Economic Development Commission Meeting Agenda
January 25, 2022 | 7:30 a.m.
Ash Conference Rooms

Questions regarding this meeting will be taken between the hours of 8:00 a.m. and 4:30 p.m. via karl.batalden@woodburymn.gov or by calling 651-414-3438 and leaving a voicemail message.

Please note that the times listed below are estimates and are subject to change.

1. 7:30 – Call to order and oath of office for new members
2. 7:35 – Roll call and introductions
3. 7:40 – Approval of November 30, 2021 EDC Meeting Minutes
4. 7:45 – 2022 Economic Development Strategic Plan (EDSP) discussions
   a. Brief review of EDSP format, layout and aesthetic (10 minutes)
   b. Deep dive on EDSP content (40 minutes)
   c. EDSP next steps (10 minutes)
5. 8:45 – Brief update on 2021 Community Development Annual Report
6. 8:55 – Updates
7. 9:00 – Adjourn

Attachments:
1. EDC Memo 22-01
2. November 30, 2021 EDC Meeting Minutes
3. Oath of office form
4. Draft 2022 Economic Development Strategic Plan

The City of Woodbury is subject to Title II of the Americans with Disabilities Act, which prohibits discrimination on the basis of disability by public entities. The City is committed to full implementation of the Act to our services, programs and activities. Information regarding the provisions of the Americans with Disabilities Act is available from the City Administrator’s office at 651-714-3523. Auxiliary aids for disabled persons are available upon request at least 72 hours in advance of an event. Please call the ADA Coordinator at 651-714-3523 (TDD 651-714-3568) to make arrangements.
Economic Development Commission (EDC) is scheduled to hold a meeting on January 25, 2022, at 7:30 a.m. in the Ash Conference Rooms of City Hall.

1. **Call to order and oath of office for new members**

Please welcome our new EDC members: Jenny DeMaria and Ruth Godfrey.

2. **Roll call and introductions**

3. **Approval of November 30, 2021 EDC meeting minutes**

4. **2022 Economic Development Strategic Plan (EDSP) discussions**

   a. **Brief review of EDSP format, layout and aesthetic**

   An initial draft of the 2022 EDSP is attached to this agenda packet. Staff would appreciate general feedback regarding the format, layout and aesthetics of the document. Choices connected to fonts and colors as well as the usage of the City logo are consistent with the City’s brand management standards.

   b. **Deep dive on EDSP content**

   During the EDC meetings in 2021, the group provided direction to staff and the consulting team regarding the middle portion of the document identified under the heading “strategic plan”. This section includes the goals, objectives, strategies and tactics. Based on previous feedback, staff is working under the assumption that this section is complete, barring minor wordsmithing and final editing.

   The sections at the beginning of the EDSP regarding the purpose, background, and historical context are new to the group; however, they are consistent with previous iterations of EDSPs.

   The section on metrics and implementation has not previously been reviewed by the EDC and staff welcomes feedback regarding the proposed approach. On a city-wide basis, staff are beginning to incorporate a new project management approach that emphasizes the use of project charters. This EDSP is drafted in a manner that acknowledges that different implementation steps of the EDSP will be worked on and accomplished according to different timelines and not all at once or immediately. Rather than attempting to define the stakeholders, deliverables, metrics, timelines, and so forth for each implementation step as part of the drafting of the EDSP, this EDSP commits to a specific implementation approach.
Attached as an exhibit to this EDC Memorandum is a mocked-up example of what a project charter would look like for one of the implementation steps, the Mayor’s Business Outreach Program, which is a longstanding economic development initiative of the City that we are looking to reboot in the second half of 2022.

c. **EDSP next steps**

At this point in time, staff anticipates an opportunity to take feedback and input from this EDC meeting and make changes and edits as needed to the EDSP document in advance of the February 22, 2022 EDC meeting. Following a final review at the February 22, 2022 EDC meeting, staff anticipates the opportunity to introduce the EDSP to the City Council for their consideration and adoption in March.

**5. Brief update on 2021 Community Development Annual Report**

Staff is continuing to gather data, create charts, and draft narrative components to the 2021 Community Development Annual Report and will provide an update at the meeting. A significant portion of the February 22, 2022 EDC meeting will focus on the 2021 Community Development Annual Report.

**6. Updates**

Staff will provide a project update, if time allows.

**7. Adjourn**

Respectfully submitted,

Karl Batalden  
Housing and Economic Development Manager

cc: Mayor and Councilmembers  
Clint Gridley, City Administrator  
Angela Gorall, Assistant City Administrator  
Janelle Schmitz, Community Development Director  
Eric Searles, Assistant Community Development Director/City Planner  
Brad Scheib, HKGi  
Grant Martin, LOCi
Exhibit A to EDC Memorandum 22-01

Purpose: To describe the project and establish a living “contract” between the project sponsor and the team.

