



Port Authority Mission Statement

The Red Wing Port Authority is the primary leader for promoting economic and industrial development, together with identifying and coordinating redevelopment for the purpose of enhancing the tax base, promoting employment and contributing to the economic vitality and quality of life of the City of Red Wing.

Port Promise

The Red Wing Port Authority allows our city to proactively seek out, attract and retain businesses that add to the long-term vitality of our community.

Meeting Announcement and Agenda

Port Authority Board Special Meeting

Location: City Council Chambers, 315 West 4th Street, Red Wing, MN & Virtually

Date: Tuesday, August 5, 2025

Time: 7:30 AM

This meeting will be held in the City Hall Council Chambers and virtually via Webex at the same time. Members of the public can join this meeting either in person at City Hall or virtually. To join this meeting via Webex, [click this link](#). To join via telephone, please dial (415) 655-0001. Enter access code 2557 070 7655 and password 2025 when prompted.

1. Call to Order

2. Pledge of Allegiance

3. Roll Call

4. Approval of Agenda

5. Approval of Minutes

5.A. Motion to Approve the June 10, 2025, Port Authority Special Meeting Minutes.

6. Public Comment

We now invite anyone to share their thoughts on a topic that is not on the agenda. We welcome all opinions and ideas. We appreciate you stating your name at the lectern, and please remember that personal attacks may be ruled out of order. You will have up to three minutes to comment, and we appreciate your time in coming tonight.

7. Public Hearing

8. Communication Items

8.A. Executive Director's Report

8.B. Committee Reports: Finance 7/16/25; Strategic 7/16/25

8.C. Discussion Items

9. Motions & General Business

9.A. Motion to Approve May and June 2025 Balance and Budget Reports

9.B. Motion to Approve a \$150,000 Loan to Falk Auto Body, Contingent on Bank Financing.

- 9.C. Preliminary 2026 Port Authority Tax Levy and Budget: Consider Motion to Approve Resolution No. 344 (Preliminary Tax Levy) and Resolution No. 345 (Preliminary Budget)
- 9.D. Motion to Approve an Amendment to the Port Authority Bylaws to allow Non-Residents of the City of Red Wing to Serve on Committees.
- 9.E. Consider Motion to Approve Amendments to the West End Business Assistance Program to Expand the Eligible Project Area to Include the Pottery District.
- 9.F. Motion to Approve an Amendment to the Sign, Awning, and Facade Program Requiring Two Bids for Proposed Work
- 9.G. Organizational Improvement Actions Update: Work Plan Revisions, Freedom Scale Discussion, SORTIES for One Page Planning and Delegation, and Future Workshop Topics

10. Adjournment

Accommodations for signing interpreter, Braille, large print, etc. can be made. Call City Hall at 385.3600 seven days prior to the need. Hearing assistance devices are available during meetings.

**Red Wing Port Authority Board
Special Meeting
City Council Chambers
June 10, 2025**

Members Present: Port Authority Board President Paul Reding; Port Authority Commissioners Beth Flattum, Kim Beise, Jay Wardle, Wylie Wilson, and Thomas Drazkowski

Members Absent: Commissioner Donald Kliewer

Others Present: Kyle Klatt, Community Development Director / Port Authority Executive Director; Shari Chorney, Port Authority Manager / Staff Liaison; Chris Heineman, Council Administrator

1. Call to Order

Port Authority Board President Reding called the meeting to order at 4:36 p.m.

2. Pledge of Allegiance

President Reding led the recitation of the Pledge of Allegiance.

3. Roll Call

Roll call was conducted. President Reding and Commissioners Flattum, Beise, Wardle, Wilson, and Drazkowski were in attendance.

4. Approval of Agenda

A motion was made by Commissioner Flattum, seconded by Commissioner Beise and unanimously carried, to approve the agenda as presented. Later during the meeting, at the request of President Reding, motions were made, seconded, and approved to revise the order of the discussion.

5. Approval of Minutes

A. Motion to Approve the May 6, 2025, Port Authority Minutes.

A motion was made by Commissioner Beise, seconded by Commissioner Wilson and unanimously carried, to approve the minutes as drafted.

6. Public Comment

There was no public comment.

7. Public Hearing

There were no public hearings.

8. Communication Items

A. Executive Director's Report.

Director Klatt referenced the report and requested feedback from Commissioners regarding several items. Manager Chorney provided port project updates.

- Director Klatt referenced the final report from the housing study. He stated that the consultant has offered to provide a presentation and answer any questions. Director Klatt suggested scheduling a joint workshop with the Red Wing HRA Board on July 8, inviting the public, the City Council, and the Planning Commission to attend. Council Administrator Heineman suggested recording the workshop, so that those who cannot attend may view the discussion later.
- Director Klatt reported that Community Development Department staff and the Building Official have been working with the owner of the pottery sales room and one of their tenants on a project to renovate the space for an event center. He recommended discussion of expanding the West End Business Assistance Program to include the pottery sales room and the Pottery District. He noted that only two applications have been submitted over the last two years. Commissioners expressed interest in adding this topic to a future meeting agenda.
- Director Klatt reported that Downtown Main Street has received funding from the Downtown Philanthropic Collaborative toward a Downtown Retail and Restaurant Challenge. He stated that the Port Authority Board has been asked to consider a \$1,500 sponsorship. He referenced past discussion of public relations grants and funding requests. President Reding expressed disappointment that the request is being made after the program has been rolled out. Director Klatt clarified that the request was communicated in early May, after the last Port Authority Board meeting. Commissioner Flattum suggested maintaining a consistent approach relating to these types of funding requests. Commissioner Wardle commented that the challenge does help support economic development. President Reding commented that the Port Authority has supported these types of economic development initiatives in the past. He asked how the funds, if approved, would be utilized. Director Klatt stated his understanding that the funding would be used to help market the program, adding that he will verify this. Manager Chorney suggested some type of partnership arrangement as opposed to sponsorship, to better promote the Port Authority's role in economic development. Director Klatt suggested developing a policy to help guide responses to funding requests in the future. Commissioner Wardle referenced past discussion of the differences between economic activity and economic development and provided examples of each. Director Klatt summarized the discussion, indicating that he will offer a sponsorship to Downtown Main Street and add this topic to a future meeting agenda for further discussion of a funding request policy.

- Director Klatt provided a Jefferson School redevelopment site update. He reported that the Red Wing School District has drafted an RFP process to seek a developer to redevelop the former Jefferson School property.

Director Klatt stated that City staff members have had conversations with School District representatives regarding promotion of the redevelopment site. He asked Commissioners to comment regarding the Port Authority's involvement in this process. Council Administrator Heineman provided additional background information regarding the RFP process and reviewed the timeline. He stated that the School District would like to work with the Port Authority and the City to clarify zoning and assist with redevelopment planning.

Commissioner Wilson requested clarification of the Port Authority's role. Council Administrator Heineman commented that the City has the expertise to facilitate the redevelopment process. He noted that the site is not currently zoned for high-density residential development. He stated that there would be some risk in terms of maintenance costs, if the Port Authority were to acquire the property temporarily. Manager Chorney inquired regarding the annual maintenance costs. Council Administrator Heineman stated his understanding that this cost is approximately \$70,000 per year.

President Reding asked whether the Port Authority could assist with outreach to help bring potential developers to the table. Council Administrator Heineman discussed the current challenges of the site. He suggested working to resolve issues relating to site control, zoning, and neighborhood support, in order for redevelopment to be successful. He noted that the building has been very well maintained and could be repurposed for housing.

Commissioner Beise relayed his experiences with past project proposals, noting that rezoning and neighborhood support would be challenging. Zoning considerations were further discussed.

Commissioner Wilson spoke in support of the City and the Port Authority offering assistance with zoning issues and redevelopment planning but spoke in opposition to the Port Authority being responsible for maintenance of the building. He commented regarding the ongoing challenges of the City's current redevelopment sites.

Director Klatt suggested further discussion of next steps, after the current RFP process has been concluded. He commented that there is strong community interest in seeing the building preserved and repurposed. Manager Chorney commented that some of the Port Authority's resources, such as Koliso or Rebound Partners, could potentially be asked to provide assistance. Director Klatt further discussed approaches to project planning and management.

- Director Klatt summarized ongoing discussion of how to best utilize the DEED Energy Transition Community Grant Program funding that has been allocated to the City toward the development of an Economic Resiliency Plan.

Director Klatt stated that an RFP process is being developed for four projects:

- 1) Land development feasibility analysis.
 - 2) Long-range financial plan.
 - 3) Port waterway development plan.
 - 4) Orderly annexation plan.
- Director Klatt referenced past discussion and summarized ongoing work with Koliso relating to five focus areas:
 - 1) Aligning goals and priorities.
 - 2) Clarifying roles and responsibilities.
 - 3) Defining success metrics.
 - 4) Improving processes and technology.
 - 5) Enhancing public engagement.

Director Klatt provided examples from each focus area and noted that more detailed information and tools will be presented during a future Port Authority Board meeting. He also suggested consideration of slight revisions to the Strategic Plan relating to identifying clear outcomes for each goal along with providing quarterly status reports.

- Manager Chorney provided mooring cluster project and Little River Bulkhead project updates and referenced project funding. She discussed a recent visit to Red Wing by Senator Amy Klobuchar.

Commissioner Drazkowski asked whether the DEED energy transition grant funding could be applied to existing sites and projects or only new development areas. Director Klatt indicated that both existing and new development opportunities could be evaluated.

B. Committee Reports.

This item was discussed following discussion of Item 9E.

President Reding referenced committee reports that were included in the agenda packet.

Commissioner Drazkowski summarized discussion during a recent Marketing Committee meeting pertaining to the marketing of redevelopment opportunities, including outreach and signage. President Reding suggested establishing a consistent meeting schedule for this committee. Director Klatt provided additional comments regarding marketing activities.

President Reding and Commissioner Wilson summarized topics of discussion during a recent Finance Committee Meeting.

C. Discussion Items.

1) Revitalization and Working Capital Loan Update.

Director Klatt provided background information and referenced past discussions by the Port Authority Board. He reported that the City Council approved the Port Authority's request to move \$150,000 into the Downtown Revolving Loan Fund. He referenced recent Finance Committee discussion of target areas for those funds and identification of a Downtown development district. He stated that a policy is being developed to help guide the allocation of these funds. He summarized discussions with local financial institutions pertaining to working together. He discussed the potential development of a working capital loan fund. He stated that a more detailed proposal will be presented during a future Port Authority Board meeting.

2) Proposed Bylaws Amendment for Committee Membership.

President Reding reviewed the roles and structure of Port Authority committees. He stated that committees would benefit from the expertise and insight of community members. He noted the current residency requirement for committee membership and suggested amending the Port Authority Bylaws to allow up to two non-resident committee members per committee.

The Harbor Committee was discussed, and Director Klatt and Manager Chorney provided additional information.

Commissioner Flattum referenced Article XIII of the Port Authority Bylaws. Quorum considerations were discussed. The following language was suggested:

“The President shall appoint such advisory committees and subcommittee as he/she determines are necessary. No committee shall consist of more than five members, with no more than three of those members also serving on the Port Authority Board.”

It was decided to add this topic to the July meeting agenda for further discussion and action.

9. Motions and General Business

A. Motion to Approve April 2025 Balance Sheet and Budget Report.

President Reding requested clarification of the whether the Port Authority Board should be approving or accepting financial reports. Council Administrator Heineman provided additional information and suggested reviewing the Port Authority Bylaws. Commissioner Flattum cited language relating to the responsibilities of the Port Authority Board Treasurer.

A motion was made by Commissioner Wilson, seconded by Commissioner Wardle, to approve the April 2025 Balance Sheet and Budget Report. President Reding requested clarification of how loan information is documented. Manager Chorney and Director Klatt provided information in this regard. Following discussion a vote was conducted, and the motion carried unanimously.

B. Consider Motion to Approve Financial Support for the Southern Minnesota Initiative Foundation.

Manager Chorney provided background information and discussed past contributions. She stated that a 5% increase has been requested for 2026, which would calculate to \$2,625.

A motion was made by Commissioner Wardle, seconded by Commissioner Flattum and unanimously carried, to approve a financial contribution of \$2,625 to the Southern Minnesota Initiative Foundation in 2026.

C. Consider Motion to Approve a \$60,000 Loan to River Bluff Technologies.

This item was considered following discussion of Item 8A.

Manager Chorney provided background information and reviewed the loan request. She summarized discussion by the Finance Committee. She noted that the funding, if approved, would come from the Industrial Revolving Loan Fund.

Bob Schmaltz, CEO of River Bluff Technologies, provided additional information and discussed how the funds would be used toward an insurance technology project. He detailed how this technology would benefit the community and result in increased market share.

President Reding spoke in support of the technology project.

A motion was made by Commissioner Wardle, seconded by Commissioner Drazkowski and unanimously carried, to approve a \$60,000 loan to River Bluff Technologies.

D. Consider Motion to Approve an Amendment to the Sign, Awning, and Facade Grant Program to Increase the Maximum Grant Amount from \$2,500 to \$5,000.

This item was considered following discussion of Item 9A.

Manager Chorney provided background information regarding the program and rationale for the proposed increase in the maximum grant amount, due to inflation and cost increases. She summarized discussion by the Finance Committee.

A motion was made by Commissioner Wardle, seconded by Commissioner Flattum and unanimously carried, to increase the maximum Sign, Awning, and Facade program grant amount from \$2,500 to \$5,000.

E. Consider Motion to Approve a Technical Assistance Grant Application up to \$7,500 for Andrew Petersen.

This item was considered following discussion of Item 9C.

Manager Chorney provided background information and reviewed the grant request. She discussed how the funds, if approved, would be utilized toward the cost of architectural plans for a renovation project. She noted that the funding would come from the Downtown Investment Fund. Mr. Petersen provided additional information. Preliminary renovation plans for the main level and the upper level were clarified.

A motion was made by Commissioner Flattum, seconded by Commissioner Beise and unanimously carried, to approve a technical assistance grant of up to \$7,500 for Andrew Petersen.

10. Adjournment

A motion was made by Commissioner Wilson, seconded by Commissioner Drazkowski and unanimously carried, to adjourn the meeting. The meeting adjourned at 6:10 p.m.

ATTEST:

Shari Chorney, Secretary



TO: Red Wing Port Authority Board
FROM: Kyle Klatt, Director
Agenda Item No.: 8.A. Community Development Director's Report
Meeting Date: August 5, 2025

Red Wing Port Authority's Mission Statement

The Red Wing Port Authority is the primary leader for promoting economic and industrial development, together with identifying and coordinating redevelopment for the purpose of enhancing the tax base, promoting employment and contributing to the economic vitality and quality of life of the City of Red Wing.

Cannabis Licensing Update

The City has received its first complete application for a retail cannabis registration, and notice was posted on the City's web site that any additional applicants had 15 days to be considered under the City Council's recently adopted cannabis review policy. The application window closed on July 10th and the City received three requests to establish a cannabis retail operation with the City. Community Development Staff is currently reviewing the submitted applications; the City Council is tentatively scheduled to decide on which of the applications to approve at its August 11, 2025 meeting.

General Downtown Development Projects Updates

Work has been steadily progressing on the Boxrud building at 413-421 Main Street, with the installation of the new storefront nearly complete. The developer conducted a soft opening for one of the businesses in the building on July 18th and a second retail store should be opening soon. Work is progressing on the second story apartments with a goal of being finished with all building improvements by the end of the summer. The developer is continuing to work through construction issues on the other projects included in TIF District 9-3, several of which will be reviewed by the Heritage Preservation Commission at its August 6th meeting.

Parking Study Implementation

Parking signs in the downtown core area have been replaced consistent with the updated parking policy recently approved by the City Council. All on-street parking in the central part of downtown is now limited to three hours, with 15-minute stalls located at the end of each block (or mid-block as well for longer blocks). None of the existing accessible parking spaces

have been moved or removed. Increased enforcement efforts have commenced and will continue into the future.

Housing Study

The Port Authority and HRA conducted a joint workshop session on July 8th to review and discuss the recently completed Red Wing Housing Study. The Red Wing Advisory Planning Commission and City Council were invited to attend the workshop. Port Board members were given access to the housing study earlier this year (the report is also available on the City's web site). Staff is currently working with the City Administrator to prepare for a housing summit that will be hosted by the City of Red Wing later in the fall of this year.

Downtown Train Quiet Zone

The City Engineer has been in contact with the CPKC railroad concerning the quiet zone feasibility study and working to prepare all required paperwork to keep the process moving forward. The draft Capital Improvement Plan presented to the City Council in June includes \$690,000 for the required crossing improvements. City staff recently met with the railroad and other regulatory representatives and found out that the minimum required improvements to implement the whistle-free zone may be substantially less than expected. Staff will be conducting an on-site review with the same parties soon to further consider the City's request and recommended work.

Downtown Revitalization Grant

The review of the initial round of grant applications was completed in July with seven projects recommended for funding. Downtown Main Street is currently working to complete agreements with each of the selected project proposers. If all move forward, they will use all of the available \$720,000 in grant funding.

Jefferson School Site

The School District recently published an RFP to request offers and redevelopment proposals for the former Jefferson School site at 601 Buchanan Street. The deadline for submission of proposals has passed and staff understands that no responses were received. Given the importance of the building in the community and need for a timely discussion on the matter, staff is recommending that the finance committee discuss the building and potential for Port Authority involvement with the property at its next meeting.

Little River Bulkhead and Mooring Cluster Update: (Shari)

The geotechnical borings and cultural survey are on track to be completed in August. NEPA (environmental review) document preparation is ongoing. The MARAD (federal review) Pre-Award has been sent to MARAD and waiting on legal final approval.

AMI will be providing final engineering and bidding assistance services for the new river cells to replace four deteriorated existing dolphin pile clusters located near the Red Wing Grain Facility in Red Wing.

Upper Harbor Dock Wall Update: (Shari)

AMI completed a dive inspection of the existing barge facility located at the CD Terminal, also known as the Little River Bulkhead, in the fall of 2024. Findings from this dive inspection indicate that the existing structure is heavily deteriorated and requires rehabilitation. During the rehabilitation of the Little River Bulkhead, barge operation will likely be limited or need to

be relocated to a different dock structure. The City of Red Wing has preliminarily discussed relocating barge operations to the Upper Harbor Bulkheads during the rehabilitation. However, the capacity of the Upper Harbor Bulkheads is unknown.

AMI completed a dive inspection of the Upper Harbor Bulkheads in the summer of 2022 and provided an inspection report to the City of Red Wing. AMI was also hired in the summer of 2025 to put together an analysis of the Upper Harbor Bulkheads to determine its capacity to support barge operations currently at CD Terminal and a Uniform Surcharge. The current analysis was completed based off that dive inspection. A copy of the analysis is included in this packet.

The City of Red Wing Engineering Department will be assisting in the monitoring plan outlined in the analysis. The Steel Sheet Piling (SSP) is out of alignment at two locations. The misalignment of the SSP could indicate that the structure was over-loaded at some point in time, and that there is a failure of the tie-back system, or the SSP has insufficient embedment into the mudline. The monitoring program will help inform the city if the dock is stable or is continuing to move.

Note: The Upper Harbor Dock Wall rehabilitation is included as a project in the CIP and our Minnesota Port's Association project list.

Waterborne Commerce Statistic Center Data Base

Shari was notified last week that The Port Authority of Red Wing is now listed in the Waterborne Commerce Statistic Center and is now a federally recognized port. There is tremendous value with federally recognizing Ports within the geographic boundaries of the Northern Grain Belt Ports, including the following:

- By establishing a functioning MN Northern Grain Belt Ports multi-modal region that is national and globally recognized
- Alignment of rural, regional partnership port identity and authority
- We are now statistically represented region
- Support regional marketing and economic development efforts
- Raise the area's profile to improve regional, national, and global visibility and competitiveness
- Give a competitive edge to attract a wide range of public and private investment

Upper Mississippi Waterway Association (Shari)

UMWA is an association of waterway operators, shippers and other waterway interests working together to promote the economic and environmental benefit of water transportation in the Upper Midwest. Shari is currently a board member of UMWA and she attended their July 24, 2025, membership meeting in Dubuque, Iowa along with fellow board member Wylie Wilson.

The meeting was held at the **National Mississippi River Museum and Aquarium in Dubuque.**



The meeting was well attended and during the meeting we received updates from:

- UMWA Executive Director
- Women in Maritime Operations (WIMO's)
- U.S. Army Corps of Engineers including St. Paul District and Rock Island District
- We work the Waterways
- Columbia-Snake River Exchange Tour Report

In addition, we heard from Allen, who is one of the local Iowa Farmers and part of American Farm Bureau Federation. He mentioned that even those farmers that are land-locked in the middle of the state are very concerned about the river. The prices that the river brings also affect prices inland.

Next Meeting. The next regular meeting of the Port Authority is scheduled for Tuesday, September 2, 2025, at 4:30 p.m.

Attachments:

- Red Wing Upper Harbor Dock Wall Analysis
- The New Math Behind Mexico and U.S. Manufacturing Decisions.
- Energy Costs and Constraints are Reshaping Site Selection in 2025
- Uniquely Positioned: How Small Business Owners Can Successfully Navigate the Tariffs
- Final River Boat Survey

RED WING UPPER HARBOR DOCK WALL ANALYSIS

Prepared for:
City of Red Wing
315 West 4th St
Red Wing, MN 55066



91 Main Street
Superior, WI 54880
PH: (715) 718-2193 / FAX (877) 761-7058

RED WING UPPER HARBOR DOCK WALL ANALYSIS
AMI PROJECT NO. 251001
June 12, 2025

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Section 1.0 – Introduction and Background Information

At the request of the City of Red Wing (City), AMI Consulting Engineers, PA (AMI) completed an evaluation of the Upper Harbor Dock Wall structure located in Red Wing, MN. The City has requested that AMI determine the operational limitations of the structures based on their capacity. The result of this evaluation is outlined in the following report. An aerial image of the project location is shown in Figure 1.10.



Figure 1.10: Upper Harbor Dock Wall (photo courtesy of Google Earth)

The site consists of two bulkheads protruding into the Mississippi River. The bulkhead structure consists of a steel sheet pile (SSP) dock wall with a double channel wale. The wale is connected to a concrete Deadman with steel tie rods. The top elevation of the dock wall is elevation 681'. The toe elevation of the SSP wall parallel to the shoreline is 625', while on the wing walls the SSP gradually decreases in length, with the shortest SSP terminating at elevation 668'. See Appendix III for Historical Construction Drawings.

Section 2.0 – Existing Conditions & Assumptions

In August 2022, AMI performed an underwater and top-side inspection of the Upper Harbor bulkhead walls. The purpose of the inspection was to assess the condition of the exposed steel sheet pile (SSP), fender system, dock cap, and the exposed hardware for the tieback system of the two bulkhead structures. The overall general condition of the bulkhead structures was observed to be in fair condition at the time of inspection. However, AMI documented two areas where the vertical alignment of the SSP was out of tolerance. AMI recommended a monitoring program be implemented to determine if the sheet pile is continuing to move and perform a dock wall analysis to determine its capacity. See Appendix II for the August 2022 inspection report.

The site soil conditions were determined based on borings included in the original construction drawings (refer to Appendix III). The stratigraphy consists of granular fill from the surface elevation of approximately 680', underlain by silty clay from 668' to 660', below which sand is present and continues below the lowest extents of the SSP.

During AMI's inspection in August 2022, the measured mudline elevation directly adjacent to the dock walls was recorded at 660'. The mudline further away from the dock is unknown due to a lack of data in those areas. Analysis of the bulkhead structure was completed under the assumption the mudline remains at elevation 660'.

The analysis considered water levels ranging from 668' to 666'; however, variations within this range had a negligible impact on system capacity. Given that the Mississippi River near Red Wing typically exhibits gradual water level fluctuations, no differential head pressure between groundwater and river elevation was assumed in the analysis.

The dock wall was analyzed for anticipated loading from a Fuchs MHL360 material handler with a maximum reach of 59 feet. Manufacturer-provided load charts were utilized to model equipment loading on the dock wall. A separate analysis was also performed to determine an allowable uniform surcharge to evaluate general loading conditions.

The analysis was completed under the assumption that all sizes and material properties are as stated in the original drawings and no significant steel loss due to corrosion has occurred. The original drawings did not differentiate between the designs of the two bulkheads, so the analysis was completed under the assumption that the two bulkheads are identical.

Section 3.0 – Results and Recommendations

All components of the dock wall and tieback system were analyzed, including the sheet pile, double channel wale, wale splices, SSP-to-wale bolted connections, tie rods, and the concrete deadman anchor. The capacity of the wale was identified as the system's limiting component in the dock wall structure. Using both Shoring Suite and DeepEx software, the bulkhead was evaluated under various loading scenarios.

Based on this analysis, AMI recommends establishing a restricted load zone to outline the operational limitations at the east and west bulkheads. Loads within this zone shall be restricted to a maximum surcharge load of 300-psf. This zone is identified as the shaded region on sheets EX1 in Appendix I. Based on AMI's review, loads outside this zone have been determined to have a negligible impact on the dock wall capacity. Heavy equipment (e.g. Fuchs MHL 360 material handler) should not be positioned closer than 20-feet from the backside of the dock wall as shown in EX2 in Appendix I.

AMI recommends that a bathymetric survey be performed to establish the current mudline elevation at the Upper Harbor bulkheads. As previously stated, a mudline elevation of 660' was utilized in the design and assumes a flat to low slope away from the dock wall. If the mudline slopes downward away from the dock wall or is lower than 660' elevation used in analysis, a reduction in capacity may be required. If mudline elevation is determined to be below the

original design elevation of 655', notify AMI of the conditions and do not allow surcharge loads within the restricted load zone until an additional evaluation can be completed.

AMI previously recommended that a monitoring plan be implemented due to the alignment of the SSP documented in 2022. The existing SSP was out of alignment at two locations. The misalignment of the SSP could indicate that the structure was over-loaded at some point in time, that there is a failure of the tie-back system, or the SSP has insufficient embedment into the mudline. The monitoring program will help inform the City if the dock wall is stable or is continuing to move. It is our understanding that the City intends to move forward with this monitoring program in the near future. AMI recommends that the City perform a baseline survey as soon as possible and perform additional surveys immediately before and after loading or unloading operations. At a minimum, the City should monitor the dock wall for movement every 6 months if no loading or unloading operations occur at the bulkheads.

AMI appreciates the opportunity to provide our services to you and look forward to assisting you in the future in any way possible. If any questions arise or you wish to discuss the recommendations presented, please feel free to contact AMI at your convenience.

Respectfully,

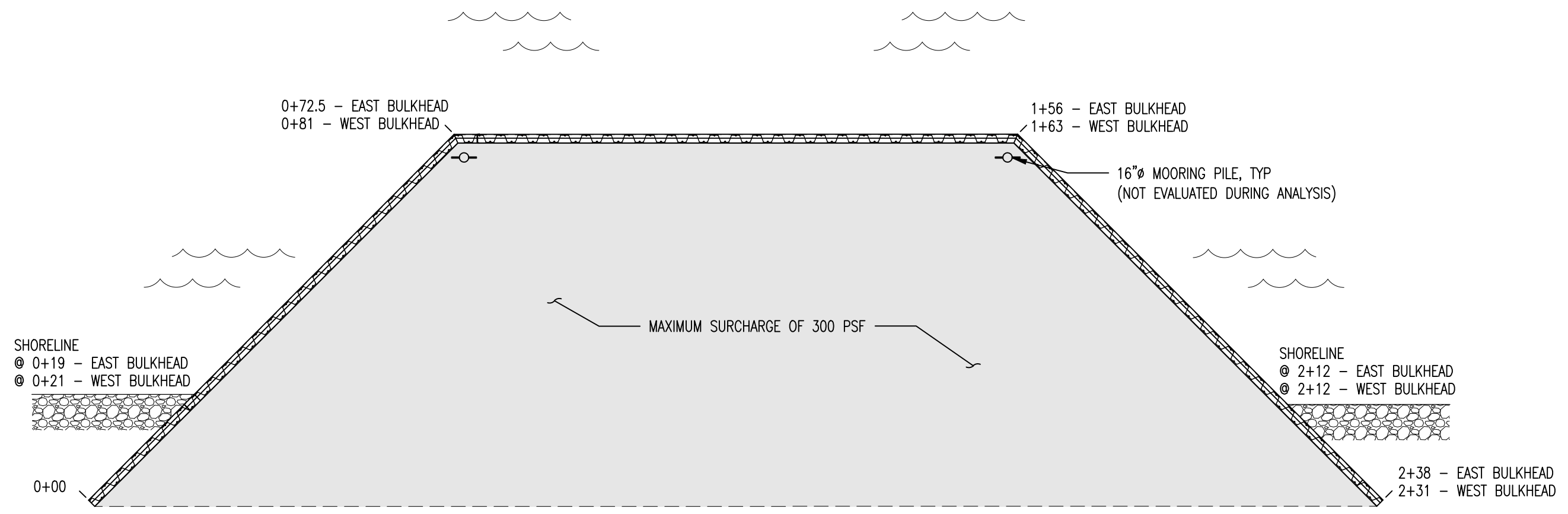


Owen Wikstrom
Marine Civil Engineer
AMI Consulting Engineers P.A.

Reviewed By:
Chase Dewhirst, PE
Marine Civil Department Manager
AMI Consulting Engineers P.A.

Appendix I: AMI Drawings: Load Area Plans

Jun 12, 2025 - 10:02am
 Z:\2025\251001 Red Wing Upper Harbor Dock Wall Analysis\5C_CAD\3_CAD\WEST BULKHEAD - EX1.dwg
 © COPYRIGHT ~ AMI CONSULTING ENGINEERS P.A. : 2006



1
EX1
BULKHEAD PLAN -LOADING SCENARIO 1 (UNIFORM SURCHARGE)
 SCALE: 1" = 16'

1. SURCHARGE LOADING SCENARIO SHOWN ABOVE SHALL NOT OCCUR CONCURRENTLY WITH EQUIPMENT LOADING (LOADING SCENARIO 2)



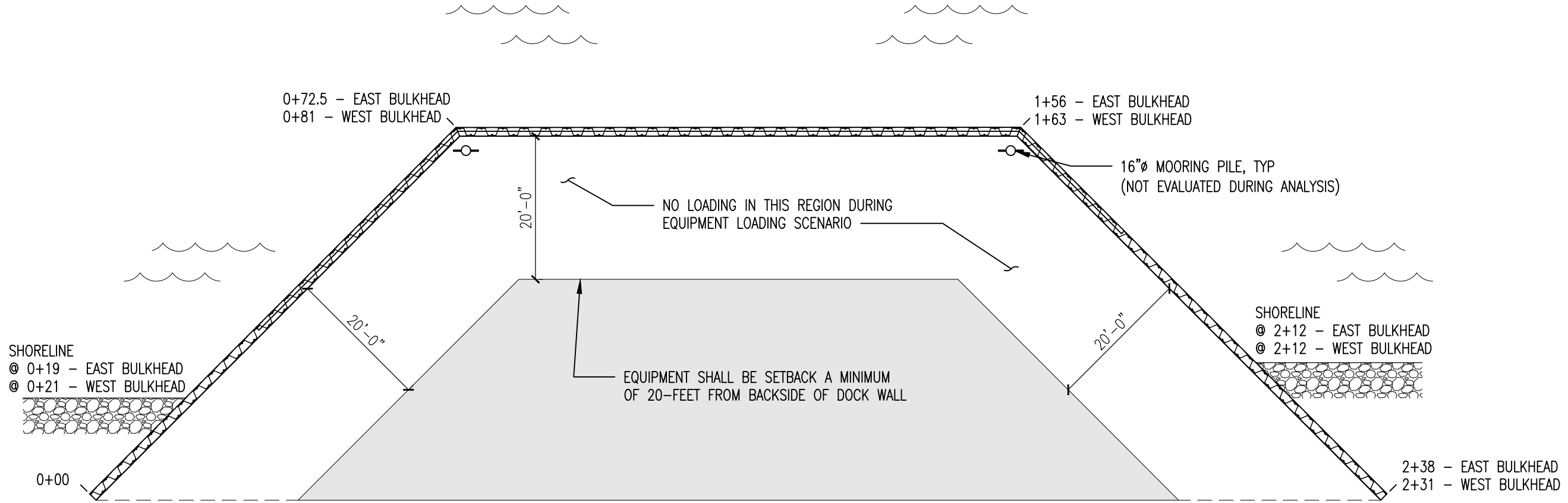
PRELIMINARY
 NOT FOR CONSTRUCTION



AMI
 Consulting Engineers P.A.
 91 Main Street SUPERIOR, WI
 715.718.2193 - amiengineers.com
 TWIN CITIES - IRON RANGE

BY:	DESCRIPTION	REV:	DATE:		

CITY OF RED WING UPPER HARBOR DOCK WALL ANALYSIS	RED WING, MINNESOTA BULKHEAD PLAN LOADING SCENARIO 1
JOB No: 251001 DATE: DRAWN BY: MTL DESIGNED BY: OJW	
SHEET: <div style="font-size: 2em; font-weight: bold; text-align: center;">EX1</div>	



1 BULKHEAD PLAN -LOADING SCENARIO 2 (EQUIPMENT LOADING)
EX1 SCALE: 1" = 16'

- EQUIPMENT LOADING SCENARIO SHOWN ABOVE SHALL NOT OCCUR CONCURRENTLY WITH UNIFORM SURCHARGE (LOADING SCENARIO 1)



**PRELIMINARY
NOT FOR CONSTRUCTION**

BY:	DESCRIPTION	REV:	DATE:

CITY OF RED WING UPPER HARBOR DOCK WALL ANALYSIS	RED WING, MINNESOTA
BULKHEAD PLAN LOADING SCENARIO 2	

JOB No: 251001
DATE:
DRAWN BY: MTL
DESIGNED BY: OJW

SHEET:
EX2

Appendix II: AMI Inspection Report – August 2022



Consulting Engineers P.A.

October 30, 2022

Mr. Ron Seymour
Capital Investment Program Manager

City of Red Wing
315 West 4th Street
Red Wing, MN 55066

City of Red Wing - Upper Harbor Bulkhead Inspection Executive Summary

AMI Project # 221065

Mr. Seymour:

This executive summary is written regarding the work completed by AMI Consulting Engineers, P.A. (AMI) at the Upper Harbor bulkhead walls, located in Red Wing, MN. AMI performed a Level I and II/III inspection to assess the existing condition of the exposed steel sheet pile (SSP), fender system, dock cap, and the exposed hardware for the tieback system of two bulkhead structures. AMI also performed level I and II/III inspections on a single mooring/guide pile located approximately 90 feet east of the eastern-most bulkhead.

AMI performed all dive inspections utilizing a three-man surface supplied, commercial engineering dive team to meet the ADCI (Association of Diving Contractors International), OSHA and U.S. Coast Guard requirements for commercial diving. This team consisted of one professional engineer dive supervisor, one engineer diver/tender and one diver/tender. The diver was equipped with a helmet mounted video camera and had full communications and light to record the entire inspection for review.

A Level I dive inspection includes a visual inspection above and below the waterline to document the current condition of the structure without removing any marine growth. A Level II inspection consists of cleaning a one square-foot area at two different elevations to document the concentration and severity of any corrosion present. At each Level II inspection location, AMI also utilized an Ultrasonic Thickness (UT) Gage to document the remaining steel thickness of the structure as part of the Level III dock inspection. The level II/III inspection also included a vertical alignment check to determine if the dock wall or dock structure was tilting out of alignment.

Site Conditions

AMI mobilized to the project site on August 8th, 2022, to perform the inspection of the bulkheads. The water level during the inspection was 2.62 feet above gage zero or an elevation of 667.43 ft, during the inspection. Historical documents indicated that four mooring piles were located around the east and west bulkheads. AMI performed sweep searches for the other mooring/guide piles as indicated on the historical drawings, but no piles were located. An aerial image of the project site can be seen in Figure 1. The summary of our findings is as follows:



Figure 1: Project Site

East Bulkhead

During the inspection, AMI documented varying amounts of algae growth ranging from 0% concentration at the waterline to 100% concentration at approximately 5'-0" below the waterline. The 100% concentration of algae was continuous to the mudline. Zebra mussels were also documented during the dive inspection in concentrations of approximately 10% on the SSP. Stone riprap ranging in size from 4" in diameter to 2'-0" in diameter were located at the mudline along the SSP.

AMI also documented several small holes above and below the sheet pile. The holes above the waterline are likely remnants of the original timber fender system. Based on historical drawings, the original timber fender system consisted of 12"x12"x12'-0" long timbers that ran diagonally. The timber fenders were then fastened to the sheet pile with thru bolts. See AMI Drawing S2.0 and Sheet 5 & 6 of the Historical Drawings in Appendix A & B, respectively, for additional information. The documented holes in the sheet pile above the waterline can be seen in Figure 2.



Figure 2: Holes in SSP at Old Timber Fender attachment Points

AMI documented a total of three holes below the waterline which were all located on the web or flange of the in-pan. The height of the holes varied from 5" to 5 1/2" and the width varied from 1 1/2" to 2 1/4". The holes were documented between 4" and 3'-0" below the waterline at the time of the inspection. The diver was able to probe back several inches into each hole. However, material was not actively falling out from behind the sheet pile at the time of the inspection. The hole below the waterline at station 0+26 can be seen in Figure 3.

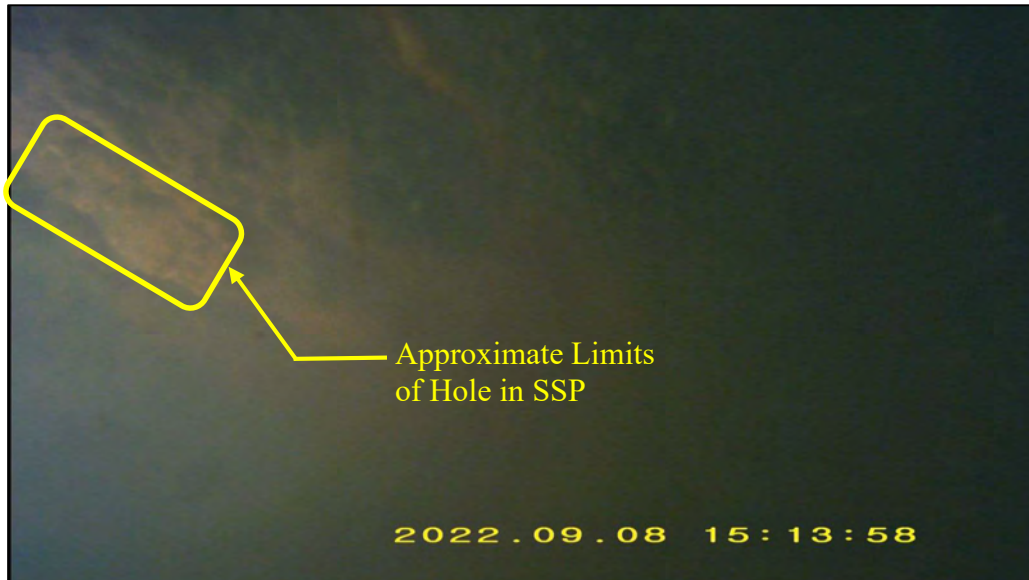


Figure 3: Hole in SSP at STA 0+26

The original timber fender system appears to have been replaced with two 14" diameter steel pipes which have been cut in half and welded longitudinally to the SSP. The steel pile rub rails have been heavily damaged and several weld repairs were documented along the entire length of each rub rail. The condition of the steel rub rails can be seen in Figure 4.



Figure 4: Existing Condition of Steel Rub Rails

A steel cap was documented on top of the dock wall that consisted of a 15" deep channel welded to the SSP. The channel dock cap appeared to have been impacted several times and was disconnected from the sheet pile at several locations. The impacts to the dock cap could be result of typical operations at the facility or a result of snow removal operations during the winter if the docks are routinely plowed. The miscellaneous impact damage to the dock cap can be seen in Figure 5.



Figure 5: Miscellaneous Impact Damage to Dock Cap

AMI performed the Level II/III Inspection at two locations on the east bulkhead, at STA 1+25 and the single mooring/guide pile. AMI documented light etching with minor pitting at both locations below the waterline. Heavier areas of corrosion were documented on the in-pans in comparison to the out-pans. Overall steel loss on the sheet pile was less than 15% according to Ultrasonic Thickness (UT) testing results. The exact original pipe thickness of the single mooring/guide pile is unknown. However, based on the condition of the pile and the corrosion rates documented onsite, AMI estimates the original thickness around $\frac{1}{4}$ " which results in a corrosion loss of less than 15%. Additional information on the corrosion levels documented on the east bulkhead can be seen in Table 1 of Appendix C.

AMI also performed a vertical alignment at the Level II/III inspection location at STA 1+25. The vertical alignment is completed by hanging a plumb-bob from the top of the dock wall and measure the distance between the plumb-bob and the face of the dock wall. The vertical alignment indicated that the top of the sheet pile dock wall was leaning towards the river beyond normal tolerances. Typical installation tolerances allow for $\frac{1}{4}$ " per foot of exposed sheet pile. Based on the amount of exposed sheet pile at STA 1+25, the sheet could be out of tolerance vertically by approximately 5.33". However, AMI measured the sheet pile to be out of tolerance by approximately 9.25" at STA 1+25. A vertical alignment was not performed on the single mooring/guide pile due to limited access. However, the pile is visually out of alignment a significant amount. The alignment of the single mooring/guide pile can be seen in Figure 6. Additional information on the vertical alignments documented on the east bulkhead can be seen in Table 3 of Appendix C



Figure 6: Current Condition of Single Mooring/Guide Pile

Tieback hardware located on the exterior face of the SSP was in good to fair condition. Mooring hardware was inspected during the topside investigation as well. All mooring bollards appeared to be intact and sound with minor corrosion in the form of surface etching. No cracking at any welds was observed at the time of inspection.

A substantial impact damage was also documented at the east corner from STA 1+42 to 1+56 above the waterline. The impact damage was the most significant between STA 1+49 & 1+56 where the damage extended from the waterline to the top of the dock wall. Between the STA 1+42 & 1+49, the impact damage was more isolated to the region between the waterline and the lower steel rub rail. No cracking or voids were documented due to the impact damage. The condition of wall at the impact damage can be seen in Figure 7.

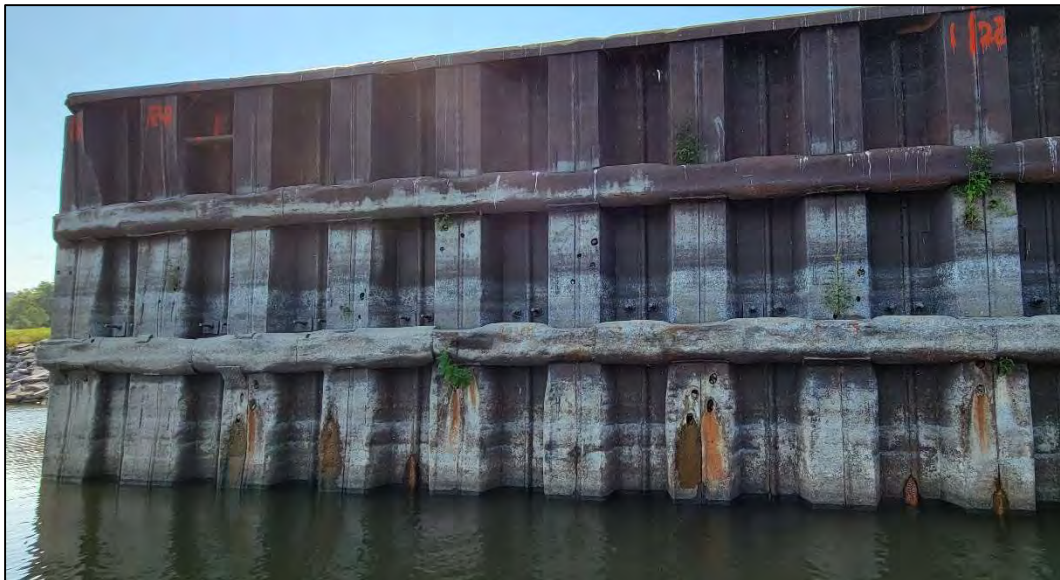


Figure 7: Impact Damage between STA 1+42 & 1+56

West Bulkhead

The west bulkhead was in similar condition as the east bulkhead with some slight differences. Algae growth and the presence of zebra mussels were similar to the east bulkhead. However, stone riprap along the mudline was slightly different in size. The stone size along the west bulkhead tended to be smaller with most stone ranging in size from 3" to 4" inches with occasional stones measuring 12" in diameter. Holes in the SSP from the previous timber rub rail system were typical to the east bulkhead wall. No additional holes were identified during the underwater inspection.

AMI performed the Level II/III Inspection at two locations on the west bulkhead, at STA 0+78 & STA 1+25. The corrosion varied from light to moderate etching with some minor to moderate pitting. The largest pit documented was approximately ½" in diameter with a penetration of approximately 3/32" into the sheet pile. However, the overall steel loss was minor with steel loss less than 15% due to corrosion. Additional information on the corrosion levels documented on the west bulkhead can be seen in Table 2 of Appendix C.

AMI also performed a vertical alignment at the Level II/III inspection location at STA 0+78 & STA 1+25 on the west bulkhead. The vertical alignment performed on the west bulkhead indicated that the top of the sheet pile dock wall was leaning towards the river beyond normal tolerances at STA 0+78 only. AMI measured the sheet pile to be out of tolerance approximately 10" at STA 0+78. The sheet pile at this location was visibly out of alignment and was not properly connected to the dock cap. The condition of the sheet pile at this section of the dock wall in the winter of 2021/2022 can be seen in Figure 8.



Figure 8: Condition of Dock Wall at STA 0+78 on West Bulkhead

Tieback hardware located on the exterior face of the SSP was in good to fair condition. Damaged or missing hardware would normally be an indication of failed tie-rods or failed connections, but none were identified during the topside inspection performed by AMI. Mooring hardware was also inspected during the topside investigation and found to be in identical condition to the mooring bollards located at the east bulkhead.

Conclusion & Recommendations

The overall general condition of the east and west bulkhead structures appears to be in fair condition. Minimal steel loss due to corrosion was documented during the inspection. However, two of the vertical alignments performed indicated that the sheet pile is out of tolerance. It is unknown if this alignment issue is a result of poor installation methods, overloading of the structure, or due to impacts at the top of the sheet pile. A monitoring program would be necessary to determine if movement is occurring.

Based on conversations with representatives from the City of Red Wing, these dock structures are sometimes utilized to lift heavy pieces of equipment & materials from barges. AMI could not determine what the design capacity or surcharge loading of the dock structures are from on the historical drawings. However, the bulkheads utilize tiebacks to secure the top of the dock wall. These tiebacks are connected to a concrete anchor or deadman that is located approximately 67'-0" from the outer face of the dock wall. A detailed analysis of the dock wall and additional inspections would be required to determine the capacity of the bulkheads but based on the historical drawings & AMI's experience, the dock is likely not designed for substantial heavy lifts.

Based on the information presented above and AMI's experience with similar structures, AMI suggests the following long-term and short-term options with construction cost estimation to prolong the service life of the structure and minimize future maintenance costs. A detailed construction cost estimate for each recommendation can be seen in Appendix D.

- Short-Term Recommendations (Within 2 years)
 - All holes in the sheet pile, above and below the waterline should be closed or capped. This will ensure that no material from behind the wall can migrate outside the SSP.
 - Loose sections of the dock caps should be reattached to the SSP.
 - The existing rub rails are constructed out of steel and do not absorb any energy from berthing barges. AMI recommends that the steel rub rails be replaced with longitudinal timber rub rails or manufactured fenders to prevent additional damage to the sheet pile.
 - Sections of the east and west bulkhead were significantly out of alignment vertically. AMI recommends that a monitoring plan be implemented to determine if the dock wall is moving or if it is stable. The monitoring plan could be completed above the waterline by installing monitoring points to the top of the dock wall and utilizing survey equipment to determine if any movement is occurring.
 - To determine the capacity of the bulkheads, AMI recommends that an analysis of the dock wall be performed to establish safe working limits for the facility.
 - Total Short-Term Recommendations Estimated Construction Cost = **\$96,100.00**

- Long-Term Recommendations (Within 5 Years)
 - Due to the condition of the structure, AMI recommends that an additional underwater inspection be completed in 2027 (5 years). This recommendation is based on ASCE Waterfront Facilities Inspection and Assessment.
 - Estimated Inspection Costs = **\$15,000.00**
 - If the bulkhead structures are to continue to be used for barge operations, AMI suggests driving new mooring piles or dolphin structures to provide additional mooring locations that can accommodate larger vessels. The eastern most mooring pile was significantly out of alignment and would require removal for installation of a new mooring pile or dolphin.
 - Total Estimated Construction Costs = **\$476,000.00**
 - If the bulkheads are to be utilized for lifting heavy equipment beyond the capacity

determined by the analysis, AMI recommends that a separate pile supported concrete structure be installed behind the dock wall which is designed for the heavier anticipated surcharge load.

- Total Estimated Construction Costs = **\$4.14 Million**

The construction cost estimates are present on current construction costs and are subject to change due to inflation, material costs and availability. Estimates are also considered a Class 4 according to AACE International Recommended Practice No. 18R-97 "Cost Estimate Classification System – As Applied in Engineering, Procurement, and Construction for the Process Industries" with an expected accuracy of -15% to +50%.

AMI sincerely appreciates the opportunity to provide our services to you and look forward to assisting you in the future in any way possible. If you have any questions or comments, please don't hesitate to contact AMI at (715) 718-2193.

Respectfully Submitted:



Chase Dewhirst, PE
Marine Department Manager

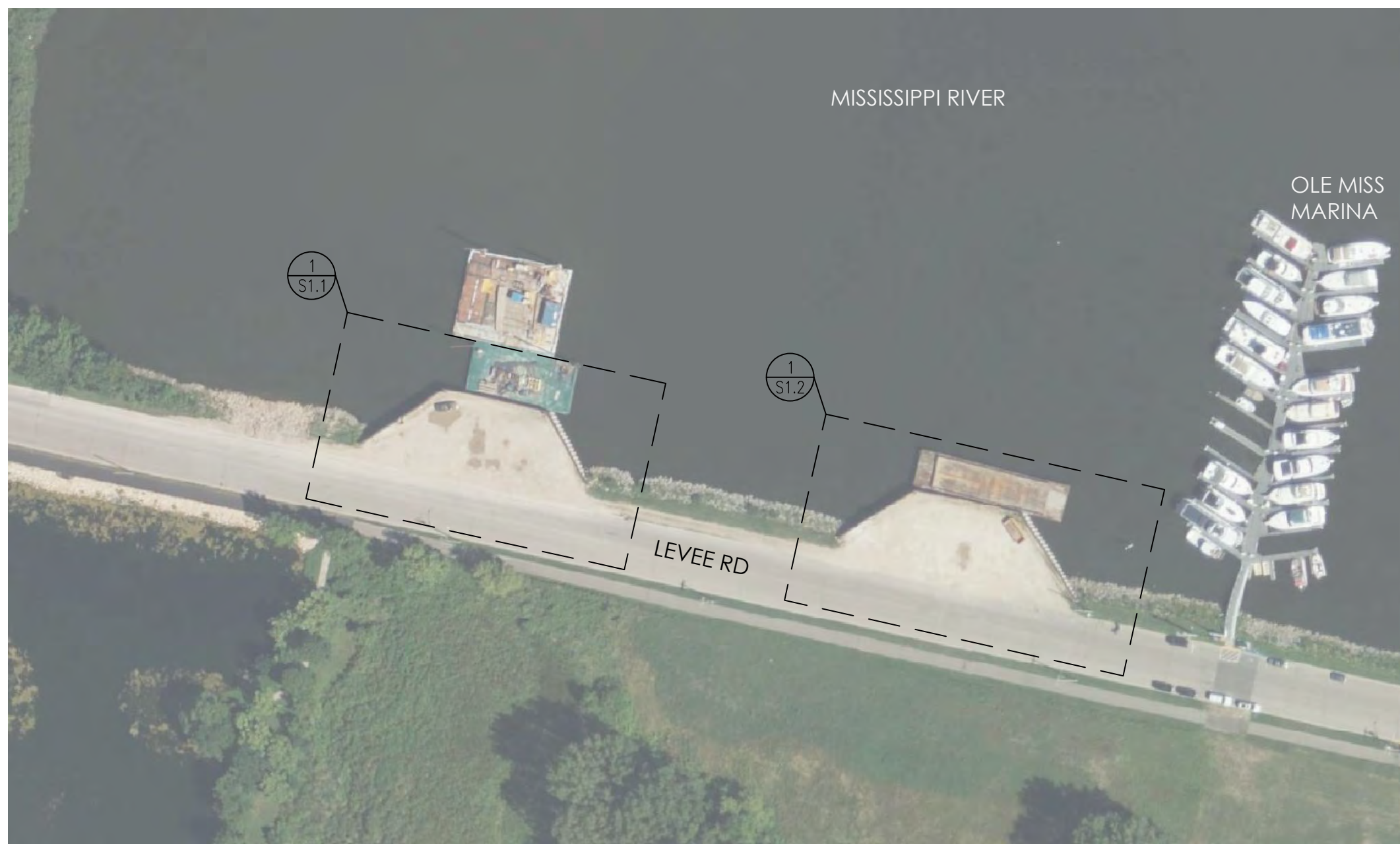
Reviewed By:

Chad W. Scott, PE
Principal

Enclosed:

- Appendix A: AMI Drawings S1.0 to S2.0 (6 Sheets Total)
- Appendix B: Historical Drawings Sheets 2 thru 6
- Appendix C: Level II/III Inspection Results
- Appendix D: Construction Cost Estimations

APPENDIX A: AMI Drawings S1.0 to S2.0 (6 Sheets Total)



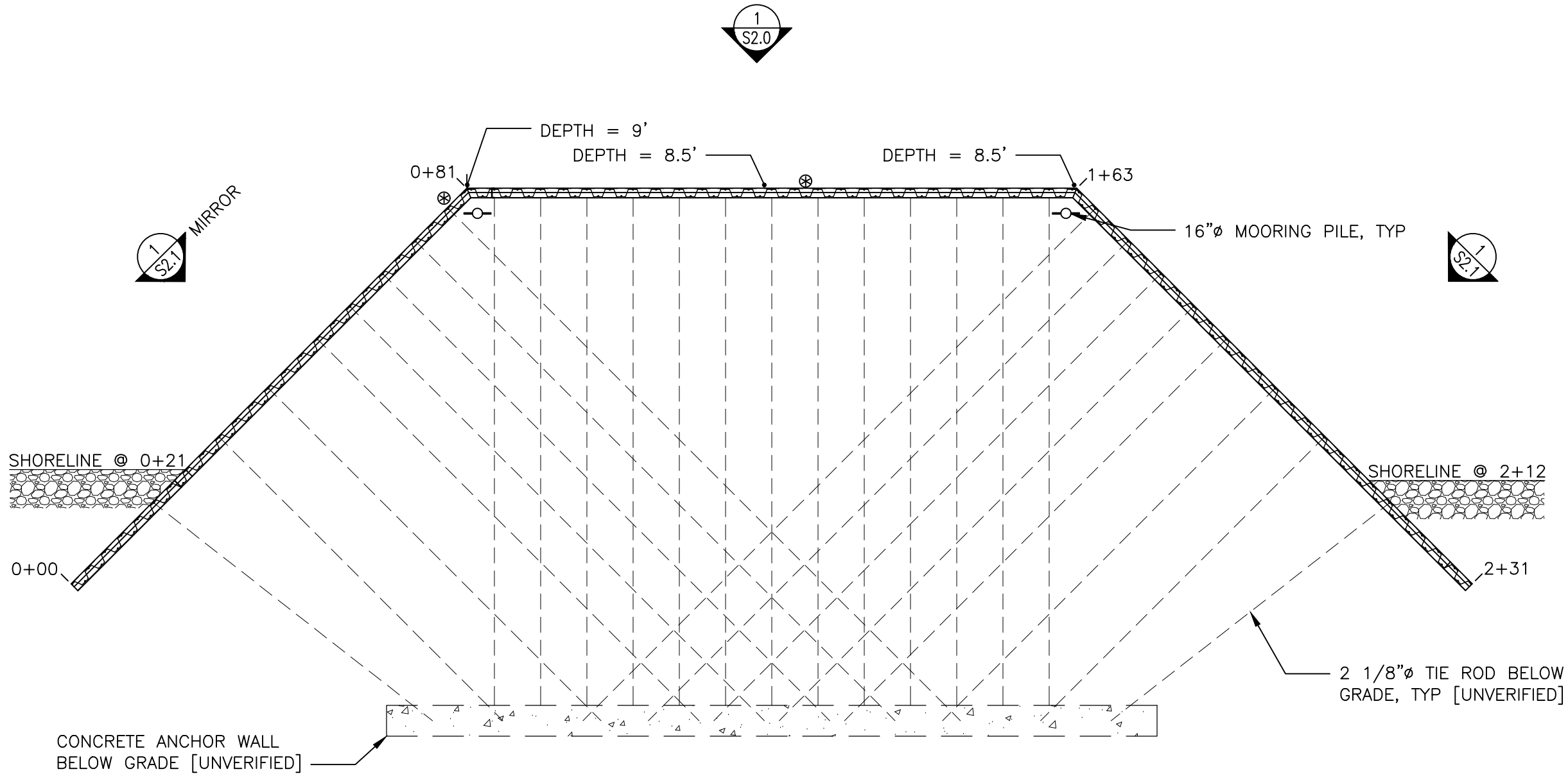
1 SITE PLAN
 S1.0 SCALE: 1" = 100'



**PRELIMINARY
 NOT FOR CONSTRUCTION**

CITY OF RED WING DOCK WALL INSPECTION		DATE:	REV:	DESCRIPTION	BY:
RED WING, MINNESOTA					
SITE PLAN					
JOB No: 221065					
DATE:					
DRAWN BY: SAJ					
DESIGNED BY: CAD					
SHEET:					
S1.0					

AMI
 Consulting Engineers P.A.
 91 Main Street SUPERIOR, WI
 715.718.2193 - amiengineers.com
 TWIN CITIES - IRON RANGE



