



ECONOMIC DEVELOPMENT AUTHORITY AGENDA

3RD FLOOR CONFERENCE
ROOM

THURSDAY, MAY 21, 2026

7:00 AM

1. Call to Order/ Approve Agenda
2. Approval of the Minutes
3. Routine Business: *Agenda items below are approved by one motion unless an EDA member requests separate action.*
 - A. Monthly Loan Status Report
 - B. Budget Status Report
4. Public Hearings
5. Items for Discussion
 - A. Resolution 2026-10 Recommending the City Council Modify the Development Program for Development District No. 1, Establish Tax Increment Financing District No. 21 – Hill Block (a Redevelopment District), and Adopt the Tax Increment Financing Plan Therefor
 - B. RSDP Grant Overview
 - C. Strategic Planning/ Loan Programs Discussion
 - D. Updates and Future Items — Verbal Report Only
6. Adjournment



ECONOMIC DEVELOPMENT AUTHORITY MINUTES

PUBLIC MEETING ROOM

THURSDAY, APRIL 16, 2026

7:00 AM

Meeting Items

1. Call to Order/ Approve Agenda

A regular meeting of the Economic Development Authority was called to order at 7:00 a.m. by Chair Kevin Voracek. All members were in attendance: Mandy Barnes, David Campbell, Christine Jeanes, Teri Menard, A.J. Smith, Mayor Tom Spooner and Chair Kevin Voracek. Staff that were present were Jacob Wiensch, Economic Development Coordinator, David Wanberg, Director of Community and Economic Development, and Kari Casper, Administrative Assistant II. Special guests included Nort Johnson, and Devin Winjim both from the Faribault Area Chamber of Commerce.

A motion was made by Teri Menard, seconded by A.J. Smith to approve the agenda as presented. The motion passed unanimously.

A. Welcome New Board Member

Jake Wiensch welcomed Mandy Barnes to the Board and went around with introductions.

2. Approval of the Minutes

A motion was made by Tom Spooner, seconded by David Campbell, to approve the meeting minutes as presented. The motion passed unanimously.

3. Routine Business: *Agenda items below are approved by one motion unless an EDA member requests separate action.*

Jacob Wiensch gave a brief overview of the different funds and balances and what the money could be used for. There was a question about the State MIF fund balance of approximately \$20,000. Teri Menard asked that if that was a pass-through fund, why is there a balance? Wiensch said, "good question". He explained that there might be a balance due to accrued interest in some funds that were in the account for a short time. A motion was made by A.J. Smith, seconded by Mandy Barnes to receive and file the reports as presented. The motion passed unanimously.

A. Monthly Loan Status Report

B. Budget Status Report

4. Public Hearings - None

5. Items for Discussion

HONESTY ▪ RESPECT ▪ DEDICATED ▪ VISIONARY ▪ ACCOUNTABILITY

A. Chamber Contract for 2026 – Report Review

Both Nort Johnson, President of the Faribault Area Chamber of Commerce and Tourism, and Devin Winjim, Marketing and Communications Director of the Chamber were in attendance to present an update on the agreement with the City to account for funding they've received. All board members were handed an update with the analytics regarding the various projects the Chamber is and has been working on. A motion was made by Mandy Barnes, seconded by A.J. Smith to receive and file the report as presented. The motion passed unanimously.

B. Resolution 2026-08 Approving the Issuance of, and Providing the Form, Terms, Covenants, and Directions for the Issuance of its Taxable Tax Increment Revenue Note, Series 2028 in an Aggregate Principal Amount not to Exceed \$725,000.00.

Wiensch said that this request is similar to Riverchase I. He also mentioned that in mid-June, he believes that there will be a Council Chat with a representative from Ehlers there to explain how Tax Abatement and Tax Increment Financing (TIF) and other financial tools the city uses, work. A motion was made by Mandy Barnes, seconded by A.J. Smith, to approve Resolution 2026-08 Approving the Issuance of, and Providing the Form, Terms, Covenants, and Directions for the Issuance of its Taxable Tax Increment Revenue Note, Series 2028 in Aggregate Principal Amount not to excel \$750,000 as presented. The motion passed unanimously.

C. Resolution 2026-09 Authorize the Release of the FDC Agreements associated with 227 and 229 Central Avenue and Authorize the Execution of New Agreements with a New Owner of the Property based on the Terms and Conditions of the FDC Agreements

Jacob Wiensch presented on behalf of the applicant, Matt Drevlow to request that at the time of the purchase of the two buildings, 227 and 229 Central Avenue, that he request the assignments and subordination for each building be put in his name only and remove any reference to FDC. He will take over the existing agreement terms but remove FDC from obligations. Wiensch stated that Mr. Drevlow was present at the Housing and Redevelopment Authority's meeting on the 13th with the same request and that was approved unanimously by the Faribault HRA. Wiensch did state that Mr. Drevlow may have a small request for some gap financing in the future. Menard asked how, since they could not come back and ask for more money, we could approve more funding? Voracek stated that it would be for a low-interest loan, not a grant. A motion was made by Christine Jeanes, seconded by Mandy Barnes to approve Resolution 2026-09 Authorize the Release of FDC Agreements associated with 227 and 229 Central Avenue and Authorize the Execution of New Agreements with a New Owner of the Property based on the Terms and Conditions of the FDC Agreements as presented. The motion passed unanimously.

D. Minnesota Real Estate Journal Awards - Sponsorship

Jake Wiensch has been nominated for Economic Developer of the Year by the Midwest Real Estate Journal and has been selected as one of three finalists for the 2026 award. This recognition highlights ongoing economic development efforts and regional impact. Staff is seeking direction on participation in this year's event, including potential sponsorship and attendance. A recommended option is the Half Table Sponsorship (\$1,900), which includes five seats and logo placement at the table. This level provides an opportunity for representation and visibility at the event while remaining within historical spending ranges. The board congratulated Wiensch on the nomination. Voracek said that we met one of the city's developers from the MREJ events in the past.

A motion was made by Tom Spooner, seconded by Christine Jeanes, to authorize the expenditure of up to \$2,000 for sponsorship and participation in the Midwest Real Estate Journal Real Estate Awards event in recognition of Jake Wiensch being named a finalist for Economic Developer of the Year.

E. Strategic Planning/ Loan Programs Discussion

Jake Wiensch presented the materials in this section reflect a focused “Strategic Planning Lite” effort undertaken over the past several months to provide clarity and alignment on the EDA’s role, priorities, and direction. This process began in September 2025 as a practical alternative to a full strategic planning process, with the goal of establishing a clear mission, vision, and set of priorities in a manageable and efficient way. Wiensch said that over the past few months he had been asking the EDA three to five questions about the strategic plan and came up with working on the programs first. He went over some of the proposed programs, and will most likely be presenting the applications at the next meeting. He is recommending a three percent interest rate. He mentioned that the objective is not to compete with banks and so the interest rates might change. David Wanberg stated that other loan programs are one percent below prime for other jurisdictions. At that time, he was just requesting a thumbs up, which was unanimous with his presentation.

F. Updates and Future Items — Verbal Report Only

Wiensch shared getting a certificate through the U of M. Talked about a day with Cassie for BR&E. They will help out the chamber intern to do some presentations from the interviews. SMIF is coming up next Thursday.

6. Adjournment

Motion by AJ Smith, seconded by Teri Menard to adjourn the meeting at 8:10 a.m. The motion passed unanimously.

By: _____



Request for Action

TO: Faribault Economic Development Authority
FROM: Jake Wiensch, Economic Development Coordinator
THROUGH: David Wanberg, CED Director
MEETING DATE: May 21, 2026
SUBJECT: Monthly Loan Status Report

BACKGROUND:

Staff will provide a Monthly Loan Status Report for the Economic Development Authority (EDA) revolving loan funds. At this meeting, the EDA will review the total dollars currently available within its funds. Following coordination with the Finance Department and completion of the 2025 audit, a future report will present a detailed breakdown of each outstanding loan by fund, including current balances and remaining amounts to be repaid. This forthcoming information will provide a more comprehensive view of fund utilization and long-term availability.

REQUESTED ACTION:

Motion to receive and file.

ATTACHMENTS:

1. EDA Loan Status

2/12/2026, Preliminary Loan Balances

Fund	Program Name	Available Balance
Fund 251	EDA Revolving Loan	681,344
	- Commercial Development Loan Program (and Grant)	
	- Façade Improvement Micro Loan	
	- EDIF - Economic Development Incentive Program-	
Fund 252	Industrial Development	37,127
Fund 254	Minnesota Investment Fund (MIF)	20,097
TOTAL EDA LOAN FUNDS AVAILABLE		738,568
Fund 250	EDA Operating Fund/Fund Balance _____	1,042,826
Fund 253	Federal MIF Loan	683,254



Request for Action

TO: Faribault Economic Development Authority
FROM: Jake Wiensch, Economic Development Coordinator
THROUGH: David Wanberg, CED Director
MEETING DATE: May 21, 2026
SUBJECT: Budget Status Report

BACKGROUND:

Staff will provide an overview of the EDA's current financial status. The review will include the May Year-to-Date (YTD) Budget Report, summarizing revenues and expenditures within the EDA operating fund.

REQUESTED ACTION:

Motion to receive and file.

ATTACHMENTS:

1. May YTD Budget EDA

5/14/2026 YTD Budget EDA

ACCOUNT	ACCOUNT DESCRIPTION	ORIGINAL APPROP	TRANFRS/ADJSMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	% USED
250-46500-462-31010-	Current Ad Valorem Taxes	-431,071	0	-431,071	0.00	0.00	-431,071	0.00
250-46500-462-34108-	Administrative Fees	0	0	0	-300.00	0.00	300	100.00
250-46500-462-36210-	Interest on Invest	-16,040	0	-16,040	-1,139.89	0.00	-14,900	7.10
250-46500-462-36211-	Interest Market Value	0	0	0	30.15	0.00	-30	100.00
250-46500-462-36215-	Loan Interest	0	0	0	-3,176.71	0.00	3,177	100.00
250-46500-462-42010-	Supplies	500	0	500	0.00	0.00	500	0.00
250-46500-462-43040-	Legal Fees – Civil Process	25,000	0	25,000	307.50	0.00	24,693	1.20
250-46500-462-43080-	Indirect Cost Allocation	50,000	0	50,000	0.00	0.00	50,000	0.00
250-46500-462-43090-	Expert & Professional Services	82,500	0	82,500	18,561.25	0.00	63,939	22.50
250-46500-462-43095-	Software Maintenance & Support	5,500	0	5,500	0.00	316.35	5,184	5.80
250-46500-462-43140-	Training & Education	8,000	0	8,000	1,470.00	0.00	6,530	18.40
250-46500-462-43310-	Travel Expense	4,000	0	4,000	143.87	0.00	3,856	3.60
250-46500-462-43410-	Advertising	35,000	0	35,000	10,000.00	0.00	25,000	28.60
250-46500-462-43510-	Legal Notices Publishing	750	0	750	0.00	0.00	750	0.00
250-46500-462-43520-	Recording Fees	1,500	0	1,500	0.00	0.00	1,500	0.00
250-46500-462-43610-	Insurance & Bonds	2,500	0	2,500	1,929.00	0.00	571	77.20
250-46500-462-44330-	Dues and Subscriptions	20,000	0	20,000	1,080.00	0.00	18,920	5.40
250-46500-462-44390-	Taxes & Licenses	50	0	50	0.00	0.00	50	0.00
250-46500-462-44600-	Loans & Grants	25,000	0	25,000	0.00	0.00	25,000	0.00
250-46500-462-47200-	Transfer Out	650,000	0	650,000	650,000.00	0.00	0	100.00
	Revenue Total	-447,111	0	-447,111	-4,586.45	0.00	-442,525	1.00
	Expense Total	910,300	0	910,300	683,491.62	316.35	226,492	75.10
	Grand Total	463,189	0	463,189	678,905.17	316.35	-216,033	146.60



Request for Action

TO: Faribault Economic Development Authority
FROM: Jake Wiensch, Economic Development Coordinator
THROUGH: David Wanberg, CED Director
MEETING DATE: May 21, 2026
SUBJECT: Resolution 2026-10 Recommending the City Council Modify the Development Program for Development District No. 1, Establish Tax Increment Financing District No. 21 – Hill Block (a Redevelopment District), and Adopt the Tax Increment Financing Plan Therefor

BACKGROUND:

The Faribault Economic Development Authority (EDA) is recommending that the City Council modify Development District No. 1 to establish Tax Increment Financing (TIF) District No. 21: Hill Block as a redevelopment district. The proposed action includes adoption of a modification to the Development Program and approval of a Tax Increment Financing Plan to support the project. The purpose of the district is to help facilitate redevelopment of the Hill Block area and encourage investment that supports economic development, revitalization, and long-term community growth within the district. The use of TIF assistance is intended to provide only the level of public support necessary to make the private development financially feasible while encouraging redevelopment and investment within the district.

The resolution for this item is still being finalized by legal counsel and will be provided prior to or at the meeting once drafting is complete.

REQUESTED ACTION:

Approve Resolution 2026-10

ATTACHMENTS:

1. Resolution 2026-10

RESOLUTION NO. 2026-10

**FARIBAULT ECONOMIC DEVELOPMENT AUTHORITY
CITY OF FARIBAULT
RICE COUNTY
STATE OF MINNESOTA**

**RESOLUTION RECOMMENDING THE CITY COUNCIL MODIFY
DEVELOPMENT DISTRICT NO. 1, ESTABLISH TAX INCREMENT
FINANCING DISTRICT NO. 21: HILL BLOCK (A REDEVELOPMENT
DISTRICT), ADOPT A MODIFICATION TO THE DEVELOPMENT
PROGRAM AND ADOPT THE TAX INCREMENT FINANCING PLAN
THEREFOR.**

WHEREAS, There is a proposal to modify Development District No. 1, establish Tax Increment Financing District No. 21: Hill Block (A Redevelopment District), adopt a Modification to the Development Program (the "Development Program Modification"), and adopt the Tax Increment Financing Plan (the "TIF Plan") therefor (the Development Program Modification and the TIF Plan are referred to collectively herein as the "Program Modification and TIF Plan"), all pursuant to and in conformity with applicable law, including Minnesota Statutes, Sections 469.124 to 469.134, and Sections 469.174 to 469.1799, inclusive, as amended (the "Act"); and

WHEREAS, the City of Faribault (the "City") has investigated the facts relating to the Program Modification and TIF Plan and has caused the Program Modification and TIF Plan to be prepared; and

WHEREAS, the City has performed all actions required by law to be performed prior to the adoption of the Program Modification and TIF Plan, and has scheduled a public hearing on the Program Modification and TIF Plan upon published notice as required by law.

NOW, THEREFORE, BE IT RESOLVED by the Faribault Economic Development Authority as follows:

1. The EDA hereby finds that the Program Modification and TIF Plan conform in all respects to the requirements of the Act; will provide an impetus for residential development and provide safe and decent life cycle housing in the City.

2. The EDA further finds that the Program Modification and TIF Plan will afford maximum opportunity, consistent with the sound needs of the City as a whole, for the development or redevelopment of Development District No. 1 by private enterprise in that the intent is to provide only that public assistance necessary to make the private developments financially feasible.

3. The EDA hereby approves the Program Modification and TIF Plan, as presented to the EDA on this date, and recommends that they be established and adopted by the City Council.

4. The President, Secretary and Executive Director, staff and consultants are hereby authorized and directed to take any and all additional steps and actions necessary or convenient in order to accomplish the intent of this Resolution.

Approved by the Faribault Economic Development Authority this 21st day of May, 2026.

By: _____
Kevin F. Voracek
Its: President

By: _____
David Wanberg
Its: Executive Director



Request for Action

TO: Faribault Economic Development Authority
FROM: Jake Wiensch, Economic Development Coordinator
THROUGH: David Wanberg, CED Director
MEETING DATE: May 21, 2026
SUBJECT: RSDP Grant Overview

BACKGROUND:

The Faribault Economic Development Authority (EDA) previously partnered with a Capstone Student Team to research and evaluate topics related to community and economic development opportunities. Throughout the project, the student team worked with stakeholders and conducted research to develop findings and recommendations intended to support future planning and decision-making efforts.

The project has now concluded, and the student team has submitted its final deliverables, including a final presentation, final report, recommendations, and supporting materials. Staff is providing these materials to the EDA Board as informational items and for future reference as the Board continues discussions related to economic development initiatives and community priorities.

Attached materials include the final presentation, final report, recommendations, and a link to the recorded presentation for Board review. Link: <https://www.youtube.com/watch?v=1OPzBuqA9CY>

REQUESTED ACTION:

Updates and Potential Next Steps

ATTACHMENTS:

1. Second Report Draft - Faribault
2. Copy of SSM Capstone Faribault Final Presentation

3. IMG_8906

Faribault Eco-Industrial Network

SSM 4506W Capstone Project Final Draft

Cassie Atkinson, Lydia Smith, Graham Markert, & Emerson Lindley

University of Minnesota Twin Cities

May 6th, 2026

Introduction

Problem Statement

Biowaste generated within the Faribault Eco Industrial Network can be diverted to other uses and prevent unnecessary landfilling. For example, cardboard boxes from businesses can be donated to churches, food banks, or other restaurants for organizational purposes, bin substitutes, or even fire starters for campfires or ovens. Biowaste is a major environmental problem due to its ability to produce enormous amounts of methane and nitrous oxide while anaerobically decomposing. Additionally, its leakage seeps into nearby soil and groundwater, posing biodiversity health risks. The Faribault Economic Development Authority, which includes two of our sponsors, Jake and David, acting as liaisons for the student capstone team, has initiated a comprehensive sustainability project to facilitate collaboration and operational efficiency between businesses. The Capstone Team initiated surveys and used the data to develop a comprehensive waste map, identifying and suggesting alternative waste pathways.

Background

The city of Faribault was founded in 1826 by Canadian Alexander Faribault (“History of Faribault,” n.d.). The location was prime for trading with the Dakota and Sioux First Nations, and it is nestled between the Straight and Cannon Rivers (“History of Faribault,” n.d.). Agribusiness thrived, and within a few decades, flour production and shipping were second to Minneapolis’ production (“History of Faribault,” n.d.).

Businesses working with biomaterials have continued to thrive in Faribault since its founding. Some successful biomaterial companies include Faribault Foods, Jennie-O Turkey Store, Prairie Farms Dairy, Balchem Corporation, Forest to Fork, Randy’s Foods, Cry Baby Craig’s, C&S Vending, 10,000 Drops Distillery, Faribo Greens, and MightyFine! Coffee Company.

These companies, and other facilities in the city of Faribault, need help diverting their biowaste, which is where the Capstone Team come in. This project has already been started by Ms. Danielle Piranio, Mr. Jacob Wiensch, Mr. David Wanberg, and Dr. Veluchamy Chitraichamy. They have already started researching organizations in Faribault, securing funding, contacting potential partners, developing a survey, and assembling a team of supportive community

members. The Capstone Team has sent out the survey, gathered and analyzed the data, and made a waste stream map in the form of a Sankey diagram with suggestions.

A waste stream map is a tool used to visualize and document the lifecycle of materials so diversion can be researched and executed. Waste stream mapping can be used to prevent food loss and waste, and has been applied to other cities and systems (De Steur et al., 2016). In “Applying Value Stream Mapping to Reduce Food Losses and Waste in Supply Chains: A Systematic Review,” they outline how data should be researched, collected, analyzed, and used (De Steur et al., 2016). Similarly, “Waste Flow Mapping to Improve Sustainability of Waste Management: A Case Study Approach,” outlines how lean tools can be used to streamline waste management (Kurdve et al., 2015). Lastly, the US Environmental Protection Agency outlines the steps needed to create a value stream mapping and how using this tool can lead to environmental improvements (“E3: Economy - Energy - Environment,” n.d.).

