

Overall Flowchart for Future Gaylord Development

Purpose (Goals)

The purpose of the Gaylord Community Development Team¹ and various related volunteer-led groups is to assemble the appropriate group of experts in Gaylord who are knowledgeable about a specific development, initiative, or community project. In this way, efficient use of paid City Staff is maintained, while people who have knowledge about a specific effort, and who are willing to volunteer their time toward a project, results in a successful project for everyone.

1. Determine most effective structure for Business Development and Housing Development
2. Identify Key Players, Roles, and Goals
3. Identify Timing for Who is Informed/Involved
4. Determine Criteria for evaluating/comparing proposals
5. Develop process for “someone who bypasses the system, and needs to be redirected”
6. Develop guidelines for confidential discussions, who can negotiate, who can commit, who can be involved in process of conflict resolution, etc.
7. Identify what authorities are delegated (not abdicated), and who must approve certain actions

Process

The following pages set forth the recommended approach to community development, using the foundational work of the 2008 Minnesota Design Team Planning Group and the Implementation Group’s recommendations. Initial meetings to apply this approach to Gaylord’s needs in 2016 were made by a volunteer community work group, which included Phil Keithahn, Don Boeder, Sue Keithahn, Chuck Klimmek, and Jim Landaas.

1. Initial planning sessions with City Officials, MNCOM, and Community Development Leaders
2. Develop plan and process to submit to EDA and City Council
3. Submit to EDA, and revise as appropriate
4. Submit to Council, and revise as appropriate
5. Prepare final documents for Official EDA and/or Council Action

Date	Time	Place	Participants	Description
Sun, Mar 13	1-3pm	ProGrowth Bank	PAK, DB, JL	Discuss status of MNCOM and needs for development planning by Gaylord and surrounding area
Sat, Mar 19	9-11am	ProGrowth Bank	PAK, DB, JL, CK	Discuss status of MNCOM and needs for development planning by Gaylord and surrounding area
Thurs, Mar 24	11:30am	EJs	PAK, CK	Discuss outline for proposed Community Development Team
Sat, April 2	9-11am	ProGrowth Bank	PAK, DB, JL, CK, SEK	Discuss outline for proposed Community Development Team, including implications for Housing Task Force and Business Development Task Force
Sat, April 9	9-11am	ProGrowth Bank	PAK, DB, JL, CK, SEK	Discuss outline for proposed Community Development Team, including implications for Housing Task Force and Business Development Task Force
Mon, April 11	5:30pm	City Hall	PAK	Present proposed Community Development Team to EDA for Review
VARIOUS			PAK, DB, JL, CK, SEK	Working Sessions to Amend the Presentation

¹ The Community Development Team is an independent, volunteer-led group of individuals, which has no legal authority to act on behalf of the City of Gaylord, but which has the ability to work independently with developers and entrepreneurs who are interested in relocating and/or expanding their business in Gaylord.

Date	Time	Place	Participants	Description
Wed, April 20	6:30pm	City Hall	JL, DB	Present proposed Community Development Team to City Council for Review
VARIOUS			PAK, DB, JL, CK, SEK	Working Sessions to Amend the Presentation
Mon, April 11	5:30pm	City Hall	JL, DB	Present <u>revised</u> Community Development Team to EDA for Review
VARIOUS			PAK, DB, JL, CK, SEK	Working Sessions to Amend the Presentation
Wed, May 4 or Wed May 18	6:30pm	City Hall	JL, DB	Present <u>revised</u> Community Development Team to City Council for Review

(Payoff) Desired Outcomes

1. City Staff to develop a handbook/guidebook for volunteers on official city boards, committees, sub-committees, and/or task forces, which outlines the description of duties and responsibilities, etc.
2. Establish a **Community Development Team** to prepare for the medical school (not part of City)...and more broadly, to prepare for assisting future developments, initiatives, and/or projects involving businesses, housing, real estate development, and/or community programs.
3. Transition the Housing Task Force from a city-directed part of EDA into a community and volunteer-led **“Housing Team”**, which is part of the Community Development Group
4. Transition the Business Development Task Force from a city-directed part of EDA into a community and volunteer-led **“Business Development Team”**, which is part of the Community Development Group

The Role of the Project Advisor (assigned by the Community Development Team)

The Project Advisor was previously identified by the Community Development Team as the appropriate contact for helping the Project Owner navigate the City Approval Process.

During this phase, the Project Advisor, may become involved with facilitating communications, assisting with conflict resolution, identifying alternative “win-win” solutions to resolve disputes, and taking other actions necessary to advise **both** the City **and** the Project Owner on how best to conclude negotiations effectively.