1 WEST BULKHEAD - PLAN
S1.1 SCALE: 1" = 16'
⊗ = LEVEL II/III INSPECTION LOCATIONS [STA 0+78 & 1+25]



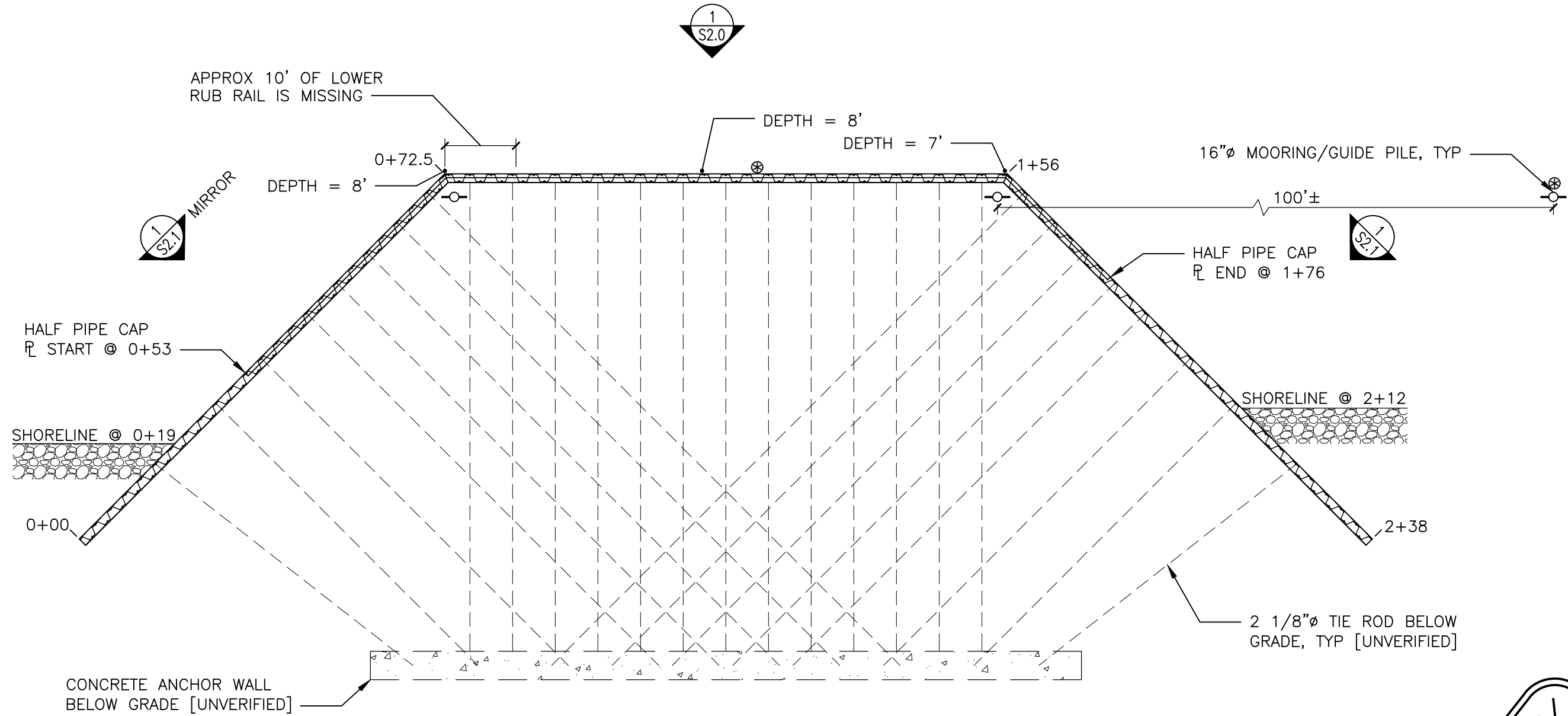
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NOT FOR CONSTRUCTION**

DATE:	REV:	DESCRIPTION:	BY:

CITY OF RED WING
DOCK WALL INSPECTION
RED WING, MINNESOTA
WEST BULKHEAD - PLAN

JOB No: 221065
DATE:
DRAWN BY: SAJ
DESIGNED BY: CAD

SHEET:
S1.1



1 EAST BULKHEAD - PLAN
S1.2 SCALE: 1" = 16'
⊗ = LEVEL II/III INSPECTION LOCATIONS [STA 1+25 & MOORING/GUIDE PILE]



**PRELIMINARY
NOT FOR CONSTRUCTION**

BY:	DESCRIPTION	REV:	DATE:

CITY OF RED WING
DOCK WALL INSPECTION

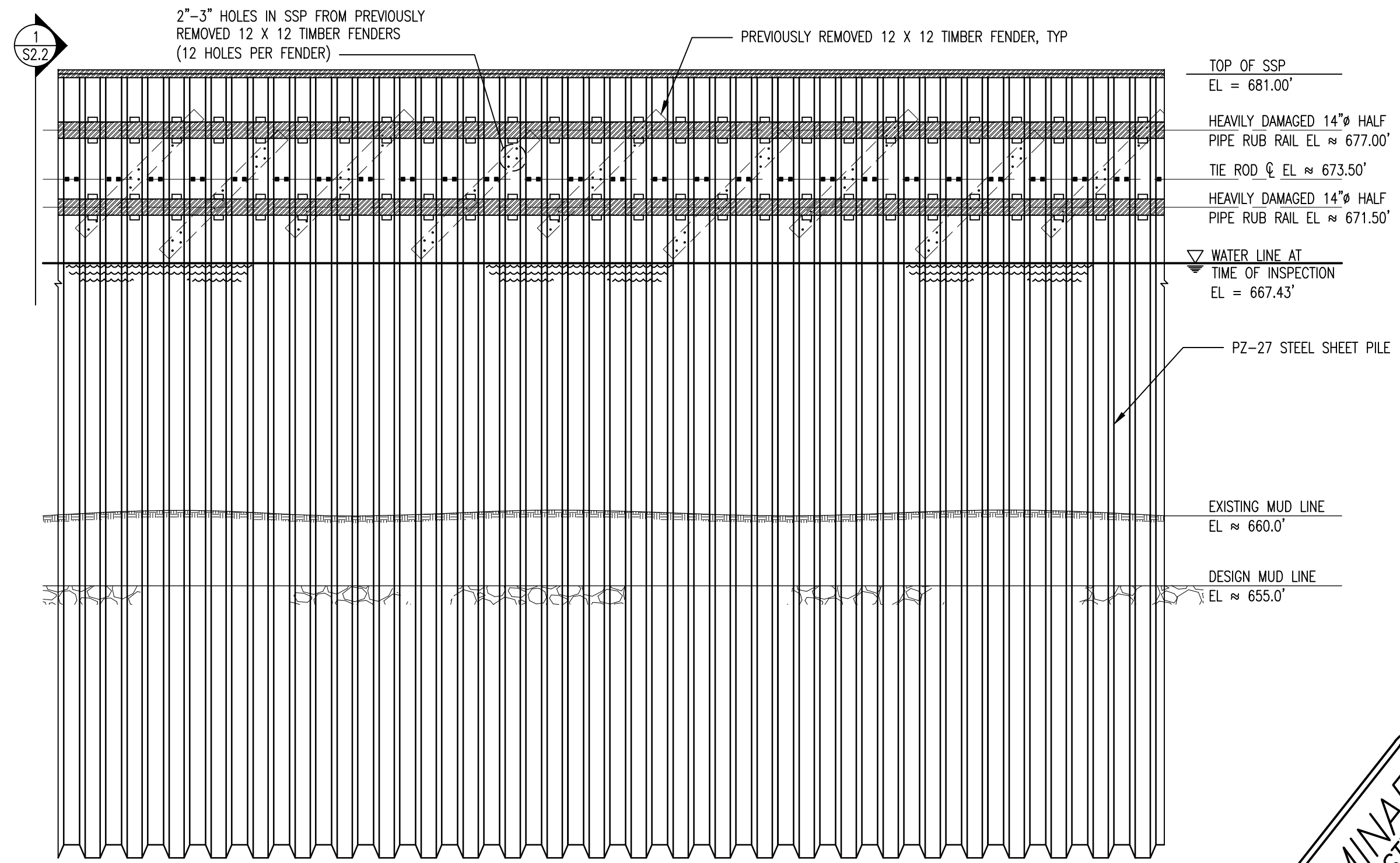
RED WING, MINNESOTA

EAST BULKHEAD - PLAN

JOB No: 221065
DATE:
DRAWN BY: SAJ
DESIGNED BY: CAD

SHEET:
S1.2

Oct 28, 2022 - 6:10pm
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 © COPYRIGHT ~ AMI CONSULTING ENGINEERS P.A. : 2006



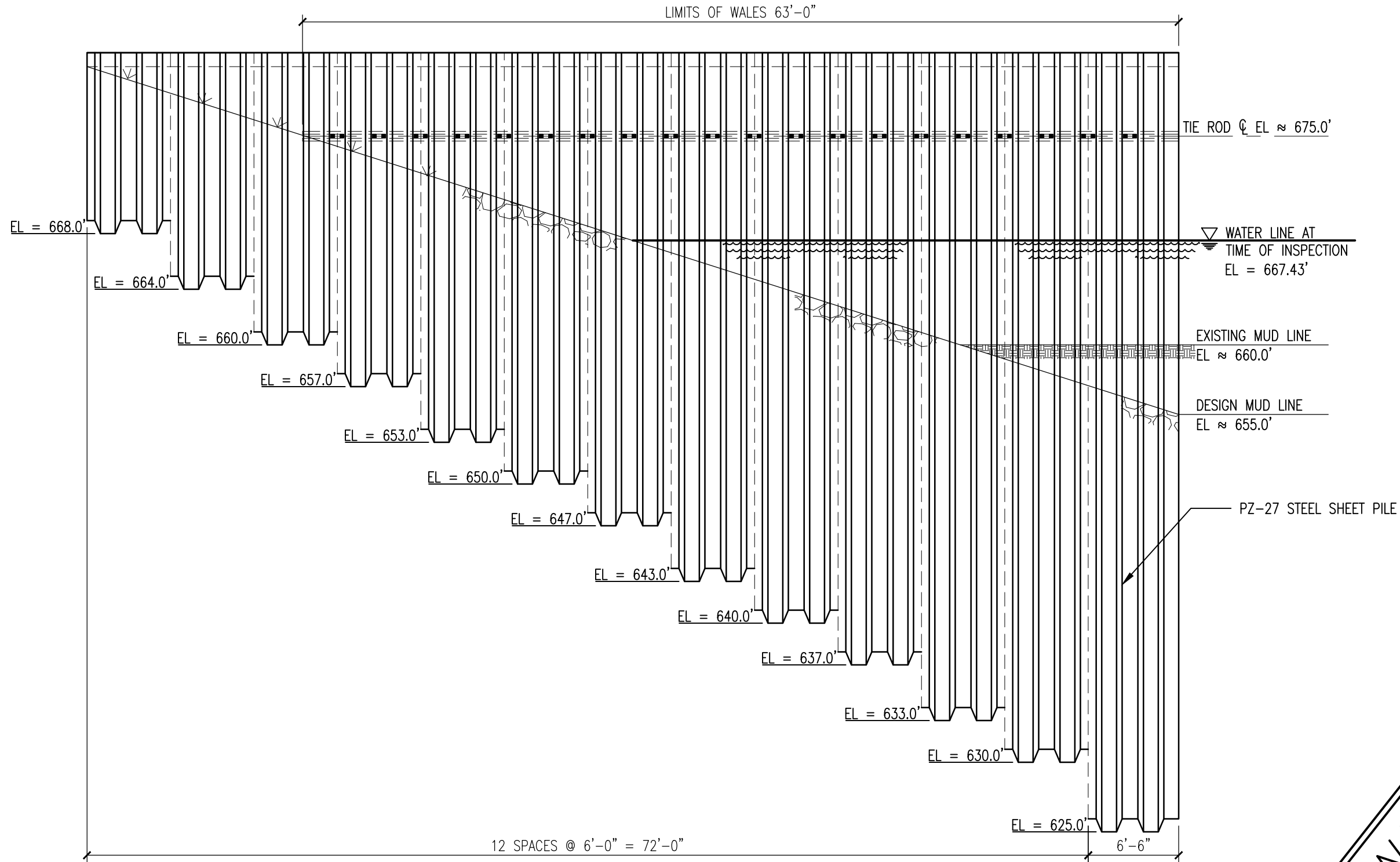
PRELIMINARY
 NOT FOR CONSTRUCTION

1
S2.0 TYPICAL DOCK WALL ELEVATION
 SCALE: 1/8" = 1'-0"
 1. DESIGN MUDLINE & DETAILS ON PREVIOUS TIMBER FENDER BASED ON HISTORICAL DRAWINGS AND NOT VERIFIED



BY:	REV:	DATE:	DESCRIPTION:

CITY OF RED WING DOCK WALL INSPECTION	RED WING, MINNESOTA TYPICAL DOCK WALL ELEVATION
JOB No: 221065 DATE: DRAWN BY: SAJ DESIGNED BY: DCS	
SHEET: S2.0	



1 TYPICAL WING WALL ELEVATION
S2.1 SCALE: 1/8" = 1'-0"

- DESIGN MUDLINE & TOE OF EXISTING SHEET PILE BASED ON HISTORICAL DRAWINGS AND NOT VERIFIED

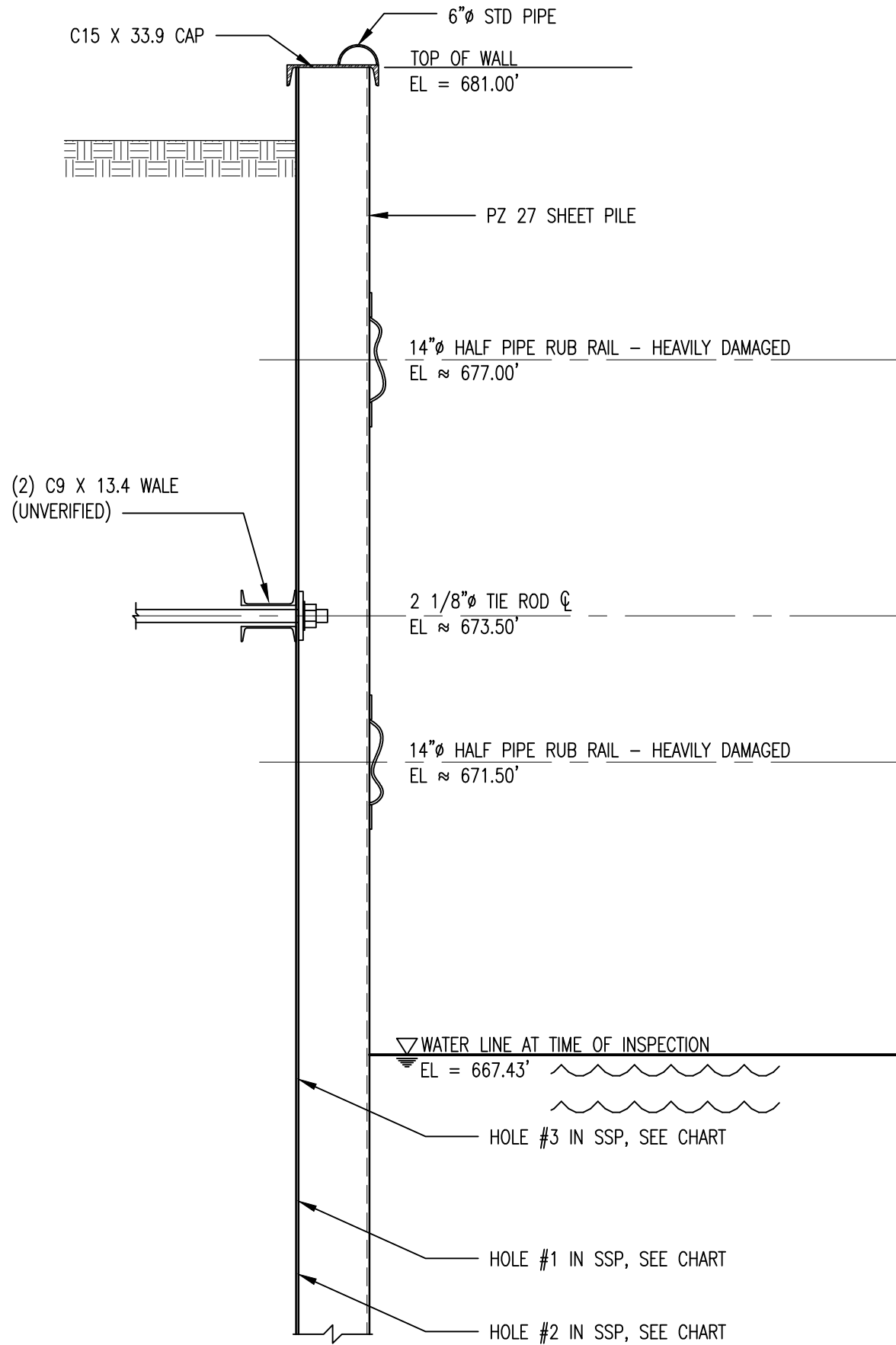
**PRELIMINARY
NOT FOR CONSTRUCTION**

BY:	DESCRIPTION	REV:	DATE:

CITY OF RED WING DOCK WALL INSPECTION	RED WING, MINNESOTA
TYPICAL WING WALL ELEVATION	

JOB No: 221065
DATE:
DRAWN BY: SAJ
DESIGNED BY: DCS

SHEET:
S2.1



EXISTING HOLES IN EAST BULKHEAD SHEET PILE					
HOLE #	STATION	WIDTH	LENGTH	DEPTH BELOW W/L	DESCRIPTION
1	0+26	1.5 IN	5 IN	2 FT	IN PAN - LT FLANGE
2	1+10	1.75 IN	5.5 IN	3 FT	IN PAN - RT FLANGE
3	1+34	2.25 IN	5 IN	4 IN	IN PAN - LT FLANGE

PRELIMINARY
NOT FOR CONSTRUCTION

1 TYPICAL DOCK WALL SECTION
S2.2 SCALE: 1/2" = 1'-0"



DATE	REV	DESCRIPTION	BY

CITY OF RED WING
DOCK WALL INSPECTION
RED WING, MINNESOTA
TYPICAL DOCK WALL SECTION

JOB No: 221065
DATE:
DRAWN BY: SAJ
DESIGNED BY: DCS

SHEET:
S2.2

APPENDIX B: Historical Drawings Sheets 2 thru 6)



17,000
16,500
16,000
15,500

10,500 11,000 11,500 12,000 12,500 13,000 13,500

MARK HURD
AERIAL SURVEYS, INC.
345 PENNSYLVANIA AVENUE SOUTH - MINNEAPOLIS, MINNESOTA 55426

BK
BAKKE KOPP BALLOU & McFARLIN, INC.
CONSULTING ENGINEERS
7505 WEST HIGHWAY SEVEN
ST. LOUIS PARK, MINNESOTA 55426
(612) 933-8880

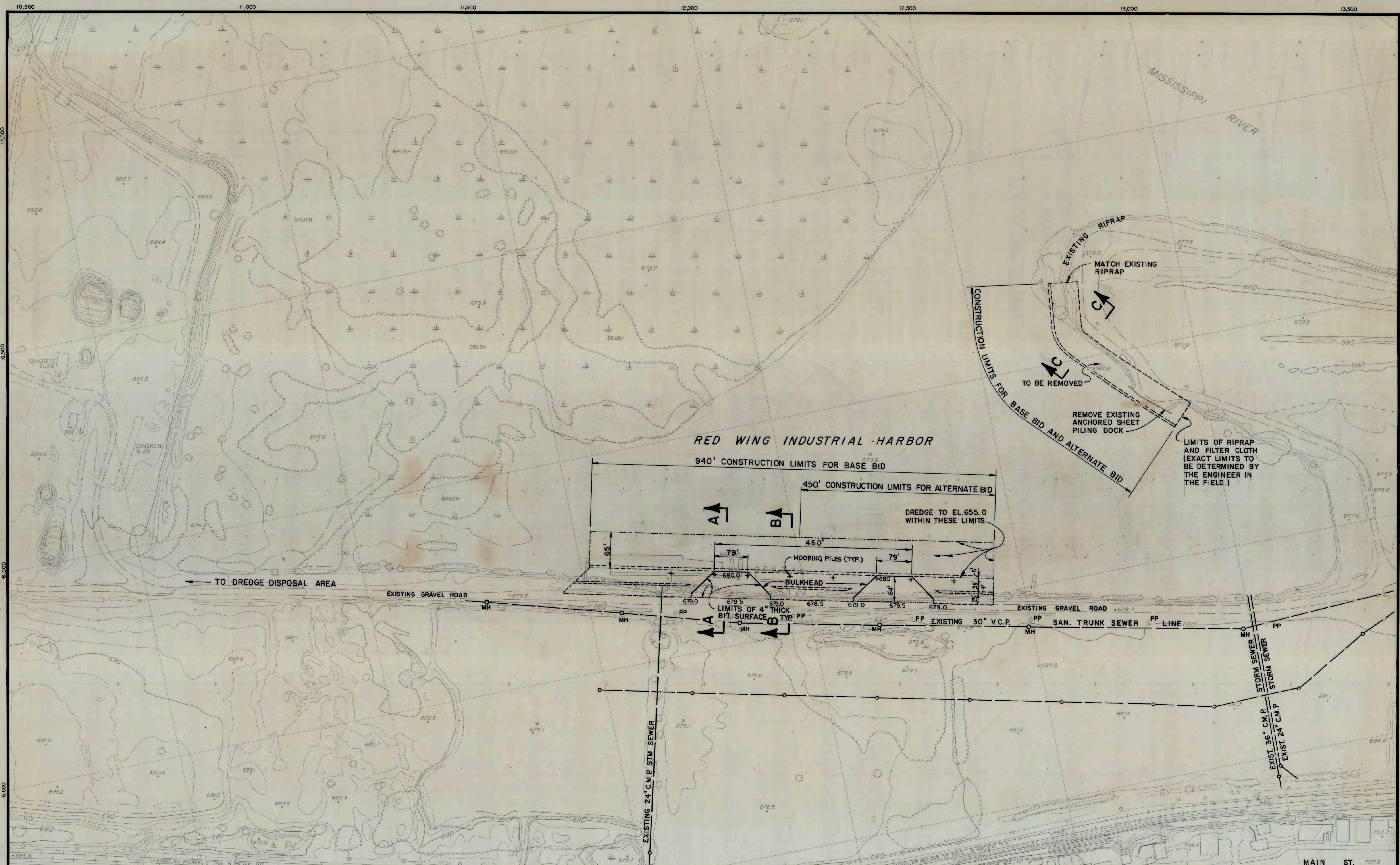
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TITLE:
SITE PLAN - EXISTING

DES: R.L.D.	DR: G.M.	APPROVED:
CHK:	CHK: R.L.D.	

Sheet No. 2 of 6 Sheets

415A



RED WING INDUSTRIAL HARBOR

940' CONSTRUCTION LIMITS FOR BASE BID

450' CONSTRUCTION LIMITS FOR ALTERNATE BID

DREDGE TO EL. 655.0 WITHIN THESE LIMITS

TO DREDGE DISPOSAL AREA

REMOVE EXISTING ANCHORED SHEET PILING DOCK

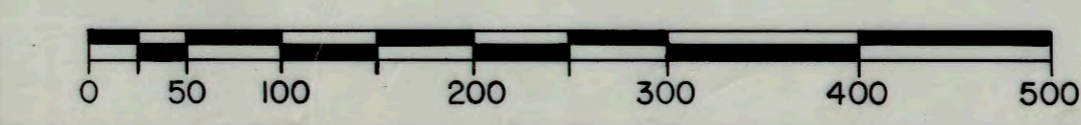
LIMITS OF RIPRAP AND FILTER CLOTH (EXACT LIMITS TO BE DETERMINED BY THE ENGINEER IN THE FIELD.)

EXISTING 24" C.M.P. STM SEWER

EXISTING 30" V.C.P. SAN. TRUNK SEWER LINE

EXIST. 36" C.M.P. STORM SEWER
EXIST. 24" C.M.P. STORM SEWER

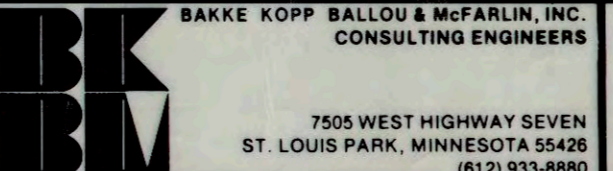
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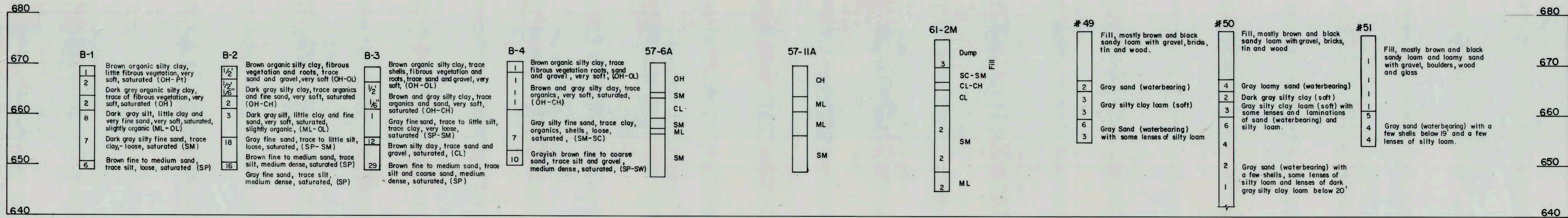
Sheet No. **3** of 6 Sheets



BAKKE KOPP BALLOU & McFARLIN, INC.
CONSULTING ENGINEERS
7505 WEST HIGHWAY SEVEN
ST. LOUIS PARK, MINNESOTA 55428
(612) 933-8880

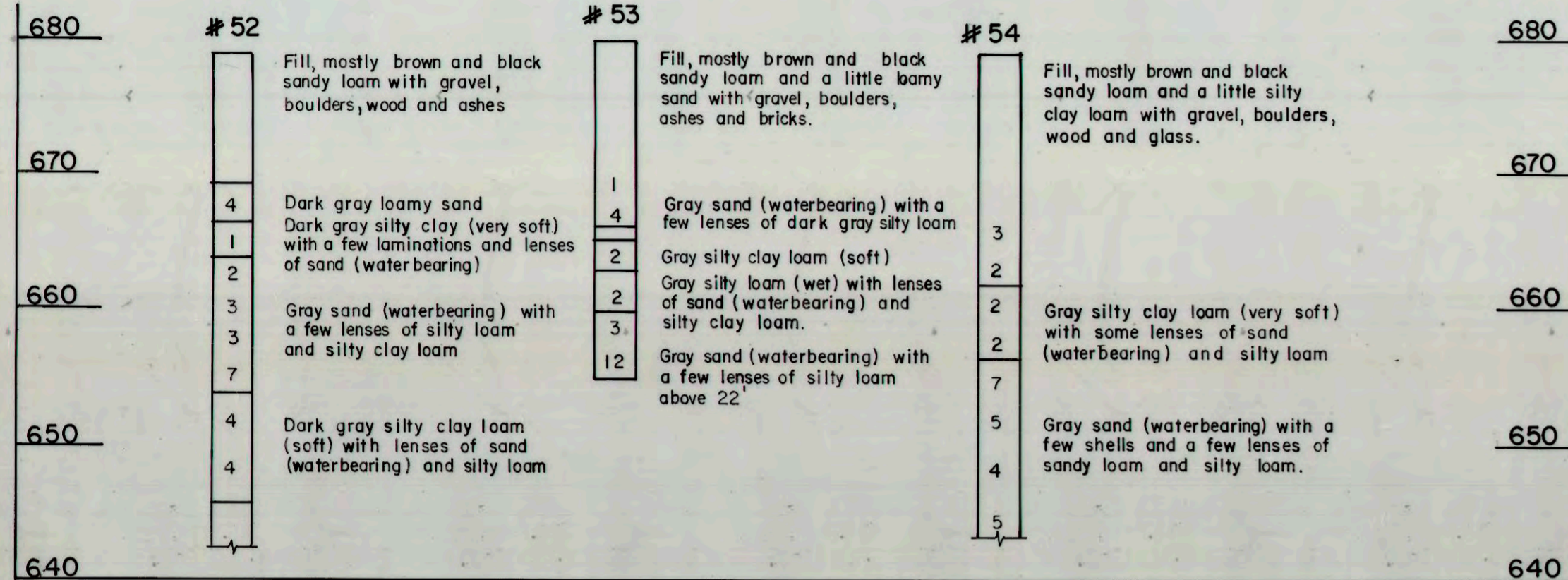
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412 A



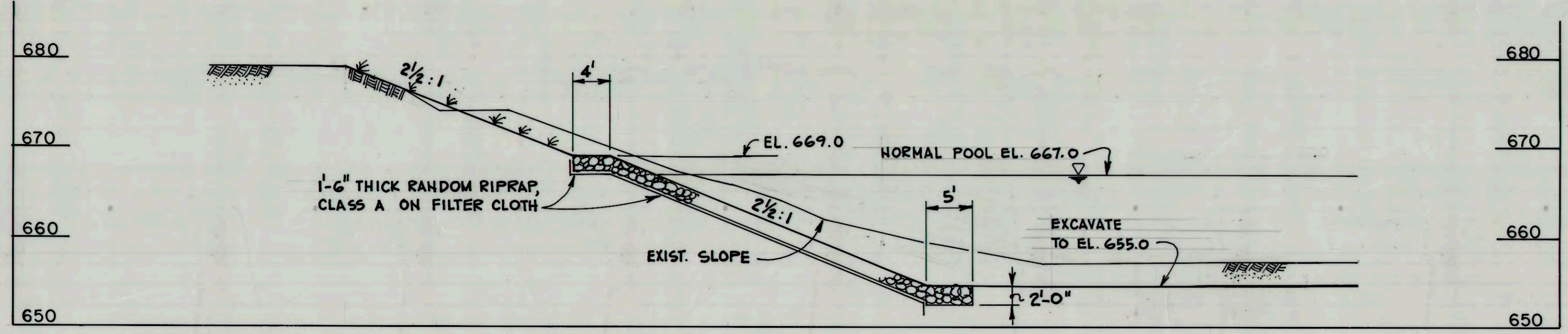
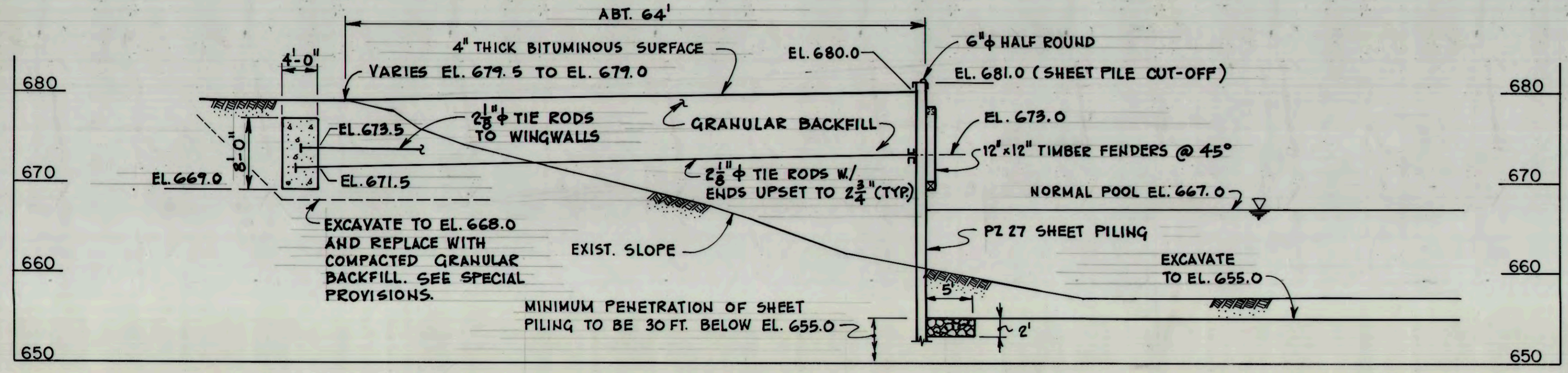
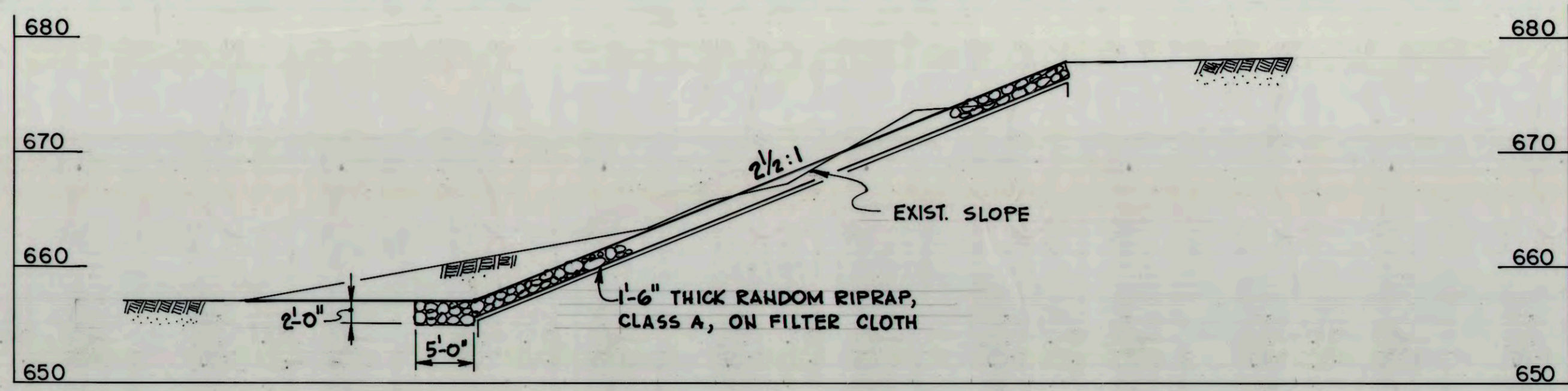
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BORING LOGS

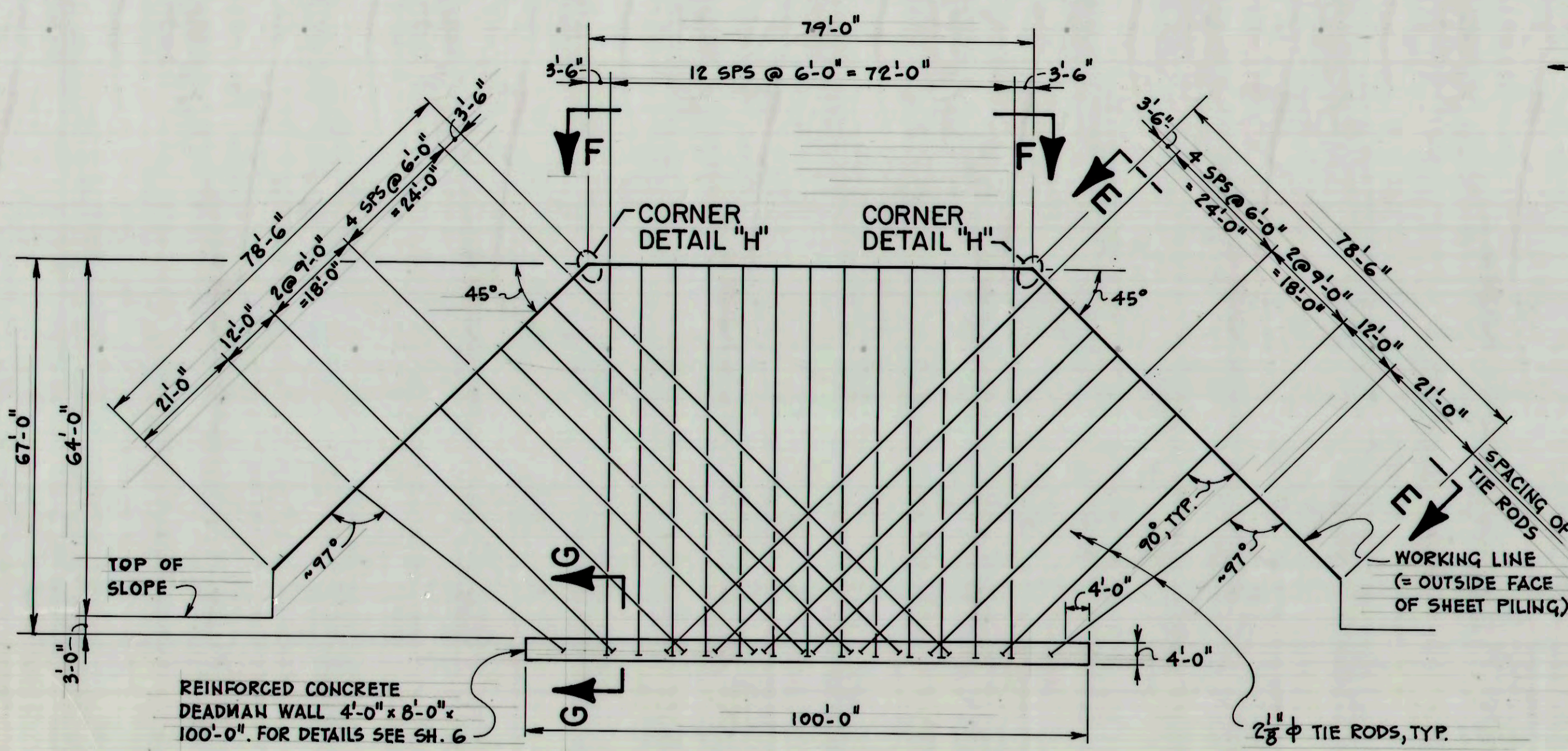


(FOR LOCATION SEE SH. 2)

BORING LOGS

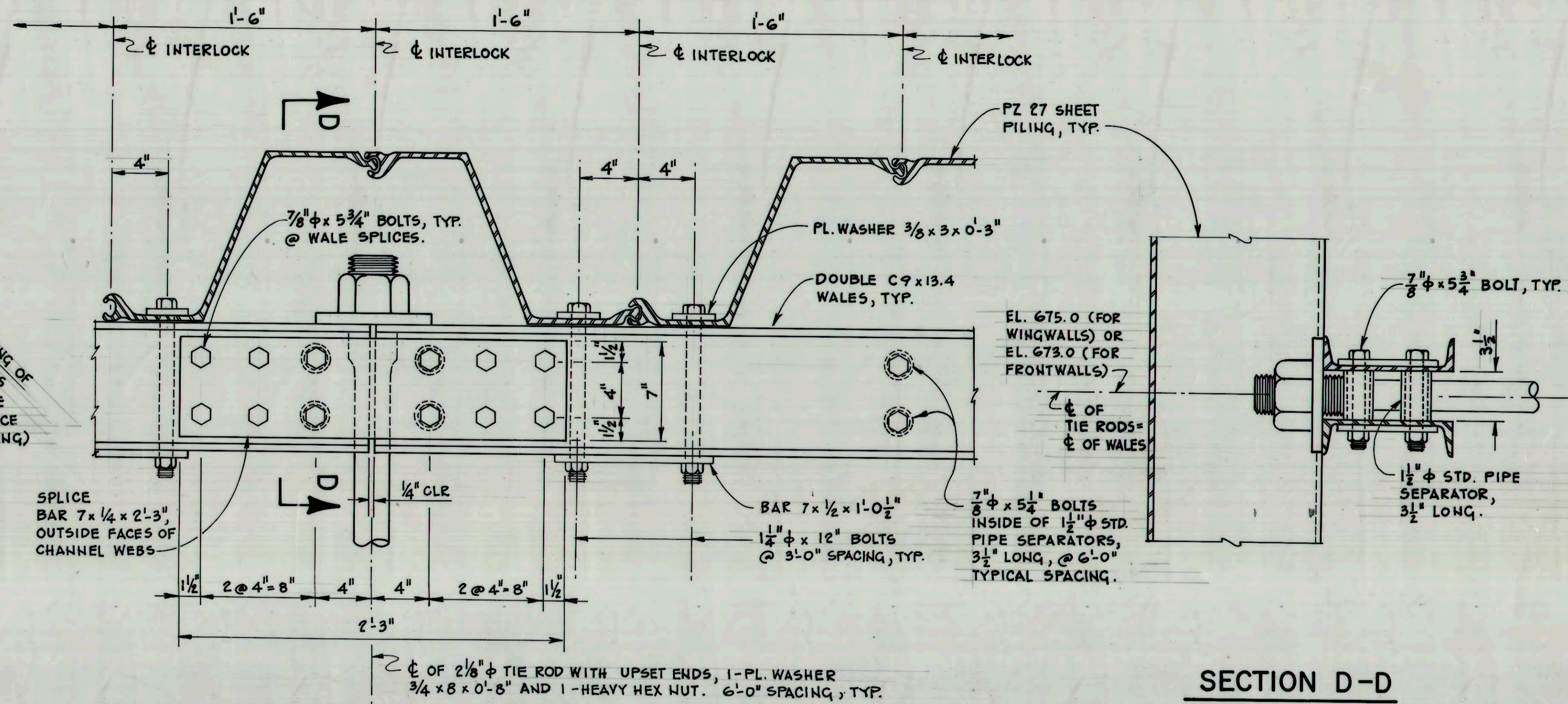


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Sheet No. 4 of 6 Sheets		CHK: RLD		411 A



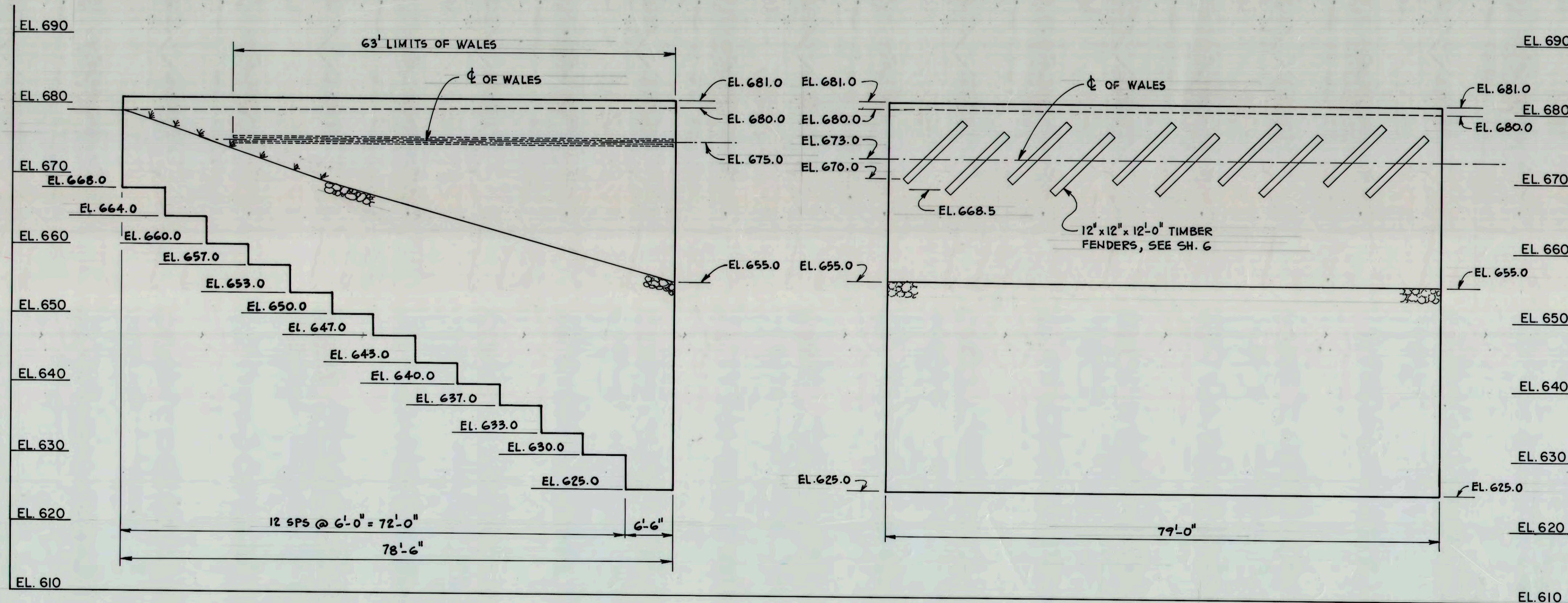
TIE ROD LAYOUT

SCALE: 1" = 20'



DOUBLE INSIDE CHANNEL WALES - BOLTED PIPE SEPARATORS

SECTION D-D

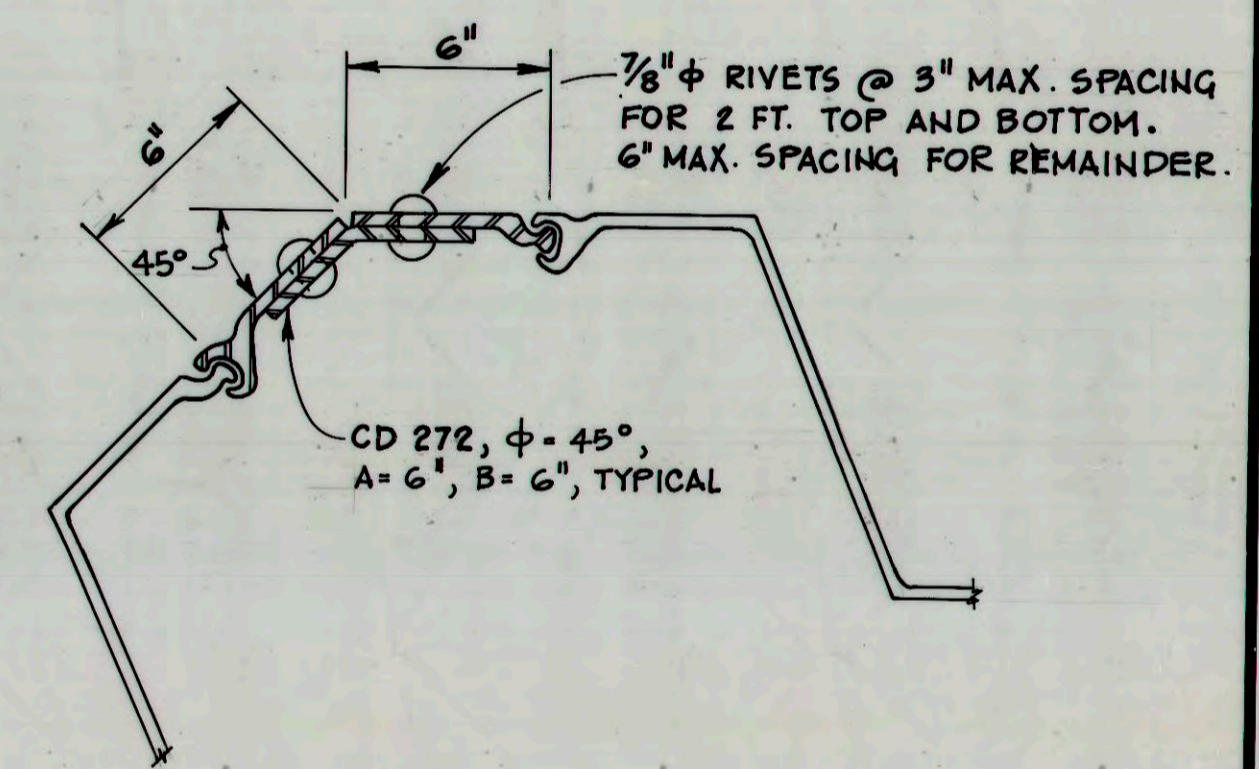


SECTION E - E

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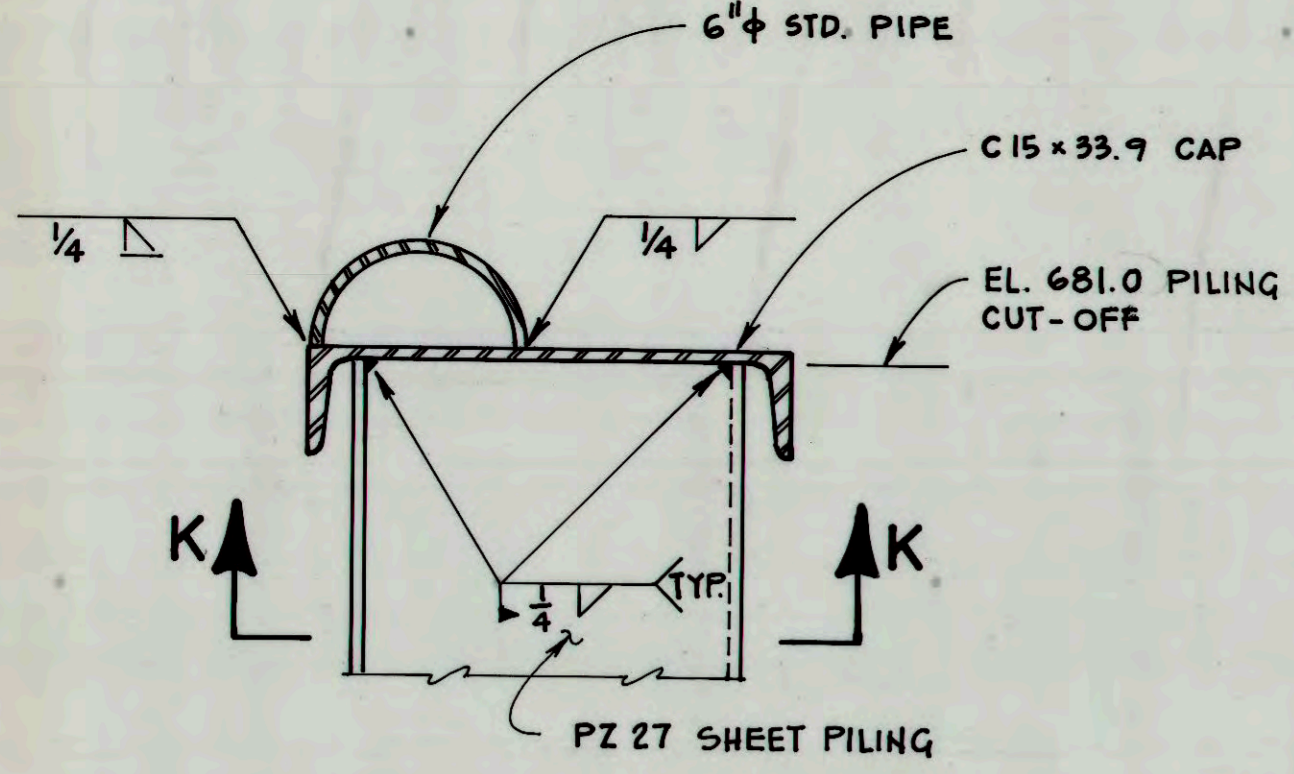
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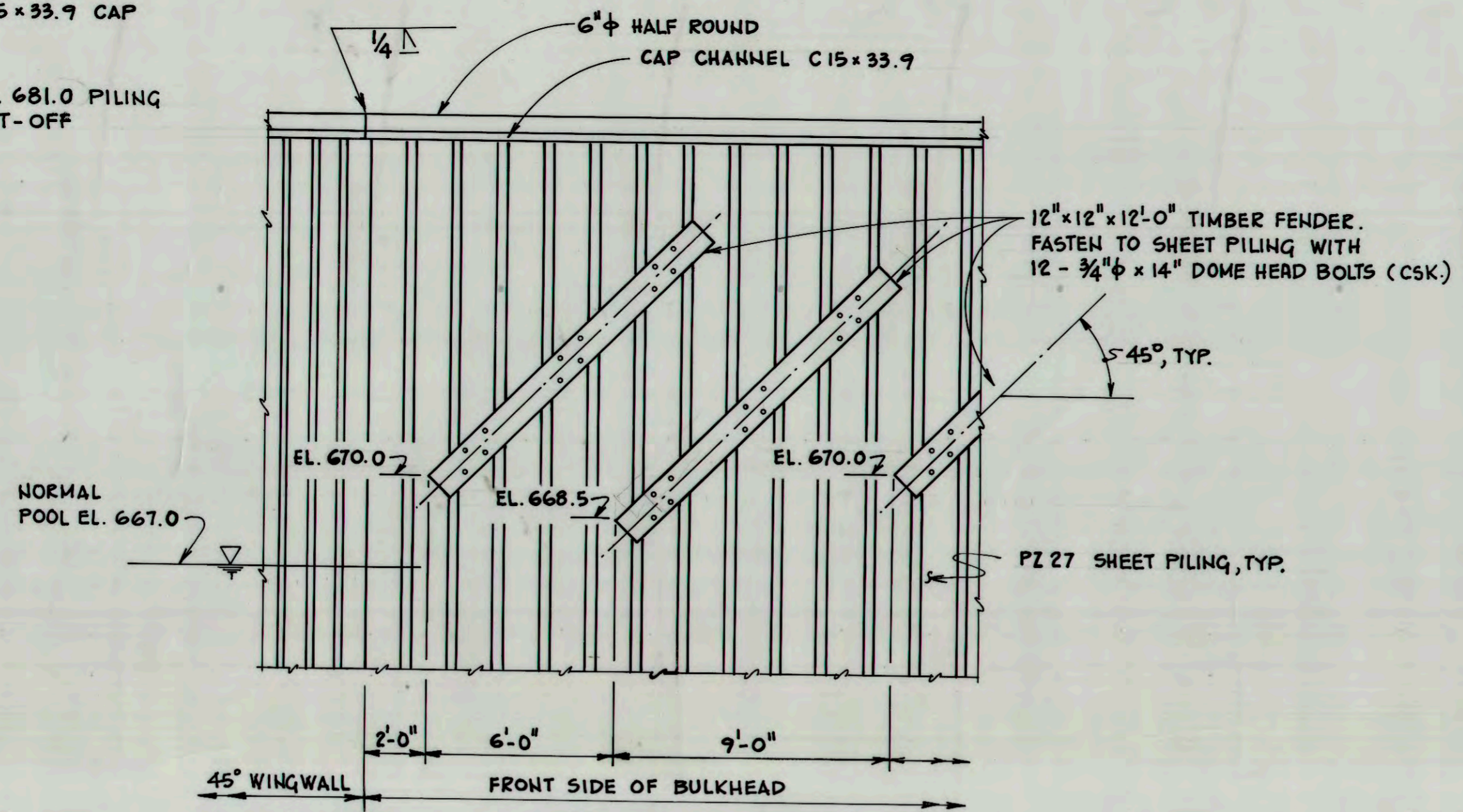


CORNER DETAIL "H"

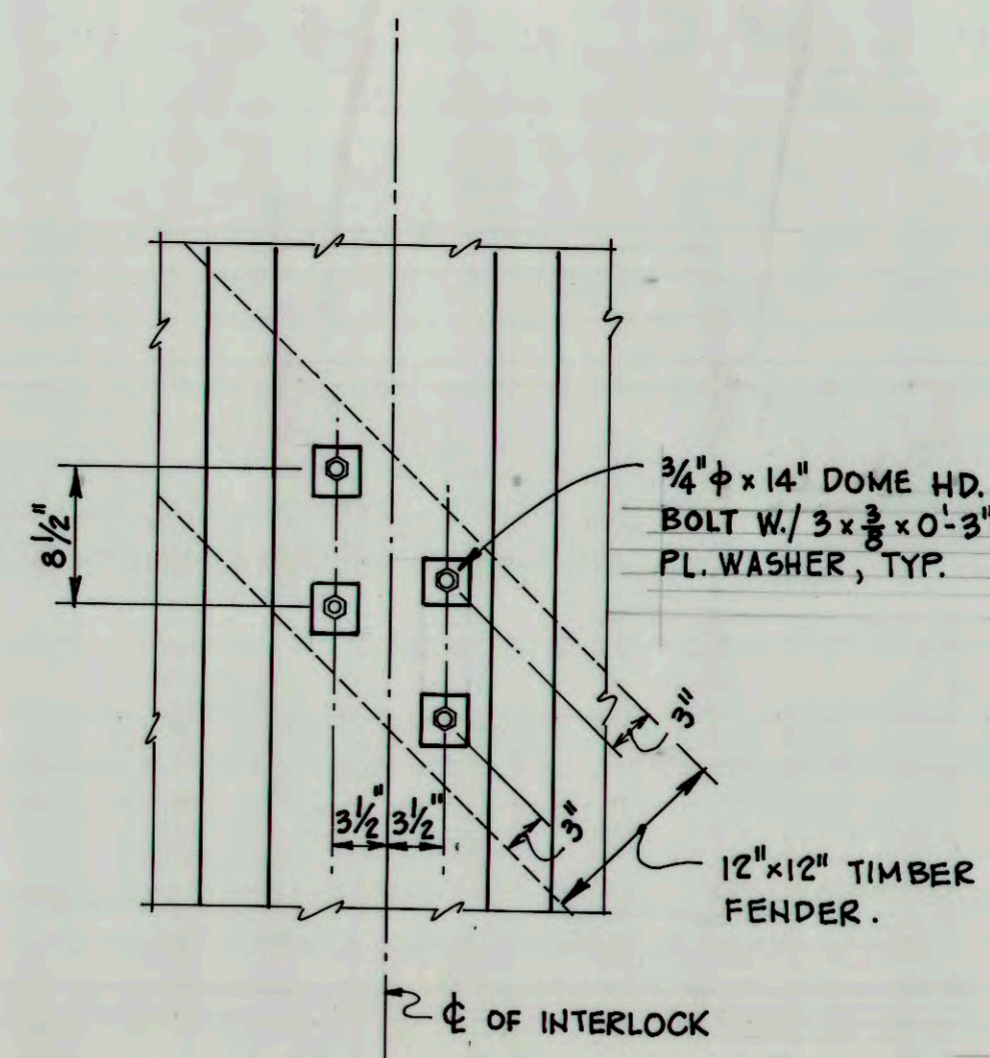
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				CHK: RLD	CHK: RLD		
				Sheet No. 5 of 6 Sheets			



CAP DETAIL



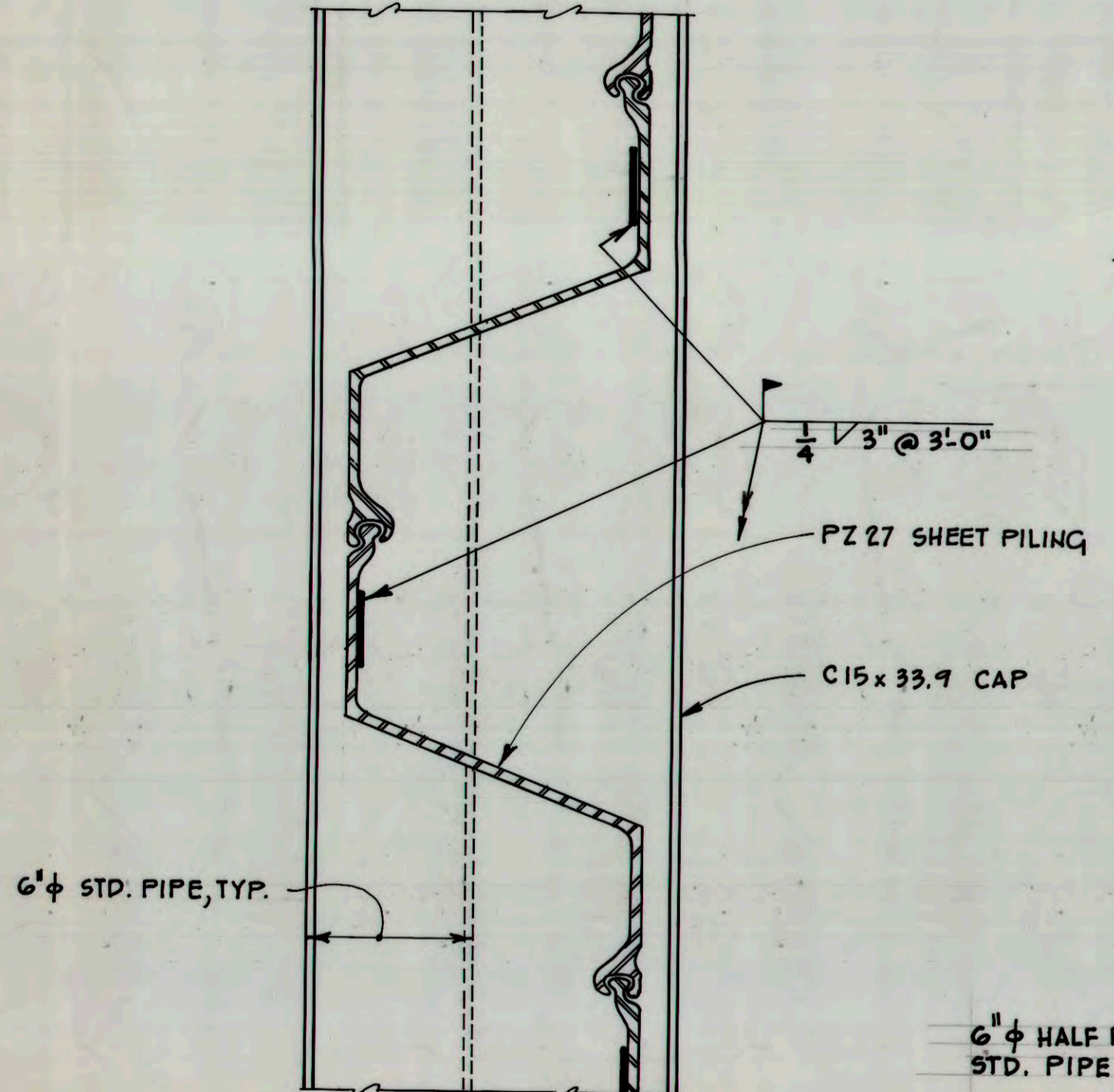
**(LOOKING SOUTH)
TIMBER FENDER DETAIL**
SCALE: 1/4" = 1'-0"



**(LOOKING NORTH)
FENDER ATTACHMENT**
SCALE: 1" = 1'-0"

ITEM NO.	ITEM	UNIT	QUANTITY FOR	
			BASE BID	ALTERNATE
2021.501	MOBILIZATION	LUMPSUM	ONE	ONE
0101.513	CLEAR AND GRUB LIMITS OF EXCAVATION	LUMPSUM	ONE	ONE
0105.609	HARBOR EXCAVATION AND DISPOSAL	CU.YD.	7,920	3,800
0442.501	REMOVE EXISTING DOCK	LUMPSUM	ONE	ONE
2451.503	GRANULAR BACKFILL (C.V.)	CU.YD.	9,030	4,520
0452.601	STEEL SHEET PILING	SQ.FT.	19,670 (P)	9,840 (P)
2452.606	16" C.I.P. CONC. PILING (60 FT. LONG)	LIN. FT.	480	240
2402.521	STRUCTURAL STEEL (3306)	POUND	18,270	9,140
0511.504	FILTER CLOTH	SQ.FT.	58,810	28,110
2511.501	RANDOM RIPRAP, CLASS A	CU.YD.	3,670	1,760
2331.504	BITUMINOUS MATERIAL FOR MIXTURE	TON	20	10
2331.514	BASE COURSE MIXTURE	TON	424	212
2575.505	SOD	SQ.YD.	1,730	820

① INCLUDES ANCHORAGE SYSTEM (SEE SUMMARY BELOW).
(P) DENOTES PLAN QUANTITY PAY ITEM PER SPEC. 19.01.



