

AGENDA
ECONOMIC DEVELOPMENT AUTHORITY
REGULAR MEETING
CITY OF WYOMING, MINNESOTA
JANUARY 8, 2024
5:30 PM

CALL TO ORDER:

CALL OF ROLL:

DETERMINATION OF A QUORUM:

PLEDGE OF ALLEGIANCE:

OPEN FORUM:

"An opportunity for members of the public to address the City Council on items on/or not on the current agenda. Items requiring Council action maybe deferred to staff or Boards and Commissions for research and future Council Agendas if appropriate. You will be limited to three (3) minutes and we ask that you conduct yourself in a professional, courteous manner, and refrain from the use of profanity. Failure to abide by this policy may result in the loss of your privilege to speak".

APPROVAL OF MINUTES:

1. To consider approving the minutes of the "Regular Meeting" of the Wyoming, Minnesota City EDA for December 11, 2022

CONSENT AGENDA:

Items under the "Consent Agenda" will be adopted with one motion; however, council members may request individual items to be pulled from the consent agenda for discussion and action if they choose.

OLD BUSINESS:

2. To continue reviewing and discussing the Wyoming Downtown Plan

NEW BUSINESS:

3. Vote and assign EDA positions for 20224
4. EDA Meeting Dates for 2024
5. To consider a donation to the Initiative Foundation for 2024
6. EDAM Conference Request

COMMUNICATIONS:

7. Pertinent EDA Documents
8. Chisago County Collaborative Initiative Event January 24th, 2024
9. Grant Writing 101 Training February 15th, 2024

ADJOURN

**UNAPPROVED MINUTES
ECONOMIC DEVELOPMENT AUTHORITY
REGULAR MEETING
CITY OF WYOMING, MINNESOTA
DECEMBER 11, 2023
5:30 PM**

CALL TO ORDER:

CALL OF ROLL:

On a Call of the Roll the following members of the Wyoming EDA were present:

EDA Members: Mayor Iverson, Council Member Schilling, Andrew Buccanero, Alex Bulmer and Eric Nault

Also Present: Robb Linwood - City Administrator, and Nancy Hoffman – Chisago County HRA/EDA Michael Lamb and Emily Herold, MSA.

ABSENT:

DETERMINATION OF A QUORUM:

PLEDGE OF ALLEGIANCE:

OPEN FORUM:

“An opportunity for members of the public to address the EDA on items not on the current Agenda. Items requiring EDA action maybe deferred to staff for research and future EDA Agendas if appropriate.”

1. Consider approving the minutes of the “Regular Meeting” of the Wyoming, Minnesota City EDA for October 10, 2023

A MOTION WAS MADE BY EDA MEMBER SCHILLING SECONDED BY EDA MEMBER BUCCANEROTO APPROVE THE “REGULAR MEETING” MINUTES OF THE WYOMING, MINNESOTA ECONOMIC DEVELOPMENT AUTHORITY FOR OCTOBER 10, 2023

Voting Aye: Iverson, Schilling, Nault, Bulmer and Buccanero

Voting Nay:

Abstain:

SCHEDULED BID LETTINGS: NONE.

SCHEDULED PUBLIC HEARINGS: NONE

CONSENT AGENDA:

Items under the “Consent Agenda” will be adopted with one motion; however, council members may request individual items to be pulled from the consent agenda for discussion and action if they choose.

ACKNOWLEDGE RECEIPT OF REPORTS OF OFFICERS, BOARDS, COMMISSIONS AND DEPARTMENT HEADS:

COMMUNICATIONS:

NONE

OLD BUSINESS:

2. Wyoming Downtown Master Plan – MSA

Michael Lamb and Emily Herold were present to review the latest draft of the Downtown Master Plan:

They reviewed the following within a presentation to the EDA:

- Timeline and next steps
- Review ideas/character areas/land use
 - A – Connect the dots
 - B – Frame the Main
 - C – Gateway Green
 - D - Park at the Heart
 - E – In Town Living
 - F – Follow Felton
 - G - Two are better than one
 - H – Why not a village in WY
 - I – Treat the Street
 -
- Downtown Framework
 - 1 – Potential Residential development
 - 2 – Potential commercial/mixed-use development
 - 3 - Mixed use/central gathering/events space
 - 4 – Pedestrian enhancements
 - 5 – Felton pedestrian improvements
 - 6 – Central parking organization/consolidation
 - 7 – Public parks/open space
 - 8 – Commercial expansion per the Comp Plan
- Downtown Core Plan
 - 1- Illustrative Plan
 - 2 – Central Parking
 - 3 – New Buildings
 - 4 – Public Realm
 - 5 - Streetscape
- Review Draft Plan & Schedule

The EDA had conversations about the current plan and saw the work to date as well done and were pleased with the areas identified. They looked forward to the final draft at the next meeting to review more the Recommendations and Action Items for the plan.

NEW BUSINESS:

UPDATES

3. Wyoming EDA Updates

City Administrator Linwood gave updates on the business of the month and updates about DEED grants for Sunrise Fiberglass and Rosenbauer America. Mr. Linwood also shared that he learned today that the city was not selected for their apartment building through MHFA.

Nancy Hoffman of the Chisago County/HRA EDA discussed the Manufacturing Day Event on October

11, 2023 at Splitrocks in Wyoming. There were eight businesses present for the event and we had five different school districts participate. Luke Grieiner from DEED spoke to the students and the event was very successful.

City Administrator Linwood explained that they attended the Minnesota Commercial Real Estate Event in October and it was a great opportunity to discuss with developers, realtors and construction personnel about opportunities in Wyoming.

The County will be holding a Grant Clinic with the initiative foundation on February 15th.

ADJOURN

**A MOTION WAS MADE BY MEMBER IVERSON TO ADJOURN THE DECEMBER 11, 2023
“REGULAR MEETING” OF THE WYOMING, MINNESOTA ECONOMIC DEVELOPMENT AUTHORITY
MEETING AT 6:18P.M.**

Voting Aye: Iverson, Buccanero, Nault, Bulmer and Schilling

Voting Nay:

Abstain:



City of Wyoming, Minnesota **DOWNTOWN MASTER PLAN**



Adoption Ordinance

TABLE OF CONTENTS

Chapter 1: Introduction 1

Plan Purpose
About Wyoming
Existing Planning Documents

Chapter 2: Community Engagement 6

Community Input Survey
SWOT Analysis
Community Input Events

Chapter 3: Review & Analysis 9

Development Pattern	Surface Parking	Streetscape
Figure Ground	Pedestrian Infrastructure	Market Analysis
Building Uses	Vacant & Underutilized Lots	
Streets & Movement	Character Areas	

Chapter 4: Recommendations 23

Master Plan Strategies	2.0 Centralized Parking	Education & Advocacy
Framework of Recommendations	3.0 Sidewalks & Pedestrian Facilities	Potential Funding Sources
Proposed Land Uses	4.0 Potential Redevelopment	Grant Programs
Downtown Vision	General Recommendations	Implementation Action Plan
1.0 Public Realm & Streetscape	Roles & Responsibilities	

Appendix A: Survey Results

ACKNOWLEDGEMENTS

City Council

Lisa Iverson, *Mayor*
Linda Nanko Yeager, *Council Member*
Claire Luger, *Council Member*
Brett Ohnstad, *Council Member*
Dennis Schilling, *Council Member*

Economic Development Authority

Lisa Iverson, *President*
Andrew Buccanero, *President Pro Term*
Dennis Schilling, *Vice President*
Alex Bulmer, *Treasurer*
Eric Nault, *Assistant Treasurer*
Robb Linwood, *Executive Director*

Prepared by:

This document was prepared by MSA Professional Services, Inc. with assistance from City Staff, the Economic Development Authority, and the citizens of Wyoming, Minnesota.

Project No.: 16906002



1: INTRODUCTION

PLAN PURPOSE

The purpose of this Downtown Master Plan is to strengthen and reaffirm downtown Wyoming as the heart of the community through a variety of actionable steps. The improvements outlined in this Plan will encourage gathering, exploration, and engagement within downtown Wyoming, welcoming visitors and long-term residents alike. These improvements aim to enhance Wyoming's existing unique features, including its historical grid structure, small-town character, and diverse business presence.

Ultimately, this document is a "living guide" to continually assist the City of Wyoming and other partner entities as they move forward with development and improvements within downtown Wyoming. The Plan represents the City's best efforts to address current issues and anticipate future needs as they relate to the downtown area. However, it can and should be amended from time to time as new conditions and challenges arise.

Within this document you will find:

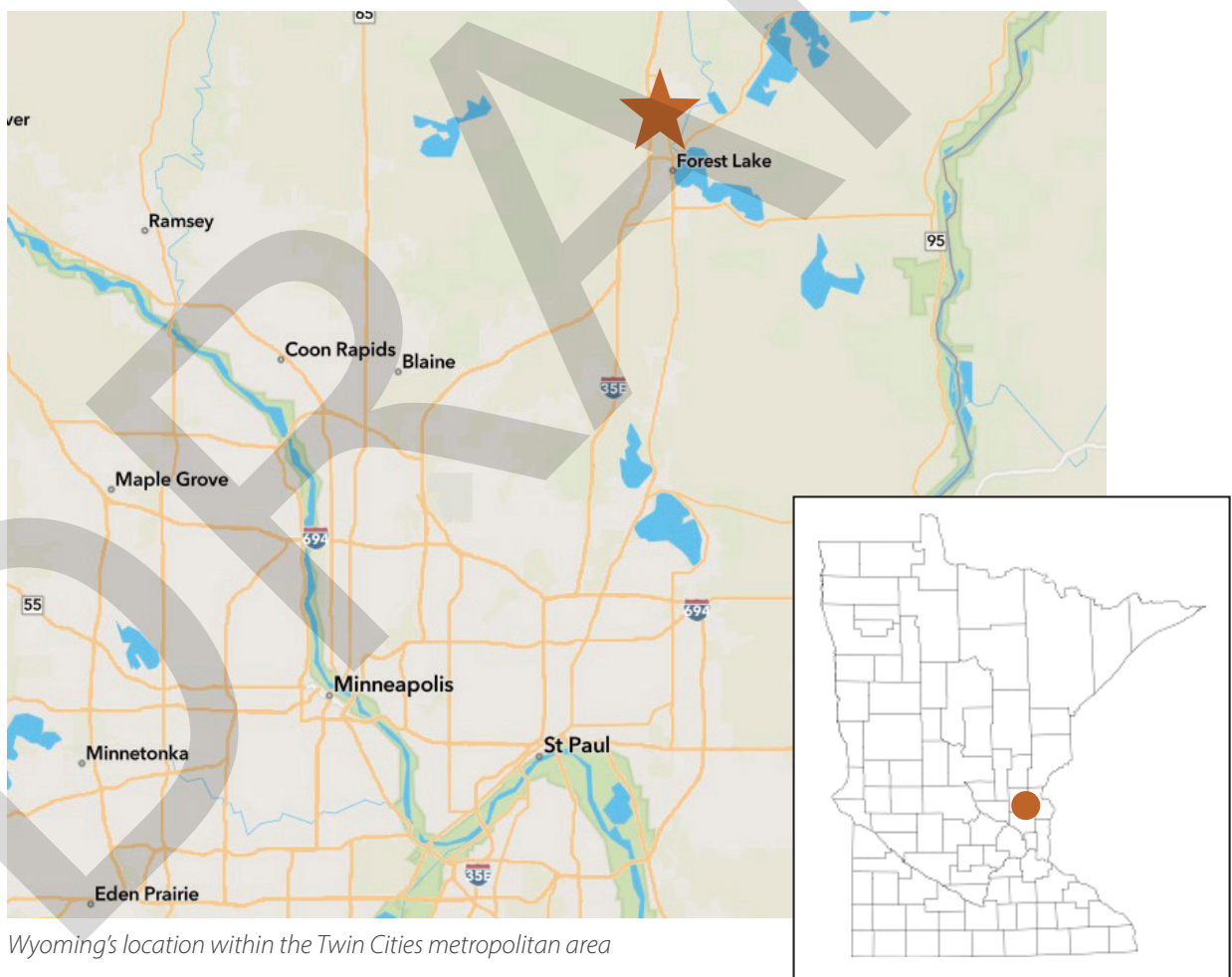
- Collaboration with the community and stakeholders;
- A unified vision and goals for revitalizing downtown Wyoming;
- Economic trends and growth potential;
- Actionable strategies for enhancing Wyoming's human-scale built environment;
- Recommended policies to support retail growth, attract more amenities, reinvest in properties, create walkable livable spaces, and implementation of collaborative ideas and public/private partnerships;
- A strategy that identifies projects, champions, and potential funding sources.



ABOUT WYOMING

Located on the edge of the Minneapolis-St. Paul (Twin Cities) metropolitan area, the City of Wyoming, Minnesota is a growing community with small town appeal and adjacency to numerous conveniences. In 2020, the population was approximately 8,032 (U.S. Census); the community has almost tripled in size since 2000, where its population was 3,048. Wyoming is located in Chisago County and is within easy driving distance of the Twin Cities and Duluth. It is located along the South Branch of the Sunrise River.

Originally organized in 1858 as Wyoming Township and platted in 1869, Wyoming's growth has been closely linked to transportation. It was the first stop on the stagecoach route from Rice Street (in St. Paul) to Duluth, then later a stop along the St. Paul and Duluth Railroad. In the 1960s, the I-35 freeway was built next to the community, prompting Wyoming's population to explode from roughly 1,000 in 1960 to over 8,000 in 2020. Today, it hosts many large industrial, manufacturing, and healthcare businesses such as Polaris Industries, Rosenbauer Motors, Hallberg Marine, and M Health Fairview Lakes Medical Center. Its quaint downtown has a few historic buildings, which are primarily occupied by service businesses, and immediate access to both I-35 and the Sunrise Prairie Regional Trail (a 24-mile paved trail through Chisago and Washington Counties).



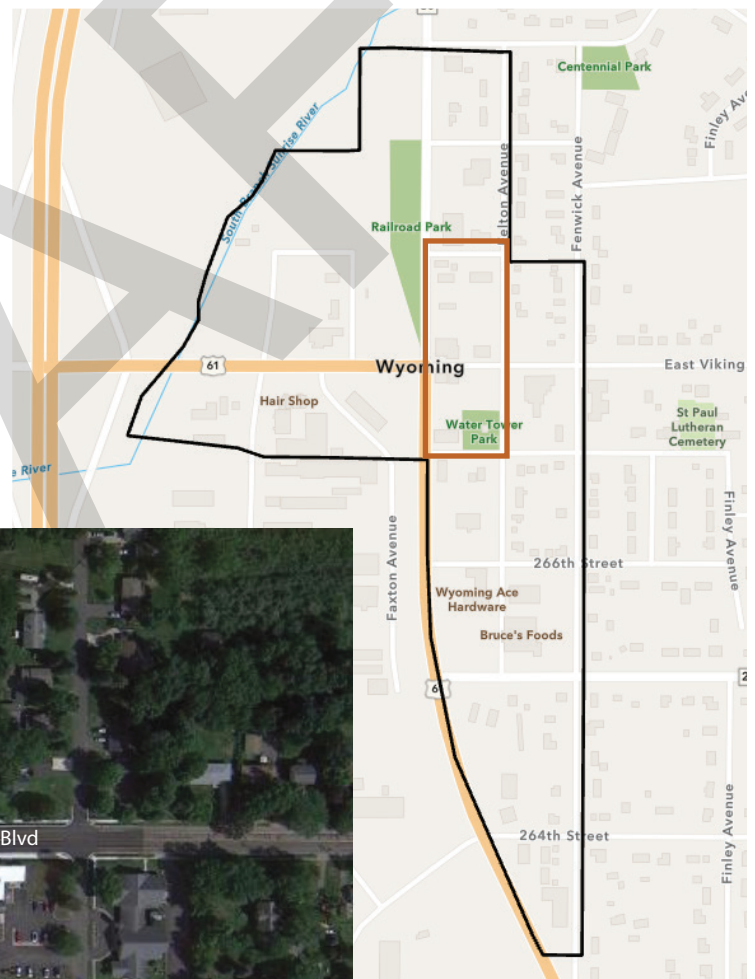
Wyoming's location within the Twin Cities metropolitan area

PROJECT AREA

Wyoming's downtown central business area is located in the heart of the community and has historically been the economic hub of the City. Today, the downtown is at a turning point as Wyoming continues to face growth pressure from the neighboring Twin Cities metro; it must delicately balance adequately serving residents' day-to-day needs, supporting major industrial activities, and appealing to outsiders as a welcoming destination. The City has undergone previous efforts for continuous investment in the downtown, including major renovations of Railroad Park.

This Plan approaches "Downtown Wyoming" from two scales:

- The "Downtown Study Area" is framed by I-35 to the west, 270th St to the north, Fenwick Ave to the east, and Forest Blvd to the south (illustrated by the black outline on the right). It roughly reflects the "Downtown Core" boundary shown in Wyoming's Comprehensive Plan. This boundary was primarily used in the analysis maps in Chapter 3 to develop context for the activities and opportunities present in the Commercial Core.
- The "Commercial Core," which refers to the block directly north and south of E Viking Blvd and east of Forest Blvd, is the primary focus of the recommendations in this Plan. This area was identified as the true heart of Wyoming through community engagement activities, discussions with the EDA, and onsite observation of uses and streetscapes. However, broader recommendations for the study area can be found on page 34.



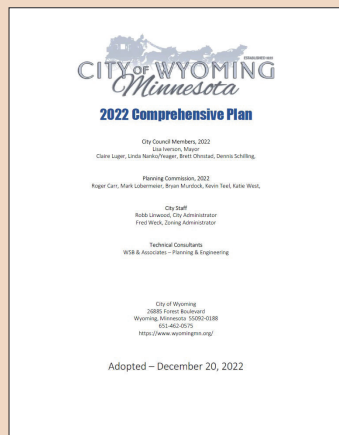
Downtown Study Area boundary



Commercial Core boundary

EXISTING PLANNING DOCUMENTS

There have been many planning efforts over the last decade that address the downtown area in some way. This section analyzes the critical information in each plan and its relevance to the Wyoming Downtown Master Plan drafting process.



Comprehensive Plan (2022)

- Land Use chapter: Identifies downtown Wyoming as the “Downtown Core”, a “more densely developed area with retail and service businesses, City Hall, County library and high-density residential neighborhoods.” It emphasizes the importance of high-quality site landscaping, building façade materials, and signage in future developments.
- Housing chapter: Encourages the addition of attached and multi-family housing in “transitional space between commercial single-family areas, and at high-amenity locations near streams, parks, and greenways.” As a centralized location with the majority of the City’s amenities and resources, downtown Wyoming could be a prime area for higher-density housing that caters to a variety of homeowners.
- Economic Development chapter: Identifies “Enhanc[ing] a Sense of Destination, Identity, and Community” as a top priority through strategic economic development and urban design/mobility improvements throughout the community.

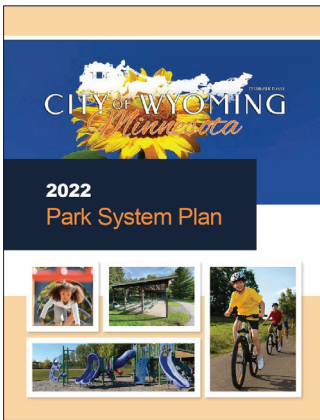


City of Wyoming Economic Development Strategic Plan 2017

- Vision statement for Wyoming: Regionally Located Business Friendly and Family Orientated Community.” This vision statement includes an objective to foster “family oriented amenities, a vibrant identity & centralized gathering places,” which can all be positioned, promoted, and maintained in downtown Wyoming.

One of the Plan’s strategic goals, “Enhance Sense of Destination, Identity, and Community,” contains the following suggestions that will inform this Downtown Master Plan:

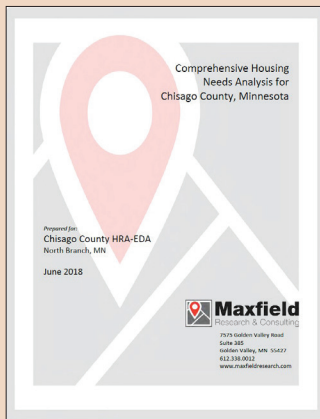
- One or more centralized gathering places can create a sense of community identity and create a sense of destination to draw together the community. Goodview Park and downtown retail should be seen as centralized destinations.
- Wyoming’s identity reflects the residents and should support a brand, which can then be used as a powerful tool for recruiting development and residents. This effort could include expanding the community’s recreational and community event schedule with concerts, art festivals, block parties, etc.
- The intersection of E Viking Blvd and Forest Blvd should be explored for centralized retail development.



City of Wyoming Parks, Open Space and Trail System Plan 2022

Recommendations for mobility improvements that can be incorporated throughout downtown:

- Add more bike parking for cyclists utilizing the Sunrise Prairie Regional Trail.
- Install comprehensive wayfinding signage that call out parks, trails, and other points of interest.
- Improve pedestrian crossings at major and/or high-pedestrian traffic intersections, including Forest Blvd & 273rd St and E Viking Blvd & Fenwick Ave.
- Establish pedestrian routes to connect downtown to adjacent neighborhoods and commercial areas.



Chisago County Housing Study, Maxfield 2018

The City of Wyoming is forecast to make the largest proportional growth in population, increasing approximately 27% by 2030; it also has the highest median income of all the submarkets studied (\$77,414). The Housing Study identified the following recommendations for the Wyoming submarket (comprising of Wyoming and Stacy):

- 800 for-sale units are needed to meet anticipated demand, including 641 single-family homes and 160 multi-family homes.
- There is a shortage of rental housing options, as nearly half in the Wyoming submarket are located in single-family homes, and there is roughly a 2.3% vacancy rate for rental housing. 160 rental units are needed to meet demand, including 90 market rate units and 70 affordable/subsidized units.
- The majority of senior housing demand falls within the “active adult product” category: senior cooperative, adult rental, affordable rental, independent living, and memory care.

These recommendations are important to keep in mind when planning for the future of downtown Wyoming, as new development can and should incorporate higher-density housing that accommodates residents with a variety of incomes, physical needs, and spatial requirements. For example, downtown Wyoming could incorporate vertical and horizontal mixed-use development to spur residential and economic growth simultaneously.

2: COMMUNITY ENGAGEMENT

PROJECT TIMELINE

1 Investigate (May '23 – July)

- Existing plan document review.
- Existing conditions analysis through mapping.
- Community input survey and pop-up event at Touch-a-Truck.



2 Envision (July – September)

- Ideas and opportunities identification.
- Recommendation framework development.
- Pop-up event at Stagecoach Day.



3 Revise (September – December)

- Draft Downtown Master Plan document.
- Recommendation development and revision.
- Document revisions based on EDA feedback.



4 Adopt (January '24 – February)

- Finalize Downtown Master Plan document.
- Final EDA review/recommendation.
- City Council action.

INTRODUCTION

The ideas, policies and actions of this Downtown Master Plan support the community's vision for the future of downtown Wyoming and address any barriers to realizing this vision. This Plan was developed between May and December 2023, which encapsulated six meetings with the Economic Development Authority (EDA), two community input workshops, ten stakeholder interviews, and numerous conversations with City staff.

This input informed the underlying themes and framework of the Plan by identifying specific priorities and concerns that are most important to Wyoming's citizens, business owners, and leaders. This foundation ensures that the Plan is not just a hollow document, but a guide for future decisions in Wyoming that align with the community's ideals.

COMMUNITY INPUT SURVEY

A short survey was created to gauge residents' perceptions, habits, and ideas regarding downtown Wyoming. The following is a summary of key findings from the 61 responses collected. For all survey results, see Appendix A.

- Highest-priority design elements:
 - Public gathering areas (e.g. bandshell, pavilion, outdoor seating areas).
 - Cohesive and attractive architecture.
 - Elements that define downtown Wyoming's boundaries and/or character.
- Redevelopment should emphasize retail/commercial and eating/drinking establishments.
- Rankings from Strongly Agree to Strongly Disagree:
 - Residents generally feel safe walking or cycling downtown.
 - Residents feel neutral about spending time downtown; many feel that they do not have a go-to place to meet with family and friends.
 - Residents feel neutral about downtown Wyoming having a "strong sense of place."

SWOT ANALYSIS

Various SWOT (Strengths, Weaknesses, Opportunities, and Threats) activities were conducted at the beginning of the planning process, inviting members of the EDA, City staff, and public to identify downtown Wyoming's issues and opportunities. The results from the exercise are found below.

Strengths

Characteristics that give downtown Wyoming an advantage over others.

- Strong sense of belonging – people move to Wyoming and stay
- Close to Twin Cities but maintains independent/ small-town feel
- Many notable large companies in/around community
- Recently upsized 61 corridor sewer line & water tower
- Sunrise Prairie Regional Trail and the thru traffic that it generates
- Railroad Park improvements

Weaknesses

Characteristics that place downtown Wyoming at a disadvantage relative to others.

- Old, run-down, and/or incohesive buildings
- Lack of identifiable streetscape
- Lack of eateries, shops, lodging, and housing
- Lack of gathering spaces and reasons to visit/ stay downtown
- Pedestrian/cyclist safety on major roadways
- Traffic movement within downtown, especially during rush hour
- Parking/walkability from outside downtown
- Not enough sidewalks

Opportunities

Elements that Wyoming could build upon to advance the downtown area.

- Collaboration with Planning Commission to development architectural standards
- Add EV chargers to trail parking lot/ downtown area
- Multi-family housing development within downtown (along Forest Blvd)
- Lots of land for sale & willing sellers
- Collaboration with local landowners, businesses, and non-profit organizations
- Capitalize on industrial character & promote new assets
- Forest/Viking intersection could use further safety improvements
- Implementation of creative traffic calming measures
- Bringing pedestrian infrastructure into ADA compliance

Threats

Elements in the environment or community that have/ could hinder revitalization.

- City development review and permitting process
- Competition with surrounding communities
- Can current infrastructure handle growth?

COMMUNITY INPUT EVENTS



Touch-a-Truck Pop-Up Event

On June 3rd 2023, towards the beginning of the planning process, members of the project team hosted a booth at Wyoming's annual Touch-a-Truck event, speaking with community residents and visitors about their priorities and concerns about downtown Wyoming. Visioning activities were set up to allow participants to vote on their favorite example images in a variety of categories, as well as jot answers to broad question prompts. The following themes emerged through these discussions and activities:

- *Many consider the "Cornerstone area" (directly adjacent to the E Viking Blvd & Forest Blvd intersection) to be the "heart" of downtown Wyoming.*
- *Wyoming's small-town character should be preserved.*
- *Downtown Wyoming should gain a new park, more restaurants and seating patios, and a splash pad.*
- *Funding should be allocated towards a park gathering space and a playground complex like the one in Hugo, MN.*
- *Minimize large open parking lots within downtown.*



Stagecoach Day Pop-Up Event

On September 16th 2023, the project team attended Stagecoach Day to display three concept boards for public comment. The concepts were divided into broad categories/programmatic elements: Connect and Gather focused on community gathering spaces/destinations, Walk and Play focused on activity-centered gathering spaces and pedestrian improvements, and Live and Work focused on multi-family residential and commercial opportunity expansion. Each booth patron was given the chance to fill out a comment card that indicated their preferred option.

Public comments on these concepts were overwhelmingly positive, with many residents expressing excitement towards new gathering spaces and community amenities. Of the three options, Connect & Gather was the most popular (with many respondents directly acknowledging the Farmer's Market), then Walk & Play second, then Live & Work third. This aligns with input received from other engagement methods throughout the project (survey, stakeholder interviews, other in-person events); the most prevalent community priority for downtown Wyoming is additional gathering spaces and/or engaging destinations for residents and visitors.

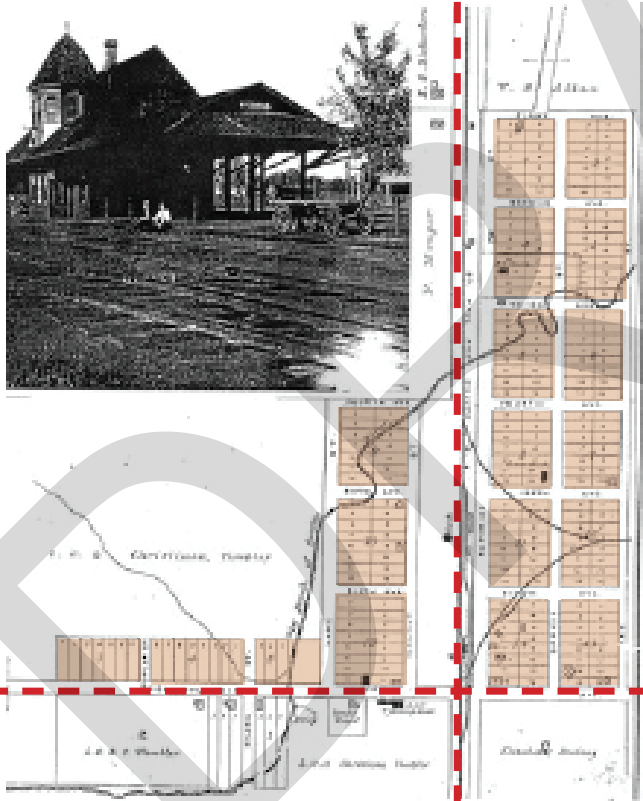
3: REVIEW & ANALYSIS

INTRODUCTION

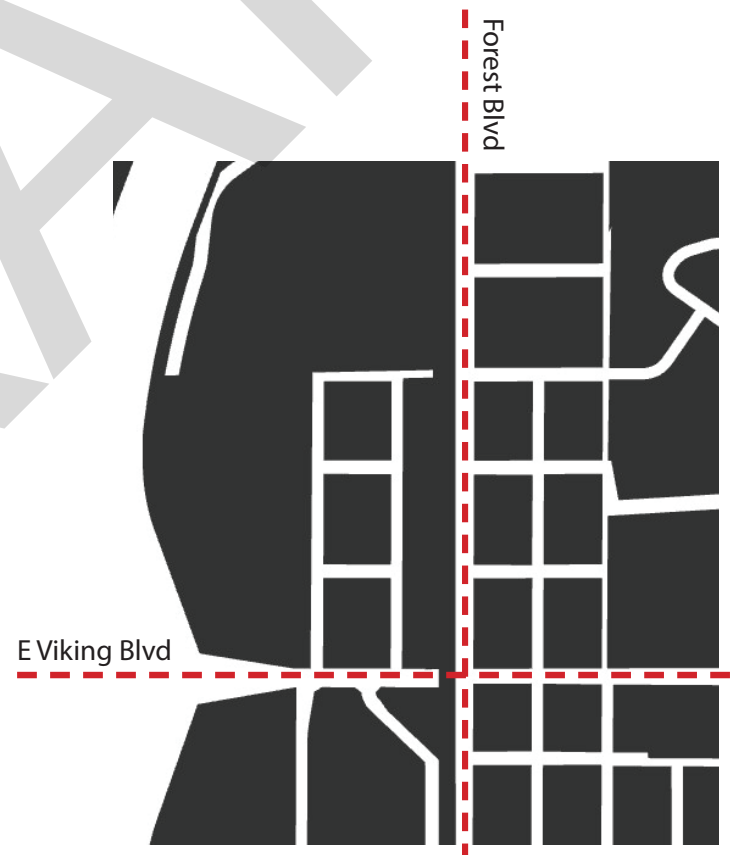
In addition to community engagement, the project team also conducted an extensive analysis of downtown Wyoming's existing conditions, GIS data, and relationships between various systems and elements within the City. This analysis revealed many ideas and opportunities that ultimately developed into the final recommendations. This chapter summarizes the key takeaways that emerged.

DEVELOPMENT PATTERN

Platted in 1869 to coincide with the extension of the St. Paul and Duluth Railroad, Wyoming initially developed within a traditional grid pattern that straddled the railroad tracks (depicted by the vertical dotted line on the 1888 Town Plat map). While the City of Wyoming has grown considerably over the last 150 years, primarily through more organically-shaped developments, its downtown grid pattern is still evident in current street placement and building density.



1888 Town Plat



Current Block Pattern

FIGURE GROUND

Figure ground diagrams depict the relationship between built and unbuilt spaces, marked by black solid masses (figures) and white voids (ground) respectively. This map reveals the following information about downtown Wyoming:

- Strong separation of industrial/storage uses (bottom left corner) and residential uses, divided by north-south Forest Blvd.
- Downtown commercial area is not immediately identifiable through building shape or density; no clear sense of commercial corridor.
- Grid pattern is lost due to undeveloped space.
- Industrial/storage buildings take up a considerable amount of space near downtown, but may not have a proportionally high number of employees.



