

Chair:
David Grant

Commissioners:
Brenda Holden
Fran Holmes
Dave McClung
Jonathan Wicklund



**Special
Economic Development
Authority Meeting
March 28, 2016
6:00 p.m.
City Hall**

Address:
1245 W Highway 96
Arden Hills MN 55112

Phone:
651-792-7800

Website:
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. APPROVAL OF AGENDA

2. APPROVAL OF MINUTES

2.A. January 25, 2016

Documents: [01-25-16-EDA.PDF](#)

3. UNFINISHED BUSINESS

3.A. Business Retention And Expansion Program

Matthew Bachler, Senior Planner

Jonathan Weinhagen, Vice President of St. Paul Area Chamber of Commerce

Documents: [MEMO.PDF](#), [ATTACHMENT A.PDF](#), [ATTACHMENT B.PDF](#),
[ATTACHMENT C.PDF](#)

4. EDA MEMBER COMMENTS

ADJOURN



Approved:

**CITY OF ARDEN HILLS, MINNESOTA
ECONOMIC DEVELOPMENT AUTHORITY JOINT MEETING
WITH THE ECONOMIC DEVELOPMENT COMMISSION
JANUARY 25, 2016
6:00 PM – CITY COUNCIL CHAMBERS**

CALL TO ORDER/ROLL CALL

Pursuant to due call and notice thereof, President Grant called to order the Economic Development Authority meeting at 6:00 p.m.

Present: EDA President David Grant; EDA Commissioners Brenda Holden, Fran Holmes, and Dave McClung (arrived at 6:20 p.m.)

Absent: None

Also present: Executive Director Jill Hutmacher; Senior Planner Matthew Bachler; City Clerk Amy Dietl; EDC Member Dan Erickson; EDC Chair Steve Heikkila; EDC Member David Radziej; EDC Member Liz Johnson; and Jonathan Weinhagen, Vice President of St. Paul Area Chamber of Commerce

1. APPROVAL OF AGENDA

The agenda was approved as submitted.

2. APPROVAL OF MINUTES

A. October 26, 2016

MOTION: EDA Commissioner Holmes moved and EDA Commissioner Holden seconded a motion to approve the October 26, 2015, Economic Development Authority Meeting Minutes as presented. The motion carried unanimously (3-0).

3. NEW BUSINESS

A. Arden Hills Business Retention and Expansion Program

Senior Planner Bachler stated that the Economic Development Authority (EDA) approved a Business Retention and Expansion Service Proposal from SPACC on January 26, 2015. Over the past year the Economic Development Commission (EDC), community volunteers, and City staff have been working with SPACC on designing and implementing a Business Retention and Expansion (BRE) program. A total of 24 local businesses were interviewed as part of the program, and SPACC has completed an analysis of the business survey results. These results along with a program overview, profile of the business community, and priority areas are included in the attached BRE Program Report. With the completion of the report and the presentation of the findings, SPACC will have completed the work plan outlined in the approved BRE Service Proposal.

Senior Planner Bachler explained that the next step in this process would be for the EDA and City Council to review the priority areas identified by SPACC and to consider what actions the City may want to take on these issues. One of the City's goals in undertaking the BRE program was to help establish a strategic plan for economic development and these priority areas provide a good starting point for this effort. Specific action items recommended by SPACC in the report include:

- Continued engagement by elected representatives, commissions, and staff in transit conversations, and specifically the proposed extension of the A-Line Bus Rapid Transit Line.
- Fostering relationships with community and technical colleges to help establish workforce connections in the City.
- Creating a system to track companies that are planning or positioned for growth and checking in with them regularly.
- Establishing a plan for on-going business retention and expansion visits.

Senior Planner Bachler requested the Council review the City's business retention and expansion program and provide staff with feedback.

Jonathan Weinhausen, Vice President of the St. Paul Area Chamber of Commerce, thanked the Council for their time. He presented the Council with further information on the BRE program. He appreciated the efforts of staff and the EDC members over the past year. He further discussed the results and findings within the BRE program. He provided comment on the profile of businesses within Arden Hills, noting that the majority of the local businesses covered manufacturing, management of enterprises, and administrative and support.

Further discussion ensued regarding how jobs were classified for the businesses within the City.

Commissioner Holden questioned if educational services should be included in the profiles for the City.

Mr. Weinhausen explained that this data was collected but did not come in as one of the top three profiles for the City, but was considered one of the City's major service industries.

EDA President Grant requested Mr. Weinhagen investigate the jobs data received from Northwestern further. He indicated that Northwestern's address was in Roseville, but a portion of their property was located within Arden Hills, which would increase the educational services jobs numbers. He discussed how the Pine Tree Drive location for Bethel University would also increase the educational services located in Arden Hills.

Mr. Weinhagen stated that he would investigate the educational services further and would report back to the City Council. He reviewed the large number of jobs within the community and the importance of mass transit.

Commissioner Holden believed it would be valuable to have additional information on how many employees were visiting local restaurants in the lunch hour, versus those that ate within their corporate campus.

Executive Director Hutmacher reported that the Red Fox area had its peak traffic counts during the lunch hour.

Mr. Weinhagen discussed the number of employees that come into Arden Hills on a daily basis, and noted the number of Arden Hills' residents that work within the community. He explained that the City of Arden Hills was unique given the high number of employees that came into the community on a daily basis. He reported that there was a growing trend for employees to live closer to their work and commented on how this would impact employee populations. He was proud to report that the business community ranked Arden Hills as having an excellent quality of life. He congratulated the Council for setting the proper culture within the business community. Another positive indicator for local businesses was that they are growing, which also grows the employee population.

Mr. Weinhagen indicated that the City did have the opportunity to grow its public transit. He discussed how this would positively impact local businesses and their employees. He encouraged the Council to dig into this further, and possibly pursue the extension of the A Line to TCAAP. He then provided comment on the importance of a skilled workforce.

Commissioner Holden questioned how the City could get involved in growing the local skilled workforce.

Mr. Weinhagen stated that he believed that the City should work to have the right resources and relationships established and in place to point companies in the right direction to find skilled laborers. The City should work to leverage employees for its local businesses.

Commissioner Holden saw the importance of extending the A Line up Lexington Avenue and not just to TCAAP, given the number of major employers in Arden Hills.

Executive Director Hutmacher stated that staff and the Chamber have been involved in conversations about extending the A Line up Lexington Avenue to service these companies and their employees.

Mr. Weinhagen encouraged the City to continue having conversations regarding transit and for the Council to ramp up its knowledge in this area.

Commissioner Holmes did not believe all of the comments from the businesses were properly captured. She understood that the City needed more restaurants but did not believe the City was lacking in part-time help.

Mr. Weinhagen commented that he could work to identify further recommendations. He discussed the importance of City staff and the Council to continue its communication and visits with local businesses.

EDA President Grant thanked Mr. Weinhagen for his thorough report to the City Council.

B. 2015 EDC Report and 2016 Work Plan

Executive Director Hutmacher stated that the Economic Development Authority approved the 2015 EDC Work Plan at the January 26, 2015, joint meeting with the Economic Development Commission. The EDC made significant progress on its 2015 goals as summarized as follows:

New Member Recruitment

- Three new members have been appointed to the EDC in 2015.

Business Retention and Expansion Program

- Recommended to the EDA that the City obtain consulting services from the St. Paul Chamber of Commerce (SPACC)
- Worked with SPACC to compile a list of all businesses in the City of Arden Hills
- Created an interview questionnaire
- Selected businesses to interview based on industry and job growth
- Participated in BRE interviews
- Monitored process of BRE program
- Received the Leaders in Local Government Award from the St. Paul Area Chamber of Commerce in the category of Business Retention and Expansion

Marketing and Outreach

- Worked with the Communications Committee to assign business-related newsletter topics
- Edited, finalized, and posted the City Video Tour on the City's website and YouTube channel
- Provided feedback on installed Gateway Signs and possible locations for additional signs
- Planned and promoted State of the City events on September 29 and October 1

Executive Director Hutmacher explained that the EDC approved a 2016 Work Plan on January 6, 2016.

Staff requested that the EDA review and approve the work plan.

Commissioner Holden questioned if the State of the City was still worth the time invested in the event.

Executive Director Hutmacher stated that this was evaluated mid-year by the EDC and the City Council on a year-to-year basis.

Commissioner Holmes thanked staff for the thorough report. She suggested that the Council check in with its local businesses to see why they are not attending the State of the City.

Executive Director Hutmacher discussed the small business series of workshops that were being planned by the City that would encourage community engagement with local businesses.

EDA President Grant asked if the Council had any input on the EDC work plan.

Commissioner Holmes suggested the revolving loan program be made a very low priority.

4. EDA MEMBER COMMENTS

None.

5. ADJOURN

MOTION: **EDA President Grant moved and EDA Commissioner Holden seconded a motion to adjourn the Economic Development Authority meeting. The motion carried unanimously (4-0).**

EDA President Grant adjourned the Economic Development Authority joint meeting with the Economic Development Commission at 6:58 p.m.

Jill Hutmacher
Executive Director

David Grant
EDA President



DATE: March 28, 2016

TO: Economic Development Authority President and Commissioners

FROM: Matthew Bachler, Senior Planner

SUBJECT: Arden Hills Business Retention and Expansion Program

Requested Action

Staff is requesting that the EDA take the following actions on this item:

- Review and adopt the final draft of the Arden Hills Business Retention and Expansion Program Report from the Saint Paul Area Chamber of Commerce.
- Provide comments on the draft Business Retention and Expansion Program Priority Projects Implementation Plan.

Jonathan Weinhagen, Vice President of SPACC, will be in attendance at the meeting to present the draft priority projects implementation plan and respond to any questions.

