

Economic Development and Redevelopment Strategic Plan

APPROVED
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INTRODUCTION

The City of Burnsville and Burnsville Economic Development Commission intend to pursue the continued growth and sustainability of the City's vibrant economy. The City is in a strong position for success with over 2,500 local businesses, excellent freeway access, a skilled and diverse workforce, and history as a destination within the Twin Cities Metropolitan area. Recognizing the need to leverage this past success and prepare to take community to the next level in its evolution, City leaders undertook an in-depth and intentional strategic planning process for economic development.

This Economic Development Strategic Plan sets forth an achievable, strategic economic development and redevelopment agenda for the City over the several years. The Plan identifies specific goals, strategies and actions which build upon the City's unique strengths and distinct character as a regional draw. Each of the goals focuses on one or more priorities of the City which factor into the economic health and enhanced vitality of the City. The Plan's purpose is to articulate a set of measurable strategic actions to facilitate development and redevelopment within the City and to provide guidance to staff on where to spend their time and City resources. The Plan is not meant to be an exhaustive outline of the City's strategic development/redevelopment agenda, but rather is intended to provide guidance and direction. In addition, the plan is meant to be fluid in that it should be reviewed, at a minimum, annually to determine if there is a change in priorities or if resources need to be shifted.

The City is critically aware that it needs to adapt to the changing needs of business, residents, and global market in order to stay relevant and retain its position as a regional metropolitan draw/destination. In addition, the City is aware that their return on investment has different measures than the private sector. A financial return is expected in the form of increased property values from development/redevelopment, but that the tangibles (eliminating blight, increase in jobs, increase in residents, etc.) and the intangibles (transformative development, change in perception of City/area, sustainability of existing businesses/neighborhoods, etc.) are equally if not more important. A key aspect of this Plan is to assure the mechanisms are in place to recognize success, big or small, in redevelopment/development and to continuously realign the resources and policies of the City to the meet the goal of retaining the City's regional position.



PROCESS

The Economic Development Commission (EDC) and Economic Development Authority (EDA) initiated the strategic planning process in June of 2018. The desired outcomes were:

1. Declare a vision for the future of the City
2. Develop a long-term work plan to further this vision
3. Identify goals and strategies for the City in order to achieve its vision; and
4. Identify top housing, economic development/redevelopment priorities, reuse and programs; and
5. Determine the role of the City Council and EDC in economic development/redevelopment (Maintaining the vision and accountability)

Underlying all of this was the desire to provide guidance to staff on the priorities for the City (where to spend their time and efforts) and to determine public resources to utilize to achieve the vision. The strategic planning process began with phone interviews of the EDC members and the City Council to provide “level setting” and to gain an understanding of their perspectives on the City, priorities for any projects/initiatives, the role of the City in economic development/redevelopment, use of public financing tools, and how to define success. This was followed up by a written “homework” assignment that provided more context on their individual vision for the short and long-term for the City. The major themes that came out of the interviews and homework were:

- There is a strong desire for a shared vision that everyone can support with a plan to achieve it
- Need a brand/identity
- City is at “turning point” with tremendous opportunity, but also potential risk
- Burnsville School District #191 has poor reputation
- Desire for high-end, high amenity rental housing (attract millennials/young professionals & be proactive)
- The City lacks vacant land for development
- Young families are leaving or not moving here
- Great parks/trails
- Want high-tech/medical and start-up businesses
- Desire to redevelop existing industrial park areas but realize that maybe difficult

The City hosted two (2) sessions with the group to discuss the findings from the interviews/homework, provide context for the City as it related to some perceptions, reflect on the positive and negative changes in the past ten (10) years, discuss the top redevelopment priorities, and discuss the different roles the City can play in development/redevelopment. From these sessions, the main goals and strategies were derived and are the basis of this Plan.

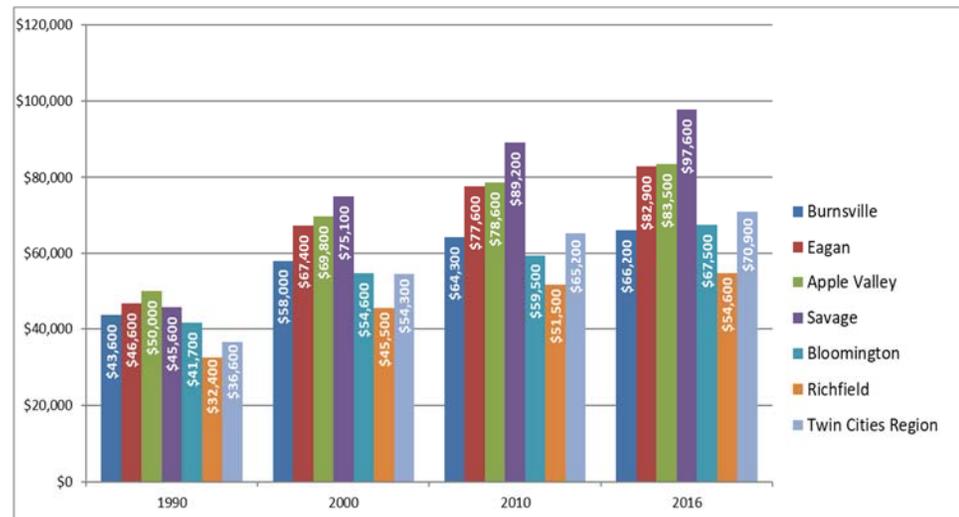


PERCEPTION/CONTEXT

Through interviews and planning sessions, several key perceptions amongst the City Council, EDC and staff were identified around income and property valuation trends within the City, negative perception of School District #191, and the desire to increase market value and home values. The following is information and key “take-aways” provided through the planning process to review these in the context of the metro area, peer cities, and the State.