BUILDING USES

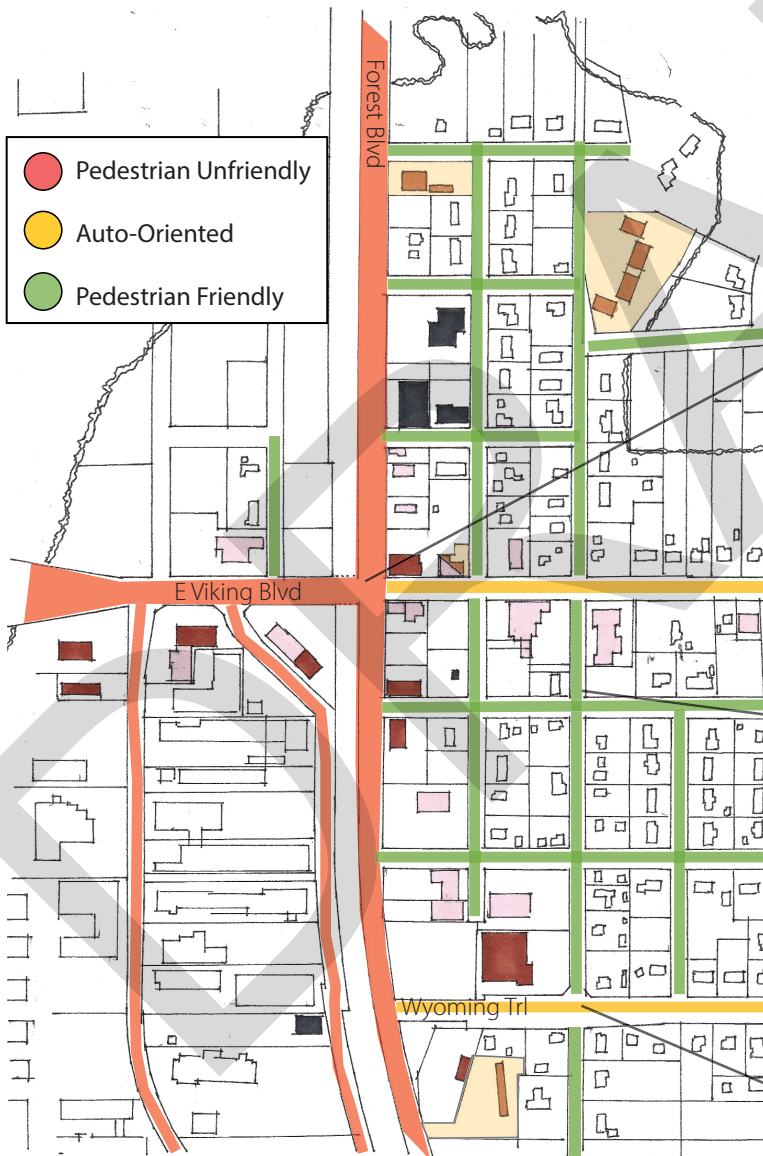
Downtown Wyoming primarily contains retail/restaurants, service offices, and public/government buildings. There is also a large strip of recreational space – Sunrise Prairie Regional Trail – running north-south through the middle of the commercial area. While Wyoming contains multi-family buildings, many of them are located outside of the central commercial area.



STREETS & MOVEMENT

Downtown Wyoming is primarily comprised of minor arterial roads (Forest Blvd, E Viking Blvd, and Wyoming Trl) and local roads. Minor arterial roads interconnect rural centers and provide access to major highways, bringing higher traveling speeds, higher usage, and more traffic. As a result, these roadways can be threatening to navigate as a pedestrian or cyclist.

- In Wyoming, Forest and E Viking Boulevards bring in plenty of transient traffic and visibility for downtown businesses, especially during rush hour, but also create a hostile environment for pedestrians to cross or walk along. In particular, the Forest/Viking intersection feels exposed, loud, and unpredictable.
- While still auto-oriented, Wyoming Trl and the eastern portion of E Viking Blvd are a bit more hospitable for pedestrians due to less traffic and more sidewalk coverage.
- The local roads are generally pedestrian-friendly due to slow-moving cars and little to no traffic build-up. While some of these roads do not have sidewalks, there is plenty of room for cars to pass pedestrians walking on the shoulder.



Forest/Viking intersection, looking north



Fenwick Ave, looking south



Wyoming Trl/Fenwick intersection, looking southeast

SURFACE PARKING

A considerable amount of downtown Wyoming's land is dedicated to large surface parking for specific businesses or uses. This presents numerous opportunities for infill development throughout the commercial core, as well as consolidating the lots into shared parking as downtown land usage continues to change or intensify.



Cornerstone Pub and Prime parking lot



Bruce's Foods parking lot

PEDESTRIAN INFRASTRUCTURE

The map below indicates that there is generally good sidewalk coverage along major roadways such as E Viking Blvd and Wyoming Trl. However, despite Sunrise Prairie Regional Trail running alongside Forest Blvd, there is a lack of sidewalk coverage on the opposite side of the road to connect the downtown commercial core to other commercial areas to the south.

There are also disconnected fragments of sidewalk that lead to one business, such as the sidewalk from the Forest/Wyoming Trl intersection to Bruce's Foods. To increase pedestrian safety and accessibility throughout the community, sidewalk coverage should be expanded and more marked crossings should be added at prominent intersections.



VACANT & UNDERUTILIZED LOTS

In total, there are approximately 4.7 acres of vacant or underutilized lots in downtown Wyoming. These lots present excellent opportunities for infill development, from the addition of new multi-family housing and single-family homes to community gathering spaces.



Gas tank storage, adjacent to Railroad Park

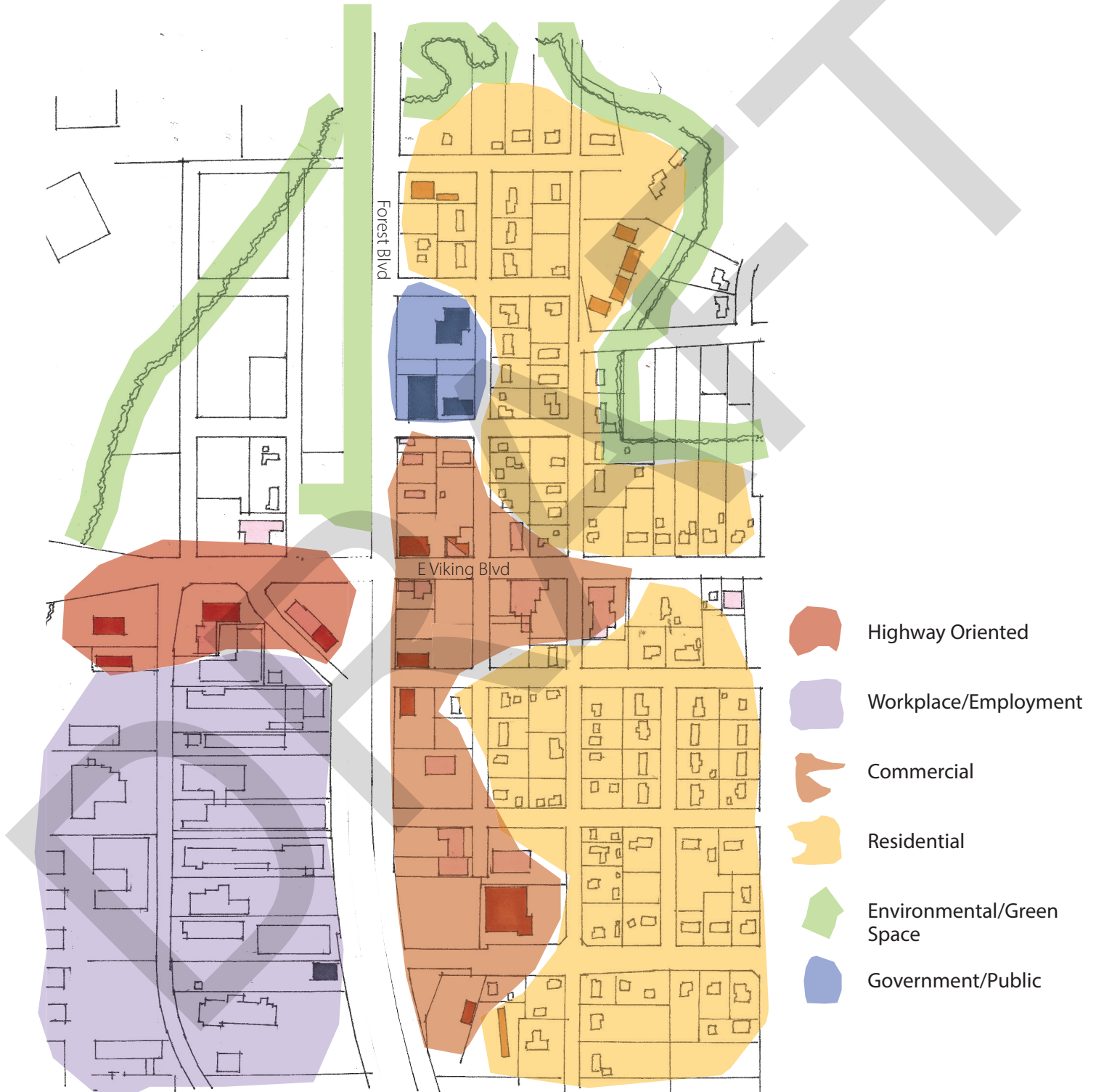


Empty lot at Felton/E Viking intersection, currently used for Stagecoach Days



CHARACTER AREAS

The downtown study area contains several character areas with distinct uses, streetscape design, and building appearance. This identification of character areas helps organize and personalize recommendations for specific areas within downtown Wyoming, which can be found in Chapter 4. A description of each character area is provided in the following pages.



Highway Oriented Commercial

These businesses are directly visible and accessible from the I-35 exit into Wyoming. They primarily cater to interstate traffic with drive-thru restaurants, gas stations, and car maintenance stores.



Workplace/Employment

These larger buildings primarily host industrial, manufacturing, and storage uses. Because of the intensity of car and large truck traffic, this area is considerably more auto-oriented than the rest of downtown Wyoming.



Downtown Core Commercial

This area encapsulates the central commercial area – located around the Forest/E Viking intersection – and the stretch of auto-oriented commercial uses along Forest Blvd.



Residential

Nestled just outside of the central commercial area, these areas contain single-family detached homes on small lots. Some portions are connected by sidewalks.



Environmental/Green Space

This area contains the Sunrise River, Railroad Park, and the access point to the Sunrise Prairie Regional Trail. It is the greenest part of downtown Wyoming.



Government/Public

This collection of buildings directly north of the central commercial area contains Wyoming's City Hall, Giese Memorial Library, and post office.

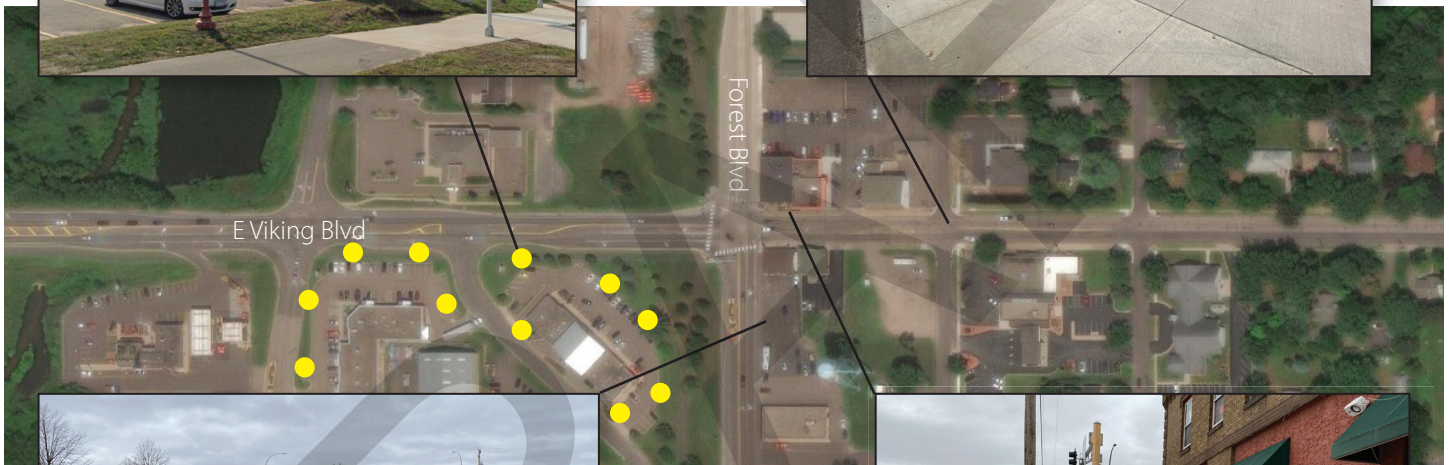


STREETSCAPE

Ornate pedestrian-scale lighting placed throughout the highway-oriented commercial area. These light poles are not used in the downtown commercial core, but would help generate design continuity between the two areas.



Unmarked pedestrian crossing at the E Viking/Felton intersection. The lack of crosswalks decreases pedestrian visibility for oncoming traffic and may encourage jaywalking; this also creates a visual disconnect between the downtown core and surrounding residential areas.



Lack of curb/separation between Wyoming Drug parking lot and Forest Blvd. Pedestrians are required to walk on the road shoulder to reach the downtown core, leaving them vulnerable to fast-moving traffic turning into the parking lot. The addition of an elevated sidewalk and curb cuts would help control cars accessing the lot and increase pedestrian visibility/safety.



Underutilized sidewalk at E Viking/Forest intersection. While this sidewalk is wide enough to accommodate foot traffic in multiple directions, it feels empty and exposed to loud roadway noise. Landscaping/street trees, benches, wayfinding signage, public art, and other urban design elements could help activate the space and establish the prominence of this intersection in downtown Wyoming.

MARKET ANALYSIS

Commercial Market

The commercial context is important to consider as a part of the downtown redevelopment process because economic activity supports the vitality of the community and helps attract customers and employees to downtown. Wyoming contains multiple different types of commercial character areas within its downtown, as identified on page 17-18, each serving a different purpose. The strip mall and stand-alone chain restaurants just west of downtown primarily serve transient customers from I-35, whereas the businesses east of the Forest/E Viking intersection and south along Forest provide locally-based amenities and daily necessities.

Figure 1 below shows the largest employers in Wyoming. Most of these businesses are located just outside of the downtown study area, in the light industrial area southeast of the Forest/E Viking intersection or further south on Forest. These employers make up a significant percentage of employment opportunities in Wyoming, attracting employees that specialize in healthcare, manufacturing, and public service.

Business Name	Category	Number of Employees
Fairview Lakes Medical Center	Health Services	1000+
Polaris Industries Inc	Manufacturing	1000+
Rosenbauer America	Manufacturing	515
Wyoming Elementary School	Education	140

Figure 1: Wyoming's largest employers. Source: ESRI Business Analyst.

Figure 2 (right) shows the inflow/outflow of labor in downtown Wyoming. The dark green arrow represents workers that live outside of Wyoming and come into the community for work, the mid green arrow represents those that live and work in Wyoming, and the light green arrow represents those that live in Wyoming and work elsewhere.

A large portion of Wyoming's daily workforce comes from other communities, indicating that many employees have not moved to Wyoming for their work and that many Wyoming residents have looked elsewhere for their employment. Because of this stratification, it is important to consider opportunities for downtown Wyoming to engage both daytime non-residents and residents that come home in the evenings.

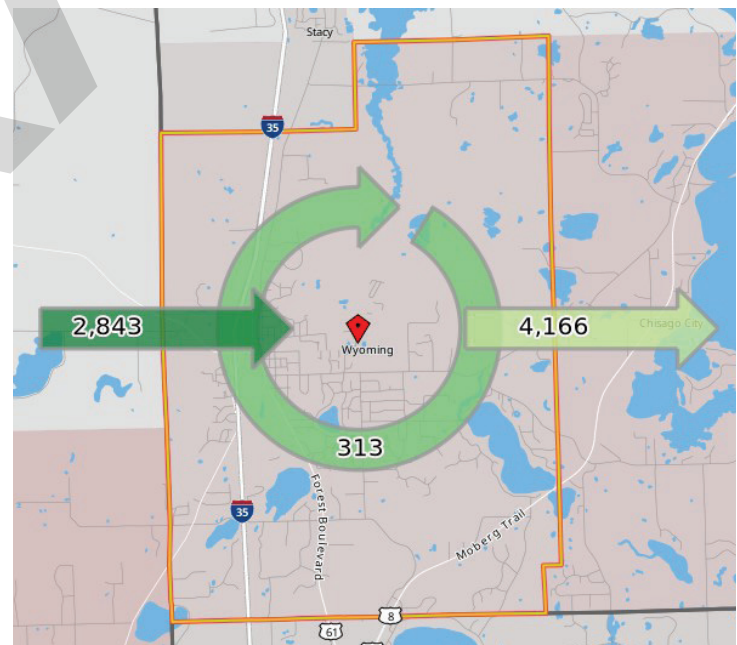


Figure 2: Inflow/outflow analysis. Source: U.S. Census OnTheMap.

Business Type	Businesses			Employees		
	# Within Downtown	Total #	Total %	# Within Downtown	Total #	Total %
Agriculture & Mining	0	5	2.0%	1	20	0.6%
Construction	2	31	12.5%	8	242	6.7%
Manufacturing	0	22	8.9%	0	1097	30.4%
Transportation	1	8	3.2%	12	93	2.6%
Communication	0	0	0.0%	0	0	0.0%
Utility	0	0	0.0%	0	0	0.0%
Wholesale Trade	1	7	2.8%	10	57	1.6%
Retail Trade	5	39	15.7%	78	513	14.2%
Home Improvement	1	4	1.6%	4	16	0.4%
General Merchandise Stores	0	0	0.0%	0	0	0.0%
Food Stores	1	5	2.0%	38	105	2.9%
Auto Dealers & Gas Stations	0	7	2.8%	0	89	2.5%
Apparel & Accessory Stores	1	2	0.8%	3	4	0.1%
Furniture & Home Furnishings	0	4	1.6%	0	14	0.4%
Eating & Drinking Places	1	9	3.6%	25	214	5.9%
Miscellaneous Retail	1	8	3.2%	9	71	2.0%
Finance, Insurance, Real Estate	5	19	7.7%	45	112	3.1%
Banks, Savings & Lending Institutions	1	1	0.4%	22	31	0.9%
Securities Brokers	1	5	2.0%	1	17	0.5%
Insurance Carriers & Agents	1	5	2.0%	3	19	0.5%
Real Estate, Holding, Other Investment	2	8	3.2%	19	45	1.2%
Services	15	104	41.9%	90	1305	36.2%
Hotels & Lodging	0	0	0.0%	0	0	0.0%
Automotive Services	0	16	6.5%	1	76	2.1%
Movies & Amusements	1	7	2.8%	1	68	1.9%
Health Services	4	24	9.7%	19	680	18.9%
Legal Services	1	1	0.4%	4	5	0.1%
Education Institutions & Libraries	1	4	1.6%	20	151	4.2%
Other Services	9	52	21.0%	45	325	9.0%
Government	3	6	2.4%	83	163	4.5%
Unclassified	2	7	2.8%	0	5	0.1%
Total	33	248	100.0%	327	3607	100.0%

Figure 3: Wyoming's business summary. Source: ESRI Business Analyst

Overall, Wyoming's workforce is primarily comprised of employees for the major companies listed on the previous page. However, Wyoming also contains a diverse array of smaller, locally-owned and operated businesses that cater to the daily needs of community residents. Based on Figure 3 (above), potential gaps in community businesses include communications and/or utility businesses, general merchandise stores, apparel stores, banks, and lodging options.

According to ESRI data, the two main tapestries that these residents align with are "Rustic Outposts" (country living, with older families in older homes) and "Family Landscapes" (successful young families in their first homes). In order to make downtown Wyoming more accommodating of each of these demographics, the City should seek businesses that offer a variety of goods that cater to all stages of life.



Sunrise Prairie Regional Trail: Recreational and Commercial Asset

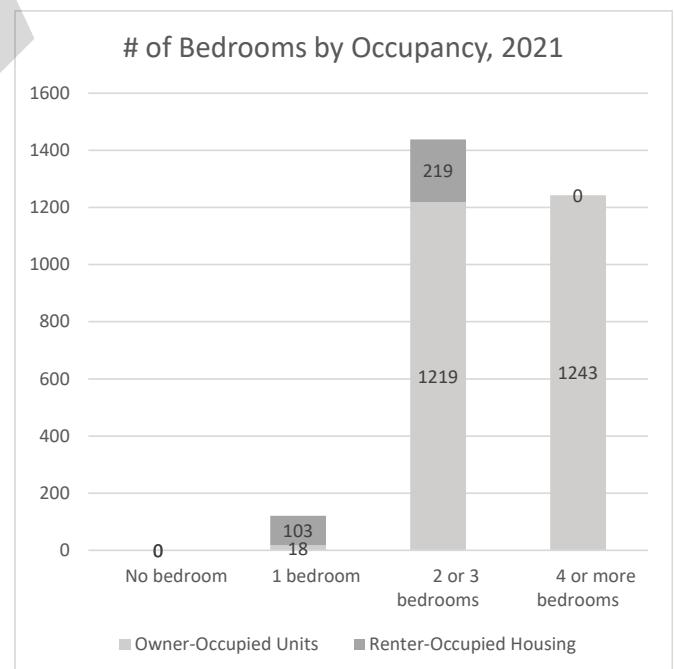
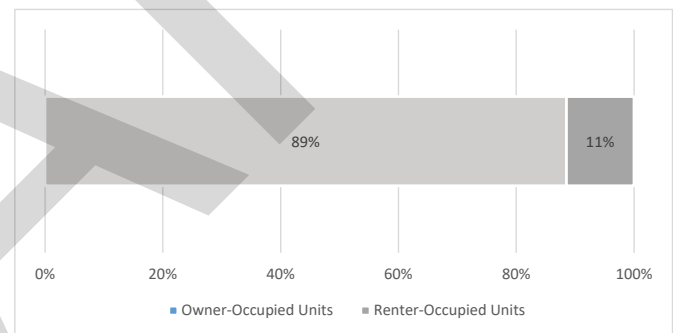
This paved, multi-use regional trail runs north-south through Chisago County, connecting Wyoming to Forest Lake, Stacy, North Branch, and numerous other communities. Attracting trail users to the community will have a significant impact on Wyoming's economic growth, as the trail runs directly through downtown and is easily visible from downtown businesses.

According to the University of Minnesota, non-motorized trail users spend \$2.7 billion annually and support nearly 37,000 jobs. Additionally, bike tourism generated \$97 billion nationally on retail spending (pre-COVID pandemic). Strategic economic development, mobility safety improvements, and urban design additions will attract residents and trail users alike, building a stronger economic base to support further development years into the future.

Residential Market

As a small town located just 30 minutes from the Twin Cities, Wyoming faces the unique challenge to accommodate a wide array of demographics and housing needs, from young working families looking for their first homes to long-time residents looking to age in place. At both the County and State level, the 65+ age group is the fastest-growing segment (comprising about 17% of the total population); by 2030, this population is expected grow to over 22% of the total population. Since this trend will extend to the community level, Wyoming will likely see increased demand for smaller, accessible homes such as twin homes, townhouses, and condos.

In June 2023, a developer worked with the City of Wyoming to develop a three-story apartment building to be placed adjacent to Railroad Park and the Sunrise Prairie Regional Trail, within downtown Wyoming. The project would have supplied 72 rental units to the community, 37.5% of which being three- or four-bedroom units. This proportion of larger units indicates an increased market demand for family-sized rental housing in communities just outside of the Twin Cities metro area – an important consideration for future developers.



4: RECOMMENDATIONS

INTRODUCTION

As a quaint community just outside of the Twin Cities with a cherished small-town character, beloved recreational and cultural amenities, and significant commercial/industrial base, Wyoming possesses unique opportunities to cultivate a desirable future for residents and visitors alike. This chapter contains illustrated concepts, policy recommendations, and urban design best practices to communicate this future of downtown Wyoming, as well as outline actionable implementation steps to achieve this vision.

The recommendations and implementation steps outlined in this chapter were developed through multiple stages. First, the project team collected priorities and ideas from community members and the EDA through a variety of engagement methods; these priorities were then grouped into overarching goals (see page 24). From there, the goals were mapped as a sort of framework, indicating where pedestrian improvements, park and commercial development, and streetscape enhancements would be most relevant (see page 25). On pages 27-33, this framework is extruded into diagrams and sketches to show these suggested ideas in the physical context.

As development and beautification efforts commence, downtown Wyoming may not resemble the exact sketches included in this chapter. Rather, these recommendations aim to reflect the overarching vibrant vision and programmatic elements of downtown – high-quality gathering spaces, increased commercial and residential opportunities, and pleasant pedestrian facilities. Community members are encouraged to stay involved in the downtown revitalization process long into the future, to ensure that the resulting built environment continues to meet their needs and desires for Wyoming.



MASTER PLAN STRATEGIES

**Connect the Dots**

Promote downtown Wyoming's cultural assets – namely Hallberg Center for the Arts, the Grace Church Farmer's Market, and the Sunrise Prairie Regional Trail – to reinforce a network of downtown destinations.

**Follow Felton**

Enhance Felton Ave – the north-south street directly east of Forest Blvd – as a walkable connector through downtown through increased sidewalk coverage, marked crossings, and welcoming streetscaping.

**Frame the Main**

Complete the commercial center, through infill development and public space additions, to cultivate a sense of entry into a recognizable "downtown" realm.

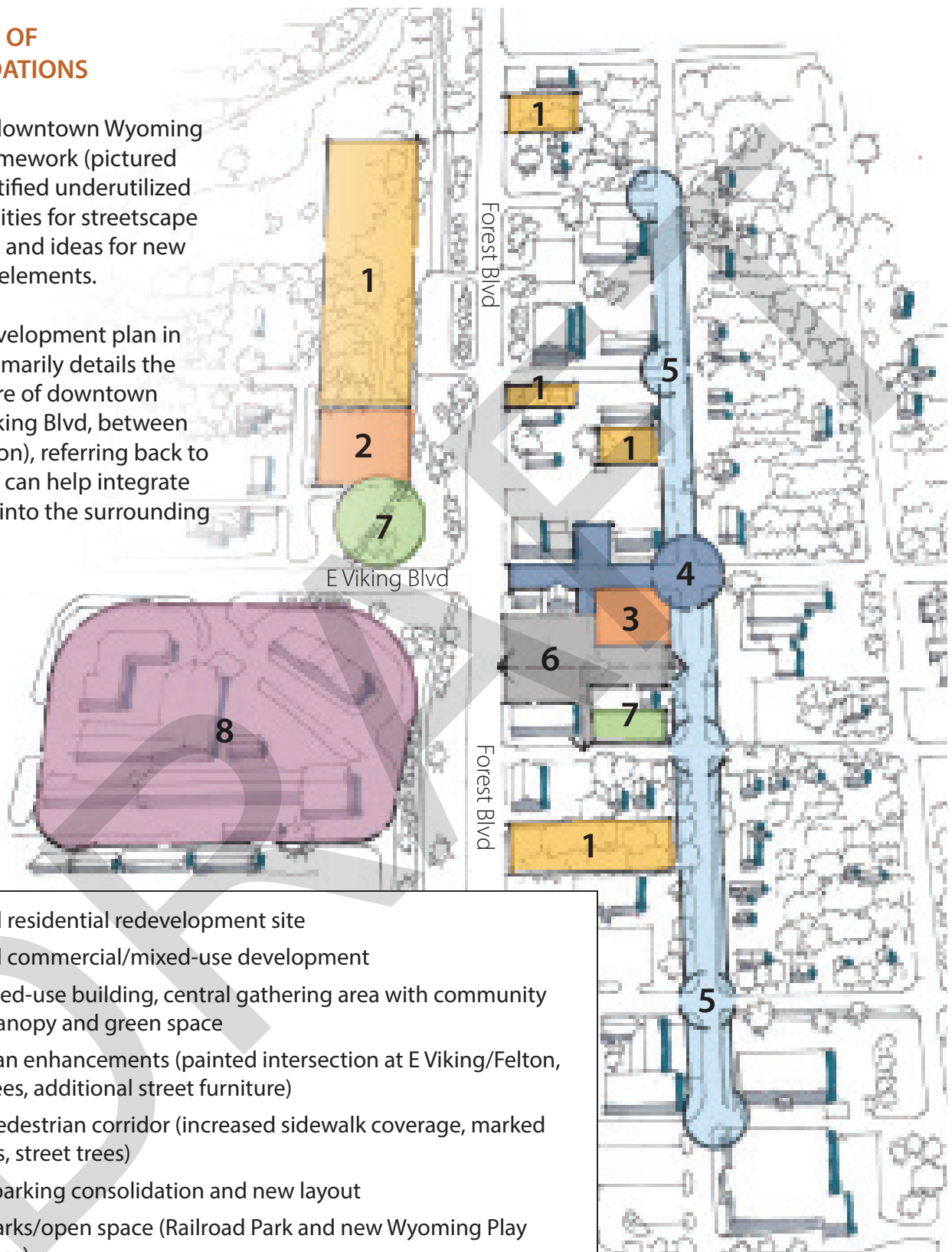
**Park at the Heart**

Convert the underutilized lot at the E Viking/Felton intersection into a cherished central gathering area with community amenities like a canopy and open space for group activities.

FRAMEWORK OF RECOMMENDATIONS

The vision for downtown Wyoming started as a framework (pictured here) that identified underutilized sites, opportunities for streetscape improvements, and ideas for new programmatic elements.

While the redevelopment plan in this chapter primarily details the commercial core of downtown Wyoming (E Viking Blvd, between Forest and Felton), referring back to this framework can help integrate these changes into the surrounding community.



1. Potential residential redevelopment site
2. Potential commercial/mixed-use development
3. New mixed-use building, central gathering area with community events canopy and green space
4. Pedestrian enhancements (painted intersection at E Viking/Felton, street trees, additional street furniture)
5. Felton pedestrian corridor (increased sidewalk coverage, marked crossings, street trees)
6. Central parking consolidation and new layout
7. Public parks/open space (Railroad Park and new Wyoming Play Experience)
8. Future commercial enhancement/expansion (per 2022 Comprehensive Plan)

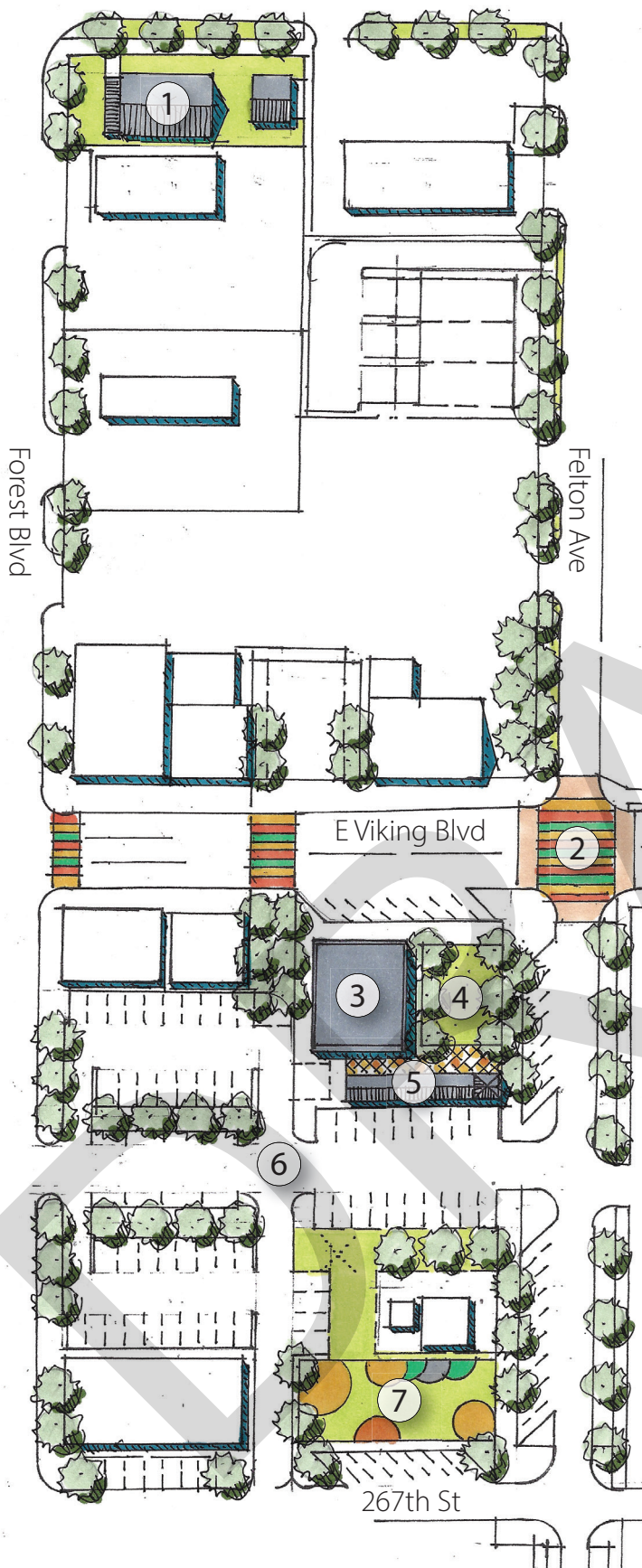


DOWNTOWN VISION

The primary land use and urban design goals of this planning process included creating a welcoming place for visitors to gather, enhance underutilized lots, and encourage exploration through improved pedestrian facilities. With these goals in mind, it was crucial for the resulting downtown vision to balance existing uses with new public spaces, commercial opportunities, and parking layouts.

This downtown vision details the block bounded by E Viking Blvd (north), Felton Ave (east), 267th St (south), and Forest Blvd (west). Throughout the community engagement process, residents identified this area as the “heart” of Wyoming; the project team also recognized its potential due to the ample open land and existing community events that occurred there (i.e. Stagecoach Day).

To address the identified goal, this concept imagines multiple gathering spaces for visitors of all ages, locations for new residential and commercial structures, and new layouts for pedestrian and vehicular facilities to increase safety and circulation. Each facet of this design is further explained on the following pages.



