

CITY OF WOODBURY, MINNESOTA
ECONOMIC DEVELOPMENT AUTHORITY MEETING AGENDA
MARCH 14, 2018
7:15 PM
COUNCIL CHAMBERS, WOODBURY CITY HALL

PLEASE NOTE THAT ALL AGENDA TIMES ARE ESTIMATES.

- 7:15 p.m. 1. Call to Order
- 7:16 p.m. 2. Roll Call
- 7:17 p.m. 3. Discussion Agenda
- A. Approval of Minutes, January 24, 2018 EDA Meeting
- B. Adoption of 2018 Economic Development Strategic Plan 18-03
- Staff recommends EDA adopt **EDA Resolution 18-02** recommending that the Woodbury City Council adopt the 2018 Economic Development Strategic Plan.
- 7:25 p.m. 5. Adjournment

The City of Woodbury EDA is subject to Title II of the Americans with Disabilities Act which prohibits discrimination on the basis of disability by public entities. The EDA is committed to full implementation of the Act to our services, programs, and activities. Information regarding the provision of the Americans with Disabilities Act is available from the Executive Director'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, Clinton P. Gridley at 651-714-3523 (TDD 714-3568) to make arrangements.

MINUTES
WOODBURY ECONOMIC DEVELOPMENT AUTHORITY
Wednesday, January 24, 2018

3A

Pursuant to the due call and notice thereof, a regular meeting was duly held at the Woodbury City Hall, 8301 Valley Creek Road, on the 24th day of January 2018.

CALL TO ORDER

President Mary Giuliani Stephens called the meeting to order at 7:10 p.m.

ROLL CALL

Upon roll call the following were present: President Mary Giuliani Stephens, Andrea Date, Amy Scoggins, Julie Ohs, and Christopher Burns. Absent: None

Others Present: Dwight Picha, EDA Secretary; Mark Vierling, City Attorney; Mr. Clinton Gridley, Executive Director; and Karl Batalden, Housing and Economic Development Coordinator

CONSENT AGENDA

All items listed under the consent agenda are considered to be routine by the EDA Board and will be enacted by one motion and an affirmative vote by roll call of a majority of the members present. There will be no separate discussion of these items unless a Commissioner or citizen so requests, in which event, the items will be removed from the consent agenda and considered a separate subject of discussion by the Board.

Item A Approval of Minutes – December 13, 2017 EDA Meeting

Item B To adopt the following resolution

RESOL NO. 18-01

**Resolution of the Economic Development Authority of the City of Woodbury,
Washington County, Minnesota appointing EDA Officers and adopting 2018
Regular Meeting Schedule**

Item C To designate CorTrust Bank as the EDA’s depository of public funds for the year 2018

President Stephens moved, seconded by Ms. Scoggins, to approve the Consent Agenda items.

Voting via voice:

Andrea Date – aye
Amy Scoggins – aye
Julie Ohs – aye
Christopher Burns - aye
President Mary Stephens – aye

Absent: None

ADJOURNMENT

There being no further items to be brought before the EDA; President Stephens adjourned the meeting at 7:11 p.m.

Mary Giuliani Stephens

Approved by the Woodbury Economic Development Authority on _____.

CITY OF WOODBURY, MINNESOTA
Office of the EDA Executive Director

EDA Letter No. 18-03

March 14, 2018

TO: Woodbury Economic Development Authority
FROM: Clinton P. Gridley, EDA Executive Director
SUBJECT: **2018 Economic Development Strategic Plan**

SUMMARY

One of the main functions of the Economic Development Commission (EDC) is to propose an economic development plan for the city to include long-term strategies for economic development. In the last two economic development strategic plans, the City focused on positioning itself as a premier business location (2010) and securing its status as a premier business destination (2014). The proposed 2018 Economic Development Strategic Plan (2018 EDSP) builds off of the positive momentum of the previous plans and seeks to leverage the strong economy in order to optimize Woodbury's development and redevelopment potential.

