

**Chair:**  
Steve Heikkila

**Commissioners:**  
Dan Erickson  
Michael Hands  
Liz Johnson  
Kyle Lassen  
David Radziej  
Ed von Holtum  
Vacant  
Vacant

**Council Liaison:**  
Brenda Holden



**Economic Development  
Commission  
January 6, 2016  
8:00 am to 9:30 am  
City Hall**

**Address:**  
1245 W Highway 96  
Arden Hills MN 55112

**Phone:**  
651-792-7800

**Website:**  
[www.cityofardenhills.org](http://www.cityofardenhills.org)

## City Vision

Arden Hills is a strong community that values its unique environmental setting, strong residential neighborhoods, vital business community, well-maintained infrastructure, fiscal soundness, and our long-standing tradition as a desirable City in which to live, work, and play.

## Agenda

### CALL TO ORDER

1. Call To Order
  
2. Approval Of The Agenda
  
3. Minutes
  - 3.A. December 2, 2015  
Documents: [12-02-15 EDC MINUTES.PDF](#)
  
4. Unfinished And New Business
  - 4.A. Business Retention And Expansion Report  
Documents: [MEMO.PDF](#), [ATTACHMENT.PDF](#)
  
  - 4.B. 2016 EDC Work Plan  
Documents: [MEMO.PDF](#), [ATTACHMENT.PDF](#)
  
  - 4.C. New Business Update  
Documents: [MEMO.PDF](#)
  
  - 4.D. Newsletter Topics

Documents: [MEMO.PDF](#)

5. Updates

5.A. Rice Creek Commons Update

Documents: [MEMO.PDF](#)

5.B. Commission Members

5.C. Council Liaison

5.D. Staff Comments

6. Adjourn

**ADJOURN**

**A quorum of the City Council may be present at this meeting.**



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**CITY OF ARDEN HILLS, MINNESOTA  
ECONOMIC DEVELOPMENT COMMISSION  
DECEMBER 2, 2015 8:00 AM  
CITY HALL -- 1245 WEST HIGHWAY 96**

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**CALL MEETING TO ORDER**

The meeting was called to order by Chair Heikkila at 8:10 a.m.

**ROLL CALL**

Present: Chair Steve Heikkila and Commissioners Ed von Holtum, Dan Erickson, and Liz Johnson.

Also Present: Community Development Director Jill Hutmacher; Associate Planner Matthew Bachler; and Deputy Clerk Julie Hanson.

Chair Heikkila welcomed new EDC Commissioner Liz Johnson and introductions were made.

**1. APPROVAL OF AGENDA**

Commissioner von Holtum moved to accept the agenda and it was the consensus of the Commission to accept said agenda.

**2. APPROVAL OF MINUTES**

Chair Heikkila suggested adding to the minutes Deputy Clerk Julie Hanson's name to those who were present at the last meeting. The minutes were so amended and it was the consensus of the Commission to accept the October 7, 2015 meeting minutes.

**3. UNFINISHED AND NEW BUSINESS**

A. 2015 Annual Report

**Chair Heikkila** noted the date referenced in the memorandum regarding the Commission's approval of the 2015 EDC Work plan should be December 3, 2014, and not December 3, 2015. He asked if anyone had any comments or changes to the Annual Report.

**Chair Heikkila** asked about the recommendations to the City Council for preferred locations for gateway signage that was discussed earlier this year.

**Commissioner von Holtum** stated that about two years ago the group discussed gateway signage and that city maps were referenced to determine potential locations. He also stated he recalled a brief discussion taking place again this past spring 2015.

**Community Development Director Hutmacher** stated the minutes from the spring of 2015 would be checked and that the information that was discussed pertaining to gateway signage could be added to the 2015 Annual Report.

**Chair Heikkila** asked about the Leaders in Local Government Award that the City received from the St. Paul Area Chamber of Commerce for the Business Retention and Expansion program (BRE).

**Community Development Director Hutmacher** showed the award to the Commissioners. She stated that the Award Selection Committee felt the work the City had done was very good. She and Associate Planner Bachler thanked the EDC and stated this was a group effort between City staff, the EDC and EDA, and community volunteers.

**MOTION:** **Commissioner von Holtum moved and Commissioner Erickson seconded a motion to accept the 2015 Annual Report. The motion carried unanimously (4-0).**

B. 2016 EDC Work Plan

**Chair Heikkila** noted there are items on the 2016 Work Plan that are related to the BRE program's outcome, and he asked if the report would be ready in January.

**Associate Planner Bachler** stated that SPACC is on track to provide a draft of the report to the EDC at their January meeting. He referenced item 2.c. *Work with the EDA to identify and complete action items.* He said the report will include the SPACC's findings and it will offer initial recommendations for next steps. The EDC will have the opportunity to review the report in January and subsequently the report will be presented to the Economic Development Authority (EDA) at their January 25, 2016, meeting.

**Commissioner Erickson** asked if there is a plan to formalize lines of communication between the EDA and the EDC.

**Commissioner von Holtum** asked how often the EDA meets.

**Community Development Director Hutmacher** stated the EDA generally meets quarterly. She explained that the EDA is basically the City Council but with different authority under State Statute than a City Council.

A discussion ensued regarding the EDA's role and responsibilities as they pertain to Economic Development.

**Community Development Director Hutmacher** stated that when it comes to the BRE program, the EDC may need to tweak its Work Plan recommendations before presenting them to the EDA. She stated the EDC may be tasked to work on certain items.

**Commissioner von Holtum** asked about other City Council priorities such as TCAAP, filling the vacant Council seat, the vacant City Administrator position and the vacant Public Works Director position.

**Community Development Director** stated the City Council does have a lot on their plate. She said that the EDC's 2015 accomplishments are impressive despite that a large amount of Community Development staff time was spent on TCAAP.

**Commissioner Erickson** suggested that the EDC reassess the 2016 Work Plan goals once the BRE report is received.

**Commissioner Erickson** referenced item 4.a. *Work with the Newsletter Committee on business-focused articles*. He asked if the EDC would submit business articles for publication in 2016.

**Community Development Director Hutmacher** suggested that going forward, instead of the EDC writing articles, that they submit suggestions/ideas to the Communications Committee for the newsletters.

A discussion ensued regarding the City newsletters and the process for handling the newsletter articles in 2016.

**Commissioner Erickson** referenced item 4.c. *Track and visit new businesses*. He asked if there is a way to determine which new businesses have opened in Arden Hills.

**Community Development Director Hutmacher** stated that she has spoken to Dave Scherbel, the Building Official, about tracking new businesses based on the assumption that most new businesses will eventually pull a permit of some type.

A discussion ensued regarding how to create and maintain a current list of businesses in the city and also the EDC's role regarding outreach to the new businesses.

**Community Development Director Hutmacher** indicated that communities along Highway 96, potentially Arden Hills, Shoreview, North Oaks, and Vadnais Heights, are collaborating on a series of small business workshops. The workshops are intended to take the place of the now-defunct Shoreview-Arden Hills Business Council.

**Commissioner Erickson** agreed that while the larger businesses such as Land O' Lakes and Boston Scientific do not attend this type of event, they may be interested in being a sponsor. He said Deluxe does small business outreach and that they may be interested in being involved in this type of event.

A discussion ensued about the EDC's role regarding this type of collaboration and outreach effort.

**Commissioner Johnson** stated that another option is to reach out to property managers of the various buildings. She said that providing information to these managers is important so that they can in turn provide the information to new businesses.

**Chair Heikkila** asked about TCAAP/Rice Creek Commons. He said comments were made at the State of the City event pertaining to concerns about the integration of the TCAAP area with adjacent neighborhoods. He asked if TCAAP/Rice Creek Commons should be addressed in the Work Plan.

**Community Development Director Hutmacher** said in 2016 it was expected that the County Road H interchange would be reconstructed. She stated that construction of the Spine Road and trunk utilities would not take place until 2017 and it is expected that the JDA will issue a solicitation for a master developer in 2016.

**Commissioner Johnson** left the meeting at 8:48 am.

A discussion ensued regarding the TCAAP redevelopment timeline.

**Commissioner Erickson** asked if it would make sense to identify and reach out to any businesses in 2016 that may be impacted by the TCAAP infrastructure development.

A discussion ensued about tabling approval of the Work Plan versus approving a draft of the Work Plan pending the receipt of the BRE report.

The EDC members stated they were satisfied with the Work Plan as written and agreed to table approval of the Work Plan until January 2016 when the BRE report was available.

#### **4. UPDATES**

##### **A. Rice Creek Commons/TCAAP Update**

**Community Development Director Hutmacher** stated the Metropolitan Council approved the City's TCAAP Comprehensive Plan Amendment on October 28, 2015. She said that Ramsey County announced the demolition and remediation project is complete and the site has been cleared to residential standard. She referenced an article from *Finance and Commerce* dated November 16, 2015.

**Commissioner Erickson** asked about the density issue as it pertains to the City's recommendation and the County's recommendation.

A discussion ensued about the density of the TCAAP development.

**Commissioner von Holtum** asked what the role is of the Metropolitan Council.

A discussion ensued about the function of the Metropolitan Council pertaining to sewer (Inflow and Infiltration), transit, densities, regional parks, and affordable housing.

B. Commission Members

**Chair Heikkila** stated that his company is moving from Arden Hills to Fridley by the end of January 2016 and since he is not an Arden Hills resident and his company will no longer be located in Arden Hills, he will resign from the EDC. He will submit a formal letter of resignation and a new EDC Chair will be sought.

**Community Development Director Hutmacher** outlined the process for appointing a new EDC Chair.

C. Council Liaison

None.

D. Staff Comments

None.

**ADJOURNMENT**

**MOTION: Commissioner von Holtum moved and Commissioner Erickson seconded a motion to adjourn. The motion carried unanimously (3-0)**

**Chair Steve Heikkila** adjourned the meeting at 9:15 a.m.

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Steve Heikkila, Chair

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Jill Hutmacher  
Community Development Director



## MEMORANDUM

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**DATE:** January 6, 2016 **EDC Agenda Item 4.A**

**TO:** Economic Development Commission Chair and Commissioners

**FROM:** Matthew Bachler, Associate Planner

**SUBJECT:** Business Retention and Expansion Program Report

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### **Requested Action**

Review the draft Business Retention and Expansion Report from the Saint Paul Area Chamber of Commerce (SPACC) and provide comments.

