$1,000	\$2,350
Promotional Videos	Production Company: \$6,000 Social Media Ads: \$1,200 Staff time: 120 hours x \$25/hour = \$3,000	\$10,200
Classes	Venue/Food/Beverage: \$500 Speaker: \$150 Advertising: \$250 Materials: \$100 Staff time: 10 hours x \$25/hour = \$250	\$5,000 \$1,250 per class x 4 classes/year
Podcast	Equipment cost: \$300 Staff time: 4 hours x \$25/hour = \$100 per episode x 12 episodes	\$1,500
Business Owner Socials	Venue/Food/Beverage: \$500 Advertising: \$100 Materials: \$50 Staff time: 4 hours x \$25/hour = \$100	\$3,000 \$750 per social x 4 socials/year
Facade Improvement Grant Contest	Grant award: \$5,000 Legal fees: \$1,500 Marketing/Advertising: \$1,500 Staff time: 80 hours x \$25 hourly rate = \$2,000	\$10,000
Main Street America Membership	Membership fee: \$300 Staff time: 40 hours x \$25/hour = \$1,000	\$1,300
Total Request:		\$33,350
Advertising:		\$5,250
Materials:		\$10,100
Professional Services:		\$8,400
Staff Time:		\$9,600

PAST PERFORMANCE

As a volunteer-committee who operates on a tight budget, the DDBC is very good at completing projects on time and within budget. In just a couple of years, the DDBC has accomplished a lengthy list of projects, initiatives, and events.

Initiatives

- Beautification
 - Hanging flower baskets
 - Light pole banners: Here for Good
 - Light pole banners: Hometown Holidays
 - Cigarette recycling receptacles
 - Babe the Waabigwan Ox
- COVID-19 Recovery: Created the HERE FOR GOOD messaging campaign to promote shopping local during the months that followed the 2020 shutdown and created an online business directory on our website.
- Education: Brought the “Be Strategic” educational program to eight downtown businesses; partnership with Sandy Voight from the Entrepreneur Fund.
- Networking: Hosted business owners socials for downtown businesses.

Annual Events

- Spring Fling
- Here for Good Market (14 weekly markets were held)
- Downtown Spooktacular
- Hometown Holidays
- Holiday Window Walk
- Santa’s Workshop

Annual Promotions

- Valentine’s Punch Card
- Pot-of-Gold Scratch-off
- Holiday Punch Card

As you can see, the DDBC has been accomplished a lot in a few short years. We are fueled by our accomplishments, the support from the community, and the opportunities in front of us.

NOVEMBER 26, 2021

PROPOSAL TO PROVIDE ECONOMIC DEVELOPMENT
CONSULTING SERVICES TO:

The City of Brainerd, Minnesota - Economic Development Authority



Ehlers
3060 Centre Point Drive
Roseville, MN 55113

Municipal Advisor Registration Number: K0165
SEC CIK Number: 0001604197

ehlers-inc.com

EHLERS ADVISORS:

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November 26, 2021

Mr. David Chanski
Community Development Director
501 Laurel Street
Brainerd, MN 56401
(218) 828-2307
dchanski@ci.brainerd.mn.us



RE: Proposal to Provide Economic Development Consulting Services to the City of Brainerd's Economic Development Authority (EDA)

Dear Mr. Chanski,

We are pleased to present this proposal to provide economic development consulting services to the City of Brainerd's EDA. We believe our reputation in housing, economic development and redevelopment, debt issuance and management, fully integrated suite of advisory solutions, dedication to proactive client service and team-based project approach provide a compelling relationship option for the City to consider.

We specifically propose to provide the services detailed as follows in the Request for Proposal:

- » #2: Funding
- » #3: Property Marketing & Development

For 65 years, Ehlers has helped municipal clients build strong and vibrant communities through economic development, financial planning, and debt issuance and management consulting services. In the last five years alone, our firm has:

- » Advised on more than 900 economic development & redevelopment projects generating billions in development
- » Established over 200 TIF districts
- » Advised on 2,375 debt issues totaling more than \$15 billion
- » Completed 75+ long-term financial plans
- » Completed more than 225 utility rate studies (regulated and non-regulated utilities)

We believe the following factors position us as the advisor most qualified to deliver the services requested:

Client-First Values. Ehlers prides itself on transparent communication, proactive service and an unwavering dedication to helping clients deploy resources in the most efficient and effective way possible. Ultimately, we propose to provide value to the City with ongoing dialogue and idea-sharing, insightful analysis and options customized to your situation.

TRANSMITTAL LETTER

Our Expertise. Ehlers is well-known and highly regarded in the markets we serve for leveraging our knowledge of housing, economic development, and redevelopment. Our proposed advisory team has extensive experience advising Minnesota municipalities identified in our response portion of the City's scope of services.

Our Integrated Approach. Ehlers isn't in this business simply to complete transactions. We're here to help you realize a vision and act as an extension of your organization.

We look forward to the opportunity to work with you.

Respectfully submitted,



Stacie Kvilvang
Senior Municipal Advisor
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651-697-8506



Jason Aarsvold
Senior Municipal Advisor
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Keith Dahl
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1. Narrative describing the proposer’s understanding of the requested scope of services.

We have taken the time to develop a thorough understanding of Brainerd’s economic development goals. This includes reviewing the current Request for Proposal, studying the EDA’s current and historical budget and operating model, and examining current EDA opportunities, offerings, and vision documents. In addition, we reviewed the October 7, 2021 EDA meeting recording to hear discussion about the goals included in the Request for Proposal. Central to our understanding of the scope of services is the desire for Brainerd to develop an economic development model that places the City as its primary focus. We believe Ehlers can complement some of the City’s existing initiatives and regional partnerships by providing focused advisory services within a few of the key areas identified in the RFP (specifically #2 and #3). We believe our expertise in these areas, along with our results-oriented approach can help deliver tangible economic development outcomes for the City of Brainerd.

2. Identification of the principal staff and team members that will be providing services, their role, and their experience, training, qualifications and availability.

Ehlers proposes the following team to fulfill the needs identified in the EDA’s Request for Proposal

MUNICIPAL ADVISORS

Stacie Kvilvang

Senior Municipal Advisor
*Lead Advisor & Developer
Negotiations*

Jason Aarsvold

Senior Municipal Advisor
*Economic Development
Planning*

Keith Dahl

Municipal Advisor
Analysis & Project Support

All advisors are available to begin work with the City and the EDA immediately. Professional biographies for each team member follow below:



Stacie Kvilvang, CIPMA

Senior Municipal Advisor, Primary Relationship Advisor

Stacie is a Senior Municipal Advisor with our Minnesota Team and has been active with the firm since 2002. She advises local governments and public agencies in the design and implementation of financial solutions that help communities bring their visions to life. Prior to joining Ehlers, she amassed 10 years of first-hand local government experience working for one of the largest Twin Cities suburban communities. One of Stacie’s greatest contributions to Ehlers and our clients is her extensive background in all aspects of the public approval process for development and redevelopment projects and her understanding of development financing and costs from the private side of transactions. **See Stacie’s full resume.**



Jason Aarsvold, CIPMA

Senior Municipal Advisor

Jason has more than 20 years of municipal development and finance experience. Jason has analyzed and negotiated some of the most complicated economic development and redevelopment projects in Minnesota, navigating complex financial issues and creating new, innovative community solutions. He unites community leaders, developers and residents, guiding them through program development with his strong market knowledge and public finance expertise. **See Jason's full resume.**



Keith Dahl

Municipal Advisor

Keith joined Ehlers in 2019 and currently serves as a Municipal Advisor with our Minnesota City team. His prior direct experience in local government, economic development and housing development gives him keen insight into the opportunities and challenges his client communities face. Keith displays a strong understanding of public financial assistance and is able to distill complex information into easy-to-understand terms. **See Keith's full resume.**

3. Experience working in economic development, marketing, funding acquisition and management, businesses development, and with public agencies.

Ehlers brings some of the strongest experience in city planning and economic development initiatives. All three team members worked in local government providing the services described above, along with a myriad of other financial projects and responsibilities. Stacie and Jason were key players in economic development, housing, and redevelopment during their tenure at the City of Brooklyn Park. Both crafted policies and plans related to development and financial assistance, created programs to meet the City's EDA objectives and were successful in curating outside funding sources to leverage the EDA's and private investors funds (approximately \$1 million per year for the City of Brooklyn Park). Keith equally provided similar services for the City of Columbia Heights. Below is a summary of programs, plans and funding sources achieved:

Economic Development	Marketing	Funding Acquisition & Management	Business Development	Work with Public Agencies
Developed housing, economic development and redevelopment plans and policies	Developed marketing plan for City-owned property	Successful grant writing for state, county, and regional funding. This includes MIF, other DEED funding, Met Council TBRA and LCDA, Federal Home Loan Bank	Actively worked with local developers/brokers to identify development sites within the city	Work state-wide with various EDA's, HRA's and City Councils
Addressed foreclosure issues and created prevention programs	Developed marketing spreadsheet of privately owned space for lease/sale and distributed to local developers/broker and placed on MNCAR	Oversaw CDBG funding of approximately \$500k/year and allocation to projects	Reviewed public assistance applications and review of developer proformas to provide basis for need of public funding	Routinely work with counties, State, Metropolitan Council
Developed apartment and single-family rehabilitation programs	Hosted annual forum for residential realtors to educate them on the City and its benefits	Oversaw grant agreements and draw of funds for various grants	Intensive engagement of local business community through business retention efforts	Serve on policy committees and advise the League of MN Cities on various issues
Developed, lobbied for and received various special legislative initiatives for the City and EDA	Hosted annual broker/developer events to showcase properties and/or opportunities in the City	Work with county and state officials to create new and creative funding opportunities to meet City needs	Direct business outreach to develop business friendly city processes	Engage with legislators and testify on various City bills
Negotiated high profile public / private partnerships with several corporations	Worked on several community branding initiatives.			

4. Detailed proposed work plan and approach to the selected service areas.

We believe that the EDA is best served by “boots on the ground” for the majority of the work detailed in the Request for Proposal so we can better connect with local businesses, property owners and residents. We believe we can add the most value to local support from staff and others in service areas #2 (Funding) and #3 (Property Marketing and Development). Below is an outline of the tasks associated with each of these portions of the scope of services and associated costs:

Scope of Services		
Service	Specific Consulting Activities	Cost
Funding	» Provide a matrix of funding sources available to the EDA for various economic development objectives. Strategize with staff to determine funding to work towards attaining based upon relevant projects that are likely to proceed in the near future. » Write grant applications as needed/requested (outside of fee scope and estimate of cost to complete the applications can be provided to staff prior to proceeding). » Discuss and identify legislative actions that may be required to adjust current funding tools (TIF, etc.) to assist the EDA in reaching their economic development objectives. » Assist in working with legal counsel to draft legislation as appropriate. Work with staff to guide the legislative process including but not limited to meetings with local legislators and appropriate committee chairs, preparing testimony for bill hearings, hiring of a lobbyist, as appropriate, and follow up for any special legislation received (Outside of fee scope and estimate of cost to complete can be provided to staff prior to proceeding).	\$3,975

Property Marketing & Development	» Work with staff to identify key parcels and/or areas of the City for development/redevelopment » Gather existing site information and proposed and prior plans for the sites/areas. » Conduct Developer Roundtables – understand the current perception and opportunity from the developer perspective. Coordinate structured meetings with several developers who will provide direct feedback to the City and EDA staff about the sites and the feasibility of development. » The information from the developer roundtables will: » Assist in determining the market reality of type of uses, type and tenure of housing (and number of units and price points), sq/ft of commercial/industrial buildings, infrastructure required and parking needs » Estimate market value for land » Determine roadblocks to development including infrastructure, access, labor market, etc. » Prioritize those sites most likely to develop given the anticipated practical and financial considerations » Provide input on prioritization of public infrastructure improvements and timing to meet the needs of development » Meet with the EDA Board to advise them of the results of the Developer Roundtables » Based upon feedback from the project team and developers, summarize potential development scenarios including land price, pace of site absorption and need for and timing of infrastructure improvements, if any. » Provide gap analysis for priority sites/area – evaluate whether the anticipated costs of development (acquisition, infrastructure, etc.) can be paid for with the funding sources available (sale of land, grants, TIF, Abatement, etc.) » Provide real, workable funding options/scenarios/tools to implement the development plans based upon potential funding gaps, including paying for any public improvements. » Provide future tax analysis of proposed development to understand the long-term community benefit. » Meet with the EDA Board to advise them of the results of the financial analysis.	\$40,810
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Additional Meetings with Policymakers	» The costs listed above include three meetings with the EDA. Additional meetings will be billed on an hourly basis.	As Needed
TOTAL		\$44,785

We propose to complete each task on an hourly basis as needed at a rate of \$265 per hour. We will bill monthly and to the extent meetings are not required, or the services noted do not take the time anticipated to complete, we will not bill the full estimated amount identified above. We assume the time spent on the various services is fungible and not a set amount for any specific service.

5. Summarize the anticipated involvement from the EDA Board and City of Brainerd staff.

We work best as an extension of your staff where we collaborate to meet the EDA's goals/objectives. We view the majority of the work can be completed by Ehlers with input, guidance and direction as necessary from City staff and the EDA Board. We will likely require engagement of staff and/or regional partners for property marketing and development to identify private property owners and local real estate agents to make introductions so we can become key contacts for on-going questions and negotiations. If grant writing is required, we leverage specialized staff to provide development details and local data necessary for the applications.

6. Estimated fees for providing services, separated out between each services area or service.

Please refer to question #4 above for detail on estimated cost per area of service.

7. Past performance of key team members and firm to deliver quality work within the time constraints and budget.

BUILDING COMMUNITIES. IT'S WHAT WE DO.

Pioneers in public finance since 1955, Ehlers helps public sector clients build outstanding places to live, work, learn and play by delivering focused, fully integrated municipal financial advisory services.

We build strong, long-lasting client relationships - working directly and collaboratively with your staff - to complete projects and drive initiatives forward.

We leverage decades of industry experience, deep market and community knowledge and our unique team-based approach to successfully guide clients through all facets of public finance. You have more than one advisor assigned to you to assure that work can be completed in a timely fashion.

Our services include:



The work requested is what we do every day for the majority of our clients who need extra “staff” or expertise to define, refine and implement their economic development and redevelopment goals and initiatives. We are happy to provide any references for past client work as requested. Below are some recent samples of our work:

CITY OF NEW HOPE - DEVELOPER ROUNDTABLES

Client Goal:	The City of New Hope sought to evaluate the redevelopment potential of several sites within the community.
Ehlers' Solution:	Ehlers leveraged its Developer Roundtable process to “narrow the field” and identify three ‘best candidate’ sites and recruitment of developers to complete the projects. Two of three proposals strayed significantly from the City’s vision, causing the City Council and community members to reflect on a change in vision. Ehlers’ advisors helped policymakers, staff, the developers and residents navigate that shift through a community open house process exploring set up, layout, boards and surveys. After the open house garnered public support, the projects were approved.
Results:	The City of New Hope transformed: » A former school site into 34 single-family homes and 27 town homes » A vacant site adjacent to their municipal golf course into 182 luxury apartment units » The former Kmart site into a HyVee grocery store and a 12,000 square-foot medical office building for North Memorial

CITY OF ROBBINSDALE - DEVELOPER ROUNDTABLES

Client Goal:	The City of Robbinsdale sought to evaluate the redevelopment potential of several sites within their community.
Ehlers' Solution:	Ehlers used its Developer Roundtable process to help the City identify three sites as the best candidates for redevelopment and recruit developers to complete the projects.
Results:	Robbinsdale successfully redeveloped the former Terrace Theater into a HyVee grocery store and two sites along Bottineau Boulevard into high-end market rate apartment complexes.

THE UNIVERSITY OF MINNESOTA - UMORE PARK DEVELOPMENT

Client Goal:	In 2016, the University began an initiative to review its Umore Park property and analyze the ability to proceed with further development. The University’s primary goal was to determine a feasible approach to attracting development and remediation of the site, while limiting its own further investment.
Ehlers' Solution:	The University engaged Ehlers’ for consulting services to analyze and evaluate land sale potential, public financing options and project costs. We concluded that, over time, the value created through development of the property would make available sources of funding sufficient to address the anticipated remediation costs.
Results:	The University relied on our analysis work throughout its decision-making process and elected to proceed with a sale of a portion of the property and resume development.