RECOMMENDATION

Staff recommends the EDA adopt the attached **EDA Resolution 18-02** recommending that the Woodbury City Council adopt the 2018 Economic Development Strategic Plan.

BUDGET IMPACT

This item has no impact upon the 2018 EDA Budget.

BACKGROUND

The EDC initiated the strategic planning process in June of 2017. The planning process began with the review and analysis of the City's existing strategic plan, which was approved in 2014. The EDC also reviewed:

- A labor market analysis, completed by Cushman and Wakefield, which identified both the strengths and challenges of Woodbury's labor market.
- A survey of Woodbury Area Chamber of Commerce members;
- The City's business retention and expansion program;
- Strategies for facilitating development and policies related to business subsidy tools;

- Economic development marketing strategies; and
- Metrics for measuring progress on the 2018 EDSP.

The proposed 2018 EDSP identifies two specific goals which build upon the community's unique strengths and distinct character:

1. Promote Woodbury as a Community of Choice
2. Optimize Development and Redevelopment Opportunities

Each goal includes action strategies which factor into the economic prosperity and enhanced vitality of Woodbury's business climate. The proposed 2018 EDSP also articulates a set of measurable actions to facilitate continued growth, investment and new opportunities. This is not an exhaustive outline of the City's economic development agenda, but rather is intended to provide guidance and direction for future economic development efforts as well as resource allocation.

This 2018 EDSP positions Woodbury both for near-term and long-term success. The strategies and action steps outlined in the plan will be reviewed on a regular basis to determine effectiveness and to prioritize limited City resources. Metrics from the City's Performance Measurement and Critical Success Factors programs will also be used to monitor the implementation status of the plan.

As changes in technology and business practices occur, the City will need to be adaptive, aware and forward-thinking, in order to optimize its development and redevelopment potential.

Written By: Janelle Schmitz, Assistant Community Development Director
Approved Through: Dwight W. Picha, Community Development Director and EDA Secretary
Attachments: 1. EDA Resolution 18-02
2. 2018 Economic Development Strategic Plan

EDA RESOLUTION NO. 18-02

**RESOLUTION OF THE BOARD OF COMMISSIONERS
OF THE ECONOMIC DEVELOPMENT AUTHORITY (EDA)
IN AND FOR THE CITY OF WOODBURY, MINNESOTA**

**RECOMMENDING APPROVAL OF THE
2018 ECONOMIC DEVELOPMENT STRATEGIC PLAN
TO THE WOODBURY CITY COUNCIL**

WHEREAS, the Woodbury Economic Development Commission (EDC) is tasked with proposing an economic development plan for the City to include long-term strategies for economic development; and

WHEREAS, the last Economic Development Strategic Plan was adopted on October 8, 2014; and

WHEREAS, the EDC initiated a strategic planning process in June 2017 to respond to economic trends and changing needs of the business community; and

WHEREAS, the EDC has prepared the 2018 Economic Development Strategic Plan for the EDA's consideration, which identifies two specific goals building upon the community's unique strengths and distinct character:

1. Promote Woodbury as a Community of Choice
2. Optimize Development and Redevelopment Opportunities; and

WHEREAS, the 2018 Economic Development Strategic Plan complements the guiding principles of the proposed 2040 Comprehensive Plan, bringing together the City's long-term and short-term economic development goals; and

WHEREAS, the 2018 Economic Development Strategic Plan builds off of the positive momentum of the previous plans and seeks to leverage the strong economy in order to optimize Woodbury's development and redevelopment potential.

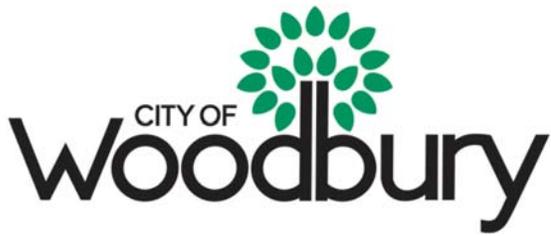
NOW THEREFORE, BE IT RESOLVED that the EDA hereby recommends that the Woodbury City Council adopt the 2018 Economic Development Strategic Plan.

