



The Lake Elmo Economic Development Authority (EDA) is committed to preserving and enhancing our community by creating an attractive business climate and listening to businesses and residents to prepare for the economy of tomorrow.

NOTICE OF MEETING

**City of Lake Elmo Economic Development Authority
Meeting
3800 Laverne Avenue North
Tuesday, February 15, 2022 6:00 PM**

AGENDA

- | | |
|---|------------------|
| A. Call to Order/Roll Call-Introductions | 6:00 p.m. |
| B. Election of Officers | 6:00 p.m. |
| 1. President | |
| 2. Vice President | |
| 3. Secretary | |
| 4. Treasurer | |
| 5. Assistant Treasurer | |
| C. October 28, 2021 Minutes | 6:10p.m. |
| D. Business Retention and Expansion Survey | 6:15 p.m. |
| E. Lake Elmo EDA 2022-2024 Work Plan | 6:35 p.m. |
| F. 2022 Meeting Schedule | 6:45 p.m. |
| G. Future Agenda Items/Reports | 6:50 p.m. |
| H. Adjourn | 6:55 p.m. |



DATE: February 15, 2022
REGULAR

AGENDA ITEM: Election of Officers

SUBMITTED BY: Kristina Handt, City Administrator

BACKGROUND:

Per the bylaws of the EDA, some officers of the Authority, such as the President, Vice-President and Treasurer, shall be members of the board and elected annually. The Secretary and Assistant Treasurer need not be members of the Board.

The officers last elected in April 2021 were:

President: Paul Ryberg
Vice President: Mark Gaertner
Secretary: Kristina Handt
Treasurer: Linda Larson
Assist. Treas.: Kristina Handt

ISSUE BEFORE COMMITTEE:

Who should be elected to each officer position?

PROPOSAL DETAILS/ANALYSIS:

Any members of the EDA may be appointed to any of the officer positions. In addition, it is possible to appoint a non-board member (i.e. staff) to be Secretary and/or Assistant Treasurer.

Current members of the EDA are Charles Cadenhead, Jeff Holtz, Mark Gaertner, Linda Larson, Nina Waldoch and Tony Manzara.

RECOMMENDATIONS:

“Motion to appoint _____ as President.”

“Motion to appoint _____ as Vice President.”

“Motion to appoint _____ as Treasurer.”

“Motion to appoint Kristina Handt as Secretary and Assistant Treasurer.”

ATTACHMENT:

- Bylaws of the Economic Development Authority of the City of Lake Elmo, Minnesota

BYLAWS OF THE ECONOMIC DEVELOPMENT AUTHORITY
OF THE CITY OF LAKE ELMO, MINNESOTA

ARTICLE I – THE AUTHORITY

Section 1. Name of Authority. The name of the Authority shall be the “Economic Development Authority of the City of Lake Elmo, Minnesota” (which may sometimes be referred to as the “EDA” or the “Authority”, and its governing body shall be called the Board of Commissioners (the “Board”). The Board shall be the body of responsible for the general governance of the Authority and shall conduct its official business at meetings thereof.

Section 2. Seal of Authority. As required by Minnesota Statutes, Section 469.096, Subdivision 1, the Authority shall have an official seal, which shall be in the form depicted on Exhibit A.

Section 3. Office of Authority. The offices of the Authority shall be the Lake Elmo City Hall.

ARTICLE II – OFFICERS

Section 1. Officers. The officers of the Authority shall be a President, a Vice-President, a Treasurer, an Assistant Treasurer, and a Secretary. The President, Vice-President, and the Treasurer shall be members of the Board and shall be elected annually, and no Commissioner may be both President and Vice-President simultaneously. The Assistant Treasurer and Secretary need not be members of the Board.

Section 2. President. The President shall preside at all meetings of the Board. Except as otherwise authorized by resolution of the Board, the President and Secretary (the Vice-President, in the Secretary’s absence or incapacity) shall sign all contracts, deeds and other instruments made or executed by the Authority, except that all checks of the Authority shall be signed by the Treasurer and Assistant Treasurer. At each meeting the President shall submit such recommendations and information as he or she may consider proper concerning the business, affairs, and policies of the Authority.