8. Any other specific experience, knowledge, or abilities that uniquely quality your firm and team for providing the selected services.

Ehlers' team has over 55 years of combined experience facilitating housing, economic development and redevelopment projects across Minnesota. A critical component of this work involves establishing effective public-private partnerships, including identification and recruitment of development partners, structuring prudent and feasible financing options, and solving for challenges that arise throughout the process. Every time we have been engaged to undertake this process, it has led to a successful development outcome for the community.

Our approach to developer recruitment involves structured meetings with developers who can provide direct feedback about development potential. These meetings help build an understanding about the best sites to consider and product types most likely to be successful, while setting expectations for and grounding proposed projects in reality. Our "Developer Roundtables" often create strong market interest, which leads to formal proposals.

As part of this process, Ehlers provides perspective about the level of financial assistance possibly needed to achieve different types of development. We believe any public-private partnership should appropriately allocate financial benefits and risks between all parties. Our number one priority as a fiduciary is to advocate for and serve your best interest.

Development challenges extend beyond recruitment and partnerships. Each potential development site is unique and requires creativity to be successful, particularly in a redevelopment context. Ehlers experience can help identify and navigate potential challenges from land use requirements – everything from physical constraints to political feasibility



City of Brainerd

Economic Development Authority
Proposal for Economic Development Services

by Kirstin Chatfield LLC

Project Understanding

The Brainerd Economic Development Authority (“EDA”) is seeking professional assistance with developing and implementing an economic development program to forward the EDA’s mission to make Brainerd an attractive vibrant business community by providing economic support through programs, marketing, development and redevelopment. Past economic development efforts have been through a collaboration with the Brainerd Lakes Area Economic Development Corporation (“BLAEDC”). Through a strategic planning process, the EDA has elected to bring its economic development services in-house, allowing for greater flexibility, more local control, and the ability to make a positive impact in the community.

To assist the EDA with its mission and goals, the organization is contracting with a consulting team or team of consultants (“consultant”). The consultant will be part of the EDA’s economic development resources and an ad-hoc staff member. This is both a leadership and collaboration role. As a leader within Brainerd’s economic development efforts, the consultant will bring knowledge, experience, and contacts to help define and implement strategies to grow and strengthen the local economy. Ideas, programs, and resources will be proposed for accomplishing the goals defined by the EDA and the consultant will provide program management for successful implementation. Guidance on both short-term and long-term strategies will be provided, which allows the EDA to build a program that is sustainable and impactful.

Collaboration is pivotal to achieving the best outcome. The consultant will work cooperatively with the EDA, City staff, local businesses, community and regional development partners, and other consultants. Integral to the process will be to develop a strong network, solicit input and feedback, leverage financial and technical resources, and craft a development program that is reflective of Brainerd’s unique strengths and opportunities.

The overarching goal is to provide Brainerd with a framework that identifies its development priorities and sets forth an implementation strategy that is obtainable and creates a positive ripple throughout the community. Together, the EDA, City staff and the consultant will refine the Scope of Work to reflect the EDA’s priorities, develop outcome measures and manage expectations, and provide a healthy and transparent working relationship.



Kirstin Chatfield

Project Lead

Kirstin Chatfield LLC

Ms. Chatfield will be the primary point of contact for the EDA. She will be responsible for:

- Creating the marketing plan to promote the City of Brainerd both internally and externally to its targeted audiences.
- Funding related activities including identifying resources, financial packaging, application preparation, program management and all reporting. If requested, Ms. Chatfield will aid with negotiations with private developers who've requested public financial assistance to ensure the best possible return for the City of Brainerd on their investments.
- Property marketing and development for commercial, residential, and industrial development. She'll be the main contact for developers and private companies interested in investing in the City of Brainerd.
- Business Support, Retention, and Recruitment. Ms. Chatfield will foster relationships within the Brainerd business community to determine their needs related to workforce, facilities, financial resources, and business support infrastructure. She'll cultivate connections between businesses and area resources/partners and work to develop programs to meet business needs. Additionally, she'll organize and manage business recruitment proposals and efforts, both proactively and in response to requests.
- Represent the EDA at various regional and state functions including the River to Rails initiative, local Chamber of Commerce, the Initiative Foundation, Region 5 Development Commission, BLAEDC, DEED, utilities, and others.
- Work with critical corridors including the Downtown, Highway 210, redevelopment sites, and industrial parks.

Ms. Chatfield brings 30 years of hands-on economic development experience, working with rural, suburban, urban, and regional centers. Her experience includes creation of business retention and expansion programs, business attraction strategies, marketing plans (including implementation), redevelopment, downtown revitalization, industrial property assessments, financial packaging, grant writing and administration, tax increment financing, economic development organization and program assessment, and housing program development. Ms. Chatfield has worked as the economic development consultant/ad-hoc staff for the City of Shoreview (2007 to present), City of Lindstrom (2019 to present), and the City of St. Cloud (2020- to present). Additionally, she has worked with over 50 Minnesota cities and 10 counties helping them develop, implement, and achieve their economic development goals.

A commitment of up to 16 hours per week is available (on average) in Ms. Chatfield's schedule to provide services to Brainerd. Hours will vary weekly, depending on program and project timelines. Some weeks may be more and some less. The work can also be completed on a project basis only depending on award of specific Scope of Service components. All work will be a blend of remote and in-person services.



Tammy Campion

Marketing Specialist

Tammy Campion Consulting

Ms. Campion will be responsible for:

- Supporting Ms. Chatfield in implementing the marketing plan to promote the City of Brainerd to its targeted audiences.
- Development of key performance indicators and metrics to track effectiveness of marketing plan. Management of these measurements, especially in the digital arena.
- Creation of marketing materials, included adherence to branding.
- Supporting Ms. Chatfield in developing and implementing the marketing plan to promote property within the City for development and redevelopment initiatives.

Ms. Campion worked as a Senior Planner in the City of St. Cloud Community Development Department from March 2000 – January 2022. Over her 21-year career with the City, she worked in many areas of city planning, including zoning, Community Development Block Grant (CDBG), annexation, and heritage preservation. She has spent the last 10 years working in the City of St. Cloud Economic Development Department where she focused solely on communicating and marketing economic development programs, in addition to assisting in the undertaking of a variety of routine and complex economic development initiatives in industrial, commercial, and redevelopment activities with the City's Economic Development Director.

A commitment of up to 10 hours per week is available (on average) in Ms. Campion's schedule to provide services to Brainerd. Hours will vary weekly, depending on program and project timelines. Some weeks may be more and some less. Ms. Campion will work remotely.

Economic Development Experience

Kirstin Chatfield

With over 30 years of practice in economic development, Ms. Chatfield has worked in all aspects of the industry. She's a Past President of the Economic Development Association of Minnesota (EDAM), former Board Member for the Mid-America Economic Development Council, and graduate from the Economic Development Institute. During her career, she has managed specific projects for communities and worked in an adjunct staff capacity. Below is a summary of her experiences in a few of her client cities.

City of Shoreview, Minnesota

In 2007, Ms. Chatfield was hired to assist the City of Shoreview's City Council with assessing the need for an Economic Development Authority for delivering economic development services. Upon completion of that task, Ms. Chatfield has continued her relationship with the City and its EDA. Together they have developed an award-winning Business Retention and Expansion Program (EDAM 2013), passed special legislation (2014) for a new type of TIF District, and facilitated the investment of over \$300 million in new development and redevelopment projects throughout the City. Ms. Chatfield serves as the City's TIF Consultant, where she helps determine the type and level of financial assistance awarded to the private sector and negotiates and implements development agreements. She works with local businesses to meet their expansion needs and acts as an advisor to the Community Development Director/Assistant City Manager.

City of Lindstrom, Minnesota

Considered a part of City staff, Ms. Chatfield assists the City Administrator with management of City financial resources, negotiation of financial assistance and serves as part of the team working on the downtown revitalization study. She's been a critical part of three separate redevelopment projects that have resulted in over \$30 million in investment in the past three years. Currently, she's part of a project team, along with the City's consulting planner and engineer, completing a long terms strategic plan for the historic downtown that will promote sustainability, environmental enhancements, and reinvestment in both buildings and infrastructure.

City of St. Cloud, Minnesota

Ms. Chatfield started her relationship with St. Cloud as a hired contractor to act as their Economic Recovery Grant Coordinator for an Economic Assistance and Adjustment Grant from the Economic Development Administration (EDA). She filled the last 8 months of the contract term providing program development, management, and reporting. At the end of the EDA contract, she was retained (as a consultant) as the City's Business Development Director. In this capacity, Ms. Chatfield developed the City's Business Retention and Expansion Program, which includes InnovatorsCONNECT, a program that interconnects the community's Targeted Industries, higher education institutions and local resources. She has also been instrumental in developing the marketing and support materials for the City's Targeted Industry campaign including PDF's, web content, and email blasts.

Tammy Campion

In Ms. Campion's 10-years with the City of St. Cloud Economic Development Department, she spent 80% of her time creating, designing, distributing, and maintaining marketing materials for promotion of economic development and available commercial/industrial land and creating and implementing marketing strategies to promote and fill the City's two business parks. She has coordinated economic development events for business development to both local and outside business audiences, utilized special writing skills to distribute public information in order to create better awareness of development opportunities in the City, created content and maintained the 40+ economic development pages on the City's website, developed and administered marketing strategies that effectively marketed the Economic Development Department and educated the public in terms of the City's vision, and prepared and delivered presentations to City boards, committees, public and other external groups to provide information and encourage use of City's economic development services.

Most recently, Ms. Campion worked with Ms. Chatfield in developing InnovatorsCONNECT, a program that interconnects the City's four targeted industries, higher education institutions and local resources. She played a critical role in developing the marketing and support materials for the City's Targeted Industry campaign, including PDF's, web content, and email blasts. In addition to those responsibilities, Ms. Campion also coordinated maintenance and expansion of the City's GIS. Ms. Campion holds a Masters of Science in Geographic Information Systems and Bachelor of Arts in Local and Urban Studies from St. Cloud State University. In 2005, Ms. Campion was accepted into the American Institute of Certified Planners.

Work Plan and Approach

Clarity is critical to the success of any endeavor. Once an organization is clear about its mission and desired outcomes, it can prioritize and create a plan of action. The approach used for the Scope of Services would involve the following steps:

1. Individual meetings with key stakeholders including, but not limited to, the EDA President, the Mayor, City Administrator, Community Development Director, Finance Director, Financial Consultant, Chamber of Commerce, BLAEDC, Brainerd HRA, Central Lakes College, and key employers. These meetings provide important background information, identify resources and challenges, and cultivate new relationships.
2. Conduct workshop with EDA to determine priorities within the Scope of Services. Identify the short, mid, and long-term goals and tasks, clarify desired outcomes, set timelines, and evaluate potential resources and partners.
3. Prepare a 12-month work plan for the top priorities with detailed actions, responsible parties, timelines, and budget. Update and revise as needed.
4. Provide bi-weekly progress reports for distribution to the EDA and the appropriate City staff.
5. Respond to email and phone calls the same day, if received before 3 pm. After 3 pm, responses will be completed by noon the following day.

To simplify this Proposal, a work plan for each area of service has been prepared with a corresponding budget for that area (ala carte). In the section related to fees, there will be two options for the Brainerd EDA to consider for fee structure (a) the ala carte and (b) the preferred consultant. This work plan is a suggestion, based on limited information. If selected, Kirstin Chatfield LLC will revise the work plan and customize it based on the approach detailed above.

Marketing/Property Marketing and Development (combined)

- Identify internal and external target audiences.
- Evaluate and determine key messages for each target audience.
- Research the effectiveness and costs associated with different marketing strategies including advertising, print media, digital media, and social media.
- Determine metrics and performance indicators and how the data will be gathered and evaluated, both digital and non-digital, such as responses to inquiries, meetings with developers, etc.
- Prepare Marketing Plan for EDA review with tasks, timelines, outcomes, and budget.
- Develop support materials for website, PDF cut sheets for local businesses and private development including developer and real estate professionals, sales sheets for commercial and industrial properties, workforce information sheets and financial programs.
- Implement Marketing Plan.

Estimated Cost for Marketing Plan is \$40,000.

Estimated Cost for Implementation and support materials is \$25,000.

Funding

- Research, evaluate and determine grant and other financial opportunities that can be leveraged to further the Brainerd EDA's economic development strategy.
- Coordinate the preparation of applications at the EDA's request and direction.
- Manage the application and implementation process including necessary reporting and communications with financial partners, grantees, grantors, the City and EDA.
- When appropriate publicize the awards/grants to showcase Brainerd's economic development program.

Estimated Cost is up to \$10,000 and is billed at a rate of \$225 per hour.

Business Retention and Recruitment

- Inventory existing business base.
- Inventory under-used, under-developed and vacant properties to identify new development and redevelopment opportunities.
- Prepare and conduct Business Retention and Expansion ("BRE") assessment workshop with the Brainerd EDA to determine priorities, key themes, industry clusters and target industries.

- Develop a BRE Strategy which includes a combination of digital and in-person outreach (focus groups, training sessions, etc.), a BRE Survey and follow up forms, and a toolbox for business assistance including grants, loans, workforce, and entrepreneurial resources.
- Implement BRE Strategy.
- Evaluate Brainerd's industry clusters, talent pipeline, and training resources to assess a Targeted Industry Recruitment Strategy.
- Develop programs, policies, and materials to attract new industries and retain existing industries, incorporating the developer, broker, and corporate real estate community.
- Implement Business Recruitment Strategy.
- Prepare responses to Request for Proposals and space inquiries.

Estimated cost for Business Retention Strategy \$10,500 and \$15,000 for implementation.

Estimated Cost for Business Recruitment \$8,500 and \$10,000 for implementation.

Business Resources, Support and Program Development

- Build relationships with local businesses through BRE efforts, attendance at Chamber functions, River to Rails, BLAEDC and community engagement efforts.
- Identify linkages between companies and regional resources and economic development partners. Provide introductions, explain programs, assist in application and be an advocate for local businesses.
- Identify any programming gaps based upon business feedback and coordinate with the EDA and other partners to close the gap.
- Keep abreast of economic development best practice and educate the EDA and City staff on new opportunities.

Estimated Cost is up to \$18,000 and is billed at a rate of \$225 per hour.

River-to-Rails (“R2R”) Representation

- Assist EDA and City in evaluating impact of new R2R incentives enacted in 2019.
- Provide technical support and project assessment services on proposed TIF or Tax Abatement projects from R2R.
- Review R2R agendas, attend meetings and represent the City of Brainerd's interests, and report on key initiatives and pending programs/projects.

Estimates cost is up to \$10,000 based on 12 monthly meetings of River to Rails.

Main Street Programming

- Meet with downtown and Highway 210 business and property owners to assess their current and future needs related to infrastructure, workforce, financial assistance, business mix, etc.
- Determine the gaps that can be filled by leveraging the EDA, City, and other resources.
- Work collaboratively with other Main Street partners including the Chamber of Commerce and the Destination Downtown Coalition.
- Formulate recommendations to the EDA for programming and investment opportunities.

Estimated Cost is up to \$10,000 and is billed at a rate of \$225 per hour.

Workforce Development

- Meet with local employers to evaluate any skill gaps in the area workforce, recruitment issues or availability challenges.
- Identify barriers to workforce recruitment including training, housing, childcare, etc.
- Engage with local partners such as Career Force, Central Lakes College, Brainerd Public Schools to create linkages with businesses, identify training and grant opportunities, and develop platforms to connect employers with the talent they seek.

Estimated Cost is up to \$7,000 and billed at a rate of \$225 per hour.

Local Involvement

Any economic development initiatives undertaken are at the direction of the EDA and with the assistance of City staff. The strategies, programs and policies need to reflect the values of the Brainerd community. The consultant's role is to clarify, frame and implement with feedback from the EDA and the City.

The first step would be to work with the EDA to prioritize which services offer the greatest impact and the least amount of challenge to implement. In other words, what is within local control and what requires a higher level of participation from partners to accomplish. The EDA members are an integral part of their community, and retain ownership of the outcomes. The consultant is a tool to assist them in achieving their mission and goals.