Discussion

The EDA reviewed the Business Retention and Expansion Program Report completed by SPACC on January 25, 2016. The EDA requested that the data related to the NAICS industry categories be reviewed to ensure that the number of educational service jobs in the City was accurately represented. Additional revisions to the report included an update to the employee migration data and the inclusion of sources for the data used. A copy of the final draft of the report is included in Attachment A.

The Economic Development Commission discussed the recommended next steps in the BRE Report at their meeting on March 2, 2016. Draft minutes from this meeting are included in Attachment C. The BRE Report recommends that the City consider the following four projects:

- Continued engagement by elected representatives, commissions, and staff in transit conversations, and specifically the proposed extension of the A-Line Bus Rapid Transit Line.

- Fostering relationships with community and technical colleges to help establish workforce connections in the City.
- Creating a system to track companies that are planning or positioned for growth and checking in with them regularly.
- Establishing a plan for on-going business retention and expansion visits.

Based on the feedback provided by the EDC, staff worked with SPACC to identify the priority projects the City may want to focus on over the next several months (Attachment B). Staff is requesting that the EDA review the draft implementation plan for these projects and provide comments. A final draft of the plan will be presented to the EDA at their meeting on April 25, 2016 for approval. Staff expects to begin working with the EDC on the projects at their next scheduled meeting in May.

Requested Action

Staff is requesting that the EDA take the following actions on this item:

- Review and adopt the final draft of the Arden Hills Business Retention and Expansion Program Report from the Saint Paul Area Chamber of Commerce.
- Provide comments on the draft Business Retention and Expansion Program Priority Projects Implementation Plan.

Attachments

- A. Arden Hills Business Retention and Expansion Program Report, Final Draft
- B. Draft Business Retention and Expansion Program Priority Projects Implementation Plan
- C. Draft Economic Development Commission Meeting Minutes, March 2, 2016



March 23, 2016

Jill Hutmacher, Community Development Director
City of Arden Hills
1245 West Highway 96
Arden Hills, MN 55112

VIA EMAIL

RE: Business Retention and Expansion Program Report

Dear Ms. Hutmacher:

I am pleased to present our findings from the 2015 Business Retention and Expansion Program for the City of Arden Hills. The program successfully identified nearly 50 companies in the community that met the established criteria for a visit and successfully conducted visits with 24 of them. In addition to gathering a set of data that will prove useful in future policy and planning conversations, we had the opportunity to thank businesses for investing in the City of Arden Hills and provided, and continue to provide, technical and information resources to many of them.

We know that retaining and facilitating the expansion of existing businesses is an important part of any city's economic development plan. We commend the Economic Development Authority and Economic Development Commission in the City of Arden Hills for having the foresight to proactively work to retain your existing base of businesses. I believe we have been successful in achieving the multitude of goals set out by the City of Arden Hills in advance of this effort:

- 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

The City of Arden Hills is home to some of the most recognizable businesses in the region, including Boston Scientific and Land O'Lakes. The city is also host to a diverse collection of companies at all stages of growth. We had the opportunity to build relationships and learn from many of these companies. Some of our key findings include:

- An interest in increased transit access to serve the business community
- A lack of skilled workers to fill the increasing job opportunities
- A general theme that companies in the community are positioned and planning for growth in both revenues and employees in the coming years

In the following report you will find a detailed overview of the Business Retention and Expansion Program, a comprehensive profile of the business communities in the City of Arden Hills and Ramsey County, as well as a complete set of data and information that was collected as a result of the business visits and follow-up surveys. Additionally, we have prepared two sets of recommendation for the consideration of the EDC and EDA. Our recommendations include:

- Continued engagement in transit conversations, notably the proposed extension of the A-Line Bus Rapid Transit Corridor
- Fostering relationships with community and technical colleges to help broker workforce connections in the City of Arden Hills
- Creating a system for tracking companies that are planning or positioned for growth and checking in on them with regular frequency
- Establishing a plan for ongoing business retention and expansion visits

It has been a great pleasure to work with participants of the BR&E program and members of the city staff in executing on this important work. I look forward to presenting our findings to the Economic Development Authority and Economic Development Commission at their joint work session on Monday, January 25th. Please feel free to contact me with any questions at jonathan@saintpaulchamber.com or by phone at 651-238-6043.

Best Regards,

A handwritten signature in black ink, appearing to read 'Jonathan Weinhagen', with a long horizontal flourish extending to the right.

Jonathan Weinhagen
Vice President



Business Retention & Expansion Program Report

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BUSINESS RETENTION AND EXPANSION PROGRAM BACKGROUND

The Arden Hills Economic Development Commission (EDC) researched Business Retention and Expansion (BR&E) programs as part of their 2014 Work Plan. 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. The EDC evaluated program options and recommended to the EDA that the City enter into an agreement with the Saint Paul Area of Chamber of Commerce (SPACC). The EDA approved the SPACC BR&E program on January 26, 2015.

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

Dan Erickson (EDC member)
Michael Hands (EDC member)
Steve Heikkila (EDC member)
Jim Huninghake (former EDC member)
Kyle Lassen (EDC member)
Jim Ostlund (former Financial Planning and Analysis Committee member)
David Radziej (EDC member)
Roberta Thompson (Planning Commissioner member)
Ed von Holtum (EDC Member)
Clayton Zimmerman (Planning Commission member)
SPACC Staff
City 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.

Businesses Visited

The BR&E Program identified 48 businesses that met the selection criteria for a visit. Of those businesses, 36 were contacted and 24 visits were completed. A 67 percent response rate is well above the industry average of 50 percent. The City of Arden Hills greatly appreciates the involvement of participating businesses in this effort.

- Acela IT Solutions
- Aerotek
- Anderson Niebuhr & Associates
- Boston Scientific
- Catholic United Foundation
- Flaherty's Arden Bowl
- Frandsen Financial Corporation
- Grotto Foundation
- HealthPartners
- 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 Guthmann

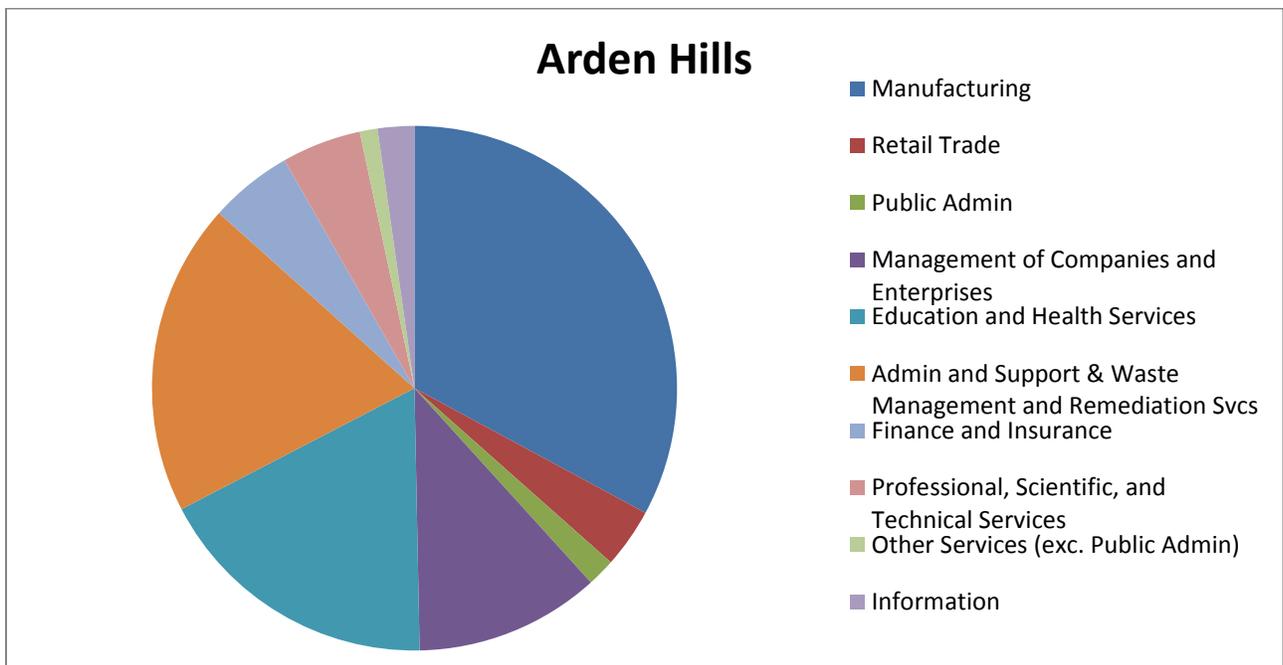
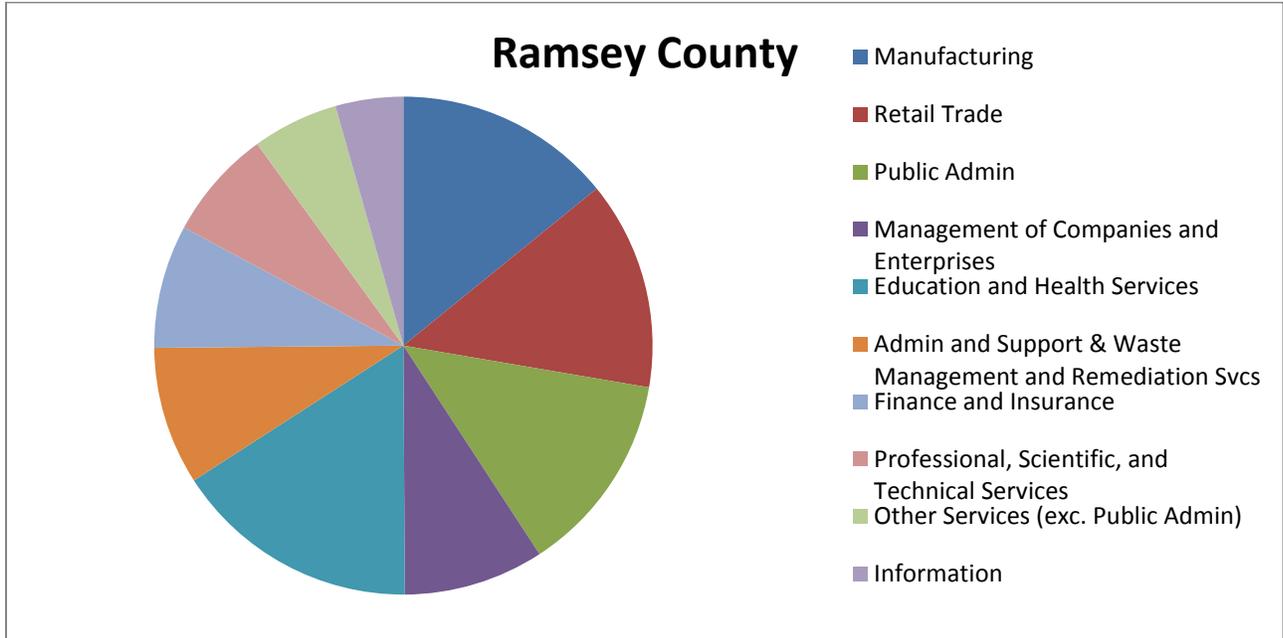
Survey Analysis

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 has been commissioned by the national consulting firm Smart Growth America and their report is pending.