- ① Infill residential development
- ② Painted intersections at significant crossings on E Viking Blvd
- ③ New mixed-use structure (commercial on ground floor, rental housing on upper floors)
- ④ Park & public event space
- ⑤ Community events canopy
- ⑥ Public parking consolidation and new layout
- ⑦ Wyoming play experience, featuring elements from major community employers

Wyoming play experience



Pocket park / transitional space



Community events canopy



New mixed-use building

1.0 PUBLIC REALM & STREETSCAPE

Commercial areas that are “friendly” to both vehicles and pedestrians have proven to be highly successful. A “friendly,” well-designed streetscape incorporates crosswalks, sidewalks, light fixtures, trees, planters, trash receptacles, banners/flags, benches and green spaces within the public right-of-way. A balanced mix of these components can lead to the continued successful revitalization of the downtown.

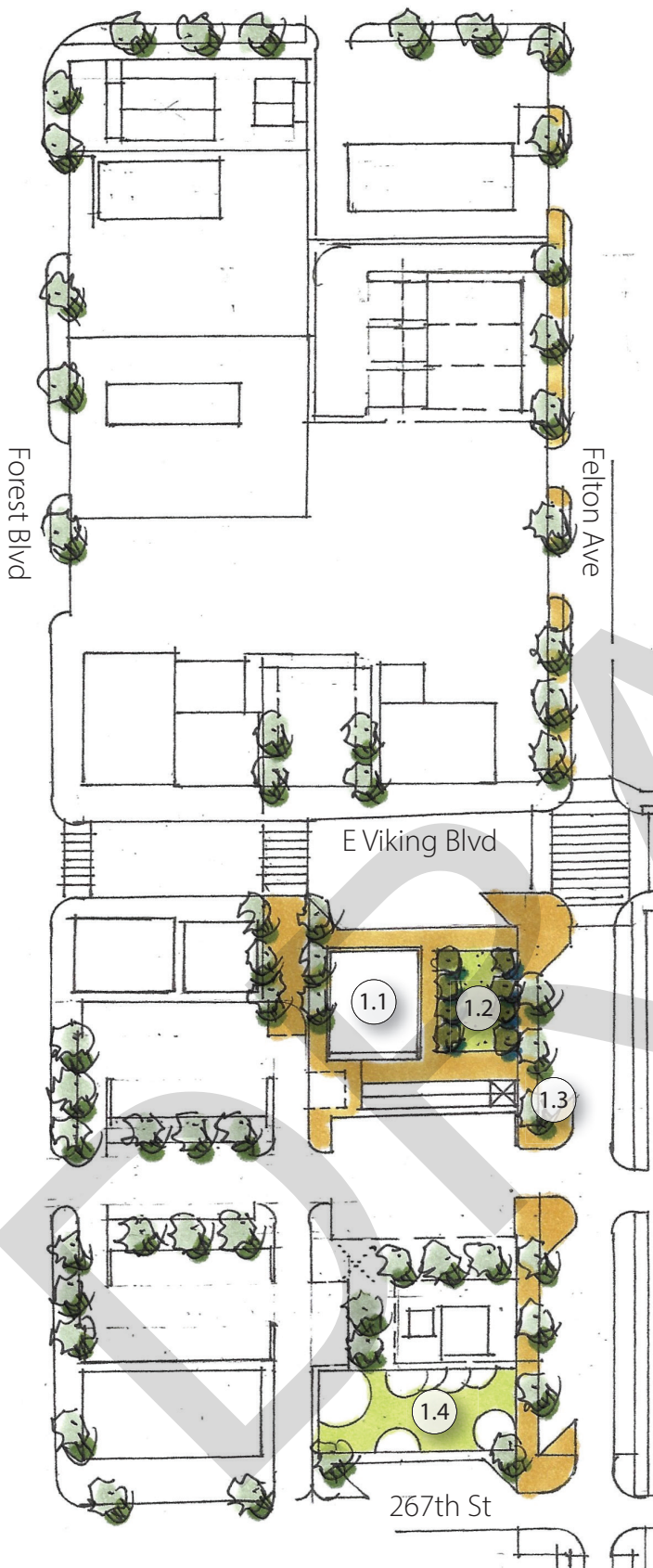
- 1.1 Pocket park / Transitional space
Trees, landscaping, moveable tables, and a mural.
- 1.2 Park & public event space
Trees, benches, temporary stage for small events.
- 1.3 Streetscape improvements along Felton Ave
Street trees, curb extensions.
- 1.4 Wyoming play experience
Playground featuring interactive elements from major community employers such as Polaris, Rosenbauer, and Fairview Lakes Medical Center.

1.5 Street Relationship

- 1.5.1 Encourage businesses to activate street-facing storefronts with colorful awnings, large and clear windows (70% of ground floor), welcoming building entrances, view of products/activities (if applicable), etc.
- 1.5.2 Amend zoning ordinance to include regulations that allow eateries to place tables/chairs on sidewalk or an outdoor patio in warmer months, if applicable.

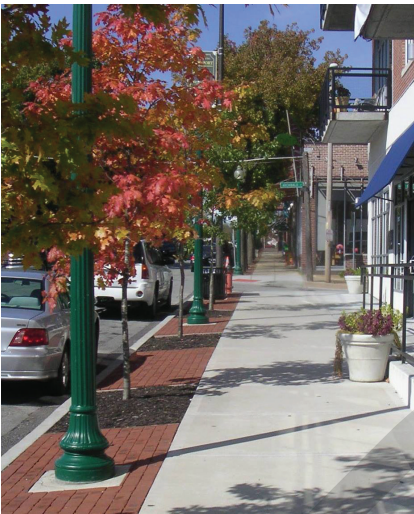
1.6 Architectural Design and Maintenance

- 1.6.1 Enforce the architectural design standards outlined in the 2023 Architectural Standards ordinance amendment.
- 1.6.2 Ensure that downtown façades are diverse but cohesive in style, color palette, and materiality.





Existing light poles in highway commercial area.



Example: Streetscape with street trees, planters, and contrasting sidewalk materiality.



Example: Painted electrical box.

1.7 Lighting

- 1.7.1 Add pedestrian-scale light poles within downtown (consider using the orange style found in the commercial area abutting I-35).
- 1.7.2 Illuminate parking lots and pedestrian walkways uniformly and to the minimum level necessary to ensure safety.
- 1.7.3 Use LEDs and smart lighting control systems to reduce energy consumption and carbon emissions.

1.8 Landscaping

- 1.8.1 Soften the hardscape by adding street trees and planters to wide sidewalks throughout downtown, especially near the Viking/Forest intersection.
- 1.8.2 Add in-ground planters to minimize stormwater runoff, such as within the proposed curb extensions at the Viking/Felton intersection.
- 1.8.3 Use low-maintenance and/or native plants wherever possible.
- 1.8.4 Establish a volunteer group to help maintain gardens and street landscaping, as well as a streetscape sponsorship program. Encourage residents to sponsor a planter, bench, or other streetscape feature.

1.9 Street Furniture

- 1.9.1 Add benches throughout the commercial core for additional seating.
- 1.9.2 Add trash/recycling receptacles and bike racks.

1.10 Signage

- 1.10.1 Add branded banners to light poles to enforce the downtown corridor as a destination.
- 1.10.2 Add wayfinding signage pointing visitors to important destinations (e.g. City Hall, Sunrise Prairie trailhead, Hallberg Center for the Arts, proposed Wyoming play experience, farmer's market, etc.).
- 1.10.3 Provide an informational kiosk about Wyoming at the Sunrise Prairie trailhead that highlights the community's history, places to eat, and notable destinations.

1.11 Public Art

- 1.11.1 Partner with the Hallberg Center for the Arts to commission installations or murals for public spaces.
- 1.11.2 Add little kiosks/windows to building façades to display art, public announcements, etc.
- 1.11.3 Paint electric boxes to conceal and beautify utilitarian elements.

2.0 CENTRALIZED PARKING

While downtown Wyoming has ample parking (see page 13 for the existing parking coverage diagram), it is only accessible in large, open, privately-owned parking lots. In this master vision, parking is rearranged into smaller lots and lines that service immediately adjacent uses or businesses. Not only does this layout enhance the appearance of downtown Wyoming by lessening the amount of open pavement, it also increases pedestrian safety by slowing vehicular traffic and adding designated entrances to parking facilities.

(2.1) Head-in parking (53 spaces)

(2.2) Angled parking (27 spaces)

(2.3) Parallel parking (12 spaces)

2.4 Acquire parcels (or reconfigure parcels, if necessary) and work with downtown property owners to create centralized parking area (PID: 21.00221.00).

2.5 Ensure that future developments thoughtfully incorporate appropriate parking types and volumes into the site design.

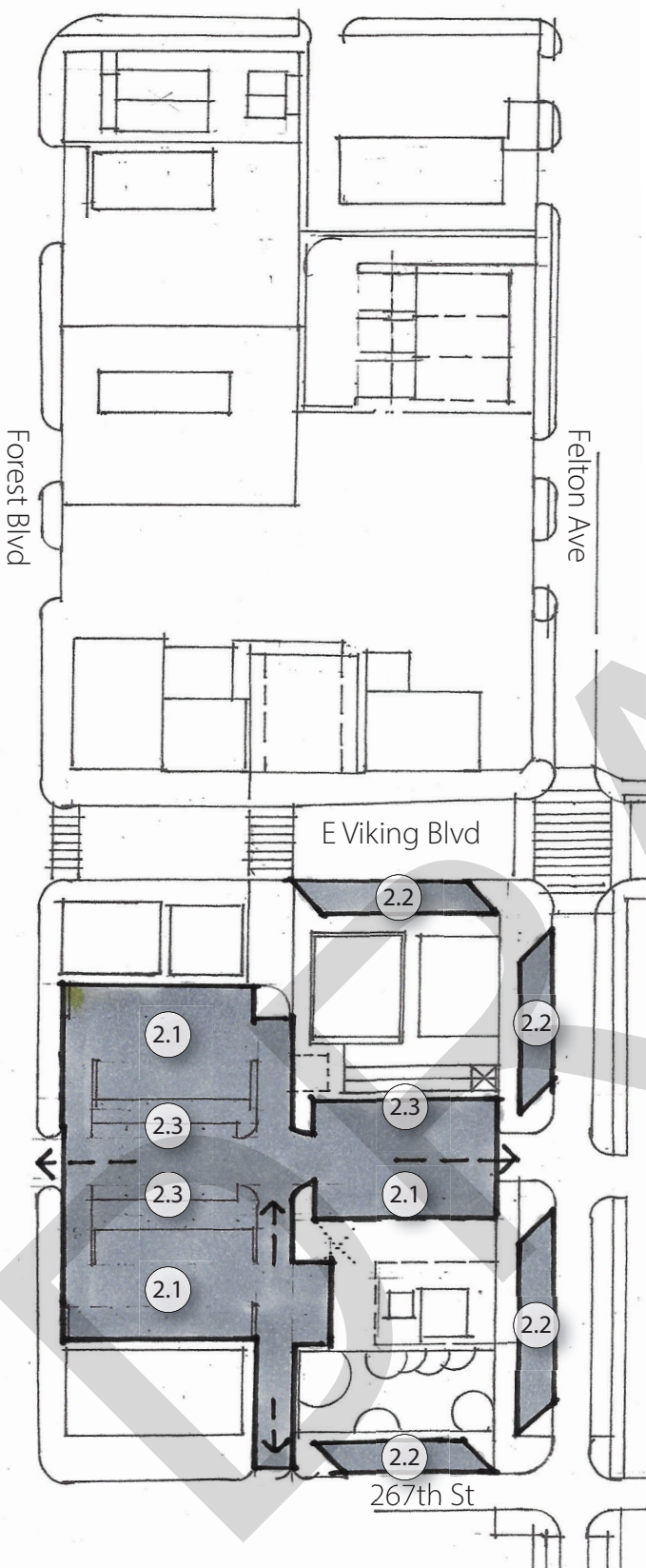
2.6 Prohibit large parking lots along roadways or in front of businesses in downtown commercial core.

2.7 If deemed necessary, convert an angled parking space on E Viking Blvd to bike rack parking.

2.8 Mark short-term parking stalls and stalls designated for specific businesses within the consolidated public parking area.



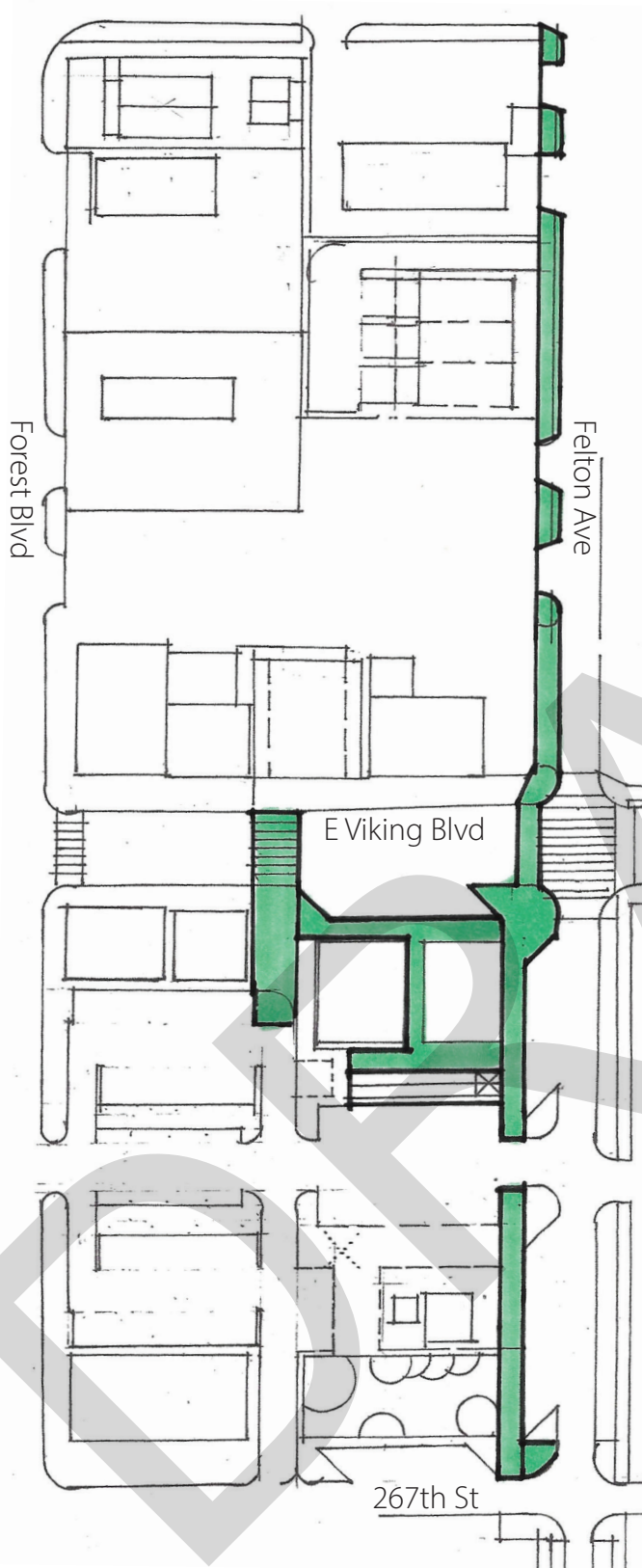
Example: Small, tree-lined parking lot.



3.0 SIDEWALKS & PEDESTRIAN FACILITIES

Enhanced pedestrian facilities, including additional sidewalks and more visible intersections, are crucial to encourage visitor engagement within downtown Wyoming. While E Viking Blvd has sidewalks on each side, more can be added to safety connect pedestrians to nearby destinations.

- 3.1 Paint prominent intersections along E Viking Blvd, including mid-block and Felton Ave.
- 3.2 Ensure that all new curb cuts are ADA compliant; bring all curb cuts within the community into ADA compliance.
- 3.3 As a part of the public parking lot reconfiguration, extend the sidewalk along the east edge of Forest Blvd to prevent pedestrians from walking on the roadway to access Wyoming Drug and other businesses to the south.

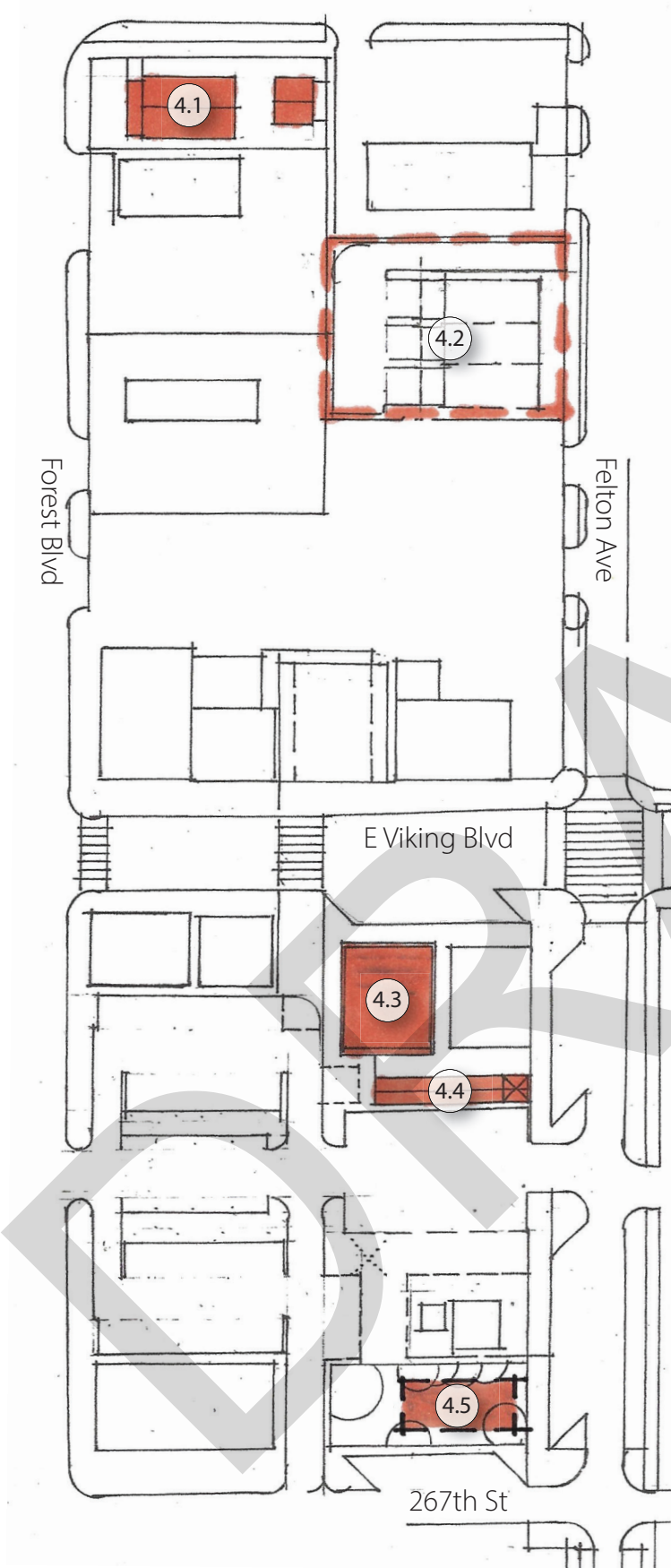


Example: Painted intersection.

4.0 POTENTIAL REDEVELOPMENT

The project team identified multiple underutilized lots within downtown Wyoming that could support infill development. The recommended redevelopment opportunities include residential, commercial, and public uses. The development processes for these lots should include careful consideration of architectural aesthetics, types of housing demand within the community, and business tenants the City is aiming to attract.

- 4.1 Infill residential units
- 4.2 Potential future infill residential units
- 4.3 Mixed-use structure
- 4.4 Community events canopy
- 4.5 Infill residential units (if Wyoming play experience is not implemented)
- 4.6 Continually monitor housing demand in the region to determine the most appropriate housing types for redevelopment projects.



Example: Community events canopy.

GENERAL RECOMMENDATIONS

City Processes

- Ensure that all downtown redevelopment projects align with the goals outlined in Wyoming's Comprehensive Plan; Economic Development Strategic Plan; and Parks, Open Space, and Trails Master Plan.
- Adjust the regulations in Wyoming's Zoning Ordinance as needed to achieve this downtown vision. Certain uses, parking requirements, and building forms/types may not be permitted by the current code's language.
- Revise City permit review and approval processes to encourage new projects and bring in new investors and developers.
- Continue public engagement efforts as major projects develop to ensure that the resulting changes aligns with the community's vision.

Partnerships

- Work closely with major community employers, downtown property owners, MDOT, Chisago County, the State of Minnesota, and other relevant entities to implement downtown redevelopment projects.
- Partner with the staff of Hallberg Center for the Arts to apply for grants for arts/cultural programming throughout the community.
- Work with Grace Church to transfer the farmer's market and its resources to the new permanent canopy downtown.
- Partner with major community employers to collect interactive play/education elements for the proposed Wyoming play experience

Business Activity

- Start a "Buy Local" program to highlight Wyoming's many locally-owned businesses.
 - Place an advertisement with a coupon in local newspapers/social media pages, along with a message that buying local throughout the year will build a more vibrant and healthy local community.
 - Create a "Buy Local" week with themed activities such as a bingo, requiring contestants to purchase an item at enough business to complete the board. Each participating business would provide a prize to be awarded to winning contestant(s). This could be downloadable from the City's website or found at participating business locations.
- Encourage all businesses to have a website or Facebook page with up-to-date hours and helpful information.
- Continually promote existing business-related funding options and assistance programs to local businesses and entrepreneurs.

Connecting Downtown & Surrounding Area

- Hold additional public events downtown to increase community pride, sense of place, and economic benefits. Currently, Stagecoach Day is held downtown in August; other potential events include mural installations, movies/concerts in the park, sidewalk sales, walking groups, scavenger hunts, etc.
- Champion Complete Streets principles for all future roadway improvements, including filling gaps in sidewalk coverage throughout the community.
- As land becomes available, convert parts of the industrial park (highlighted in purple on the following pages) to smaller-scale commercial and residential uses with high-quality architectural design and walkability.

IMPLEMENTATION INTRODUCTION

The following pages are intended to help City officials, downtown leaders, and developers prioritize investment within downtown Wyoming. The desired vision for this area cannot be created overnight. However, by incrementally implementing the recommendations within this Plan, Wyoming can achieve the desired outcomes set forth in this redevelopment plan.

ROLES & RESPONSIBILITIES

Responsibility for implementing this Plan lies primarily with the Economic Development Authority, Planning Commission, City Council, and City Staff.

Economic Development Authority

The Economic Development Authority (EDA) is responsible for retaining current businesses and attracting new businesses to the City of Wyoming. As the primary supervisors of the Downtown Master Plan drafting process, members of the EDA should continue to champion this Plan and its recommendations well into the future. As new development opportunities are brought forward in downtown Wyoming, the EDA will be tasked with determining whether they align with the downtown vision and Wyoming's economic development goals.

Planning & Zoning Commission

Land use and development recommendations are a core component of this Plan, and the Planning & Zoning Commission has a major role in guiding those decisions. Commission members shall each have a copy of this document and shall be familiar with its contents. It is generally the responsibility of the Commission to determine whether proposed projects are consistent with this Plan, and to make decisions and recommendations that are consistent with its vision. In cases where actions that are inconsistent with this Plan are deemed to be in the best interest of the City, the Commission should initiate efforts to amend the Plan to better reflect City interests.

City Council

City Council sets priorities, controls budgets and tax rates, and often has the final say on key aspects of public and private development projects. The value and legitimacy of this Plan is directly related to the degree to which Council members are aware of these recommendations. Each Council member should have a copy of this document and should be familiar with the major goals and objectives described herein. City Council should expect and require that staff recommendations and actions both reference and remain consistent with this Plan.

City Staff

City staff, including administrators, building officials, and public works personnel, have a significant influence on the selection and completion of all kinds of capital and operational projects. It is imperative that individuals in these key roles know about, support, and actively work to implement the various strategies and actions in this Plan.

EDUCATION & ADVOCACY

Implementation of this Plan also depends, to a great degree, on the actions and decisions of entities other than City government. Some responsible parties that the City of Wyoming does not control or direct include, but are not limited to:

- Chisago County Economic Development Authority
- Chisago County
- Minnesota Department of Transportation
- Minnesota Department of Natural Resources

It is necessary to persuade these entities to be active partners in the implementation of the goals, objectives, and strategies of this Plan. The following City activities can support this effort:

- Share this Plan with each organization, including a memo highlighting sections of the document that anticipate collaboration between the City and the organization.
- Take the lead role in establishing a partnership.
- Know and communicate the intent of relevant objectives and strategies. Partner organizations need to understand and buy in to the rationale before they will act.

POTENTIAL FUNDING SOURCES

There are five broad funding sources available to help offset costs to complete the projects listed in this Plan, as described below.

- General Municipal Funding – Some general municipal funds/borrowing will be required to assist with the completion of projects or as a matching source for state or federal grants (e.g. wayfinding, signage, or streetscaping projects).
- Special Assessments – Particular projects that benefit individual properties (e.g. water, sewer, or sidewalk installations) could be funded through special assessments whereby the City recoups initial design and construction costs through increased real estate taxes on those properties for a set period of time.
- Private Donations, Developers/Impact Fees – Some of the projects, such as streetscape improvements, could be partially or fully funded through private donations or public fundraising. Funding for other infrastructure projects can also be offset by using funds from impact fees the City collects as part of the approval of new development in the area.
- State and Federal Grants – There are many different state or federal grants that may be able to offset the costs of some of the identified projects. The table on the following page outlines some of these opportunities.
- Tax Increment Financing (TIF) – Tax increment financing (TIF) is a program where the additional taxes generated from development in a TIF district would go towards specified public improvements in a community. This program helps waylay the impacts of new development on a community while improving the attractiveness of the City.

GRANT PROGRAMS

An important source of funding is grant programs offered by county, state, and federal agencies. This table provides a summary of common state grant programs. The table is not an exhaustive list of grant programs, but rather those that are typically used by jurisdictions to supplement community development and beautification activities. Other grant programs may exist and information regarding funding details shown in the table should be verified prior to seeking grant funding.

Funding Programs	Grant Structure	Granting Agency
Redevelopment Grant Program https://mn.gov/deed/government/financial-assistance/cleanup/redevelopmentgrantprogram.jsp		
Helps communities with the costs of redeveloping blighted industrial, residential, or commercial sites and putting land back into productive use. Grants can assist with the cost of public land acquisition (if public ownership is necessary to facilitate redevelopment), building and site demolition, infrastructure improvements, and environmental health and safety activities. Grants do not provide assistance for building construction, renovation, or rehabilitation.	Grants pay up to half of the redevelopment costs for a qualifying site, with a 50% local match.	MN DEED
Greater Minnesota Transportation Alternatives Solicitation https://www.dot.state.mn.us/ta/		
Funds projects for pedestrian and bicycle facilities, historic preservation, wayfinding, Safe Routes to School and more.	N/A	MN DOT
Outdoor Recreation Grant Program https://www.dnr.state.mn.us/grants/recreation/outdoor_rec.html		
Funds the acquisition, development, and/or redevelopment of local parks and recreation areas, including internal park trails, picnic shelters, playgrounds, athletic facilities, boat accesses, fishing piers, swimming beaches, and campgrounds.	Matching grants to local units of government for up to 50% of the cost of acquisition, development and/or redevelopment of local parks and recreation areas.	MN DNR

Funding Programs	Grant Structure	Granting Agency
ReLeaf Community Forestry Grants Program https://www.dnr.state.mn.us/grants/forestmgmt/releaf-2023.html		
Encourages and promotes the inventory, planting, assessment, maintenance, treatment, improvement, protection and restoration of trees and forest resources in communities throughout Minnesota.	No match necessary.	MN DNR
Minnesota State Arts Board / East Central Regional Arts Council https://mn.gov/grants/individuals.htm / https://www.ecrac.org/grants-available/organizations		
Arts Experiences Grant Funds a variety of arts programming such as creating and/or presenting concerts, plays, tours, exhibitions, arts festivals, public art, or other kinds of activities that provide Minnesotans opportunities to engage in arts activities that are instilled into community or public life.	N/A	Minnesota State Arts Board
Arts and Cultural Heritage Fund Supports a wide variety of arts projects involving the creation, sponsorship, performance, and/or exhibition of art. Arts producing activities and an arts activity which is open to the public should result from the project. An Outcome Evaluation Plan is required for this funding program.	Up to \$2,000	Minnesota State Arts Board; specific funding allocated to the ECRAC

Private Grants

Grants from private organizations, such as AARP and Wells Fargo, also present an excellent opportunity to apply for funding for specific projects. Many of these grants support placemaking projects, economic development initiatives, and infrastructure improvements that competitive, state-run grants do not consider. Before any project listed on the following pages is scheduled for implementation, it is highly encouraged that the corresponding Lead Agencies research available private grants.

IMPLEMENTATION ACTION PLAN

This section contains a compilation of the various actions recommended in this Plan to translate this vision to reality. Accompanying each action are recommended time frames for initial completion, potential ongoing activity schedules, the entity (or entities) with the primary responsibility in pushing the action forward, and any potential funding strategies outside of existing City financial tools (e.g., general fund, TIF, etc.).

1.0 Public Realm and Streetscape

Recommendation		Target Completion
1.1 Pocket Park / Transitional Space West of New Proposed Mixed-Use Building		
1.1.1	Plant trees and add landscaping as available room allows.	2026
1.1.2	Add moveable tables to transitional space.	2026
1.1.3	Commission mural to be painted on western wall of new mixed-use building.	2027
1.2 Park & Public Event Space		
1.2.1	Acquire parcels (PIDs: 21.00214.00, 21.00215.00, 21.00216.00, 21.00217.00) to convert to public space.	2025
1.2.2	Convert parcels to park, planting trees and adding benches as available room allows.	2027
1.2.3	Acquire a temporary stage for small events.	2027
1.2.4	Organize programming for events at the temporary stage.	2027
1.3 Streetscape Improvements Along Felton Ave		
1.3.1	Add sidewalks (where needed) and curb extensions to west side of Felton Ave	2028
1.3.2	Add street trees and grates to west side of Felton Ave	2028
1.4 Wyoming Play Experience		
1.4.1	Acquire interactive elements from major community employers such as Polaris, Rosenbauer, and Fairview Lakes Medical Center.	2026
1.4.2	Work with a park designer to organize and implement Play Experience.	2027

***Note on funding:** The “Potential Funding” column is not comprehensive and can be subject to change as grant programs change and Wyoming’s implementation needs become more concrete. Some projects may only be eligible for funding when packaged with other, community-wide campaigns; others may only be eligible if there is an ADA compliance component. Additionally, this table does not list private funding sources such as foundations, sponsorships, private organization grants, etc. Further research towards funding strategies should be completed before moving forward with any community improvement project.

