

## NOTICE OF AGENDA

### ECONOMIC DEVELOPMENT AUTHORITY (EDA) MEETING

[City of Forest Lake - Link to Meeting Livestream](#)

Forest Lake City Center – Community Room (2<sup>nd</sup> Level)  
Forest Lake, Minnesota

**January 5, 2026 – After 6:00 PM City Council/EDA Joint Workshop**

1. Call to Order
2. Roll Call
3. Pledge of Allegiance
4. Approve the Agenda (Action)
5. Open Forum - Citizen Petitions, Requests and Concerns: Please sign in at the front table.  
*The Open Forum is available for residents to express personal opinions for any item of business. Please limit your comments to three (3) minutes.*
6. Consent Agenda Considerations (Action Items)\*
  - a. Approve Minutes from Regular Meeting of December 1, 2025

*\*EDA may remove any item from the consent agenda for specific consideration.*
7. Regular Agenda (Action Items)
  - a. Resolution 01-05-26-01 – Approving the Washington County CDA Predevelopment Finance Fund Application for Funding
8. Discussion
  - a. NewTrax, Inc. Transportation Service Agreement
  - b. 2024-2025 Workplan Update
9. Updates
  - a. City
  - b. Washington County
  - c. Forest Lake Area Chamber of Commerce
  - d. Other
10. Adjourn

\*A quorum of the City Council is possible at all Board and Commission Meetings

### **EDA MISSION STATEMENT**

Assist and support the economic climate of the City of Forest Lake through programming and communication to achieve the greatest outcome for its citizens and businesses by:

- Marketing the City and its assets
- Supporting existing businesses
- Supporting new businesses
- Creating partnerships
- Providing a vision for the future of commercial areas



# ECONOMIC DEVELOPMENT AUTHORITY

1408 Lake Street South  
Forest Lake, MN 55025  
[www.ci.forest-lake.mn.us](http://www.ci.forest-lake.mn.us)

## Regular Meeting

### ~ Minutes ~

Monday, December 1, 2025

5:30 PM

City Center - Council Chamber

[City of Forest Lake - Livestream and Recorded Meetings](#)

### 1. Call to Order

### 2. Roll Call

Attendee Name	Title	Status	Arrived
Leif Erickson	EDA President	Present	
Eric Langness	EDA Commissioner	Present	
Jill Grindahl	EDA Commissioner	Present	
Blake Roberts	EDA Commissioner	Present	
Jennifer Lorge	EDA Commissioner	Present	
Chris Hoyt	EDA Commissioner	Present	
Johnathan Wright	EDA Commissioner	Absent	

### 3. Pledge of Allegiance

### 4. Approve the Agenda

**Motion:** EDA Commissioner Lorge made a Motion to Approve the Agenda as submitted.  
Motion seconded by EDA Commissioner Grindahl. Motion carried 6-0.

### 5. Open Forum - Citizen Petitions, Requests, Concerns: Please Sign in at the front table

*The Open Forum is available for residents to express personal opinions on any item of business. Please limit your comments to three (3) minutes.*

None.

### 6. Consent Agenda Consideration (Action Items)\*

#### a. Approve EDA Meeting Minutes from Regular Meeting of November 3, 2025

**Motion:** EDA Commissioner Langness made a Motion to Approve the EDA minutes from the Regular Meeting of November 3, 2025, as submitted.  
Motion seconded by EDA Commissioner Hoyt. Motion carried 6-0.

### 7. Regular Agenda (Action Items)

#### a. MN Technology Corridor – Elmcrest Avenue Corridor Study Cooperative Agreement



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Community Development Director Wittman reviewed the background information on the Minnesota Technology Corridor. She noted that the long-range planning documents between entities had created a mismatched standard. She stated that the four cities' Economic Development Authorities and two counties' community development authorities opted to memorialize the regional planning efforts by entering into a cooperative agreement.

EDA Commissioner Langness asked about the cost-sharing formula and if there was any clarity about how the costs would be split. Community Development Director Wittman answered that it had not been solidified yet, but they first needed to determine the costs. She noted that the county might have pre-development funding to help with the project. She stated that the cities hoped that the counties would take more of the share, but they also wanted to explore existing funding sources. She said she hoped it would be an equal share between all cities.

EDA Commissioner Langness noted that he had great trust in the partner cities. He asked about the differentiation in the language of the signatories. Chris Eng answered that the Washington County Community Development Agency was the economic development authority for the County, but Anoka County does not have a Community Development Agency. He said that they welcomed the opportunity to partner with the cities.

EDA Commissioner Grindahl asked about the funding formula. She thought a lot of the partnership would be fleshed out in the process. Community Development Director Wittman responded that there were opportunities in the future before they entered into agreements.

Chris Eng stated that they talked with the Hugo EDA, and they approved the Cooperative Agreement. He discussed the intent to add jobs and tax base along the corridor.

EDA Commissioner Robert asked about conversations about an interchange at 180th. City Engineer Goodman answered that the City of Forest Lake was involved with Columbus for planning an interchange at 180th. He said that the County transportation plans showed an interchange at 170th. He said that this was a key component of the area and would have a positive effect on the infrastructure at Fenway. He stated that the study would likely recommend a roundabout in specific areas, so they would have to consider future development.

**Motion:** EDA Commissioner Lorge made a Motion to Recommend the City Council approve the Corridor Cooperative Agreement.

Motion seconded by EDA Commissioner Grindahl. Motion carried 6-0.

### b. 2026 Meeting Date Times

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**Forest Lake**  
AS GOOD AS IT SOUNDS

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~ Minutes ~

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5:30 PM

City Center - Council Chamber

Community Development Director Wittman stated that the EDA meeting was changed to the first Monday of the month to allow for more time for discussion. She said other commissions meet at 6:00 p.m., so the City Council asked whether the EDA would be willing to change its meeting time for consistency.

**Motion:** EDA Commissioner Langness made a Motion to Adjust the 2026 meeting start times for inclusion on the 2026 City meeting calendar before Council adoption.  
Motion seconded by EDA Commissioner Hoyt. Motion carried 6-0.

### 8. Discussion

#### a. Southwest Forest Lake Infrastructure Phasing Study

City Engineer Goodman reviewed the Southwest Forest Lake Infrastructure Phasing Study. He discussed the scope of the project, which was the preparation of two conceptual layouts that would lead to a final two-dimensional layout. He explained that they would like this to be a State Aid Roadway so they could utilize State aid funds for reconstruction in the future. He summarized the area's history based on the 2006 Master Planned Unit Development. He provided an overview of the conceptual layout option one. He discussed the conceptual layout for option two. He discussed the wetland delineation area. He summarized the different wetland impacts of each conceptual layout and other design considerations for the project. He discussed the project's next steps.

EDA Commissioner Langness asked about the feedback he received from the landowners and the developer. Community Development Director Wittman answered that one family was favorable of the approach. She said that the developer had submitted a concept plan following the conceptual layout for option two. She stated that from a regional transportation system, the smaller roads need to go to bigger roads that go to bigger roads. She stated that one impacted property owner offered a third proposal that they could consider. She mentioned that the third alternative would push impacts onto the future developers, rather than the wetlands.