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.

Employment by Industry Comparison



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 Admin	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%
Admin and Support & Waste Management and Remediation Svcs	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 (exc. Public Admin)	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

Arden Hills Employment by Industry

The community experienced significant volatility leading up to 2010. Employment has relatively stable in the two most recent reporting years, a positive trend. Additionally, the highest growth areas have been in industries that have higher average weekly wages.

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	292	11,835	\$1,235	-14	-0.12%	-585	-4.94%
Manufacturing	26	3,646	\$1,575	8	0.22%	-409	-11.22%
Administrative and Support & Waste Management and Remediation Services	19	2,136	\$649	-488	-22.85%	266	12.45%
Education and Health Services	23	1,961	\$803	18	1.00%	-66	-3.40%
Management of Companies and Enterprises	6	1,266	\$1,844	299	23.62%	1266	100.00%
Trade, Transportation and Utilities	45	739	\$1054	88	11.91%	-515	-69.68%
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%
Leisure and Hospitality	24	345	\$309	8	2.32%	-49	-14.20%
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%

Major Employers in Arden Hills

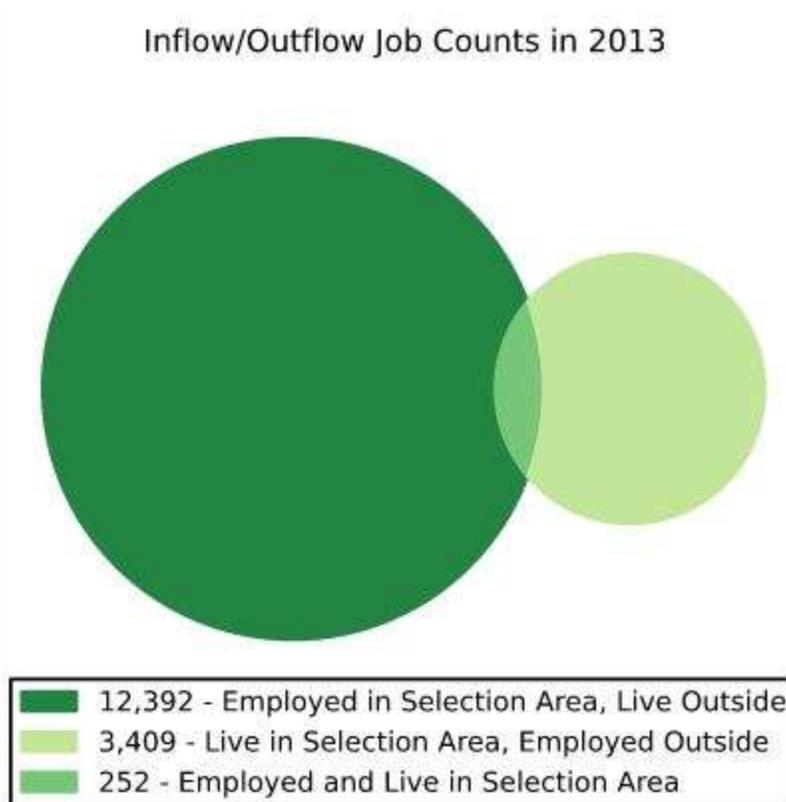


Employee Inflow-Outflow, Arden Hills

The City of Arden Hills is unique in that it has a larger employment population than residential population. City leadership might place greater weight on this daytime population than cities that have a more traditional ratio of residents to those employed in the community.

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



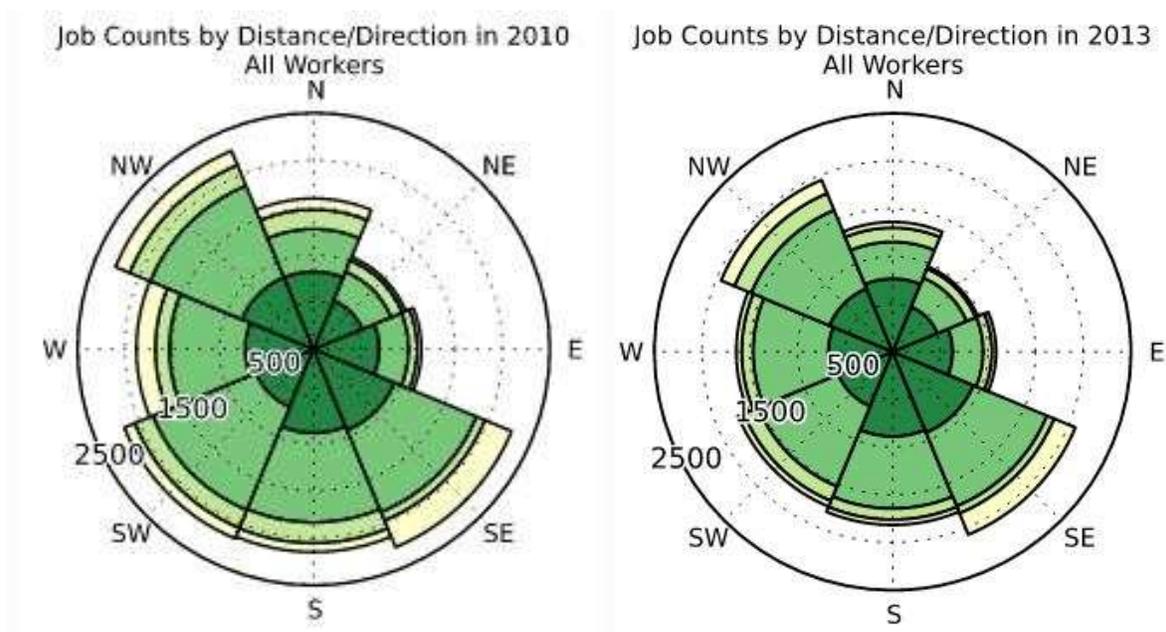
Employee Migration, Arden Hills

The distance and direction in which your employment population commute from, and the trends over time, play a significant role in the ability of your businesses to stay and grow in your community.

National trends suggest a reverse migration of people and companies to center cities (i.e. Minneapolis and Saint Paul). These trends also suggest that individuals desire to be closer to work. Trends in the City of Arden Hills from 2010 to 2013 are consistent with the national trends.

Understanding where your community's employees commute from is also helpful when considering where to invest city resources on issues of regional advocacy. These migration trends would encourage increased investments in transportation including 35W, 694, and 35E.

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%
Total Employment	14523		12644		



Data Sources

Employment by Industry – MN DEED Quarterly Census on Employment and Wages (QCEW), Q2 2015

Employee Inflow-Outflow – U.S. Census, 2010

Employee Migration – U.S. Census, 2010 & 2013

BR&E SURVEY RESULTS

Key Findings

Visit Survey

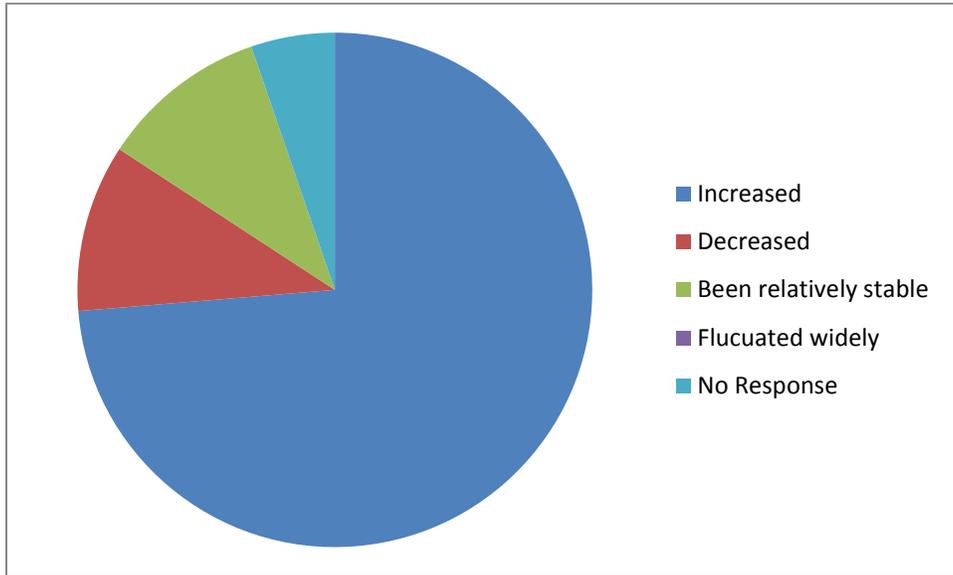
- Companies in Arden Hills are generally seeing an increase in sales in the past year
 - This is consistent with regional and national trends and the general improvement of the economy overall
- The majority of companies targeted and visited during the BR&E program are Headquarters
- Most companies perceive 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