<table>
<thead>
<tr>
<th>Project Information</th>
<th>Project Management Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Name:</td>
<td>Mayor’s Business Outreach</td>
</tr>
<tr>
<td>Author &amp; Rev. Date:</td>
<td>Karl Batalden, 1/19/2022</td>
</tr>
</tbody>
</table>

Project Definition

- Describes the project in enough definition to establish metrics and begin planning

Problem / Opportunity Statement

Paragraph(s) describing current state: when, what, where and how much.

Members of the business community play a critical role in the community in terms of offering employment, growing and diversifying the tax base, and engaging in the community. Securing meaningful feedback from local businesses can be challenging. As such, the Mayor’s Business Outreach program creates a comfortable vessel for the leadership of the business community to convey thoughts and opinions to the City and for the City to provide updates and information to the business community.

Supporting Facts

- 1,740 businesses in the community
- Limited opportunity to obtain feedback from all members of the business community
- 450 +/- members of Woodbury Area Chamber supplement this strategy

Objectives:

Levels of performance or achievement the project must obtain.

- Networking and relationship-building
- Sharing macro-level messaging and updates
- Receiving input and requests

Deliverables:

Outcomes the project will produce (tangible or intangible)

- Policy requests may be offered, but are difficult to predict in advance
- Local businesses will have a trusted contact at the City

Describe Link to Organization Strategy:

- Multiple ties to EDSP goals regarding awareness and collaboration

Project Scope:

What are the boundaries?

IN: Mayor and key staff attend meetings
OUT: EDC does not play an active role

Key Performance Indicators (KPIs) should tie to Objectives

KPI

Leading indicators of progress toward project objectives

- Operational Definition:
  - Defines the KPI in order to ensure common clarity around what is being counted or measured.
  - 15-20 meetings per year
  - A meeting is in-person, preferably at the location of the business

Funding & Dependencies

Budget Requirements

- Anticipated Capital: $ 0
- Anticipated Expense: $ staff time only

Budget Assumptions

- Economic development staff required to support this implementation step

Project Dependencies

- Time and availability of the Mayor and key staff

Project Planning

- What functions should be communicated with regularly?
- Who are the team members and where are they from?
- What is the time frame?

<table>
<thead>
<tr>
<th>Team Member &amp; Work Area (Identified by Sponsor and Project Manager)</th>
<th>% of Time</th>
<th>Stakeholder Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mayor, identify annual theme(s), attend meetings</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CD Director, attend meetings</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing and ED Manager, attend meetings</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CD Department Administrative Assistant, logistics</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other staff will attend depending on nature of the business</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Milestones

- Planned Date: 7/1/2022

Risk:

- What must go right, and what can’t go wrong if we are to achieve the project objectives?

- Scheduling, availability and interest from the business community are the 3 main risks
CITY OF WOODBURY
ECONOMIC DEVELOPMENT COMMISSION MEETING MINUTES

November 30, 2021

Pursuant to due call and notice thereof, a meeting of the Economic Development Commission was held at Woodbury City Hall, 8301 Valley Creek Road, on the 30th day of November, 2021.

ITEM 1. CALL TO ORDER
Chair Craig Johnson called the meeting to order at 7:30 a.m.

ITEM 2. ROLL CALL
Upon roll call the following members of the EDC were present: Craig Johnson; Chair, Kimberly Moore, Emanuel Ekstrom, David Hoelzel, Michael Zoladkiewicz, Pamela Morke, Eric Schurr, Katie Westfall, Bill Routt, and Joseph Ward.

Absent: none

Also present: Anne Burt, Mayor; Janelle Schmitz, Community Development Director; Karl Batalden, Community Development Coordinator; Eric Searles, City Planner; Jamie Thoen Administrative Assistant; and Grant Martin, LOCi Consulting.

Chair Johnson noted that Kwadwo Adutwum had moved out of the city and as such was no longer a part of the Commission. He thanked Mr. Adutwum for his contributions.

ITEM 3. APPROVAL OF MINUTES

MOTION: Pam Morke moved to approve the minutes from the October 26, 2021 meeting.

SECOND: Bill Routt

VOTE: All in favor: Craig Johnson; Chair, Kimberly Moore, Emanuel Ekstrom, David Hoelzel, Michael Zoladkiewicz, Pamela Morke, Eric Schurr, Bill Routt, Katie Westfall, and Joseph Ward

Against: None

ABSENT: None

ITEM 4. ECONOMIC DEVELOPMENT STRATEGIC PLAN EDSP DISCUSSIONS

Karl Batalden said that the EDC had solidified the three goals and the objectives under each goal, and that the focus of this meeting would be on the strategies and tactics under each of the goals.