The Capstone Team confirmed four business partners: *MightyFine! Coffee*, *Randy’s Foods*, *Cry Baby Craig’s*, and *Forest to Fork*. The team planned a site visit to all four companies on April 10th, 2026, to personally see the waste processes, problems, specific waste amount numbers, and streams to determine the best solution for each specific company.

Project Scope

To solve the issue of undesignated municipal, commercial, and industrial waste flows within the city of Faribault, our capstone team is working with the Faribault Economic Development Authority, including mentors David and Jake, to complete a detailed waste flow analysis, recommend strategies for waste recovery and management, and support new circular economic opportunities within the city. The Capstone has collected current waste-stream practices from each company through a survey format that was emailed by the Capstone students. From the information pulled from the survey, the team evaluated waste characteristics, flow patterns, and potential for resource recovery. There may be multiple different waste map models for the chosen businesses. Each model will be implementable and used as a main source of disposal or repurposing for the companies.

The agenda will be conducted as follows: refine the survey that will be given to the chosen participating companies to be as specific and helpful as possible, conduct interviews with local manufacturers and suppliers, analyze data collected from BRE interviews, categorize waste

streams (organic, chemical, packaging, etc.) and evaluate potential for reuse, recycling, or conversion into new products, produce a preliminary report outlining sustainability and economic viability, host a community stakeholder workshop to share findings, identify specific collaboration opportunities, explore pilot project funding or incentives, finalize implementation roadmap, and begin outreach to entrepreneurs interested in launching circular economy startups.

The team is not going to suggest that the companies change their production processes or materials used within their process. The sponsors have been guiding our capstone group throughout the duration of the semester. The sponsors shared preliminary information about the business prospects with the students to ensure the team is on the same page and continue to meet every Friday afternoon to share new information, discuss progress, and address any questions that the students may have.

Objectives

- Reduce waste sent to landfills or incineration in the City of Faribault.
- Promote circular economy practices.
- Map and analyze municipal, commercial, and industrial waste flows.
- Identify materials that could be repurposed as valuable by-products.
- Create two detailed waste flow analysis diagrams using Sankey diagrams.
 - One for current waste stream management.
 - One for recommended and specific waste management.
- Provide recommendations for waste recovery strategies.
- Support interconnected opportunities across target companies in Faribault.

Project Implications

This project works to implement a small-scale circular economy network within Faribault's booming food industry and will provide various implications for the city and our sponsor organizations of the Faribault Economic Development Authority and the Regional Sustainable Development Partnership, primarily through environmental, social, and economic impacts.

Increasing circularity in Faribault's food products industry will provide various environmental benefits to the city and to the individual businesses. The implementation of

circular economy practices that this project seeks to achieve reduces overall material use and landfilling over the course of a product's life (Geissdoerfer et al., 2017). This subsequently reduces the emissions associated with these factors, including extraction, transportation, and greenhouse gas release. This will contribute to the overall environmental footprint of both individual businesses in Faribault and the city as a whole by working to localize their food system and reduce its negative environmental impacts.

The development of Faribault's eco-industrial network will also bring social benefits to the community. The connections made between businesses will lead to a more tight-knit community amongst those distributors and will build a reliable network between them to strengthen the relationships between the businesses. A study on the themes and perceptions surrounding circular economy practices, such as those sought to be implemented by this project, showed the development of community and a sense of belonging, building social networks, and increasing equity as three of the four highest results (Padilla-Rivera et al., 2020). The partnerships formed by this project can help work toward these common goals to encourage community building and showcase effective examples of how this can be achieved not only between community members but also between businesses.

The implementation of circular economy practices in Faribault's food products will bring significant economic benefits to the businesses and the community as a whole. The goal of this project is to implement a circular economy within Faribault's network of food producers in the area, and circular economy practices are known to have positive impacts on the overall economy when implemented. The implementation of these practices can lead to reduced input extraction and importing, increased efficiency in energy and resource consumption, and decreased landfilling at the end-of-life (Geissdoerfer et al., 2017). These reductions in usage and increases in efficiency can save costs for individual businesses while maximizing the value of recirculated materials in the process. These economic impacts have the potential to be seen in Faribault through the implementation of the city's eco-industrial network.

Overall, this project has the potential to bring environmental, social, and economic benefits to local businesses in Faribault and the greater city through the implementation of circular economy practices. This report details the findings in this project and the recommendations for implementing these strategies.

Methods

A variety of methods were employed by the capstone team to gain a comprehensive understanding of the participants' current and future economic and waste management metrics, including background research, an online survey, follow-up correspondence, and in-person visits. Data gained was developed into waste mapping visualizations alongside recommendations for waste reduction or diversion.

Background Research

The Faribault Economic Development Association (FEDA) conducted a preliminary canvas of Faribault to gauge businesses' interest in the project prior to the Capstone team's involvement. Focusing on producers of biowaste, FEDA identified 14 potential candidates. After a selection and confirmation process, this shortlist was reduced to 4 businesses: Forest to Fork, Cry Baby Craig's, Randy's Foods, and Mighty Fine Coffee.

Once the stakeholders were finalized, the Capstone team conducted preliminary research on the systems, including approximate expected waste streams for each respective business. Potential waste stream categories and quantities were approximated based on business types, products sold, and public information from their websites. These estimations and findings were incorporated into the survey question design to ensure pertinent and accurate results. Tools such as the Minnesota Pollution Control Agency's "What's in my Neighborhood?" and the Environmental Protection Agency's "Enforcement and Compliance History Online" were referenced for local and specific environmental events and conditions.

Site Visit

On April 10th, the Capstone team travelled to Faribault to tour two facilities. First, the team went to Forest to Fork, toured the building, and asked Dr. Dana Anderson further follow-up questions. The team observed the process of making the mushroom substrate via a bioreactor, the rooms where mushrooms are grown, what types of mushrooms are grown, the plastic-free substrate carousel designed by Dana, and the processing of the spent mushroom substrate (SMS). The spent mushroom substrate is removed from the plastic bag and dumped into a large bucket; this bucket is then dumped behind the building in their SMS pile. The team learned that, as of April 2026, 7000 pounds of mushrooms are harvested every week, and 15,000 pounds of spent mushroom substrate are generated. Production is expected to triple in the coming weeks.

Similarly, the market for SMS is mainly in the spring and summer, since that is when gardeners and farmers want a soil amendment when preparing for the growing season.

Next, the team went to Randy's Food to observe their processes and talk with Brad Moore. Within the facility, they have several large freezers where raw ingredients and finished frozen products are stored. In the main production room, there is an assembly line where employees toss dough, spread sauce, sprinkle cheese, and top with final ingredients before the pizza is wrapped in clear plastic. The Capstone team learned that most of their plastic waste comes from wasted plastic wrap, and more of their food waste comes from pizza toppings dropping on the floor. The team also learned how Randy's Foods reuses plastic containers for storing ingredients and recycles all of their cardboard.

System Boundary and Assumptions

The project is focused on these 4 businesses in Faribault and their waste streams, although some waste diversion recommendations may encompass businesses or actors outside Faribault. Assumptions made to complete this project include relying on participants to provide accurate responses. Participants' willingness to fund and follow through with the recommendations is also assumed.

Survey Creation and Distribution

An in-depth survey was conducted using Qualtrics to collect quantitative and qualitative data for each of the four participating businesses, with the goal of evaluating waste characteristics, flow patterns, and potential for resource recovery. It was developed collaboratively by the FEDA, Danielle Piriano, and the Capstone team. The waste stream data collected from the survey laid the groundwork for tailored recommendations for incorporating circular economy principles, encouraging businesses to collaborate, reduce, and repurpose their biowaste.

The survey was divided into five sections designed to capture a holistic view of the businesses' industrial characteristics and waste potential.

Section 1: Business Information - gathered demographic and operational data to establish the size and scope of the business. Participants were asked to define their industry type, gauge operational scale, and approximate revenue.

Section 2: Waste Stream Management and Mapping - the core of the data collection identified high-volume and high-potential waste types for possible redirection from landfills or wasted byproduct potential. The businesses selected the types of waste they generate by category, including industrial food processing waste, non-food organics, glass, metal, plastic, hazardous materials, e-waste, employee food waste, and wastewater. Respondents quantified their weekly waste for each applicable waste category in terms of cubic yards, ranging from less than 1 yd³ to greater than 1 yd³, a common metric roughly equivalent to the volume of a washing machine, which helps respondents visualize and estimate volumes. Then, they detailed their current management practices for each waste stream, as each stream is dealt with differently by each business. Open-ended questions regarding the perceived challenges faced in managing each waste stream were also incorporated. Included in this section was an economic viability metric, reporting the approximate annual cost of waste management by waste stream. Additionally, the participants outlined their internal waste tracking and mapping processes (if applicable) and whether they practice material sorting for recycling or composting.

Sections 3 and 4: Expansion, Revenue, and Supply Chain - To align the sustainability goals with local economic development and business prosperity, each respondent was asked to provide details about their business statistics. This included how long they've been operating in their current location, plans for expansion of facilities or personnel, and new product development. Participants reviewed their past year's revenue and projected revenue, as well as the reliability, satisfaction, and challenges faced with their current supply chain system.

Section 5: Additional Comments - The businesses were asked if they were already aware of or participating in ways of sharing or selling their respective byproducts. The survey concluded with an open-ended prompt allowing stakeholders to offer additional information or suggestions regarding waste management or business support.

The survey was distributed via email to the participants on March 2nd, 2026. In the weeks that followed, the Capstone team fielded questions and provided guidance through emails and phone calls to the participants regarding survey completion. A series of reminder emails was sent to Cry Baby Craig's, who had difficulty compiling the necessary information in a timely manner.

Vague, incomplete, or misleading responses were clarified through follow-up emails to each participant. Further questions were developed to achieve the necessary depth of data, including requests for elaboration on succinct responses, commiseration on challenges such as tariffs or unstable supply chains, and other relevant inquiries.

A field visit for the capstone team to personally engage with each stakeholder is scheduled for April 10, 2026, with the purpose of further clarifying the data and strengthening the working relationships between participants, the capstone team, and project facilitators.

Waste Mapping Methods

The data received from the survey and follow-up responses were collected in Qualtrics, and a comprehensive report was generated and exported to Google Sheets. Copies of each individual participant's responses were recorded and shared with all project stakeholders. Gaps in current waste management practices were highlighted, as well as potential opportunities for improvement. Each collaboratively categorized waste stream's potential for reuse, recycling, or conversion into new value-added products was evaluated. The potential avoided mass of waste heading to landfill (kg) and the related emissions (kg CO₂ equivalents) were calculated using the EPA's "User's Guide for Estimating Emissions from Municipal Solid Waste Using the State Inventory Tool." The capstone team developed suggestions regarding resource sharing and alternative waste management practices, identifying patterns, trends, and key contributors to waste generation. A set of panoramic Sankey diagrams was created to visualize the current and future states of each participant's waste streams and management practices via SankeyMatic (Table 1, Figure 5).

Results

Table 1: Summary of weekly waste stream outputs for small businesses in Faribault.

Waste Stream	Forest to Fork	MightyFine! Coffee Co.	Randy's Foods	Cry Baby Craig's
Industrial food processing waste	> 10 yd ³	1-5 yds ³	< 1 yd ³	< 3 yd ³
Non-food organic materials	> 10 yd ³	1-5 yds ³	< 1 yd ³	< 1 yd ³
Glass waste	< 1 yd ³	< 1 yd ³	< 1 yd ³	< 1 yd ³
Metal scraps	< 1 yd ³	< 1 yd ³	< 1 yd ³	< 1 yd ³

Plastic scraps	1-5 yds ³	< 1 yd ³	1-5 yds ³	15 yd ³
Paper/cardboard	< 1 yd ³	1-5 yds ³	> 10 yd ³	10 yd ³
Hazardous waste	< 1 yd ³	< 1 yd ³	< 1 yd ³	< 1 yd ³
Electronic waste	< 1 yd ³	< 1 yd ³	< 1 yd ³	< 1 yd ³
Employee-generated food waste	< 1 yd ³	< 1 yd ³	< 1 yd ³	< 2 yd ³
Wastewater	< 10 yd ³	6-10 yds ³	> 10 yd ³	< 1 yd ³
Other	< 1 yd ³	< 1 yd ³	< 1 yd ³	< 3 yd ³
Total Weekly	40 yd ³	24 yd ³	27 yd ³	39 yd ³
Total Monthly	160 yd ³	92 yd ³	108 yd ³	156 yd ³
Total Annually	1,920 yd ³	1,104 yd ³	1,396 yd ³	1,872 yd ³

Forest to Fork

Forest to Fork (F2F), a gourmet mushroom producer, operates primarily as a food processing business. Its most prominent waste stream consists of organic and industrial byproducts, producing more than 10 cubic yards of wastewater, industrial food processing waste, and non-food organic materials per week. They use between 1 and 5 cubic yards of plastic bags per week for mycelium inoculation and the fruiting body production. The remaining waste categories (glass, metal, paper, hazardous, electronic, employee-generated food waste, and other) were each less than 1 cubic yard and negligible to our impact proposals. F2F specifically generates a massive volume of spent mushroom substrate (SMS), roughly 15,000lbs per week. They are proactive about this waste category, routinely separating the SMS from their general waste stream and consolidating it into an SMS pile on site. Rather than disposing of it in the landfill, they currently sell or barter this material to local small-scale farmers, growers, and hobby gardeners. The volume of SMS byproducts shared varies by production schedule but is typically 5 tons per week during Spring and Summer. This demand does not keep pace with the rate at which SMS is generated. F2F is interested in developing partnerships and practices that help standardize product quality, expand distribution, and increase value per ton of SMS. Their wastewater is processed by Faribault's city general treatment system, but F2F is considering

methods to recapture lost energy in wastewater produced during processing. Additionally, F2F faces difficulty supplying key inputs such as mushroom growing bags, packaging materials, certain substrate components, and equipment components. They would like to mitigate the long lead times, quality inconsistency, and cash flow strain due to prepayment requirements that are associated with overseas supply chain systems.

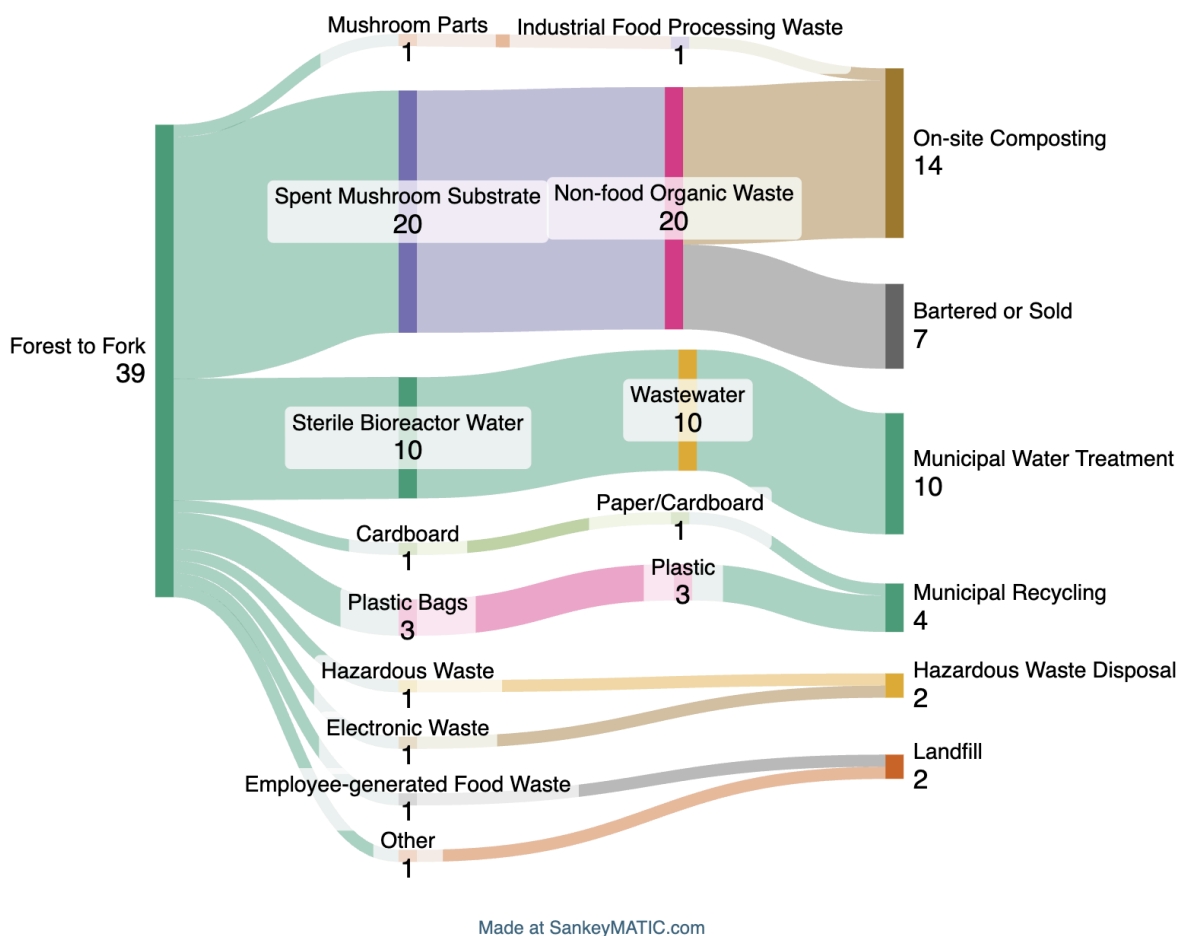
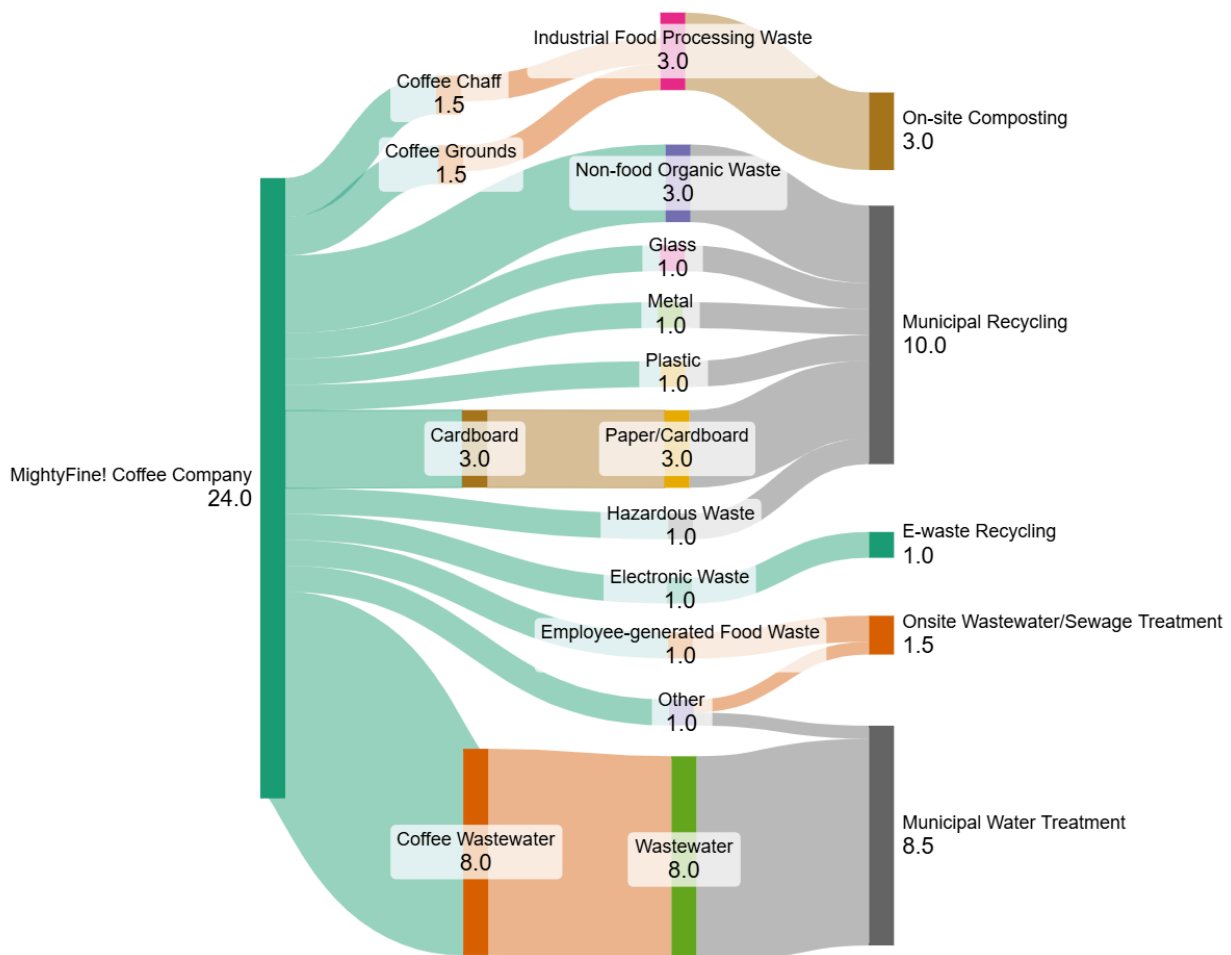


Figure 1: Forest to Fork’s current weekly waste streams and management (cubic yards).