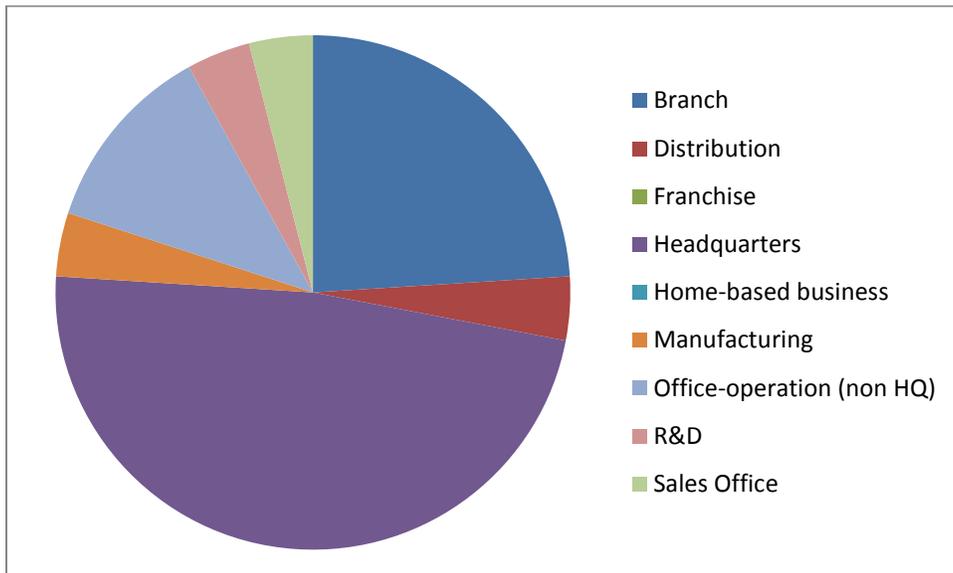
- The K-12 and Higher Education providers are perceived positively by the business community
- There is opportunity for improved access to public transit
- The overall quality of life in the City of Arden Hills is excellent
- There is opportunity for improvement related to electricity and telecommunications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

Visit Survey Results

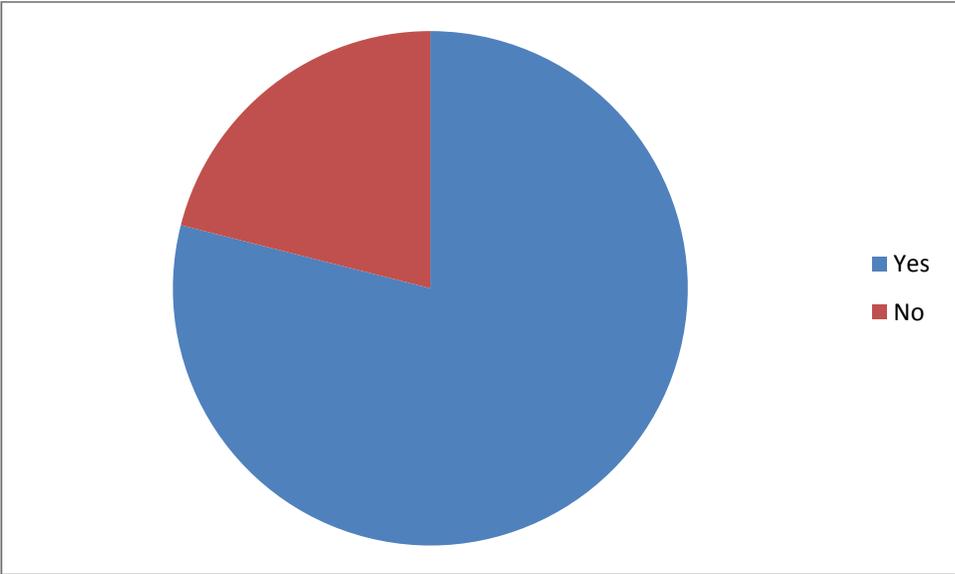
What has been the trend for company sales in the past year?



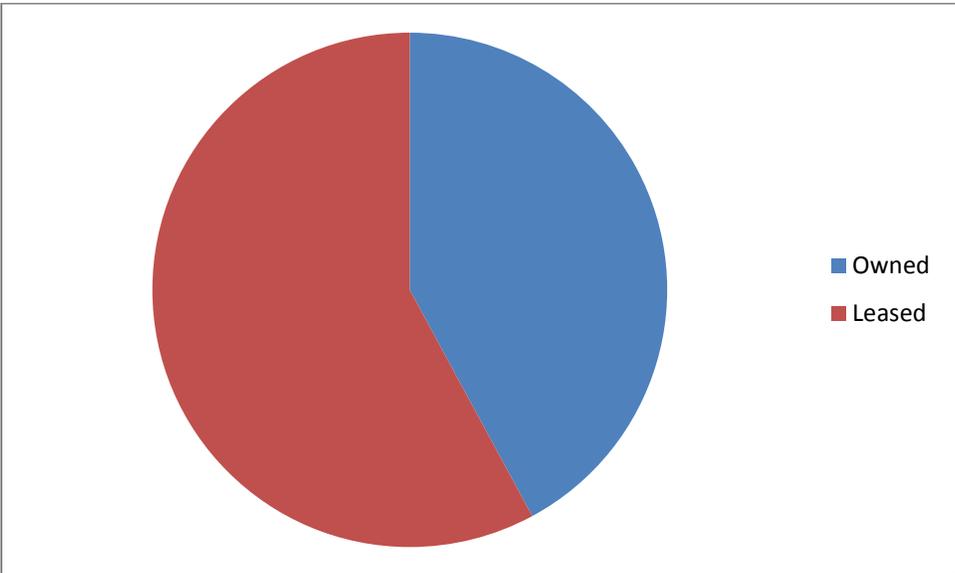
What type of facility?



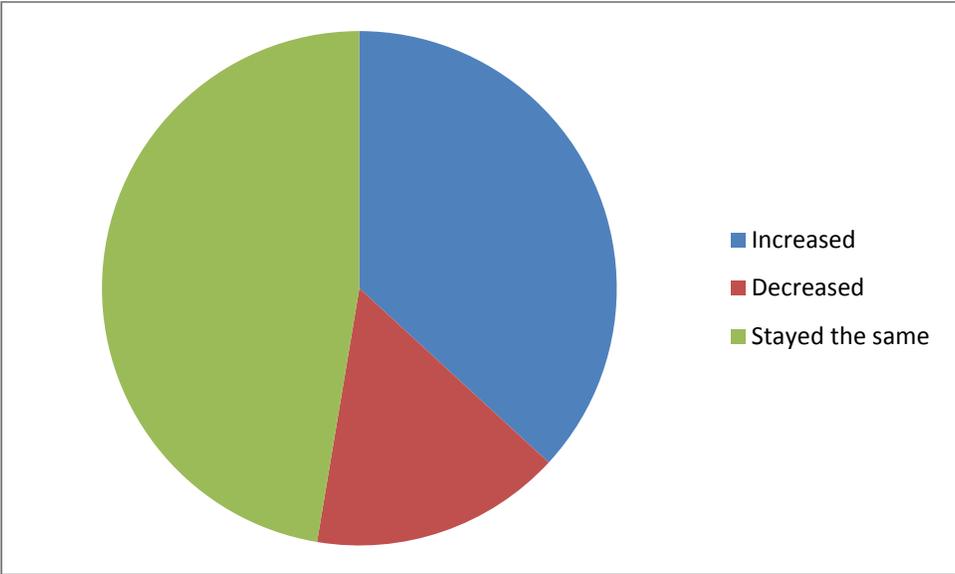
Is there room for expansion at the site?



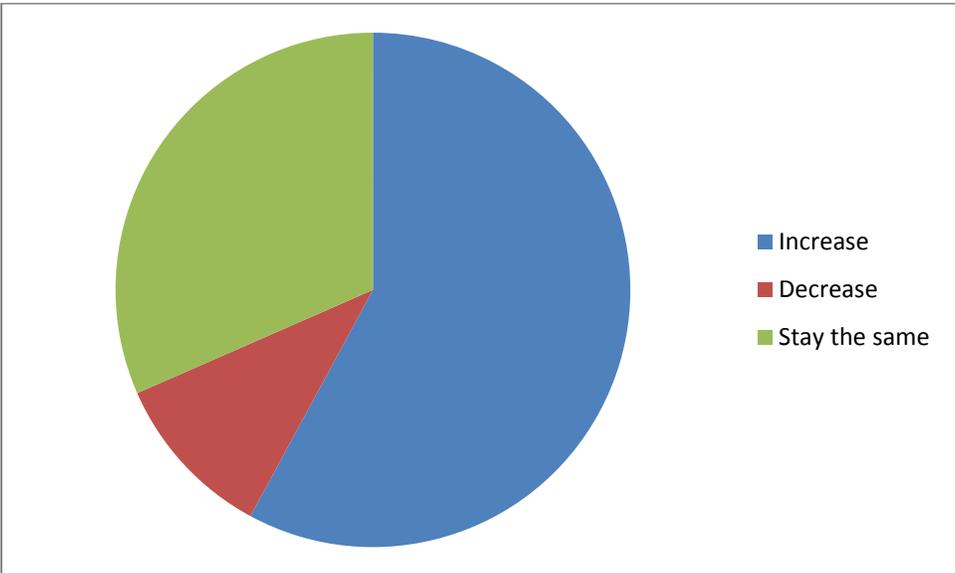
Is the site owned or leased?