Goal 1: Mr. Batalden read the strategies and tactics for the first goal and opened the topic for discussion:

- Discussion about whether the City can identify and reach out to potential businesses even earlier, before they establish their LLC. LLCs are typically established far in advance and provides an opportunity for the City to reach out and assist new businesses and make it a more positive experience.
- Discussion that the implementation of the plan will be largely staff-focused and may reflect things that the City is already doing.
- Commitment to more frequent check-ins with the Commission on the progress of the implementation of the EDSP will be included in the body of the Plan, not necessarily as one of the strategies.
- Consider how some of the strategies may complement each other (#3 and #7).
- Clarification on the purpose of #3 “Explore new economic development event targeting bankers and groups that finance small business investments.”
  - Mr. Batalden noted that the BusinessConnect targets the development community, but a new event could explore how the City can leverage its relationships with the banking community to let them know about Open to Business, etc.
- Clarification requested for #6 “Determine what resources, financial and non-financial, may be available to facilitate development and analyze the fiscal implications of doing so” and to whom is this targeted.
  - Eric Searles noted that this will provide a deeper understanding of the various tools and allow staff to steer prospective businesses to the appropriate resources and provide added value.
It will be important to determine where we need additional resources or expertise in implementing these strategies and tactics.

- Question about how we identify new economic trends and proactively reach out to businesses to understand their changing needs.
  - Janelle Schmitz noted that this could fit under #2 “Re-energize the Mayor’s Business Outreach Program”.
- Comments about prioritizing #1 “Develop key messages regarding the economic potential of Woodbury, and promote through social media, website, video and other tools targeting real estate and business development audiences” and better using social media and the website to push our content.
  - Karl Batalden added that there is more we can do in terms of SEO and understanding what marketing strategies work best.

Janelle Schmitz asked each Commissioner to prioritize one or two strategies/tactics under Goal 1:

1. **Six votes to prioritize:** Develop key messages regarding the economic potential of Woodbury, and promote through social media, website, video and other tools targeting real estate and business development audiences.
2. Re-energize the Mayor’s Business Outreach Program.
3. Explore a new economic development event targeting bankers and groups that finance small business investments.
4. Acknowledge and celebrate the achievements of local businesses.
5. Continue to facilitate residential development as identified in the 2040 Comprehensive Plan.
6. **Two votes to prioritize:** Determine what resources, financial and non-financial, may be available to facilitate development and analyze the fiscal implications of doing so.
7. **Three votes to prioritize:** Connect with the business community at the time of LLC establishment or incorporation, in order to serve as a resource for startups and other new businesses.
8. Ensure a Planning project manager is provided for all new development to assist in navigating the regulatory process.

Ms. Schmitz summarized that strategies/tactics #1, #7 and #6 as listed above in bold blue typeface were rated as the highest priorities.

**Goal #2:** Karl Batalden read the strategies and tactics for the second goal and opened the topic for discussion:

- Question regarding #4 “Review ordinance requirements, plans, policies and processes to identify and remove unintended barriers to private redevelopment efforts while ensuring that community standards are maintained” and how it relates to the objectives in Goal 2.
  - Eric Searles explained that this strategy recognized the need for the City to strike a balance between not being too heavy-handed with its requirements such that this limits or restricts private market-driven redevelopment opportunities and the desire to maintain community standards.
- Question about #5 “Explore the public policy topic surrounding teardowns vs. reuse of buildings to deeply understand the amount of space re-used within the community versus rebuilt”.
  - Eric Searles responded that this is an interesting and emerging area as the city experiences more ‘redevelopment’ of existing buildings. He cited the example of the former Barnes and Noble being torn down for a Chase Bank, and how this was viewed differently than the former MGM building being torn down for a Hiway Credit Union.
- Comments regarding how the City can retrofit and incorporate new standards (such as walkability components) as properties redevelop over time.
- Comment about how some of the strategies will involve new initiatives and work, while others reinforce strategies that are already in place and working.
• Comment on #3 “Monitor empty commercial real estate spaces to ensure properties are maintained and to track absorption back into the commercial marketplace” and whether we should be more proactive in this area, rather than just monitoring things.
  
  o Eric Searles responded that this strategy is intended to give us a baseline understanding of what the natural timelines are for properties to be reabsorbed, so that the community understands when it is appropriate for the City to get involved.

Janelle Schmitz asks each Commissioner to prioritize one or two strategies/tactics under Goal 2:

1. **One vote to prioritize:** Actively work with site selectors to identify and promote development and redevelopment opportunities.