### **Discussion**

The Economic Development Commission has been working with SPACC on a Business Retention and Expansion (BRE) program since January 2015. A total of 24 local businesses were visited as part of the program, and SPACC has completed an analysis of the business survey results. These results along with a program overview and profile of the Arden Hills business community are provided in the attached draft BRE Report. SPACC will be presenting the final BRE Report to the Economic Development Authority (EDA) at their meeting on January 25, 2016.

City staff has reviewed the draft BRE Report and will be working with SPACC on revisions prior to the presentation of the report to the EDA. Specifically, staff will be recommending changes to the overall organization of the report and requesting that SPACC provide a recommendations section that identifies priority projects the City should consider based on their business survey analysis. The EDC is asked to provide additional comments on the report.

### **Attachments**

- Draft Business Retention and Expansion Report

**DRAFT**



*Business Retention & Expansion Program Report*

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## **BUSINESS RETENTION AND EXPANSION PROGRAM BACKGROUND**

The Economic Development Commission (EDC) Work Plan for 2014 included completing research on Business Retention and Expansion (BR&E) programs presenting recommendation to the Economic Development Authority (EDA) to gauge interest in developing a formal program. City staff and the EDC discussed the role of a BR&E program in the context of the City's economic development goals and how this type of program should be structured to ensure successful outcomes.

City staff attended training offered by the University of Minnesota Extension and met with several communities to discuss their BR&E programs. On October 1, 2014 the EDC reviewed programs offered by the University of Minnesota Extension and the Saint Paul Area Chamber of Commerce (SPACC). The EDC provided a recommendation to the EDA to enter into an agreement with SPACC. On January 26, 2015 the EDA approved the BRE program.

### **Importance of Business Retention and Expansion (BR&E)**

Retaining and facilitating the expansion of existing businesses is an important component of any city's strategic plan for economic development. Studies have shown that as much as 80 percent of new jobs created are by existing businesses rather than by new businesses attracted to a community. With the increasing scarcity of resources at the local level, focusing on the growth of existing businesses can be more efficient than enticing a new business to move into a community with public financing commitments or other public subsidies.

### **Program Objectives**

Business Retention and Expansion programs set out to achieve a multitude of goals. Some of the goals identified by the City of Arden Hills include:

- Demonstrate to businesses that the community appreciates their presence
- Help existing businesses solve immediate problems
- Increase businesses' ability to compete in regional, national, and global markets
- Establish a strategic plan for economic development
- Build community capacity to sustain growth and development over the long term

### **Program Sponsors**

The City of Arden Hills Business Retention and Expansion program was sponsored by the Economic Development Authority at the recommendation of the Economic Development Commission.

### **Program Organization and Leadership**

Launching a Business Retention and Expansion program in a community takes a great deal of organization and leadership. City staff played a key role in identifying businesses to be visited, coordinating with the EDC, and executing BR&E visits.

Matthew Bachler, Associate Planner, was the overall leader of the Arden Hills BR&E program.

## Program Participants

Kyle Blassen  
Dan Erickson  
Michael Hands  
Steve Heikkila  
Jim Huninghake  
Jim Ostlund  
David Radziej  
Roberta Thompson  
Ed von Holtum  
Clayton Zimmerman  
SPACC Staff

## Business Selection

Participants in the BR&E Program visited 24 businesses.

Recognizing that there is not the capacity to visit every business in the community, a strategy was developed to prioritize visits with the intent of gathering data and building relationships with companies that are poised for growth. Using the Minnesota Department of Employment and Economic Development (DEED) Quarterly Census on Employment and Wages we identified the 289 companies in the City of Arden Hills by industry type (NAICS Code). We then compiled quarterly job growth data to identify the industry types that are experiencing the highest growth and flagged businesses within those industries as priority visits.

In addition to leveraging localized industry sector growth, we layered the “Key Industries,” as defined by Greater MSP and flagged businesses that are in that sector, regardless of growth, as priority visits.

Key Industries as defined by Greater MSP:

Headquarters & Business Services  
Agriculture & Water Technology  
Health & Life Sciences  
Innovation & Technology  
Financial Services

Lastly, we recognized the importance of “Legacy” businesses that may not be flagged as a candidate for a BR&E visit based on industry growth or sector strength. Working with city staff and the EDC we incorporated some of these businesses into the program to round out our targeted list of companies to visit.

## Targeted Business List

<b>Business Name</b>	<b>Sector</b>	<b>Category</b>
Acela IT Solutions Inc	Professional & Business Services	IT Consulting
Adherent Laboratories	Professional & Business Services	Adhesive Laboratory and Consulting
Adobe Systems	Manufacturing	Publishers - Computer Software
Aerotek Staffing Agency	Professional & Business Services	Temporary Staffing Agency
Anderson Niebuhr & Associates	Professional & Business Services	Market Research Consulting
Apache Group	Distribution	Paper and Consumer Plastics
Asdco	Construction	Construction Materials Supply
Boston Scientific	Manufacturing	Medical Equipment & Supplies
Brausen Automotive Services	Services & Retail	Automotive Repair & Gas Station
Cardno ATC	Professional & Business Services	Environmental Consultant Services
Catholic United Financial	Professional & Business Services	Financial Services
Delkor	Manufacturing	Food Processing Equipment
Flaherty's Arden Bowl	Entertainment	Bowling Center/Restaurant
Frandsen Financial Corporation	Professional & Business Services	Banking and Financial Services
Galil Medical Inc	Manufacturing	Cryotherapy and Cryosurgery Equipment
Gradient Financial	Professional & Business Services	Financial Services
Grainger	Distribution	Tools and Equipment
Grotto Foundation	Educational & Health Services	Nonprofit - ECE and Native Languages
Health Partners	Educational & Health Services	Health Clinic
Hood Packaging	Manufacturing	Packaging Products
Innovative Special Education Services	Educational & Health Services	Services to Charter Schools
International Paper	Manufacturing	Paper Products
IntriCon	Manufacturing	Body-worn Devices
Kelly Services	Professional & Business Services	Temporary Staffing Agency
Laird Plastics	Manufacturing	Plastics Fabricating & Finishing
Land O'Lakes	Manufacturing	Farm Products - Raw Materials
Leggette Brashears & Graham	Professional & Business Services	Environmental Engineering Consultants
Lindley's Steak House	Entertainment	Restaurant
Lorton Data Inc	Professional & Business Services	Marketing
Nott Company	Manufacturing	Industrial Products & Rubber Fabrication
Now Bike & Fitness	Retail	Bicycles
Oziama Company Inc	Distribution	Cargill Products
Pace Industries	Manufacturing	Aluminum Die Casting
Powder Technology Inc	Manufacturing	Particle Processing
Resolution Graphics	Professional & Business Services	Printing
Siemens Industry Inc	Professional & Business Services	Water Treatment Equipment & Supplies
Spedco	Professional & Business Services	SBA 504 Lendor
Split Rock Studio	Professional & Business Services	Exhibit Design & Fabrication
Staples	Distribution	Office Supplies

Streamworks/New Era Incentives	Professional & Business Services	Marketing
Team Informatics Inc	Professional & Business Services	IT Consulting
Therarising Inc	Professional & Business Services	Workplace Conflict Resolution
Top Case	Manufacturing	Custom Cases
Ulteig Engineers Inc	Professional & Business Services	Civil Engineering & Survey Consulting
UTC Fire and Security	Manufacturing	Security Equipment & Systems
Venture Solutions Inc	Professional & Business Services	Compliance Communications
Walgreens	Retail	Health Care Goods & Services
Wilkerson Guthman	Professional & Business Services	Accounting & Financial Services

## Businesses Visited

Completed Visits	Declined Visits	No Reponse
Acela IT Solutions	Delkor	Adherent Laboratories
Aerotek	Grainger	Cardno ATC
Anderson Niebuhr & Associates	IntriCon	Galil Medical
Boston Scientific	Nott Company	
Catholic United Foundation	Oziama Company	
Flaherty's	Pace Industries	
Frandsen Financial Corporation	Resolution Graphics	
Grotto Foundation	Siemens Industry	
HealthPartners	Top Case	
Indigo Education		
International Paper		
Kelly Services		
Laird Plastics		
Land O' Lakes		
Leggette Brashears & Graham		
Lorton Data		
Powder Technology		
Spedco		
Split Rock Studio		
Therarising		
Ulteig Engineers		
UTC Fire and Security		
Venture Solutions		
Wilkerson Guthman		

## Survey Analysis

Survey data, both from visits and follow-up reporting forms, was aggregated and is presented by data set to maintain anonymity of the companies that were visited. Narrative data and key findings are presented in this report as well and are the product of visits and analysis of the data by a team of economic development experts. A supplemental assessment of the data was done by the national consulting firm, Smart Growth America.

## BUSINESS COMMUNITY PROFILE IN RAMSEY COUNTY AND ARDEN HILLS

The City of Arden Hills has a strong existing base of businesses and is home to many large employers including Boston Scientific, Land O' Lakes and Bethel University. The City has the unique distinction of being a net importer of jobs that are spread across many industry sectors. Major industry sectors include Manufacturing, Information and Educational Services.