Section 3. Vice-President. The Vice-President shall perform the duties of the President in the absence or incapacity of the President; and in case of the resignation or death of the President, the Vice-President shall perform such duties as are imposed on the President until such time as the Board shall select a new President.

Section 4. Secretary. The Secretary shall keep minutes of all meetings of the Board and shall maintain all records of the Authority. The Secretary shall also have such additional duties and responsibilities as the Board may from time to time and by resolution prescribe.

Section 5. Treasurer. The Treasurer shall have the care and custody of all funds of the Authority and shall deposit the same in the name of the Authority in such bank or banks as the Board may select. The Treasurer and Assistant Treasurer shall sign all orders and checks for the payment of money and shall pay out and disburse such moneys under the direction of the Board. The Treasurer shall keep regular books of accounts showing receipts and expenditures and shall render to the Board, at least annually (or more often when requested), an account of such transactions and also of the financial condition of the Authority. The Treasurer shall post a bond as required by Minnesota Statutes, Section 469.096, Subdivision 6. The Assistant Treasurer shall act as the Treasurer's agent and assistant to perform the above-described duties, subject to the Treasurer's approval thereof.

Section 6. Additional Duties. The officers of the Authority shall perform such other duties and functions as may from time to time be required by the Board or the bylaws or rules and regulations of the Authority.

Section 7. Vacancies. Should the office of President, Vice-President, Treasurer, Assistant Treasurer or Secretary become vacant, the Board shall elect a successor at the next regular meeting, or at a special meeting called for such purpose, and such election shall be for the unexpired term of said officer.

Section 8. Additional Personnel. The Board may from time to time employ such personnel as it deems necessary to exercise its powers, duties, and functions. The selection and compensation of such personnel shall be determined by the Board.

ARTICLE III – MEETINGS

Section 1. Regular Meetings. The regular meetings of the Board shall occur according to a meeting schedule, if any, adopted or revised from time to time by resolution of the Board.

Section 2. Special Meetings. Special meetings of the Board may be called by the President or any two members of the Board for the purpose of transacting any business designated in the call. The call for a special meeting may be delivered at any time prior to the time of the proposed meeting to each member of the Board or may be mailed to the business or home address of each member of the Board at least two (2) days prior to the date of such special meeting. At such special meeting no business shall be considered other than as designated in the call, but if at least four members of the Board are present at a special meeting, any and all business may be transacted at such special meeting. Notice of any special meeting shall be posted and/or published as may be required by law.

Section 3. Quorum. The powers of the Authority shall be vested in the Board. Three Commissioners shall constitute a quorum for the purpose of conducting the business and exercising the powers of the Authority and for all other purposes, but a smaller number may adjourn from time to time until a quorum is obtained. When a quorum is in attendance, action may be taken by the Board upon a vote of a majority of the Commissioners present.

Section 4. Order of Business. At the regular meetings of the Board the following shall be the order of business:

1. Roll Call.
2. Approval of the minutes of the previous meeting.
3. Bills and communications.
4. Reports.
5. Unfinished business.
6. New business.
7. Adjournment.

All resolutions shall be written or transcribed and shall be retained in the journal of the proceedings maintained by the Secretary.

Section 5. Adoption of Resolutions. Resolutions of the Board shall be deemed adopted if approved by not less than a simple majority of all Commissioners present, unless a different requirement for adoption is prescribed by law. Resolutions may but need not be read aloud prior to vote taken thereon and may but not need be executed after passage.

Section 6. Rules of Order. The meetings of the Board shall be governed by the most recent edition of Robert's Rules of Order.

ARTICLE IV – MISCELLANEOUS

Section 1. Amendments to Bylaws. The bylaws of the Authority shall be amended only by resolution approved by at least three of the members of the Board.

Section 2. Fiscal Year. The fiscal year of the Authority shall coincide with the fiscal year of the City of Lake Elmo, Minnesota.

Adopted on _____, 2013.

**CITY OF LAKE ELMO
ECONOMIC DEVELOPMENT AUTHORITY MINUTES
October 28, 2021**

Call to Order/Roll Call

Vice President Gaertner called the meeting to order at 6:05 P.M.

PRESENT: Mark Gaertner, Linda Larson, Jeff Holtz, Charles Cadenhead, and Tom Triplett.

