



Northfield Economic Development Authority (EDA)

Thursday – 7:30 AM, February 11, 2010
Council Chambers, Northfield City Hall

AGENDA

1. **Call to Order** **7:30 am**
2. **Roll Call** **7:31 am**
3. **Approval of Agenda** **7:32 am**
4. **Approval of Minutes** **7:33 am**
 - a) January 28, 2010, EDA Board Meeting
5. **President’s Report** **7:35 am**
6. **Director’s Report** **7:40 am**
7. **Presentation - “Go! Northfield-Dundas”** A virtual kiosk of Transportation **7:45 am**
8. **Committee Reports and Action Items**
 - a) Committee Assignments **8:00 am**
 - b) Discussion of EDA 2010 Work Plan **8:20 am**
 - c) Approve Extended Agreement with HKGI **8:35 am**
 - d) Discussion of EDA Board Vacancy **8:45 am**
 - e) Other Committee Assignments **8:50 am**
 - Transportation, BR&E, Chamber, NEC, NDDC, CVB, and CVN
9. **Next Meetings**
 - Regular EDA Board Meetings: February 25, 2010
10. **Adjournment** **9:00 am**

Please call 507.645.3059 if you cannot attend the meeting.
EDA PACKET INFORMATION IS NOW AVAILABLE ONLINE AT
WWW.CI.NORTHFIELD.MN.US/

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Northfield Economic Development Authority
Meeting Minutes –January 28, 2010
City Hall Council Chambers

APPROVED: DRAFT

Item No. 4a

MEMBERS PRESENT: Rick Estenson, Jenelle Teppen, Steve Engler, Victor Summa, Rhonda Pownell, Jim Pokorney

MEMBER ABSENT: Vacant Seat

ALSO PRESENT: Steve Rholl, Keith Covey, Randy Jennings, Blake Abdella, Kathryn Summa, Kathy Feldbrugge, Ross Currier, Jon Denison, Jim Gleason, Jerry Anderson, Northfield News, City Administrator Joel Walinski, Economic Development Director Jody Gunderson, Community Development Director Brian O’Connell, Recording Secretary Sandra Bremer

1) **Call to Order**

Chair Estenson called the meeting to order with a quorum present at 7:30 a.m. He noted that Benson had submitted his resignation from the EDA effective 1/27/2010.

Engler expressed appreciation for Benson’s years of service and felt there should be some recognition of this by the EDA.

3) **Approval of Agenda**

A motion was made by Pownell and seconded by Teppen to approve the agenda of January 28, 2010 as amended to move Item 7b to follow Item 7d. All in favor. Motion carried.

4) **Approval of Minutes**

A motion was made by Pownell and seconded by Summa to approve the minutes of January 14, 2010. All in favor. Motion carried.

5) **President’s Report - None**

6) **Director’s Report**

Gunderson gave an update on the Praver/Gill annexation. The issue of whether the EDA should move forward and include this area in the Master Planning process will be on the February 11, 2010, agenda. It was suggested that Bridgewater Township be informed that the EDA will be considering this action prior to the annexation becoming final. It was suggested that Bridgewater Township be invited to a meeting to inform them.

Gunderson suggested that there be two meetings held in February to allow the EDA time to consider their meeting schedule for the year and when it would become effective.

7) **Subcommittee Reports and Action Items**

a) Elect Officers for 2010

It was noted it would have been beneficial for the EDA to have reviewed their by-laws prior to this so that a

procedure could have been established for the election of officers and to clearly establish the roles of the officers. There was discussion regarding the issue of the by-laws being required to have Council approval or not. Staff suggested that an opinion be requested of the City Attorney regarding this issue. It was also suggested that the City Attorney be asked to update the memos regarding the Open Meeting law for the EDA members.

Nominations were opened for President. Summa nominated Engler. Pownell nominated Teppen. After no further nominations, nominations were ceased. There was discussion among the members regarding the nominees. A vote was then taken among the members for their selection for President. Yes votes for Teppen: Teppen, Pokorney, Pownell, and Estenson. Yes votes for Engler: Summa and Engler.

Nominations were opened for Vice Chair. Summa nominated Engler. After no further nominations, nominations were ceased.

A motion was made by Summa and seconded by Estenson to accept the nomination for Engler as Vice Chair. All in favor. Motion carried.

Nominations were opened for Secretary/Treasurer. Pokorney nominated Pownell. After no further nominations, nominations ceased.

A motion was made by Pokorney and seconded by Teppen to accept the nomination for Pownell for Secretary/Treasurer. Summa voted no. Motion carried.

c) Discuss professional service agreements with NEC and NDDC

Gunderson presented his recommendation regarding the professional service agreements. He noted he has met with both partners and they are in agreement with terms of the agreement. He has also spoken with the EDA President and believes that the document should be amended providing for one payment following signing of the agreements and a second payment upon favorable quarterly reports in July.

Estenson noted that based on the discussion at the EDA retreat he would recommend that the NEC be paid \$25,000 for the first payment and \$25,000 for the second payment and that the NDDC be paid \$20,000 for the first payment and \$15,000 for the second payment.

A motion was made by Engler and seconded by Summa to discuss the NEC Professional Service Agreement. All in favor. Motion carried.

There were amendments made to the PSA to clarify. Change consultant to contractor wherever referenced in the agreement. On Page 2, B, change client to EDA. On Page 2, Item 4, the last two sentences were questioned and it was felt that the City Attorney should review to be sure it was necessary. On page 4, Item 15, it was suggested that the language be amended to read: "Any person associated with or having an interest, direct or indirect, in the Contractor of this agreement if serving as an appointed official of the EDA or as an elected official of the City of Northfield during the term of this agreement, shall abstain from discussion and voting as such appointed or elected official on any matter pertaining to the contractor or this agreement." It was agreed that the agreement with these amendments would be reviewed by the City Attorney before signing.

Abdella was asked to confirm the amendments and Exhibit A were agreeable to the NEC and to address how the NEC would show how they achieved the scope of services. Abdella noted that he would address the items listed in Exhibit A in their annual report.

There was discussion regarding adding an item to Exhibit A that would recognize the NEC's participation in the EDA's subcommittee structure. It was agreed that because the EDA has not yet discussed the structure of their subcommittees for 2010 that it would be premature to add this into a contract. It was understood that

the members were in favor of continuing having the partners being active participants in the subcommittees when needed.

A motion was made by Engler and seconded by Pownell to approve the Professional Service Agreement with the amendments made, have the City Attorney review the agreement, and designate a payment of \$50,000 to be made in two payments of \$25,000 with one after the agreement is signed and the second after the submission of the annual report midyear. Estenson abstained as he is a member of the NEC Board. Motion carried.

A motion was made by Engler and seconded by Summa to approve Resolution #2010-002 approving a professional service agreement and payment for the NEC in the amount of \$50,000 to be made in two payments contingent upon proper execution of the professional service agreement. Estenson abstained as he is a member of the NEC Board. Motion carried.

A motion was made by Summa and seconded by Engler to approve the NDDC Professional Service Agreement as amended in the same manner as the PSA for the NEC and reviewed by the City Attorney.

Covey, representing the NDDC, noted the NDDC Board has conceptually approved the agreement giving the Executive Committee the authority to approve the final agreement. He was asked how the NDDC would measure the success of the items in Exhibit A. There was discussion regarding the items 6-8 in Exhibit and it was agreed that these would be deleted and covered in the NDDC's work plan. It was noted that their annual report would address the items in Exhibit A and would address their success.

A motion was made by Engler and seconded by Summa to amend the Professional Services Agreement for the NDDC to include a \$40,000 payment to be made in two installments, one after signing of the agreement for \$20,000 and a second payment of \$20,000 after submission of their annual report.

Estenson noted that his recommendation of \$35,000 was made based on the discussion held at the EDA retreat to budget \$91,000 for partner organizations. If the NEC is given \$50,000 and the NDDC is given \$40,000 that would leave only \$1,000 to be given to other organizations such as SMIF. He did not believe this was enough money to cover other organizations. He felt that \$35,000 should be the amount and encourage the NDDC to seek alternative funding sources.

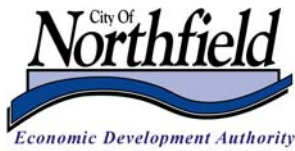
It was noted that the funding for the partner organizations needed to be prioritized and measured by their value to the EDA.

Pownell called the question on the discussion. Summa voted no. Vote carried. Vote on the motion to amend the Professional Services Agreement to \$40,000 for the NDDC. Yes votes by: Summa and Engler. No votes by: Teppen, Pokorney, Pownell, and Estenson. Motion failed.

A motion was made by Engler and seconded by Pokorney to amend the Professional Service Agreement to give the NDDC \$35,000 in two payments of \$20,000 and \$15,000. All in favor. Motion carried.

A motion was made by Engler and seconded by Summa to amend the Professional Service Agreement to delete Items 6, 7 and 8 from Exhibit A as they are included in the NDDC's 2010 work plan. Summa asked for a friendly amendment to include another item to Exhibit A to read: "Recognition of the value of the NDDC in the EDA's subcommittee structure." Engler agreed to this friendly amendment.

It was noted that the EDA had not completed their discussion of the subcommittee structure for 2010 and it was felt that this should not be added to the contract at this time but work it into the subcommittee structure to recognize the value of the partner organizations in that process. The members felt it would be appropriate to include the friendly amendment.