The EDA would meet monthly to provide direction, review proposals, and act when necessary. The consultant would coordinate the EDA agenda with the EDA President and appropriate City staff, discussing opportunities and concerns with clear and open communication.

Fees for Service

Kirstin Chatfield LLC is proposing two options for the Brainerd EDA's consideration.

Option A- ala carte

The Brainerd EDA can select which of the areas within the Scope of Service it would like to contract with Kirstin Chatfield, LLC. Each area of service will be managed as its own project with a not to exceed price.

The contract between the parties can delineate which services the Brainerd EDA wishes to engage Kirstin Chatfield LLC.

Work is billed monthly and payable within 15 days of receipt, or a 10% administrative fee applies. Travel is included in the billing, however, only travel in one direction is billed.

Each invoice details the type of work completed and the corresponding payment due.

Changes to the contract can be agreed upon in writing before execution. After execution, any changes requested by the Brainerd EDA will be billed at the rate of \$225.00 per hour and must be agreed upon by both parties.

The ala carte pricing for each area of the Scope of Services is:

\$65,000 Marketing/Property Marketing and Development (combined)

\$10,000 Funding

\$25,500 Business Retention (strategy & implementation)

\$18,500 Business Recruitment (strategy and implementation)

\$18,000 Business Resources, Support and Program Development

\$10,000 River-to-Rails Representation

\$10,000 Main Street Programming

\$7,000 Workforce Development

\$164,000 Total Program Budget – ala carte

Option B – Preferred Consultant

This option awards the entire Scope of Services to Kirstin Chatfield LLC. Due to economies of scale and cross fertilization between the various areas within the Scope of Services, lack of redundancies of management and reporting, and simplified communications, the Brainerd EDA can benefit from a lower fee.

The estimated cost, based on the above Scope of Services is **\$140,400**.

Work will be billed bi-monthly at \$5,850 on the 1st and 16th. Invoices are payable within 15 days of receipt, or a 10% administrative fee applies.

Each invoice details the type of work completed and the corresponding payment due.

Changes to the contract can be agreed upon in writing before execution. After execution, any changes requested by the Brainerd EDA will be billed at the rate of \$225.00 per hour and must be agreed upon by both parties.

Pricing for both Option A and Option B are valid until March 31, 2022, or date of award, whichever occurs first.

Past Performance

Kirstin Chatfield LLC has always delivered services on time and within budget. Should an obstacle to achieving these goals occur, Ms. Chatfield will communicate immediately with the client and a proposed alternative or solution, that is mutually agreeable, will be decided upon together.

The Brainerd EDA and City staff is encouraged to contact past clients and inquire about Ms. Chatfield's ability to organize and manage her work. Below are her references:

Tom Simonson, Assistant City Manager, City of Shoreview
Phone: 651-490-4612 Email: tsimonson@shoreviewmn.gov

John Olinger, City Administrator, City of Lindstrom
Phone: 651-257-0625 Email: jolinger@cityoflindstrom.us

Cathy Mehelich, Economic Development Director, City of St. Cloud
Phone: 320-493-0114 Email: Cathy.Mehelich@ci.stcloud.mn.us

Michael Grochala, Community Development Director, City of Lino Lakes
Phone: 651-982-2426 Email: MGrochala@linolakes.us

What sets us apart

Kirstin Chatfield LLC is a full-service economic development consulting firm. The company's strength is in innovation, creativity, open-communication, and attention to detail. Ms. Chatfield is versatile, with the ability to facilitate the strategic aspects of the process and the knowledge to successfully implement programs.

With over 30 years experience in local economic development, Ms. Chatfield has mastered the ability to be both a part of a City staff and a trusted advisor. This balance has allowed her to innovate and create several firsts in Minnesota's economic development community:

- Interpreted and negotiated first JOBZ project in the State of Minnesota for the City of North Branch (Andersen Windows).
- Executed and established First County Economic Development Authority under new legislation in the Minnesota (Dodge County).
- Collaborated with House Staff in the creation of Special Legislation for a new type of tax increment district- Business Retention and Expansion (City of Shoreview).

Ms. Chatfield believes in assessing each community on it's own merits and customizing their economic development program to leverage their strengths, local resources, and community leadership talent. Therefore, each program she design is collaborative and built around her client's uniqueness.

Contact Information

We welcome the Brainerd's EDA's questions. Please don't hesitate to contact us regarding this Proposal.

Kirstin Chatfield
Kirstin Chatfield LLC
651-238-4440
kirstin4440@gmail.com

Tammy Campion
Tammy Campion Consulting
320-310-7988
tlcampion@gmail.com

Kirstin Chatfield

**29770 Broadway Street, Lindstrom, MN 55045
(T) 651-238-4440 (E) kirstin4440@gmail.com**

Major Accomplishments

- Started, Owns, and Operates Development Based Consulting Business since 1998
- Assisted and worked with over 50 cities, 10 Counties and 35 private companies to meet their development objectives.
- Developed innovative Business Retention Program for City of Shoreview (EDAM Award Winner 2013)
- Facilitated and assisted clients with over \$123 million in development projects in past 3 years
- Interpreted and Negotiated First JOBZ Project in the State for North Branch
- Executed and established First County EDA in State for Dodge County under new legislation
- Collaborated in the creation of Special Legislation for a new type of Tax Increment District – Business Retention and Expansion- for the City of Shoreview
- Researched, evaluated, and prepared recommendations for Legislative Initiative for Minnesota NAHRO related to the Publicly Owned Housing Program

Experience

1998 - Present Independent Development Consultant

Specializing in the facilitation and implementation of commercial, industrial, housing, and mixed use development and redevelopment projects for public and private organizations. Provide master planning, strategic planning, project management, and development assessment services for small and large cities.

1992 - 1998 City of Cottage Grove, Cottage Grove, MN Director of Economic Development

Developed and implemented new economic development program for the City. In this capacity, led the city through two critical planning processes associated with retail and industrial development. Led the community in developing and marketing the Cottage Grove Industrial Park, the Twin Cities' fourth largest industrial park.

1991 - 1992

**City of Jackson, Jackson, MN
Economic Development Coordinator**

Managed and implemented economic development activities including housing programming, downtown retail development, industrial park development and redevelopment for community. Secured funding from State and Federal grant programs that exceed \$5 million in 18 months.

Education _____

1997	University of Oklahoma, Norman, OK Economic Development Institute
1992	Economic Development Finance Professional National Development Council, Washington, DC
1990	Bachelor of Arts Economics- Spanish- Hispanic Studies St. Olaf College, Northfield, MN

Professional Affiliations _____

- President of the Economic Development Association of Minnesota (EDAM) in 1999.
- Economic Development Association of Minnesota Board from 1994 to 2000
- Co-chaired EDAM's Legislative Committee from 1995-1998.
- Board of Directors for the Mid-America Economic Development Council (MAEDC) from 1996 –1997 Minnesota Representative
- Chaired MAEDC Marketing Materials Awards Committee from 1997-1998.

Skills _____

Innovator
Problem Solver
Presenter
Facilitator
Strong Communicator
Detail Oriented
Creative
Analytical

Tammy Lynn Campion

4555 25th St. NE, Sauk Rapids, MN 56379 | (320) 310-7988 | tlcampion@gmail.com

Objective

Obtain an economic development marketing specialist position that performs professional level work in marketing, with an emphasis on highly complex and challenging tasks and projects.

Experience

Senior Planner/Economic Development Specialist

December 2006 to January 2022 – City of St. Cloud Planning Office, St. Cloud MN

- Communicated and marketed economic development programs, in addition to assisting in the undertaking of a variety of routine and complex economic development initiatives in industrial, commercial, and redevelopment activities.
- Created, designed, distributed, and maintained digital and print marketing materials for promotion of economic development and available commercial/industrial land.
- Served as primary City liaison to the City of St. Cloud/Minden Township Orderly Annexation Area Planning Board and St. Cloud Heritage Preservation Commission and prepared reports and other input for these bodies; prepared and made presentations to decision-makers and the public.
- Conferred with and provided information to property owners, contractors, developers, engineers architects and the public regarding conformance to standards, plans specifications and codes; explains codes, requirements and procedures and evaluates alternatives.
- Oversaw the work of consultants; drafted requests for proposals or qualifications; prepared consulting agreements; monitored consultant contracts and project budgets.

Co-Business Owner

July 1998 – July 2021 – Amerigreen, St. Cloud, MN

- Manage accounts receivable and invoicing tasks.
- Coordinate direct mail advertising campaigns.
- Maintain and update customer databases.

Planning Technician

March 2000 – December 2006 – City of St. Cloud Planning Office, St. Cloud, MN

- Prepared routine staff reports and, under supervision, developed recommendations for zoning cases for the Zoning Board of Appeals and or other commissions and boards as assigned.
- Responded to telephone and in-person inquiries from the public regarding zoning or statistical information
- Assisted planners with map-making and other graphic presentations.

Planning Aide

September 1996 – November 1998 and May 1999 – March 2000 – City of St. Cloud Planning Office, St. Cloud MN

- Assisted planners with planning and zoning related research projects
- Created the City of St. Cloud Planning Office website

Education

St. Cloud State University, St. Cloud MN

- Masters of Science – December 1999 - City Planning and GIS Emphasis
- Geographic Information Science Graduate Certificate – May 1999
- Bachelor of Arts – February 1997 – Local and Urban Affairs

Accreditations

Accepted into the American Institute of Certified Planners – January 10, 2005

Jason Godfrey
1100 Country Hills Drive, Suite 100
Ogden, UT 84403
346-218-0040
Jason@bettercity.us

Proposal Prepared by



City of Brainerd Economic Development Authority

Economic Development Consulting Services



November 24, 2021

Dear Selection Committee,

We are excited to respond to the City of Brainerd EDA's RFP for Economic Development Consulting Services—because project consulting is our specialty! Our firm is dedicated to making tangible differences in the communities we serve. **We help our clients address challenging problems, understand the steps necessary to achieve their long-term visions, and achieve results.** Better City is uniquely qualified to partner with Brainerd because of our extensive experience in assisting communities across the country to leverage their unique assets and strengths to reach their economic development goals. Our experience and skillset can meet the needs of the EDA's entire requested scope of services.

Better City was established after its founder, the former Mayor of Ogden, UT, transformed his city from a blighted, stagnant community to a model of urban renewal that was ranked by Forbes as one of the top 10 cities to raise a family. Better City has continued to expand and today comprises a diverse team of highly-qualified professionals with experience in both the public and private sectors. We serve clients across a broad range of size and scale – from EDOs for 1.8M people to a city of 800. **What you need is what we do.**

Better City's core mission is to help communities prosper. We contract with communities / organizations across the country to do project management consulting and implementation. We understand the unique challenges surrounding implementation of the EDA's goals of assisting businesses in development, seeking funding, creating programs to support residents and businesses, and working with community partners to address current and future needs for the community. We are currently serving many communities in engagements very similar to what the EDA is proposing as we help them move forward with plans to realized economic opportunity while preserving legacy cultures and ways of life.

A thousand well-crafted strategic plans won't bring prosperity without implementation. Unless a strategic plan is a blueprint for specific actions it has no value. **Economic development success requires deep collaboration with the private sector, and our approach is designed to strategically align stakeholders, define areas of stewardship, coordinate human capital, and identify financial resources so communities can effectively move forward with implementation.**

Economic development is a rapidly-evolving discipline. To succeed in today's hyper-competitive economy, a community must be intentional, strategic, and authentic. We would be honored to be selected to partner with the EDA on this important engagement. Please feel free to contact me directly regarding any questions.

Best Regards,



Jason Godfrey
Chief Executive Officer

Proposal Summary

Staff

Trina Rivera
Eric Gibson
Ryan Englund
Jason Godfrey

Fee

\$8,000 / Month

Firm

www.bettercity.us
Better City, LLC
1100 Country Hills Dr
Suite 100
Ogden, UT 84403

Contact

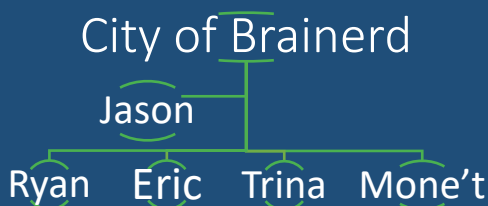
Jason Godfrey
346-218-0040
Jason@BetterCity.us

Section 2) Staffing Plan

Our team's breadth of experience includes real estate development, small business / entrepreneurship, public administration, management consulting, small business consulting, and senior management in Fortune 500 companies.

Our credentials include:

- MBAs – Rice University & Harvard
- MPAs – Brigham Young University & Cleveland State University
- MS Economics – Purdue (candidate)
- Experience working with clients globally & across the country
- Commercial Real Estate Licenses
- Combined 94 years of experience



Our small firm has a **track record of effective collaboration**. We have the staff and availability to dedicate to providing the City of Brainerd EDA with quality consulting services.

We are a National Firm—with a 100% remote workforce. We have 5 professional personnel located across the United States. We seek to be carbon responsible, and we purchase carbon offsets for any air travel we take.

Our clients have the advantage of direct accessibility to our dedicated team of professionals, benefiting from the wide range of experience of our team. No matter what challenges the community is facing – we have almost certainly handled something similar. It would be impossible / impractical for one community to assemble a staff with the breadth of experience of our team. **Combined with the local knowledge from the stakeholders, our team can provide capacity enhancement to tackle big problems and create surge capacity when the workload becomes overwhelming.**

Jason Godfrey, MBA, would manage the project. A skilled project manager and communicator, Jason will coordinate with the client, stakeholders, and the project team. Jason has extensive experience facilitating development and building local capacity. He has experience in both the public and private sectors and considers opportunities and challenges through the lenses of both.

Ryan Englund, MBA, worked for legendary Bain consulting, advising companies and government agencies across the world. His breadth of experience in identifying strategic opportunities and driving performance to the next level is unparalleled, and he will provide strategic input on initiatives.

Trina Rivera, MPA, has an eye for detail and has crafted a wide variety business support resources. She is skilled in business retention and recruitment strategy and implementation.

Eric Gibson, MS Economics candidate, developed a proprietary data tool that enables Better City to analyze a community's socio-economic data in a fraction of the time it traditionally requires, and he will conduct analyses and research as needed.

Mone't Roberts, MPA, is experienced in communications and engaging diverse audiences. She coordinates public input and public engagement when needed.



Experienced in facilitating development, managing operations, developing actionable plans, building local capacity, and structuring complex financing.

Jason Godfrey

CEO

- MBA, Rice University
- BA, Economics, Weber State University

Related Experience

- Developed 4 economic development strategic plans.
- Assisted with project implementation (assisted with formation of an RDA, developed pro forma for indoor waterpark, and recruited developer).
- Developed an Affordable Housing Plan.
- Conducted 2 visioning sessions for community leaders.

Other Experience

- CEO – Petra Stones
- Managing Director – Newpoint Advisors
- CEO – RioStones
- Director of Real Estate Development – Spindrift Development
- General Manager – Republic Service
- Associate Director, Public Works – Salt Lake County
- Senior Product Manager – Iomega



40+ years as an executive and a consultant, with clients in government, manufacturing, retail, and finance. Skilled in driving organizational performance, mapping asset utilization, and identifying challenges and opportunities.

Ryan Englund

President

- MBA, Harvard Graduate School of Business Administration
- BS, Accounting, Brigham Young University

Related Experience

- Facilitated stakeholder input for strategic planning and visioning projects.
- Provided economic development capacity enhancement and project implementation for various projects for 5 clients.

Other Experience

- Bain Consulting & BCG Consulting Group
- Vice President at various Consumer Goods Manufacturers
- Partial Client List: Irving, Dynamic Aviation, Try-It Distr., Hagerty, Jac Pac, Koch, CamWest, Aventis, Merck, Denso, Monsanto, Caterpillar, Kodak, Baxter, Rexam, Mobil Oil, Petrobras, Borealis, Dynegy, Trinidad Natural Gas, Procter & Gamble, Hershey Foods, Vtech, Payless ShoeSource, Victoria's Secret, Sears, Firestone, U of Washington, UC Berkeley, Idaho Nuclear Laboratory, DLA, EIG-Nevada, Southwest, Southeast, and U.S. Central CUs, The Principal, John Hancock



Specializes in community engagement, analysis and forecasting, feasibility studies, strategic planning, and stakeholder coordination.

