

ECONOMIC DEVELOPMENT AUTHORITY

City of Brainerd, Minnesota
City Hall, 501 Laurel Street, Council Chambers
Thursday, January 5th at 7:30 am

The public is invited to attend this meeting in person
Meeting is also televised on CTC Cable channel 8 and streamed live on
YouTube: www.youtube.com/CityOfBrainerdMN

1. Call To Order

2. Roll Call

___ K. Bevans ___ T. Bieser ___ M. Kirsch

___ M. O'Day ___ K. Yeager ___ G. Johnson ___ Vacant

3. Approval/Amendment Of Agenda

4. Consent Calendar

NOTICE TO PUBLIC - all matters listed are considered routine by the Commission and will all be enacted by one (1) motion. There will be no separate discussion of these items unless good cause is shown prior to the time the Commission votes on the motion to be ADOPTED BY ROLL CALL

A. **Approval Of Minutes**

Documents:

2022-12-01 EDA Meeting Minutes.pdf

B. **Financial Report**

Documents:

EDA Financial Report.pdf

C. **DDBC Report**

Documents:

DDBC Dec 2022 Update.pdf

D. **Swanson Haskamp Consulting Report**

Documents:

SHC Monthly Report December 2022.pdf

E. Visit Brainerd Report

Documents:

Visit Brainerd Monthly Report Form_12_22.pdf

5. New Business

A. Presentations By Consultants On 2022 Deliverables

BLAEDC

DDBC

SWANSON-HASKAMP

VISIT BRAINERD

Documents:

Consultant Presentations.pdf

6. Staff Reports

Executive Director

HRA Director

7. Commissioner's Comments/Questions

8. Adjourn

BRAINERD ECONOMIC DEVELOPMENT AUTHORITY
Thursday, December 1st, 2022, 7:30 a.m.
City Hall Council Chambers

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

Upon roll call Commissioners Kelly Bevans, Toni Bieser, Marie Kirsch, Mike O'Day, Kevin Yeager, and Gabe Johnson were noted as present. Also, present were City Administrator Bergman, Community Development Director Kramvik, Finance Director Hillman, Eric Charpentier, HRA Director, and Tyler Glynn, BLAEDC.

Approval/Amendment of the Agenda- Approved

MOVED AND SECONDED BY COMMISSIONERS BEVANS AND BIESER, DULY CARRIED, TO APPROVE THE AGENDA.

Approval of Consent Calendar

MOVED AND SECONDED BY COMMISSIONERS BEVANS AND O'DAY TO APPROVE THE CONSENT CALENDAR.

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

Old Business

Consider 2023 Shared Services Agreements

Executive Director Bergman stated that at the August EDA meeting the Board authorized staff to negotiate agreement extensions with the consultants with the revised scope of services based on the 2023-2024 EDA goals. The recommendation is to ask the consultants to attend a future meeting to present on the deliverables of the 2022 scope of services.

Commissioner Bieser requested the budgeted hours for the City of Brainerd employees compared to the actual hours for 2022.

MOVED AND SECONDED BY COMMISSIONERS BEVANS AND O'DAY, DULY CARRIED, TO HAVE THE CONSULTANTS ATTEND THE NEXT REGULARLY SCHEDULED MEETING TO PRESENT THE DELIVERABLES FROM 2022; FURTHER TO APPROVE THE AGREEMENT WITH THE CITY OF BRAINERD.

Adoption of 2023 EDA Budget

City Finance Director Hillman stated that the budget assumes fully funding the shared services agreements with the consultants requests for 2023. Staff will be prepared to change these numbers during the meeting should the EDA decide to fund

different amounts. Additionally, the EDA has received the annual request for funding from the Initiative Foundation in the amount of \$5,350. That has been placed in the budget, but Staff is seeking guidance from the EDA as to whether to provide the request to the Initiative Foundation in 2023.

MOVED AND SECONDED BY COMMISSIONERS BEVANS AND O'DAY, DULY CARRIED, TO CONSOLIDATE THE UNAPPROVED CONSULTANT CONTRACTS INTO MISCELLANEOUS AND PRESENT A BALANCED BUDGET TO THE CITY COUNCIL.

