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## MEMORANDUM

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**TO:** EDA BOARD  
**FROM:** JOSHUA TETZLAFF, CITY ADMINISTRATOR  
**SUBJECT:** FUTURE EDA ENDEAVORS  
**DATE:** MARCH 30, 2026

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At the end of 2025, the EDA approved its Strategic Plan for the next five years. Now that the EDA has an idea with the framework of how it wants to move forward, I am bringing back the Future Endeavors memo, with additional details, so that we can start to discuss specific projects.

Within this list, I have kept all of the projects from before, with my thoughts and recommendations on whether they fit with the Strategic Plan. I have also included a list of items that are mentioned in the Strategic Plan that are worth discussing.

The last eleven years (2015) have been about developing the industrial park and from what I have been able to glean, many thought it would develop much faster than it did. That being said, it is also possible that without those shovel ready industrial lots available at a discount, some local businesses may have expanded in or moved to other communities who had lots available. So, while it took eleven years for the lots to finally develop, there has been pay-off on those lots in the form of expanded local businesses and the starting to new businesses.

As we go through this process, there are no right or wrong answers. They are all directions the EDA could look into and have good reasoning for. I would advise trying to tackle two or three areas so as not to pigeon-hole ourselves into just a single venture but to instead diversify and try to tackle multiple issues. These are certainly not the only ideas either. I encourage EDA members to think about other possibilities.

### Expand the Industrial Park

In my opinion, it would not be difficult to make an argument for additional industrial park expansion. When using the existing Industrial Park phases as an example, the park has been arguably exactly what it was intended to be...a opportunity for the City to offer subsidized, shovel-ready land to business owners who need room to expand and in return, provide the City with increased jobs and increased tax base. Without the City offering land, the private sector does not seem interested in developing industrial lots for resale. With the size of New Prague, speculative building is not as lucrative as it is just twenty miles north of New Prague. That is where the EDA, and by extension the City, as the developer has an advantage that a private developer does not. The EDA isn't seeking its return on investment (ROI) with the sale of the land like a private developer is. The EDA's ROI comes from a combination of the sale of the land, the increased tax base, and the job growth that leads to additional investment in the City as a whole. Expanding the industrial park, with realistic timeframes of when it may build out, allows the EDA to seek that future ROI.

Solid arguments can also be made that without the EDA making investments into the industrial park, the businesses that are currently in the industrial park would not be there, thus losing out on future tax growth. With the lack of private developers building shovel-ready industrial space, most of those businesses would have found a community that had space available. Business owners don't generally have any desire to build out streets and water pipes, instead looking to construct their buildings so that they can continue to expand. If New Prague has lots that are ready to be built on, those lots will get sold. It may take time, but the EDA would also have the ability to determine what businesses are able to build, further helping strengthen an expanded industrial park with businesses it wants to see in the community.

If history is any indication, we would not fully develop out any sort of expansion for at least ten years. The Question to the EDA, and by extension the City, is whether the future growth in the tax base and jobs would be worth holding the land and making it ready for sale when the right businesses inquire?

- Strategic Plan: Goal 1 – Foster a supportive environment for New Prague's industrial and commercial business.

#### Expand Commercial Development

The EDA does not have to necessarily stick solely with industrial development. There are cities that also look into developing commercial lots for more retail or service type businesses. This is especially seen where the private sector has not done such. This may be seen in a true commercial setting, or in more of a hybrid type setting, usually called a Business Park, where you get a mix of commercial and light industrial. Business Parks don't usually feature much retail or heavy manufacturing, though you may include some support business, such as restaurants, that are able to serve the Business Park.

In New Prague, there are some commercial lots available but the number is limited. Does the EDA want to explore a more commercial oriented development?

- Strategic Plan: Goal 1 – Foster a supportive environment for New Prague's industrial and commercial business.

#### Other Items on List

- Expand Residential Housing
- Buildout Industrial Property for Sale/Lease
- Purchase the Mill Property
- Purchase Downtown Property, Improve, and Sell/Lease
- Purchase Property Surrounding City Center and Redevelop
- Provide Improvement Funds to Downtown Businesses
- Daycare Assistance