EDA Commissioner Langness asked about the route for the third option. Community Development Director Wittman explained the potential third option. She stated that there would be more infrastructure on the property in option two, but it would connect to a more significant amount of properties, so it would be more desirable.

EDA Commissioner Roberts asked who would fund the roadway. City Engineer Goodman answered that the developer normally pays their way. He said option two would be more expensive, which could be a challenge.

City Engineer Goodman stated that having the plan would allow for grant opportunities and possibly allow more interest from developers.



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EDA Commissioner Grindahl asked about the timing and if they were to do this step before the committee work would be done, would it impact any decision by the committee in terms of development. City Engineer Goodman responded that if the committee knew where they were coming in, they would better know how to plan for intersection spacing. He said that there would be nice intersection control, and the study could implement it into its project.

Community Development Director Wittman said that, further north on Elmcrest, there are two ninety-degree turns in Columbus, and land development was limited because of the wetland. She said that the ninety degrees would have to go away for the design. She said moving this further from the ninety-degree turns would be beneficial.

EDA Commissioner Roberts asked about going straight down to 190th. City Engineer Goodman answered that there were constraints on 190th. He said another collector would help segregate the traffic and not push it all to 190th, which has residential housing.

Community Development Director Wittman said that the historic property owner was very opposed to having a collector road so close to the house. She stated that one ninety turned from asphalt to gravel, and another significant ninety was leading to the same kind of development that would be happening along the corridor.

EDA Commissioner Roberts asked that the scope of the study be the two alternatives. Community Development Director Wittman confirmed this information. She stated that the option two alignment might not be the exact alignment, but would be a separation between residential and highway business use, so she thought there was an opportunity for the property to help with the transition between the two land uses.

EDA Commissioner Roberts said that 170th was likely the more realistic interchange. He asked what Hugo was zoned on the north end. Community Development Director Wittman answered that they were doing a land study right now to consider the land uses and potential re-guiding. She stated that the Elmcrest Corridor was often non-residential use. She stated that if they had another interchange, the corridor would have to develop out, and the infrastructure would have to be in place before there would be a need for the interchange.

EDA Commissioner Roberts stated that the plat was guiding them to what option they had to take. Community Development Director Wittman said that there was still the potential to look at the option to curve the road, but she stated that if they were to cut the roadway closer to the northwest from option one, it would not serve developable land area. She stated that collector roads are intended to bring the development to them and feed them to the larger roads.



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City Engineer Goodman provided an example of the collector at Goodview.

EDA Commissioner Grindahl clarified that option two was the preference of the developer and the Taylor family. Community Development Director Wittman confirmed this information.

EDA President Erickson confirmed that option two was a good fit.

EDA Commissioner Langness stated that option two left a longer-term perspective and would be more functional in the long run. He stated that option one left a relatively straight east-west corridor.

Community Development Director Wittman said the study would look at language about the development of the roadways, so the EDA would see more information coming forward in the coming months. She stated that the area would likely boom in the next five years. She hoped that the long-term plans would open up additional funding opportunities.

#### **b. Pre-Development Planning – Wetland Delineations**

Community Development Director Wittman stated that all wetland delineations for the City-owned Airport Business Park parcels and Headwaters 123 expired after five years. She noted that knowing where the wetlands were was necessary for future development. She said that wetland delineations could not take place in the winter. She asked if the EDA would like to update wetland delineations for City-owned vacant lots and if they would be willing to pay for all costs associated with wetland delineations on publicly-owned sites. She asked if the EDA was willing to pay for wetland delineations when development is not yet contemplated on private, non-residential property if they determined there was a public benefit.

EDA President Erickson asked if the two locations were the only wetland delineations. Community Development Director Wittman answered that they were the two locations right now, but there might be more properties in the future.

EDA Commissioner Lorge asked how it would affect the potential sales of the properties. Community Development Director Wittman answered that anyone would know that the wetland delineations had expired, but the offers would be based on knowing the information. She stated that the future potential purchaser for the Airport Business Park knew the delineations had expired. She noted that it made it harder to plan for future development until the delineations are updated. She said that the offers might see a request for an extension.



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EDA Commissioner Roberts asked how much change there was when a wetland delineation expired. City Engineer Goodman answered that it was related to the weather patterns and that if anything was permitted without an approved delineation.

EDA Commissioner Lorge inquired about cost. City Engineer Goodman stated that another project they completed cost less than \$10,000.

Community Development Director Wittman said that they would start to get a scope with the properties to understand the costs. She asked about the future incentive program and whether the EDA would be favorable toward this information.

EDA Commissioner Lorge asked if it could be an ad-hoc decision. Community Development Director Wittman said it is sometimes helpful to catch them early. She stated that they were most concerned about the City's parcels.

EDA Commissioner Grindahl asked if an ad hoc decision would be viewed as unfair. Community Development Director Wittman responded that it would be beneficial to have parameters and requirements to help the City staff.

EDA Commissioner Langness asked if the cost was built into the 2026 presumed budget or if it would cause another shift. Community Development Director Wittman answered that the EDA had professional service dollars. She said that they would have to look to see how it worked in the budget. She noted that the EDA had a fund reserve.

EDA Commissioner Roberts stated that it was expensive to develop. He asked if they could help in other ways, other than participating in infrastructure, to show developers that the City is willing to work with them.

Community Development Director Wittman asked about the CDA opportunities of the pre-development fund for private land. Chris Eng said that the CDA's pre-development fund was a grant, and it did require a match. He stated that the match could be privately funded. He stated that once a developer has been identified, they cannot help the developer since it is pre-development funding. He stated that the grant would have to go to the City, but the funding could come from the land owner.

EDA President Erickson asked if they were trying to indicate their willingness to put forth funds for wetland delineations. Community Development Director Wittman stated that they should have a policy to help keep it fair and equitable, and she can bring additional information back to the EDA.



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EDA Commissioner Roberts asked if the Airport Business Park could use CDA funds. Chris Eng answered that the County funds could be utilized until a development agreement had been signed. He stated that it could be used for land guided for economic development, not for housing.

### c. Headwaters 123 Development Planning

Community Development Director Wittman discussed the idea of exploring expanded uses for Headwaters 123. She reached out to two consultants who suggested that they not do a request for proposals, but that the City could update its concept plan to identify roads and utilities to get closer to platting. Another contractor suggested sending out information about the property to developers to see what the development community thinks about Headwaters 123. She suggested that the City staff should update the concept plan and list it on the Invest in Forest Lake Website. She stated they could use feedback from developers about the property and could invite them to Forest Lake for continued conversations.

EDA Commissioner Langness asked about the estimated cost of \$10,000 to \$15,000 and what it covered, especially in option two. She answered that the cost would hire a consultant to manage the information, develop the questionnaire, and send it out to the development community. She stated that she would recommend moving forward with Ehlers to assist in this process, since they had experience with doing this with other cities.

EDA Commissioner Roberts stated he was comfortable with moving forward with Ehlers.

EDA Commissioner Langness said he would like to have the option to go in the direction of the roundtable. Community Development Director Wittman clarified that the round table referred to a targeted interaction approach and bringing in developers on a one-to-one basis.

