



*Our Mission is to Provide Planned Quality  
Public Services in a Fiscally Responsible  
Manner in Partnership with Our  
Community*

## **NOTICE OF MEETING**

**City of Lake Elmo Economic Development Authority  
Meeting  
3800 Laverne Avenue North  
Thursday, August 26, 2021 6:00 PM**

## **AGENDA**

- |   |                  |
|---|------------------|
| <b>A. Call to Order/Roll Call</b>                           | <b>6:00 p.m.</b> |
| <b>B. Approval of July21, 2021 Minutes</b>                  | <b>6:00 p.m.</b> |
| <b>C. Economic Development Draft Plan</b>                   | <b>6:05 p.m.</b> |
| <b>D. Mission and Vision Statement Development</b>          | <b>6:30 p.m.</b> |
| <b>E. Next Meeting Date/Future Agenda<br/>Items/Reports</b> | <b>7:00 p.m.</b> |
| <b>F. Adjourn</b>   | <b>7:00 p.m.</b> |

**CITY OF LAKE ELMO  
ECONOMIC DEVELOPMENT AUTHORITY MINUTES  
July 21, 2021**

**Call to Order/Roll Call**

President Ryberg called the meeting to order at 6:00 P.M.

**PRESENT:** Jeff Holtz, Charles Cadenhead, Linda Larson, Paul Ryberg.

**ABSENT:** Mark Gaertner

Staff Present: City Administrator Handt and City Planner Ben Prchal

**Approval of June 15, 2021 Minutes:**

Motion by Larson, seconded by Cadenhead to approve the June 15, 2021 minutes. Motion passed.

**Update on Commercial/Business Zoning Areas**

City Planner Ben Prchal provided maps showing areas of the city guided for commercial or business development in the Old Village, south of 10<sup>th</sup> St and along Ideal Ave. It also distinguished be developed and undeveloped properties. Commissioners suggested building a map that shows how many houses are near the commercial/business areas.

**Economic Development Plan-Brainstorming Session**

Chris Eng, Washington County Economic Development Director led the group in a brainstorming session that included a SWOT analysis and prioritizing goals. It was also noted that the EDA should develop a mission and vision statement.

Strengths included: available land-zoned/open/transportation available, low tax rate, large residential base/high incomes, educated talent pool, central geographic location, I94, TH36, interest in development/growth, flexible zoning, excellent schools and quality of life.

Weaknesses included: infrastructure availability, neighboring communities, not business friendly perception, small city staff, conflicting goals, lack of clean energy, lack of economic incentive, lack of data on talent, education/training, limited mass transit.

Opportunities included: demand for warehouse/industrial buildings, shift in workplace/telecommuting, broadband, have a downtown, marketing/promotions, airport, surveys, neighboring communities full, medical services, 4Front, recreational opportunities, trailer/truck parking, outdoor storage, small business growth.

Threats included: competition with neighboring communities, new workforce after pandemic, social unrest, economic future, Wisconsin, water supply, business climate, public perception/past, resources, unknowns (Met Council).

Goals identified included: diversify tax base, strong relationship with existing businesses, leverage state government resources, develop tools to respond to inquiries, develop and maintain a sense of place, identifying businesses, broadband availability, labor market data, data-business types, what we don't we have, help for city staff, create new perception and positive image, open and welcoming community, EDA make recommendation to city council, and look at other city economic development plans.

After each commissioner ranked their top five goals, the following were identified as priorities that would be in the strategic action plan:

- Develop strong relationships with existing businesses and explore options for a Business Retention and Expansion (B,R&E) Visitation Program
- Develop data (including talent availability, business types, demographic data)
- Diversify the city's tax base
- Develop and maintain a sense of place
- Create a new positive community perception

**Next Meeting Date/Future Agenda/Reports**

The next meeting will be Thursday, August 26, 2021 at 6pm. The agenda will include continued development of the strategic action plan.

**Adjourn**

Meeting adjourned at 7:37 P.M.

Respectfully Submitted,  
Kristina Handt



## **STAFF REPORT**

DATE: August 26, 2021

**REGULAR**

**AGENDA ITEM:** Draft Economic Development Plan and Mission and Vision

**TO:** Economic Development Authority

**SUBMITTED BY:** Kristina Handt, City Administrator

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### **BACKGROUND:**

At our last meeting Chris Eng, Washington County Economic Development Director, led the commission through a series of exercises to help develop a strategic plan for the EDA. He also mentioned developing a mission/vision statement to help guide the EDA in its work.

### **ISSUE BEFORE COMMITTEE:**

What feedback, changes, and additions would the commission like to make to the draft plan?