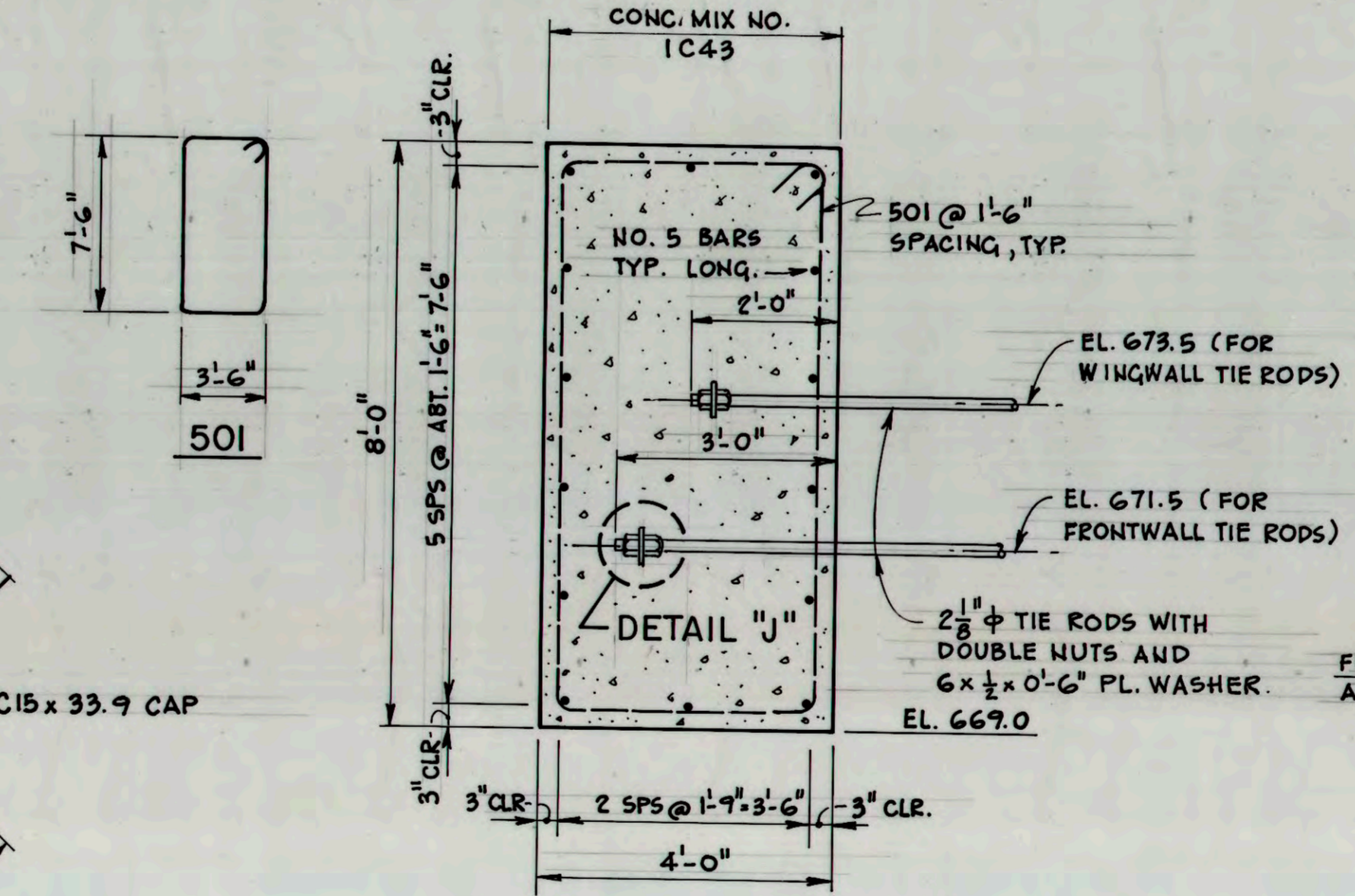
SECTION K-K

6" STD. PIPE, TYP.

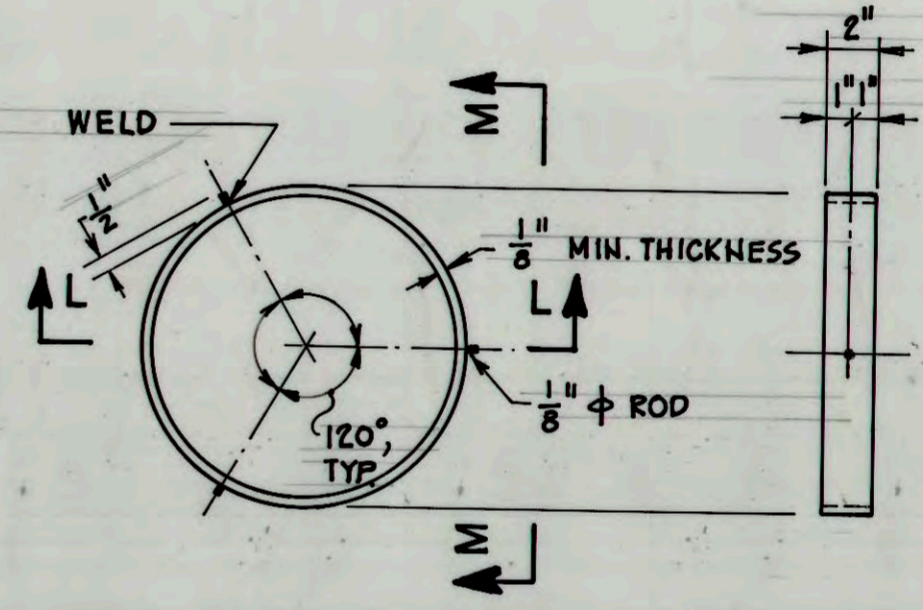
PZ 27 SHEET PILING

C15 x 33.9 CAP

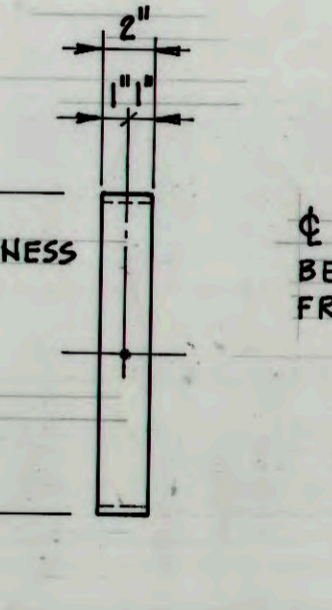
6" HALF ROUND STD. PIPE



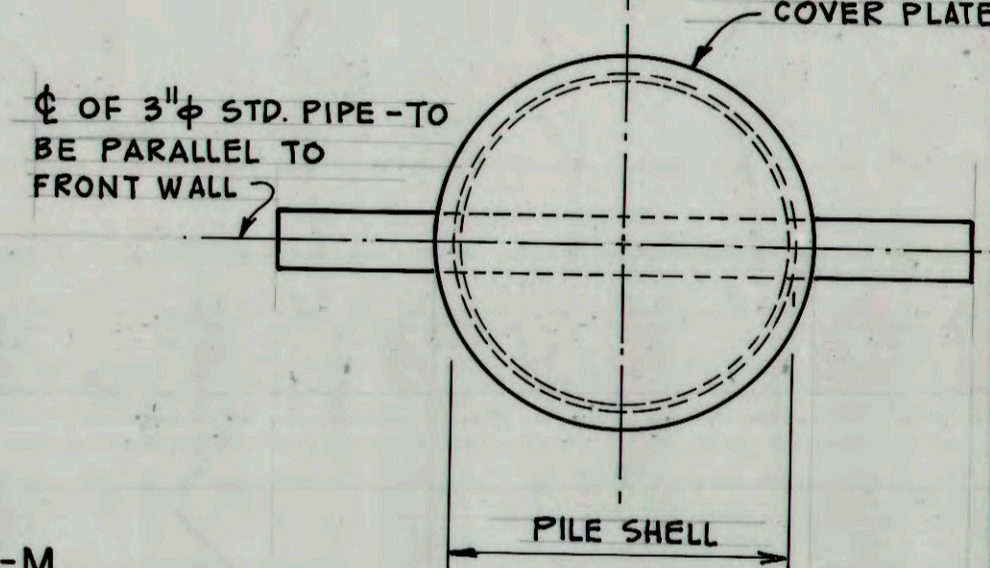
SECTION G-G
SCALE: 1/2" = 1'-0"



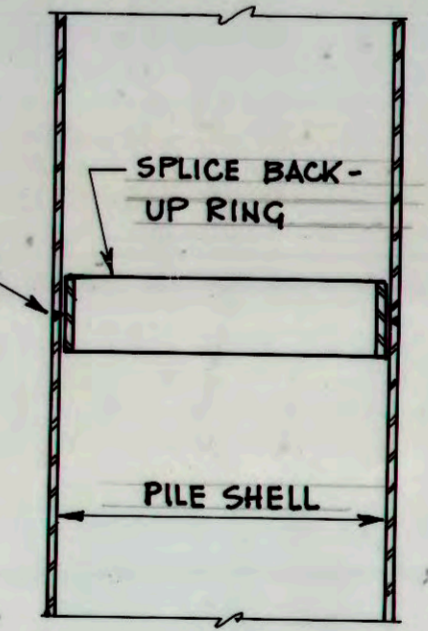
PLAN VIEW
(PILE NOT SHOWN)



SECTION M-M
(PILE NOT SHOWN)

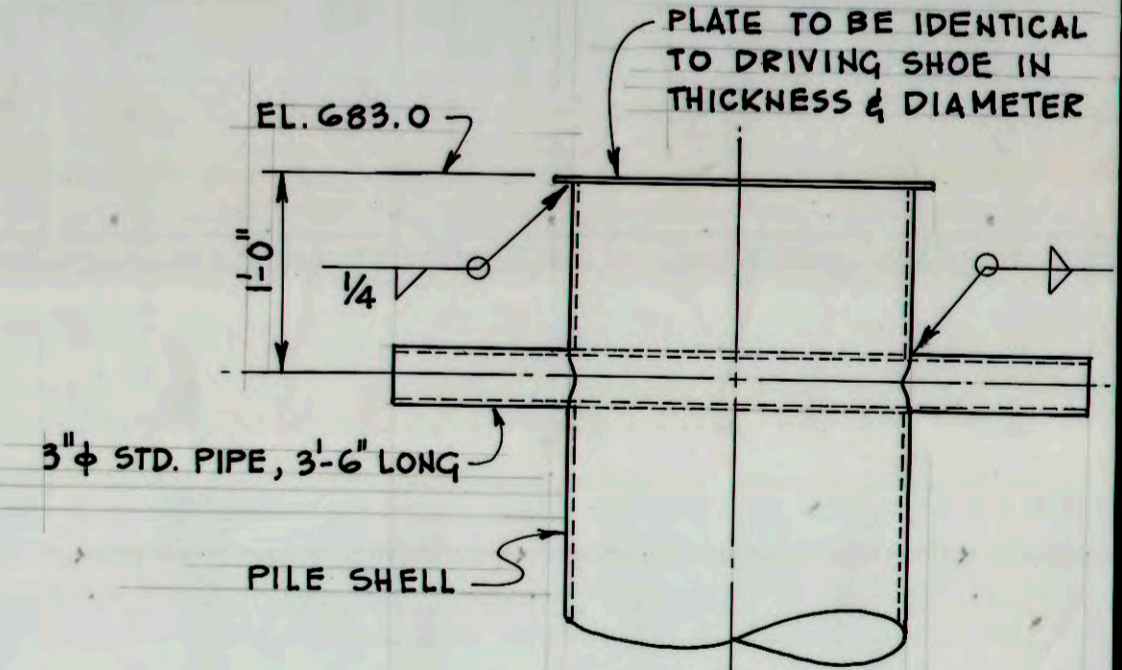


PLAN VIEW

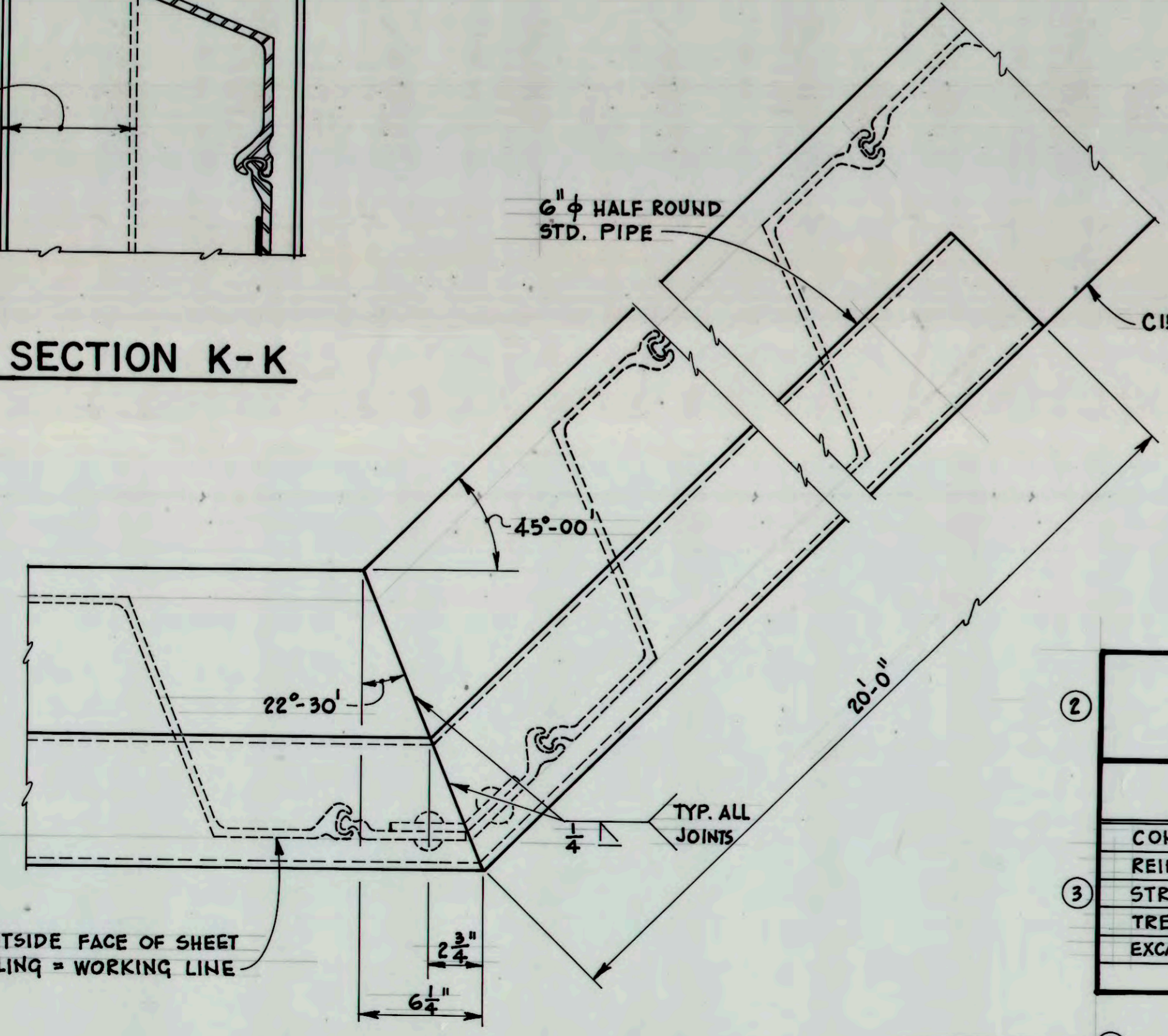


SECTION L-L

PILE SPLICE DETAILS
(SEE SPECIAL PROVISIONS)



ELEVATION PILE TOP DETAIL
(SEE SPECIAL PROVISIONS)

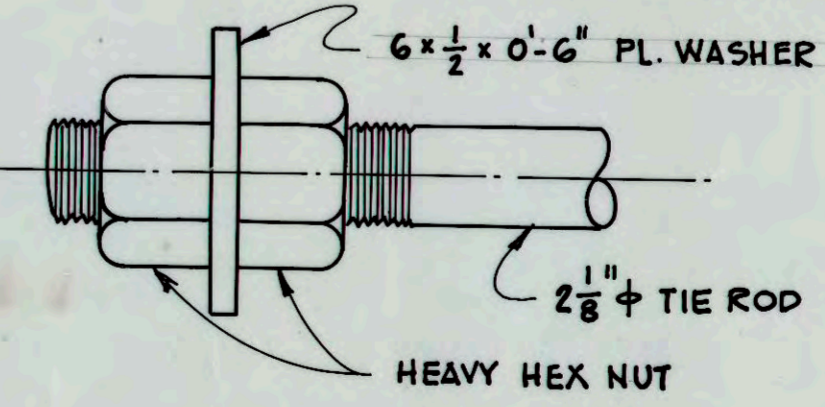


PLAN AT CORNERS

②

SUMMARY OF QUANTITIES FOR ANCHORAGE SYSTEM			
ITEM	UNIT	QUANTITY FOR	
		BASE BID	ALTERNATE
CONCRETE, MIX NO. 1C43	CU.YD.	240	120
REINFORCEMENT BARS	POUND	6,160	3,080
③ STRUCTURAL STEEL (3306)	POUND	68,770	34,370
TREATED TIMBER	M.B.M.	2,880	1,440
EXCAVATION FOR ANCHORAGE SYSTEM	CU.YD.	3,260	1,630

② THIS SUMMARY IS FOR THE CONTRACTOR'S CONVENIENCE ONLY AND IS TO BE INCLUDED IN PRICE BID FOR ITEM NO. 0452.601, STEEL SHEET PILING.
③ INCLUDES TIE RODS, TURNBUCKLES, WALES, SPLICE PLATES, PIPE SEPARATORS, VARIOUS FASTENERS, NUTS AND PLATE WASHERS.



DETAIL "J"
SCALE: 3" = 1'-0"

TITLE: **BULKHEAD DETAILS AND SUMMARY OF QUANTITIES**

DES: RLO DR: G.M. APPROVED: 409H
CHK: RLO
Sheet No. 6 of 6 Sheets

APPENDIX C: Level II/III Inspection Results

Team Leader:	Chase Dewhirst	Inspection Type:	Level II
Inspection Date:	9/8/2022	Water Elevation:	667.43' (+/-) (USGS 05355250)
Inspection Time:	12:15 - 16:30	Allowable SSP Plumbness	0.25 in/ft
Note: Tolerance for plumbness of SSP is 1/4" per vertical foot.		Within Tolerance	Out of Tolerance

TABLE 3: VERTICAL ALIGNMENTS - EAST BULKHEAD

Station	Depth (ft)	TOD to WL (in)	Date	TOD to Meas. (ft)	WL Ref (ft)	Spot Meas. (in)	Allowable Out-of-Plumb Tolerance (in)	Adjusted SSP Position @ Spot Meas.	Tolerance Check (in) [+ TOD leaning twd water, - TOD leaning twd shore]
1+25	8.00	160.00	9/8/2022	0.00	13.33	8.75	0.00	0.00	Good
				13.33	0.00	14.50	3.33	5.75	2.42
				21.33	8.00	18.00	5.33	9.25	3.92

TABLE 4: VERTICAL ALIGNMENTS - WEST BULKHEAD

Station	Depth (ft)	TOD to WL (in)	Date	TOD to Meas. (ft)	WL Ref (ft)	Spot Meas.	Allowable Out-	Adjusted SSP Position	Tolerance Check (in)
0+78	8.50	161.50	9/8/2022	0.00	13.46	8.00	0.00	0.00	Good
				13.46	0.00	18.00	3.36	10.00	6.64
				21.96	8.50	15.00	5.49	7.00	1.51
1+25	8.50	160.00	9/8/2022	0.00	13.33	11.50	0.00	0.00	Good
				13.33	0.00	10.00	3.33	-1.50	Good
				21.83	8.50	10.00	5.46	-1.50	Good

APPENDIX D: Construction Cost Estimations

ENGINEERS ESTIMATE

NOTE: All costs are to be considered in-place costs. Include cost for all materials, hardware, shipping, fabrication, labor, equipment, insurance, bonds, permits state and local taxes, overhead and profit to properly install items listed under each system. Costs are presented in current construction costs (October 2022) and are subject to change to due inflation, material

System	Item	Type	Unit	Qty	Cost per Unit	TOTAL COST
Short-Term Recommendations (Within 2 Years)						
1	Sheet Pile Hole Repairs - Above WL	Holes in SSP at Old Fender Locations above WL	SF	60	\$ 300.00	\$ 18,000.00
2	Sheet Pile Hole Repairs - Below WL	Holes in SSP Below the WL	EA	3	\$ 2,000.00	\$ 6,000.00
3	Repair of Steel Dock Cap	Reattachment of Dock Cap to Steel Sheet Pile	LS	1	\$ 7,500.00	\$ 7,500.00
4	Removal & Replacement of Steel Rub Rail	Install 12"x12" Continuous Timber Rub Rail	LF	320	\$ 150.00	\$ 48,000.00
5	Construction Mobilization & Demobilization	Mob & Demob for Items 1 thru 5	LS	1	\$ 2,500.00	\$ 2,500.00
6	Dock Capacity Analysis	Analysis to determine safe working limits	LS	1	\$ 8,100.00	\$ 8,100.00
7	Development & Installation of Monitoring Plan	Install Monitoring Points along top of Sheet pile	LS	1	\$ 6,000.00	\$ 6,000.00
Short-Term Recommendations (Within 2 Years)						\$ 96,100.00
Long-Term Recommendations (Within 5 Years) - Mooring Dolphins						
1	Geotechnical Exploration	Two Inwater Bornings	LS	1	\$ 15,000.00	\$ 15,000.00
2	Mooring Pile Design & Drafting	Construction Documents	LS	1	\$ 10,000.00	\$ 10,000.00
3	Removal of Failed Mooring Pile	Removal of Existing Mooring Pile	LS	1	\$ 5,000.00	\$ 5,000.00
4	Installation of New Mooring Piles	24" Diameter x 70'-0" Long	LF	280	\$ 1,450.00	\$ 406,000.00
5	Construction Mobilization & Demobilization	Mob & Demob for Items 3 & 4	LS	1	\$ 40,000.00	\$ 40,000.00
Long-Term Recommendations - Mooring Dolphins (Within 5 Years)						\$ 476,000.00
Long-Term Recommendations (Within 5 Years) - Heavy Lift Structure						
1	Geotechnical Exploration	Two Landside Bornings	LS	1	\$ 7,500.00	\$ 7,500.00
2	Site Excavation & Field Inspection	Verify Condition & Locate Existing Tie-Back System	LS	1	\$ 15,000.00	\$ 15,000.00
3	Heavy Lift Structure Design & Drafting	Construction Documents	LS	1	\$ 45,000.00	\$ 45,000.00
4	Installation of Steel Piles	18" Diameter x 70'-0" Long	LF	4480	\$ 650.00	\$ 2,912,000.00
5	Excavation for Installation of Cap	Removal of Material Onsite	CY	550	\$ 20.00	\$ 11,000.00
5	Concrete Pile Cap	3 Foot Thick Concrete Cap	CY	550	\$ 1,000.00	\$ 550,000.00
6	Construction Mobilization & Demobilization	Mob & Demob for Items 4 & 5	LS	1	\$ 600,000.00	\$ 600,000.00
Long-Term Recommendations - Heavy Lift Structure (Within 5 Years)						\$ 4,140,500.00
Long-Term Recommendations (Within 5 Years) - Level I & Level II/III Dive Inspection						
1	Dive Inspection	Level I & Level II/III Inspection	LS	1	\$ 15,000.00	\$ 15,000.00
Long-Term Recommendations - Level I & Level II/III Dive Inspection (Within 5 Years)						\$ 15,000.00

*No electrical or mechanical upgrades included

Appendix III: Historical Construction Drawings



17,000
16,500
16,000
15,500

10,500 11,000 11,500 12,000 12,500 13,000 13,500

MISSISSIPPI RIVER

EXISTING MARINA TO BE REMOVED BY OTHERS IN ADVANCE OF CONSTRUCTION.

MARK HURD
AERIAL SURVEYS, INC.
345 PENNSYLVANIA AVENUE SOUTH - MINNEAPOLIS, MINNESOTA 55426

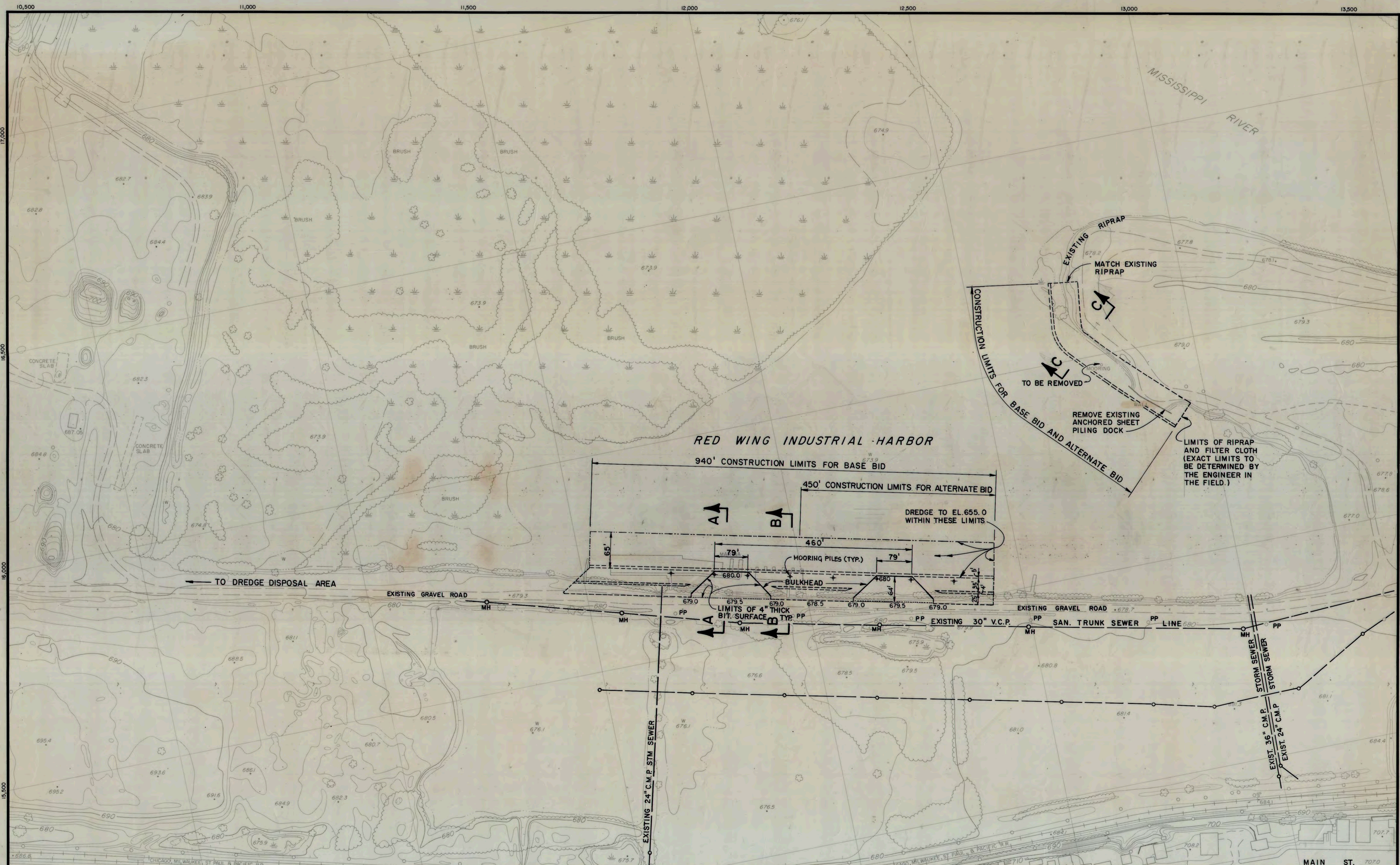
BK
BAKKE KOPP BALLOU & McFARLIN, INC.
CONSULTING ENGINEERS
7505 WEST HIGHWAY SEVEN
ST. LOUIS PARK, MINNESOTA 55426
(612) 933-8880

SCALE: 1"=100'
0 50 100 200 300 400 500

TITLE:
SITE PLAN - EXISTING

DES: R.L.D.	DR: G.M.	APPROVED:
CHK:	CHK: R.L.D.	
Sheet No. 2 of 6 Sheets		

415A
Page 50 of 118



RED WING INDUSTRIAL HARBOR

940' CONSTRUCTION LIMITS FOR BASE BID

450' CONSTRUCTION LIMITS FOR ALTERNATE BID

DREDGE TO EL. 655.0 WITHIN THESE LIMITS

TO DREDGE DISPOSAL AREA

REMOVE EXISTING ANCHORED SHEET PILING DOCK

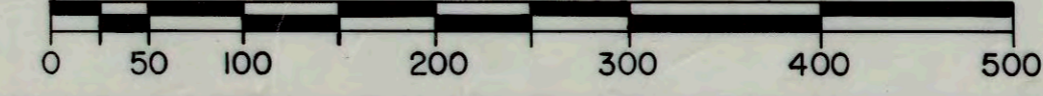
LIMITS OF RIPRAP AND FILTER CLOTH (EXACT LIMITS TO BE DETERMINED BY THE ENGINEER IN THE FIELD.)

EXISTING 24" C.M.P. STM SEWER

EXIST. 36" C.M.P. STORM SEWER

EXIST. 24" C.M.P. STORM SEWER

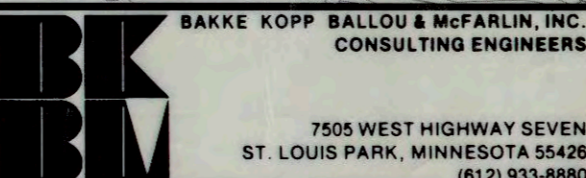
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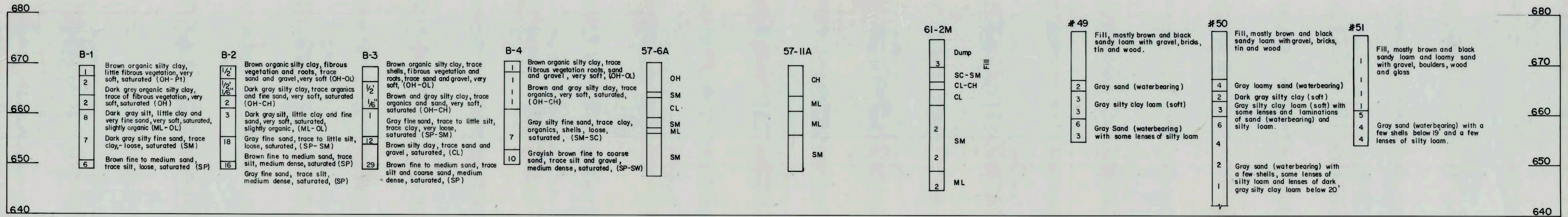
TITLE: **SITE PLAN - PROPOSED**

DES: R.L.D. DR: G.M. APPROVED:
 CHK: Z.L.O. CHK: Z.L.O.
 Sheet No. 3 of 6 Sheets

412 A
 Page 51 of 18

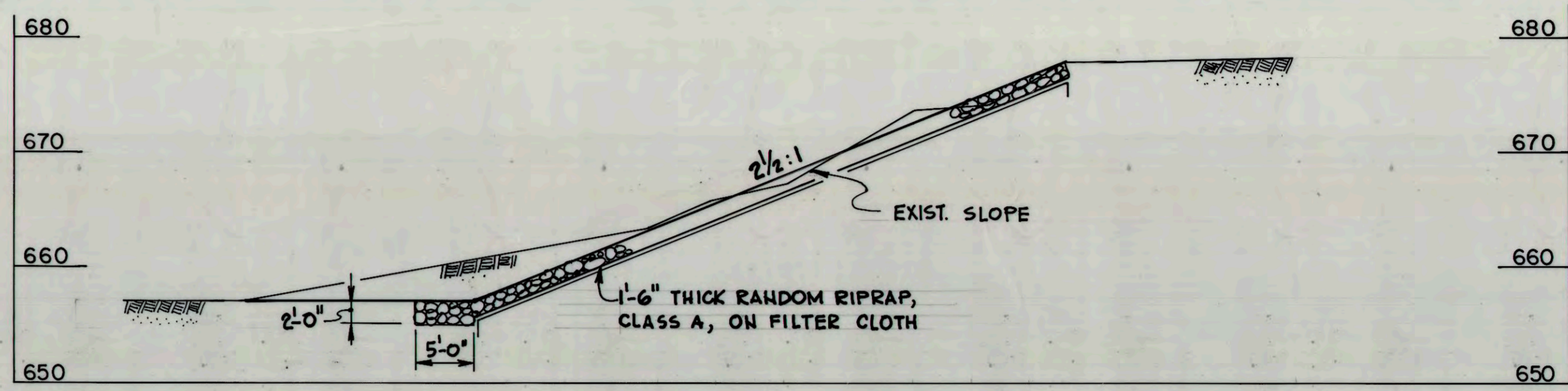
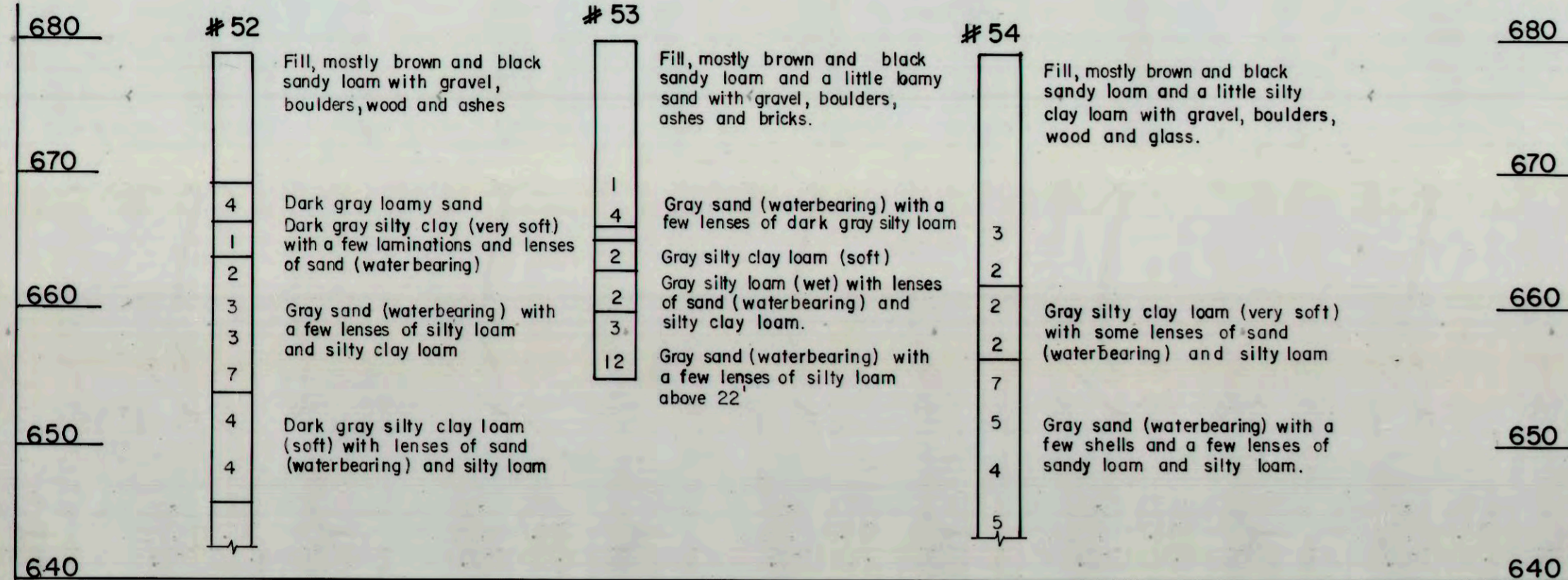


BAKKE KOPP BALLOU & McFARLIN, INC.
 CONSULTING ENGINEERS
 7505 WEST HIGHWAY SEVEN
 ST. LOUIS PARK, MINNESOTA 55426
 (612) 933-8880



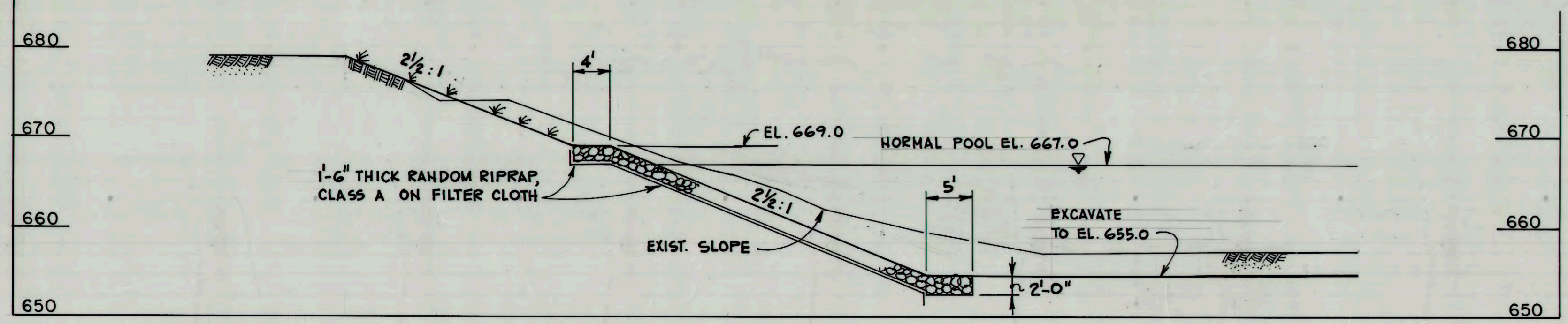
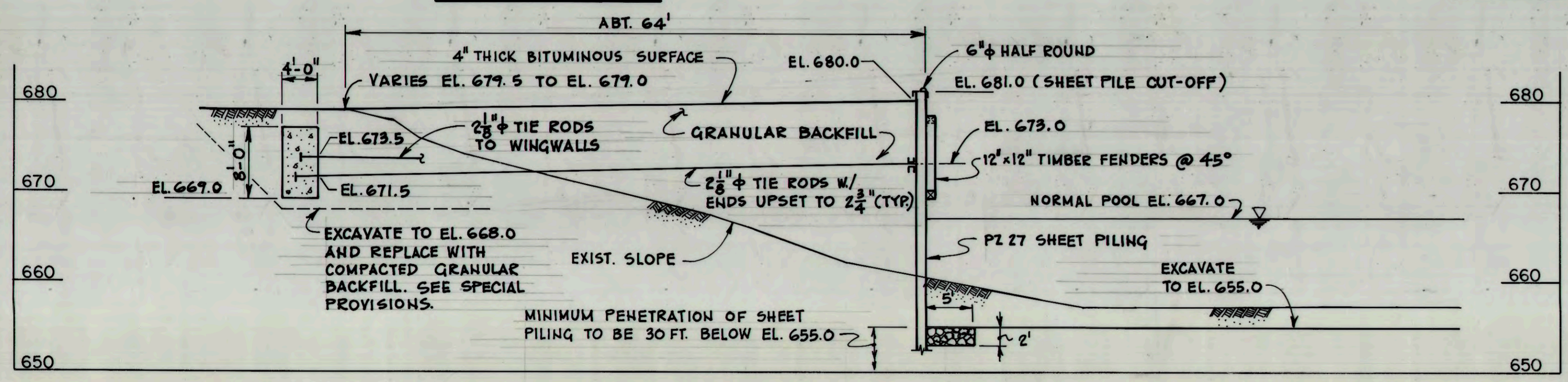
(FOR LOCATION SEE SH. 2)

BORING LOGS

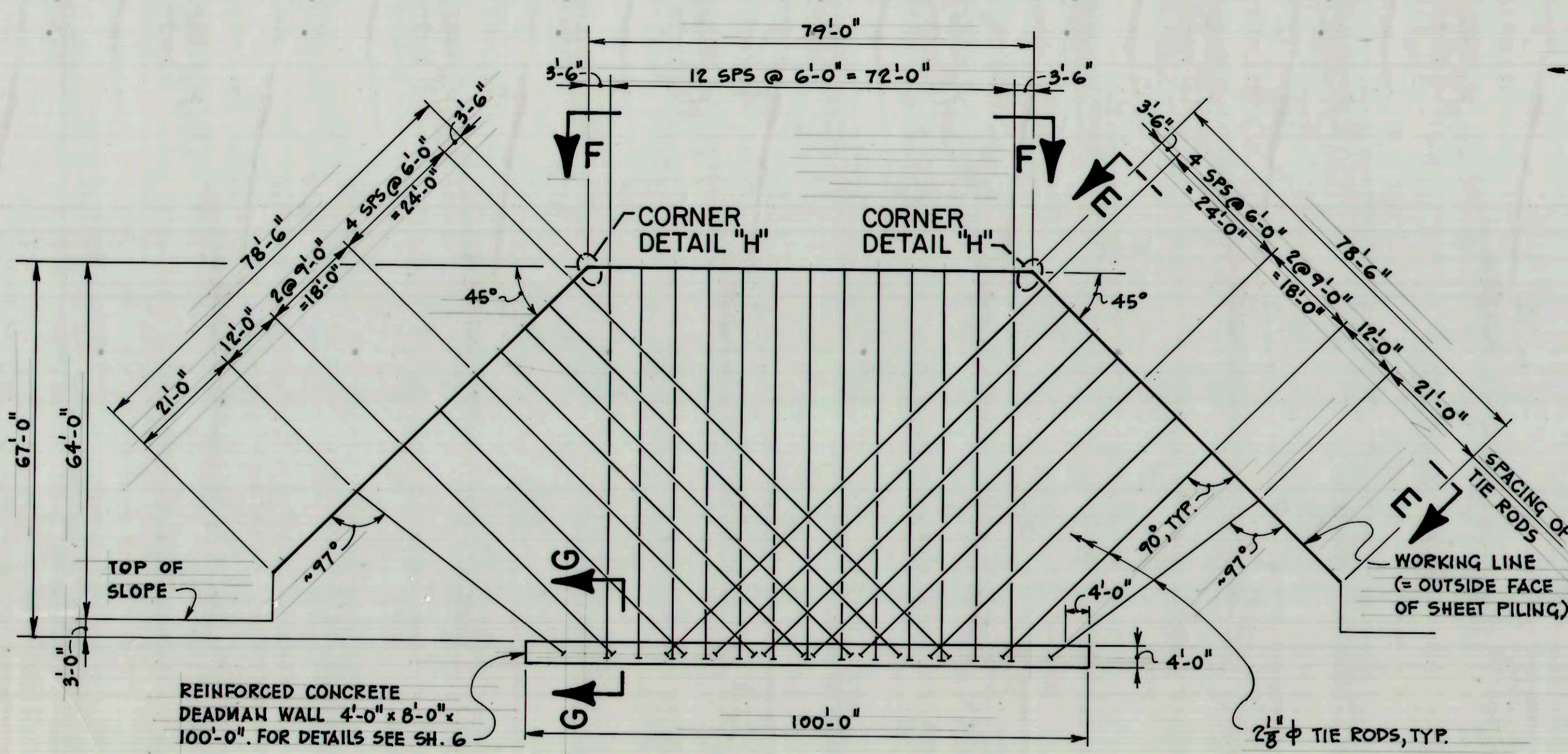


(FOR LOCATION SEE SH. 2)

BORING LOGS

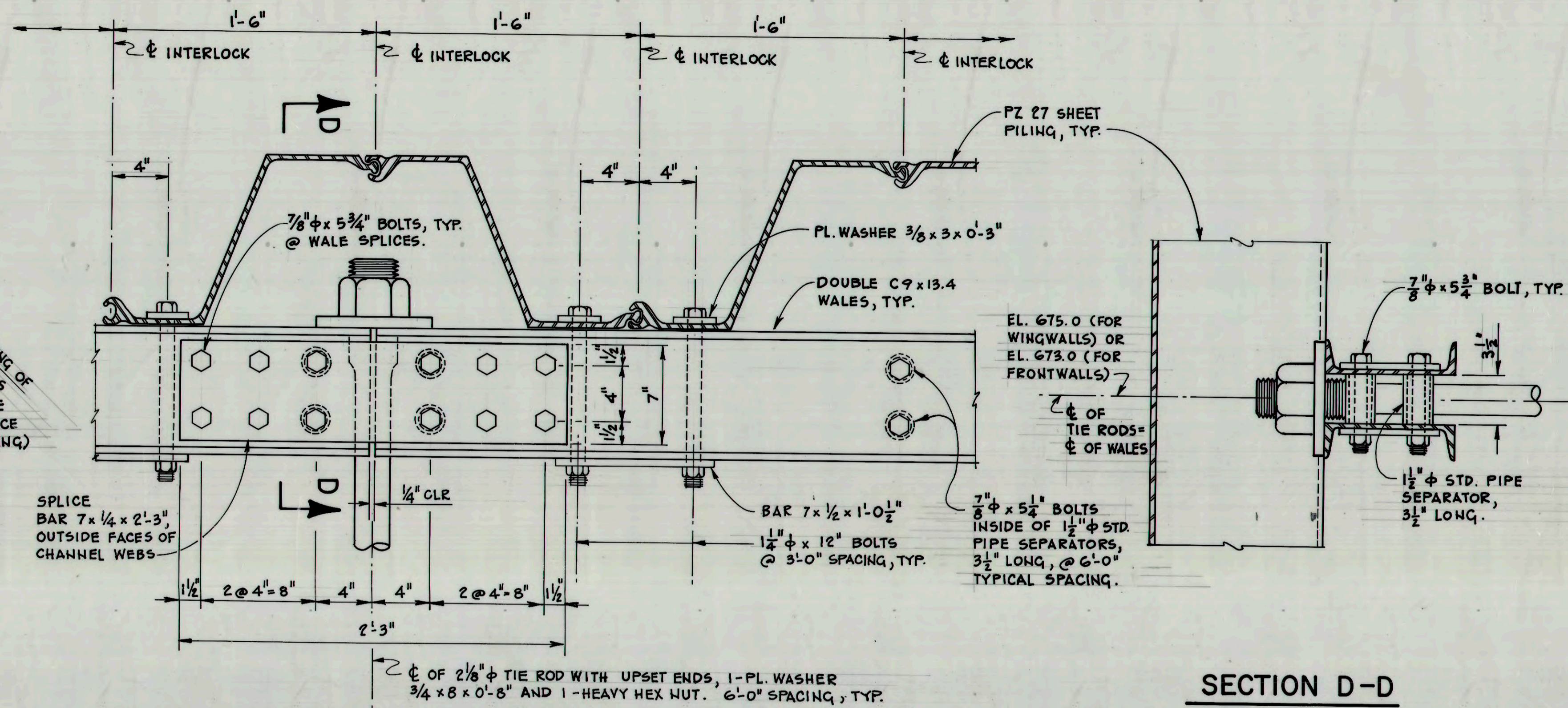


TITLE:	BORING LOGS & TYPICAL SECTIONS			DES: RLD	DR: GM	APPROVED:	411 A
	Sheet No. 4 of 6 Sheets			CHK: RLD			



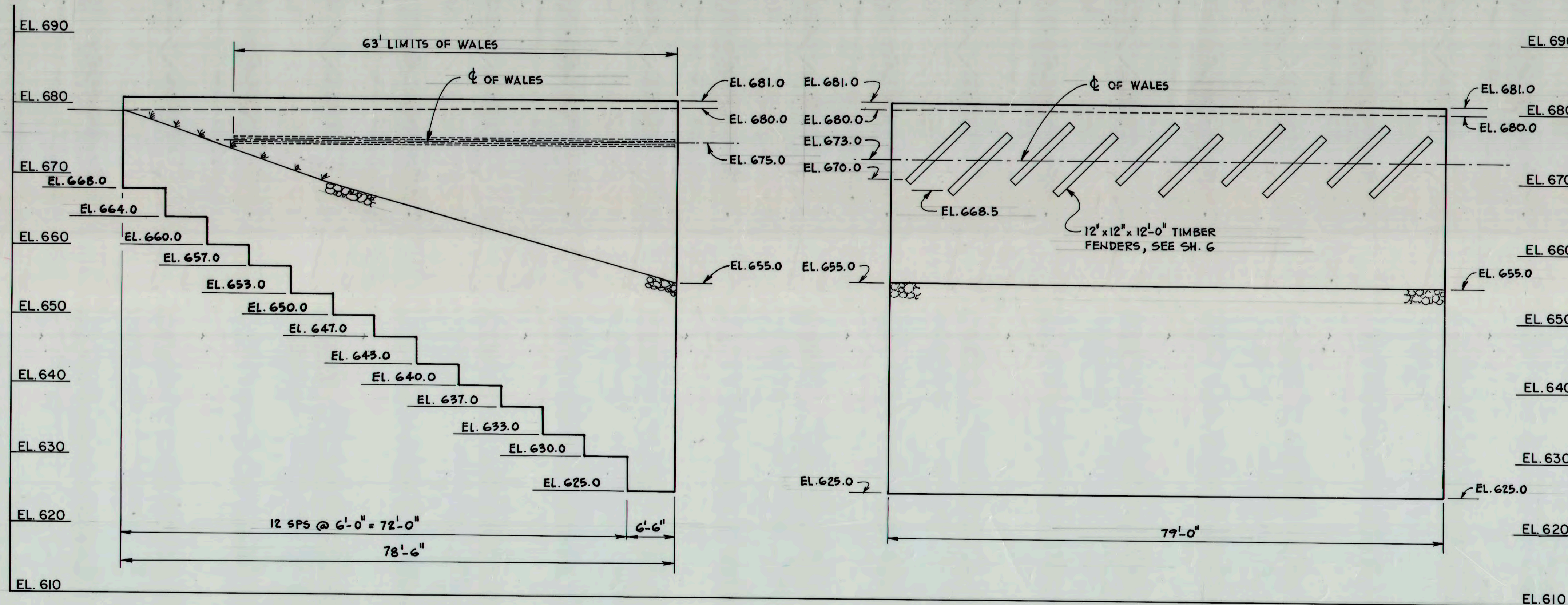
TIE ROD LAYOUT

SCALE: 1" = 20'



DOUBLE INSIDE CHANNEL WALES - BOLTED PIPE SEPARATORS

SECTION D-D

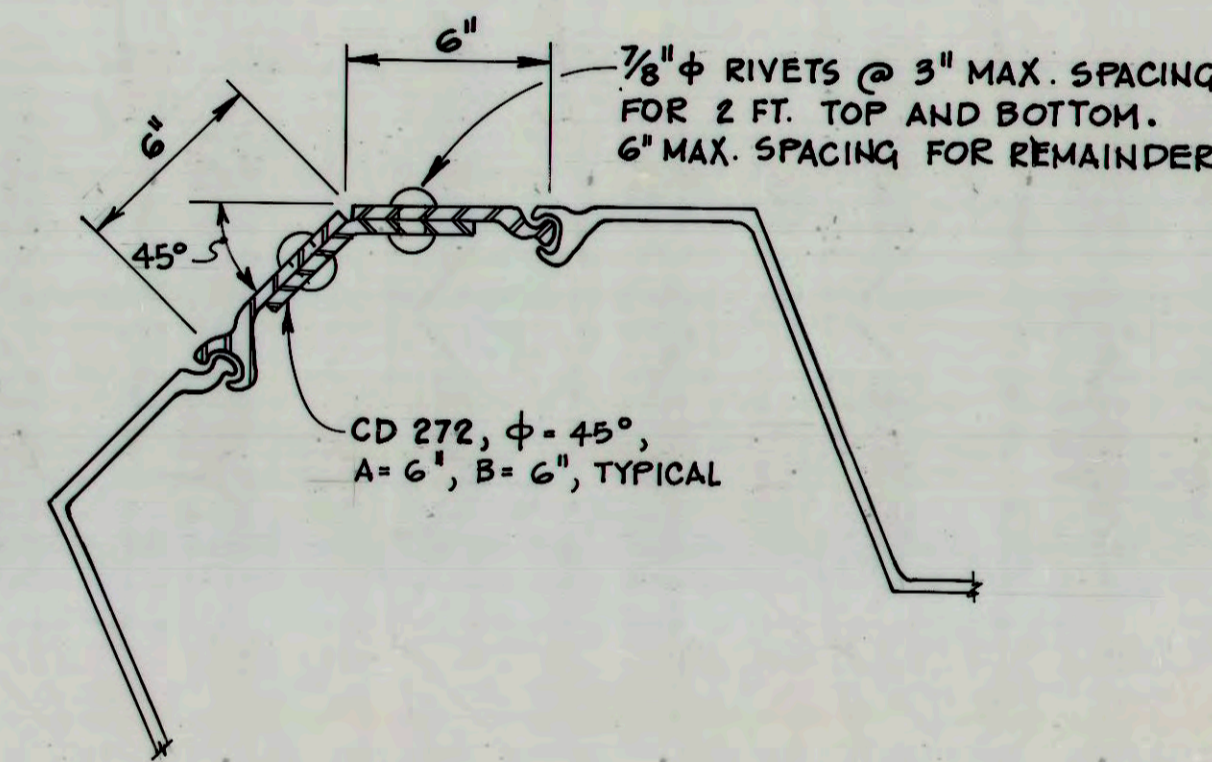


SECTION E-E

SCALE: 1" = 10'