Lead Agencies	Potential Funding*	Comments
City	ReLeaf	Can be incorporated into site design of mixed-use structure, in collaboration with next-door commercial neighbor.
City	Private fundraising	
City, EDA, Hallberg Center for the Arts	Arts Experiences Grant	
City, First State Bank of Wyoming	Redevelopment Grant Program	
City	Outdoor Recreation Grant Program	Park area would measure approximately 3,000 sqft.
City	Arts Experiences Grant, Arts and Cultural Heritage Fund, private fundraising	
City, EDA, Hallberg Center for the Arts, library	Arts Experiences Grant, Arts and Cultural Heritage Fund, private fundraising	
City	Transportation Alternatives Solicitation, Redevelopment Grant Program	The majority of the proposed sidewalks would be 10 feet wide with a five-foot sidewalk directly south of the Wyoming play experience. Curb extensions would total approximately 1,000 sqft.
City	ReLeaf	
City, Major Employers	N/A	
City, Hired Consultant	Outdoor Recreation Grant Program	

1.0 Public Realm and Streetscape (cont.)

Recommendation		Target Completion
1.5 Street Relationship		
1.5.1	Encourage businesses to activate street-facing storefronts with colorful awnings, large and clear windows (70% of ground floor), welcoming building entrances, view of products/activities (if applicable), etc.	Ongoing
1.5.2	Amend zoning ordinance to include regulations that allow eateries to place tables/chairs on sidewalk or an outdoor patio in warmer months, if applicable.	2024
1.6 Architectural Design and Maintenance		
1.6.1	Enforce the architectural design standards outlined in the 2023 Architectural Standards ordinance amendment.	Ongoing
1.6.2	Ensure that downtown façades are diverse but cohesive in style, color palette, and materiality.	Ongoing
1.7 Lighting		
1.7.1	Add pedestrian-scale light poles within downtown (consider using the orange style found in the commercial area abutting I-35).	2026
1.7.2	Illuminate parking lots and pedestrian walkways uniformly and to the minimum level necessary to ensure safety.	Ongoing
1.7.3	Use LEDs and smart lighting control systems to reduce energy consumption and carbon emissions.	Ongoing
1.8 Landscaping		
1.8.1	Soften the hardscape by adding street trees and planters to wide sidewalks throughout downtown, especially near the Viking/Forest intersection.	2027
1.8.2	Add in-ground planters to minimize stormwater runoff, such as within the proposed curb extensions at the Viking/Felton intersection.	2028
1.8.3	Use low-maintenance and/or native plants wherever possible.	Ongoing
1.8.4	Establish a volunteer group to help maintain gardens and street landscaping, as well as a streetscape sponsorship program. Encourage residents to sponsor a planter, bench, or other streetscape feature.	2027
1.9 Street Furniture		
1.9.1	Add benches throughout the commercial core for additional seating.	2025
1.9.2	Add trash/recycling receptacles and bike racks.	2025

Lead Agencies	Potential Funding	Comments
EDA, Downtown Businesses	N/A	
Planning Commission, City Council	N/A	
Planning Commission, City Council	N/A	
Planning Commission, City Council	N/A	
City	Transportation Alternatives Solicitation	
City, Property Owners	N/A	
City	N/A	
City	ReLeaf, private fundraising	
City	N/A	
City	N/A	
City	Private fundraising	
City	Private fundraising	
City	Private fundraising	

1.0 Public Realm and Streetscape (cont.)

Recommendation		Target Completion
1.10 Signage		
1.10.1	Add branded banners to light poles to enforce the downtown corridor as a destination.	2026 (after installation of pedestrian-scale lighting)
1.10.2	Add wayfinding signage pointing visitors to important destinations (e.g. City Hall, Sunrise Prairie trailhead, Hallberg Center for the Arts, proposed Wyoming play experience, farmer's market, etc.).	2024, add on as destinations are added
1.10.3	Provide an informational kiosk about Wyoming at the Sunrise Prairie trailhead that highlights the community's history, places to eat, and notable destinations.	2025
1.11 Public Art		
1.6.1	Partner with the Hallberg Center for the Arts to commission installations or murals for public spaces.	Ongoing
1.6.2	Add little kiosks/windows to building façades to display art, public announcements, etc.	2025
1.6.3	Paint electric boxes to conceal and beautify utilitarian elements.	2025

2.0 Centralized Parking

Recommendation		Target Completion
Centralized Parking Components		
2.1	Head-in parking	2027
2.2	Angled parking	
2.3	Parallel parking	
Other Parking Recommendations		
2.4	Acquire parcels (or reconfigure parcels, if necessary) and work with downtown property owners to create centralized parking area (PID: 21.00221.00).	2026-2028
2.5	Ensure that future developments thoughtfully incorporate appropriate parking types and volumes into the site design.	Ongoing
2.6	Prohibit large parking lots along roadways or in front of businesses in downtown commercial core.	Ongoing
2.7	If deemed necessary, convert an angled parking space on E Viking Blvd to bike rack parking.	As needed
2.8	Mark short-term parking stalls and stalls designated for specific businesses within the consolidated public parking area.	2027

Lead Agencies	Potential Funding	Comments
City	N/A	
City	Transportation Alternatives Solicitation	Could be fundable if paired with other pedestrian improvements.
City	Transportation Alternatives Solicitation	Could be fundable if paired with other pedestrian improvements.
City, EDA, Hallberg Center for the Arts	Arts Experiences Grant, Arts and Cultural Heritage Fund, private fundraising	
City, EDA	N/A	
City, Hallberg Center for the Arts	Arts Experiences Grant, Arts and Cultural Heritage Fund, private fundraising	

Lead Agencies	Potential Funding	Comments
City	Redevelopment Grant Program, Transportation Alternatives Solicitation	Parking reconfiguration would supply approximately 117 stalls – 75 off-street stalls and 42 on-street stalls.
City Business Owners	Redevelopment Grant Program	
Planning Commission, City Council	N/A	
Planning Commission, City Council	N/A	
City	N/A	
City, Downtown Businesses	N/A	

3.0 Sidewalks & Pedestrian Facilities

Recommendation		Target Completion
3.1	Paint prominent intersections along E Viking Blvd, including mid-block and Felton Ave.	2028
3.2	Ensure that all new curb cuts are ADA compliant; bring all curb cuts within the community into ADA compliance.	Ongoing
3.3	As a part of the public parking lot reconfiguration, extend the sidewalk along the east edge of Forest Blvd to prevent pedestrians from walking on the roadway to access Wyoming Drug and other businesses to the south.	2028

4.0 Potential Redevelopment

Recommendation		Target Completion
4.1 Infill Residential Units (corner of Forest Blvd/268th St; PID: 21.00194.00)		
4.1.1	One or two-unit detached residential structure.	TBD
4.2 Potential Future Infill Residential Units (middle of block between E Viking Blvd and 268th St)		
4.2.1	Rowhouse units.	TBD
4.3 Mixed-Use Structure (south side of E Viking Blvd; PID: 21.00195.00)		
4.3.1	Two-story structure with residential units on second floor.	2026
4.4 Canopy		
4.4.1	Consult with Grace Church on feasibility and logistics of moving the farmer's market into permanent canopy space.	2025
4.4.2	Permanent overhead canopy with two public restrooms.	2027
4.5 Infill Residential Units (if Wyoming play experience is not implemented; PID: 21.00219.00)		
4.5.1	One or two-unit detached residential structure.	TBD
Other Development Recommendations		
4.6	Continually monitor housing demand in the region to determine the most appropriate housing types for redevelopment projects.	Ongoing

Lead Agencies	Potential Funding	Comments
City, Hallberg Center for the Arts	Transportation Alternatives Solicitation	Could be fundable if paired with other pedestrian improvements.
City	Transportation Alternatives Solicitation	Many private grants support ADA compliance improvement efforts.
City	Redevelopment Grant Program, Transportation Alternatives Solicitation	

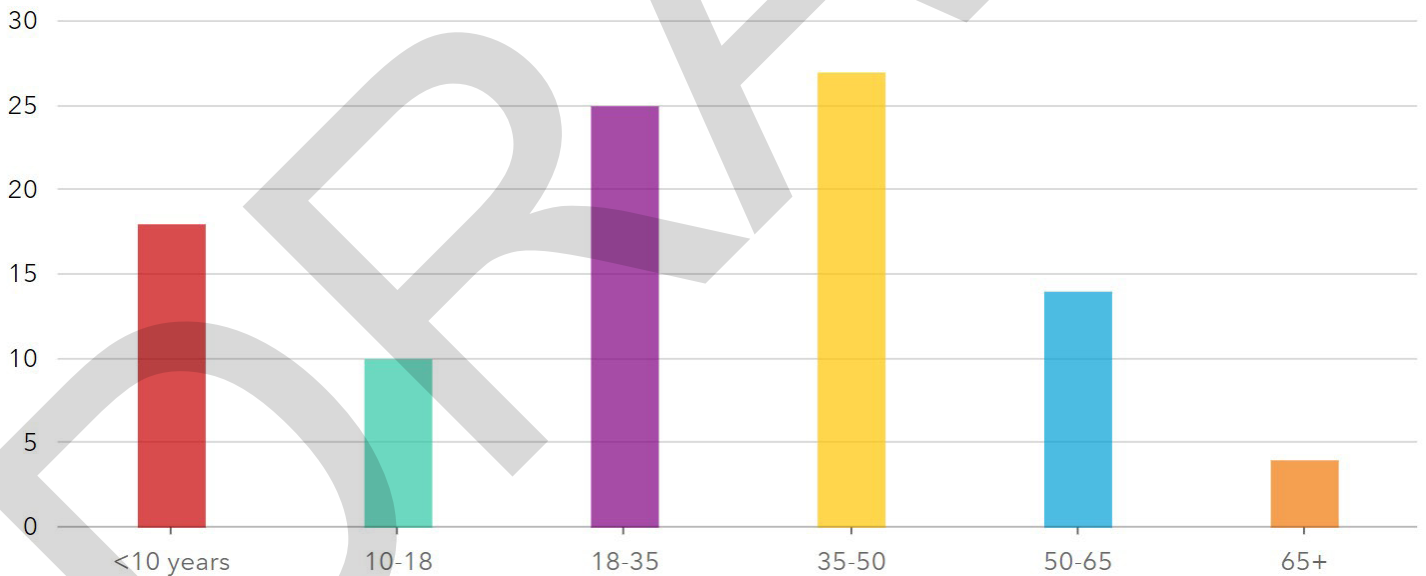
Lead Agencies	Potential Funding	Comments
Property Owner (based on market conditions)	N/A	
Property Owner (based on market conditions)	N/A	
City, Property Owner (based on market conditions)	Redevelopment Grant Program	Community engagement overwhelmingly supported the addition of a new food/drink establishment to the ground-floor space.
City, Grace Church	N/A	
City, First State Bank of Wyoming	Private fundraising	The proposed community events area would measure approximately 1,425 sqft – 1,200 sqft for the canopy and 225 sqft for two public restrooms.
City	N/A	
City, Planning Commission	N/A	

APPENDIX A: SURVEY

1. What is the name of the community in which you currently reside?



2. What age groups are represented by your household?



3. What are three words or phrases that best describe downtown Wyoming's STRENGTHS or ASSETS?

- Quiet, spaced out,
- Gathering spaces; resources; commerce
- Keep wyoming small
- Community
- Small town feel
- Easy, convenient, simple
- Love the Small town feel! Inclusive Police department, includes people with intellectual disabilities in their reserves program! Making us feel apart of the community!
- Community involving activities
- Casey's and crystal store
- Ease of passing through, quick,
- Charm, opportunity, quiet
- Small, ease of access
- Small and still somewhat accessible depending on traffic flow.
- Trail access, Vicinity to freeway
- Small town feel, restaurants,
- Small, quiet, dairy queen!
- Small, friendly, quiet
- Small-town, historic, location
- Nice walking/biking trail. Good restaurants.
- Location, bike path, road improvements
- Small, accessible
- Small town
- Small town feel, community, friendly
- Quaint, practical, quiet
- Local business, proximity
- Bike-friendly
- historical, hometown, easily accessible
- Convenient, necessities, supportive
- Manageable, walkable, Historical feel
- Calm, quiet, family friendly
- Highway accessibility, trail head, basic stores
- Strong sense of community
- Safe, clean, good parks
- Clean quiet
- Small town feel, low crime, friendly
- We need new roads.
- Wyoming needs to spend money on roads, not improved downtown
- Accessible, public safety, community events
- Room to start over
- Small hometown feel.
- Parks, Clean, Safe
- There's a downtown??
- Small business, sidewalks, iconic
- Walkable, basic shopping, dining
- Small town feel & quaint and clean
- Cornerstone, walking path
- Small, nice roads, local feeling
- Small
- Small town feel
- Clean, uncrowded, off street parking, violent crime free and I would never want that to change no matter how many businesses came to town.
- Infrastructure. That's it

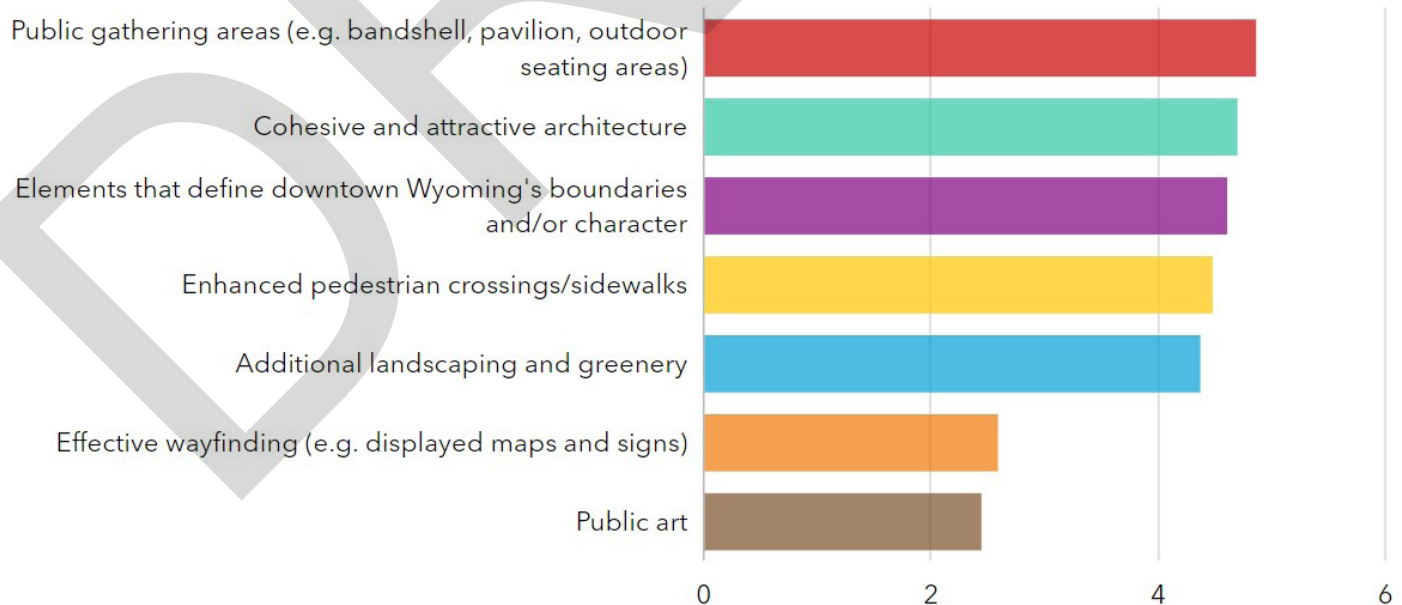
4. What are three words or phrases that best describe downtown Wyoming's WEAKNESSES or NEEDS?

- More businesses, more crosswalk signals, traffic
- Increased diversity and infrastructure
- Railroad park waste of money
- Cohesion, Youth Year-round
- Need more local business
- Food, entertainment, excitement
- Needs a place for people with disabilities to socialize, fitness centers, adaptive activities
- Spend money frivolously
- Needs more
- Boring, empty, super outdated
- Better way to commute (paths, sidewalks, trail system, etc), Restaurants, Stores
- Entertainment, business, options
- Variety, food,
- Nothing is needed stop building
- Needs business infrastructure, lacking a downtown, behind the times
- Traffic jams, not "walkable" businesses
- Not enough areas to go SIT, like parks, benches, or restaurants
- Round about needed... east viking and kettle river blvd.
- Boring, traffic, industrial
- Ugly, under utilized, too much empty space, too much storage, not enough shops/restaurants
- Walkability (no sidewalks makes walking feel unsafe), diversification of businesses, beautifying current structures
- Senior housing
- Lack of retail
- Boring, nothing there, dilapidated building front and

4. What are three words or phrases that best describe downtown Wyoming's WEAKNESSES or NEEDS? (cont.)

- center
- more dining or areas to socialize
- Access, more businesses
- Inaccessible, limited open space for gathering (stagecoach area is not adequate),
- messy, outdated, unappealing
- Options, activities, food
- Limited, dumpy appearance, not for young families
- Lack of fast food restaurants
- Not enough shopping options, no city center, little entertainment options
- Very little retail, not enough restaurants
- Commercial tax base, road maintenance, polaris free loaders
- Traffic control
- Crappy looking library, run down looking city hall, liberal council
- We need new roads.
- I can't get from my house to downtown because the roads are so bad.
- Boring, expensive, too industrialized
- Non existent
- There are no needs.
- Roads, snow removal, taxes
- There's a downtown??
- Roads please fix!!! We pay enough for taxes they patch a few than miss a couple right next to it
- Lacks creativity, not enough business, lonely
- Hardware store, playground
- To many blind spots at the stoplights to see pedestrians and bicyclists in crosswalk on 22&61
- Roads, not enough sidewalks for kids, Swanson park not good for kids older then 5
- Walkability, lack of retail businesses, aging buildings and infrastructures
- More activities for Kids/Teens, Streetlights are needed, Clean up City property and trails
- Small
- Roads, businesses, apartments
- No curb appeal to the town
- Good food options, lack of eye candy (flowers, sculpture, etc), a "draw" for tourism that makes Wyoming a destination
- Crowded, lack of city rules, behind the times
- Fragmented, no "main street"

5. Please rank the following design elements based on your prioritization for downtown Wyoming's redevelopment.



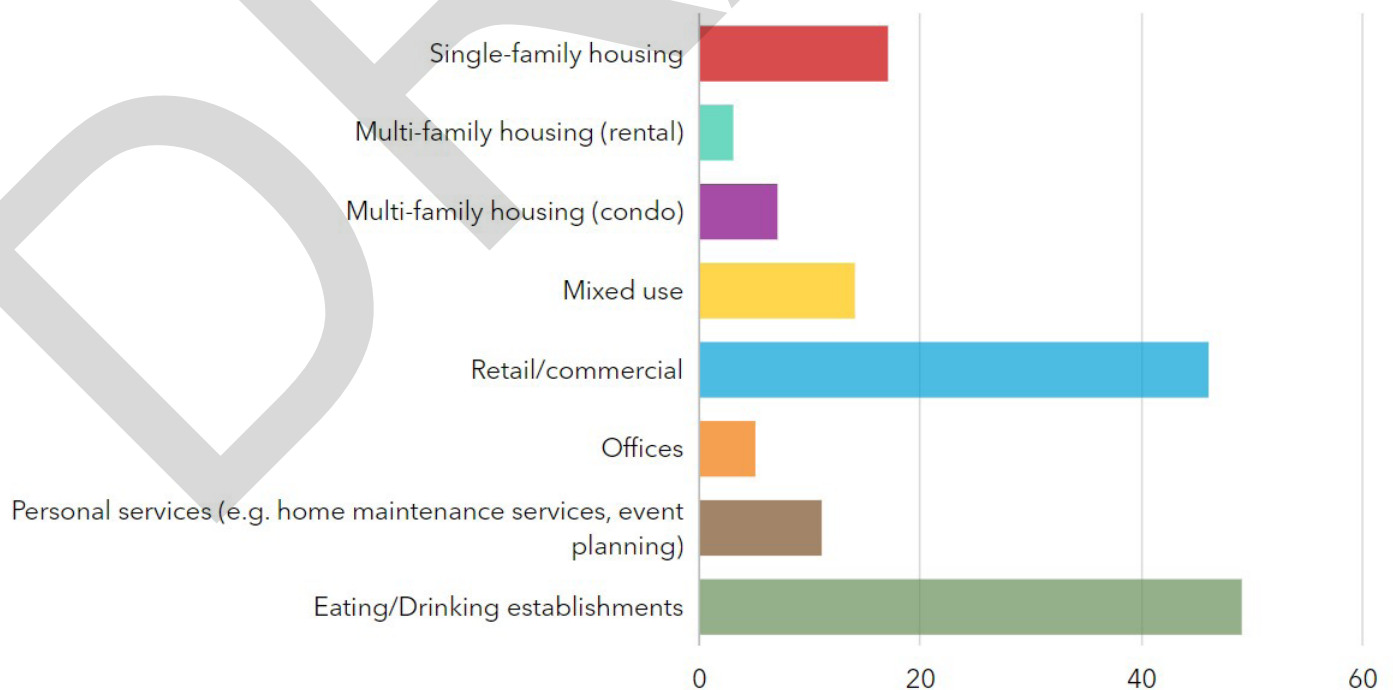
6. Please explain your reasoning for the previous rankings.

- I love community building spaces, while offering clean and safe spaces for the community
- Keep Wyoming small. No one wants to go to a park next to a busy smells loud street. BRING TAXES DOWN SO I DON'T HAVE TO MOVE!.
- People have maps and GPS on their phones, there is no need for displayed maps. There are a few very ugly buildings downtown.
- We need more for our youth. I think a City pool like Rush City has would not only provide a fun summer for kids and families but also employ a lot of city residence young and old..
- Wyoming is not an exciting place to be. There is no reason for people to visit Wyoming. The Cornerstone is the only bar in town and it's too expensive and lacks good service if you're not a regular. We need more tourist and local activities and options. There is a low likelihood of citizens spending their money locally.
- There needs to be a path going along the east side of 61 from Casey's to the elementary school. Kids shouldn't have to cross 61 twice if they want to walk or ride their bikes to school or walk in the grassy area. It would be nice to having a gathering area with a splash pad or even consider having an outdoor pool and charge admission. This would bring revenue to the city.
- Downtown, has almost nothing to offer and bring people in and keep people around. Wyoming is one of the best examples of a bedroom community there is. Only a few businesses in town are "destination" businesses or events(Non of which are located downtown) Everything else that Wyoming caters to is large corporate business that someone might drive in for work then turn right around and drive out. It's a "fly over" city for people to get somewhere else.
- I love the idea of public areas woven with great landscaping showing off some of the natural beauty in Wyoming
- No ranking selected when I select one the rest of the choices rank themselves. Wyoming does not need to grow keep that garbage in the twin cities.
- Wyoming, MN needs to get with the times and start upgrading infrastructure, etc to accompany for the increase in people moving here. Citizens here are paying very high taxes yet public infrastructure, ROADS, etc does not even remotely reflect this. There is a lack of green space, nature trails, outdoor locations.
- I think public gathering spaces, landscaping, and art ARE elements that would define the town's character! Would love more "featuring" of the great small businesses and community assets (library, Hallberg Art Center, etc) we already have here.
- It doesn't allow you to click and drag. It only let's you pick your #1 ranking.
- HWY 61 is too busy and isn't structured to allow people to easily stop, visit, walk around, etc. Also need more community gathering places to serve as a draw for visitors.
- Cohesiveness, there is no actual downtown beyond the Viking/61 corner. It does not feel like a destination to spend your day or your money. There are too many ugly, empty or poorly used buildings that are too spread out.
- We need safe walking paths downtown or any downtown plans will not succeed. To be frank, there are too many ugly buildings downtown. The condo building by cornerstone is an absolute eyesore and the strip malls scream early 2000s.
- Attractive small towns have a defined downtown area, with buildings that are architecturally interesting, retail shops and events that draw people to the area. Wyoming is greatly lacking all of that.
- Wyoming doesn't appear to have an identity. It needs to show the community (and strangers) why it's a great place to live. Besides random businesses there, what can be displayed to show others they should WANT to live there. (Not that I want more people moving in. I like that's it small. ;))
- When a downtown is accessible, unique, and clearly set apart, it can be a draw for people.
- I don't care for the veterans memorial and second phase plan and don't believe this makes sense -- it seems poorly designed and is not easily accessible, and does not have any features that I want in a park.
- more is needed about why people should visit Wyoming.
- Things that bring the community together that look nice and are accessible via bike and foot traffic are good investments. Art is subjective and should be avoided
- It doesn't feel like a downtown.
- Public park/gathering areas are awesome. Pedestrian safety is second. I couldn't click and drag on my phone.
- The city needs a face lift without spending a bunch of tax payer money on social justice crap! Lugar and the Mayor should resign!

6. Please explain your reasoning for the previous rankings. (cont.)

- I'm not answering this question. See below.
- These are not the things Wyoming needs to spend money on. We can't get to downtown to enjoy it because our roads are so terrible.
- I don't think Wyoming needs any of the above. There's really nothing to do downtown other than liquor stores and a bar. The cost to live in this city is extremely high and there's truly no reason for it. Most of downtown is commercial buildings that are nothing but an eye sore.
- Don't need the rest of the choices after the first one.
- None of these are really important to me
- None of the above. So are taxes can raise again?
- We currently have no reason to go "downtown". There is nothing to define the downtown.
- Beauty and functionality are the most important
- We need more way to attract tourists to our area but not to develop more land.
- Stated above, the town is drab with no curb appeal.
- Wyoming is lacking a "defined" downtown. Is it just the Hwy 61 corridor? Do you go down Viking east or west to include the downtown? That being said, there isn't enough space to get lost or need a map to find your way. Many other cities, even very small towns across the country, have things like flowers in hanging baskets, banners on the light poles highlighting things about the town or veterans from the area. The only thing Wyoming had was the chainsaw bear that was next to Wyoming Drug and that's been gone for years. If you wanted to open a B&B in Wyoming, what would be the draw? We are a stop on the way... to Duluth or to the cities. People know Wyoming for their stop at the Village Inn and coming "way up north" to the Dead End Hayride.
- There is no uniformity or rules for businesses. You let a damn bar have a non used ice rink in a parking lot all winter. The main intersection is unsafe with cars driving fast to beat a stoplight.
- "The "" drag doesn't work so I'll list here.
 - 1.Elements the define Downtown. Central business district
 2. Cohesive and attractive architecture
 - 3.public gathering spaces
 4. Additional landscaping
 5. Enhanced pedestrian crossings
 6. Effective wayfinding
 7. Public art"

7. Which land uses should be the highest priority of downtown Wyoming's redevelopment?



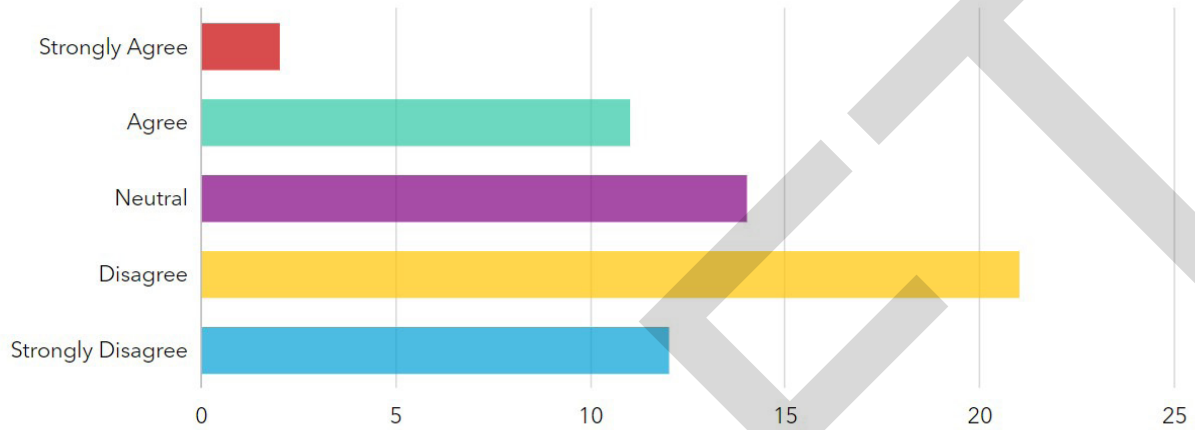
8. If you could open a successful business in downtown Wyoming, what would it be and where would it be located?

- Ice cream shoppe
- Coffee shop
- Tomato restaurant from stacy next to drug store
- A sport/rec area particularly for winter activities for kids.
- City Pool located on the open lot on Forest blvd that is in front of Splitrocks
- A restaurant that does not serve bar food. Replace the apartments on Forest BLVD next to cornerstone.
- A outdoor pool at good view park. Or a chik fil a next to Dairy Queen where the old gas station is
- Food, good retail, in any of the empty or commercial lots that are outdated or empty
- Restaurent (anywhere), food co-op (near the library), farm to table restaurent (anywhere),
- Sports bar on 61
- Coffee shop and bakery
- In another city.
- Located just off of 61. Some sort of competition for Cornerstone Bar and Grill.
- Cozy bookstore/coffee/yarn shop
- Community garden would be nice
- I have a successful salon in Wyoming. My only complaint is traffic control
- Bakery, near the bank
- A bakery in a new building with a bookstore and gift shop.
- A bakery near the chiropractor. Like on the empty lot that the bank owns that is wasted real estate.
- Hardware store
- Near the Viking - Hwy 61 intersection
- Sit down restaurant - Bill's car wash
- We'd love another dining/bar area besides Cornerstone. It could be located anywhere downtown, but maybe somewhere that would incorporate a natural view/patio that didn't just overlook all the commercials areas of downtown.
- Restaurant
- health and wellness shop
- Craft Brewery
- All season indoor play space for babies through teens in the warehouse district
- Chick-fil-A or bakery
- Retail near lakes gas.
- Antique shop, more restaurants like the Northern and Stone Inn, Dollar Tree?
- Archery shop. Somewhere right of 61
- Who would want to open a business here, the council makes it nearly impossible and extremely expensive!
- A decent restaurant
- Probably a restaurant or a retail building like an ace or hardware store
- Restaurant where the law firm and barber shop is now. It's a prime location with a turd building.
- We have what we need
- Hardware Store or Butcher Shop. Close to 35
- Supper club.
- A music, high end cocktail social bar on a roof of a condo building across from cornerstone
- Kwik trip,
- A gift type shop on the corner of 22 and 61
- A coffee shop in the middle of town with a Gift shop and flower shop
- Batting cages/ indoor sports facility/dome.
- A good steak house located downtown Wyoming.
- A farm to table restaurant with an outstanding wine list and it would be along 61 just north of town where there's any open space by the road to the bowling alley.
- A butcher or deli. In the strip mall by the coffee shop

9. Please indicate your level of agreement with the following statements about downtown Wyoming.

• Streets in Wyoming are well maintained

Column Bar Pie Map



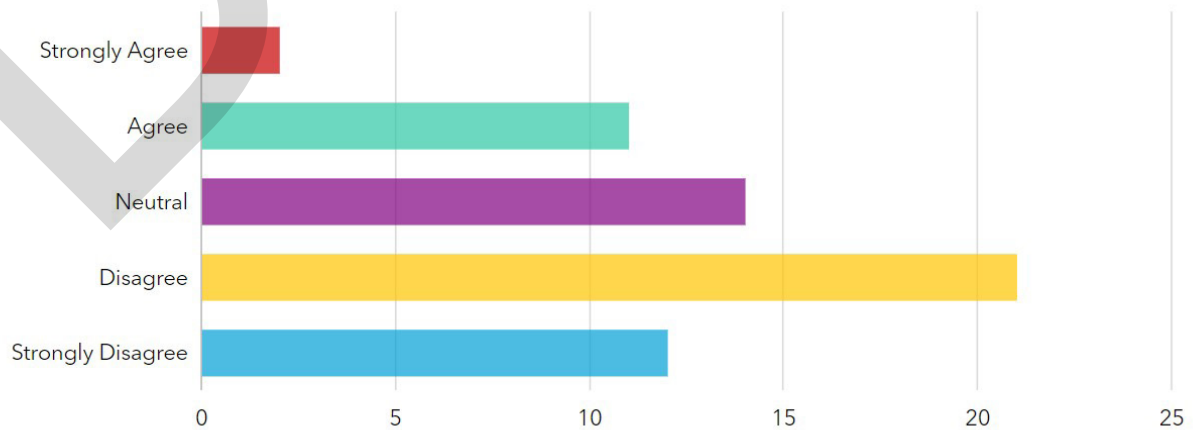
• Wyoming has a strong sense of place

Column Bar Pie Map

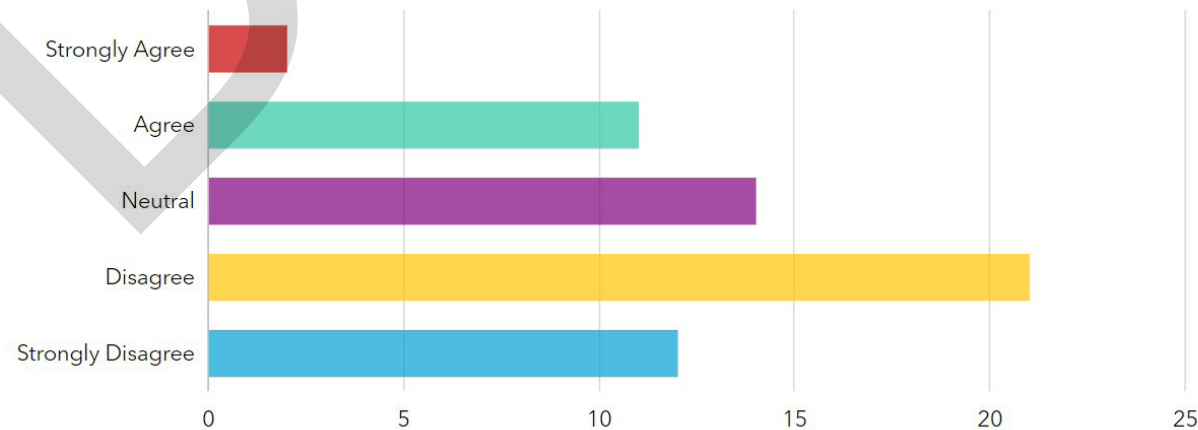
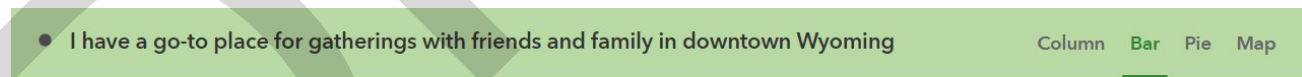
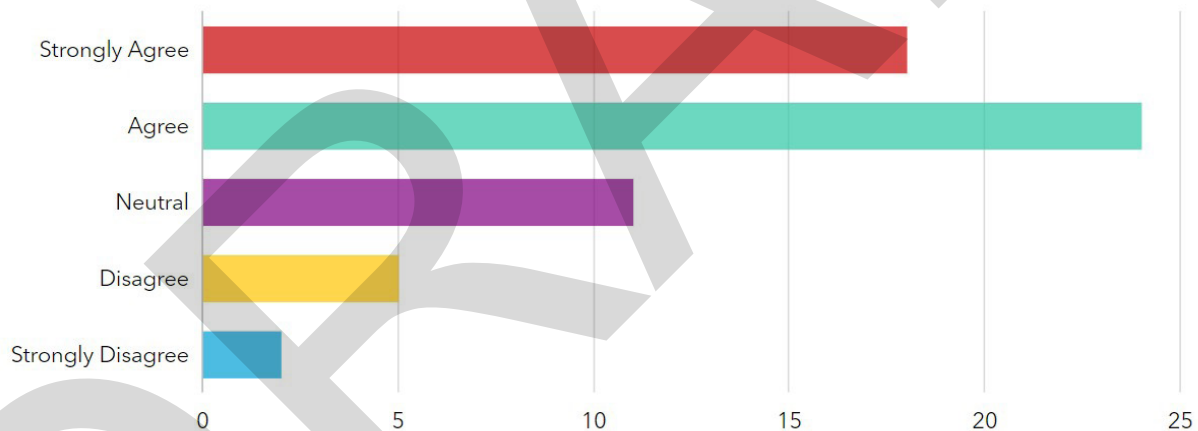
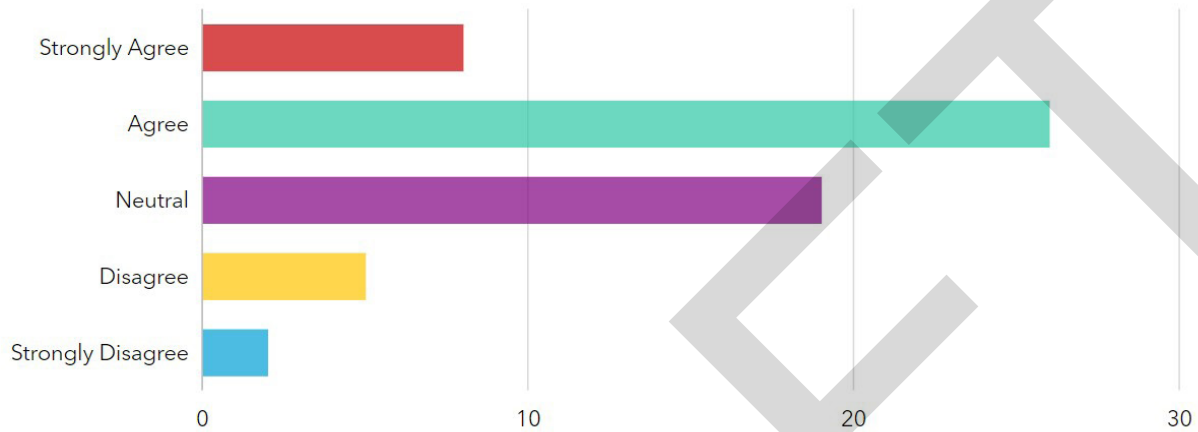