TO: Economic Development Authority Board
 FROM: Jody Gunderson, Economic Development Director
 RE: “Go! Northfield-Dundas” A virtual kiosk of Transportation
 ATTACHMENTS: 1. “Go! Northfield-Dundas” Proposal

Background

There are a number of public and private transportation services available to individuals that live in the Northfield and Dundas area, however, there is no one single source that provides information about times and how to contact companies. This has caused an inefficiency of information distribution and one of the reasons a grassroots transit group was formed.

The Northfield Grassroots Transit Initiative is organizing a new community resource called “Go! Northfield-Dundas” a virtual information kiosk that will provide information and direct internet links to Northfield’s myriad transit options: local transit companies, Northfield Transit, and regional and metro bus carriers, including the new Metro Express Bus Service between the Twin Cities and Northfield. The “Go! Northfield-Dundas” site will also include a link to a new centralized community ride-share database, now under development by the Northfield Transit Initiative.

The group is requesting \$1,500.00 from The Northfield Economic Development Authority to assist in funding a public outreach/publicity campaign which will bring the new “Go! Northfield-Dundas” resource to the attention of those individuals that are both reliant on public and private transportation or desire to reduce the number of trips through the utilization of other existing transportation resources. While the EDA does not normally fund grant requests outside of the Micro Grant program, this objective would provide an opportunity for the EDA to support a couple important elements of economic development (transportation and employment).

Recommendation: The Economic Development Director believes this would be a worthwhile public relations initiative for the EDA and supports providing \$1,500.00 for this initiative. Funding for this initiative would come from the EDA’s Business Recruitment and Marketing program.

Motion: Approve funding in the amount of \$1,500.00 for the “Go! Northfield-Dundas” transit public relations initiative.

VOTE: ___ TEPPEN ___ POWNELL ___ ESTENSON ___ VACANT
 ___ ENGLER ___ POKORNEY ___ SUMMA

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“Go! Northfield-Dundas” *A virtual kiosk of Transportation Options in Northfield*
A project developed by the Northfield Grass Roots Transit Initiative

A Grant Proposal submitted to Jody Gunderson, Economic Development Director

From: The Northfield Grass Roots Transit Initiative

Date: January 28, 2010

INTRODUCTION:

Public and private transportation services in the Northfield and Dundas area are several. However, access to those services is an ongoing challenge for residents as well as potential visitors to our community. While several private transportation providers have recently expanded their services, many Northfield residents remain unaware of local transportation options and how to access them.

To address this problem, The Northfield Grassroots Transit Initiative is organizing a new community resource called “Go! Northfield-Dundas” a virtual information kiosk that will provide information and direct internet links to Northfield’s myriad transit options: local transit companies, Northfield Transit, and regional and metro bus carriers, including the new Metro Express Bus Service between the Twin Cities and Northfield. The “Go! Northfield-Dundas” site will also include a link to a new centralized community ride-share database, now under development by the Northfield Transit Initiative. Using the ride-share technology developed by our local colleges as a model, the new database will facilitate ride sharing to and from Northfield as well as within and around the local area.

“Go! Northfield-Dundas” aims to support the economic vitality of Northfield by:

- Facilitating access to local public and private transportation options,
- Making it easier for residents to get around town, and
- Providing helpful transit information to tourists and visitors to our community, while at the same time making it possible for them to come and to stay here without having to have access to a private automobile

A primary objective of the “Go! Northfield-Dundas” project is to serve the needs of local residents who don’t have reliable access to a private automobile: students, economically challenged families, and seniors who are without a car. But in addition to this important social aspect, Transit Initiative participants hope that this project will enhance our community’s potential as a tourist destination! The project anticipates the day when tourists and visitors from the metro area will come to Northfield on the new Northfield Express Bus, and stay for bike trips, shopping, cultural events; and not just for a day, but for an overnight or a weekend, AND without having to have to incur the cost of a car to get and stay here!

In so far as the “Go! Northfield-Dundas” project will help to move people in and around our city, it also has the potential of moving our economy! Having transportation options readily available and easy to access is a small but essential step in improving the livability of our community, and of enhancing its attractiveness to potential visitors and employers.

Project Description:

The “Go! Northfield-Dundas” web resource is being developed through the in-kind contribution of technical and web design services provided by a volunteer who is active in the Northfield Transit Initiative. The Board of Northfield.org has generously agreed to host the resource as a prominent feature of its web site, and the Student Activities Directors of both Colleges (participants in the Transit Initiative) have agreed to publicize the resource to their respective College communities.

A grant of \$1500 from The Northfield Economic Development Authority is requested to help fund a public outreach/publicity campaign needed to bring the new “Go! Northfield-Dundas” Resource to the attention of the community’s attention. The grant will be used to fund a tri-fold informational brochure (in Spanish- and English language) about “Go! Northfield-Dundas”, newspaper and radio ads, posters and table cards that will be posted at key Northfield locations (the Northfield Public Library, Senior Center, etc.)

In addition to this request to the EDA, support will be requested of the Northfield Convention and Visitors Bureau to help publicize “Go! Northfield-Dundas” through CVB publications and regional outreach/marketing networks.

Funds requested will be paid directly to the local vendors needed to complete the proposed public outreach campaign.

Timeline for the “Go! Northfield-Dundas” information campaign:

- (Background): October 2009: Transit Initiative Participants approve the concept of a Go! Northfield-Dundas web page and promotional campaign.
- (Background): October 2009: Northfield.org agrees to permanently host “Go! Northfield-Dundas”
- February 2010: Transit Providers Meeting to gather information to be included on the web site and in the promotional brochure.
- Pending Funding: hire a local graphic design/marketing firm to design brochures, posters, website, table tents and other printed and online materials to disseminate the “Go! Northfield-Dundas” information.
- Local printing of “Go! Northfield-Dundas” brochures, posters, etc.
- Launching of the “Go! Northfield-Dundas” web site, accompanied by a full-court press ad campaign in the Northfield News, KYMN radio, college newspapers, church bulletins, and community web sites and news sources.
- Review the placement and effectiveness of outreach materials. Adjustment of campaign strategies as needed: i.e. the location of brochures at prominent sites in the community (public library, City Hall etc) and the numbers of brochures available at those sites, etc.
- Survey of transportation providers to determine effectiveness of the *Go! Northfield-Dundas* campaign.

Community Partners / Collaboration:

Publicity about the new “Go! Northfield-Dundas” will be supported by the wide-ranging network of local organizations represented in the Northfield Transit Initiative. Participants in the group include local transportation service companies including Northfield Lines, Eco Trans and local car and cab services, and the City’s Northfield Transit. Alongside these service providers are representatives from a wider range of local civic organizations with a common commitment to lessening the dependence on private automobiles, and improving private and public transportation options in our community: Northfield Healthy Community Initiative (HCI), Northfield Community Action Center (CAC), Growing Up Healthy, Northfield Public Schools, Tackling Obstacle and Raising College Hopes (TORCH), St. Olaf and Carleton Colleges, and Women In Northfield Giving Support (WINGS). Participation from local governance bodies (elected and appointed) includes the City Administrators of Northfield and Dundas, members

of the Northfield City Council, EQC and EDA, and liaisons from the NDDC and Chamber of Commerce.

A list of Transit Initiative Participants is found in Appendix A and includes participants (who regularly attend meetings) as well as an important CC list of “Active Observers” (who are unable to attend meetings but stay informed and can be called on to assist projects as needed.)

Future Plans:

The “Go! Northfield-Dundas” campaign is a time-limited project, with no need of future funding. Once the “Go! Northfield-Dundas” web site is established in the community, the Transit Initiative will encourage local groups to incorporate reference to it in their own publications, web sites and promotional materials. As future transportation services are introduced in Northfield, the Transit Initiative will update the “GO! Northfield” web site with that information. We will also encourage new transportation services to incorporate reference to the “Go! Northfield” in their operations and promotional materials as a best practice method for improved services among public and private providers. We see this campaign as an important next step in helping to further this collaboration.

We would welcome the opportunity to meet with you to discuss the proposed project in greater detail. Thank you for your consideration of this project proposal.

Suzie Nakasian, Facilitator, Northfield Grass Roots Transit Initiative

On behalf of

The “Go! Northfield-Dundas” subcommittee within the Grassroots Transit Initiative consists of City Council member Erica Zweifel, HCI Coordinator Zach Pruitt, community volunteer and EQC member Suzie Nakasian, Steve Engler of the Northfield EDA, Margit Johnson of WINGS and students from Carleton and Saint Olaf.

III. PROJECT BUDGET

Expense	Northfield Transit Initiative	NAF	Other
Web Site Design: est. x hours	In-kind donation		
Web Site Technical Production: xx Hours	In-kind donation		
Design and Production of printed materials by a local professional graphic designer/marketer: Brochure design: (8" x11);color; 3-fold printing of 1000 brochures		\$ 330 \$ 370	
Poster (11" x 17"; 4-color) design: printing of 50 posters:		\$ 100 \$ 30	
Table card design: printing of 100 Table cards:		\$ 50 \$ 20	
Translation of Spanish Language Brochures/ Final Proof Editor	Possible in-kind donation	\$ 200	
Radio and newspaper advertising campaign for 3 months: Entertainment Weekly: ½ page (3x); Northfield News And KYMN Radio		\$ 950	
TOTAL Budget		\$2,050	

Economic Development Authority Request: \$1,500
Local Transit Providers Target: \$ 550
\$2,050.