### Major Employers in Arden Hills



### Arden Hills Employment by Industry

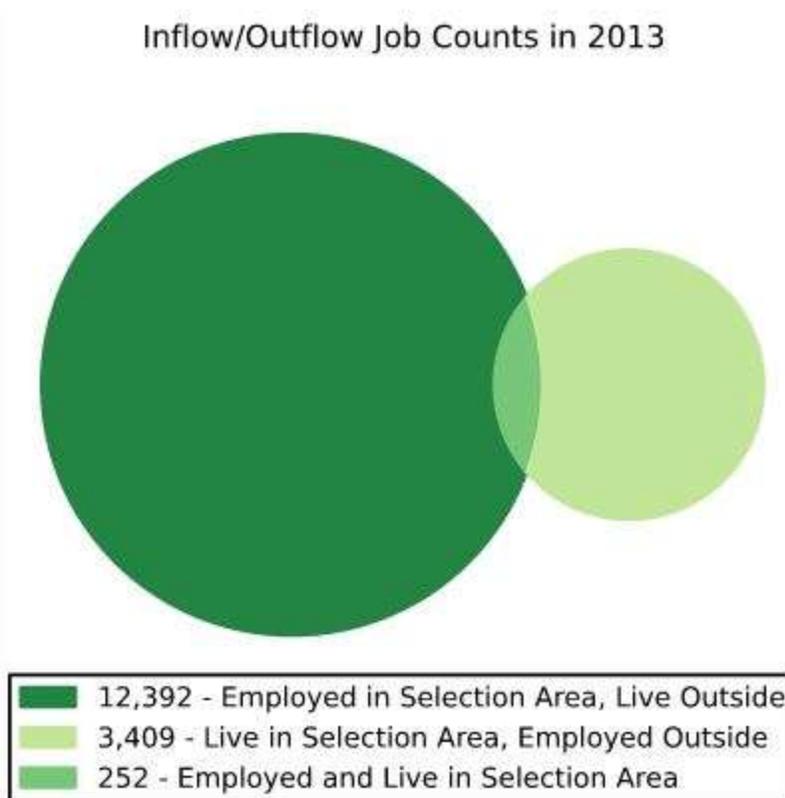
NAICS Industry Title	Q2, 2015 Data			2013-2015		2010-2015	
	Number of Firms	Number of Jobs	Avg. Weekly Wages	Numeric Change in Jobs	Percent Change in Jobs	Numeric Change in Jobs	Percent Change in Jobs
<b>Total, All Industries</b>	293	11,835	\$1,234	-14	-0.12%	-585	-4.94%
Manufacturing	26	3,646	\$1,575	8	0.22%	-409	-11.22%
Administrative and Support and Waste Management and Remediation Services	19	2,136	\$649	-488	-22.85%	266	12.45%
Management of Companies and Enterprises	6	1,266	\$1,844	299	23.62%	1266	100.00%
Finance and Insurance	29	568	\$1,431	-39	-6.87%	-212	-37.32%
Professional, Scientific, and Technical Services	52	543	\$1,342	164	30.20%	543	100.00%
Retail Trade	20	407	\$743	37	9.09%	407	100.00%
Information	7	250	\$3,261	-63	-25.20%	-139	-55.60%
Public Administration	7	191	\$1,023	-7	-3.66%	59	30.89%

Other Services (except Public Administration)	29	121	\$602	8	6.61%	34	28.10%
Construction	12	40	\$1,021	-7	-17.50%	-46	-115.00%
Real Estate and Rental and Leasing	14	24	\$581	0	0.00%	-3	-12.50%
Arts, Entertainment, and Recreation	N/A	N/A	N/A	0	N/A	-11	N/A
Accommodation and Food Services	N/A	N/A	N/A	0	N/A	-383	N/A
Wholesale Trade	N/A	N/A	N/A	0	N/A	-701	N/A

### Employee Inflow-Outflow, Arden Hills

Inflow/Outflow	
Employed in Arden Hills	12644
Employed in Arden Hills but Living Outside	12392
Employed and Living in Arden Hills	252

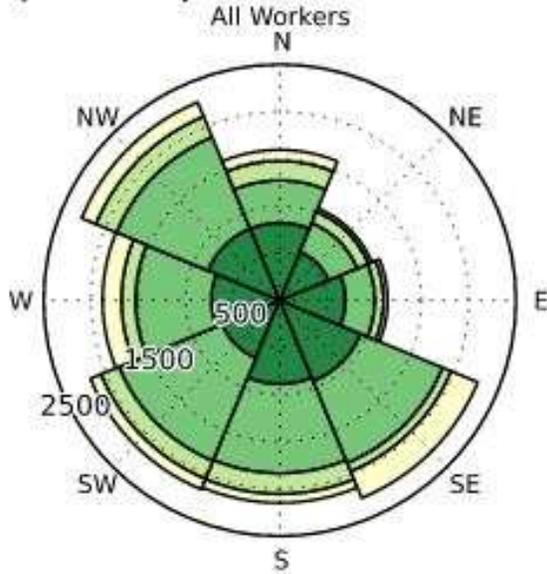
Inflow/Outflow Job Counts in 2013



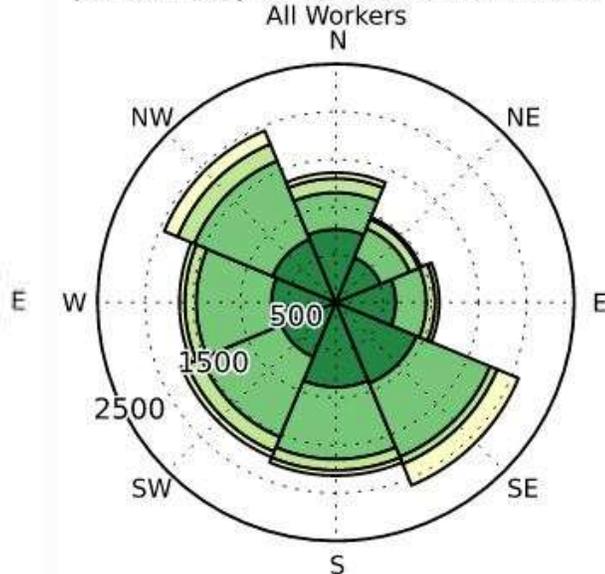
## Employee Migration, Arden Hills

Distance/Direction	2010		2013		Change
Less than 10 miles	6109	42.1%	5722	45.3%	3.2%
10 to 24 miles	6008	41.4%	5216	41.3%	-0.1%
25 to 50 miles	1331	9.2%	1014	8.0%	-1.2%
Greater than 50 miles	1075	7.4%	692	5.5%	-1.9%

Job Counts by Distance/Direction in 2010



Job Counts by Distance/Direction in 2013



## Ramsey County Employment by Industry

NAICS Industry Title	Q2, 2015 Data			2013-2015		2010-2015	
	Number of Firms	Number of Jobs	Avg. Weekly Wages	Numeric Change in Jobs	Percent Change in Jobs	Numeric Change in Jobs	Percent Change in Jobs
Total, All Industries	13,037	327,621	\$1,079	6722	2.05%	10279	3.14%
Health Care and Social Assistance	1,677	60,959	\$899	3347	5.49%	5468	8.97%
Educational Services	436	31,841	\$1,043	-132	-0.41%	1534	4.82%
Manufacturing	663	28,158	\$1,399	931	3.31%	560	1.99%
Retail Trade	1,549	26,982	\$565	360	1.33%	715	2.65%
Public Administration	428	26,126	\$1,254	994	3.80%	-501	-1.92%
Accommodation and Food Services	1,059	22,954	\$357	717	3.12%	1634	7.12%

Management of Companies and Enterprises	119	18,133	\$2,308	1086	5.99%	1424	7.85%
Administrative and Support and Waste Management and Remediation Services	550	17,855	\$613	-1991	-11.15%	-1101	-6.17%
Finance and Insurance	642	15,956	\$1,524	-229	-1.44%	-2668	-16.72%
Professional, Scientific, and Technical Services	1,486	14,239	\$1,512	742	5.21%	1265	8.88%
Wholesale Trade	670	12,710	\$1,392	394	3.10%	184	1.45%
Construction	786	12,349	\$1,315	1301	10.54%	2423	19.62%
Other Services (except Public Administration)	1,624	11,122	\$674	148	1.33%	160	1.44%
Information	212	8,760	\$1,406	-446	-5.09%	8760	100.00%
Transportation and Warehousing	250	7,805	\$925	-63	-0.81%	-233	-2.99%
Arts, Entertainment, and Recreation	233	5,802	\$706	209	3.60%	-52	-0.90%
Real Estate and Rental and Leasing	627	4,437	\$835	52	1.17%	13	0.29%
Utilities	12	1,344	\$1,716	1	0.07%	156	11.61%
Agriculture, Forestry, Fishing and Hunting	10	48	\$530	48	N/A	48	N/A
Mining	4	35	\$2,175	35	N/A	35	N/A

## BR&E SURVEY RESULTS

### Key Findings

#### Visit Survey

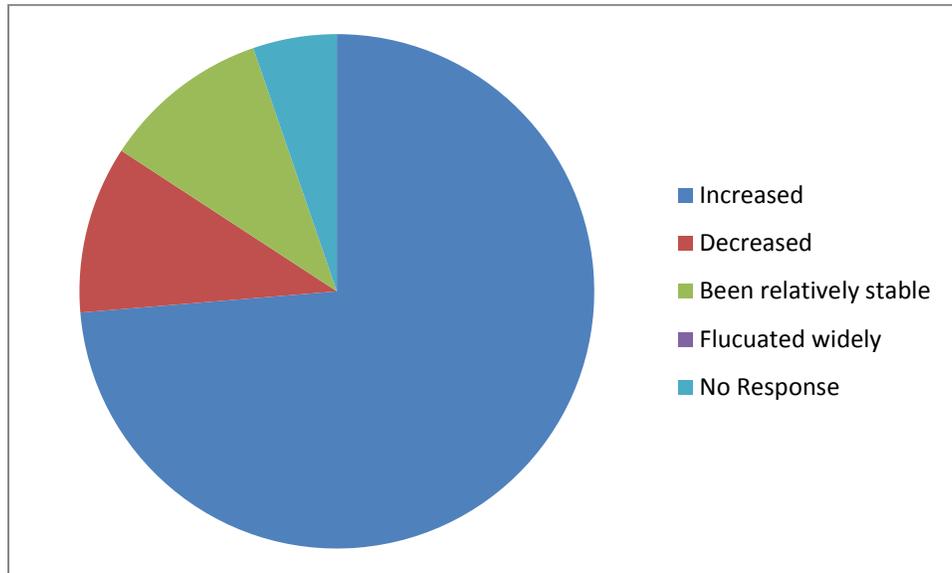
- Companies in Arden Hills are generally seeing an increase in sales in the past year
  - This is consistent with regional and national trends and the general improvement of the economy overall
- The majority of companies targeted and visited during the BR&E program are Headquarters
- Most companies perceive room for expansion at their current site
- There is a healthy balance of sites that are leased vs. owned
- Employment has largely remained stable in recent years
  - This is consistent with MN DEED Quarterly Employment Data for the City as a whole
- Company's generally anticipate adding jobs in the next year
- There is opportunity for improved transportation to serve the business community
  - This data could be skewed due to the recent investments in transportation infrastructure in the city
- Transit is generally not used by employees in Arden Hills, however, there is an interest in expanding transit opportunities
- Companies that plan to make investments anticipate doing so within the next year
- There is limited interest by companies in the City's revolving loan fund
- Companies overwhelmingly identify themselves as being located in Arden Hills vs. Saint Paul or the Twin Cities