- It is important to understand that the Project Advisor is NOT taking the position in favor of the City.
- The Project Advisor is NOT taking the position in favor of the Project Owner and/or the proposed initiative.
- The Project Advisor IS taking the position of helping people learn how to work together, so that whatever decision is made, the relationships are protected, and Gaylord’s reputation as a community that embraces positive change is maintained.

During the negotiating process, it is possible that the Project Advisor may or may not receive compensation or other incentives from a successful initiative, but their position is as an “ADVISOR, NOT A VOTER.” Thus, their ability to provide a positive influence on the process and outcomes will depend upon an open and transparent process, which includes the disclosure of conflicts of interest and/or NOT being present or informed during certain communications or meetings.

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Public Officials and Private Community Volunteers

COMMUNITY VOLUNTEERS

Community Development Team (VOLUNTEERS)

Chuck Klimmek, Co-Chair
 Sue Keithahn, Co-Chair
 Member of Housing and/or Business Development Team
 Gaylord Mayor, Don Boeder, *Ex-Officio*
 City Council President (or Designated Council Member), *Ex-Officio*
 Gaylord EDA Director (or President), *Ex-Officio*

Housing Development Team (VOLUNTEERS)

Chair: Sue Keithahn
 Agenda: Sue Keithahn
 Minutes: Sue Keithahn
 Member: Silvio Amorim
 Member: Mitchell Dietz
 Member: Judy Lindemeier
 Member: Steve Olmstead
 Member: OPEN
 Member: FUTURE TBD
 Member: FUTURE TBD
 Member: FUTURE TBD
 Member: FUTURE TBD

Business Development Team (VOLUNTEERS)

Chair: Sue Keithahn
 Agenda: Sue Keithahn
 Minutes: Sue Keithahn
 Member: Allen Bartels
 Member: Jerry Hahn
 Member: Mary Langhorst
 Member: Steve Olmstead
 Member: OPEN
 Member: FUTURE TBD

FUTURE COMMUNITY-LED VOLUNTEER TEAMS/GROUPS

Future volunteer groups assembled as needed for each project.

Chamber of Commerce

Chamber President: Pauline Marlinski
 Coordinator: Amy Newsom (Paid by City)
 Chamber Members: Volunteers
 EGGstravaganza Committee and Similar Community Events: Volunteer-led and staffed by community volunteers

CITY STAFF, ELECTED OFFICIALS, BOARDS, ET AL

City Council and Mayor (Elected)

Mayor: Don Boeder
 Council President: Chad Muchow
 Council Member: Jessica Uecker
 Council Member: Chad Devlaeminck
 Council Member: Jim Landaas
 Council Member: Shawn Losure

City Staff

City Administrator: Kevin McCann
 City Accountant: Lori Waltz
 Secretary/Billing Clerk: Lori Doering
 Economic Director: Amy Newsom (part-time)
 Gaylord Aquatic Center: Delaine Elseth + Staff
 City Services Manager: Ty Reimers
 City Maintenance: Brian Young
 Water and Sewer: Robert Kloeckl
 Streets: Mark Kuphal
 Police Chief: Tony Padilla + Staff
 Gaylord Ambulance: Dan Reich + Volunteers
 Fire Department: Dean Schons + Volunteers

Various City-Appointed Boards, Committees, Sub-Committees, and Task Forces (Community Volunteers + Council Liaison + Staff Support, as needed)

Charter Commission	Library Board
Citizens Advisory Committee	Park Board
Economic Development Authority	Planning Commission
Financial Advisory Committee	Revolving Loan Fund
Forever Young Senior Center Committee	Technology Committee
Heritage Preservation Commission	Trail Committee
Lake Titloe Beautification Committee	

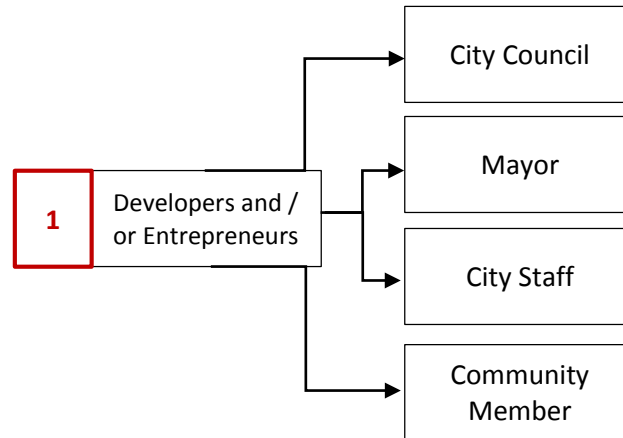
City Advisors

City Attorney: Schauer Law Office
 Sibley County Assessor: Laura Hacker
 City Engineer: SEH
 Financial Advisor: Northland Securities
 Accounting/Audit: Abdo Eick Meyers