Eric Gibson

Director of Strategic Analysis

- MS, Economics, Purdue University (Candidate)
- BS, International Business Economics, Weber State University
- BA, English, Weber State University
- UT Licensed Real Estate Agent

Related Experience

- Conducted 3 visioning & planning bootcamps for elected officials and stakeholders.
- Developed 3 economic development strategic plans.
- Developed concept plan for mixed-use downtown.
- Provided economic development capacity enhancement and project implementation for various projects for 4 clients.
- Developed 4 feasibility studies (trails, TOD, value-added food manufacturing, and hydroponics).
- Applied for and was awarded major grants on behalf on clients, including \$500,000 from the EDA, and \$37,000 and \$13,750 from the USDA.



Skilled in conducting research and crafting plans. Specialized in professional and technical writing and creating resource guides.

Trina Rivera

Director of Business Operations

- MPA, Brigham Young University
- BA, English & Liberal Arts, Southern Virginia University
- UT Licensed Real Estate Agent

Related Experience

- Developed 3 economic development strategic plans.
- Provided economic development capacity enhancement and project implementation for various projects for 5 clients.
- Recruited 4 businesses for clients.
- Created a variety of business support guides and programs.
- Applied for and was awarded funding on behalf of clients, including \$210,000 legislative earmarks, USDA RBDG \$20,000, and NCCC AmeriCorps volunteers.



Specializes in writing and design. Skilled at coordinating and advertising to maximize public engagement.

Mone't Roberts

Consultant

- MPA, Cleveland State University
- BA, Promotional Communications, Cleveland State University

Related Experience

- Writing and researching marketing and business plans.
- Coordinating grant applications.
- Marketing liaison and strategic plan development.
- Technical and marketing copy and graphic design.
- Website layout and design.

Better City is one of the nation's most dynamic economic development implementation firms. The Firm has successfully assisted communities across the country in achieving their economic development goals. We have worked with 15 different communities as consultants providing project management and implementation services – getting to know their local challenges by meeting with community leaders, stakeholders, and citizens and conducting robust data analysis. We work collaboratively with communities and stakeholders to implement their strategic visions – **rolling up our sleeves to execute on the visions and strategies that can build upon local assets and bring about positive change.**

Our extensive experience in project implementation covers a broad spectrum of activities—securing grants, writing feasibility studies, recruiting businesses, leading business retention and expansion efforts, facilitating the development of community amenities, and more. Our team has real-world, boots-on-the-ground experience. We understand the challenges, the importance of coordinating with other stakeholders, and how to apply a wide array of best practices as we assist communities with reaching their strategic goals.

Our team members have extensive experience in the public and private sectors operating entities and effecting change. **We know how to get things done.** We have the unique skills and knowledge required to implement complex projects – such as structuring and assembling the financing for public/private partnerships. Because significant, catalytic projects tend to only happen once in a generation, it is uncommon for communities to have the necessary experience. Better City is the perfect partner that brings the knowledge and expertise to turn a concept into a reality.

Better City strives to understand and build upon the unique situation of each of our clients, applying universal economic principles as we approach each unique engagement. Our specialty is helping rural areas identify and prioritize their assets which have previously been overlooked, and we believe we could achieve the same success for the City of Brainerd.

Better City provides a variety of services, including:

- Economic studies
- Strategic plans
- Action Plans (Compressed Timeline/Focused Strategic Plans)
- Feasibility studies
- Housing development analysis and advisory
- Public and stakeholder engagement, meeting facilitation, and consensus building
- Industry / private sector recruitment
- Public-private partnership formation
- Site analysis, project-area specific plans, and targeted use pre-development implementation
- Capital stack and project structuring
- Community marketing and tourism development strategies
- Downtown revitalization

Better City is skilled in economic development project implementation. Our team members have extensive experience in the public and private sectors operating entities and effecting change. We are low ego—the answers don’t have to come from us; we incorporate strategic concepts from all the input and work together to find solutions. **We take great pride in solving problems and helping communities prosper.** We know how to get things done.

We are experts at bringing outside resources to our clients – having worked extensively with government agencies like the USDA, EDA, and COGS.

Examples of Related Experience

1. Marketing

- Meeker, Colorado: Better City identified the potential for to rebrand and market their town as a place for visitors to experience outdoor recreation and wildlife tourism. Better City created a compelling marketing video that showcased the community’s unique appeal.
- Superior, Colorado: Better City provided data, copy, and input on the design of marketing brochures and a new Economic Development focused website.

2. Funding

- Superior, Wisconsin: Better City identified policy and statutory changes which needed to be made to enable financing and development to occur.
- East Liverpool, Ohio: Better City helped the city obtain the financing required for a catalytic project to take place through a variety of sources. (This project was recognized by the National Development Council with a project nomination for Innovative Project Financing.) This project also catalyzed \$9 million of redevelopment in the immediate area.
- Silver City, New Mexico: Better City was able to secure a grant through the Economic Development Administration to fund the new EDO.

We have experience assisting in structuring project financing to aid communities with implementation. Our team has broad experience in assisting private and public stakeholders and has secured over \$110 million of project and programmatic incentive funding for projects across various funding sources, see table on right.

EDA	USDA	CDBG
• \$1.2M broadband grant • \$0.8M incubator operational funding • \$0.7M incubator operational funding • \$0.2M Planning & Technical • \$20k Planning & Technical • \$2.0M Disaster Recovery	• \$1.3M REDLG • \$0.6M REDLG • \$0.3M REDLG • \$50k RBDG • \$99k RLF • \$50k RBDG • \$25K RBDG • \$14k RBDG	• \$0.35M Economic Development • \$0.8M Blight Elimination • \$150k Sustainable Energy Development
DOE	NMTC's	HTC's
• \$200k Sustainable Energy Development	• \$5.2M Allocation • \$2.5M Allocation	• \$2.3M QRE's
Public Financing	Non-Profit	Other
• \$1.3M RDA Financed TIF • \$1.2M RDA Financed TIF • \$0.85M Lender Financed TIF • Various others	• \$200k Economic Development • \$28k Pre-Development	• \$100k River Planning • \$100k Outdoor Rec

3. Property Marketing and Development

Taking advantage of a community's natural assets and resources often includes redevelopment. We have experience with redevelopment and utilize a wide array of financing methods to create capital stacks including New Market Tax Credits, Historic Tax Credits, and PACE financing.

- Clearfield, Utah: Better City brought in a developer, and obtained letters of interest from a boutique hotel, movie theater, and initial interest from additional businesses.
- Ogden, Utah: Better City principles recruited two catalytic destination attractions including an \$18 million, 2,300 seat, state-of-the-art 13-screen maple movie theater and the Salomon Center, a multiple-use, privately-run urban recreation center; recruited tenancy and developers to construct a \$10.5-million, 65,000 Wells Fargo and a \$21.8M, 109,000 SF IRS office buildings; and catalyzed The Junction, a \$30 million 116,000 square foot retail, office, and 92-unit multi-family mixed use development.
- Syracuse, Utah: Better City conducted an economic analysis that provided insights regarding where visitors were coming from and what the market for Syracuse's retail areas was. The economic analysis showed challenges and opportunities within the regional economy, and recommendations included ways to rebuild and maintain a sustainable economic base without significant increases in property taxes through a concerted effort to increase rooftops and to attract businesses. Better City recommended an approach for the City to create a cohesive development plan for the remaining land in Syracuse City, so that development occur strategically rather than in a piecemeal fashion; addressing opportunities in industrial, retail, and recreational developments.

4. Business Retention and Recruitment

We provide Business Retention and Expansion (BR&E) services and have significant experience crafting incentives that are targeted and synergistic with the strategic advantages of the community. Critical to being successful in BR&E is to truly understand a community – it's competitive advantages, its challenges and its opportunities.

- Eagle Mountain, Utah: Better City brought in a grocery store.
- Superior, Colorado: Better City attended trade shows and industry conventions (ICSC & EEE) and setup meetings with participating businesses.
- Meeker, Colorado: Better City conducted outreach to OHV companies and hosted community site visits with interested businesses, resulting in two OHV companies opening sites in Meeker.

5. Business Resources, Support, and Program Development

Due to the recent tectonic economic shifts (COVID, housing, global supply chains, transportation costs, tourism impacts, etc.) it is critical to work closely with the business community to facilitate recovery and resiliency.

- East Liverpool, Ohio: Created a startup guide for businesses looking to open in East Liverpool, helping guide them through the regulatory process.
- Green River, Utah: Created a resource guide, which the City provides to businesses when they need funding or technical assistance.
- Superior, Colorado: Created grant programs and conducted regular outreach to business owners to help them navigate and survive pandemic induced disruptions.

6. River-to-Rails Representation

- Silver City, New Mexico: Better City oversees ongoing coordination with a selection of project task forces and the local EDO—one of the Better City team members also serves on the EDO Board of Directors.
- Superior, Colorado: Better City represented the Town on the Boulder Economic Vitality committee and the Small Business Funding Task Force, as well as at Metro Denver EDC Meetings.
- Tooele, Utah: Better City represents the County at meetings of relevant organizations, including those involved in the development of the tourism and manufacturing industries.

7. Main Street Programming

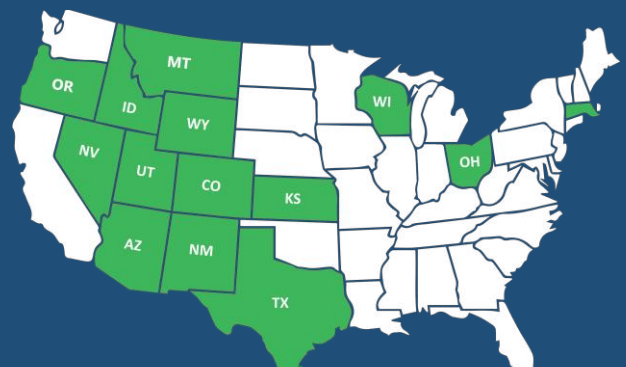
- East Liverpool, Ohio: Better City provided input on a façade and signage grant program which the City is in the process of establishing.
- Superior, Colorado: Better City conducted a “shop local” community challenge, structured as a scavenger hunt and utilizing the GooseChase app. We pushed daily challenges on the app and social media for a month. We also aided with Small Business Saturday—advertising for the community and sending resources to local businesses.

8. Miscellaneous: Create Action Plan & Provide Data Dashboard

- Wells, Nevada: Better City conducted a market assessment that catalogued and quantified the City’s housing situation and identified potential locations for housing developments and the incentives the City would need to provide to attract developers. Better City also identified the need to improve the economic vitality of Wells through focusing on the gateway to the community.
- Green River, Utah: When the City’s Economic Development Strategic Plan was a couple of years old, Better City created an update to the plan. This document was shorter than a regular strategic plan—providing updates on progress-to-date on key initiatives and outlining the strategic direction (including some pivots and refocused efforts from the City’s original strategic plan) to guide productive ongoing efforts.

Partial List of Recent Similar Projects

- | | |
|----------------------|-----------------------|
| • Meeker, CO | • Clearfield, UT |
| • Lake County, CO | • Green River, UT |
| • Superior, CO | • Woods Cross, UT |
| • East Liverpool, OH | • Humboldt County, NV |
| • Raton, NM | • Wells, NV |
| • Silver City, NM | |



Geographic Experience

1. Marketing

Philosophy: We take a variety of approaches to marketing communities, depending on the goals and objectives of the marketing campaign. Key stakeholders provide essential insight on the desired brand and message. We identify clear marketing goals and target audience, and then develop strategies based on competitive advantages and desired outcomes. Our Project Team creates the messaging and concept, and we utilize a marketing specialist/graphic designer (their fee is included as a one-time fee in our proposal) to craft the final marketing collateral. The message, materials, and approach used in marketing and outreach must be crafted with both the potential businesses and the recruitment objectives in mind.

Approach:

- Interview local government leaders, business owners, and other stakeholders to develop the image and brand for marketing.
- Identify goals and objectives of marketing campaign(s), and target audience.
- Determine which types of marketing materials and messaging will be most effective.
- Create marketing materials.
- Conduct marketing outreach, utilizing best practices such as A/B testing and targeted advertising techniques.

Work Plan: Have marketing collateral ready to send/use within 6 months of starting engagement.

2. Funding

Philosophy: A unique set of skills and knowledge is required to implement complex projects—especially structuring and assembling the financing for public/private partnerships. We work with communities to identify what projects require funding (for planning or construction) and a variety of funding sources to fill the funding gap. We also create competitive grant proposals and structure project financing.

Approach:

- Create an inventory of funding needs and funding opportunities to address these needs.
- Write and submit grant applications.
- Provide project funding recommendations and structuring assistance.

Work Plan: Have inventory within 3 months of starting engagement, submit grants according to relevant deadlines.

Work Plan and Approach

3. Property Marketing and Development

Philosophy: Be a resource for developers and landowners. Have ready a compendium of potentially-available sites and buildings as well as a knowledge of the history of those locations. Maintain regular contact with landowners and their brokers and communicate with the various interested groups. Be prepared to help close funding gaps via a variety of tools and resources.

Approach:

- Identify potential sites for incoming businesses and new development.
- Coordinate with local landowners and their agents to market potential sites and identify strategic investments necessary to make those sites “shovel-ready” for potential businesses.
- Identify types of public- provided inducements which can bridge the gaps between industry return requirements, financing tools (such as tax-increment financing) which can be used to assist development, and site-specific proposals as opportunities arise.

Work Plan: Identify sites within 2 months of starting engagement. Conduct ongoing coordination.

4. Business Retention and Recruitment

Philosophy: Business Retention is key to local economic growth. An effective Business Retention program prevents companies from closing or relocating to a new community. Retention requires understanding of local market conditions, communicating with local business owners to determine opportunities/impediments for growth, and inquiring about any plans they may have to expand, contract, or move their operations.

Recruitment requires studying and analyzing the existing market, identifying any market gaps or potential growth sectors, and engaging in outreach efforts which make businesses aware of the benefits of locating in Brainerd.

Approach – Retention:

- Create an inventory of local businesses.
- Conduct regular outreach and relationship building efforts, including periodic surveys and targeted focus groups, of local business owners. (The purpose of this outreach is to understand first-hand the needs and priorities of local firms, and to learn what issues and opportunities they face and what their plans are to address them.)
- Connect business owners with resources, such as technical assistance, workforce development, and financing.

Approach – Recruitment:

- Determine, in collaboration with community stakeholders, what business types and industries to target for recruitment initiatives.
- Respond to site selector RFI's, attend trade and industry conventions, and conduct targeted recruitment outreach.
- Organize community site visits with economic development prospects.

Work Plan: Inventory and initial outreach for retention within 3 months of starting engagement. Identify targets for recruitment within 2 months and start recruitment once marketing materials are created—within 6 months.

5. Business Resources, Support, and Program Development

Philosophy: Most of the sustainable new job creation in local economies comes from companies that are already located in the community—many just need to be provided with the technical assistance to grow. This type of support is called Economic Gardening—and comprises programs, resources, and support tailored to helping local businesses grow. In addition to general business retention efforts, Economic Gardening targets specific local businesses to assist with programing.

Approach:

- Identify key businesses to assist with economic gardening resources and programs. Prioritize based on anticipated impact according to growth potential, and on interest of the business owner.
- Work one-on-one with local businesses to identify programs, technical and funding assistance, and strategic support to facilitate growth.

Work Plan: Work with a different business each quarter. Begin within 3 months of starting engagement. (General retention efforts need to be underway first.)

6. River-to-Rails Representation

Philosophy: We consider ourselves an extension of our client’s organization, brought in to add capacity, experience, and insight. Better City will be an active part of the economic ecosystem, participating in relevant boards and councils, such as the River-to-Rails community. Active participation enables us to stay abreast of progress on major initiatives and provide support and input.

Approach:

- Attend River-to-Rails meetings and events and provide insights as needed.
- Report on River-to-Rails initiatives and updates to the EDA Board in our monthly reports.

Work Plan: Participate as needed according to River-to-Rails meeting schedule.

7. Main Street Programming

Philosophy: A community’s Main Street is their brand. The look, feel, and vibrancy of the Main Street is often what a community is judged on—by residents, visitors, businesses, and developers. It is important that appropriate programming is available to support Main Street businesses and property owners to ensure the brand is consistent and aligns with the community’s vision.