EDA Commissioner Langness asked if others would be involved in the conversation. Community Development Director Wittman responded that likely it would be the prospective developer, Ehlers, the Community Development Director, EDA President Erickson, and Mayor Roberts. The County could potentially attend as well. She stated it would be a casual interview with the potential developer.

EDA Commissioner Grindahl suggested providing a summary to the EDA Commission.

EDA President Erickson stated he was in favor of updating the information and putting it on the website, and moving forward with a consultant.

EDA Commissioner Grindahl asked if it was necessary to show the past plan. She asked if they need to hold any public hearings. Community Development Director Wittman stated that they looked



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through the different design concepts, and most people were favorable towards a larger lot design and a little service or residential in certain parts. She stated that an update would be taking the plan and color-coding it with potential high-level concepts. She said she did not want to be bound to a specific concept, but they wanted to show they were flexible with the land uses.

EDA Commissioner Langness clarified that he was in favor of the second approach and asked if they needed a motion. Community Development Director Wittman answered that she would like to know if the EDA sees favorability in updating this information for land use and putting the information out publicly on Invest in Forest Lake.

EDA Commissioner Langness suggested making clear that any graphic was a concept and not a proposal.

EDA Commissioner Grindahl suggested putting the information on the website to be transparent.

## 9. Updates

### a. City

#### i. TIF District Decertification

Community Development Director Wittman stated that the City Council authorized the decertification of two tax increment financing districts. She stated that the two districts would add additional funds to the City's tax capacity for 2026. She said that the County agreed to administer their local affordable housing funds, and they would be moving forward with the process. She commented that the City Council would have a hearing about the 2026 budget next week. She said she had not brought back the workplan discussion, since the City Council did not have an adopted strategic plan, but she would bring back additional information in January.

### b. Washington County

None.

### c. Forest Lake Area Chamber of Commerce

Nannette LaNasa reported that the Forest Lake Area Chamber of Commerce recently hired. She stated that the City of Forest Lake Arts in the Park program was an annual winner. She said that they were working on Forest Lake Hometown Holiday. She stated that they would be meeting for the Forest Lake Local Leaders Collaboration next Tuesday.

### d. Other

None.



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### 10. Adjourn

**Motion:** EDA Commissioner Langness made a Motion to Adjourn the Regularly Scheduled EDA Meeting at 7:04 p.m.

Motion seconded by EDA Commissioner Lorge. Motion carried 6-0.



## STAFF REPORT

**MEETING DATE:** January 5, 2026

**TO:** President Leif Erickson and Economic Development Authority members

**STAFF ORIGINATOR:** Abbi Wittman, Community Development Director

**AGENDA ITEM:** Washington County CDA Predevelopment Finance Fund Application for City-owned boundary surveys and wetland delineations

### INTRODUCTION:

At the last regularly scheduled Economic Development Authority (EDA), the EDA discussed having updated predevelopment information updated for city-owned properties. The EDA directed staff to have wetland delineations updated for both the Headwaters 123 and Airport (Fenway) Business Park parcels. Since that time, the City has received the following quote for services:

	<b>Bolton and Menk</b>
Airport Business Park parcels	\$4,850
Headwaters 123	\$2,600

Gaughan Companies, potential purchaser of the Airport Business Park parcels, also included a Hakanson Anderson proposal for wetland delineation update for \$5,200 as well as completion of a \$5,400 Certificate of Survey for the Airport Business Park parcels. Gaughan has been advised this is something staff had been working on, anticipating for EDA review late winter/early spring. Though formal application has not been submitted as the subject properties are publicly owned, Gaughan Companies is asking the City to engage with Hakanson Anderson at this time.

The EDA is being asked to review the wetland delineation update project to date, discuss Airport Business Park prospective purchaser's request, and determine if a Washington County Predevelopment Finance Fund application for Airport Business Park predevelopment services should be made at this time.

### ANALYSIS:

The EDA has indicated that, when possible for public property, the EDA would like to submit a grant application for Washington County Predevelopment Finance Fund (WAPFF) assistance. The WAPFF, if awarded, would match EDA dollars for this work. For projects up to \$10,000, the

WAPFF could fund 80% of the total project cost. For projects exceeding \$10,000, the WAPFF could fund 50% of the total project cost.

In the 2026 budget, the EDA has approved \$45,000 to finalize payments for the SW Infrastructure Phasing project, conduct Headwaters 123 planning, and to initiate other workplan priorities. No specific funding has been dedicated wetland delineations and boundary surveys; however, it is anticipated that – with outside assistance - these services could be completed with little impact to the 2026 budget.

#### *Airport Business Park*

If the EDA wanted to engage with Hakanson Anderson for their \$10,600 services, the cost would breakdown in the following way:

	EDA	WAPFF	Total
Wetland Delineation	\$2,600	\$2,600	\$5,200
Certificate of Survey	\$2,700	\$2,700	\$5,400
	\$5,300	\$5,300	\$10,600

If the EDA obtained multiple quotes, the total cost could be less than \$10,000, thereby making the EDA's contribution \$2,000, significantly reducing EDA contributions to the Airport Business Park portion of the project.

That said, staff has drafted the enclosed:

- WAPFF application for Airport Business Park predevelopment (wetland delineation and boundary survey) services, offering a \$5,300 match to the \$5,300 grant request; and
- EDA Resolution 01-05-26-01 – Approving the WAPFF grant application.

#### *Headwaters 123*

Staff will continue to solicit proposals for wetland delineation updates with the anticipation the EDA will consider a WAPFF grant application and related consulting service agreement in March, allowing sufficient time for consultants to conduct work prior to ground thaw.

#### **RECOMMENDATION:**

Staff recommends the EDA discuss this matter and take action on Resolution 01-05-26-01.

#### **ATTACHMENTS:**

WAPFF Airport Business Park Grant Application  
EDA Resolution 01-05-26-01



# WASHINGTON COUNTY CDA PREDEVELOPMENT FINANCE FUND GRANT APPLICATION

## General Information

Date: January 5, 2026

Project Name: City of Forest Lake Airport Business Park pre-development services

Applicant City/Township: City of Forest Lake Economic Development Authority

Applicant Address: 1408 Lake Street South, Forest Lake, MN 55025

Application/Project Contact: Abbi Wittman, Community Development Director

Contact Email Address: abbi.wittman@ci.forest-lake.mn.us

Contact Phone Number: (651) 209-9752

Authorized Official(s) for Execution of Contracts (name and title): Leif Erickson, President

How much grant funding are you requesting? \$5,300

Is the applicant an eligible public entity as defined in the program policy and guidelines? Yes  No

## I. PREDEVELOPMENT FINANCE FUND PROPOSED PROJECT DESCRIPTION

**1. Describe the city's/township's goals, objectives and need for the Predevelopment Finance Fund grant and anticipated future commercial and industrial opportunities and other proposed components. Please explain the public benefit of the proposed plan, report or study. Attach copy of proposed contract for services or scope of work for any activities to be funded by CDA grant funds.**

Since the early 2000s, the City has been actively marketing publicly owned parcels in the Airport Business Park located along Fenway Avenue North. To help encourage development of the sites, the City would like to have a Certificate of Survey and updated wetland delineation completed. With these two predevelopment services complete, both the City and prospective purchasers will be able to better understand the parcel's developable land area.