RECOMMENDED PROCESS FOR FUTURE COMMUNITY DEVELOPMENT INITIATIVES

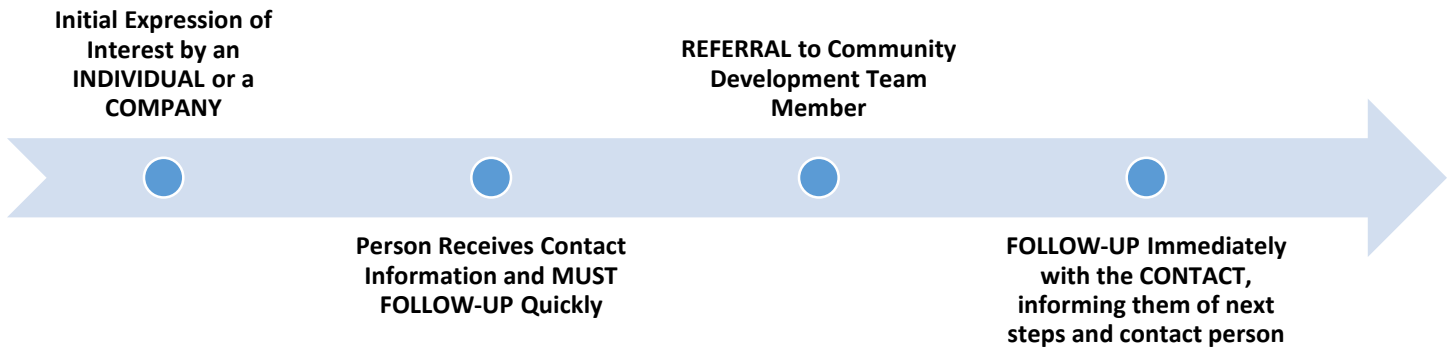
Phase 1 – Business Owner/Real Estate Developer/Entrepreneur Contact a Gaylord Person

In the first phase, “*anyone could contact anyone*” about a possible development opportunity in Gaylord. This contact could be from a current business owner or property owner in Gaylord. It could be from a new entrepreneur, business owner, company, or entrepreneur that is looking to relocate, expand, or develop a project in Gaylord.



1. Step 1: Whoever receives the initial contact, should gather basic information, which could be documented on a DEVELOPMENT FORM that is available in the City Office and on the City website. The critical issue at this stage is to welcome the person to Gaylord and thank them for expressing interest. This is the first opportunity to build a relationship.
 - a. Basic information could include:
 - Name, Address, Email, Cell Phone, and Other Contact Information for the person or company expressing interest in doing business in Gaylord.
 - Description of the Project
 - Special Requests of the Project Owner (information about Gaylord, forms, key people to contact, etc.)
2. Step 2: The person who receives the information should not ABDICATE responsibility, but should DELEGATE authority for circling back to the person who contacted Gaylord. This person is a PROSPECTIVE Gaylord property owner, resident, business owner, or will otherwise be involved in building a better Gaylord. Whoever has referred this person to Gaylord has placed their reputation on the line. This means that it is imperative that people “close the loop” by circling back and letting people know how things are going.
3. Steps 3-ZZZ: The following pages provide an overview of the Phases for developing new projects successfully. The diagrams and comments are provided as an overview. The person who is the Project Advisor is not taking the position for/against Gaylord or for/against the project. They are advising everyone on how best to build and maintain positive relationships through a process that is efficient, simple, and satisfying. The Project Advisor is not necessarily the “Doer”, but the “Navigator”, helping everyone learn how to complete a project that builds a better Gaylord.

Phase 2 – Referral from Initial Point of Contact to Community Development Team



SAMPLE FOLLOW-UP TO INITIAL INQUIRY VIA EMAIL, PHONE, AND/OR LETTER

DATE

Dear _____,

Thanks for contacting me about your interest in _____ within the City of Gaylord. We appreciate your interest and look forward to working with you.

I have forwarded your information to _____, who serves on Gaylord’s volunteer Community Development Team. Attached to this email/letter is information about our process for developing new projects in Gaylord.

After talking with _____ about the next steps, he/she has scheduled a meeting to assemble the right team of people to help guide you through the process of successfully completing your project.

_____ will reach out to you to schedule a meeting. His/her phone number is 999-999-9999 and you can also reach him/her by email at emailaddress @URL.