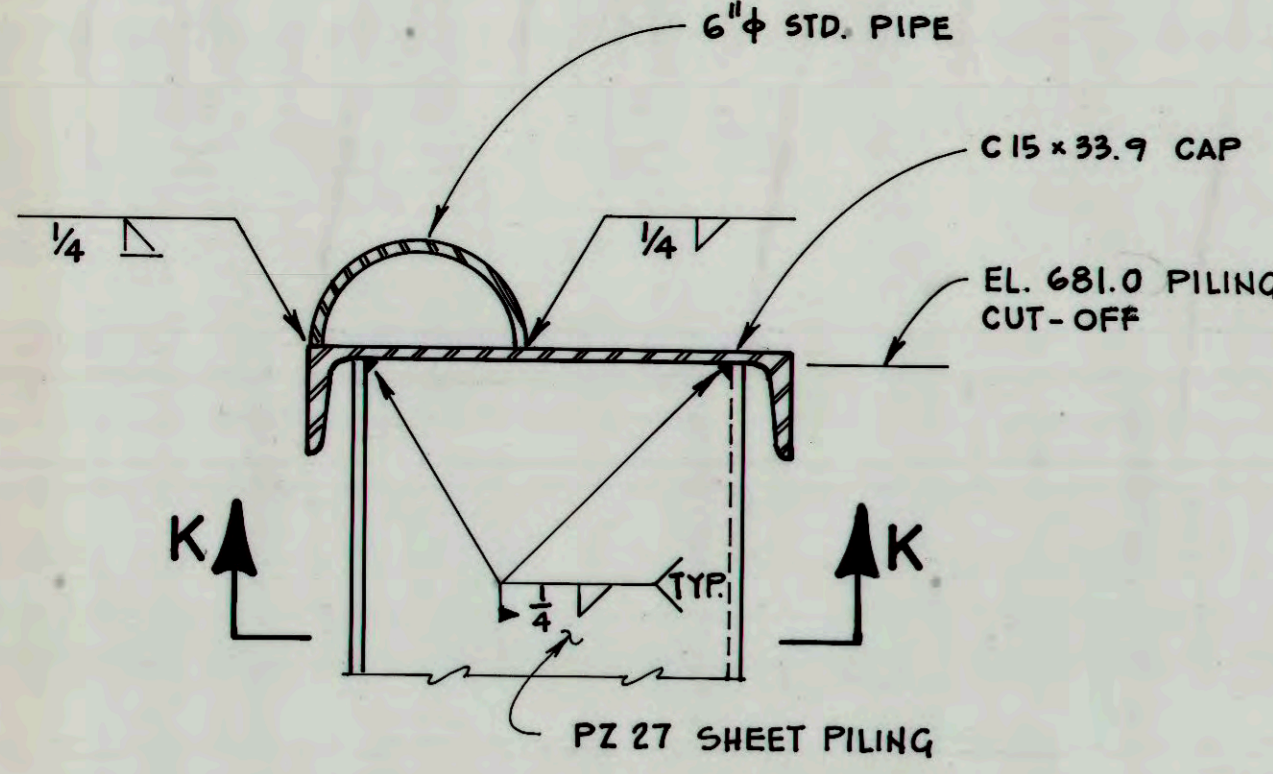
SECTION F-F

SCALE: 1" = 10'

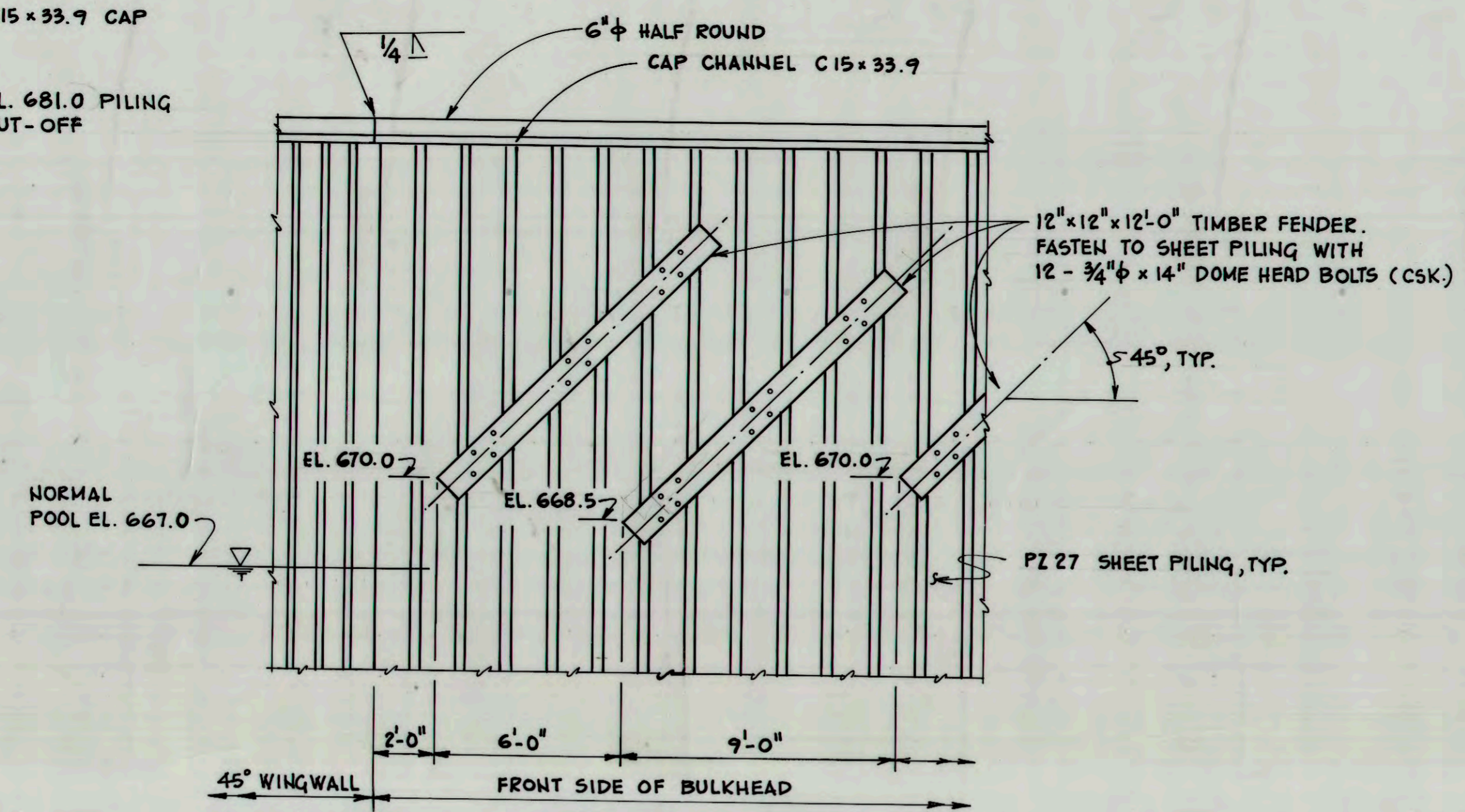


CORNER DETAIL "H"

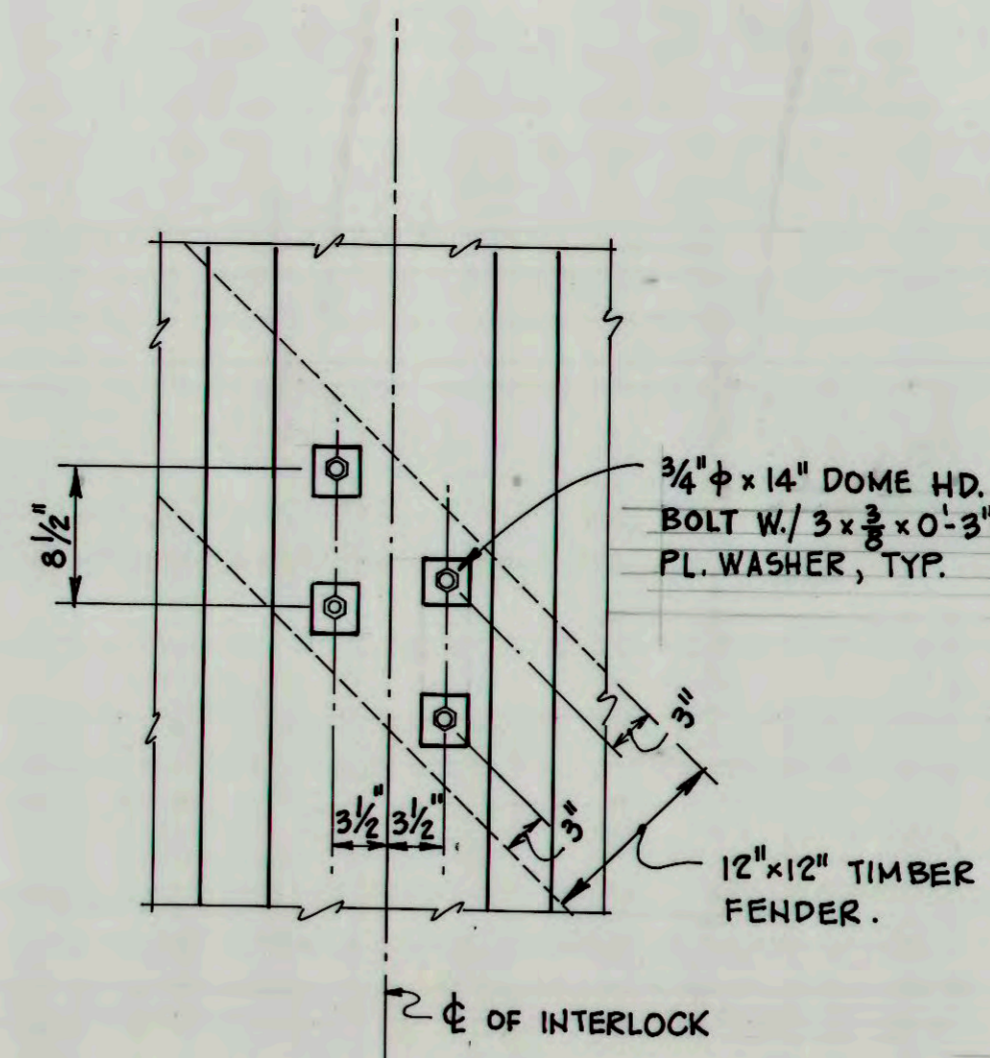
TITLE: BULKHEAD DETAILS				DES: RLD	DR: G.M.	APPROVED:	410 A
				CHK: RLD	CHK: RLD		
				Sheet No. 5 of 6 Sheets			



CAP DETAIL



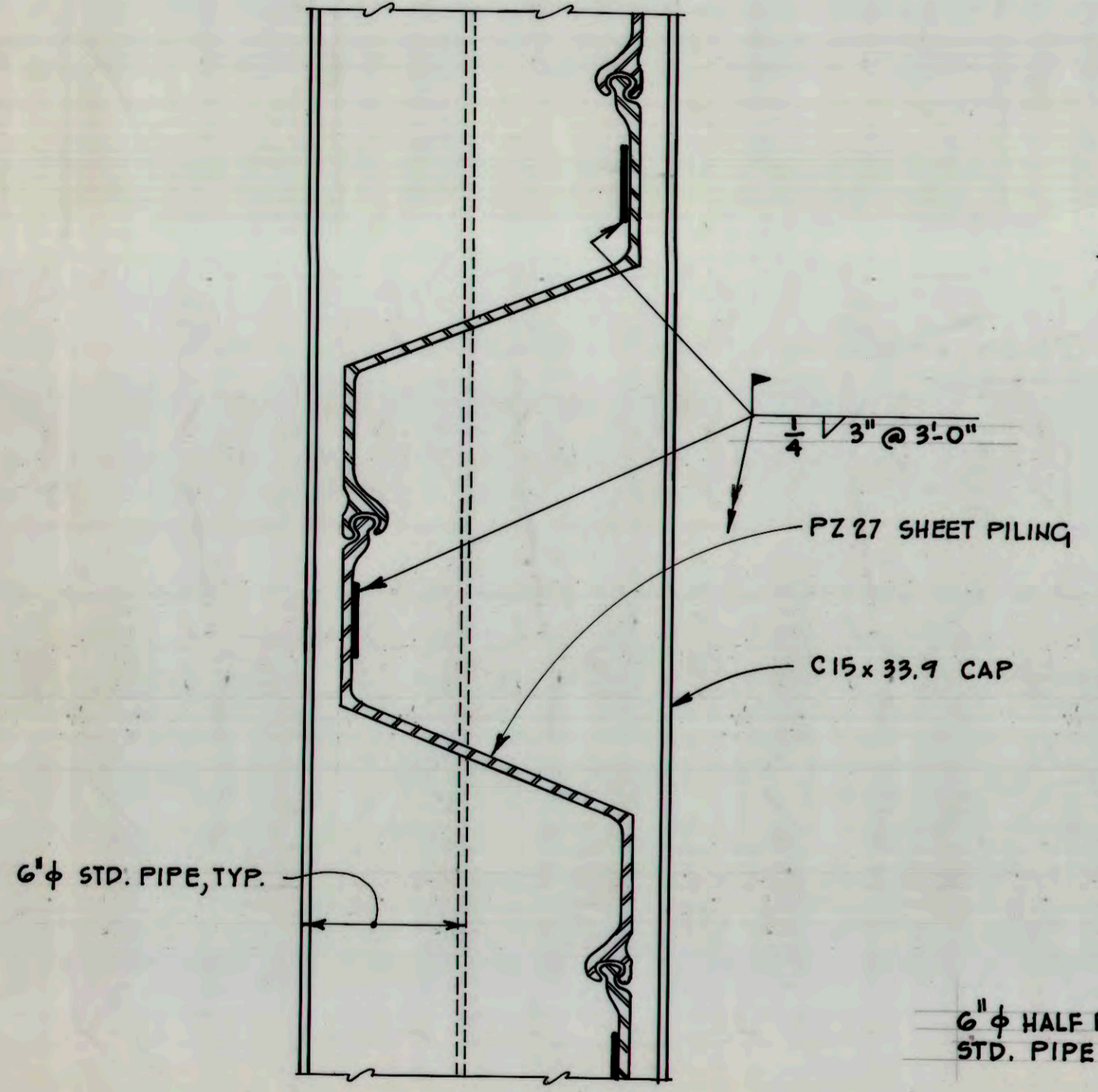
**(LOOKING SOUTH)
TIMBER FENDER DETAIL**
SCALE: 1/4" = 1'-0"



**(LOOKING NORTH)
FENDER ATTACHMENT**
SCALE: 1" = 1'-0"

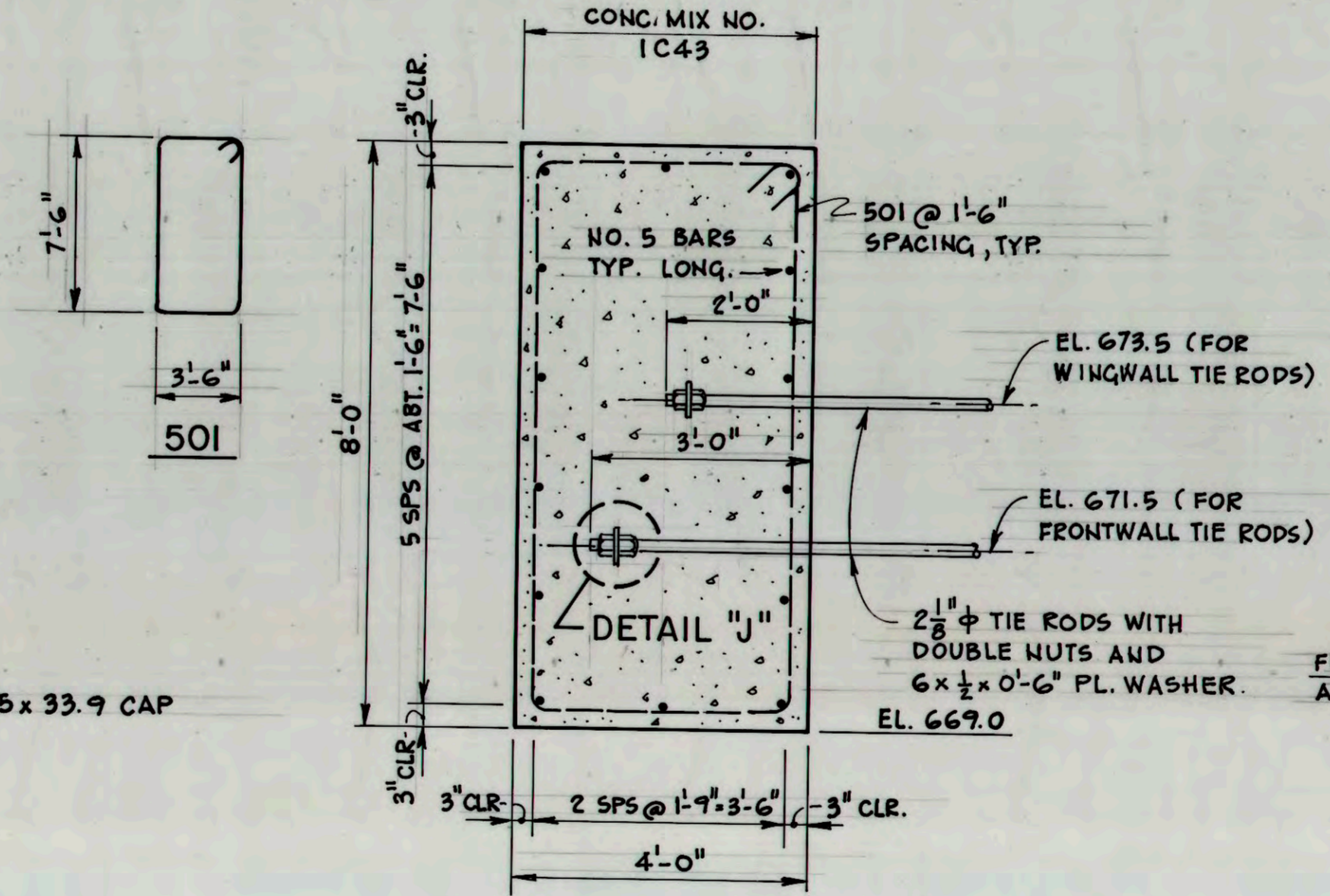
ITEM NO.	ITEM	UNIT	QUANTITY FOR	
			BASE BID	ALTERNATE
2021.501	MOBILIZATION	LUMPSUM	ONE	ONE
0101.513	CLEAR AND GRUB LIMITS OF EXCAVATION	LUMPSUM	ONE	ONE
0105.609	HARBOR EXCAVATION AND DISPOSAL	CU.YD.	7,920	3,800
0442.501	REMOVE EXISTING DOCK	LUMPSUM	ONE	ONE
2451.503	GRANULAR BACKFILL (C.V.)	CU.YD.	9,030	4,520
0452.601	STEEL SHEET PILING	SQ.FT.	19,670 (P)	9,840 (P)
2452.606	16" C.I.P. CONC. PILING (60 FT. LONG)	LIN. FT.	480	240
2402.521	STRUCTURAL STEEL (3306)	POUND	18,270	9,140
0511.504	FILTER CLOTH	SQ.FT.	58,810	28,110
2511.501	RANDOM RIPRAP, CLASS A	CU.YD.	3,670	1,760
2331.504	BITUMINOUS MATERIAL FOR MIXTURE	TON	20	10
2331.514	BASE COURSE MIXTURE	TON	424	212
2575.505	SOD	SQ.YD.	1,730	820

① INCLUDES ANCHORAGE SYSTEM (SEE SUMMARY BELOW).
(P) DENOTES PLAN QUANTITY PAY ITEM PER SPEC. 19.01.

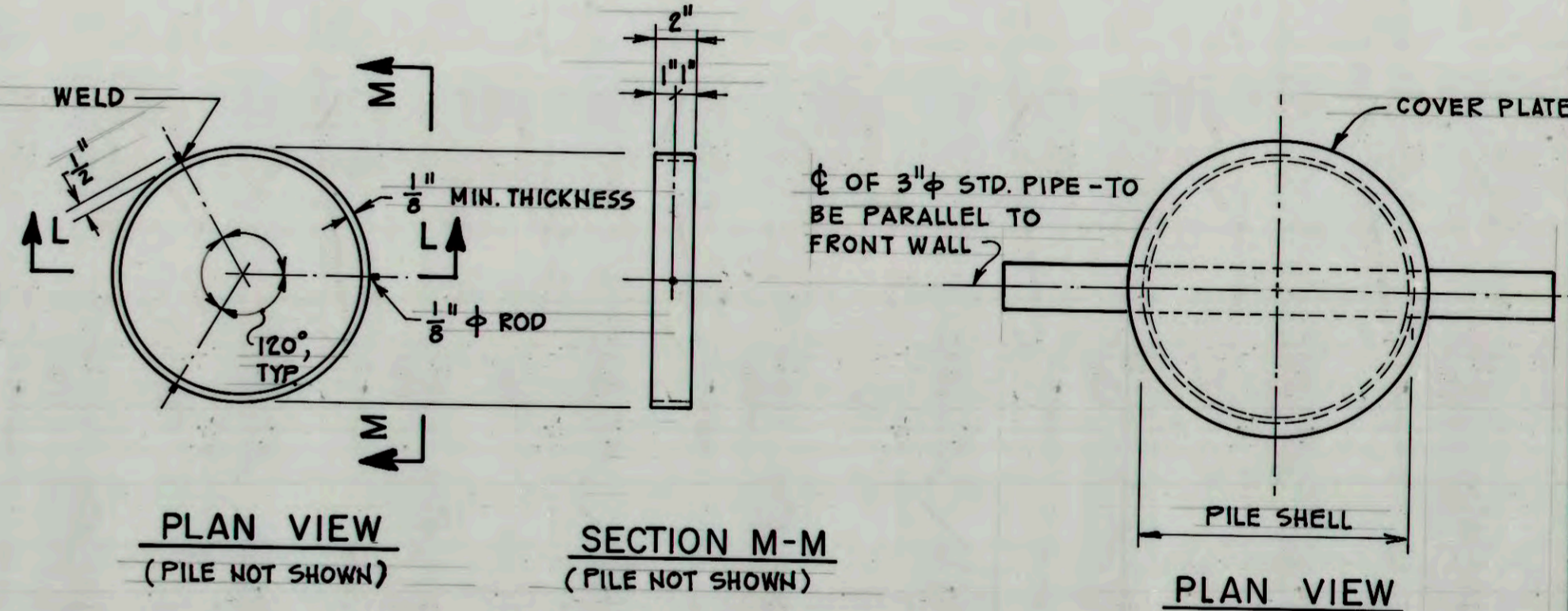


SECTION K-K

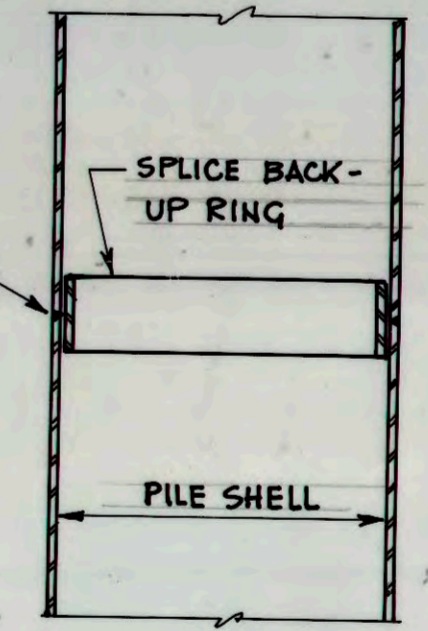
6" STD. PIPE, TYP.



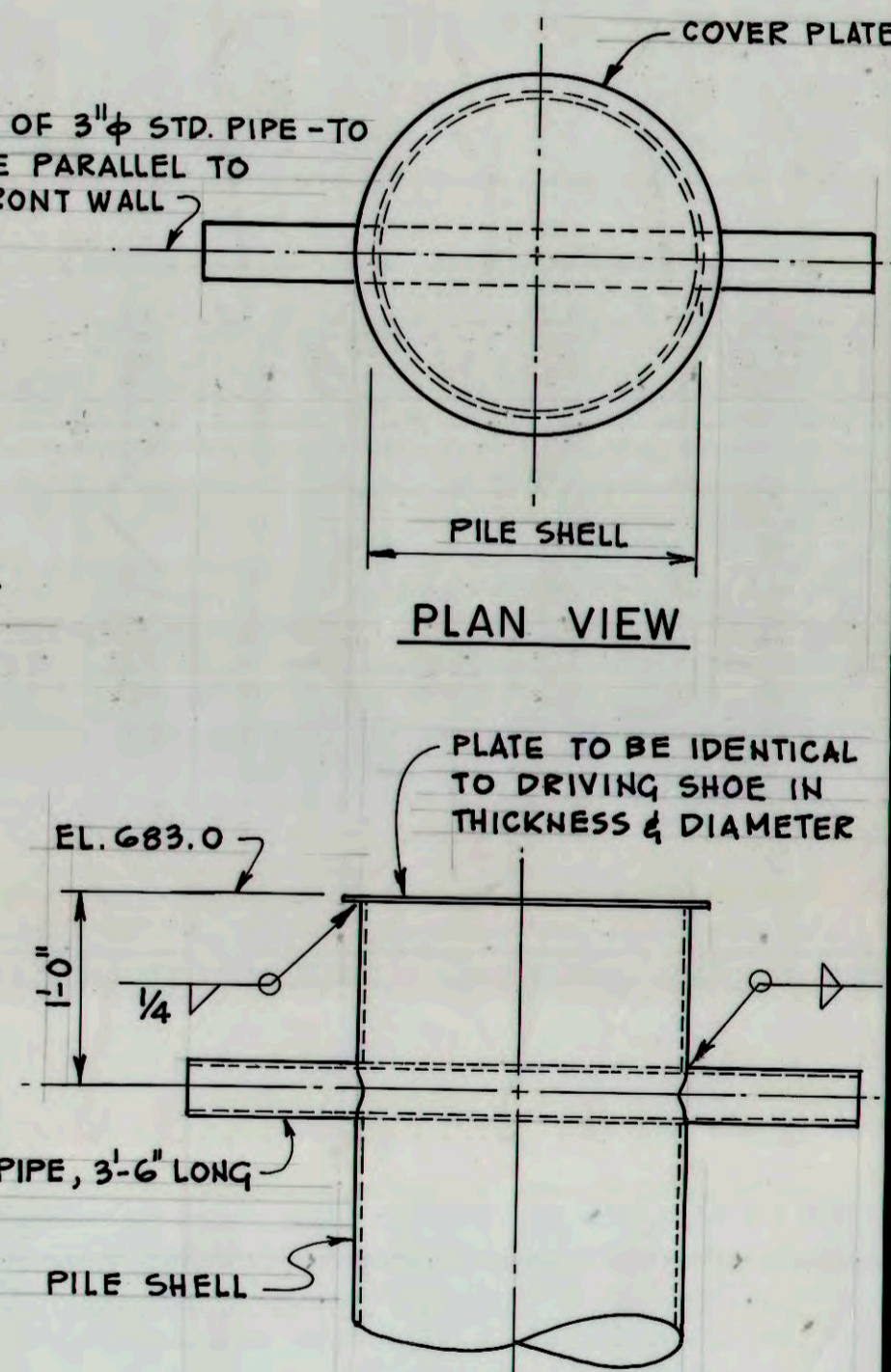
SECTION G-G
SCALE: 1/2" = 1'-0"



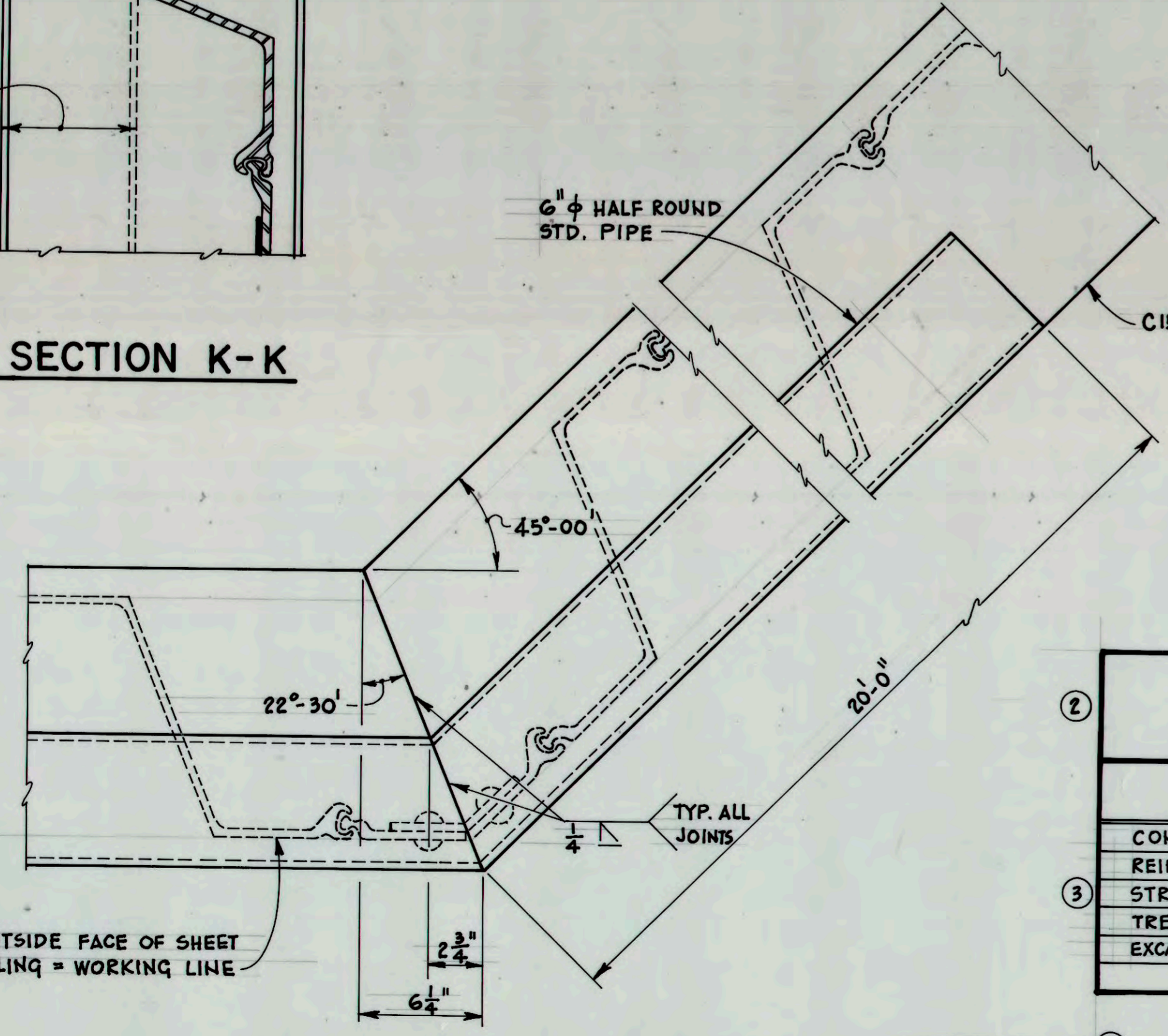
PLAN VIEW (PILE NOT SHOWN)
SECTION M-M (PILE NOT SHOWN)



SECTION L-L
PILE SPlice DETAILS
(SEE SPECIAL PROVISIONS)



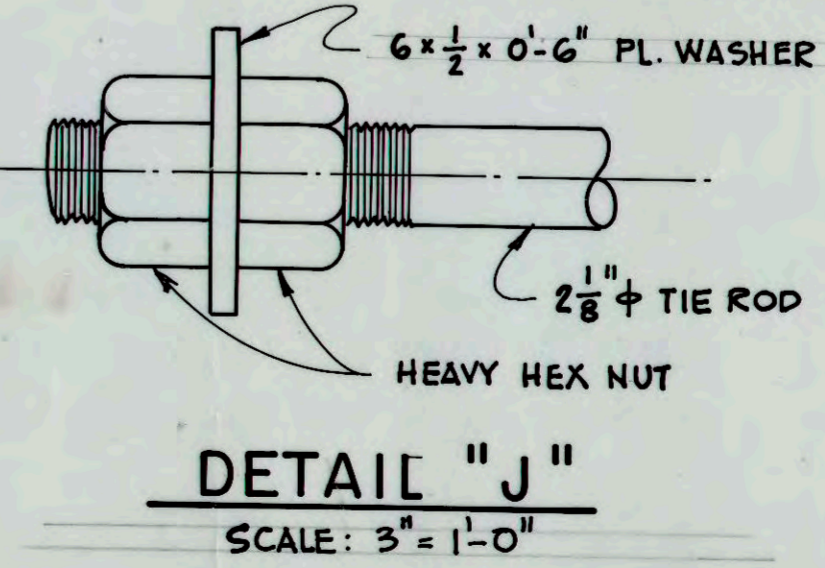
ELEVATION PILE TOP DETAIL
(SEE SPECIAL PROVISIONS)



PLAN AT CORNERS

SUMMARY OF QUANTITIES FOR ANCHORAGE SYSTEM			
ITEM	UNIT	QUANTITY FOR	
		BASE BID	ALTERNATE
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③ INCLUDES TIE RODS, TURNBUCKLES, WALES, SPlice PLATES, PIPE SEPARATORS, VARIOUS FASTENERS, NUTS AND PLATE WASHERS.



DETAIL "J"
SCALE: 3" = 1'-0"

TITLE: **BULKHEAD DETAILS AND SUMMARY OF QUANTITIES**

DES: RLO DR: G.M. APPROVED: _____

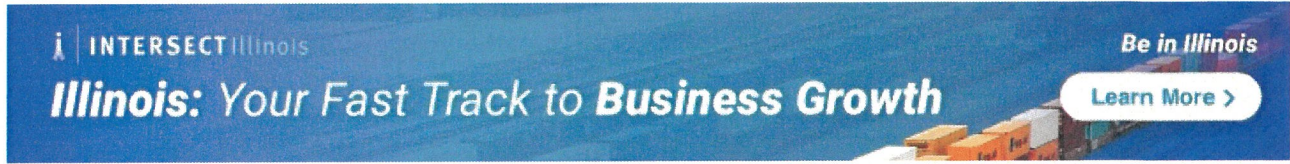
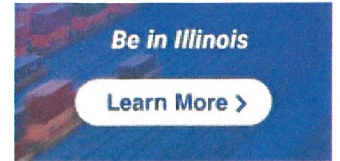
CHK: RLO CHK: RLO

Sheet No. 6 of 6 Sheets

409A



AREADEVELOPMENT



SITE SELECTION | BUSINESS GLOBALIZATION

The New Math Behind Mexico and U.S. Manufacturing Decisions

Rising wages, grid strain, and policy shifts are changing the calculus for manufacturers in North America.



Jenna Hassam, Senior Associate, Business Consulting and Site Selection, JLL

Q2 2025



PROJECT ANNOUNCEMENTS

Hood Container Upgrades West Feliciana Parish, Louisiana, Operations
07/29/2025

MR6 Tech Services Plans Huguley, Alabama, Manufacturing Operations
07/29/2025

Adient Plans Normal, Illinois, Production Operations
07/29/2025

UK-Based WB Alloys Plans Danville, Virginia, Manufacturing Operations
07/29/2025



Arkansas, Production Operations
07/25/2025

Baltimore Fabrication Expands York County, Pennsylvania, Manufacturing Operations
07/25/2025

Mueller Streamline Expands Wynne, Arkansas, Manufacturing Operations
07/25/2025

All News Items



TIPS: SEND US BUSINESS EXPANSION OR RELOCATION NEWS

The resurgence of manufacturing across North America is creating a new kind of complexity for companies evaluating sites. Reshoring and nearshoring are no longer abstract strategic concepts—they are active, time-sensitive decisions influenced by policy and resulting in wage inflation, energy demands, and a dwindling supply of viable real estate.

RELATED RESEARCH

Navigating the Dynamic Landscape of Logistics in Mexico



Made in the USA: Shoring Up Options for U.S. Manufacturing's Resurgence



Factoring Mexico Into a Solution to the Global Supply Chain Crisis



Manufacturers are now forced to make tradeoffs between lower-cost labor and rising labor strain, between faster timelines and infrastructure limitations, between regions that once felt like defaults and markets that now require hard second looks. One of the most frequent conversations we have with clients today revolves around the U.S.-Mexico tradeoffs. And the answer is more complicated than ever.

Mexico continues to offer a compelling cost advantage. Across the board, wage differentials for manufacturing labor—whether direct or indirect—can reach up to 80 percent compared to the U.S., even when factoring in the more generous benefits packages that Mexican workers expect. In Mexico, it's not uncommon for companies to cover employee transportation, offer cafeteria plans, or provide attendance bonuses. These benefits aren't optional. They're essential to talent retention, especially given the market saturation, and can amount to 100 percent of an employee's base salary.

Despite the wage gap, labor availability in Mexico is tightening. Companies are continuing to locate high-labor operations there, and the building strain is clear. Across skill levels, from direct labor to engineering and maintenance, employers face persistent turnover and fierce competition. Though brand attachment and

Site readiness is now just as much about power availability as it is about pad grading.



Be in Illinois

MOST READ

In the U.S., labor is more expensive but not quite as saturated. U.S. regions still offer emerging labor markets with lower turnover and stronger community ties. In these markets, workforce development programs, coordination between employers, and long-standing ties within the community can provide an edge. One region might be more established but face high turnover as workers chase small wage increases. Another might be less developed but offer a more collaborative culture and better employee retention. The key is understanding the nuance.

- 1. Gold and Silver Shovel Awards
Q2 2025
- 2. In Focus: AI Is Changing Incentives Math
Q2 2025
- 3. Optimizing Your Rail-Served Transportation Network: Strategy Before Steel
Q2 2025
- 4. How to Choose the Right Site for Your Factory in 2025's Volatile Landscape
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- 5. From Silicon to Server: Mapping the Data Center Supply Chain
Q2 2025
- 6. Tariffs, Talent, and U.S. Expansion
Q3 2025
- 7. First Person: David Robey, Co-CEO of QTS Data Centers
Q2 2025

AREADEVELOPMENT



Labor Availability

Utilities are becoming a bigger factor in site selection models with electricity often being the driving factor. In Mexico, challenges are emerging not just around cost but around reliability and access. Delays in securing new electricity contracts are common, and communication with providers can still depend on physical mail rather than email or phone calls. Furthermore, some providers will limit electricity capacity depending on the size of the operations. For companies that require higher loads, like EV suppliers or advanced manufacturing, grid limitations can delay expansion timelines significantly. In some areas, buyers must purchase the rights to electricity in addition to paying for usage. This can mean millions in upfront costs before construction even begins.

In the U.S., the utility process is rarely seamless, but the baseline expectations around reliability and communication are still stronger. That difference matters more as companies push for higher energy loads, faster connections, and more aggressive timelines. Site readiness is now just as much about power availability as it is about pad grading.

FOLLOW AREA DEVELOPMENT



NEWSLETTERS

Insider: Exclusive content from Area Development Magazine focusing on all aspects of site and facility planning from state and local incentives to corporate surveys and beyond, delivered right to your inbox monthly

This Week: Site selection, facility planning and workforce development thought leadership curated from around the web delivered to your inbox weekly

80%

That's the wage differential between U.S. and Mexico for manufacturing labor.

Site selectors are recalibrating their processes as real estate scarcity becomes the norm. The model that used to begin with regional preferences and end with a short list of sites is shifting. Now, many projects start with a scan of which viable sites exist across a wide range of markets, followed by an evaluation of how to make those specific regions work. Clients have been forced to flip their thinking. That's how scarce plug-and-play options have become, and how important time-to-market is. If a site has the land, the utilities, and a clear path to development, companies are willing to solve for workforce, training, and supply chain logistics accordingly. The constraint is no longer geographic preference. It's site availability.

Mexico is no longer the default choice for labor-intensive operations.

Investments into both the U.S. and Mexico have surged in recent years, but the kinds of projects going into each country tell a deeper story. Mexico continues to attract automotive manufacturing and other labor-intensive operations, especially in the northern and central regions. The U.S., by contrast, is seeing a sharp increase in

capital-intensive investments, particularly in sectors like semiconductors and renewables. The CHIPS and Science Act and the Inflation Reduction Act have fueled billions in new investment and turned the U.S. into a destination for high-tech, high-energy manufacturing.

International capital flows confirm the shift. Chinese investment into Mexico has doubled in recent years, driven by a combination of strained U.S.-China relations and Mexico's proximity to U.S. consumers. Meanwhile, U.S. investment into China has dropped by 75 percent. U.S. companies are now reinvesting at home at the highest rate in decades and increasingly looking to.

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Industry Trends

Other trends are compounding the challenge. Wage inflation in Mexico is rising, especially in manufacturing hubs. Pending legislation could reduce the standard work week from 48 hours to 40, without a corresponding reduction in pay. That would drive up effective labor costs even more. Meanwhile, larger projects—especially in data, battery, and chip manufacturing—are asking for hundreds of acres and hundreds of megawatts of power in the U.S. Even in markets with favorable conditions, infrastructure simply can't keep up with the demand curve.

Clients have been forced to flip their thinking. The constraint is no longer geographic preference.

Recently, the U.S. outlined its reciprocal tariff policy on a broad list of countries around the world. In modeling the cost impact of such tariffs for our clients, it is clear the tariffs are going to have a significant impact on the cost of operations abroad versus in the U.S. By way of example, a few months ago, a client evaluating sites in both the U.S. and Mexico asked our team to run a standard model without factoring in tariffs and then remodel the output

assuming a number of tariff impacts. In one case, assuming 25 percent of their product did not comply with USMCA and carried a 25 percent tariff, the project costs rose but the overall rankings remained the same with Mexico being the lowest cost option. However, when we assumed 50 percent non-compliance, the model flipped. Suddenly, the lowest-cost U.S. site outperformed the Mexican options. Could this indeed stimulate a change in thinking regarding direct investment site selection?

The choice between Mexico and the U.S. used to be simpler for many industries. Now, it's a matrix of labor availability, utility capacity, tariff risk, construction timelines, and investor confidence. Every company's

and certainty than they did five years ago.

Mexico is no longer the default choice for labor-intensive operations. The U.S. has become a serious contender as more companies are at least building it into their initial comparisons—and some are choosing it outright. That shift is real.

Site selectors are responding by getting more granular, more local, and more proactive. The future of North American manufacturing isn't just about cost. It's about solving the complexity rooted at the intersection of people, power, policy, and place.

AREADEVELOPMENT



Labor Cost



Jenna Hassam, Senior Associate, Business Consulting and Site Selection, JLL

Senior Consultant at JLL specializing in global location, footprint, and investment strategy. Extensive experience with automotive, data center, and life science manufacturing industries. Prior Project Manager at JLL with experience in healthcare, hospitality, life science, office, residential, and retail development.

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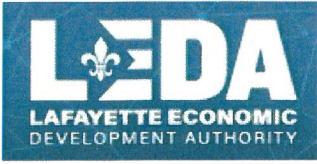
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Energy Costs and Constraints Are Reshaping Site Selection in 2025

Surging energy demands, grid instability, and ESG pressures are changing how companies choose new facility locations.



Grant Miller, Partner, Colliers International

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many, one certainty will continue for the near future: energy availability and costs.

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Area Development recently released findings from its 39th Annual Corporate Survey and 21st Annual Consultants Survey, highlighting the top factors influencing business expansion and location decisions in 2025. Unsurprisingly, energy availability and costs rank among the leading concerns. For those in the site selection or location consulting industries, electricity is a central, ongoing discussion point.

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Businesses are grappling with power availability, but there are best practices that could help mitigate these challenges moving forward.

Understanding the Current Landscape

Electricity demand has reached unprecedented levels globally, and the United States is no exception. Moreover, domestic demand is not expected to decline in the near future. A primary driver of this surge is artificial intelligence (AI) and the rapid expansion of data centers.

To put this into perspective, according to The Wall Street Journal, by 2030, data centers will require more energy than the country of Japan consumes today. An AI-focused data center alone can consume as much electricity as 100,000 households. The rising energy needs of data centers, paired with the increasing reliance on AI, pose a significant challenge for businesses looking for locations with reliable and affordable electricity.

For manufacturers scouting potential sites for new facilities, this demand can present a major obstacle—especially when a location meets all other criteria except for power availability. With the current administration’s renewed focus on reshoring manufacturing, competition for electricity will be fierce and only exacerbate this competition for electricity. Industries such as semiconductors, pharmaceuticals, metals, and automobiles—key priorities for reshoring efforts—are all highly energy-intensive. Adding another layer of complexity is the aging electrical grid across the United States.

According to the Joint Economic Committee, more than 70 percent of the national grid is over 25 years old and has never been upgraded. As demand surges, technologies evolve, and extreme weather events become more frequent and severe, the grid is being stressed in ways it has not been before. This makes ensuring reliable power availability a critical issue, particularly as energy systems struggle to adapt to both rising demand and the evolving energy landscape.

The future belongs to companies that treat energy not as a cost—but as a competitive differentiator.

Volatile energy pricing further compounds the challenges. Contributing factors include geopolitical tensions, trade wars, supply chain disruptions, and climate-related events—all of which create an

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growth, and volatility creates a significant risk to operational costs and profitability.

Moreover, ESG (Environmental, Social and Governance) initiatives have continued to contribute to the bottleneck of electricity availability. In recent years, providers have begun transitioning to more renewable energy sources such as solar, wind, and hydro. These sources do not rely on fossil-fuel based generation (such as coal and gas), which have contributed to greenhouse gas emissions. While environmentally friendly, they are not without their challenges. Renewable energy can be intermittent—for example, wind and solar output can drop during periods of low wind or cloudy days.

Other ESG initiatives include regulatory compliance in areas such as cybersecurity, as well as addressing various social issues.

Overcoming the Challenges

While there is no one-size-fits-all solution to today’s energy issues businesses face today, several best practices can help businesses chart a path forward and navigate the evolving landscape.

Developing an extensive energy strategy is an important first step. Companies should create a comprehensive plan that aligns with corporate goals and includes input from all key stakeholders—both internal and external. Partnering with energy consultants and legal experts can save time and money by helping to evaluate load structures, navigate regulations, and streamline negotiations. A proactive approach to energy strategy enables businesses to anticipate challenges and minimize disruptions.

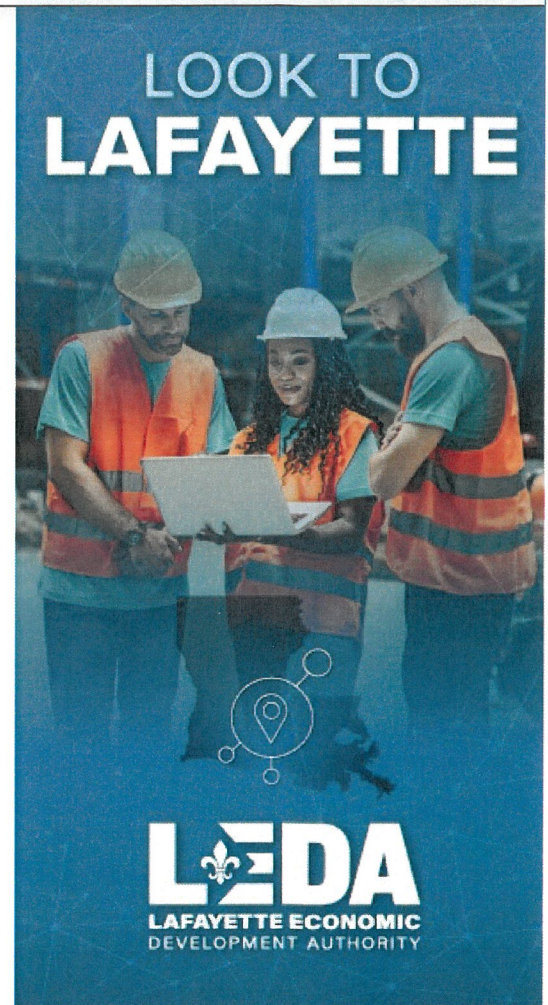
100,000

That’s the number of households whose combined energy use can equal one AI-focused data center.

Conducting an energy assessment is equally important. Companies should work closely with their energy consultant to analyze energy load profiles, operating hours, peak demand times, and future expansion plans. A detailed, data-driven strategy ensures clarity on project requirements and avoids wasting time on sites that cannot meet those needs. This will also help identify potential areas for efficiency improvements, such as upgrading equipment to lower energy consumption.

Engaging utility providers early is another best practice. Companies should initiate discussions with utility companies at the start of any site selection or expansion project. This will help confirm power availability and ensure timelines are aligned. At the right time, companies should involve the utility company as a strategic stakeholder—not just a service provider. Early communication is key to project success.

Understanding the local market can also provide a competitive advantage. Energy rates and tariffs vary significantly by region. Here,



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demand charges, and available economic development incentives. In deregulated markets, users can often negotiate favorable supply contracts.

Finally, planning for flexibility, redundancy and resilience is critical. In regions prone to outages or extreme weather, energy infrastructure should incorporate backup generation and redundant supply lines to maintain operational continuity.

Emerging Tailwinds

Encouraging signs are emerging as federal policy increasingly supports infrastructure modernization and energy independence. Trends to watch include:

The expansion of renewable energy capacity. The federal government and utility companies are investing heavily in expanding renewable energy capacity.

Federal funding for grid modernization. The allocation of significant resources toward upgrading the national grid should help alleviate some of the strain on the aging infrastructure and improve reliability.

The development of microgrids. Microgrids will offer businesses the ability to generate, store and distribute their own electricity, while reducing reliance on the main grid and providing energy security.

The growth in energy storage solutions. Energy storage technologies continue to advance, which will provide businesses more opportunities to store excess renewable energy and utilize it during peak demand periods.

These initiatives could provide a competitive edge for companies that align their energy strategies with national policy trends.

Navigating energy infrastructure requires a proactive approach to utility engagement and risk management. Whether operating a data center or a manufacturing facility, aligning energy decisions with technological and policy shifts is critical.

By building strong partnerships, developing forward-thinking strategies, and planning for evolving challenges, businesses can stay ahead of future disruptions. Staying informed, adaptable, and strategic is no longer optional—it is essential.



Renewables are promising—but intermittency and infrastructure delays can undermine even the most sustainable energy plan.



'Uniquely Positioned': How Small Business Owners Can Successfully Navigate the Tariffs

Global supply chain expert Kerim Kfuri offers smart strategies for dealing with tariff uncertainty.

BY [DAN BOVA](#)

JUL 10, 2025

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Secure Your Spot



As tariffs and their effects on the supply chain begin to take shape, [Kerim Kfuri](#), the president and CEO of the [Atlas Network](#), a global supply chain solutions company, has his eyes on the headlines. "We produce a more efficient and effective outcome for businesses through best practices and protocols that focus on transparency and visibility — the right suppliers, eyes and ears on the ground, and third-party attestation," Kfuri tells *Entrepreneur*.

Here, Kfuri shared some insights entrepreneurs can use to protect their businesses and even thrive during uncertain times. (This interview has been edited for length and clarity.)

Tariffs seem to dominate and then disappear from the headlines. How does it impact small business owners now that the initial

material impacts on businesses, especially those that operate on very thin margins, like the commodity space. Whereas in other industries, such as the luxury goods market, where the margins are much higher, the impacts of the tariffs may not be as readily felt or may be able to be passed along to other businesses and consumers.

Related: [How Trump's Tariffs Will Reshape Startups and Venture Capital](#)

What are you hearing from SMBs about their impact?

We operate with a significant amount of SMB clientele, and so far, they have not stated that it is as bad as they would have thought. This is because we find that small businesses are uniquely positioned to pivot and adapt more quickly. It's always harder to turn a much bigger ship. In the realm of global supply chain, where the only consistency is inconsistency, you need to look at those rainy day situations before they actually come about. Many small and mid-sized businesses were thinking about the tariffs months before they even occurred, and started rejiggering and coming up with contingency plans on how to manage excessive costs.

What are some smart steps entrepreneurs can take to mitigate the negative effects?

There are things you can do to help mitigate negative effects and actually end up with opportunities in the face of chaos and challenges. This includes:

- Negotiate who absorbs these tariffs, or make it a shared effort between suppliers and the brand and, ultimately, the consumers, so the cost impacts are not as widely felt.
- Slow down the payments of tariffs by putting goods in U.S. bonded warehouses or free trade zones and removing the products from those locations piecemeal as needed.
- Look at operational enhancements, like the terms and conditions with suppliers, and being able to extend those terms and conditions to help assist with cash flow, especially if upfront tariffs are required when goods enter through the ports. By making longer payment terms, you can offset those upfront cash constraints.
- Look at using new materials for your products that may reduce the cost structure and therefore improve profitability. You can also raise the pricing of your products while revealing hidden benefits that haven't been explained or showcased to your consumers.

Related: [Historic Perspectives on Tariff Policies and Modern Impacts](#)

Are there any big misconceptions about the supply chain?

I think the biggest misconception about the supply chain is that it does not impact us all. It impacts every single facet of our lives, from the products we use to the stock markets to the industries that we enjoy, such as the entertainment industry. No matter what area you are looking at, there will always be a tie to a supply chain that makes that industry successful and therefore allows the global economy to move forward.



Dan Bova

ENTREPRENEUR STAFF

VP of Special Projects

Dan Bova is the VP of Special Projects at Entrepreneur.com. He previously worked at Jimmy Kimmel Live, Maxim, and Spy magazine. His latest [books for kids](#) include [This Day in History](#), [Car and Driver's Trivia Zone](#), [Road & Track Crew's Big & Fast Cars](#), [The Big Little Book of Awesome Stuff](#), and [Wendell the Werewolf](#).

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EDITOR'S PICK

RIVERBOATS GENERATE VISITS AND ECONOMIC ACTIVITY IN RED WING

2/3
visitors highly
satisfied

ECONOMIC IMPACT



On average,
\$44.10
spent per riverboat
visitor and \$27 in
retail.



In a typical year,
riverboats generate
\$796,190
in economic activity



57 jobs supported
\$263,210
in labor income

WHO'S VISITING?



Riverboats
attract an
annual
estimated

5275 visitors

99% came for the
boats, and **96%** had
never visited before

WHAT THEY LOVE

- Natural and scenic beauty
- Historic downtown
- Museum options
- Friendliness



ROOM TO EXPLORE MORE

Riverboat passengers wish they had additional time to explore Downtown Red Wing



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Economic contribution of riverboats in Red Wing

A report of the Economic Impact Analysis Program

Presented by Brigid Tuck



Economic contribution of riverboats in Red Wing

A report of the Economic Impact Analysis Program

July 2025

Presented by Brigid Tuck, community economics applied research specialist

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Executive summary: Economic contribution of riverboats in Red Wing

Riverboats have a long history in Red Wing, and the tradition of enjoying the mighty Mississippi remains strong today. In 2024, two companies docked in Red Wing as part of their trips, bringing passengers, employees, and excitement surrounding the riverboat experience. Riverboat passengers debarked for a day in Red Wing, visiting local landmarks and attractions, such as museums. Passengers also had free time to explore downtown and shop at local businesses.

Given the many tourism aspects of riverboats, the Red Wing Port Authority was interested in understanding the economic contribution of riverboat visits. They hired University of Minnesota Extension to collect necessary data and conduct an economic contribution analysis. The data collection included a survey of riverboat passengers, riverboat employees, and visitors in Red Wing to view the riverboats.

Key conclusions include:

Riverboats generate visits and economic activity in Red Wing.

- On average, riverboat passengers, employees, and other visitors spent \$44.10 per person while in Red Wing. The largest expenditure was \$27.30 on retail items.
- In a typical year, riverboat-related visitors spend an estimated \$232,000 in the community, above and beyond the guided tours.
- In total, riverboats generate an estimated \$796,190 in economic activity in Red Wing on an annual basis. The boats support 57 jobs and \$263,210 in labor income.
- In addition to businesses patronized by riverboat-related visitors, the real estate industry, local government (including the Port Authority), and management of companies (back-office support such as advertising and accounting) are industries that most benefit from the riverboats.
- Ninety-nine percent of riverboat-related visitors were in Red Wing primarily due to the riverboats, and 96 percent were new visitors to the community. This indicates the boats are bringing new people into Red Wing who may not otherwise have visited.
- The riverboats attract an estimated 5,275 visitors to Red Wing in a typical year.

Riverboat-related visitors value many aspects of Red Wing.

- Two of every three survey respondents were highly satisfied with their visit to Red Wing.
- The most valued aspects of the community visit were the natural and scenic beauty of the area, the historic downtown, museum options, and the friendliness of the community.
- Riverboat passengers wished they had additional time to explore downtown Red Wing.

RIVERBOATS GENERATE VISITS AND ECONOMIC ACTIVITY IN RED WING

2/3
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Project overview

Riverboats have a long history in Red Wing, and the tradition of enjoying the mighty Mississippi remains strong today. In 2024, two companies docked in Red Wing as part of their trips, bringing passengers, employees, and excitement surrounding the riverboat experience. Riverboat passengers debarked for a day in Red Wing, visiting local landmarks and attractions, such as museums. Passengers also had free time to explore downtown and shop at local businesses.

Given the many tourism aspects of riverboats, the Red Wing Port Authority was interested in understanding the economic contribution of riverboat visits. They hired University of Minnesota Extension to collect necessary data and conduct an economic contribution analysis. This report is a summary of the results.

The goal of this project was to answer the following questions:

- How much economic activity do riverboat passengers generate in Red Wing?
- What activities do passengers engage in during their trip?
- What opportunities exist to generate more visitor spending?
- How can local businesses increase the economic benefits of riverboats?

Riverboat survey

To complete the economic contribution analysis, Extension, in partnership with Red Wing organizations, conducted a survey of riverboat passengers, workers, and spectators. Surveys were completed during the summer and fall of 2024. Extension designed a postcard, which was distributed by Roaming Red Wing and the riverboat greeters. The postcard contained the survey link and a QR code linking to the survey.

Spring and early summer of 2024 were marked by significant rainfall and flooding along Minnesota's rivers. The rain and high waters affected the arrival of several riverboats. The first boat was unable to dock at the traditional Levee Park location and instead docked at a more industrial area of Red Wing. Three other boats also cancelled their arrivals in Red Wing, as they were unable to navigate that far north on the river. In all, 11 individual riverboats docked in Levee Park between August 2 and October 17, 2024. A few boats docked twice in Red Wing, once on the trip north and then again on the trip back, but passengers only debarked in Red Wing on one of the stops.

The survey received 139 responses. The full capacity of boats arriving at Levee Park was 2,769. This yielded a 95 percent confidence level with a sampling error between 5 and 10 percent.

Economic contribution

Economic contribution is comprised of direct, indirect, and induced effects. The direct effect is the spending directly related to the activity itself—in this case, spending by riverboat visitors. Indirect and induced effects are the impacts on other businesses due to the direct spending. Indirect impacts relate to the supply chain. For example, a visitor buys dinner at a local restaurant. That restaurant, in turn, makes purchases from its food supplier, from the local utility for electricity, and so forth. Those businesses then increase their production, demanding more from their suppliers, and so forth. Induced impacts relate to the spending of income. A restaurant worker earns income, which they then spend on housing, health care, and food. This increases activity on those supply chains.