Income

- Burnsville median household Income increased from \$43,600 to \$66,200 between 1990 and 2016 (52%)
- Median household income in the Twin Cities increased from \$36,600 in 2020 to \$70,900 in 2016 (94%)
- Median income is growing but losing ground to the Metro area

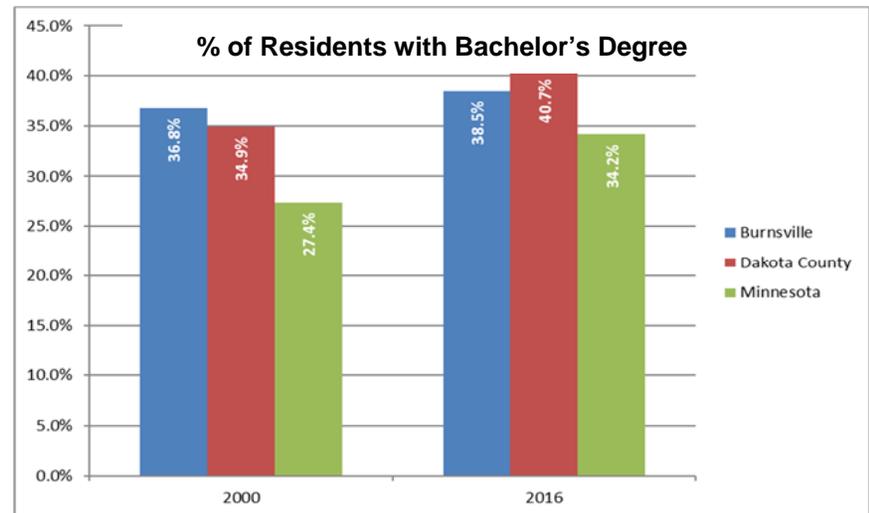
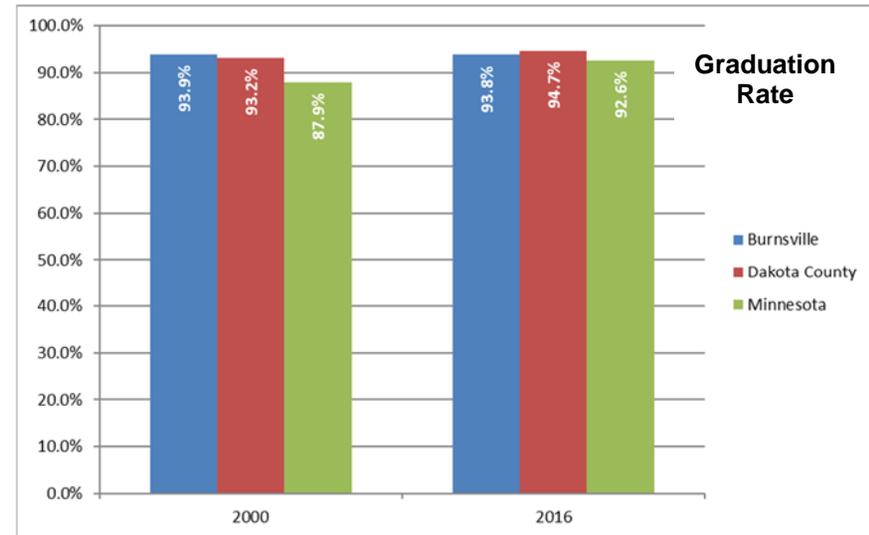


Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates



Education

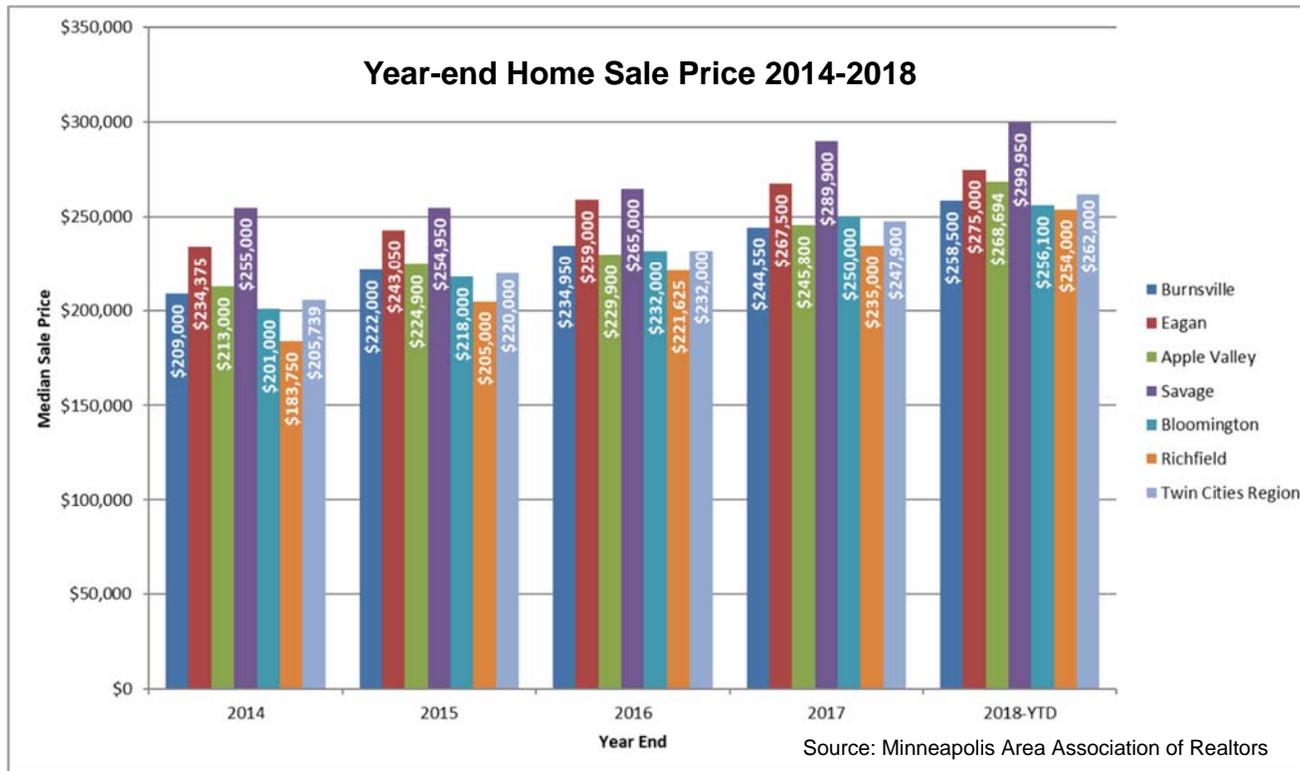
- Burnsville's graduation rate remained high between 2000 and 2016 at almost 94%
- The percentage of those in Burnsville with a bachelor's degree increased from 36.8% in 2000 to 38.5% in 2016
- Graduation rates remain good (opportunity for enhancing image/changing perception)
- City has educated population



Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates



Housing Values



- Burnsville median home sale price was \$209,900 in 2014 and increased to \$258,500 in 2018, which is a 23% increase
- The median home sale price in the Tin Cities region was \$205,739 in 2014 and increased to \$262,000 in 2018, which is a 27% increase
- The median home sale price in in the Twin Cities Region surpassed Burnsville in 2017 and 2018.



Tax Base

Growing the tax base is one of the central goals of any economic development effort. Tracking the growth in Burnsville's tax base will be one important way to measure success. Comparing that growth to the state as whole, as well as other peer communities will help the City understand if the tax base growth is simply inflationary, or if the City's growth is increasing relative to its peers. Burnsville's strong economic development strategy would be one of the most significant factors leading to a rate of growth faster than per communities. The table below compares Burnsville's market value and tax capacity, which are measures of the City's tax base, to the state of Minnesota between 2012 and 2017.

Market Value	Year						Change 2012 - 2017	
	2012	2013	2014	2015	2016	2017	Amount	Pct.
Burnsville	\$5,115,023,140	\$4,839,726,491	\$4,954,927,671	\$5,379,958,596	\$5,509,611,596	\$5,848,916,062	\$733,892,922	14.35%
Minnesota	\$345,067,470,769	\$329,685,131,675	\$333,694,463,908	\$362,108,366,872	\$382,499,552,241	\$404,007,943,488	\$58,940,472,719	17.08%
Tax Capacity								
Burnsville	\$66,449,023	\$63,569,107	\$64,790,290	\$69,631,846	\$70,830,387	\$75,787,442	\$9,338,419	14.05%
Minnesota	\$4,222,912,162	\$4,064,498,217	\$4,110,316,590	\$4,426,903,128	\$4,680,476,114	\$4,997,265,545	\$774,353,383	18.34%

Source: League of Minnesota Cities

- Burnsville's tax base has grown 14% since 2012
- The tax base in the State of Minnesota has grown just over 17% since 2012



In addition to comparing Burnsville’s growth to the state as a whole, it is also beneficial to see how the City is doing relative to its peers. The table below compares the growth in market value per capita between 2012 and 2017 amongst Burnsville and select peer communities. This comparison is a helpful way to understand whether the City’s market value growth is a reflection of the general inflation within the region, or if there may be other factors contributing, such as an intentional economic development effort.

City	2017 Population	Market Value		Change 2012 - 2017		Market Value Per Capita
		2012	2017	Amount	Pct.	
Burnsville	61,439	\$5,115,023,140	\$5,848,916,062	\$733,892,922	14.35%	\$95,198.75
Apple Valley	52,435	\$4,065,152,427	\$4,628,599,768	\$563,447,341	13.86%	\$88,273.10
Bloomington	85,866	\$9,661,988,593	\$11,813,615,300	\$2,151,626,707	22.27%	\$137,581.99
Eagan	66,627	\$6,562,189,587	\$7,504,313,331	\$942,123,744	14.36%	\$112,631.72
Richfield	36,151	\$2,470,893,664	\$2,919,932,056	\$449,038,392	18.17%	\$80,770.44
Savage	31,352	\$2,479,586,811	\$2,935,660,051	\$456,073,240	18.39%	\$93,635.50
St. Louis Park	49,029	\$5,043,089,793	\$6,109,250,126	\$1,066,160,333	21.14%	\$124,604.83
Minnesota	5,576,606	\$345,067,470,769	\$404,007,943,488	\$58,940,472,719	17.08%	\$72,446.92

Source: League of Minnesota Cities; US Census

- Burnsville’s market value per capita is relatively strong at just over \$95,000. Continuing to grow that number, as population increases, is a measure of economic development success.
- Some of the fastest growing tax bases (i.e. St. Louis Park and Bloomington) are in fully developed communities. Intensive redevelopment and economic development efforts in these communities have led to this increase.