2. **Two votes to prioritize:** Collect and analyze data regarding lease rates, occupancy rates, and other data points to recognize potential signs of decline or economic fatigue.

3. Monitor empty commercial real estate spaces to ensure properties are maintained and to track absorption back into the commercial marketplace.

4. **Six votes to prioritize:** Review ordinance requirements, plans, policies and processes to identify and remove unintended barriers to private redevelopment efforts while ensuring that community standards are maintained.

5. **Three votes to prioritize:** Explore the public policy topic surrounding teardowns vs. reuse of buildings to deeply understand the amount of space re-used within the community versus rebuilt.

Ms. Schmitz summarized that strategies/tactics #4, #5 and #2 as listed above in bold blue typeface were rated as the highest priorities.

**Goal #3:** Karl Batalden read the strategies and tactics for the third goal and opened the topic for discussion:

• Question about context regarding #1 “Utilize the comprehensive plan process to diversify the tax base”.
  
  o Karl Batalden noted that there are several components of the Comprehensive Plan that impact economic development, and this was intended to provide a clear link between these and the EDSP.

• Comment about how the City’s commitment to a diversity of housing stock supports economic development and whether this should be more clearly stated in the first strategy.

• Question about how/whether we can partner with the other larger agencies to support a more resilient community.
  
  o Eric Searles responded that many of these other agencies really focus on the community level, and this strategy is intended to focus more on the business level.

• Should we be broader in our description of rebates and tools in #4 “Promote energy efficiency-related rebates and tools from Xcel Energy and other providers” as this might be too limiting.

• Discussion as to the definition of the term resilient and whether this is the right word choice in the objectives under Goal 3. Members of the Commission responded with examples of recent events that relate to the resiliency definition including how the City responded to our business needs during the COVID pandemic, and past economic downturns. All agreed that there will be difficult times in the future and this plan will need to position the City to best prepare and respond to future challenges that will face the City. Focusing on resilient strategies and tactics will allow the City to ‘age well’.

Janelle Schmitz asked each Commissioner to prioritize one or two strategies/tactics under Goal 3:

1. **Four votes to prioritize:** Utilize the comprehensive plan process to diversify the tax base.

2. **Three votes to prioritize:** Create a dashboard tool to review and track economic development metrics such as vacancy rates.

3. **Two votes to prioritize:** Connect with the business community at the time of LLC establishment or incorporation, in order to serve as a resource.
4. **Two votes to prioritize:** Promote energy efficiency-related rebates and tools from Xcel Energy and other providers.
5. Promote WasteWise and other commercial recycling opportunities.
6. Partner with MnDOT, Washington County, and Metro Transit and other stakeholders to improve transportation and transit systems.
7. **One vote to prioritize:** Review ordinance requirements, plans, policies and processes to identify and remove unintended barriers to private redevelopment efforts while ensuring that community standards are maintained.

Ms. Schmitz summarized that #1, #2, #3 and #4 as listed above in bold blue typeface were rated as the highest priorities.

There was a question as to whether or how often the City applies for grants that can provide additional resources and revenue.

Karl Batalden responded that the City frequently applies for and receives grant funding from a wide range of outside agencies and entities. He noted that these require Council approval and the City has a grant policy that ensures that careful consideration is given to the terms and compliance requirements of any grants, as sometimes they can be more expensive than the grant itself.

Janelle Schmitz added that a recent source of grants has been the Washington County CDA. These have an economic development focus.

**ITEM 5. UPDATES:**

Karl Batalden noted that there will be an EDC workshop on December 14, which will focus on the preparation of the 2021 Annual Report, and allow the Commission to get an earlier look at the economic development trends. He noted that two more meetings regarding the Strategic Plan are anticipated (January and February) and that it would likely go before City Council in March of 2022.

Janelle Schmitz gave an update on the status of various commercial projects including:

- Project Belle
- Beyond Apartments
- Talamore and Edison Apts.
- Kindeva
- Valley Creek and 494 redevelopment
- Fun Zone new tenants
- Medical Office at Tamarack/Bielenberg
- Dominium (Orville Commons)
- Super Target retail outlot
- Caliber Collision I
- Gold Line Masterplan
- Brookview Elementary Addition

She also noted that the Council had recently opened a new phase for residential growth (Sub-Phase 2C) and approved several new developments (Briarcroft, Hartung Farm and Air Lake North).

**ITEM 9. ADJOURN**

The meeting of the EDC adjourned at 9:03 a.m.

Respectfully submitted,

Karl Batalden, Housing and Economic Development Manager
Approved by the Woodbury Economic Development Commission on January 25, 2022
CITY OF WOODBURY

OATH OF CITY OFFICER

STATE OF MINNESOTA         )
COUNTY OF WASHINGTON   )ss.
CITY OF WOODBURY          )

I, ________________, do solemnly swear that I will support the Constitution of the
United States and of the State of Minnesota, and faithfully discharge duties of the office
of Economic Development Commissioner of the City of Woodbury in the County of
Washington and State of Minnesota, to the best of my Judgment and ability.