• I can often find the goods and services that I am looking for

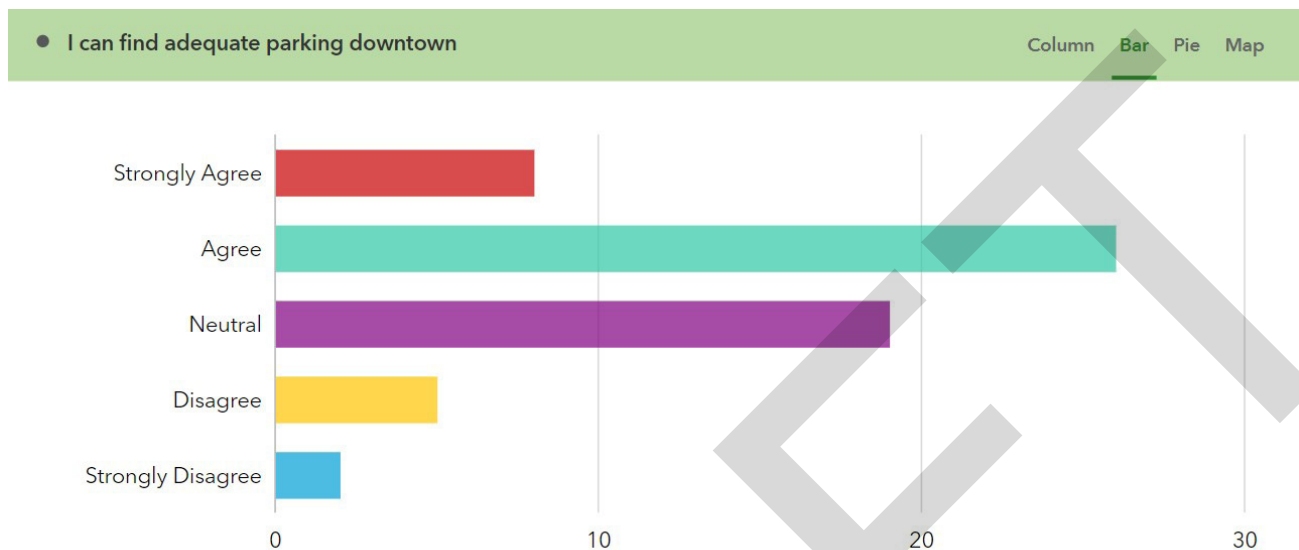
Column Bar Pie Map



9. Please indicate your level of agreement with the following statements about downtown Wyoming. (cont.)



9. Please indicate your level of agreement with the following statements about downtown Wyoming. (cont.)



10. Please elaborate on your responses to the previous statements.

- I think Wyoming has ways to improve but overall pretty decent
- The gathering places have parking lots. When 61 was redone a few years ago a turning lane should have been added by Casey's at the very least a bypass lane. East Viking is pretty rough out towards Carlos Avery.
- More parks, beaches and playgrounds
- The biggest thing Wyoming is lacking is entertainment. Again, all of the local is being spent outside of the community.
- The streets lack maintenance at times and during the winter are poorly plowed. The city needs to do more with bringing in more revenue.
- For most anything that is a night out or decent retail you almost have to leave the city. The city owned buildings are out dated, the cornerstone is about the only draw to get people to spend any money after 5 o'clock in downtown. The empty lots and buildings are starting to add up and it's easier to head south or north to get to a place to spend money at. It's sort of a personal belief that many city employees and appointed offices have made it hard to do business and have any success with business unless you have millions of dollars to "play" the game.
- The only thing we super like about Wyoming is that we have easy access to the Twin Cities, but are set apart enough that we have our own quiet space. We strongly desire to love where we live more than just those reasons - we'd love to have places we love to take people to for dinner or activities, as well as places to enjoy with our kids.
- There are minimal options for dining out, and you have to go to Forest Lake or Chisago for an evening out.
- This survey sounds like it's being conducted by an outside agency with no stake in the town. The way questions are phrased above shows no understanding of my town.
- Love living out here to be away from the Metro area. Nice rural spot with good weather. HORRIBLE ROADS - worse than Duluth, MN. LIMITED OUTDOOR RECREATION OPPORTUNITIES WYOMING NEEDS SOME SORT OF SET BOUNDARY TO DIFFERENTIATE ITSELF LOCAL GOVERNMENT MISUSES TAXPAYER MONEY - spent thousands of dollars to contract Wright Tree service to remove mature trees from parks in the city, only to spend money on more trees to plant them in place instead of focusing on the big issue items in our town such as the ROADS. They are better off being dirt roads than in this poor of condition. Currently the city has decided to pay city employees and third party companies to patch potholes in the Spring, only to have those SAME EMPLOYEES come through after the first snow and scrap every patch out of each pothole only to be repeated the next year. Over and over. Ridiculous use of funds.

10. Please elaborate on your responses to the previous statements. (cont.)

- The intersection of kettle river blvd and east viking is terrible. It should be a round-about. And the bridge should be widened. But number 1 should be that intersection. Especially with the future builds of homes and such behind the Village Inn.
- Firstly, there are few sidewalks and not maintained in the winter. Love the Cornerstone, we need more places like this.
- I walk everywhere because of where I live and because people speed so much and there aren't any sidewalks, it's impossible to feel safe in Wyoming.
- There is very little in Wyoming that draws people to the area.
- Streets need more work, several parks need an overhaul. Cornerstone is the only bar/full-service restaurant that I'm aware of downtown.
- There is nothing downtown but Cornerstone. Wyoming doesn't have a feel or a style—it's just a small drive thru area on 61. No one would know or remember it.
- Wyoming is a small growing town. Most people easily go to Forest Lake for shopping. It would be nice to see more options available in Wyoming.
- The side streets suck, full of pot holes all year long. Winter sucks because the streets are left icy. Our council is more interested in crappy low income housing than they are at making sure streets are taken care of.
- None of this matters because you are asking the wrong question. The only question Wyoming should be asking is how to fix our roads faster. Our roads are an abomination. And the "patches" that get put in place each summer only serve to make the roads worse. For example, when turning onto Grenada from 22 there is a long stretch of road that got some new asphalt recently. Except it's worse than before! Driving on it feels like driving on an unmaintained, rutted, washboard dirt road. Many of the other roads have holes everywhere or the asphalt is simply spiderwebbed with cracks so badly you could break the pieces out by hand. In either case, the snow plows in the winter unwittingly break up the road further. Something needs to be done to speed up the road plan in our town. By asking the above questions about modifying downtown, it seems the City must have extra money. Well that money only has one place it should be put to use for the betterment of our community: ROADS.
- Why are we focused on downtown when our streets are in awful shape and the money spent to repair problem areas of our roads is a waste due to horrible execution of the work. The repairs are temporary and they leave our roads terrible for driving and looking like a disaster. These repairs are a waste of our money and should be better spent on getting our roads project completed faster.
- Streets are terrible and they throw in quick patches instead of resurfacing the road. Can't even rollerblade down most of the roads. Also don't need Peking downtown as there is. O thing to do down there. Very high premium pricing for a very average town.
- I'm not even exactly sure the boundaries of "downtown" and I generally don't have reasons to go. There's not really good restaurants (or many to choose from) and not much going on. So I don't find many reasons to spend time in the area. It needs something more to attract people and businesses. I just think of other cute small town downtown areas and I d9nt see that in Wyoming.
- There is no downtown. It has one bar/restaurant and there is nothing else there worth visiting. Start over.
- This town doesn't need to expand or grow. Moved here 18 years ago since it was small and quiet. Since your an outside agency you have no concern over the city. You ask about downtown parking but it's a small city not someplace like Minneapolis or st paul so things like that are not needed. There is no reason to expand or build because all that will do will bring crime and too many issues to the city. Worry about another city and leave this town the way it is.
- Middle of July and street still has potholes that are not addressed. Street cleaner comes out 2x per year and snow management in cul-de-sacs has never been worse. Pay too much \$\$ in taxes and no excuse for the above.
- I'm not really sure where downtown is... But if I were to guess, Cornerstone is the area. I feel safe & everything is well maintained. I really don't want more multi housing living. Small town atmosphere goes away with all of that.
- We are missing anything related to our history or core manufacturing vibe.
- The roads around 260th st, Professional Exteriors/ rosenbauer are absolutely terrie. Crumbling apart. I feel safe, but there really isn't anywhere to walk to.
- It can use improvement but overall downtown Wyoming seems busy until about 6 p.m.
- There isn't much of a selection for gatherings, Forest

10. Please elaborate on your responses to the previous statements. (cont.)

lake seems to have more options. Parking has never been an issue unless it's stage coach days. Most of the streets are well maintained.

- I live in what you would call downtown, so my gathering place is my home. If friends want to get together in Wyoming, they come here for good food and plentiful drinks. Also, we walk or ride bikes to any place we want to go in the summer months so parking is a non issue. We get needed, last minute groceries at Bruce's and would be very sad if we lost that business. However, we have to go to FL to get

home improvement supplies or household goods like small appliances etc.

- No
- It's hard to comment on a downtown that is still in the "kick around ideas" stage. Downtowns in my opinion consist of a main street or a town square. Wyoming has neither. Does this mean there is no business in Wyoming? To the contrary. The problem is that all of the businesses that call Wyoming home are scattered all around the city.

11. Any additional ideas/comments about downtown Wyoming?

- BRING TAXES DOWN!
- The speed limit is needlessly low on East Viking East of Glen Oak.
- More restaurants, bakery and a Kwik Trip
- Pull in more businesses or things to help lower taxes as they are getting too high. The city doesn't need the best government facilities instead spend the money and decreasing taxes or creating things to creat more money for the city. Keep doing the events because that is what makes Wyoming a great place they are family oriented
- I think there's ton of potential, hopefully we'll see more businesses come in to support additional housing and justify other leisure options!
- Leave it alone it's fine the way it is.

- We strongly feel that the small town vibe is important, differentiating, and appealing. We don't want to live in a "big town" like Forest Lake or North Branch. We want to live here 'because' it's a small town.

It makes us apprehensive/sad that Wyoming would grow in population a lot. If there has to be more residential, we'd prefer if it was larger lot single-family homes where there can be big trees and walking paths. Make the neighborhoods feel more like older neighborhoods and not turn our town into a depressing sea of houses like in St. Michael (like what's going in on Kettle River). Sad.

There are also already so many great businesses and community aspects that are "invisible" if you don't know about them, and so spread out. We love our small town, but there's not really a "downtown" that you'd walk. I think of White Bear Lake and Buffalo as Main Street/"downtown" areas that would be

cool to have in Wyoming, too, for residents and as a destination for surrounding communities.

- Some smaller multi-tenant retail buildings vs. adding to the warehouse district, I feel it could bring more shoppers. Adding more retail spaces, I think wyoming could capitalize on that. There just really isn't anywhere for new businesses to to even move into here in Wyoming. Again though, please look at the intersection of kettle river and east viking. Friday afternoons are terrible w/people going north. If you are headed north and trying to turn west, good luck. Same in the fall coming from pinehaven farm. If you are coming out of there and trying to turn to cross the bridge, it's terrible. The extra 135 homes being built on kettle river will be contributing to that. + homes behind the village inn? It's going to be terrible. Apartments are the last thing we need to add to this community. Hwy 61 in wyoming should have a more welcoming look. Street lights with some hanging plants or aLAn divider with some plants. Wyoming looks like a bunch of brick buildings that is not appealing.
- Have you ever been in downtown at 4:30 on a weekday. The roads/stop lights are inadequate for the amount of people that are leaving this town. Keyword leaving, they will spend their money in a neighboring community with big box stores and malls full of restaurants because they can't do it in the city that they work in. How can you keep more of that money in your community?
- Look up the concept of "third spaces" — this is what we need in our city. More mom and pop places, not chain restaurants or fast food. There's enough of that in forest lake.

11. Any additional ideas/comments about downtown Wyoming? (cont.)

- Safe, clean, senior housing
- Community feels disjointed/forgotten especially on the west side of I-35.
- Please look at adding low/free event spaces for people to use. The library is too small. Look at indoor play spaces even just for winter biking or an indoor playground. Bring a hardware store to town and let companies put better signage out—especially Splitrock. That sign is 2 feet high and looks ridiculous. Let someone other than Halberg own anything in town.
- With more businesses closer together it would feel more like a walkable downtown.
- Affordable single family homes on larger lots would be great
- We need new council members that will focus on what the city really needs instead of the liberal crap that will turn Wyoming into another crime ridden Minneapolis!
- Use money towards repairing roads or lowering these high water bills. Put money back into the people who allow you to operate and not on things this city doesn't need.
- Beautify, way find, signage, better defined. A band shell and pan with a splash pad would be amazing!
- We some cool vibe apartments on 61voff the trail, that invites ppl to go downtown.
- There are quite a few areas, it seems impersonal like a nice walking park close to the bike trail with a positive energy, like flowers, bandshell, music, Farmers Market, work out area. Places that have a entertainment use to them
- Now that I am thinking about it, Wyoming could use a laundromat as a successful business. I've only mentioned that to everyone that I know for years. Also, we lost a valuable business when ACE Hardware left. As much as I think we need businesses in Wyoming, I don't want to see a big influx of population and the crime that comes with it. I like that we have that non big city mentality that you don't come here to mess around. (Maybe that's just at my house) I'd rather see a fine wine and cheese store than an MGM. Or a small fashion boutique as opposed to a Kohls. I didn't think I had much to say about this when I started this survey, but it appears I have a lot of ideas in my head. How about an escape room business or some virtual adventure place for kids and fun family activity places besides just a bowling alley? Maybe I should be on the planning council and make my life miserable.
- Just very frustrated with the fact that on my street you forced us residents to pay for road improvements even though you used our land to expand. And did not pay us for the stolen land. But on 22 you paid residents for the land you claimed even though the price was inadequate. The city is a bunch of crooks.



Request for EDA Action

Date: January 3, 2024

Presented to: EDA Members

Presented by: Robb Linwood, City Administrator

Department: Administration

Reference: Vote and assign EDA positions for 2024

Method: New Business

Background Information:

As part of the Wyoming EDA's Bylaws and annual meeting it is necessary to assign organizational roles for the each member for the year. The board should nominate individuals for the following positions:

- President
- Vice President
- President Pro Tem
- Treasurer
- Assistant Treasurer
- Secretary
- Executive Director

Recommendation: To nominate and assign roles to EDA members for 2024.

BYLAWS OF THE CITY OF WYOMING
ECONOMIC DEVELOPMENT AUTHORITY

1. THE AUTHORITY

Section 1.1 Name of Authority. The name of the Authority shall be the City of Wyoming Economic Development Authority (hereinafter, the "City EDA"), and its governing body shall be called the Board of Commissioners (hereinafter, the "Board").

Section 1.2 Office. The principal office of the Authority shall be at 26885 Forest Boulevard, P.O. Box 188, Wyoming, MN 55092

Section 1.3 Seal. The Authority shall have an official seal.

Section 1.4 Establishment. The Authority was established by Resolution No. 1-22-97A, approved by the City Council of the City of Wyoming, Minnesota on January 22, 1997 (the "Enabling Resolution"), after a duly noticed public hearing was held pursuant to the Act. The Authority has all the powers set forth in the Enabling Resolution.

Section 1.5 In accordance with the Enabling Resolution, five commissioners will serve on the Board, who shall either be residents of, own or work at a business or own real property in the area of operations of the Authority. Two City Council members will simultaneously serve as Board Commissioners. Those commissioners initially appointed shall be appointed for terms of two, three, four, five, and six years respectively and thereafter all commissioners shall be appointed for six year terms. The terms of the City Council members also serving as Board Commissioners are coterminous with their respective terms on the City Council.

2. ORGANIZATION

Section 2.1 Officers. The officers of the Authority shall consist of a President, a Vice President, a Secretary, a Treasurer and an Assistant Treasurer. The President, Vice President, Treasurer, and Secretary shall be elected annually, at the annual meeting. No Commissioner may serve as President and Vice President at the same time. The officers of Secretary and Assistant Treasurer need not be held by a Commissioner.

Section 2.2 President. The President shall preside at all meetings of the Board.

Section 2.3 Vice President. The Vice President shall preside at any meeting of the Board in the absence of the President and may exercise all powers and perform all responsibilities of the President if the President cannot exercise or perform the same due to absence or other liability.

Section 2.4 President Pro Tem. In the event of the absence or inability of the President and the Vice President at any meeting, the Board may appoint any remaining Commissioner as President Pro Tem to preside at such meeting

Section 2.5 Treasurer. The Treasurer shall receive and be responsible for Authority money, shall disburse authority money by check only (in accordance with Section 4.3 herein), keep an account of

all Authority receipts and disbursements and the nature and purpose relating thereto, shall file the disbursements and the nature and purpose relating thereto, shall file the Authority's financial statement with its Secretary at least once a year as set by the Authority, and be responsible for the acts of the Assistant Treasurer.

Section 2.6 Assistant Treasurer. The Assistant Treasurer shall have all the powers and duties of the Treasurer if the Treasurer is absent or disabled

Section 2.7 Secretary. The Secretary shall keep or cause to be kept minutes of all meetings of the Board and shall maintain or cause to be maintained all records of the Authority. The Secretary shall also have such additional duties and responsibilities as the Board may from time to time and by resolution prescribe.

Section 2.8 Executive Director. The Executive Director shall be designated from time to time by the Authority; shall be the chief appointed executive officer of the Authority, and shall have such additional responsibilities and authority as the Board may from time to time by resolution prescribe. The Executive Director shall serve at the pleasure of the Board.

Section 2.9 - Additional Duties. The officers of the Authority shall perform such other duties and functions as may from time to time be required by the Board or these Bylaws, or the rules and regulations of the Authority.

3. PROCEDURES OF BOARD OF COMMISSIONERS

Section 3.1 Annual Meeting. The annual meeting of the Board shall be held at 5:30 p.m. on Second Monday of January in each year.

Section 3.2 Regular Meeting. The Board shall hold regular meetings on the 2nd Monday of The Month in each year, commencing at 5:30 p.m., or at such time

Section 3.3 Special Meeting. Special meetings of the Board may be called by any two Commissioners or by the Executive Director. The Executive Director or the Secretary shall post notice of any special meeting on the principal office of the Authority no less than three days prior

Section 3.4 Quorum. A quorum of the Board shall consist of four (4) Commissioners. In the absence of a quorum, no official action may be taken by, on behalf of, or in the name of the Board Authority

Section 3.5 - Manner of Voting; Adoption of Resolutions. Voting on all questions coming before the Board shall be by voice vote unless any Commissioner calls for a roll call vote. The yeas and nays shall be entered upon the minutes of such meeting. Resolutions need not be read aloud prior to vote. Resolutions are deemed adopted if approved by at least a simple majority of all Commissioners present, unless State law requires otherwise.

Section 3.6 Rules of Order. The meetings of the Board shall be governed by the most recent edition of Robert's Rules of Order

4. MISCELLANEOUS

Section 4.1 Fiscal Year. The fiscal year of the Authority shall be the same as the City's fiscal year.

Section 4.2 Depositories. In accordance with Section 469.099 of the Act, every two years the Authority shall name national or state banks within the State of Minnesota as depositories. Before acting as a depository, a named bank shall give the Authority a bond approved as to form and surety by the Authority.

Section 4.3 Checks. An Authority check must be signed by the Assistant Treasurer and the President. The check must state the name of the payee and the nature for which the check was issued.

Section 4.4 Commissioner Compensation. Commissioners shall receive \$30.00 for one regular monthly meeting based on Call of Roll attendance recorded on the meeting minutes. An additional \$30.00 will be paid per special meeting based on Call of Roll attendance recorded on the special meeting minutes. The amount of compensation will be determined by the city council. In addition, Commissioners shall be reimbursed for actual expenses incurred in doing official business of the Authority. All money paid for compensation or reimbursement must be paid out of the Authority's general budget

Section 4.5 Removal for Cause. A Commissioner may be removed by the City Council for inefficiency, neglect of duty, or misconduct in office, all pursuant to the procedural requirements contained in Section 469.095, Subdivision 5 of the Act.

Section 4.6 Report to the City. The Authority shall annually, at a time designated by the City, make a report to the City Council giving a detailed account of its activities and of its receipts and expenditures for the preceding calendar year. The Authority shall, at the City's request, make available all records necessary to conduct an audit for the Authority's finances.

Section 4.7 Budget to City. The Authority shall annually send its budget to the City Council which budget includes a written estimate of the amount of money needed by the Authority from the City in order for the Authority to conduct business during the upcoming fiscal year.

Section 4.7 Dress – As a representative of the city the dress code “Business Casual”

Section 4.8 Employees. The Authority may employ a chief engineer, technical experts and agents and other employees as it may require and determine their duties, qualifications and compensation.

Section 4.9 Services. The Authority may contract for the services of consultants, agents, public accountants and others as needed to perform its duties and to exercise its powers. The Authority may also use the services of the City Attorney or hire a general counsel, as determined by the Authority.

Section 4.10 Supplies, Purchasing, Facilities and Services. The Authority may purchase the supplies and materials it needs. The Authority may use the facilities of the City's purchasing department. The City may furnish offices, structures and space, stenographic, clerical, engineering and other assistance to the Authority.

Section 4.11 Execution of Contracts. All contracts, notes, and other written agreements or instruments to which the Authority is a party or signatory or by which the Authority may be bound shall be

executed by the President and the Executive Director. If the Executive Director is absent or otherwise unable to execute a document, the Assistant Treasurer may execute the document.

Section 4.12 Amendment of Bylaws. These Bylaws may be amended by the Board of majority vote of all the Commissioners, provided that any such proposed amendment shall first have been delivered to each Commissioner at least three days prior to the meeting at which such amendment is considered.

PASSED AND ADOPTED BY THE WYOMING EDA on this 10th day of July, 2023

BY: Lisa Iverson
President

ATTEST

Robb Linwood, City Administrator



Request for EDA Action

Date: January 3, 2024

Presented to: EDA Members

Presented by: Robb Linwood, City Administrator

Department: Administration

Reference: EDA Meeting Dates for 2024

Method: New Business

Background Information:

The EDA meets on the 2nd Monday of each month at 5:30PM. The 2024 meeting schedule has been provided for the EDA's review

Recommendation: Approve the EDA Meeting dates for 2023

2024 EDA Meeting Dates

5:30PM

January 08, 2024

February 12, 2024

March 11, 2024

April 8, 2024

May 13, 2024

June 10, 2024

July 8, 2024

August 12, 2024

September 9, 2024

October 14, 2024

November 11, 2024

December 9, 2024



Request for EDA Action

Date: January 3, 2024

Presented to: EDA Members

Presented by: Robb Linwood, City Administrator

Department: Administration

Reference: Initiative Foundation Request

Method: New Business

Background Information:

The Wyoming EDA annually makes a contribution to the Initiative Foundation. For 2024 the Initiative foundation has made a funding request of \$250.00

Recommendation: To contribute \$250.00 to the Initiative Foundation for 2024

(320) 632-9255
405 First Street SE
Little Falls, MN 56345



ifound.org

June 12, 2023

Robb Linwood, City Administrator
City of Wyoming
26885 Forest Blvd
Wyoming, MN 55092-0188

Dear Mayor Iverson, City Council and Mr. Linwood,

For 37 years, the Initiative Foundation has focused on building strong local economies, vibrant communities, and a lasting culture of generosity in Central Minnesota. Our grantmaking, lending, and programmatic activities support for-profit and nonprofit business growth, empower new entrepreneurs, address workforce shortages, and increase access to quality childcare for the region's workforce.

In Chisago County, the Initiative Foundation has provided a total of \$2,582,716 in grants to support nonprofit organizations and local government projects, as well as \$2,298,950 in business loans to secure 467 quality jobs. The Foundation's community and economic development services continue to provide essential resources for local cities, and across Central Minnesota.

To further our economic and community development efforts and multiply the impact of our work, we also seek funding from sources outside the region. These external funds are combined with our own resources and put to work across Central Minnesota. In 2022 the Foundation secured and then invested into Central Minnesota more than \$1.4 million from outside sources to support businesses, nonprofits, childcare providers, and local communities. The Foundation continued to partner with local leaders and state agencies to address ongoing issues, working with the Department of Employment and Economic Development to revitalize economic corridors and support small businesses, and with the Department of Education to explore solutions and implement strategies that create quality, affordable childcare.

Financial contributions from cities and counties greatly increase our capacity to support these economic and community development projects. Your support also positions us to seek, secure, and leverage additional resources from outside Central Minnesota, generating a substantial return on your investment in us. For every dollar we raise locally, we have reinvested an average of \$4.24 back to the communities we serve in the form of grants, loans, and scholarships. Turning every local dollar donated into more than four dollars for our communities—that's a return on investment to be proud of, and we would be honored by renewal of your support in 2024.

We respectfully request that you consider allocating \$250 to the Initiative Foundation in your 2024 budget.

Please contact us if you have any questions or to request a presentation. We sincerely appreciate your past investment and look forward to your continued support in 2024. We can present in person or facilitate an online option. If possible, after your budget for 2024 is finalized, please let us know your decision by signing and returning the enclosed confirmation form. Thank you for your consideration!

All the best,


Matt Varilek
President

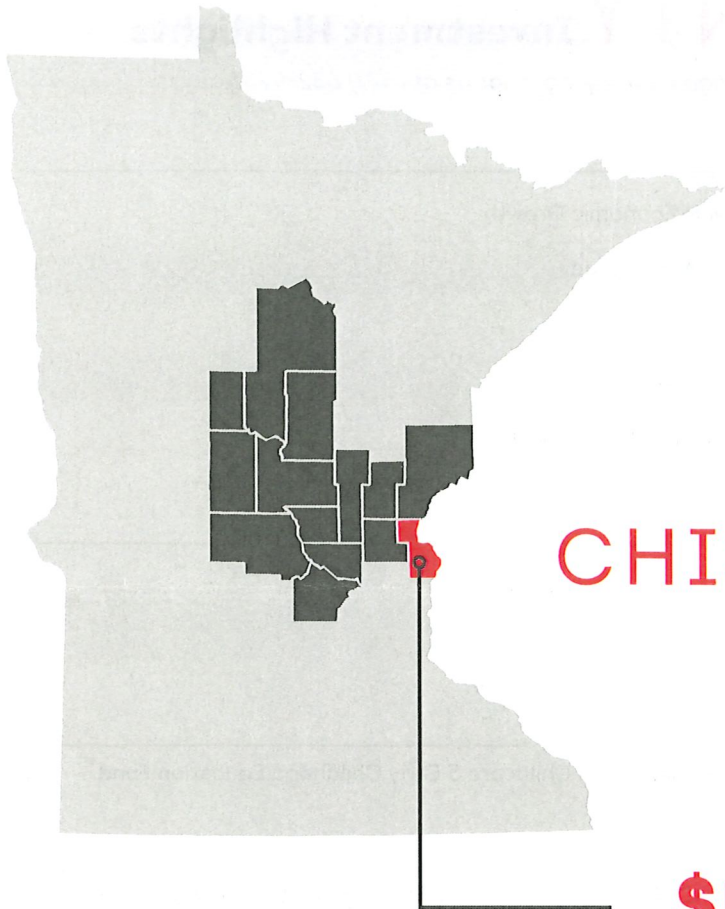

Carl Newbanks
Director of Development

The Initiative Foundation is a 501(c)(3) nonprofit organization. All contributions to the Foundation are tax-deductible to the extent allowed by law. The Foundation owns and manages all financial contributions for the benefit of communities served in the 14-county region of Central Minnesota.



Powering Possible

Equal opportunity lender, provider and employer.



Initiative Foundation at work in
CHISAGO COUNTY

\$523,886

in local donations to the Initiative Foundation.

\$5.6 MILLION

returned to Chisago County in grants and loans.

Our Mission:

To empower people throughout Central Minnesota to build a thriving economy, vibrant communities and a lasting culture of generosity.

405 First Street SE
Little Falls, MN 56345
(877) 632-9255
ifound.org



Powering Possible

Return on Investment

For every local dollar contributed, the Initiative Foundation has invested **\$10.74** back into Chisago County.

Economic Impact

[1986 to present]

- Awarded 283 grants totaling **\$2.58 million**
- Partnered on 40 loans totaling **\$2.3 million**
- Created or retained **467 quality jobs**
- Leveraged **\$19 million** in outside capital
- Hosted **3** Partner Funds

Equal opportunity lender, provider and employer.

CHISAGO COUNTY **Investment Highlights**

For a full listing of Initiative Foundation investments in Chisago County, contact us at (877) 632-9255.

Grants Thriving Economy, Thriving Communities

Chisago County Economic Development Authority	County-wide Economic Growth
City of Lindstrom	Downtown Design Study
JA Nails, Inc.*	Economic Recovery
Nelson Auto Sales, Inc.*	Economic Recovery

* Indicates Otto Bremer Trust Microenterprise grant administered by the Initiative Foundation.

Business Financing Local Ownership, Quality Jobs

Schneider Industries, Center City	Service
Carfull, North Branch	Retail

Partner Funds Activating Generosity

Manufacturing Fund of Central Minnesota | Betty and Larry Nelson Family Fund | Childcare & Early Childhood Education Fund

Community Action The Power of Partnership

→ An Initiative Foundation grant and a First Children's Finance partnership is helping Chisago County address its urgent need for 1,500 additional childcare slots for newborns to 5-year-olds. A countywide team has identified several local solutions—from establishing partnerships with local churches to using common space for multiple childcare providers—and plans to use American Rescue Plan Act money to fund its top initiatives.

→ Millions of dollars in COVID-19 pandemic relief have gone to businesses across Central Minnesota. With all the funding delivered, some of the smallest businesses fell through the cracks. Thanks to a grant from the Otto Bremer Trust, distributed by the Initiative Foundation, 12 Chisago County businesses received more than \$100,000 in grant support. In total, the Initiative Foundation's microenterprise grant initiative delivered \$675,000 to 86 businesses in Central Minnesota.

→ A thriving and beautiful downtown increases business attraction and hometown pride. Partially funded by an Initiative Foundation grant, the Lindstrom Economic Development Authority (EDA) is partnering with a design firm to study downtown parking and housing; establish connections to lakes and trails; address pedestrian safety; and update the stormwater system. The goal of the project is to transition to a safe, welcoming and beautiful downtown.



2024 Budget Confirmation

Please use the form below to indicate your decision to support the Initiative Foundation in 2024. Thank you! Together, we can continue to serve this great region we call home!

Initiative Foundation
405 First St. SE, Little Falls, MN 56345
Or Email it to: cnewbanks@ifound.org Fax: (320) 632-9258

Or NEW THIS YEAR - online submission at ifound.org/city-and-county.

☐ **Yes**, the City Council of _____ has approved funding to the Initiative Foundation in 2024 in the amount of \$ _____.

Would you like the Initiative Foundation to send you a payment reminder/invoice?

- ☐ Yes, please send payment reminder/invoice to us in _____ / _____.
Month / Year
- ☐ Not necessary, we'll send payment to IF without a payment reminder/invoice.
- ☐ Payment attached.

☐ **No**, the City Council has decided against funding the work of the Initiative Foundation in 2024.

Name of Contact Person _____

Printed Name

Title

Signature

Date

Email Address

Phone #

If the City Council would like to schedule a presentation by the Foundation, request more information, or discuss local projects, please call Carl Newbanks at 320-631-2042 or email cnewbanks@ifound.org.

Thank you again for considering this request! We appreciate your partnership.



Request for EDA Action

Date: January 5, 2024

Presented to: EDA Members

Presented by: Robb Linwood, City Administrator

Department: Administration

Reference: Request for attendance for EDAM Conference

Method: New Business

Background Information:

The Wyoming EDA is a member of the Economic Development Association of Minnesota. The winter conference is at the end of January on the 25th and 26th in Minneapolis, MN. EDAM is a professional association of individuals and organizations throughout the state of Minnesota who share this mission. We pursue our mission by providing economic development professionals a forum for exchanging information and staying abreast of current economic development strategies and practices and by providing them with valuable networking and educational opportunities. EDAM members are leading economic developers in the state of Minnesota. EDAM consults with the state on public policy issues related to economic development, and helps continually define and improve the profession.