Reinvestment and Tax Base Growth

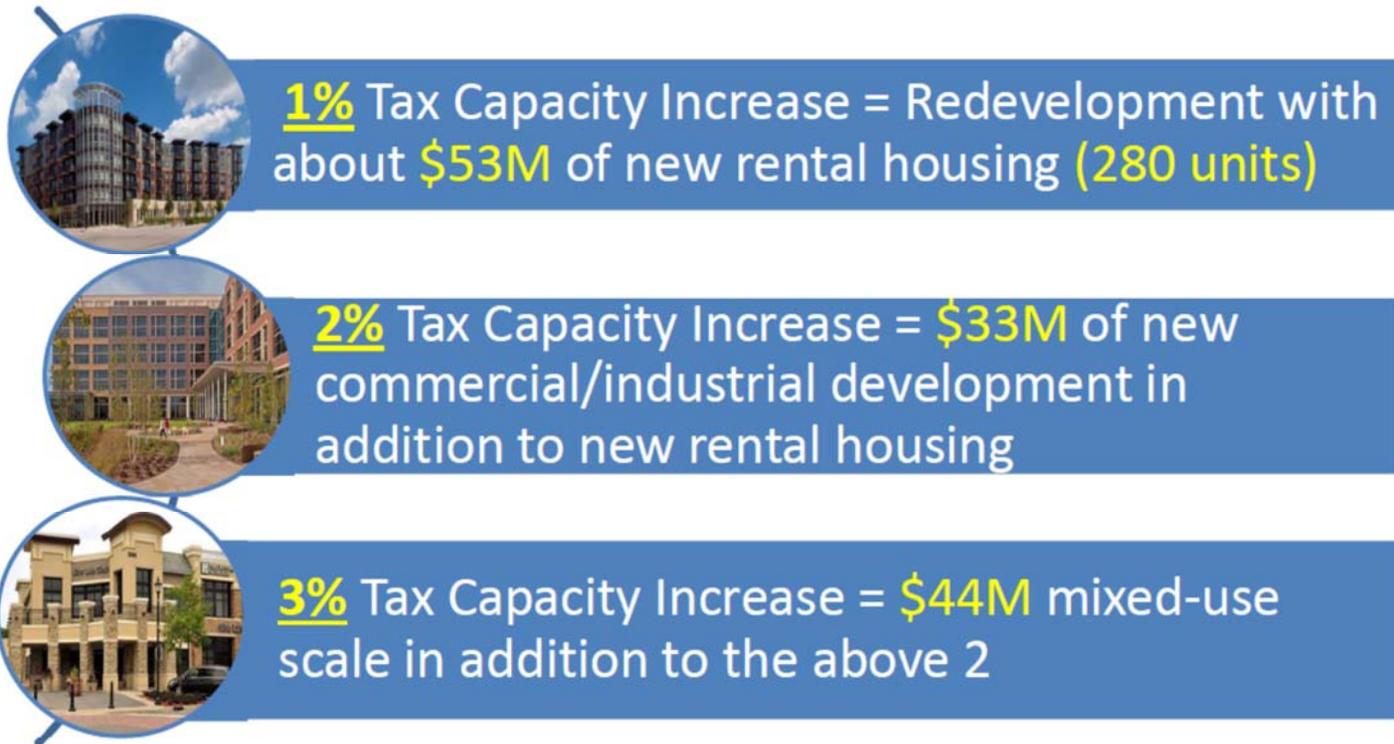
As a mostly developed community, Burnsville's future growth and transformation will rely, to a large extent, on redeveloping portions of the community with more intensive uses. Redevelopment can be an expensive undertaking and often requires a strong public/private partnership for success. This partnership may require the investment of public funds. Often, the public dialogue around the investment of public funds explores only the expenditure side, without fully considering the long-term benefits and purpose for the project. If a proposed public/private partnership has no discernable benefits for the community, then it should not be undertaken. These projects should grow the tax base for the future with the goal of stabilizing and/or reducing taxes in the long term. The table below illustrates how a 1%, 2% and 3% increase in Burnsville's tax base can help lower taxes.

	Existing Conditions	Increased Tax Capacity		
		1% Increase	2% increase	3% Increase
Burnsville				
Total Levy-on Tax Capacity	\$29,110,603	\$29,110,603	\$29,110,603	\$29,110,603
Total Tax Capacity	\$66,841,024	\$67,509,434	\$68,177,844	\$68,846,255
Tax Rate on Tax Capacity	43.552%	43.121%	42.698%	42.283%
Tax Rate % Change	N/A	-0.99%	-1.96%	-2.91%
Average Home Market Value	\$214,800	\$214,800	\$214,800	\$214,800
City Taxes (w/MV exclusion) on avg. home	\$858	\$849	\$841	\$833
Tax Decrease on Average Home	N/A	(\$8.49)	(\$16.81)	(\$24.98)

The table shows that as the tax base increases, the City's tax rate can be reduced while still raising the same amount of funds through its levy to pay for City services. As this tax rate decreases, the total taxes paid by the average homeowner can be also be reduced.



Burnsville can realize this tax base growth through some very achievable redevelopment projects. The chart below provides some scale around the kind of reinvestment necessary to achieve varying levels of tax base growth in the community. If the City chooses to participate financially in a public/private reinvestment opportunity, it should only do so to the extent necessary for financial feasibility and only if there will be clear community benefits into the future. These are relatively short-term investments for a longer-term gain.





Vision

A vision statement is the City's declaration of the kind of community it aspires to be now and into the future. A strong community vision helps inform decision making and guides the allocation of limited time and resources. It is also the foundation on which you build your communications efforts and represent yourself as community to the outside world. The vision statement should serve as a continuing guide in evaluating whether the activities in the Strategic Plan are creating the kind of future community members desire.

Based upon the dialogue and feedback from the City Council, EDC Members, and staff throughout the planning process, the following vision statement emerged:

“To be a diverse and vibrant community that is a regional draw for entertainment, outdoor activity and business, that provides a mix of quality housing options for residents, has excellent schools and embraces entrepreneurship”

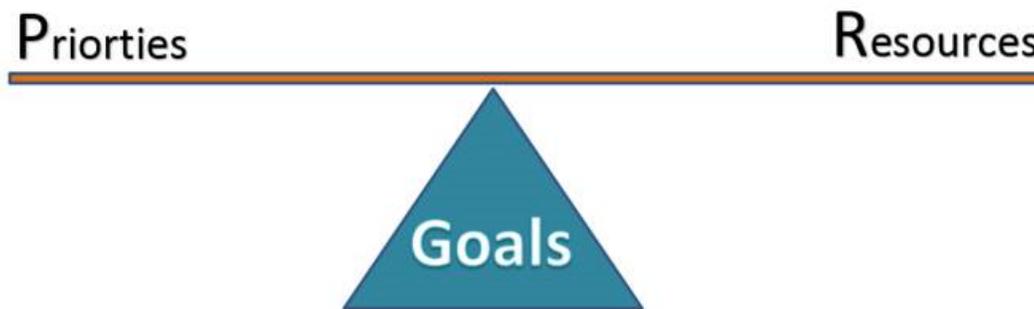


Resources

Successful implementation of Burnsville’s Economic Development and Redevelopment Strategic Plan will require attention to the balance between priorities and available resources. The amount of work in this plan the City can take on and the timeframe within which it can be accomplished will be a function of available resources. There will always be more activities on the economic development/redevelopment wish list than available resources to give them all the appropriate attention.

The City’s staff and other financial resources are finite, and it is difficult to create a large enough “war chest” in the short-term to address all the City’s needs. The City has relied in the past on the use of some public resources and tools that exist to accomplish its goals and will need to in the future as well.