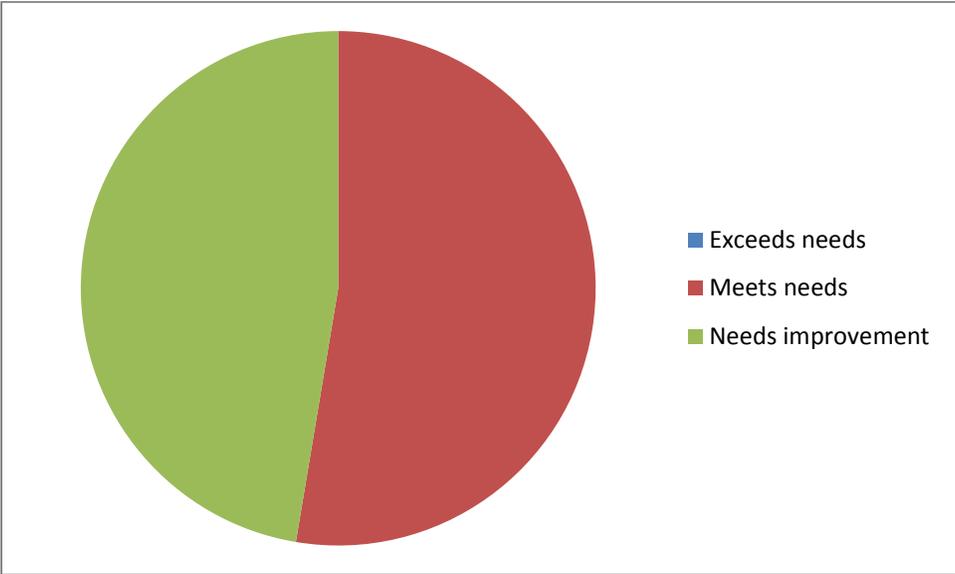
What has happened to company employment in the past year?



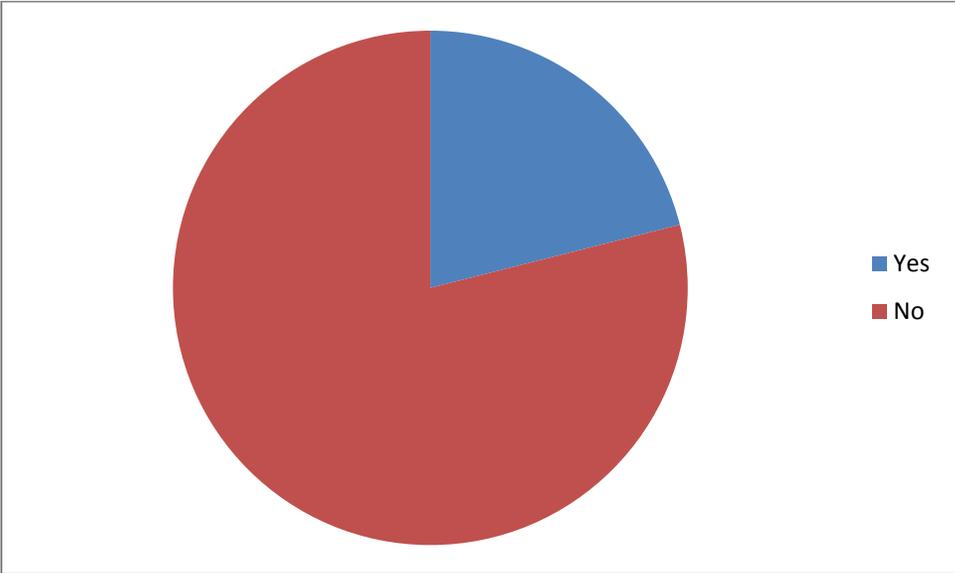
What do you anticipate to happen to company employment in the next year?



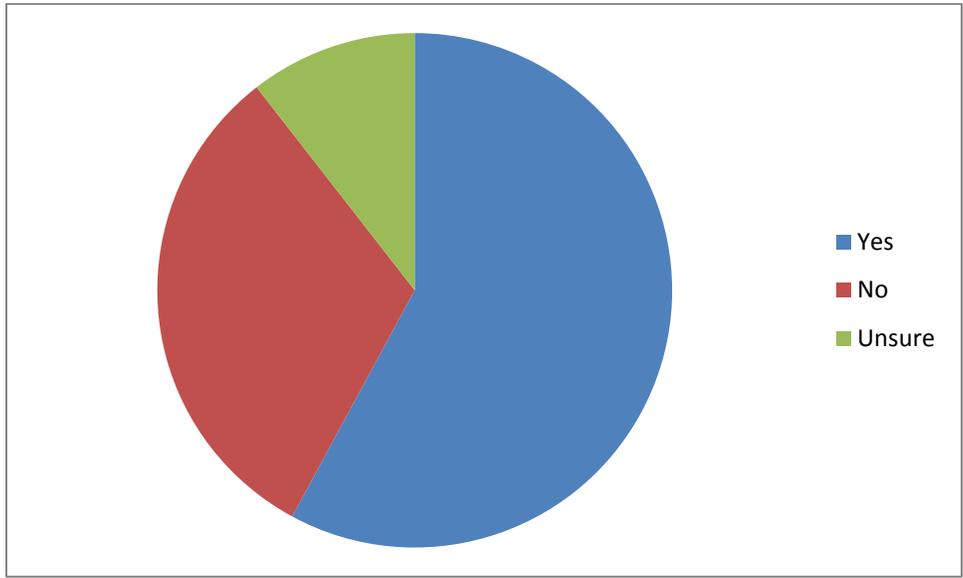
How well does transportation infrastructure serve your business?



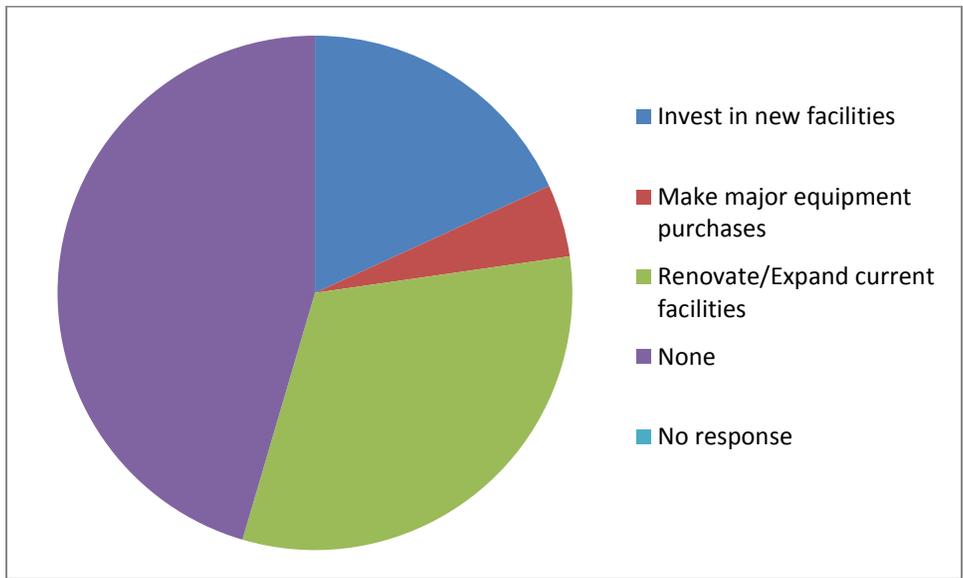
Do your employees used transit (i.e. bus, light rail, etc.)?



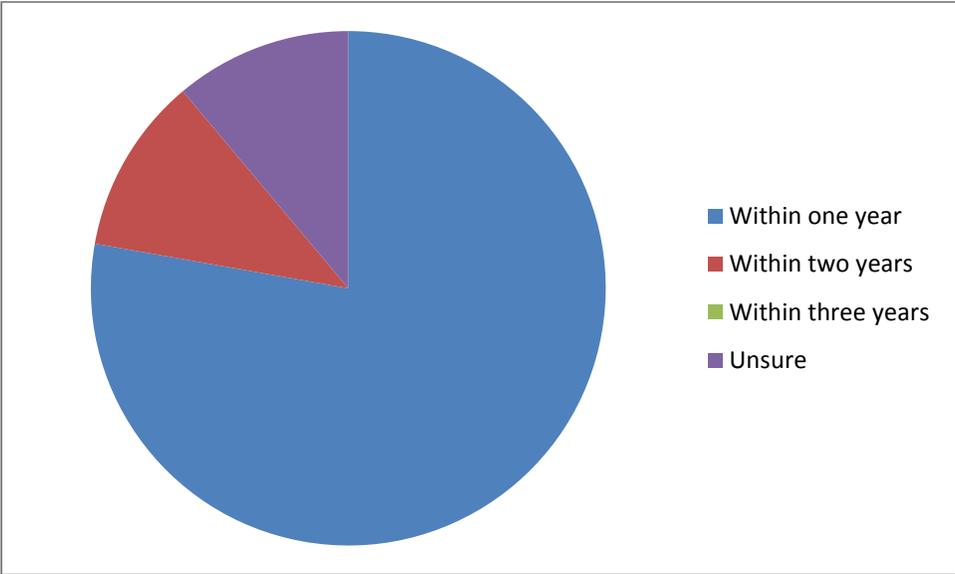
Would your employees use transit if there were increased service?