MightyFine! Coffee Company

MightyFine! Coffee Company’s largest waste streams are wastewater at 6-10 cubic yards each week, followed by industrial food processing waste, non-food organic waste, and paper and cardboard, each at 1-5 cubic yards each week. Within these categories, their most significant outputs for the purposes of this project are coffee chaff, which is the lining of coffee beans that is shed during processing; coffee grounds; and coffee processing wastewater. MightyFine! Coffee

Company utilizes a diverse range of disposal methods in their current waste management, including on-site composting, recycling, e-waste recycling, and both on- and off-site wastewater treatment. The company made their openness to collaboration clear from the beginning of the process, sharing that they were willing to share their waste resources as long as it was for the benefit of the community. The main waste streams they want to target are the previously mentioned streams of significance – chaff, grounds, and wastewater – and their paper and cardboard.

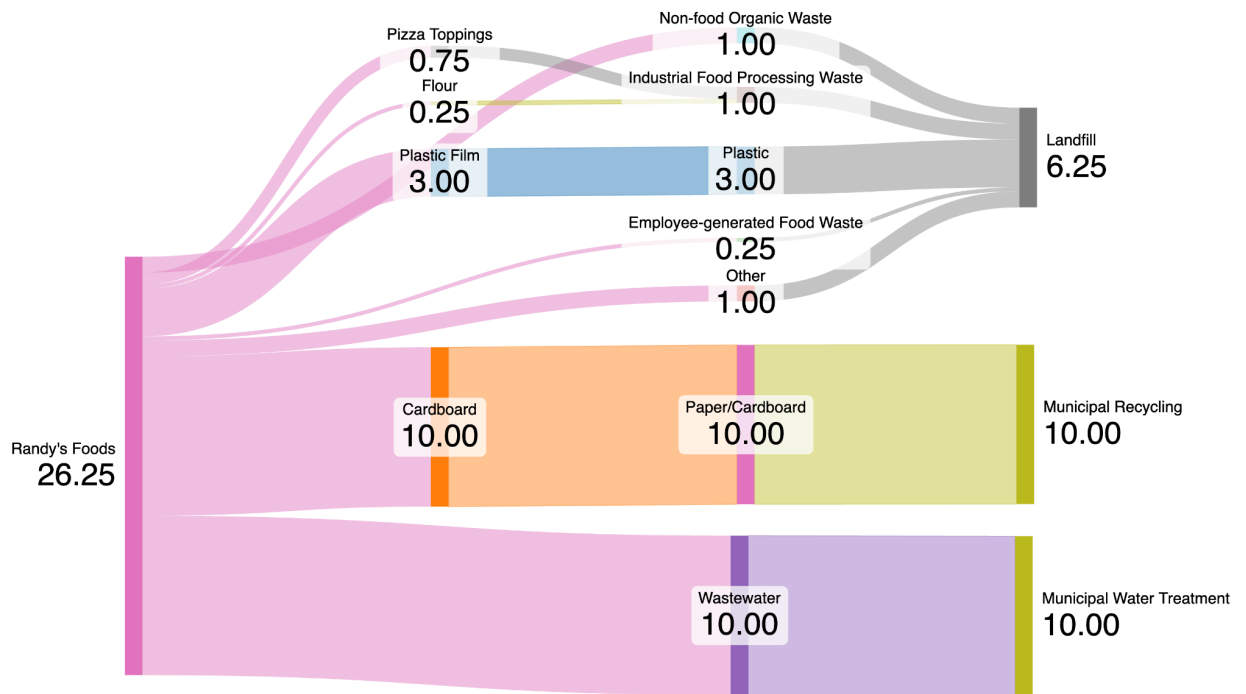


Made at SankeyMATIC.com

Figure 2: MightyFine! Coffee Company's current weekly waste streams and management (cubic yards).

Randy's Foods

Randy's Foods' biggest waste stream is Paper/Cardboard and Wastewater, at over 10 cubic yards per week per category. That is followed by plastic scraps at 1-5 cubic yards per week. Other waste streams under a cubic yard per week include industrial food waste, nonfood organic waste, and employee-generated food waste. Their industrial food waste consists of dropped pizza toppings and other waste ingredients like flour. Randy's currently recycles their paper, cardboard, and plastic. Their wastewater is sent to the municipal water treatment. All other waste streams are sent to the landfill. Randy's Food has 22 full-time employees and 9 part-time employees. Randy's approximate annual revenue is between 5 and 10 million, with projected increases in revenue in the coming year, increasing the workforce, and expanding the workspace. Overall, they are very satisfied with their current waste management and don't see any room for improvement; however, they currently spend between \$10,000 and \$50,000 annually for waste management.



Made at SankeyMATIC.com

Figure 3: Randy's Foods' current weekly waste streams and management (cubic yards).

Cry Baby Craig's

Sam Bonin and Craig Kaiser from Cry Baby Craig's hot sauce manufacturing company explained that their main sources of waste were plastic gallon container waste from the amount of vinegar used in the hot sauce and cardboard waste from the shipments of bottles, spices, garlic, and peppers. Their manufacturing process produces little to no waste, as the pepper stems and spoilage are composted in the same field they are grown in. As of now, their business is relatively small, with 4 full-time, 1 part-time, and 6 seasonal employees. They experience an annual revenue of \$500k-1M, with projections to increase in the next year. They are looking to physically expand their business in the next 1-2 years by either moving to a larger building or expanding their current building and lot size. In the survey, it was noted that minimal waste is produced— less than 1 cubic yard per week for each waste stream other than plastic and cardboard, totalling 35 cubic yards per week total, and less than \$10,000 spent on waste stream management annually. Employees routinely separate and break down plastic and cardboard for

Flom Disposal Waste Management Service to pick up to be recycled. There is a weekly garbage removal service by Archbold that brings the company's waste to the Rice County Landfill. Cry Baby Craig's is most open to utilizing excess cardboard and plastic gallon jugs, as they are their largest source of waste from their imported shipments.

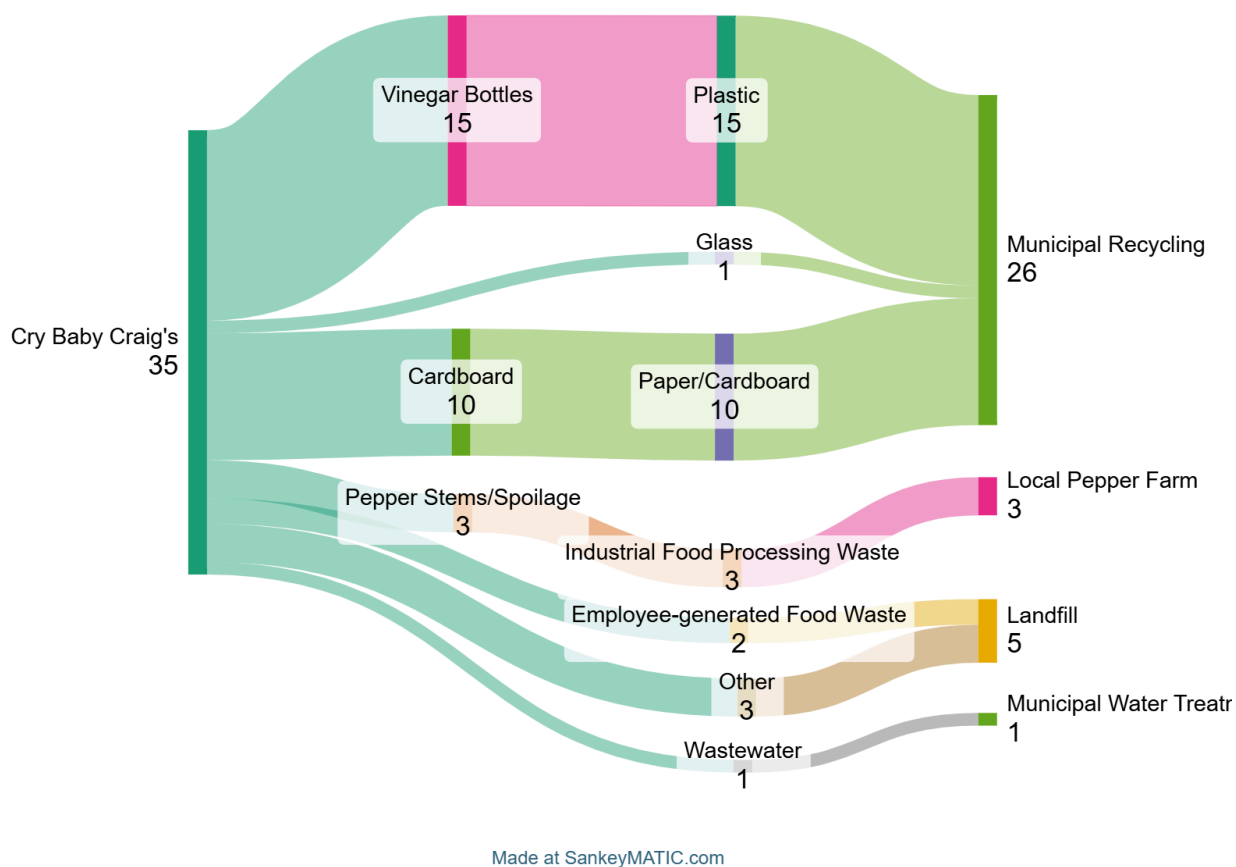


Figure 4: Cry Baby Craig's current weekly waste streams and management (cubic yards).

Recommendations

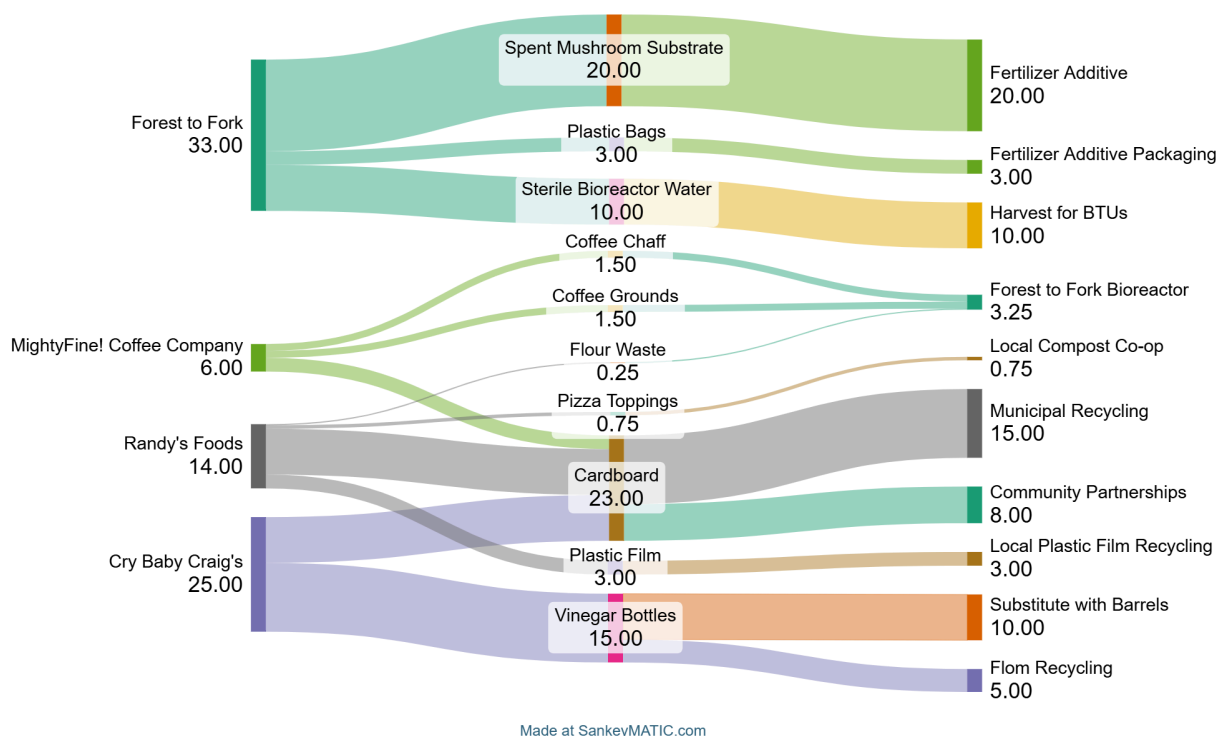


Figure 5: Recommended management of current weekly waste streams for small businesses in Faribault (cubic yards).

Forest to Fork

Forest to Fork's established SMS bartering network converts SMS byproducts into inputs for local farmers, satisfying a key circular economy principle. However, this network could benefit from expansion and monetization, and its SMS disposal methods could be converted into formal product lines. Forest to Fork should aim to develop new products from their industrial food waste by exploring converting organic waste streams, including SMS and other agricultural byproducts, into higher-value products. This may include chicken bedding additives, soil blends, compost products, pelletized soil amendments, potential animal feed inputs (pending validation), or other biobased materials like packaging or fiber applications. Engineered soil blends incorporating the nutrient-dense SMS could target specific crops, reducing farmers' reliance on global fertilizer supply chains, and could be achieved through collaboration with the University of Minnesota's soil science department.

An ideal solution is a system that utilizes all three primary byproduct categories: spent mushroom substrate, wastewater, and plastic grow bags. SMS is inherently valuable as an

eco-friendly, nutrient-rich, slow-release fertilizer that enhances soil structure and moisture retention. Despite this, its value chain must be optimized to overcome challenges such as inconsistent seasonal demand and storage. Pelletizing the spent mushroom substrate (SMS) satisfies these requirements. Pelletizing SMS makes the lightweight substrate easier to handle and apply as an amendment compared to bulky raw material. It also allows for easier packaging and shipping. The pelletization process steps include drying, mechanical pressing, and sealing and packaging.

The 6 operating autoclaves, repurposed into bioreactors for substrate production, reportedly produce 3,000lbs of substrate each daily for a combined total of 18,000lbs per day. By our estimates, raising 18,000lbs of wet substrate to a sterilization temperature of 250° F calls for approximately 4 million BTUs. Since autoclaves primarily operate via steam, and 1lb of steam can carry 900 BTUs of latent heat, we estimate that the autoclaves use between 4,000 and 5,000lbs of steam daily. Waste energy from the hot liquid condensate can be harvested by plate or frame heat exchangers. Roughly 500,000 BTUs per day can be recovered by routing the liquid condensate through the heat exchangers and dropping its temperature from 212°F to 100° F (safe drain temp). This energy can be directed towards the drying and mechanical pressing steps for SMS pelletization, as well as the building's HVAC system.

Used plastic grow bags could be repurposed for the pelletized SMS, mitigating another waste stream simultaneously. However, more inputs are needed for cleaning and optimizing the packaging and sealing system, regardless of whether it's automated or manually operated. Rigorous cleaning with hot water and a sanitizing agent such as hydrogen peroxide would be required to prevent contamination. The bags' filter patches require modification to achieve a moisture-proof seal needed for this purpose. Additionally, it's likely that the bags were ripped or cut open for thorough harvest, compromising their reuse ability. Overall, the added labor and additional cleaning and modification requirements may render this reuse possibility unproductive and new plastic bags may need to be sourced for this process.

To enhance circular economy principles, Forest to Fork should consider utilizing coffee chaff and grounds from local coffee roastery MightyFine! Coffee into their bioreactor substrate generation process. They produce roughly 1.5 cubic yards of each waste stream per week. The team understands that F2F's bioreactors must operate at nitrogen levels under 2.4 and are

currently at 2.0. More data is required to calculate specific quantities of coffee chaff and grounds to be incorporated into the bioreactors without exceeding this limit.

Key inputs such as mushroom filter patch bags, map films, trays, labels, and sawdust at scale, may be sourced regionally to mitigate overseas supplier challenges and reduce transportation energy waste.

MightyFine! Coffee Company

Though MightyFine! Coffee Company already has a robust waste management system, it also has various opportunities to circulate products from its waste streams within the community to maximize their lifespans and value. The primary waste streams to be targeted are “coffee waste,” including chaff, coffee grounds, and coffee wastewater, and cardboard boxes.

First, MightyFine! Coffee Company’s coffee waste could be utilized in fertilizers, specifically for use by Forest to Fork. The potential of chaff and coffee grounds to act as a natural fertilizer in the mushroom industry has been of significant interest to researchers, and the resulting studies have shown that these materials help increase growth rates, both fresh and dry harvest weights, and volume in the mushrooms (Tambaru et al., 2023). These could be utilized in Forest to Fork’s bioreactor to produce the substrate for growing their mushrooms. Additional coffee wastewater not used to moisten the grounds and chaff for the bioreactor would be sent to municipal wastewater treatment for now, but this water has the potential to be utilized in other fertilizer applications if any businesses or researchers show interest in pursuing this in the future. This solution for the chaff, grounds, and some of the water, however, comes at little to no cost for either company involved and simply involves redirecting the waste stream from compost to reuse.

Second, MightyFine! Coffee Company produces a significant amount of cardboard waste from boxes, and while much of this is currently diverted to recycling, it could also be reutilized in other efforts. For example, some of the company’s boxes are currently sent to a local church to use as kindling for their frequent outdoor campfires. Our recommendation is to increase the reach of this initiative and find other partners in the community to utilize this waste. One potential partner identified is the Faribault Community Garden, as the cardboard could be utilized as a base for growing produce. Other potential partners include local landscaping companies, the city for public garden spaces, and other gardening businesses. Additionally, excess cardboard box

waste is a shared problem between all four businesses in this project, so there could be potential to connect them for collective use in larger-scale solutions, such as shredding it for use in shipping products or researching its potential to be utilized in Forest to Fork's bioreactor.