Direct effect

The direct effect of the riverboat visitors is their spending while in Red Wing. The formula for calculating total spending is to multiply per person spending by the number of visitors.

Per visitor spending

On average, each riverboat visitor in 2024 spent \$44.10 (Table 1). This is across all visitors. Some people may spend nothing, while others may spend significantly more. Survey respondents spent the most at retail stores, followed by restaurants and lodging. While riverboat passengers spent the night on the boat, a few people who did not arrive on a riverboat spent money on lodging.

Table 1: Average spending per person, Red Wing riverboat visitors, 2024

Category	Per Person Spending
Retail	\$27.30
Restaurants	\$5.00
Lodging	\$4.00
Transportation	\$2.80
Entertainment	\$2.30
Groceries	\$1.00
Other	\$1.70
Total	\$44.10

Number of visitors

Riverboat passenger estimates are relatively easy to determine, as each riverboat company advertises the passenger capacity of its boats. In 2024, the 11 riverboats that docked in Red Wing had the capacity for 2,769 passengers (Table 2). If all 15 riverboats had docked, that number would have increased to 3,680.

Table 2: Estimated number of Red Wing riverboat visitors, 2024

Category	Number of visitors, 2024	Number of visitors, typical year
Passengers	2,769	3,680
Crew	975	1,285
Spectators	225	310
Total	3,969	5,275

The number of riverboat crew is harder to estimate. It is important to include them in the estimate, though, as crew members use stops in ports for restocking their personal supplies and food. Published estimates from industry sources indicate riverboats, depending on their size, carry one

crew member per every 2.5 to three passengers. Based on published crew data, Extension estimated that in 2024 there were 863 crew members in total on boats that docked in Red Wing.¹

The hardest number to capture is riverboat spectators. Anecdotal evidence, via conversations with Red Wing tourism officials, indicates people come to Red Wing to watch the boats arrive. There is, however, no single source of data to determine an exact figure. Extension considered data from Placer.AI, a mobile analytics platform, which tracks cell phone locations to make estimates. Unfortunately, this data source did not yield much information. A best estimate from Placer.AI is that, on average, each ship drew 20 members of the public. In 2024, with 11 boats arriving, Extension estimates there were 225 people that came to Levee Park to observe the riverboats. In a normal year with 15 boats, that would increase to 310.

When added together, Extension estimates there were 3,969 riverboat-related visitors in Red Wing in 2024. Had all 15 ships been able to dock, as in a normal year, that figure would have increased to 5,275.

Total spending

Using the number of riverboat-related visitors and the spending per visitor, Extension calculated total spending associated with the boats. In 2024, riverboat-related visitors spent an estimated \$174,570 in the area (Table 3). If all 15 ships had docked, total spending would have been an estimated \$232,000.

Table 3: Estimated total spending, Red Wing riverboat visitors, 2024

Category	Total Spending 2024	Total Spending Normal Year
Riverboat visitors		
Retail	\$108,170	\$143,760
Restaurants	\$19,800	\$26,310
Lodging	\$15,970	\$21,230
Transportation	\$11,030	\$14,650
Entertainment	\$8,940	\$11,890
Groceries	\$4,040	\$5,370
Other	\$6,620	\$8,790
Total visitor spending	\$174,570	\$232,000
Fuel & lube	\$249,670	\$249,670
Group/individual tours	\$94,150	\$125,120
Total	\$518,390	\$606,790

Two additional items, above and beyond the survey-measured spending, are included in Table 3. The first item is expenditures for group and/or individual tours. Riverboat companies plan sightseeing

¹ <https://www.vikingrivercruises.com/ships/mississippi/viking-mississippi.html> and <https://allthingscruise.com/american-cruise-lines-low-river-means-bus-ride-to-board-american-symphony/#:~:text=When%20we%20arrived%20in%20Vicksburg,asking%20if%20we%20needed%20anything>

tours for passengers when they are in port. The expenses for these tours are included in the ticket price, so the passengers would not include an estimate in their survey responses. For group tours, the riverboat companies bring their own buses to transport visitors to and from their destinations. The riverboat companies then partner with a local tour company for tour guides. Since we do not have data on these costs, Extension assumed \$40 per person for actual costs. Based on survey data, it appears slightly more than 85 percent of passengers engaged in a tour. Thus, for 2024, the riverboat passengers created an estimated \$94,150 in spending for their group tours. This estimate includes payments for tour guides, entrance fees to activities, and bus-related costs.

Economic impact terms

Direct effect: initial change

Indirect effect: business-to-business impacts

Induced effect: consumer-to-business impacts

Second is docking and fuel fees paid by the riverboat companies. The City of Red Wing charges a docking fee, which includes administrative and waste remediation charges. In addition, the riverboats pay for fuel and lube. Based on records provided to Extension by the Red Wing Port Authority, these costs totaled \$249,670 in 2024.

Thus, in total, riverboat companies and visitors spent \$518,390 in Red Wing in 2024. Had it been a more “normal” year, spending would have totaled an estimated \$606,790.

Indirect and induced effects

Extension used the input-output model IMPLAN to measure the economic contribution of riverboat-related visitors and riverboat operations in Red Wing. Input-output models capture the flow of goods and services within an economy. Once the pattern is established, the model can show how a change in one area of the economy (say, consumer spending) affects other parts of the economy (such as real estate and health care). For the purposes of this analysis, the region is Goodhue County.

Total economic contribution

In 2024, riverboat-related visitors and riverboat companies generated an estimated \$670,270 in Goodhue County (Table 4). This includes \$211,470 in labor income. The riverboats supported 55 jobs. These figures include direct spending and related employment and labor income, as well as the indirect and induced effects.

Table 4: Total economic contribution, Red Wing riverboat visitors, 2024

Category	Output	Employment	Labor Income
Direct	\$518,390	11	\$166,910
Indirect	\$88,750	21	\$26,410
Induced	\$63,130	23	\$18,150
Total	\$670,270	55	\$211,470

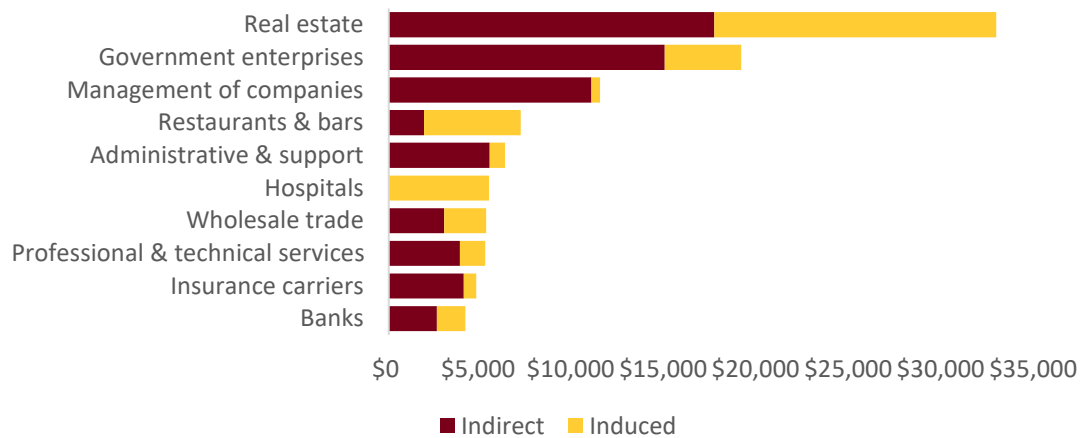
Had all 15 riverboats been able to dock, as in a normal year, the total economic impact of the riverboat-related visitors would have been \$796,190 (Table 5). This includes \$263,210 in labor income and 57 jobs.

Table 5: Total economic contribution, Red Wing riverboat visitors, normal year

Category	Output	Employment	Labor Income
Direct	\$606,790	11	\$208,020
Indirect	\$111,380	23	\$32,750
Induced	\$78,020	23	\$22,440
Total	\$796,190	57	\$263,210

In 2024, riverboat-related visitors and riverboat companies spent \$518,390 in the Red Wing area. This created \$151,880 of activity in other industries across the region. The industries benefitting the most from the riverboat-related visitors (outside of direct spending) include real estate, government enterprises (post office, etc.), and the management of companies (Chart 1). The management of companies industry includes “back office” activities, such as advertising, legal, and accounting services.

Chart 1: Top 10 industries impacted, indirect and induced effects, Red Wing riverboat visitors, 2024



Indirect effects are highest in those industries as well. Real estate includes payments for mortgages and rents. The places that visitors frequent (restaurants and retail stores, for example) require physical space, so they need to pay rent, which is an indirect effect of the visitors.

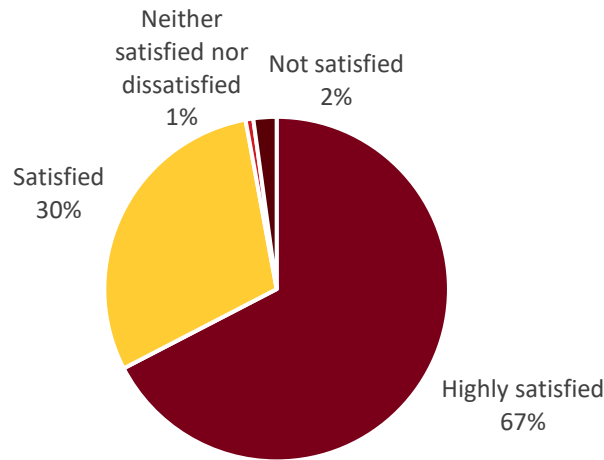
Induced effects are highest in real estate and health care. Workers, who help riverboat-related visitors, get paid wages and salaries, which they, in turn, spend on their own housing. Likewise, health care is one of the main expenditures for most households.

Survey insights

In addition to gathering data for the economic contribution analysis, the riverboat passenger, worker, and spectator survey provided insights into individual experiences in Red Wing.

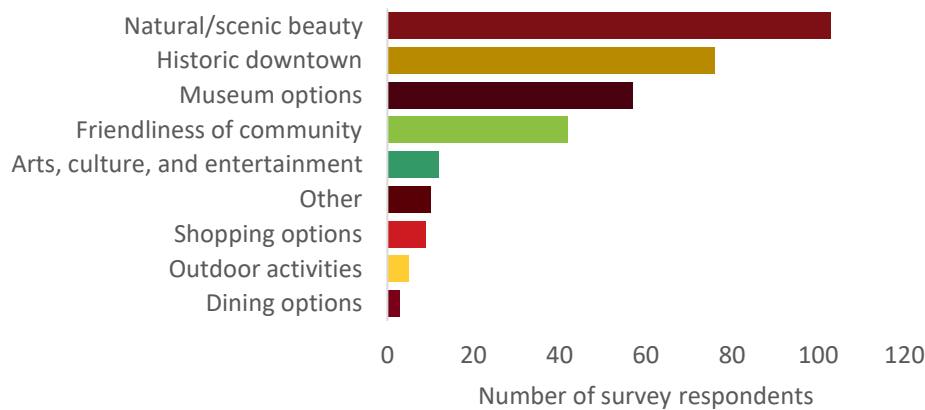
By and large, Red Wing riverboat visitors were highly satisfied during their trip to the community (Chart 2). Ninety-seven percent of survey respondents reported being “highly satisfied” or “satisfied” with the trip. Two of every three people were highly satisfied.

Chart 2: Level of satisfaction with Red Wing visit, Red Wing riverboat visitors, 2024



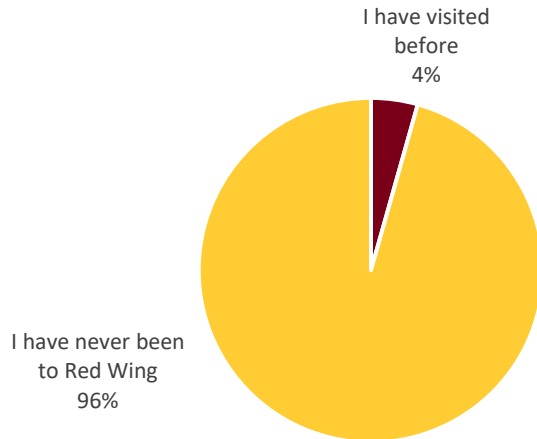
The high level of satisfaction was driven by Red Wing’s natural and scenic beauty, the historic downtown district, museum options, and the friendliness of the community (Chart 3).

Chart 3: Most enjoyable aspect of visit to Red Wing, riverboat visitors, 2024



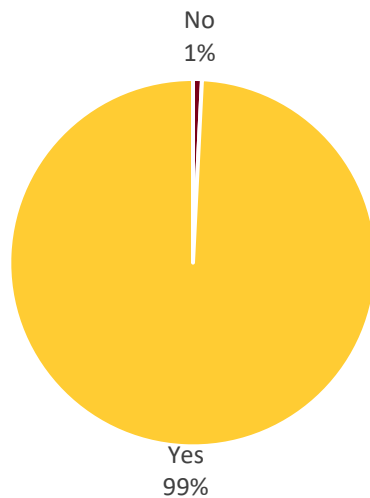
Making a favorable impression is important, as most riverboat visitors had not visited Red Wing prior to the riverboat-related trip (Chart 4).

Chart 4: Previous visit to Red Wing, Red Wing riverboat visitors, 2024



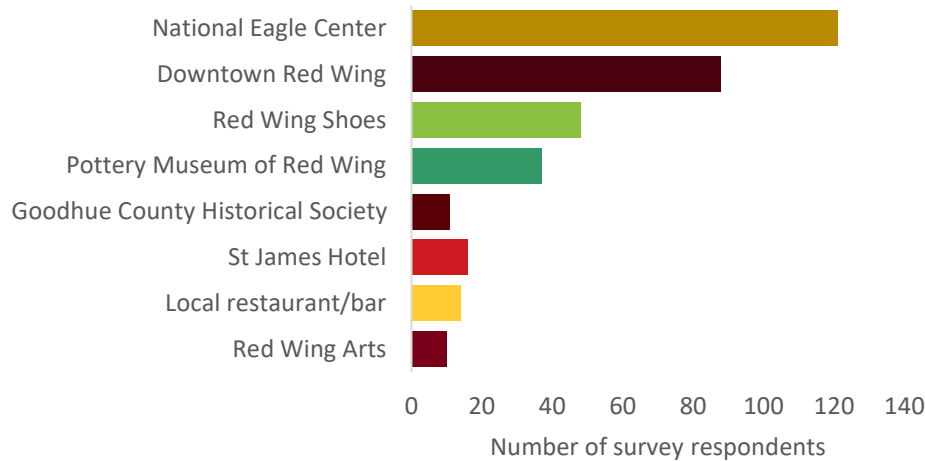
The riverboats, in turn, drove the visits. Nearly all survey respondents came to Red Wing primarily due to the riverboats (Chart 5).

Chart 5: Riverboats were primary reason for visit to Red Wing, riverboat visitors, 2024



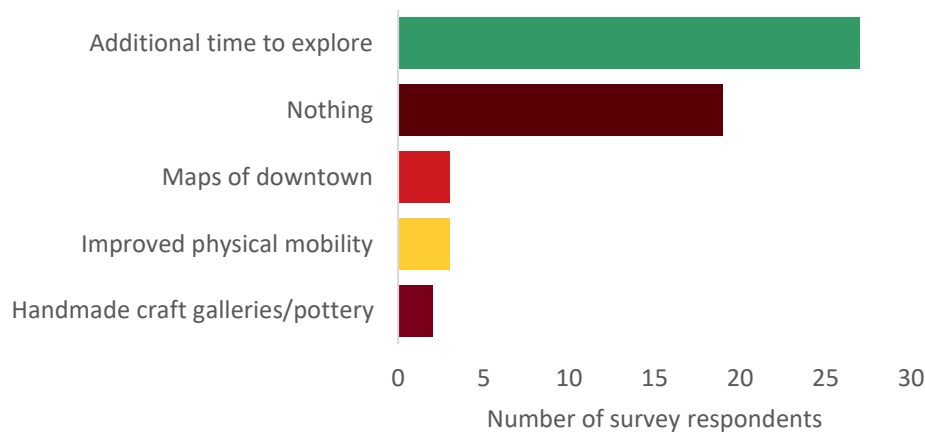
Riverboat visitors had the opportunity to visit multiple locations in and around Red Wing. The most visited places included the National Eagle Center, downtown Red Wing, and Red Wing Shoes (Chart 6).

Chart 6: Places visited in Red Wing, riverboat visitors, 2024



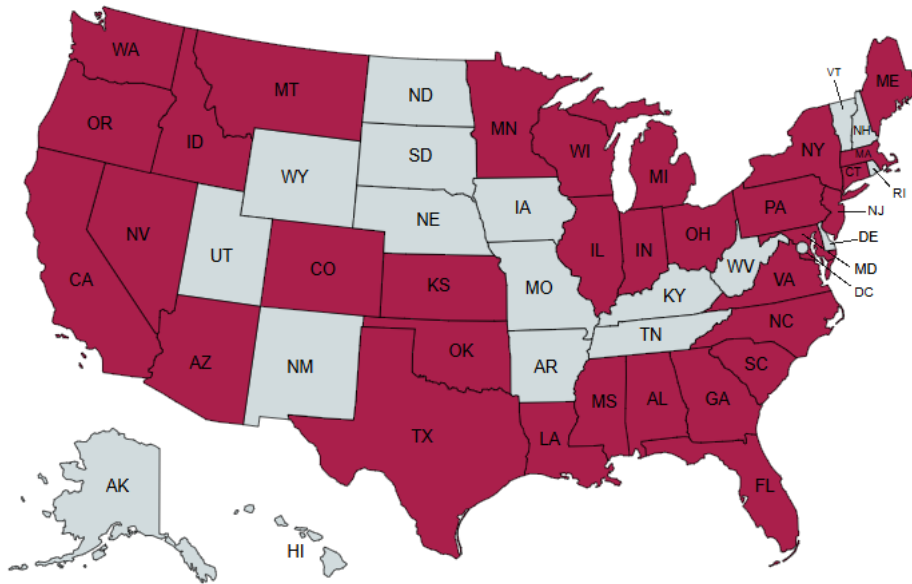
The survey also asked respondents to respond to the statement, “Name one thing that would have enhanced your visit to Red Wing.” The most cited response related to having additional time to spend exploring the community (Chart 7). Other responses listed by more than one respondent included nothing, maps of the downtown area, improved physical mobility (golf cart or shuttle to downtown), and additional handmade craft or pottery galleries.

Chart 7: Suggestions for improving visit to Red Wing, riverboat visitors, 2024



Survey respondents came from across the United States, representing 31 states (Map 1).

Map 1: Home zip code locations of Red Wing riverboat visitor survey respondents, 2024



Notes on the analysis

This analysis relies on several assumptions. They include:

- Riverboats were at full passenger occupancy.
- There were 20 spectators per riverboat docking, on average.
- There was \$40 in expenditures per passenger for group tours.

When multiple assumptions are included in an analysis, it is good practice to conduct a sensitivity analysis. Sensitivity analysis involves changing some of the fundamental assumptions and quantifying how those changes affect the total economic contribution. Extension modeled three scenarios that modify the assumptions.

The first scenario changes the assumption that the riverboats were at full capacity and instead supposes 85 percent occupancy. In this case, the total economic contribution of a normal year would decline to \$735,420 (Table 6). This represents an 8 percent decline.

**Table 6: Total economic contribution, Red Wing riverboat visitors, normal year
Scenario 1: Riverboats at 85 percent capacity**

Category	Output	Employment	Labor Income
Direct	\$563,750	10	\$186,080
Indirect	\$101,470	22	\$29,970
Induced	\$70,200	22	\$20,190
Total	\$735,420	54	\$236,240

The second scenario changes the assumption that 20 spectators come per riverboat docking. It increases the assumption to 40 spectators. In this case, the total economic contribution of a normal year would increase to \$815,610 (Table 7). This represents a 2 percent increase.

**Table 7: Total economic contribution, Red Wing riverboat visitors, normal year
Scenario 2: 40 spectators per docking**

Category	Output	Employment	Labor Income
Direct	\$620,430	10	\$211,120
Indirect	\$115,860	24	\$33,970
Induced	\$79,320	24	\$22,810
Total	\$815,610	58	\$267,900

The final scenario assumes that the riverboat companies spend \$30 per person for group tours, as opposed to the \$40 in the main scenario. In this case, the total economic contribution falls to \$751,290 (Table 8). This represents a 6 percent decrease.

**Table 8: Total economic contribution, Red Wing riverboat visitors, normal year
Scenario 3: \$30 in spending per person for group tours**

Category	Output	Employment	Labor Income
Direct	\$575,510	11	\$179,370
Indirect	\$107,390	23	\$31,460
Induced	\$68,390	23	\$19,670
Total	\$751,290	57	\$230,500

Appendix: Methods and terms

Input-output terms

Special models, called input-output models, exist to conduct economic impact analysis. There are several input-output models available, and IMPLAN is one such model. Many economists use IMPLAN for economic contribution analysis because it can measure output and employment impacts, is available on a county-by-county basis and is flexible for the user. While IMPLAN has some limitations and qualifications, it is one of the best tools available to economists for input-output modeling. Understanding the IMPLAN tool's capabilities and limitations helps ensure the best results from the model.

One of the most critical aspects of understanding economic impact analysis is the distinction between the "local" and "non-local" economy. The model-building process identifies the local economy. Either the group requesting the study, or the analyst defines the local area. Typically, the study area (the local economy) is a county or a group of counties that share economic linkages. In this report, the study area is Goodhue County.

A few definitions are essential to properly interpret the results of an IMPLAN analysis. These terms and their definitions are provided below.

Output

Output is measured in dollars and is equivalent to total sales. The output measure can include significant "double counting." Think of food sold at a restaurant, for example. The value of food (say, beef) is counted when it is sold from the farmer to the food manufacturing company, again when the food item (say, a hamburger patty) is sold to the wholesaler, and yet again when the restaurant sells it as a hamburger to a riverboat passenger. The value of the beef is built into the price of each of these items, and then the sale of each item is added to determine total sales (or output).

Employment

IMPLAN includes total wage and salaried employees, as well as the self-employed, in employment estimates. Because employment is measured in jobs and not in dollar values, it tends to be a very stable metric (no inflation).

Labor income

Labor income measures the value added to the product by the labor component. So, in the beef/hamburger example, when the beef is sold to the food manufacturing company, a certain percentage of the price is for the farmer's labor to raise the cow. Then when the hamburger is sold to the restaurant, it includes some markup for its labor costs in the price. When the restaurant sells it to a riverboat passenger, he/she includes a value for the labor. These individual value increments for labor can be measured, which amounts to labor income. Labor income does *not* include double counting.

Labor income includes both employee compensation and proprietor income. It is measured as wages, salaries, and benefits.

Direct impact

Direct impact is equivalent to the initial activity in the economy. In this study, it is spending by riverboat passengers and employees, riverboat watchers, and the riverboat companies.



Indirect impact

Indirect impact is the summation of changes in the local economy that occur due to spending for inputs (goods and services) by the industry or industries directly impacted. For instance, if employment in a manufacturing plant increases by 100 jobs, this implies a corresponding increase in output by the plant. As the plant increases output, it must also purchase more inputs, such as electricity, steel, and equipment. As the plant increases purchases of these items, its suppliers must also increase production, and so forth. As these ripples move through the economy, they can be captured and measured. Ripples related to the purchase of goods and services are indirect impacts.

Induced impact

The induced impact is the summation of changes in the local economy that occur due to spending by labor, which is, spending by employees in the industry or industries directly impacted. For instance, if employment in a manufacturing plant increases by 100 jobs, the new employees will have more money to spend on housing, groceries, and going out to dinner. As they spend their new income, more activity occurs in the local economy. This can be quantified and is called the induced impact.

Total impact

The total impact is the summation of the direct, indirect, and induced impacts.



Summary of Balance Sheet and Budget Report

May 2025

231 Industrial Revolving Loan			
	Budget	Monthly	YTD
Revenue	\$65,000.00	\$3,259.84	\$16,908.32
Expenses	\$5,000.00	\$0.00	\$0.00
Cash	\$1,383,645.86		
Acct Rec	-\$499.99		
Loans	\$777,293.02		
Assests	\$2,160,438.89		
Liabilities	\$0.00		
Fund Balance	\$2,143,530.57		

232 Downtown Revolving Loan			
	Budget	Monthly	YTD
Revenue	\$2,500.00	\$13.01	\$81.85
Expenses	\$0.00	\$0.00	\$0.00
Cash	\$99,264.50		
Acct Rec	-\$150.28		
Loans	\$142,389.23		
Assets	\$241,503.45		
Liabilities	\$0.00		
Fund Balance	\$241,421.60		

233 Intermediate Re-Lending			
	Budget	Monthly	YTD
Revenue	\$10,000.00	\$1,621.77	\$8,019.19
Expenses	\$32,000.00	\$0.00	\$32,607.00
Cash	\$574,266.37		
Acct Rec	\$10,251.34		
Loans	\$50,024.43		
Assets	\$634,542.14		
Liabilities	\$127,207.19		
Fund Balance	\$531,922.76		

Summary of Balance Sheet and Budget Report

May 2025

234 Small Business Development Fund			
	Budget	Monthly	YTD
Revenue	\$0.00	\$237.64	\$1,004.29
Expenses	\$0.00	\$0.00	\$0.00
Cash	\$7,554.99		
Acct Rec	-\$6.88		
Loans	\$94,339.22		
Assets	\$101,887.33		
Liabilities	\$0.00		
Fund Balance	\$100,883.04		

243 DEED Loan			
	Budget	Monthly	YTD
Revenue	\$0.00	\$0.00	\$0.00
Expenses	\$0.00	\$0.00	\$0.00
Cash	\$252,658.59		
Acct Rec	\$0.00		
Loans	\$0.00		
Assets	\$252,658.59		
Liabilities	\$0.00		
Fund Balance	\$252,658.59		

236 Port Authority			
	Budget	Monthly	YTD
Revenue	\$677,628.00	\$21,581.36	\$76,335.01
Expenses	\$683,541.95	\$6,537.82	\$62,414.75
Cash	\$465,301.56		
Acct Rec	\$450.00		
Leases	\$449,285.00		
Assets	\$915,036.56		
Liabilities	\$435,219.00		
Fund Balance	\$465,897.30		

Summary of Balance Sheet and Budget Report
May 2025

Capital Account Summaries		
Account	Description	Fund Balance
429	Little River Bulkhead	\$169,099.50
436	Mooring Cluster Dolphins	\$233,140.81
441	Little River Channel Sed. Cont.	\$120,000.00
450	Levee Wall Protection	\$106,845.00
491	PA Redevelopment Stimulus	\$431,378.62
Total		\$1,060,463.93

Red Wing Port Authoring Operating Budget Report

Revenues	Budget	Month to Date	Year to Date	% of Budget
Property Tax Revenue	\$542,628.00	\$0.00	\$0.00	0%
Leases	\$135,000.00	\$21,581.36	\$50,595.01	37%
Grants & Aids	\$0.00	\$0.00	\$25,740.00	0%
Total Revenue	\$677,628.00	\$21,581.36	\$76,335.01	

Expenditures	Budget	Month to Date	Year to Date	% of Budget
Wages and Salaries	\$4,959.90	\$0.00	\$2,695.00	54%
PERA	\$0.00	\$0.00	\$33.00	0%
FICA	\$278.45	\$0.00	\$165.25	59%
Worker's Comp	\$36.05	\$0.00	\$0.00	0%
Office Accessories	\$1,250.00	\$0.00	\$286.12	23%
Copying	\$750.00	\$0.00	\$0.00	0%
Small Tools	\$500.00	\$7.17	\$219.20	44%
Admin Services	\$18,551.55	\$1,546.00	\$7,730.00	42%
Admin Services - Other	\$241,594.00	\$0.00	\$0.00	0%
Contractual Services	\$60,000.00	\$0.00	\$16,710.75	28%
Engineering Services	\$500.00	\$0.00	\$0.00	0%
IT Services	\$15,072.00	\$1,256.00	\$6,280.00	42%
Personnel Testing - Recruitment	\$0.00	\$0.00	\$583.95	0%
Public Works Charges	\$2,000.00	\$0.00	\$36.00	2%
Other Professional Services	\$30,000.00	\$0.00	\$75.00	0%
Telephone	\$2,300.00	\$506.21	\$768.02	33%
Postage	\$500.00	\$26.22	\$109.58	22%
Travel	\$2,500.00	\$0.00	\$9.89	0%
Lodging	\$1,000.00	\$0.00	\$0.00	0%
Meals	\$1,000.00	\$70.96	\$317.25	32%
Registration and Tuition	\$2,500.00	\$50.00	\$50.00	2%
Marketing and Promotion	\$60,000.00	\$475.00	\$5,780.00	1%
Legal Notices Publishing	\$500.00	\$0.00	\$0.00	0%
Insurance Premiums	\$3,750.00	\$0.00	\$3,335.00	89%
Repair and Maintenance	\$50,000.00	\$0.00	\$0.00	0%
Building Rental and Leases	\$33,000.00	\$2,548.00	\$9,596.00	29%
Equipment Usage Rental	\$0.00	\$42.27	\$84.54	0%
Dues and Memberships	\$13,500.00	\$0.00	\$7,400.00	55%
Subscriptions	\$1,000.00	\$9.99	\$150.20	15%
Special Events Projects	\$50,000.00	\$0.00	\$0.00	0%
Other Miscellaneous	\$1,500.00	\$0.00	\$0.00	0%
Transfer to CP 441	\$10,000.00	\$0.00	\$0.00	0%
Transfer to CP 491	\$75,000.00	\$0.00	\$0.00	0%
Total Expenditures	\$683,541.95	\$6,537.82	\$62,414.75	9%

Loan Summary

Acct #	Acct	Loan	January	February	March	April	May
231	IRL	SB Emerg Loan	\$13,946.47	\$10,613.15	\$11,154.83	\$10,071.51	\$8,988.19
231	IRL	GRWDC	\$826,899.49	\$812,342.06	\$797,723.98	\$783,044.99	\$768,304.83
232	DRL	RW Dev Loan	\$137,500.00	\$137,500.00	\$137,500.00	\$137,500.00	\$137,500.00
232	DRL	CMA Prop LLC	\$35,000.00	\$35,000.00	\$35,000.00	\$35,000.00	\$35,000.00
232	DRL	Staghead	\$10,360.00	\$10,360.00	\$10,360.00	\$10,360.00	\$10,360.00
232	DRL	Bev's Café	\$10,360.00	\$10,360.00	\$10,360.00	\$10,360.00	\$10,360.00
232	DRL	Mike's Barber Shop				\$2,785.21	\$2,641.89
232	DRL	Cut Above Home	\$2,838.97	\$2,691.61	\$2,543.89	\$2,395.80	\$2,247.34
232	DRL	Allowance	-\$55,720.00	-\$55,720.00	-\$55,720.00	-\$55,720.00	-\$55,720.00
233	IRP	Heimes Haberdashery	\$40,315.59	\$39,659.58	\$39,001.38	\$38,340.98	\$37,678.38
233	IRP	Xena Ventures	\$16,739.15	\$13,978.21	\$11,205.77	\$8,421.78	\$5,626.19
233	IRP	Kelly's Tap House	\$5,873.75	\$5,349.29	\$4,823.52	\$4,296.44	\$3,768.04
233	IRP	River City Carwash	\$6,841.09	\$6,318.19	\$5,793.98	\$5,267.52	\$4,740.69
233	IRP	Presentation Plus	\$2,834.13	\$2,834.13	\$2,834.13	\$2,834.13	\$2,834.13
233	IRP	Allowance	-\$7,643.00	-\$4,623.00	-\$4,623.00	-\$4,623.00	-\$4,623.00
234	SBDF	River City Thera	\$19,280.80	\$19,135.88	\$18,990.60	\$18,844.96	\$18,698.95
234	SBDF	Celeste Beauty	\$18,827.32	\$18,680.43	\$18,533.13	\$18,384.58	\$18,237.42
234	SBDF	Gather and Grace	\$58,844.96	\$58,698.95	\$58,552.58	\$58,405.84	\$58,263.73
235	SBDF	JT'S Chicken and F			-\$143.12	-\$286.60	-\$430.44
236	SBDF	The Creative Hand			-\$143.12	-\$286.60	-\$430.44
243	DEED	Allowance	\$0.58	\$0.00			

Account Number	Description	Year-To-Date
231	INDUSTRIAL REVOLVING LOAN PROG	
	Asset	
231-00000-10100	CASH	1,383,645.86
231-00000-10350	ASSETS HELD WITH OTHERS-BROKER	0.00
231-00000-10400	INVESTMENTS-EXPENDABLE	0.00
231-00000-10410	INVESTMENTS-STOCK	0.00
231-00000-10450	ACCRUED INTEREST RECEIVABLE	0.00
231-00000-10505	TAXES RECEIVABLE-DELINQUENT	0.00
231-00000-10599	TAXES RECEIVABLE-ALLOWANCE (CO	0.00
231-00000-11500	ACCOUNTS RECEIVABLE-REGULAR	-499.99
231-00000-11598	ACCTS REC-ACCRUED RECEIPTS	0.00
231-00000-11970	LT LOAN REC - RED WING BICYCLE	0.00
231-00000-11971	LT LOAN REC - RIVERTOWN COMICS	0.00
231-00000-11972	LT LOAN REC - LIVE GIVE SAVE	0.00
231-00000-11973	LT LOAN REC - PS I LOVE YOU	0.00
231-00000-11974	LT LOAN REC - SBEmergencyLoanP	8,988.19
231-00000-11986	LT LOAN REC - GRWDC	768,304.83
231-00000-11989	LT LOAN REC - RW DEV CORP	0.00
231-00000-11991	LT LOAN REC-RIVER BLUFF TECH#1	0.00
231-00000-11992	LT LOAN REC - RW BREWING CO	0.00
231-00000-11994	LT LOAN REC- PMC ASSOCIATES	0.00
231-00000-11995	LT LOAN REC - FAMILY & FRIENDS	0.00
231-00000-11996	LT LOAN REC-RIVER BLUFF TECH#2	0.00
231-00000-11997	LT LOANS REC-MOSAIC MINDSHARE	0.00
231-00000-11998	LT LOAN REC-RIVER BLUFF TECH#3	0.00
231-00000-12300	NOTES RECEIVABLE	0.00
231-00000-13101	DUE FROM GENERAL	0.00
231-00000-13243	DUE FROM SRF 243	0.00
231-00000-15233	ADVANCE TO IRP	0.00
231-00000-16008	LOANS TO OTHER FUNDS - 236 POR	0.00
231-00000-16011	LOANS TO OTHER FUNDS - 236 PA	0.00
	Asset	2,160,438.89
	Liability	
231-00000-20200	ACCOUNTS PAYABLE	0.00
231-00000-26001	LOANS FROM OTHER FUNDS- 101 GF	0.00
231-00000-27300	DEFERRED REVENUES	0.00
	Liability	0.00
	Fund Balance	
231-00000-30000	FUND BALANCE EQUITY	2,143,530.57
231-00000-30225	DESGN FOR FUTURE ECONOMIC DEV	0.00
	Fund Balance	2,143,530.57
Revenue Total		16,908.32
Expense Total		0.00
Ret Earnings Total		16,908.32
231	INDUSTRIAL REVOLVING LOAN PROG	16,908.32

Account Number	Description	Year-To-Date
232	DOWNTOWN REVOLVING LOAN PROG	
	Asset	
232-00000-10100	CASH	99,264.50
232-00000-10350	ASSETS HELD WITH OTHERS-BROKER	0.00
232-00000-10400	INVESTMENTS-EXPENDABLE	0.00
232-00000-10450	ACCRUED INTEREST RECEIVABLE	0.00
232-00000-11500	ACCOUNTS RECEIVABLE-REGULAR	-150.28
232-00000-11901	LT LOAN REC - MARKET HOME & DE	0.00
232-00000-11902	LT LOAN REC - RW DEV LOAN	137,500.00
232-00000-11977	LT LOAN REC - HIDDEN STORG BOX	0.00
232-00000-11978	LT LOAN REC - RWVC PROPERTIES	0.00
232-00000-11979	LT LOAN REC - CMA PROP LLC	35,000.00
232-00000-11980	LT LOAN REC - WEST MAIN LAUNDR	0.00
232-00000-11981	LT LOAN REC - IDEA OUTPOST	0.00
232-00000-11982	LT LOAN REC - INNOVATIVE CHIRO	0.00
232-00000-11983	LT LOAN REC - STAGHEAD	10,360.00
232-00000-11984	LT LOAN REC - BEV'S CAFE	10,360.00
232-00000-11985	LT LOAN REC - MR. BILZ	0.00
232-00000-11988	LT LOAN REC - WANSHURA JEWELER	0.00
232-00000-11990	LT LOAN REC - MIKES BARBERSHOP	2,641.89
232-00000-11993	LT LOAN REC - CUT ABOVE HOME	2,247.34
232-00000-11999	LT LOAN REC - ALLOWANCE	-55,720.00
	Asset	241,503.45
	Liability	
232-00000-20200	ACCOUNTS PAYABLE	0.00
232-00000-23101	DUE TO GENERAL	0.00
232-00000-27300	DEFERRED REVENUES	0.00
	Liability	0.00
	Fund Balance	
232-00000-30000	FUND BALANCE EQUITY	241,421.60
232-00000-30225	DESGN FOR FUTURE ECONOMIC DEV	0.00
	Fund Balance	241,421.60
	Revenue Total	81.85
	Expense Total	0.00
	Ret Earnings Total	81.85
232	DOWNTOWN REVOLVING LOAN PROG	81.85

Account Number	Description	Year-To-Date
233	(IRP) INTERMEDIARY RE-LENDING	
	Asset	
233-00000-10100	CASH	0.00
233-00000-10101	CASH - IRP	574,266.37
233-00000-11500	ACCOUNTS RECEIVABLE-REGULAR	10,251.34
233-00000-11950	LT LOAN REC - IRP PMC ASSOC	0.00
233-00000-11951	LT LOAN REC - HEDIN OFFICES	0.00
233-00000-11952	LT LOAN REC - HEIMIES HABERDAS	37,678.38
233-00000-11953	LT LOAN REC - XENA VENTURES	5,626.19
233-00000-11954	LT LOAN REC - KELLYS TAP HOUSE	3,768.04
233-00000-11955	LT LOAN REC - RIVR CTY CAR WSH	4,740.69
233-00000-11958	LT LOAN REC - REFINED SKIN	0.00
233-00000-11959	LT LOAN REC -PRESENTATION PLUS	2,834.13
233-00000-11999	LT LOAN REC - ALLOWANCE	-4,623.00
	Asset	634,542.14
	Liability	
233-00000-20200	ACCOUNTS PAYABLE	0.00
233-00000-24000	DUE TO OTHER GOVERNMENTS	127,207.19
233-00000-25231	ADVANCE FROM IND REVOLVING LOA	0.00
	Liability	127,207.19
	Fund Balance	
233-00000-30000	FUND BALANCE EQUITY	531,922.76
233-00000-30225	DESGN FOR FUTURE ECONOMIC DEV	0.00
	Fund Balance	531,922.76
	Revenue Total	8,019.19
	Expense Total	32,607.00
	Ret Earnings Total	-24,587.81
233	(IRP) INTERMEDIARY RE-LENDING	-24,587.81

Account Number	Description	Year-To-Date
234	SMALL BUSINESS DEVELOPMENT FUN	
	Asset	
234-00000-10100	CASH	7,554.99
234-00000-11500	ACCOUNTS RECEIVABLE-REGULAR	-6.88
234-00000-11957	LT LOAN REC - RIVER CITY THERA	18,698.95
234-00000-11960	LT LOAN REC - CELESTE BEAUTY M	18,237.42
234-00000-11961	LT LOAN REC - GATHER AND GRAZE	58,263.73
234-00000-11975	LT LOAN REC-JTS CHICKEN & FISH	-430.44
234-00000-11976	LT LOAN REC - THE CREATIVE HAN	-430.44
	Asset	101,887.33
	Liability	
234-00000-20200	ACCOUNTS PAYABLE	0.00
	Liability	0.00
	Fund Balance	
234-00000-30000	FUND BALANCE EQUITY	100,883.04
	Fund Balance	100,883.04
Revenue Total		1,004.29
Expense Total		0.00
Ret Earnings Total		1,004.29
234	SMALL BUSINESS DEVELOPMENT FUN	1,004.29

Account Number	Description	Year-To-Date
236	PORT AUTHORITY	
	Asset	
236-0000-10100	CASH	465,301.56
236-0000-10200	CASH-PETTY CASH DRAWER	0.00
236-0000-10350	ASSETS HELD WITH OTHERS-BROKER	0.00
236-0000-10355	ASSETS HELD WITH ESCROW AGENTS	0.00
236-0000-10400	INVESTMENTS-EXPENDABLE	0.00
236-0000-10450	ACCRUED INTEREST RECEIVABLE	0.00
236-0000-10500	TAXES RECEIVABLE-CURRENT	0.00
236-0000-10505	TAXES RECEIVABLE-DELINQUENT	3,636.51
236-0000-10510	TAXES RECEIVABLE-UNAPPORTIONED	0.00
236-0000-10599	TAXES RECEIVABLE-ALLOWANCE (CO	-3,636.51
236-0000-10700	LAND HELD FOR RESALE	0.00
236-0000-10701	LAND HELD FOR RESALE - IMPR	0.00
236-0000-10702	LAND HELD FOR RESALE - CRL	0.00
236-0000-10710	BUILDINGS HELD FOR RESALE	0.00
236-0000-11500	ACCOUNTS RECEIVABLE-REGULAR	450.00
236-0000-11598	ACCTS REC-ACCRUED RECEIPTS	0.00
236-0000-13101	DUE FROM GENERAL	0.00
236-0000-14100	DUE FROM STATE	0.00
236-0000-14700	LEASE RECEIVABLE - SHORT TERM	90,882.00
236-0000-14701	LEASE RECEIVABLE - LONG TERM	358,403.00
236-0000-17515	PREPAIDS-OTHER	0.00
	Asset	915,036.56
	Liability	
236-0000-20200	ACCOUNTS PAYABLE	0.00
236-0000-20201	AP NON-SYSTEM GENERATED	0.00
236-0000-20610	CONTRACTS PAYABLE RETAINAGE	0.00
236-0000-23101	DUE TO GENERAL	0.00
236-0000-26002	LOANS FROM OTHER FUNDS- 101 GF	0.00
236-0000-26003	LOANS FROM OTHER FUNDS- 101 GF	0.00
236-0000-26007	LOANS FROM OTHER FUNDS- 227 CI	0.00
236-0000-26008	LOANS FROM OTHER FUNDS- 231 IL	0.00
236-0000-26010	LOANS FROM OTHER FUNDS- 101 GF	0.00
236-0000-26011	LOANS FROM OTHER FUNDS- 231 IL	0.00
236-0000-26012	LOANS FROM OTHER FUNDS-227 CI	0.00
236-0000-27100	ACCRUED SALARIES PAYABLE	0.00
236-0000-27101	DEDUCTIONS - TAXES	0.00
236-0000-27102	DEDUCTIONS - PERA	0.00
236-0000-27103	DEDUCTIONS- EMPLOYEE DEDUCTION	0.00
236-0000-27104	DEDUCTIONS - DIRECT DEPOSIT	0.00
236-0000-27105	DEDUCTIONS - DEFERRED COMP NAT	0.00
236-0000-27106	DEDUCTIONS - DEFERRED COMP ICM	0.00
236-0000-27107	DEDUCTIONS - MEDICAL, LIFE, AD	0.00
236-0000-27201	ACCRUED VACATIONS PAYABLE	0.00
236-0000-27202	ACCRUED SICK LEAVE PAYABLE	0.00
236-0000-27300	DEFERRED REVENUES	0.00
236-0000-27304	DEFERRED INFLOW - LEASE REC	435,219.00
236-0000-28001	ESCROW ACCOUNT	0.00
236-0000-28600	PORT ESCROW ACCT-TJR SUPPLY	0.00
	Liability	435,219.00
	Fund Balance	
236-0000-30000	FUND BALANCE EQUITY	465,897.30
236-0000-30200	FUND BALANCE-DESIGNATED	0.00
236-0000-30300	FUND BALANCE - UNDESIGNATED	0.00
	Fund Balance	465,897.30
Revenue Total		76,335.01
Expense Total		62,414.75
Ret Earnings Total		13,920.26
236	PORT AUTHORITY	13,920.26

Account Number	Description	Year-To-Date
243	DEED LOAN	
	Asset	
243-00000-10100	CASH	252,658.59
243-00000-10315	ASSETS HELD WITH OTHERS-MN COM	0.00
243-00000-10350	ASSETS HELD WITH OTHERS-BROKER	0.00
243-00000-10400	INVESTMENTS-EXPENDABLE	0.00
243-00000-11500	ACCOUNTS RECEIVABLE-REGULAR	0.00
243-00000-11963	LT LOAN REC - RW SHOE	0.00
243-00000-11964	LT LOAN REC - CAPITAL SAFETY	0.00
243-00000-11987	LT LOAN REC - DBI DEED LOAN	0.00
243-00000-11999	LT LOAN REC - ALLOWANCE	0.00
	Asset	252,658.59
	Liability	
243-00000-20200	ACCOUNTS PAYABLE	0.00
243-00000-20201	AP NON-SYSTEM GENERATED	0.00
243-00000-23231	DUE TO SRF 231	0.00
243-00000-24000	DUE TO OTHER GOVERNMENTS	0.00
243-00000-24100	DUE TO STATE	0.00
243-00000-27300	DEFERRED REVENUES	0.00
	Liability	0.00
	Fund Balance	
243-00000-30000	FUND BALANCE EQUITY	252,658.59
243-00000-30225	DESGN FOR FUTURE ECONOMIC DEV	0.00
	Fund Balance	252,658.59
	Revenue Total	0.00
	Expense Total	0.00
	Ret Earnings Total	0.00
243	DEED LOAN	0.00

Account Number	Description	Adopted	Amended	Month to Date	Year to Date	% of Amended	Variance
231	INDUSTRIAL REVOLVING LOAN PROG						
<i>00000</i>	<i>NON DEPARTMENTAL</i>						
	TOTAL MISCELLANEOUS REVENUES						
231-00000-46210	INTEREST - DEPOSITINVESTMENT	0.00	0.00	0.00	0.00	0.00	0.00
231-00000-46216	INTEREST - NOTES & LOANS	65,000.00	65,000.00	3,259.84	16,908.32	26.01	48,091.68
231-00000-46299	OTHER MISCELLANEOUS	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL MISCELLANEOUS REVENUES	65,000.00	65,000.00	3,259.84	16,908.32	26.01	48,091.68
<i>00000</i>	<i>NON DEPARTMENTAL</i>	<i>65,000.00</i>	<i>65,000.00</i>	<i>3,259.84</i>	<i>16,908.32</i>	<i>26.01</i>	<i>48,091.68</i>

Account Number	Description	Adopted	Amended	Month to Date	Year to Date	% of Amended	Variance
46700	<i>ECONOMIC OPPORTUNITY</i>						
	TOTAL OTHER SERVICES & CHARGES						
231-46700-53910	BAD DEBT EXPENSE	0.00	0.00	0.00	0.00	0.00	0.00
231-46700-53920	LOAN EXPENSES	5,000.00	5,000.00	0.00	0.00	0.00	5,000.00
231-46700-53924	SUBGRANTEE GRANT EXPENSE	0.00	0.00	0.00	0.00	0.00	0.00
231-46700-53950	REAL ESTATE (PROPERTY) TAXES	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL OTHER SERVICES & CHARGES	5,000.00	5,000.00	0.00	0.00	0.00	5,000.00
	TOTAL DEBT SERVICE						
231-46700-55120	INTEREST	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL DEBT SERVICE	0.00	0.00	0.00	0.00	0.00	0.00
46700	<i>ECONOMIC OPPORTUNITY</i>	5,000.00	5,000.00	0.00	0.00	0.00	5,000.00

Account Number	Description	Adopted	Amended	Month to Date Year to Date		% of Amended	Variance
Revenue Total		65,000.00	65,000.00	3,259.84	16,908.32	26.0128	48,091.68
Expense Total		5,000.00	5,000.00	0.00	0.00	0	5,000.00
Grand Total		<u>60,000.00</u>	<u>60,000.00</u>	<u>3,259.84</u>	<u>16,908.32</u>	<u>0.2818</u>	<u>43,091.68</u>
231	INDUSTRIAL REVOLVING LOAN PROG	60,000.00	60,000.00	3,259.84	16,908.32	28.18	43,091.68

Account Number	Description	Adopted	Amended	Month to Date	Year to Date	% of Amended	Variance
232	DOWNTOWN REVOLVING LOAN						
	PROG						
<i>00000</i>	<i>NON DEPARTMENTAL</i>						
	TOTAL MISCELLANEOUS						
	REVENUES						
232-00000-46210	INTEREST - DEPOSIT INVESTMENT	0.00	0.00	0.00	0.00	0.00	0.00
232-00000-46216	INTEREST - NOTES & LOANS	2,500.00	2,500.00	13.01	81.85	3.27	2,418.15
232-00000-46299	OTHER MISCELLANEOUS	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL MISCELLANEOUS	2,500.00	2,500.00	13.01	81.85	3.27	2,418.15
	REVENUES						
	TOTAL OTHER FINANCING						
	SOURCES						
232-00000-49101	TRANSFER FROM GENERAL	0.00	0.00	0.00	0.00	0.00	0.00
232-00000-49236	TRANSFER FROM PORT	0.00	0.00	0.00	0.00	0.00	0.00
	AUTHORITY						
	TOTAL OTHER FINANCING	0.00	0.00	0.00	0.00	0.00	0.00
	SOURCES						
<i>00000</i>	<i>NON DEPARTMENTAL</i>	<i>2,500.00</i>	<i>2,500.00</i>	<i>13.01</i>	<i>81.85</i>	<i>3.27</i>	<i>2,418.15</i>

Account Number	Description	Adopted	Amended	Month to Date	Year to Date	% of Amended	Variance
46700	<i>ECONOMIC OPPORTUNITY</i>						
	TOTAL OTHER SERVICES & CHARGES						
232-46700-53910	BAD DEBT EXPENSE	0.00	0.00	0.00	0.00	0.00	0.00
232-46700-53924	SUBGRANTEE GRANT EXPENSE	0.00	0.00	0.00	0.00	0.00	0.00
232-46700-53999	OTHER MISCELLANEOUS OPERATING	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL OTHER SERVICES & CHARGES	0.00	0.00	0.00	0.00	0.00	0.00
46700	<i>ECONOMIC OPPORTUNITY</i>	0.00	0.00	0.00	0.00	0.00	0.00

Account Number	Description	Adopted	Amended	Month to Date Year to Date		% of Amended	Variance
Revenue Total		2,500.00	2,500.00	13.01	81.85	3.274	2,418.15
Expense Total		0.00	0.00	0.00	0.00	0	0.00
Grand Total		<u>2,500.00</u>	<u>2,500.00</u>	<u>13.01</u>	<u>81.85</u>	<u>0.0327</u>	<u>2,418.15</u>
232	DOWNTOWN REVOLVING LOAN PROG	2,500.00	2,500.00	13.01	81.85	3.27	2,418.15

Account Number	Description	Adopted	Amended	Month to Date	Year to Date	% of Amended	Variance
233	(IRP) INTERMEDIARY RE-LENDING						
00000	<i>NON DEPARTMENTAL</i>						
	TOTAL MISCELLANEOUS REVENUES						
233-00000-46210	INTEREST - DEPOSIT INVESTMENT	0.00	0.00	1,435.04	6,921.84	0.00	-6,921.84
233-00000-46216	INTEREST - NOTES & LOANS	10,000.00	10,000.00	186.73	1,097.35	10.97	8,902.65
233-00000-46299	OTHER MISCELLANEOUS	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL MISCELLANEOUS REVENUES	10,000.00	10,000.00	1,621.77	8,019.19	80.19	1,980.81
00000	<i>NON DEPARTMENTAL</i>	<i>10,000.00</i>	<i>10,000.00</i>	<i>1,621.77</i>	<i>8,019.19</i>	<i>80.19</i>	<i>1,980.81</i>

Account Number	Description	Adopted	Amended	Month to Date	Year to Date	% of Amended	Variance
46700	<i>ECONOMIC OPPORTUNITY</i>						
	TOTAL OTHER SERVICES & CHARGES						
233-46700-53199	OTHER PROF SERVICES NOC	0.00	0.00	0.00	0.00	0.00	0.00
233-46700-53902	BANK CHARGES	0.00	0.00	0.00	0.00	0.00	0.00
233-46700-53910	BAD DEBT EXPENSE	0.00	0.00	0.00	0.00	0.00	0.00
233-46700-53924	SUBGRANTEE GRANT EXPENSE	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL OTHER SERVICES & CHARGES	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL DEBT SERVICE						
233-46700-55120	INTEREST	32,000.00	32,000.00	0.00	32,607.00	101.90	-607.00
	TOTAL DEBT SERVICE	32,000.00	32,000.00	0.00	32,607.00	101.90	-607.00
46700	<i>ECONOMIC OPPORTUNITY</i>	32,000.00	32,000.00	0.00	32,607.00	101.90	-607.00

Account Number	Description	Adopted	Amended	Month to Date	Year to Date	% of Amended	Variance
Revenue Total		10,000.00	10,000.00	1,621.77	8,019.19	80.1919	1,980.81
Expense Total		32,000.00	32,000.00	0.00	32,607.00	101.8969	-607.00
Grand Total		<u>-22,000.00</u>	<u>-22,000.00</u>	<u>1,621.77</u>	<u>-24,587.81</u>	<u>1.1176</u>	<u>2,587.81</u>
233	(IRP) INTERMEDIARY RE-LENDING	-22,000.00	-22,000.00	1,621.77	-24,587.81	111.76	2,587.81

Account Number	Description	Adopted	Amended	Month to Date	Year to Date	% of Amended	Variance
234	SMALL BUSINESS DEVELOPMENT FUN						
00000	<i>NON DEPARTMENTAL</i>						
	TOTAL MISCELLANEOUS REVENUES						
234-00000-46216	INTEREST - NOTES & LOANS	0.00	0.00	237.64	1,004.29	0.00	-1,004.29
	TOTAL MISCELLANEOUS REVENUES	0.00	0.00	237.64	1,004.29	0.00	-1,004.29
	TOTAL OTHER FINANCING SOURCES						
234-00000-49101	TRANSFER FROM GENERAL	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL OTHER FINANCING SOURCES	0.00	0.00	0.00	0.00	0.00	0.00
00000	<i>NON DEPARTMENTAL</i>	0.00	0.00	237.64	1,004.29	0.00	-1,004.29

Account Number	Description	Adopted	Amended	Month to Date	Year to Date	% of Amended	Variance
Revenue Total		0.00	0.00	237.64	1,004.29	0	-1,004.29
Expense Total		0.00	0.00	0.00	0.00	0	0.00
Grand Total		<u>0.00</u>	<u>0.00</u>	<u>237.64</u>	<u>1,004.29</u>	<u>0</u>	<u>-1,004.29</u>
234	SMALL BUSINESS DEVELOPMENT FUN	0.00	0.00	237.64	1,004.29	0.00	-1,004.29

Account Number	Description	Adopted	Amended	Month to Date	Year to Date	% of Amended	Variance
236	PORT AUTHORITY						
00000	NON DEPARTMENTAL						
	TOTAL TAXES						
236-00000-41010	PROPERTY TAXES - CURRENT	542,628.00	542,628.00	0.00	0.00	0.00	542,628.00
236-00000-41020	PROPERTY TAXES - DELINQUENT	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-41030	MOBILE HOME TAX - CURRENT	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-41035	MOBILE HOME TAX - DELINQUENT	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-41060	TAX INCREMENT - EXCESS	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-41830	GROSS SHELTER RENT	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-41899	OTHER TAXES NOC	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL TAXES	542,628.00	542,628.00	0.00	0.00	0.00	542,628.00
	TOTAL INTERGOVERNMENTAL						
236-00000-43135	FEDERAL GRANTS & AIDS-OTHER	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-43415	STATE MARKET VALUE CREDIT	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-43599	STATE GRANTS & AIDS - OTHER	0.00	0.00	0.00	25,740.00	0.00	-25,740.00
236-00000-43699	OTHER GRANTS & AIDS NOC	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL INTERGOVERNMENTAL	0.00	0.00	0.00	25,740.00	0.00	-25,740.00
	TOTAL CHARGES FOR SERVICES						
236-00000-44155	ADMIN CHARGES TO OTHERS	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-44156	ADMIN CHARGES FOR ADM OF IRP	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-44810	ECONOMIC DEVELOPMENT CHARGES	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-44970	LAND SALES	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL CHARGES FOR SERVICES	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL MISCELLANEOUS REVENUES						
236-00000-46210	INTEREST - DEPOSIT INVESTMENT	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-46217	INTEREST - OTHER	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-46218	LEASE INTEREST REVENUE	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-46223	RENT - CRL ELECTRICITY	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-46228	LEASES - HARBOR	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-46230	LEASES - INDUSTRIAL	135,000.00	135,000.00	21,581.36	49,943.01	36.99	85,056.99
236-00000-46231	LEASES - OTHER	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-46233	LEASE PROCEEDS	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-46240	LEASE REC AMORIZATION	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-46281	REFUNDS	0.00	0.00	0.00	652.00	0.00	-652.00
236-00000-46283	DAMAGE CLAIMS FROM OTHERS	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-46299	OTHER MISCELLANEOUS	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL MISCELLANEOUS REVENUES	135,000.00	135,000.00	21,581.36	50,595.01	37.48	84,404.99
	TOTAL OTHER FINANCING SOURCES						
236-00000-49101	TRANSFER FROM GENERAL	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-49605	TRANSFER FROM MARINA	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-49999	FUND BALANCE	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL OTHER FINANCING SOURCES	0.00	0.00	0.00	0.00	0.00	0.00
00000	NON DEPARTMENTAL	677,628.00	677,628.00	21,581.36	76,335.01	11.27	601,292.99