Approach:

- Survey Main Street businesses and property owners regarding their needs and trajectory.
- Conduct a windshield survey to determine if there are issues with the façade, signage, or streetscape that need to be addressed.
- Identify programs that would fill needs. If there are existing programs in the region then connect business owners with those resources to avoid a duplication of services. If there are not relevant programs, work with the EDA and City to develop programs that fill in the gaps—then administer the programs.

Work Plan: Identify needs within 3 months of starting engagement. Create and conduct programs as needed throughout engagement.

8. Miscellaneous: Create Action Plan & Provide Data Dashboard

Philosophy: Better City's process begins by defining the Client's goals and working backwards to ensure that the approach will achieve desired outcomes. We recommend that at the start of our engagement Better City create an Action Plan that specifies the needs for business retention and support programs, states target industries for business recruitment and marketing, and identifies funding needs and property development opportunities. This helps our team understand the unique needs of Brainerd and enables us to maximize our impact in filling the roles outlined above.

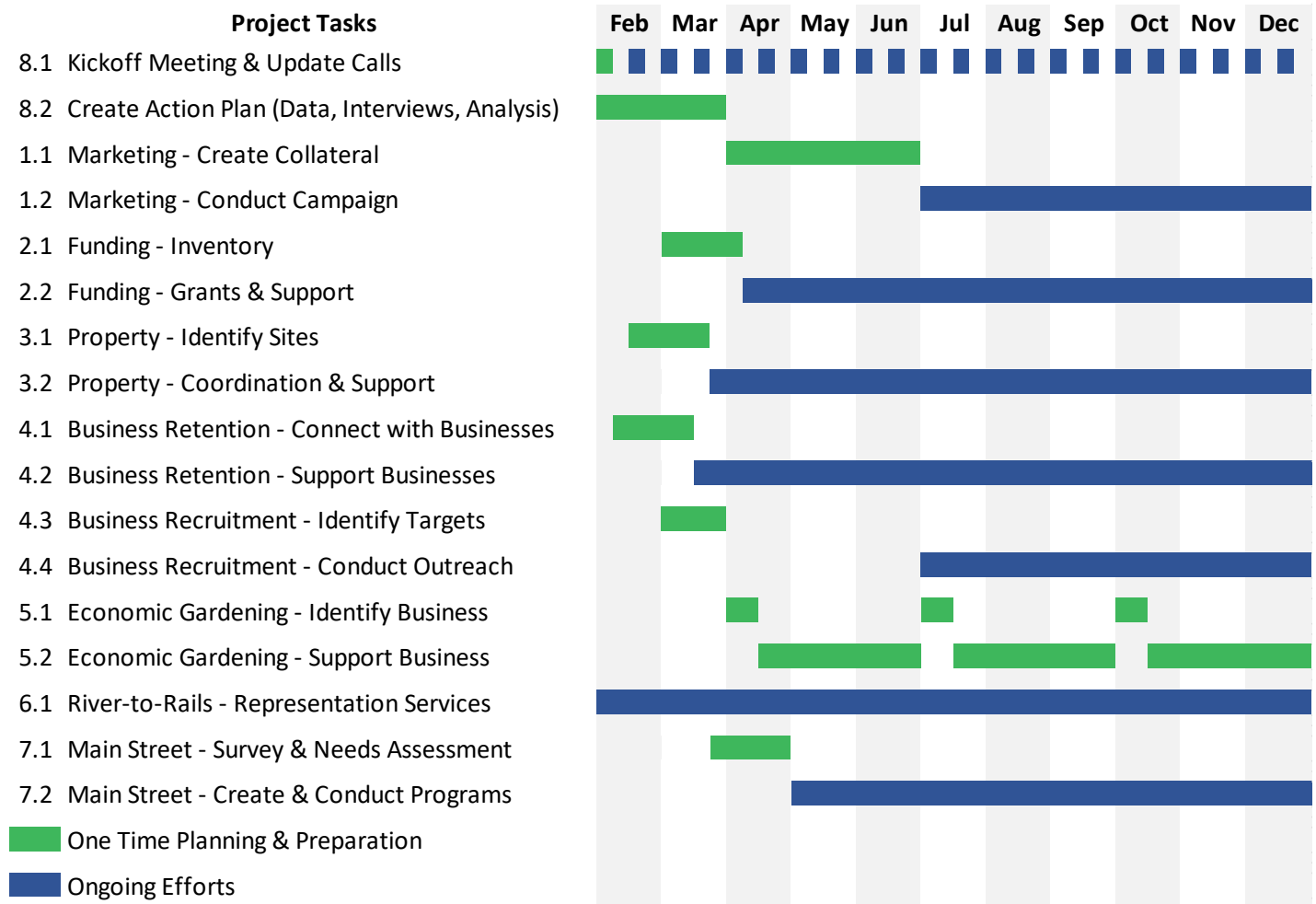
For quality control and to ensure that we are providing the assistance desired by the EDA, we also recommend regular update calls and reports.

Approach:

- Start with a Kickoff Meeting to establish expectations and adjust the approach as needed.
- Interview a wide variety of stakeholders to better understand Brainerd's challenges and strengths. These interviews provide critical insights on opportunities and challenges to strategically address in the Action Plan. (We expect assistance from the EDA and City to schedule these interviews. These are generally back-to-back and take a few weeks to complete.)
- Setup a Data Dashboard (see example: <https://bettercity.us/community-dashboard>). This can also be placed on the EDA's or City's webpage to make data accessible to stakeholders.
- Analyze data and existing plans for insights on prior efforts and previously identified goals.
- Prioritize specific initiatives to advance economic development in Brainerd.
- Review the Action Plan with the EDA Board to ensure objectives and approach align with expectations. This Action Plan will define the specific economic goals and specify what steps we will take to achieve these goals, along with metrics for tracking progress. It will be a living document and will be updated and added to throughout the engagement.
- Hold regular update calls (we recommend bi-monthly) with the EDA Steering Committee (this can be one person or a handful of people—as determined by the client) to review progress and keep the Firm current on local happenings related to economic development.
- Provide regular written reports (we recommend monthly) to the EDA board to ensure they know what progress has been made.

Work Plan: Create Action Plan within 2 months of starting engagement. Provide update calls and written reports regularly throughout our engagement.

Some tasks are one-time planning and preparation to support the ongoing economic development activities, other tasks involve ongoing efforts throughout Better City’s engagement with the Brainerd EDA. The following is an overview of our workplan for each project element:



We work side-by-side with local stakeholders to provide capacity enhancement and utilize our broad range of experience and skills to provide the support necessary. No effort will be spared to ‘move the ball down the field’. **We take pride in solving problems and being an indispensable resource to Brainerd—in whatever capacity is required. Our commitment to making economic development happen is our key differentiator.** Following are some of our guiding principles:

- **Focus on results.** We have the skills and experience to implement complex projects. We know that at the end of the day the only measure of success is tangible results – jobs produced, firms recruited, buildings redeveloped, community assets created.
- **Build Local Capacity.** Economic development is a team effort. We’re not here to create reliance upon us, but to help develop local capacity. We bring different community organizations and leaders together, improving structure, training stakeholders, and creating durable local capacity that ensures the long-term success of the community’s efforts.

We tailor our approach with each of our clients. We are flexible and anticipate the need to pivot and refocus throughout the engagement to align with your preferences and priorities.

Our collaboration with the City of Brainerd and the EDA is essential to successful project implementation. We would anticipate assistance from the EDA and/or City staff to:

- Participate in kickoff call and bi-monthly update calls as a quality control process that ensures efficient and quality communication between our firm and the client. (This can be a single point-person or group, as determined by the client.)
- Identify if any prior studies, plans, or documents are relevant to the local and regional economic development initiatives and provide us with a digital copy of those documents.
- In the first few months of our engagement, assist with identifying key stakeholders and community partners and scheduling the interviews for our team.
- Provide feedback on the Action Plan to ensure that the goals and initiatives align with the City's and EDA's vision.

We provide regular reports throughout our engagement to keep our clients informed of efforts, progress, and next steps. This creates opportunity for feedback and ensures that expectations are met.

Section 6)

Fees for Service

Contract Rate

Better City will provide the full suite of economic development resources listed in the approach for a flat fee of **\$8,000 per month, plus select one-time fees**. The Cost Proposal has been developed based on experience on dozens of similar engagements conducted by Better City throughout the country. **The pricing is fixed and guaranteed.**

Itemized Pricing

We provide most of the services as a flat-monthly fee, with an extra one-time fee for the action plan (because it requires additional hours from our team to put together) and for the creation of marketing collateral (because we work with a marketing specialist/graphic designer).

With our consulting services, we mostly work remotely. There are times, however, when an on-site visit is required—and we included the fee for 4 visits (which include 2-team members) in our fee.

Fee Breakdown by Project Tasks	Monthly Fee	One-Time Fee	Total Fee Feb - Dec
8 Update Calls & Reports	\$ 500	\$ -	\$ 5,500
8 Action Plan	\$ -	\$ 15,000	\$ 15,000
1 Marketing - Create Collateral	\$ -	\$ 15,000	\$ 15,000
1 Marketing - Conduct Campaign	\$ 1,000	\$ -	\$ 11,000
2 Funding	\$ 1,000	\$ -	\$ 11,000
3 Property	\$ 1,000	\$ -	\$ 11,000
4 Business Retention	\$ 1,000	\$ -	\$ 11,000
4 Business Recruitment	\$ 1,000	\$ -	\$ 11,000
5 Economic Gardening	\$ 1,000	\$ -	\$ 11,000
6 River-to-Rails	\$ 500	\$ -	\$ 5,500
7 Main Street	\$ 1,000	\$ -	\$ 11,000
Project Total	\$ 8,000	\$ 30,000	\$ 118,000
In-Person Visits	Total Trips	Fee Per Trip	Total
2 Team Members per Trip	4	\$ 3,000	\$ 12,000
Grand Total			\$ 130,000

1. East Liverpool, Ohio

Economic Development Strategic Plan and Implementation

East Liverpool, Ohio resides on the Ohio river. Similar to many post-industrial rust belt communities, as the pottery and other key domestic manufacturing industries collapsed, the City of East Liverpool experienced significant population decline (23,000 down to 10,600). The business exodus resulted in a hollowed-out downtown core and deteriorating neighborhoods with increases in blight, poverty, and increased drug use.

Process 2013-2015

- Facilitated economic development and revitalization in the City's distressed downtown core
- Conducted comprehensive stakeholder interviews
- Created a three-pronged strategy focused on community development, workforce development, and economic development
- Identified market opportunities in the broader region

Outcomes

- Curated a for-profit vocational school to rehabilitate and preserve two vacant buildings totaling 35,000 square feet in the historic downtown
- Facilitated \$6.8 million transaction by securing a pre-development grant, Community Development Block Grants from the State, City, and County as well as State and Federal Historic Tax Credits, State and Federal New Markets Tax Credits, tax increment financing, commercial debt, and tax credit investors
- Recruited a multi-family housing developer for a 45-unit \$9.2 million workforce housing development
- Provided community development by eliminating blight, workforce development by providing training programs and housing for the local and regional workforce, and economic development by creating jobs and increasing the local tax base.

Process 2019 – Present

- Securing grant funding for a housing blight remediation initiative and other projects
- Assisting with implementation of a variety of economic development projects

Reference

Greg Bricker
Mayor, City of East Liverpool
330-385-3381
g.bricker@eastliverpool.com



2. Green River, Utah

Strategic Plan & Project Implementation Services

The small community of Green River, Utah has faced several boom-and-bust cycles stretching back nearly 100 years across multiple industries including uranium mining, agriculture, and a military missile base. They had problems with population decline due to these boom and bust cycles.

Better City set out with the underlying goal of being able to identify realistic milestones and areas of focus that the City could focus on now, vs waiting for another economic boom. The City's leadership enthusiastically supported and adopted the plan and has retained Better City to assist with implementation.

2017 Strategic Plan

- Identified realistic milestones
- Prioritized areas of focus and economic development projects
- Gained leadership support
- Created Strategic Plan

2021 Strategic Plan Update

- Discussed ongoing efforts with city leaders
- Identified priority levels for projects based on progress and community support, added and adjusted a selection of projects based on implementation efforts

Present Process

- Assist with implementation, including development of industrial park, business recruitment, riverfront development, outdoor recreation and manufacturing industry support, and community development initiatives

Reference

Conae Black
City Manager, City of Green River
435-564-3448
cblack@greenriverutah.com



3. Silver City, New Mexico

Human Capital Alignment & Workforce Development Strategy

The Town of Silver City had been collaborating with other local municipalities, the school district, and a number of non-profits to periodically secure grants and conduct economic development studies. Funding for implementation had not been available and many of the strategies and initiatives were left to the stakeholders to fund and execute. The Town and other stakeholders desired assistance in creating a sustainable program for economic development.

Ongoing Process

- Assist with ongoing implementation of strategic initiatives.
- Coordinate with project task forces and local EDO.
- Ongoing funding coordination.

Outcomes

- Identified key areas of focus and formed project task forces, which consisted of project champions and advocates that could move projects forward in implementation.
- Created Workforce Development Strategic Plan
- Recommended establishing a local economic development organization (EDO) focused on workforce development and funded through private and public members. Assisted with establishing the EDO and securing Executive Director who is responsible for executing strategic initiatives including implementing the Workforce Development Strategic Plan and overseeing and coordinating the project task forces.
- Developed relationships with various stakeholders and coordinated stewardship roles including the local University, School District, and Main Street in areas such as entrepreneurship, workforce development, and downtown revitalization.
- Secured a grant through the Economic Development Administration to fund the new EDO.

Reference

Priscilla Lucero
SWNM Council of Governments
575-388-1509
priscillalucero@gilanet.com



4. Lake County, Colorado

Economic Development Strategic Plan

Lake County comprises the highest-elevation mountain towns in the Country. The county has historically been subject to the boom and bust cycles of its mines and its lone ski resort is too small to attract the visitors who throng nearby resort communities. Its remote location and proximity to affluent resort communities made home building less appealing to developers and the dearth of affordable housing was straining the County's working-class residents. The County engaged Better City to help diversify its economy, improve its standard of living and create a plan to strengthen its downtown and empower local entrepreneurs.

2016 Strategic Plan

- Conducted Community Forums and Stakeholder interviews to understand core challenges
- Reviewed demographic and economic data – including historic data, to identify key areas of opportunity
- Held public forums to discuss plans, inform public and create inertia around new directions
- Created Economic Development Strategic Plan that laid out specific next steps to address the most pressing challenges

2019 Economic Capacity Enhancement

- Produced a Housing Feasibility Study that identified specific strategies to address deficiencies in affordable housing market
- Worked with the local community college to create a plan for workspace
- Coordinated with local developer to solve for challenges to developing in a tertiary market

Reference

Nicole Thompson
Former Executive Director, Lake County
Economic Development Corporation
Current President, Downtown Durham Inc.
757-636-8379
Nicole@downtowndurham.com



City of Brainerd

Economic Development Marketing

Especially for

David Chanski,
Community Development Director
dchanski@ci.brainerd.mn.us

Prepared by

Sarah Wieland, Business Development Strategist

Jenny Hughes, Account Manager
Desiree Trimble, Client Strategy Director
Beth Cox-Hollingsworth, Content Strategy Director
Matt Miller, Creative Strategy Director
Jason Fliehler, Video Content Director
Nicolas Redmond, Marketing Insights Analyst
Lori Stewart, Senior Designer
Jen Gilbert, Senior Writer
Taylor Pinero, Events Manager
Christy Pospisil, Traffic Coordinator

November 26, 2021



Hello David -

Thank you for the opportunity to present this Economic Development Consulting Services proposal to the City of Brainerd Economic Development Authority.

We think you'll find working with Moxie is a little different than working with other agencies, and that's because we are different. While we take our work and your projects very seriously, we don't take ourselves too seriously. That means you'll get all the creative and strategic talent of big firms on the coast, minus the egos.



Moxie believes in the strength, energy, and potential that lives within communities. These elements are alive in the city of Brainerd and there is a story waiting to be told. Successful communities thrive when all aspects of the community thrive. The process starts with harnessing the potential through transparent and true communications that connect with all members of the greater whole through a variety of bold, impactful marketing deliverables.

Communication and deliverables are important, but these are tools intended to provide connection with the right individuals who will be valuable members of the City to make something great, rise to something greater.