So help me God.

Subscribed and sworn to before me this

25th day of January, 2022

______________________   _________________________________
Anne W. Burt,  Economic Development Commissioner
Mayor of Woodbury
Purpose of the Economic Development Strategic Plan (EDSP)

This Economic Development Strategic Plan (the “EDSP”) in part fulfills the function of the Economic Development Commission as required by Section 2-370 of the City Code. Specifically, this EDSP identifies economic development goals that guide long-term strategies emphasizing the importance of promoting the city both to attract economic growth and development and retain existing businesses.

The City has been committed to economic growth since its first comprehensive planning efforts in the late 1970s. The 2040 Comprehensive Plan continues that tradition with one of its guiding principles stating that:

“Woodbury will be stronger if its residents have ample opportunities to both live and work in the community. As such, the City shall continue its efforts to attract, retain, and expand a diversified business sector which will provide a variety of jobs and strengthen the community’s tax base. Woodbury must have the infrastructure and supporting services to support these efforts.”

This EDSP—and its implementation—is a primary economic development implementation step of Woodbury’s 2040 Comprehensive Plan.

Furthermore, this EDSP recognizes the important link between the City’s diverse housing stock and the varied employment base in the community. This EDSP provides economic development policy guidance both to the City of Woodbury as well as the Woodbury Economic Development Authority (the “EDA”). The EDSP was adopted by the City Council on XXXX. Previous EDSPs may continue to be used as a reference regarding specific programs, definitions and benchmarks for achieving goals, but this EDSP builds off of and replaces all previous EDSPs.
Background and Historical Context

Woodbury’s approach to economic development has long been a facilitative one that centered around a “three-legged stool.” Specifically, Woodbury attempted to complement its high quality and diverse places to live by adding places to shop and places to work. Early economic development efforts focused on infrastructure. The 1980 Comprehensive Plan noted that “I-94 will provide prime locations for a range of business developments within the City... which will help to provide for a healthy economic outlook.” In addition to the construction of I-94, the City later championed the construction of I-494 and invested local resources to secure the development of both the Lake Road and the Tamarack Road interchanges.

In addition to a focus on infrastructure, early economic development efforts led to the creation of the EDA in 1989. One of the first actions of the EDA was to develop the Carver Lake Business Park. The EDA’s focus on land development and infrastructure set the stage for the construction of Woodwinds Hospital. Following this large medical investment, Woodbury began marketing to the healthcare industry and Woodbury is now home to more than 300 healthcare businesses.

The Woodbury Economic Development Commission (EDC) was created in 1996 by the City Council, replacing the former Economic Development Board. The general purpose of the EDC is to act as a coordinating body and resource agency for economic development activities and to study, review and make recommendations to the City Council regarding economic development policy.

While the 1990s and 2000s saw the City use a wide range of economic development financial tools such as tax increment financing and the former Woodbury Growth Fund I and Woodbury Growth Fund II, Woodbury’s economic development approach today focuses on facilitating development through strategic delivery of infrastructure, marketing, and relationship-building.

In the last three EDSPs, the City of Woodbury focused on positioning itself as a premier business location (2010), securing its status as a premier business destination (2014), and building off of the positive momentum of the previous plans to leverage a strong economy to optimize Woodbury’s development and redevelopment potential (2018). This EDSP will focus on the nine economic development guiding principles of the 2040 Comprehensive Plan’s economic development chapter as identified on the following page.
**ECONOMIC DEVELOPMENT CHAPTER GUIDING PRINCIPLES**

1. Optimize development and redevelopment opportunities by ensuring there is an adequate supply of sites and buildings to meet the demand for commercial and industrial development, redevelopment, and reinvestment.

2. Retain existing industrial and commercial businesses and assist companies with their expansion needs where appropriate.

3. Attract quality businesses to further expand employment opportunities and tax base in the City.

4. Increase awareness of Woodbury as a premier destination for businesses.

5. Support reinvestment in and redevelopment of properties including the reuse or removal of vacant buildings to spur investment in the community.

6. Encourage a variety of housing opportunities to support the workforce needs of existing businesses and attract new industry to the community.

7. Identify and prioritize infrastructure improvements to prepare for and accommodate economic growth.

8. Utilize a context-sensitive, solutions-based approach to providing infrastructure to meet the needs of current businesses and provide for future growth opportunities.

9. Serve as a resource to businesses and commercial property owners on local programs to support energy efficiency, renewable energy, waste reduction and recycling.