Account Number	Description	Adopted	Amended	Month to Date	Year to Date	% of Amended	Variance
46600	PORT AUTHORITY						
	TOTAL PERSONNEL SERVICES						
236-46600-51105	WAGES & SALARIES - FULL TIME	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-51110	OVERTIME WAGES - FULL TIME	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-51115	WAGES & SALARIES - PART TIME	4,959.90	4,959.90	0.00	2,695.00	54.34	2,264.90
236-46600-51120	WAGES & SALARIES - TEMPORARY	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-51125	OVERTIME WAGES - PART TIME, SE	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-51130	MERIT & STEP	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-51215	ACCRUED VACATION	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-51220	ACCRUED SICK LEAVE	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-51305	PERA CONTRIBUTIONS	0.00	0.00	0.00	33.00	0.00	-33.00
236-46600-51310	FICA CONTRIBUTIONS	278.45	278.45	0.00	165.25	59.35	113.20
236-46600-51405	EMPLOYEE INS - HOSPITALIZATION	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-51410	EMPLOYEE INS - LOSS OF INCOME	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-51440	UNEMPLOYMENT COMPENSATION	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-51505	WORKERS' COMPENSATION INS	36.05	36.05	0.00	0.00	0.00	36.05
	TOTAL PERSONNEL SERVICES	5,274.40	5,274.40	0.00	2,893.25	54.85	2,381.15
	TOTAL SUPPLIES						
236-46600-52105	OFFICE ACCESSORIES	1,250.00	1,250.00	0.00	286.12	22.89	963.88
236-46600-52110	DUPLICATING & COPYING SUPPLIES	750.00	750.00	0.00	0.00	0.00	750.00
236-46600-52115	PRINTED FORMS & PAPER	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-52237	COVID 19 OPERATING SUPPLIES	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-52299	OTHER OPERATING SUPPLIES NOC	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-52405	SMALL TOOLS	500.00	500.00	7.17	219.20	43.84	280.80
	TOTAL SUPPLIES	2,500.00	2,500.00	7.17	505.32	20.21	1,994.68
	TOTAL OTHER SERVICES & CHARGES						
236-46600-53100	ADMINISTRATION SERVICES	18,551.55	18,551.55	1,546.00	7,730.00	41.67	10,821.55
236-46600-53101	ADMINISTRATION SERVICES-OTHER	241,594.00	241,594.00	0.00	0.00	0.00	241,594.00
236-46600-53105	CONTRACTUAL SERVICES	60,000.00	60,000.00	0.00	16,710.75	27.85	43,289.25
236-46600-53120	ENGINEERING SERVICES - CITY	500.00	500.00	0.00	0.00	0.00	500.00
236-46600-53125	LEGAL SERVICES	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-53150	IT SERVICES - CITY	15,072.00	15,072.00	1,256.00	6,280.00	41.67	8,792.00
236-46600-53160	PERSONNEL TESTING & RECRUITMEN	0.00	0.00	0.00	583.95	0.00	-583.95
236-46600-53165	PUBLIC WORKS LABOR CHARGES	2,000.00	2,000.00	0.00	36.00	1.80	1,964.00
236-46600-53192	COVID 19 SERVICES	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-53199	OTHER PROF SERVICES NOC	30,000.00	30,000.00	0.00	75.00	0.25	29,925.00
236-46600-53205	TELEPHONE	2,300.00	2,300.00	506.21	768.02	33.39	1,531.98
236-46600-53210	POSTAGE	500.00	500.00	26.22	109.58	21.92	390.42
236-46600-53305	TRAVEL EXP - PLANE, TRAIN, ETC	2,500.00	2,500.00	0.00	9.89	0.40	2,490.11
236-46600-53310	LODGING	1,000.00	1,000.00	0.00	0.00	0.00	1,000.00
236-46600-53320	MEALS	1,000.00	1,000.00	70.96	317.25	31.73	682.75
236-46600-53325	MILEAGE REIMBURSEMENT	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-53330	REGISTRATION & TUITION	2,500.00	2,500.00	50.00	50.00	2.00	2,450.00
236-46600-53345	VEHICLE ALLOWANCE	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-53410	MARKETING & PROMOTION	60,000.00	60,000.00	475.00	5,780.00	9.63	54,220.00
236-46600-53455	LEGAL NOTICES PUBLISHING	500.00	500.00	0.00	0.00	0.00	500.00
236-46600-53499	OTHER PRINTING & BINDING NOC	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-53505	INSURANCE PREMIUMS	3,750.00	3,750.00	0.00	3,335.00	88.93	415.00
236-46600-53555	ELECTRICAL UTILITIES	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-53560	WATER	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-53599	OTHER UTILITIES - NOC	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-53605	BUILDING REPAIR & MAINTENANCE	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-53645	MAINTENANCE SERVICE AGREEMENT	0.00	0.00	0.00	0.00	0.00	0.00

Account Number	Description	Adopted	Amended	Month to Date	Year to Date	% of Amended	Variance
236-46600-53699	REPAIRS & MAINTENANCE NOC	50,000.00	50,000.00	0.00	0.00	0.00	50,000.00
236-46600-53710	BUILDING RENTALS & LEASES	33,000.00	33,000.00	2,548.00	9,596.00	29.08	23,404.00
236-46600-53750	EQUIP USAGE RENTALS & LEASES	0.00	0.00	42.27	84.54	0.00	-84.54
236-46600-53799	OTHER RENTALS & LEASES NOC	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-53904	DUES & MEMBERSHIPS	13,500.00	13,500.00	0.00	7,400.00	54.81	6,100.00
236-46600-53906	SUBSCRIPTIONS	1,000.00	1,000.00	9.99	150.20	15.02	849.80
236-46600-53907	BOOKS	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-53920	LOAN EXPENSES	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-53950	REAL ESTATE (PROPERTY) TAXES	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-53990	SPECIAL EVENTS/PROJECTS	50,000.00	50,000.00	0.00	0.00	0.00	50,000.00
236-46600-53999	OTHER MISCELLANEOUS OPERATING	1,500.00	1,500.00	0.00	0.00	0.00	1,500.00
	TOTAL OTHER SERVICES & CHARGES	590,767.55	590,767.55	6,530.65	59,016.18	9.99	531,751.37
	TOTAL CAPITAL OUTLAY						
236-46600-54120	LAND IMPROVEMENTS	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-54150	IMPROVEMENTS OTHER THAN BLDG	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-54200	OTHER EQUIPMENT	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL CAPITAL OUTLAY	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL DEBT SERVICE						
236-46600-55120	INTEREST	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-55121	LEASE INTEREST	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL DEBT SERVICE	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL OTHER FINANCING USES						
236-46600-56101	TRANSFER TO GENERAL	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-56231	TRANSFER TO IND REVOLVING LOAN	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-56232	TRANSFER TO 232	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-56271	TRANSFER TO TIF #1-1	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-56276	TRANSFER TO SR 276	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-56277	TRANSFER TO SR 277	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-56306	TRANSFER TO DS 306	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-56409	TRANSFER TO CP 409	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-56419	TRANSFER TO CP 419	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-56429	TRANSFER TO CP 429 LITTLE R BU	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-56430	TRANSFER TO CP 430	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-56435	TRANSFER TO CP 435	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-56436	TRANSFER TO CP 436	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-56441	TRANSFER TO CP 441	10,000.00	10,000.00	0.00	0.00	0.00	10,000.00
236-46600-56450	TRANSFER TO CP 450	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-56491	TRANSFER TO CP 491	75,000.00	75,000.00	0.00	0.00	0.00	75,000.00
236-46600-56715	TRANSFER TO COMP ABS	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL OTHER FINANCING USES	85,000.00	85,000.00	0.00	0.00	0.00	85,000.00
46600	PORT AUTHORITY	683,541.95	683,541.95	6,537.82	62,414.75	9.13	621,127.20

Account Number	Description	Adopted	Amended	Month to Date	Year to Date	% of Amended	Variance
Revenue Total		677,628.00	677,628.00	21,581.36	76,335.01	11.265	601,292.99
Expense Total		683,541.95	683,541.95	6,537.82	62,414.75	9.1311	621,127.20
Grand Total		<u>-5,913.95</u>	<u>-5,913.95</u>	<u>15,043.54</u>	<u>13,920.26</u>	<u>-2.3538</u>	<u>-19,834.21</u>
236	PORT AUTHORITY	-5,913.95	-5,913.95	15,043.54	13,920.26	-235.38	-19,834.21

Account Number	Description	Adopted	Amended	Month to Date	Year to Date	% of Amended	Variance
243	DEED LOAN						
<i>00000</i>	<i>NON DEPARTMENTAL</i>						
	TOTAL INTERGOVERNMENTAL						
243-00000-43490	STATE DEED LOAN	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL INTERGOVERNMENTAL	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL MISCELLANEOUS REVENUES						
243-00000-46210	INTEREST - DEPOSITINVESTMENT	0.00	0.00	0.00	0.00	0.00	0.00
243-00000-46216	INTEREST - NOTES & LOANS	0.00	0.00	0.00	0.00	0.00	0.00
243-00000-46299	OTHER MISCELLANEOUS	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL MISCELLANEOUS REVENUES	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL OTHER FINANCING SOURCES						
243-00000-49231	TRANSFER FROM INDUSTRIAL REVOL	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL OTHER FINANCING SOURCES	0.00	0.00	0.00	0.00	0.00	0.00
<i>00000</i>	<i>NON DEPARTMENTAL</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>

Account Number	Description	Adopted	Amended	Month to Date	Year to Date	% of Amended	Variance
46700	<i>ECONOMIC OPPORTUNITY</i>						
	TOTAL OTHER SERVICES & CHARGES						
243-46700-53110	AUDITING SERVICES	0.00	0.00	0.00	0.00	0.00	0.00
243-46700-53410	MARKETING & PROMOTION	0.00	0.00	0.00	0.00	0.00	0.00
243-46700-53910	BAD DEBT EXPENSE	0.00	0.00	0.00	0.00	0.00	0.00
243-46700-53920	LOAN EXPENSES	0.00	0.00	0.00	0.00	0.00	0.00
243-46700-53924	SUBGRANTEE GRANT EXPENSE	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL OTHER SERVICES & CHARGES	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL DEBT SERVICE						
243-46700-55120	INTEREST	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL DEBT SERVICE	0.00	0.00	0.00	0.00	0.00	0.00
46700	<i>ECONOMIC OPPORTUNITY</i>	0.00	0.00	0.00	0.00	0.00	0.00

Account Number	Description	Adopted	Amended	Month to Date	Year to Date	% of Amended	Variance
Revenue Total		0.00	0.00	0.00	0.00	0	0.00
Expense Total		0.00	0.00	0.00	0.00	0	0.00
Grand Total		<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0</u>	<u>0.00</u>
243	DEED LOAN	0.00	0.00	0.00	0.00	0.00	0.00

Summary of Balance Sheet and Budget Report

June 2025

231 Industrial Revolving Loan			
	Budget	Monthly	YTD
Revenue	\$65,000.00	\$3,198.43	\$20,106.75
Expenses	\$5,000.00	\$0.00	\$0.00
Cash	\$1,384,104.19		
Acct Rec	\$36,125.00		
Loans	\$746,911.13		
Assests	\$2,167,140.32		
Liabilities	\$0.00		
Fund Balance	\$2,147,033.57		

232 Downtown Revolving Loan			
	Budget	Monthly	YTD
Revenue	\$2,500.00	\$12.28	\$94.13
Expenses	\$0.00	\$0.00	\$0.00
Cash	\$99,569.29		
Acct Rec	-\$150.28		
Loans	\$4,596.72		
Assets	\$104,015.73		
Liabilities	\$0.00		
Fund Balance	\$103,921.60		

233 Intermediate Re-Lending			
	Budget	Monthly	YTD
Revenue	\$10,000.00	\$1,564.73	\$9,583.92
Expenses	\$32,000.00	\$0.00	\$32,607.00
Cash	\$576,990.32		
Acct Rec	\$13,621.09		
Loans	\$42,661.46		
Assets	\$633,272.87		
Liabilities	\$127,207.19		
Fund Balance	\$529,088.76		

Summary of Balance Sheet and Budget Report

June 2025

234 Small Business Development Fund			
	Budget	Monthly	YTD
Revenue	\$0.00	\$235.83	\$1,240.12
Expenses	\$0.00	\$0.00	\$0.00
Cash	\$8,536.11		
Acct Rec	\$0.00		
Loans	\$93,587.05		
Assets	\$102,123.16		
Liabilities	\$0.00		
Fund Balance	\$100,883.04		

243 DEED Loan			
	Budget	Monthly	YTD
Revenue	\$0.00	\$0.00	\$0.00
Expenses	\$0.00	\$0.00	\$0.00
Cash	\$252,658.59		
Acct Rec	\$0.00		
Loans	\$0.00		
Assets	\$252,658.59		
Liabilities	\$0.00		
Fund Balance	\$252,658.59		

236 Port Authority			
	Budget	Monthly	YTD
Revenue	\$677,628.00	\$0.00	\$76,335.01
Expenses	\$683,541.95	\$29,776.28	\$92,191.03
Cash	\$435,525.28		
Acct Rec	\$450.00		
Leases	\$525,397.00		
Assets	\$961,372.28		
Liabilities	\$504,352.00		
Fund Balance	\$472,876.30		

Summary of Balance Sheet and Budget Report

June 2025

Capital Account Summaries		
Account	Description	Fund Balance
429	Little River Bulkhead	\$169,099.50
436	Mooring Cluster Dolphins	\$233,140.81
441	Little River Channel Sed. Cont.	\$120,000.00
450	Levee Wall Protection	\$106,845.00
491	PA Redevelopment Stimulus	\$431,378.62
Total		\$1,060,463.93

Red Wing Port Authoring Operating Budget Report

Revenues	Budget	Month to Date	Year to Date	% of Budget
Property Tax Revenue	\$542,628.00	\$0.00	\$0.00	0%
Leases	\$135,000.00	\$21,581.36	\$50,595.01	37%
Grants & Aids	\$0.00	\$0.00	\$25,740.00	0%
Total Revenue	\$677,628.00	\$21,581.36	\$76,335.01	

Expenditures	Budget	Month to Date	Year to Date	% of Budget
Wages and Salaries	\$4,959.90	\$0.00	\$2,695.00	54%
PERA	\$0.00	\$0.00	\$33.00	0%
FICA	\$278.45	\$0.00	\$165.25	59%
Worker's Comp	\$36.05	\$0.00	\$0.00	0%
Office Accessories	\$1,250.00	\$0.00	\$286.12	23%
Copying	\$750.00	\$0.00	\$0.00	0%
Small Tools	\$500.00	\$0.00	\$219.20	44%
Admin Services	\$18,551.55	\$1,546.00	\$9,276.00	50%
Admin Services - Other	\$241,594.00	\$0.00	\$0.00	0%
Contractual Services	\$60,000.00	\$9,600.00	\$26,310.75	44%
Engineering Services	\$500.00	\$0.00	\$0.00	0%
IT Services	\$15,072.00	\$1,256.00	\$7,536.00	50%
Personnel Testing - Recruitment	\$0.00	\$0.00	\$583.95	0%
Public Works Charges	\$2,000.00	\$37.80	\$73.80	4%
Other Professional Services	\$30,000.00	\$12,840.00	\$12,915.00	43%
Telephone	\$2,300.00	\$83.23	\$851.25	37%
Postage	\$500.00	\$48.30	\$157.88	32%
Travel	\$2,500.00	\$0.00	\$9.89	0%
Lodging	\$1,000.00	\$0.00	\$0.00	0%
Meals	\$1,000.00	\$0.00	\$317.25	32%
Registration and Tuition	\$2,500.00	\$0.00	\$50.00	2%
Marketing and Promotion	\$60,000.00	\$1,805.00	\$7,585.00	3%
Legal Notices Publishing	\$500.00	\$0.00	\$0.00	0%
Insurance Premiums	\$3,750.00	\$0.00	\$3,335.00	89%
Repair and Maintenance	\$50,000.00	\$0.00	\$0.00	0%
Building Rental and Leases	\$33,000.00	\$2,548.00	\$12,144.00	37%
Equipment Usage Rental	\$0.00	\$11.95	\$96.49	0%
Dues and Memberships	\$13,500.00	\$0.00	\$7,400.00	55%
Subscriptions	\$1,000.00	\$0.00	\$150.20	15%
Special Events Projects	\$50,000.00	\$0.00	\$0.00	0%
Other Miscellaneous	\$1,500.00	\$0.00	\$0.00	0%
Transfer to CP 441	\$10,000.00	\$0.00	\$0.00	0%
Transfer to CP 491	\$75,000.00	\$0.00	\$0.00	0%
Total Expenditures	\$683,541.95	\$29,776.28	\$92,191.03	13%

Loan Summary

Acct #	Acct	Loan	January	February	March	April	May	June
231	IRL	SB Emerg Loan	\$13,946.47	\$10,613.15	\$11,154.83	\$10,071.51	\$8,988.19	\$7,904.87
231	IRL	GRWDC	\$826,899.49	\$812,342.06	\$797,723.98	\$783,044.99	\$768,304.83	\$739,006.26
232	DRL	RW Dev Loan	\$137,500.00	\$137,500.00	\$137,500.00	\$137,500.00	\$137,500.00	\$137,500.00
232	DRL	CMA Prop LLC	\$35,000.00	\$35,000.00	\$35,000.00	\$35,000.00	\$35,000.00	\$35,000.00
232	DRL	Staghead	\$10,360.00	\$10,360.00	\$10,360.00	\$10,360.00	\$10,360.00	\$10,360.00
232	DRL	Bev's Café	\$10,360.00	\$10,360.00	\$10,360.00	\$10,360.00	\$10,360.00	\$10,360.00
232	DRL	Mike's Barber Shop				\$2,785.21	\$2,641.89	\$2,498.21
232	DRL	Cut Above Home	\$2,838.97	\$2,691.61	\$2,543.89	\$2,395.80	\$2,247.34	\$2,098.51
232	DRL	Allowance	-\$55,720.00	-\$55,720.00	-\$55,720.00	-\$55,720.00	-\$55,720.00	-\$193,220.00
233	IRP	Heimes Haberdashery	\$40,315.59	\$39,659.58	\$39,001.38	\$38,340.98	\$37,678.38	\$37,013.58
233	IRP	Xena Ventures	\$16,739.15	\$13,978.21	\$11,205.77	\$8,421.78	\$5,626.19	\$2,818.95
233	IRP	Kelly's Tap House	\$5,873.75	\$5,349.29	\$4,823.52	\$4,296.44	\$3,768.04	\$3,238.32
233	IRP	River City Carwash	\$6,841.09	\$6,318.19	\$5,793.98	\$5,267.52	\$4,740.69	\$4,213.48
233	IRP	Presentation Plus	\$2,834.13	\$2,834.13	\$2,834.13	\$2,834.13	\$2,834.13	\$0.13
233	IRP	Allowance	-\$7,643.00	-\$4,623.00	-\$4,623.00	-\$4,623.00	-\$4,623.00	-\$4,623.00
234	SBDF	River City Thera	\$19,280.80	\$19,135.88	\$18,990.60	\$18,844.96	\$18,698.95	\$18,552.58
234	SBDF	Celeste Beauty	\$18,827.32	\$18,680.43	\$18,533.13	\$18,384.58	\$18,237.42	\$18,088.13
234	SBDF	<i>Gather and Grace</i>	\$58,844.96	\$58,698.95	\$58,552.58	\$58,405.84	\$58,263.73	\$18,116.26
235	SBDF	<i>JT'S Chicken and F</i>			-\$143.12	-\$286.60	-\$430.44	\$19,404.72
236	SBDF	<i>The Creative Hand</i>			-\$143.12	-\$286.60	-\$430.44	\$19,425.36
243	DEED	Allowance	\$0.58	\$0.00				

These loans are showing incorrectly on the City's Finance Report. They are still being tracked as three separate loans.

Account Number	Description	Year-To-Date
231	INDUSTRIAL REVOLVING LOAN PROG	
	Asset	
231-00000-10100	CASH	1,384,104.19
231-00000-10350	ASSETS HELD WITH OTHERS-BROKER	0.00
231-00000-10400	INVESTMENTS-EXPENDABLE	0.00
231-00000-10410	INVESTMENTS-STOCK	0.00
231-00000-10450	ACCRUED INTEREST RECEIVABLE	0.00
231-00000-10505	TAXES RECEIVABLE-DELINQUENT	0.00
231-00000-10599	TAXES RECEIVABLE-ALLOWANCE (CO	0.00
231-00000-11500	ACCOUNTS RECEIVABLE-REGULAR	36,125.00
231-00000-11598	ACCTS REC-ACCRUED RECEIPTS	0.00
231-00000-11970	LT LOAN REC - RED WING BICYCLE	0.00
231-00000-11971	LT LOAN REC - RIVERTOWN COMICS	0.00
231-00000-11972	LT LOAN REC - LIVE GIVE SAVE	0.00
231-00000-11973	LT LOAN REC - PS I LOVE YOU	0.00
231-00000-11974	LT LOAN REC - SBEmergencyLoanP	7,904.87
231-00000-11986	LT LOAN REC - GRWDC	739,006.26
231-00000-11989	LT LOAN REC - RW DEV CORP	0.00
231-00000-11991	LT LOAN REC-RIVER BLUFF TECH#1	0.00
231-00000-11992	LT LOAN REC - RW BREWING CO	0.00
231-00000-11994	LT LOAN REC- PMC ASSOCIATES	0.00
231-00000-11995	LT LOAN REC - FAMILY & FRIENDS	0.00
231-00000-11996	LT LOAN REC-RIVER BLUFF TECH#2	0.00
231-00000-11997	LT LOANS REC-MOSAIC MINDSHARE	0.00
231-00000-11998	LT LOAN REC-RIVER BLUFF TECH#3	0.00
231-00000-11999	LT LOAN REC-RIVER BLUFF TECH#4	0.00
231-00000-12300	NOTES RECEIVABLE	0.00
231-00000-13101	DUE FROM GENERAL	0.00
231-00000-13243	DUE FROM SRF 243	0.00
231-00000-15233	ADVANCE TO IRP	0.00
231-00000-16008	LOANS TO OTHER FUNDS - 236 POR	0.00
231-00000-16011	LOANS TO OTHER FUNDS - 236 PA	0.00
	Asset	2,167,140.32
	Liability	
231-00000-20200	ACCOUNTS PAYABLE	0.00
231-00000-26001	LOANS FROM OTHER FUNDS- 101 GF	0.00
231-00000-27300	DEFERRED REVENUES	0.00
	Liability	0.00
	Fund Balance	
231-00000-30000	FUND BALANCE EQUITY	2,147,033.57
231-00000-30225	DESGN FOR FUTURE ECONOMIC DEV	0.00
	Fund Balance	2,147,033.57
Revenue Total		20,106.75
Expense Total		0.00
Ret Earnings Total		20,106.75
231	INDUSTRIAL REVOLVING LOAN PROG	20,106.75

Account Number	Description	Year-To-Date
232	DOWNTOWN REVOLVING LOAN PROG	
	Asset	
232-00000-10100	CASH	99,569.29
232-00000-10350	ASSETS HELD WITH OTHERS-BROKER	0.00
232-00000-10400	INVESTMENTS-EXPENDABLE	0.00
232-00000-10450	ACCRUED INTEREST RECEIVABLE	0.00
232-00000-11500	ACCOUNTS RECEIVABLE-REGULAR	-150.28
232-00000-11901	LT LOAN REC - MARKET HOME & DE	0.00
232-00000-11902	LT LOAN REC - RW DEV LOAN	137,500.00
232-00000-11977	LT LOAN REC - HIDDEN STORG BOX	0.00
232-00000-11978	LT LOAN REC - RWVC PROPERTIES	0.00
232-00000-11979	LT LOAN REC - CMA PROP LLC	35,000.00
232-00000-11980	LT LOAN REC - WEST MAIN LAUNDR	0.00
232-00000-11981	LT LOAN REC - IDEA OUTPOST	0.00
232-00000-11982	LT LOAN REC - INNOVATIVE CHIRO	0.00
232-00000-11983	LT LOAN REC - STAGHEAD	10,360.00
232-00000-11984	LT LOAN REC - BEV'S CAFE	10,360.00
232-00000-11985	LT LOAN REC - MR. BILZ	0.00
232-00000-11988	LT LOAN REC - WANSHURA JEWELER	0.00
232-00000-11990	LT LOAN REC - MIKES BARBERSHOP	2,498.21
232-00000-11993	LT LOAN REC - CUT ABOVE HOME	2,098.51
232-00000-11999	LT LOAN REC - ALLOWANCE	-193,220.00
	Asset	104,015.73
	Liability	
232-00000-20200	ACCOUNTS PAYABLE	0.00
232-00000-23101	DUE TO GENERAL	0.00
232-00000-27300	DEFERRED REVENUES	0.00
	Liability	0.00
	Fund Balance	
232-00000-30000	FUND BALANCE EQUITY	103,921.60
232-00000-30225	DESGN FOR FUTURE ECONOMIC DEV	0.00
	Fund Balance	103,921.60
	Revenue Total	94.13
	Expense Total	0.00
	Ret Earnings Total	94.13
232	DOWNTOWN REVOLVING LOAN PROG	94.13

Account Number	Description	Year-To-Date
233	(IRP) INTERMEDIARY RE-LENDING	
	Asset	
233-00000-10100	CASH	0.00
233-00000-10101	CASH - IRP	576,990.32
233-00000-11500	ACCOUNTS RECEIVABLE-REGULAR	13,621.09
233-00000-11950	LT LOAN REC - IRP PMC ASSOC	0.00
233-00000-11951	LT LOAN REC - HEDIN OFFICES	0.00
233-00000-11952	LT LOAN REC - HEIMIES HABERDAS	37,013.58
233-00000-11953	LT LOAN REC - XENA VENTURES	2,818.95
233-00000-11954	LT LOAN REC - KELLYS TAP HOUSE	3,238.32
233-00000-11955	LT LOAN REC - RIVR CTY CAR WSH	4,213.48
233-00000-11958	LT LOAN REC - REFINED SKIN	0.00
233-00000-11959	LT LOAN REC -PRESENTATION PLUS	0.13
233-00000-11999	LT LOAN REC - ALLOWANCE	-4,623.00
	Asset	633,272.87
	Liability	
233-00000-20200	ACCOUNTS PAYABLE	0.00
233-00000-24000	DUE TO OTHER GOVERNMENTS	127,207.19
233-00000-25231	ADVANCE FROM IND REVOLVING LOA	0.00
	Liability	127,207.19
	Fund Balance	
233-00000-30000	FUND BALANCE EQUITY	529,088.76
233-00000-30225	DESGN FOR FUTURE ECONOMIC DEV	0.00
	Fund Balance	529,088.76
	Revenue Total	9,583.92
	Expense Total	32,607.00
	Ret Earnings Total	-23,023.08
233	(IRP) INTERMEDIARY RE-LENDING	-23,023.08

Account Number	Description	Year-To-Date
234	SMALL BUSINESS DEVELOPMENT FUN	
	Asset	
234-00000-10100	CASH	8,536.11
234-00000-11500	ACCOUNTS RECEIVABLE-REGULAR	0.00
234-00000-11957	LT LOAN REC - RIVER CITY THERA	18,552.58
234-00000-11960	LT LOAN REC - CELESTE BEAUTY M	18,088.13
234-00000-11961	LT LOAN REC - GATHER AND GRAZE	18,116.26
234-00000-11975	LT LOAN REC-JTS CHICKEN & FISH	19,404.72
234-00000-11976	LT LOAN REC - THE CREATIVE HAN	19,425.36
	Asset	102,123.16
	Liability	
234-00000-20200	ACCOUNTS PAYABLE	0.00
	Liability	0.00
	Fund Balance	
234-00000-30000	FUND BALANCE EQUITY	100,883.04
	Fund Balance	100,883.04
Revenue Total		1,240.12
Expense Total		0.00
Ret Earnings Total		1,240.12
234	SMALL BUSINESS DEVELOPMENT FUN	1,240.12

Account Number**Description****Year-To-Date****236****PORT AUTHORITY**

Asset		
236-0000-10100	CASH	435,525.28
236-0000-10200	CASH-PETTY CASH DRAWER	0.00
236-0000-10350	ASSETS HELD WITH OTHERS-BROKER	0.00
236-0000-10355	ASSETS HELD WITH ESCROW AGENTS	0.00
236-0000-10400	INVESTMENTS-EXPENDABLE	0.00
236-0000-10450	ACCRUED INTEREST RECEIVABLE	0.00
236-0000-10500	TAXES RECEIVABLE-CURRENT	0.00
236-0000-10505	TAXES RECEIVABLE-DELINQUENT	3,636.51
236-0000-10510	TAXES RECEIVABLE-UNAPPORTIONED	0.00
236-0000-10599	TAXES RECEIVABLE-ALLOWANCE (CO	-3,636.51
236-0000-10700	LAND HELD FOR RESALE	0.00
236-0000-10701	LAND HELD FOR RESALE - IMPR	0.00
236-0000-10702	LAND HELD FOR RESALE - CRL	0.00
236-0000-10710	BUILDINGS HELD FOR RESALE	0.00
236-0000-11500	ACCOUNTS RECEIVABLE-REGULAR	450.00
236-0000-11598	ACCTS REC-ACCRUED RECEIPTS	0.00
236-0000-13101	DUE FROM GENERAL	0.00
236-0000-14100	DUE FROM STATE	0.00
236-0000-14700	LEASE RECEIVABLE - SHORT TERM	117,114.00
236-0000-14701	LEASE RECEIVABLE - LONG TERM	408,283.00
236-0000-17515	PREPAIDS-OTHER	0.00
	Asset	961,372.28

Liability

236-0000-20200	ACCOUNTS PAYABLE	0.00
236-0000-20201	AP NON-SYSTEM GENERATED	0.00
236-0000-20610	CONTRACTS PAYABLE RETAINAGE	0.00
236-0000-23101	DUE TO GENERAL	0.00
236-0000-26002	LOANS FROM OTHER FUNDS- 101 GF	0.00
236-0000-26003	LOANS FROM OTHER FUNDS- 101 GF	0.00
236-0000-26007	LOANS FROM OTHER FUNDS- 227 CI	0.00
236-0000-26008	LOANS FROM OTHER FUNDS- 231 IL	0.00
236-0000-26010	LOANS FROM OTHER FUNDS- 101 GF	0.00
236-0000-26011	LOANS FROM OTHER FUNDS- 231 IL	0.00
236-0000-26012	LOANS FROM OTHER FUNDS-227 CI	0.00
236-0000-27100	ACCRUED SALARIES PAYABLE	0.00
236-0000-27101	DEDUCTIONS - TAXES	0.00
236-0000-27102	DEDUCTIONS - PERA	0.00
236-0000-27103	DEDUCTIONS- EMPLOYEE DEDUCTION	0.00
236-0000-27104	DEDUCTIONS - DIRECT DEPOSIT	0.00
236-0000-27105	DEDUCTIONS - DEFERRED COMP NAT	0.00
236-0000-27106	DEDUCTIONS - DEFERRED COMP ICM	0.00
236-0000-27107	DEDUCTIONS - MEDICAL, LIFE, AD	0.00
236-0000-27201	ACCRUED VACATIONS PAYABLE	0.00
236-0000-27202	ACCRUED SICK LEAVE PAYABLE	0.00
236-0000-27300	DEFERRED REVENUES	0.00
236-0000-27304	DEFERRED INFLOW - LEASE REC	504,352.00
236-0000-28001	ESCROW ACCOUNT	0.00
236-0000-28600	PORT ESCROW ACCT-TJR SUPPLY	0.00
	Liability	504,352.00

Fund Balance

236-0000-30000	FUND BALANCE EQUITY	472,876.30
236-0000-30200	FUND BALANCE-DESIGNATED	0.00
236-0000-30300	FUND BALANCE - UNDESIGNATED	0.00
	Fund Balance	472,876.30

Revenue Total

76,335.01

Expense Total

92,191.03

Ret Earnings Total

-15,856.02

236**PORT AUTHORITY****-15,856.02**

Account Number	Description	Year-To-Date
243	DEED LOAN	
	Asset	
243-00000-10100	CASH	252,658.59
243-00000-10315	ASSETS HELD WITH OTHERS-MN COM	0.00
243-00000-10350	ASSETS HELD WITH OTHERS-BROKER	0.00
243-00000-10400	INVESTMENTS-EXPENDABLE	0.00
243-00000-11500	ACCOUNTS RECEIVABLE-REGULAR	0.00
243-00000-11963	LT LOAN REC - RW SHOE	0.00
243-00000-11964	LT LOAN REC - CAPITAL SAFETY	0.00
243-00000-11987	LT LOAN REC - DBI DEED LOAN	0.00
243-00000-11999	LT LOAN REC - ALLOWANCE	0.00
	Asset	252,658.59
	Liability	
243-00000-20200	ACCOUNTS PAYABLE	0.00
243-00000-20201	AP NON-SYSTEM GENERATED	0.00
243-00000-23231	DUE TO SRF 231	0.00
243-00000-24000	DUE TO OTHER GOVERNMENTS	0.00
243-00000-24100	DUE TO STATE	0.00
243-00000-27300	DEFERRED REVENUES	0.00
	Liability	0.00
	Fund Balance	
243-00000-30000	FUND BALANCE EQUITY	252,658.59
243-00000-30225	DESGN FOR FUTURE ECONOMIC DEV	0.00
	Fund Balance	252,658.59
	Revenue Total	0.00
	Expense Total	0.00
	Ret Earnings Total	0.00
243	DEED LOAN	0.00

Account Number	Description	Adopted	Amended	Month to Date	Year to Date	% of Amended	Variance
231	INDUSTRIAL REVOLVING LOAN						
	PROG						
<i>00000</i>	<i>NON DEPARTMENTAL</i>						
	TOTAL MISCELLANEOUS						
	REVENUES						
231-00000-46210	INTEREST - DEPOSITINVESTMENT	0.00	0.00	0.00	0.00	0.00	0.00
231-00000-46216	INTEREST - NOTES & LOANS	65,000.00	65,000.00	3,198.43	20,106.75	30.93	44,893.25
231-00000-46299	OTHER MISCELLANEOUS	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL MISCELLANEOUS	65,000.00	65,000.00	3,198.43	20,106.75	30.93	44,893.25
	REVENUES						
<i>00000</i>	<i>NON DEPARTMENTAL</i>	<i>65,000.00</i>	<i>65,000.00</i>	<i>3,198.43</i>	<i>20,106.75</i>	<i>30.93</i>	<i>44,893.25</i>

Account Number	Description	Adopted	Amended	Month to Date	Year to Date	% of Amended	Variance
46700	<i>ECONOMIC OPPORTUNITY</i>						
	TOTAL OTHER SERVICES & CHARGES						
231-46700-53910	BAD DEBT EXPENSE	0.00	0.00	0.00	0.00	0.00	0.00
231-46700-53920	LOAN EXPENSES	5,000.00	5,000.00	0.00	0.00	0.00	5,000.00
231-46700-53924	SUBGRANTEE GRANT EXPENSE	0.00	0.00	0.00	0.00	0.00	0.00
231-46700-53950	REAL ESTATE (PROPERTY) TAXES	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL OTHER SERVICES & CHARGES	5,000.00	5,000.00	0.00	0.00	0.00	5,000.00
	TOTAL DEBT SERVICE						
231-46700-55120	INTEREST	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL DEBT SERVICE	0.00	0.00	0.00	0.00	0.00	0.00
46700	<i>ECONOMIC OPPORTUNITY</i>	5,000.00	5,000.00	0.00	0.00	0.00	5,000.00

Account Number	Description	Adopted	Amended	Month to Date	Year to Date	% of Amended	Variance
Revenue Total		65,000.00	65,000.00	3,198.43	20,106.75	30.9335	44,893.25
Expense Total		5,000.00	5,000.00	0.00	0.00	0	5,000.00
Grand Total		<u>60,000.00</u>	<u>60,000.00</u>	<u>3,198.43</u>	<u>20,106.75</u>	<u>0.3351</u>	<u>39,893.25</u>
231	INDUSTRIAL REVOLVING LOAN PROG	60,000.00	60,000.00	3,198.43	20,106.75	33.51	39,893.25

Account Number	Description	Adopted	Amended	Month to Date	Year to Date	% of Amended	Variance
232	DOWNTOWN REVOLVING LOAN						
	PROG						
<i>00000</i>	<i>NON DEPARTMENTAL</i>						
	TOTAL MISCELLANEOUS						
	REVENUES						
232-00000-46210	INTEREST - DEPOSIT INVESTMENT	0.00	0.00	0.00	0.00	0.00	0.00
232-00000-46216	INTEREST - NOTES & LOANS	2,500.00	2,500.00	12.28	94.13	3.77	2,405.87
232-00000-46299	OTHER MISCELLANEOUS	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL MISCELLANEOUS	2,500.00	2,500.00	12.28	94.13	3.77	2,405.87
	REVENUES						
	TOTAL OTHER FINANCING						
	SOURCES						
232-00000-49101	TRANSFER FROM GENERAL	0.00	0.00	0.00	0.00	0.00	0.00
232-00000-49236	TRANSFER FROM PORT	0.00	0.00	0.00	0.00	0.00	0.00
	AUTHORITY						
	TOTAL OTHER FINANCING	0.00	0.00	0.00	0.00	0.00	0.00
	SOURCES						
<i>00000</i>	<i>NON DEPARTMENTAL</i>	<i>2,500.00</i>	<i>2,500.00</i>	<i>12.28</i>	<i>94.13</i>	<i>3.77</i>	<i>2,405.87</i>

Account Number	Description	Adopted	Amended	Month to Date	Year to Date	% of Amended	Variance
46700	<i>ECONOMIC OPPORTUNITY</i>						
	TOTAL OTHER SERVICES & CHARGES						
232-46700-53910	BAD DEBT EXPENSE	0.00	0.00	0.00	0.00	0.00	0.00
232-46700-53924	SUBGRANTEE GRANT EXPENSE	0.00	0.00	0.00	0.00	0.00	0.00
232-46700-53999	OTHER MISCELLANEOUS OPERATING	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL OTHER SERVICES & CHARGES	0.00	0.00	0.00	0.00	0.00	0.00
46700	<i>ECONOMIC OPPORTUNITY</i>	0.00	0.00	0.00	0.00	0.00	0.00

Account Number	Description	Adopted	Amended	Month to Date	Year to Date	% of Amended	Variance
Revenue Total		2,500.00	2,500.00	12.28	94.13	3.7652	2,405.87
Expense Total		0.00	0.00	0.00	0.00	0	0.00
Grand Total		<u>2,500.00</u>	<u>2,500.00</u>	<u>12.28</u>	<u>94.13</u>	<u>0.0377</u>	<u>2,405.87</u>
232	DOWNTOWN REVOLVING LOAN PROG	2,500.00	2,500.00	12.28	94.13	3.77	2,405.87

Account Number	Description	Adopted	Amended	Month to Date	Year to Date	% of Amended	Variance
233	(IRP) INTERMEDIARY RE-LENDING						
00000	<i>NON DEPARTMENTAL</i>						
	TOTAL MISCELLANEOUS REVENUES						
233-00000-46210	INTEREST - DEPOSIT INVESTMENT	0.00	0.00	1,394.49	8,316.33	0.00	-8,316.33
233-00000-46216	INTEREST - NOTES & LOANS	10,000.00	10,000.00	170.24	1,267.59	12.68	8,732.41
233-00000-46299	OTHER MISCELLANEOUS	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL MISCELLANEOUS REVENUES	10,000.00	10,000.00	1,564.73	9,583.92	95.84	416.08
00000	<i>NON DEPARTMENTAL</i>	<i>10,000.00</i>	<i>10,000.00</i>	<i>1,564.73</i>	<i>9,583.92</i>	<i>95.84</i>	<i>416.08</i>

Account Number	Description	Adopted	Amended	Month to Date	Year to Date	% of Amended	Variance
46700	<i>ECONOMIC OPPORTUNITY</i>						
	TOTAL OTHER SERVICES & CHARGES						
233-46700-53199	OTHER PROF SERVICES NOC	0.00	0.00	0.00	0.00	0.00	0.00
233-46700-53902	BANK CHARGES	0.00	0.00	0.00	0.00	0.00	0.00
233-46700-53910	BAD DEBT EXPENSE	0.00	0.00	0.00	0.00	0.00	0.00
233-46700-53924	SUBGRANTEE GRANT EXPENSE	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL OTHER SERVICES & CHARGES	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL DEBT SERVICE						
233-46700-55120	INTEREST	32,000.00	32,000.00	0.00	32,607.00	101.90	-607.00
	TOTAL DEBT SERVICE	32,000.00	32,000.00	0.00	32,607.00	101.90	-607.00
46700	<i>ECONOMIC OPPORTUNITY</i>	32,000.00	32,000.00	0.00	32,607.00	101.90	-607.00

Account Number	Description	Adopted	Amended	Month to Date	Year to Date	% of Amended	Variance
Revenue Total		10,000.00	10,000.00	1,564.73	9,583.92	95.8392	416.08
Expense Total		32,000.00	32,000.00	0.00	32,607.00	101.8969	-607.00
Grand Total		<u>-22,000.00</u>	<u>-22,000.00</u>	<u>1,564.73</u>	<u>-23,023.08</u>	<u>1.0465</u>	<u>1,023.08</u>
233	(IRP) INTERMEDIARY RE-LENDING	-22,000.00	-22,000.00	1,564.73	-23,023.08	104.65	1,023.08

Account Number	Description	Adopted	Amended	Month to Date	Year to Date	% of Amended	Variance
234	SMALL BUSINESS DEVELOPMENT FUN						
00000	<i>NON DEPARTMENTAL</i>						
	TOTAL MISCELLANEOUS REVENUES						
234-00000-46216	INTEREST - NOTES & LOANS	0.00	0.00	235.83	1,240.12	0.00	-1,240.12
	TOTAL MISCELLANEOUS REVENUES	0.00	0.00	235.83	1,240.12	0.00	-1,240.12
	TOTAL OTHER FINANCING SOURCES						
234-00000-49101	TRANSFER FROM GENERAL	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL OTHER FINANCING SOURCES	0.00	0.00	0.00	0.00	0.00	0.00
00000	<i>NON DEPARTMENTAL</i>	0.00	0.00	235.83	1,240.12	0.00	-1,240.12

Account Number	Description	Adopted	Amended	Month to Date	Year to Date	% of Amended	Variance
Revenue Total		0.00	0.00	235.83	1,240.12	0	-1,240.12
Expense Total		0.00	0.00	0.00	0.00	0	0.00
Grand Total		<u>0.00</u>	<u>0.00</u>	<u>235.83</u>	<u>1,240.12</u>	<u>0</u>	<u>-1,240.12</u>
234	SMALL BUSINESS DEVELOPMENT FUN	0.00	0.00	235.83	1,240.12	0.00	-1,240.12

Account Number	Description	Adopted	Amended	Month to Date	Year to Date	% of Amended	Variance
236	PORT AUTHORITY						
00000	NON DEPARTMENTAL						
	TOTAL TAXES						
236-00000-41010	PROPERTY TAXES - CURRENT	542,628.00	542,628.00	0.00	0.00	0.00	542,628.00
236-00000-41020	PROPERTY TAXES - DELINQUENT	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-41030	MOBILE HOME TAX - CURRENT	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-41035	MOBILE HOME TAX - DELINQUENT	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-41060	TAX INCREMENT - EXCESS	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-41830	GROSS SHELTER RENT	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-41899	OTHER TAXES NOC	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL TAXES	542,628.00	542,628.00	0.00	0.00	0.00	542,628.00
	TOTAL INTERGOVERNMENTAL						
236-00000-43135	FEDERAL GRANTS & AIDS-OTHER	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-43415	STATE MARKET VALUE CREDIT	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-43599	STATE GRANTS & AIDS - OTHER	0.00	0.00	0.00	25,740.00	0.00	-25,740.00
236-00000-43699	OTHER GRANTS & AIDS NOC	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL INTERGOVERNMENTAL	0.00	0.00	0.00	25,740.00	0.00	-25,740.00
	TOTAL CHARGES FOR SERVICES						
236-00000-44155	ADMIN CHARGES TO OTHERS	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-44156	ADMIN CHARGES FOR ADM OF IRP	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-44810	ECONOMIC DEVELOPMENT CHARGES	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-44970	LAND SALES	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL CHARGES FOR SERVICES	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL MISCELLANEOUS REVENUES						
236-00000-46210	INTEREST - DEPOSIT INVESTMENT	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-46217	INTEREST - OTHER	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-46218	LEASE INTEREST REVENUE	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-46223	RENT - CRL ELECTRICITY	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-46228	LEASES - HARBOR	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-46230	LEASES - INDUSTRIAL	135,000.00	135,000.00	0.00	49,943.01	36.99	85,056.99
236-00000-46231	LEASES - OTHER	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-46233	LEASE PROCEEDS	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-46240	LEASE REC AMORIZATION	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-46281	REFUNDS	0.00	0.00	0.00	652.00	0.00	-652.00
236-00000-46283	DAMAGE CLAIMS FROM OTHERS	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-46299	OTHER MISCELLANEOUS	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL MISCELLANEOUS REVENUES	135,000.00	135,000.00	0.00	50,595.01	37.48	84,404.99
	TOTAL OTHER FINANCING SOURCES						
236-00000-49101	TRANSFER FROM GENERAL	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-49605	TRANSFER FROM MARINA	0.00	0.00	0.00	0.00	0.00	0.00
236-00000-49999	FUND BALANCE	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL OTHER FINANCING SOURCES	0.00	0.00	0.00	0.00	0.00	0.00
00000	NON DEPARTMENTAL	677,628.00	677,628.00	0.00	76,335.01	11.27	601,292.99

Account Number	Description	Adopted	Amended	Month to Date	Year to Date	% of Amended	Variance
46600	PORT AUTHORITY						
	TOTAL PERSONNEL SERVICES						
236-46600-51105	WAGES & SALARIES - FULL TIME	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-51110	OVERTIME WAGES - FULL TIME	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-51115	WAGES & SALARIES - PART TIME	4,959.90	4,959.90	0.00	2,695.00	54.34	2,264.90
236-46600-51120	WAGES & SALARIES - TEMPORARY	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-51125	OVERTIME WAGES - PART TIME, SE	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-51130	MERIT & STEP	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-51215	ACCRUED VACATION	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-51220	ACCRUED SICK LEAVE	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-51305	PERA CONTRIBUTIONS	0.00	0.00	0.00	33.00	0.00	-33.00
236-46600-51310	FICA CONTRIBUTIONS	278.45	278.45	0.00	165.25	59.35	113.20
236-46600-51405	EMPLOYEE INS - HOSPITALIZATION	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-51410	EMPLOYEE INS - LOSS OF INCOME	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-51440	UNEMPLOYMENT COMPENSATION	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-51505	WORKERS' COMPENSATION INS	36.05	36.05	0.00	0.00	0.00	36.05
	TOTAL PERSONNEL SERVICES	5,274.40	5,274.40	0.00	2,893.25	54.85	2,381.15
	TOTAL SUPPLIES						
236-46600-52105	OFFICE ACCESSORIES	1,250.00	1,250.00	0.00	286.12	22.89	963.88
236-46600-52110	DUPLICATING & COPYING SUPPLIES	750.00	750.00	0.00	0.00	0.00	750.00
236-46600-52115	PRINTED FORMS & PAPER	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-52237	COVID 19 OPERATING SUPPLIES	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-52299	OTHER OPERATING SUPPLIES NOC	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-52405	SMALL TOOLS	500.00	500.00	0.00	219.20	43.84	280.80
	TOTAL SUPPLIES	2,500.00	2,500.00	0.00	505.32	20.21	1,994.68
	TOTAL OTHER SERVICES & CHARGES						
236-46600-53100	ADMINISTRATION SERVICES	18,551.55	18,551.55	1,546.00	9,276.00	50.00	9,275.55
236-46600-53101	ADMINISTRATION SERVICES-OTHER	241,594.00	241,594.00	0.00	0.00	0.00	241,594.00
236-46600-53105	CONTRACTUAL SERVICES	60,000.00	60,000.00	9,600.00	26,310.75	43.85	33,689.25
236-46600-53120	ENGINEERING SERVICES - CITY	500.00	500.00	0.00	0.00	0.00	500.00
236-46600-53125	LEGAL SERVICES	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-53150	IT SERVICES - CITY	15,072.00	15,072.00	1,256.00	7,536.00	50.00	7,536.00
236-46600-53160	PERSONNEL TESTING & RECRUITMEN	0.00	0.00	0.00	583.95	0.00	-583.95
236-46600-53165	PUBLIC WORKS LABOR CHARGES	2,000.00	2,000.00	37.80	73.80	3.69	1,926.20
236-46600-53192	COVID 19 SERVICES	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-53199	OTHER PROF SERVICES NOC	30,000.00	30,000.00	12,840.00	12,915.00	43.05	17,085.00
236-46600-53205	TELEPHONE	2,300.00	2,300.00	83.23	851.25	37.01	1,448.75
236-46600-53210	POSTAGE	500.00	500.00	48.30	157.88	31.58	342.12
236-46600-53305	TRAVEL EXP - PLANE, TRAIN, ETC	2,500.00	2,500.00	0.00	9.89	0.40	2,490.11
236-46600-53310	LODGING	1,000.00	1,000.00	0.00	0.00	0.00	1,000.00
236-46600-53320	MEALS	1,000.00	1,000.00	0.00	317.25	31.73	682.75
236-46600-53325	MILEAGE REIMBURSEMENT	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-53330	REGISTRATION & TUITION	2,500.00	2,500.00	0.00	50.00	2.00	2,450.00
236-46600-53345	VEHICLE ALLOWANCE	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-53410	MARKETING & PROMOTION	60,000.00	60,000.00	1,805.00	7,585.00	12.64	52,415.00
236-46600-53455	LEGAL NOTICES PUBLISHING	500.00	500.00	0.00	0.00	0.00	500.00
236-46600-53499	OTHER PRINTING & BINDING NOC	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-53505	INSURANCE PREMIUMS	3,750.00	3,750.00	0.00	3,335.00	88.93	415.00
236-46600-53555	ELECTRICAL UTILITIES	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-53560	WATER	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-53599	OTHER UTILITIES - NOC	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-53605	BUILDING REPAIR & MAINTENANCE	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-53645	MAINTENANCE SERVICE AGREEMENT	0.00	0.00	0.00	0.00	0.00	0.00

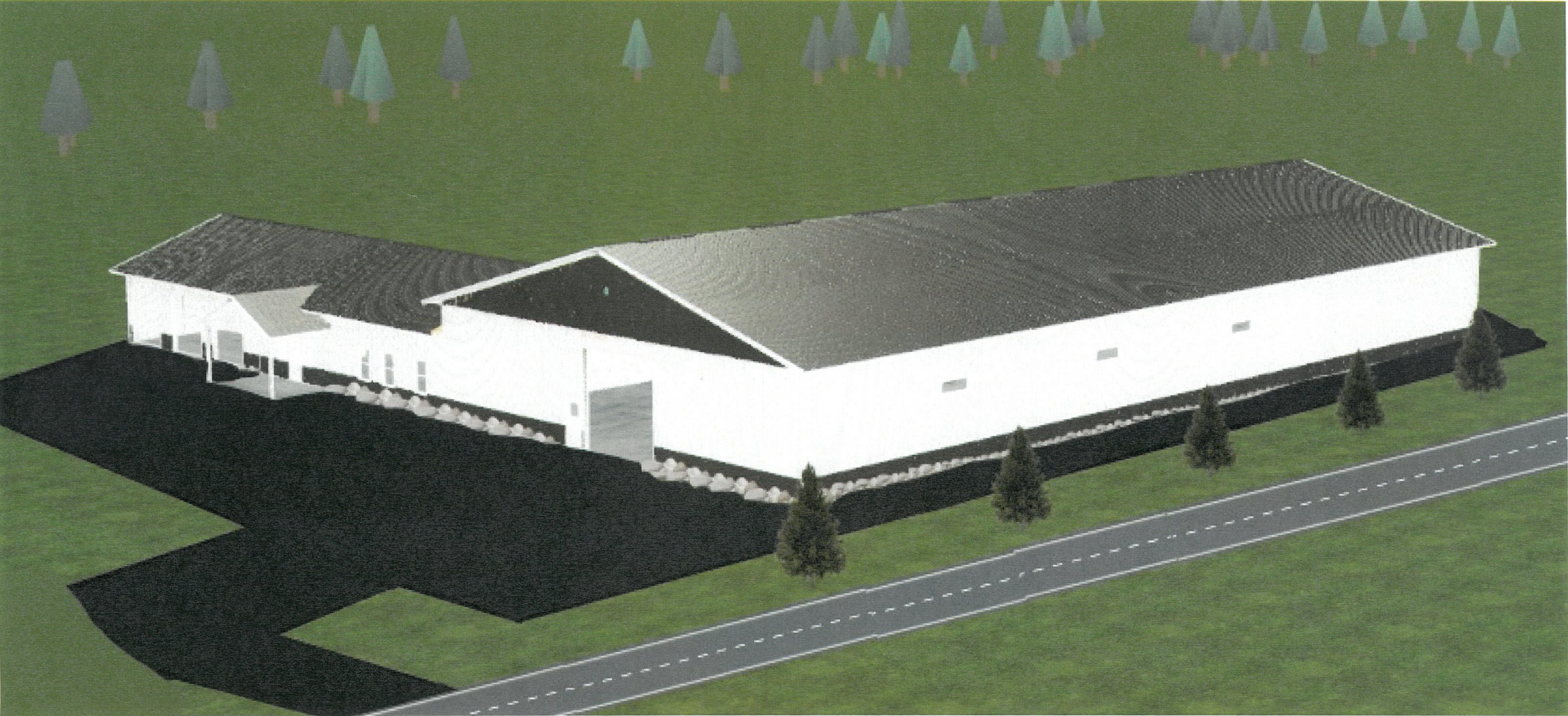
Account Number	Description	Adopted	Amended	Month to Date	Year to Date	% of Amended	Variance
236-46600-53699	REPAIRS & MAINTENANCE NOC	50,000.00	50,000.00	0.00	0.00	0.00	50,000.00
236-46600-53710	BUILDING RENTALS & LEASES	33,000.00	33,000.00	2,548.00	12,144.00	36.80	20,856.00
236-46600-53750	EQUIP USAGE RENTALS & LEASES	0.00	0.00	11.95	96.49	0.00	-96.49
236-46600-53799	OTHER RENTALS & LEASES NOC	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-53904	DUES & MEMBERSHIPS	13,500.00	13,500.00	0.00	7,400.00	54.81	6,100.00
236-46600-53906	SUBSCRIPTIONS	1,000.00	1,000.00	0.00	150.20	15.02	849.80
236-46600-53907	BOOKS	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-53920	LOAN EXPENSES	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-53950	REAL ESTATE (PROPERTY) TAXES	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-53990	SPECIAL EVENTS/PROJECTS	50,000.00	50,000.00	0.00	0.00	0.00	50,000.00
236-46600-53999	OTHER MISCELLANEOUS OPERATING	1,500.00	1,500.00	0.00	0.00	0.00	1,500.00
	TOTAL OTHER SERVICES & CHARGES	590,767.55	590,767.55	29,776.28	88,792.46	15.03	501,975.09
	TOTAL CAPITAL OUTLAY						
236-46600-54120	LAND IMPROVEMENTS	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-54150	IMPROVEMENTS OTHER THAN BLDG	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-54200	OTHER EQUIPMENT	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL CAPITAL OUTLAY	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL DEBT SERVICE						
236-46600-55120	INTEREST	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-55121	LEASE INTEREST	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL DEBT SERVICE	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL OTHER FINANCING USES						
236-46600-56101	TRANSFER TO GENERAL	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-56231	TRANSFER TO IND REVOLVING LOAN	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-56232	TRANSFER TO 232	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-56271	TRANSFER TO TIF #1-1	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-56276	TRANSFER TO SR 276	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-56277	TRANSFER TO SR 277	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-56306	TRANSFER TO DS 306	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-56409	TRANSFER TO CP 409	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-56419	TRANSFER TO CP 419	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-56429	TRANSFER TO CP 429 LITTLE R BU	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-56430	TRANSFER TO CP 430	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-56435	TRANSFER TO CP 435	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-56436	TRANSFER TO CP 436	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-56441	TRANSFER TO CP 441	10,000.00	10,000.00	0.00	0.00	0.00	10,000.00
236-46600-56450	TRANSFER TO CP 450	0.00	0.00	0.00	0.00	0.00	0.00
236-46600-56491	TRANSFER TO CP 491	75,000.00	75,000.00	0.00	0.00	0.00	75,000.00
236-46600-56715	TRANSFER TO COMP ABS	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL OTHER FINANCING USES	85,000.00	85,000.00	0.00	0.00	0.00	85,000.00
46600	PORT AUTHORITY	683,541.95	683,541.95	29,776.28	92,191.03	13.49	591,350.92

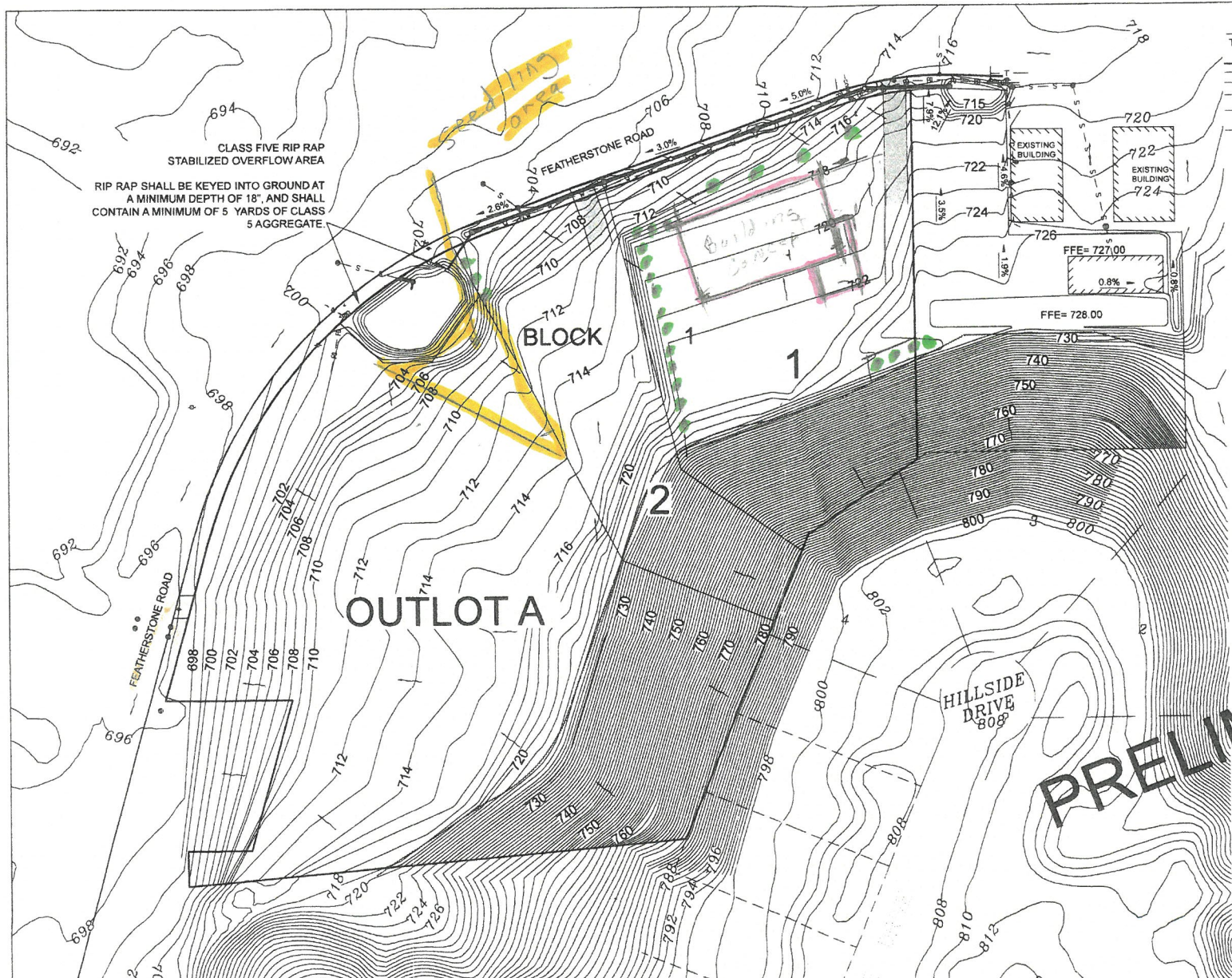
Account Number	Description	Adopted	Amended	Month to Date Year to Date		% of Amended	Variance
Revenue Total		677,628.00	677,628.00	0.00	76,335.01	11.265	601,292.99
Expense Total		683,541.95	683,541.95	29,776.28	92,191.03	13.4873	591,350.92
Grand Total		<u>-5,913.95</u>	<u>-5,913.95</u>	<u>-29,776.28</u>	<u>-15,856.02</u>	<u>2.6811</u>	<u>9,942.07</u>
236	PORT AUTHORITY	-5,913.95	-5,913.95	-29,776.28	-15,856.02	268.11	9,942.07

Account Number	Description	Adopted	Amended	Month to Date	Year to Date	% of Amended	Variance
243	DEED LOAN						
<i>00000</i>	<i>NON DEPARTMENTAL</i>						
	TOTAL INTERGOVERNMENTAL						
243-00000-43490	STATE DEED LOAN	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL INTERGOVERNMENTAL	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL MISCELLANEOUS REVENUES						
243-00000-46210	INTEREST - DEPOSITINVESTMENT	0.00	0.00	0.00	0.00	0.00	0.00
243-00000-46216	INTEREST - NOTES & LOANS	0.00	0.00	0.00	0.00	0.00	0.00
243-00000-46299	OTHER MISCELLANEOUS	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL MISCELLANEOUS REVENUES	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL OTHER FINANCING SOURCES						
243-00000-49231	TRANSFER FROM INDUSTRIAL REVOL	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL OTHER FINANCING SOURCES	0.00	0.00	0.00	0.00	0.00	0.00
<i>00000</i>	<i>NON DEPARTMENTAL</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>

Account Number	Description	Adopted	Amended	Month to Date	Year to Date	% of Amended	Variance
46700	<i>ECONOMIC OPPORTUNITY</i>						
	TOTAL OTHER SERVICES & CHARGES						
243-46700-53110	AUDITING SERVICES	0.00	0.00	0.00	0.00	0.00	0.00
243-46700-53410	MARKETING & PROMOTION	0.00	0.00	0.00	0.00	0.00	0.00
243-46700-53910	BAD DEBT EXPENSE	0.00	0.00	0.00	0.00	0.00	0.00
243-46700-53920	LOAN EXPENSES	0.00	0.00	0.00	0.00	0.00	0.00
243-46700-53924	SUBGRANTEE GRANT EXPENSE	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL OTHER SERVICES & CHARGES	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL DEBT SERVICE						
243-46700-55120	INTEREST	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL DEBT SERVICE	0.00	0.00	0.00	0.00	0.00	0.00
46700	<i>ECONOMIC OPPORTUNITY</i>	0.00	0.00	0.00	0.00	0.00	0.00

Account Number	Description	Adopted	Amended	Month to Date	Year to Date	% of Amended	Variance
Revenue Total		0.00	0.00	0.00	0.00	0	0.00
Expense Total		0.00	0.00	0.00	0.00	0	0.00
Grand Total		<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0</u>	<u>0.00</u>
243	DEED LOAN	0.00	0.00	0.00	0.00	0.00	0.00





CLASS FIVE RIP RAP STABILIZED OVERFLOW AREA
 RIP RAP SHALL BE KEYED INTO GROUND AT A MINIMUM DEPTH OF 18", AND SHALL CONTAIN A MINIMUM OF 5 YARDS OF CLASS 5 AGGREGATE.