The limiting resource of the City is internal staff capacity necessary to fully execute long-term plans. Done correctly, added investment in staff and their capacity is an investment with a return to the City, not solely an expense. The intent of creating a thoughtful plan is to make sure these limited resources are deployed in a way that meets the City’s objectives.



For this reason, prioritizing the City’s economic development/redevelopment activities is critical. This exercise in prioritization must be done in the context of the resources available to get the job done. Finding the proper balance will help ensure the City’s investment in economic development/redevelopment is achieving the goals most important to the community. If priorities and resources are out of balance, the City will either have trouble accomplishing its goals, or will be investing more than may be necessary. The City will need to continually evaluate its economic development/redevelopment program and funding levels to stay in balance.



Goals

Based upon the phone interviews several goals emerged and several areas of the City were identified as being in need of redevelopment. Following are the eleven (11) goals that were identified:

- | | |
|-----------|---|
| 12 | 1. Ensure sustainability of the Burnsville Shopping Center/CR 42 Corridor |
| 10 | 2. Improve image of School District #191 and City |
| 10 | 3. Continue development within Heart of the City |
| 9 | 4. Enhance and build awareness around the City's existing housing and commercial programs and develop new programs as appropriate |
| 5 | 5. Continue the City's Position as a Regional Destination |
| 3 | 6. Attract a younger population to live and work in the City |
| 3 | 7. Attract new businesses and foster the growth of entrepreneurship |
| 2 | 8. Establish short and long-term development goals for the MRQ |
| 2 | 9. Foster business retention and growth/expansion of existing |
| | 10. Provide housing choices that don't currently exist in the community |
| | 11. Develop plan for location of new industrial users |

Through the “Dotmocracy” process, the above goals were prioritized and some eliminated since they would fall within the purview of other goals. As noted, five (5) goals emerged as the priority of the City and thus will be the main area the City will focus on within the Plan. It should be noted that goals 6-9 will not be forgotten. They will remain on staff’s “radar” and will be worked on as time permits, they just will not be where staff spends the majority of their time.



Goal 1 - Ensure sustainability of Burnsville Shopping Center/CR 42 Corridor

Goal Accomplishment(s)

Short-term - A formal plan is established that guides redevelopment of this corridor over the next decade.

Long-term - Burnsville Shopping Center is repositioned for future sustainability and occupancy along CR 42 is increased.

Performance Metrics

1. Property valuation increase of Mall and surrounding area
2. New business starts/remodels
3. Public reinvestment in infrastructure and/or public/private partnerships
4. Number and type of building permits and valuation

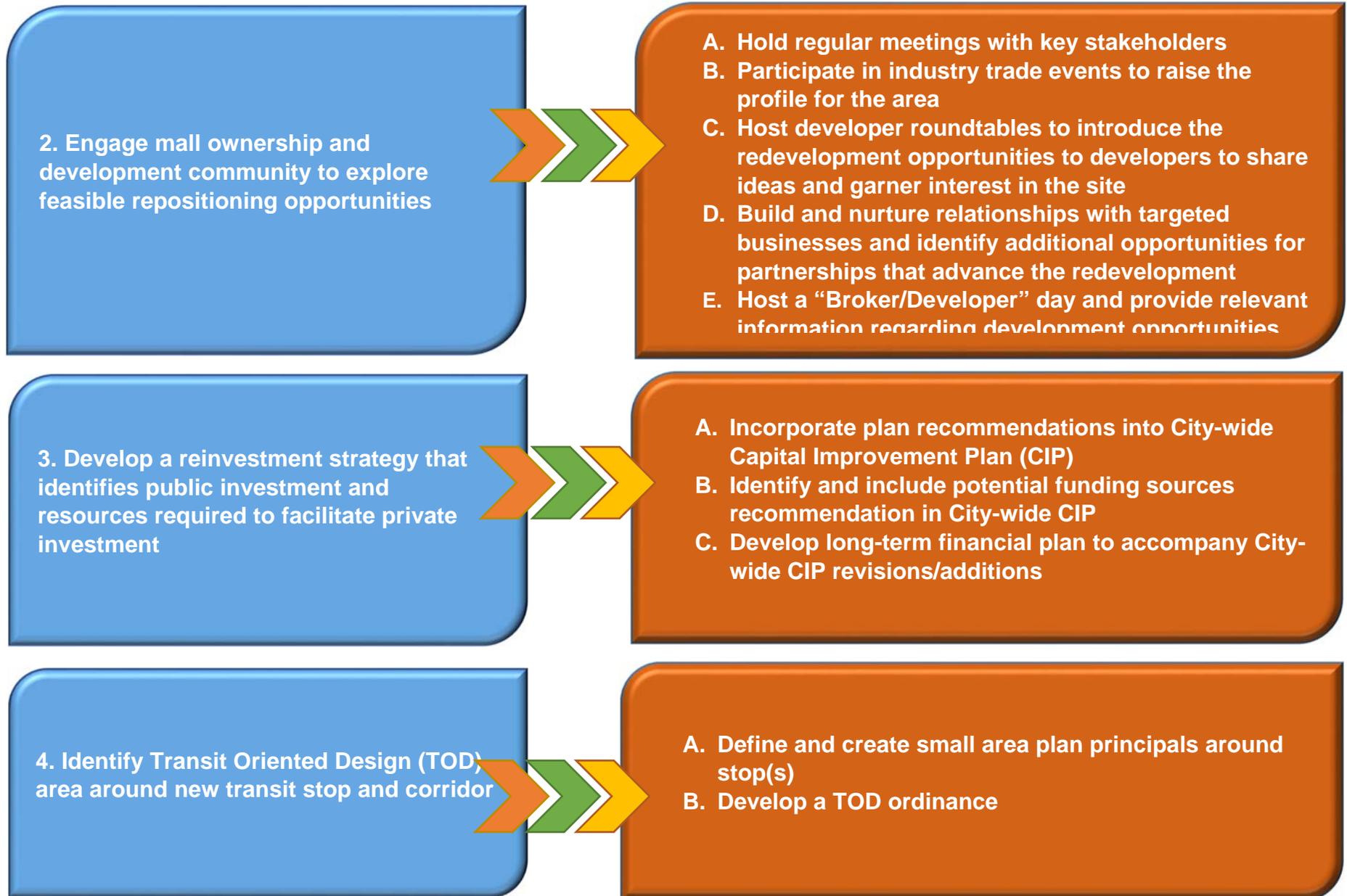
Strategies

1. Complete Burnsville Center/County Road 42 Master Redevelopment Plan



Actions/Tactics

- A. Finalize planning process
- B. Rezone area to be consistent with recommendations in the Master Redevelopment Plan
- C. Identify resources to implement plan recommendations
- D. Prepare staffing plan for implementation of plan recommendations