### **PROPOSAL DETAILS/ANALYSIS:**

A copy of the draft plan is attached. It includes a section to add the EDA's mission, goals, SWOT results and more detailed action steps for the 5 highest priorities identified by the commission. Commissioners should review this plan and provide feedback on any change before adoption. Some areas are noted they may be better suited as part of the mission/vision statement or be a longer range goal.

Chris will help the group develop a mission or vision statement to include in the plan. The city's current mission statement can be found at the top of the agenda. Once the EDA adopts one we will place it on our agendas going forward.

### **FISCAL IMPACT:**

While most of the items can be completed with staff and commissioner time, the labor market study will have a financial impact. No cost estimates have been obtained at this point and no funding is included in the 2022 budget for the EDA.

### **ATTACHMENT:**

- Draft 2021-2023 Lake Elmo Economic Development Work Plan

# 2021 – 2023

## Lake Elmo EDA

### Economic Development Work Plan

#### Lake Elmo EDA Mission

The mission of the Lake Elmo Economic Development Authority (EDA) is to {fill in the blanks with something along these lines} *“create a thriving community with diverse jobs and tax base, brought about by specific emphasis on business retention, business expansion, and business attraction.”*

#### Goals

1. Develop strong relationships with existing businesses and explore options for a Business Retention and Expansion (B,R&E) Visitation Program
2. Develop data (talent availability, business types, demographic information)
3. Diversify tax base
4. Develop and maintain sense of place
5. Create new positive community perception

#### Planning Process

The purpose of this document is to serve as the Lake Elmo EDA 2021 Economic Development Strategic Plan with a planning horizon through 2023.

#### Strengths, Weaknesses, Opportunities and Threats / 2040 Comp Plan

To assist in the EDA’s discussion and to help achieve the goals and action steps identified within this plan, a summary of the July 21, 2021 group discussion on Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis and also includes maps from the 2040 Comprehensive Plan Update is included as Attachment A.

**Goals/Action Steps/Deliverables****1. Develop strong relationships with existing businesses and explore options for a Business Retention and Expansion (B,R&E) Visitation Program.**

**Action Step:** City and Washington County CDA staff will research and explore options for a business retention and expansion visitation program. City staff with the assistance of CDA staff will: 1) work to create a list for possible businesses to visit, 2) develop and recommend a proposed program structure including timing, 3) create a draft business survey and 4) discuss the potential interview process and overall program operations including reporting the survey results. Recommendations will be brought to the EDA for consideration, input and discussion.

**Deliverables:** Staff will be providing potential program options to EDA for discussion and consideration. This will begin in the fourth quarter of 2021 and will be ongoing.

**2. Develop data (including talent availability, business types, demographic data)**

**Action Step:** City staff with assistance from Washington County CDA staff and DEED will provide community demographic information (including but not limited to: talent availability, business types, community profile, demographic data).

**Action Step:** City staff with assistance from the Washington County CDA will explore hiring a consultant to update/undertake a detailed labor market study and then report back to the EDA Board.

**Deliverables:** The labor market study and demographic/data study update will begin in 2022 or sooner contingent on available funding.

**3. Diversify the city's tax base (This may be more a mission, vision; or Long-term goal)**

**Action Step:** City staff with the assistance of CDA staff will explore opportunities to diversify the City's tax base. Updates to the EDA may include maintaining a list and periodic reports of commercial, industrial and residential projects that are in the planning process, under construction and recently completed.

**Action Step:** City staff will showcase more economic development stories and business updates on the EDA website the CDA's website as well as in the City's Newsletter.

**Deliverables:** Staff will explore options to update the EDA's web presence including, considerations for a potential web platform, adding an inventory of available land and buildings, listing available business resources and developing a digital marketing plan and materials {digital rollout} for business recruitment, expansions and retention. This will begin in the first quarter of 2022 and will be ongoing. Recommendations will be provided to the EDA members on a regular basis for discussion and input.

#### **4. Develop and maintain a sense of place (This may be more a mission or vision)**

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**Action Step:** The EDA will explore opportunities to develop and maintain a sense of place...

**Deliverables:** A community asset and resources list will begin to be developed in 2021 and will be maintained on an ongoing basis.

#### **5. Create a new positive community perception**

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**Action Step:** City staff with the assistance of CDA staff will meet with interested property owners, site selectors, commercial realtors, developers on an ongoing basis to promote development opportunities.

**Deliverables:** Staff will attend events attended by commercial realtors, developers and site selectors. This will begin in the second quarter of 2021 and will be ongoing.