**2. Has a developer or end user been identified or committed to the proposed site?** No.

**3. Provide a brief history of the site including any previous uses, activities, prior or existing contamination, and other previous attempts at selling, developing or redeveloping the site. (please identify any obstacles that may be preventing the city/township from accomplishing its goals for the site or area)?**

The Airport Business Park parcels have been used entirely for agricultural purposes. Since the early 2000s, they have been marketed for light industrial uses. Though the City has worked through Purchase Agreements and entered into Option Agreements, the properties have not sold. One obstacle has been understanding the boundary of the property and how much of the properties are encumbered by wetlands.

**4. Describe any studies or development activities at the proposed site or project area that have already been completed or are currently underway (if applicable).**

N/A

**5. Proposed Budget. Itemize all funding sources that have been or will be used to complete the proposed project goals and activities.**

Source of Funds	Amount	Committed	Pending
Washington County CDA Funds	\$5,300	<input type="checkbox"/>	<input checked="" type="checkbox"/>
City or Township Local Matching Funds	\$5,300	<input checked="" type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>
Total:	\$10,600		

Itemize expenses for the completion of the proposed project goals or proposed activities.

Itemized Use of Funds/Expenses	Costs	Funding Source
Wetland Delineation	\$2,600	City EDA
Wetland Delineation	\$2,600	County CDA
Certificate of Survey	\$2,700	City EDA
Certificate of Survey	\$2,700	County CDA
Total:	\$10,600	

**II. DETAILED PROJECT AND ACTIVITY DESCRIPTION**

1. **Please provide location maps, photos, current and projected site plans (if available).** (maps should include site or project area location, property boundaries, north arrow, and bar scale, etc.) See enclosed.
2. **Describe all of the proposed activities (i.e. studies) that are part of this grant funding request.** See enclosed estimates from Hakanson Anderson
3. **Is demolition of blighted buildings or other structures part of the proposed project?** No.
4. **What is the proposed future end use of the project site or area?** The future end use will be light industrial, commercial, and/or commercial recreation.
5. **Describe the site or project area (including):** *(please attach current property tax statement(s)):*  
**Acreage of overall site:** 9 acres      **Number of parcels:** two

Parcel Identification/Description Number or Address	Owner Support Letter Attached	
	Yes	No
2003221230004		
2003221320007		

**Please identify all property owners and include a letter of support from each owner:** Both properties are owned by the City of Forest Lake.

**Is the property currently listed or available for sale?** N/A

**After development or redevelopment is complete, what portion of the project site be publicly and privately owned? Public:** \_\_\_\_\_ **Private:** 100%

After development, the properties will be privately owned.

6. **Identify any other partners and their roles such as land owners, realtors, developers, consultants, and regulating/permitting agencies, etc. (if applicable):**  
 At this time, the City is not in partnership with any other firm, agency, etc. though the City has accepted an Option Agreement for Parcel Identification Number 2003221230004 and a First Right of Refusal for Parcel Identification Number 2003221320007 from Gaughan Companies.
7. **How will the proposed project and/or activities promote or increase future commercial/industrial market values in the city/township/county (please identify your goals**

**for increased commercial and industrial property tax base as a result of the proposed activities and describe how you will measure success)?**

At this time, the City and its EDA does not have goals for increased market values. This project will help make the properties more marketable with prospective purchasers having a better understanding of the total developable land area.

- 8. How will the proposed project and/or activities promote or increase future employment opportunities in the city/township/county (please identify your job and wage goals as a result of the proposed activities and describe how you will measure success)?**

At this time, the City and its EDA does not have goals for increased future employment opportunities though it is anticipated that, post development, the site will provide for increased employment opportunities in the City.

- 9. Please provide detailed project timeline with all actions, phases, and anticipated dates for completion (when will the activities/studies be complete)?**

The entire project will be completed by July, 2026.

- 10. Describe why the development or redevelopment study, report or plan is needed and why the property is not likely to develop through the normal private sector process?**

It is likely this will help increase development through the normal private sector process.

- 11. Describe the level of commitment by the city/township to the development of the property or area (please identify how the proposed activities meet the city/township priorities, land use planning, economic development goals, etc....)? Why is this important to the city/township? Please attach a resolution requesting grant funding from the Predevelopment Finance Fund adopted by the city/township (sample resolution provided by the CDA).**

City of Forest Lake EDA Resolution No. 01-05-26-01 is enclosed.

- 12. Please submit this application and all necessary attachments electronically (.pdf file preferred) to Economic Development Director, Washington County CDA at: [ChrisE@washingtoncountycda.org](mailto:ChrisE@washingtoncountycda.org)**

December 11, 2025

SENT VIA EMAIL: [danhebert@gaughancompanies.com](mailto:danhebert@gaughancompanies.com)

Dan Hebert  
Gaughan Companies  
56 East Broadway Avenue  
Suite #200  
Forest Lake, MN, 55025

RE: Proposal for Wetland Delineation Services  
Lot 1, Block 1, DEPONTI THIRD ADDITION, Washington County, MN  
Lot 1, Block 2, DEPONTI FIRST ADDITION, Washington County, MN

Dear Dan,

Thank you for the opportunity to submit a proposal for our services on the above-mentioned property. I understand that you have requested a wetland delineation of the above vacant parcels for upcoming property development purposes.

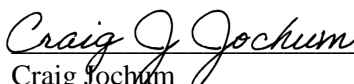
Hakanson Anderson will complete a desktop analysis of the property. This will include providing maps of the following: Minnesota Department of Natural Resources (DNR) National Wetland Inventory Update, DNR Protected Waters Inventory, LiDAR two-foot contours, and Natural Resources Conservation Service hydric soils.

A wetland delineation will be done in accordance with the methodology required by law and published in the 1987 U.S. Army Corps of Engineers (COE) Wetland Delineation Manual as amended by the August 2010 Regional Supplement to the COE Wetland Delineation Manual: Midwest (Version 2.0). The delineation will consist of visiting the site, performing transects to define the wetland boundaries, flagging the wetland boundary with pink pin flags, locating the flag via GPS, and writing a formal report. The report will include the desktop analysis, description and maps of the delineated wetlands, and the wetland determination data sheets used for the transects.

A Joint Application Form for the Activities Affecting Water Resources in Minnesota will be filled out and attached to the wetland delineation report to request a boundary/type approval. The form should be signed by the applicant before HAI submits the report to the Local Government Unit (LGU), which is the City of Forest Lake. Hakanson Anderson will attend a Technical Evaluation meeting as necessary.

Hakanson Anderson proposes to provide the services described above for the fee of \$5,200.00.

Sincerely,

  
\_\_\_\_\_  
Craig Jochum  
President

Dan Hebert  
December 11, 2025  
Page 2

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ACCEPTANCE OF PROPOSAL: The above fees and conditions are satisfactory and hereby accepted. Hakanson Anderson is authorized to do the work as specified. Invoices for the above work will be issued on a monthly basis and at the completion of the project. Payment for invoices will be due within thirty (30) days of the date of billing.