#### Follow-up Survey

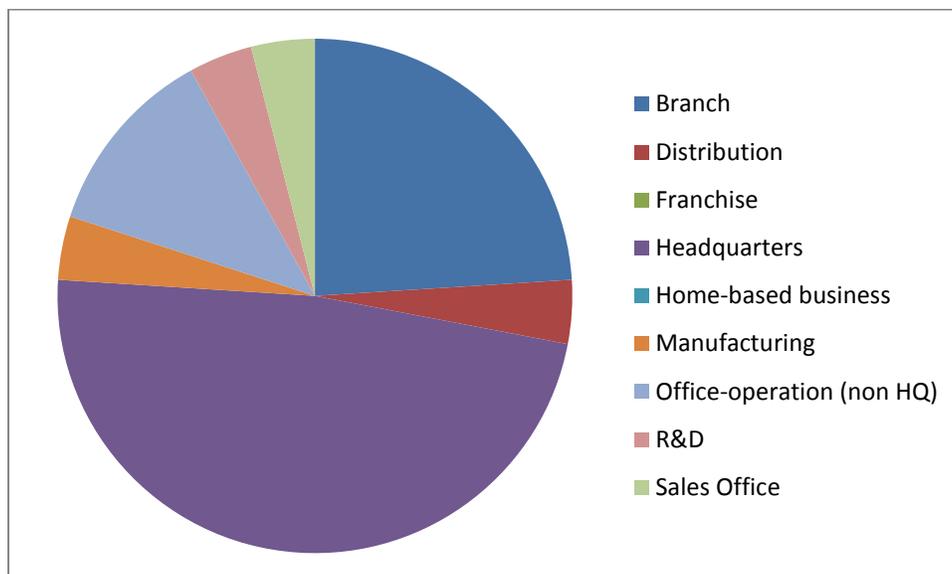
- The K-12 and Higher Education providers are perceived positively by the business community
- There is opportunity for improved access to public transit
- The overall quality of life in the City of Arden Hills is excellent
- There is opportunity for improvement related to electricity and telecommunications services
  - These two areas are often critical to site selectors

## Visit Survey Results

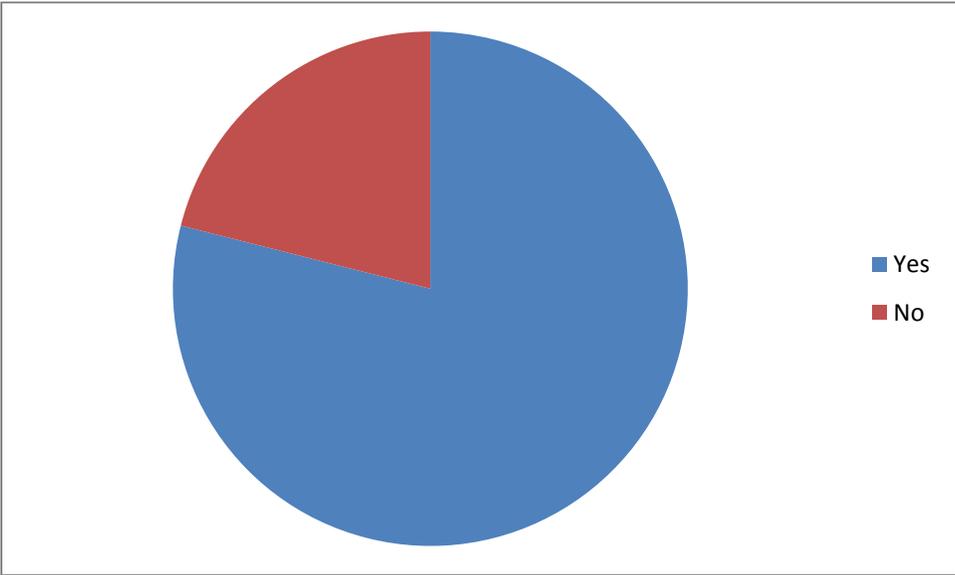
What has been the trend for company sales in the past year?



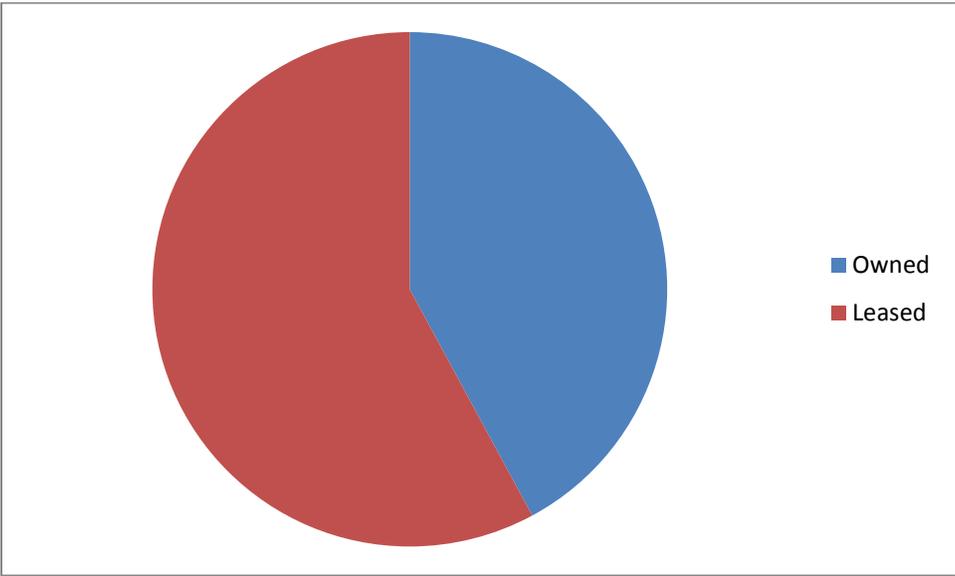
What type of facility?



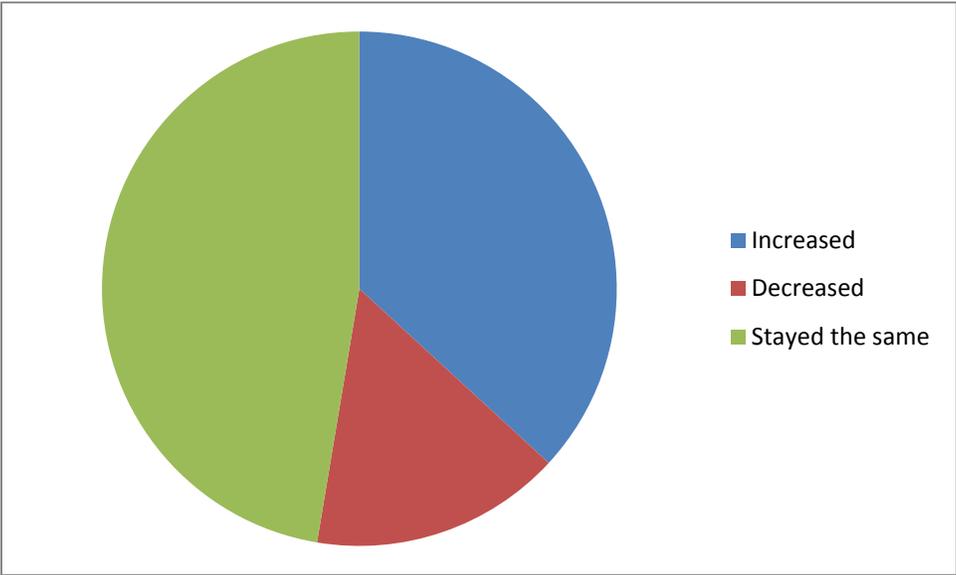
Is there room for expansion at the site?



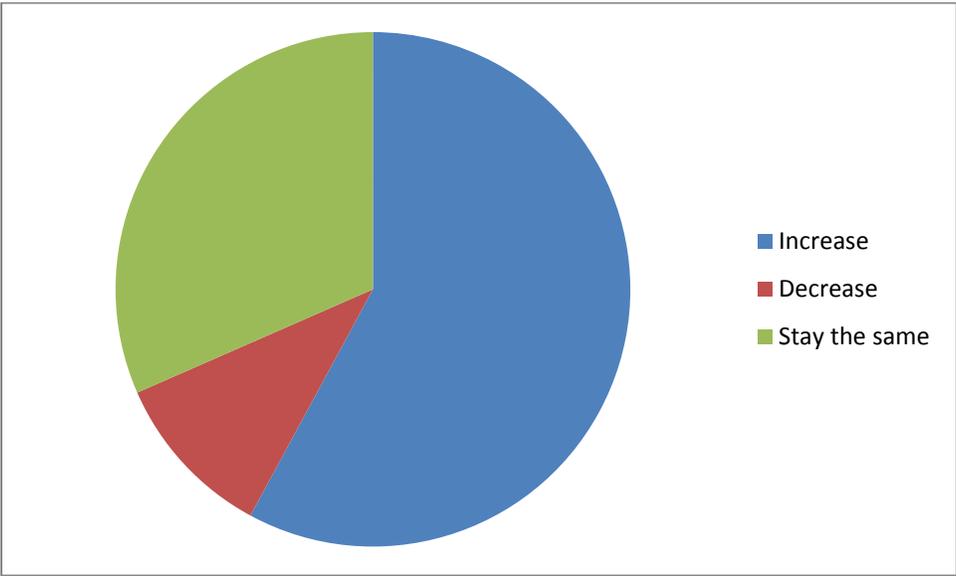
Is the site owned or leased?