Meeting Schedule for 2023

Executive Director Bergman stated that with the need for a meeting with the consultants she suggested the meeting schedule for 2023 would be January, February, and every other month thereafter.

Commissioner O'Day questioned whether there would be special meetings scheduled if need be, during the year to accommodate projects that may not be able to wait two months.

Executive Director Bergman stated that yes, additional meetings could be scheduled.

Commissioner Bieser asked whether the consultants reports would still be required monthly in order to review progress.

Executive Director Bergman stated that yes, in the agreements monthly reports are still required.

MOVED AND SECONDED BY COMMISSIONERS BEVANS AND O'DAY, DULY CARRIED, TO APPROVE A SEVEN MEETING SCHEDULE FOR 2023.

Staff Reports

John Schommer, HRA Rehabilitation, gave the overview of the HRA report.

Chair Johnson stated that the development at 805 Laurel may also include the buildings to the north of the Thrifty White building. They are in the middle of studies for blight for TIF.

Tyler Glynn, BLAEDC, Executive Director, stated that the Initiative Foundation has 7 projects that have been invoiced to DEED. There has been some back-and-forth discussion between DEED and the Initiative Foundation. Brainerd is on task.

Executive Director Bergman stated that there is a meeting scheduled with the Consultants for their final quarterly meeting to coordinate services. She reached out to VCV to engage them in the closing process, the company is resolving issues with the containers and change in process. They have invested money with BPU so they are very likely to continue.

Commissioner Comments

Commissioner Kirsch stated that Downtown Hometown Holidays will be taking place through out the month of December. She highlighted the events that are taking place.

Adjourn

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

The Authority adjourned at 7:55 a.m.

Secretary/Treasurer

Financial Report for EDA

As of November 30, 2022

	<u>Cash & Investments</u>	<u>Receivable Balance</u>	<u>Deferred Loans (as of 12/31/21) **</u>	<u>Awarded Grants</u>
General Funds:				
EDA Fund - #295	\$ 30,624	\$ -	\$ -	\$ -
Total	\$ 30,624	\$ -	\$ -	\$ -
CDBG (Housing/Commerical (Slum & Blight/Federal Objective)):				
Downtown - #298	\$ 49,822	\$ 19,965	\$ 428,144	\$ -
SE Brainerd - #215	44,592	-	230,716	-
NE Brainerd - #218	-	-	251,426	-
Willows Project - #209	-	-	12,500	-
Old Housing - #209	3,331	-	59,286	-
Local Income - #275	77,333	14,326	13,825	-
Total	\$ 175,077	\$ 34,291	\$ 995,897	\$ -
Federal & State MIF (Commerical (Jobs)):				
Commerical - #210 ^^^	\$ -	\$ 646,427	\$ -	\$ -
Federal MIF - #296	18,417	-	-	-
Total	\$ 18,417	\$ 646,427	\$ -	\$ -
Grand Total	\$ 224,118	\$ 680,718	\$ 995,897	\$ -

** 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.

Fund 295 EDA FUND

GL Number	Description	Balance
*** Assets ***		
295-0000-10100	CASH	30,623.73
295-0000-10700	DELINQUENT TAX RECEIVABLE	6,578.78
295-0000-15510	PREPAID OTHER	14.50
295-0000-16160	FA-LAND HELD FOR RESALE	488,252.22
Total Assets		525,469.23
*** Liabilities ***		
295-0000-20600	DEPOSITS PAYABLE	9,164.00
295-0000-22200	DEFERRED REVENUE	488,252.22
295-0000-22210	DEFERRED TAXES RECEIVABLE	4,431.78
Total Liabilities		501,848.00
*** Fund Balance ***		
295-0000-28900	FUND BALANCE/EQUITY ACCT	68,771.70
Total Fund Balance		68,771.70
Beginning Fund Balance		68,771.70
Net of Revenues VS Expenditures		(45,150.47)
Ending Fund Balance		23,621.23
Total Liabilities And Fund Balance		525,469.23