ABSENT: Paul Ryberg

Staff Present: City Administrator Handt

Approval of September 30, 2021 Minutes:

Motion by Triplett, seconded by Larson to approve the September 30, 2021 minutes. Motion passed 5-0.

Business Subsidy Policy

Handt presented the draft version based upon the Cottage Grove template and feedback from commission and legal. The commission discussed whether more than one objective should be required. They settled on requiring two or more. The priorities in 4.2C were discussed. Since most people think of the Old Village as including the Elmo Station and Civic District, those three were combined into the first priority. The language will also indicate the priorities are for development and redevelopment opportunities. The commission also discussed the number of jobs required, specifically full time benefit jobs. Some felt one job was too low of a threshold. Handt explained just because a business creates on job doesn't automatically mean they get a subsidy. There was discussion about tying the number of jobs to the amount off the increment as some other cities do. Ultimately, the commission decided to leave it at one FTE to allow for the greatest flexibility but expressed it was unlikely that a subsidy would be provided for just one FTE. The commission discussed the wage floor being set at 200% of State of MN Minimum Wage and kept that language acknowledging that each agreement can be negotiated for more. Commissioner Larson asked about 4.2.C.5 regarding entertainment venues. While it was noted they may bring lower wage jobs and have a greater chance for failure, the commission left it in to allow for flexibility and felt more comfortable with a pay-go approach of funding to minimize risks. Motion by Cadenhead, seconded by Triplett to recommend, as amended, the Lake Elmo Business Subsidy Policy to the City Council for adoption." Motion passed 5-0.

Business Retention and Expansion Program

Handt presented the draft BR&E program Chris Eng drafted and noted we have a list of over 470 business in Lake Elmo. Handt asked how the commission would like to prioritize meeting with businesses. Larson mentioned not doing home based businesses and then prioritizing larger employers. Gaernter shared when he was involved in a BR&E program in Oakdale they targeted the newest businesses first. They also included an EDA member and a Council member in their visits. The list will be revised based upon the feedback and brought to the next meeting where commissioners can divide up the list to plan visits in 2022.

Lake Elmo EDA 2021-2023 Work Plan

Handt shared that the work plan was sent back to the EDA by the council over concerns that it was a lot to get completed with limited resources. Handt suggest cutting back on some of the items and

meeting quarterly or waiting to have a work session with the council. The commission reviewed the goals and agreed to keep the BR&E for 2022. Goal two about developing data would be moved to 2023 and goals 3 and 4 would be combined for 2024. The commission also mentioned reviewing the work plan each year even though it was a multi year plan. Handt will update the documents discussed and bring back to the next meeting.

Next Meeting Date/Future Agenda/Reports

The next meeting will be Tuesday, February 15, 2022 at 6pm. The agenda will include the BR&E Program and updated work plan.

Adjourn

Motion by Larson, seconded by Cadenhead to adjourn. Motion passed. Meeting adjourned at 7:17 P.M.

Respectfully Submitted,
Kristina Handt



DATE: February 15, 2022
REGULAR

AGENDA ITEM: Business Retention and Expansion Program

TO: Economic Development Authority Commissioners

SUBMITTED BY: Kristina Handt, City Administrator

BACKGROUND:

At the October 2021 meeting, the EDA began working on their top goal for 2022—a Business Retention and Expansion (BRE) program. At the meeting the commission was presented with a list of businesses compiled by reference USA and the BR&E program outline prepared by Chris Eng, Washington County Economic Development Director.

ISSUE BEFORE COMMITTEE:

Does the commission have any changes to the draft BR&E Program? When would the commission like to begin implementing it (meeting with businesses)? Which businesses should be visited and by whom?

PROPOSAL DETAILS/ANALYSIS:

We were able to get the list narrowed a bit by removing most home based businesses. I've provided the business listings to the commission in two different sorting options based upon discussion at the last meeting. One list sorts the businesses by year they began operation (for those we have the info for) and the other list sorts the same businesses based upon employee size.

There are still nearly 300 businesses. The commission should decide how they would like to prioritize the rest of the listings and then plan to have each commissioner complete 2 business surveys or visits each month for the rest of the year.