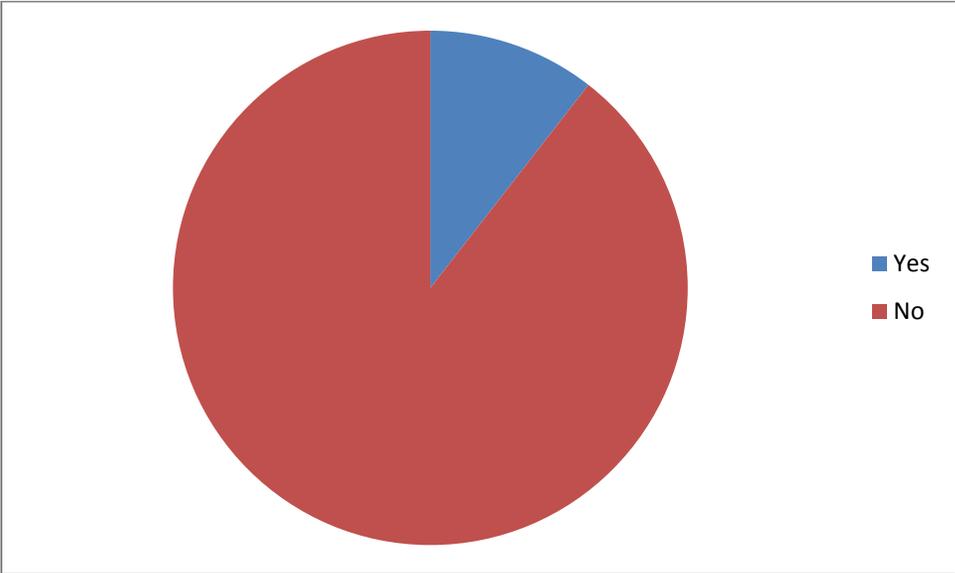
Does your company plan to make investments?



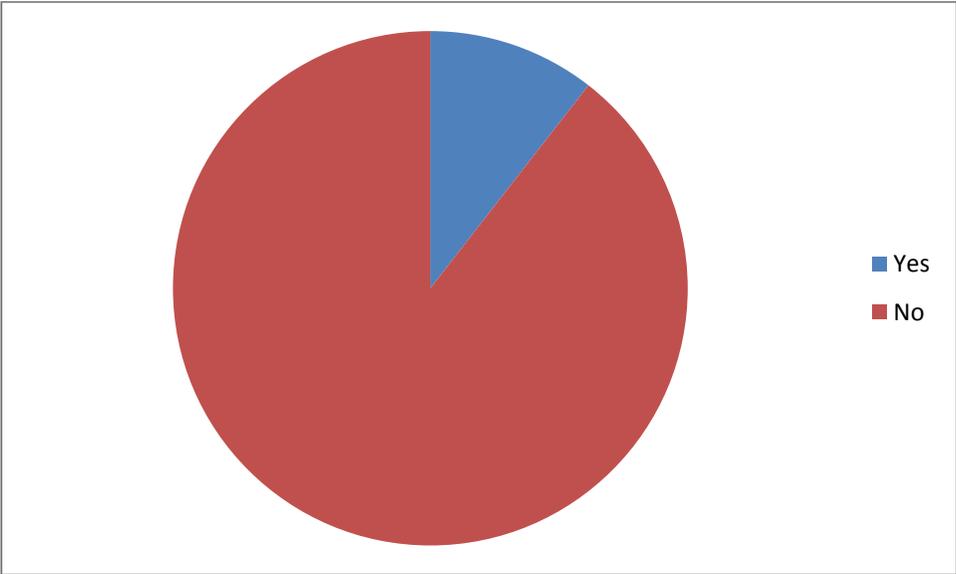
If your company plans to make investment, when do you plan to do so?



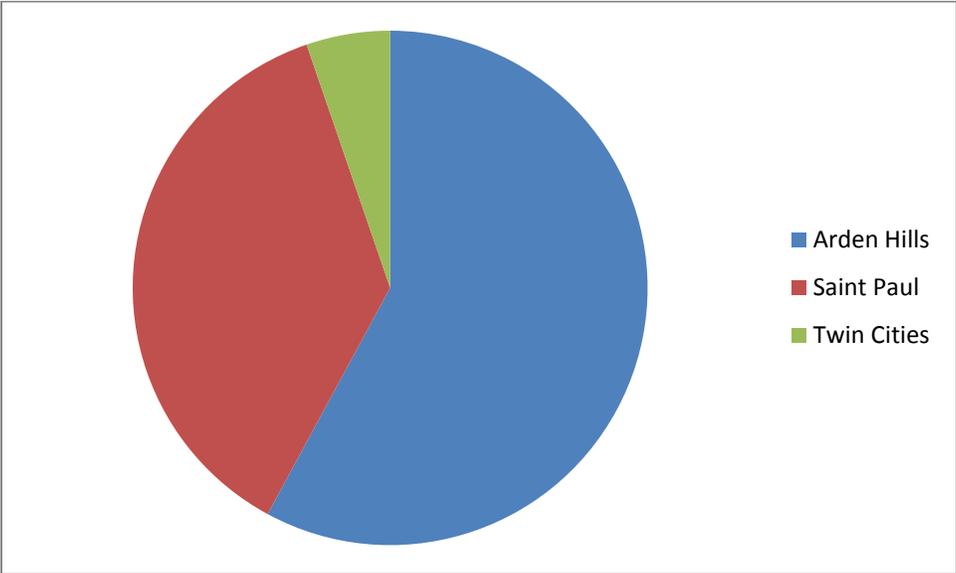
Would your company be interested in accessing the city's revolving loan fund?



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

Amenities

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

Transportation

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

“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.”

Transit

“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.”

“Would like to see improved bus service.”

“We are interested in the BRT line.”

Workforce

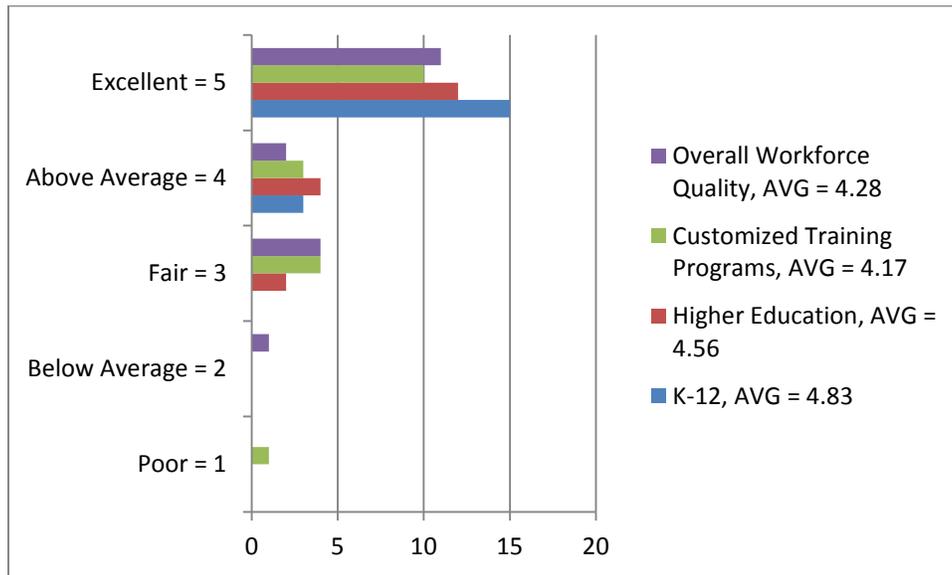
“It is difficult to find reliable part time help.”

“The employee pool lacks technical skills.”

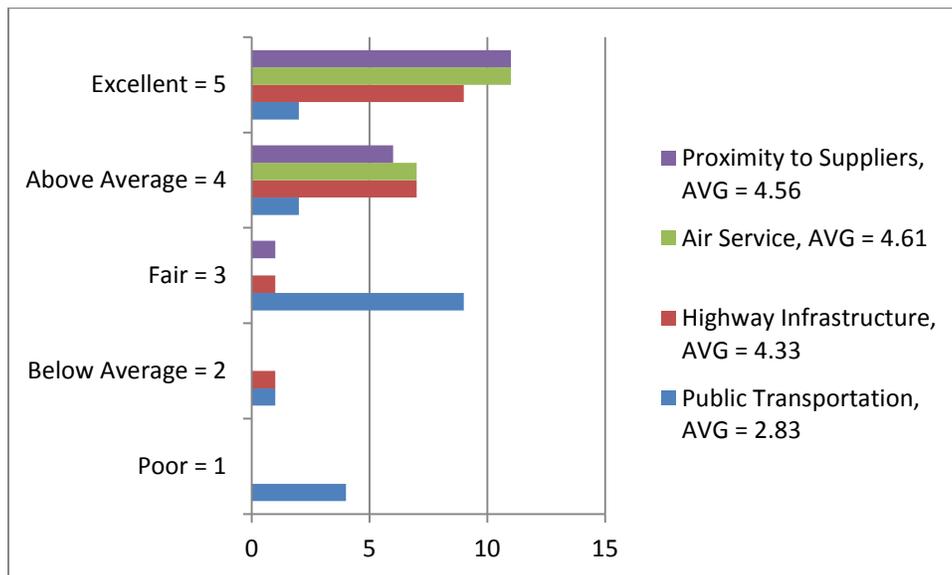
Results, Follow-up Survey

Of the 24 businesses that were visited as part of the BR&E program, 18 completed the follow-up survey.