ACCOUNT DESCRIPTION	ACTIVITY FOR		YTD BALANCE	AVAILABLE	% BDGT USED
	2022	MONTH 11/30/2022	11/30/2022	BALANCE	
	AMENDED BUDGET	EASE (DECREASE)	NAL (ABNORMAL)	NAL (ABNORMAL)	
Fund 295 - EDA FUND					
Function: Unclassified					
Dept 0000					
TAXES & PENALTIES					
31010	CURRENT AD VALOREM	145,036.00	0.00	78,131.51	66,904.49 53.87
31020	DELINQUENT AD VALOREM	0.00	0.00	1,634.78	(1,634.78) 100.00
	TAXES & PENALTIES	145,036.00	0.00	79,766.29	65,269.71 55.00
OTHER REVENUE					
36210	INTEREST INCOME	460.00	0.00	338.94	121.06 73.68
	OTHER REVENUE	460.00	0.00	338.94	121.06 73.68
Net - Dept 0000					
		145,496.00	0.00	80,105.23	65,390.77
Dept 6510 - ECONOMIC DEVELOPMENT AUTH					
SERVICES					
43300	PROFESSIONAL SERVICES	140,500.00	11,708.33	118,495.30	22,004.70 84.34
43350	PRINTING/LEGAL PUBLICATION	0.00	0.00	74.71	(74.71) 100.00
43361	INS - GENERAL LIABILITY	150.00	7.25	87.33	62.67 58.22
43430	MISCELLANEOUS	0.00	0.00	1,248.36	(1,248.36) 100.00
43435	BOOKS/PAMPHLETS/DUES	5,350.00	0.00	5,350.00	0.00 100.00
	SERVICES	146,000.00	11,715.58	125,255.70	20,744.30 85.79
Net - Dept 6510 - ECONOMIC DEVELOPMENT AUTH					
		(146,000.00)	(11,715.58)	(125,255.70)	(20,744.30)
Total - Function Unclassified					
		(504.00)	(11,715.58)	(45,150.47)	44,646.47 8,958.43
Fund 295 - EDA FUND:					
	TOTAL REVENUES	145,496.00	0.00	80,105.23	65,390.77 55.06
	TOTAL EXPENDITURES	146,000.00	11,715.58	125,255.70	20,744.30 85.79
	NET OF REVENUES & EXPENDITURES	(504.00)	(11,715.58)	(45,150.47)	44,646.47 8,958.43

12/16/2022 04:01 PM
 User: chillman
 DB: Brainerd

CHECK DISBURSEMENT REPORT FOR CITY OF BRAINERD
 CHECK DATE FROM 11/01/2022 - 11/30/2022

Check Date	Bank	Check #	Invoice	Payee	Description	Account	Dept	Grant	Project	Amount
Fund: 295 EDA FUND										
11/09/2022	BB	94352	OCT 2022	BRAINERD LAKES AR	PROFESSIONAL SERVICES	43300	6510			2,916.67
11/09/2022	BB	94372	OCT 2022	DESTINATION DOWNT	PROFESSIONAL SERVICES	43300	6510			2,916.67
11/09/2022	BB	94425	OCT 2022	SWANSON HASKAMP C	PROFESSIONAL SERVICES	43300	6510			1,945.83
11/09/2022	BB	94433	OCT 2022	VISIT BRAINERD	PROFESSIONAL SERVICES	43300	6510			1,945.83
11/18/2022	BB	94456	170624	KENNEDY & GRAVEN	DEPOSITS PAYABLE	20600	0000			2,658.33
11/23/2022	BB	94503	40001339/4TH INSTL	LEAGUE MN CITIES	INS - GENERAL LIABILITY	43361	6510			2,658.33
										2,937.50
										2,937.50
										1,753.00
										1,753.00
										21.75
										21.75
										12,233.08
										12,233.08
										<No Grant>

Journal Number GL Number	Date Description	JNL	Description	User	DR	CR
1430	11/30/2022	GJ	TO RECORD SERVICES TO EDA PER BUDGET	chillman		
POSTED BY chillman	Approval Level: JE APPROVED					
295-6510-43300	PROFESSIONAL SERVICES				1,250.00	
295-0000-10100	CASH					1,250.00
101-0000-10100	CASH				1,250.00	
101-0000-34100	CHARGES FOR SERVICES					1,250.00
					2,500.00	2,500.00
			Total:		2,500.00	2,500.00

City of Brainerd

Economic Development Authority

Scope of Services Monthly Report

Destination Downtown Business Coalition

Report Date: 12/27/22

1. Coordinate a main street job fair where job seekers can pick-up employment applications, apply on-site for job opportunities, and have on-site interviews with participating employers.