FISCAL IMPACT:

NA

ATTACHMENT:

- Draft BR&E Program Outline

memo

Lake Elmo EDA BR&E Program

To: Kristina Handt
From: Chris Eng
Date: October 15, 2021
Re: BR&E Program Overview

Program objectives of the Lake Elmo BR&E Program are:

1. To demonstrate support and appreciation for existing businesses (an opportunity to connect the city with the businesses),
2. To identify and potentially assist in addressing any immediate business opportunities or concerns (identify any red flag warnings),
3. To establish and implement future EDA strategic/work plan action steps (identify priority projects), and
4. Identify potential opportunities for new businesses that can complement the existing businesses in the city (vendors and service providers, suppliers and customers).

The program will involve informal business meetings (and possible tours of the business) with the EDA Members along with CDA and city staff. Onsite business visits will be conducted by the EDA Members with a very informal and short survey. This is an important but informal way for the city to say, “Thank you for doing business in Lake Elmo”. And ask, “are there any opportunities, concerns or issues that you want us to assist you with”?

Questions for the business survey could include:

1. Please tell us about your primary products and services? _____
2. How many employees currently work at this location? ____ FT ____ PT
3. Is your business currently considering? (circle all that apply)
 - a. Downsizing
 - b. Selling
 - c. Merging with or acquiring another business
 - d. Moving

- e. Closing
 - f. Expanding at this or another location
 - g. None of the above
4. Are you currently experiencing any challenges with? (circle all that apply)
- a. Attracting or retaining talent
 - b. Employee education or training
 - c. Transportation for products
 - d. Transportation for employees
 - e. Housing for employees
 - f. Financing
 - g. Municipal utilities, code enforcement or other regulation
 - h. Private utilities (electric, gas, highspeed broadband)
 - i. Other _____
5. Are there any customers, vendors, service providers or suppliers the city may want to consider visiting with about possibly relocating to Lake Emo that could compliment your business?
6. Is there anything the City or EDA can do to help your business grow and expand?
7. Are there any priorities you would like to help identify for the City of Lake Elmo or the Lake Elmo EDA to consider as strategic planning action steps?

The business visits would begin in the 1st quarter of 2022 and be ongoing. Updates will be provided to the EDA Board Members on a regular basis, however, the businesses may request that the information shared be treated with confidentiality at any time on an individual basis. All requests for confidentiality will be honored.



DATE: February 15, 2022
REGULAR

AGENDA ITEM: Draft Economic Development Plan
TO: Economic Development Authority Commissioners
SUBMITTED BY: Kristina Handt, City Administrator

BACKGROUND:

At the October 2021 meeting, the EDA discussed narrowing the focus of the work plan to be more manageable and updating the years of the plan to 2022-2024.

ISSUE BEFORE COMMITTEE:

Are there any additional changes to the work plan before submitting to City Council for approval?

PROPOSAL DETAILS/ANALYSIS:

Changes to the plan from the last draft include:

- Updating the years to 2022-2024
- Limiting 2022 efforts to the Business Retention and Expansion Survey efforts
- 2023 efforts are limited to the data development goal
- Goal three was amended and includes the development of a community asset and resource list in 2024 along with an EDA website. Other actions under goal three began in 2021 and will continue as appropriate.
- While goal 4 was eliminated as a separate goal, many of the elements were included in goal 3.

I've included a track changes version so you can see the details of the plan that have been updated.

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.

RECOMMENDATION:

“Motion to recommend the 2022-2024 Lake Elmo EDA Work Plan to the City Council.”

ATTACHMENT:

- Draft 2022-2024 Lake Elmo Economic Development Work Plan

202~~21~~ – 202~~43~~

Lake Elmo EDA

Economic Development Work Plan

Lake Elmo EDA Mission

The Lake Elmo Economic Development Authority (EDA) is committed to preserving and enhancing our community by creating an attractive business climate and listening to businesses and residents to prepare for the economy of tomorrow.

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. Increase the number of commercial and industrial business
4. Develop and maintain sense of place and 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 202~~43~~.

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) Program.

Action Step: City and Washington County CDA staff will research and explore options for a business retention and expansion visitation program. 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~~began 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.

Action Step: City staff with assistance from the Washington County CDA will explore options to obtain resident input through a survey and then report back to the EDA Board.

Deliverables: The labor market study and demographic/data study update will begin in 202~~3~~2 or sooner contingent on available funding.