Randy's Foods

Because Randy's Foods already recycles its cardboard and paper, the recommendations focus on the organic and plastic waste streams. First, it is recommended that Randy's Foods sign up for the Compost Co-op, a local organization that picks up food waste weekly for a small monthly fee. The waste sent to the co-op could include dropped pizza toppings and soiled paper products. Secondly, it is recommended that Randy's Foods send their high-cellulose organic waste, like flour, to Forest to Fork for their bioreactor, which creates their mushroom substrate. Third, it is recommended that they recycle their plastic film waste through local companies, Choice Plastics or Merrick, Inc. Lastly, the Capstone Team gave Randy's Foods resources about local waste management options for hazardous and electronic waste, if those waste streams are created in the future.

Cry Baby Craig's

As noted from the survey results, HDPE plastic and cardboard are Cry Baby Craig's largest source of waste and are the main focus of waste diversion. The first recommendation is to drop off viable boxes back to the farmers to be reused for the next pepper pick up. The Capstone Team also advises reusing larger boxes to use for shipments to restaurants and grocery stores, their largest market. To get rid of cardboard waste as a whole, reusable plastic containers are advised to be used as a substitute. If the cardboard is free of debris, it can also be utilized by the local pepper farmers as an additive with manure to support the C:N ratio in their crop field. The farmers can also use scrap cardboard as an allotment, as it can suppress weed growth and retain moisture within the soil. Lastly, the cardboard can be brought to the Hennepin Energy Recovery Center (HERC) in downtown Minneapolis to be used as renewable energy. There is no closer incineration center to Faribault, so this would require further time and transportation costs. Although there are a few options for cardboard management, recycling may be the most feasible option as it does not require more labor, money, time, or energy.

As for the plastic waste generated from the amount of vinegar bottles used in their production process, the first recommendation is to communicate with the supplier to switch to

receiving barrels rather than small-scale gallon jugs. This would not only be easier to transport and minimize waste pick up frequency, but would also lessen the amount of HDPE plastic used. Lastly, I recommend that CBC use an industrial waste service, such as Choice Plastics in Mound or Gopher Resource in Eagan, to effectively reuse the plastic waste for energy or value-added products. CBC currently uses Flom Disposal as its waste management service, and they do not incinerate or convert plastic waste into pellets. The Capstone team realize both industrial services are 40-70 miles from Faribault, but drop off once or twice a month would promote circular recycling practices. The team recommends communication between CBC and Flom Disposal so there is a better understanding of where their waste goes once it is picked up.

CBC does not produce any food waste that could be further utilized for composting purposes, as the pepper stems are already composted in the field they were grown in. There are no chemicals used in the products that need to be neutralized or constituted as chemical waste. The only chemical used is in the packaging process through an ink jet printer to label expiration dates on the packaging. The solvent is packaged into a metal container and taken to the hazardous waste drop-off at Rice County Waste Facility. As for packaging waste, CBC uses cardboard cases wrapped in bubble wrap, then encased within another cardboard box. The glass bottles do not shatter, but may chip from the distributor to the CBC facility. If there is damage, the glass is separated from the landfill waste and placed in a puncture-proof container.

Conclusion

The findings of this project support the potential for Faribault's food industry to become a circular, eco-industrial network for the betterment of the businesses, the community, and the city. Forest to Fork's SMS distribution strategy is up and running, but there are a variety of opportunities for value-added products, as well as BTU harvesting from process wastewater. MightyFine! Coffee Company currently has a robust waste management system to divert as much waste as they can, but there are still opportunities to utilize their niche coffee waste stream in Forest to Fork's bioreactor and cardboard boxes in community diversion solutions. Randy's Foods does not produce much waste sent to the landfill and is not open to spending more money or labor for waste solutions; therefore, the Capstone team will target and suggest simple yet cost-effective solutions like partnerships or switching waste haulers. Cry Baby Craig's currently uses Rice County landfill for their small amount of waste, but is being directed to separate their

plastic and cardboard waste streams and reuse cardboard boxes for shipments to distributors or drop off to local pepper farmers for various uses such as pickup containers, allotment, or weed barriers. These analyses and recommendations give each business the opportunity to contribute to the project's efforts and act as a guide for future projects of a similar nature in Faribault and beyond.

What We Learned & Accomplished

Throughout this project, we learned the skills of time management and effective communication. For a 5-month-long project communicating between 6 different organizations, we needed to be organized. For example, while we were waiting for survey results from the companies, we used public waste data to understand the area's context and learn about local waste management trends.

Throughout this project, we went through several phases to develop the survey, gather results, analyze and research, and finally give our final recommendations. As of early May 2026, we have sent our final recommendations. Randy's Foods has confirmed they will consider our suggestions. We hope to hear similar feedback from the other 3 companies.

Acknowledgements

Cassie - Site Visit, Randy's Foods, diagram experimentation, Appendix

Emerson - Project Implications, MightyFine! Coffee Company, Sankey Diagrams

Graham - Methods, Forest to Fork, Appendix

Lydia - Problem Statement, Cry Baby Craig's

Thank you, partners and advisors!

Faculty Advisors:

David Wanberg, Jacob Wiensch - Faribault Economic Development Authority (EDA)

Danielle Piraino - Regional Sustainable Development Partnerships (RSDP)

Dr. Veluchamy Chitraichamy - UMN BBE, West Central Research and Outreach

Dr. Natalie Hunt, Logan Wikstrom - UMN Dept. of Bioproducts and Biosystems Engineering

Industry Partners:

Dr. Dana Anderson - Forest to Fork

Brad Moore - Randy's Foods

Sam Bonin - Cry Baby Craig's

Nathaniel Cunningham - MightyFine! Coffee

Appendix A
Faribault Business Map

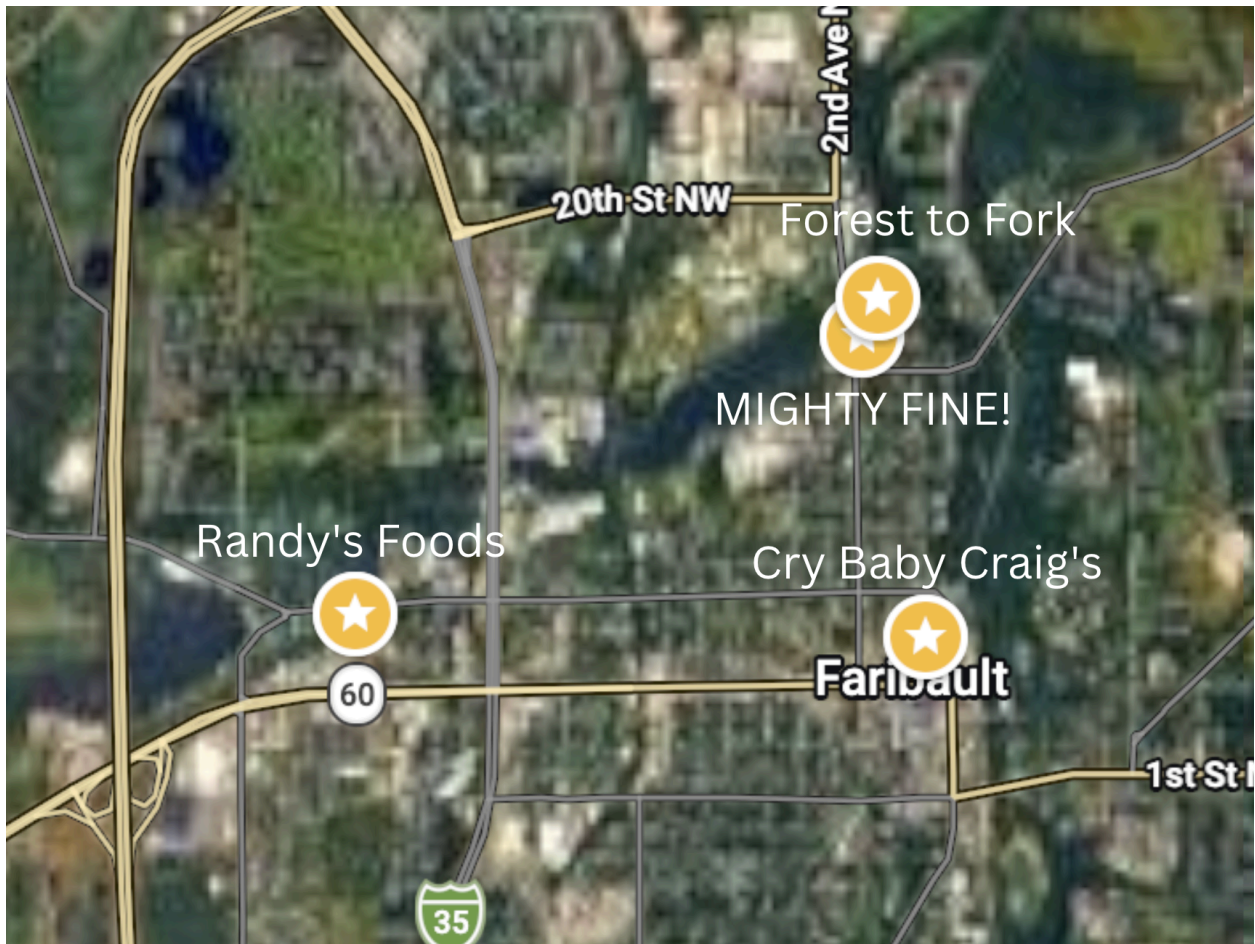


Figure A1: Map of Faribault and participating businesses.

Appendix B

Waste Production and Management Survey

Section 1: Business Information

- Business Name?
- Type of Business?
- Current Size of Workforce / Number of Employees? (Full-time, Part-time, Seasonal, Other)
- What is your company's approximate annual revenue/gross sales?

Section 2: Waste Stream Management and Mapping

- What types of waste does your business generate?
- How do you currently manage your waste?
- For each waste category applicable to your business, what is the approximate volume of waste your business generates per week? (Cubic yards)
- What challenges do you face in managing each of these waste streams applicable to your operation?
(Open-ended)
- Do you separate materials for recycling, recovery, and/or composting?
- If yes, which materials are separated and how are they handled or sold?
- Please describe your current waste "mapping" process (how you track and manage different types of waste).
(Open-ended)
- What is the approximate annual cost of waste stream management for your business?
- How satisfied are you with the local waste management services for each waste stream?
- Are you aware of any local companies or organizations that could use your waste as an input material?
- Is your business open to sharing or selling byproducts for reuse or recycling if economically viable?
- What improvements would you like to see in waste management services? (Open-ended)
- Are you interested in exploring new technologies or partnerships to convert your waste into usable products (e.g., bio-based materials, compost, renewable energy)?

Section 3: Business Retention, Expansion, and Financial Planning

- How long has your business been operating in this location?
- Are you planning to expand your business in the next 1-2 years?
- If yes, what type of expansion are you considering?

Section 4: Revenue and Supply Chain

- What was your business's approximate revenue last year?
- What are your revenue projections for the next year?
- How would you rate the reliability of your supply chain?
- What challenges do you face in your supply chain? (Open-ended)

Section 5: Additional Comments

- Do you have any additional comments or suggestions regarding waste management, business support, or other areas covered in this survey? (Open-ended)

Appendix C

Additional Resources

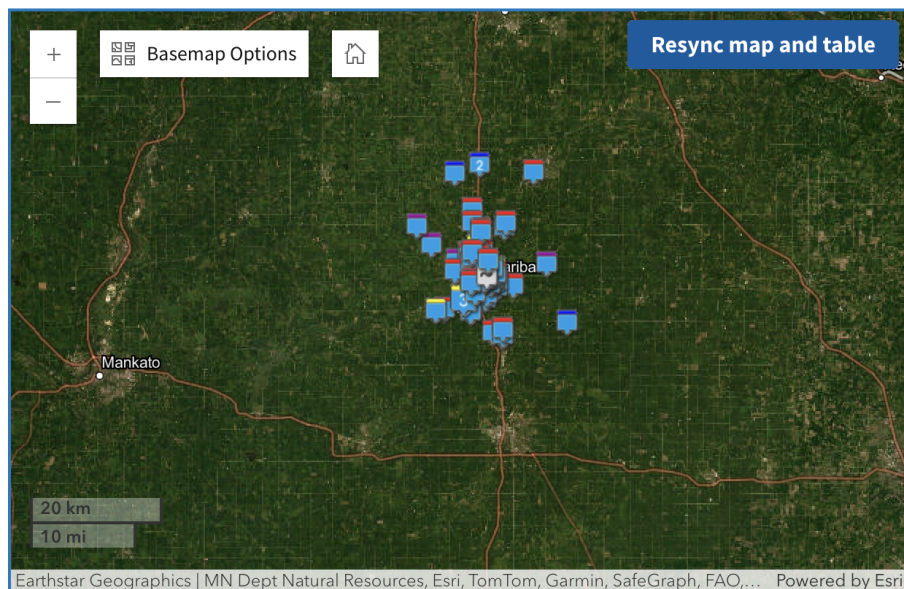


Figure C1: View of Faribault from EPA's Echo, <https://echo.epa.gov/>.

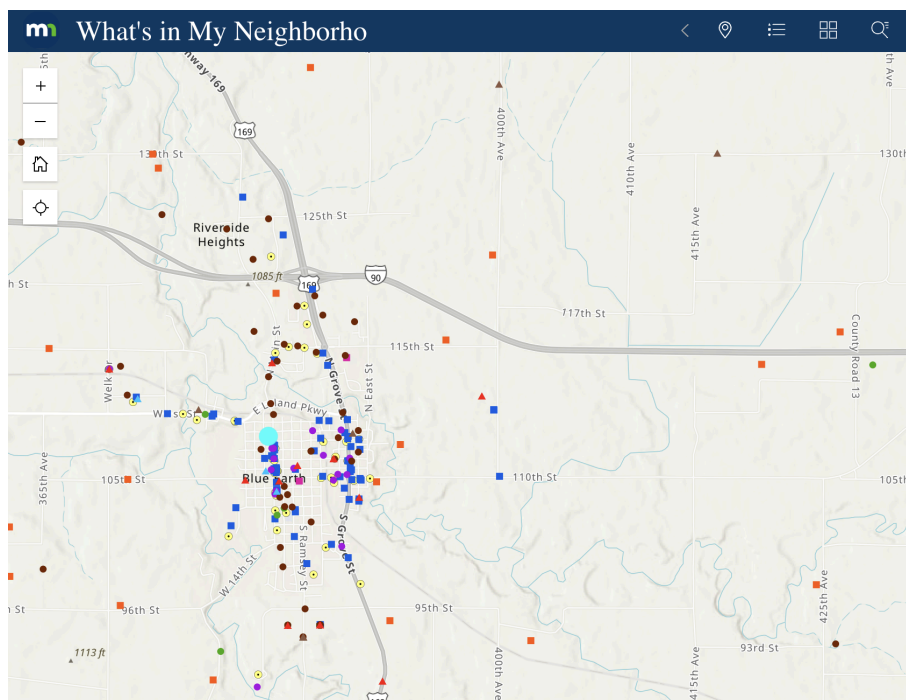


Figure C2: View of Faribault from What's in My Neighborhood? - Minnesota Pollution Control Agency, <https://www.pca.state.mn.us/about-mpca/whats-in-my-neighborhood>.

References

- De Steur, H., Wesana, J., Dora, M. K., Pearce, D., & Gellynck, X. (2016). Applying Value Stream Mapping to reduce food losses and wastes in supply chains: A systematic review. *Waste Management*, 58, 359-368. <https://doi.org/10.1016/j.wasman.2016.08.025>
- (n.d.). "E3: Economy - Energy - Environment". Retrieved February 4, 2026, from <https://www.epa.gov/sites/default/files/2015-02/documents/vsm.pdf>
- Geissdoerfer, M., Savaget, P., Bocken, N. M. P., & Hultink, E. J. (2017). The circular economy – a new sustainability paradigm? *Journal of Cleaner Production*, 143, 757–768. <https://doi.org/10.1016/j.jclepro.2016.12.048>
- Kurdve, M., Shahbazi, S., Wendin, M., Bengtsson, C., & Wiktorsson, M. (2015). Waste flow mapping to improve sustainability of waste management: A case study approach. *Journal of Cleaner Production*, 98, 304-315. <https://doi.org/10.1016/j.jclepro.2014.06.076>
- Padilla-Rivera, A., Russo-Garrido, S., & Merveille, N. (2020). Addressing the Social Aspects of a Circular Economy: A Systematic Literature Review. *Sustainability*, 12(19), 7912. <https://doi.org/10.3390/su12197912>
- (n.d.). *Visit Faribault Minnesota*. History of Faribault. Retrieved February 4, 2026, from <https://visitfaribault.com/info/history-of-faribault/>

Faribault Eco-Industrial Network

2026 Sustainable Systems Management Capstone

Cassie Atkinson, Lydia Smith, Graham Markert, & Emerson Lindley

MightyFine! Coffee, Randy's Foods, Cry Baby Craig's, and Forest to Fork



Capstone Team Introduction



Cassie Atkinson
she/her



Graham Markert
he/him



Lydia Smith
she/her



Emerson Lindley
she/they



Partners

Forest to Fork

- Indoor mushroom farm

Randy's Foods

- Frozen pizza wholesaler

Cry Baby Craig's

- Hot sauce manufacturer

MightyFine! Coffee Company

- Coffee roastery (& cafes)



Problem

Problem Statement

- Undesignated municipal, commercial, and industrial waste flows within Faribault
- Data utilization from Faribault Eco Industrial Network
- Develop comprehensive waste diversion maps to identify and suggest alternative waste pathways



Purpose

- Visualize lifecycle of materials from operations through sankey diagrams
 - Diversion can be researched, suggested, and executed
- Streamline waste management
 - Mitigate industrial waste loss

Bigger picture?