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TO: Economic Development Authority Board
 FROM: Jody Gunderson, Economic Development Director
 RE: Proposed meeting schedule and committee structure for 2010
 ATTACHMENTS: 1. Proposed 2010 Board Meetings
 2. Proposed 2010 EDA Committee Assignments

Background

The EDA held its annual strategic planning retreat on October 28, 2009. During the meeting some EDA Board members requested that the Economic Development Director provide specific direction as to those operational changes which would allow for more of the Director’s time to be devoted to economic development related activities. The Director of Economic Development is proposing the following operational changes for 2010.

Item 1. FREQUENCY OF REGULAR BOARD MEETINGS

Recommendation: The Economic Development Director is requesting that the EDA Board hold only one meeting on the 4th Thursday of each month, and reserve the first three weeks of the month for committee meeting(s). The schedule would be evaluated in July to determine if the EDA needed to meet more frequently.

Northfield EDA Bylaws: Article III Meetings; Section 1

Regular Meetings. The Board may hold regular meetings, at least monthly, according to a meeting schedule, if any, adopted or revised from time to time by the Board.

The Board currently meets on the second and fourth Thursday of each month (except in cases of recognized holidays as identified in the attached meeting schedule). The Director believes a more effective use of the Board’s time would be to hold committee meetings the first part of the month, and the full Board meeting on the fourth Thursday of each month. Special meetings could be scheduled if there was a pressing matter that required immediate attention. This would allow the Committees and the Economic Development Director the ability to devote more of their time executing the EDA’s work plan initiatives. The following recommendation does not require modifying the EDA’s by-laws.

Motion: Approve changing the regular EDA Board meeting schedule to meet once a month on the 4th Thursday of each month beginning March 2010, with a review of the meeting schedule at its July 2010, Board meeting.

VOTE: TEPPEN POWNELL ESTENSON VACANT
 ENGLER POKORNEY SUMMA



Item 2. Role of the Executive Committee

Recommendation: The Economic Development Director is requesting that the EDA Board adhere to the role of the Executive Committee as described in its by-laws.

Northfield EDA By-laws; Article II Officers, Section 6

Executive Committee. The Executive Committee of the EDA is comprised of the President, Vice-President, and Secretary. This group will meet only on an as-needed basis to provide direction to Staff regarding deal structuring, loan reviews, budget preparation, and Board nominations. The Executive Committee will have no authority to bind or obligate the EDA, but instead will work with Staff to formulate recommendations to the EDA as a whole (Amended 10-26-06).

In 2009, the EDA Board transferred a number of the responsibilities assigned to the Executive Committee to the Programs, Processes, and Procedures Committee. It was the consensus of the Executive Committee and the Economic Development Director that the proper environment for preliminary discussions on certain matters resides with the Executive Committee, which is standard practice in most economic development agencies. The following recommendation does not require modifying the EDA’s by-laws.

Motion: Acknowledging and adhering to the role of the EDA’s Executive Committee as defined in its bylaws and reassigning the duties of the Programs, Processes, and Procedure Committee back to the Executive Committee.

VOTE: TEPPEN POWNELL ESTENSON VACANT
 POKORNEY ENGLER SUMMA

Item 3. COMMITTEE STRUCTURE

Recommendation: There are no provisions in the EDA’s by-laws that govern the organization’s committee structure. The Economic Development Director is requesting that the EDA Board define its committees with no more than three (3) Board members and the Economic Development Director. The EDA would make specific requests for representatives of partner organizations to work with the Infill and Redevelopment and Business Recruitment Marketing Committees upon adoption of the EDA’s 2010 Work Plan. The EDA Board approved the members of the Business Park Committee in resolution 2009-014. Per the protocol followed in 2009, the Executive Committee met on February 2, 2010, to review EDA Board member’s committee requests. It was the Consensus of the Executive Committee to make the following Committee assignments for 2010 (refer to attachment). The following recommendation does not require modifying the EDA’s by-laws.

Motion: Approving the Executive Committee’s 2010 Committee assignments with representatives from partner organization’s added to the Infill and Redevelopment and Business Recruitment and Marketing Committees upon adoption of the EDA’s 2010 Work Plan.

VOTE: TEPPEN POWNELL ESTENSON VACANT
 POKORNEY ENGLER SUMMA

Proposed 2010 Northfield Economic Development Authority Board Meeting Schedule

○ Full Board Meeting

January	February	March	April
<i>m t w t f s s</i> 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	<i>m t w t f s s</i> 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28	<i>m t w t f s s</i> 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	<i>m t w t f s s</i> 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30

May	June	July	August
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September	October	November	December
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City of Northfield | Economic Development Authority 2010 Committee Assignments

	Executive	Infill and Redevelopment	Business Recruitment Marketing	Business Park Development	Business Retention and Expansion	Additional Responsibility
Jody Gunderson, Dir.						Fed/State/Cnty
Janelle Teppen,	President		Lead		Chamber of Commerce, NDDC, City Staff	
Steve Engler	V.P.	Member				BRE
Rhonda Pownell	S/T		Member	Member		CVB
Rick Estenson		Member		Lead		NEC, BRE
Jim Pokorney			Member	Member		CVN
Victor Summa		Lead				NDDC
Vacant						
Support Organization						
NEC						
NDDC						
Chamber of Commerce						

Business Park Master Plan Committee

Consultant Hoisington Koegler Group Inc.	Jeff McMenimen Project Manager	Mark Koegler Principal in Charge	
Steering Committee	Rick Estenson Jim Pokorney Rhonda Pownell Erica Zweifel	Tracy Davis Tim Geary Christopher Sawyer Neil Lutsky	Mike Berthelsen Pete Sandberg Scott Richardson Jay Jasnoch
Technical Committee	Jody Gunderson Brian O'Connell	Dan Olson Katy Gehler-Hess	

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TO: Economic Development Authority Board
 FROM: Jody Gunderson, Economic Development Director
 RE: Discussion of EDA 2010 Work Plan
 ATTACHMENTS: 1. October 28, 2009, EDA Retreat Summary

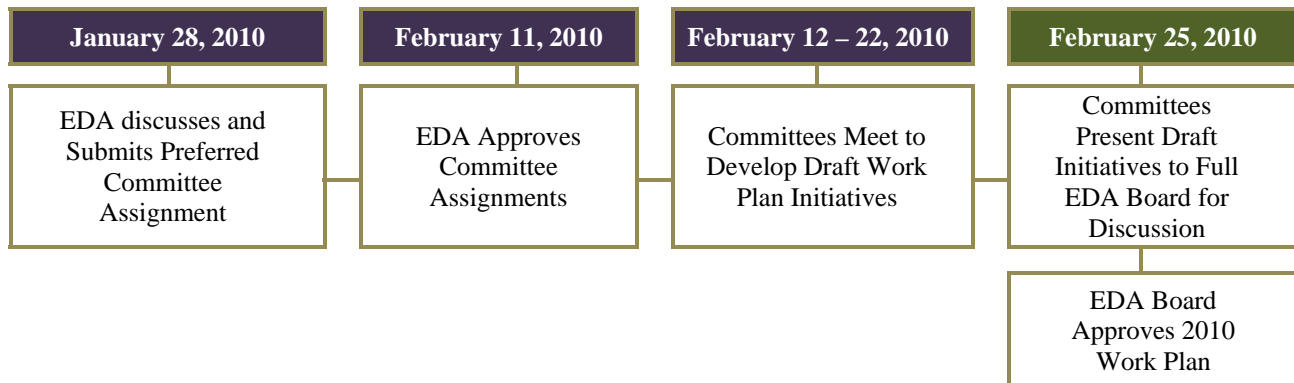
Background

The EDA held its annual strategic planning session on October 28, 2009, at the Northfield Golf Club. The purpose of the meeting was to discuss the economic development initiatives the Board accomplished in 2009, which ones should carry over into the next year, and identify new initiatives the Board would like to undertake in 2010. The following attachment reflects the discussion that took place during the strategic planning retreat.

**THE PROCESS THE EDA BOARD UNDERTOOK
TO DEVELOP ITS 2009 WORK PLAN**

1. EDA Board produces the foundation of the work plan at its annual strategic planning retreat.
2. EDA Board members assigned to committees.
3. Committees’ develop greater detail for each economic development initiative.
4. Board members representing each Committee present their proposed initiatives to the full EDA Board for discussion and amendments.
5. The full EDA Board votes to approve the work plan.

2010 EDA Work Plan Adoption Timeline



Motion: Approving the 2010 EDA Work Plan adoption timeline.

VOTE: ___ TEPPEN ___ POWNELL ___ ESTENSON ___ VACANT
 ___ POKORNEY ___ ENGLER ___ SUMMA

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Meeting Summary

Review 2009 Successes and Opportunities for Improvement

Members of the EDA shared the following successes during 2009 and what enabled the EDA to be successful.