**ECONOMIC DEVELOPMENT CHAPTER IMPLEMENTATION STRATEGIES**

1. Encourage landowners in areas guided Places to Work to consolidate land and develop a master plan for business park-type development rather than piecemeal industrial/office developments.

2. Optimize the capacity and flexibility of public infrastructure to serve business needs.

3. Encourage and facilitate infill commercial, industrial and retail development on remaining vacant parcels to optimize redevelopment opportunities.

4. Monitor status of vacant commercial buildings in order to encourage and facilitate redevelopment of underutilized or distressed properties into viable commercial, industrial and retail developments by working with property owners and interested developers.

5. Identify any barriers to redevelopment due to City code, development, review requirements or market conditions.

6. Work with local businesses and industry leaders to ensure needs for expansion and development are adequately met, and maintain an open line of communication with the business sector through participation in the local Chamber of Commerce.

7. Partner with MnDOT, Washington County, Gold Line Partners, Metro Transit, and other stakeholders to improve transportation and transit systems.

8. Facilitate the consideration of environmentally sensitive development that includes resource and energy conservation, waste reduction and recycling.

9. Evaluate the fiscal implications of facilitating development through investment in site readiness.

10. Facilitate entrepreneurial opportunities within the community to spur growth of small businesses.

11. Promote county, regional and state financing programs for local energy efficiency and solar energy projects on commercial and industrial buildings.

**2040 COMPREHENSIVE PLAN GUIDANCE ON ECONOMIC DEVELOPMENT**
This EDSP provides objectives, strategies, and tactics to implement the economic development vision of the community. Finally, the EDSP will outline a deliberate process of prioritization and annual work plans by the Economic Development Commission to ensure economic development strategies remain relevant, focused and results driven.

Basis for the Plan

This EDSP is grounded in the 2040 Comprehensive Plan’s vision and guiding principles as well as the nine guiding principles of the Economic Development Chapter.

**Vision**

_A model of carefully managed growth, Woodbury will be known for its vibrant residential neighborhoods, thriving business community, diverse employment opportunities and exceptional municipal services. Woodbury will demonstrate sustainability through preservation of its resources and responsible environmental stewardship._

The following Guiding Principles from the 2040 Comprehensive Plan relate directly to economic development:

**A. PROVIDE FOR PLANNED AND ORDERLY GROWTH**

**F. ENCOURAGE BUSINESS GROWTH AND RETENTION**

**H. MANAGE FINANCIAL RESOURCES**

**I. PLAN FOR REINVESTMENT AND REDEVELOPMENT**

This EDSP recognizes the importance of and need to use data and performance measurement to gauge success which will be both quantitative and qualitative. Additionally, this EDSP also recognizes that there are external factors (political, climate, market shifts, economic) that will prevent us from reaching all goals and will require the community to reevaluate and/or update this EDSP from time-to-time.
Process for Creation of the EDSP

The EDC initiated the strategic planning process in June of 2021. The planning process began with the review and analysis of the City’s existing strategic plan, which was approved in 2018. Through four meetings and two workshop sessions in 2021 as well as two meetings in 2022, the EDC members:

» reviewed perceptions of Woodbury’s economic strengths and weaknesses;
» received an update on market trends in the community;
» explored three case studies of historical development projects and how they were guided by previous EDSPs; and
» developed EDSP goals, objectives, strategies and tactics.

With this information in hand, the EDC drafted the strategic goals and action strategies for the Plan which were presented to the City Council on XXXXX.

Approach and Organization

Goals

The EDSP is structured around three key goals. These goals are intended to be more aspirational in nature. They define the desired end state or what successful economic development might look like or feel like. The Goals respond to one or more of the nine guiding principles in the 2040 Comprehensive Plan’s Economic Development Chapter.

Objectives

Each goal is then supported by a set of objectives. Objectives provide a more specific achievable or measurable goal where appropriate.

Strategies and Tactics

Strategies and tactics are then used to provide a more specific game plan describing what the City will do to carry out the goal. Strategies are more action-oriented statements qualitative in nature while tactics are more specific task-oriented statements and more quantitative in nature. Strategies and tactics will respond to the 11 Implementation strategies identified in the 2040 Comprehensive Plan’s Economic Development Chapter.
Strategic Plan

This section will include a list of the Goals and supporting narratives. Each Goal will be tied to one or more of the nine guiding principles from the Comprehensive Plan. Each Goal will have supporting objectives, strategies, tactics, and indicators to measure progress. A narrative will support each.

Goal 1

Woodbury will be seen as a community of choice and be known as strong collaborators, innovators, and problem solvers to the business and development community.