Our goal is to help you navigate the process of obtaining all necessary approvals to complete your project. In addition, we will assign a Project Advisor to help you gain community support and respond to the various needs and requirements of City Officials who may need to approve your project. This person will help you make sure all communications both inform and involve the appropriate people and organizations within Gaylord.

Thanks again for reaching out to me. On behalf of the entire Gaylord community, please accept this first response as an expression of our desire to build a long-term relationship.

Have a great day!

Sincerely,

NAME

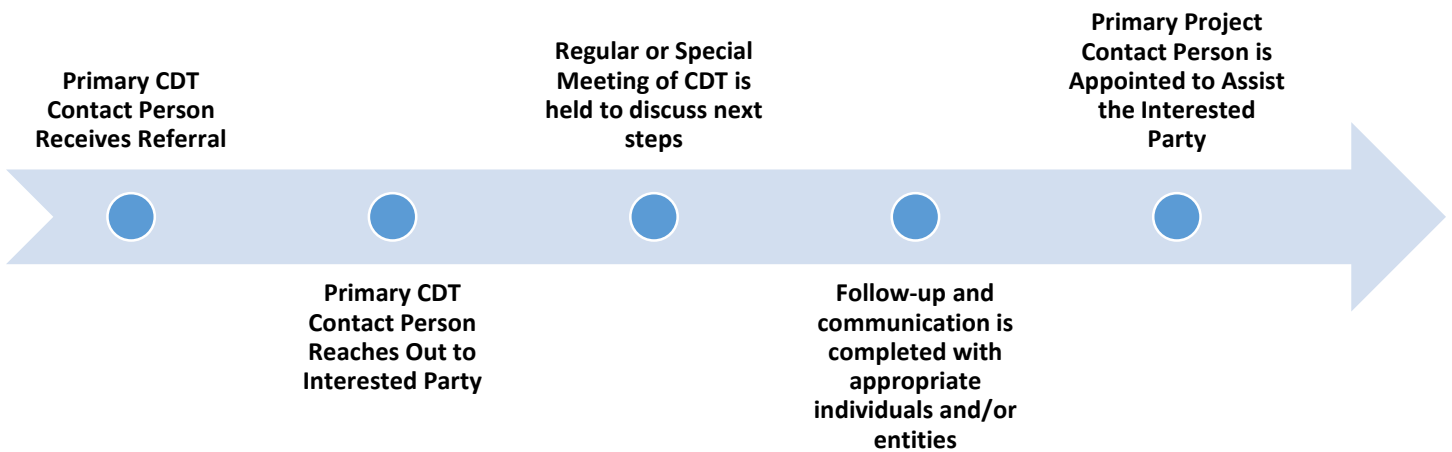
TITLE, if applicable

Phone

Email

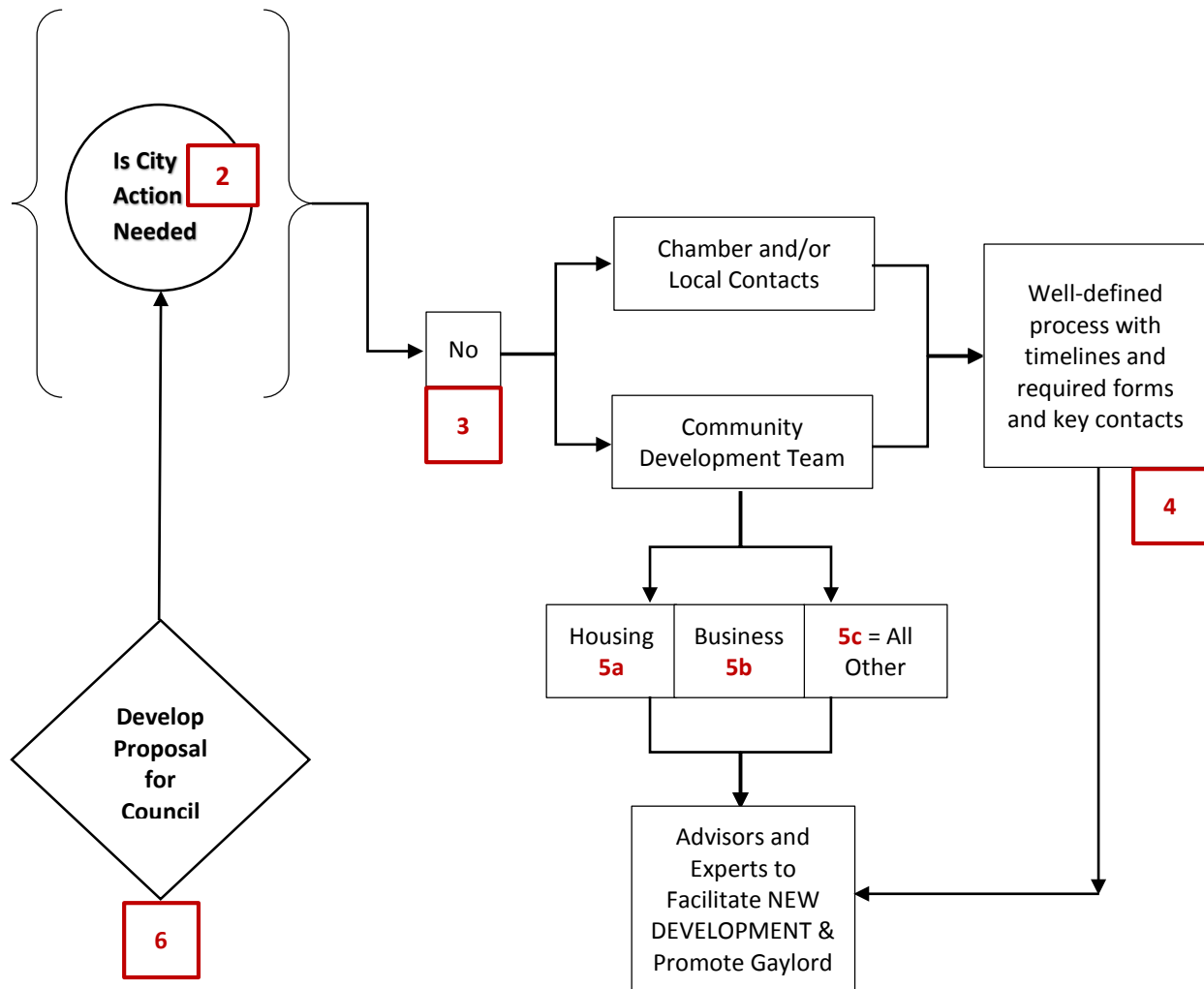
PS – Please let me know if you have not received a response from _____ within _____. I will then make sure that you are contacted within _____.