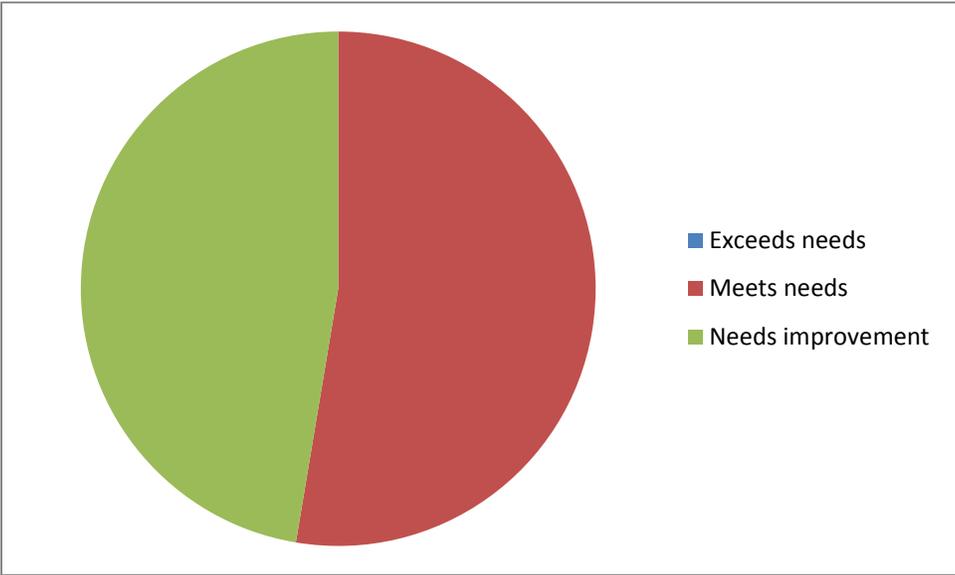
What has happened to company employment in the past year?



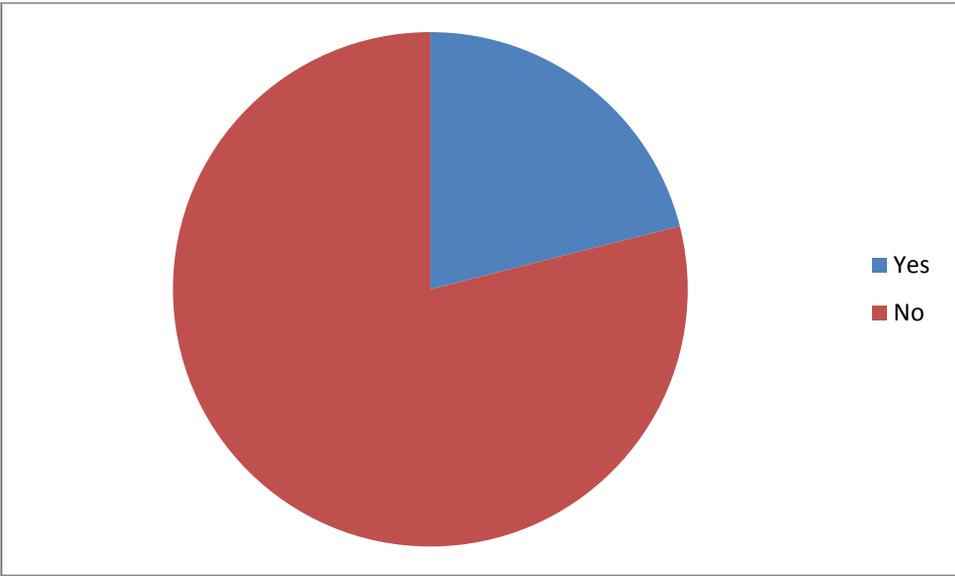
What do you anticipate to happen to company employment in the next year?



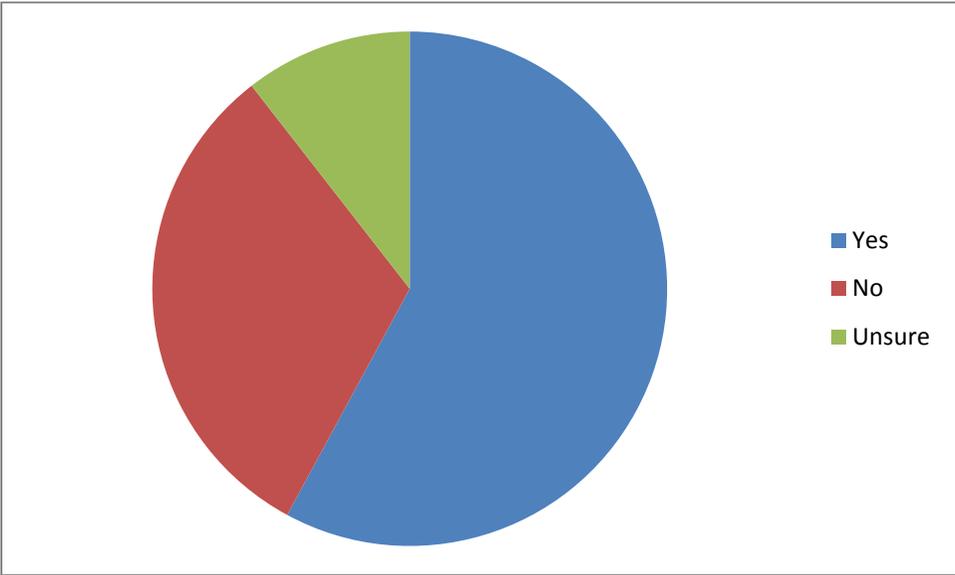
How well does transportation infrastructure serve your business?



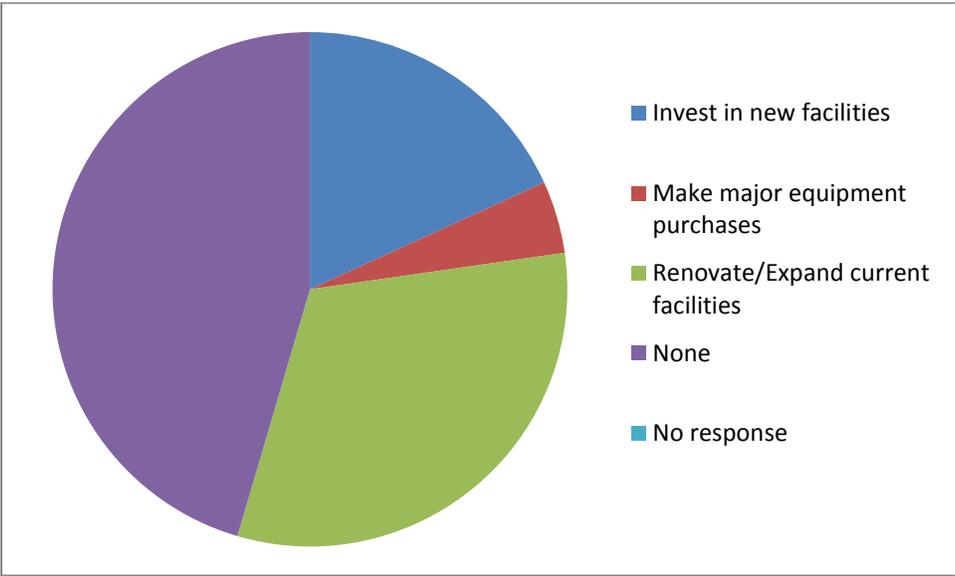
Do your employees used transit (i.e. bus, light rail, etc.)?



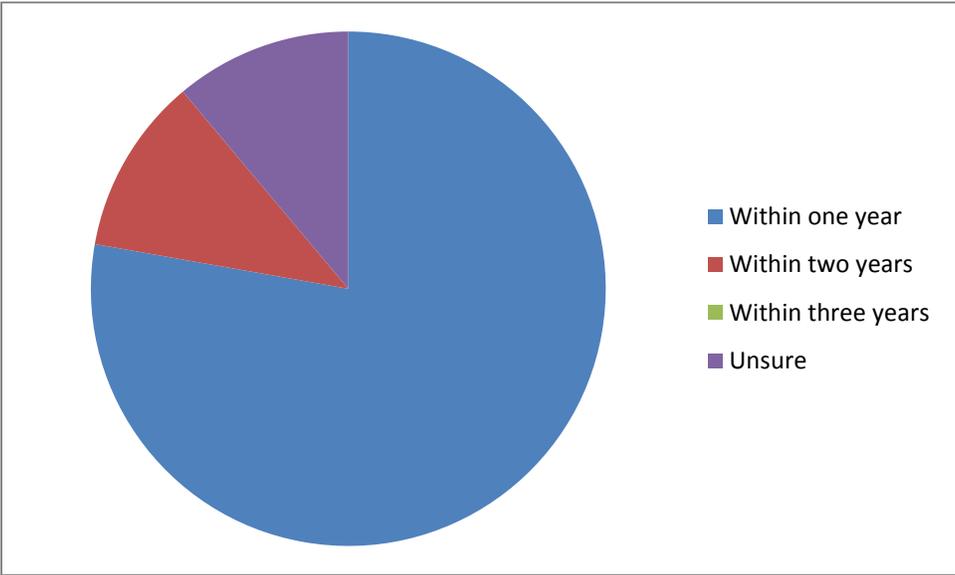
Would your employees use transit if there were increased service?