LEGEND

- These standard symbols will be found on this plan sheet.
- DENOTES PROPERTY LINE
 - - - - - DENOTES PROPOSED LOT BOUNDARY
 - - - - - DENOTES EXISTING INDEX CONTOUR
 - - - - - DENOTES EXISTING CONTOUR
 - - - - - DENOTES PROPOSED INDEX CONTOUR AND E LABEL
 - - - - - DENOTES PROPOSED CONTOUR AND ELEVATION
 - - - - - DENOTES PROPOSED SLOPE ARROW AND SLOPE PERCENTAGE
 - o DENOTES PROPOSED SPOT ELEVATION
 - DENOTES SURFACE WATER FLOW DIRECTION
 - DENOTES BITUMINOUS SURFACE
 - ▨ DENOTES BUILDING
 - x - x - x - DENOTES FENCE LINE
 - OP - OP - OP - DENOTES OVERHEAD UTILITY LINE
 - E - E - E - DENOTES UNDERGROUND ELECTRIC LINE
 - G - G - G - DENOTES UNDERGROUND GAS LINE
 - SS - SS - SS - DENOTES SANITARY SEWER LINE AND MANHOLE
 - S - S - S - S - DENOTES STORM SEWER LINE AND APRON
 - W - W - W - W - DENOTES WATER LINE, VALVE AND HYDRANT
 - F - F - F - F - DENOTES UNDERGROUND FIBER OPTIC LINE
 - T - T - T - T - DENOTES UNDERGROUND TELEPHONE LINE
 - W - W - W - W - DENOTES UNDERGROUND TELEVISION LINE
 - o DENOTES POWER POLE WITH GUY WIRE
 - o DENOTES PROPOSED MANHOLE AND CATCH BASIN
 - o DENOTES PROPOSED UNDERGROUND INFILTRATION
 - o DENOTES PROPOSED PIPE AND FLARED END
 - o DENOTES PROPOSED MANHOLE WITH SOLID

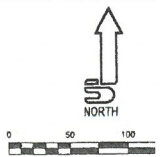
5

Mixed conifers - No Scotch, White Pine, C. & Black Hills Spruce

PRELIMINARY

ALL PROPOSED CONTOURS REFLECT FINISHED ELEVATION

CALL BEFORE YOU DIG
 GOPHER STATE
 ONE CALL



FILE PATH: \\JS-NAS\Storage\Share\PLATS\KULL THRD 0010

JOHNSON & SCOFIELD INC.
 Surveying & Engineering.

DESIGNED	REVISED	BY	DATE	LATEST REVISION: 03/27/24
JSC				Prepared For: LARRY'S EXCAVATING
NC				C/O LARRY KULL

INDUSTRIAL SUBDIVISION

CONCEPT GRADING PLAN
 FUTURE SITE PLAN CO.



TO: Red Wing Port Authority Board
FROM: Shari Chorney, Port Authority Manager

Agenda Item No.: 9.B. Falk Auto Body Loan Approval.

Meeting Date: August 5, 2025

ACTION REQUESTED: Motion to Approve a \$150,000 loan for Falk Auto Body contingent on bank financing.

ATTACHMENT:

- **Building and Site Plans**

BACKGROUND:

Falk Auto Body & Glass has been in business since 1958. Marvin Falk started Falk Auto Body in Zumbrota, MN, and his son Don Falk carried on that business to Red Wing. The shop in Zumbrota is still thriving under new ownership. In 2019 Mike and Chris Albers took over the active ownership role at Falk Auto Body in Red Wing, although Don and Nancy were still serving as advisors and supporting the shop as needed. As of 2022, Don and Nancy were able to officially retire and pass on their legacy to Mike & Chris as the sole owners of Falk Auto Body & Glass.

Mike Albers graduated from Dakota County Technical College with a degree in Auto Body Collision Technology. He spent three years working in the auto body industry in Rochester, MN before joining Don Falk at Falk Auto Body Shop in Red Wing in 2013. Mike runs the day-to-day operations from estimating, scheduling, and communications with customers and their insurance companies.

Chris Albers has a background as an electrician. He and Mike discussed the prospect of becoming business partners and he began working full-time with the body shop in 2023. Chris assists with painting, body repair, parts ordering and pick-up, and glass installation.

Falk Auto provides full-service collision repair auto glass repair and replacement and car rental services. They are known in the area as the best, thanks to their long-term technicians who are always getting certified in the latest technologies.

Number of Employees:

Current: 18 Full-time employees
Projected: 1st year three additional employees
 2nd year three additional employees

Market Analysis:

Currently there are only two collision repair facilities in Red Wing. They advertise in radio ads, restaurant memo sponsorships, Red Wing community event sponsorships, google ads, and YouTube ads.

Proposed Project and Propose:

Due to Falk Auto Body & Glass success and expanding business they are looking at purchasing property in an industrial subdivision along Featherstone Road to construct a building. The new building will create a better workspace for their employees along with stream-lining their vehicle repair business.

Currently, they operate out of their existing building located at 835 Tile Drive. In addition, Falk rents workspace from a nearby business to complete detailing and glass repair. Operating in several locations causes constraints for employees by having to move between the two locations, which can cause confusion and communication breakdowns. Falk also rents storage units to house auto parts to be used for repairs. Once the entire business is under one roof, the flow of operations will ensure success.

Note: As of this writing the applicant is waiting for final drawings for the new building. Port staff are working closely with First Farmers & Merchants Bank on the financing of the project. The estimated project cost is around \$1.5-1.6 million. Once final drawings are completed the Albers will begin getting bids on the construction costs. Once the construction costs are finalized the bank will order an appraisal with closing to follow around mid-September with construction late 2025.

Proposed plan for their 835 Tile Drive location: The owners are in the decision-making process including potential new tenants or reuse the site.

The Finance Committee met with Mike, Chris and Alyson Albers on March 2025, to discuss the project. The Finance Committee met again on July 16, 2025, and finalized the loan request. The Finance Committee is recommending the following:

Total Project Cost: \$1.5-1.6 million

RWPA Loan Request: \$150,000

Use of Funds: New Construction

Terms: \$150,000 @ 4% amortized over 15 years with a balloon payment in seven years.

Collateral: Second position on all business assets and personal guarantees.

Total Source of Funds:

First Farmers & Merchants: up to 75% of the project cost

Equity: 25% of the project. RWPA funds can count towards equity.

RWPA: \$150,000

BUDGET IMPACT:

Loan funds will come from our Intermediary Relending Program (IRP) 233 with a current balance = \$576,990.32

RECOMMENDATION:

Staff and the Finance Committee are recommending the motion as stated in “Action Requested.”



TO: Red Wing Port Authority

FROM: Kyle Klatt, Director

Agenda Item No.: 9.C. – Preliminary 2026 Tax Levy and Budget

Meeting Date: August 5, 2025

ACTION REQUESTED:

- 1) **Motion to Approve Resolution #344 (Certifying the RWPA Preliminary Property Tax Levy for Taxes Payable 2026); and**
- 2) **Motion to Approve Resolution #345 (Approving the RWPA Fiscal Year 2026 Budgets)**

ATTACHMENTS:

1. Resolution #344 – Preliminary Tax Levy for 2026
2. Resolution #345 – Preliminary Budget for 2026
3. Preliminary Port Authority Operating Budget for 2026
4. Operating Budget Notes 8/5/25
5. 2026 CIP Port Project Summaries

BACKGROUND:

On August 5th, the Port Board must approve a Preliminary tax levy and budget, followed by final budget approval in November. Neither the board nor any of its subcommittees has discussed the budget for 2026 in advance of the August meeting; however, staff does not anticipate any significant changes from the current year and will walk through the proposed budget at the board's August meeting. The most significant updates from the prior budget reflect uncertainty about the City's projected market values for next year and rising staffing costs. Consistent with a preliminary budget, there will be changes as more information is available later in the year. The Board will consider a final budget at its November meeting. The overall organization and presentation of the budget follows the form used in the past few years, which eliminated and consolidated some line items.

The corresponding notes are intended to provide an explanation for the included amounts or to explain changes from the previous years' budget. The most significant difference from the earlier budgets is the lack of any transfers to capital project funds, all of which were completed by the end of 2023. Any future expenditures related to these projects will now be tracked in the corresponding capital project account. The Port previously expected to receive funding for

100% of the cost for the two active projects in the CIP (the Little River Bulkhead repairs and Red Wing Grain mooring cluster replacement); however, due to the changing scope, lengthy environmental review process, and raising costs, the actual Port responsibility is still yet to be finalized for these projects. Staff is working with the MN Ports Association to submit a request for increased funding for the additional bulkhead repair work.

DISCUSSION:

Below are discussion points for the 2026 tax levy and operating budget:

1. The proposed total operating budget for 2026 is \$697,006, which is a slight increase of 2% from the previous year. The bulk of this amount is related to an increase in personnel costs.
2. The City’s Finance Director has not yet obtained an estimated maximum levy amount from the County. Staff is proposing setting a preliminary number that is 3.5% higher than last year or \$561,620 to give the board some flexibility to lower it later. Once the Port sets the preliminary levy, it can be lowered before the final levy is set, but it cannot go higher than the preliminary number. Staff is therefore recommending the proposed number to provide the Port Authority room to keep the levy at its maximum amount or to lower it once the final valuations are determined. If the market value has increased more than 3.5% the Port would not be able to adjust the final level higher than the preliminary level. Staff has incorporated the maximum levy amount in the 2026 budget for discussion purposes. In previous years, the Port has varied its approach to its levy amount as illustrated in the following chart:

Port Levy History

				YOY
Payable	Port Levy	Max Levy	Difference	Change
2017	\$385,561.00	\$385,824.73	\$263.73	-
2018	\$400,608.00	\$400,559.13	-\$48.87	3.90%
2019	\$345,311.00	\$400,799.00	\$55,488.00	-13.80%
2020	\$400,500.00	\$412,337.08	\$11,837.08	15.98%
2021	\$380,000.00	\$435,592.11	\$55,592.11	-5.12%
2022	\$387,500.00	\$443,699.82	\$56,199.82	1.97%
2023	\$512,620.00	\$512,620.00	\$0.00	32.29%
2024	\$504,770.00	\$504,770.00	\$0.00	-1.56%
2025	\$542,628.00	\$542,628.00	\$0.00	7.50%
2026	\$561,620.00	TBD	TBD	3.50%

3. The former line items for “improvements other than buildings (bulkhead)” and “land improvements (including west end program)” have been renamed due to the previous removal of capital items from the budget. The new categories are “transfer to capital funds (projects)” and “transfer to redevelopment stimulus fund” respectively to better reflect how they will be used going forward. These changes are explained further in the notes attached to the budget. The Port board should think about how it wants to set aside funds for larger projects in the future, and how much (if any) of the fund balance could be used for development opportunities as they happen.
4. The Port’s fund balance at the end of 2022 was \$1,143,659. With the transfers to capital project funds completed in 2023, the balance has been much lower in subsequent years,

standing at \$472,876 roughly halfway through the year (this is prior to any property tax revenue being deposited into the Port's revenue account, which will move the balance closer to \$745,000). The 2026 budget as proposed would maintain the present level of the fund balance. The projected balance should be around 100% of the Port's 2026 budget at the end of next year. This percentage does not account for the balance in any capital or special spending accounts like the redevelopment stimulus fund. Please note that in general the Port has underbudgeted revenues and underspent on expenses over the last several years, which has resulted in an increase in the fund balance greater than the staff's preliminary projections.

5. In general, all operating budget expenditure line items are staying much the same with the following comments: a) "Special Events & Projects" has a \$50,000 allocation for the downtown partnership effort, which will be proposed to be matched again by the City in 2026; b) "transfer to redevelopment stimulus fund" would be set at \$75,000 (the same as last year) with the ability to transfer more in from Fund Balance, if needed, for specific projects; and c) "contract services" would also stay at \$60,000 to continue to support some outside consultant work and to account for expenses for larger capital projects (such as feasibility studies, environmental issues, and engineering analysis) or land development support activities that are still uncertain in their timing or viability.

For the five revolving loan fund preliminary budgets, staff made minor adjustments to the various revolving accounts from 2025 based on the last several years' activity (these accounts are not included in the attached spreadsheet because they will have no impact on the operating budget). Further evaluation by staff will be done before the final budget approvals in November and included with the Port's final budget review.

Staff is also attaching summaries for the various capital projects that have been requested under the Port Authority's area of responsibility in the Capital Improvement Plan (CIP). Please note that two port development projects have secured funding and have moved into the environmental review and construction phase.

RECOMMENDATION:

The motion identified previously in "*ACTION REQUESTED*".

RED WING PORT AUTHORITY

RESOLUTION #344

Certifying the Red Wing Port Authority’s Preliminary Property Tax Levy for Taxes Payable 2026

WHEREAS, the Red Wing Port Authority is an Economic Development Authority according to MN State Statutes 469.053, created by the Red Wing City Council for the purpose of encouraging economic development, increasing tax base, promoting employment and enhancing the health, safety, and welfare of City residents; and

WHEREAS, the Red Wing Port Authority annually receives property tax funding pursuant to provisions of Minnesota Statutes 469.053, in order to achieve its purpose; and

WHEREAS, such property tax levy may be an amount not to exceed .01813 percent of the taxable market value of the City; and

WHEREAS, for preliminary property taxes payable 2026 this amount is estimated at \$561,620.

NOW, THEREFORE, BE IT RESOLVED, that the Red Wing Port Authority Board of Directors adopts the preliminary 2026 Property Tax Levy in the amount of \$561,620.

BE IT FURTHER RESOLVED, that the Red Wing Port Authority Executive Director is directed, in accordance with the Port Authority Enabling Resolution, to submit such preliminary 2026 Property Tax Levy request to the Council Administrator in a timely manner such that the Council Administrator may submit such to the City Council for review and approval as part of the City budgetary process.

Adopted this 5th day of August, 2026 by the Red Wing Port Authority Board.

Red Wing Port Authority

Attest:

President, Paul Reding

Director, Kyle Klatt

RED WING PORT AUTHORITY

RESOLUTION #345

Adopting the Preliminary 2026 Red Wing Port Authority Budget

WHEREAS, Minnesota State property tax law specifies timetables to comply with various requirements; and

WHEREAS, the City of Red Wing Port Authority’s Enabling Resolution specifies timetables to comply with various requirements.

NOW, THEREFORE, BE IT RESOLVED, that the Red Wing Port Authority Board of Directors does hereby certify the attached proposed budget for 2026 shown as EXHIBIT A; and

BE IT FURTHER RESOLVED, that the Red Wing Port Authority Executive Director is directed to convey this Resolution to the Council Administrator in compliance with the Red Wing Port Authority Enabling Resolution and the City of Red Wing budget calendar.

Adopted this 5th day of August, 2026 by the Red Wing Port Authority Board.

Red Wing Port Authority

ATTEST:

President, Paul Reding

Director, Kyle Klatt

RED WING PORT AUTHORITY OPERATING BUDGET
Fiscal Year 2026 (Beginning 1/01/26) - DRAFT 8/5/25

236-00000		TOTAL REVENUES		2025 Budget	2026 BUDGET	Notes
Acct. #						
41010	Property Taxes		\$542,628		\$561,620	A
xxx	Intergovernmental		\$0		\$0	
xxx	Charges for Services		\$0		\$0	
43599	State Grants & Aids - Other (Port Assist)		\$0		\$0	B
46230	Miscellaneous Revenue (Ind. Leases)		\$135,000		\$135,000	C
49999	Transfer from Genral Fund		\$0		\$0	D
	TOTAL REVENUE		\$677,628		\$696,620	

236-46600		TOTAL EXPENDITURES		2025 Budget	2026 BUDGET	Notes
Acct. #						
51105-51505	Wages, Salaries and Benefits		\$5,275		\$5,275	
52105-52299	Office Accessories, Copying, Printing, Etc.		\$2,000		\$2,000	
52405	Small Tools		\$500		\$500	
53100	Administration Services		\$18,552		\$21,565	
53101	Administrative Services - Other (Salaries)		\$241,594		\$252,553	E
53105	Contractual Services		\$60,000		\$60,000	F
53120-53125	Engineering and Legal Services		\$500		\$500	
53150	IT Services		\$15,072		\$15,113	
53165	Public Works Labor		\$2,000		\$2,000	
53199	Other Professional Services		\$30,000		\$30,000	G
53205	Telephone		\$2,300		\$2,300	
53210	Postage		\$500		\$500	
53305	Travel		\$2,500		\$1,500	
53310	Lodging		\$1,000		\$1,500	
53320	Meals		\$1,000		\$1,200	
53325	Mileage		\$0		\$0	
53330	Registration & Tuition		\$2,500		\$2,500	
53345	Vehicle Allowance (in 56101, Transfer)		\$0		\$0	
53410	Marketing & Promotion		\$60,000		\$60,000	H
53455	Legal Notices Publishing		\$500		\$500	
53499	Other Printing & Binding		\$0		\$0	
53505	Insurance Premiums		\$3,750		\$3,750	I
53555-53599	Electricity / Water / Other Utilities		\$0		\$0	
53605-53699	Building / Maintenance / Repairs (Dredging)		\$50,000		\$50,000	J
53710	Building Rentals & Leases		\$33,000		\$33,000	K
53904	Dues & Memberships		\$13,500		\$13,500	
53906-53907	Subscriptions / Books		\$1,000		\$750	
53920	Loan Expenses		\$0		\$0	
53950	Real Estate (Property) Taxes		\$0		\$0	L
53990	Special Events & Projects (Invest Ptshp)		\$50,000		\$50,000	M
53999	Other Miscellaneous		\$1,500		\$1,500	
54150	Transfer to Capital Funds (Projects)					N
-	Little River Bulkhead Repairs		\$0		\$0	
-	Levee Mooring Cluster Dolphins		\$0		\$0	
-	River Channel Sediment Control		\$10,000		\$10,000	
-	Riverboat and Protection Dolphin Cell		\$0		\$0	
56491	Transfer to Redevelopment Stimulus Fund		\$75,000		\$75,000	O
	TOTAL EXPENDITURES		\$683,543		\$697,006	

* Fund Balance *

6/30/2025	RESERVE TRANSFER REQUIREMENT	-\$5,915	-\$386
\$472,876.00	PROJECTED ACTUAL		\$472,490

DISCUSSION NOTES – 08/1/25

PRELIMINARY PORT AUTHORITY 2026 OPERATING LEVY & BUDGET

- A. The City has not yet received the preliminary 2026 market value information from the County needed to estimate the maximum potential Port Authority levy for next year. To establish a number for drafting a budget, staff is recommending an increase of 3.5% from the previous year based on some preliminary conversations with the City's finance department. This increase results in a levy amount of \$561,620 or an increase of \$18,992, which is a somewhat conservative estimate from the 7.5% increase last year. The proposed number should only be considered a placeholder until the County releases final market value information. Please keep in mind that the Port cannot increase levy once the preliminary number is adopted (the levy can be lowered, however). Levying to the maximum amount will help the Port continue to plan for larger waterway capital projects, fund business retention and recruitment efforts, and support redevelopment activities. In 2024 the levy decreased by 1.5% from the year prior.
- B. Previous operating budgets before 2024 contained revenue sources that were tied to Capital Improvement Projects (CIP). These included potential PDAP (State Grants and Aids) and Federal Highway Funds. All such revenues have been removed from the operating budget and are now tracked under their separate Capital Fund accounts. The City has two active redevelopment grant agreements with MN DEED for project reimbursements. These projects will be tracked under this line item; however, grant revenues are not budgeted since we do not know in which year the payments will be requested by the developer.
- C. The Port is no longer receiving revenue from two leases with Red Wing Grain and ARTCO that previously brought in revenues of approximately \$25,000 due to their inability to use mooring facilities that are in poor condition or located in areas of sedimentation. Additionally, with continued uncertainty about water levels and sediment in the Little River potentially impacting the ability transport materials from the Port's bulkhead, staff is recommending keeping this amount the same as last year. Actual lease revenues were \$193,320.65 in 2022, \$172,355 in 2023, \$157,106 in 2024, and \$50,595 partway through 2025, all of which have been higher than the amount budget in each of those years except for the current year.
- D. This item was pervious labeled as a fund balance transfer; however, the City's finance department has noted that it should not be budgeted as a revenue item. It has since been renamed and now reflects transfers from the general fund to support Port activities. In the past, this was used to track monies transferred for river sediment work and for the City's contributions to the downtown investment fund. Consistent with the notes above, any capital contributions from the general fund will no longer be tracked in this item; the Port's contribution to the downtown investment fund is listed as an operating expense.
- E. Administrative Services is used to transfer money to the City's general fund to cover the Port's portion of salaries for employees of the Community Development Department. One-third of the Community Development Director and three-fourths of the Port Manager

salaries are included in this amount. Starting in 2024, the Port is covering one quarter of the community and economic development facilitator position as well. The same percentages are included in the 2025 budget with estimated increases due to rising labor costs and the updated union contracts.

- F. The sign, awning, and façade grant program has historically been funded by this line item in the budget, up to \$20,000. Staff has been also using this category for expenses related to longer-term (multiple month) contracts with consultants like New History. The New History contract in 2024 totaled \$10,780 and is around \$6,000 for far in 2025.
- G. General Professional Services is proposed to stay the same as last year at \$30,000. This amount now also includes professional expenses that were formally tracked as capital budget items, but for which no capital account has yet been established.
- H. Staff is proposing to keep this item at the same amount as last year and will be seeking direction from the Board on what types of marketing activities should be funded by the Port Authority. The Marketing Committee has been working on developing a strategy and plan for marketing; staff has also been meeting with local economic development partners to discuss their marketing efforts.
- I. Insurance Premiums are not expected to change significantly from last year.
- J. To help better plan for emergency dredging needs and other maintenance expenses associated with the Port's aging waterway infrastructure (including the Little River Bulkhead and storage pad), the Board budget \$50,000 under this item last year. Staff is recommending the same amount for 2026.
- K. No changes in lease rates are expected in 2026 so this has been kept the same as 2025.
- L. The Port Authority does not currently own any property that would be required to pay property taxes in 2026, and staff does not anticipate making any such acquisitions or changes over the next year.
- M. This proposed expenditure for 2026 includes a contribution to the Downtown Investment Partnership of \$50,000 from the Port, to include (equal or more) contributions from the City and local foundations.
- N. The budget includes a line item for Transfers to Capital Funds (Projects) that will track the contribution from the Port's operating budget to support larger improvements (other than buildings). The Port's funds for these projects would typically be used as the required matching contribution percentage for grants or other aid given the size of the projects. All previously supported projects were listed in the 2023 budget; all transfers were completed by the end of 2023. The Port has been budgeting \$10,000 a year for the last several years to help with initial planning work on a potentially larger river sediment control project.
- O. The operating budget includes a line item for transfers into a land improvement and redevelopment fund called the redevelopment stimulus fund. Over the last several years, the intent of this budget item was to set aside funds for larger redevelopment projects and to ensure that money would be available and dedicated to support land development and redevelopment opportunities as they arose. The Port's acquisition of 115 Dakota Street is an example of a project supported by this fund. The Port has also used this fund to support

grant opportunities like the West End Business Assistance Program. The CIP is not typically used for projects that are uncertain to occur; therefore, a separate project fund outside of the CIP has been created for this purpose. With uncertainty about final levy amount, staff is recommending that this fund be kept at the same level as last year. As of June 2025, there is \$431,000 in this account.

Levee Mooring Cluster Dolphins - Red Wing Grain Barge Fleeting

Overview

Request Owner	Kyle Klatt, Community Development Director
Department	Port Authority
Form Type	Capital Improvement
Request Type	Port Authority
Project Number	PORT 22-03

Description

The existing four barge mooring clusters are an extension of Red Wing Grain's river barge dock wall adjacent to the main shipping channel of the Mississippi River. The granary, dock facility and mooring clusters are located near Red Wing's downtown north of US Hwy 61. The mooring clusters were originally placed and constructed in (circa) 1958 for river barge mooring to help facilitate corn and soybean export by river barge. They have been leased to the granary and have been in continuous use for over 60 years. The granary uses the mooring clusters to fleet fully laden grain barges after they have been loaded. A contract tugboat then moves the loaded barges to a down river fleet staging area for future transport.

In November of 2019, a down river barge tow lost control at Mississippi River Mile 791.5 and impacted the piling clusters. In the aftermath of the collision, the Port contracted with a specialized marine engineering consultant to conduct an above and below waterline inspection of the mooring clusters. The inspection identified steel strapping damage to piling cluster #2 and several piles out of alignment. The inspection also brought attention to critical failures of piling cluster #1, non-impact related. Four out of seven piles in cluster #1 were sheared at the mudline and further inspection and assessment was warranted of the balance of the mooring piling clusters, #3 and #4. Repair of piling cluster #1 and #2 was forestalled for the past two years due to the pandemic, lack of contractor availability and funding concerns.

The Port recently completed (May 2022) a reinspection of all the piling clusters. The engineering report identified several problematic issues and failures with the mooring clusters. Also, the piling clusters have become misaligned with the granary's dock wall and vary from 7'-0" to 12'-0" closer to shore. It has been determined that all four piling clusters have reached the end of their expected life cycle and replacement of the facility, in accordance with current engineering standards, has been recommended. The granary has been notified that using the existing piling clusters should be undertaken with extreme caution and use of pile cluster #1 should be avoided.

The project has eligibility for either federal or state Port Development Assistance Program (PDAP) funding of up to 80%.

Supplemental Attachments

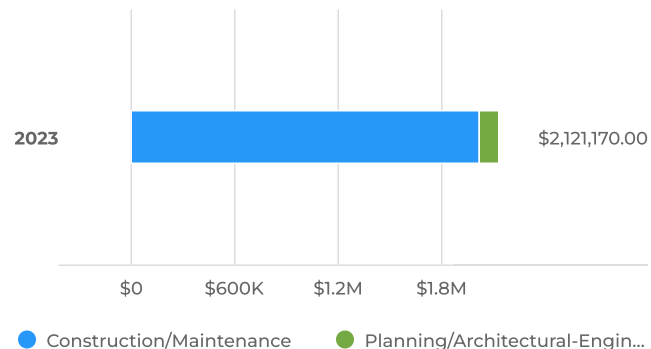
 **2022 MARAD Port Infrastructure Development Program** [\(/resource/cg-prod-v2/projects/documents/1e7eeac64fc3b0306c33.pdf\)](/resource/cg-prod-v2/projects/documents/1e7eeac64fc3b0306c33.pdf)

Bulkhead Rehabilitation and Barge Mooring Cluster Replacement grant application

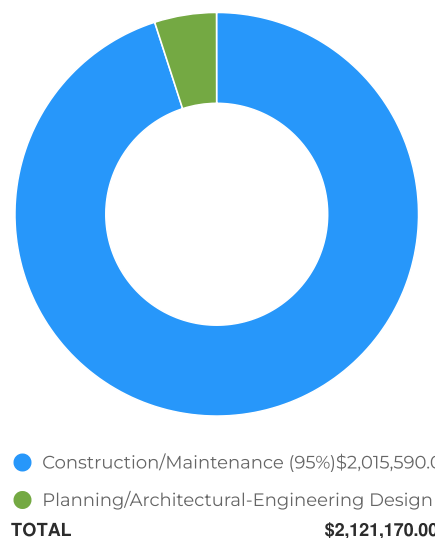
Capital Cost

Total Historical	FY2023 Budget	Total Budget (all years)	Project Total
\$21,875	\$2,121,170	\$2.121M	\$2.143M

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown			
Capital Cost	Historical	FY2023	Total
Planning/Architectural-Engineering Design	\$21,875	\$105,580	\$127,455
Construction/Maintenance	\$0	\$2,015,590	\$2,015,590
Total	\$21,875	\$2,121,170	\$2,143,045

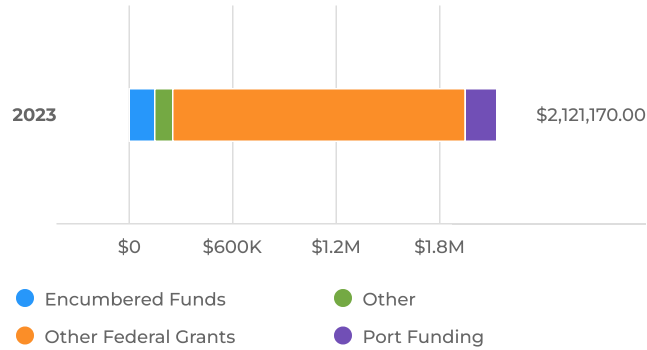
Funding Sources

FY2023 Budget
\$2,121,170

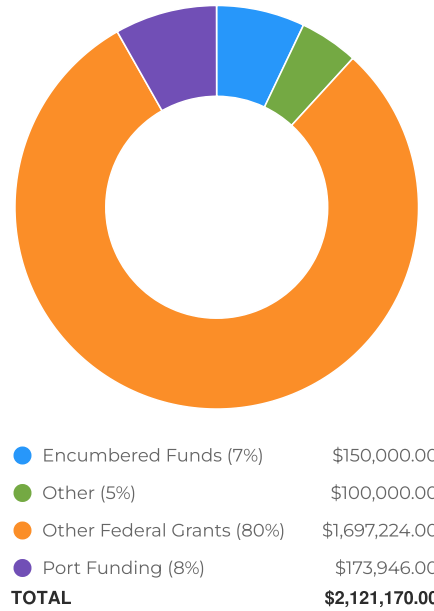
Total Budget (all years)
\$2.121M

Project Total
\$2.121M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2023	Total
Encumbered Funds	\$150,000	\$150,000
Other Federal Grants	\$1,697,224	\$1,697,224
Port Funding	\$173,946	\$173,946
Other	\$100,000	\$100,000
Total	\$2,121,170	\$2,121,170

Little River Bulkhead Repairs

Overview

Request Owner	Kyle Klatt, Community Development Director
Est. Start Date	05/01/2023
Department	Port Authority
Form Type	Capital Improvement
Request Type	Port Authority
Project Number	PORT 19-01

Description

This is the Port of Red Wing's Industrial riverfront bulkhead. The facility provides the one and only active point of entry for products to be loaded and/or unloaded along the Mississippi River in the city limits. The Port Authority has existing leases with Xcel to utilize the bridge and storage pad that supports the operations at the bulkhead. Currently, USG depends on this bulkhead for its operations.

The bulkhead dock is 300 feet long by 32 feet wide and has a slab elevation 17 feet above the normal water elevation of 667.0 feet. The structure consists of a reinforced concrete slab supported by concrete encased steel beams and steel frames spaced 15'-0" apart. Riprap and rubble cover the sloping bank beneath the structure.

Age, wear and tear on the Little River Bulkhead requires repair work. Currently, the dock wall is used for unloading raw materials and building materials from barges. A wheeled crane is operated on the platform to unload barges. In July 2021, an investigation of the existing condition of the bulkhead and dock was conducted and a report summarizing the findings was provided. The surface of the concrete deck is spalled and reinforcing exposed in numerous locations. At some locations, the waterside end of the concrete encased steel beams is spalled, exposing the encased steel beam. Additionally, some of the horizontal timbers that are intended to protect the structure from barge impact are missing or damaged..

Federal or State Port Development Assistance funds can potentially fund 80% of the total cost. Therefore, 20% of the estimated cost would be Port funded. Applications for construction funding assistance will or have been submitted.

Supplemental Attachments

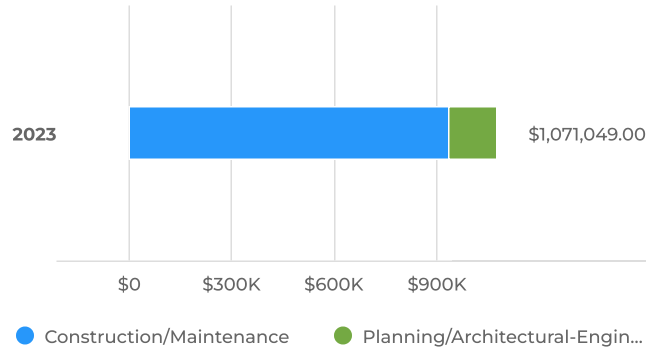
 **2022 MARAD Port Infrastructure Development Program** (</resource/cg-prod-v2/projects/documents/8673933c670b68fa4616.pdf>)

Bulkhead Rehabilitation and Barge Mooring Cluster Replacement grant application

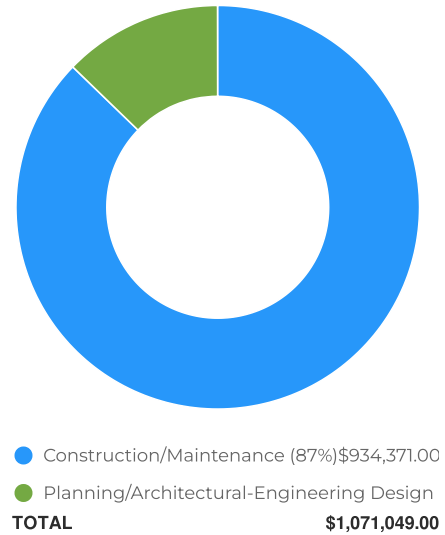
Capital Cost

Total Historical	FY2023 Budget	Total Budget (all years)	Project Total
\$23,003	\$1,071,049	\$1.071M	\$1.094M

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

Capital Cost	Historical	FY2023	Total
Planning/Architectural-Engineering Design	\$23,003	\$136,678	\$159,681
Construction/Maintenance	\$0	\$934,371	\$934,371
Total	\$23,003	\$1,071,049	\$1,094,052

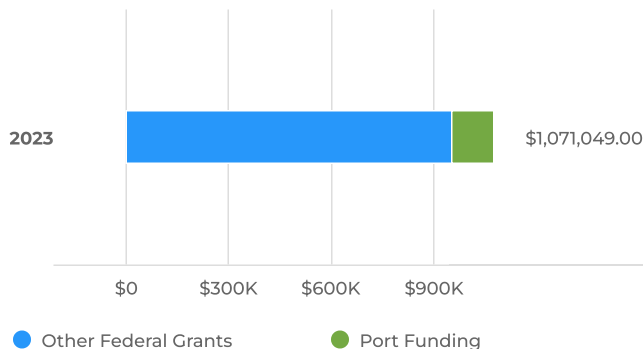
Funding Sources

FY2023 Budget
\$1,071,049

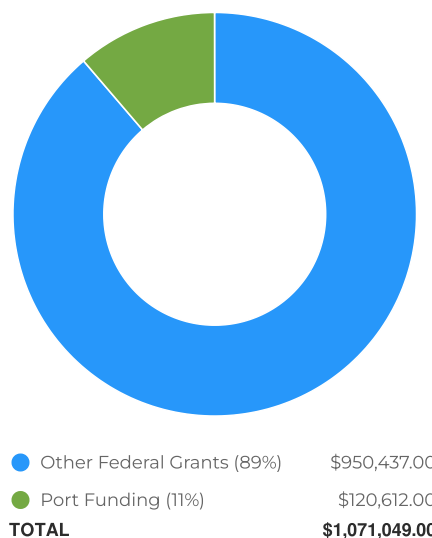
Total Budget (all years)
\$1.071M

Project Total
\$1.071M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2023	Total
Other Federal Grants	\$950,437	\$950,437
Port Funding	\$120,612	\$120,612
Total	\$1,071,049	\$1,071,049

Red Wing Port Authority - Upper Harbor Bulkhead Rehabilitation

Overview

Request Owner	Kyle Klatt, Community Development Director
Est. Start Date	01/01/2027
Department	Port Authority
Form Type	Capital Improvement
Request Type	Port Authority
Project Number	PORT 27-01

Description

In 2022 City staff engaged a professional marine engineering consultant to inspect and provide a preliminary estimate for the rehabilitation of the Port Authority's Upper Harbor Barge Bulkheads. Although rarely used for industrial activity, the facility is operational and needs to be maintained in a safe and operable condition. Currently, the bulkheads are leased by ARTCO, a river barge fleet company.

The project is to perform a new assessment inspection (preliminary engineering report) due to the condition of the structure. It is recommended that the additional underwater inspection be completed in 2027 (5 years), for approximately \$15,000.

In 2028, it is recommended that an application for MnDOT PDAP funding be applied for 80% of the construction costs, matched by Port Authority funding. Note, PDAP funding will not cover any preliminary or design engineering costs. Those upfront costs are the responsibility of the Port Authority.

Appendix B, Historical Drawings Sheets 2 through 6 is on file in the Projects Capilta Project File.

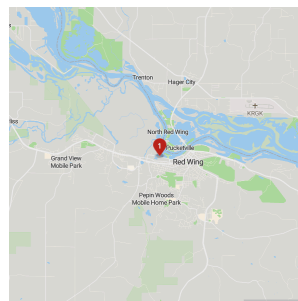
Images



Upper Harbor Bulkheads

Aerial view of the Upper Harbor Bulkheads

Location



Supplemental Attachments

Engineering Report of the 2022 inspection and assessment of the Upper Harbor Bulkheads

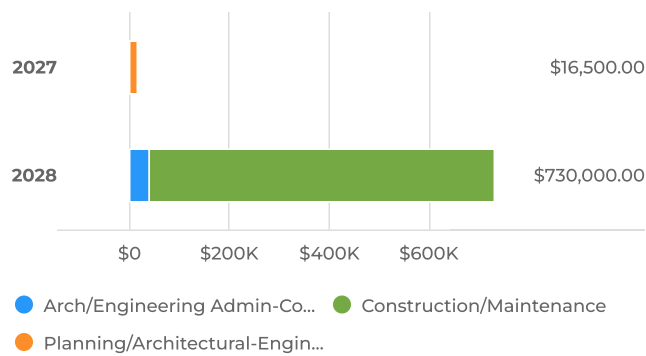
APPENDIX A: AMI Drawings S1.0 to S2.0 (6 Sheets To(/resource/cg-prod-v2/projects/documents/68eb27198b96a5aab0b.pdf)

Report Appendixices C and D - Inspection results a(/resource/cg-prod-v2/projects/documents/ab2f9602f07fbd40c243.pdf)

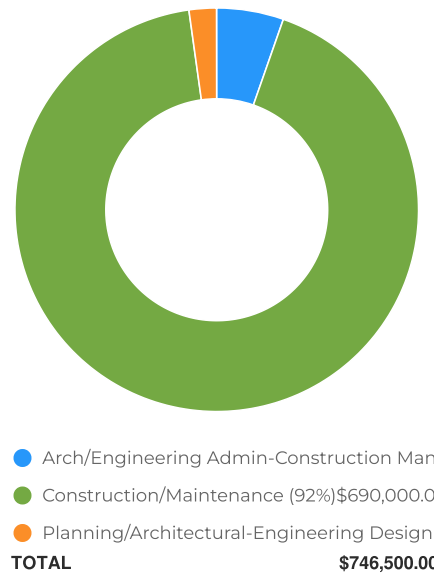
Capital Cost

Total Budget (all years) **\$746.5K** Project Total **\$746.5K**

Capital Cost by Year



Capital Cost for Budgeted Years



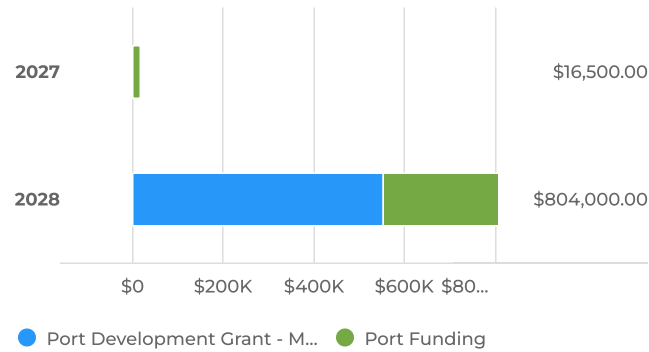
Capital Cost Breakdown			
Capital Cost	FY2027	FY2028	Total
Planning/Architectural-Engineering Design	\$16,500	\$0	\$16,500
Arch/Engineering Admin-Construction Management	\$0	\$40,000	\$40,000
Construction/Maintenance	\$0	\$690,000	\$690,000
Total	\$16,500	\$730,000	\$746,500

Funding Sources

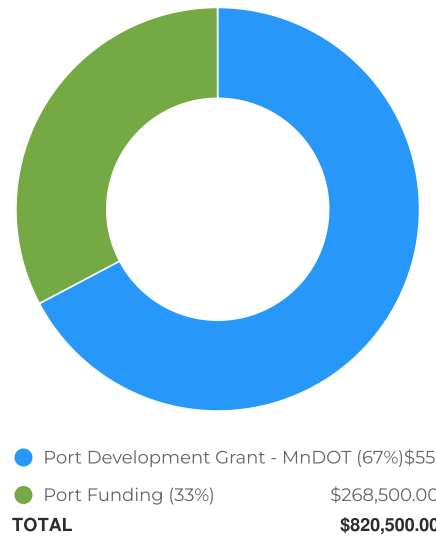
Total Budget (all years)
\$820.5K

Project Total
\$820.5K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown			
Funding Sources	FY2027	FY2028	Total
Port Development Grant - MnDOT	\$0	\$552,000	\$552,000
Port Funding	\$16,500	\$252,000	\$268,500
Total	\$16,500	\$804,000	\$820,500

River Channel Sediment Control - CP# 441

Overview

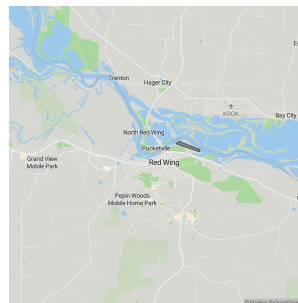
Request Owner	Kyle Klatt, Community Development Director
Est. Start Date	06/01/2022
Est. Completion Date	12/01/2027
Department	Port Authority
Form Type	Capital Improvement
Request Type	Port Authority
Project Number	PORT 22-04

Description

Due to more frequent (emergency) dredging near the Port Authority's bulkhead and the City's Colvill marina in the Little River channel, a plan should be developed to determine measures to control sedimentation. This work would be in conjunction with the DNR and Corp of Engineers.

The 'Grant' not otherwise classified is state funding from covid relief, the American Rescue Plan state allocation.

Location



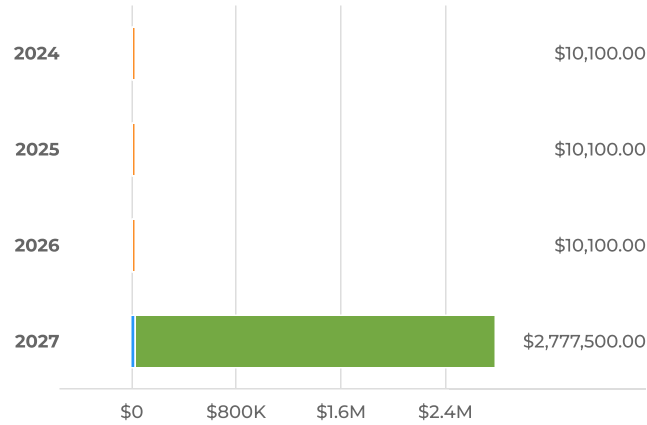
Capital Cost

FY2024 Budget
\$10,100

Total Budget (all years)
\$2.808M

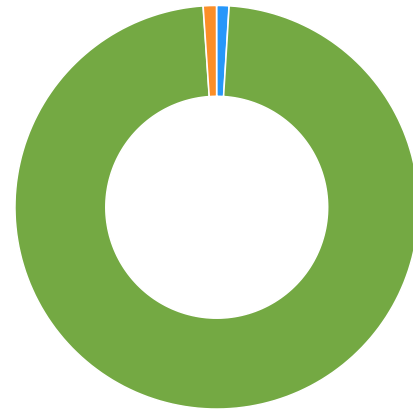
Project Total
\$2.808M

Capital Cost by Year



- % For Arts
- Construction/Maintenance
- Planning/Architectural-Engin...

Capital Cost for Budgeted Years



- % For Arts (1%) \$27,800.00
- Construction/Maintenance (98%) \$2,750,000.00
- Planning/Architectural-Engineering Design \$30,000.00
- TOTAL \$2,807,800.00**

Capital Cost Breakdown

Capital Cost	FY2024	FY2025	FY2026	FY2027	Total
Planning/Architectural-Engineering Design	\$10,000	\$10,000	\$10,000	\$0	\$30,000
Construction/Maintenance	\$0	\$0	\$0	\$2,750,000	\$2,750,000
% For Arts	\$100	\$100	\$100	\$27,500	\$27,800
Total	\$10,100	\$10,100	\$10,100	\$2,777,500	\$2,807,800

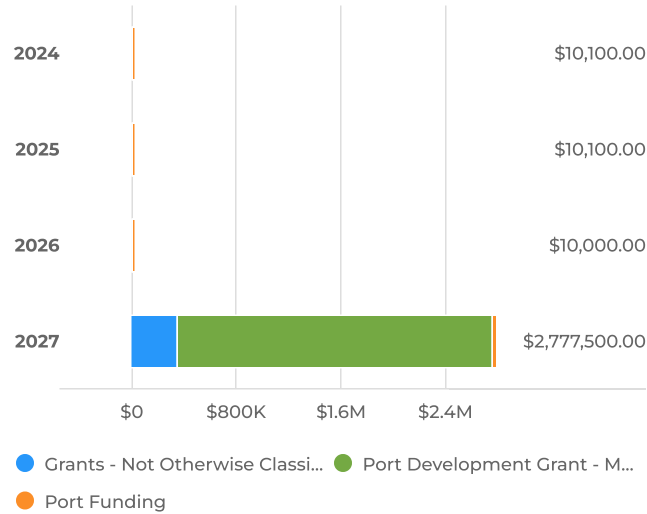
Funding Sources

FY2024 Budget
\$10,100

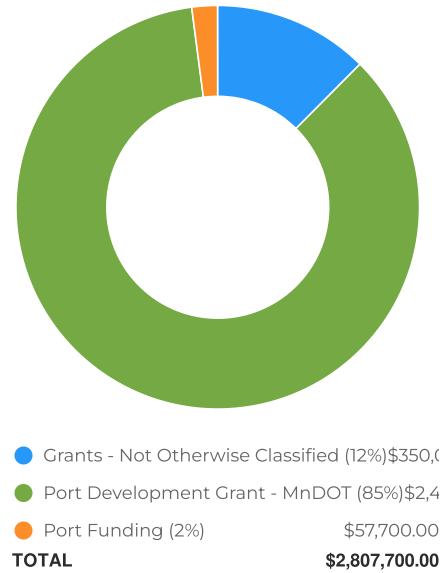
Total Budget (all years)
\$2.808M

Project Total
\$2.808M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown					
Funding Sources	FY2024	FY2025	FY2026	FY2027	Total
Grants - Not Otherwise Classified	\$0	\$0	\$0	\$350,000	\$350,000
Port Development Grant - MnDOT	\$0	\$0	\$0	\$2,400,000	\$2,400,000
Port Funding	\$10,100	\$10,100	\$10,000	\$27,500	\$57,700
Total	\$10,100	\$10,100	\$10,000	\$2,777,500	\$2,807,700

Riverboat Docking and Levee Dock Protection Dolphin Cell

Overview

Request Owner	Kyle Klatt, Community Development Director
Department	Port Authority
Form Type	Capital Improvement
Request Type	Port Authority
Project Number	PORT 23-01

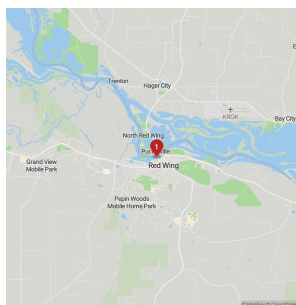
Description

Due to space limitations, two commercial riverboat passenger vessels can utilize the newly rehabilitated dock wall along Levee Park at the same time. With the dramatic increase in riverboat cruise stops at the City's passenger riverboat dock the City would like to explore the possibility of installing an in-water mooring structure upstream of the existing dock wall. The additional mooring structure would potentially allow for three commercial riverboat passenger vessels to utilize the dock wall at the same time.

In addition, the in-water mooring structure would be sized to accommodate the largest commercial passenger riverboat which currently operates on the upper Mississippi River. The structure would be positioned to allow for vessel mooring and passenger loading/unloading operations at Levee Park. A gangway or small access platform to the mooring structure will also likely be necessary for mooring operations. Another primary benefit of the in-water mooring structure is having it positioned and designed to deflect any debris which could affect/impact dock operations along Levee Park.

The project is eligible for MnDOT's Port Development Assistance Program. The economic benefit costs analysis will most likely establish a positive return on the public funding investment. The program will provide up to 80% of eligible costs.

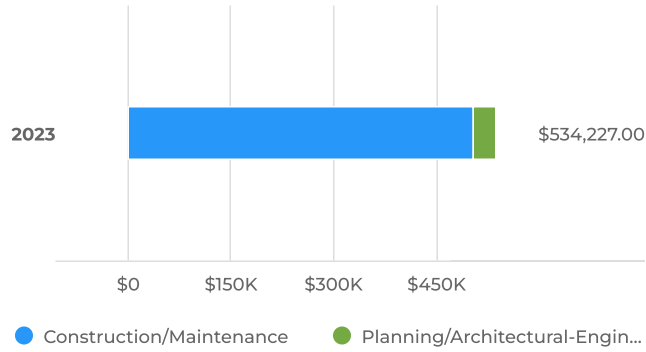
Location



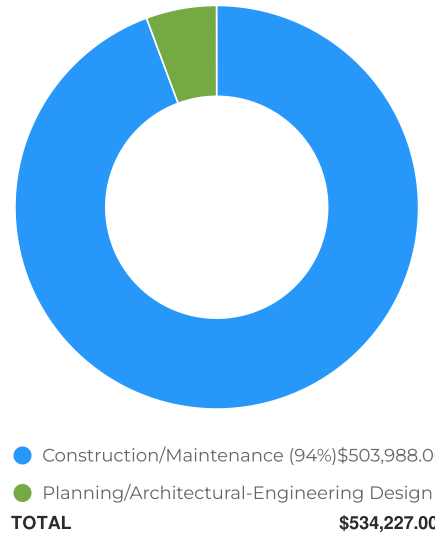
Capital Cost

Total Historical	FY2023 Budget	Total Budget (all years)	Project Total
\$14,850	\$534,227	\$534.227K	\$549.077K

Capital Cost by Year



Capital Cost for Budgeted Years



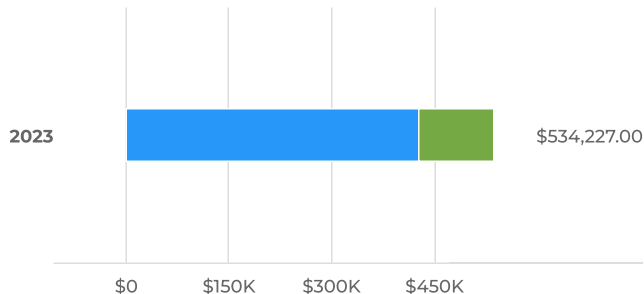
Capital Cost Breakdown

Capital Cost	Historical	FY2023	Total
Planning/Architectural-Engineering Design	\$14,850	\$30,239	\$45,089
Construction/Maintenance	\$0	\$503,988	\$503,988
Total	\$14,850	\$534,227	\$549,077

Funding Sources

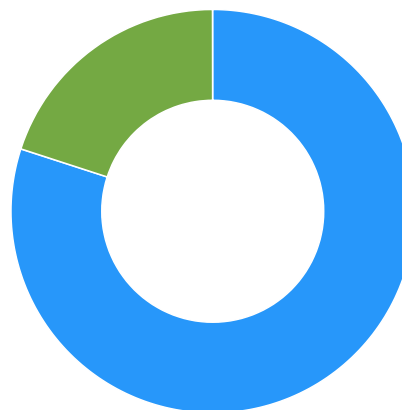
Total Historical	FY2023 Budget	Total Budget (all years)	Project Total
\$14,850	\$534,227	\$534.227K	\$549.077K

Funding Sources by Year



● Port Development Grant - MnDOT ● Port Funding

Funding Sources for Budgeted Years



● Port Development Grant - MnDOT (80%) \$427,382
 ● Port Funding (20%) \$106,845.00
TOTAL \$534,227.00

Funding Sources Breakdown

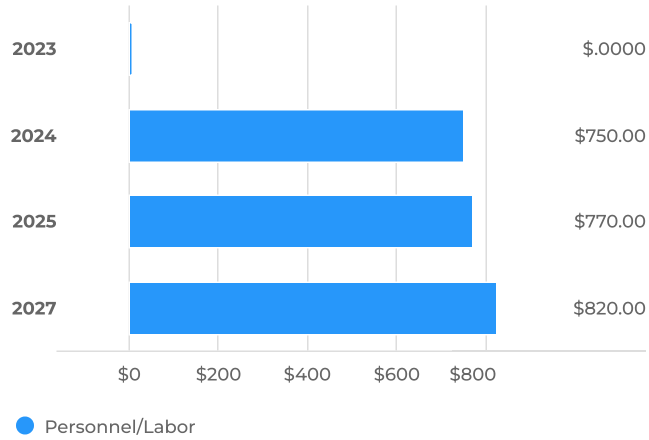
Funding Sources	Historical	FY2023	Total
General Fund	\$7,425	\$0	\$7,425
Port Development Grant - MnDOT	\$0	\$427,382	\$427,382
Port Funding	\$7,425	\$106,845	\$114,270
Total	\$14,850	\$534,227	\$549,077

Operational Costs

Total Budget (all years)
\$2.34K

Project Total
\$2.34K

Operational Costs by Year



Operational Costs for Budgeted Years



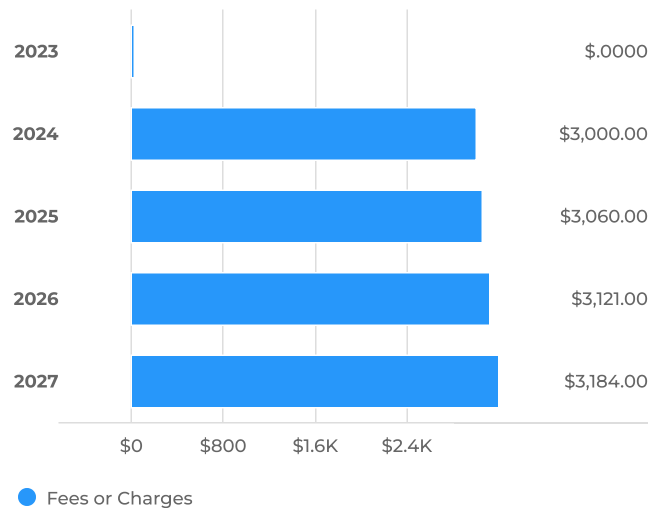
Operational Costs Breakdown					
Operational Costs	FY2023	FY2024	FY2025	FY2027	Total
Personnel/Labor	\$0	\$750	\$770	\$820	\$2,340
Total	\$0	\$750	\$770	\$820	\$2,340

Operating Revenue

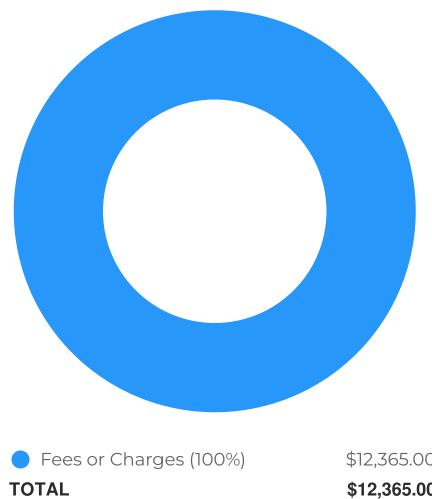
Total Budget (all years)
\$12.365K

Project Total
\$12.365K

Operating Revenue by Year



Operating Revenue for Budgeted Years



Operating Revenue Breakdown						
Operating Revenue	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Fees or Charges	\$0	\$3,000	\$3,060	\$3,121	\$3,184	\$12,365
Total	\$0	\$3,000	\$3,060	\$3,121	\$3,184	\$12,365

Riverfront Gateway Redevelopment

Overview

Request Owner	Kyle Klatt, Community Development Director
Department	Port Authority
Form Type	Capital Improvement
Request Type	Port Authority
Project Number	PORT 25-01

Description

This project request is a vehicle for the potential future redevelopment of Red Wing's riverfront, encompassing the riverfront terrace area described in the planning document from 2005 up to the city's 2040 Community Plan. Site control will be necessary for any large-scale redevelopment. Structure demolition and removal with established environmental investigation, protection, and remediation (if necessary) will also be required due to the historic past use of the land area.