Phase 3 – Community Development Team Members Follow-Up

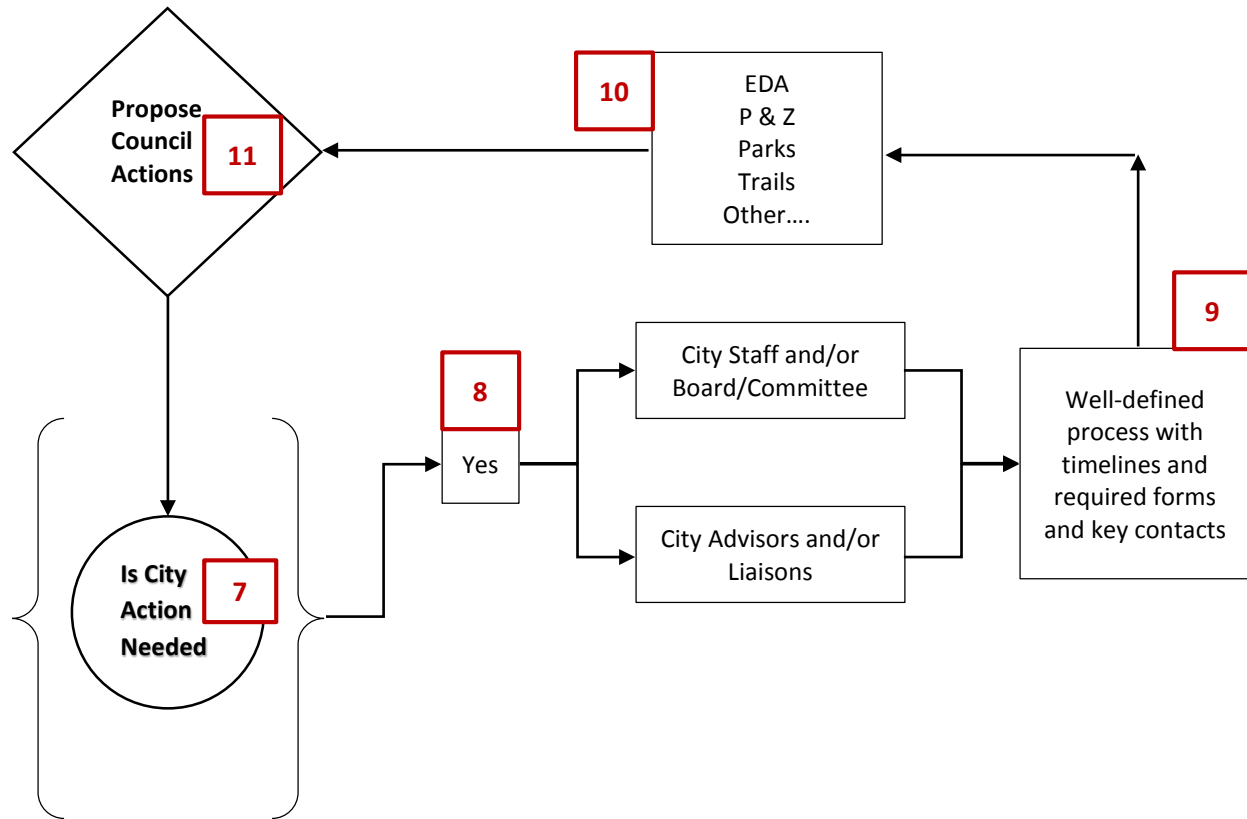


Phase 4 – CDT Makes Decision and Development Process is Initiated

Phase 4a – No Immediate City Action is Needed



Phase 4b – Project is Ready for City Action



Phase 5 – CDT Follows Up with Community Organizations, as needed

The Project Advisor will advise the Project Owner (developer/entrepreneur, etc.) on the appropriate people or organizations in Gaylord to contact with respect to the project, including, but not limited to:

1. Gaylord Area Chamber of Commerce
2. Service Clubs
3. Churches
4. School
5. Youth Groups
6. Other Volunteer Groups
7. Newspaper, Radio
8. Other Community Resources, as needed (accounting, financing, legal, marketing, tax, technology, etc.)

Phase 6 – CDT Evaluates Project Success/Failure and recommends process changes, as needed

The Community Development Team will gather input throughout the entire process to evaluate what works and why; what did not work and why; and what changes could be made in “how things are completed” so that positive working relationships are maintained, projects are completed successfully, and people are energized about the outcomes.

COMMUNITY DEVELOPMENT TEAM – CHARTER – DRAFT DATE: 8-2-2009

Vision: Members of the Gaylord area working together with city leaders to promote a culturally diverse, open, innovative and sustainable community that strives for an excellent quality of life for everyone.

Background: In September 2008 the Minnesota Design Team started the process of working toward a shared vision for the future of Gaylord. It is important to remember the Design Team's premise that no one person or group of people can know the best course of action. Therefore, we must continue to involve as many community members as possible as we build our shared vision of a prosperous, vibrant, sustainable community. This is not a short term process, but one that will develop and continue over many years.

Authority: The Community Development Team (CDT) is strictly a volunteer advisory and resource group of individuals who donate their time and talent to the City. Operating in a manner similar to the Chamber of Commerce and local service clubs, such as Rotary and SERTOMA, the CDT, it is not an official City organization, and therefore, does not have decision making authority for the City. The CDT is not funded by the city. Project task forces are not required to use the CDT's help.