- Collaborating with partner organizations to accomplish 2009 actions. The EDA recognized the need to engage others in their work and followed through on engaging partner organizations in their work.
 - Delegation and follow-thru made this successful.
- Awarding of three micro grants in support of existing businesses.
- Introduction of the Holland, Michigan group and their approach to framework planning for the City.
 - Willingness to learn from others, seeing and hearing evidence of an approach, and the belief that ideas shared are being discussed and followed-up on were reasons that this effort was successful.
- Work on annexation and the business park conceptual plan.
 - Willingness to spend money for professional assistance, the fact that the City Council and EDA were in step with each other, and that a high level of energy and hard work was demonstrated, were identified as key reasons this effort was successful.
- Recruitment of Stratapoint to locate in Northfield and the fact that we brought many community assets to the table to recruit them, not just financial incentive programs.
 - The development of a relationship with the business over time, that recruitment was viewed as a partnership with the business, that non financial community assets were leveraged, and that the public/private sectors (3C Capital) worked on a common goal of recruitment were identified as reasons for success.
- Business Retention and Expansion visits and the fact that the EDA is listening to the needs of local businesses.
 - Connections and relationships were established through face to face contact was a key reason for success.
- Updates to the website, in particular the existing property availability and the EDA toolkit.
 - The participation and skill set of City staff and the approach of utilizing City staff, not consultants, contributed to the success of this effort.
- Use of loan programs by local businesses.

The key points raised around why these successes came about, which should be used in future efforts included:

- Ability to clearly delegate some areas of responsibility
- Willingness to learn from others
- Willingness to spend money for expertise
- Council and EDA in step with each other and seeking a common goal
- High level of energy and hard work
- Development of personal relationships through face to face interactions
- Leveraging Public/Private partnership
- Leveraging community assets, not just financial incentives
- Leveraging skills of City Staff

Members of the EDA shared the following areas for improvement

- Get more in step with and better understand needs of top ten employers.
- Seek to learn more from other communities.
- Seeks ways to be more innovative.
- Understand real economic drivers of area businesses.
- Develop environment where businesses want to come to Northfield; sell the community assets.
- Talk about the tough topics.
- With limited capacity, make sure focus is on key issues where capacity exists to properly address the issue.
- Get in position of taking proactive steps, rather than reacting to situations, especially with respect to needs of local businesses.
- Get clear on how EDA will get things done. In particular, look to delegate responsibility to staff and partners and leverage Economic Development Director position.
- Need carriers of the vision over the long term, that ensures continuity and follow through.
- Need to focus on adopting rather than accepting recommended action to help ensure follow through and accountability.
- Need to be clear on expectations for each action area, including timeframe, deliverables and action plan. This would mean managing more like taskforce assignments rather than standing committees.
- Clarify what City Council expects from EDA on future annexation efforts and potential business park development.

What EDA Will Accomplish (Key Actions) in 2010

The remainder of the retreat time was spent discussing key actions for 2010 around five key EDA focus areas. Key actions were identified, as well as level of investment required. This is not a final or approved list, rather a list of potential actions, pending determination of level of investment EDA wants to make in these efforts during 2010.

- Business Park Development - \$200K investment
 - Develop business park master plan
 - Continue consideration of Annexing Gill/Prazer property
 - Determine ownership of implementation of master plan and prepare for implementation
- Business Recruitment (including marketing and PR) - \$45K investment
 - Continue development of community marketing print materials including newsletter and stories of local businesses
 - Enhance marketing capabilities of City's website
 - Leverage business park master plan business requirement approach for citywide recruitment program
 - Develop community wide marketing video
- Infill & Redevelopment - \$100K investment
 - Fully develop website platform for marketing available sites and properties
 - Identify potential funding mechanisms to advance in-fill and redevelopment
 - Develop policy for EDA role in securing key property for in-fill and redevelopment
 - Using policy, evaluate potential opportunities
 - Stay in touch with in-fill and redevelopment efforts of other organizations
- Programs, Processes and Procedures - \$175K investment
 - Recommend proposed micro grant changes
 - Investigate working capital loan program
 - Identify and pursue resources to enhance EDA toolkit
 - Review bylaws and processes
 - Develop rolling three year EDA income/expense forecast
- Business Retention & Expansion
 - Enhance local business database to track business conditions
 - EDA conducts BR&E visits with top ten employers

The remainder of the discussion was around the level of investment required to accomplish these tasks/initiatives in 2010, and the potential significant depletion of reserves this would cause. The level of revenue to the EDA will cover operating expenses, including \$91,000 for partner organizations, leaving no revenue to support work-plan initiatives. It was felt that a multi-year view on the level of investments in these areas should be reviewed and discussed in order to make an informed decision. It was also agreed that the potential return on investment in each of the above areas should be understood as part of the decision on what initiatives to undertake in 2010. The EDA Executive committee will pull this together. It was also suggested that the EDA discuss with City Council the level of investment and potential depletion of reserves over time, in an effort to understand the Council's expectations.

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TO: Economic Development Authority Board

FROM: Jody Gunderson, Economic Development Director

RE: Proposed meeting schedule and committee structure for 2010

ATTACHMENTS: 1. Resolution 2009-013
2. Resolution 2010-004A
3. Resolution 2010-004B
4. HKGI's Professional Service Agreement

Background

The Economic Development Authority Board members entered into a contract for professional services with Hoisington Koegler Group, Inc. on August 13, 2009, for services related to the master planning of the proposed Business Park(s).

The professional service agreement with HKGI was structured in a manner that allowed the firm to begin work on the property west of the Northfield Hospital and proceed later with the property south of Highway 19, upon written notification from the EDA Board. The EDA Board wanted to ensure that the Planning Commission and City Council acted favorably toward the Prawer/Gill annexation request prior to master planning the properties. On January 7, 2010, the Northfield Planning Commission voted to recommend the City Council approve the Prawer/Gill annexation request. The City Council was scheduled to consider the Prawer/Gill annexation request at their February 9, 2010, City Council meeting. The EDA's packets were distributed prior to City Council consideration, but the Northfield Community Development and Economic Development Directors will be prepared to update the EDA Board at the February 11, 2010, meeting.

The Economic Development Director is requesting that the EDA Board approve amending the Scope of Work in Hoisington Koegler Group, Inc.'s Professional Service Agreement authorizing the firm to proceed with master planning Site B (Prawer/Gill Property). Furthermore, the Director believes that approval should be contingent upon City Council having instructed the City staff to begin discussions with Bridgewater Township to amend the existing annexation agreement. Since the City Council may not provide direct instructions to the City staff at their February 11, 2010, meeting, a second resolution (2010-004B) was drafted to allow the EDA to move forward on this issue with the wording adjusted slightly (refer to highlight).

Motion: Approving resolution 2010-004A or 2010-004B.

VOTE: ___ TEPPEN ___ POWNELL ___ ESTENSON ___ VACANT
 ___ POKORNEY ___ ENGLER ___ SUMMA

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**RESOLUTION #2009-013
ECONOMIC DEVELOPMENT AUTHORITY**

**APPROVING PROFESSIONAL SERVICE AGREEMENT
WITH HOISINGTON KOEGLER GROUP, INCORPORATED**

WHEREAS, twenty-four consulting firms responded to the EDA's request for a proposal for master planning services; and,

WHEREAS, the EDA's Business Park Subcommittee evaluated how each proposal addressed market analysis, visual imagery, infrastructure feasibility/cost analysis, development strategy, and community participation; and,

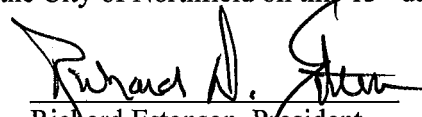
WHEREAS, the EDA's Business Park Subcommittee determined that Hoisington Koegler Group, Inc. (HKGI) was the firm that provided the most compelling master planning proposal; and,

WHEREAS, on July 30, 2009, the EDA Board approved the Business Park Development's recommendation of Hoisington Koegler Group, Inc. as the firm that will provide master planning services for the proposed business park pending the successful negotiation of a Professional Service Agreement and Scope of Service.

NOW, THEREFORE, BE IT RESOLVED that the Economic Development Authority agrees to enter into a Professional Service Agreement with Hoisington Koegler Group, Inc. for master planning services in an amount not to exceed \$250,000.00.

BE IT FURTHER RESOLVED that any modification of the professional service agreement or scope of work shall be approved by the EDA Board.

PASSED by the Economic Development Authority of the City of Northfield on this 13th day of August 2009.


Richard Estenson, President


Rhonda Pownell, Secretary/Treasurer

VOTE:	<u> Y </u>	BENSON	<u> Y </u>	POWELL	<u> Y </u>	ESTENSON	<u> Y </u>	ENGLER
	<u> </u>	POKORNEY	<u> Y </u>	VAN WYLEN	<u> Y </u>	SUMMA		

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**RESOLUTION #2010-004A
ECONOMIC DEVELOPMENT AUTHORITY**

**ECONOMIC DEVELOPMENT AUTHORITY APPROVING
AMENDMENT TO PROFESSIONAL SERVICE AGREEMENT WITH
HOISINGTON KOEGLER GROUP, INCORPORATED**

WHEREAS, the Economic Development Authority Board members entered into a contract for professional services with Hoisington Koegler Group Inc (HKGI) on August 13, 2009, for services related to the master planning of the proposed Business Park(s); and,

WHEREAS, the professional service agreement with HKGI was structured in a manner that allowed the firm to begin work on the property west of the Northfield Hospital and proceed later with the property south of Highway 19 (Prawer/Gill properties), upon written notification from the EDA Board.; and,

WHEREAS, the Planning Commission has reviewed the annexation request for the Prawer/Gill properties and is recommending the City Council proceed with annexing the property; and,

WHEREAS, the Northfield City Council reviewed the Prawer/Gill annexation request and instructed the City staff to begin discussions with Bridgewater Township to amend the existing annexation agreement.

NOW, THEREFORE, BE IT RESOLVED that the Economic Development Authority agrees to amend the scope of services in its professional service agreement with Hoisington Koegler Group, Inc. to include the master planning of the Site B the Prawer/Gill properties.