More than not, assistance to potential developers of larger-scale catalyst type projects has become a necessity due to overriding costs. Public/private partnerships are common and very often necessary and typically very successful. When developers scout and scope possible projects and sites, they process detailed due diligence.

It is expected that the city would be eligible for up to a minimum of \$1 million dollars in grant assistance for demolition costs and could be eligible for grant/loan funds for any environmental remediation remedies if needed. Based upon cursory review, it is expected that the area which is within an approved Municipal Development District (please see attached Map of MDD number 9), would qualify for a Redevelopment TIF District. Further analysis would be required to verify any new redevelopment TIF District meets the statutory requirements.

Private equity or cash in a large-scale development could be over \$10,000,000. As always, any request for public financing needs to pass the city's due-diligence financial review, including the statutory "But For" test.

Project Area and Description

Bounded to the north by the CPKS Railroad rights of way, Main Street to the south, Broad Street on the east and Cedar Street on the west. This area was identified as Zone 4: Cedar to Broad Street in the 2005 Riverfront Redevelopment Plan.

From the 2005 Riverfront Redevelopment Plan: Zone 4 extends from Cedar Street to Broad Street, and includes both the lower and upper terraces from the River to Highway 61. The upper terrace is a mix of low-density commercial and residential uses; the lower terrace is a mix of industrial and transportation uses including Levee Road and the active railroad. In particular, grain trucks are fleeing to transfer grain to silos prior to loading onto barges is an active industrial use of this waterfront area. The river edge is primarily vertical, constructed of wood crib and steel sheet pile.

It is intended that the lower terrace retains its working waterfront character and function, while better accommodating the range of transportation needs and users who circulate through this area. It is intended that the upper terrace be made more dense to accommodate a more vibrant and diverse mix of uses. Furthermore, pedestrian and vehicular connections between the upper and lower terraces across the railroad tracks are viewed as very important to the success of the redevelopment of this Zone.

Specific recommendations in the 2005 plan (pages 18-19) include:

Develop a continuous riverfront trail along the Mississippi River and develop additional linkages.

- Create a Riverfront Promenade as part of the Riverfront Trail.
- Seek opportunities to cross the railroad tracks, either at grade or preferably as grade-separated.

Maintain existing industrial working waterfront.

- Coordinate public trail access along the Riverfront.
- Improve and develop appropriate management plans for truck fleet and vehicle parking.
- Maintain current barge loading and unloading facilities.

Capitalize on economic development opportunities.

- Promote Encourage mixed-use redevelopment (potentially a combination of housing, office, retail, restaurant and public open space uses) from Cedar Street to Broad Street north of West Main as part of a city economic development program.
- Work with participating property owners to create redevelopment plans for catalytic project.
- Coordinate with property owners to develop shared parking so that large surface lots are not required for each project.

The 2009 Downtown Action plan listed the area as its number one action for redevelopment. The focus at that time was to **Establish Market Junction** (Page 36).

We will establish the River Terrace Promenade and the boardwalk of the historic depot as an outdoor market, dining, and visitor orientation venue.

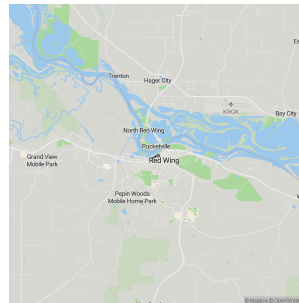
Market Junction is envisioned as a highly flexible, “complete street” environment that stretches from Bush Street past the historic depot to a new patio and street (River Terrace Promenade) beside the Malting Building. This linear space is envisioned to accommodate the routine movement of pedestrians, bicycles, vehicles and possibly a streetcar, as well as market events and outdoor dining. The market facilities could accommodate relocation of the existing downtown market or an adjunct to the existing market that has different hours and a tourism focus vs. resident focus.

Market Junction will act as a visitor’s entre... a critical first impression to downtown when arriving via the Cannon Valley Trail, commuter train, boat and streetcar. From the community perspective, it will be a primary amenity magnet (along with an enhanced recreational riverfront) pulling the community across Highway 61 to the riverfront. It will be important that the design of Market Junction creatively addresses the multiple uses of the corridor to create a highly safe and functional environment. Of particular note is the need to create safe separation and crossing between the pedestrian spaces and an active rail corridor. There are many models to study that do this very thing; the closest to home being the Metrodome Plaza/LRT station in downtown Minneapolis.

Finally, through the development of **the City's 2040 Community Plan**, the project area is again designated a priority redevelopment area.

From page 73: Downtown Riverfront This area consists of a mix of infill and redevelopment sites on the north side of Highway 61 between Broad Street and Franklin Street. The area is guided for the Mixed Use Corridor land use category. Broad Street is a critical connection point to the Mississippi River for Red Wing’s historic downtown, historic civic mall district, and nearby neighborhoods. The abutting blocks to the west of Broad Street provide opportunities for redevelopment and to enhance those connections to the river.

Location



Supplemental Attachments

 [2005 Riverfront Redevelopment Plan\(/resource/cg-prod-v2/projects/documents/0e885c29e8f8d4609b5e.pdf\)](/resource/cg-prod-v2/projects/documents/0e885c29e8f8d4609b5e.pdf)

Planning Study for riverfront betterments and enhancements. Documents the thorough Community Engagement process.

 [2009 Downtown Action Plan\(/resource/cg-prod-v2/projects/documents/af234b73b9b66ff9f8e0.pdf\)](/resource/cg-prod-v2/projects/documents/af234b73b9b66ff9f8e0.pdf)

PProvides elected officials and citizens guidance and vetted planning for needed action items in the downtown area. Has documentation of Community Engagement Process.

 [Main & Broad Redevelopment Red Wing 2040\(/resource/cg-prod-v2/projects/documents/aced91e630074a51ccc9.pdf\)](/resource/cg-prod-v2/projects/documents/aced91e630074a51ccc9.pdf)

Relevant pages documenting need for redevelopment project(s) from the approved Red Wing 2040 Community Plan

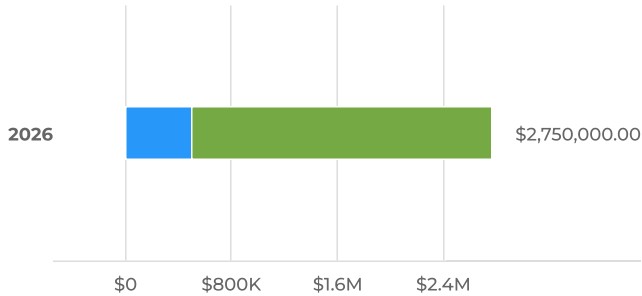
 [Map of Municipal Development District No 9\(/resource/cg-prod-v2/projects/documents/5eedf46b28f9ddccefd6.pdf\)](/resource/cg-prod-v2/projects/documents/5eedf46b28f9ddccefd6.pdf)

A Map of the City's Development District 9

Capital Cost

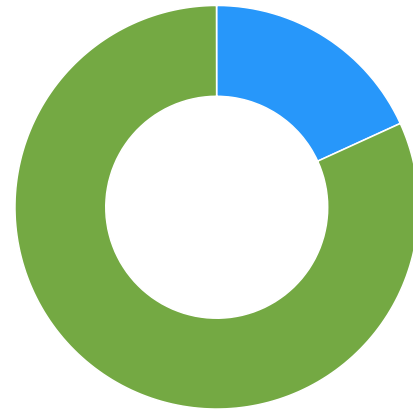
Total Historical	FY2026 Budget	Total Budget (all years)	Project Total
\$3,370,000	\$2,750,000	\$2.75M	\$6.12M

Capital Cost by Year



● Arch/Engineering Admin-Co... ● Construction/Maintenance

Capital Cost for Budgeted Years



● Arch/Engineering Admin-Construction Man
 ● Construction/Maintenance (82%)\$2,250,000.
TOTAL \$2,750,000.00

Capital Cost Breakdown

Capital Cost	Historical	FY2026	Total
Arch/Engineering Admin-Construction Management	\$620,000	\$500,000	\$1,120,000
Construction/Maintenance	\$750,000	\$2,250,000	\$3,000,000
Land Acquisition	\$2,000,000	\$0	\$2,000,000
Total	\$3,370,000	\$2,750,000	\$6,120,000

Funding Sources

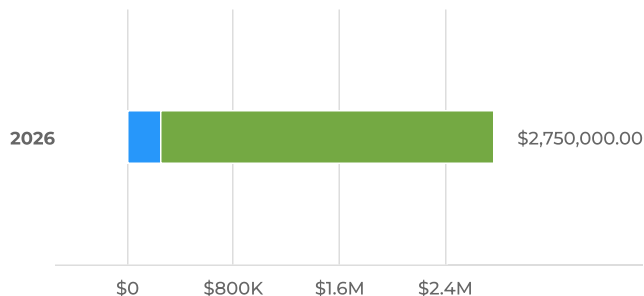
Total Historical
\$3,750,000

FY2026 Budget
\$2,750,000

Total Budget (all years)
\$2.75M

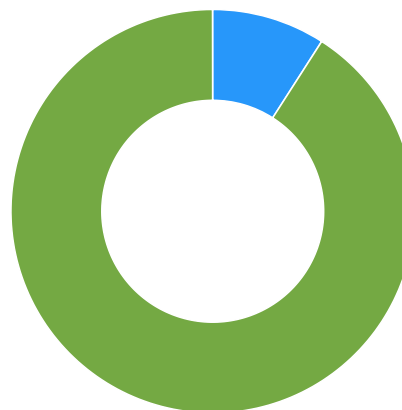
Project Total
\$6.5M

Funding Sources by Year



● Grants - Not Otherwise Classi... ● TIF

Funding Sources for Budgeted Years



● Grants - Not Otherwise Classified (9%)\$250,000.00
 ● TIF (91%) \$2,500,000.00
TOTAL \$2,750,000.00

Funding Sources Breakdown

Funding Sources	Historical	FY2026	Total
Grants - Not Otherwise Classified	\$750,000	\$250,000	\$1,000,000
TIF	\$3,000,000	\$2,500,000	\$5,500,000
Total	\$3,750,000	\$2,750,000	\$6,500,000



TO: Red Wing Port Authority Board
FROM: Kyle Klatt, Community Development Director
Agenda Item No.: 9.D.
Meeting Date: August 5, 2025

ACTION REQUESTED:

Motion to Approve an Amendment to the Port Authority Bylaws to allow Non-Residents of the City of Red Wing to Serve on Committees.

BACKGROUND:

The proposed amendment was initiated by the Port Authority Board to allow non-board members to serve on committees. As written, the amendment requires review and approval by the Board prior to the appointment of non-board members. It is staff's recommendation that the full Board have this level review for non-board members.

DISCUSSION:

The Port Authority, at its June 10th meeting, directed staff to prepare an amendment to the by-laws to allow non-City or Red Wing residents to serve on committees of the Board. The attached document incorporates these amendments with specific changes to the section on Committees of the Port Authority (Article VIII). Staff referenced the by-laws of the St. Paul Port Authority as the basis for the recommended revisions, which includes the following components: 1) the Board president would have the authority to appoint board and non-board members to committees but would need Board approval to appoint non-residents to committees, and 2) Board members would need to comprise a majority of any committee that includes non-residents.

Prior to taking action to amend the current by-laws, Article XI of the by-laws requires two-week written notice to Board Members before an amendment can be adopted. Staff provided written notice to all board members concerning the proposed change on July 3, 2025.

BUDGET IMPACT:

N/A

RECOMMENDATION:

The motion identified previously in "ACTION REQUESTED" above.

BY-LAWS

RED WING PORT AUTHORITY AN ECONOMIC DEVELOPMENT AGENCY

Article I. Established

There is hereby created by City Council of the City of Red Wing, in accordance with the Minnesota Statutes Section 469.081, and Resolution No. 2226 ("the Enabling Resolution"), as amended by Resolution No. 6685 on May 12, 2014, the Red Wing Port Authority, An Economic Development Agency.

Article II. Purpose

The purpose of the Port Authority is to carry out economic and industrial development and redevelopment within the City by acting as the development authority for the City with its interest in continued new job development and increased tax base.

Article III. Port Authority Members

The Port Authority Commission shall consist of seven (7) members appointed in accordance with the provisions of the Enabling Resolution, as amended.

Article IV. Officers

All officers shall be elected by the Commission members at the annual meeting. The President is limited to two (2) consecutive one (1) year terms. The offices of Secretary and Assistant Treasurer shall be held by an elected Commissioner or an appointed city staff

1. **President.** The President shall preside at all meetings and shall have the duties and powers usually attendant upon such officer.
2. **Vice President.** The Vice President shall, in the absence or disability of the President exercise all the powers and perform the duties of the President.
3. **Secretary.** The Secretary shall insure accurate records are kept of all proceedings of Commission meetings, give notice of all meetings of the Commission and shall perform such other duties as prescribed by the Commission. The Secretary may designate a member of the Port Authority staff to carry out administrative duties.
4. **Treasurer.** The Treasurer shall be a Commissioner of the Port Authority Board. The Treasurer shall receive, review and be responsible for all monies from whatever checks signed by the City Finance Director. The City Finance Director is responsible for source derived and the same shall be deemed public funds. Monies shall be disbursed only on accounting, investment, fund maintenance and disbursement consistent with City procedures under the direction and control of the Commissioners. Other accounting procedures shall be in accordance with Minnesota Statutes Section 469.051, as amended, and the Enabling Resolution as amended.
5. **Assistant Treasurer.** The Assistant Treasurer shall, in the absence or disability of the Treasurer, exercise all the powers and perform the duties of the Treasurer.

Article V. Meetings of the Port Authority

Agendas will be distributed 72 hours prior to the scheduled meeting. The Executive Director and the Board President will confer to set the agenda.

Section 1. Meeting Place. The meetings shall be at such a place in Red Wing, Minnesota, as the Commissioners shall from time to time designate. All meetings shall be open to the public. The President may change the meeting place by giving five (5) days notice to the Commission members.

Section 2. Time of Meeting.

- A. Regular Meetings.** The commissioners shall meet on the **First Tuesday of each month at 4:30 P.M.** Should such a meeting fall on a holiday the meeting shall be held on the next succeeding business day. The President may cancel, reschedule, or delay or alter the start time of the regular meeting as conditions warrant. However, if the meeting date and time are changed the meeting would have to be posted and would constitute a "Special" Meeting.
- B. Special Meetings.** A special meeting may be called by the President, the Vice President or by any two (2) Commissioners by written request filed with the Secretary who shall mail or personally deliver to all members notice of the time and place of such a meeting at least seventy-two (72) hours in advance of the scheduled meeting time. Special meeting notices shall state time, place and purpose of the meeting and no other business shall be considered
- C. Annual Meeting.** The Annual Meeting shall be held with the regular meeting on the **First Tuesday of February each year at 4:30 p.m.** The Commission shall elect its officers for the year. The Commission shall also adopt Rules of Order, Designate the Official Newspaper and Publications and adopt other orders of business as necessary for the operation of the Authority and its Commission.
- D. Quorum.** A majority of the Commissioners shall constitute a quorum. A lesser number may adjourn a meeting until a quorum is obtained. When a quorum is in attendance at a meeting, action may be taken upon a vote of a majority in attendance. No voting shall be done by proxy.

Article VI. Manner of Voting.

The voting on all questions coming before the Commissioners shall be by the President calling for a voice vote on the question. The vote shall be entered upon the minutes of each meeting. A roll call vote on any question before the Commissioners may be taken upon the determination of the president or demand of one or more Commissioners. A roll call vote shall be taken on any resolution for the sale, purchase, transfer, lease or exchange of real property.

Article VII. Order of Business

- 1. Call to Order /Excusal of Members**
- 2. Pledge of Allegiance.**
- 3. Approval of Agenda.**
- 4. Approval of Board Meeting Minutes**
- 5. Approval of Monthly Financial Statements**
- 6. Public Comment**
- 7. Public Hearings.**
- 8. Communications/Information Items.**
- 9. Director Reports.**
- 10. Committee Meeting Reports**
- 11. Old Business.**
- 12. New Business.**
- 13. Discussion Items.**
- 14. Adjournment.**

Article VIII. Committees

The President shall appoint such advisory committees and sub-committees as he/she determines are necessary. No committee shall consist of more than five (5) members with no more than three of those members serving on the Port Authority Board. Committee and sub-committee members appointed by the President shall consist of Commissioners and/or residents of the City of Red Wing. By resolution, the Board~~The Port Authority Board~~ may permit up to two non-residents of the City to serve as committee members, but a committee must have a majority of commissioners as official members of the committee.

The President shall define the purpose of the committee and sub-committee and the expected length of time necessary to complete a report. ~~At any time these~~Committee members may be replaced or removed at any time as deemed necessary by the President.

Article IX. Annual Budget and Annual Report.

The Red Wing Port Authority shall have an annual budget consistent with the requirements of the Enabling Resolution, City Charter and Minnesota Statutes Section 469.01, as amended.

An Annual Report shall be presented by the Commission to the City Council each year during the month of April reviewing Commission plans, projects and financials for the previous year and proposed changes in the Enabling Resolution, By-Laws and Mission Statement.

All other reports shall be kept and distributed in accordance with various statutes and the Enabling Resolution.

Article X. Powers

The Port Authority may exercise all the powers contained in the Enabling Resolution, as amended, and applicable state statutes except as limited in the Enabling Resolution, as amended.

Article XI. Amendments to By-Laws

The By-Laws may be amended by a vote of a majority of the Commissioners only when said proposed amendment has been submitted in writing to all the Commissioners two weeks prior to the meeting at which said amendment is to be considered.

- Adopted: March 7, 1988
- Amended: April 1, 1996
- Amended: March 18, 1998
- Amended: January 22, 2002 Date and Time
- Amended July 16, 2007 Date and Time
- Amended: April 12, 2010 Date, Time and minor corrections
- Amended: June 5, 2012
- Amended: November 3, 2015 Annual and Regular Meeting Time
- Amended: October 4, 2016
- Amended: April 2, 2019 Annual and Regular Meeting Time
- Amended: March 4, 2025 Annual and Regular Meeting Time



TO: Red Wing Port Authority Board

FROM: Shari Chorney, Port Authority Manager

Agenda Item No.: 09.E. West End District Business Assistance Program

Meeting Date: August 5, 2025

ACTION REQUESTED: Motion to Approve expanding the West End District Business Assistance Program Area down to Withers Harbor Drive.

ATTACHMENT:

- **West End District Business Assistance Program**

BACKGROUND:

The West End District Business Assistance Programs purpose is to assistance businesses in the West End District “targeted” area in three specific areas: Relocation, Demolition, and Renovation/Rehabilitation of existing buildings. This program was originally approved on June 8, 2021, and was renewed in 2025 and expires December 31, 2025.

Each program shares a budget allocation of \$150,000. A business may apply for 1:1 matching funds up to \$25,000 for Relocation and Demolition Assistance and up to \$50,000 for Renovation assistance.

DISCUSSION:

The original program area was from Cedar Street to Buchanan Street. Due to increase business activity in the “West End” District staff is recommending extending the program area down to Withers Harbor Drive.

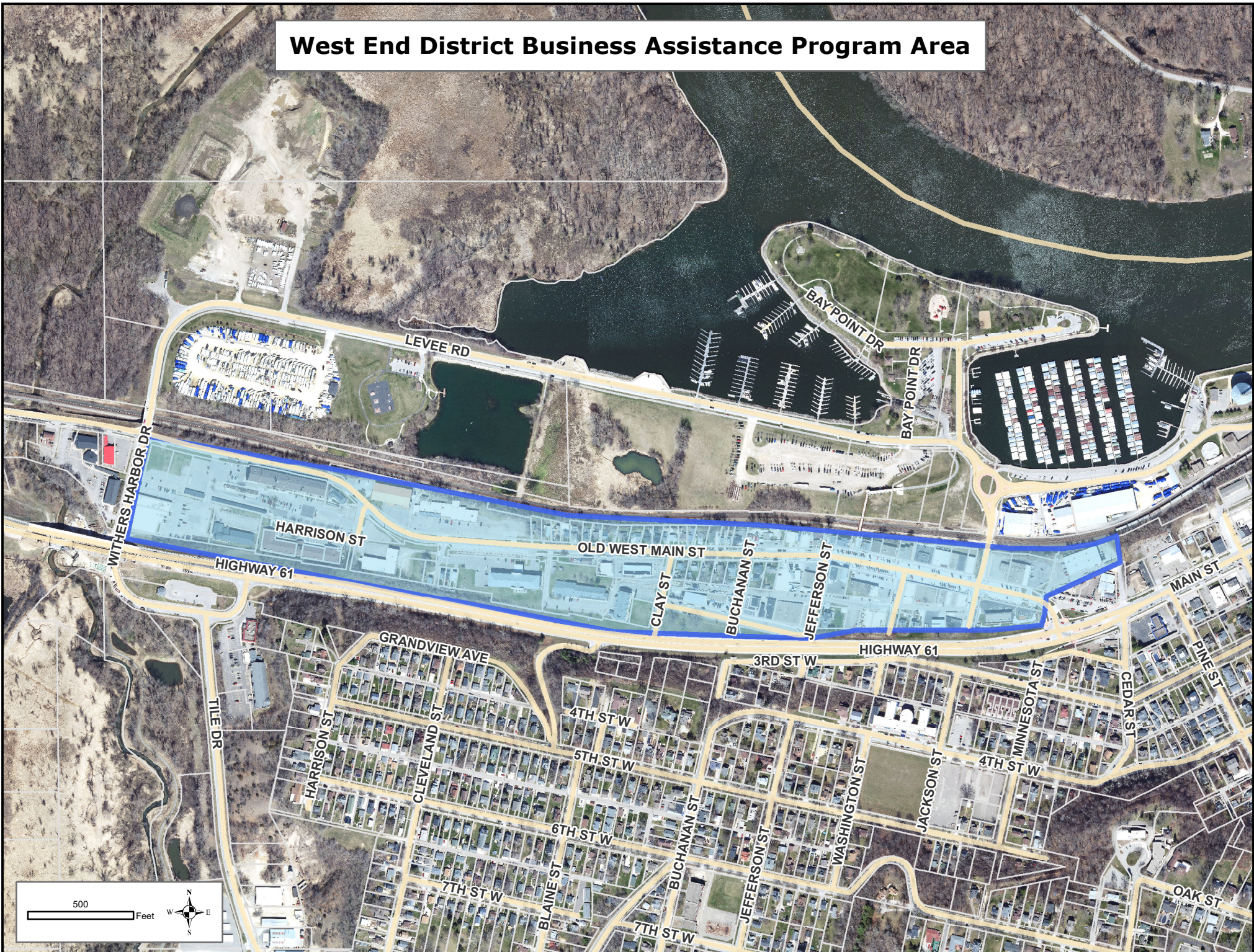
BUDGET IMPACT:

Monies for this program come the Port’s Redevelopment Stimulus Fund 491.00000.10100.

RECOMMENDATION:

Staff are recommending the motion as stated in the “Action Requested.”

West End District Business Assistance Program Area





TO: Red Wing Port Authority Board

FROM: Shari Chorney, Port Authority Manager

Agenda Item No.: 09.F. Sign, Awning, and Façade Grant Program

Meeting Date: August 5, 2025

ACTION REQUESTED: Motion to Approve reinstating the requirement to provide two bids for the Sign, Awning, and Façade Grant Program.

ATTACHMENT:

- **Sign, Awning, and Façade Grant Application**

BACKGROUND:

The Sign, Awning, and Façade program was resurrected in 2017, and over the years the grant has evolved. The last amendment was made in 2025, to increase the grant amount up to \$5000. The increase was in response to the stricter criteria the board enacted in 2023, promoting a more creative sign versus your standard flat sign, which increased the sign cost.

DISCUSSION:

The Finance Committee met on July 16, 2025, and are recommending approving reinstating the requirement to provide two bids for the program. A few years ago, the board removed that requirement, but with the increased grant amount it makes sense to require two bids moving forward.


BUDGET IMPACT:

No impact on the budget.

On February 4, 2025, the Port Authority Board approved \$20,000 from its budget line-item “Contractual Services.”

RECOMMENDATION:

Staff and the Finance Committee are recommending the motion as stated in “Action Requested.”



RED WING
SIGN, AWNING &
FACADE GRANT
PROGRAM

APPROVED 11/07/17 AMENDED
1/09/19 AMENDED 4/02/19
AMENDED 01/17/2023
AMENDED 06/10/2025

APPLICATION

Date: _____ Grant Applicant Name: _____

Email Address: _____ Phone Number: _____

Address of Property to be Improved: _____, Red Wing, MN 55066

Property Owner Name: * _____ Phone Number: _____

*If the Grant Applicant is NOT the property owner, then the owner must sign to approve the proposed improvements.

SIGN, AWNING & FACADE GRANT PROGRAM GUIDELINES

The Red Wing Port Authority is providing an incentive program to improve the signs, awnings, and façades of commercial and industrial buildings throughout the City. By enhancing the appearance of buildings, the program serves to improve the economic viability of these areas. Better aesthetics increase property values, improve the marketability of space within the buildings and draw business and residents to the area.

It is intended that these sign design guidelines will help business owners, property owners, and sign manufacturers plan and design signage that is desirable and appropriate for the City of Red Wing. The program is intended to off-set the additional cost to the tenant or building owner to upgrade their signage from a traditional "flat" sign to a unique, creative, and innovative sign i.e., a 3D customized design using materials compatible with the character of the building façade.

The Red Wing Port Authority will administer the Sign, Awning & Façade Grant (SAFG) Program. Staff and the Port Authority Finance Committee will review all applications. The HPC must review all applications within a designated historic district. Final grant approval decisions will be made by the Red Wing Port Authority Board of Commissioners.

The SAFG Program is designed for permanent sign, awning and façade improvement projects that are in approved downtown, commercial (business), industrial and mixed-use zoning districts of the city. Business uses that are identified as Conditional Uses in Residential Zoning Districts are also eligible, such as a Bed & Breakfast, Day Care Center, Golf Course, and Medical Facility. This grant is a reimbursement with funds dispersed after the eligible improvements have been installed and inspected.

The maximum grant is 50% of total sign costs with a cap of \$5000, contingent on available funds. Sign incentives can be phased per business until the \$5000 limit is reached. The applicant must provide

Applicant Initials _____

scaled architectural color drawing(s) and/or photo simulations showing the proposed improvements on the building.

Upon approval, the applicant has six months to begin their project. The project must be completed within one year of approval date; failure to do so will forfeit the grant. Grants may also reimburse signs, awnings or façade improvements that have been installed within six (6) months prior to an application if all other eligibility criteria have been met.

The Red Wing Port Authority will fund this program as may be approved by the Port Authority Board of Commissioners and as appropriately provided for in the Port's annual budget.

APPROVED USE OF GRANT DOLLARS

Building owners and tenants (with property owner's approval) can apply if:

- They are located within a commercial (business), industrial or mixed-use zoning district of the city (as determined by the Zoning Administrator); or are a business use identified as Conditional Use in Residential Zoning Districts.
- The property is up to date on all property taxes.

For-profit and not-for-profit entities are eligible to apply, as long as the grant is used for a commercial or industrial building. Mixed-use buildings are eligible for the commercial portion for the building. Religious and residential entities are not eligible.

The Grant Applicant will receive a Grant in the amount specified below pending Grant Applicant's compliance with:

- (1) The Sign Grant Guidelines,
- (2) Available funding. Final determination of eligibility rests with Red Wing Port Authority.

FOR WHAT CAN DOLLARS BE USED?

Eligible Expenses

- Design
- Fabrication
- Installation
- Major Repair

Ineligible Expenses

- Permit fees
- Debris removal
- Grant recipient labor *
- Routine maintenance
- Interior work

* Note: grant recipient labor may be included as match to be calculated at \$50.00 per hour, which must be estimated and properly documented.

Applicant Initials _____

HOW DO I RECEIVE A GRANT?

Step #1 Set-up a meeting with Port Authority staff to discuss your project at 651-385-3639, 419 Bush St. Pre-approval of all applications are required by the Red Wing Port Authority Board.

Step #2 Be sure you meet program requirements.

- The property is located within a designated downtown, commercial or industrial zoning district.
- The property is up to date on all taxes.
- All construction management is the applicant's responsibility.
- This is a reimbursement program; the applicant must complete and pay for the private match for the work before a reimbursement check is issued. See step 6 for further information.

Step #3 Submit the Grant Application and Participation Agreement to Port Authority staff, including:

- Written description of the project, including drawings, before photographs of the building, and other supporting materials that accurately represent scope and intent of project improvements.
- grant recipient labor documentation. If qualified to do so, you may perform the work yourself; however, grant funds can only be used to compensate for materials, not for labor or the purchase or rental of tools and equipment.
- At least one contractor's bid (preferably two bids that have identical scopes of work).

Step #4 Applications are reviewed by the Selection Committee. Applications are approved by the Port Authority Board of Commissioners.

Step #5 Receive a signed copy of the Grant Application

- Given to recipient after project has been approved.
- Before beginning the project, the applicant must be sure to obtain the necessary permits.
- Permits and taxes paid verification is required prior to any grant disbursements.

Step #6 Complete the project and submit documentation.

- Complete the project and submit documentation to Port Authority staff within twelve (12) months of the date of the signed Participation Agreement.

Step #7 Funding Steps: The Grant funds will be disbursed to the Grant Applicant by the Red Wing Port Authority ten (10) days after the receipt and review of items below. The Grantee must submit the following items to the Red Wing Port Authority upon completion of the work. If more than one contractor is used, there must be complete sets of the items listed below for each contract/contractor:

- Before/after photos highlighting the improvement project from the same vantage point.
- Proof of final inspection by the City of Red Wing Community Development Department for work requiring a city permit (a copy of the permit signed off by the responsible City Inspector).
- Final invoice from the contractor showing the total project cost.
- Proof of payment paid to contractor. You should be satisfied with the work before paying.

Applicant Initials _____

PRIORITY GUIDELINES

These priorities are established when reviewing and approving applications (no order of importance). If at least one-half of the priorities are not met in each appropriate category, the Selection Committee may not recommend approval of an application. These guidelines will be superseded by HPC guidelines and decisions for those buildings located in the historic district of Red Wing.

Signs

1. All signs in a multi-tenant commercial or industrial building are made to be similar in size, location, color and/or style.
2. Signs are simply designed to say “more with less” ... a combination of few words and symbols.
3. Lighting of the sign(s) is improved (i.e., changing from backlit to direct).
4. Some type of relief is included, rather than a flat sign, such as borders, letters, etc.
5. The building includes one or more projecting signs.
6. Older electronic message signs are removed and/or replaced.
7. It must be professionally designed and produced by a professional sign company or other qualified entity to develop high quality and artistically designed signs where appropriate.

Awnings

1. Signage is included in/on the awning(s).
2. The awning(s) conform better to the scale and fit of the building.
3. Awning colors and/or materials are changed to be a better match with other design elements on the building.

Façade

1. The façade is painted or re-painted to an appropriate color.
2. Minor repair is done as may be needed under the smaller scale funding of this program.
3. Lighting is added or replaced that provides an overall improvement to the façade in terms of brightness, direction, location and energy savings.
4. Windows or doors are added and/or replaced at ground level.

Applicant Initials _____

LIMITATIONS/TERMS AND CONDITIONS

1. Maximum Grants per Period: A maximum of one (1) grant per 36 months per applicant
2. Visibility: Signage, awnings and facades must be visible from a public street, not only an alley.
3. Sign Ordinance & HPC: Signage must comply with the City of Red Wing Sign Ordinance. Improvements must be approved by the Red Wing Historic Preservation Commission (HPC) if located in a historic district. (Approval must be attached to the application)
4. Applicant Qualifications: Application must be submitted by the property owner or tenant only
5. Ownership: The Grant Applicant certifies that he/she is an owner of record of the property where the funds will be used to finance repairs and/or improvements; or where not the owner of record of the property, has obtained the Owner's written authorization to cause the repairs or improvements to be made. The property owner certifies that all property taxes are paid and up-to-date and will remain so throughout the entire project, until grant funds are disbursed.
6. Documentation: Work performed at the Property shall be as stated in the contractor(s) bid(s) obtained by the Grant Applicant or the materials list submitted with (or a subsequent part of) the application for the Grant.
7. Licensing: Any contractor(s) who performs work at the Property must meet City of Red Wing licensing, building permit, and building code requirements.
8. Codes and Permits: All work must be properly permitted. If the Grant Applicant is performing any work, the Grant Applicant understands that upon completion (1) all work must meet City of Red Wing zoning code, building permit, and building/housing code requirements and (2) grant funds can only be used to compensate for materials, not for the purchase or rental of tools and equipment or the labor of the Grant Applicant, a relative, or someone with a financial interest in the business or property receiving the grant funds.
9. Timelines: All improvements must be completed and reimbursement request documents provided to Red Wing Port Authority within twelve (12) months of the Grant Approval Date or Grant Applicant may be denied reimbursement. The Grant applicant is responsible for ensuring that the work has been completed satisfactorily before paying the contractor(s).
10. Remediation: In addition to the guidelines for each type of improvement above, the improvement must include full remediation of any evidence of what it replaced (e.g. seeing the dirty outline of a previous sign)

Applicant Initials _____

SUBMISSION PROCESS AND DOCUMENTATION

1. Describe work/project(s) to be completed on an attached sheet; include before photographs.
2. Submit one or two written bids for all work/project(s)
 - If two bids are submitted, they must be for identical scopes of work.
 - If qualified to do so, you may perform the work yourself. Grant recipient labor may be counted as match funds calculated at \$50.00 per hour, which must be initially estimated and properly documented. Grant funds can only be used to compensate for materials, not for labor or the purchase or rental of tools and equipment.
 - Summarize the bid(s) in the box below.
 - Improvements must be approved by the Red Wing Historic Preservation Commission (HPC) if located in a historic district. (Approval must be attached to the application)

Brief Description of Work	Contractors (1 or 2)	Bid (1 or 2)

3. Select contractor and estimate work dates

Contractor selected: _____

Approximate date work will begin: _____ Approximate date work will be complete: _____

4. Sign and date below, accepting the forgoing terms. - A grant is not approved until this document is signed by the appropriate Red Wing Port Authority representative (call 651-385-3639).

GRANT APPLICANT

By
Applicant Initials _____

Its



TO: Red Wing Port Authority Board

FROM: Kyle Klatt, Community Development Director

Agenda Item No.: 9.G. – Organizational Improvement Update

Meeting Date: August 5, 2025

ACTION REQUESTED:

Review Update from Staff and Adopt a Motion to Approve an Updated 5-year Plan Document

ATTACHMENTS:

1. 5-Year Plan Update (with Status Columns)
2. Discuss, Decide, Support Model
3. Freedom Scale with Summary
4. SORTIES for One Page Planning Template
5. SORTRIES – Highway 19/61 Property MOU and Platting
6. SORRTIES – Technical Assistance Grant Update
7. January 2025 Workshop Summary

BACKGROUND:

The Port Authority previously approved a contract with Koliso at the end of 2024 to provide executive coaching and development services for staff. The Port Board approved an extension of this work in March of 2025 to help staff implement recommendations from the January 17th Workshop discussion concerning the roles and responsibilities of the Port Authority and to develop organizational efficiency initiatives. Some of the key focus areas for this work include identifying ways the Port Authority and Council can work better to move projects forward, how the expectations concerning project outcomes could be better understood, and how the Port can better communicate with the public about its accomplishments.

Koliso was asked to help facilitate part of the Port's annual workshop in January to help identify and discuss these and other organizational issues. Their work also included a survey of current board and Council members to solicit feedback and help guide the workshop conversation. The summary of the workshop discussion is attached to this report. The recommended action items from the meeting covered the following topics:

- Aligning on goals and priorities
- Clarifying roles and responsibilities
- Defining success metrics and tracking progress
- Improving processes and leveraging technology
- Enhancing public engagement and communication

As noted in the summary, there was a consensus to move forward with the identified action items. The attached materials represent some of staff’s initial work on these items. Staff would like to take time at the July 1st meeting to review these materials with the Board and seek any comments or feedback prior to continuing to address the action items from the workshop. Most of the attached work relates to the first three items above. We are also continuing to work on developing key performance indicators (KPI’s) for overall success metrics that have been previously discussed by the board through this process. Finally, as part of this effort, staff is proposing minor updates to the Port’s strategic plan to make sure each work plan item is structured with a defined outcome and to add space to track progress and any issues associated with each item.

DISCUSSION:

Following the January workshop, staff has been working with Koliso to implement the strategic priorities identified by the board and leadership. The ultimate goal is to turn ideas into action, with clear responsibilities, measurable outcomes, and consistent communication. At this time, staff would like to review some of the materials we have been using or developing to move forward with these process improvements as summarized below (see attached materials).

- **Strategic Plan Update.** The Port Authority’ Strategic Plan was approved early 2025 and uses a reporting model previously developed by the City Council for all boards and commissions. Staff has recently reviewed this document with the goal of ensuring that all work plan items include specific and definable outcomes. To accomplish this goal, some of the previously approved items have been rewritten or have been split out into separate actions. All revised actions are shown in red in the attached document. In addition, staff has included new columns to document whether or not a project is active (a check mark means that project is completed) and to provide a status update. For the status update column, green indicates that the project is proceeding with no issues, yellow means that there are items that warrant an update or need the attention of the Board, while red is used for projects that are not currently moving forward (or have been completed). Staff’s goal will be to review this chart with the Board on a quarterly basis as part of the director’s report.
- **Discuss → Decide → Support Model.** A communication tool to clearly signal whether a conversation is exploratory, seeking decisions, or confirming alignment. Prior to initiating any new projects, staff would like to incorporate this model as part of the decision-making process to clarify what action is needed from the Board.
- **Freedom Scale with Summary.** A guide to help staff and leadership identify decision-making boundaries and appropriate autonomy. The attached document includes a visual overview of the scale and the amount of discretion either staff or the Board is authorized

to use for certain actions. The decision rights summary page identifies general decision areas that fall under the authority of the Port Board (i.e. developing a budget) along with staff's understanding of how much freedom it has to act with respect to the Board. This model could also be used to clarify the decision rights between the City Council and the Port Authority.

- **SORTIES Framework and Project Examples.** A system and documentation for supporting project planning with structured summaries of Strategy, Objectives, Resources, Timing, Implementation, Evaluation, and Support (SORTIES). The first document is the general guide that has been developed by Koliso for this framework; the next two documents are specific project examples for the Port Authority from the Board's strategic plan. Staff intends to use this planning tool for all new projects undertaken by the Board, and has chosen a current and future project to demonstrate its use in practice.

At this time, staff is asking for the Board to approve the attached updates to the work plan for 2025 and to review and provide feedback (with no specific action) on the other attached materials.

RECOMMENDATION:

Staff recommends that the Port Authority adopt a motion to approve updates to the 2025 Strategic Plan.

Port Authority 5-Year Plan: 2025-2029 (UPDATED JULY 2025)
Status: Proceeding/No Issues (Green); Needs Attention (Yellow); No Activity (Red)

Strategies	Actions	Active	Year	Budget	Staff Time	Equity	Strategic Plan	2040 Plan	Status
Industrial Land Development	(C) Enter MOU with MnDOT and replat Highway 19/61 property.	Y	2025	\$\$\$	Large		24	4.D.	Green
	<i>(D) Execute loan agreement with MnDEED for building demolition at Highway 19/61 site.</i>	Y	2025	\$\$\$\$	Large		24	4.D.	Green
	<i>(*) Demolish former Central Research building at Highway 19/61 site.</i>	Y							Green
	(E) Conduct workshop session with City Council to provide direction on future goals and strategies to develop the Highway 19/61 site.	Y	2025	\$\$\$	Medium		24	4.D.	Red
Downtown and West End	(F) Acquire property behind former Buer Built Building for future parking expansion if needed to support redevelopment activity in the area.	Y	2025	\$\$\$\$	Large	5	24	4.B. 4.C.	Red
	<i>(*) Execute TIF Agreement for public assistance project for the Fleischmann Maltery redevelopment project.</i>	Y							Green

	<i>(G) Complete EAW and land use reviews to support redevelopment of the Fleischmann Maltery property.</i>	✓	2025	\$\$\$\$	Large	5	24	4.B. 4.C.	
	<i>(* Work with a private developer to demolish the former malting building at 110 Broad Street.</i>	Y							
	(H) Support redevelopment of the former Associated Bank building and conversion to apartment and retail uses.	✓	2025	\$	Medium	5	24, 27.a.	4.B. 4.C. 4.E. 8.A. 8.D.	
	(I) Determine the role of the Port Authority for identifying and moving forward with a preferred redevelopment option for the former Bauer Built site.	Y	2025	\$\$\$\$	Large	5	24	4.A. 4.B. 4.C.	
	(* Provide support to the City Council if a proposed dispensary use and City-led redevelopment effort moves forward.	Y							
Business Support	(J) Create a new downtown revolving loan fund partnering with Downtown Main Street, local banks, and the downtown philanthropic collaborative with a target funding of \$1 million.	Y	2025	\$\$\$	Large	5	12	4.B.1. 9.A.2.	

	<i>(K) Evaluate the goals and objectives of business retention and expansion visits and review the reporting and follow-up procedures for these visits.</i>	Y	Ongoing	\$	Large					
	<i>(*) Conduct at least two business retention and expansion visits per month; provide updates to the Board on business activity and concerns.</i>	Y								
	(L) Expand the technical assistance grant program to include other barriers to development (i.e. environmental or archaeological studies).	Y	2025	\$	Medium					
Housing Support	(M) Participate in a housing summit to investigate ways to promote more housing in the community; identify and partner with local organizations (Red Wing HRA and City Planning) to lead the event. Review and comment on a Red Wing specific housing study to support this effort.	Y	2025	\$\$	Medium	1,2	1, 3, 7, 24.c, 26	8.A.2. 9.B.2.		

	<i>(N) Identify a site for a potential HRA and Three Rivers Community Action project to bring a housing tax credit development to Red Wing.</i>	Y	2026	\$\$	Medium					
	(O) Define the role the Port Authority will play in addressing the City's housing challenges.	Y	2025	\$	Small					
Waterways and Port Development	(P) Little River Bulkhead – complete preliminary construction reviews and bid project for late 2025 construction start.	Y	2025	\$\$\$\$	Large	5	35 28	6.A.1. 6.B.2. 6.D.1.		
	(Q) Draft grant applications for new port development projects: Little River Sediment Control, Riverboat Mooring Cluster, Levee Dock Improvements, Upper Bulkhead Improvements.	Y	2026	\$\$\$	Large					
	(R) Red Wing Grain Mooring Clusters – complete preliminary construction reviews and bid project for late 2025 construction	Y	2025	\$\$\$\$	Large	5	35 28	6.A.1. 6.B.2. 6.D.1.		

Branding and Marketing	<i>(V) Develop a brand marketing strategy for the Port Authority (with a refocus on its economic development mission)</i>	Y	2025	\$\$\$\$	Medium	5	24 28 35	4.C 6.B. 6.D.1	
	<i>(W) Work with local economic development partners to create a marketing initiative to bring more visitors, new residents, and businesses to Red Wing that is aligned with the brand strategy.</i>	Y	2025	\$\$\$\$	Medium	5	24 28 35	4.C 6.B. 6.D.1	
Staffing	<i>(A) Define and execute strategies for reducing staff workload (contract for some services).</i>	Y	2025	\$	Medium		70	9.B.	
	<i>(B) Add additional support for Port staff.</i>	Y	2025	\$	None	2	75	9.B.	
Smaller Wins	<i>(X) Develop a funding plan and complete railroad crossing improvements to establish a whistle-free zone in downtown Red Wing</i>	Y	2025	\$\$\$\$	Large	5	24 28 35	4.C. 6.B. 6.D.1.	
	<i>(Y) Work with the City's Community Engagement Facilitator to Develop a plan for public parking and wayfinding signage in downtown Red Wing.</i>	Y	2025	\$\$	Medium				

	(Z) Reevaluate the Sign and Awning and Public Relations grant programs to streamline, outsource, or sunset these programs.	✓	2025	\$\$	Medium	5	12	9.A.2.	
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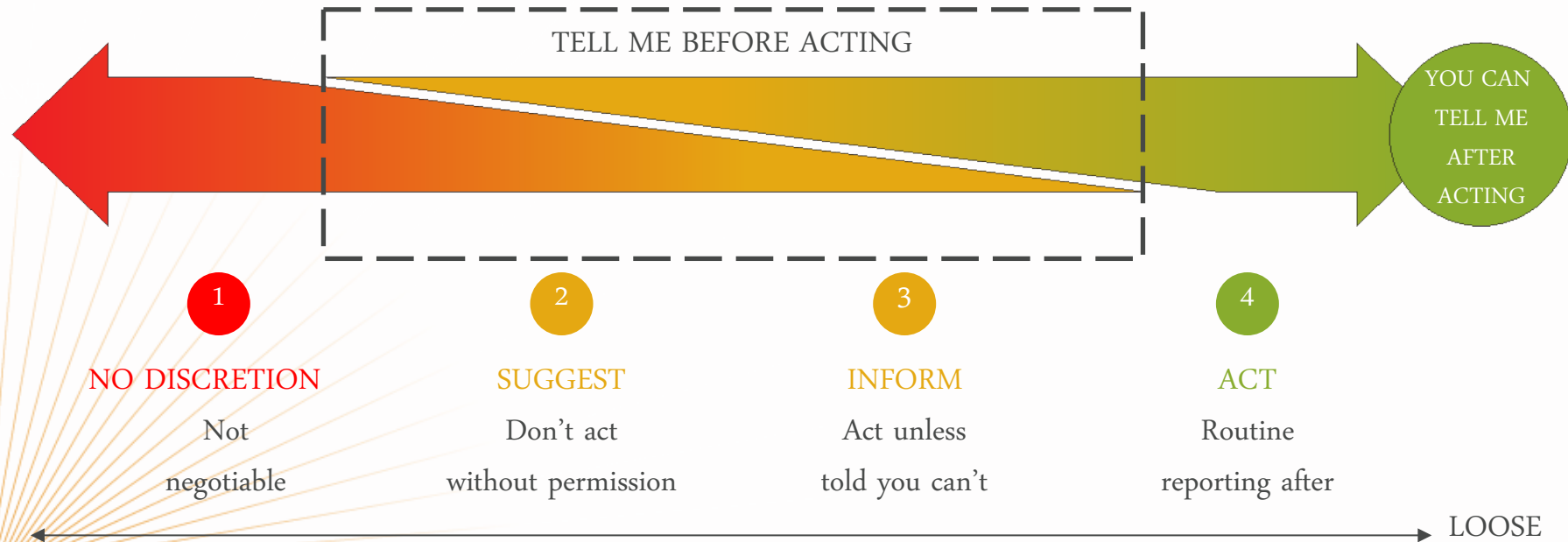
Here's A Simple Best-Practice Chart For Meeting Topic Progression,
Staged Into The 3 Phases:

Discuss → Decide → Support

Phase	Goal	Best Practice	Pitfalls
Discuss	Share context, ideas and perspectives	Align stakeholders Set stage with background Encourage Input Brainstorming Stay on topic	Getting lost in tangents Dominating voices
Decide	Align and make a clear decision	Summarize options Clarify criteria Confirm ownership and next steps Assign follow-up actions	Decision paralysis Lack of clarity or accountability
Support	Rally behind the decision & execute		Circling back to decide stage No follow-through Backsliding

		Align stakeholders Communicate clearly	
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What's tight and what's loose?



Decision Rights Summary by Freedom Scale

Decision Area	Current Role Summary	Staff Freedom To Act With Respect To RWPA Board
Strategic Plan	Board: Approve Staff: Propose + Execute	Level 1: Tell Me Before Acting
Annual Budget	Board: Approve Staff: Develop	Level 1: Tell Me Before Acting
Day-to-Day Ops	Board: No Role Staff: Own + Execute	Level 4: You Can Act Without Telling Me
Hire Executive Director	Board: Appoint Staff: Not Applicable	N/A
Hire Staff	Board: Inform Only Staff: Own + Decide	Level 3: Tell Me After Acting
Project Approvals	Board: Monitor Staff: Decide + Execute	Level 3: Tell Me After Acting
Economic Development Policies	Board: Advise / Input Staff: Develop / Execute	Level 2: Suggest / Don't Act Without Permission
Communications	Board: Align on Narrative Staff: Own Execution	Level 3: Tell Me After Acting
Crisis Response	Board: Inform Staff: Lead + Act	Level 3 or 4 depending on urgency
Community Engagement	Board: Input / Feedback Staff: Own + Deliver	Level 3: Tell Me After Acting

ONE PAGE PLANNING AND DELEGATION USING SORTIES:

Tight	<u>Situation:</u> A crisp description of the current circumstances and environment
	<u>Outcome:</u> The goals and objectives to be achieved, preferably meeting SMART requirements (Simple, Measurable, Achievable, Relevant and Time-defined).
	<u>Resources:</u> The people, materials and supply sources that can be used.
	<u>Timings:</u> When the goal is to be achieved, how long the process can continue, when activities must be commenced and any dependencies between activities.

Use the loose to tap into higher order motivations such as freedom, creativity, challenge, mastery and altruism

Loose	<u>Initiatives:</u> The implementation steps, projects, authorizations and reporting requirements during execution.	<u>Evaluations:</u> The measures and targets including milestones and quality considerations.
	<u>Sharings:</u> Who needs to receive this information, and when should it be shared?	

Note Paper

Enter MOU with MnDOT and Replat Highway 19/61 Property:

Tight

<p>Situation: The existing Highway 19 right-of-way boundary with the City's Highway 19/61 property follows an uneven alignment that impedes upon the developable portion of the property. MnDOT has verbally agreed to work with the City to replat the property to better align the ROW for both parties.</p>
<p>Outcome: Approval of a Memorandum of Understanding between the City and MnDOT that clarifies the expectations for realignment of the right-of-way line and approval of a new plat that completes a land swap between the two parties by the end of the year (12/31/25). The final plat will provide a clean slate for any future development or future subdivision of the property or to accommodate multiple building sites.</p>
<p>Resources: Port Staff, MnDOT Staff, City Engineer, Port Redevelopment Stimulus Funds, City Council Funds, PIIC</p>
<p>Timings: Approval of MOU – September 1, 2025; Approval of final plat – December 31, 2025.</p> <p>The MOU must be signed before the Port can commence with replatting activities. To complete the plat by the end of the year, the plat must be prepared by the end of October. Planning Commission review in November 2025; City Council approval in December of 2025.</p>

Loose

<p>Initiatives: The implementation steps, projects, authorizations and reporting requirements during execution.</p>	<p>Evaluations: The measures and targets including milestones and quality considerations.</p>
<ul style="list-style-type: none"> • Port Staff and MnDOT Staff to draft MOU • MnDOT approval of MOU • City Council approval of MOU • Hire surveyor to prepare plat consistent with MOU • Plat review with Port Authority • Review plat with surrounding property owners and PIIC • Development review committee review (City staff) of plat • MnDOT review of plat • Submit application for preliminary and final plat approval to City Planning • Planning Commission review of plat • City Council approval of plat 	<p>The MOU should include provisions that will allow the City to maximize the development potential of the property while preserving adequate access for future users.</p> <ul style="list-style-type: none"> • Increase developable acreage by .25 acres • Maintain 2 access points to property. <p>MOU and Plat approvals to be granted by the dates above – with all work completed by the end of the year.</p>
<p>Sharings: The MOU must be approved by the City Council – the formal document should include comments from the City Engineer and Public Works departments. The PIIC should weigh in on the proposal to ensure it does not negatively impact sensitive archeological sites on the south end of the site.</p>	

Note Paper

Expand the Technical Assistance Grant Program to Help Address Barriers to Development:

Tight

<p>Situation: The Port Authority created a technical assistance grant program several years ago to help property owners address issues with reusing downtown historic buildings. The grant funds may be used to hire an architect or other professional assistance to address building access issues or to develop plans for reuse of existing space. The Port Authority recognizes that there are significant barriers to development outside of the downtown that can discourage development from occurring, such as archeological sites, steep slopes, lack of services, building deficiencies, or other site constraints. The Port Authority would like to expand the existing program outside of downtown to provide incentives for other industrial and commercial properties to be developed or redeveloped.</p>
<p>Outcome: Approval of an update to the technical assistance grant program that expands the program to areas outside of downtown and targets some of the most common site development constraints as described above. Successful implementation of these revisions will help encourage property owners and developers remove barriers to development and encourage new investment in the community.</p>
<p>Resources: Port Staff, City Planning Staff, Red Wing Building Department, Public Works and Engineering Staff, GIS Staff, City, County and State Mapping Tools, Archeological Areas of Concern Maps</p>
<p>Timings: Approval of Updated Grant Program by November 1, 2025.</p> <p>The Finance Committee has historically provided feedback on grant programs and revisions to these programs. The Committee review should be completed by the end of September of 2025.</p>

Loose

<p>Initiatives: The implementation steps, projects, authorizations and reporting requirements during execution.</p>	<p>Evaluations: The measures and targets including milestones and quality considerations.</p>
<ul style="list-style-type: none"> Port Staff to meet with other City departments to identify potential development barriers Engage with local landowners and developers to discuss and identify site specific issues and concerns Draft revisions to existing program documentation Review preliminary draft with finance committee Present draft program amendment to Port Board 	<p>Develop list of barriers to be addressed by the grant program. KPI's to be identified through process.</p> <ul style="list-style-type: none"> Issue 3 grants in 2026 <p>Port Authority approval by November 1, 2025</p>
<p>Sharings: The Port finance committee and Port Board should review comments from City Staff, landowners, and developers. The Board could also review maps depicting barriers to development.</p>	

Note Paper

Red Wing Port Authority Workshop Summary

Date: Friday, January 17th

Purpose: Address survey feedback, align priorities, and develop actionable solutions for RWPA's growth and effectiveness.

Session 1: Aligning on Goals and Priorities

Key Agreements:

The overarching strategic goal for RWPA: **Enhancing and growing Red Wing's tax base and job opportunities.**

- Operational goals for the year:
- More shared forums with the City Council.
- Advancing the Patel Properties project.
- Increasing community communication and general outreach.
- Improving business recruitment and retention.
- Focusing on the Highway 19 project.

Action Point: Refresh decision-making processes and success measures for all projects to enhance focus and streamline completion.

Session 2: Clarifying Roles and Responsibilities

Agreed Clarity:

- RWPA is the primary point of contact for economic development in Red Wing.
- RWPA manages incentives, funding, and expertise on zoning and restrictions.
- RWPA makes recommendations to the City Council based on expertise, but the Council retains final decision-making authority.

Outstanding Questions:

- How should measures of success for individual projects be defined?
- Clarifying Kyle's dual role as RWPA Executive Director and city planning officer.
- Exploring how the "community interests" model differs from other operational approaches.

Session 3: Defining Success Metrics and Tracking Progress

Initial Success Indicators Identified:

- Completed projects.
- Opportunities proactively generated vs. passively received.
- Frequency of Council acceptance/rejection of RWPA's best recommendations.
- Job creation (direct and indirect), retention, and payroll impact.
- Marketing success metrics.
- Increasing property market valuations.

Next Steps: Refine these metrics and seek input from the RWPA board and City Council.

Session 4: Improving Processes and Leveraging Technology

Consensus: Process and technology improvements were deemed operational matters, best handled by staff.

Session 5: Enhancing Public Engagement and Communication

Opportunities for Improvement:

- Develop an annual report featuring concise, impactful value statements.
- Use social media platforms (e.g., Facebook) to share RWPA's achievements.
- Tailor value statements for niche audiences, such as developers or community colleges.
- Decide on RWPA's role in marketing Red Wing and identify co-marketing opportunities (e.g., with Visit Red Wing).

Summary and Action Plan:

- Establish clear success metrics and decision-making frameworks.
- Strengthen role clarity between RWPA and the City Council.
- Focus on actionable improvements in communication and public engagement.

NEXT STEPS:

- Debrief with Koliso
- Share summary at February Council Meeting
- Advance recommendations to align to the discussions.