Accepted by: \_\_\_\_\_ Date: \_\_\_\_\_  
Name/Title

---



**Main Office:**  
3601 Thurston Avenue, Anoka, MN 55303  
Phone: 763/427-5860  
www.haa-inc.com



December 11, 2025

SENT VIA EMAIL: [danhebert@gaughancompanies.com](mailto:danhebert@gaughancompanies.com)

Dan Hebert  
Gaughan Companies  
56 East Broadway Avenue  
Suite #200  
Forest Lake, MN, 55025

RE: Proposal for Certificate of Survey  
Lot 1, Block 1, DEPONTI THIRD ADDITION, Washington County, MN  
Lot 1, Block 2, DEPONTI FIRST ADDITION, Washington County, MN

Dear Dan,

Thank you for the opportunity to submit a proposal for our services on the above-mentioned property. I understand that you have requested a Certificate of Survey for the above vacant parcels for upcoming property development purposes.

Based on the available survey information and site conditions, I have determined a cost of \$5,400.00 to complete our "standard" survey of the subject property. This cost would include the following: 1) preliminary deed research/boundary computations, 2) find/set overall property corners, 3) locate improvements / encroachments (if any), and 4) prepare a certificate of survey.

The cost of the survey is conditioned upon the following:

1. The above proposal does not include any site engineering.
2. The above proposal does not include a wetland delineation. A separate proposal for a site wetland delineation was provided.

Sincerely,

  
\_\_\_\_\_  
Craig Jochum  
President

---

ACCEPTANCE OF PROPOSAL: The above fees and conditions are satisfactory and hereby accepted. Hakanson Anderson is authorized to do the work as specified. Invoices for the above work will be issued on a monthly basis and at the completion of the project. Payment for invoices will be due within thirty (30) days of the date of billing.

Accepted by: \_\_\_\_\_ Date: \_\_\_\_\_  
Name/Title

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**ECONOMIC DEVELOPMENT AUTHORITY  
CITY OF FOREST LAKE  
WASHINGTON COUNTY, MINNESOTA**

**RESOLUTION NO. 01-05-26-01**

**A RESOLUTION APPROVING THE APPLICATION FOR FUNDING THE WASHINGTON COUNTY  
CDA PREDEVELOPMENT FINANCE FUND**

**WHEREAS**, the City of Forest Lake's Economic Development Authority has identified a proposed project within the City that meets the Washington County Community Development Agency (CDA) Predevelopment Finance Fund's purposes and criteria; and

**WHEREAS**, the City of Forest Lake's Economic Development Authority has established that the area in consideration has been zoned and/or guided for future development accordingly and the proposed project is a high priority of the city; and

**WHEREAS**, the City of Forest Lake's Economic Development Authority supports the proposed project scope of work and hereby supports the application to the Predevelopment Finance Fund; and

**WHEREAS**, the City of Forest Lake's Economic Development Authority has the legal authority to apply for financial assistance; and

**WHEREAS**, the City of Forest Lake's Economic Development Authority is supportive of enhancing economic development opportunities that will serve to create jobs, enhance the tax base and improve the lives of Washington County residents.

**NOW THEREFORE BE IT RESOLVED** that the City of Forest Lake's Economic Development Authority approves the application for funding from the Washington County CDA Predevelopment Finance Fund.

**BE IT FURTHER RESOLVED** that upon approval of its application by the Washington County CDA, the City of Forest Lake's Economic Development Authority's President Leif Erickson (or successor), is hereby authorized to execute such agreements as are necessary to receive and use the funding for the proposed project.

Adopted this 5<sup>th</sup> day of January, 2025.

**CITY OF FOREST LAKE EDA**

\_\_\_\_\_  
Leif Erickson, President

Attest:

\_\_\_\_\_  
Jolleen Chaika, City Clerk



## STAFF REPORT

**MEETING DATE:** January 5, 2026

**TO:** President Leif Erickson and Economic Development Authority members

**STAFF ORIGINATOR:** Abbi Wittman, Community Development Director

**AGENDA ITEM:** NewTrax Transportation Service Agreement

### INTRODUCTION:

In 2021 the Economic Development Authority (EDA) entered into a Transportation Service Agreement with NewTrax, Inc. to provide a one-time weekly senior bus circulator in Forest Lake. The Agreement expired one year from execution though services and payments have remained during that time. Additionally, services have expanded in the community. In 2021, the bus loop provided services to six residential living facilities and ten community retail/service businesses. To date, two additional residential living facilities and a total of 14 business stops have been added to the route; additional stops include the Forest Lake YMCA, WA County Service Center and Fairview Lakes Medical Center in Wyoming. This has come at an increased cost to the City:

Year	Total Payments
2020	\$4,683.46
2021	\$6,939.58
2022	\$17,859.69
2023	\$15,610.13
2024	\$17,240.9
2025	\$19,405.57

At some (undetermined, at this time), payment to NewTrax changed from the EDA to the City of Forest Lake. Staff is in consultation with legal counsel to determine if the EDA's authority allows for Agreements and payments of this nature.

However, Washington County is seeking to supplement NewTrax services in Forest Lake. In discussions with both NewTrax and the County, it is possible to provide service to another half-dozen residential living facilities within Forest Lake and assist in getting residents to the senior center during peak program hours on Wednesdays. This will require an increase in buses and service hours. Given the City has been the only party to fund NewTrax within the City, the City must enter into a new Transportation Service Agreement with NewTrax.

The EDA will be asked to weigh in on an amendment to the Transportation Service Agreement. Specifically the EDA will be asked to determine a recommended set contribution amount and, if legal, whether or not the EDA would like the service Agreement to be a function of the EDA.

**ANALYSIS:**

The EDA's mission is to:

*Assist and support the economic climate of the City of Forest Lake through programming and communication to achieve the greatest outcome for its citizens and businesses by:*

- *Marketing the City and its assets*
- *Supporting existing businesses*
- *Supporting new businesses*
- *Creating partnerships*
- *Providing a vision for the future of commercial areas*

It could be argued that the EDA's contribution to the senior circulator helps "assist and support the economic climate" by "supporting existing businesses". Therefore, if the City's legal counsel advises it is within the EDA's powers, staff would recommend the EDA consider entering into an updated Agreement with NewTrax.

Given the prior Agreement had a one-year expiration and NewTrax has proved it's ability to provide routine, consistent services within the community, it would be in the best interest of the City, its residents, and NewTrax to provide a multi-year agreement.

As shown, the City has spent an average of \$17,500 per year, for the last four years, on its senior circulator. The EDA should discuss this amount, determine if it is a sufficient first-year contribution, and determine a recommended fair-market escalator. It should be noted that, though the EDA has not budgeted for this cost in 2026, the EDA's fund reserve could be used.

**RECOMMENDATION:**

Staff recommends the EDA discuss the expired NewTrax Transportation Service Agreement, potential updates to a new Agreement, and determine if the EDA would like this to remain a function of the EDA if legal.

**ATTACHMENTS:**

Transportation Service Agreement  
Forest Lake Loop map

## TRANSPORTATION SERVICES AGREEMENT

This Transportation Services Agreement (“Agreement”) between **Newtrax, Inc.**, a Minnesota nonprofit corporation (“Newtrax”) with an address of 3700 N. Highway 61, Suite 100, White Bear Lake, MN 55110 and **Forest Lake Economic Development Authority** (“Organization”) with an address of 1408 Lake Street South, Forest Lake, MN 55025 is effective on June 14, 2021 (“Effective Date”).