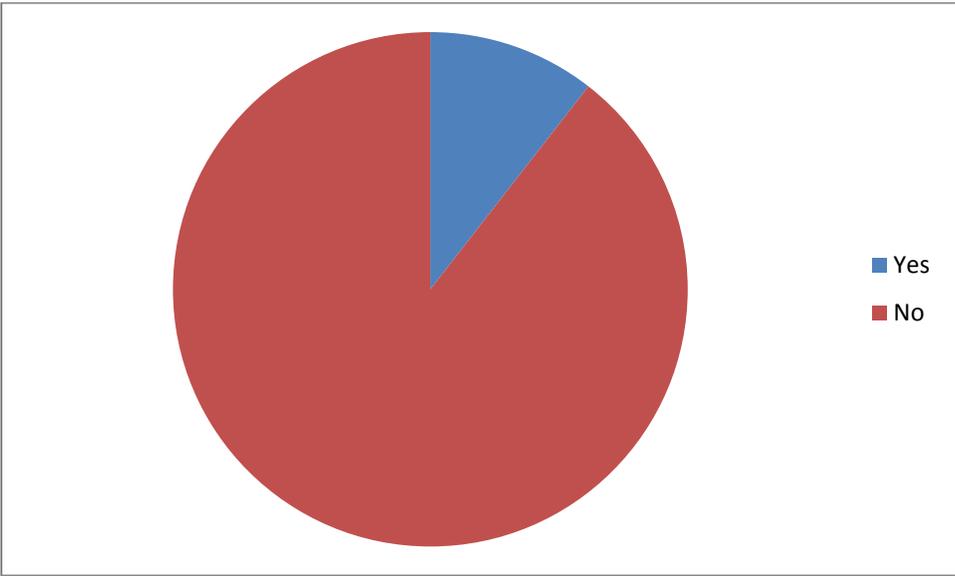
Does your company plan to make investments?



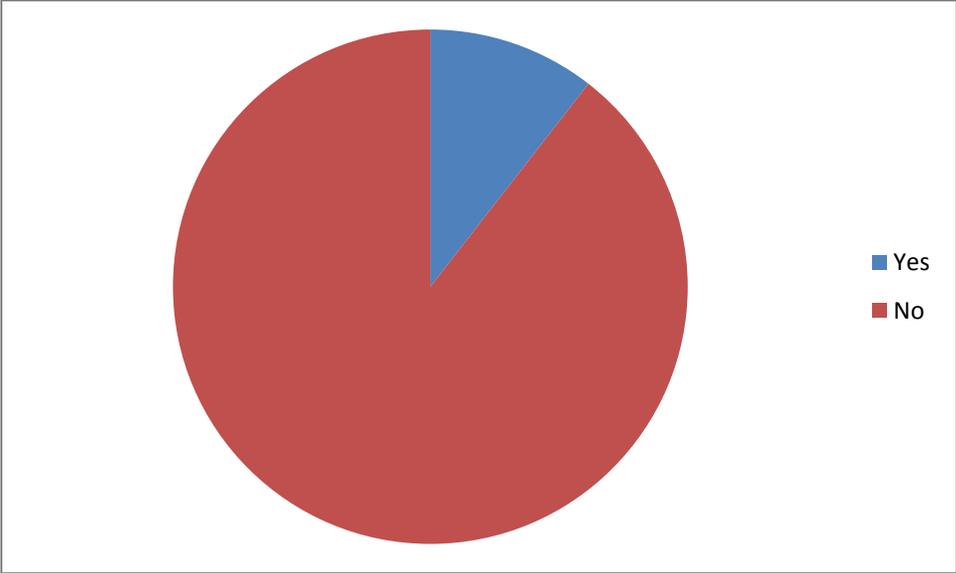
If your company plans to make investment, when do you plan to do so?



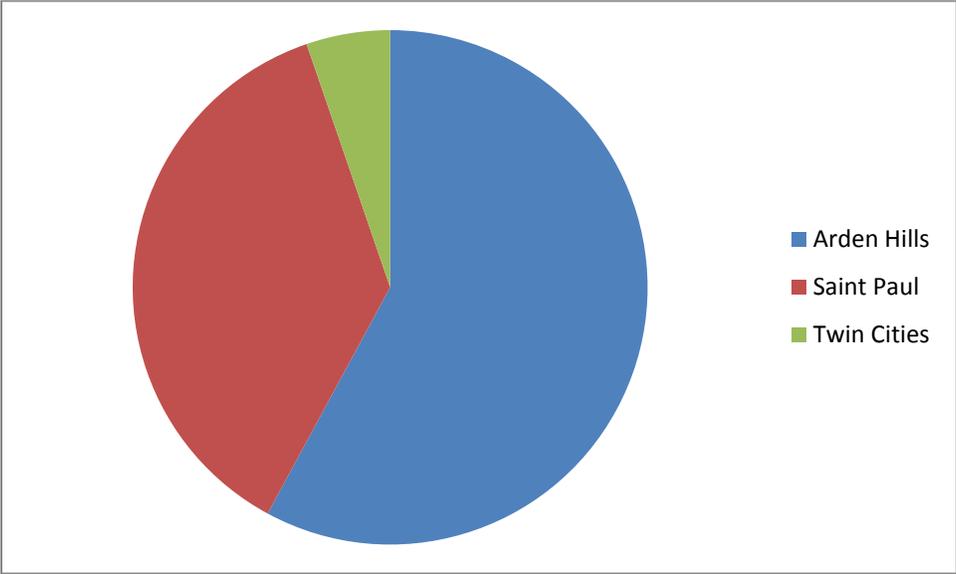
Would your company be interested in accessing the city's revolving loan fund?



Has a representative of your company attended the State of the City event?



How do you identify the location of your business?



## What We Heard

“The city could use more sit down restaurants for employees to use over the lunch hour and after hours.”

“It is difficult to find reliable part time help.”

“Would like to see improved bus service.”

“The new development on Red Fox Road is great, however, it is causing too much traffic.”

“We’re interested in learning more about the possible extension of the bus rapid transit line that could connect to Downtown Saint Paul and Minneapolis.”

“The employee pool lacks technical skills.”

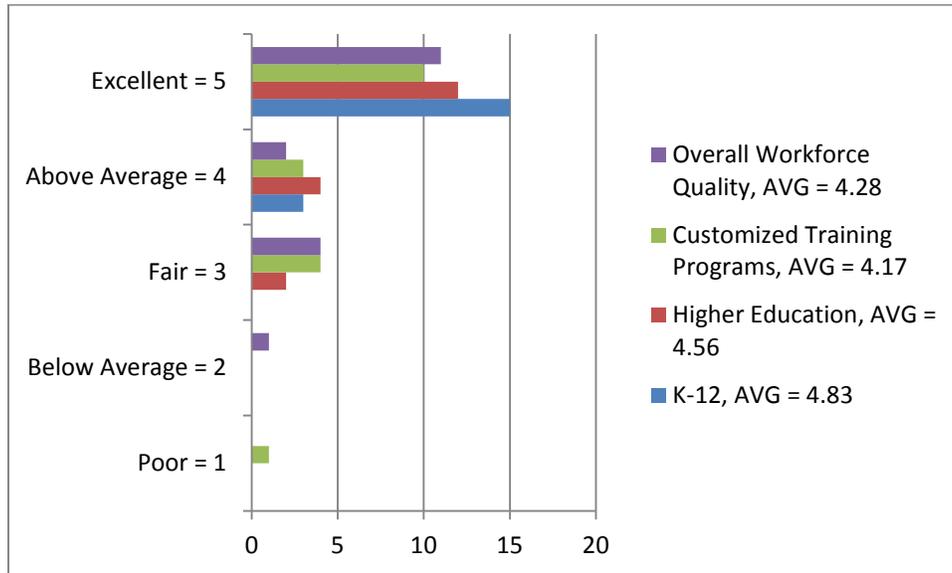
“We are interested in the BRT line.”

“Traffic and congestion on Red Fox Road is a problem and seems to be getting worse.”

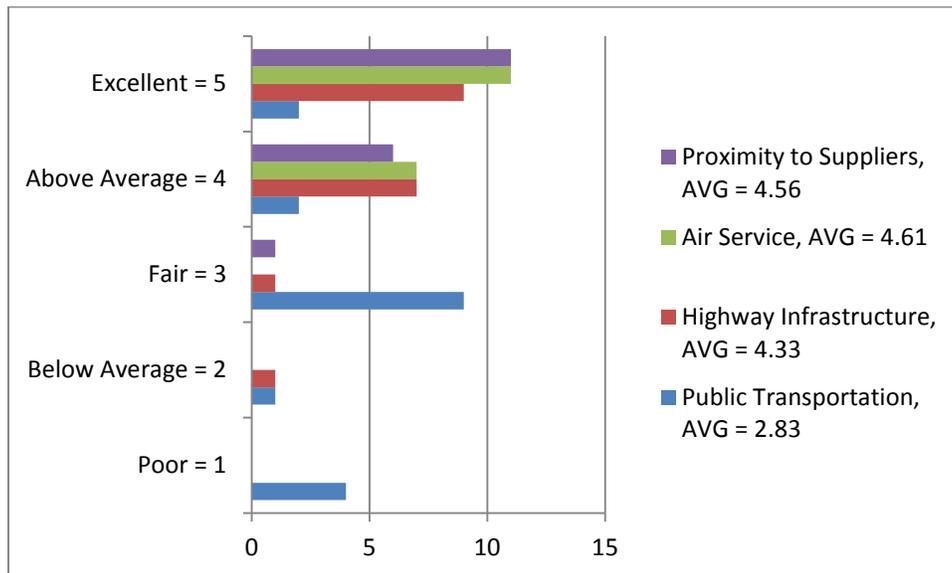
“It sometimes takes 20 minutes to get through the lights on Red Fox Road at the end of the day.”