- Recommend feasible strategies for waste recovery and management
 - Utilize our suggestions for main source of disposal or repurposing
- Support new circular economic opportunities within Fairbault
 - Divert biowaste for other purposes
 - Collaboration between Fairbault businesses



Survey

Survey Overview

- Developers
 - Faribault Economic Development Authority (EDA)
 - Regional Sustainable Development Partnerships (RSDP)
 - Dr. Veluchamy Chitraichamy - UMN BBE, West Central Research and Outreach
 - Capstone team
- Methodology
 - Qualtrics
 - Email Distribution
 - Follow-up Correspondence



Survey Content

- **Section 1: Business Information**
 - Demographic & Operational Data
 - Industry type, workforce size, approximate revenue
- **Section 2: Waste Stream Management & Mapping**
 - Quantified weekly waste
 - Current management practices
 - Annual waste management costs
- **Sections 3-4: Expansion, Revenue, & Supply Chain**
 - Revenue projections
 - Expansion plans
 - Supply chain challenges
- **Section 5: Additional Comments**
 - Existing ideas for byproduct sharing or waste management

Waste Categories

- Wastewater
- Paper/Cardboard
- Non-Food Organics
- Plastic
- Industrial Food Processing Waste
- Employee-Generated Food Waste
- Glass
- Metal
- Hazardous Waste
- E-Waste

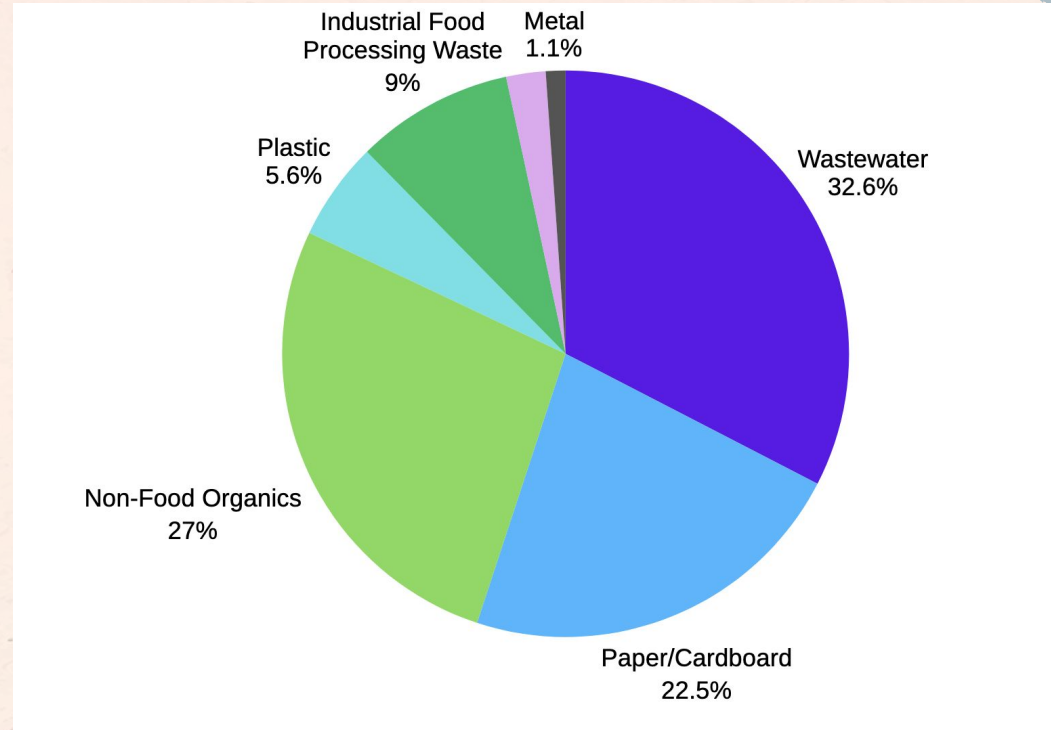


Figure 1. Distribution of Waste Categories

Survey Findings

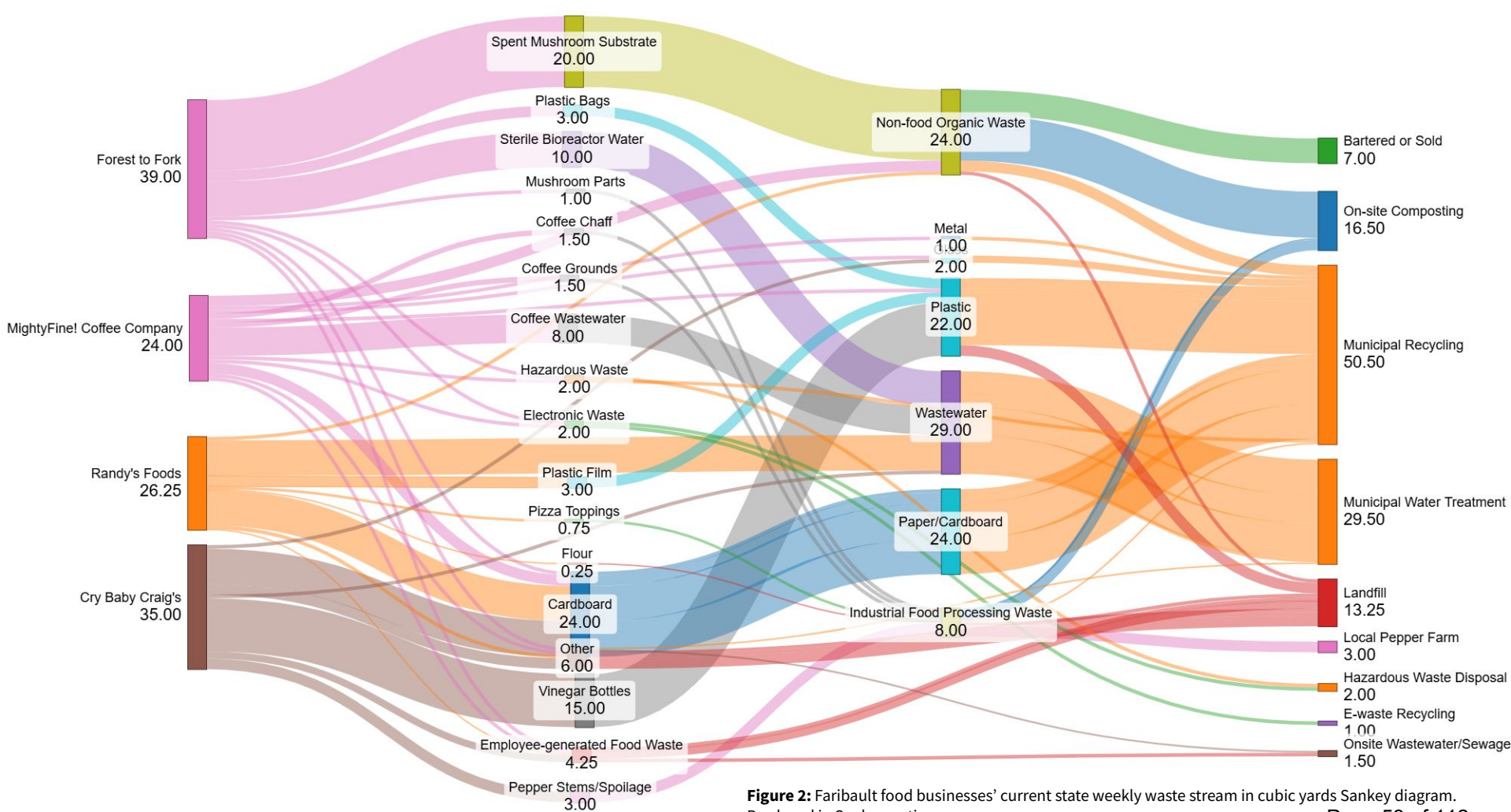


Figure 2: Faribault food businesses' current state weekly waste stream in cubic yards Sankey diagram.
Produced in Sankeymatic.

Current State Highlights

Current Waste Management

- Fair amount of recycling and composting in place
- Large organic and water waste streams
- Each company has its own practices, even for the same waste streams

Common Waste Streams

- Significant cardboard issue at every business
- Various organic wastes – Spent Mushroom Substrate (SMS), coffee grounds, chaff, pizza toppings, etc.
- Fair amount of plastic film materials

Site Visits



New carousel growing system designed by the CEO



**Growing bags on shelves
(traditional growing method)**



Blue oyster mushrooms

Tour of Forest to Fork



**7000 pounds of mushrooms
harvested every week**



Lion's Mane mushrooms

Tour of Forest to Fork



**Hundreds of plastic bags
used weekly**



**Spent Mushroom
Substrate (SMS)**



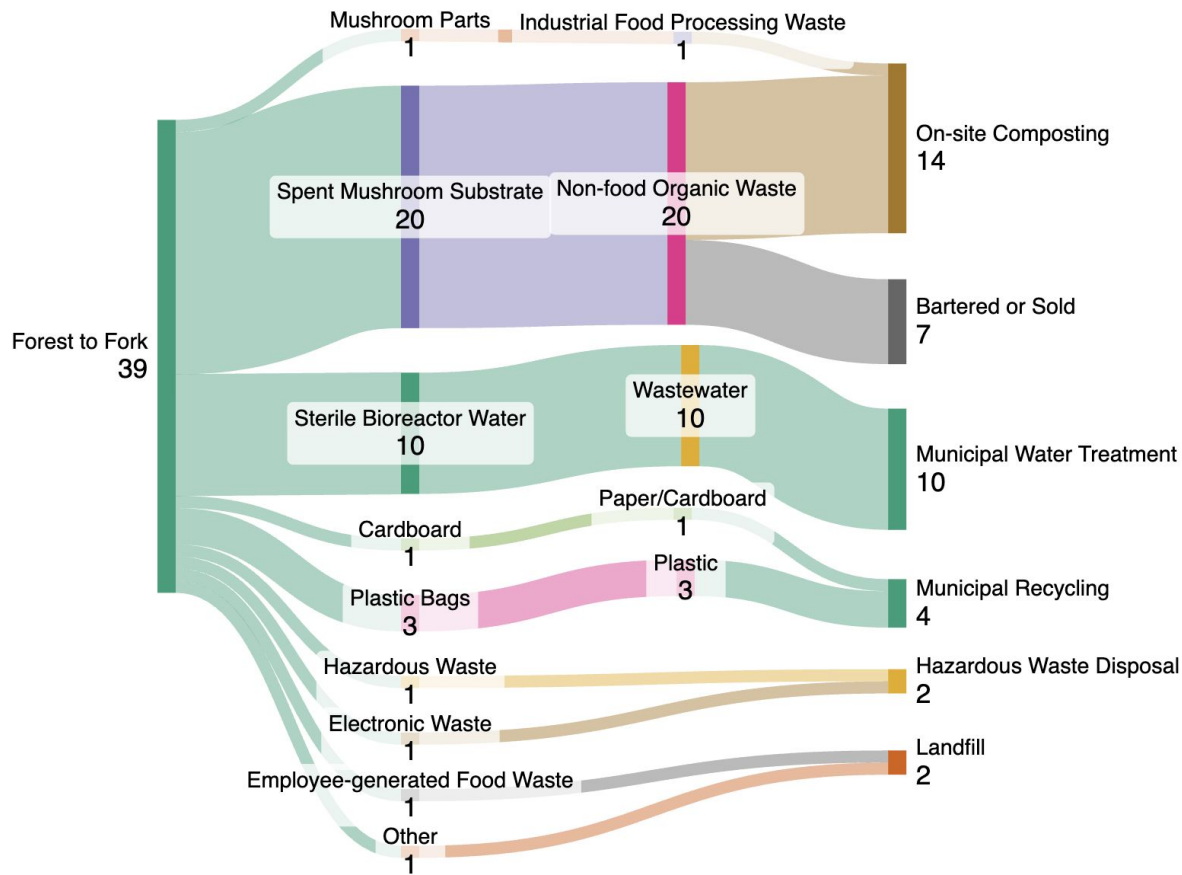
**15,000 pounds of
SMS are generated
weekly**

Tour of Forest to Fork



Tour of Randy's Foods

Individual Company Research & Recommendations



Made at SankeyMATIC.com

Figure 3: Forest to Fork's current state waste stream Sankey diagram. Produced in Sankeymatic. (Cubic yards, weekly)

Forest To Fork

Results

- Largest waste streams ($>10 \text{ yd}^3$ /week) are wastewater and non-food organic materials.
- Spent Mushroom Substrate (SMS)
- Bartering/Selling SMS



Recommendation

- Expand and monetize the SMS network by converting it into higher-value products
 - Pelletized soil amendments, Chicken bedding,
- Implement MightyFine! Coffee's waste coffee chaff into their bioreactors
- Wastewater Heat Recovery



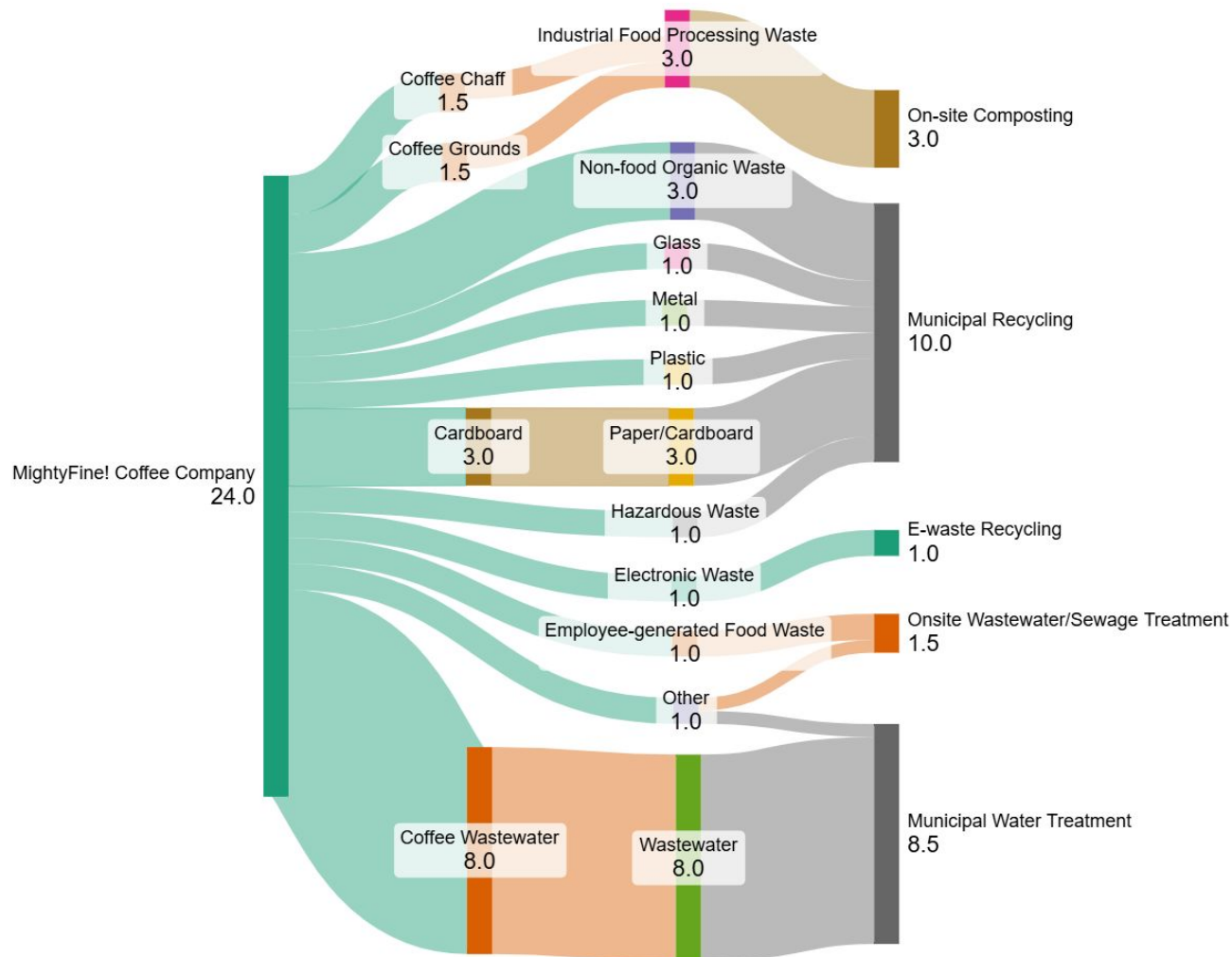


Figure 4: MightyFine! Coffee Company's current state waste stream Sankey diagram. Produced in Sankeymatic. (Cubic yards, weekly)

MightyFine! Coffee Company

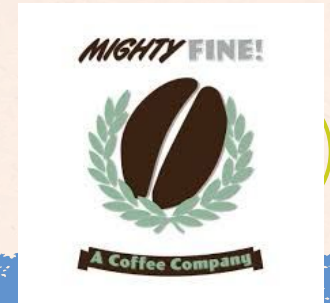
Results

- Major waste streams of “coffee waste” (chaff, grounds, and wastewater) and cardboard
- Currently manage waste as sustainably as possible through composting and recycling
- Open to any opportunities for community benefit



Recommendation

- Send chaff and grounds to Forest to Fork for use in mushroom substrate
- Utilize coffee wastewater as a mix-in to ensure proper moisture content for chaff and grounds
- Continue and expand community partnerships to divert cardboard waste



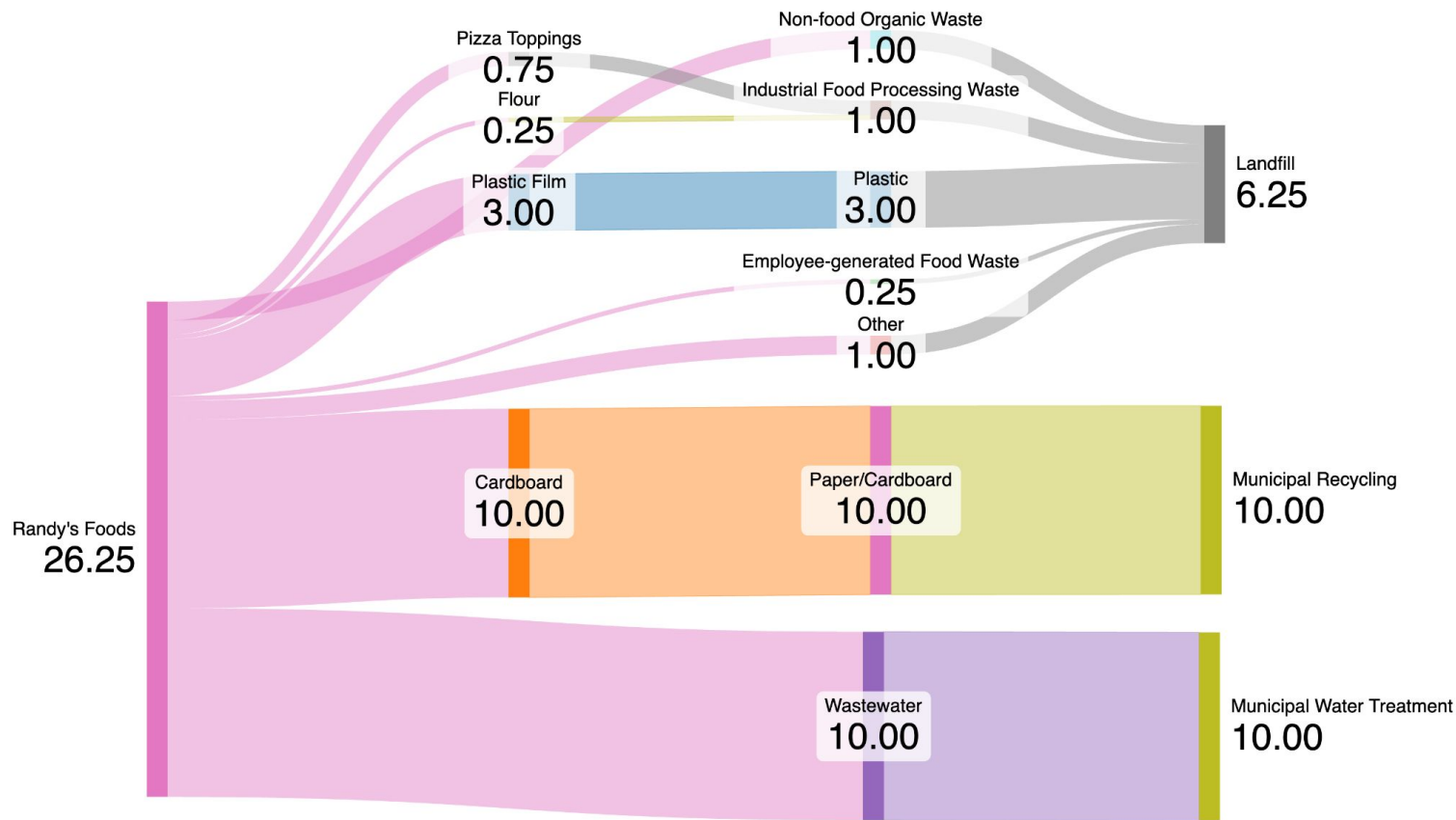


Figure 5: Randy's Foods' current state waste stream Sankey diagram. Produced in Sankeymatic. (Cubic yards, weekly)