The conferences offer speakers, trainings, breakout sessions and opportunities for networking. I feel that there is significant value to the city with my attendance to remain familiar with current issues and key takeaways to help the city of Wyoming in its economic development efforts. The cost of the conference is \$350.00 for both days.

Recommendation: To approve the attendance of City Administrator Linwood to the 2024 EDAM Winter Conference.



Chisago County

HRA-EDA



STRATEGIC PLAN

2021.....2026

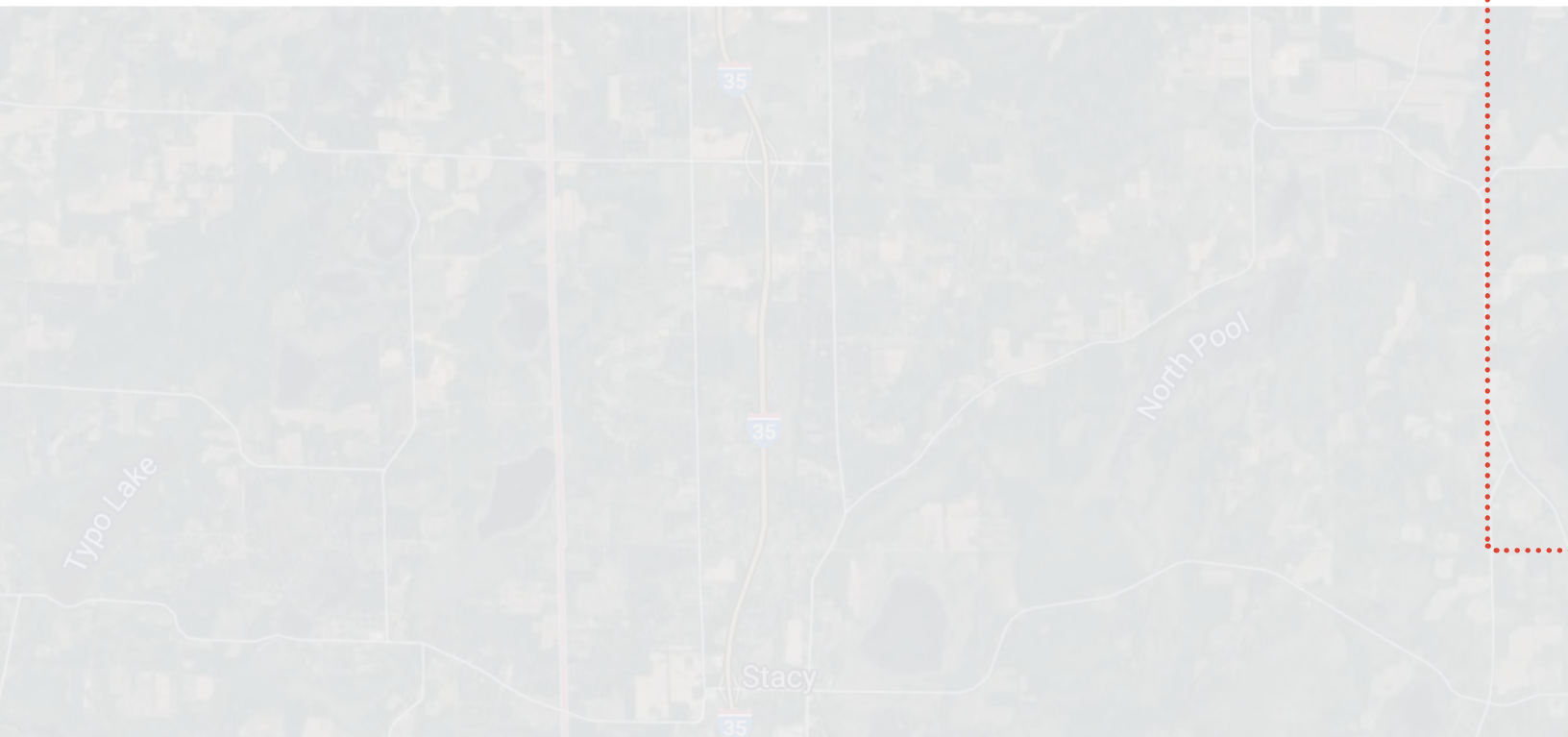


TABLE OF CONTENTS

EXECUTIVE SUMMARY.....	3
OVERVIEW.....	4
BACKGROUND INFORMATION.....	5
STRATEGIC PLAN 2021-2026.....	8
Vision and Mission	8
Strategic Directions	9
APPENDIX	12
Chisago County HRA-EDA SP Practical Vision Session 8.18.20	12
08.18.20 Strategy Planning Session 1 of 3 PRACTICAL VISION	13
09.01.20 Strategy Planning Session 2A of 3 BLOCKS	14
09.15.20 Strategy Planning Session 3 of 3 ACCOMPLISHMENTS	14
 STRATEGIC PLANNING PRODUCTS ATTACHED	
1. Chisago County HRA-EDA SP Practical Vision Session 8.18.20	
2. Chisago HRA-EDA Survey Results Summary 8.18.20	
3. 08.18.20 Strategy Planning Session 1 of 3 PRACTICAL VISION	
4. 09.01.20 Strategy Planning Session 2A of 3 BLOCKS	
5. 09.01.20 Strategy Planning Session 2B of 3 STRATEGIC DIRECTIONS	
6. 09.15.20 Strategy Planning Session 3 of 3 ACCOMPLISHMENTS	

EXECUTIVE SUMMARY

In August/September 2020, the Chisago County HRA-EDA engaged Northspan to conduct a strategic planning process. The goals of the process were to clarify and/or identify the following:

- Practical Vision
- Mission
- Strategic Directions for next 5 years
- Outcomes/Accomplishments by which the strategic directions are achievable

The HRA-EDA, over the course of three sessions and with input from many local partners, developed the following vision, mission, and strategic directions:

VISION:

We are a natural resource for economic growth.

MISSION:

Fostering a high quality of life and thriving communities in Chisago County by collaboratively providing resources for residents and businesses.

STRATEGIC DIRECTIONS:

1. Positioning the county for continued business growth
2. Clarifying a countywide growth strategy
3. Developing affordable housing options
4. Coordinating broadband development

This document provides an overview of the new strategic plan, which will guide the HRA-EDA's work for the next five years. Details on the planning process and supporting documents from that process are available in the appendices.

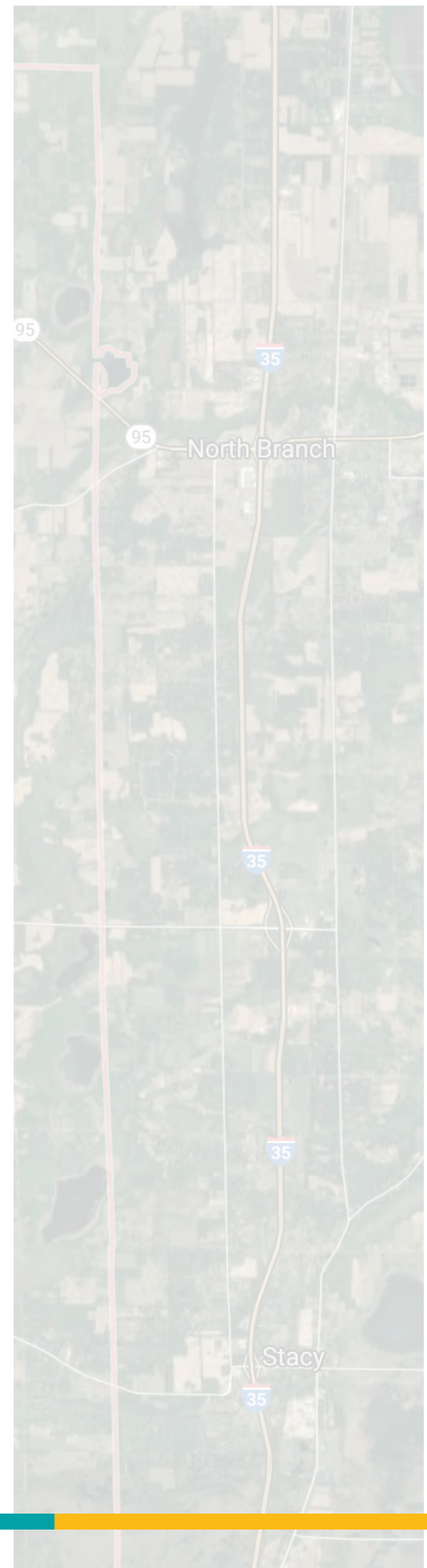


OVERVIEW

The Chisago County HRA-EDA has long worked to provide housing and provide economic development services to the businesses and residents of Chisago County. It has sought to guide the county's steady population and business growth, recognizing that housing and business growth move in tandem. It coordinates with the county's local units of government to prepare sites for development and ensure communities have the necessary infrastructure to support it, and it has emerged as a statewide leader in the development of broadband. It operates six multi-unit housing developments and has commissioned studies and a toolkit to further local understanding of housing. The HRA-EDA is also a Small Business Development Center (SBDC) satellite office.

The HRA-EDA currently has two staff members and a five-member board of directors, plus two county commissioner liaisons and one alternate. It works with staff from the county's ten cities, nine townships, three chambers of commerce, and four school districts to guide economic development and provide support when necessary.

The HRA-EDA frequently updates an annual operating plan, but it has not revisited its vision or mission or commissioned a broader strategic plan since its current executive director arrived. This plan seeks to provide that foundation for longer-term planning for HRA-EDA activities. Its timing, coming amid a world-changing pandemic and several shifting economic trends in the area, primes the HRA-EDA for a fresh response to the challenges and opportunities it faces.



..... BACKGROUND INFORMATION

With its location on the edge of the Minneapolis-St. Paul metropolitan area, access to distinct natural amenities, and location on the I-35 corridor, Chisago County has enjoyed steady growth in recent decades. Its incomes are among the highest for a Minnesota County outside of the Metro, and its poverty rate is among the lowest. Education and health care are the leading employment sectors in the county, and it enjoys strong clusters in transportation and manufacturing, all of which have grown over the past decade. It has experienced limited to no new multifamily housing development.

Chisago County faces some economic and demographic challenges, including an aging population and the outward commute of many residents to jobs outside the county. Commuter data and survey work shows that many residents travel outside of the county for higher-paying or more specialized jobs in other locations. The housing market is more affordable than the Metro but more expensive than most of Greater Minnesota, and single-family homes dominate the market, with a low rental vacancy rate. New housing development, while steady, has not rebounded to levels that precede the 2008 financial crisis.

In recent years, the Chisago County HRA-EDA has had several major areas of focus, including:

1. BROADBAND

- a. Assisted Sunrise Township and Fish Lake Township with successful Border to Border broadband grants and bonding to fund fiber to the home. Nessel Township now also has fiber to the home. Now working with Chisago Lake and Franconia Townships.
- b. Assisted with feasibility grants from the Blandin Foundation for Chisago Lake, Franconia, Lent, and Sunrise Townships, which provided information to apply for a state Border to Border grant.
- c. \$75,000 Blandin Broadband Community grant for projects providing access, education, promotion of broadband and the Internet. Now participating with the Chisago Lakes Area on another Blandin Community Program grant.

2. BUSINESS DEVELOPMENT

- a. Regularly meet with businesses to retain them and build relationships
- b. Assist roughly 25 businesses per year through the Small Business Development Center (SBDC)
- c. Work with businesses to access funding through banks, gap funding lenders, and state programs such as Job Creation Fund and Minnesota Investment Fund
- d. Tax abatement for nine businesses since 2011



North Pool

3. BUSINESS COVID-19 ASSISTANCE

- a. Worked with businesses to access state and federal relief programs
- b. Online presence classes and one-on-one sessions
- c. Subrecipient of Chisago County CARES Act funding; providing small business relief grants

4. CITY ASSISTANCE

- a. Assist cities in the county with Small Cities Development Program grants
- b. Invested in 7 industrial parks in the county; assist with marketing
- c. Assist cities with funding and research for redevelopment sites
- d. Provide resource referrals and project assistance for cities as requested
- e. Assisted with initiating the ABC Competition in the Chisago Lakes Area as well as assisting with many of the projects that were accomplished through fiscal agency, funding, and grant writing.
- f. Assisted in program development and helped fund three cities with a Downtown Façade program
- g. Worked with the City of North Branch to have the eligible area on north side of the city successfully designated as an Opportunity Zone
- h. Assisted in funding studies and marketing

5. HOUSING DEVELOPMENT

- a. Commissioned Comprehensive Housing Needs Assessment and Housing Toolkit for county; funded by HRA-EDA, Minnesota Housing, Minnesota Housing Partnership, and the Initiative Foundation
- b. Own and manage 7 housing complexes for seniors and low-income residents. Recently sold one facility and received another into ownership (currently being rehabilitated)
- c. Started the Property Assessed Clean Energy (PACE) program in the county; first use for housing development in Lindstrom
- d. Working to create a housing trust fund for workforce housing



6. MARKETING

- a. Connect with realtors through MNCAR, LOIS, Real Estate Journal Events, and advertisements
- b. Created a monthly newsletter for Realtors, businesses, partners, and local residents to market development sites for housing and business
- c. New website launched with new branding
- d. Actively participate in regional organizations such as GreaterMSP and GPS 45::93 to market the county along with larger geographical areas for further outreach

7. EDUCATION

- a. Working with partners, provide training opportunities for business and/or city leaders including:
 - i. Lenders Breakfasts
 - ii. Succession Planning
 - iii. Employment Law
 - iv. How to be prepared for a site selector
 - v. Others as opportunities arise.

8. LABOR FORCE

- a. Partnered with DEED and surrounding communities to provide Job Fairs until we did not have the numbers of job seekers. Now we support the Career Events.
- b. Spearheaded a job fair and school tours of the facilities for Manufacturer's Week. The Governor and DEED Commissioner attended.
- c. Conducted a Commuter Survey to better understand where the people commuting out of the county are going and investigate how to attract those businesses here

9. TOURISM

- a. As a team, created the Old Hwy 61 Coalition, to promote business and communities along Old Hwy 61 in Chisago, Pine, and Carlton County.
- b. Created and shared the documentation to create the Chisago Lakes Visitor Bureau and lodging tax to promote tourism in the Chisago Lakes Area. Now into its second year.
- c. Participate in the North Woods and Waters of the St. Croix Heritage Area to promote Chisago County as a national tourism destination

10. ADVOCACY

- a. Provide support for many state, county, and city projects such as Highway 8 expansion, trail expansions, broadband, and housing developments

The HRA-EDA looks to build on these recent successes and unite its efforts behind a single strategic plan.

..... **STRATEGIC PLAN 2021 – 2026**

This strategic plan is the culmination of a planning process conducted in August and September 2020. The plan refreshed the county's vision and mission, provided new strategic directions, and established action steps and outcomes to advance the strategic directions.

VISION & MISSION

The following, newly formed, vision and mission statements reflect the purpose, intent, and long-term focus of the partnership:

VISION

We are a natural resource for economic growth.

MISSION

To foster a high quality of life and thriving communities in Chisago County by collaboratively providing resources for residents and businesses.

STRATEGIC DIRECTIONS

The following are the strategic directions of the HRA-EDA's vision and mission:

1. Positioning the county for continued business growth
2. Clarifying a countywide growth strategy
3. Developing affordable housing options
4. Coordinating broadband development



1

STRATEGIC DIRECTION POSITIONING THE COUNTY FOR CONTINUED BUSINESS GROWTH

DEFINITION:

This strategic direction aims to strengthen economic development activity in Chisago County through ongoing core functions and the creation of a marketing plan that raises its profile of Chisago County. It sets the stage for more innovative strategies to promote the county and establishes metrics to track the success of these efforts.

ACTION STEPS:

1. Retain and grow business
 - a. Hold an SBDC day that explains what it is and what it does
 - b. Hold an open house or parade of properties on available commercial properties/land
 - c. Conduct business visits and coordinate results sharing from business retention, expansion, and attraction efforts across the county.
 - d. Develop a written business case for development in Chisago County and Minnesota including effective tax rate comparisons for different types of developments
2. Develop a targeted marketing plan incorporating business and housing development
 - a. Define target market(s)
 - b. Hold HRA-EDA Open House celebrating new branding and new website
 - c. Determine how to best use CGI video and other potential tools to tell the county's story
 - d. Explore ways to tell more success stories
 - e. Develop a sustainable tracking method for business change & growth
 - f. Develop a sustainable tracking method for business communications outreach, e.g. conduct drip campaigns with the targeted markets that sends content 7+ times a year

OUTCOMES:

1. The HRA-EDA tells its story and is heard and seen and known for who it is and what it is
2. Marketing plan is active
3. Increase in business expansion/attraction measurables
4. Low business land/building availability/ vacancy rate
5. Growing land/building inventory

2

STRATEGIC DIRECTION CLARIFYING COUNTYWIDE GROWTH STRATEGY

DEFINITION:

This strategic direction aims to coordinate a countywide strategy to support and educate local partners on steps they can take to grow the Chisago County economy. It creates a forum for ongoing shared ideas and moves county stakeholders toward shared economic development goals.

ACTION STEPS:

1. Define and gather relevant stakeholders
2. Determine how to create buy-in and a structure for ongoing collaboration
3. Determine what one thing the group can focus on to demonstrate success, e.g. broadband
4. Define and educate stakeholders on what it means to be development-ready, be ready for opportunities when they emerge, and make good, informed decisions for growth
5. Host a summit or large county-wide gathering that includes financial institutions to share and gather feedback

OUTCOMES:

1. Defined goals
2. Ongoing, centralized stakeholder communication with updated stats dashboard
3. Committed committee
4. Understanding how to continue to grow and gain/keep momentum

3

STRATEGIC DIRECTION DEVELOPING AFFORDABLE HOUSING OPTIONS

DEFINITION:

This strategic direction acknowledges the importance of affordable housing development for Chisago County's economic growth. It provides resources to local partners to help them develop affordable housing and supports population growth and retention of residents who commute.

ACTION STEPS:

1. Define and agree upon affordable housing
2. Adopt and fund a housing trust fund
3. Create educational program on the value of affordable housing as an economic development driver for county and city policy leaders
4. Revisit toolkit with all 10 cities to identify lots for development and build support for affordable housing goals or metrics
5. Creation or use of a tool that outlines costs of development and whether it will cash flow that includes state tax comparisons
6. Coordinate housing plan and identified lots for development with the targeted marketing plan

OUTCOMES:

1. On pace to develop the number of affordable (as defined by the HRA-EDA) units outlined in housing study by 2030
2. County has enough platted, serviced lots to meet demand
3. Implementation of toolkit recommendations at city and county level
4. Increased percentage of residents working in county
5. Shared understanding of value of affordable housing needs and opportunities in county

4 STRATEGIC DIRECTION COORDINATING BROADBAND DEVELOPMENT

DEFINITION:

This strategic direction aims to move Chisago County toward broadband availability for all residents. It builds on the county's past success to build the case for investment by townships and moves them toward applications for funding.

ACTION STEPS:

1. Continue to lobby for state/federal funding
2. Educate townships on value of and process for project funding, including cost-benefit analysis
3. Develop case studies/success stories/find broadband ambassadors to show value from successful places
4. Apply once per year to state Border to Border program

OUTCOMES:

1. 75% of land area served by 2026
2. Grants received to fund service extension
3. Increased availability of state and federal funding sources
4. Increased number of telecommuters (measured by commuter survey)
5. Feasibility studies completed for all townships



STRATEGIC PLANNING PROCESS

The Chisago County HRA-EDA has prepared this 5-year strategic plan to guide its activities and achieve accomplishments consistent with the group's vision and mission. The strategic process steps, session dates, and agendas are included as an attachment, as are the results of the sessions that followed.

PROCESS STEPS

1. Collection of background information from HRA-EDA
2. Environmental scan survey with HRA-EDA staff, board, and community partners
3. Background research on Chisago County economy and housing market
4. 08.18.20 Strategy Planning Session 1 of 3
5. 09.01.20 Strategy Planning Session 2 of 3
6. 09.15.20 Strategy Planning Session 3 of 3
7. 09.21.20 Draft Strategic Plan Review & Feedback
8. 09.29.20 Strategic Plan Roll-Out
9. Complete a 90-day check-in

PRACTICAL VISION | STRATEGIC PLANNING VIRTUAL SESSION: AUGUST 18, 2020

AGENDA

1. Welcome & Zooming In
2. Introductions
3. Background Data
 - a. Economic & Demographic Overview
 - b. Housing Overview
4. Work Plan
 - a. Recent Work & Achievements
 - b. Progress
5. SWOT Results
6. Mission & Vision Results
7. Practical Visioning Workshop
8. Next Steps & Adjourn

PRACTICAL VISION

On August 18, the HRA-EDA board and a group of community partners came together in a session to identify a practical vision. The complete vision and the ideas that went into its creation are available in the Appendix as 8.18.20 Strategy Session I Results.

Prior to the Chisago County HRA-EDA's first strategic planning session on August 18, 2020, Northspan surveyed all participants to obtain their feedback on the organization's mission, potential vision, work plan progress, and current reality. Thirteen of the participants responded to the survey. A document summarizing the survey process is available in the Appendix as Chisago HRA-EDA Survey Results Summary 8.18.20.

Northspan also conducted pre-planning and context setting work with HRA-EDA staff and obtained background information to present to stakeholders. This presentation included the survey results, background data on the county's economics, demographics, and housing market, and highlights on staff progress on the 2020 Work Plan. The complete document is available in the Appendix as Chisago County HRA-EDA SP Vision Session 8.18.20.

BLOCKS & STRATEGIC DIRECTIONS | STRATEGIC PLANNING IN-PERSON SESSION: SEPTEMBER 1, 2020

AGENDA

11:30AM: Welcome & Zooming In
11:35AM: Introductions
11:45AM: Blocks Workshop
1:15 PM: Strategic Directions Workshop
2:25 PM: Next Steps & Adjourn

On September 1, Northspan facilitated a strategic planning session with the HRA-EDA board and staff that focused on blocks that prevent the organization from reaching its vision and strategic directions to overcome those blocks and barriers.

BLOCKS

Participants identified five contradictions or blocks that they believed held back the HRA-EDA. These blocks are available in the appendix in the document titled 09.01.20 Strategy Planning Session 2A of 3 BLOCKS.

STRATEGIC DIRECTIONS

With the contradictions in mind, the participants then moved to identify four strategic directions that they believe will allow the HRA-EDA to overcome these blocks. These strategic directions are available in the appendix in the document titled 09.01.20 Strategy Planning Session 2B of 3 STRATEGIC DIRECTIONS.

ACCOMPLISHMENTS | STRATEGIC PLANNING IN-PERSON SESSION: SEPTEMBER 15, 2020

AGENDA

12:00NOON Welcome & Introductions
12:10PM Accomplishments Workshop
1:15PM Mission Workshop
2:00PM Next Steps & Adjourn

On September 15, Northspan facilitated a second workshop with the HRA-EDA board and staff. In this session, the board identified outcomes and accomplishments that could move the HRA-EDA toward its strategic directions and worked to develop a new mission statement.

ACCOMPLISHMENTS

The HRA-EDA defined their current reality, identified success indicators, and developed outcomes and accomplishments that will allow the organization to move from current reality to success. These accomplishments and the ideas that led to their creation are available in the appendix in the document titled 09.15.20 Strategy Planning Session 3 of 3 ACCOMPLISHMENTS.

MISSION

The HRA-EDA concluded its workshop by drafting potential new mission statements.

The survey results showed some dissatisfaction with the existing, two-part mission, which reads:

- *“To improve the commercial and industrial tax base within the County with an emphasis on assisting existing businesses; and vigorously marketing the County to attract new business development.”*

AND

- *“To promote and maintain a high quality of life in the County by advancing private development and private investment through collaborative efforts.”*

Northspan facilitators emphasized that a mission should be a factual, real-time description of what the organization does, and framed in a way that explains what an organization does, the way in which it does it, and the intended result of the actions.

HRA-EDA members drafted the following two potential mission statements:

Mission #1: *Promote the county collaboratively for the city and townships and be a resource for business and housing growth and retention by advancing development and investing in infrastructure, business, and housing so that we can maintain a high quality of life and tax base for current and future residents.*

Mission #2: *Provide resources for residents and businesses allowing our communities to thrive, enabling a higher quality of life in Chisago County.*

In its discussion of the statements, the HRA-EDA board recognized the value in a more straightforward mission statement and recognized that many of the elements in Mission #1 emerge in other portions of the strategic plan.

MERGED MISSION

To foster a high quality of life and thriving communities in Chisago County by collaboratively providing resources for residents and businesses.

STRATEGIC PLANNING PRODUCTS ATTACHED

1. Chisago County HRA-EDA SP Practical Vision Session 8.18.20
2. Chisago HRA-EDA Survey Results Summary 8.18.20
3. 08.18.20 Strategy Planning Session 1 of 3 PRACTICAL VISION
4. 09.01.20 Strategy Planning Session 2A of 3 BLOCKS
5. 09.01.20 Strategy Planning Session 2B of 3 STRATEGIC DIRECTIONS
6. 09.15.20 Strategy Planning Session 3 of 3 ACCOMPLISHMENTS



N O R T H S P A N

Chisago County HRA-EDA Strategic Planning

Tuesday, August 18, 2020

9:00AM – 12NOON

Agenda

- Welcome & Zooming In
- Introductions
- Background Data
 - Economic & Demographic Overview
 - Housing Overview
- Work Plan
 - Recent Work & Achievements
 - Progress
- SWOT Results
- Mission & Vision Results
- Practical Visioning Workshop
- Next Steps & Adjourn

Agreements for an Effective Meeting Space



- Remain **on-camera** at all times (except breaks).



- Remain **available-to-be-on-mic**. You can mute while others are speaking/presenting, but be ready to participate.



- Avoid distractions: turn other devices to **airplane mode** and minimize open windows on your computer.



- Feel free to **raise your hand** - on camera or using [nonverbal tools](#) in Zoom.



- Use the phrase "**I'm complete...**" to indicate when you are done speaking.



- Be mindful of your "**airtime**." We will occasionally call on people to ensure your voice is heard or create breathing room in the discussion. Consider this an invitation, not an obligation!

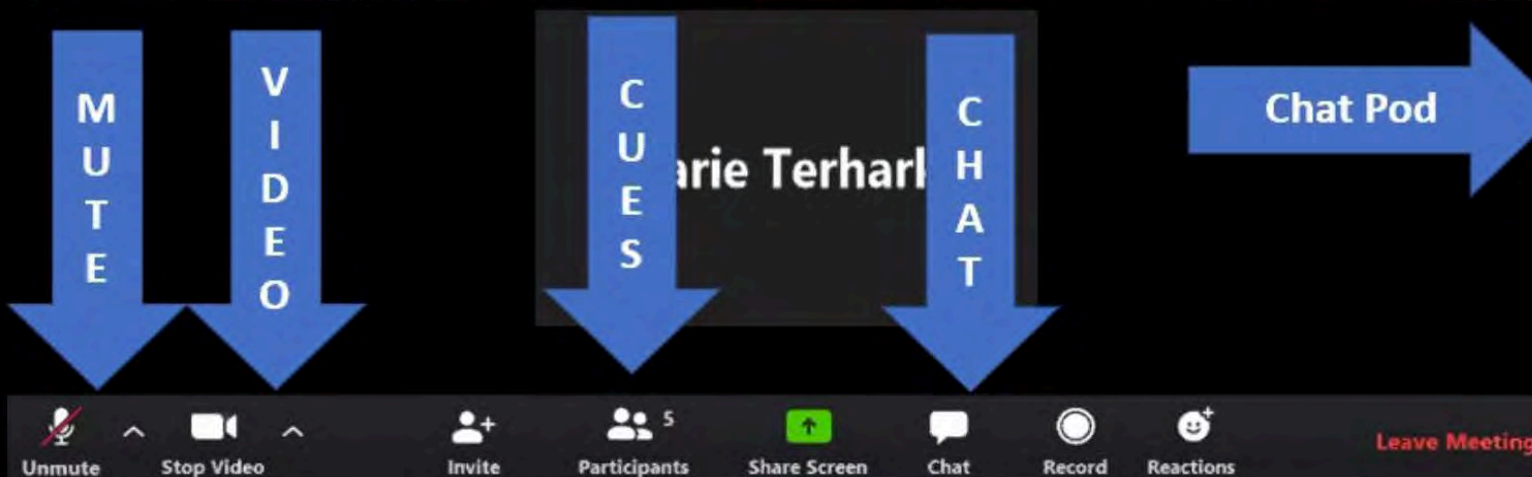


- Grab a **squeeze ball or fidget toy** to keep your hands occupied and avoid the urge to Always Be Clicking!



- Have grace with yourself and others. We're all figuring this out together!
How do you want to show up today? What's one intention you'd like to set for yourself?

As you enter into the virtual space, first, welcome!
Second, please open the chat pod and type in your name. We'll start the meeting with an introduction to some of the features in Zoom.



Participants (7)

- JK Jeremy Kautza (Co-host, me)
- AA Angie Asa-Lovstad (Host)
- IF Irina Fursman (Co-host)
- F Flower

yes no go slower go faster more

Mute All Unmute All

Zoom Group Chat

I'm also logged on through my phone too experience what it looks like

From Angie Asa-Lovstad to Everyone:
Let's populate the login question here and he screen shot it

From Irina Fursman to Everyone:
SURE!
TYPE YOUR NAME HERE

To: Everyone

Type message here...

Introductions

- Background Data
 - Economic & Demographic Overview
 - Housing Overview
- Work Plan
 - Recent Work & Achievements
 - Progress
- SWOT Results
- Mission & Vision Results
- Practical Visioning Workshop
- Next Steps & Adjourn

Background Data

- Economic & Demographic Overview
- Housing Overview

- Work Plan
 - Recent Work & Achievements
 - Progress
- SWOT Results
- Mission & Vision Results
- Practical Visioning Workshop
- Next Steps & Adjourn



Economic & Demographic Overview

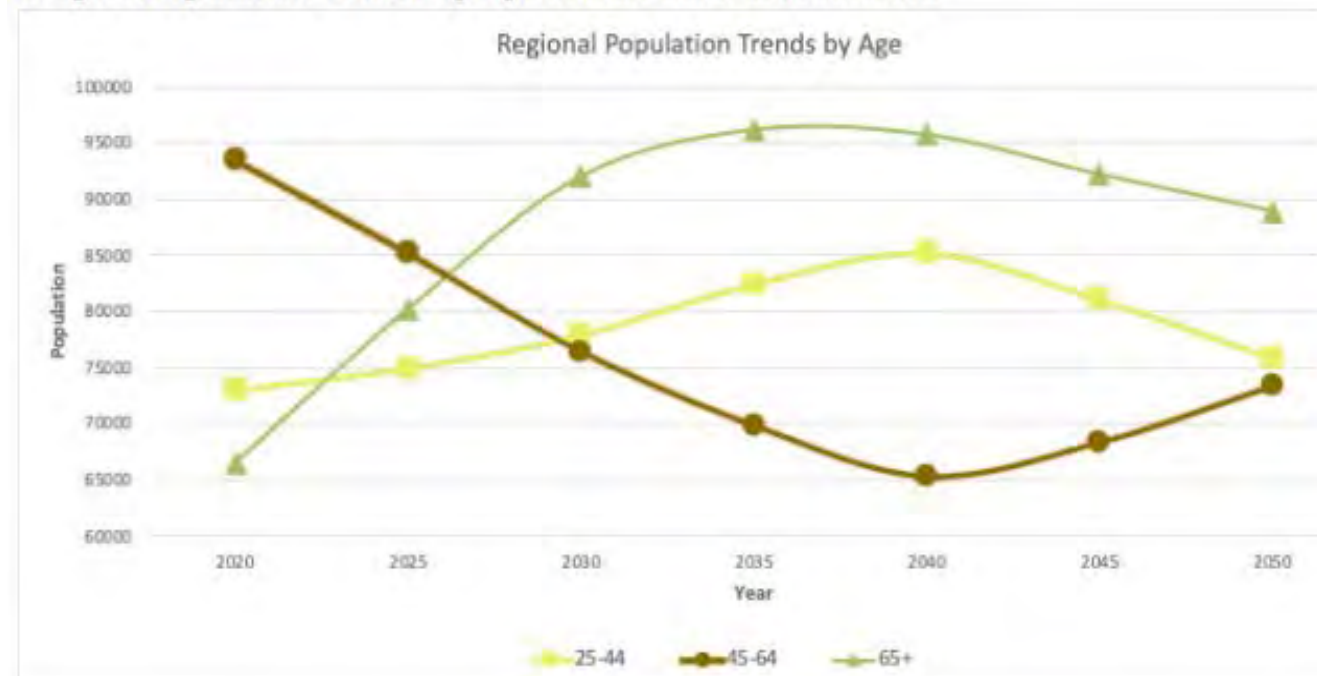
Demographics Since 2010

	2010	2018	% Change	MN 2018
Population	52,844	54,727	3.6%	5,527,358
Labor Force	27,856	29,996	7.7%	3,053,005
Median Age	37.6	41.0	9.0%	37.9
% People of Color	4.1%	4.7%	14.6%	16.7%
Median Household Income	\$64,726	\$80,409	24.2%	\$68,411
Poverty Rate	7.1%	5.6%	-21.1%	10.1%
% High School Degree	91.0%	94.3%	3.6%	93.0%
% Bachelor's Degree	17.0%	20.5%	20.6%	35.5%
% Advanced Degree	4.9%	5.6%	14.3%	12.1%

Projected Trends

- With the exception of the 18 to 24 and 45 to 54 age cohorts, all age cohorts are projected to increase in population 2017 to 2030.
- A majority of the growth is projected to occur in the 65 to 74 and 75 to 84 age group
- Most other increasing age cohorts are expected to increase by 10% to 18%

Graph 1: Population Trends by Age in East Central Minnesota



Leading Industries by Employment

	Chisago County		Minnesota		
	Employment	% Empl.	Employment	% Empl.	LQ
Education and Health Services	4,890	31.3%	732,014	25.2%	1.24
Trade, Transportation and Utilities	2,489	16.0%	546,016	18.8%	0.85
Manufacturing	2,366	15.2%	323,918	11.2%	1.36
Leisure and Hospitality	1,805	11.6%	288,755	10.0%	1.16
Professional and Business Services	1,139	7.3%	385,182	13.3%	0.55
Public Administration	1,134	7.3%	135,897	4.7%	1.55
Construction	1,016	6.5%	134,248	4.6%	1.41
Other Services	434	2.8%	91,309	3.1%	0.88
Financial Activities	253	1.6%	184,162	6.3%	0.26
Information	45	0.3%	50,561	1.7%	0.16
Natural Resources and Mining	35	0.2%	28,227	1.0%	0.23
	15,603		2,900,289		

Economic Base Analysis

Transforming Sectors:

- Wholesale Trade

Declining Sectors:

- Agriculture
- Transportation & Warehousing
- Other Services

Growing Base Sectors:

- Education & Healthcare
- Construction
- Manufacturing

Emerging Sectors:

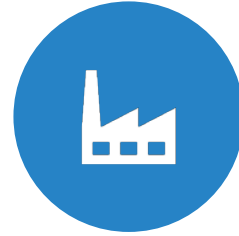
- Finance & Insurance
- Real Estate

Specialized Clusters

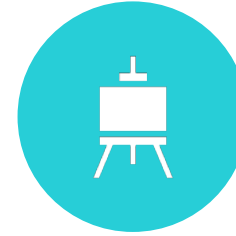
- Clusters in 7 major subcategories:
 - Automotive
 - Education
 - Furniture
 - Plastics
 - Printing
 - Recreational Goods
 - Upstream Metals (metals used for later production or processing)

Source: Humphrey School report,
2020

Identified Areas of Growth in East Central MN



SPECIALIZED MANUFACTURING
(E.G., PLASTICS,
METALWORKING, MEDICAL
DEVICES)



HOSPITALITY, ARTS, AND
TOURISM



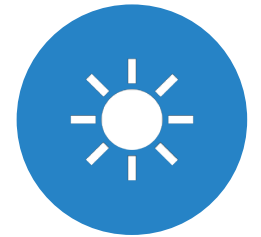
HEALTH SERVICES



CONSTRUCTION
MANAGEMENT



SPECIALTY FORESTRY
PRODUCTS



RENEWABLE ENERGY

Economic Contribution of the Arts

IMPACT ON ECONOMY AND EMPLOYMENT



EMPLOYMENT

 FTE jobs supported: 46

Resident household income generated by arts and culture sector: **\$1,125,000**

VOLUNTEERS of participating organizations

 Total number of volunteers: 204
Total volunteer hours: 3,951

Estimated aggregate value of volunteer time at \$22.55/hour: **\$89,095**

A County of Commuters?