Update: The DDBC has assessed business owner needs through out 2022 and did not feel like there was a sufficient need to host a downtown job fair at this time. It is still the DDBC goal in 2023 to have a website portal that lists all open job opportunities in the downtown area, and will strive to make this a reality with the contribution of business owners.

2. Produce and distribute promotional videos featuring local business owners monthly.

Update: DDBC has received quotes from Blazeair to produce the videos and will begin production in early 2023.

3. Conduct 4 classes designed to provide instruction in areas of business operations unique to small and start-up businesses.

Update:

The topics for each class have been coordinated with the podcast series and we are aiming to have the instructors for the classes join us as guest/experts for the podcasts.

4. Develop a podcast and publish 12 episodes designed to educated small businesses and further build the Brainerd business brand that Brainerd is a great city to own and operate a business in.

Update: 13 episodes and 3 complete "Expert Series" released .

5. Coordinate 4 business owners socials.

Update: The fourth BOS will be held mid-January 2023.

6. Apply for and obtain membership in the Main Street America program through the National Main Street Center on behalf of the EDA and the City of Brainerd

Update 3/28/22: DDBC welcomed RETHOS team members to Brainerd in OCT 2022 to meet with city employees and DDBC members. Gained more information on direct pathways to Mainstreet America accreditation and will continue to explore in 2023.

7. Other Misc. Updates

City of Brainerd
Economic Development Authority
Scope of Services Monthly Report
Swanson Haskamp Consulting

Report Date: December 27, 2022

1. Develop and implement marketing, advertising, and communications plan for identified properties within the corporate limits of the City of Brainerd.

Update:

- Update/begin identification of all publicly owned properties (anticipated part of 2023 scope)
 - Review/update inventory of actively listed properties.
 - Discussed approach with other EDA consultants and quarterly meeting; need to establish comprehensive strategy
-

2. Promote property with the corporate limits of the City of Brainerd for commercial development/redevelopment and residential development.

Update:

- Continuing discussion with consultant team regarding opportunity site to determine if further master planning could be beneficial to marketing of specific property. Discussion at quarterly consultant meeting reflected need for coordinated effort – planned continuing discussion in 2023.
-

3. Solicit developers on behalf of the EDA.

Update:

- Toured volumetric modular manufacturing facility (startup). Expressed interest in Brainerd market.
 - Initial contact from multi-family developer in Duluth – interested in Brainerd market. Currently trying to set up a time to meet and/or discuss opportunities.
-

4. Engage identified private property owners on behalf of the EDA who have property prioritized for redevelopment.

Update:

- Ongoing/continued update of market data.
-

5. Develop partnerships with local real estate agents and professionals.

Update:

6. Other Misc. Updates

Update:

- Quarterly consultant meeting in December. Good discussion that focused on the team's approach to 2023 services.
-

City of Brainerd
Economic Development Authority
Scope of Services Monthly Report
Visit Brainerd

Report Date: 12/27/2022

1. Develop and implement an advertising campaign focused on recruiting workers to find employment with business located within the corporate limits of the City of Brainerd.

Update: This strategy is only 50% complete. The original scope included Facebook advertising to recruit workers to the city but I had questions about the types of jobs available which lead to conversations about cooperation with local recruitment companies which resulted in writing a pitch letter to them; I had questions about where to point the digital ads which resulted in the purchase of a domain and the start of a landing page; I would like to carry over the remaining funds and use them to finish the website and to connect with recruitment companies in Q1 of 2023. I debated just running Facebook ads but decided it would be better long-term to develop a page that we can utilize for the EDA.

Fund Balance: \$1273.83 out of \$2,500

2. Develop and implement an advertising campaign focused on recruiting entrepreneurs, developers, investors, and the like to start a business within the corporate limits of the City of Brainerd.