Randy's Foods

Results (per week, in cubic yards)

- > 10: cardboard and waste water (each)
- ~3: plastic film waste
- ~1: cubic yards of industrial food waste (wasted pizza toppings, flour)
- ~1 non-food organic waste

Recommendation

- Local compost co-op organics waste pick-up
- Give cellulose-rich food waste (flour) to Forest to Fork for their bioreactor
- Recycle plastic film waste



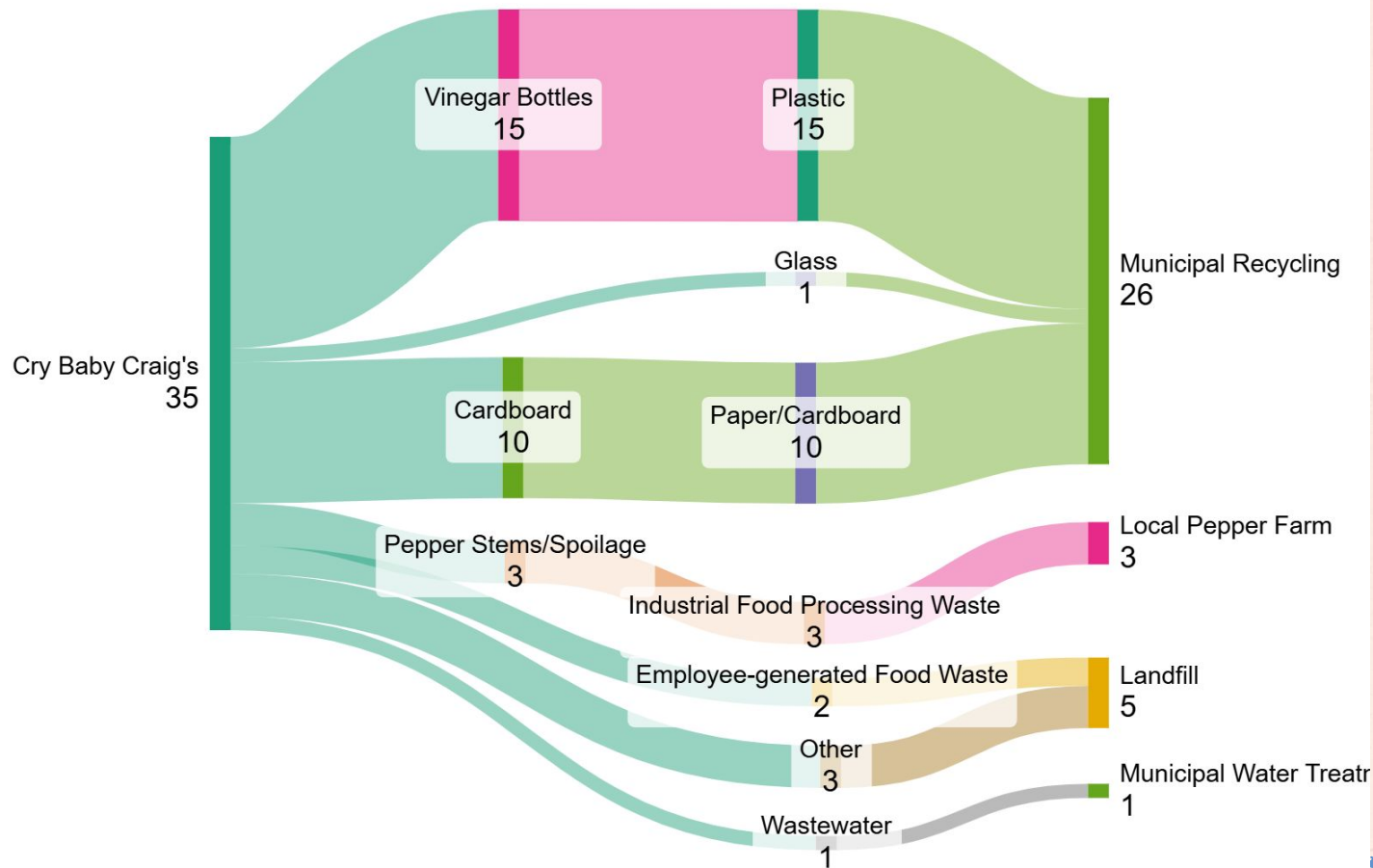


Figure 6: Cry Baby Craig's current state waste stream Sankey diagram. Produced in Sankeymatic. (Cubic yards, weekly)

Cry Baby Craig's

Results



- Main waste sources are plastic gallon vinegar bottles and cardboard from shipments
- ~125lb of waste a day during busy season
 - Increases costs (labor and pickup frequency)

Recommendations

- Drop off cardboard to farmers when receiving peppers
- Reuse boxes for large shipments to grocery/restaurant distributors
- Reusable Plastic Containers
- Farmers: Shred cardboard and mix with manure
 - Allotment
- Switch to barrels of vinegar from distributors
- Industrial waste services
 - Convert plastic to pellets (value added products)



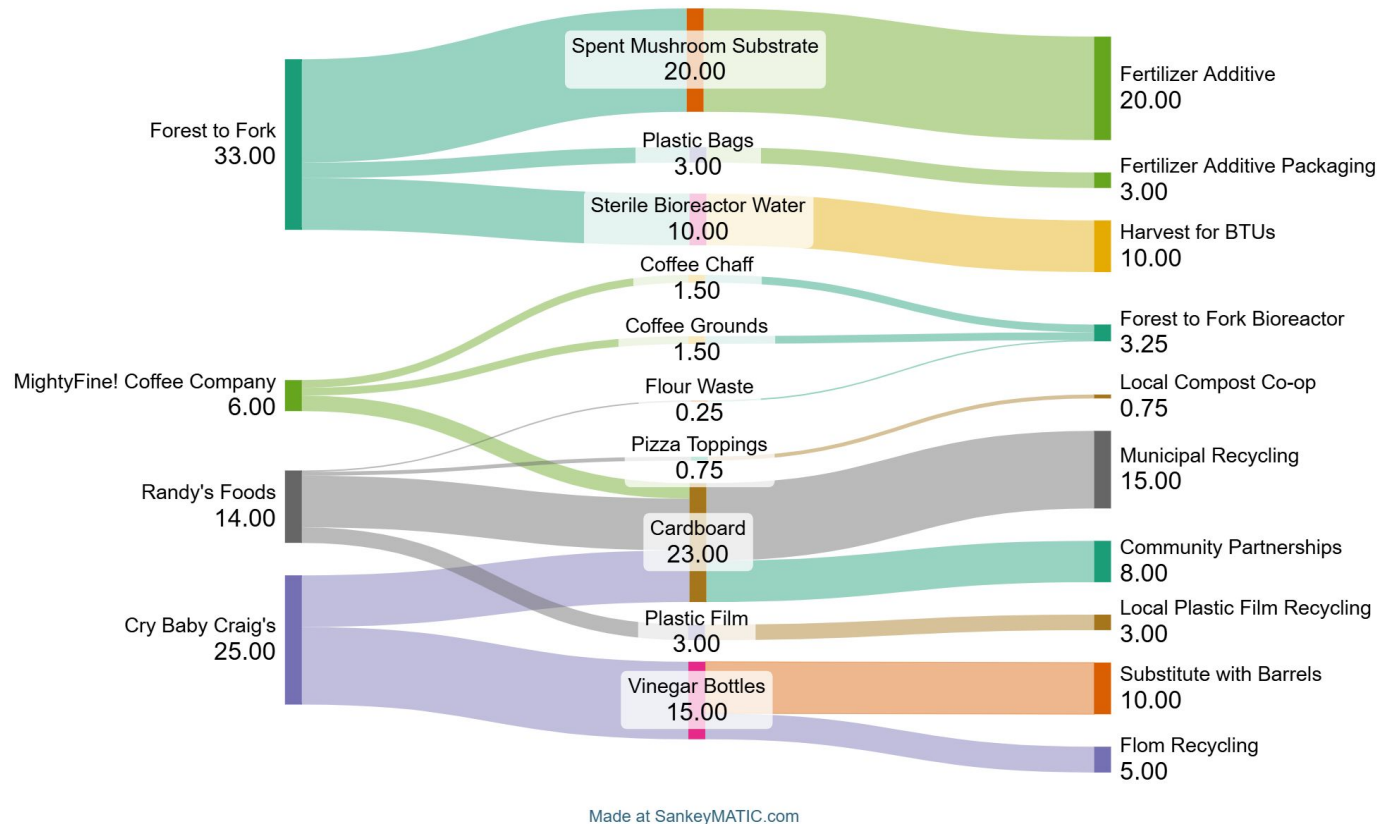


Figure 7: Faribault food businesses' recommendations Sankey diagram. Produced in Sankeymatic. (Cubic yards, weekly)

What We Learned & Accomplished

What We Learned



Time Management & Effective Communication

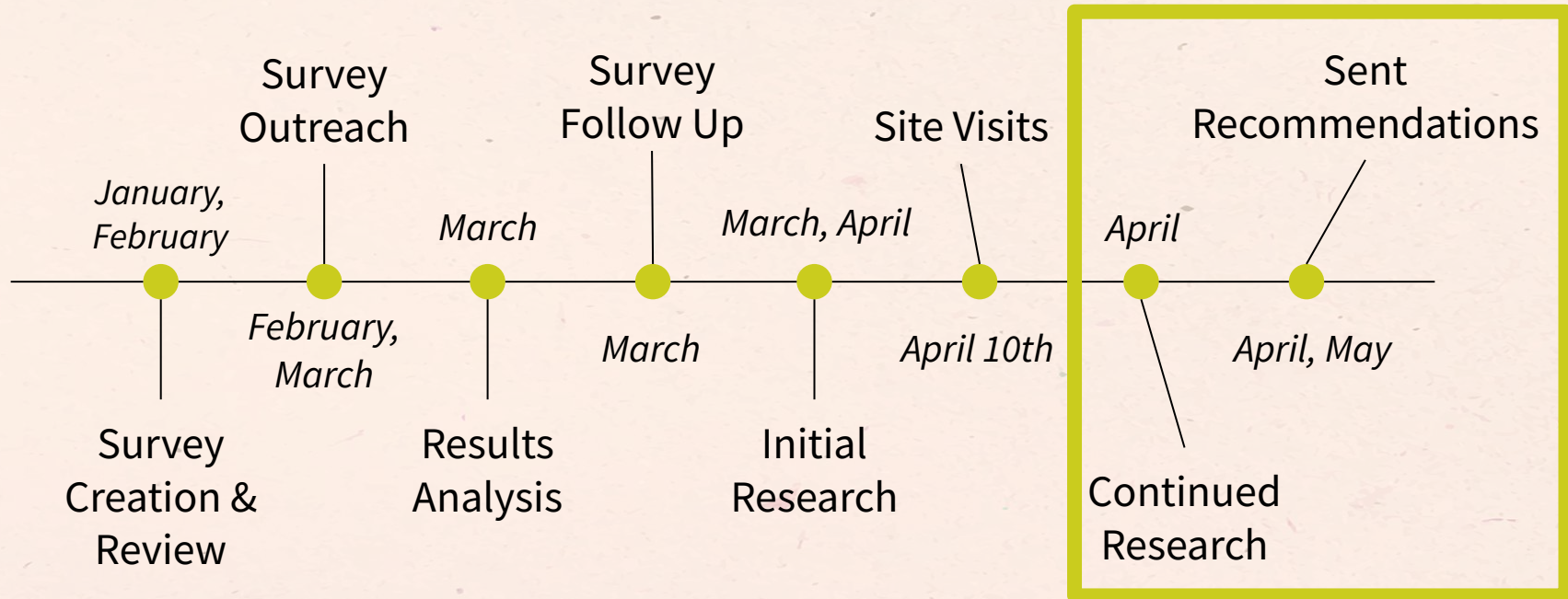
- Waiting for survey responses
- Follow-up questions
- Communicating between businesses
- Researching local waste management resources



More about waste management

- Bioreactors
- Nutrient ratios for composting
- Plastic film recycling
- Mushroom, hot sauce, and coffee byproducts

What We Accomplished



Thank You, Advisors & Partners!

Faculty Advisors:

David Wanberg, Jacob Wiensch - *Faribault Economic Development Authority (EDA)*

Danielle Piraino - *Regional Sustainable Development Partnerships (RSDP)*

Dr. Veluchamy Chitraichamy - *UMN BBE, West Central Research and Outreach*

Dr. Natalie Hunt, Logan Wikstrom - *UMN Dept. of Bioproducts and Biosystems Engineering*

Industry Partners:

Dr. Dana Anderson - *Forest to Fork*

Brad Moore - *Randy's Foods*

Sam Bonin - *Cry Baby Craig's*

Nathaniel Cunningham - *MightyFine! Coffee*

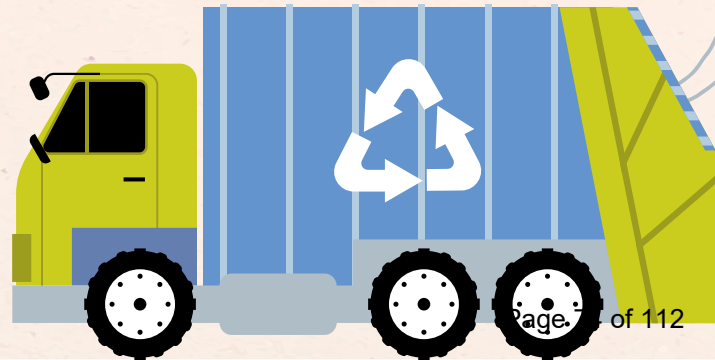
Thanks!

Do you have any questions?

Emerson Lindley (lindl083@umn.edu), Graham Markert (marke261@umn.edu),
Lydia Smith (smi02286@umn.edu), & Cassie Atkinson (atkin525@umn.edu)

CREDITS: This presentation template was created by **Slidesgo**, and includes icons by **Flaticon**, and infographics & images by **Freepik**

Please keep this slide for attribution



Recommended Process for Future Waste Mapping Projects

1. **Survey Design** - Complete hands-on waste audit if possible. Otherwise use more informative units such as weight.
2. **Stakeholder Engagement** - Meet with stakeholders prior to the survey/audit.
3. **Data Collection** - Ideally conduct a waste audit. Otherwise plan to walk through the survey in-person rather than online.
4. **Data Analysis** - Account for budgets and willingness to participate.
5. **Develop Recommendations** - Ensure recommendations are feasible and at the scale of the waste stream.





Request for Action

TO: Faribault Economic Development Authority
FROM: Jake Wiensch, Economic Development Coordinator
THROUGH: David Wanberg, CED Director
MEETING DATE: May 21, 2026
SUBJECT: Strategic Planning/ Loan Programs Discussion

BACKGROUND:

EDA staff has been working through a strategic planning process intended to help guide priorities, resource allocation, and decision-making over the next several years. As part of that effort, staff reviewed the recently completed Housing and Redevelopment Authority (HRA) Strategic Priorities Report and identified several areas where housing and economic development efforts naturally intersect.

The purpose of this discussion is not to finalize an EDA strategic plan at this meeting, but rather to review and compare key priorities between the HRA and EDA to ensure alignment moving forward. Housing, redevelopment, workforce attraction, and investment strategies often overlap, making coordination between organizations important.

The HRA strategic plan identifies several major focus areas including development of new and non-traditional housing options, housing stability through targeted assistance, rehabilitation and preservation of existing housing stock, strategic partnerships, and blight reduction efforts.

The draft EDA strategic framework emphasizes business retention and growth, development readiness, workforce alignment, business attraction and positioning, and accountability and measurable impact.

Staff is seeking Board discussion regarding how these priorities interact, where responsibilities are most appropriately aligned between organizations, and whether any gaps or duplication of efforts exist. The

discussion will help ensure both organizations are working collaboratively while maintaining distinct roles and responsibilities.

REQUESTED ACTION:

Discussion Questions

Are there areas where EDA and HRA efforts may overlap or unintentionally duplicate one another?

- How should the EDA and HRA coordinate discussions related to redevelopment and workforce housing opportunities?
- Are there redevelopment sites or land opportunities that may advance HRA priorities while also supporting EDA priorities such as redevelopment, workforce attraction, tax-based growth, or private investment? Examples could include sites discussed by the HRA that may create housing opportunities while also influencing broader economic development goals.
- Are there opportunities for improved coordination or communication between organizations to ensure projects and initiatives are aligned from the beginning?
- As part of ongoing HRA efforts, the HRA is also currently seeking to fill the HRA Executive Director position, which may create opportunities to further define organizational roles, responsibilities, and collaboration moving forward.

ATTACHMENTS:

1. Draft Strategic Planning Lite
2. Final Strategic Priorities Report 3 4 2026 (1)

Faribault Economic Development Authority

Strategic Planning Lite – Draft Summary

Purpose

The Strategic Planning Lite framework provides clear direction for the EDA’s work over the next 3–5 years. It is intended to guide decisions, improve accountability, and align resources with the community’s economic priorities.

Narrative (Draft)

Strategically located along Interstate 35, Faribault connects businesses to regional markets, a skilled workforce, and a community that values growth and partnership. With a diverse economy, development-ready sites, and a collaborative approach to business support, Faribault offers access to a metro location with the advantages of a community that moves projects forward.

Here, historic character meets modern opportunity—creating a place where businesses, workers, and families thrive together.

Mission (Draft)

Strengthen and diversify Faribault’s economy by supporting job creation and retention, attracting private investment, and strategically using financial tools and partnerships to achieve measurable economic impact.

Vision (Draft)

Faribault is a community known for economic opportunity, business diversity, and community pride—where development is predictable, investment-ready, and aligned with a high quality of life.

Core Services

- Business retention and expansion
- Financial tools and incentives
- Redevelopment and site readiness
- Business attraction and marketing
- Partnership coordination

Guiding Principles

Stewardship • Collaboration • Engagement • Predictability • Proactive • Community

Strategic Focus Areas (Draft)

Business Retention & Growth • Development Readiness • Workforce Alignment • Business Attraction & Positioning • Accountability & Impact

Status

Working draft — subject to board review and refinement.

Why a Community Narrative Matters

This narrative is a shared story about Faribault as a business community. It is not a slogan or advertising copy—it is a foundational message that aligns economic development, marketing, and outreach efforts.

Its purpose is to:

- Clearly communicate who Faribault is
 - Explain why businesses should consider locating or investing here
 - Ensure the City and EDA are telling a consistent story across platforms
-

Previous (Existing) Community Mission Statement

Previous Mission Statement

“The mission of the Faribault Economic Development Authority (EDA) is to collaborate with City, County, State and Community leaders to develop programs, resources and initiatives that will support existing businesses, foster local business expansion and encourage the development of new businesses in all economic sectors throughout the City of Faribault.”

Key characteristics of the previous mission:

- Collaboration-centered
 - Focused on programs and resources
 - Broad and inclusive
 - Oriented toward *how* the work is done
-

New (Draft) Community-Facing Mission

Draft Community Mission (For Discussion)

“Faribault strengthens and grows its economy by connecting businesses to opportunity—through strategic location, a skilled workforce, development-ready sites, and a collaborative, business-supportive community.”

What’s different:

- Shorter and clearer
- Written for external audiences
- Focus on *why Faribault matters as a place*
- Translates internal work into outward value

Previous (Existing) Community Vision Statement

Previous Vision Statement

“The vision of the Faribault Economic Development Authority (EDA) is to create a favorable business climate that will help develop and retain viable, successful businesses in order to provide quality employment opportunities, enhance the tax base, spur new investment and diversify the local economy.”