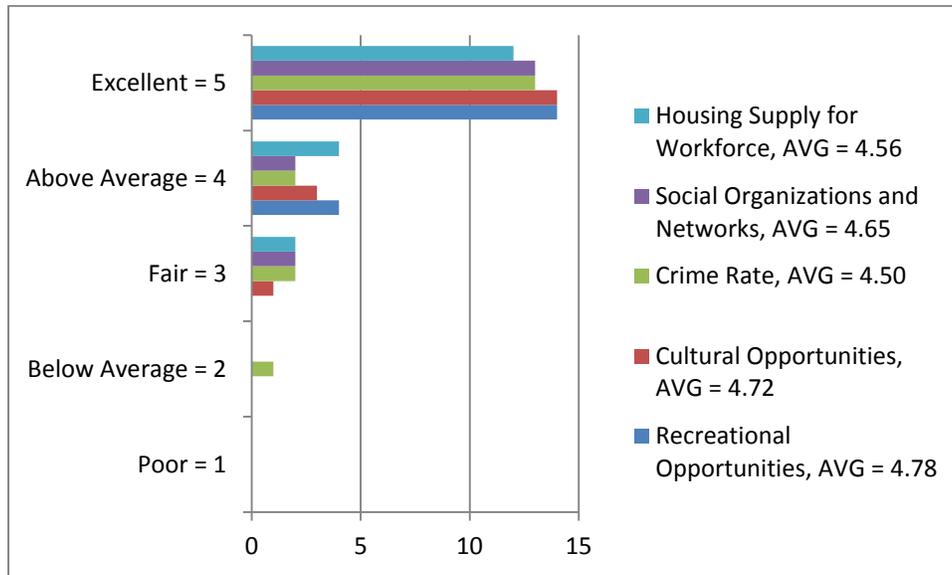
Training and Education



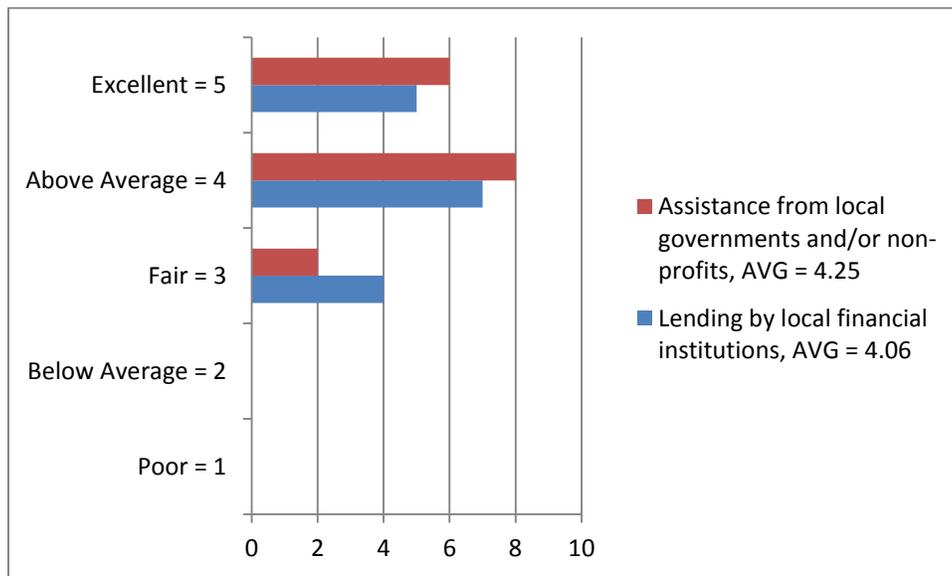
Transportation/Location



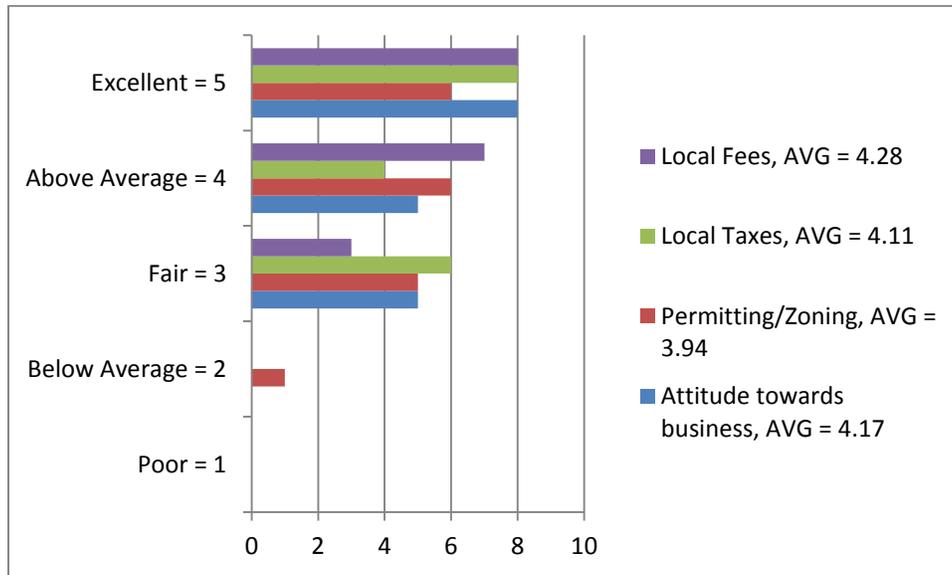
Quality of Life



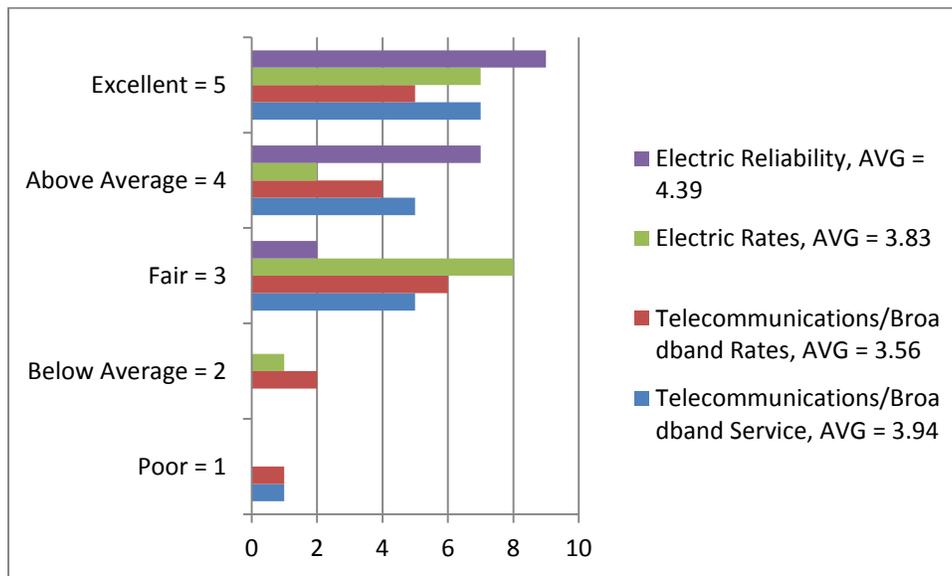
Local Access to Capital



Local Government



Utilities



Recommendations

Visit and Survey Generated Recommendations

The visits and follow-up surveys yielded many actionable findings. It is recommended that the city concentrate on a select few items that proved to be the most prominent themes identified through the BR&E Program.

Recommendation 1

The City of Arden Hills and neighboring communities have been actively engaged in conversations related to a proposed extension of the A-Line Bus Rapid Transit corridor that is currently planned to terminate at Rosedale Mall.

Based on the information gathered, it is recommended that city staff and elected officials and/or committees and commissions continue engaging in efforts to advance the proposed extension of the A-Line. It is also recommended that the Economic Development Commission and Economic Development Authority invite representatives from Metro Transit to a work session to provide an overview of planned regional transit investments as well as an overview of regional and national transit trends, particularly as they relate to employment.

Recommendation 2

Challenges related to accessing skilled workers was a theme during visits and is consistent with regional trends. While the quality of education in the community at the K-12 and Post-Secondary level is generally perceived as being favorable, there appears to be a disconnect between the types of opportunities that exist in the community and the academic resources in the immediate area.

It is recommended that the city explore a relationship with one or several community and technical colleges (i.e. Anoka-Ramsey Community and Technical College, Saint Paul College, etc.) in an effort to bridge the gap of skilled workers. This could be accomplished by meeting with a business liaison at one of these institutions and equipping city staff with information to pass along to businesses.

Recommendation 3

Companies in the City of Arden Hills are growing or plan to grow, both in sales and number of employees. While most companies that received a visit perceive room for expansion at their current site, it is important to engage in ongoing dialogue to ensure that their growth needs are being met.

It is recommended that city staff leverage a database to keep track of businesses that are expanding or plan to expand, with a regular schedule for checking in on their progress.

BR&E Recommendations

Intensive BR&E Programs, like this one, are an important part of a business retention and expansion strategy for a community. It is important to recognize that the data collected during this program represents a snapshot in time, and that ongoing BR&E efforts are critical to maintain up to date information and relationship building with the business community.

Recommendation 1

It is recommended that the Economic Development Commission oversee any ongoing business retention and expansion efforts. As part of their annual work plan, the EDC should identify a targeted list of businesses to be visited throughout the year.

Recommendation 2

As part of the city's ongoing business retention and expansion efforts, it is recommended that the chambers of commerce in the area be leveraged to supplement business retention and expansion visits. The City of Arden Hills is served by the Saint Paul Area and Twin Cities North Chambers of Commerce. Both entities conduct BR&E visits on a regular basis. The city should work with these organizations to coordinate visits and ensure the appropriate people are involved in conducting the visits and that information is shared.

Recommendation 3

The City of Arden Hills is largely served by a finite number of commercial real estate brokerage firms. It is recommended that a roundtable including participants from these firms be conducted to gather feedback on commercial real estate trends and in an effort to collect information to help inform future land use policy discussions.

The Saint Paul Area Chamber of Commerce is willing to convene this roundtable as part of the initial scope of work for the BR&E Program.

Recommendation 4

Information collected during BR&E visits is not only beneficial to the community that collects the data, but also to the region and state as a whole. It is recommended that the City of Arden Hills consider allowing BR&E data collected by the city to be uploaded into the regional or state Sales Force database through the GreaterMSP or Grow Minnesota! portals.