Update: I ended up moving away from the digital campaign again because ideally, we would have a place to point people looking for information on the EDA. Instead, I did a top-of-mind-awareness ad campaign using Minnesota Public Radio ads on the news stations in Brainerd, St. Cloud and Bemidji, digital billboard on Highway 371 North near Crow Wing Power, and ran a print ad in Initiative Quarterly. I would still recommend using digital advertising in 2023: SEO key word search, Facebook ads, and Google network display ads.

Fund balance: \$0; I went over-budget in on this one but borrowed money from the summer ad campaign which was under-budget.

3. Develop and implement an advertising campaign focused on recruiting existing businesses outside of Brainerd to relocate to areas within the corporate limits of the City of Brainerd.

Update: I ended up moving away from the digital campaign again because ideally, we would have a place to point people looking for information on the EDA. Instead, I did a top-of-mind-awareness ad campaign using Minnesota Public Radio ads on the news stations in Brainerd, St. Cloud and Bemidji, digital billboard on Highway 371 North near Crow Wing Power, and ran a

print ad in Initiative Quarterly. I would still recommend using digital advertising in 2023: SEO key word search, Facebook ads, and Google network display ads.

- 4. Develop and implement a summer advertising campaign designed to draw locals, seasonal/second homeowners, and visitors to shop at businesses located within the corporate limits of the City of Brainerd.**

Update: Completed.

Fund balance: \$0; I didn't spend the full amount budgeted this summer and had \$4,204 left over so I spent more in the winter campaign and added digital billboards to items 2 and 3.

- 5. Develop and implement a winter advertising campaign designed to draw locals, seasonal/second homeowners, and visitors to shop at businesses located within the corporate limits of the City of Brainerd.**

Update: Completed. Ran a multi-media ad campaign including on-air radio ads on the Hubbard radio stations in Brainerd; print ads in the Brainerd Dispatch; streaming services ads via Spectrum Reach; digital billboard on Highway 371 North near Crow Wing Power.

- 6. Other Misc. Updates**

None to report.

Scope of Service	Ad Spend
Recruiting Workers	\$ 2,500.00
Website domain	\$ (6.17)
Website hosting annual fee	
Create landing page	\$ (1,000.00)
Wrote pitch letter	\$ (100.00)
Designed Facebook ads	\$ (100.00)
Pitch letters printing	\$ (20.00)
Meetings with recruiters, businesses, possible partners	
Facebook ads	
Subtotal	\$ 1,273.83
Recruiting Entrepreneurs, Developers, Investors to Start a Business	\$ 2,500.00
IQ Ad Fall 22 edition (50%)	\$ (250.00)
Radio - MPR (Bemidji, Brainerd, St. Cloud)	\$ (2,250.00)
Facebook ads	\$ -
Lamar - Digital billboard	\$ (600.00)
Subtotal	\$ (600.00)
Recruiting Existing Businesses to Relocate	\$ 2,500.00
IQ Ad Fall 22 edition (50%)	\$ (250.00)
Radio - MPR (Statewide)	\$ (2,250.00)
Facebook ads	\$ -
Lamar - Digital billboard	\$ (600.00)
Subtotal	\$ (600.00)
Summer Shopping Campaign	\$ 15,000.00
Radio - Hubbard	\$ (6,288.00)
Radio - MPR (Brainerd News & Classical)	\$ (2,008.00)
Spectrum Reach - OTT Streaming	\$ (2,500.00)
Subtotal	\$ 4,204.00
Winter Shopping Campaign	\$ 7,500.00
Radio - Hubbard	\$ (5,000.00)
Spectrum Reach - OTT Streaming	\$ (2,500.00)
Lamar - Digital billboard	\$ (1,200.00)
Brainerd Dispatch	\$ (1,636.20)
Subtotal	\$ (2,836.20)
Total Budget	\$ 30,000.00
Total Over/Under Budget	\$1,441.63

MEMO



TO: EDA Board of Commissioners
FROM: Executive Director, Jennifer Bergman
DATE: December 30, 2022
RE: Presentation by Consultants on the 2022 Deliverables

At the December EDA Board meeting, the Board considered the 2023 Shared Services Agreements with BLAEDC, DDBC, Swanson Haskamp Consulting and Visit Brainerd. The motion by the Board was to have the consultants attend the January meeting to present the deliverables from the 2022 agreements prior to considering the 2023 agreements.