Strategies

5. Establish a formal system to inform and engage businesses along CR 42 corridor



Actions/Tactics

- A. Identify all existing City-wide communication strategies for applicability
- B. Research and recommend new opportunities to communicate specifically about CR 42
- C. Prepare regular project status updates for the EDC, City Council and businesses

6. Develop wayfinding around traffic congestion on CR 42



- A. Study options available to address traffic congestion issues and develop recommendations for implementation
- B. Identify and include potential funding sources recommendation in City-wide CIP



Goal 2 – Improve image of School District #191 and City

Goal Accomplishment(s)

Short-term - Routine meetings between SD 191 Board and City Staff and minimum of annual meeting between full School Board and City Council.

Long-term - Current and future residents of the City view moving into the City and within the School District 191 as a positive. Realtors promote purchasing homes within the Burnsville and within School District.191

Performance Metrics

1. Number of meetings, attendance at meeting and outcomes met
2. Change in enrollment and increase in school performance measures
3. Survey results measuring perception
4. List of sites ready for development that were promoted within and outside of Burnsville
5. Increase in tax base relative to existing tax base
6. Number of site search or developer inquiries

Strategies

1. Engage School District 191 in meaningful dialogue to discuss issues and how City can assist

Actions/Tactics

- A. Establish peer to peer staff level meetings on a regular basis
- B. Prepare meeting agendas with desired outcomes
- C. Identify and share the City tools and resources that may help achieve mutually beneficial goals



Strategies

2. Embrace and actively engage with school board, City Council and business community to build relationships



3. Identify households and population within the District and engage SD on their information to identify fact-based issues/impacts



4. Identify areas within the community for redevelopment to improve visual image



Actions/Tactics

- A. Following from staff meetings, establish City Council / School board regular meetings (interval TBD)
- B. Assign staff liaisons charged with setting meeting agendas and facilitation to maximize use of time
- C. Participate in Chamber of Commerce-led leadership meetings
- D. Annual joint meeting with full City Council and School Board

- A. Prepare analysis of number of households, number of students, and performance outcomes in SD 191 vs other districts

- A. Monitor potential redevelopment sites within the community using established metrics
- B. Develop program to track property value changes
- C. Identify any changes in land use, City code or processes required to remove barriers to private redevelopment efforts while maintaining community
- D. Prepare information for the market that clearly identifies the types of opportunities possible for those sites
- E. Develop cost estimates for each site/area to purchase land and complete needed public improvements to determine gap, if any
- F. Determine what, if any, role the City may need to play financially to make these opportunities ready for development (Evaluate and communicate the potential public costs and benefits associated with participation in redevelopment)
- G. Determine what City resources may be available to assist the desired development
- H. Develop recognition program for property aesthetics (landscape and holiday lighting)



Strategies

5. Develop a communications plan to more fully promote the City and inform residents and surrounding metropolitan area of the positive attributes and strides made within the community.



- ## Actions/Tactics
- A. Inventory existing communications strategies, evaluate effectiveness, and identify gaps
 - B. Leverage potential branding initiative to develop coherent message about the community
 - C. Identify new and existing channels, including social media, to disseminate "brand"
 - D. Include resources in a long-term staffing plan to ensure sustained effort

6. Enhance existing communication tools (website, social media, etc.) to assist in engagement



- A. Identify the best tools to promote engagement and disseminate the City's message
- B. Include resources to fill gaps through future budgeting requests

7. Develop informational opportunities and programs to provide factual/positive information about the SD #191 and City



- A. Explore feasibility of holding a "Real Estate Forum" to present City and school facts to Realtors
- B. Engage senior citizens in efforts of SD 191 with students (after school programs, etc.)
- C. Identify other engagement opportunities



Strategies

Actions/Tactics

8. Establish a formal system to solicit stakeholder (residential and business property owners, School District, real estate groups, etc.) feedback concerning community opportunities.



- A. Inventory the specific issues for which the City would like to receive feedback, including a potential survey for both residents and people living outside the City
- B. Leverage existing and future channels, identified through communication tools strategy, to enhance contact
- C. Create a broad and formalized community engagement strategy to be prepared as opportunities emerge
- D. Establish individual community engagement plans for each project under consideration

9. Actively celebrate success in the SD #191 and the community through press releases, website, social media outlets and council comments



- A. Assign a staff person to monitor and identify positive happenings in the City and School system
- B. Include these actions as an agenda item to discuss and collaborate with school officials during meetings
- C. Formalize the process by which this information will be disseminated
- D. Include school district at ribbon cuttings and grand opening celebrations

10. Establish neighborhoods to promote pride and internal image enhancement



- A. Research various neighborhood formation models
- B. Prepare report and executive summary for EDC and City Council outlining the pro and cons of each model
- C. Facilitate and discussion with the EDC and City Council to determine if further exploration / implementation is desired



Goal 3 - Continue development within Heart of the City (HOC)

Goal Accomplishment(s)

Short-term - Remaining vacant lots in HOC 1 are developed and development begins on HOC 2

Long-term - Updated plan for HOC 2 with first development commencing

Performance Metrics

1. Market value growth
2. Number of housing units built
3. Square footage of commercial built

Strategies

1. Facilitate development of remaining sites in HOC 1 through discussions with existing property owners and potential developers