This Resolution was declared duly passed and adopted and was signed by the President and attested to by the Executive Director this 14th day of March, 2018.

Attest:

President

Executive Director



Economic Development Strategic Plan 2018

***Optimizing our
Development and
Redevelopment Potential***

**Prepared by:
Woodbury Economic Development Commission**

Introduction

In the last two economic development strategic plans, the City of Woodbury focused on positioning itself as a premier business location (2010) and securing its status as a premier business destination (2014). This 2018 Economic Development Strategic Plan (the Plan) builds off of the positive momentum of the previous plans and seeks to leverage the strong economy in order to optimize Woodbury's development and redevelopment potential.

The City needs to be aware of and respond to economic trends and the changing needs of the business community by periodically reviewing and revising its strategies and tactics. This Plan sets forth an ambitious, yet achievable, economic development agenda for the City of Woodbury over the next three to four years. The Plan identifies two specific goals which build upon the community's unique strengths and distinct character. Each goal includes action strategies which factor into the economic prosperity and enhanced vitality of Woodbury's business climate. The Plan also articulates a set of measurable actions to facilitate continued growth, investment and new opportunities. The Plan is not an exhaustive outline of the City's economic development agenda, but rather is intended to provide guidance and direction for future economic development efforts as well as resource allocation.

Historical and Planning Context

Woodbury's close proximity to the interstate system has proven highly desirable for businesses seeking a suburban setting that is accessible to urban core as well as the MSP International Airport. The City's geographic setting also provides businesses with an excellent means of distributing goods and services, as well as access to both customers and employees.

The community recently celebrated its 50th anniversary of incorporation as a city in 1967. Home to more than 70,000 residents, Woodbury is the ninth largest city in Minnesota. The City has been successful in developing a strong commercial tax base and has a sound history of financial management including a AAA bond rating since 2009. This has allowed the City to provide an exceptional level of municipal services to a growing residential and business population. Woodbury has an enviable array of restaurants, destination retail, and professional services which serve not only City residents and employees, but attract diners, consumers, clients and patients from a broader regional market. The City has had a long-term and consistent desire to increase the level of non-retail development in our community, to ensure that it has quality 'places to work' and to balance, strengthen and diversify the local property tax base. Woodbury has been able to retain its competitive edge by facilitating improvements to infrastructure in order to improve site readiness. This facilitative approach to economic development has allowed Woodbury to optimize its development and redevelopment potential.

This Plan recognizes the economic success that Woodbury has experienced over the past five years, and the recent level of commercial and residential construction suggests economic confidence. Given the cyclical nature of the economy, it is appropriate timing to assess, project and plan for the future. This Plan is critical to the continued strength and prosperity of the City not only for the near future, but also for decades to come.

In addition to providing strategic guidance, the Plan is also one of the implementation tools of the City's 2040 Comprehensive Plan. The Comprehensive Plan provides broad policy guidance for the City and includes policies, goals and calculations of land use and infrastructure needs. The Comprehensive Plan also identifies the areas in the community guided for future residential development, places to shop and places to work, as well as parks and open space. Economic

development is an important component of the Comprehensive Plan, not only because it helps expand and diversify the property tax base, but it also expands employment opportunities and creates more choices for residents to both live and work in Woodbury, creating a more resilient community.

Final approval of the 2040 Comprehensive Plan is anticipated in mid-2019. The Economic Development chapter identifies nine economic development guiding principles. Although the Strategic Plan has a much more focused timeline than the 20-year horizon of the Comprehensive Plan, these guiding principles provide a broader context that brings together the City's long-term and short-term economic development goals.

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 business destination.
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.