We're not here to sell you a product. We're here to become your long-term, collaborative partner. **We are your marketing ally!**

Are you ready? Let's get started!

Thank you,
Sarah Wieland
Business Development Strategist
Waterloo, Iowa
Minneapolis, Minnesota

P.S. There's a lot of information you need right here, but if you want to learn more about Moxie, visit experiencemoxie.com.

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MOXIE IS...

Real

Moxie is about real work, real stories, and real value. We're all about honesty. Customers trust us because we leave the BS at the door and put your business ahead of our egos. We build relationships based on open, easy communication and free exchange of ideas.

Fearless

Our team is always looking to bring new, beneficial ideas or technologies to the table, and we're not afraid to break from tradition when called for. We discover untapped markets, explore exciting concepts, and cultivate effective strategies that drive better results. It doesn't take a lot of guts to do the same thing everyone else is doing. If you're going to stand out in the minds and hearts of your customers, you must take chances.

Collaborative

You need a creative partner. A marketing ally. Our people pair years (even decades) of experience with a keen ability to listen and learn. We may be the marketing experts, but no one knows your business or your customers like you do. You bring the industry insight. We bring the big ideas.

Energetic

Your success is our purpose, and we'll do what it takes to ensure you achieve it. If that means burning the midnight oil to make a project just right, we'll brew another pot of coffee and keep going. That's why we get excited about every project—even if the subject matter isn't exactly sexy. We bring passion to everything we do, because we know how much it matters to you and your customers.

MOXIE HAS...

Smarts

Moxie's team of marketing pros cover the whole field. From video and events to strategy, design, content, and branding, we've got you covered. We've combined two marketing agencies—one that's over 50 years old (Hellman) and one that's over 20 years old (VGM Marketing)—to bring you a group of professionals whose expertise and experience are unmatched.

Heart

Our hardworking attitude comes from our Midwest roots and genuine desire to see our clients prosper. We get to know your expectations so we can exceed them every time. Our team is really like our family, and our clients often end up being part of it. You won't just like our work, you'll also like working with us.

One more thing

Moxie is a division of VGM Group, Inc., an organization dedicated to helping business customers grow, take advantage of opportunity, and sustain their competitive advantage. We are 100% employee owned—so when we say we're invested in your success; we mean that literally.

VGM is also a believer in giving back to the community. Throughout its history, VGM and its employees have donated time and money to several fantastic organizations, including House of Hope, Operation Threshold, and People's Clinic. By helping friends and neighbors in need, everyone succeeds.

MEET THE MOXERS

Don't worry, you have a great group behind you. Each Moxer is an expert in what they do, whether it's writing some killer content, creating jaw-dropping designs, or helping you navigate all the pitfalls the modern world has to throw at you. This team was hand-selected to help you succeed in achieving your goals, but we have even more Moxers on standby. You can see everyone on the team—and learn a thing or two about them—at experiencemoxie.com/about.

As noted in our biographies below, we have over 50 years' experience in marketing, project management, and communications. This includes, but is not limited to work with:

- Grow Cedar Valley, Previously the Greater Cedar Valley Alliance and Chamber
- Iowa Board of Economic Development. Economic Director, George Lake
- Chamber Board for Independence, Iowa
- Absolutely Indee Board
- Board of Ambassadors, Independence Iowa
- Public School marketing, branding, messaging to include: North Linn CSD, Ottumwa CSD.
- Project management for City of Independence for marketing, branding, messaging, and promotions. City Manager, Al Roder

Sarah Wieland, Business Developer

Education & Certifications:

- B.S. Biology, University of Iowa

Work Experience:

May 2021 – Present: Business Development Strategist / Moxie / Waterloo, IA

Build, develop, and maintain relationships with clients by bringing a mix of collaboration, innovation, and creativity to the table. Establish and nurture collaborative partnerships with community organizations. Attend trade shows and conferences for further brand development and outreach.

August 2018 – May 2021: Manager and Coach / Ideal Protein / Oelwein, IA

Coordinated and facilitated group events such as educational seminars/open houses to attract and engage potential clients. Developed curriculum and further education to support protocol. Built and cultivated networks within the clinic and with local partners. Fostered brand visibility and created online community via social media.

May 2017 – May 2021: Q3 Innovations and Quest Products, Inc. / Pleasant Prairie, WI

Held multiple positions with Q3 Innovations, later acquired by Quest Products. Positions included: general manager, VP of sales, domestic and international sales brand manager, and manager of QA/regulatory. In each position held, the key assets were collaboration and transparent communication to ensure each project was completed on-time, within budget, and ultimately connected and fulfilled the need of the end-user. Exhibited at multiple domestic and international trade shows to expand the reach and develop brand awareness resulting in market share leadership. Increased diagnostic sales, doubling the number of new units available, increasing distribution opportunities and overall footprint of Quest brands. Awarded 'Inc 500' company multiple years.

March 2014 – July 2019: Sales and Project Manager / Fusion Forward Marketing & Design / Independence, IA

Researched, identified, educated, and built client network. Established company goals, analyzed sales margins, and developed competitive analysis. Worked with team to build strong, engaging marketing and sales materials for direct campaigns. Ensured deliverables were on-time, within budget, and according to client specs. Delivered sales presentations to small, medium, and large group settings.

Philanthropic Activities:

- Parish Education and Youth Board Member (2016-present)
- Sunday School Teacher and Junior Achievement Volunteer Teacher (2015-present)
- Absolutely Indee Board Member (2017 - 2019)
- City Ordinance Committee Member (2017- 2018)
- Chamber of Commerce Board, Vice-President 2019 (2016-2019)
- Ambassadors Member, President 2019 (2016-2019)

Jenny Hughes, Account Manager

Education & Certifications:

- B.A. Marketing; Emphasis in Sales & Advertising, 2006 University of Northern Iowa, Cedar Falls, IA
- B.A. Anthropology, 2006 University of Northern Iowa, Cedar Falls, IA
- Associates in Applied Arts: Graphic Communications, 2010 Hawkeye Community College, Waterloo, IA

Work Experience:

January 2021 – Present: Account Manager / Moxie / Waterloo, IA

Maintain relationships between clients and Moxie creative team. Provide project details and timeline information to the creative team and work with traffic manager on timelines and schedules for projects. Update client on status of projects and provide items for review. Organize and attend meetings with clients and the creative team.

December 2014 – January 2021: Designer & Project Manager / VGM Marketing / Waterloo, IA

Collaborated with writers and photographers to design an array of print materials including trade show graphics. Designed website landing pages and email campaigns. Served as project manager for various deliverables requested by clients ensuring accurate and timely completion.

April 2009 – December 2014: Creative Director / Fusion Forward / Independence, IA

Formed company with the two owners. Assisted in interviewing and hiring new employees. Served as lead designer on print and web projects. Managed company finances included marketing and advertising budget. Managed client accounts and served as point of contact between client and design team. Quoted projects and prepared proposals for RFP requests.

June 2008 – December 2010: Marketing Executive / Q3 Innovations / Independence, IA

Served as point of contact for media inquiries. Managed trade show logistics including booth layout and graphics. Oversaw marketing budget. Assisted in content writing for corporate websites and printed materials. Created and designed product datasheets, logos, and packaging.

Philanthropic Activities:

Marketing Committee Chair for annual Independence BrewBQ Event January 2014-Present

- Hawkeye Community College Graphic Communications Program Advisory Committee Member
- Board President of Absolutely Indee, Inc. (non-profit marketing group promoting the Independence, Iowa community) May 2010 – December 2019
- Publicity Committee Co-Chair and Web Committee Chair for 2014 Independence RAGBRAI Event
- Marketing Co-Chair for Build for the Future (PAC) 2011 Bond Referendum Campaign

Awards & Recognition:

- 2015-20120: Recipient of multiple Cedar-Valley AAF Addy Awards
- 2013 Business of the Year Award from Independence Area Chamber of Commerce
- Recipient of 2010 Art Directors Association Hawkeye Community College Scholarship
- 2009 Student Representative for Hawkeye Community College Graphic Communications Advisory Committee
- January 2006 Selection Committee member for 2006 and 2007 annual College of Social and Behavioral Sciences Student Research Conference keynote speakers

Beth Cox Hollingsworth, Content Strategy Director**Education & Certifications:**

- Certified Life Coach, 2018 Southwest Institute for Healing Arts, Tempe, Arizona
- Master of Public Policy, 2004 University of Northern Iowa, Cedar Falls, Iowa
- B.A. Spanish Language and Literature, 2002 University of Northern Iowa, Cedar Falls, Iowa

Work Experience:

January 2021 – Present: Content Strategy Director / Moxie / Waterloo, IA

Builds and estimates messaging and platform strategies for Moxie clients, from research to message creation, delivery, and adjustments based on metrics analysis. Specializes in branding and campaign messaging, personal branding, and social media. Leads the Moxie writing team, traffic manager, and billing specialist. Serves as member of the leadership team.

March 2014 – January 2021: Director of Content Strategy & Content Manager / VGM Marketing / Waterloo, IA

Worked with VGM Group healthcare businesses to develop content strategy and thought leadership in the forms of article writing and distribution, digital activity, and marketing campaign development. Led writing, data analyst, traffic, and project management team members. Served as a member of the leadership team.

January 2010 – February 2014: Communication and Marketing Specialist / People for Quality Care / Waterloo, IA

Developed strategy and digital efforts of advocacy organization designed to raise awareness of legislation affecting consumer access to home care providers. Produced patient stories via YouTube videos, blog posts, and social media posts. Presented key messaging and data at congressional and consumer conferences.

January 2009 – May 2009: Adjunct Instructor/Hawkeye Community College/ Waterloo, IA

Developed and delivered curriculum for two courses, International Politics and American Government. Focused on current events and discussion to make abstract ideas more tangible and interesting.

February 2008 – December 2010: Political Communications Strategist/ Strategic Media, Ltd/ Waterloo, IA

Developed strategy for state-level, city-level, and bond referendum campaigns. Strategy included key messaging, visual concepting, direct mail, website, social media, phone banking, door knocking, earned and paid media, and get out the vote (GOTV) planning and execution.

December 2004 – January 2008: Workforce Supervisor/ Iowa Workforce Development/ Waterloo, IA

Supervised a team of 25 responsible for assisting the public to file unemployment claims, enrolling job seekers in an online job-matching system, and training job seekers in resume building and interviewing skills. Served on statewide committee in the re-development of the online job-matching system. Served on leadership team.

Philanthropic Activities:

- Inclusion Connection Board of Directors – November 2016 – September 2019
- Black Hawk County Board of Public Health (Served as President) – January 2010 – December 2015
- Cedar Valley Visiting Nursing Association (Served as Vice President) – January 2012 – December 2014

Awards & Recognition:

- American Advertising Association Cedar Valley Award Winner – 2019
- Waterloo-Cedar Falls Courier 20 Under 40 Award Winner – 2009
- University of Northern Iowa Purple and Old Gold Award for Meritorious Scholarship in Spanish – 2002
- University of Northern Iowa Summa Cum Laude – 2002

Matt Miller, Creative Strategy Director

Education & Certifications:

- B.A. Electronic Media; Emphasis in Videography, 2008 Cedarville University, Cedarville, OH

Work Experience:

February 2020 – Present: Creative Strategy Director / Moxie / Waterloo, IA

Lead the video, design, and web development teams. Provide recommendations and estimates to current and potential clients.

November 2017 – February 2020: Associate Creative Director / Hellman / Waterloo, IA

Worked with the creative director to manage the creative staff. Gave feedback on design, video, and web projects. Met with clients to assess their needs and provide estimates.

March 2017 – November 2017: Motion Graphic Artist / Hellman / Waterloo, IA

Created 2D/3D animations. Responsible for brainstorming ideas, modeling/animating 3D content, rendering, and delivery to client. Helped transition to a GPU-based rendering platform which drastically reduced rendering times.

January 2010 – March 2017: Creative Video & Media Coordinator / Prairie Lakes Church / Cedar Falls, IA

Responsible for all video content for the organization which had locations in five different Iowa cities. Worked as a producer on weekend services, supervising all technical and musical teams. Trained multiple interns who all now work in the industry.

September 2015-December 2016: Adjunct Instructor / Hawkeye Community College / Waterloo, IA

Taught a Motion Graphics class (Adobe After Effects). Developed and implemented my own curriculum.

Philanthropic Activities:

- Hellman Board of Directors 2018-2020
- Hawkeye Community College Digital Mass Media Advisory Board 2017-2020
- Love Inc P.R./Marketing Board 2017-2020

Jason Fliehler, Video Content Director

Education & Certifications:

- B.A. Communication Arts: Emphasis in Electronic Media and Public Relations, 2000, Wartburg College, Waverly, IA.

Work Experience:

January 2021 – Present: Video Content Director/ Moxie / St. Paul, MN

As the Video Content Director, he leads the concept, creation, and content team for photography, animation, and video production. Closely collaborating with Moxie leadership, strategists, writers, and account teams to take a hands-on approach to create quality storytelling content through, online, broadcast, digital publishing, and other digital medias.

October 2011 – January 2021: Vice President/Director of Video Production/Hellman/Waterloo, IA

Managed the full-service in-house video production department. Developed the overall department goals, vision, and culture. I also acted as producer, director, director of photography, and lighting director for field productions, as well as producing, editing, and creating video content for online, broadcast, digital publishing, and digital media.

January 2009 – October 2011: Co-Owner/Creative Director/Tru Visual Design/Waterloo, IA

Actively acquired new business opportunities and clients. Initiated, monitored, and managed project timelines and budgets. Developed and produced online presence for clients including websites, landing pages, and social media. Developed graphics, layouts for logos, print ads, and billboards, as well as, produced, wrote, filmed, and edited commercial-length advertisements and long-form videos.

July 2001 – July 2011: Video Production Manager/Producer/ Mudd Advertising/Cedar Falls, IA

Developed, scheduled, and coordinated interactive video and audio projects for broadcast air and web presence, from inception to final product. Monitored timelines, budgets, and creative direction with a team of editors, audio engineers, motion graphic designers, and writers. Acted as director, producer, director of photography on various shoots both in studio and on location.

December 2000 – July 2001: Director/Producer/KIMT – CBS-3/Mason City, IA

KIMT is a CBS affiliate news station where I produced and edited videos, commercials, on-air elements for broadcast. My duties also included, initiating, monitoring, and managing project timelines and budgets. I served as technical and verbal directory for mid-day news program. Also, I developed graphics and layout of edited products.

May 2000 – December 2000: Broadcast Production Technician/City of Ames/Ames, IA

Produced, wrote, filmed, and edited promotional videos for the City of Ames, Iowa. Programmed and maintained on-air "City Calendar". Developed graphics and elements for on-air presence.

Philanthropic Activities:

- Advisory Board Member of Digital Mass Media Program – Hawkeye Community College, Waterloo, IA
- Volunteer support – Women at Risk, International – Grand Rapids, MI

Awards & Recognition:

- American Advertising Association Cedar Valley Award Winner: 16 Awards – 2008-2013
- American Advertising Association Award Winner: Student Winner 2000
- Maggie Award Winner for Outstanding Seniors, Wartburg College, 2000.

Nicolas Redmond, Marketing Insights Analyst

Education & Certifications:

- B.A. Marketing; Emphasis in Digital Advertising, 2018 University of Northern Iowa, Cedar Falls, IA
- Minor in Graphic Technologies and Ethics, 2018 University of Northern Iowa, Cedar Falls, IA

Work Experience:

January 2021 – Present: Marketing Insights Analyst / Moxie / Waterloo, IA

Analyze various KPIs and other valuable metrics through multiple data analysis tools. Developed specialized skills in SEO, Google Ads, Google Analytics, etc. to further meet clients' needs. Provide recommendations based on accurate data, previous experience with relatable situations, and the client's priorities.

October 2018 – December 2020: Marketing Data Analyst / VGM Marketing / Waterloo, IA

Specialized and administered our email marketing through numerous email automation platforms. Created insightful email and social media performance reports that exceeded client's expectation. Provide recommendations for future marketing campaigns using performance data and industry trends.