Mission Statement: Volunteer members of the CDT are dedicated to assisting the City in sustaining interest and energy in the months and years to come so that the Gaylord community's shared vision becomes a reality. The CDT seeks to build a better Gaylord community by helping the City and community groups identify and address community issues. Team members will help the Gaylord community understand the economic, social, political and environmental impacts of community actions, with primary focus on promoting citizen participation in community decision making that is active, informed and representative. The CDT provides volunteer "people power" to help organize and launch citizen task forces for specific project planning as identified by the City Council and other community organizations.

Purpose:

1. The Community Development Team's primary responsibility is to be a resource for project task forces. The CDT will develop and maintain a list of skilled volunteers in the community that are willing to assist project task forces in their respective areas of expertise. Examples of the type of skills that may be needed include:

- a. Involvement in city government
- b. Experience in/with state legislature/lobbying
- c. Legal background
- d. Research
- e. Meeting organization/facilitator
- f. Engineering/estimating
- g. Communications
- h. Information technology
- i. Finance/budgeting
- j. Grant application/writing
- k. Marketing
- l. Other

2. The Community Development Team is open to any community member willing to donate time and talent to the development, marketing and promotion of projects that contribute long term economic benefits to the Gaylord community through job retention and creation, balanced housing development, programs designed to enhance the standard of living, and investments that improve the quality of life and generate sustainable sources for future community development.
3. The Community Development Team has additional responsibilities to promote continuous communication between task forces, the City and members of the community, monitor the progress of task forces, and to help the City organize future task forces.