- 6,812 people live and work in the county
- 7,842 live outside the county and work in it
- 22,558 live in county and work outside it
- 76.8% of all residents commute outside the county for work

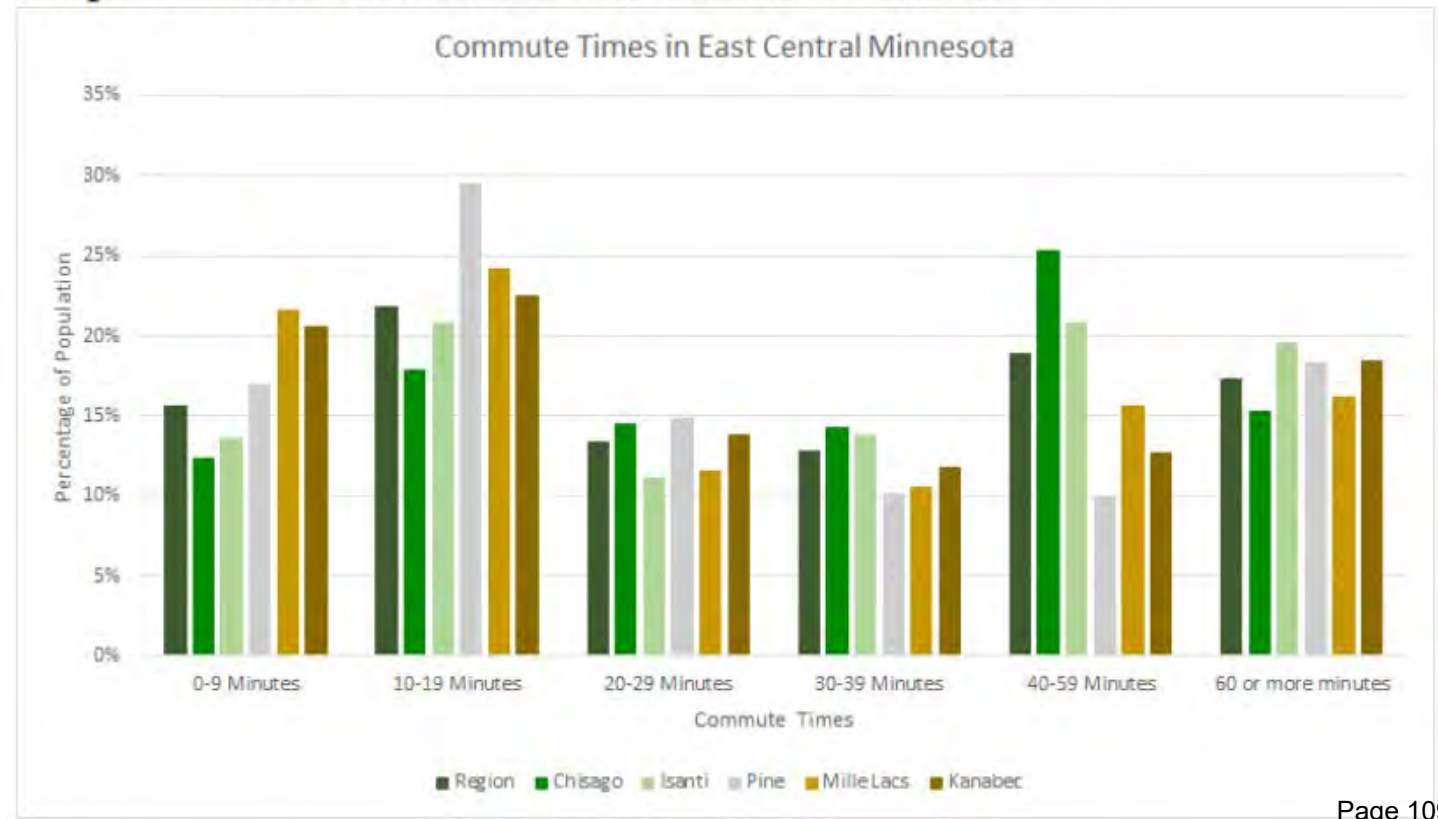
Destinations are widespread:

- St. Paul 7.4%
- Minneapolis 7.1%
- North Branch 6.0%
- Forest Lake 5.5%
- Wyoming 4.6%
- Blaine 2.7%
- Chisago City 2.6%

Commute Time

- Average time: 33.3 minutes
- 2nd-longest commute time for a county in MN (Isanti County)
- MSP metro average: 25 minutes

Graph 2: Commute Times in East Central Minnesota



Commuter Survey Results

- 65% of commuters commute 5 days a week
- Reasons for not commuting daily:
 - 33% work part time
 - 27.4% telecommute
 - 10% travel to different locations
 - 9% are self-employed
- 52% said they commuted for higher wages
- 30% said they were not able to find a similar job closer to home

Note that all survey data is pre-Covid-19



Commuter Employment Patterns

The top five occupations for commuters:

- Business and Financial Operations
- Management
- Construction and Extraction
- Health Care
- Education, Training, and Library

The top four industries:

- Healthcare
- Manufacturing
- Education
- Transportation

A large, irregular blue ink splatter or watercolor blotch serves as the background for the title. The splatter is centered and has a textured, painterly appearance with various shades of blue and white. The text 'Housing Overview' is written in a clean, white, sans-serif font, centered within the blue area.

Housing Overview

Housing Market - Homeownership

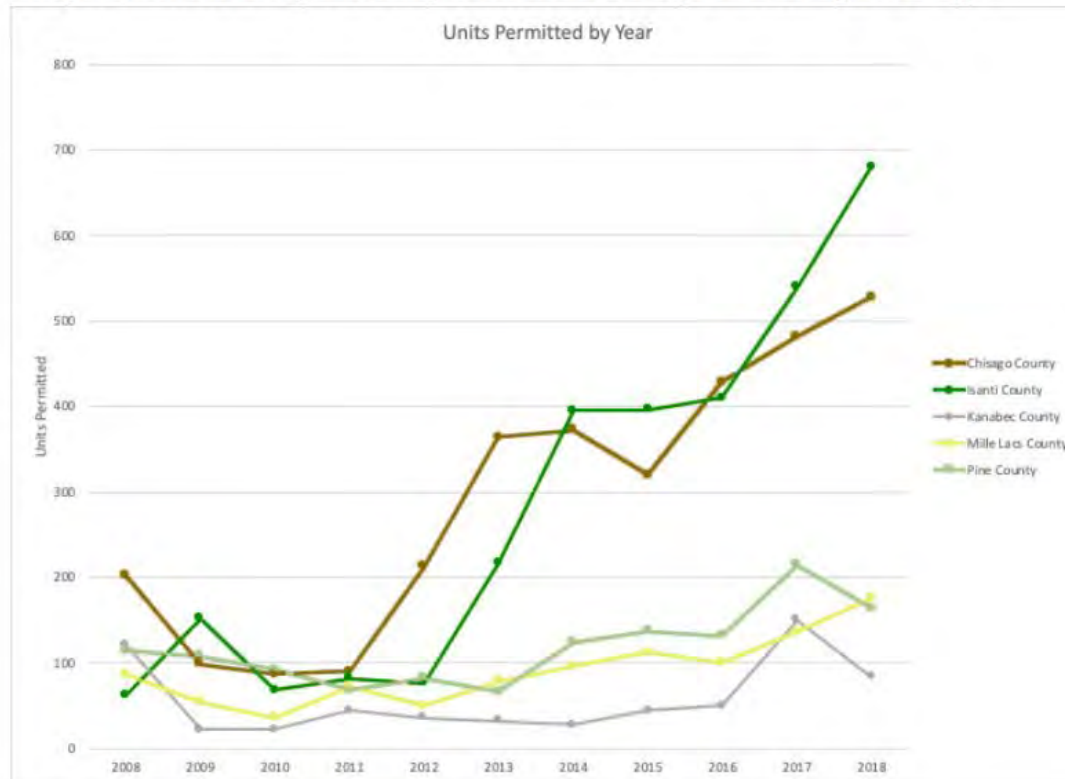
- Nearly 85% of Chisago County households are owner-occupied
- Homeownership rate highest for 55-64 age group (91%)
- Rates are lowest for 15-24 age group (59%)
- Median Home Value: \$219,400
- Housing costs are about 12% less than in the Metro on a per square foot basis (difference of approximately \$10/sq. ft.)

Housing Market - Rental

- Just over 15% of population rents
- Vacancy rate: 3.2%
- Average monthly rent:
 - \$711 for 1 bedroom
 - \$803 for 2 bedroom
 - \$1,040 for 3 bedroom
- Median gross rent: \$876 (over \$1,000 in Metro)
- Price: \$1.02 per square foot

Housing Permits

Graph 4: Number of Housing Permits Issued per Year by County



Maxfield Research, 2018: “The number of building permits issued for new residential units in Chisago County has not fully recovered from the impact of the Great Recession.”

Housing Demand, 2017- 2030 (Maxfield)

General housing market:

- Market rate rental 353 units
- Affordable rental 175 units
- Subsidized rental 159 units
- For-sale single-family 2,283 units
- For-sale multifamily 630 units

Senior market:

- Active adult ownership 151 units
- Active adult market rate rental 229 units
- Active adult affordable 280 units
- Active adult subsidized 101 units
- Congregate 189 units
- Assisted Living 81 units
- Memory Care 129 units

Affordability Indices

Table 5: Index of Need

	Supply			Demand			Affordability	Score
	Housing Vacancy ≤5%	Federal Subsidized Rental Units ≤5%	Units Produced	Population growth greater than >4%	Greater than >10% Poverty	Unemployment higher >4.0%	Cost burdened households >25%	
Chisago County	0	1	0	0	0	1	0	2/7
City of North Branch	1	1	0	1	0	1	1	5/7
City of Rush City	0	0	1	0	1	1	1	4/7

Affordability Indices

Data used to determine Index of Need Scores							
	Supply			Demand			Affordability
	Vacancy Rate (2018)	Federal Subsidized Units (2020)	Units Produced (2008-2018)	Population Growth (2010-2018)	Poverty Rate (2018)	Unemployment Rate (2018)	Cost Burdened Households
Chisago County	7.8%	265	1560	4.0%	5.6%	4.2%	23.6%
City of North Branch	2.0%	144	310	4.5%	7.7%	4.6%	24.5%
City of Rush City	5.7%	91	0	3.4%	16.5%	6.7%	34.0%



Housing Development Recommendations

- Inclusionary zoning
- Deregulation of zoning and design standards
- Impact fee reductions
- Land banking
- Regional housing trust fund

Humphrey School Report, 2020

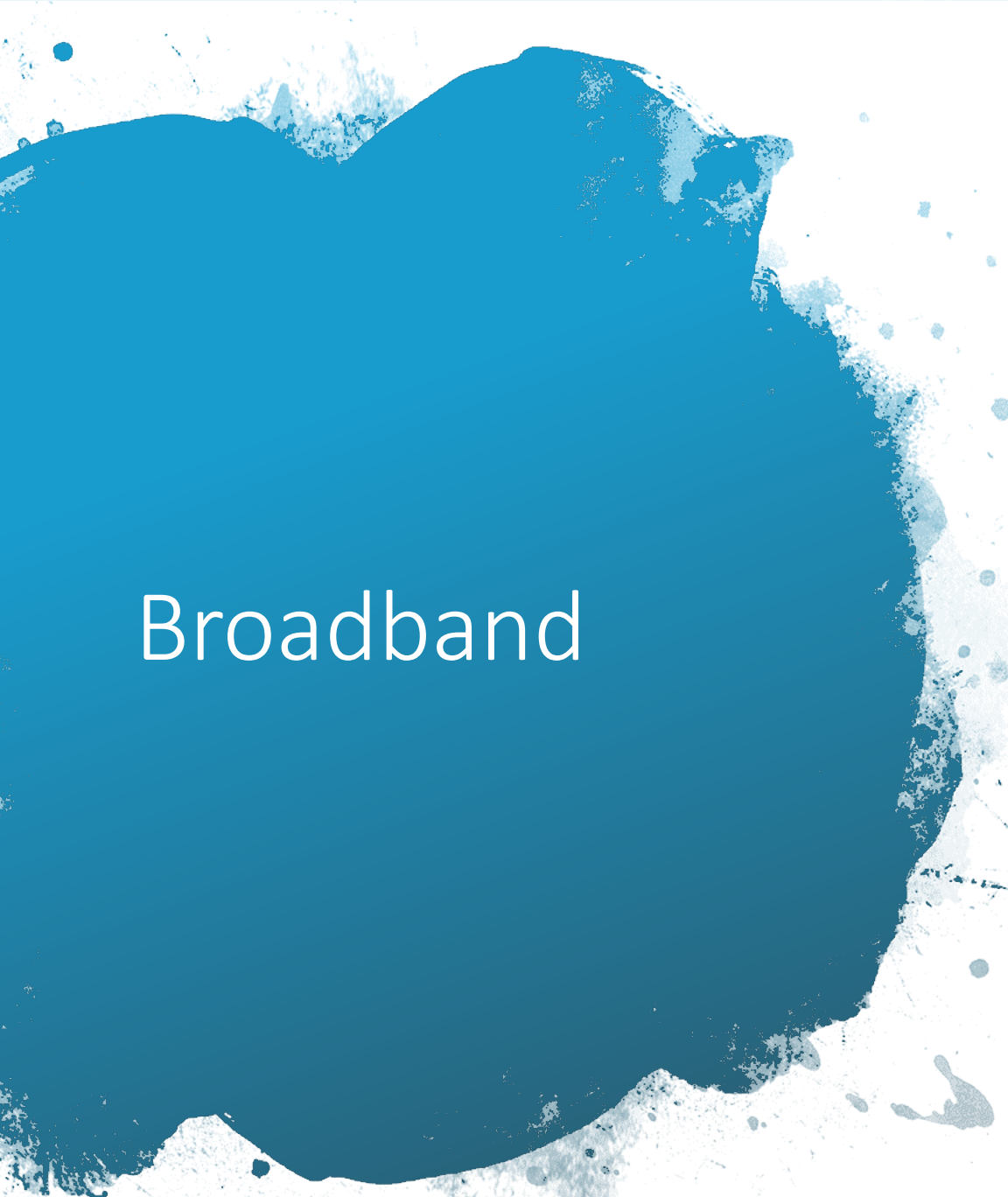
Work Plan

- Recent Work & Achievements
- Progress

- SWOT Results
- Mission & Vision Results
- Practical Visioning Workshop
- Next Steps & Adjourn



HRA-EDA Recent Work & Achievements



Broadband

- Assisted Sunrise Township and Fish Lake Township with Border to Border broadband grants and bonding to fund fiber to the home. Nessel Township now also has fiber to the home.
- Assisted with feasibility grants from the Blandin Foundation for Chisago Lake, Franconia, Lent, and Sunrise Townships, which provided information to apply for a state Border to Border grant.
- \$75,000 Blandin Broadband Community grant for projects providing access, education, promotion of broadband and the Internet. Now participating with the Chisago Lakes Area on another Blandin Community Program grant.

Business Development



Regularly meet with businesses to retain them and build relationships



Assist roughly 25 businesses per year through the Small Business Development Center (SBDC)

Financial projections
Loan packaging
Business start-ups



Work with businesses to access funding through banks, gap funding lenders, and state programs such as Job Creation Fund and Minnesota Investment Fund.



Tax abatement for:

WineHaven
Peterson Company
Uncommon Loon
Smith Metals
Polaris
Fox Valley Metrology

A large, abstract blue watercolor splash graphic on the left side of the slide, with various shades of blue and white ink-like textures.

Business COVID-19 Assistance

- Worked with businesses to access state and federal relief programs
- Online presence classes and one-on-one sessions
- Subrecipient of Chisago County CARES Act funding; providing small business relief grants

City Assistance



Assist cities in the county with Small Cities Development Program grants



Invested in 7 industrial parks in the county; assist with marketing



Assist cities with funding and research for redevelopment sites



Provide resource referrals and project assistance for cities as requested.



Assisted with initiating the ABC Competition in the Chisago Lakes Area as well as assisting with many of the projects that were accomplished through fiscal agency, funding, and grant writing.

A large, abstract blue watercolor splash graphic on the left side of the slide, with various shades of blue and white ink-like textures.

City Assistance Continued

- Assisted in program development and helped fund three cities with a Downtown Façade program.
- Worked with the City of North Branch to have the eligible area on north side of the city successfully designated as an Opportunity Zone.
- Assisted in funding studies and marketing, including:
 - Hotel studies
 - Lodging study
 - Billboards
 - Adirondack chairs
 - Marketing pieces
 - Swedish Trail Quilts
 - North Branch Design Team visit
 - Aerial pictures

Housing Development

- Commissioned Comprehensive Housing Needs Assessment and Housing Toolkit for county; funded by HRA-EDA, Minnesota Housing, Minnesota Housing Partnership, and the Initiative Foundation
- Own and manage 7 housing complexes for seniors and low-income residents. Recent sold one facility and received another into ownership (currently being rehabilitated)
- Started the Property Assessed Clean Energy (PACE) program in the county; first use for housing development in Lindstrom
- Working to create a housing trust fund for workforce housing

Marketing

- Connect with realtors through MNCAR, LOIS, Real Estate Journal Events, and advertisements
- Created a monthly newsletter for Realtors, businesses, partners, and local residents to market development sites for housing and business
- New website launches this week with new branding.
- Actively participate in regional organizations such as GreaterMSP and GPS 45::93 to market the county along with larger geographical areas for further outreach.

Education

Working with partners, provide training opportunities for business and/or city leaders including:

- Lenders Breakfasts
- Succession Planning
- Employment Law
- How to be prepared for a site selector
- Others as opportunities arise.

Labor Force

Partnered with DEED and surrounding communities to provide Job Fairs until we did not have the numbers of job seekers. Now we support the Career Events.

Spearheaded a job fair and school tours of the facilities for Manufacturer's Week. The Governor and DEED Commissioner attended.

Conducted a Commuter Survey to better understand where the people commuting out of the county are going and investigate how to attract those businesses here.



Tourism

- As a team, created the Old Hwy 61 Coalition, to promote business and communities along Old Hwy 61 in Chisago, Pine, and Carlton County.
- Created and shared the documentation to create the Chisago Lakes Visitor Bureau and lodging tax to promote tourism in the Chisago Lakes Area. Now into its first year.
- Participate in the North Woods and Waters of the St. Croix Heritage Area to promote Chisago County as a national tourism destination.



Advocacy

Provide support for many state, county, and city projects such as Highway 8 expansion, trail expansions, broadband, housing developments.



Progress



Work Plan Progress

2020 WORK PLAN GOALS

1. Take a targeted, proactive approach to business recruitment based on the county's advantages.
2. Assist Communities with Redevelopment.
3. Provide financial and technical assistance to businesses located or locating in Chisago County.
4. Assist the communities to strengthen the economic climate and maintain quality of life.

Respondents asked whether each task has been:

1. Completed/accomplished
2. Needs more work, or is
3. No longer a priority

Work Plan Progress: Business Recruitment

Goal: Take a targeted, proactive approach to business recruitment based on the county's advantages.

- A. Build relationships with commercial and industrial realtors locally and from the Twin Cities market. 1-10-0
- B. Determine the target markets based on assets in the county and growth industries. 2-9-0
- C. Develop a focused marketing program, providing industry specific information to prospects, realtors, and associations. 2-8-0
- D. Utilize Constant Contact Newsletter program to inform realtors, site selectors, and business of the opportunities in Chisago County. 4-6-0
- E. Use the LOIS program to list industrial and commercial sites and buildings available in the county and recruit realtors and brokers to list their Chisago County sites. 3-7-0
- F. Utilize MNCAR's Catalyst program to the fullest to market industrial and commercial sites. 3-7-0

Work Plan Progress: Business Recruitment

Continues Goal: Take a targeted, proactive approach to business recruitment based on the county's advantages.

G. Rebrand the Chisago County HRA-EDA and utilize the brand to target potential business. 3-6-1

H. Build a new website with a focus on business attraction. 6-3-1 <https://www.chisagocounty.org/>

I. Work with area developers for potential speculative building options. 2-8-0

J. Analyze the Chisago County Commuter Survey and use the information as a marketing tool to attract businesses and to provide information regarding the local workforce. 4-6-0

K. Promote the Opportunity Zone to attract business and housing developments. 1-9-0

L. Attend CVN events and provide proposals to encourage appropriate businesses to locate in Chisago County 4-6-0

Work Plan Progress: Community Redevelopment

Goal: Assist communities with redevelopment.

- A. Encourage Realtors to list their inventory of buildings and vacant sites on LOIS database. 2-8-0
- B. Promote redevelopment commercial sites/buildings for businesses and housing. 1-9-0
- C. Assist existing businesses with their expansion needs. 3-7-0
- D. Work with communities to create and/or promote incentive programs to fill vacant land and buildings. 2-8-0
- E. Work with communities and developers to remove/redevelop blighted buildings. 1-9-0
- F. Advocate that legislators support funding for DEED's Redevelopment programs. 3-6-1

Work Plan Progress: Business Assistance

Goal: Provide financial and technical assistance to businesses located or locating in Chisago County.

- A. Continue to provide Small Business Development Center (SBDC) services as a satellite office through the Central Lakes Community College. 6-4-0
- B. Stay informed of resources for businesses and share those programs with new and expanding businesses. 4-6-0
- C. Support the Hiring Events with the Career Force Center. 3-6-1
- D. Work with chambers and communities in business retention and expansion (BRE) visits. Create a rotating schedule of visits. 1-9-0
- E. Use the data provided from the Sales Force database to enhance the economic climate of Chisago County. 2-8-0
- F. Be prepared with pertinent information about the labor force and promote programs for workforce recruitment and retention. 4-6-0
- G. Provide and market training opportunities for businesses such as: employment law, succession planning, lending programs, and workforce training opportunities. 2-8-0

Work Plan Progress: Economic Climate & Quality of Life

Goal: Assist the communities to strengthen the economic climate and maintain quality of life.

- A. Continue to work on local, regional, and state opportunities for bringing high speed Internet to the residents and businesses of Chisago County. 2-8-0
- B. Participate in tourism efforts including the Old Hwy 61 Corridor, Chisago Lakes Area Visitor Bureau, and the many recreation and tourism sites across the county. 3-6-1
- C. Support the Chisago Lakes Area with the Chisago Lakes Initiative (CLI) aka America's Best Communities (ABC). 4-5-1
- D. Assist communities with redevelopment including SCDP grants, redevelopment programs, and other financial and technical programs. 3-7-0
- E. Assist communities with locating resources for infrastructure expansion. 2-8-0
- F. Support the Highway 8 reconstruction project for the economic development and safety opportunities it will provide. 2-8-0

Work Plan Progress: Quality Housing

Goal: Promote quality housing development, redevelopment, and rehabilitation.

- A. Maintain the housing stock currently provided by the HRA/EDA. 4-6-0
- B. Continue to participate in the First Time Homeowners Program. 5-5-0
- C. Utilize the Housing Study and Toolkit housing strategy. 2-7-1
- D. Continue to share the housing study and toolkit with cities, developers, realtors, bankers, and other agencies involved in the housing development industry. 2-8-0
- E. Assist communities with applications for SCDP, Rehab programs, MHFA applications, and other resources for housing. 3-7-0
- F. Consider providing financial assistance for housing and creating policies and applications to support private development. 2-7-1

SWOT Results

- Mission & Vision Results
- Practical Visioning Workshop
- Next Steps & Adjourn

SWOT - Strengths

- Staff experience and leadership (7)
- Collaborative; gather community input (5)
- Composition of board of directors (3)
- Business assistance work (3)
- Support for affordable housing (and it generates revenue!) (3)
- Broadband work (2)

SWOT - Weaknesses

- Not enough publicity/communication (3)
- Lack of action plan/common goal (2)
 - Leads to risk aversion
- Many individual responses:
 - Need for more of specific activity (marketing, workforce housing development, tourism promotion)
 - Staff capacity
 - Lack of diversity

SWOT - Opportunities

- Assets that support future growth (proximity to metro, available land, I-35 corridor) (7)
- Business growth and attraction (4)
- Covid-19 relief support (2)
- Connecting labor force with businesses (2)
- Developing post-secondary options (2)

SWOT - Threats

- Demographic pressures (aging population, lack of workforce & diversity) (6)
- Economic downturn and related revenue losses (5)
- Taxes and regulations (4)
- Competing organizations/communities (2)
- Housing market dynamics (2)

Mission & Vision Results

- Practical Visioning Workshop
- Next Steps & Adjourn



Mission

- "To improve the commercial and industrial tax base within the County with an emphasis on assisting existing businesses; and vigorously marketing the County to attract new business development."

AND

- "To promote and maintain a high quality of life in the County by advancing private development and private investment through collaborative efforts with local units of government and other interested organizations in Chisago County."

Mission – Questions

Should be factual and real time

- Is it still relevant?
 - Yes: 9 (69%)
 - No: 4 (31%)
- Is it appropriate to have a 2-part mission statement?
 - Yes: 8 (62%)
 - No: 5 (38%)



Vision

Should be future-thinking and aspirational

- No current vision
- Where are we going?

What are your aspirations for the HRA-EDA?

- Collaboration and public-private partnerships (4)
- Marketing work leads to added jobs and filled industrial parks (4)
- Strengthen quality of life for current and new residents (4)
- Holistic view of economic development/managed growth and transition (2)
- Balance business and housing activity (2)

If our aspirations came true...

- Chisago County becomes a destination for new residents (4)
- County is more unified behind a long-term vision based on its unique strengths (3)
- Businesses grow; goods and services available locally (3)
- More holistic economic development
- Better economic climate
- Taxes stabilize
- People know what the HRA-EDA is and does
- More public-private partnerships

Practical Visioning Workshop

- Next Steps & Adjourn

Next Steps

HRA-EDA BOARD

- September 1st, 1130AM – 230PM
 - In person, with lunch, AmericInn
- September 15th, 1200PM – 200PM
 - In person, with lunch, AmericInn
- Beginning of October, present Strategic Plan

Thank you!

We are adjourned.



CHISAGO COUNTY HRA-EDA STRATEGIC PLANNING SURVEY

Prior to the Chisago County HRA-EDA's first strategic planning session on August 18, 2020, Northspan surveyed all participants to obtain their feedback on the organization's mission, potential vision, work plan progress, and current reality. Thirteen of the participants responded to the survey, and this document presents the results of the surveys.

RESPONDENTS

The survey went out to a variety of stakeholders, including both HRA-EDA staff members, all HRA-EDA board members, city and township staff, city and township elected officials, and representatives of the business and education communities. Responses came from five of the different sectors, with strong participation from HRA-EDA staff and board members.

ANSWER CHOICES	RESPONSES	
Staff member	15.38%	2
Board member	38.46%	5
City/township staff	23.08%	3
City/township elected official	7.69%	1
Business/chamber of commerce	15.38%	2
Education	0.00%	0
Other	0.00%	0
TOTAL		13

MISSION

The Chisago County HRA-EDA's mission currently reads:

- "To improve the commercial and industrial tax base within the County with an emphasis on assisting existing businesses; and vigorously marketing the County to attract new business development."

AND

- "To promote and maintain a high quality of life in the County by advancing private development and private investment through collaborative efforts with local units of government and other interested organizations in Chisago County."

The survey asked two questions regarding this two-part mission:

Is it still relevant?

Yes: 9 (69%)

No: 4 (31%)

Is it appropriate to have a 2-part mission statement?

Yes: 8 (62%)

No: 5 (38%)

While respondents were generally supportive of the mission, enough people had some concerns with the existing statement that Northspan believes it is worth revisiting in the upcoming sessions with the



HRA-EDA board. This will provide the HRA-EDA with an opportunity to reconsider its existing mission and update it as necessary.

VISION

The Chisago County HRA-EDA currently does not have a vision. To facilitate the development of one, Northspan asked two questions that sought out a future-thinking, aspirational conception of its work. These results help to frame the strategic planning sessions and will provide additional context as the board works to finalize a new vision.

What are your aspirations for the HRA-EDA?

- Collaboration and public-private partnerships (4)
- Marketing work leads to added jobs and filled industrial parks (4)
- Strengthen quality of life for current and new residents (4)
- Holistic view of economic development/managed growth and transition (2)
- Balance business and housing activity (2)

What would happen if our aspirations came true?

- Chisago County becomes a destination for new residents (4)
- County is more unified behind a long-term vision based on its unique strengths (3)
- Businesses grow; goods and services available locally (3)
- More holistic economic development
- Better economic climate
- Taxes stabilize
- People know what the HRA-EDA is and does
- More public-private partnerships

WORK PLAN PROGRESS

The Chisago County HRA-EDA's 2020 work plan features five major goals with action steps under each one. The survey asked respondents to assess progress on each action step to date and indicate whether they believed the task was complete, needed more work, or no longer relevant. Many of the action steps are ongoing tasks with no clear end point, and the responses reflected the continual nature of this work. Rarely did respondents claim a piece of the work plan was no longer relevant, while a handful of more discrete tasks are now complete. Otherwise, most of the work remained in progress.

Goal: Take a targeted, proactive approach to business recruitment based on the county's advantages.			
<i>Task</i>	<i>Complete</i>	<i>Ongoing; Needs More Work</i>	<i>No Longer Relevant</i>
A. Build relationships with commercial and industrial realtors locally and from the Twin Cities market.	1	10	0
B. Determine the target markets based on assets in the county and growth industries.	2	9	0
C. Develop a focused marketing program, providing industry specific information to prospects, realtors, and associations.	2	8	0



D. Utilize Constant Contact Newsletter program to inform realtors, site selectors, and business of the opportunities in Chisago County.	4	6	0
E. Use the LOIS program to list industrial and commercial sites and buildings available in the county and recruit realtors and brokers to list their Chisago County sites.	3	7	0
F. Utilize MNCAR's Catalyst program to the fullest to market industrial and commercial sites.	3	7	0
G. Rebrand the Chisago County HRA-EDA and utilize the brand to target potential business.	3	6	1
H. Build a new website with a focus on business attraction. https://www.chisagocounty.org/	6	3	1
I. Work with area developers for potential speculative building options.	2	8	0
J. Analyze the Chisago County Commuter Survey and use the information as a marketing tool to attract businesses and to provide information regarding the local workforce.	4	6	0
K. Promote the Opportunity Zone to attract business and housing developments.	1	9	0
L. Attend CVN events and provide proposals to encourage appropriate businesses to locate in Chisago County	4	6	0

Goal: Assist communities with redevelopment.