## Results, Follow-up Survey

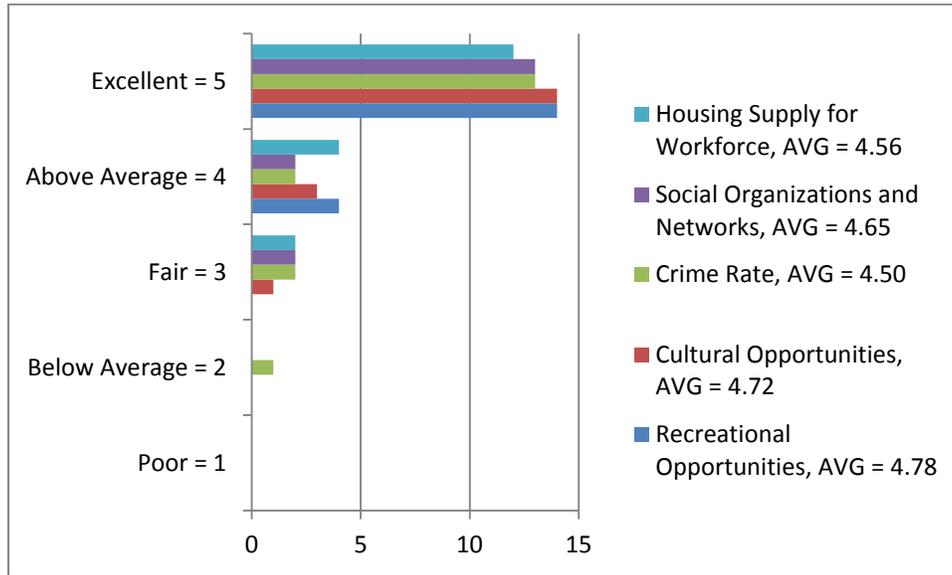
### Training and Education



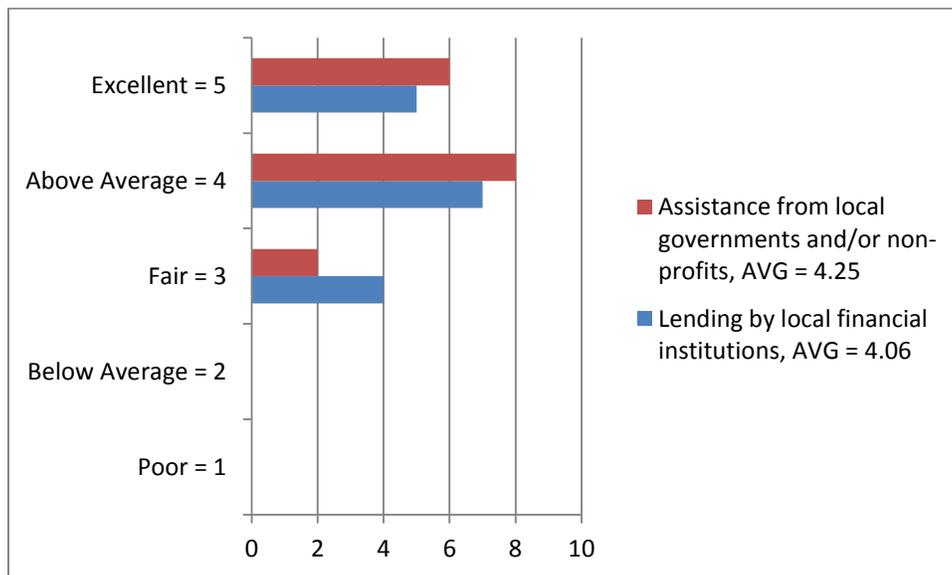
### Transportation/Location



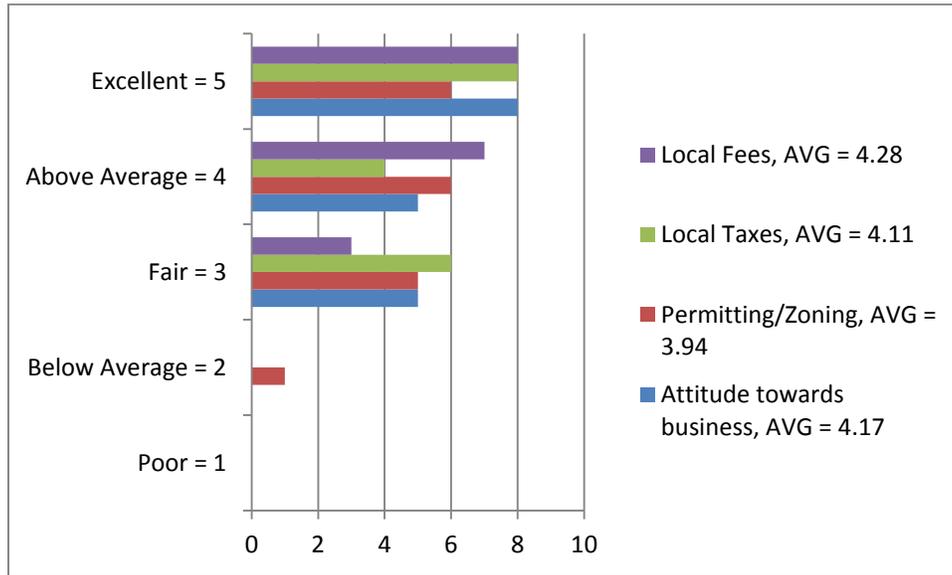
## Quality of Life



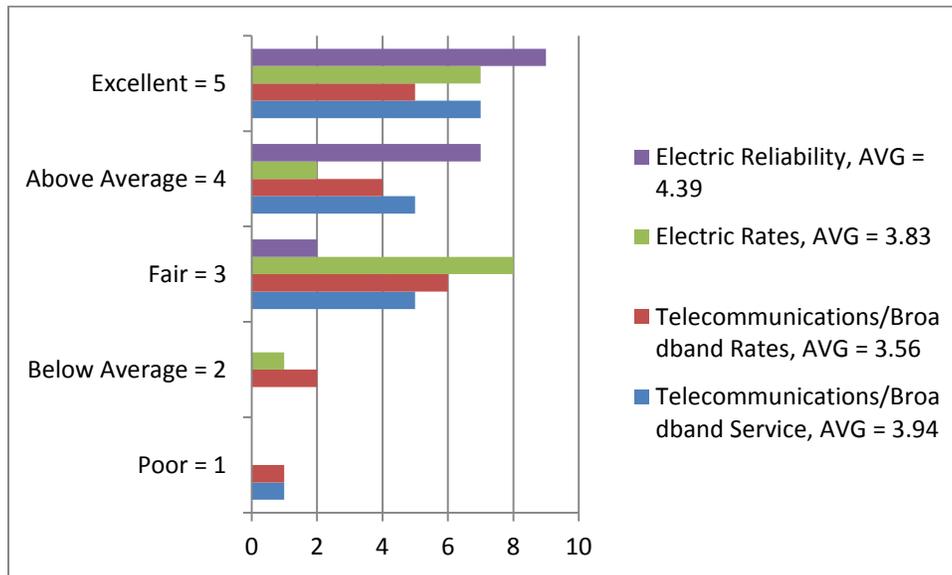
## Local Access to Capital



## Local Government



## Utilities



## CONTACT INFORMATION



SAINT PAUL AREA CHAMBER OF COMMERCE

### **Saint Paul Area Chamber of Commerce**

401 North Robert Street, Suite 150

Saint Paul, MN 55101

651.223.5000

[www.saintpaulchamber.com](http://www.saintpaulchamber.com)

### **Jonathan Weinhagen**

Vice President

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### **Matt Kramer**

President/CEO

651.265.2771

[matt@saintpaulchamber.com](mailto:matt@saintpaulchamber.com)

## **APPENDIX A – BR&E SURVEY REPORTING FORM**

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**Business Retention & Expansion Survey**

## City of Arden Hills Survey Reporting Form (rev 2.23.15)

### COMPANY NAME/CONTACT INFORMATION

Company Contact:

Company:

Parent Company:

County:

City:

### OVERVIEW INFORMATION

Visit Date:

Interview Name:

Interviewer Email Address:

Organization Type (select one):

- City
- County
- Chamber
- MNSCU
- Port Authority
- BSR
- Non Profit
- Other

### BUSINESS DETAILS

Primary Business Sector (select one):

- Accommodation/Food Services
- Administration/Support/Waste Management/Remediation Services
- Agriculture/Forestry/Fishing/Hunting
- Arts/Entertainment/Recreation
- Construction
- Educational Services
- Finance/Insurance
- Health Care/Social Assistance
- Information
- Management of Companies & Enterprises
- Manufacturing
- Manufacturing - Food/Candy
- Mining
- Professional/Scientific/Technical Services
- Real Estate/Rental and Leasing
- Retail Trade
- Transportation/Warehousing
- Utilities
- Wholesale Trade
- Non Profit
- Other

Primary Sector Other:

Does Company have a succession plan? YES NO

Has the company ownership changed? YES NO

Or is change imminent? YES NO

Explanation:

Over the past year, have company sales (select one):

- Increased
- Decreased
- Been relatively stable
- Fluctuated widely
- Not identified

### FACILITIES

Type of facility (select all that apply):

- Branch
- Distribution
- Franchise
- Headquarters
- Home-based business
- Manufacturing
- Office-operation (non HQ)
- R&D
- Sales Office

Is there room for expansion at site? YES NO

Is this facility owned or leased? Owned Leased

### PRODUCTS/SERVICES

Company's major products/services:

Has this company introduced new products? YES NO

Briefly describe new products:

### LOCAL EMPLOYMENT AND WORKFORCE

Number of Full Time Employees at facility:

Number of jobs at this facility changed (select one):

- Increased

- Decreased
- Stayed the same

If increased, was it hard to fill jobs?                      YES      NO

Why are openings hard to fill? (select all that apply):

- Poor work ethic
- Lack of basic education
- Lack of technical skills
- Lack of candidates
- Challenging location
- Competition
- Other

Expect the number of jobs at facility (select one):

- Increase
- Decrease
- Be relatively stable
- Unsure

Types of jobs do you expect to hire:

Anticipate need to train employees:                      YES      NO

What kind of training will be needed?

---

**TRANSIT/TRANSPORTATION**

How well does existing transportation infrastructure serve your business (select one)?