Awards and Recognition:

- University of Northern Iowa Magna Cum Laude – 2018

BACKGROUND

Per the RFP, the City of Brainerd Economic Development Authority was established in 1987 and is governed by a seven-member board comprised of two members of the City Council and five members of the community. The City Administrator serves as the Executive Director, and the City Finance Director serves as the Assistant Treasurer. The Board meets on a monthly basis and is currently staffed through shared services agreements with the City of Brainerd and the Brainerd Lakes Area Economic Development Corporation (BLAEDC). Significant projects that the EDA has undertaken during its years of operation include acquisition and preparation of over 100 acres of industrial park property for development, development of the River-to-Rails Incentive Program, and creation and implementation of a Small Business Relief Grant program as a response to the COVID-19 pandemic.

Mission Statement: Make Brainerd an attractive and vibrant business community by providing economic support through programs, marketing, development, and redevelopment.

EDA's 2021-2022 goals are:

- Interview existing businesses to identify each business's individual needs to take the next step in their business development.
- Create programs and seek funding to address the following needs:
 - Residential and commercial building façade improvements
 - Small business support services
 - Shared workspaces and incubator spaces
 - Succession planning for local businesses
- Work with community partners to develop a cohesive marketing strategy for the community.
- Create an inventory of under-used and under-developed properties and work with property owners to market them for redevelopment.
- Evaluate the City's vacant industrial property for compatible non-industrial uses that would address current and future needs of the community.

SCOPE OF WORK

The City of Brainerd Economic Development Authority (EDA) is reaching an exciting chapter focused on re-energizing economic development, re-engaging with area businesses to understand their needs, and renewed promotion of property vacancies. This is an opportunity to position Brainerd as a place of growth and value for new and existing businesses, which will require new energetic messaging and imagery.

As a marketing ally for the Brainerd EDA, Moxie would develop an overarching message and imagery foundation that considers all of your marketing goals for 2022. This would include efforts to create a high-level comprehensive brand for Brainerd EDA that would revitalize the overall look. It would also include the development of key messages within that brand including relationship building with local businesses to accomplish 2022 goals and property marketing for commercial and residential development.

Our time together developing the EDA brand will also provide the insight needed to inform next-step marketing strategies that include both print and digital collateral. Moxie places a high value on defining and monitoring campaign metrics so we can continuously refine the work to better meet audiences where they are. Our plans will always include monitoring and reporting so you understand the project's return on investment.

As mentioned throughout this proposal, we intend to work side-by-side with the EDA Board and City of Brainerd staff to ensure the objectives of this proposal are completed beyond expectation, on time and within budget. It is our intentions to be open and responsive to requests that fall within this proposal, as well as other needs that arise during our partnership.

HOW WE WORK WITH YOU

The Moxie Process Step 1: Understand & Explore

We bring your team and our team together. Our goal is to take a deep dive into learning about your City, your core audiences, attractions, competing opportunities, and existing brand materials. We use this information to identify and strategize the 3 M's:

- **Market:** Who is the specific market you are trying to reach?
- **Message:** What message resonates with them?
- **Media:** What media are you using to meet your market with your message?



Phases 1: Discovery - \$6,840

This phase includes kick-off meetings and interviews with the City of Brainerd stakeholders:

- Executive Director and Assistant Treasurer
- Board members
- Property owners, real estate agents
- Business owners
- BLAEDC
- Other affiliates, as needed

We aim to have up to six meetings (up to one hour each) with one to two individuals per meeting. These interviews will help us better understand the perception of your brand via your stakeholders and your services, culture, and history. This phase also includes analysis of your current brand assets including brand guide and any current marketing materials.

Phase 2: Refine - \$9,240

Phase 2 focuses on refining information gathered in Phase 1 to develop a differentiators matrix, competitive analysis and four to six personas. These assets will inform messaging developed in Phase 3.

Phases 3: Messaging & Design Concepts - \$9,660

Phase 3 opens the opportunity to tell your story in a new way by identifying key messages for your audiences (up to six target audiences) along with your unique value proposition. In this phase, we ensure your revitalized story resonates with the different audiences so they understand who you are, why you are important to them, and what you have to offer. We will also develop design concepts for use in future marketing deliverables. Concepts developed will include secondary color options, fonts, photography/graphic examples, and potential layouts.

It's Time to Create

If selected as your partner agency, we will work with you to continue to advance the strength of your communications through channel-specific, targeted campaigns, and build out the strategy for content and design. We work to ensure your message reaches the right audiences at the right time via the right channels and with relevant messaging. All tactics are written, designed, edited, reviewed, revised, and finalized to your liking. While the total investment of this phase is to be determined based on our collaboration with you, we have estimated a few tactics that may be beneficial to the different stakeholder groups. Each of these tactics would be itemized to the specific entity for tracking and reporting purposes.



- **Talking Points - \$1,740**
 - o Talking points for staff and board to gain an understanding of how to speak to the various target audiences.
 - o Includes project coordination, strategy, content, proofing, and revisions.
- **Newsletter - \$1,860**
 - o Update/initiate a newsletter template and incorporate updated messaging and design.
 - o Includes project coordination, strategy, research, recommended best practices, content recommendations, sample headlines, recommended article and/or content types, design, creative review, revisions, proofing, and providing files to client.
- **Brochure - \$6,120**
 - o A brochure is an excellent multi-use, cost-effective marketing piece. Showcase pieces are created to help your organization connect with stakeholders. This marketing tool provides valuable information about your organization along with building trust, reputation, and awareness. The brochure could be used digitally and in print forms.
 - o Includes project coordination, content, design, proofing, revisions (up to 10 hours), and final files to client for an 8-page brochure. Printing is not included in this estimate but can be supplied at client request.
- **Direct Mail - \$2,670**
 - o Create new direct mail templates with updated messaging and design.
 - o Includes project coordination, strategy, research, content, design, creative review, revisions, proofing, and providing files to client. Printing and mailing services are not included; however, we can estimate based on client request.
- **Advertisement - \$1,680**
 - o Create a full-page ad template incorporating updated messaging and design. Provide files to be printed or shared with partner organizations for use in publications.
 - o Includes project coordination, strategy, research, content, design, creative review, revisions, proofing, and providing files to client. Ad purchase and placement is not included.

- **Email - \$2,010**
 - o Create an email template for use in email communication to various audiences.
 - o Includes project coordination, strategy, research, content, design, creative review, revisions, proofing, and providing files to client for use within their email platform. Email send, list management, and analytics are not included.
- **Signage - \$2,370**
 - o Create style guide and creative assets for signage template. Includes up to three versions at varying sizes.
 - o Includes project coordination, design, creative review, revisions, proofing, and providing files to client. Printing is not included.
- **Banners - \$1,440**
 - o Create vinyl sign template.
 - o Includes project coordination, design, creative review, revisions, proofing, and providing final files to client. Printing is not included.
- **Promo Items - \$1,440**
 - o Create style guide and templates/comps of branding on commonly ordered promo items.
 - o Includes project coordination, design, creative review, revisions, proofing, and providing final files to client. Promo item purchase and printing is not included.
- **Digital Materials - \$2,310**
 - o Create 2-3 templates for social media graphics for Facebook, Twitter, and Instagram and share best practices for creating social graphics.
 - o Includes project coordination, design, creative review, revisions, proofing, and providing final files to client. Content, posting, and analytics are not included.

- **Website - \$12,840**

- o Update website to incorporate evolved messaging and design concepts.
- o Includes project coordination; web audit to identify recommended updates to site layout and visuals; design and development for up to 10 pages; on-page content creation for up to 10 pages with appropriate keyword usage, alt tags, headings, meta information, URL optimization, XML sitemap, mobile friendly, and quality assurance and testing; creative review; revisions; proofing; and setup of automated monthly reporting. Does not include domain registration/renewal, hosting/SSL costs or management of those items.

- **Co-branding Materials - \$1,800**

- o Create co-branding templates for use with partner organizations. Co-brand templates for social ads on Facebook, Twitter, and Instagram; and print ad template will be included.
- o Includes project coordination, design, creative review, revisions, proofing, and providing final files to client.

- **Photo Shoot - \$4,490**

- o To enhance the story, Moxie recommends a photoshoot to capture images of the City of Brainerd. These images could be used on a variety of materials including website, social pages, advertisements, etc.
- o Approximately 75 final, edited images included.
- o Includes project coordination, shot list, shoot schedule, equipment preparations, on-site photographer and production assistant for up to 4 hours, travel time and expenses, photo transfer, proof sheet, photo retouching and editing, and providing files to client.
- o Note: Travel expenses may decrease *if multiple photo and/or video projects are selected and on-site footage capture can be collected at the same time.*

- **Video Story - \$8,015**

- o A 1 to 2 minute video to showcase and highlight the wonderful aspects of your city while drawing others into your story.
- o Includes project coordination, meeting time, script writing, script review, proofing, storyboard/style tiles, revisions of script and storyboard, shot list, shoot schedule, equipment prep, on-site video director and videographer for up to 4 hours, travel time and expenses, creative directions and review, motion graphic design, video and audio editing, proofing, and providing files to client. Music, licensing, and miscellaneous supplies are also included.
- o *Note: Travel expenses may decrease if multiple photo and/or video projects are selected and on-site footage capture can be collected at the same time.*

- **Virtual Tour - \$9,163**

- o Walk the city streets of Brainerd with a 3 to 5 minute virtual tour video. This piece could also be used in coordination with partners to highlight specific businesses, organizations, or people.
- o Includes project coordination, script writing, script review, script proofing, style tiles, proofing style tiles, revisions, shot list, shoot schedule, equipment prep, on-site video director and videographer for up to 8 hours, travel time and expenses, motion graphic design, video and audio editing, creative review, proofing, and providing files to client.
- o *Note: Travel expenses may decrease if multiple photo and/or video projects are selected and on-site footage capture can be collected at the same time.*

- **Social Media Video Cut - \$720**

- o Optional addition of a 0:15 - 0:30 second social media condensed clip of either the Video Story or Virtual tour video for promotional purposes.

- **Infographic - \$3,000**

- o Infographics are a great way to connect with your audiences and help them easily digest information related to your city information.
- o Includes project coordination, strategy, research, content, design, creative review, revisions, proofing, and providing final files to client.

Additional Options:

- **Social Media Management**

- o Content is key, and Moxie wants to help make your content more consistent by providing strategy, development, and distribution of client-centric content on your social media platforms.
 - Key initiatives:
 - Develop platform presence
 - Build professional credibility
 - Foster working relationships
- o **Postings: \$3,510/month for 12 posts**
 - Our social media marketing plan includes the creation and scheduling of three posts per week (12 posts total each month). This includes strategy, design, content, sizing and variations for three platforms (Instagram, Facebook, and LinkedIn). It also includes scheduling and analysis.
 - Includes: Project coordination, strategy, research, content writing and review, design, creative review, client revisions (up to two hours, additional revisions will be billed at \$120 per hour), scheduling posts, and analytics reporting.
- o **Content Strategy: \$2,340**
 - Establishment of an over-arching messaging strategy defining audience, tone, short-term and long-term goals, insights research, timelines per social media platform.
 - Includes: Project coordination, strategy, research, content writing and review, design, creative review, client revisions (up to two hours, additional revisions will be billed at \$120 per hour).
- o **Calendar: \$750**
 - A six-month social media calendar that plans for major industry events, holidays, and other posting opportunities. This could include creative development of ads, but does not include ad spend.
- o **Analytics: \$480**
 - Follow-up review of analytics, to include reporting on posts, as well as observations/recommendations to improve engagement of social media platforms.
 - Optional: Social media ads to selected target market.

- **Calling Campaign – Investment TBD**
 - o Moxie's team of outbound communicators can assist with a variety of calling activities such as surveys.
 - o Calling campaign includes project coordination, meetings, script writing, training for callers, batch creation, calling for up to 250 calls, notes for all calls, and reporting. Each name, up to 250, will receive one phone call and may result in a direct conversation with the names on the list or, if the call is unanswered, a voicemail will be left.
- **Events Capabilities - Investment TBD**
 - o Our team has decades of experience planning, promoting, and hosting events. Whether live, virtual, or hybrid, our team has the energy and smarts to get the job done, and as your marketing ally, we work with you to ensure every detail exceeds your standards. • Exhibits and trade shows • Corporate retreats • Conferences • Meetings • Award ceremonies • Grand openings • Employee engagement events • Customer appreciation events • Live broadcasts • Launch events. Every detail reflects your organization—from the first email invitation until the last attendee goes home.
- **Printing and Promotional Items - Investment TBD**
 - o Sister company, Strategic Imaging, may be used with a discount for any promotional items, branded items, and fulfillment needs. Offering years of printing expertise, state-of-the-art digital imaging, and programming specialists for target marketing or direct mail campaigns. We offer full-service commercial offset printing along with a full complement of bindery, finishing and mailing capabilities.

** Pricing may fluctuate if scope of the item description and final specifications of the projects change. All pricing is discussed and approved by client prior to initiating project.*

The Moxie Process Step 2: Launch

Connecting with your audiences is the focus of this “Launch” phase. Materials deploy on time and on budget, and results start coming in. This increased community and stakeholder awareness leads to action and heightened “buy-in” to the City of Brainerd’s mission.

Marketing Initiatives Calendar

Below is an example of marketing initiatives we would employ based on the different markets.

Launch: Marketing Initiatives Calendar												
Quarter	Qtr. 1			Qtr. 2			Qtr. 3			Qtr. 4		
Month	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.
Market Group(s)												
Direct Mailer Postcard/Flyer												
Print Materials (brochure, new vendor materials)												
Paid Ads: TV, Radio, Digital, Print												
Social Marketing												
Promotional Items												
Website updates												
Trade Shows												
Testimonials/ Word-of-Mouth												
Blog												
Press Releases												
Video / Photos												
(additional tactics)												

Every piece of marketing will either BUILD your brand, or detract from it.

The Moxie Process Step 3: Analyze & Amplify

Track, measure, evaluate, adjust, and improve. To help make the most of the materials you've invested in, we work with you to track results and adjust campaigns.



The goal is to turn data into information, and information into insight.
~Carly Fiorina

PREVIOUS WORK AND EXPERIENCE

The Client: CPM

CPM is a leading manufacturer of processing equipment and automation systems.

Background:

CPM has a well-defined brand. Their entire organization knew they were a reliable company producing top-quality products that kept running, in any environment. CPM needed to reinvigorate their marketing efforts and find a way to acknowledge and thank their current customers for their business.

Goals:

Launch a fresh new campaign that reflects who they are as a company—including their culture, reputation, products, and outstanding customer service. Additionally, they needed to:



Bolster the reasons why their current market share should stay with them.



Excite customers about using CPM products.



Connect and engage with customers in their core markets.

Our Solution:

Fresh messaging to use consistently in marketing campaigns to build awareness of their brand and products. Moxie decided to play on something that many CPM customers were already saying about their equipment, that “it just runs.” The campaign theme:



Was backed up by a gritty, tough look that reinforced the idea that the equipment could run in any environment, no matter what gets thrown at it.



Catered to the audience by showing the equipment next to strong, tough-looking men who resembled the people who would be using it.



Doubled to touch on both the customer service that’s available 24/7, as well the equipment that never stops running.

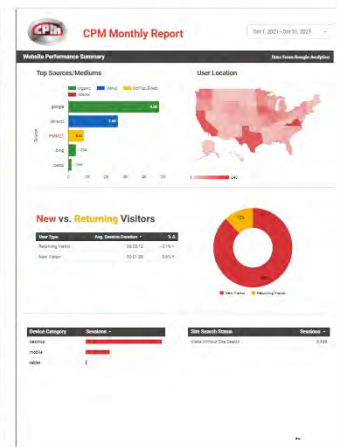
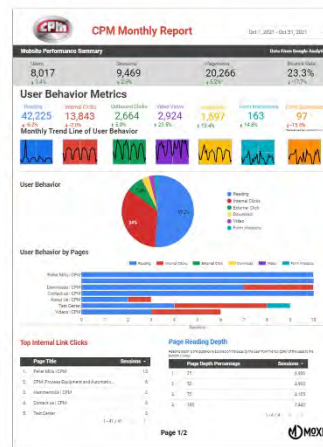


The Results:

For the first time in company history, CPM experienced customers reaching out to them directly because of an advertising campaign, telling them how attention-grabbing they thought the messaging was. When one of the main publications they appear in performed an ad study with their readers, it received a top three ranking. The consistent language is still being used and has become a staple in their branding assets.