Organization: Membership on the Community Development Team is available to members of the greater Gaylord community who are interested in serving the community. The Team will meet as often as necessary to accomplish its tasks. Since the CDT has no formal authority and no budget, its success will be linked to its independence. This allows the CDT to become a melting pot for ideas, an incubator of resources for entrepreneurs, and a navigator to help task forces, project teams, individuals, and businesses journey through the process of taking an idea or dream and making it a reality. As such, the CDT will focus on advising, coordinating, collaborating, communicating, promoting, and attracting new investments that benefit the Gaylord community and surrounding area.

City of Gaylord – Community Center Task Force Task Force Planning Form

Primary Topic:	Community Center	Official Start Date:	June 2009
Primary Oversight:	EDA	Task Force Name:	Community Center
Interim Chairperson:	Phil Keithahn	Primary Focus:	Build a community center in Gaylord
Interim Minutes/Notes:	Mari Lu Martens	Normal Meeting Day/Time:	To be determined
Interim Council Liaison:	Jessica Uecker	Normal Meeting Place:	ProGrowth Bank
Interim Team Members:	Phil Keithahn, Mari Lu Martens, Jessica Uecker, Gail Estenson, Dean Messner, Joe McPherson		

Informed (F) and Involved (V) Groups

The following groups need to be informed (F) or involved (V) in the work of this task force:

Involved Groups	Informed Groups
• EDA	• City Council and City Staff
• Planning & Zoning	• Library Board
• Park Board	• Citizens Advisory Committee
• Housing: Trailer Court Sub-Committee	• Financial Advisory Committee
• Senior Committee	• Lake Titloe Beautification Committee
• Swimming Pool Task Force	• School District Residents
• Hispanic Residents	• Chamber of Commerce
• Michael Foods	• School Board
• Region 9	• Business Owners
• SMIF	• Property Owners, including Rental Property Owners
• Blandin Foundation	• Legion Club
• USDA/Rural Development Corp.	• Service Clubs (Jaycees, Rotary, SERTOMA)
• Consultant	• Gaylord Ministerial Association
• Architect	• State Senator and State Representative
• Townships and Sibley County	• Gaylord Hub and Channel 8 Cable
	• City Legal Counsel and Bond Advisor
	• City Accountants

Purpose Statement

The primary purpose of the Community Center Task Force is to plan for the construction of a community center that could also include year-round indoor and outdoor recreational activities.

Expectations for Deliverable Results

When this task force completes its assigned duties, it will have accomplished the following tasks and/or delivered the following results for the residents in the City of Gaylord and the surrounding area:

1. Develop a plan for the Community Center by 12/31/2010 (18 months)
2. Design and bid for construction of the Community Center by 12/31/2011 (12 months)
3. Build the Community Center during 2012 (12-18 months)
4. Occupy the Community Center in 2013

Task Force (work group, sub-committee, etc.) Members

We recommend that the Community Center Task Force consist of a combination of permanent and temporary members, with no limits set on the number of people or the time that they serve on the Task Force. We also recommend that the Task Force set up sub-committees, as necessary, to break the big project into manageable pieces, and to also provide opportunities for broader community involvement in the planning, design, and promotion of the community center. The following individuals are members of this task force are listed below:

No Limit	Member	Daytime Phone	Evening Phone	Cell Phone	Email
1.	Phil Keithahn, Interim Chair	507-237-5535	507-237-5850	612-210-4866	Pakeithahn@progrowth.com
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					
11.					
12.					
13.					
14.					
15.	Region 9 Representative				

The following individuals have previously expressed an interest in serving on the task force or otherwise becoming involved in the community center. We recommend that each of these individuals be personally invited to attend an orientation session, where we would discuss the Community Center Task Force and formally ask for their assistance as volunteers, task force members, donors, or advisors.

NOVEMBER PRESENTATION SIGN-UP		
Name	Phone	Email
Myrna Kuphal	237-2570	Kuphalm@yahoo.com
Tara Swenson	507-317-0860	tara.swenson@michaelfoods.com
SOCIAL VENUES		
Name	Phone	Email
Ed Anderson	237-5465	
Doug Parrott	237-2924	
Candy Swenson	237-2128	
Harriet Troidahl	237-2816	
Diane Laabs	237-5334	
David Laabs	237-5334	
Cathy Spicer	651-470-2929	
Eddie Aranda	507-381-8739	
Eddie Reimer	237-2001	
Linda Reimer	237-2001	
Bob Reid	237-2494	
Sandy Reid	237-2494	
Mavis Lutterman	237-2119	
Jane Peterson	237-5326	
Maxine McPherson	237-9959	
Mark Brandt	237-5413	
Phil Keithahn	237-5850	
Amy Hahn	237-5390	