CONTACT INFORMATION



Saint Paul Area Chamber of Commerce

401 North Robert Street, Suite 150

Saint Paul, MN 55101

651.223.5000

www.saintpaulchamber.com

Jonathan Weinhagen

Vice President

651.265.2770

jonathan@saintpaulchamber.com

Matt Kramer

President/CEO

651.265.2771

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):		
<input type="checkbox"/> Increased <input type="checkbox"/> Decreased <input type="checkbox"/> Been relatively stable <input type="checkbox"/> Fluctuated widely <input type="checkbox"/> Not identified		
FACILITIES		
Type of facility (select all that apply):		
<input type="checkbox"/> Branch <input type="checkbox"/> Distribution <input type="checkbox"/> Franchise <input type="checkbox"/> Headquarters <input type="checkbox"/> Home-based business <input type="checkbox"/> Manufacturing <input type="checkbox"/> Office-operation (non HQ) <input type="checkbox"/> R&D <input type="checkbox"/> 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):		
<input type="checkbox"/> Increased <input type="checkbox"/> Decreased <input type="checkbox"/> 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)

Rank the local business climate: Community Rankings						
Education and Training						
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
Transportation/Location						
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
Quality of Life						
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
Local Access to Capital						
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
Local Government						
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
Utilities						
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 – TARGETED BUSINESS LIST

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Business Name	Sector	Category
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
Lindey'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	Alumimum 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



March 24, 2016

Jill Hutmacher, Community Development Director
City of Arden Hills
1245 West Highway 96
Arden Hills, MN 55112

VIA EMAIL

RE: Business Retention and Expansion Program Priority Projects

Dear Ms. Hutmacher:

Thank you again for allowing us the opportunity to partner with the City of Arden Hills to conduct a Business Retention and Expansion program. By all measures the program was a success, achieving the multitude of goals set out by the visionary leadership of your Economic Development Commission and City Council.

As a follow-up to the formal report that included recommendations, we have consulted with staff and reviewed feedback from the Economic Development Commission and prepared a draft implementation plan for priority projects. I look forward to presenting the formal report and discussing a strategy for advancing some of the recommendations through priority projects in 2016 and beyond at the Economic Development Authority meeting on Monday, March 28th.

As always, please feel free to contact me with any questions at jonathan@saintpaulchamber.com or by phone at 651-238-6043.

Best Regards,



Jonathan Weinhagen
Vice President



Business Retention & Expansion Program Priority Projects Implementation Plan

Priority Project 1: Ongoing Business Visits

The recommendations section of the Business Retention and Expansion Program that was administered in 2015 recognized the importance of conducting ongoing business visits in an effort to maintain up to date information and relationship building with the business community. Developing a system for and conducting ongoing business visit should be a top priority of the city.

Feedback received from the Economic Development Commission

- Expand current, planned visits
- Show value to businesses with visits (information, contacts)
- Communicate information back to business community
- Coordinate with other visiting entities
- Share, consider regional information
- Consider frequency of formal BRE program
- Track results of BRE initiatives

Questions to consider when developing a sustainable business visit model:

- Who should be targeted to receive a visit?
- How many visits should be conducted each year?
- What is the core objective of the visits?
- Who should conduct the visits?
- What should the frequency be of conducting a formal BRE program?

Recommended Implementation Strategy

- Choose to target a specific industry (i.e. manufacturing, med tech, etc.) or defined geography (i.e. Red Fox/Grey Fox, Round Lake, etc.) for business visits throughout 2016.
 - It is recommended that the City focus on the Red Fox/Grey Fox district initially in response to some of the feedback regarding transportation in the area and recent changes in the make up of the local business community, such as Smiths Medical leaving and the opening of the Red Fox Business Center.
- Plan to conduct 6-8 visits during the remainder of 2016
 - It is estimated that business visits require approximately 4 hours of time to conduct, inclusive of outreach, scheduling, visiting, and inputting data.
- Aggregate information collected throughout the year and produce a year-end report.

Timeline

Ongoing through 2016 with plans to review strategy for 2017 near the end of the year

Priority Project 2: Commercial Real Estate Broker Roundtable

The recommendations section of the Business Retention and Expansion Program identified an opportunity to engage in meaningful dialogue with the commercial brokerage community in light of the reality that the City is served by a finite number of commercial real estate brokerage firms. The City would benefit from this type of roundtable discussion as staff will be able to make connections with brokerage firm representatives and gain a better understanding of local market dynamics. The Saint Paul Area Chamber of Commerce expressed a willingness to convene this roundtable with City staff and brokers as part of its initial scope of work for the Business Retention and Expansion Program.

Recommended Implementation Strategy

- Identify commercial brokerage firms who have considerable interests in the City of Arden Hills
- Develop a series of questions based on the findings in the BR&E Program report and industry trends that aim to isolate challenges and opportunities that are unique and specific to the City of Arden Hills.
- Poll contacts to identify a date to host a 90 minute roundtable that works for the greatest number of firms.
- Facilitate the roundtable.
- Report findings and recommended next steps to the Economic Development Commission and Economic Development Authority.

Timeline

April-June of 2016

Priority Project 3: Explore the City's Role in Workforce

Challenges related to accessing skilled workers emerged as one of the most significant themes as a result of the Business Retention and Expansion Program visits and survey. Recognizing the limited capacity within the city to develop training programs and engage in the broad variety of workforce initiative, it is recommended that partnerships be leveraged to gather additional information and provide resources to your business community.

Feedback received from the Economic Development Commission

- Understand what skills are needed
- Building employer relationships
- Single point of contact at City between businesses and schools
- Schools to contact: Century College, Anoka-Ramsey, St. Paul Technical College, Dunwoody, Normandale (satellite programs)

Recommended Implementation Strategy

- Identify a staff lead at the City of Arden Hills to be the point person for issues related to workforce.
- Leverage existing capacity that is resourced to engage in workforce issues in the community
 - The Mounds View Public Schools recently created and filled the role of Director of Community Partnerships. The City should begin conversations with this role to determine how information can be shared.
 - Gain better understanding of other workforce development resources in the area, such as Ramsey County, Minnesota Department of Employment and Economic Development, and Greater MSP.
- Identify and begin building a relationship with a point of contact from each of the community colleges that serve the metro area (Century, Anoka-Ramsey, Saint Paul College, Dunwoody).

Timeline

Ongoing through 2016 and beyond with the following target dates:

- April/May – Identify Staff Lead
- June – Meet with Mounds View Public Schools
- End of Year – Complete meetings with each of the community colleges



**CITY OF ARDEN HILLS, MINNESOTA
ECONOMIC DEVELOPMENT COMMISSION
MARCH 2, 2016 8:00 AM
CITY HALL -- 1245 WEST HIGHWAY 96**

1. UNFINISHED AND NEW BUSINESS

A. Business Retention and Expansion (BRE) Recommendations

Community Development Director Hutmacher stated there would be an additional meeting with the EDA in the future in order to discuss further recommendations.

Chair Erickson stated that some EDA members appeared to want additional clarity on the data included in the BRE Report.

Senior Planner Bachler indicated City staff would be meeting with Jonathan Weinhagen of the St. Paul Area Chamber of Commerce (SPACC) to discuss the recommendations in detail and to obtain further recommendations for next steps. He said that staff would request that SPACC make additional revisions to the report based on the comments provided by the EDA. The revised report could then be provided to the EDA at a future meeting.

Senior Planner Bachler outlined the four key recommendations of the report as follows:

Transit Advocacy – Proposal to extend the Snelling Avenue Bus Rapid Transit corridor into Arden Hills. Recommend the City invite Metro Transit to an EDA work session to discuss what they are considering in terms of transit in the area.

Workforce Training – City staff to meet with local technical and community colleges with job training programs to obtain valuable information that could be passed on to local businesses in an effort to assist them in meeting their workforce needs.

Tracking Growing Businesses – City staff to create a system to check in regularly with growing businesses to determine the status of their needs.

Continued BRE Program – City staff to put system in place to identify a targeted list of businesses to visit each year. Coordinated effort with local Chambers and GreaterMSP. Potentially share data with regional and state databases.

A discussion ensued regarding these four main recommendations.

A list of action steps to further the goals for each recommendation was created as follows:

Transit Advocacy

- Meet with businesses that would be affected by expanded transit
- Invite Metro Transit to future EDA meeting
- Design infrastructure to accommodate transit

Workforce Training

- Understand what skills are needed
- Identify a clear point of contact at the City
- Build employer relationships
- Investigate satellite programs and partnerships with local schools such as Century College, Anoka-Hennepin Technical College, Anoka-Ramsey Community College, Dunwoody Institute and Normandale Community College

Tracking Growing Businesses

- Obtain data from SPACC
- Obtain and provide regular business updates

Continued BRE Program

- Expand current site visits
- Coordinate with other entities
- Show value to existing businesses
- Share regional information
- Communicate information back to businesses
- Consider frequency of formal BRE Program (3 to 5 years, formal report, continue visits, etc.)
- Track results of BRE initiatives

Community Development Director Hutmacher asked EDC Commissioners to identify priority action items.

A discussion ensued regarding determination of top priorities. The priorities were selected as follows:

- Obtain data from SPACC
- Expand current planned visits
- Show value to businesses pertaining to site visits (information and contacts)
- Communicate information back to the business community

Commissioner Lassen suggested adding to the next EDC agenda various ways to communicate the BRE plan to local businesses.

Commissioner Radziej agreed, stating this would show the City's continued interest in assisting the local businesses.

Commissioner Lassen asked about next steps regarding transit advocacy.

Community Development Director Hutmacher stated that the Met Council conducted a study and created a draft report regarding the BRT extension. The draft report was provided to the cities of Arden Hills, Shoreview and Roseville, as well as Ramsey County, MnDOT, and SPACC. A final report will be provided that incorporates feedback and suggestions.

DRAFT