Woodbury will be seen as a community of choice by employers due to its strong and diverse labor pool supported by robust residential growth, a desirable and enduring built environment, and a coherent and navigable regulatory system. Woodbury has a strong reputation as a community that finds ways to take innovative ideas from initial concepts to proven business models. The city, staff, and policy makers are able to align the necessary resources to make great projects happen.


Objectives

O1-1. Maintain and continue to grow a strong and diverse labor pool as supported by robust residential growth.

O1-2. Offer a desirable and enduring built environment which promotes business investment, architectural standards, and quality of life.

O1-3. Provide a clear, transparent and navigable regulatory framework. The City should complement rather than duplicate other layers of government.

O1-4. Identify and respond to the needs of the business community through the continuance and enhancement of engagement strategies. This includes working with all types of businesses ranging from start-up to fully established businesses, across all industry sectors.

O1-5. Align economic development resources with infrastructure and finance needs of the business community.

O1-6. Enhance awareness of development opportunities in Woodbury through comprehensive and coordinated communications and marketing strategies.

Strategies and Tactics

ST1-1. Develop key messages regarding the economic potential of Woodbury, and promote through social media, website, video and other tools targeting real estate and business development audiences.

ST1-2. Re-energize the Mayor’s Business Outreach Program.

ST1-3. Explore a new economic development event targeting bankers and groups that finance small business investments.

ST1-4. Acknowledge and celebrate the achievements of local businesses.

ST1-5. Continue to facilitate residential development as identified in the 2040 Comprehensive Plan.
ST1-6. Determine what resources, financial and non-financial, may be available to facilitate development and analyze the fiscal implications of doing so.

ST1-7. Connect with the business community at the time of LLC establishment or incorporation, in order to serve as a resource for startups and other new businesses.

ST1-8. Ensure a Planning project manager is provided for all new development to assist in navigating the regulatory process.

**Goal 2**

*Woodbury will have sufficient and desirable development and redevelopment opportunities.*

As land resources on the edge diminish, new growth turns to areas of the community that are revitalizing and redeveloping. Availability of development or redevelopment opportunities depends on many factors including proper land use guidance and zoning, available infrastructure capacity, market demand and forces, property owner willingness to sell or develop, community context, and the right economies of scale. By aligning the factors that the City has control over, Woodbury will continue to have desirable future opportunities for growth.


**Objectives**

O2-1. Enhance development readiness of vacant and/or underutilized parcels.

O2-2. Encourage economic reinvestment in underutilized or under-performing parcels.

O2-3. Evaluate policies, regulations and tools to understand early indicators of property maintenance decline to identify opportunities for and encourage timely reinvestment.

O2-4. Identify and remove unintended barriers to real estate investment within the City while ensuring that community standards are maintained.

**Strategies and Tactics**

ST2-1. Actively work with site selectors to identify and promote development and redevelopment opportunities.

ST2-2. Collect and analyze data regarding lease rates, occupancy rates, and other data points to recognize potential signs of decline or economic fatigue.

ST2-3. Monitor empty commercial real estate spaces to ensure properties are maintained and to track absorption back into the commercial marketplace.

ST2-4. Review ordinance requirements, plans, policies and processes to identify and remove unintended barriers to private redevelopment efforts while ensuring that community standards are maintained.

ST2-5. Explore the public policy topic surrounding teardowns vs. reuse of buildings to deeply understand the amount of space re-used within the community versus rebuilt.
Goal 3

Woodbury will be a resilient community where business thrives.

Diversity of and versatility of services and businesses has been and will continue to be a strength for Woodbury’s economy. A strong infrastructure system, diverse commercial base, variety of housing stock and livable neighborhoods, and a robust park and recreation system will enable the City to proactively protect businesses from various disruptions (market, climate, technology, etc.)


Objectives

O3-1. Identify and manage long-term data sources to monitor the health of market sectors and to recognize industry trends, identify sectors with growth opportunity, and leverage or realign resources as appropriate to adapt to economic changes.

O3-2. Encourage a diverse commercial property tax base with a wide range of business types.

O3-3. Ensure that an economic development lens is included in the City’s forthcoming resilience action plan.

O3-4. Connect businesses to local programs to support energy efficiency, water conservation, renewable energy, waste reduction and recycling which can improve economic competitiveness for businesses.

O3-5. Support transit and other multi-modal improvements to improve transit and transportation systems within the community.

Strategies and Tactics

ST3-1. Utilize the comprehensive plan process to diversify the tax base.

ST3-2. Create a dashboard tool to review and track economic development metrics such as vacancy rates.

ST3-3. Connect with the business community at the time of LLC establishment or incorporation, in order to serve as a resource.

ST3-4. Promote energy efficiency-related rebates and tools from Xcel Energy and other providers.