### RECITALS

A. Organization, in order to carry out public relations activities to promote the City of Forest Lake and its economic development and to further such other authorized purposes pursuant to Minnesota Statutes, Sections 469.09-469.180, seeks to retain the services of Newtrax to provide certain transportation services within the City of Forest Lake.

B. Newtrax provides transportation services to individuals on behalf and at the request of organizations in the Minneapolis/St. Paul, Minnesota metropolitan area.

### AGREEMENT

NOW, THEREFORE, for and in consideration of the foregoing premises and the mutual covenants contained in this Agreement and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties hereto agree as follows:

### **ARTICLE I NEWTRAX RESPONSIBILITIES**

1.1 Engagement of Newtrax. Organization hereby engages Newtrax as an independent agent to provide transportation (the “Services”) to Organization in accordance with the terms of this Agreement. Newtrax hereby accepts said engagement and agrees to provide the Services in accordance with the terms of this Agreement.

1.2 Services and Schedule. Newtrax will provide transportation service with a local “Bus Loop” within the city limits of the Forest Lake area for Seniors and Adults with Disabilities, as described in the attached Exhibit A. Newtrax will provide the Services in accordance with a schedule mutually agreed upon by Organization and Newtrax. The schedule will include the bus pickup/drop-off destinations, pickup/drop-off times and necessary details about the service. Except where weather conditions cause delays in transportation, Newtrax will notify Organization as soon as possible after Newtrax determines that any scheduled Services will not occur on time and, also as soon as possible, notify Organization of the revised schedule for any such Services.

1.3 Licensed Drivers. All drivers assigned by Newtrax to provide the Services (“Assigned Drivers”) will be duly licensed in good standing in the state of Minnesota to operate the motor vehicle used in providing the Services. Newtrax will promptly notify

Organization of any loss or suspension of, or limitation on, the driver's license or driving privileges of any Assigned Driver. Any Assigned Driver whose license or driving privileges are restricted, suspended or otherwise adversely affected will immediately cease to be an Assigned Driver under this Agreement. Newtrax will take all reasonable steps to ensure that Assigned Drivers provide the Services in a safe and courteous manner at all times.

1.4 Equipment. Newtrax will provide all vehicles necessary to provide the Services and will keep such vehicles in good, safe working condition at the times Services are provided.

1.5 Performance Expectations. Newtrax will comply with all applicable laws governing the Services, including provisions regarding inspection and maintenance of vehicles, equipment and operational standards, and insurance.

## ARTICLE II TERM / COMPENSATION / FEES

2.1 Term. This agreement and services provided by Newtrax hereunder shall commence on June 16, 2021 and shall terminate on December 31, 2021 (term). This agreement shall automatically terminate on December 31, 2021 without further notice to either party.

2.2 Compensation. Organization will pay Newtrax the fees set forth in the attached Exhibit B, which is incorporated into this Agreement by reference, for the Services provided under this Agreement (the "Fees").

2.3 Payment Schedule. Organization will pay the Fees to Newtrax on a monthly basis within fifteen (15) days of receipt of an invoice from Newtrax.

## ARTICLE III INSURANCE

During the term of this Agreement, Newtrax will purchase and maintain, at its sole expense, such insurance as will protect Newtrax and Organization from claims, demands or judgments which may arise out of, or result from, Newtrax's performance of the Services under this Agreement, including, without limitation, general commercial liability insurance with minimum limits of \$1,500,000 per occurrence and \$3,000,000 annual aggregate, or general commercial liability insurance and additional excess/umbrella liability insurance as needed to total a minimum of \$1,500,00 per occurrence and \$3,000,000 annual aggregate. Newtrax shall provide Worker's Compensation Insurance for all its employees in accordance with the statutory requirements of the State of Minnesota. Newtrax shall also provide Employer's Liability Insurance with minimum limits as follows:

- \$500,000 – Bodily Injury by Disease per employee
- \$500,000 – Bodily Injury by Disease aggregate
- \$500,000 – Bodily Injury by Accident

If Minnesota Statutes, Section 176.041 exempts Newtrax from Worker's Compensation

Insurance, Newtrax must provide a written statement, signed by an authorized representative, indicating the qualifying exemption that excludes Newtrax from the Minnesota Worker's Compensation requirements. Newtrax shall maintain Business Liability Insurance protecting it from claims for damages for bodily injury, including death, and from claims for property damage resulting from the ownership operation, maintenance or use of all autos which may arise from operations under this Agreement. Insurance minimum limits are as follows:

- \$1,500,000 – per occurrence Combined Single Limit for Bodily Injury and Property Damage.

In addition, the following coverages should be included: Owned, Hired, and Non-owned Automobiles

Organization shall be named as an additional insured on the commercial general liability and business automobile liability insurance policies.

#### **ARTICLE IV INDEMNIFICATION**

4.1 Indemnification by Newtrax. Newtrax agrees to defend, indemnify and hold harmless Organization, its subsidiaries, affiliated organizations, directors, officers, employees, and agents from and against any and all claims, demands, actions, liabilities, losses, damages and expenses, including, without limitation, court costs, settlement costs and reasonable attorney's fees, ("Claims") brought by any third party, including, without limitation, Claims for personal injury and death, which may arise out of or in connection with the willful or negligent acts or omissions of Newtrax and its employees and agents in performing the Services under this Agreement.

4.2 Indemnification by Organization. Organization agrees to defend indemnify and hold harmless Newtrax, its subsidiaries, affiliated organizations, directors, officers, employees, and agents from and against any and all Claims brought by any third party, including, without limitation, Claims for personal injury and death, which may arise out of or in connection with the willful or negligent acts or omissions of Organization and its employees and agents during the term of this Agreement up to the maximum tort liability limits as set forth in Minnesota Statutes, Section 466.04.

#### **ARTICLE V MISCELLANEOUS PROVISIONS**

5.1 Governing Law. This Agreement and the rights and obligations of the parties will be governed by and construed and enforced in accordance with the laws of the state of Minnesota without reference to the choice of law doctrine of such state.

5.2 Assignment. Neither party may assign or otherwise transfer its rights or obligations hereunder without the prior written consent of the other party, and any such transfer or assignment without such consent will be void.

5.3 Amendment. This Agreement may be amended only upon a written instrument signed by the parties. This Agreement will be binding upon the permitted assigns of the parties.

5.4 No Third-Party Beneficiaries. Nothing in this Agreement is intended to create or creates any enforceable legal rights for third-party beneficiaries or individuals or entities other than the parties.

5.5 Notices. Any notice or other communication provided for by this Agreement must be in writing and will be deemed given or delivered when personally delivered or when deposited in the United States mail, certified or registered, return receipt requested, postage prepaid and properly addressed, or by recognized overnight courier, next day delivery, charges prepaid, to the addresses set forth above, or if given by facsimile, upon evidence of transmission of facsimile, followed by registered or certified mail.

5.6 Force Majeure. Neither party will be deemed to have breached the Agreement by reason of any circumstance or delay resulting from any cause beyond its control. However, either party may terminate the Agreement if the length of the circumstance or delay has, or will have, a material adverse impact on its ability to perform or receive services under the Agreement.