Name	Phone	Email
Carl Wetzel		
Sharon Hahn	237-2223	
Ruth Wolter	237-2426	
INTERIM TASK FORCE RECOMMENDATIONS		
Name	Phone	Email
Shar Husfeldt		
Jennifer Brown		
Deb Deis		
Bob Burns or Julie Burns		
Eddie Aranda		

We recommend the following steps to establish this Task Force:

1. Contact everyone and invite them to attend an orientation meeting.
2. Clarify with Kevin McCann, City Administrator, whether formal Council approval is required to establish this task force.
3. Send this list of possible members to the Council and ask for other suggested members, then we can schedule the meeting.
4. Plan, schedule, and conduct the Orientation Meeting to inform possible task force members about the Community Center project. Ask them to volunteer to serve on the task force or assist with planning efforts.

Budget

The task force will need the following amounts to fund its activities...

1. Seed money for studies/consultants
2. Expenses for visiting other community centers, copies, mailings, etc.
3. Architectural Design, including concept drawings
4. Complete architectural plans
5. Land acquisition and development
6. Infrastructure (water, sewer, utilities, parking, sidewalks, landscaping, outdoor recreational facilities, etc.)
7. Construction
8. Ongoing operation and maintenance

Possible sources of revenue for funding these activities include...

1. Contact SMIF about getting a planning grant
2. Contact Library Board about getting small planning grants...other sources?
3. Set up a foundation so people can donate money to the Community Center (Donations, Bequests, etc.)
 - a. Provide assurance for donors on what happens to their gift if the community center is not built.
4. Hold fundraisers
5. Grants
6. USDA/Rural Development Corporation's Community Facility Grant (up to \$30,000) and a Community Facility Direct Loan (40 years at 4.50%).
7. Naming Rights for Donations for a Room or Equipment.
8. Schmitt Foundation Grant.

Skill Set/Talents that We Need to Assemble

1. Time
2. Dedicated People
3. Ability to Search the Internet
4. Experience with Legislators, Funding Sources, Lobbying, etc.
5. Bidding Experience

6. Willing to be a Public Advocate
7. Respected in the Community
 - a. Articulate, Fluent, Can Handle Questions
 - b. "Simplifier" for Explanations
8. Represent Multiple Community Interests
9. Fluency in Spanish
10. Representation for all age groups
11. Get a broad range of hobbies and interested represented.

Next Steps/Action Items

ACTION	TARGET DATE	WHO
Take this draft plan back to the MDT Implementation Team for their feedback and review/approval.	6/11/2009	Phil, Mari Lu, Gail, Joe
Revise as necessary.	6/30/2009	Phil, Mari Lu, Gail, Joe, Jessica, Dean
Take to City Council, if necessary.	July 2009	Phil, Chuck, Others who are interested
Form the Task Force.	July-Aug 2009	Phil, Mari Lu, Gail, Joe, Jessica, Dean
Schedule site visits to other community Centers.	Aug-Oct 2009	ALL who are interested

Resources Required

1. Community Support
2. Funding for Development (Land+Infrastructure) and Building
3. Volunteers
4. Donors
5. Bonding/Grant Support from Kathy Sheran and Terry Morrow (Lobbyist?)
6. Location....how much land is needed and where?
7. Seed money for consultants, planning, etc.
8. Support/integration with Sibley East Schools. Funding?
9. Tim Dolan and access to "green" funding/grants.

Barriers/Constraints

1. Lack of vision/agreement on what it should be or whether we need a community center,
2. Community resistance to change.
3. Fear of cost, impact on property taxes.
4. Disagreement over size and scope of what is in the community center,
5. Disagreement on the location of the community center,
6. Getting accurate, timely information to the public frequently.

Significant Milestones (Interim Celebrations)

1. Set up task force with committed, enthusiastic members.
2. Get council approval, if needed.
3. Get seed money.
4. Set up a Community Foundation Fund.
5. Identify possible locations.
6. Set up a concept drawing session (Rick Wessling as facilitator?) and discuss options for location, and possible components for a community center. (Multiple groups, with "sized to scale" cutouts for various rooms and building features.
7. Get feedback from the community and other interested parties.
8. Revise and present to Council for action to engage an architect and select a final location.
9. Develop detailed plans and specifications.
10. Get bonding/funding in place.
11. Ground-breaking ceremony.
12. Grand opening ceremony.
13. Recognition event for volunteers, donors, and other people who helped make the dream become a reality.