BLAEDC

The EDA entered into an Agreement for Professional Services, as opposed to a Shared Services Agreement, with BLAEDC. This Agreement states that BLAEDC will:

- Provide a focal point for economic development in the Brainerd area, to assist businesses and industry with their site location needs, provide financial packaging services and business planning assistance (in cooperation with other such as the Small Business Development Center)
- Provide community services and marketing programs throughout the year to fulfill its mission to expand the tax base and increase employment
- Maintain an office within the city limits of Brainerd to conduct its services
- Provide an annual report to the Brainerd EDA on the activities and progress to fulfill the services identified above
- Attend the Brainerd EDA meetings whenever appropriate or requested by the EDA

DDBC (Destination Downtown Business Coalition)

The following are the items listed in the DDBC's Scope of Services in their 2022 Shared Services Agreement:

- Coordinate a main street job fair where job seekers can pick-up employment applications, apply on-site for job opportunities, and have on-site interviews with participating employers
- Produce and distribute promotional videos featuring local business owners on a monthly basis
- Conduct 4 classes designed to provide instruction in areas of business operations unique to small and start-up businesses
- Develop a podcast and publish 12 episodes designed to educate small businesses and further build the Brainerd business brand that Brainerd is a great city to own and operate a business in

- Coordinate 4 business owners socials
- Apply for and obtain membership in the Main Street America program through the National Main Street Center on behalf of the EDA and the City of Brainerd

Swanson Haskamp Consulting

The following are the items listed in Swanson Haskamp Consulting's Scope of Services in their 2022 Shared Services Agreement. Jennifer Haskamp provided a written report on SHC 2022 deliverables (see attached).

- Develop and implement marketing, advertising, and communications plan for identified properties within the city
- Promote property with the city for commercial development/redevelopment and residential development
- Solicitate developers on behalf of the EDA
- Engage identified private property owners on behalf of the EDA who have property prioritized for redevelopment
- Develop partnerships with local real estate agents and professionals

Visit Brainerd

The following are the items listed in Visit Brainerd's Scope of Services in their 2022 Shared Services Agreement:

- Develop and implement an advertising campaign focused on recruiting workers to find employment with business located within the corporate limits of the City of Brainerd
- Develop and implement an advertising campaign focused on recruiting entrepreneurs, developers, investors and the like to start a business within the corporate limits of the City of Brainerd
- Develop and implement an advertising campaign focused on recruiting existing businesses outside of Brainerd to relocate to areas within the corporate limits of the City of Brainerd
- Develop and implement a summer advertising campaign designed to draw locals, seasonal/second homeowners, and visitors to shop at businesses located within the corporate limits of the City of Brainerd
- Develop and implement a winter advertising campaign designed to draw locals, seasonal/second homeowners, and visitors to shop at businesses located within the corporate limits of the City of Brainerd

The consultants were required to submit monthly reports which were included on the monthly EDA agenda under the consent calendar. The monthly reports were tailored specifically after the Scope of Service in each agreement.

Each consultant will be in attendance to present on their 2022 accomplishments.



MEMO

To: Brainerd EDA

CC: Jennifer Bergman, City Administrator

From: Jennifer Haskamp, AICP, SHC

Date: December 30, 2022

RE: 2022 Year in Review

This memo is intended to provide a summary and overview of SHC's work completed in 2022 as it relates to the scope of services identified in the contract. After working with the EDA and the consultant team throughout the year we have learned a lot, and we believe moving into 2023 that we can refine our tasks and align them more closely with the EDA's objectives moving forward.

Summary/Background

SHC's 2022 scope of services was general with the high-level objective of promoting real estate development and redevelopment opportunities in the City of Brainerd. To that end, most of our tasks identified in the 2022 contract do not have a finite ending date and we continue to work on the tasks while refining our approach into the new year.

The following summary by task identified in the 2022 contract is provided for your reference and information prior to the meeting.

(a.) Develop and implement marketing, advertising, and communications plan for identified properties within the corporate limits of the City of Brainerd.