BE IT FURTHER RESOLVED the work approved by the EDA Board as identified in the scope of services shall not exceed \$250,000.00 and any further amendments to the professional service agreement or scope of work shall require formal approval of the EDA Board.

PASSED by the Economic Development Authority of the City of Northfield on this 11th day of February 2010.

Jenelle Teppen, President

Rhonda Pownell, Secretary/Treasurer

VOTE: ___ TEPPEN ___ POWELL ___ ESTENSON ___ VACANT
 ___ ENGLER ___ POKORNEY ___ SUMMA

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RESOLUTION #2010-004B

ECONOMIC DEVELOPMENT AUTHORITY

**ECONOMIC DEVELOPMENT AUTHORITY APPROVING
AMENDMENT TO PROFESSIONAL SERVICE AGREEMENT WITH
HOISINGTON KOEGLER GROUP, INCORPORATED**

WHEREAS, the Economic Development Authority Board members entered into a contract for professional services with Hoisington Koegler Group Inc (HKGI) on August 13, 2009, for services related to the master planning of the proposed Business Park(s); and,

WHEREAS, the professional service agreement with HKGI was structured in a manner that allowed the firm to begin work on the property west of the Northfield Hospital and proceed later with the property south of Highway 19 (Praver/Gill properties), upon written notification from the EDA Board.; and,

WHEREAS, the Planning Commission has reviewed the annexation request for the Praver/Gill properties and is recommending the City Council proceed with annexing the property; and,

WHEREAS, the Northfield City Council reviewed the Praver/Gill annexation request and has not made a final determination on whether to instruct the City staff to begin discussions with Bridgewater Township to amend the existing annexation agreement.

NOW, THEREFORE, BE IT RESOLVED that the Economic Development Authority agrees to amend the scope of services in its professional service agreement with Hoisington Koegler Group, Inc. to include the master planning of the Site B, the Praver/Gill properties, contingent upon the City Council instructing staff to begin discussions with Bridgewater Township to amend the existing annexation agreement.

BE IT FURTHER RESOLVED the work approved by the EDA Board as identified in the scope of services shall not exceed \$250,000.00 and any further amendments to the professional service agreement or scope of work shall require formal approval of the EDA Board.

PASSED by the Economic Development Authority of the City of Northfield on this 11th day of February 2010.

Jenelle Teppen, President

Rhonda Pownell, Secretary/Treasurer

VOTE: ___ TEPPEN ___ POWNELL ___ ESTENSON ___ VACANT
 ___ ENGLER ___ POKORNEY ___ SUMMA

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PROFESSIONAL SERVICES AGREEMENT

AGREEMENT made this 13th day of August, 2009, by and between the **NORTHFIELD ECONOMIC DEVELOPMENT AUTHORITY** ("EDA"), a public body corporate and politic under the laws of the State of Minnesota and Hoisington Koegler Group, Inc (HKGi) whose business address is 123 Third Street North, Suite 100, Minneapolis, Minnesota 55401 ("Consultant").

IN CONSIDERATION OF THEIR MUTUAL COVENANTS THE PARTIES AGREE AS FOLLOWS:

1. SCOPE OF SERVICES.

The Consultant shall perform the services described in Attachment A

2. COMPENSATION. The total compensation to the Consultant shall not exceed \$215,000, or \$250,000 if tasks associated specifically with Site B are authorized in writing by the EDA. The total compensation shall include all reimbursable expenses

3. RECORDS. Consultant shall maintain complete books and records of time and expense involved in the performance of services under this Agreement and shall make such books and records available for inspection by the EDA upon request

4. ADDITIONAL WORK. Any expansion of the scope of the work which may result in increased compensation due Consultant shall require prior written approval by the EDA or their designee. The EDA will not pay additional compensation for services that do not have prior written authorization with specific estimate by Consultant of type and time and maximum costs, prior to commencement of the work.

5. SUSPENSION OF WORK. If any work performed by Consultant is abandoned or suspended in whole or in part by the EDA, Consultant shall be paid for any services performed prior to receipt of written notice from the EDA of such abandonment or suspension.

6. TERM. This Agreement shall commence when signed by both parties, shall proceed according to the project schedule included in Attachment A, and, unless otherwise agreed by the parties in writing, shall terminate upon completion of the Consultant's services. The EDA may terminate the contract at any time by written notice to the Consultant provided that compensation shall be paid as provided in section 5.

7. SUBCONTRACTORS. Subcontractors to HKGi on this project include Design Workshop, Northland Securities, EcoDeep, MSA Professional Services and ProLogis. Consultant shall not change subcontractors nor enter into any additional subcontracts for services provided under this Agreement without the express written consent of the EDA. The fees and expenses of the subcontractors shall be paid by the Consultant in a timely manner from the total compensation paid to the Consultant hereunder, and the Consultant shall defend, indemnify and hold the EDA harmless on any claims for unpaid fees and expenses, and on any other claims of any kind whatsoever, by

such subcontractors related to this Agreement. The Consultant shall be responsible for the acts and omissions of any subcontractor hereunder and the Consultant's remedies for any losses resulting therefrom shall be against such subcontractor and not against the EDA.

8. NON-DISCRIMINATION. During the performance of this Agreement, Consultant shall not discriminate against any employee or applicants for employment because of race, color, creed, religion, national origin, sex, sexual preference, marital status, status with regard to public assistance, disability, or age. Consultant shall post in places available to employees and applicants for employment, notices setting forth the provision of this non-discrimination clause and stating that all qualified applicants will receive consideration for employment.

9. ASSIGNMENT. Neither party shall assign this Agreement, nor any interest arising herein, without the written consent of the other party.

10. SEVERABILITY. The provisions of this Agreement are severable. If any portion hereof is, for any reason, held by a court of competent jurisdiction to be contrary to law, such decision shall not affect the remaining provisions of this Agreement.

11. ENTIRE AGREEMENT. The entire agreement of the parties is contained herein. This Agreement supersedes all oral agreements and negotiations between the parties relating to the subject matter hereof as well as any previous agreements presently in effect between the parties relating to the subject matter hereof. Any alterations, amendments, deletions, or waivers of the provisions of this Agreement shall be valid only when expressed in writing and duly signed by the parties, unless otherwise provided herein.

12. COMPLIANCE WITH LAWS AND REGULATIONS. In providing services hereunder, Consultant shall abide by all statutes, ordinances, rules and regulations pertaining to the provisions of services to be provided. Any violation shall constitute a material breach of this Agreement and entitle the EDA to immediately terminate this Agreement.

13. WAIVER. Any waiver by either party of a breach of any provisions of this Agreement shall not affect, in any respect, the validity of the remainder of this Agreement.

14. INDEMNIFICATION. The Consultant shall indemnify and hold harmless the EDA its officers, agents, and employees, of and from any and all claims, demands, actions, causes of action, including costs and reasonable attorney's fees, arising out of or by reason of the execution or performance of the work or services provided for herein and against all losses by reason of the failure of Consultant fully to perform, in any respect, all obligations under this Agreement.

15. INDEPENDENT CONTRACTOR. The EDA hereby retains Consultant as an independent contractor upon the terms and conditions set forth in this Agreement. Consultant is not an employee of the EDA and is free to contract with other entities as provided herein. Consultant shall be responsible for selecting the means and methods of performing the work. Consultant shall furnish any and all supplies, equipment, and incidentals necessary for its performance under this

Agreement. The EDA and Consultant agree that Consultant shall not at any time or in any manner represent that Consultant or any of Consultant's agents or employees are in any manner agents or employees of the EDA. Consultant shall be exclusively responsible under this Agreement for Consultant's own FICA payments, workers compensation payments, unemployment compensation payments, withholding amounts, and/or self-employment taxes if any such payments, amounts, or taxes are required to be paid by law or regulation.

16. INSURANCE. The Consultant shall provide a certificate of insurance showing evidence of workers' compensation coverage or provide evidence of qualification as a self-insurer of workers' compensation.

The Consultant shall maintain commercial general liability (CGL) insurance, and if necessary commercial umbrella insurance, with a limit of not less than \$1,000,000 each occurrence. If such CGL insurance contains a general aggregate limit, the general aggregate limit shall be not less than \$2,000,000 and the aggregate limit shall apply on a per-project basis. The CGL insurance shall cover liability arising from premises, operations, independent contractors, products completed operations, personal injury and advertising injury, and contractually-assumed liability. The EDA shall be named as an additional named insured under the CGL.

The Consultant shall maintain automobile liability insurance, and if necessary, umbrella liability insurance with a limit of not less than \$1,000,000 each accident. If such insurance contains a general aggregate limit, the general aggregate limit shall be not less than \$2,000,000. The insurance shall cover liability arising out of any auto, including owned, hired, and non-owned autos.

A certificate of insurance acceptable to the EDA shall be filed with the EDA prior to the commencement of the work. The certificate and the required insurance policies shall contain a provision that the coverage afforded under the contract will not be canceled or allowed to expire until at least 30 days prior written notice has been given to the EDA."

17. INTEREST BY CITY OFFICIALS. No elected official, officer, or employee of the EDA shall during his or her tenure or employment and for one year thereafter, have any interest, direct or indirect, in this Agreement or the proceeds thereof.

18. COVENANT AGAINST CONTINGENT FEES. Consultant warrants that it has not employed any person to solicit or secure this Agreement for a commission, percentage, brokerage, or contingent fee.