- Exceeds needs
- Meets needs
- Needs improvement

Please explain:

Do your employees use transit (i.e. bus/rail) ?    YES    NO

Do you think more employees would use transit if it were more readily available?    YES    NO

---

**MARKET INFORMATION**

Company's primary market (select one):

- International
- United States
- Midwest (including MN)
- Minnesota
- Local
- Not identified

Company's fastest growing geographic market (select one):

- International
- United States
- Midwest (including MN)
- Minnesota
- Local
- Not identified

Does this company export? YES NO

If so, where (select all that apply):

- Africa & Middle East
- Canada
- Europe & Russia
- Greater China
- India, Pakistan, Central/South Asia
- Japan & Korea
- Southeast Asia
- Australia & Pacific Oceania
- Latin America & Caribbean
- Mexico
- Not Identified

Interested in learning about exporting? YES NO

Percent of sales outside US?

### INVESTMENT PLAN

Does this company plan to (check all that apply)

- Invest in new facilities
- Make major equipment purchases
- Renovate/Expand current facilities
- None
- Not identified

Please explain:

Approximate date of investment (select one):

- Within one year
- Within two years
- Within three years
- Unsure

If investing in new location, why (select all that apply)?

- Access to labor
- Access to markets
- Environmental permit obstacles
- High state taxes
- High local taxes

- Labor costs
- Lease expiration
- No room at this location
- Quality of workforce
- Transportation/infrastructure
- Other

Explanation: \_\_\_\_\_

**COMMUNITY**

The City has a revolving loan fund of approximately \$150,000.

Would your business be interested in using this fund?                      YES              NO

If yes, for what purpose?

The City holds a State of the City event every year.

Have you attended this in the past?                      YES              NO

If no, why not?

If yes, how could the event be more useful?

Do you identify your business as being located in:    ARDEN HILLS              SAINT PAUL

Why?

The Economic Development Commission advises the City Council/Economic Development Authority on issues concerning the business community.

Would you be willing to serve as a Commissioner?                      YES              NO

**POST DISCUSSION VISIT**

Does this company require follow up?                      YES              NO

If yes, what organization(s) should assist (select all that apply):

- City
- Chamber
- College
- State
- Workforce
- Other

**APPENDIX B – FOLLOW-UP SURVEY REPORTING FORM**

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## City of Arden Hills Follow-up Survey Reporting Form (rev 7.31.15)

<b>Rank the local business climate: Community Rankings</b>						
<b>Education and Training</b>						
K-12	1	2	3	4	5	n/a
Higher education	1	2	3	4	5	n/a
Customized Training Programs	1	2	3	4	5	n/a
Overall Workforce Quality	1	2	3	4	5	n/a
<b>Transportation/Location</b>						
Public Transportation	1	2	3	4	5	n/a
Highway Infrastructure	1	2	3	4	5	n/a
Air Service	1	2	3	4	5	n/a
Proximity to Suppliers	1	2	3	4	5	n/a
<b>Quality of Life</b>						
Recreational Opportunities	1	2	3	4	5	n/a
Cultural Opportunities	1	2	3	4	5	n/a
Crime Rate	1	2	3	4	5	n/a
Social Organizations and Networks	1	2	3	4	5	n/a
Housing Supply for Workforce	1	2	3	4	5	n/a
<b>Local Access to Capital</b>						
Lending by local financial institutions	1	2	3	4	5	n/a
Assistance from local governments and/or non-profits	1	2	3	4	5	n/a
<b>Local Government</b>						
Attitude towards business	1	2	3	4	5	n/a
Permitting/Zoning	1	2	3	4	5	n/a
Local Taxes	1	2	3	4	5	n/a
Local fees	1	2	3	4	5	n/a
<b>Utilities</b>						
Telecommunications/Broadband Service	1	2	3	4	5	n/a
Telecommunications/Broadband Rates	1	2	3	4	5	n/a
Electric Rates	1	2	3	4	5	n/a
Electric Reliability	1	2	3	4	5	n/a

**APPENDIX C – SMART GROWTH AMERICA SUPPLEMENTAL ASSESSMENT**

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## MEMORANDUM

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**DATE:** January 6, 2016 **EDC Agenda Item 4.B**

**TO:** Economic Development Commission Chair and Commissioners

**FROM:** Jill Hutmacher, Community Development Director

**SUBJECT:** Draft 2016 EDC Work Plan

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### **Requested Action**

Approve the 2016 EDC Work Plan and forward to the Economic Development Authority for consideration at a joint EDA/EDC meeting on January 25, 2016, 6:00 pm in the Community Room.

### **Discussion**

The EDC reviewed the draft 2016 Work Plan at its meeting on December 2, 2015. The EDC generally supported the work tasks included in the draft work plan, but wanted to postpone approval until the receipt and review of the Business Retention and Expansion Report.

Key findings of the draft BRE Report include challenges with transit and transportation and workforce development. The City Council will consider what actions can or should be taken on these issues.

Regarding the EDC work plan, BRE results indicated that businesses are not likely to access the City's existing revolving loan fund. The draft EDC work plan includes a reevaluation of the revolving loan fund.

Although it is not a formal finding of the BRE Program, staff recommends that the EDC continue regular business visits as part of its business outreach activities. These visits are helpful to establish relationships, hear about challenges facing businesses, and learn about business expansion plans.

The draft 2016 EDC Work Plan initially reviewed by the EDC on December 2, 2015, includes work tasks described above. The EDA will have the opportunity on January 25, 2016 to revise or amend the work plan if necessary.

### **Attachment**

- Draft 2016 EDC Work Plan



**Economic Development Commission  
Draft 2016 Work Plan**

2016 EDC Goals	Work Tasks	Timeline
<b>New Member Recruitment</b>	Promote membership at business visits	Q1 – Q4
	Contact Arden Hills business associates	Q1 – Q4
<b>Business Retention and Expansion (BRE) Program</b>	Analyze findings of the BRE Program	Q1
	Communicate program findings to the EDA and community	Q1 – Q2
	Work with EDA to identify and execute action items	Q2 – Q4
<b>Revolving Loan Fund</b>	Reevaluate program goals	Q2 – Q3
	Consider costs of underwriting and administration in comparison to program fund and goals	Q2 – Q3
	Consider findings of the BRE Program	Q2 – Q3
	Make recommendations to the EDA	Q3 – Q4
<b>Marketing and Outreach</b>	Work with the Communications Committee on business-focused articles	Q1 – Q4
	Plan and promote State of the City events	Q2 – Q3
	Work with staff to plan additional small business outreach events	Q1 – Q4
	Expand and update business contact list	Q1 – Q4
	Visit new and existing businesses	Q1 – Q4



**MEMORANDUM**

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**DATE:** January 6, 2016 **EDC Agenda Item 4.C**  
**TO:** Economic Development Commission Chair and Commissioners  
**FROM:** Jill Hutmacher, Community Development Director  
**SUBJECT:** New Business Update

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**Discussion**

Following are businesses that have opened or relocated to Arden Hills in 2015.

<b>Business Name</b>	<b>Address</b>	<b>Type of Business</b>
Aspect LEED	3755 Dunlap Street	Manufacturing
China Express	3673 Lexington Avenue	Restaurant
Counselor Realty	1201 County Road E	Real Estate
Goodwill	1103 County Road E	Retail
Merrystockings	1157 Grey Fox Road	Manufacturing
Olive Me Chiropractic	3787 Lexington Avenue	Chiropractor
Powder Technology	1300 Grey Fox Road	Manufacturing
Preferred Insurance	1306 County Road F	Insurance
Vroom Auto Care	3757 Lexington Avenue	Automobile Services
Unknown	1200 Red Fox Road	Unknown

City staff has met with Powder Technology and Aspect LEED. Powder Technology is a manufacturing company that specializes in particle modification used by a variety of different industries. They currently have 11 full time and 4 part time employees and anticipate hiring 5 to 10 new employees once additional machinery is added to their production line.

Aspect LEED manufactures specialized LED lighting fixtures. They employ nine people in Arden Hills and are currently hiring additional engineering and sales staff. They are anticipating rapid growth in the next few years.

Business visits with the remaining new businesses will be scheduled in the first quarter of 2016. Several new businesses are expected to move into the Red Fox Business Center in 2016. Staff will periodically update the EDC on new business activity and outreach visits.



## MEMORANDUM

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**DATE:** January 6, 2016 **EDC Agenda Item 4.D**

**TO:** Economic Development Commission Chair and Commissioners

**FROM:** Jill Hutmacher, Community Development Director

**SUBJECT:** 2016 Newsletter Topics

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### **Requested Action**

Suggest topics for the Arden Hills newsletter.

### **Discussion**

For several years, EDC Commissioners have contributed business-focused articles for the *Arden Hills Notes*. In 2015 challenges arose with timing and duplication of article topics. After discussing the situation with the staff liaison to the Communications Committee, it was suggested that the EDC contribute business-related topics, and the Communications Committee will write articles when space is available.

The exception to this rule may be articles featuring businesses new to Arden Hills, particularly those that are not focused on local consumers. Communications Committee members are often unaware of these new businesses. When staff or EDC Commissioners visit new businesses, it would be helpful if content, photos, and contact information could be provided to the Communications Committee.

Potential article topics for 2016 include:

- Business Retention and Expansion Report and follow-up action items
- Lexington Avenue and County Road F improvement project
- Evaluation of Lexington Avenue traffic congestion and potential improvements
- 2016 State of the City (promotion and summary report)
- Promotion of small business workshops
- Highlight new businesses, particularly those with high-quality jobs that sell goods and services outside of Arden Hills. It would be helpful if the EDC could submit content and photos following new business interviews.

Commissioners are requested to comment on the potential 2016 newsletter topics.



**ARDEN HILLS**  
**MEMORANDUM**

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**DATE:** January 6, 2015 **EDC Agenda Item 5.A**  
**TO:** Economic Development Commission Chair and Commissioners  
**FROM:** Jill Hutmacher, Community Development Director  
**SUBJECT:** Rice Creek Commons (TCAAP) Update

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On Monday, January 4, 2016, the TCAAP Joint Development Authority will consider a draft solicitation for a master developer. A brief oral update of the JDA's discussion will be provided.