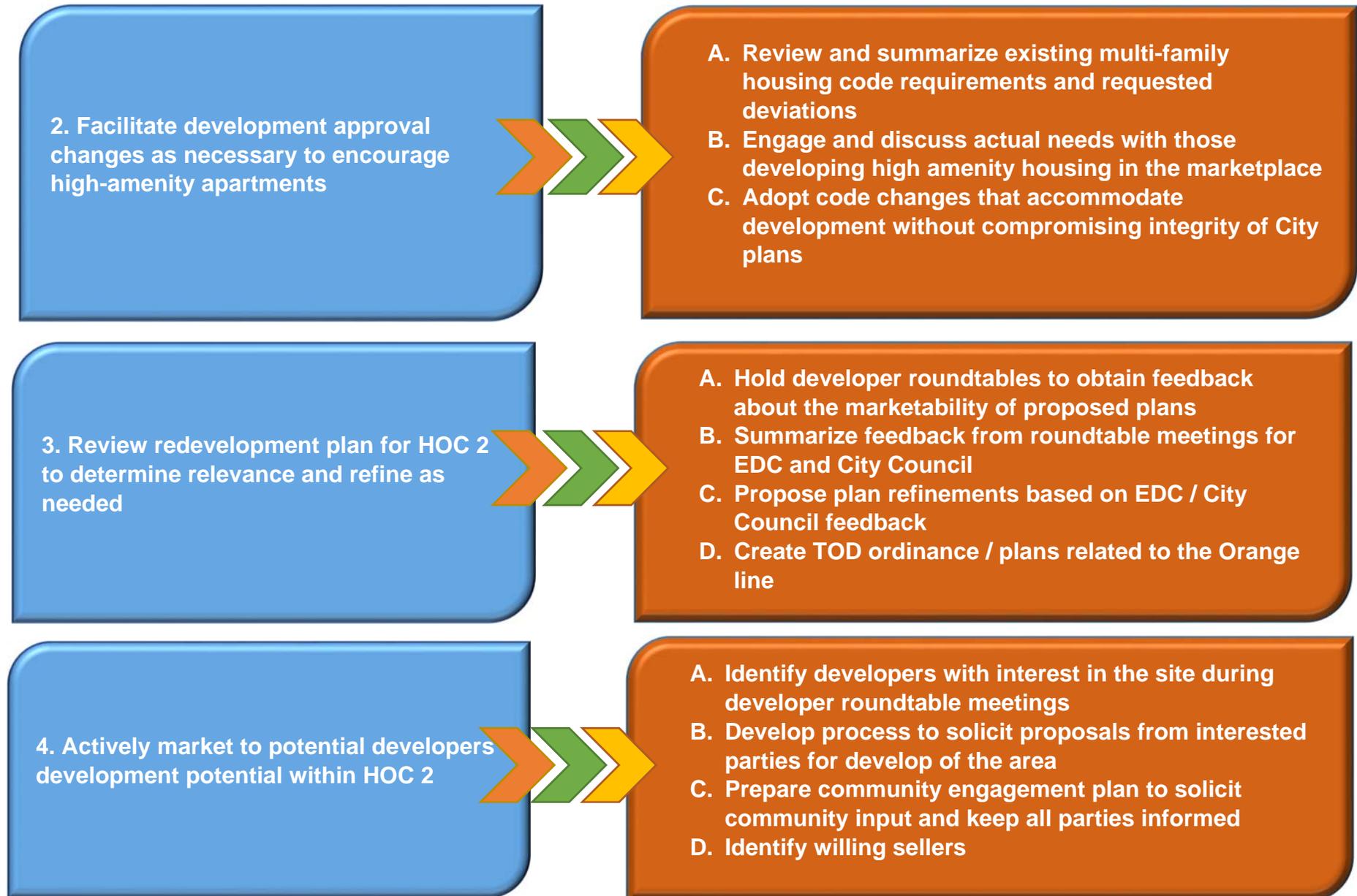
Actions/Tactics

- A. Engage property owners to discuss and identify financial gaps that might exist
- B. Continue ongoing discussions about barriers that exist to developing remaining sites
- C. Identify opportunities to remove barriers where possible
- D. Prepare plan and identify funding sources to close financial gaps
- E. Include resources in a long-term staffing plan to ensure sustained effort



Strategies

Actions/Tactics





Strategies

5. Provide financial assistance, to the extent necessary, to assist in promoting development and redevelopment



Actions/Tactics

- A. Require formal submission of an application for and requested assistance
- B. Review / underwrite developer proposals (ongoing) to evaluate whether assistance is necessary
- C. Make formal recommendations to the EDC and City Council about the amount, structure and source of an assistance
- D. Identify tools and describe them for marketing purposes



Goal 4 - Enhance and build awareness around the City's existing housing and commercial programs and develop new programs as appropriate

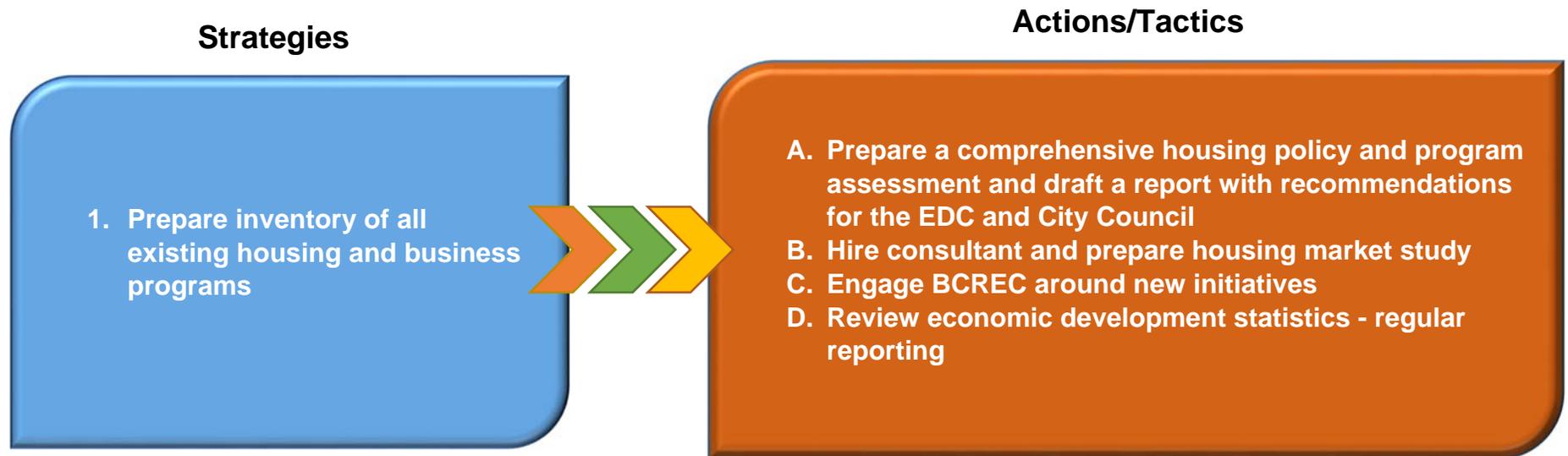
Goal Accomplishment(s)