19. COVENANT AGAINST VENDOR INTEREST. Consultant warrants that it is not employed by any vendor of equipment or service provider that could result in a commission, percentage, brokerage, or contingent fee as a result of Consultant's association with the EDA.

20. WORK PRODUCT. All materials such as reports, exhibits, models, graphics, computer files, maps, charts, and supporting documentation produced under work authorized by this

Agreement shall become the property of the EDA upon completion of the work. The EDA may use the information for its purposes. Such use by the EDA shall not relieve any liability on the part of Consultant.

21. MINNESOTA GOVERNMENT DATA PRACTICES ACT. Consultant must comply with the Minnesota Government Data Practices Act, Minnesota Statutes Chapter 13, as it applies to (1) all data provided by the City pursuant to this Agreement, and (2) all data, created, collected, received, stored, used, maintained, or disseminated by the Consultant pursuant to this Agreement. Consultant is subject to all the provisions of the Minnesota Government Data Practices Act, including but not limited to the civil remedies of Minnesota Statutes Section 13.08, as if it were a government entity. In the event Consultant receives a request to release data, Consultant must immediately notify EDA. EDA will give Consultant instructions concerning the release of the data to the requesting party before the data is released. Consultant agrees to defend, indemnify, and hold EDA, its officials, officers, agents, employees, and volunteers harmless from any claims resulting from Consultant's officers', agents', partners', employees', volunteers', assignees' or subcontractors' unlawful disclosure and/or use of protected data. The terms of this paragraph shall survive the cancellation or termination of this Agreement.

22. CONTROLLING LAW. This Agreement shall be governed by and construed in accordance with the laws of the State of Minnesota.

NORTHFIELD ECONOMIC DEVELOPMENT AUTHORITY

By: Richard D. Eiten
Title: President EDA
Date: 8/13/09

By: Maonda Powell
Title: Secretary/Treasurer EDA
Date: 8-13-09

HOISINGTON KOEGLER GROUP INC.

By: R. White
Title: PRESIDENT
Date: 8/13/09

ATTACHMENT "A"

NORTHFIELD 3RD BUSINESS AND INDUSTRIAL PARK MASTER PLAN WORK PROGRAM/FEE

WORK PROGRAM

INTRODUCTION

The work program for the 3rd Business and Industrial Park master planning has been structured to include services for Site A (north) and if appropriate, Site B (south). Due to the general nature and universal application of some information collected and analyzed in the early tasks of the work program, some research and work products will also be applicable to Site B should the City Council and EDA elect to move forward with the second business park site.

TASK 1: PRE-DESIGN

The HKGI team will meet with City officials, property owners, business and industry stakeholders and citizens at large to discuss the project and gather initial comments on the sites and determine goals and expectations for the project. The project team will identify risks, opportunities and constraints and critical success factors that the EDA wants to achieve through this planning effort. As part of this process, the project team along with selected stakeholders and members of the community, will tour the sites and surrounding areas to identify key issues, concerns and opportunities. For efficiency, the pre-design information will address sites A and B. For the most part, all of the information required for Site A will be applicable to Site B as well.

PROJECT KICKOFF AND GOAL SETTING

- Conduct Project Kickoff meeting with the Technical/Steering Committee to establish and confirm project goals, process, procedures, communication strategy, schedule and budget, roles and responsibilities.
- Conduct research and study precedent models for sustainable industrial/business park development. Work with the Technical/Steering Committee to establish project priorities and benchmarks for best practices in sustainable development.
- Establish a project website on the City's website to provide progress on the master planning effort and provide notice on upcoming public participation opportunities.

PROJECT AREA INVENTORY

- Evaluate prior plans and studies related to the project areas.
- Assemble base maps depicting streets, land uses, wetlands, development patterns, property information, utilities, and open space systems utilizing available GIS, aerial photography and topographic survey information.
- Conduct site tours and assemble photo inventory.
- Investigate existing infrastructure/utilities serving each site.

- Assemble and analyze existing traffic data and transportation plans for the project areas and regional vicinity.
- Utilize existing data and to identify ecologically sensitive site conditions such as, but not limited to wetlands, steep slopes, significant vegetation, drainage patterns, wildlife habitat and views.
- Prepare opportunities and constraints summary drawing from information gathered by the team that identifies development parcels, site assets, areas for protection, buffering or open space.

TASK 1 MEETINGS:

- Meetings with staff (1)
- Kick off meeting – Technical/Steering Committee (1)

TASK 1 DELIVERABLES:

- Written summary of Kick off meeting
- Written summary of precedent research
- Project website
- Base mapping (digital format)
- Photo Inventory (digital format)
- Site analysis graphic

TASK 2: MARKET ANALYSIS

The nature of the market research is regional and community specific, therefore the product of task 2 will apply to both Site A and Site B.

BUSINESS SEGMENT ANALYSIS

The HKGi team will determine the market demand for particular sub-groups of the targeted industries and classifications identified in the 2006 Comprehensive Economic Development Plan of the City of Northfield for the two business park sites. The major industry sectors identified in that report are logistics, specialty manufacturing, environmental technologies, healthcare/medical, professional/technical services, and information technology. Our analysis will confirm that these sectors are still relevant and suggest others if appropriate. This information will be based upon a general analysis of the demographics of the community, competitive strengths and weaknesses of Northfield and discussions with professionals in related industries. We will tap into our contacts – and the contacts of our project team – in the region and professionals outside the region with expert knowledge of the business types being considered for these project locations. Based upon an analysis of the competitive position of Northfield for particular market sub-segments, we will identify the specific target industries and businesses for the two business park locations and describe the strengths and weaknesses of each site in terms of attracting tenants.

COMPETITIVE PROJECT ANALYSIS

Once the strongest market sub-segments for the two business park locations have been identified, the HKGi team will analyze the competitive market for business park/industrial space for these business segments in the Northfield market and nearby portions of the Twin Cities metropolitan region. For each competitive project identified, we will consider factors such as:

- Lease rates

- Value of property with and without infrastructure
- Vacancy rates
- Key tenants
- Financial support from local and state government agencies
- Lease provisions (tenant finish allowances, term, etc.)
- Key amenities (retail, mixed-use components, open space, etc.)
- Location and access to key transportation facilities
- Size and age of project

From this analysis we will provide a summary for each competitive project that describes the competitive advantages of the site and notes the relevance to Northfield's sites.

COMPARABLE PROJECT ANALYSIS

We will complete an analysis of comparable business park projects from similar communities around the nation in order to provide "best practices" that can be applied to the Northfield sites. Comparable business park projects and best practices will be identified through research and from the working knowledge of both Design Workshop and ProLogis. This analysis will present information concerning the metrics for the comparable projects related to each of the factors referenced above.

DEMAND AND ABSORPTION ANALYSIS

Using the information gathered in the competitive and comparative analyses, we will work to develop the master plans for one or both sites to determine the optimal configurations for business/industrial parks in those locations. We will develop a projection of the demand for office and industrial space over the next five - ten years, and factoring in the competitive projects in the region, estimate a rate of absorption (sq. ft.) over that period. This will be measured against the comparable projects to understand whether this market is more or less aggressive than other related areas. We will strengthen our projections by consulting with local industrial and office brokers concerning market conditions and the preferences of tenants for various space and amenities in the local region.

INDUSTRY ROUND TABLE

With an understanding of the competitive market for business and industrial parks in the region, and a selection of model projects from outside the region as comparables, we will host a working session with up to six local (Twin Cities Metro) business leaders in the business areas we have targeted. The participants in this round-table-style meeting could include business executives responsible for leasing and operating space, developers of business and industrial parks and analysts/researchers who track this market area. The objective of the round table will be to gain insights and opinions on what would make a successful business/industrial park at each of the two sites proposed by Northfield's EDA. The focus will be on factors that can be controlled in the master plan, but all ideas will be recorded. Given the variable state of the economy at the present time, it is very difficult for any analysts to predict when stable growth patterns will return. It will be very informative to interview the participants of the round table to learn what their projections are for their own companies and their markets. This information will be used to calibrate the conclusions and recommendations of the market analysis.

EDA MEETING

We will meet with the Technical/Steering Committee and EDA in a joint session to review the findings of the market analysis and discuss implications to the master planning effort.

PROPERTY OWNER/STAKEHOLDER MEETING

We will conduct a meeting with property owners and stakeholders to review the results of the market analysis and discuss implications to the master planning effort. Given the potential of incorporating Site B into the planning process at a later date, property owners and stakeholders will include those with interests in the southern parcel as well.

TASK 2 MEETINGS:

- Technical/Steering Committee meeting (1)
- Property owner/stakeholder meeting (1)
- EDA-Technical/Steering Committee meeting (1)
- Meetings with staff (1)
- Staff video or voice conference calls (2)

TASK 2 DELIVERABLES:

- Written market analysis report
- Written summary of Technical/Steering Committee meeting
- Written summary of EDA-Technical/Steering Committee meeting
- Written summary of property owner/stakeholder meeting
- Written summary of industry round table meeting

TASK 3: STRATEGIC VISIONING CHARRETTE

The HKGi team will organize and conduct a two-day strategic visioning charrette involving city staff to be held in Northfield. The charrette will have opportunities for direct input and public involvement. The charrette workshop will accelerate the planning process by creating an interactive environment with major participants working together without the normal interruptions that delay communications. It also will provide an opportunity to achieve consensus on the worthiest approaches to the project. For efficiency, the charrette will address both Sites A and B since the nature of the information developed is conceptual in nature. No additional planning will be done pertaining to Site B until such time as it is officially added to the scope of the project.