5.7 Counterparts. This Agreement may be executed in one or more counterparts, each of which will be deemed to be an original copy of this Agreement and all of which, when taken together, will be deemed to constitute one and the same Agreement.

5.8 Entire Agreement. This Agreement constitutes the entire agreement and understanding of the parties relative to the subject matter hereof as of the date of this Agreement.

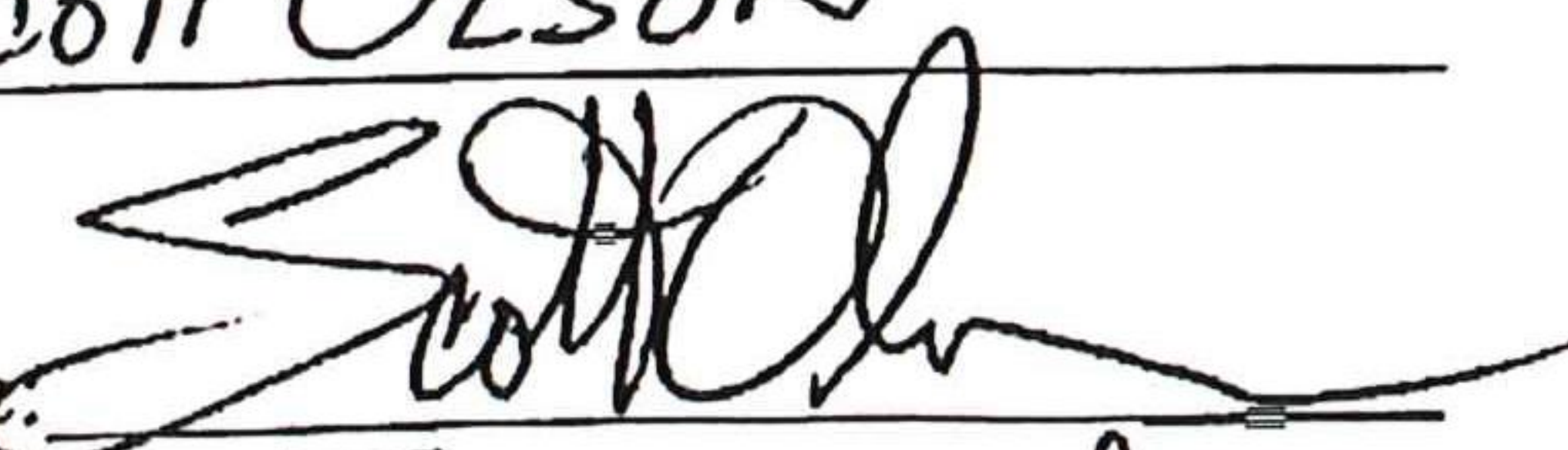
*Accepted and Agreed to by:*

NEWTRAX, INC.

FOREST LAKE  
ECONOMIC DEVELOPMENT  
AUTHORITY

By: SCOTT OLSON

By: Mara Bauer  
Its: President

Signature: 

By:   
Its: Secretary

Title: COMMUNITY TRANSPORTATION COORDINATOR  
Date: JULY 12<sup>TH</sup>, 2021

Date: 7/13/2021

## EXHIBIT A

### Bus Loop

<b>Facility Locations</b>	<b>Address</b>
Trailside Senior Living	19850 Forest Rd N, Forest Lake, MN 55025
Birchwood Arbors	750 1 <sup>st</sup> St NE, Forest Lake, MN 55025
Cherrywood Pointe of Forest Lake	231 W Broadway Ave, Forest Lake, MN 55025
Arbor Ridge	1700 8 <sup>th</sup> St SE, Forest Lake, MN 55025
Kilkenny Court	1440 4 <sup>th</sup> St SE, Forest Lake, MN 55025
Whispering Pines Apartments	7 – 5 <sup>th</sup> Ave NE, Forest Lake, MN 55025

<b>Retail/Business Locations</b>	<b>Address</b>
CUB Foods	2013 W Broadway Ave, Forest Lake, MN 55025
Aldi	289 12 <sup>th</sup> ST SW, Forest Lake, MN 55025
Walgreens	1207 W Broadway Ave, Forest Lake, MN 55025
Perkins	1155 W Broadway Ave, Forest Lake, MN 55025
Target	356 12 <sup>th</sup> St SW, Forest Lake, MN 55025
Walmart	200 12 <sup>th</sup> St W, Forest Lake, MN 55025
Key's Cafe	1960 W Broadway Ave, Forest Lake, MN 55025
Dollar Tree	1432 Lake St S Suite A, Forest Lake, MN 55025
Senior Center	767 4 <sup>th</sup> St SW, Forest Lake, MN 55025
Town Square	20 Lake St, Forest Lake, MN 55025

**EXHIBIT B**

**DESCRIPTION & FEE SCHEDULE**

***Service Description:***

On every Wednesday of every week during the Term of this agreement, Newtrax will provide 2 buses during the hours of 10:00am-1:00pm (first and last pickups/drop-off times respectively) for a continuous bus loop circulator within the city limits of the City of Forest Lake. The service will include, but not be limited to, pickups/drop-offs at various, predetermined senior living facilities and local retail/merchant establishments as determined by Organization in its sole discretion, and as depicted on the attached Exhibit A. Revisions and adjustments to the pickup/drop-off locations may occur upon a mutual agreement between Newtrax and "Organization". Weeks of operation throughout the year can be adjusted according to "Organization" requirements/needs. 'Sponsorship Campaigns' to assist in the funding of this service will be the responsibility of "Organization", however, Newtrax will offer assistance and collaboration in those efforts and will provide input to enhance/grow the service.

Bus Loop Circulator Service will be invoiced on a monthly basis. Invoices will be sent out the first week of the month following the previous month of service.

<b>Service: Forest Lake Bus Loop</b>	<b>Amount</b>
Hourly Rental Fee per Bus*	\$41.00 per hour
Mileage Fee*	\$0.70/mile

\*Rental and Mileage fee begins when our buses/drivers depart from the Newtrax home base in White Bear Lake and concludes upon the buses/driver's return to Newtrax.



# FOREST LAKE *area* LOOP

The Bus Loop runs on Wednesdays  
 Refer to pickup times below for your community.

Once you are picked up, let the driver know which stop you wish to visit. You will have approximately 1 hour at your destination once you are dropped off. Your driver will communicate about what time they will return for your ride home.

Senior Community Pick Up Times	
<b>BUS 1</b>	
<b>9:30</b>	Meadows on Fairview
<b>9:35</b>	Meadowview Apts
<b>9:45</b>	Whispering Pines
Destination Drop offs	
<b>10:30</b>	Birchwood Arbors
<b>BUS 2</b>	
<b>10:00</b>	Trailside Sr Living
<b>10:07</b>	Fitzgerald Flats
<b>10:10</b>	Suite Living-Forest Lake
<b>10:20</b>	Kilkenny Court
<b>10:25</b>	Amira Choice

### Local Destinations On The Route

\*\*Other stops along the route may be requested\*\*

- |            |                            |
|------------|----------------------------|
| CUB Foods  | Town Square                |
| Key's Café | Dollar Tree                |
| Walgreens  | Forest Lake Senior Center  |
| Perkins    | Forest Lake Medical Supply |
| Walmart    | YMCA                       |
| ALDI       | Hardwood Creek Library     |
| Target     | Forest Lake Service Center |

**Last Revision:** Oct 1st 2025



For more information:  
 Office: 651-846-9302  
 Dispatch: 651-789-6221



# STAFF REPORT

**MEETING DATE:** January 5, 2026  
**TO:** President Leif Erickson and EDA Members  
**STAFF ORIGINATOR:** Abbi Wittman, Community Development Director  
**AGENDA ITEM:** EDA Workplan Review

**INTRODUCTION:**

As the EDA learned in October, the enclosed workplan was adopted in early 2024. Except for policy development and ongoing work for Headwaters 123, much of what the EDA set out to accomplish has been met or is in progress.