Short-term - Increased use of housing and commercial programs

Long-term - Improved and stabilized housing and commercial properties

Performance Metrics

1. Utilization of resources and/or programs - number of people using "Open to Business"
2. Housing stock reinvestment - permits and valuation
3. Dollars leveraged by City investment
4. Number of business recognized





Strategies

Actions/Tactics

2. Evaluate effectiveness of current housing and business programs and refine or eliminate as appropriate



A. Same as above

3. Assess current housing and business needs within the community and update program offerings to meet current needs

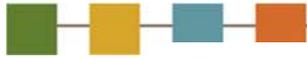


A. Same as above

4. Work with Dakota County CDA to assist in developing and/or providing funding for programs



- A. Establish regular meetings with appropriate CDA staff to discuss housing programs delivered in Burnsville
- B. Leverage county programs to address ongoing needs identified in the comprehensive housing policy and program assessment
- C. Focus city-driven efforts on addressing the City's housing needs not covered by CDA opportunities



Strategies

Actions/Tactics

5. Develop marketing and communications plan regarding resources for housing and businesses



- A. Inventory final housing and business programs following implementation of this plan
- B. Include these marketing activities in long term staffing and resource plan for larger city initiatives
- C. Inventory outlets for information; identify those with greatest exposure to maximize impact
- D. Recognize businesses for their reinvestment through various means

6. Determine resources necessary to fund programs and staffing to create and implement programs



- A. Prepare long-term staffing plan
- B. Identify additional resources necessary for implementation (i.e. consulting budget, one-time expenditure, etc.)
- C. Evaluate anticipated budgetary impact and include total costs of requests in future budget process
- D. Establish priorities consistent with feedback from the planning process to allocate funding
- E. Discontinue programs and/or initiatives that are not achieving plan goals

7. Identify redevelopment opportunities within the City for residential or business development



- A. Use building permit data to identify candidates
- B. Establish early indicators of property maintenance decline
- C. Continue engagement with land owners to identify willing redevelopment participants
- D. Track vacancy rates for housing and commercial properties



Goal 5 - Continue the City's Position as a Regional Destination

Goal Accomplishment(s)

Short-term - Develop brand for the City

Long-term - City is viewed as a regional destination for outdoor recreation, entertainment and shopping

Performance Metrics

1. Number of visitors with Convention and Visitor's Bureau (CVB) data and attendance at City events
2. Burnsville Shopping Center and CR 42 corridor still a regional driver
3. Increased entertainment venues and other amenities
4. Population growth
5. Market value / tax base growth
6. Number of jobs in the community
7. Decrease in median age
8. Utilization of City facilities and park amenities and Buck Hill

Strategies

1. Develop a brand for the City that builds upon its positive aspects, unique character and leverages natural assets



Actions/Tactics

- A. Research and report to the EDC and Council on branding and / or communications initiatives, costs and outcomes in the communities
- B. Identify internal and external funding to pay for the costs and manage the project
- C. Undertake RFQ process to solicit consulting services for branding strategy and/or communication initiatives
- D. Leverage outcome of branding process to create a comprehensive plan for economic development marketing



Strategies

2. Promote outcome of Burnsville Shopping Center and CR 42 study for a repositioned area that keeps the City viewed as a destination hub (at a minimum)

3. Work with the Chamber and Experience Burnsville to explore possibilities to promote the City as more than a tourist or shopping destination

4. Develop a communications plan to more fully promote the City and inform residents and surrounding metropolitan area of the positive attributes within the community

Actions/Tactics

- A. Prepare branded project highlights content to disseminate through marketing channels and trade shows
- B. Continue regular project status updates for EDC and Council
- C. Regularly evaluate effectiveness and adjust as necessary
- D. Further capitalize on existing drivers such as Ames Center, Buck Hill and the park system

- A. Coordinate meetings with staff
- B. Participate in and/or hosting joint events
- C. Explore and enhance regional drivers

- A. Determine cost to hire consultant and allocate resources
- B. Develop informational opportunities, programs and events to provide factual/positive information about the City
- C. Enhance existing communication tools (website, social media, etc.) to assist in engagement
- D. Work with staff to review existing tools
- E. Enhance existing or create new tools to better align City's message



Strategies

5. Promote connectivity of the City to the Metro Area and its assets



Actions/Tactics

- A. Develop key messages regarding the City's location and its assets
- B. Enhance existing communication tools and/or create new ones to convey messaging in a meaningful way and to reach as many audiences as possible
- C. Work with city businesses and recreational assets to utilize their communications platforms to convey City's key messages



Key Participants

Economic Development Commission

Chris John - Chair
David Cherner
Brady Folkestad
Dan Kuplic
Jeff LaFavre
Eric Newman
Jason DePauw
Sandra Koppen

City Council/EDA

Elizabeth Kautz – Mayor/EDA Commissioner
Dan Gustafson – EDA President
Dan Kealey – Council Member/EDA Commissioner
Cara Shultz - Council Member/EDA Commissioner

Staff and Consultants

Jenni Faulkner –Community Development Director
Skip Nienhaus – Economic Development Coordinator
Stacie Kvilvang – Ehlers
Jason Aarsvold - Ehlers