Charrette attendees will be briefed on the results of the pre-design findings including project goals and objectives, challenges and opportunities concerning the environment, transportation, land use and infrastructure. We will also review the results of the market analysis and discuss implications to development.

Drawing from diverse skill sets and knowledge useful to the master planning process, the HKGi team will lead the charrette participants through a creative process that will lead to the development of two (2) sketch plans for Sites A and B that will illustrate the following:

- Development parcels
- Land use
- Site access and egress
- Circulation – vehicular, transit, pedestrian and bicycle
- Building and parking configurations

- Preservation of significant site features
- Open space concepts
- Gateway concepts
- Landscape concepts
- Sustainable design concepts

TECHNICAL/STEERING COMMITTEE REVIEW

The HKGi team will meet with the Technical/Steering Committee to report on the summary of the strategic visioning charrette, present the sketch plans for Site A and determine a process for moving forward with concept alternatives.

TASK 3 MEETINGS:

- Charrette – staff participation (1)
- Meetings with staff (1)
- Technical/Steering Committee meeting (1)

TASK 3 DELIVERABLES:

- Sketch plans for Sites A and B
- Written summary of Technical/Steering Committee meeting

TASK 4A: CONCEPT ALTERNATIVES – SITE A

The HKGi team will prepare concept alternatives for Site A that builds on ideas generated during the charrette. The purpose of developing concept alternatives is to provide a better understanding of Site A and to allow stakeholders the opportunity to provide direction based on alternative approaches for development. Our approach to developing concept alternatives will be to creatively explore the range of potential solutions to development, including innovative technologies and best practices for sustainable development.

PREPARE CONCEPT ALTERNATIVES

The HKGi team will prepare two (2) concept alternative plans for Site A. Each alternative will illustrate and identify development patterns, infrastructure improvements, open space areas, gateway, circulation and landscape concepts, building, service and parking configurations, and stormwater strategies. Each concept will support the overall project goals and objectives but will explore alternative ways to organize the site and its systems, distribute development program, emphasize sustainable development strategies, and capitalize on existing land use, open space and infrastructure opportunities.

We will prepare the following graphics and documents for each of the concept plan alternatives:

- Illustrative site plans
- Development parcel plans
- Circulation, service and parking diagrams (vehicular, transit, pedestrian and bicycle)
- Parks and open space diagrams
- Street and trail sections
- Three-dimensional massing studies
- Preliminary stormwater diagrams
- Development summary (summarizes development sites, site improvements, roadways, trails and

open spaces)

PRELIMINARY FEASIBILITY STUDY

A preliminary development proforma will be prepared for each concept alternative. Preliminary construction costs will be provided by the HKGi team and the costs/benefits of each concept alternative will be examined. The findings of this study will be communicated to the Technical/Steering Committee for review and direction.

TECHNICAL/STEERING COMMITTEE REVIEW

The concept alternatives for Site A will be presented and reviewed with the Technical/Steering Committee. The HKGi team will lead the discussion and solicit comments on concepts and review the preliminary financial analysis of each alternative.

TASK 4A MEETINGS:

- Technical/Steering Committee meeting (1)
- Meetings with staff (1)

TASK 4A DELIVERABLES:

- Concept alternatives for Site A
- Written summary of Technical/Steering Committee meeting
- Written technical memorandum/preliminary pro-forma information

TASK 4B: CONCEPT ALTERNATIVES – SITE B

(Note: Task 4B will not be initiated without the authorization of the Northfield EDA)

Based on the outcome of the charrette, the HKGi team will prepare concept alternatives for Site B.

PREPARE CONCEPT ALTERNATIVES

The HKGi team will prepare two (2) concept alternative plans for Site B in the manner described in Task 4A.

PRELIMINARY FEASIBILITY STUDY

A preliminary development proforma will be prepared for Site B in the manner described in Task 4A.

TECHNICAL/STEERING COMMITTEE REVIEW

The concept alternatives for Site B will be presented and reviewed with the Technical/Steering Committee. The HKGi team will lead the discussion and solicit comments on concepts and review the preliminary financial analysis of each alternative. The project team will discuss preparations for the upcoming Planning Commission/City Council Work session(s) and Public Open House with the Technical/Steering Committee.

TASK 4B MEETINGS:

- Technical/Steering Committee meeting (1)
- Meetings with staff (1)

TASK 4B DELIVERABLES:

- Concept alternatives for Site B
- Written summary of Technical/Steering Committee meeting

TASK 5: CONCEPT ALTERNATIVES REVIEW

Task 5 will involve the review of the concept alternatives prepared in Tasks 4A and 4B (if authorized). The review will involve the following:

JOINT EDA-TECHNICAL/STEERING COMMITTEE MEETING

The concept alternatives will be presented and reviewed with the EDA-Technical/Steering Committee. The HKGi team will lead the discussion and solicit comments on concepts and review the preliminary financial analysis of each alternative.

CITY COUNCIL AND PLANNING COMMISSION WORKSESSIONS

The concept alternatives will be presented and reviewed with the City Council and Planning Commission. At each of the respective meetings, the HKGi team will lead the discussion and solicit comments on concepts and review the preliminary financial analysis of each alternative.

PROPERTY OWNER/STAKEHOLDER MEETING

The HKGi Team will present concept alternatives to property owners/stakeholders to receive comments.

PUBLIC OPEN HOUSE

The HKGi Team will conduct a Public Open House to gather public input on the concept alternatives. The open house presentation will include descriptions and findings of the site analysis, market analysis, and concept alternatives. The presentation will include PowerPoint, graphic boards and maps to provide a visual representation of options for the project site(s). The purpose of the open house is to seek public comment and suggestions on concepts, concerns and issues to inform the master planning effort and provide direction on a preferred concept. We will use a variety of methods to obtain attendees comments on and preferences for site development including but not limited to visual preference techniques, comment and suggestion forms.

PROJECT WEBSITE SURVEY FORM

The HKGi team will work with the City to post the concept alternatives on-line to obtain additional feedback from those unable to attend the public open house.

TASK 5 MEETINGS:

- EDA-Technical/Steering Committee meeting (1)
- City Council meeting (1)
- Planning Commission meeting (1)
- Property owner/stakeholder meeting (1)
- Public open house (1)

TASK 5 DELIVERABLES:

- Written summaries of all meetings listed above
- Web survey format and tabulated results

TASK 6: MASTER PLAN AND DEVELOPMENT STANDARDS

(Note: Task 6 will either include Site A or Sites A and B depending on direction from the Northfield City Council and EDA)

APPROACH

Upon completion of the review of the concept alternatives by the EDA-Technical/Steering Committee, Planning Commission, City Council, property owner/stakeholders and citizens at large, and considering input received during from the market analysis and industry round table, the HKGi team will prepare a preferred master plan and development standards for each site. The master plan(s) and development standards will be complete with illustrations and narrative to fully communicate all planning and design concepts. Our process includes a collaborative approach that requires the participation of the Technical/Steering Committee to provide input on project planning, design, phasing and implementation strategies.

The master plan(s) and development standards will address the City's expectations of:

- High quality development
- Protection and enhancement of environmental resources
- Reflects the distinctive character of Northfield
- Energy efficient and sustainable development, utilizing LEED standards as a benchmark for success
- Low impact development
- Promote multi-modal transportation alternatives
- Marketplace feasibility

TECHNICAL/STEERING COMMITTEE MEETING

We will begin the master plan and development standards tasks by meeting with the Technical/Steering Committee to review the results of the public open house, on-line survey, and comments received by the Planning Commission and City Council on the concept alternatives. The goal of this meeting will be to establish a direction for the master plan and development standards based on public input and the goals of the Technical/Steering Committee. We will also discuss process and timeline issues related to the preparation of the master plan and development standards.

PREPARE DRAFT MASTER PLAN AND DEVELOPMENT STANDARDS

The HKGi team will prepare a draft master plan and development standards for the business/industrial park site(s). The master plan and development standards will address the following:

- Development parcel layout with dimensions
- Street layout and cross sections with dimensions and right of way needs
- Gateway and concepts
- Pedestrian and bicycle sidewalks and trails
- Parking and building configurations
- Grading, drainage and stormwater management concepts
- Utility layout
- Landscape and streetscape concepts
- Building materials and massing guidelines
- Site landscape guidelines
- Lighting and signage standards
- Service, parking and truck access standards

PREPARATION OF FEASIBILITY STUDY/COST ANALYSIS

Concurrently with the preparation of the master plan and development standards, the HKGi team will prepare

a feasibility analysis for the proposed master plan(s). We will examine the costs and benefits associated with the proposed development including but not limited to:

- Development costs including buildings, parking and service areas, lighting and signage, grading and drainage, planting
- Infrastructure costs (on and off-site costs) including roads, utilities, fees
- Public improvement costs including open space, trails, landscaping
- Potential development yields

The HKGi team will present and review the feasibility analysis with the Technical/Steering Committee concurrently with the master plan and development standard reviews.