3. Increase the number of commercial and industrial businesses

Action Step: City staff with the assistance of CDA staff will explore opportunities to attract new businesses into the city. Updates to the EDA may include maintaining a list and periodic reports of commercial and industrial 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.

Action Step: A community asset and resources list will begin to be developed in 2024 and will be maintained on an ongoing basis.

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 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 2024 and will be ongoing. Recommendations will be provided to the EDA members on a regular basis for discussion and input.

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

4. Develop and maintain sense of place and create new positive community perception

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

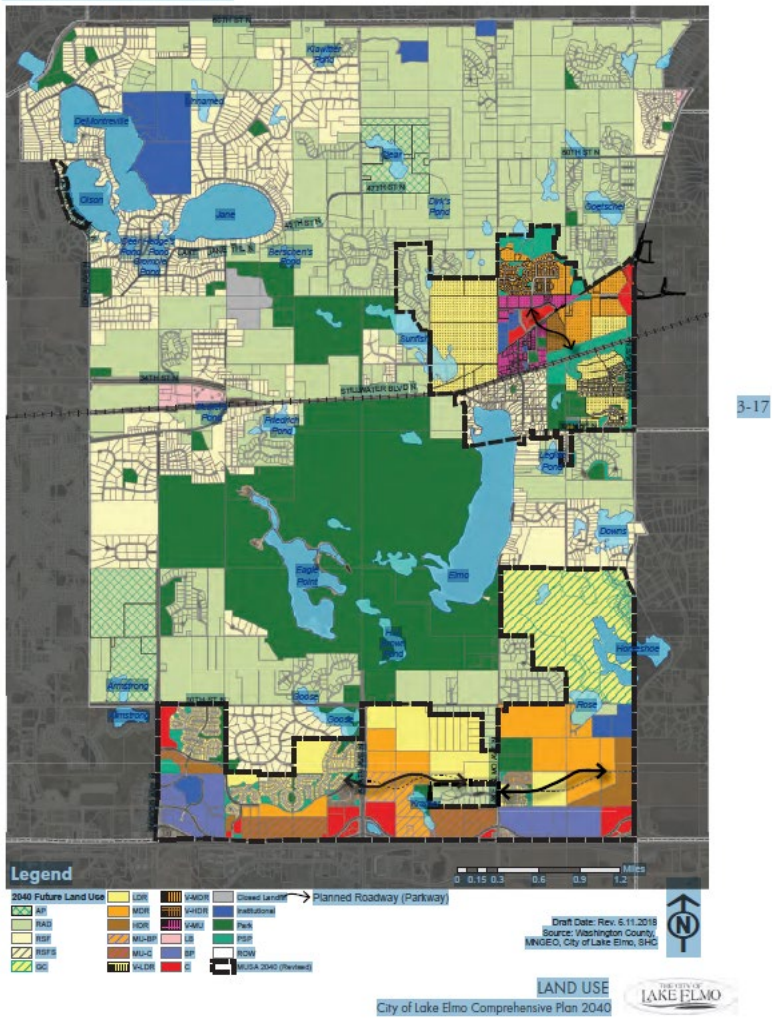
Action Step: A community asset and resources list will begin to be developed in 2021 and will be maintained on an ongoing basis.

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.

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

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

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

Threats

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



DATE: February 15, 2022
REGULAR

AGENDA ITEM: 2022 Meeting Schedule

SUBMITTED BY: Kristina Handt, City Administrator

BACKGROUND:

In the past the EDA has not had set regular meetings. For planning purposes, and because its noted in the bylaws, the EDA may want to set the regular meetings for the year.

ISSUE BEFORE COMMITTEE:

Should the EDA set their regular meetings now for 2022? If so, do the proposed dates and times work?

PROPOSAL DETAILS/ANALYSIS:

Included in your packet is a proposed meeting schedule for 2022 that has the commission meeting quarterly on the 3rd Tuesday of the month at 6pm.

RECOMMENDATION:

“Motion to adopt the 2022 meeting schedule.”

ATTACHMENT:

- Proposed 2022 EDA Meeting Schedule

EDA 2022 Meeting Schedule

Tuesday, February 15 at 6pm

Tuesday, May 17 at 6pm

Tuesday, August 16 at 6pm

Tuesday, November 16 at 6pm