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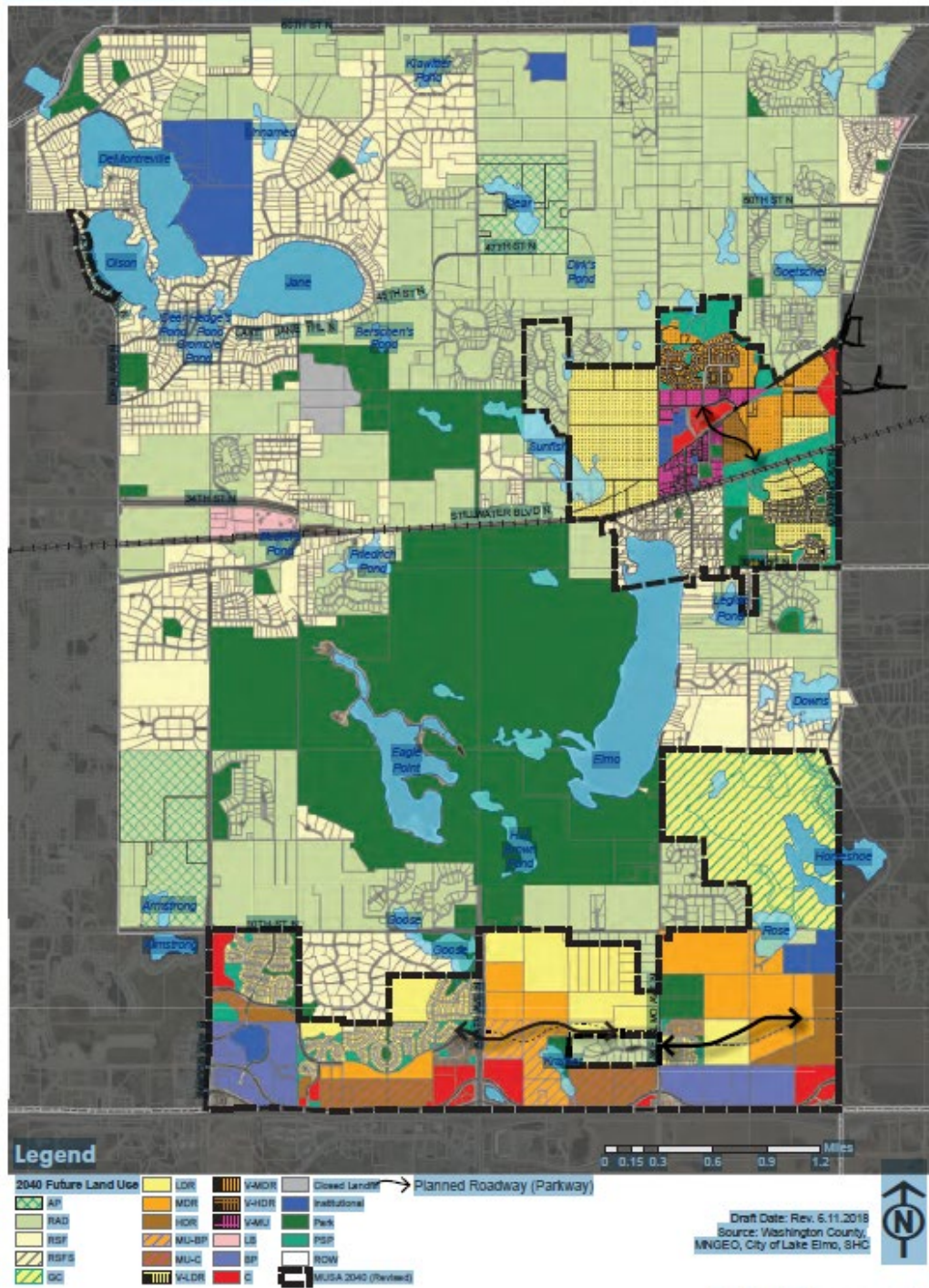
Attachment A

2040 Lake Elmo Comprehensive Plan Map

Strengths, Weaknesses, Opportunities,  
Threats Group Discussion



Map 3-3. Future Land Use Map



3-17

Strengths, Weaknesses, Opportunity, Threats Discussion

Lake Elmo EDA

July 21, 2021

**Strengths**

Available land (zoned, open, transportation)  
Low tax base  
Large residential base (high incomes)  
Educated talent pool  
Central geographic location  
Highway 36 & I-94  
Interest in development  
Flexible zoning  
Quality of life  
Excellent schools

**Weaknesses**

Infrastructure availability  
Neighboring communities  
Perception (not business friendly)  
Small city (talented city staff)  
Conflicting goals  
Clean energy  
Economic incentives  
Data on talent availability  
Education/training  
Transit

**Opportunities**

Demand for warehouse and industrial  
Shift in workplace/telecommuting  
Broadband  
Downtown  
Partner with County  
Survey small businesses  
Airport  
Neighboring communities  
Imation (4 Front)  
Recreation opportunities  
Truck/trailer parking

**Threats**

Competition neighbor communities  
New workforce (post pandemic)  
Social unrest  
Economic future  
Wisconsin  
Perception of the past  
Resources for businesses  
Unknowns (Met Council)