<i>Task</i>	<i>Complete</i>	<i>Ongoing; Needs More Work</i>	<i>No Longer Relevant</i>
A. Encourage Realtors to list their inventory of buildings and vacant sites on LOIS database.	2	8	0
B. Promote redevelopment commercial sites/buildings for businesses and housing.	1	9	0
C. Assist existing businesses with their expansion needs.	3	7	0
D. Work with communities to create and/or promote incentive programs to fill vacant land and buildings.	2	8	0
E. Work with communities and developers to remove/redevelop blighted buildings.	1	9	0
F. Advocate that legislators support funding for DEED's Redevelopment programs.	3	6	1

Goal: Provide financial and technical assistance to businesses located or locating in Chisago County.

<i>Task</i>	<i>Complete</i>	<i>Ongoing; Needs More Work</i>	<i>No Longer Relevant</i>
A. Continue to provide Small Business Development Center (SBDC) services as a satellite office through the Central Lakes Community College.	6	4	0



B. Stay informed of resources for businesses and share those programs with new and expanding businesses.	4	6	0
C. Support the Hiring Events with the Career Force Center.	3	6	1
D. Work with chambers and communities in business retention and expansion (BRE) visits. Create a rotating schedule of visits.	1	9	0
E. Use the data provided from the Sales Force database to enhance the economic climate of Chisago County.	2	8	0
F. Be prepared with pertinent information about the labor force and promote programs for workforce recruitment and retention.	4	6	0
G. Provide and market training opportunities for businesses such as: employment law, succession planning, lending programs, and workforce training opportunities.	2	8	0

Goal: Assist the communities to strengthen the economic climate and maintain quality of life.

<i>Task</i>	<i>Complete</i>	<i>Ongoing; Needs More Work</i>	<i>No Longer Relevant</i>
A. Continue to work on local, regional, and state opportunities for bringing high speed Internet to the residents and businesses of Chisago County.	2	8	0
B. Participate in tourism efforts including the Old Hwy 61 Corridor, Chisago Lakes Area Visitor Bureau, and the many recreation and tourism sites across the county.	3	6	1
C. Support the Chisago Lakes Area with the Chisago Lakes Initiative (CLI) aka America's Best Communities (ABC).	4	5	1
D. Assist communities with redevelopment including SCDP grants, redevelopment programs, and other financial and technical programs.	3	7	0
E. Assist communities with locating resources for infrastructure expansion.	2	8	0
F. Support the Highway 8 reconstruction project for the economic development and safety opportunities it will provide.	2	8	0

Goal: Promote quality housing development, redevelopment, and rehabilitation.

<i>Task</i>	<i>Complete</i>	<i>Ongoing; Needs More Work</i>	<i>No Longer Relevant</i>
A. Maintain the housing stock currently provided by the HRA/EDA.	4	6	0
B. Continue to participate in the First Time Homeowners Program.	5	5	0
C. Utilize the Housing Study and Toolkit housing strategy.	2	7	1



D. Continue to share the housing study and toolkit with cities, developers, realtors, bankers, and other agencies involved in the housing development industry.	2	8	0
E. Assist communities with applications for SCDP, Rehab programs, MHFA applications, and other resources for housing.	3	7	0
F. Consider providing financial assistance for housing and creating policies and applications to support private development.	2	7	1

SWOT ANALYSIS

The survey asked respondents to assess the strengths and weaknesses of the HRA-EDA and the outside opportunities and threats that it has or may have. Northspan grouped these responses into similar categories and ranked them in the table below based on the number of times they appeared.

Overall, the results showed confidence in existing staff and efforts to gather stakeholders to build a vision for the future and recognized Chisago County's considerable economic development assets, while also making a case for greater communication, capacity in certain areas, and plans to cope with changing demographics and economic and political forces beyond the immediate control of the HRA-EDA.

Strengths	Opportunities
• Staff experience and leadership (7) • Collaborative; gather community input (5) • Composition of board of directors (3) • Business assistance work (3) • Support for affordable housing (and it generates revenue!) (3) • Broadband work (2)	• Assets that support future growth (proximity to metro, available land, I-35 corridor) (7) • Business growth and attraction (4) • Covid-19 relief support (2) • Connecting labor force with businesses (2) • Developing post-secondary options (2)
Weaknesses	Threats
• Not enough publicity/communication (3) • Lack of action plan/common goal (2) • Need for more of specific activity (marketing, workforce housing development, tourism promotion) • Staff capacity • Lack of diversity	• Demographic pressures (aging population, lack of workforce & diversity) (6) • Economic downturn and related revenue losses (5) • Taxes and regulations (4) • Competing organizations/communities (2) • Housing market dynamics (2)



Chisago County HRA-EDA

08.18.20 Strategy Planning Session 1 of 3 | PRACTICAL VISION

New, Diverse Businesses	Retained & Expanded Businesses	Comprehensive Marketing Activity	A Collaborative, Shared Vision	Available, Affordable Housing	Reliable, Accessible Broadband
• Work to bring more industrial business to the County • Increase our county's commercial & industrial base by a measured amount of business • Ensure a diverse and increasing tax base • Diversity of businesses • Growth in manufacturing presence in our county • Taxes stabilized by bringing in more businesses • Work to bring commercial businesses to the County • Collaboration amongst cities to attract businesses to our county • Increased business tax base	• Business retention & expansion • More locally owned small businesses • Attract and retain employee programs • More assistance options for businesses • Transportation options to get residents to program offerings • Businesses are able to overcome COVID-19 • Transportation options for employers for employees to get to jobs • Increase local businesses and revenue/local e-commerce	• A strong marketing campaign • Focus marketing on prime attributes within area • Coordinate with Chambers improving tourism efforts • Be more vocal in community who HRA is • Attend more social events to be heard • A more aggressive marketing plan to bring in new employers • Create a more streamlined marketing process • Mainstreets with 'themes' that draw people to the community and support local businesses • Promote tourism • Hire marketing experts to market Chisago County	• A comprehensive vision that will be referenced throughout the next 10-20 years • Assist communities with redevelopment & infrastructure expansion • Joint annexation agreements between cities and townships • Support Highway 8 reconstruction • Education on government practices for compliance • Land identified for rural economic purposes preserved • Education on government practices for compliance • A County Planning Commission with City Representatives • Countywide leadership training for potential public officials • Hire another employee for efficiency • Increased transportation options • A trails system that connects our communities and surrounding trail systems • Bring cities together for a common goal • A south Chisago County fire services district	• Increased availability of workforce housing options • Diversity of housing options • Housing available, affordable & meets needs of workforce/families • County to financially support/build affordable housing in each City • Available and affordable workforce housing options • Housing options that support single working individuals • Housing is available at affordable rents/costs	• Countywide fast, reliable broadband • Progress on Broadband - reliable, higher speeds, accessible, collaborative • Lower commuter percentage - virtual working or more jobs locally • High speed throughout the County, working with the cities to achieve • Collaborate with state to secure broadband funding



Chisago County HRA-EDA

09.01.20 Strategy Planning Session 2A of 3 | BLOCKS

Uncoordinated efforts limit feasible growth plan	Undefined target market constrains engagement with relevant businesses	Market demand alignment limits capacity to attract and expand (BRE) businesses	Unclear housing plan inhibits affordable construction	Uncoordinated plan limits broadband expansion
- Disjointed shared vision among government entities - Unclear priorities among cities in county - Neglected recognition of demographic trends - Unclear county vision (not HRA-EDA) - Unclear plan for urban growth - Thoughts/ideas are too big for available staff	- Uncoordinated components of a comprehensive marketing strategy - Underutilizing marketing programs/options	- Misaligned or unclear incentives for new business value to the county - Retention challenged by outside incentives - Unrealistic or unclear new business attraction options and what it takes if market is challenged - Uncoordinated BRE visits - Unclear economic and workforce impact of COVID - Underdeveloped infrastructure - Limited commercial industrial expansion available	- Conflicting costs to provide affordable housing with the costs to produce - Disjointed vision on housing - Unclear plan for urban growth (homes) - Limited understanding of the metrics and value of the full spectrum of housing options - Unbalanced or differences in support/focus between housing and economic development	- Limited resources to provide broadband infrastructure - Underdeveloped broadband - Uncoordinated broadband plan - Inconsistent internet service across the county



Chisago County HRA-EDA

09.01.20 Strategy Planning Session 2B of 3 | STRATEGIC DIRECTIONS

Developing targeted marketing plan	Developing affordable housing options	Clarifying countywide growth strategy	Coordinating broadband development
• What is the market demand for BRE • Comprehensive marketing strategy with metrics • Tie workforce plan to determined, targeted BRE plan • Address who is our target market • Discover new ways to engage with businesses • Determine top 3 target markets • Develop spec/incubator buildings in industrial parks • Coordinating broadband development	• Complete housing trust fund concept • Agree upon (consensus) what is “affordable housing” • Create Cliff Notes version of housing study with top 3 priorities to focus on • Review study and toolkit to create a housing plan to target resources	• Identify top 3 growth priorities and get hyper-focused • Target proactive communities • Work with cities to identify top 3 priorities for a growth plan	• Pursue countywide (vs. piecemeal broadband strategy) • Fill the gaps in broadband (providers, \$ sources) • Map out and identify the champion for broadband • Identify what the broadband options are



Chisago County HRA-EDA

09.15.20 Strategy Planning Session 3 of 3 | ACCOMPLISHMENTS

Developing targeted marketing plan	Developing affordable housing options	Clarifying countywide growth strategy	Coordinating broadband development
CURRENT REALITY • Sluggish economy • No start-ups • No expansion • Surge in small new businesses opening • New website and branding • Newsletter – property, people, community news • Trainings – some virtual, 1-on-1 options • ECRDC – BREs coordinated with Jordan • Limited human contact • Busy SBDC counseling • Successions occurring	CURRENT REALITY • HRA-EDA owns housing (successfully) • Available land – but not ready, not platted or no infrastructure • Costs rising for both land and construction • Unclear direction from county leaders (more predictable in other places) • 2% vacancy, rate, per housing study • Not many affordable options – limited, affects workforce • Losing residents to WI (perceived as more affordable) • Limited options; all single family • Need independent/active senior housing • Toolkit under-utilized • Lack of city capacity leads to lack of understanding • Existing rental stock very old • Increasing interest • New rental housing is complex – need tax credits • Renovation is happening • Developers’ costs demand higher rents than market offers	CURRENT REALITY • Defined goals • Ongoing – centralized stakeholder communication with updated stats dashboard • Committed committee • Understanding how to continue to grow – gain/keep momentum	CURRENT REALITY • 1/3 of land area currently served • 71percent of population currently served • 2 townships applying for grants; 3 more n works • Very costly • Limited grant dollars • Chisago often doesn’t fit federal funding criteria (high income) • Some communities want to get this done and those that have been aggressive have been successful • Willing providers are helpful (CenturyLink and CTC have been good, Frontier bad) • Benefits from economies of scale • But, grant limits make large awards hard • Costs rising due to labor • Telecommuter Forward certified (not much support for this) • Blandin Broadband Communities • Boundary change issues • Covid: challenge and opportunity; shows need and more understanding



Chisago County HRA-EDA

09.15.20 Strategy Planning Session 3 of 3 | ACCOMPLISHMENTS

Developing targeted marketing plan	Developing affordable housing options	Clarifying countywide growth strategy	Coordinating broadband development
SUCCESS INDICATORS - Tell our story – be heard and seen, known who we are and what we are - Plan/strategy document in use - Increase in business expansion/attraction measurables - The why – business case to be in MN - Low business land/building availability/vacancy rate OUTCOMES/ACCOMPLISHMENTS - Define our target market(s) - Fractional marketing plan, define it, who can do it, how to do it, what is the budget - HRA-EDA Open House celebrating new branding and new website - SBDC day, what are you, what do you do - How to tell our story – CGI video - How to tell more success stories - Open house on open properties/land; parade of properties - Tracking business growth - Tracking business communications outreach - Drip campaign, who's the target market and get together 7+ time - BRE and attraction coordinated information/results sharing	SUCCESS INDICATORS - Develop the number of workforce units outlined in housing study - County has enough platted, serviced lots to meet demand - Implementation of toolkit recommendations at city and county level - Increased percentage of residents working in county - Shared understanding of value of affordable housing needs and opportunities in county OUTCOMES/ACCOMPLISHMENTS - Adoption and funding of housing trust fund - Create educational program on value of affordable housing as an economic development driver for county and city policy leaders - Agree on what affordable housing is - Include implementation of toolkit and revisit it with all 10 cities to identify lots for development - Develop coordinated marketing plan for identified lots - Creation or use of a tool that outlines costs of development – will this development cash flow? Including taxes, MN vs. WI - Coordinate housing plan with marketing	SUCCESS INDICATORS - No shared vision - North Branch has Carla V.; some cities just volunteer ED committees - Meeting to discuss is difficult - Undefined - shared vision can be difficult - Anyone vs. Selective mentality OUTCOMES/ACCOMPLISHMENTS - Define and gather relevant stakeholders - Determine how to create buy-in/engage within this group and how we work together - Determine what 1 thing they can focus on - Broadband - Define and educate on development-ready, be ready and make good, informed decisions for growth - Summit, large county-wide gathering, include financial institutions to share and gather feedback	SUCCESS INDICATORS 75% of land area served by 2026 - Grants received to fund service extension - Increased state and federal funding sources - Increased number of telecommuters (measured by commuter survey) - Feasibility studies completed for all townships OUTCOMES/ACCOMPLISHMENTS - Successful continued state/federal funding lobbying - Educate townships on value of and process for project funding, including cost-benefit analysis - Develop case studies/success stories/ find broadband ambassadors to show value from successful places - Apply one per year to state Border to Border program

Wyoming Economic Development Authority Mission Statement

The Mission Statement for the Wyoming Economic Authority is to retain current and attract new commerce and industry to the City of Wyoming; allowing the City to maintain and grow it's long term economic tax and employment base. This is to be accomplished by providing a proactive approach for building a rapport with the current business community as well as developing a strategic plan to attract new business. Secondly the EDA wishes to provide a variety of housing choices and housing opportunities in order to sustain and enhance the economic vitality and quality of life in the City of Wyoming.



The City of Wyoming **Strategic Plan**





The City of Wyoming **Strategic Plan**

Acknowledgements

This project was funded in part by the Initiative Foundation, Connexus Energy, Minnesota Business Finance Corporation and Xcel Energy.

We would like to thank everyone who participated in the development of this Strategic Plan, including the Wyoming City staff, regional stakeholders and community members.

Completed in coordination with WSB & Associates, Inc.



The City of Wyoming **Strategic Plan**

Summary



The Wyoming Economic Development Authority, with the assistance of the City Council and Planning Commission, completed a process in early 2017 to develop a strategic plan to help guide the community as it reinvigorates the activities for continued development. Through a series of meetings, the City has developed the following list of goals for the City. These goals will be periodically reviewed and as they are accomplished it is anticipated that new and different goals may take their place. The goals are currently listed in no specific order of importance but are reflective of the vision of the Economic Development Authority for the community. Specific actions are listed after each goal to allow for the City to develop an implementation plan for those goals and action steps.





GOAL 1:

Enhance Sense of Destination, Identity, and Community

- Develop and implement zoning districts to foster a centralized business district.
- Develop a comprehensive plan that supports the development of a centralized business district.
- Identify and promote the development of business areas that complement the existing businesses and currently occurring development patterns.
- Develop a plan to create an identity of a business friendly community.

GOAL 2:

Enhance Wyoming Partnerships & Communications

- Develop a clear and comprehensive communication plan with other advisory groups in the community (i.e. Planning Commission, Wyoming Area Business Association, etc.).
- Scheduling of regular meetings between groups to discuss the issues and plans for future development in the community. Many communities encourage this by placing signs on properties that are currently being considered for development or a land use change.
- Look to other organizations to develop partnerships (County EDA, Initiative Foundations, etc.) to assist with the promotion and development of the community.
- Refine processes to develop new projects in the community.
- Develop or enhance relationships while working with other organizations to provide for long-term infrastructure improvement projects.



GOAL 3:

Develop Financial Support & Plans for Development Needs

- Develop a strategy and policy to assist new development projects.
- Review and update development costs to align with area development costs.
- Identify the process and areas that city infrastructure will be extended to promote development.
- Develop and implement a plan for the control of funding for proposed infrastructure improvements.
- Develop a process for how proposed projects are handled that is inviting and inclusive for developers. Develop complete list of tasks to facilitate permitting and approvals.

GOAL 4:

Develop Population & Workforce Development Plan

- Complete a housing study to determine the types of homes that may be currently lacking in the community.
- Work with local businesses to understand and determine their long-term workforce needs.
- Collaborate with the local school district to improve outcomes for students and enhance employment opportunities in the community.

GOAL 5:

Strategic Allocation & Innovative Marketing of Land

- Identify partners to help assist the community in marketing possible new industrial park land.
- Identify available properties that meet the development strategies for the City both residential and commercial/industrial.
- Identify the barriers to the successful marketing of the City and work to remove those barriers.
- Maintain an effective and responsive website to allow for developers and residents to get accurate and up to date information about the community.





A Plan *for the Future*



The City of Wyoming's strategic plan includes goals that improve the identity of the city and develop the community's natural assets and potential. Wyoming's ultimate goal is to enhance the quality of life of the community and attract new business while retaining current industry and business. This strategic plan will support the City with the realization of the community's aspirations and goals.

The Wyoming Economic Development Authority's (EDA) role is to retain current and attract new businesses to the City of Wyoming. Much of this goal can be accomplished by fostering relationships with current businesses and developing strategies to attract new businesses.

The following strategic plan was developed through a workshop. Workshop participants had a focus on the next 10 years (2017- 2027). Members of the City Council, Wyoming EDA, Business Community, Chisago County, City Staff, Planning Commission members and other stakeholders participated. The plan is subject to change as needed. A goal for the workshop was to be inclusive of many ideas, interests, perspectives, and opinions. The workshop also focused on the importance of partnerships between government, business, and residents. Participants developed "partnership principles" that the City of Wyoming will use to support engagements with regional partners and residents.





A Respect *for the Past*



The first settlers arrived in Wyoming in 1855. They were six German and Dutch families from Pennsylvania, shortly joined by families from Chicago and St. Paul. They named the site “Wyoming” because it reminded them of the Wyoming Valley in Pennsylvania. “Wyoming” is an Algonquin word for “large plains” or “extensive meadows”. Many descendants of the original settlers still thrive in the area. The spot where the first structure was built is marked by a memorial stone. It’s in a small park on the southeast corner of 270th Street and Felton Avenue. In those days, it would have overlooked the Sunrise River, just to the North. When Wyoming was founded, there were only 225 houses in St. Paul.

Wyoming was the first stop on the stagecoach route from Rice Street in St. Paul to Duluth. The house where travelers stayed overnight still exists. After the era of the stagecoach, the same travelers’ house served as a train crew house when the St. Paul & Duluth Railroad Company laid tracks down the old stage road.





Goodview Park



Comfort Lake

Wyoming

Today

The City of Wyoming boasts acres of land designated for parks and open spaces. The Minnesota State Demographer released data in July of 2016 that the 2015 population for Wyoming is 7,877 and 2,794 households. The City has farmer markets, community events, annual festivals, and the Hallberg Center for the Arts. The City of Wyoming is located in close proximity to the Minneapolis – St. Paul Metro Area and provides a perfect balance of small town feel and close to big city amenities.

A growing community with a low crime rate and miles of parks and open spaces, Wyoming is a great place to live. Whether you come for a visit or stay a lifetime, the City of Wyoming is a welcoming community with a thriving economy, and is truly a great place to live and work.



The City of Wyoming Economic Development Vision



Economic Development Vision Statement:

A vision statement focuses on the future and is a source motivation. A vision statement does not describe today's reality. The statement describes the future and hopes to help motivate and focus change.

Regionally Located Business Friendly and Family Orientated Community.

The City of Wyoming is recognized as a leader of innovative marketing strategies that account for a wide variety of local retail, commercial, and industrial business. The city leverages regional partnerships, supports strategic land allocation, and creates business friendly policies. The city thrives through family oriented amenities, a vibrant identity & centralized gathering places.

The following identified strategic goals for Wyoming are not listed in a particular order of priority. After review and discussion, the strategic planning team and other key stakeholders may prioritize goals, and identify the order of actions steps and completion.





STRATEGIC GOAL:

Enhance Sense of Destination, Identity, and Community

This Section in Brief: New developments should complement existing development and infrastructure assets. The City will evaluate new projects with a preference given to developments that build on Wyoming's existing assets. The City will create a collaborative environment, working with the business community and other community organizations to identify partners for developing activities and events.

The City of Wyoming will be developed in way that helps create a centralized area to support local retail shopping and community gathering. One or more centralized gathering places can create a sense of community identity and create a sense of destination to draw together the community. Wyoming's identity reflects the residents and should support a brand. The city's brand can then be used as a powerful tool for recruiting development and residents. As this brand continues to evolve, more will know where Wyoming is located and why it's a special community.

There is an ongoing need to develop and communicate a more connected plan for the

community that accounts for Goodview Park and Downtown retail as centralized destinations for the growing community. Wyoming can begin to develop a coordinated approach that pursues developments that align with the community vision, centralized locations, and community interests.

The intersection of Viking Boulevard East and Forest Boulevard is a good location to explore centralized retail development. Proposals for retail, leisure and office development outside of plans can be assessed for their impact on current and future destination centers. New developments should complement existing retail facilities and preference can be given to retail developments that are well connected to City plans.

Goodview Park is another good example of a destination for the community. The park is one of the largest and newest parks in the City of Wyoming. It has various amenities for family activities and community gatherings. Focusing on Goodview Park can enhance recreation, further develop a vibrant identity, and support family friendly amenities. A centralized park also creates opportunities for resident gatherings that support area businesses. Stagecoach Days is an example of how we can





Goodview Skate Park

create plans that will connect the park to downtown activities and area business.

Creating fun, safe, and unique recreational and community events can be a collaborative effort with residents, government, and businesses that further support the Wyoming identity. Area businesses and government can work together to take advantage of existing parks, events, and natural resources to attract families and foster relationships within the community. The City of Wyoming will work with the business community to identify volunteers and partners for developing activities and events.

Activities and events can take advantage of Wyoming's existing community strengths, identity and assets. City events and assets can be presented in informational packages for potential residents and developers.

Family and recreational events may include:

- Concerts
- Art festivals
- Street dances
- Library events
- Block parties
- Bike, blades, and boards rodeo
- Kids recreational competitions
- National Night Out
- Many, many more!





STRATEGIC GOAL:

Enhance Wyoming Partnerships & Communications

This Section in Brief: Wyoming will strive to include the public and key stakeholders in meaningful interactions that provide opportunities for discussions between government committees and residents in the community.

The City of Wyoming will aspire to bring partners and residents together to enhance communications through public and intergovernmental efforts. Getting public “buy-in” will need to go beyond informing residents and businesses that a plan exists. The community will need to be involved in the decision before there is ownership and support. This means Wyoming will strive to include the public and area businesses in meaningful interactions that provide opportunities for learning and relationships between government committees, area businesses, and residents. This can include exploring issues with area businesses and residents that are not always comfortable.

Effective relationships with residents, regional partners, area businesses, and various committees can create clarity in shared interests, create buy-in and reduce doubt in plans. Wyoming will work towards increasing community familiarity with the breadth of perspectives and views that exist. The City will need acceptance from multiple perspectives

to support city endeavors. More specifically, Wyoming will increase efforts to have more meetings where multiple committees meet to discuss issues. The city will work to spread input from boards and committees, make members feel more a part of government, and develop collaboration strategies to bring different functions together on tasks. For example, the planning commission is now working on gathering information for planning efforts that can be used by the EDA.

Wyoming may also explore better use of existing facilities to support community activities. Community gatherings could include:

- Public meetings for citizens on various issues.
- City leadership listening sessions
- Social meetings
- Housing local clubs and volunteer activities
- Rental for private family functions or parties.
- Non-church elements of weddings, funerals etc.
- Passing on and retelling local history
- Local non-government activities





STRATEGIC GOAL:

Develop Financial Support & Plans for Development Needs

This Section in Brief: The development of the plan should include simplicity and to reflect the collective community wisdom about trade-off decisions. Public officials, residents, and developers will need to consider infrastructure cost, asset utilization, budgetary constraints other key information to provide the basis for the plan.

The City will continue to work to strike a balance between the needs of residents and businesses. As more industrial and commercial businesses make Wyoming home, this can create jobs that attract residents and drive more retail business. At the same time, attractive housing areas are also important for potential residents.

The City of Wyoming may need to enhance community support to deliver on development plans. Available planning information and data can be a foundation for balanced development. As a community, public officials, residents, and developers will need to consider infrastructure costs, asset effectiveness, budgets, tax structure, laws, regulations, and other information to provide direction for future funding plans.



Photo courtesy of Xccent Manufacturing

A special series of meetings between the Wyoming EDA, City Council, residents, and stakeholders is a starting point to discuss needs and enhance financial transparency. By bringing everyone together to look at resources and potential strategies, the City can create buy-in. This special group can study financial scenarios, development opportunities, strategic parcels of land, potential budget constraints, and critical budgeting decisions that support development. Communicating about future needs and financial constraints can be critical for developers and residents confidence.

A goal for the City of Wyoming is a business friendly environment. A financial plan should discuss the City's ability to make operations cost effective, participate financially in development, and create transparency around future spending requirements. A budget typically requires investment "tradeoffs" that can lead to challenging decisions. The City can have a large number of requests for investments that are unfunded. During this financial planning process, Wyoming will strive to be careful that information sources and data are effective for communication. For example,



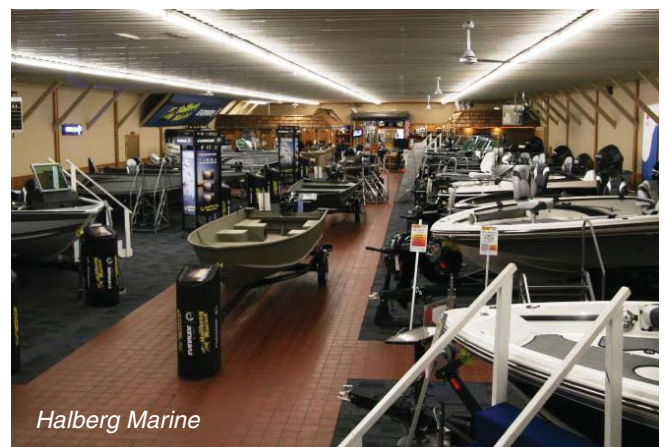


Photo courtesy of Polaris

City comprehensive plans can support investment “tradeoffs” discussions through providing objective information on future needs.

Wyoming’s can also explore the existing fee system. This assessment includes how fees and rates compare to other surrounding communities. A goal is to support greater understanding about how important an adequate fees system is for future developments. For example, development costs may be more or in line with other communities. Wyoming could be competing for a developer’s investment. An analysis of the fee system is a good start and can help support community decisions on system quality.

Public input into city-related financial planning is an important facet of buy-in during the planning process. Many residents will never aim to be experts in City financial planning. A goal in developing the plan should be simplicity and to create some community wisdom about tradeoff decisions.



Halberg Marine





STRATEGIC GOAL:

Develop Population & Workforce Development Plan

This Section in Brief: Wyoming will work to develop a plan that allows for the attraction and retention of community members and workforce to allow for the continued development of the City. The plan would include the identification and development of the amenities that are important to both residents and businesses.

Wyoming is home to over 100 businesses, large and small, who are proud to have roots in this City. Wyoming is conveniently located off of I-35 allowing for an optimal trade and creates a unique regional commuting ability that is ideal for employees.

More population can encourage development. Population levels can attract a wide variety of local, retail, commercial and industrial businesses. Understanding why families move to Wyoming is important in developing a recruiting strategy.

A community research study may be helpful in our strategy development. Developing greater understanding about how residents define quality of life enhances Wyoming's ability to recruit residents, provide family amenities, and create a vibrant identity that is attractive to potential residents. The City of Wyoming is interested in sending the correct message. For example, many communities believe families move to communities because of strong school districts. Wyoming could be focusing on good schools, but the real reason residents moved to the area could be for the rural atmosphere or many other reasons. Good schools educate our children, and encourage stability to the local real estate and development market. However, including other Wyoming strengths into marketing materials may give residents that extra push to become a part of the community.

Attracting population and new workforce also involves developing a better understanding of the housing market. There is currently a county-wide housing study that Wyoming is participating. This participation, and the update to Wyoming's





comprehensive plan will provide housing data. Housing data can create understanding in the types of families that are interested in Wyoming housing stock. The real estate market could lack housing stock, and rental real estate, to meet current & demand. Closely watching housing needs is recommended to fill gaps in housing demands and supply (available market). Ongoing housing studies can support strategy to encourage real estate development for new and existing residents.





STRATEGIC GOAL:

Strategic Allocation & Innovative Marketing of Land

This Section in Brief: Wyoming is rich in land and has an opportunity to create efficient relationships between land owners, developers, and the City. Creating greater understanding of the natural and infrastructural assets of Wyoming will allow for the strategic marketing of the community.

The City of Wyoming is rich in land. There is an opportunity to foster relationships between land owners, potential developers, and strategic City investments. A goal is to create greater understanding of the types of developers that may be interested in Wyoming's available land. This can support more the development of more effective relationships and partnerships.

Wyoming will explore ways to enhance focus on community development. Currently land is purchased and developed without strategic marketing. Land can be organized and promoted to align with other City plans and interests.



The City will work to become armed with key data and information for potential developers. Data and information can include strategic parcels of land the City would like to promote. For example, if Wyoming is interested in “mixed use” developments, an assessment of available property can be completed. This assessment can then support the identification of potential developers to promote the property.

The City can also explore showcasing Wyoming assets that satisfy developers' objectives and minimize their potential concerns. This can include showing developers plans for support and flexibility.

A potential developer may also need more detailed information. They will want to be aware of any challenges for a specific site. The City can strive to be an expert at communicating about the availability and challenges for parcels. The City can develop a complete list of tasks to facilitate permitting and approvals. The City can also work to fill any educational gaps regarding requirements that developers may have.





Communication

Date: January 5, 2024

Presented to: EDA Members

Presented by: Robb Linwood, City Administrator

Department: Administration

Reference: Chisago County Collaborative Initiative (CCCI)

Method: Communications

Background Information:

The Chisago County Collaborative Initiative (CCCI) would like to invite you to join us for an evening of networking and inspiration. The event will include dinner, a keynote speaker, and the opportunity to connect with friends, neighbors, and other community minded folks. We have Ben Winchester coming from the University of Minnesota Extension program to talk about the importance of rural communities in the overall picture of economic success. He will share about how Chisago County is uniquely poised to grow and develop in a way that honors our history, while making space for modern amenities and vitality for today's residents and businesses.

When: Wednesday, January 24th from 6:00 – 8:30 PM

Where: North Branch High School
38175 Grand Avenue
North Branch, MN 55056

Agenda:

6:00 – 6:50 PM – dinner in the North Branch High School Cafeteria, Networking, & Community Updates (Door # 1)

6:50 – 7:00 – break and move to NBHS Auditorium

7:00 – 8:30 – Keynote presentation from Ben Winchester, U of MN Extension Program Leader

RSVP:

Please let us know you'll be in attendance by clicking on this [link](#). There will not be a fee to attend this event thanks to a grant from The Initiative Foundation, but we do ask for RSVP's to ensure food quantities.

This event is open to the public and we encourage you to share this opportunity with others who would benefit from hearing Ben Winchester.

CHISAGO COUNTY COLLABORATIVE INITIATIVE

PRESENTS:

Ben Winchester

**RURAL SOCIOLOGIST,
U OF MN EXTENSION EDUCATOR,
KEYNOTE SPEAKER**



**1/24/2024
6:00 - 8:30 PM**

**NORTH
BRANCH
HIGH SCHOOL**

**6:00 - MEAL & UPDATES
7:00 - PRESENTATION**



UNIVERSITY OF MINNESOTA
EXTENSION





Communication

Date: January 5, 2024

Presented to: EDA Members

Presented by: Robb Linwood, City Administrator

Department: Administration

Reference: Grant Writing Workshop

Method: Communication

Background Information:

Grant Writing 101, North Branch

This beginner-level workshop is intended to help build new capacity for nonprofit organizations and local units of government. This intensive, hands-on training will help aspiring grant writers approach grant writing with increased confidence.

This workshop will help participants ...

- know what an organization needs to have in place before writing a grant
 - understand how to find grant opportunities
 - understand what funders are looking for in grant applications
 - learn the key sections of grant proposals
 - craft grant proposals sections that tell a coherent and compelling story.
- Date and location: 9 a.m. to 4 p.m. on Feb 15, 2024, at Lakes Region EMS, 40245 Fletcher Ave, North Branch, MN 55056

In partnership with Chisago County and the Chisago County HRA-EDA.



About the trainer:

Deneene Graham has worked with nonprofits and public organizations for more than 15 years. During that time, she has held various roles including grant writer, project manager, community impact specialist, research assistant, board member and community volunteer. Her most rewarding and successful roles have been those where she secured grant

funding for programs she helped to develop. Deneene has also been on the other side of the grant funding equation as she spent several years coordinating the grant making process for a local funder.



For more information please follow this link:

<https://ifound.org/trainings/grant-writing-101/>.