Process

The Economic Development Commission (EDC) initiated the strategic planning process in June of 2017. The planning process began with the review and analysis of the City's existing strategic plan, which was approved in 2014. The EDC also reviewed:

- A labor market analysis, completed by Cushman and Wakefield, which identified both the strengths and challenges of Woodbury's labor market.
- A survey of Woodbury Area Chamber of Commerce members;
- The City's business retention and expansion program;
- Strategies for facilitating development and policies related to business subsidy tools;
- Economic development marketing strategies; and
- Metrics for measuring progress on the Plan.

With this information in hand, the EDC drafted the strategic goals and action strategies for the Plan which were presented to the City Council seated as the Economic Development Authority on March 14, 2018.

Strategic Goals

This Plan commits to the long-term future of the City, but has been deliberately focused toward a three- to five-year timeframe. To focus maximum effort and value on Woodbury's economic development resources and priorities, this Plan identifies two primary strategic goals, each with a number of strategies and action steps.

GOAL 1: PROMOTE WOODBURY AS A COMMUNITY OF CHOICE

A. Increase awareness of Woodbury as a premier destination for business.

1. Develop and promote key messages regarding the economic development potential of Woodbury.
 - a. Convenient location
 - Easy access to major freeways, MSP Airport and the urban core
 - b. Highly educated and diverse workforce
 - c. Growing residential base
 - Minnesota's ninth largest city, seventh in the metropolitan area
 - Diverse housing options
 - Consistently recognized on a national level as a great place to live
 - Regional recreation amenities; great schools; safe neighborhoods
 - Increased residential development in adjacent communities
 - d. Healthy business climate
 - Medically sophisticated community
 - Strong regional retail sector
 - Growing small business/entrepreneurial sector
2. Enhance Woodbury's visibility and potential to attract business investment through comprehensive and coordinated communications and marketing strategies.
 - a. Coordinate and align social media, website, video, press releases, etc.
 - Improve the City's on-line search profile.
 - b. Continue to develop, nurture and foster relationships with the brokerage and development community.
 - Enhance the Woodbury Business Connect and expand its reach to provide information regarding development opportunities.
 - Tailor marketing efforts with ancillary events and materials to attract specific sectors.

B. Encourage growth and expansion of existing businesses.

1. Enhance the City's business outreach program to include new businesses, as well as those that are poised for growth or facing contraction.
 - a. Anticipate and respond to needs of existing businesses.
 - Develop needs survey to be distributed to businesses periodically.
 - b. Establish and/or strengthen partnerships and relationships with stakeholders.
 - Continue leadership role in Woodbury Area Chamber of Commerce.
 - c. Identify trends or issues and ensure follow-up is conducted.
 - d. Enhance the manner in which Woodbury welcomes new businesses.
 - Implement a Welcome to Woodbury program for new businesses.

- Explore the possibility of partnering with the Chamber on an annual joint venture small/new business event.

C. Stimulate new business investment.

1. Build and nurture relationships with targeted business sectors, reinforcing the positive perceptions and proactively addressing challenges to ensure Woodbury remains a premier business destination.
 - a. Continue to promote development of a broad array of office uses.
 - b. Leverage the 2017 Labor Market Assessment findings to attract light manufacturing, office/showroom, and warehouse/ distribution/logistics businesses.
2. Recognize industry trends, identify sectors with growth opportunity, and leverage or realign resources as appropriate to adapt to economic changes.
 - a. Identify additional opportunities for partnerships that advance economic development goals.
3. Integrate prospecting efforts with partners and other stakeholders to reach a broader audience for potential business investment and to increase awareness of Woodbury.
 - a. Utilize interactive and collaborative proposals to respond to requests for information regarding development opportunities.
 - b. Adapt and modify approaches in response to changing market conditions and needs of a prospective business.
4. Facilitate entrepreneurial opportunities within the community.
 - a. Collect and disseminate information regarding the resources available to small businesses.
 - b. Leverage the resources that the Washington County CDA has for small businesses, including the Open to Business program.
 - c. Develop a packet with resource information for small business.