ST3-5. Promote WasteWise and other commercial recycling opportunities.

ST3-6. Partner with MnDOT, Washington County, and Metro Transit and other stakeholders to improve transportation and transit systems.

ST3-7. Review ordinance requirements, plans, policies and processes to identify and remove unintended barriers to private redevelopment efforts while ensuring that community standards are maintained.
EDSP Metrics and Implementation

This EDSP identifies twenty strategies and tactics for the City to implement over the course of the coming years. These strategies and tactics are both qualitative and quantitative and are supplementary in nature of the City-wide annual performance measures that overlap with economic development.

Following the adoption of this EDSP, City staff and the Economic Development Commission will use the attached project management charter template to identify the unique set of metrics and implementation steps for the prioritized strategies and tactics identified within the annual work plan. As the template identifies, each implementation step will have its own identified project sponsor, project manager, list of stakeholders, identification of project deliverables, and key performance indicators. Rather than attempt to identify specific metrics and timelines in advance of implementation steps as part of this plan, this EDSP identifies that a more effective project management strategy is to identify the project-specific metrics and timelines at the time of implementation.

This EDSP identifies that economic conditions will vary into the future and while some strategies and tactics will be implemented immediately upon adoption of the EDSP others may be implemented in future years or perhaps redefined. A hallmark of Woodbury’s economic development strategy has been to combine facilitation with patience and the ability to act opportunistically. As such, this EDSP continues to promote Woodbury’s economic development strategy as one that is flexible and adaptable into the future.

Implementation of the EDSP comes in many forms. Staff undertake a wide range of day-to-day functions and operational duties with regard to economic development. This includes managing budgets, exploring financial tools, implementing regulations or policy, and networking to build relationships and promote the City of Woodbury. Implementation also requires continued collaboration with key partners who have common missions at the local, regional, and state levels.
**Purpose:**
To describe the project and establish a living “contract” between the project sponsor and the team.

### Project Information

<table>
<thead>
<tr>
<th>Project Name:</th>
<th>Project Sponsor:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Author &amp; Rev. Date:</td>
<td>Project Manager:</td>
</tr>
</tbody>
</table>

### Project Definition:
Describes the project in enough definition to establish metrics and begin planning

- **Problem / Opportunity Statement:**
  Paragraph(s) describing current state: when, what, where and how much.

- **Supporting Facts**
  Bullet facts that quantify and further explain the problem/opportunity.

- **Objectives:**
  Levels of performance or achievement the project must obtain.

- **Deliverables:**
  Outcomes the project will produce (tangible or intangible)

- **Describe Link to Organization Strategy:**

- **Project Scope:**
  What are the boundaries?
  IN: | OUT:

### Key Performance Indicators (KPIs)
Should tie to Objectives

- **KPI**
  Leading indicators of progress toward project objectives

- **Operational Definition:**
  Defines the KPI in order to ensure common clarity around what is being counted or measured.

### Funding & Dependencies

<table>
<thead>
<tr>
<th>Budget Requirements</th>
<th>Anticipated Capital: $ 0</th>
<th>Anticipated Expense: $</th>
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</thead>
</table>

### Project Planning

- **What functions should be communicated with regularly?**

- **Who are the team members and where are they from?**

- **What is the time frame?**

<table>
<thead>
<tr>
<th><strong>Milestones</strong></th>
<th><strong>Team Member &amp; Work Area (Id-ed by Sponsor &amp; Project Manager)</strong></th>
<th><strong>Stakeholder Group</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Start</td>
<td>% of Time</td>
<td>Project Complete</td>
</tr>
<tr>
<td>Planned Date</td>
<td></td>
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</tr>
</tbody>
</table>

### Risk:
What must go right, and what can’t go wrong if we are to achieve the project objectives?
2021 Economic Development Strategic Plan Key Participants

**Economic Development Commission**
Craig Johnson, Chair
Kimberly Moore, Vice-Chair
Kwadwo Adutwum*
   Jenny DeMaria
Emanuel Ekstrom
   Ruth Godfrey
David Hoelzel*
Pamela Morke
   Bill Routt
Eric Schurr
Katie Westfall
Joseph Ward
Michael Zoladkiewicz
*Former EDC members’ terms expired before adoption of EDSP

**City Council**
Anne Burt, Mayor
   Andrea Date
   Steve Morris
   Jennifer Santini
   Kim Wilson

**Staff & Consultants**
Karl Batalden, Housing & Economic Development Manager
Clint Gridley, City Administrator
   Janelle Schmitz, Community Development Director
Eric Searles, Assistant Community Development Director/City Planner
   Jamie Thoen, Administrative Assistant
   Brad Scheib, HKGi
   Grant Martin, LOCi