	2024 Q2	2024 Q3	2024 Q4	2025 Q1	2025 Q2	2025 Q3	2025 Q4
<b>EDA Policy Review</b>							
Business Subsidy							
Tax Increment							
Tax Abatement							
Forgivable Loan				☑			
<b>Housing</b>							
Use Identification		☑					
Program Use Policies						☑	
<b>SW Area Study</b>							
Grant Application			☑				
Study Development							▶
<b>Downtown</b>							
Shoreline Study Release	☑						
Downtown Boat Launch		☑					
Your Boat Club			☑				
2025 Downtown Priorities							▶
<b>HW 123</b>							
Consensus Building					☑		
RFP Release							

At the EDA's October meeting, the EDA elected to not change the workplan but, rather, wait until after the City Council's strategic planning session to determine if there were Council priorities the EDA could assist with. The Council has not adopted a Strategic Plan. However, Council has identified opportunities and priorities the EDA could support. Specifically, the Council identified a draft priority to *attract more business, development and re-development*. In reviewing the past discussions and Council draft priority, staff believes the EDA could adopt (at least) a one-year workplan to help ensure EDA activities are aligning with past, ongoing, and future community priorities. The EDA will be asked to discuss and vote on a one year workplan.

### **ANALYSIS:**

Of the outstanding items noted on the previous page, some program updates include:

- Policy Development – Now the EDA has finalized Commercial Improvement Incentive Program (CIIP) updates and implemented the program, the EDA must revisit the other, outstanding (and outdated) policies.
- SW Area Study – The Council has determined a preferred alternative. With this, the City can proceed with policy development and technical specifications to guide growth in the SW corridor of the City.
- HW123 – The EDA has directed staff to update the site plan according to recent conversations, update materials on the website, and engage with Ehlers on a developer 'roundtable'.

Reasonable, these could be achieved:

	2026 Q1	2026 Q2	2026 Q3	2026 Q4
<b>EDA Policy Review</b>				
Business Subsidy				
Tax Increment				
Tax Abatement				
<i>Predevelopment Finance</i>				
<b>Southwest Area Study</b>				
HW 123				
<b>Headwaters 123</b>				
Update Site Plan				
Website Updates				
Developer Roundtable				

Staff is optimistic the remaining workplan items could be achieved in the first half of 2026. Given outstanding items could be achieved in the first half of 2026, identifying focus areas for the second half would be important. This can help staff align cross-departmental workplans.

The Council's draft strategy to *attract more business, development and re-development*, indicated the following EDA-related strategies:

- Update our TIF and other incentive programs and policies.
- Define and use our complete development toolbox (including incentives).
- Clear set of incentives for various categories of development or redevelopment or for various sites.

Much of these can be accomplished through policy development, as remaining in the existing workplan.

Worthy to note, the following additional strategies will be ongoing, (predominantly) through other departments and divisions within the City:

- Establish and maintain partnerships with builders and developers
- Reduce permitting turnaround where feasible
- Improve aesthetics and create a more welcoming environment

These align with some of the potential workplan items previously identified by the EDA:

<b>CATEGORY</b>	<b>POTENTIAL PROJECT</b>
<b>Policy</b>	<ul style="list-style-type: none"> <li>• General               <ul style="list-style-type: none"> <li>• Organization (Governing Resolution and Bylaws)</li> <li>• Vision, Other Commission Collaboration</li> </ul> </li> <li>• Business Subsidies (All)</li> <li>• Use of Fund Balance</li> </ul>
<b>Business Assistance</b>	<ul style="list-style-type: none"> <li>• Business Subsidies - Other Program Possibilities</li> <li>• Business Visits</li> </ul>
<b>Beautification</b>	<ul style="list-style-type: none"> <li>• Monuments - Entryway, Downtown, Etc.</li> <li>• Banners, Flower Pots, Bike Racks</li> <li>• Public Art</li> </ul>
<b>Area Planning</b>	<ul style="list-style-type: none"> <li>• SW Area</li> <li>• Downtown</li> <li>• HWY 61 Corridor Aesthetics and Water Quality</li> <li>• Other Commercial Corridors</li> </ul>
<b>Housing</b>	<ul style="list-style-type: none"> <li>• Rooftop Additions</li> <li>• Affordability</li> <li>• Upkeep and Repair</li> </ul>
<b>Land Sales &amp; Development</b>	<ul style="list-style-type: none"> <li>• City owned vacant parcel analysis</li> <li>• HWY 123 – Development Opportunities</li> <li>• Downtown</li> </ul>
<b>Community Marketing</b>	<ul style="list-style-type: none"> <li>• CVB Development</li> <li>• Conference – Marketing/Trade Show</li> <li>• Billboard</li> </ul>
<b>Advocacy</b>	<ul style="list-style-type: none"> <li>• Electrical Capacity</li> <li>• Public Transportation</li> </ul>

When comparing the Council’s draft strategy, staff would recommend the EDA considering adding the following to the workplan:

- Site Incentive – This could help achieve the City’s strategy to establish clear sets of incentives for specific properties within the City. This could be done in conjunction with a City owned vacant land analysis.
- Community Visioning – as the City starts to prepare for the 2040 Comprehensive Plan update, the City is in need of significant public outreach regarding the future of Forest Lake. The EDA could help assist with this community visioning process, reaching out to residents, businesses, and visitors to help establish a clear community vision. With this cohesive vision, the City is in a better position to develop strong marketing strategies to promote opportunities and attract quality development.
- Monument and wayfinding planning – With a unified community vision, the City will be in a better position to plan for future monuments and wayfinding that best reflect Forest Lake.

Staff would recommend the following 2026 workplan:

	2026 Q1	2026 Q2	2026 Q3	2026 Q4
<b>EDA Policy Review</b>				
Business Subsidy				
Tax Increment				
Tax Abatement				
<i>Predevelopment Finance</i>				
<b>Southwest Area Study</b>				
HW 123				
<b>Headwaters 123</b>				
Update Site Plan				
Website Updates				
Developer Roundtable				
<b>Site Incentives</b>				
Significant Private Properties				
Vacant Land Analysis				
All Public Properties				
<b>Community Visioning</b>				
Comprehensive Plan Consultant				
Community Visioning				
<b>Monument/Wayfinding Planning</b>				
Plan Scoping				

**RECOMMENDATION:**

The EDA should review the proposed workplan, discuss, and (if prepared) move to approve the 2026 workplan.

**ATTACHMENTS:**

N/A