Status: On-going (refined initiative in 2023)

SHC Activities:

- In early 2022 SHC worked with the Community Development Direct, City Administrator and the EDA to identify a list of properties that would be candidates for sale, development and redevelopment. This effort took approximately two to three months to complete, and a prioritization effort was completed with the EDA. The process of prioritization led to the identification of Tier 1 properties that were City Owned and were underutilized parking lots primarily located in Downtown.
- In each quarterly consultant meeting the team discussed the approach to marketing properties (i.e. where on the website should properties/opportunities be shown, hard copy, incorporated into ad campaigns, etc.)
- Developed interactive PDF business inventory of DT and Washington corridor. Propose to expand in 2023 to include municipally owned properties with key property metrics.



(b.) Promote property within the corporate limits of the City of Brainerd for commercial development/ redevelopment and residential development.

Status: On-going

SHC Activities:

- Fit and constraint analysis of Tier 1 properties was completed in Q2 and Q3 of 2022. The analysis has served as the basis for discussion with local, regional and metro builders, contractors, etc.
- Market Analysis for commercial and residential properties was completed and presented to the EDA. The market analysis is used to support the promotion of properties to the development community and represent the needs and demands for new development in the City.

(c.) Solicit developers on behalf of the EDA.

Status: On-Going (complete)

SHC Activities:

- SHC met and reached out to several developers (meetings with four local/regional developers, discussions with other) regarding the Tier 1 properties and discussed options.
- High-level proforma development was complete and initial conversation with developers indicated that “gap” financing would likely be necessary given construction prices and labor shortages.
- Given the feedback we reached out to several contractors to discuss options/opportunities and interest in being able to serve the Brainerd area.
- Toured volumetric modular manufacturing facility with capability (and interest) in Brainerd area (owner and developer).
- Initial contact with apartment developer from Duluth (met through realtor contact/recommendation).

(d.) Engage identified private property owners on behalf of the EDA who have property prioritized for redevelopment.

Status: On-going (complete)

SHC Activities:

- SHC prepared a list of contacts, owners and businesses along the Washington corridor and downtown.
- Draft questionnaire is prepared to reach out to owners and determine interest in (re)development.
- Revisit list in early 2023 and solicit new contacts. Based on outcomes of research completed in (a) and (b) of tasks other opportunities may offer better diversification of new products in the City.

(e.) Develop partnerships with local real estate agents and professions.

Status: On-going

SHC Activities:

- SHC attended two virtual meetings with local real estate companies (Close is the most dominant in the space). Met with regional real estate companies with clients indicating potential interest in the Brainerd area.
- A draft questionnaire has been prepared for interviews – recommend timing in Q1 of 2023.



- Focus of relationship development is building network of interested buyers and/or sellers.

(f) *Participate in quarterly roundtable discussions with the City of Brainerd staff and all other consultants providing services to the EDA.*

Status: Complete

SHC Activities:

- Attended all quarterly consultant meetings in person.
- Worked through approach to collaboration, roles and responsibilities, etc.

(g) *Attend regular meetings of the EDA no less than 4 times during the duration of the contract.*

Status: Complete

SHC Activities:

- Attended three meetings in-person and presented materials from tasks (a) and (b).
- Attended four (4) meetings virtually, presented virtually at two (2) meetings.

Moving forward into 2023

We are excited to continue building on the work completed and started in 2022. As presented in our proposal for next year's services, we propose to refine and modify our scope to better match with your stated objectives. Some of our lessons learned from this year and thoughts about next year:

- The monthly progress report for our services needs to be revamped so it better communicates to the EDA what we are up to. Look for the new format in the coming year.
- The consultant team is filled with members that are a wealth of information – we need to leverage each other's skills and collaborate more in 2023.
- There are significant opportunities for development and redevelopment in the City, and with the 2022 market foundation in place we can move forward faster in 2023 to position specific properties.
- We should revisit the “priority” properties early in 2023 to make sure they still align with the EDA's goals and objectives.
- After revisiting the prioritization, if the EDA wants to actively list any of the City's owned properties we need to enter into a listing agreement so we can put it on the public portals such as MNCAR.

We will be at the January 5, 2023 meeting to discuss 2022 and answer any questions about the 2023 proposal for services.

Happy New Year to you all!

Jennifer