To the right are images of reports produced for the client. Our analysts collect the data, review, provide a summary of findings, and suggest recommendations for the next steps. Key items in the report would include:

- Summary of percentage increases/decreases in the main metrics (Users, Pageviews, Bounce Rate)
- Explanation of any peaks in activity to give it some context (popular blog post made on a specific day, new job opening posted, etc.)
- Source/Medium of page visits to determine where users are coming from, and if we need to shift our focus towards the more popular route
- Recommendations or next steps



Contact Info:

Ryan Dietzenbach, Sales Manager – Roskamp Champion
CMP

ryan.dietzenbach@cpm.net

319-464-8221

The Client: Mi-T-M

Mi-T-M is a leading manufacturer of high-quality industrial equipment with an extensive line of products including pressure washers, air compressors, and generators.

Background:

Mi-T-M was experiencing a brand gap and lacked presence on social media channels such as LinkedIn. Most of their customers, current and potential, perceived them as only a manufacturer of pressure washers and were not engaged with them on LinkedIn.

Goals:

Create and launch a new ad campaign for Mi-T-M to decrease brand gap, educate current and potential customers, and connect and engage with their audience on social platforms, specifically LinkedIn.



Target current and potential customers on LinkedIn to increase the number of followers on LinkedIn page



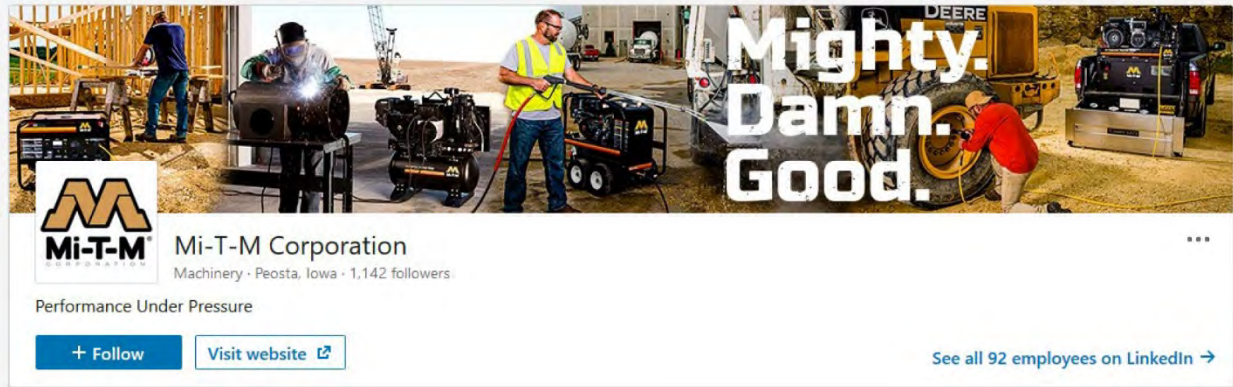
Connect and engage with customers in their core markets



Decrease brand gap and educate audience on all product lines

Our Solution:

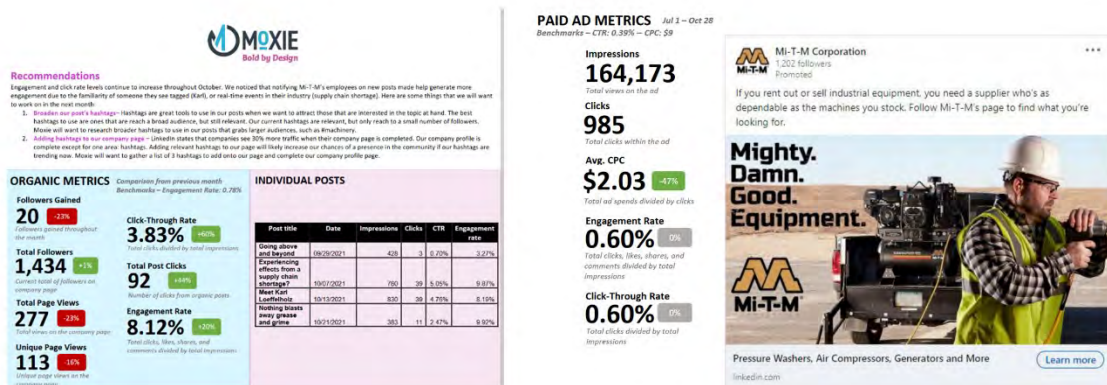
The first phase of our plan for Mi-T-M was to create a new ad campaign which included fresh photography of their full suite of products and a new campaign slogan. Once established in print, we took the same campaign elements and created their LinkedIn page, began posting regularly on their LinkedIn page, and started a year-long ad push to increase followers on LinkedIn. Monthly reporting was required to continue maximizing the return on investment with adjustments to artwork, content, and advertising audience.



The Results:

As a result of our plan, Mi-T-M has experienced a decreased brand gap. More customers are aware of and purchasing their full suite of products. The paid ad campaign on LinkedIn has increased their page followers and overall engagement rates with their audiences.

These are additional examples of the regular reports produced for the client. Ideally, our analyst will summarize the report and provide recommendations for the next steps in addition to receiving these graphic results.



The Client: VGM Insurance

Serious question: who likes to discuss insurance? It's complicated and full of so many rules that it would make anyone's head spin. But when we were approached to revitalize VGM Insurance's brand, we knew exactly how to make insurance something worth talking about.



We took the conversation away from prices, policies, and procedures, and brought their people into focus. Their knowledge and care for their clientele was put on full display, so when a potential customer came looking for coverage, they knew they'd have a team of crazy smart experts in their corner who would guide them get through any challenge. This rebrand just launched, so the results aren't yet in.

Contact Info:

Rachel Harris, Director of Marketing

VGM Insurance

rachel.harris@vgm.com

319-274-7964

The Client: Cedar Valley Sportsplex

The Cedar Valley Sportsplex was a massive undertaking for Waterloo. It was designed to be more than a fitness facility; it was part of a vision to energize the downtown and riverfront areas. To live up to this promise, it needed the brand to match.



Moxie (then Hellman) was the agency chosen to do it. As a community project, we used the theme of togetherness to create their brand from the ground up. Their results? Their visual identity was a hit, and over seven years later, their logo still hangs high in the city we're proud to call home.

Contact Info:

Mark Gallagher, Recreation Services Manager
Cedar Valley Sportsplex
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319-291-0165

The Client: Grow Cedar Valley

For nearly two decades, Moxie team members have partnered with our local economic development organization. We've seen them through three rebrand and name changes, and countless big wins and successes for our community. We are proud to be a partner to their meaningful work to enhance and grow this wonderful place we call home. This past year, we helped Grow Cedar Valley create and kick off a five-part video series. The campaign was an invitation to Cedar Valley business owners, investors, and residents to promote all the good they see happening. The results were fantastic; there was such a flood of submissions, the biggest challenge was determining which to highlight. The collection of short celebration stories was a true community initiative to shine a light on the positive things happening in the Cedar Valley. Each year, Grow Cedar Valley hosts and welcomes hundreds of community members to their Annual Celebration. The focus of the evening is to recognize individuals, businesses, and organizations for their dedication to the community. Moxie created the 18-page program that tells the story of eight honorees and their impactful contribution to the Cedar Valley.



Annual Celebration Program



Cedar Valley Business Highlights Video Series

Link to one of the videos: <https://vimeo.com/user36642729/review/513577206/21b0dc2083>

Contact info:

Cary Darrah

President & CEO

PH 319/888-4903 ext. 4903

cary@growcedarvalley.com

The Client: VGM Group, Inc.
Campaign: The Power of One

As you may remember from several pages ago, we're a division of the VGM Group, Inc. As the local marketing gurus, our parent company came to us when they wanted to develop a way to improve employee engagement. Challenge accepted.



We rebuilt the internal VGM brand around the Power of One—new look, new voice, new just about everything. Our plan was to empower employees by showing them that their work had a tremendous impact on, well, everything. We built a community that was invested in everyone's success, from the guy who sits on the other side of the cubicle wall to the gal who works from the VGM offices in Utah. Top to bottom, the Power of One became the unofficial mantra of every VGMer. The results? VGM has been ranked as an Iowa Top Workplace every year we've entered since 2015. Check out the following link for our work on the "You Belong" campaign: [ISSUU Publication](#)

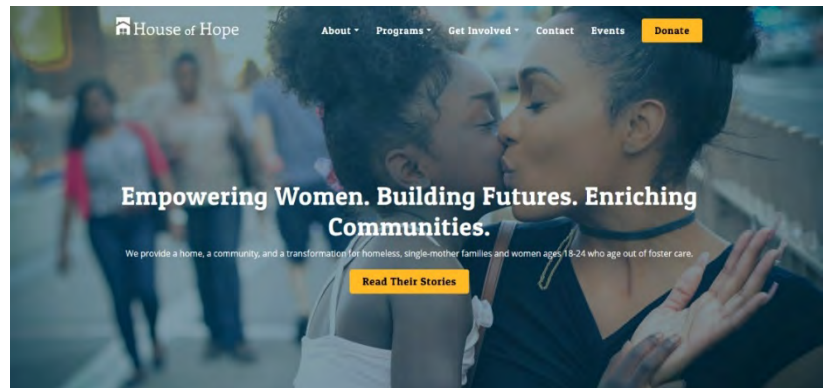
Contact Info:

Sara Laures, Chief People Officer
VGM Group, Inc.

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House of Hope

After 25 years of service to the Cedar Valley, House of Hope needed a new tagline. The Moxie (then Hellman) team took House of Hope's leaders through a development process that resulted in, "Empowering Women. Building Futures. Enriching Communities." It's a line that not only describes the nonprofit's expanded services, but also encompasses its impact—and will help carry House of Hope's brand as it grows in the future.



We also helped spread their 25th anniversary message with a brochure, radio ads, and a series of social media posts. These initiatives resulted in increased awareness and growth in social followers and donations.

Contact Info:

Dusky Steele, Development Coordinator

House of Hope

duskys@houseofhopeccd.org

319-232-3823

Thank You.

Thank you for the opportunity to present you with this proposal.
To learn more or see case studies and sample work, please visit
experiencemoxie.com and find
out why we are **Bold By Design**.

For more information or to speak with a member of your team, please contact:

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Contact: Dave Badeaux
Brainerd Community Action
Phone 218-829-5278
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November 26, 2021

David Chanski
Community Development Director
501 Laurel Street
Brainerd, MN 56401

Response to City of Brainerd EDA's RFP for Community Development

BACKGROUND

Brainerd Community Action (BCA) was created in 1974 to help nonprofits and organizations in the Brainerd Lakes Area achieve their charitable goals. By formulating and distributing strategies and resources, BCA has helped countless groups work their way through the tricky nonprofit sector and has become the area's leading nonprofit incubator.

KEY MEMBERS OF OUR STAFF

BCA employs one full time staff member and is made up of its board of directors and its Executive Director. This group has extensive knowledge and experience with this form of work as fiscal sponsorship and nonprofit support are our main mission and priority. Our board is made up of the following members at the time of this proposal.

Board President - Henry Praska
Vice President - Bill Satre
Chairwomen of the Board - Kim Rollins
Treasurer - Danielle Addison
Secretary - Chris Smith
Council Liaison - Kevin Stunek
Director - Emily Burrows
Director - Sheena Zeigler
Executive Director – Dave Badeaux

GOAL OF PROPOSAL

Research has shown that community members who feel engaged with their neighborhood are more likely to stay in the surrounding area, and that newcomers to an area are more likely to plant roots in their community if they feel connected to those around them. Neighborhood associations are an easy way to form bonds between existing residents and those who are new to the area while also improving the daily lives of citizens in that region of the city.

Brainerd Community Action has identified in its yearly activity the opportunity to better connect the citizens of neighborhoods with others surrounding them as well as the city as a whole. BCA has been involved in the creation and support of multiple neighborhood focused groups in the area over its existence and is looking to create a system that is better equipped to handle change over in members that make up these groups.

One of the largest hurdles that neighborhood associations have is the loss of momentum as members eventually move on to other areas. Our goal will be to build up a coalition that makes recruitment of new members easier, makes the success of these groups less burdensome, and helps ease any issues with transitional periods.

PROPOSED SCOPE OF SERVICE

BCA is proposing the creation of a network of neighborhood associations and the forming of a supporting board made up of representatives from each individual group. This support system would help ease the creation of said groups as well as help stabilize them as membership changes.

Brainerd Community Action would act as the fiduciary sponsor for these groups, managing the financial funds and allowing them to take in tax exemptible donations. We would create a formula for success by generating easy to follow steps and best practices as well as work to help connect these groups with the resources they need. This starts with the foundation that BCA has set as an organization but would extend past the normal scope of services we are able to provide.

Having multiple separate groups that are also a part of a larger network will help create and nurture participation and involvement by sharing of ideas and knowledge as well as giving a sense of responsibility not just to their own slice of the city but the city as a whole.

The council of Neighborhood Associations would be formed of two members from each individual association with BCA holding a seat as well. This group would meet four times a year to discuss what efforts they have planned for the upcoming seasons, converse about what is and is not working for each group, and coordinate on event themes and timing. Possible events could include neighborhood night outs, clean ups, holiday light shows or contests, or even formulating neighborhood resources for those in need.

Brainerd Community Action will facilitate this process with a goal of bringing on one to two new groups a year with a focus on keeping them small in scale and dedicated to specific sections throughout the city. BCA will generate a system and manage the progress of this community resource while providing support and resources for the groups involved.

FEE FOR SERVICE

BCA is asking for the amount of **\$7,000** for the services listed above for the year 2022 which will include the formulation of one to two new neighborhood associations, the formulating of a board of directors made from the representatives of these groups, the managing of a minimum of four quarterly meetings with these groups, and the expenses needed to properly support said groups and board.

CONCLUSION

In closing, Brainerd Community Action would like to thank you for your consideration of this proposal and for your continued efforts to seek out opportunities to improve The City of Brainerd. We appreciate the opportunity to further our involvement with The City of Brainerd and its residents.

MEMO



TO: EDA Board of Commissioners

FROM: David Chanski, Community Development Director

DATE: December 30, 2021

RE: Industrial Park Land Sale Update and Consideration for Special Meeting

Industrial Park Land Sale Update

On December 9, 2021, the EDA authorized staff to enter into negotiations for the sale of industrial park land to B&D Power Solutions, LLC and Clough Properties, LLC. Additionally, the EDA adopted resolutions calling for public hearings for said land sales as required by state statute.

A draft Purchase & Development Agreement (PDA) was developed and sent to B&D Power Solutions for their review on Thursday, December 23. However, at the time of this writing, staff has not received correspondence from B&D Power Solution accepting, denying, or requesting modifications to the PDA. Therefore, the public hearing for this land sale cannot occur on January 6 as statute requires a PDA be accepted and made publicly available prior to the public hearing and subsequent vote to formally sell the land be conducted.

As for Clough Properties, they informed staff on Monday, December 20 that they are in the process of purchasing an existing building in the industrial park and, therefore, will no longer be pursuing the purchase of land within Phase IV. Therefore, there is no longer any reason to hold the public hearing associated with the land sale to Clough Properties.

Consideration for Special Meeting

As the public hearing for the sale of industrial park land to B&D Power Solutions cannot be held on January 6 as called for through the resolution adopted by the EDA on December 9, it should be continued to another meeting. The EDA could continue the public hearing to their next regular meeting on February 3rd or consider having a special meeting in January.

B&D Power Solutions seeks to finalize agreements as soon as possible to begin planning for spring construction and has indicated that they will not sign power agreements with BPU until the land sale is finalized. Additionally, in an effort to get the EDA's consultants for economic development services on board as soon as possible, a special meeting would allow for contract agreements to be approved and for contracts to go into effect in January as opposed to mid-February. Finally, the City has received an Application for Public Financing for tax abatement from the Foundation for Health Care Continuums for the Country Manor project, which received approval from the City Council for its Development Stage Plan in June 2021. During the joint work session between the EDA and the City Council in early 2021, the City Council indicated that they would like the EDA to vet and make recommendations regarding economic development projects.

Therefore, staff recommends setting a special meeting for Thursday, January 13, 2022, at 7:30am for the purpose of continuing the public hearing for the sale of industrial park property to B&D Power Solutions, LLC, approving agreements for economic development consulting services, and considering a request for Public Financing from the Foundation for Health Care Continuums for the Country Manor project.