GOAL 2:

OPTIMIZE DEVELOPMENT AND REDEVELOPMENT OPPORTUNITIES

A. Enhance development readiness of vacant parcels.

1. Work with property owners and brokers to understand the unique challenges and opportunities of vacant or underutilized parcels.
 - a. Determine what resources, financial and non-financial, may be available to facilitate development and analyze the fiscal implications of doing so.
2. Identify and prioritize infrastructure improvements to prepare for and accommodate new development.
 - a. Utilize a context-sensitive solutions approach in regard to infrastructure sizing and design decisions.
3. Meet with private utility and telecommunication providers annually to enhance their understanding of the timing of development in order to ensure that optimal, economical and sustainable service is available to meet the demands of future development.
4. Monitor evolving development and technology trends.
 - a. Ensure appropriate review of City ordinances, plans, policies and processes to identify and remove unnecessary barriers to private development while ensuring that community standards are maintained.

B. Encourage economic reinvestment.

1. Recognize and acknowledge existing businesses for their reinvestment efforts.
2. Publicly acknowledge significant milestones and achievements of local businesses.
3. Understand early indicators of property maintenance decline using code enforcement educational tools to identify opportunities for reinvestment.
4. Evaluate policies, regulations and tools to encourage timely reinvestment.
5. Serve as a resource on energy efficiency, water conservation and recycling which can improve economic competitiveness for businesses.

C. Identify and support redevelopment opportunities.

1. Monitor potential redevelopment sites within the City and be prepared to respond to opportunities.
2. Work with owners of aging commercial sites to better understand their perspectives and any unique challenges or opportunities these sites have.
3. Identify and prioritize infrastructure improvements that are needed to accommodate redevelopment.
 - a. Utilize a context-sensitive solutions approach in regard to infrastructure sizing and design decisions.
4. Review ordinance requirements, internal plans, policies and processes to identify and remove unnecessary barriers to private redevelopment efforts while ensuring that community standards are maintained.
5. Evaluate the potential public costs and benefits associated with redevelopment.
 - a. Determine what resources, financial and non-financial, may be available to facilitate redevelopment.

D. Plan for appropriate public infrastructure improvements to prepare for economic growth and serve business needs.

1. Determine what funding resources are available to provide the necessary infrastructure needed to facilitate development.
2. Partner with MnDOT, Washington County, and Metro Transit and other stakeholders to improve transportation and transit systems.

Implementation and Metrics

This 2018 Economic Development Strategic Plan positions Woodbury both for near-term and long-term success. The strategies and action steps outlined in the Plan should be evaluated on a regular basis to determine effectiveness and to prioritize limited City resources. Implementation will require ongoing cooperation and coordination across city departments, Washington County, other agencies and organizations. These ongoing partnerships will be essential to successful implementation of the Plan.

The years ahead will continue to include rapid and dramatic changes in technology and business practices. As such, the City will need to be adaptive, aware and forward-thinking, as it implements this Plan, in order to optimize its development and redevelopment potential.

Metrics

The metrics used to monitor the implementation of this Plan mirror the metrics used in the City's Performance Measurement and Critical Success Factors programs.

2018 Economic Development Strategic Plan Key Participants

Economic Development Commission

Gina Kazmerski, Chair
Robert Bankers
Troy Blakestad
JoAnn Champagne
Ross Dahlin
Dave Hoelzel
Pam Morke
Jennifer Santini
Manali Shah
Radhika Upadrashta
Gregory Waibel
Lisa Crain*
Julie Fett*
Fred Dempsey-Hess*
Inn Hee Lee*
Julia Miller*
Nancy Wagner*

**Former EDC members' terms expired before adoption of EDSP*

Economic Development Authority

Mary Giuliani Stephens, President
Christopher Burns
Andrea Date
Julie Ohs
Amy Scoggins

Staff & Consultants

Clint Gridley, City Administrator
Dwight W. Picha, Community Development Director
Janelle Schmitz, Assistant Community Development Director
Karl Batalden, Housing & Economic Development Coordinator
Bette Thomas, Administrative Assistant
Jason Aarsvold, Ehlers & Associates
Stacie Kvilvang, Ehlers & Associates