Key characteristics of the previous vision:

- Strong focus on business climate and employment
 - Emphasizes tax base growth and diversification
 - Primarily functional and outcome-driven
 - Well-suited for internal guidance and program justification
-

New (Draft) Community Vision

Draft Community Vision (For Discussion)

“Faribault is a thriving, connected community where historic character meets modern opportunity—offering businesses, workers, and families a place to grow, invest, and succeed together.”

What’s different:

- More aspirational and place-based
- Balances heritage with forward momentum
- Explicitly ties economic success to quality of life
- Designed to support marketing, recruitment, and storytelling

Faribault EDA – Core Services

Business Retention & Expansion (BRE)

What it means in Faribault

Supporting the businesses that already call Faribault home is the foundation of our economic development work. Business retention and expansion focuses on maintaining strong relationships with existing employers, understanding their needs, and helping them grow and succeed locally.

What this looks like in practice

- Regular outreach and check-ins with local businesses
- Identifying workforce, space, or infrastructure challenges early
- Connecting businesses to resources, partners, and funding
- Supporting expansions that create or retain jobs

Why it matters

Existing businesses are Faribault’s largest source of jobs, investment, and community stability. Helping them succeed strengthens the entire local economy.

Financial Tools & Incentives

What it means in Faribault

The Faribault EDA uses targeted financial tools to reduce barriers to investment and support projects that align with community goals. These tools are designed to be flexible, responsible, and focused on measurable economic outcomes.

What this looks like in practice

- Revolving loan funds and gap financing
- Incentives that support job creation, redevelopment, and reinvestment
- Clear, consistent program guidelines
- Strategic use of public dollars to leverage private investment

Why it matters

Thoughtful financial tools help projects move forward that might not otherwise be feasible—while protecting taxpayer investment and ensuring long-term impact.

Redevelopment & Site Readiness

What it means in Faribault

Preparing land and buildings for development is critical to attracting new investment. Redevelopment and site readiness focus on making it easier, faster, and more predictable to invest in Faribault.

What this looks like in practice

- Identifying and prioritizing key redevelopment sites
- Supporting land assembly, predevelopment, and due diligence
- Coordinating with City planning, engineering, and utilities
- Promoting available sites and redevelopment opportunities

Why it matters

Businesses and developers need certainty. Site-ready communities compete more effectively for investment and can respond quickly to opportunities.

Business Attraction & Marketing

What it means in Faribault

Attracting new businesses starts with telling a clear, compelling story about Faribault. Business attraction and marketing focus on promoting the city's assets, opportunities, and competitive advantages.

What this looks like in practice

- Marketing Faribault's sites, workforce, and quality of life
- Responding to business and site selector inquiries
- Supporting targeted recruitment efforts
- Coordinating messaging with City and community partners

Why it matters

A strong, consistent message helps Faribault stand out in a competitive environment and ensures opportunities don't pass us by.

Partnership Coordination

What it means in Faribault

Economic development is a team effort. The EDA plays a coordinating role to align efforts across local, regional, and state partners to maximize impact and avoid duplication.

What this looks like in practice

- Working with the City, Chamber, Main Street, County, and regional partners
- Aligning funding, programs, and priorities
- Supporting collaborative initiatives that benefit businesses and the workforce
- Regularly evaluating partnerships for effectiveness and alignment

Why it matters

Strong coordination ensures resources are used efficiently and that businesses experience a clear, seamless support system.

Our Guiding Principles

At the Faribault Economic Development Authority, our work is guided by core principles that shape how we make decisions, work with partners, and support businesses—ensuring consistent, transparent, and impactful outcomes for our community.

Stewardship - We responsibly manage public resources with accountability and transparency, focusing on measurable outcomes that strengthen Faribault's economy and protect long-term community value.

Collaboration - We build strong partnerships with local, regional, and state organizations to align efforts, share resources, and maximize economic impact across the community.

Engagement - We engage proactively with businesses, listen first to understand their needs, and connect them with the right tools, resources, and support to succeed in Faribault.

Predictability - We apply clear, fair, and consistent standards to our programs and decisions to create certainty and build trust for businesses, investors, and the broader community.

Proactivity - We anticipate opportunities and challenges, taking strategic action to position Faribault for long-term, sustainable economic growth rather than reacting after the fact.

Community (*optional, if included*) - We advance initiatives that enhance quality of life and shared prosperity, ensuring economic development benefits residents, workers, employers, and the community as a whole

Strategic Focus Areas

Business Retention & Growth • Development Readiness • Workforce Alignment • Business Attraction & Positioning • Accountability & Impact

The Faribault Economic Development Authority will advance its mission and vision by focusing on the following strategic areas. These focus areas are intended to guide priorities, inform decision-making, and align resources over the next 3–5 years.

Business Retention & Growth

Description

Support existing businesses through proactive engagement, technical assistance, and strategic use of EDA tools, while encouraging expansion, reinvestment, and long-term economic stability.

Why this matters

Existing businesses are the primary source of jobs and investment in Faribault. Retention and growth efforts strengthen the local economy and build resilience over time.

Development Readiness

Description

Improve Faribault’s competitiveness by preparing sites for development, supporting redevelopment and infill, and improving predictability and coordination in development processes.

Why this matters

Communities with development-ready sites are better positioned to attract investment, respond quickly to opportunities, and guide growth in alignment with community goals.

Workforce Alignment

Description

Coordinate with employers, education providers, and workforce partners to align talent development efforts with business needs and support workforce participation and retention.

Why this matters

A strong workforce is essential to business success. Aligning workforce and economic development helps sustain growth and competitiveness.

Business Attraction & Positioning

Description

Promote Faribault’s assets, available sites, workforce strengths, and quality of life through coordinated marketing and outreach to attract new businesses and investment aligned with community priorities.

Why this matters

Clear and consistent positioning helps Faribault compete for investment and ensures opportunities are actively pursued rather than passively received.

Accountability & Impact

Description

Strengthen transparency, performance measurement, and communication to ensure EDA programs, partnerships, and investments align with strategic priorities and deliver measurable results.

Why this matters

Clear goals and reporting support responsible stewardship of public resources and build confidence in economic development decision-making.

Suggested Success Measurements for the Faribault EDA

1. Business Retention & Growth

Goal: Support existing employers and encourage expansion.

Business outreach

- Number of Business Retention & Expansion visits annually
- Number of businesses assisted through EDA programs

Job creation/retention

- Jobs created or retained through EDA-supported projects

Private investment

- Total private investment leveraged through EDA activities

Business expansion

- Number of expansion projects supported
-

2. Development Readiness

Goal: Prepare sites and redevelopment opportunities.

Site inventory

- Number of development-ready sites maintained in city inventory

Redevelopment activity

- Number of redevelopment or infill projects supported

Project response

- Response time to development inquiries or site selector requests

Catalytic projects

- Number of major development projects facilitated
-

3. Workforce Alignment

Goal: Strengthen connections between employers and workforce systems.

Employer engagement

- Number of workforce partnership meetings or initiatives

Education partnerships

- Number of collaborations with schools, colleges, or workforce programs

Workforce challenges identified

- Number of workforce barriers identified through BRE visits

Workforce initiatives supported

- Number of workforce programs supported by EDA partnerships
-

4. Business Attraction & Positioning

Goal: Promote Faribault as a competitive business location.

Business recruitment

- Number of recruitment leads or site selector inquiries

New business investment

- Number of new businesses locating in Faribault

Marketing reach

- Website or marketing engagement metrics for economic development content

Community promotion

- Number of regional or statewide economic development partnerships
-

5. Accountability & Impact

Goal: Ensure transparency and measurable results.

EDA annual report

- Annual public report on economic development outcomes

Loan program performance

- Utilization rate of EDA loan programs

Return on investment

- Ratio of public dollars invested to private dollars leveraged

Board engagement

- Strategic plan reviewed annually by the EDA board

Strategic Focus Areas & Success Measures (Snapshot)

Strategic Focus Area	What Success Looks Like	Key Measures
<i>Business Retention & Growth</i>	Existing businesses expand and remain strong in Faribault	• Business retention visits annually • Jobs created or retained through EDA-supported projects • Number of business expansions supported
<i>Development Readiness</i>	Sites and redevelopment opportunities are prepared for investment	• Development-ready sites maintained in inventory • Redevelopment or infill projects supported • Major development projects facilitated
<i>Workforce Alignment</i>	Employers have access to a skilled workforce pipeline	• Workforce partnership initiatives • Employer workforce needs identified through BRE visits • Education and training partnerships supported

<i>Business Attraction & Positioning</i>	Faribault attracts new investment and businesses	• Business recruitment leads or inquiries • New businesses locating in Faribault • Marketing engagement and promotion reach
<i>Accountability & Impact</i>	EDA activities demonstrate measurable economic impact	• Private investment leveraged through EDA projects • Utilization of EDA loan or incentive programs • Annual economic development report to the community

Distinct Roles (Collaboration)

While each organization has a distinct role, regular coordination between the City, HRA, and EDA ensures that housing, economic development, and infrastructure investments move forward in alignment with the community's long-term vision

City of Faribault – Policy, Infrastructure, and Community Services

The City provides the foundational framework that enables economic and housing development to occur.

Primary responsibilities include:

- Establishing community policy and strategic direction
- Investing in public infrastructure (roads, utilities, parks, and public facilities)
- Managing land use planning, zoning, and development regulations
- Providing public services that support quality of life
- Coordinating municipal departments and community engagement

The City's mission emphasizes connecting residents, businesses, and institutions while ensuring a clean, safe, and vibrant community.

By investing in infrastructure and community services, the City creates the conditions necessary for economic development and housing growth.

Housing & Redevelopment Authority – Housing Stability and Neighborhood Investment

The HRA focuses on ensuring Faribault maintains a stable, healthy housing market and strong neighborhoods.

Key responsibilities include:

- Supporting development of new housing opportunities
- Stabilizing housing through targeted financial assistance
- Rehabilitating and preserving existing housing stock
- Addressing blight and underutilized properties
- Partnering with nonprofit housing organizations

The HRA’s mission is to eliminate blight and fulfill housing needs within the City of Faribault, ensuring residents have access to safe and attainable housing.

A stable housing market is crucial to economic development, as businesses rely on housing availability to attract and retain skilled workers.

Economic Development Authority – Business Growth and Investment

The EDA focuses on strengthening the local economy by supporting businesses, encouraging investment, and preparing sites for development.

Primary responsibilities include:

- Business retention and expansion outreach
- Business recruitment and investment attraction
- Development readiness and redevelopment coordination
- Strategic use of economic development financing tools
- Marketing Faribault as a place to invest and grow

The EDA’s mission is to strengthen and diversify Faribault’s economy by supporting job creation and retention, attracting private investment, and strategically using partnerships and financial tools.

Example of Coordination in Practice

Community Goal	City Role	HRA Role	EDA Role
Workforce attraction	Infrastructure and planning	Housing availability	Business recruitment
Redevelopment	Zoning, utilities, and planning	Housing redevelopment	Investment attraction
Neighborhood stability	Public services	Housing rehabilitation	Commercial investment
Economic growth	Policy and infrastructure	Housing supply	Business expansion

Faribault Housing and Redevelopment Authority 3-Year Strategic Priorities Report



Photos used with permission, courtesy of City of Faribault



Report Released:
March 4, 2026

Prepared for:
Jessica Kinser, City Administrator



Contents

Acknowledgements	2
Purpose and Role of this Report.....	2
Planning Process Recap	3
Mission and Vision for the Faribault Housing and Redevelopment Authority	4
Long-Term Vision: Describing the Future of Faribault.....	4
Mission: Our Promise and Our Primary Audience	5
Our Promise:.....	5
Our Primary Audience:	5
Framing Our Identity: What the Housing and Redevelopment Authority Is and Isn't ...	5
Strategic Focus Areas (2026-2028)	6
Focus Area #1: Development of Permanent and/or Non-Traditional Housing Options	6
Focus Area #2: Housing Stability Through Targeted Financial Assistance	8
Focus Area #3: Rehabilitation and Preservation of Existing Housing.....	9
Focus Area #4: Strategic Partnerships	10
Supportive Focus Area #5: Address Blight for Future Opportunity	13
Success Indicators by Focus Area by 2028	14
Organizational Priorities by Year and by Role	15
Future Structure of the Faribault Housing and Redevelopment Authority	18

Acknowledgements

Housing and Redevelopment Authority Board

Loni Ahlers (term ended 1/31/2026)
Mandy Barnes
Travis McColley
Shafi Qanyare (resigned 1/31/2026)
John Rowan
Carrie Winjum
Johnathan King (term started 2/1/2026)
Deborah Lyzenga (term started 2/1/2026)
Jeanie Michels (term started 2/1/2026)

Housing and Redevelopment Authority Staff

Thomas Furman, Executive Director

Other Individuals Who Supported this Effort

Laura Bock, Faribault Foundation
Jordan Boyum, Three Rivers Community Action Project
Bashir Omar, Faribault Public School District
Joy Watson, Rice County Housing and Redevelopment Authority
Scott Wopata, Community Action Center

Purpose and Role of this Report

This document intends to provide strategic direction to the City of Faribault Housing and Redevelopment Authority for the next 2-3 years. This short-term document is the result of three facilitated workshops and two listening sessions conducted in 2025/2026.

Within it, the Board's views on the following points are established:

- The long-term vision which the Housing and Redevelopment Authority is working toward.
- The core promise and primary audience which the Housing and Redevelopment Authority exists to serve.
- The priority focus areas the Board will emphasize in the near future.
- The benchmarks which the Board will use to assess progress.

This document is intended to be a tool to help in guiding board decision-making. It

should inform annual goal setting and budgeting and should provide continuity and clarity over time – even as new needs or opportunities emerge. This document reflects the direction of the Housing and Redevelopment Authority Board and is intended to guide implementation over time, regardless of staffing.

Planning Process Recap

The following outline shares the timeline of facilitator work with the Housing and Redevelopment Authority. While some early conversations occurred alongside the City of Faribault's broader strategic planning effort, insights were shared across projects.

March 2025 – Housing and Redevelopment Authority Focus Group

A focus group with Housing and Redevelopment Authority Board members showed the importance of addressing blight, increasing housing supply, and ensuring safe housing. There was a desire for clearer processes, and greater clarity around board roles and oversight.

May 2025 – Housing and Redevelopment Authority Meeting #2

This meeting further clarified what the Housing and Redevelopment Authority's role might look like in redevelopment, expectations for staff oversight, and the audiences and programs it wished to prioritize in the future.

September / October 2025 – Housing and Redevelopment Authority Interviews

Interviews with Housing and Redevelopment Authority Board members, staff, and community and nonprofit partners informed us of the design of fall workshops.

October 2025 – Housing and Redevelopment Authority Workshop #1

The Board clarified policy versus operational responsibilities, identified areas where boundaries were unclear, and evaluated potential initiatives which the Housing and Redevelopment Authority could explore. Areas of high agreement emerged around short and long-term priorities.

November 2025 – Housing and Redevelopment Authority Workshop #2

The Board refined the promise they hoped to make to the community, areas where boundaries were unclear, and identified their priority focus areas for the next three years. They also established short-to-long-term action items for these priority focus areas.

January 2026 – Housing and Redevelopment Authority Workshop #3

A final check-in revisited the long-term vision of the organization, core mission, and intended audiences.

Mission and Vision for the Faribault Housing and Redevelopment Authority

The Housing and Redevelopment Authority adopted a mission statement in April 2025 that reads:

“The mission of the Faribault Housing and Redevelopment Authority (HRA) is to provide a vehicle to eliminate blight and fulfill the housing needs within the city limits of Faribault.”

We used this recently adopted mission statement as a framework to dive deeper into the goals, frustrations, dead-ends, and focus areas of where the Board aspires to go in the future. From there, we gained clarity within a few key areas:

Long-Term Vision: Describing the Future of Faribault

When Board members were prompted to imagine the future of Faribault’s housing landscape 30 years from now, there were clear themes which emerged. The actions which the Board of the Housing and Redevelopment Authority take today should lead toward an end goal of...

- A stabilized housing market with enough vacancies to generate movement.
- A 5% rental vacancy rate and a 2.5% single-family home ownership rate as signals of market health. *
- A variety of housing options and pathways to homeownership.
- Community recognition of the Housing and Redevelopment Authority as a trusted resource.
- Greater financial literacy and housing security in the City of Faribault.
- Stability in staffing and city-managed property ownership for the organization.

In short, the aspirational vision for the long-term future would be that some functions and programs of the Housing and Redevelopment Authority would no longer be needed – as housing availability, financial literacy, and vacancy rates allowed movement and stability for individuals living in Faribault. The Housing and Redevelopment Authority will very likely remain a long-term property owner of scattered sites, but the vision is that market stabilization reduces need for programming.

**A rental vacancy rate of at least 5% allows for individuals who want to move into or within Faribault to be able to find housing. A 0% vacancy rate would mean that no housing units were available for purchase or for rent, a non-desirable outcome for any market.*

Mission: Our Promise and Our Primary Audience

Our Promise:

The adopted mission statement for the Faribault Housing and Redevelopment Authority speaks directly to addressing blight and fulfilling housing needs. On a more granular level, Board members want to commit to delivering the following outcomes consistently:

- Housing stability
- Access and pathways to homeownership
- Market movement (through increased vacancy rate and new units)
- Stewardship of public resources
- A partner to area nonprofits, not a duplicate

Our Primary Audience:

While nobody would be turned away from programs which the Housing and Redevelopment Authority develop, the group honed in on the targeted audiences which they'd like to focus on reaching and impacting. These audiences include:

- Working adults and families who live in Faribault and want to stay in the community.
- Future homeowners, including first-time buyers.
- Younger members of the labor force (roughly age 35 and below)
- Existing homeowners – especially those who seek to age in place in their home.

It was explicitly clear from the Board members that they did not want to center the mission on income levels or age, but rather to frame the discussion as *“what life stages and housing needs will be addressed most directly by our programming?”*

Framing Our Identity: What the Housing and Redevelopment Authority Is and Isn't

The Board evaluated other nonprofit organizations that work in this space or serve similar audiences to the Housing and Redevelopment Authority. From there, they were able to clearly define what the organization is and is not.

What we are:**What we are not:**

A policy-setting, housing-focused public authority.	A direct service provider for homelessness.
A convener and partner.	A fundraising organization.
A strategic investor in housing stability and supply.	A primary education provider.
An owner of affordable housing (scattered sites)	A property manager by default.

Strategic Focus Areas (2026-2028)

These focus areas represent board priorities and consensus. Each focus area includes information on the priority ranking, type of project, and if it generates revenue or is a community-level investment. Additionally, each focus area outlines short-to-long-term action items and a future vision state 2-3 years from the time of adoption.

Focus Area #1: Development of Permanent and/or Non-Traditional Housing Options

**High priority****Systems change****Revenue generator**

Why this matters right now: As Faribault continues to be a destination for business investment, employment opportunities, and an immigrant gateway, more housing of all types is needed in Faribault. Recent reports estimate the vacancy rate in Faribault is around 2.5%*, which allows for very minimal movement. A low vacancy rate allows families and individuals to live in insufficient or unsafe housing conditions. A higher vacancy rate (met through development of more housing options) allows for housing choice and ensures more people in Faribault are in safe and adequate housing.

Another area that merits exploration are non-traditional housing products that the private market has not generated. This might include co-ops, community land trusts, or even intergenerational co-living models or home-sharing models. These models have been piloted in other cities both domestically and abroad and have opened up pathways to ownership, increased social connectedness for community members, and increased utilization of existing housing units or redevelopment sites.