TASK 6 MEETINGS:

- Meetings with staff (2)
- Meeting with staff and property owners/stakeholders (1)
- Technical/Steering Committee meetings (2)

TASK 6 DELIVERABLES:

- Master plan(s) graphics
- Written and illustrated development standards
- Written feasibility/cost analysis report
- Written summaries of Technical/Steering Committee meetings

TASK 7: IMPLEMENTATION STRATEGIES

(Note: Task 7 will either include Site A or Sites A and B depending on direction from the Northfield City Council and EDA)

PUBLIC FINANCE

The purpose of this task is to provide information and strategic guidance on the use of public finance tools to implement the Master Plan. Specific work to be performed in this task includes:

- Review existing City programs and policies. The purpose of this review is to understand how existing policies influence the use of various public finance tools. Existing finance programs, such as tax increment financing districts, may provide resources for implementation.
- Review planned investments. The previous tasks identified infrastructure investments required for the development of the business and industrial park area. A clear understanding of these investments is needed to connect them with the tools available to Minnesota cities. The cost and timing estimates will be used for the analysis of finance options.
- Build the "tool box". We will create an inventory of public finance tools available to undertake public investment to implement the Master Plan. Our investigations will look beyond the traditional tools and explore grant programs, tax credits, and new bonding options from the American Recovery and Reinvestment Act. This inventory is intended to serve as a reference for future planning and decision making. Information to be included in the tool box includes:

- Statute
 - Activities that can be funded
 - Revenues accessed through this tool
 - Ability to borrow
 - Key limitations
 - Availability of State credit enhancement
 - Impacts on tax-exempt status of bonds
 - Process requirements
- Analyze the financial implications. This task must be more than an inventory of tools. Analysis and investigation is needed to better understand the potential financial implications on finance options. This task will be used to create and analyze finance strategies for alternative public investment plans. An important focus of this task will be the public and private costs associated with the options.
 - Prepare finance strategies. The information created in this task leads to finance strategies for implementation of the Master Plan. The strategies will focus on the following questions:
 - Which tools are best suited to particular investments?*
 - What specific steps should be taken to coordinate finance with overall implementation?*
 - How could the Plan be enhanced with legislative change?*

PHASING STRATEGY

The purpose of this task is to provide the City with a feasible plan to phase development at the industrial/business park(s). The Hoisington Koegler Group team will draw from the expertise of its team members to prepare a phasing strategy for developing the industrial/business park(s) to achieve financial success in the marketplace. The phasing strategy will address the costs associated with development and providing infrastructure to the site(s) to service them for the anticipated development. It will also take into consideration the anticipated absorption expectations of various components of the proposed development.

MARKETING STRATEGY

The Northfield 3rd Business and Industrial Park marketing strategy and marketing framework plan will include real estate trends and characteristics affecting development of the Northfield project. Types of businesses and industries being sought for the Northfield site will be identified and specific types of businesses and industries will be evaluated, confirmed and documented. Key state and local agencies and organizations that should be engaged in joint marketing will be identified. Recommendations shall also be made to inform various representatives, including site location consultants, commercial/industrial brokers and developers about Northfield, and how to engage them in its future development. A dynamic and ongoing marketing program for Northfield will need to include a comprehensive branding and marketing strategy to maximize market awareness and interest in the park's development opportunities. Various print and electronic media materials will be initially profiled and introduced in the marketing strategy/framework plan.

EDA-TECHNICAL/STEERING COMMITTEE REVIEW

Upon completion of the refined master plan, development standards and the draft implementation strategies report, the HKGi team will present and review the information with the EDA-Technical/Steering Committee in a joint meeting for comment and direction moving forward.

CITY COUNCIL AND PLANNING COMMISSION WORKSESSION

The draft master plan, development standards and implementation strategies will be presented and reviewed with the City Council and Planning Commission in a joint meeting. The HKGi team will lead the discussion and solicit comments on work completed to date. We will also discuss the purpose and goals of the upcoming public open house.

PROPERTY OWNER/STAKEHOLDER MEETINGS

The HKGi Team will present draft implementation strategies to property owners/stakeholders to receive comments.

PUBLIC OPEN HOUSE

The HKGi Team will conduct a Public Open House to gather public input on the draft master plan, development standards and implementation strategies. The open house presentation will include a brief description of the process, a summary of the first open house and an update on the master plan, development standards and implementation strategies. The presentation will include PowerPoint, graphic boards and maps to provide a visual representation of options for the project site(s). The purpose of the open house is to seek public comment and suggestions on the master plan and development standards.

PROJECT WEBSITE SURVEY FORM

The Hoisington Koegler team will work with the City to post the master plan, development standards and implementation strategies on-line to obtain additional feedback from those unable to attend the public open house.

TASK 7 MEETINGS:

- Meetings with staff (2)
- EDA-Technical/Steering Committee meeting (1)
- City Council-Planning Commission meeting (1)
- Property owner/stakeholders meeting (1)
- Public open house (1)

TASK 7 DELIVERABLES:

- Written memorandum summarizing the "Tool box" of public financial implementation techniques
- Written financial strategies
- Written phasing strategy
- Written marketing strategy
- Web survey tabulations
- Written summaries of all meetings

TASK 8: FINAL REVIEW AND APPROVALS

(Note: Task 8 will either include Site A or Sites A and B depending on direction from the Northfield City Council and EDA)

FINALIZE MASTER PLAN REPORT

Upon approval by the Technical/Steering Committee of all major aspects of the master plan, development standards and implementation strategies, the HKGi team will prepare the final master plan documents. The final master plan report will be drafted and supplemented with narrative in a report style plan. The report will include project inventory graphics, market analysis, concept alternatives, master plan recommendations and plans, development standards, financial analysis and implementation strategies. Also included in the report will be summary documentation of public input received during the planning process.

SEEK APPROVALS

The final plan and recommendations will be presented by the HKGi team to the Technical/Steering Committee and the Economic Development Authority. The HKGi team will also present the plan to the City Council and Planning Commission. Upon approval, the following will be delivered:

- Final Master Plan Report – digital and hard copies (1 each)
- Final Development Standards document - digital and hard copies (1 each)

TASK 8 MEETINGS:

- Meetings with staff (1)
- Technical/Steering Committee meeting (1)
- EDA meeting (1)
- Planning Commission meeting (1)
- City Council meeting (1)

TASK 8 DELIVERABLES:

- Final Master Plan report
- Final Development Standards report

(Note: During the course of the project, the City will assume responsibility for duplication of all packet materials for meetings with the EDA, Technical/Steering Committee, Planning Commission, City Council and Property Owners/Stakeholders. The printing of draft and final reports will also be the responsibility of the City of Northfield.)

FEE

Fees associated with the above Work Program are as follows:

TASK	DESCRIPTION	FEE (RANGE)
1	Pre-Design	\$35,000
2	Market Analysis	\$40,000
3	Strategic Visioning Charrette	\$25,000
4A, 4B and 5	Concept Alternatives/Review	\$30,000 - \$45,000

6	Master Plan and Development Standards	\$60,000 - \$75,000
7	Implementation Strategies	\$25,000 - \$30,000
8	Final Review and Approval	\$15,000
TOTAL FEES		\$215,000 - \$250,000

The lower end of the fee range represents tasks associated with Site A only while the upper end of the fee range represents tasks associated with both Sites A and B. Reimbursable expenses are included in the shown above. Work on Site B will not be initiated without the written authorization of the Northfield EDA.

TO: Economic Development Authority Board
FROM: Jody Gunderson, Economic Development Director
RE: Discussion of EDA Board Vacancy
ATTACHMENTS: 1. Sample EDA Newspaper Ad

Background

Marty Benson announced his resignation to the Economic Development Authority Board effective on January 27, 2010. The EDA has adopted a protocol for reviewing applicants for EDA Board vacancies and providing a recommendation to the Mayor. The Mayor is under no statutory obligation to approve or consider any recommendation made by the Economic Development Authority.

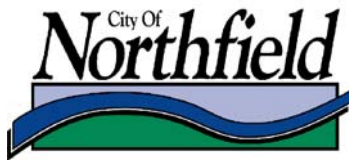
EDA Protocol, Approved March 8, 2007

EDA Board Vacancy: In case of a resignation the following steps should be followed to ensure a candidate is appointed within 60 days of the resignation:

- a) The EDA will immediately place an advertisement in the newspaper seeking interested candidates.
- b) The Executive Committee, serving as the nomination committee will draft and review with the EDA a set of qualification criteria to evaluate potential candidates.
- c) The Executive Committee, serving as the nomination committee will review the applications and recommend to the EDA, two candidates to be forwarded to the Mayor for consideration.
- d) Within 45 days of the resignation, the EDA will forward the names of the two recommended candidates to the Mayor, with an explanation as to why these candidates are being recommended.

The EDA recently reviewed and interviewed applicants for the position vacated by Dave Van Wylen. The Director of Economic Development expects that those applicants that previously submitted their applications for the seat vacated by Dave Van Wylen will be asked if they are still interested in serving on the EDA Board. Those applicants that are still interested will be added to any new applicants when submitting a formal recommendation to the EDA Board for consideration.

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Announcing a Vacancy on the Economic Development Authority

Applications are being sought to fill a vacant seat on the Economic Development Authority (EDA) ending December 31, 2016. The purpose of the EDA is to improve the economic condition of Northfield through appropriate commercial and industrial development, thus creating a higher tax base and additional job opportunities.

Applications will be accepted until 4:30 p.m. on Friday, _____, at the Administration Office at Northfield City Hall, 801 Washington St. Additional information and applications may be obtained in the Administration Office, at the Northfield Public Library, by calling Jennifer Nash at 507-645-3022, via e-mail at Jennifer.Nash@ci.northfield.mn.us or on-line at www.ci.northfield.mn.us.