Short-term action (next 6 months):

1. Identify homes slated for condemnation, vacant lots, or tax sale.

2. Build and maintain relationships with housing developers.
3. Invite a professional expert to attend a Housing and Redevelopment Authority meeting to discuss co-op, community land trust models, and residential development.
4. Offer training for the Board on co-op, community land trust models, and developing new revenue-generating facilities.

Mid-term action (6-18 months):

5. Bring in a consultant and/or developer around co-op and/or community land trust development and frame what this could look like in Faribault.
6. Explore intergenerational co-living/home-sharing models and what they could look like in Faribault.
7. Board gains comfort and clarity with the pros/cons of a co-op model in Faribault.
8. Continue to meet with developers and strengthen relationships.
9. Explore what types of housing products are missing from the Faribault market that the Housing and Redevelopment Authority could develop.

Long-term action (18+ months):

10. Bond on a site for a prefabricated home subdivision or a co-op.
11. Successfully develop a co-op or non-co-op development.
12. Continue to meet with developers and strengthen relationships.

Where we'd like to be in 2–3 years time (defining success):

- We have shifted the rental vacancy rate up in Faribault to a more sustainable 5% and have a 4-6 month supply of single-family residential properties for sale.
- We have developed a revenue-generating property to support the Housing and Redevelopment Authority outside of levy dollars.
- We have brought in more money that we can reinvest in providing additional housing in the community.

**The most recent statistics on vacancy rates in the City of Faribault report a 2.5% rental vacancy rate for market rate properties, 0.6% for affordable properties, and 0% for subsidized properties. It also showed a 2.8-month supply of single-family residential units, which is below a 4-6 month supply that is considered healthy.*

A note on community land trusts and cooperative models:

The Housing and Redevelopment Authority Board discussed at length the possibility of developing a community land trust through this organization. Additionally, a subject matter expert on land trusts attended a board meeting in the fall to offer more insights. Based on those insights and a broader community effort to develop a community land trust, this organization opts not to pursue this independently, but rather to support the

efforts already in motion in the community. This joint effort is underway with the Faribault Foundation and Faribault Chamber at the helm, with organizational and financial support from the City of Faribault and Rice County Housing and Redevelopment Authority.

A note on long-term property management:

The timing of this discussion (fall of 2025) occurred in the midst of the finalization of the sale of Robinwood Manor, a 51-unit apartment complex for elderly and disabled individuals, which is owned and managed by the Housing and Redevelopment Authority. The Board has mixed sentiments around whether or not they desire the Housing and Redevelopment Authority to be a property manager of additional multi-family complexes. Some see the benefits of long-term income generation, while others fear that the staffing required to support property management would outweigh the benefits of revenue generation. The Housing and Redevelopment Authority owns 50 additional scattered sites in the community, which it manages and leases.

There was firm, nearly unanimous consensus on the outcomes of some of the priority focus areas in this report. Because there was not unanimous consensus on the long-term property management role of the Housing and Redevelopment Authority, it merited mention in the final report.

Focus Area #2: Housing Stability Through Targeted Financial Assistance



High priority



Small-scale change



Community investment

Why this matters right now: While Faribault’s Housing and Redevelopment Authority does not directly provide services to individuals experiencing housing insecurity at this time, they do directly support partner organizations who work with these populations. The Faribault Housing and Redevelopment Authority recognizes that partner organizations are unable to meet 100% of the need in the area, and that it is more cost-effective to prevent housing displacement than it is to recover stable housing at a later time. Targeted assistance that is informed by data that keeps people housed ensures that as many people as possible have safe, and adequate housing.

Short-term action (next 6 months):

1. Initiate conversations with CAC, Three Rivers, and others to better understand community needs (how many people are at-risk or were denied assistance?).

Mid-term action (6-18 months):

2. Evaluate if a secondary funding source is needed to support community needs.
3. Pilot a funding project, using data measures quarterly.
4. Develop a funding program that embodies short-term support, versus long-term enablement.

Long-term action (18+ months):

5. Evaluate if the pilot program works and if it merits continuing.

Where we'd like to be in 2–3 years time (defining success):

- We have helped to address emergency, unmet needs in the Faribault community in partnership with area nonprofit organizations.
- We have clear criteria, outcomes, and data measures to measure the success of our programs.

Focus Area #3: Rehabilitation and Preservation of Existing Housing

**High priority****Small-scale change****Community investment**

Why this matters right now: 20% of the Faribault housing stock was constructed before 1940. Home repairs can be a major barrier for existing homeowners (who may be retired, on fixed-income, or “cash poor”), as well as for aspiring homeowners who may underestimate the cost of ongoing home maintenance. Investing directly into home rehabilitation programs will assist homeowners in Faribault, address blight, stabilizing existing housing stock, and improving curb appeal of housing in the community. While this focus area will not generate a large return on investment, it makes a small-scale impact for individuals and families who are able to effectively maintain their homes.

Focus: The Housing and Redevelopment Authority's focus through this effort is to provide direct support to residents in owner-occupied properties at this time. There may be opportunities to provide range within owner-occupied programs, such as income qualification or forgivable loans, but at this time, the priority does not include rental properties.

Short-term action (next 6 months):

1. Establish baseline criteria for programs (income eligibility, property condition, property ownership, etc.)
2. Identify priority neighborhoods where programs could be targeted with the assistance of the Planning and Community Development Department.
3. Develop a rehabilitation program with a forgivable component.
4. Develop a home rehabilitation loan program (such as roofing / window / entryway.)
5. Explore the development of a downpayment assistance and/or first-time homebuyer program.

Mid-term action (6-18 months):

6. Launch and accept applications for home rehabilitation program.
7. Develop a downpayment assistance and/or first-time homebuyer program.
8. Build awareness through marketing and storytelling of programs and their successes.
9. Spread awareness of programs through faith-based communities.

Where we'd like to be in 2–3 years time (defining success):

- Rehabilitation programs are active and well-utilized.
- Launch and accept applications for downpayment assistance and/or first-time homebuyer program.
- At a neighborhood level, housing conditions are visibly improved.
- Community members are aware of Housing and Redevelopment Authority programs.

Focus Area #4: Strategic Partnerships



High priority



Local-level change



Community investment

Why this matters right now: Faribault and Greater Rice County have a wide network of nonprofit organizations that serve some of the same and adjacent audiences to the Faribault Housing and Redevelopment Authority and are working toward similar outcomes. The best outcome will result from all parties having a broad understanding of the work that individual organizations do, and an understanding of how they can collaborate, rather than compete with one another. The Faribault Housing and Redevelopment Authority does not need to do everything alone, but rather, their resources should be focused where they can add the most value.

Understanding the landscape of regional nonprofit organizations, the audiences whom they serve, and the outcomes which they are trying to reach is a first step to more direct coordination to add the most value.

Short-term action (next 6 months):

1. Have conversations with Habitat for Humanity and faith-based communities around a Rock the Block initiative (an effort that focuses on curb appeal and blight remediation in existing neighborhoods.)
2. Continue financial support of non-profit organizations, such as the Hope Center, CAC, Three Rivers, Habitat for Humanity, and others.
3. Host roundtable with faith-based communities, Housing and Redevelopment Authority, and other nonprofits to understand opportunities for collaboration.

Mid-term action (6-18 months):

4. A Housing and Redevelopment Authority board member is appointed who represents a community-based organization, which may include faith-based, cultural, non-profit or other civic organizations.

Long-term action (18+ months):

5. Explore the feasibility of forming a co-op or neighborhood creation with a faith-based community as a financial partner.

Where we'd like to be in 2–3 years time (defining success):

- We understand our potential and our constraints in addressing needs in the Faribault community and use partnership with the network of regional nonprofit organizations to maximize outcomes.

As a part of this exercise, the Housing and Redevelopment Authority did some initial mapping to understand audiences served and housing-related outcomes achieved by

regional nonprofit organizations. This is by no means an exhaustive list, but a high-level summary of natural partner organizations in Greater Rice County.

Audiences served by regional nonprofit organizations:

Future homeowners	People experiencing housing insecurity	People experiencing homelessness	Renters
Rice County Community Land Trust	Community Action Center	Community Action Center	Community Action Center
Habitat for Humanity	Three Rivers Community Action	Three Rivers Community Action	Three Rivers Community Action
Three Rivers Community Action			Rice County HRA
Rice County HRA			Faribault HRA
Faribault HRA			

Aging population	Current homeowners
Faribault HRA	Habitat for Humanity
Three Rivers Community Action	Three Rivers Community Action
	Rice County HRA
	Faribault HRA

Housing-related outcomes achieved by regional nonprofit organizations:

Healthier long-term residents	Stronger sense of community	Empowering homeownership	Curb appeal improvement / blight reduction
Community Action Center	Faribault Foundation	Habitat for Humanity	Habitat for Humanity
		Faribault HRA	Faribault HRA
		Rice County Community Land Trust	

Address homelessness	Increase financial literacy	Development of new housing
Three Rivers Community Action	Three Rivers Community Action	Habitat for Humanity
Community Action Center	Habitat for Humanity	Rice County HRA
		Rice County Community Land Trust

Supportive Focus Area #5: Address Blight for Future Opportunity



Lower priority



Local-level change



Community investment

While the Housing and Redevelopment Authority is focused on preserving and expanding owner-occupied single-family homes, it also recognizes its role in addressing blight and enhancing housing opportunities in Faribault's historic downtown and elsewhere in the city.

Why this matters right now: Faribault's historic downtown area is a major part of the community's brand and carries the distinction of being the second largest historic downtown district in the state. In the past, the Housing and Redevelopment Authority has participated as a partner to private developers to facilitate purchase and reinvestment in downtown buildings on a case-by-case basis. This has helped to maintain parts of the historic downtown district architecturally, as well as resulting in new businesses and upper-story apartments.

Currently, the Housing and Redevelopment Authority hopes to shift its efforts around blight remediation toward direct-to-homeowner, smaller-scale programming and consider larger-dollar investments in the downtown core on a case-by-case basis. The focus is on stabilizing single-family housing stock across the community rather than explicitly in the downtown core. At first glance, this may seem like the same outcome – but the surrounding outcomes differ.

The board discussed how agenda items should be brought forward to them in the future. The desired process is for the Housing and Redevelopment Authority board chair to decide with the Planning and Community Development Director which funding

requests are considered by the full board. The board chair may, for example, bring forth a downtown redevelopment or blight remediation project with a financial request if they deem it a housing-first project, rather than a commercial-first, housing-second project.

Blight remediation strategies compared:

Downtown redevelopment investment	Direct-to-homeowner rehabilitation programs
The architectural core of downtown remains intact, buildings preserved and revitalized.	Existing housing stock is stabilized.
New businesses and apartment tenants come into Faribault.	Existing residents can stay in their homes.
Investment goes to real estate development companies.	Investment goes directly to Faribault homeowners.
Housing is a secondary outcome of investment in commercial redevelopment.	Maintenance of existing housing stock is the primary outcome of investment.

Success Indicators by Focus Area by 2028

Realistically, these are indicators that can be used to measure the Housing and Redevelopment Authority's success over the next two-three years.

Focus Area #1: Development of Permanent Housing and Non-Traditional Housing Options

- The city's housing vacancy rate shows measurable movement toward a 5% rental property vacancy rate and a 4-6 month supply of single-family, owner occupied units for sale.
- A revenue-generating property or investment is established or under active development.
- At least one development contributes meaningfully to improved housing safety and availability.

Focus Area #2: Housing Stability through Targeted Financial Assistance

- The number of individuals who have unmet needs in the Faribault area stabilizes or decreases.

- Financial assistance programs have defined eligibility criteria and intended outcomes.
- Assistance is structured to support short-term stabilization (not long-term dependency).

Focus Area #3: Rehabilitation and Preservation of Existing Housing

- At a neighborhood level, there are visible improvements in curb appeal and housing conditions.
- Rehabilitation programs are accessible, well-utilized, and clearly understood by community members.
- Existing housing stock is stabilized, remains better maintained, and is safer as a result of Housing and Redevelopment Authority-supported programs.

Focus Area #4: Strategic Partnerships

- Overlap and duplication with partner organization are reduced.
- The Housing and Redevelopment Authority has a reputation as a collaborative and reliable partner.
- Regular communication and coordination occur among key community-based organizations (which may include faith-based, cultural, nonprofit, or other organizations.)

Focus Area #5 (Supportive): Addressing Blight for Future Opportunity

- Housing and Redevelopment Authority resources are focused primarily on reducing blight by stabilizing existing single-family housing stock.
- Downtown redevelopment efforts supported by the Housing and Redevelopment Authority clearly align with housing as a primary outcome.
- Blight remediation contributes to improved housing stability.
- Investments are evaluated based on housing impact, not solely economic development outcomes.

Organizational Priorities by Year and by Role

Short-term | Next 6 months:

13. Identify homes slated for condemnation, vacant lots, or tax sale.
14. Build and maintain relationships with housing developers.

15. Invite a professional expert to attend a Housing and Redevelopment Authority meeting to discuss co-op, community land trust models, and residential development.
16. Offer training for the Board on co-op, community land trust models, and developing new revenue-generating facilities.
17. Initiate conversations with CAC, Three Rivers, and others to better understand community needs (how many people are at-risk or were denied assistance?).
18. Establish baseline criteria for programs (income eligibility, property condition, property ownership, etc.)
19. Identify priority neighborhoods where programs could be targeted with the assistance of the Planning and Community Development Department.
20. Develop a rehabilitation program with a forgivable component.
21. Develop a home rehabilitation loan program (such as roofing / window / entryway.)
22. Explore the development of a downpayment assistance and/or first-time homebuyer program.
23. Have conversations with Habitat for Humanity and faith-based communities around a Rock the Block initiative (an effort that focuses on curb appeal and blight remediation in existing neighborhoods.)
24. Continue financial support of non-profit organizations, such as the Hope Center, CAC, Three Rivers, Habitat for Humanity, and others.
25. Host roundtable with faith-based communities, Housing and Redevelopment Authority, and other nonprofits to understand opportunities for collaboration.

Mid-term | Next 6-18 months:

1. Bring in a consultant and/or developer around co-op and/or community land trust development and frame what this could look like in Faribault.
2. Explore intergenerational co-living/home-sharing models and what they could look like in Faribault.
3. Board gains comfort and clarity with the pros/cons of a co-op model in Faribault.
4. Continue to meet with developers and strengthen relationships.
5. Explore what types of housing products are missing from the Faribault market that the Housing and Redevelopment Authority could develop.
6. Evaluate if a secondary funding source is needed to support community needs.
7. Pilot a funding project, using data measures quarterly.
8. Develop a funding program that embodies short-term support, versus long-term enablement.
9. Launch and accept applications for home rehabilitation program.
10. Develop a downpayment assistance and/or first-time homebuyer program.

11. Build awareness through marketing and storytelling of programs and their successes.
12. Spread awareness of programs through faith-based communities.
13. A Housing and Redevelopment Authority board member is appointed who represents a community-based organization, which may include faith-based, cultural, non-profit or other civic organizations.

Long-term | 18-24 months:

6. Bond on a site for a prefabricated home subdivision or a co-op.
7. Successfully develop a co-op or non-co-op development.
8. Continue to meet with developers and strengthen relationships.
9. Evaluate if the pilot program works and if it merits continuing.
10. Explore the feasibility of forming a co-op or neighborhood creation with a faith-based community as a financial partner.

Visionary | 2+ years from now

- We have shifted the rental vacancy rate up in Faribault to a more sustainable 5% and have a 4-6 month supply of single-family residential properties for sale.
- We have developed a revenue-generating property to support the Housing and Redevelopment Authority outside of levy dollars.
- We have brought in more money that we can reinvest in providing additional housing in the community.
- We have helped to address emergency, unmet needs in the Faribault community in partnership with area nonprofit organizations.
- We have clear criteria, outcomes, and data measures to measure the success of our programs.
- Rehabilitation programs are active and well-utilized.
- Launch and accept applications for downpayment assistance and/or first-time homebuyer program.
- At a neighborhood level, housing conditions are visibly improved.
- Community members are aware of Housing and Redevelopment Authority programs.
- We understand our potential and our constraints in addressing needs in the Faribault community and use partnership with the network of regional nonprofit organizations to maximize outcomes.

Future Structure of the Faribault Housing and Redevelopment Authority

The future structure of the Faribault Housing and Redevelopment Authority came into discussion throughout this process. Much discussion of roles, responsibilities, and authority was reviewed. Several organizational charts were developed to aid in this discussion, which are included in this document.

Clarity was attained on a few key areas by the discussion:

1. While the Housing Executive Director is a city employee within the Community Development department, the Housing and Redevelopment Authority board would like to have influence in hiring processes for this role, if amenable to the City's Human Resources department.
2. The Housing and Redevelopment Authority initially determines how much funding is requested each year, with the assistance of the Community Development department staff, in drafting a resolution for the preliminary levy filing. Historically, the Housing and Redevelopment Authority has requested and received the maximum levy amount through Council approval.
3. The Community Development Department Director evaluates Housing and Redevelopment Authority Executive Director's performance. The Housing and Redevelopment Authority members have the authority to add items to meeting agendas, or for the chair to meet with the Community Development Department Director should performance issues arise.
4. The Housing and Redevelopment Authority Board sets priorities annually, which guides the Executive Director in framing programs. The Executive Director, with the Community Development Department, act as a first line of defense when opportunities arise that could be placed on a future Housing and Redevelopment Authority agenda. The Housing and Redevelopment Authority chair has final discretion over board agenda items.
5. Currently, the Housing and Redevelopment Authority is not interested in pursuing status as an independent nonprofit and moving away from the umbrella of the City of Faribault. While it would be nice to have clear direction over the Executive Director for the board, the benefits of remaining within the structure of the city outweigh the benefits of independence.



Request for Action

TO: Faribault Economic Development Authority
FROM: Jake Wiensch, Economic Development Coordinator
THROUGH: David Wanberg, CED Director
MEETING DATE: May 21, 2026
SUBJECT: Updates and Future Items — Verbal Report Only

BACKGROUND:

EDAM Summer Conference – Update

Dave and I will be attending the EDAM Summer Conference this summer. The conference provides opportunities for professional development, networking, and discussion of current economic development topics and trends across Minnesota. Additionally, one of us will be participating in a panel discussion focused on public-private partnerships, specifically highlighting the Daikin project and related collaboration efforts.

BR+E Update

EDA staff, in partnership with Chamber staff, recently completed the healthcare-focused BR+E outreach day and visited four local healthcare businesses. Staff continue to work on expanding and strengthening the BR+E program and are looking to schedule additional visits and refine/update questions moving forward. The Chamber intern was unable to attend this meeting and might provide an update at a future meeting.

Minnesota Real Estate Journal Economic Developer of the Year – Update

The event went well, and it was an honor to be selected as a finalist for the Minnesota Real Estate Journal Economic Developer of the Year award. While I was not selected this year, I appreciate the opportunity and recognition and look forward to future opportunities.

Council Chat / Residents Academy – Update

Staff is planning a Council Chat focused on TIF and Tax Abatement for June 10, 2026. Invitations and additional information will be distributed shortly. Staff also continues planning efforts related to the Residents Academy initiative.

Joint Board Meeting – Update

Staff attended the recent Joint Boards meeting, where Jessica provided a strong presentation highlighting key takeaways from the HRA Housing Study completed earlier this year. There appeared to be productive discussion and positive momentum surrounding housing-related topics and opportunities moving forward.

Elmview Apartment Tour – Reminder

An Elmview apartment tour is scheduled for May 26, 2026, from 5:00–5:30 p.m. for any EDA Board members who may be interested in attending.

REQUESTED ACTION:

Updates

ATTACHMENTS: