Inver Grove Heights Economic Development Authority
Monday, August 10, 2026 at 5:00 PM
8150 Barbara Avenue, Inver Grove Heights, MN 55077

AGENDA

NOTICE TO RESIDENTS: Individuals may submit written public comments in advance of the meeting by emailing comments to Stacy Bodsberg (sbodsberg@ighmn.gov). Comments received prior to 4:00 p.m. on Monday, August 10, 2026, will be provided to the EDA at or before the August 10, 2026 meeting.

1. **Call to Order**
2. **Roll Call**
3. **Approval of Agenda**
4. **Consent Agenda**
   - **A.** Minutes of the June 8, 2026, Economic Development Authority Meeting.
   - **B.** Approval of Claims.
5. **Regular Business**
   - **A.** Fiscal Year 2027 Economic Development Authority Budget.
   - **B.** Cahill Area Redevelopment Master Plan & Streetscape Plan.
   - **C.** Economic Development Strategic Plan Discussion & Process.
6. **Public Comment**
   Public comment provides an opportunity for the public to address the Council on items that are not on the agenda. Comments will be limited to three (3) minutes per person.
7. **Commission and Staff Comments**
8. **Adjourn**

ECONOMIC DEVELOPMENT AUTHORITY MINUTES – CITY OF INVER GROVE HEIGHTS
Monday, June 8, 2026 – 7:00 p.m.
City Council Chambers – 8150 Barbara Avenue

1. CALL TO ORDER

The Economic Development Authority (EDA) of Inver Grove Heights met in Regular Session on June 8, 2026. Commissioner Scales called the meeting to order at 5:00 p.m.

The Pledge of Allegiance was recited.

2. ROLL CALL

Present In-Person: Dietrich, Scales, and T'Kach
Present Remote: President Gliva, and Murphy
Staff in Attendance: Interim City Administrator Hiniker, City Clerk Kiernan, City Attorney Nason, and EDA Executive Director Ziemer.

3. APPROVAL OF AGENDA

Motion by Dietrich; Second by T'Kach; to approve the Agenda as published.
Ayes: 5
Nays: 0 Motion carried.

4. CONSENT AGENDA

A. Minutes of the April 13, 2026, Economic Development Authority Meeting.
B. Approval of Claims.

Motion by Gliva; Second by T'Kach; to approve the Consent Agenda as published.
Ayes: 5
Nays: 0 Motion carried.

5. REGULAR BUSINESS

A. Approve the Sanitary Sewer Available Charge (SAC) Credit Policy.

Executive Director Ziemer stated that the item was brought back at the request of the EDA following its review at the April 2026 meeting. The SAC Credit Policy had previously been reviewed by the EDA at two separate meetings, including one at the end of 2025 and again in April 2026. Following those discussions, the EDA authorized completion of the policy and directed it forward for adoption.

No substantive changes have been made since the April meeting. The policy provisions and information previously presented to the EDA remained unchanged, and no revisions affecting the program requirements or policy direction were made.

The SAC Credit Policy establishes program requirements, including which businesses are eligible or ineligible to apply for assistance. The policy also provides additional criteria for evaluating businesses that may not be specifically identified on either the eligible or ineligible lists. Several factors are outlined that may be considered by the EDA and City Council when determining whether SAC credits or other program options should be awarded.

In addition to SAC credits, the policy includes alternative assistance programs such as payment arrangements, grants, and forgivable loans. These options provide flexibility for situations where a business may not qualify for SAC credits, but the EDA and City Council wish to help support a business locating or expanding within Inver Grove Heights. The alternatives may also be used when SAC credits are unavailable, providing additional tools to assist businesses interested in investing in the community.

The policy further establishes the application process, along with applicable terms and conditions. It includes a cap on the number of SAC credits that may be awarded and limitations on the number of applications that may be submitted, both of which were key elements discussed during prior reviews of the policy.

With no additional changes since the April meeting, adoption of the SAC Credit Policy was recommended as presented. Following EDA action, the policy would also be forwarded to the City Council for adoption, consistent with the process previously used for the Public Subsidy Policy.

Motion by Dietrich; Second by T'Kach; to approve the Sanitary Sewer Availability Charge Credit Policy.
Ayes: 5
Nays: 0 Motion carried.

B. Consider Proposals for Appraisals for City and EDA Owned Properties.

Executive Director Ziemer stated that the EDA is currently evaluating three properties. One is the approximately four-acre parcel across from the golf course that is owned by the EDA and commonly referred to as the "Golf Course Property". The parcel was platted last year, and final steps are being completed to establish the EDA's Employer Identification Number (EIN) so the lot can be formally created at Dakota County. He indicated that the EDA would like to proceed with an appraisal of the property as part of its ongoing evaluation efforts.

The next property is located along Blaine Avenue and Highway 52. The existing parcel includes much of the land between Blaine Avenue and Highway 52, along with two smaller remnant parcels located west of Highway 52. Due diligence activities have been completed on the property, and a plat has been established that combines the two western parcels into McGroarty Park. The two larger parcels east of Highway 52 were converted into an outlot, which would require future replating should the EDA or City decide to sell the property for development. The east-side property encompasses approximately 23 acres.

As part of the due diligence process, consideration was given to determining the developability, marketability, and value of the properties. The proposal before the EDA included obtaining appraisals for the Golf Course Property and the two parcels located along Blaine Avenue and Highway 52. The appraisal cost estimate for the EDA-owned parcel on 70th Street and Babcock Trail were $4,000, while the two Blaine Avenue parcels were estimated at $3,500 each, for a combined cost of $7,000. The total cost to complete all appraisals would be $11,000.

The appraisals would provide additional information as discussions with developers continue and would assist the EDA in understanding the value of the properties. For the Golf Course parcel, the appraisal would help evaluate factors such as existing debt obligations and future public improvements associated with the site. For the Blaine Avenue and Highway 52 property, the appraisal would provide further information regarding the value of the land and support future decision-making. Authorization to proceed with the appraisals was requested so the EDA could continue advancing its evaluation of the properties.

Council Member Scales questioned whether there were any developers or parties currently expressing interest in either of the properties under consideration.

Executive Director Ziemer stated that several developers have expressed preliminary interest in the Blaine Avenue and Highway 52 property and have inquired about potential uses, but discussions have remained limited while due diligence activities are completed, and the platting process is finalized. More serious conversations are unlikely until that work is complete. Regarding the Golf Course Property, discussions with developers have occurred, but concerns have been raised about the debt associated with the property and the cost of extending utilities to the site. Utility improvements are being considered as part of the 70th Street project and that future discussions will be needed regarding how those costs would be handled. Developers have inquired about the availability of Tax Increment Financing (TIF) and other tools to help offset development expenses. An updated appraisal would provide a clearer understanding of the property's current value, noting that the most recent appraisal was completed in 2017 and that market conditions have changed significantly since then.

Council Member T’Kach questioned whether the appraisal would evaluate each parcel under a variety of potential zoning and land use scenarios, including mixed-use, residential, low-density residential, and high-density residential development, and whether the appraisal would provide a range of values based on those possible future uses.

Executive Director Ziemer stated that appraisals are typically based on determining the highest and best use of a property. The appraiser will consider the property's current land use guidance, noting that the Blaine Avenue and Highway 52 parcel is currently guided for office use, which will be a primary factor in the valuation. Appraisers also consider anticipated future uses and may adjust their valuation analysis based on those intended land use scenarios.

Council Member T’Kach inquired as to whether the appraisal would consider the practical development potential of the property and whether the appraiser might conclude that a land use other than office would be more appropriate.

Executive Director Ziemer clarified that the appraiser would not recommend for which the property should be used. Instead, the appraisal would identify the current land use designation and, if requested, provide an estimated value based on a specific future land use scenario, such as medium-density residential development.

Council Member T’Kach questioned whether the property is currently guided for office use and whether the appraisal could provide valuations for office, residential, and other likely or potential future land use scenarios.

Executive Director Ziemer stated that he could ask the appraiser whether valuations for additional land use scenarios could be provided. He noted that the appraisal would generally be based on the property's current land use guidance, existing use, and highest and best use determination. He added that if the EDA wishes to evaluate other potential land use scenarios, that information could be requested as part of the appraisal process.

<u>Motion</u> by T'Kach; <u>Second</u> by Scales; to approve the proposal for appraisals of City and EDA Owned Properties.
<u>Ayes</u>: 5
<u>Nays</u>: 0 <u>Motion carried</u>.

6. PUBLIC COMMENT
None.

7. COMMISSION AND STAFF COMMENTS
Mayor Dietrich expressed excitement about the upcoming Culver's groundbreaking and ribbon-cutting ceremony, noting that the event is scheduled for Wednesday, June 10, 2026, at 1:00 p.m.

8. ADJOURN
Motion by T'Kach; Second by Dietrich; to Adjourn at 5:13 p.m.
Ayes: 5
Nays: 0 Motion carried.

Minutes prepared by Tammy Greenlee, Recording Secretary.

Budget Report

Account Summary

For Fiscal: 2026 Period Ending: 08/31/2026

Fund: 290 - EDA-OPERATING FUND

Revenue

Account	Description	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Remaining
290.5800.000.4280	State Grants	0.00	0.00	0.00	206,876.00	206,876.00	0.00 %
290.5800.000.4610	Investment Interest-Received	10,500.00	10,500.00	0.00	5,002.58	-5,497.42	52.36 %
290.5800.000.4990	Transfers In from Other Funds	182,390.00	182,390.00	15,199.17	121,593.36	-60,796.64	33.33 %

Budget Detail

Description	Units	Price	Amount
5% Increase for 2026	1.00	-8,900.00	-8,900.00
Add'l Reduction 9.9.2025	1.00	800.00	800.00
Reduced 9.9.2025	1.00	3,700.00	3,700.00
Trsfr from General Fund Tax Levy (2025 Levy)	1.00	-177,990.00	-177,990.00

	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Remaining
Revenue Total:	**192,890.00**	**192,890.00**	**15,199.17**	**333,471.94**	**140,581.94**	**72.88 %**

Expense

Account	Description	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Remaining
290.5800.000.5000	Wages-Full Time Employees	118,400.00	118,400.00	0.00	9,880.87	108,519.13	91.65 %
290.5800.000.5010	Wages-Non-Benefited Employees	1,300.00	1,300.00	0.00	440.21	859.79	66.14 %
290.5800.000.5030	Employer Social Security	7,400.00	7,400.00	0.00	638.69	6,761.31	91.37 %
290.5800.000.5032	Employer Medicare	1,700.00	1,700.00	0.00	149.35	1,550.65	91.21 %
290.5800.000.5040	Medical Insurance	20,800.00	20,800.00	0.00	0.00	20,800.00	100.00 %
290.5800.000.5046	Insurance-Cash Option	5,100.00	5,100.00	0.00	267.30	4,832.70	94.76 %
290.5800.000.5050	Life Insurance	200.00	200.00	0.00	13.93	186.07	93.04 %
290.5800.000.5052	LTD Insurance	400.00	400.00	0.00	29.26	370.74	92.69 %
290.5800.000.5053	MN Paid Family & Medical Leave	900.00	900.00	0.00	40.31	859.69	95.52 %
290.5800.000.5058	Account Fees-HSA/HRA/FSA	100.00	100.00	0.00	3.12	96.88	96.88 %
290.5800.000.5060	Employer PERA	9,000.00	9,000.00	0.00	774.08	8,225.92	91.40 %
290.5800.000.5084	Workers Compensation	500.00	500.00	41.67	333.36	166.64	33.33 %
290.5800.000.5105	Office Supplies	500.00	500.00	0.00	0.00	500.00	100.00 %
290.5800.000.5190	Other Supplies	5,500.00	5,500.00	0.00	0.00	5,500.00	100.00 %

Budget Detail

Description	Units	Price	Amount
General Other Supplies	1.00	500.00	500.00
Marketing Campaign Materials-Signs,Flyers, Etc.	1.00	1,500.00	1,500.00
MNCAR Fall Expo-Booth Display	1.00	1,000.00	1,000.00
MNCAR Fall Expo-SWAG	1.00	2,500.00	2,500.00

Account	Description	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Remaining
290.5800.000.5305	Legal Services	10,000.00	10,000.00	0.00	19,054.75	-9,054.75	-90.55 %

Budget Detail

Description	Units	Price	Amount
Legal Services	0.00	0.00	10,000.00

Account	Description	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Remaining
290.5800.000.5310	Professional Services & Contracts	50,000.00	50,000.00	0.00	286,060.65	-236,060.65	-472.12 %

Budget Detail

Description	Units	Price	Amount
Financial Assistance (Ehlers)	0.00	0.00	10,000.00
KREA Consulting Services	12.00	2,500.00	30,000.00
Remove KREA Consulting for 2026	1.00	-30,000.00	-30,000.00
Small Area Plan - Republic & Concord	0.00	0.00	35,000.00
StrPlan: Marketing Campaign (Graphic Designer)	0.00	0.00	5,000.00

Account	Description	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Remaining
290.5800.000.5335	Dues, Licenses & Subscriptions	2,635.00	2,635.00	0.00	1,510.00	1,125.00	42.69 %

Budget Detail

Description	Units	Price	Amount
Membership: EDAM (ORG)	0.00	0.00	330.00

		Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Remaining
	Membership: MNCAR	0.00	0.00	325.00			
	MNCAR Fall Expo Exhibit Hall Booth	0.00	0.00	1,150.00			
	Subscription: MNCAR Exchange (Fee+Setup)	0.00	0.00	830.00			
290.5800.000.5340	Training & Travel	2,600.00	2,600.00	0.00	920.00	1,680.00	64.62 %
	Budget Detail						
	Description	**Units**	**Price**	**Amount**			
	Chamber of Commerce Annual meeting	7.00	50.00	350.00			
	Chamber of Commerce Awards & Trade Show	7.00	50.00	350.00			
	EDA Winter Conference (Reg+Lodge+Travel)	0.00	0.00	600.00			
	EDAM Summer Conference (Reg+Lodge+Travel)	0.00	0.00	1,120.00			
	MNCAR Fall Expo Registration	3.00	60.00	180.00			
290.5800.000.5380	Utility Charges-Stormwater	3,000.00	3,000.00	0.00	2,367.65	632.35	21.08 %
290.5800.000.5450	Insurance Allocation	300.00	300.00	25.00	200.00	100.00	33.33 %
290.5800.000.5455	City Facilities Allocation	350.00	350.00	29.17	233.36	116.64	33.33 %
	Expense Total:	**240,685.00**	**240,685.00**	**95.84**	**322,916.89**	**-82,231.89**	**-34.17 %**
	Fund: 290 - EDA-OPERATING FUND Surplus (Deficit):	**-47,795.00**	**-47,795.00**	**15,103.33**	**10,555.05**	**58,350.05**	**122.08 %**
	Report Surplus (Deficit):	**-47,795.00**	**-47,795.00**	**15,103.33**	**10,555.05**	**58,350.05**	**122.08 %**

Group Summary

Account Typ…	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Remaining
Fund: 290 - EDA-OPERATING FUND						
Revenue	192,890.00	192,890.00	15,199.17	333,471.94	140,581.94	72.88 %
Expense	240,685.00	240,685.00	95.84	322,916.89	-82,231.89	-34.17 %
Fund: 290 - EDA-OPERATING FUND Surplus (Deficit):	**-47,795.00**	**-47,795.00**	**15,103.33**	**10,555.05**	**58,350.05**	**122.08 %**
Report Surplus (Deficit):	**-47,795.00**	**-47,795.00**	**15,103.33**	**10,555.05**	**58,350.05**	**122.08 %**

Fund Summary

Fund	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)
290 - EDA-OPERATING FUND	-47,795.00	-47,795.00	15,103.33	10,555.05	58,350.05
Report Surplus (Deficit):	**-47,795.00**	**-47,795.00**	**15,103.33**	**10,555.05**	**58,350.05**

Agenda Item 5.A.

Economic Development Authority
Staff Report

SUBJECT: Fiscal Year 2027 Economic Development Authority Budget.

MEETING DATE: August 10, 2026
ITEM TYPE: Regular Business
CONTACT: Jason Ziemer, Community Development Director, 651-450-2546

PURPOSE/ACTION REQUESTED

Discuss the proposed Fiscal Year 2027 Economic Development Authority (EDA) Budget.

BACKGROUND

At its August 3, 2026, Work Session, the City Council received a general overview of the proposed Economic Development Authority (EDA) budget for Fiscal Year 2027 (FY27). As discussed, the proposed EDA budget for FY27 is $223,605, which is $17,080 less than the FY26 budget ($240,685). The notable change is reflected in the Legal and Professional Services area. The proposed offset of this decrease would be addressed through carryover funds from the current year into FY27.

2027 Proposed EDA Budget	FY2026	FY2027
Personnel	$165,800	$169,400
Legal & Professional Services	$60,000	$38,000
Other Expenditures	$14,885	$16,205
Total Proposed Expenditures	$240,685	$223,605

The EDA Budget and corresponding Fund (290) is currently supported by the City's general tax levy and an annual transfer from the General Fund. Any budget funds not spent are retained in the EDA fund, allowing those dollars to be used for EDA-related activities.

The past two years, the City Council has authorized the use of the EDA's fund balance reserves to offset General Fund transfer. Reserve funds used to support FY26 EDA operations totaled $47,795; for FY27 the proposed number is $24,243. The use of fund balance is only drawn if necessary.

2027 Proposed EDA Revenues	FY2026	FY2027
General Fund Levy Transfer	$182,390	$187,862
Interest Earnings	$10,500	$11,500
Use of Fund Balance	$47,795	$24,243
Total Proposed Revenues	$240,685	$223,605

The projected end of FY27 fund balance, assuming use of fund balance reserves, is $269,164.

EDA Budget Focus & Projects

As discussed at the August 3rd Work Session, the EDA budget today is merely operations with limited funds allocated toward professional services (i.e. financial consulting) and studies supportive of economic development efforts. Program funding set aside includes the EDA's continued participation in the MNCAR Fall Expo, memberships, and conferences and travel.

The Community Development Director also serves as the EDA Executive Director. Thus, those wage and benefit costs are included in the Personnel expenses. Since 2023, the EDA budget has budgeted for a full-time Economic Development staff position. Filling this position continues to be of ongoing and significant importance to not only deal with the "back-of-house" work for the EDA but also assisting the EDA Executive Director with EDA priority efforts. We will revisit the Personnel discussion from the August 3, 2026, Council Work Session.

Previous and ongoing projects the EDA has either engaged, continues to discuss or is pending:

- Build community presence through continued involvement and visibility in the economic development community
- Update the website to enhance business information and resource access
- Development financial assistance policies *(Business Subsidy Policy and Excess SAC Credit Policy; both adopted)*
- Review existing economic development profile
- **Develop Economic Development Strategic Plan**
- **Draft Redevelopment Master Plan for Cahill "Main Street" Area**

The top 4 items represent either works in progress, ongoing efforts or completed tasks. The last two items (bolded) are identified as priority projects for FY2027.

<u>Develop Economic Development Strategic Plan</u>

This was a project and process we discussed initiating at the February 2026 meeting; the work took a backseat to other community matters that surfaced thereafter. For the first time, the City's Comprehensive Plan will include an Economic Competitiveness chapter; this will appear in the 2050 Plan. And, with work on the 2050 Plan set to begin this winter, a Economic Development Strategic Plan (EDSP) will be important to establish the vision and policies and implementation strategies associated to be included in the 2050 Plan. An example of such a Chapter is attached. Note: This Chapter acts as a supporting document of the larger economic development goals and priorities that would exist in the EDSP. The 2050 Plan would include implementation strategies that support the EDSP and other policy statements and goals within the 2050 Plan that also support economic development goals of this chapter.

The development process to set vision and goals and drafting the EDSP would require additional time from EDA members. It would be my goal to use upcoming meetings in October and December as checkpoints. The initial discussions and visionary work is often completed through a series of Work Sessions and/or EDA retreat. See agenda item for more information.

<u>Cahill "Main Street" Redevelopment Master Plan</u>

Reconstruction of Cahill Avenue is part of the Capital Improvement Plan; the project is on the near horizon. Public Works is currently working on the initial traffic analysis, which will then lead to feasibility studies, design work and eventual construction. Because the Cahill Avenue-65th Street area is seen as the City's "Main Street," as part of the current street planning effort, staff is recommending the EDA proceed with drafting a Redevelopment Master Plan for this area. That Plan would also include a formal streetscape plan that addresses issues from parking to bike trails and pedestrian areas to area aesthetics and beautification concepts (i.e. benches, banners, vegetation, etc.).

Although reconstruction of this area specifically would not occur until 2029/2030, completing the visioning and master plan and related improvements now is critically important the pending next phases of work by Public Works. This plan will not only allow us to coordinate these area improvements with the street project but also determine costs for improvements as part of the feasibility study and also identify potential sources of funding.

Doing this level of study will require six (6) to nine (9) months or longer to complete. And that timeline would fall in line with when design work begins for the street project. We would seek Request for Proposals (RFPs). Based on staff experience with such project, we would estimate a cost of $70,000 to $100,000, of which we would be able to secure funding from Dakota County of 50% of the project cost up to $25,000 via grant funding, plus a request to Dakota County Community Development Agency (CDA) to reallocate some of our CDBG dollars toward planning purposes. This work would be an EDA project.

FISCAL IMPACT

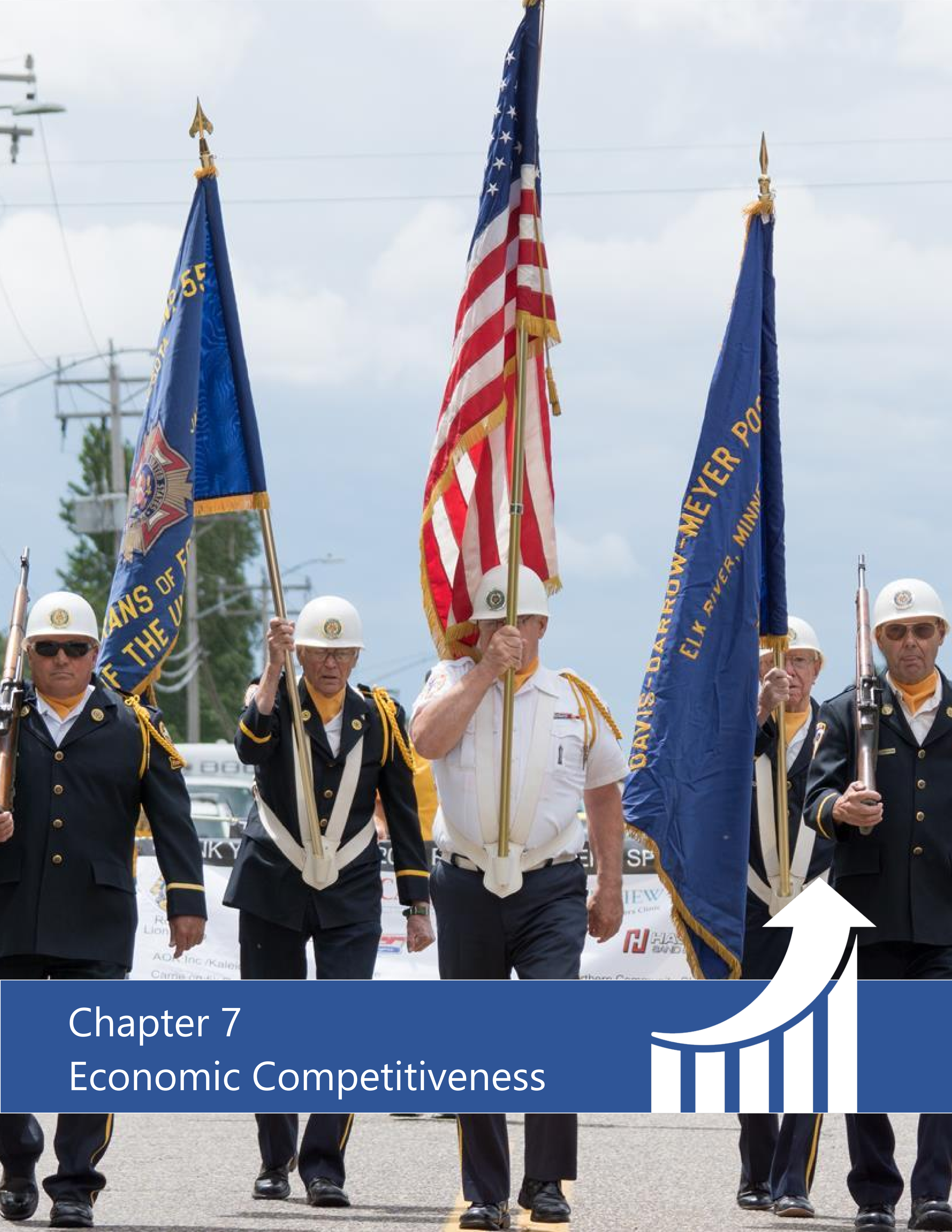
Budget as stated above.

RECOMMENDATION

None.

ATTACHMENTS

1. Rogers Chapter 7_Economic+Competitiveness



Chapter 7
Economic Competitiveness

Introduction

Economic development is an evolving concept. In the past, this concept was simply supporting the growth and expansion of businesses and jobs in a community – new business meant a growing economy. While economic prosperity still depends on strong linkages between business growth and jobs of varying skills and wages, the concept of economic development today is based more on the overall economic environment. Becoming economically competitive in the Twin Cities metropolitan area depends on community livability to create a healthy and vibrant economy for all persons.

As Rogers seeks to create a climate for meaningful economic growth and provide a strong economic base for its residents and workforce, it also seeks to be competitive with other cities. Located in western Hennepin County and 25 minutes from downtown Minneapolis, Rogers is in unique position within the Twin Cities metropolitan area with great access to excellent highway systems, quality schools and educated residents, and widen open spaces and rich natural resources to offer unique living and working experiences. These community assets have made, and will continue to make, Rogers a preferred location for businesses and residential development.

Economic Competitiveness for Rogers will depend on broadening the employment base to increase wage and job mobility opportunities, enhancing the quality of its workforce, supporting efforts to reshape community commerce and employment centers, and identifying local programs that will assist business development. A competitive advantage for Rogers is its balance of urban amenities and natural landscapes that provide truly unique living experience and sense of place.

Employment

Employment touches many aspects of community life. It includes both the types of jobs that residents have compared to the types of jobs available to them within the community. Where residents and workers live in relation to their jobs impacts the transportation systems. Rogers benefitted greatly from its location in the Twin Cities metropolitan area, resulting in a significant growth in its employment base from 1998 to 2008.

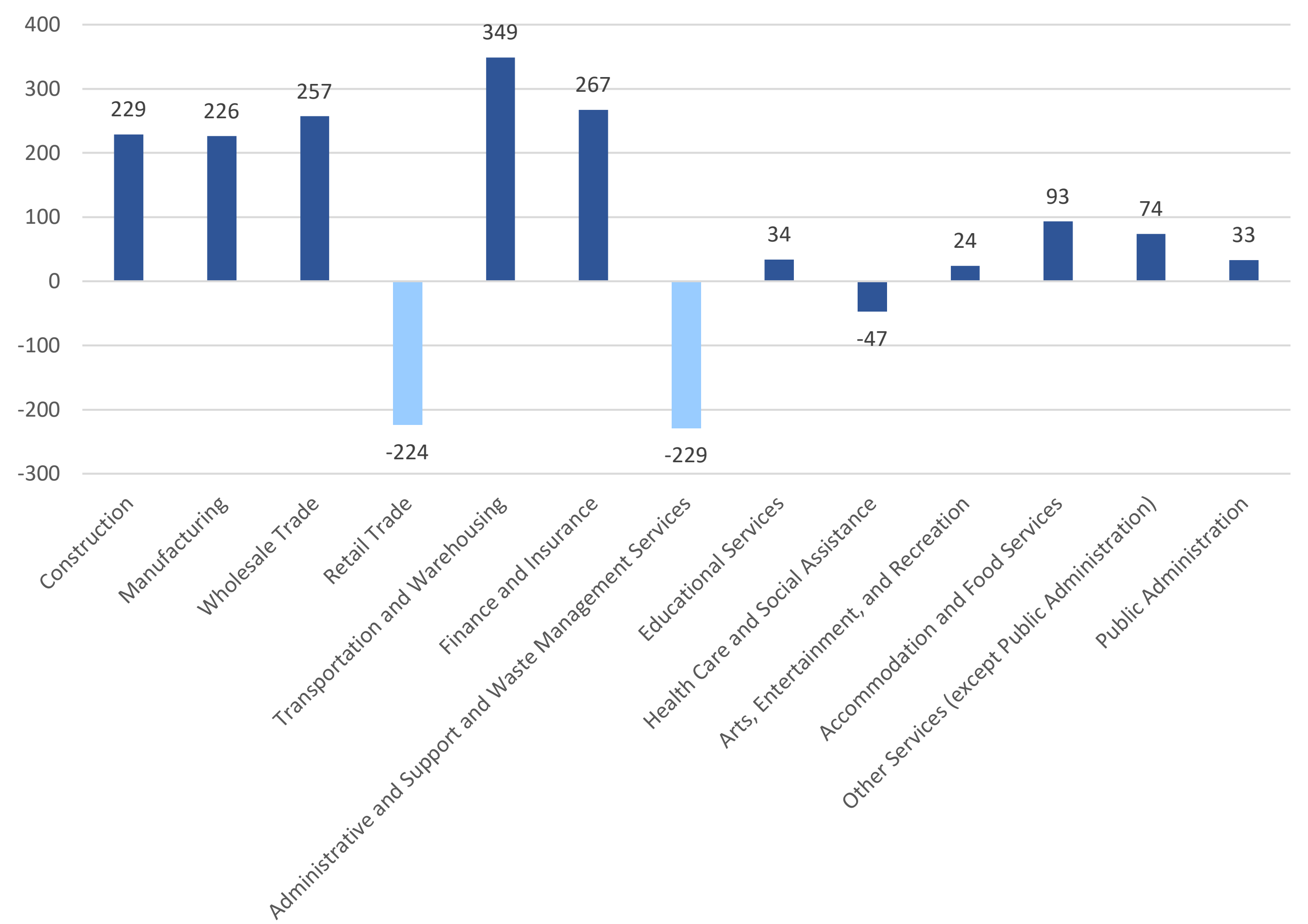
Types of Jobs

The most significant growth area in the employment base was around manufacturing and distribution (**Table 7.1**). In 2017, 17 percent of Rogers workers were employed in Manufacturing, 14 percent in Construction, 13 percent in Retail Trade, 12 percent in Wholesale Trade, 9 percent in Accommodation and Food Services and 6 percent in Health Care and Social Assistance.

Note that some sectors with a large employment share have relatively low incomes. Retail Trade, for example, had an average annual income of $33,517 in 2017; for Accommodation and Food Services, average annual income was $17,151. These incomes are low compared to median incomes and median home values in Rogers. Consequently, some lower-wage workers may not be able to afford to live in Rogers, and some local businesses may look to fill jobs with workers who live outside of Rogers.

From 2010 to 2016, the percentage of the Rogers population aged 16 and over that participated in the labor force decreased from 78 percent to 74 percent. However, it has remained somewhat higher than for Hennepin County (72 percent). In 2016, the weighted unemployment rate in Rogers was 1.3 percent, lower than Hennepin County (5.1 percent). Sixty-eight percent (68 percent) of married-couple families in Rogers reported both partners in the labor force, with 40 percent of those families reporting both partners were working full-time.

Figure 7.1: Change in Annual Average Employment from 2012 to 2017



Source: Quarterly Census of Employment and Wages.
Note: Data was suppressed for some categories due to changes in QCEW reporting methodology from 2012-2017.

Job Growth Projections

Employment opportunities in Rogers peaked from 1998 to 2008. Despite the national economic recession that occurred from 2008 to 2012, the number of jobs available in Rogers has remained stable and on an upward trend. Between 2010 and 2017 jobs available locally grew nearly 23 percent. That upward trend is projected to continue with the total number of jobs swelling to 14,800 by 2040 – an 87 percent increase or an additional 6,893 jobs. Based on community growth projections, **Table 7.1** shows Rogers benefits from a strong balance between jobs and residents – currently more than 2.0 jobs available per household; the regional average is 1.5.

Table 7.1: Jobs Per Household

Year	Households	Employment	Jobs / Household Ratio
2010	3,748	7,907	2.11
2017	4,184	9,714	2.08
2020	5,000	11,400	2.28
2030	6,700	13,300	1.99
2040	8,750	14,800	1.69

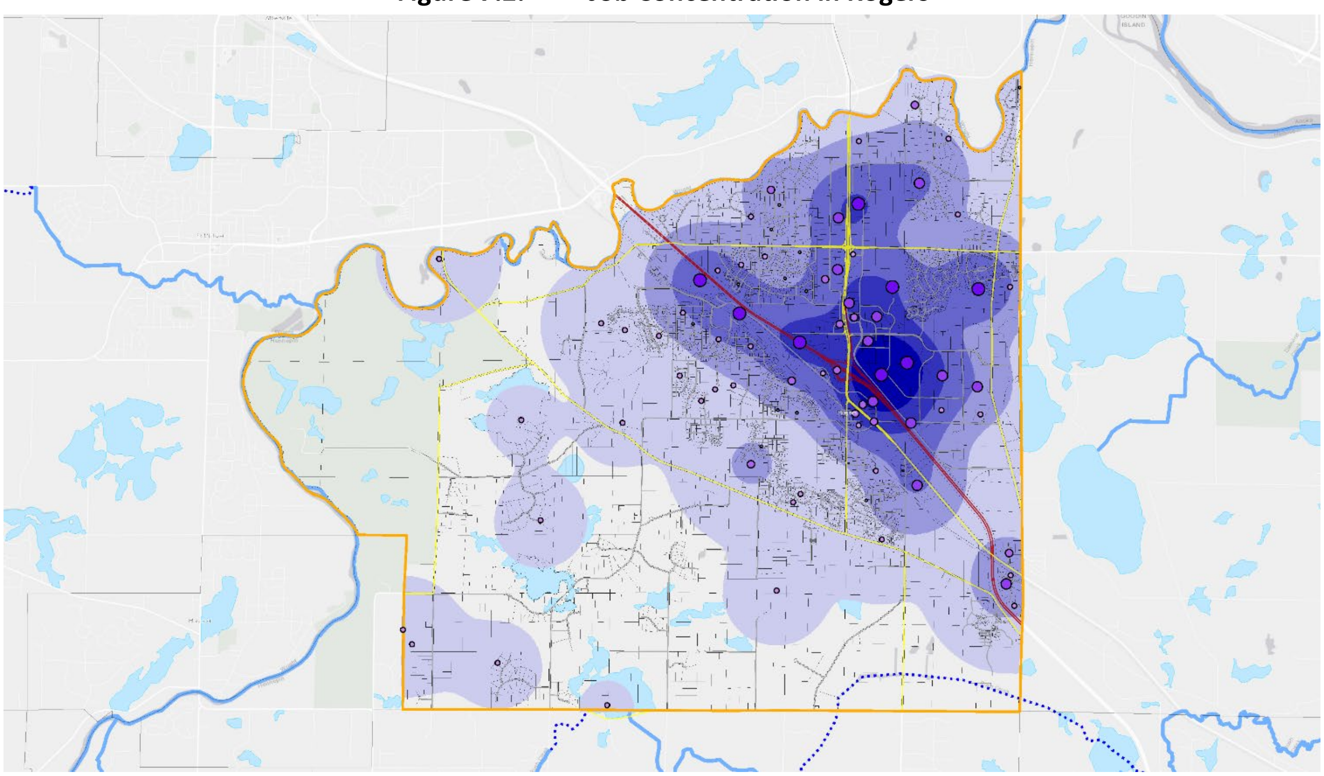
Generally, this ratio is important as it shows whether a community has enough housing for employees to live near their work as well as sufficient jobs within residential areas. For Rogers, a ratio in excess of 1.5 is supported by the workforce inflow/outflow and commuting data – showing a high number of workers commuting to Rogers due to the availability and surplus of local jobs. By 2030 this ratio dips to less than 2.0, and by 2040 it drops to 1.69.

For Rogers, that dip in jobs-to-households ratio is a factor of its growth projections. As the primary employment areas in Rogers are mostly fully developed, and with the majority of development expected to be residential through 2040, the growth in households will eventually outpace job growth. However, a ratio closer to 1.5 is a positive indication of a healthier job-housing balance, suggesting the City is creating job diversity and satisfying housing needs of its workforce, enabling workers to live and work in Rogers. Yet, it shall be incumbent upon the City, partnering with its businesses and developers, to ensure that ratio remains constant by ensuring jobs and housing available continue to satisfy worker income requirements and housing affordability.

Job Concentration

Historically, Rogers has benefitted from the expansion of transportation systems. The arrival of the railroad in the late 1800s strengthened the local economy by supporting the growing agricultural industry and providing access to the rich timber resources of the area. The expansion of interstate system in the 1970s opened up new areas, like Rogers, to growth opportunities that significantly altered its local economy. Today, employment concentrations in Rogers occupy the areas adjacent to Interstate 94 (I-94) and Trunk Highway (TH) 101 (**Figure 7.2**). Access to and visibility from I-94 and TH 101 has resulted in companies such as Graco USA, Clam Outdoors and FedEx opening production and distribution facilities. Graco and Clam, specifically, have located their world headquarters in Rogers. Graco has recently added significant manufacturing capacity to its existing facility, and operates its worldwide product distribution center from Rogers.

Figure 7.2: Job Concentration in Rogers



Source: On the Map, U.S. Census

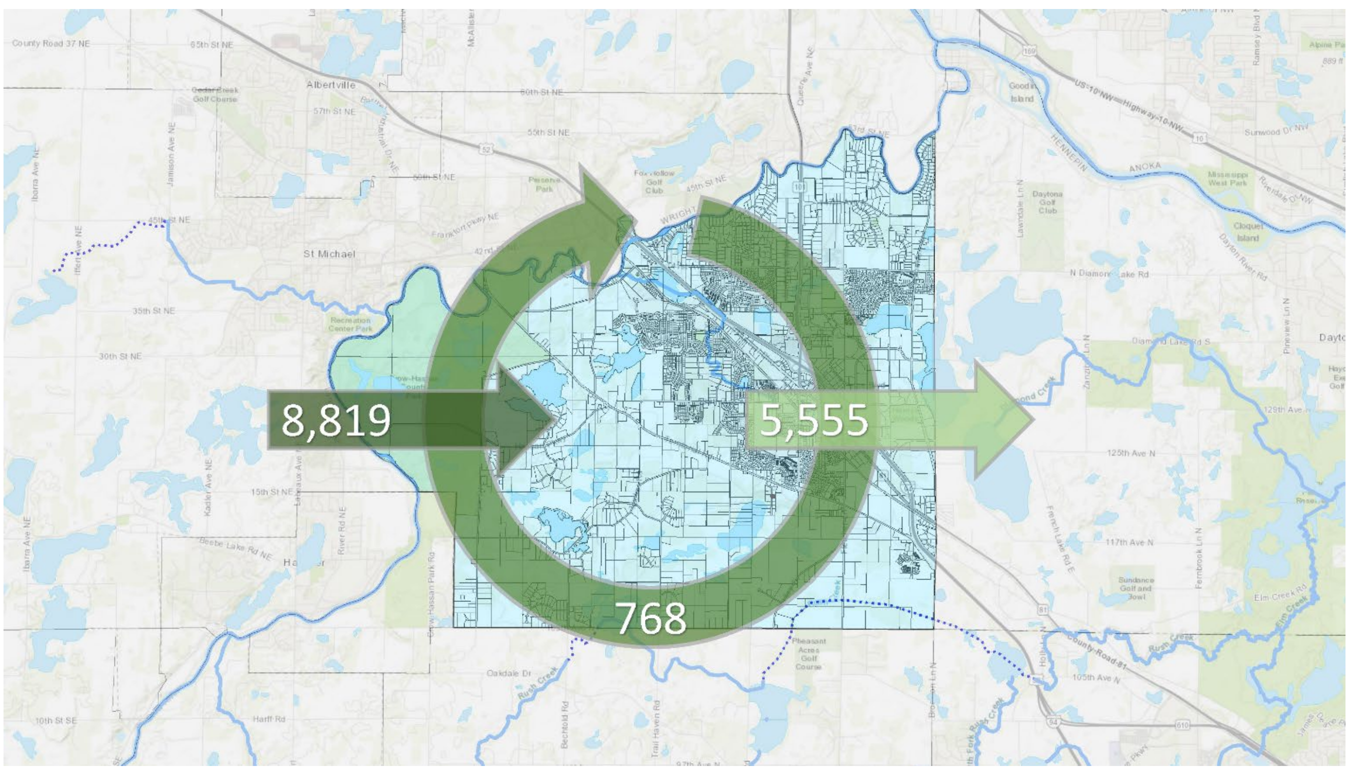
Table 7.2: Largest Employers in Rogers

15 Largest Employers located in the City of Rogers		
Veritiv	Graco USA	School District 728
Reinhart Foodservice	Park Nicollet Health Services	Veit & Company
Archway Marketing Services	Target Stores	Metro Mold & Design
Capitol Beverage Management	Kohl's	Cabela's
Flame Metals	Decimet Sales	Great Northern Equipment

Labor Force Availability

Efforts to enhance labor force availability is dependent on understanding the origins of its workforce and the needs of those workers. According to 2015 origin-destination statistics obtained from the U.S. Census (**Figure 7.3**), on average, there were 8,819 jobs in Rogers (92 percent of jobs) that were held by residents from other communities, while 5,555 Rogers residents (88 percent of working residents) commuted out of Rogers to work in other communities. Thus, there is a net inflow of employment, making Rogers' employment base relatively larger than its population base. Thus, only 8.0 percent (768) of residents in the workforce live and work in Rogers.

Figure 7.3: Rogers Workforce Inflow/Outflow



Source: On the Map, U.S. Census

This inflow/outflow of workers presents Rogers with tremendous opportunities on multiple fronts. The larger daytime population, due to the influx of workers, adds a subset to the consumer base, driving the need for a more expansive offering of retail- and service-oriented businesses necessary to support those workers, which benefits employers. Serving the workforce population enables diversity of the business community by creating jobs and enhancing community amenities available to those that live in Rogers. Of the workers commuting elsewhere for jobs, the majority are typically highly educated and higher wage earners. The City seeks to capitalize on its current housing market and higher-than-average median income to broaden the employment base by attracting higher paying jobs that create career mobility locally and further enable people to live and work in Rogers.

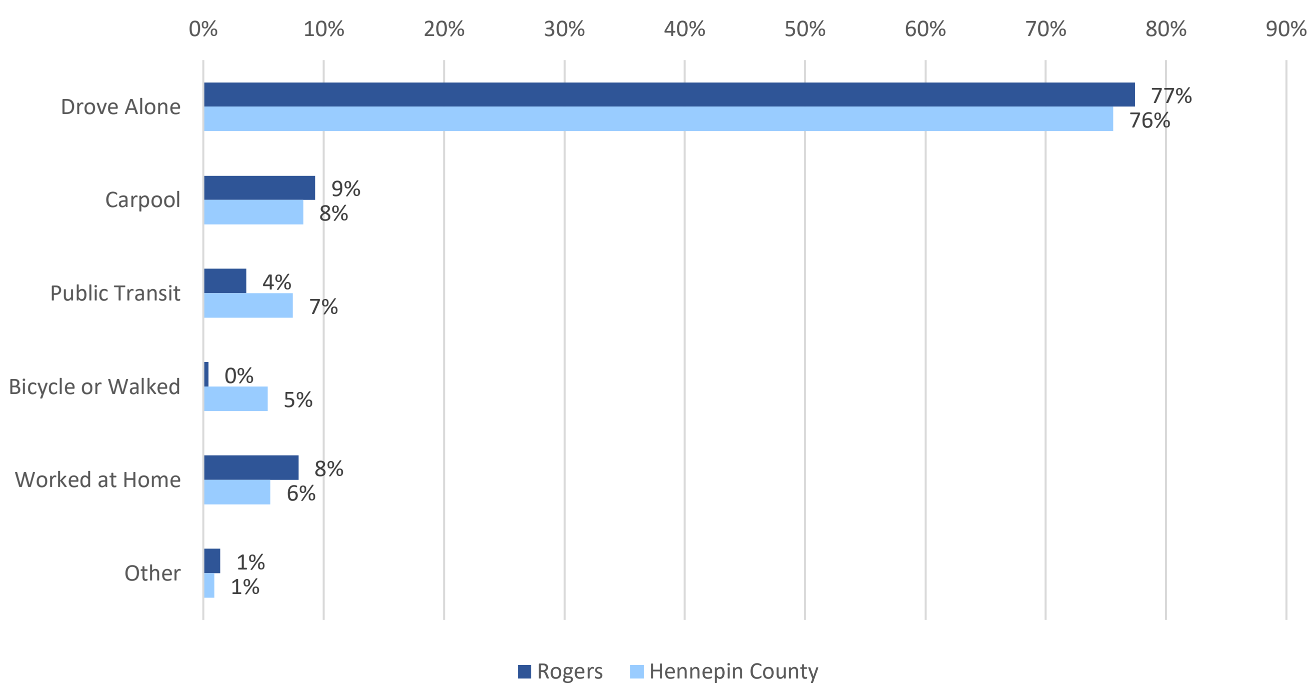
On the residential front, the ability to attract new business depends on the availability of housing options necessary to satisfy employee needs related to their income. The import of workers and recent growth of lower wages jobs and jobs-housing imbalance is driving the demand for workforce housing and more attainable housing options. That need is mirrored by a surging market for apartments and more attainable housing options across the Twin Cities metropolitan area. The ability to provide housing options that satisfy all workers, regardless of age and income, further supports the local economy and job creation.

Work Commuting

An imbalance in jobs and housing creates longer commute times, more single driver commutes, loss of job opportunities for workers without vehicles or with limited transportation options, a reduced workforce pool for businesses, and traffic congestion, resulting in poor air quality. Additionally, the imbalance between the types of jobs available and workers available to fill them, and limited local transportation alternatives, such as public transit, results in a far greater percentage of the Rogers workforce commuting to work elsewhere

As shown in **Table 7.3**, in 2016, approximately 77 percent of the working population commuted alone, 9 percent carpooled, and 4 percent used transit, walked or biked. These patterns have not changed appreciably since 2010. The ability to diversify the employment base to create new job opportunities locally and enhance the local and regional transportation systems to expand commuting options will enable residents to work where they live, retain a greater amount of disposable income locally, and address climate concerns by reducing carbon emissions.

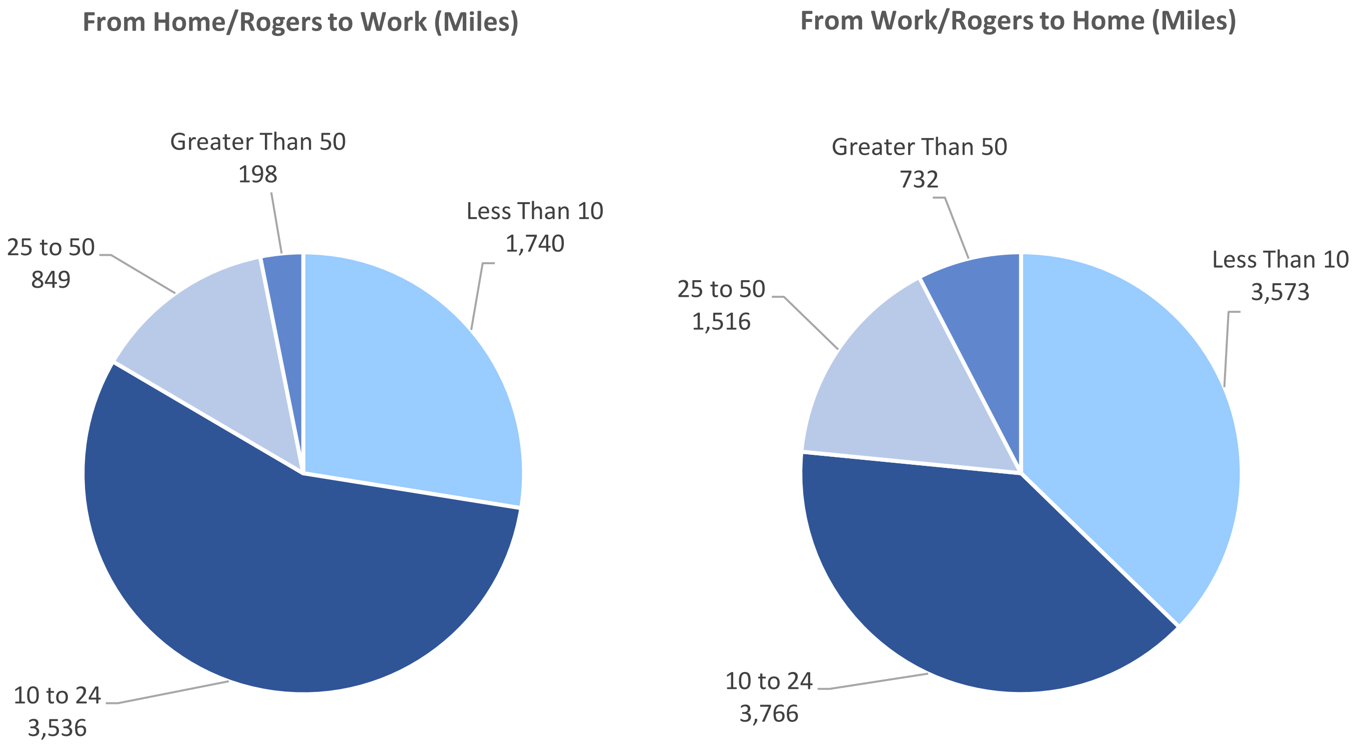
Table 7.3: Means of Commute to Work (2016)



Source: U.S. Census, 2016 American Community Survey

Based on the inflow/outflow data, of those that commute elsewhere for work, 55.9 percent of them traveling between 10 to 24 miles and 13.4 percent traveling up to 50 miles, with nearly 100 percent of those commuters traveling toward the core of the Twin Cities metropolitan area. Unlike the focused destination of Rogers residents, those commuting to Rogers for work come from a greater mix of communities, with an equal mix traveling less than 10 miles (37.3 percent) as compared to those traveling between 10 to 24 miles (39.3 percent). The number of non-residents that travel up to 50 miles to work in Rogers (15.8 percent) is also greater than the number of residents that travel this same distance to work elsewhere.

Figure 7.4: Commuting Distances



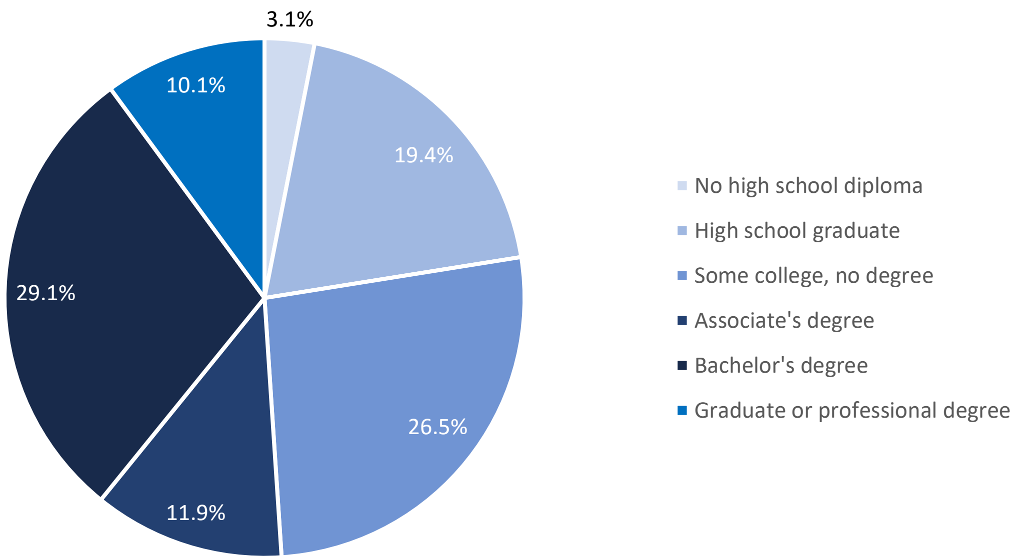
Income

In 2016, the median household income for Rogers was $109,000. This figure is substantially higher than the median household income for Hennepin County ($68,000) and the seven-county metropolitan area ($70,900). The per capita income in Rogers was $39,500, which is similar as Hennepin County's ($39,900) and lower than the seven-county metro ($36,200). Higher household incomes reflect Rogers' higher ratio of family households with more than one wage-earner. However, Rogers also has a higher percentage of households with children, and children bring down per capita incomes.

Educational Attainment

Rogers is a highly educated population. According to the 2016 American Community Survey, 68 percent of the Rogers population aged 25 or over had a bachelor's degree, an associate's degree, or had attended college (**Figure 7.5**), compared to 58 percent for both Hennepin County and the Twin Cities metropolitan area.

Figure 7.5: Educational Attainment (2016)



Source: 2016 American Community Survey

Redevelopment

The rapid business development of the early 2000s left Rogers with smaller pockets of remnant, vacant land. This is especially true in the main commercial and industrial areas adjacent to I-94 and TH 101. With limited land available for new business or business expansion in these areas, sustainable economic growth and job creation aimed at improving employment options, especially attracting higher paying jobs, will require a concerted focus on compact development strategies through redevelopment, infill and reuse to assemble a supply of land necessary to attract the types of businesses that will enrich the employment base and satisfy the needs of a growing community. Thus, enhancing the economics of the commercial and employment districts of Rogers will be accomplished by emphasizing smart growth strategies through compact development. Blending housing options into commercial districts will require a reimaging those districts to create unique spaces and places that give people the type of community and living experience they seek. Connecting living and working together in common areas, with access to services, shopping and entertainment, recreational opportunities and transportation options, will be an important characteristic to grow business and create jobs, thereby expanding

Business Development

Rogers is committed to not only attracting new business to the community, but also investing locally to help existing businesses thrive and add workers. The City will do this by helping business gain access to resources and information they need to develop their business strategies. A new tool in the City's economic development toolbox is Open to Business. The City recently joined the program to enable local businesses, or residents looking to open a business, access to an organization that offers free business advice and consultation. The program helps determine the feasibility of a new business or assists business owners find capital or develop marketing strategies. All consultation is one-on-one and can provide entrepreneurs with the information they need to bring a new business to the area. Open to Business is managed by the Metropolitan Consortium of Community Developers (MCCD). The City will also actively engage its Economic Development Authority and continue to partner with State and regional organizations to help develop and growth business and employment offerings to the community. Those organizations include, but are not limited to: Greater MSP, Minnesota Department of Employment and Economic Development (DEED) and I-94 West Chamber of Commerce.

Downtown Rogers

The desire for connection to community and life experiences is helping to recharge the importance of downtowns to cities across Minnesota, and especially cities in the Twin Cities metropolitan area that have established traditional downtowns. At the core of the Rogers economic engine is downtown, a traditional Main Street with quintessential historic buildings occupied by small retail shops. Based on the re-emergence in downtowns, an identified long-term economic competitive advantage for Rogers, and important to its economic stability, is a vibrant downtown.

The direction for Downtown Rogers is to fulfill a dual role as both a social district and hub of activity for the community, and a place of commerce, with an emphasis on small, locally-owned businesses as the central occupants of the downtown area. Revitalization of Downtown Rogers will depend on a combination of preserving and restoring its historic charm through public and private investment, and redevelopment and infill of blighted properties and vacant lots. Much like the City's other main commercial and employment centers, a healthy mix of residential retail, restaurants, services, entertainment and living to create a sense of place.

CITY OF INVER GROVE HEIGHTS

Economic Development Authority
Staff Report

SUBJECT: **Cahill Area Redevelopment Master Plan & Streetscape Plan.**

MEETING DATE: August 10, 2026
ITEM TYPE: Regular Business
CONTACT: Jason Ziemer, Community Development Director, 651-450-2546

PURPOSE/ACTION REQUESTED
Consider authorizing the EDA Executive Director to work with Planning staff on a Request for Proposal (RFP) to develop a Cahill Area Redevelopment Master Plan.

BACKGROUND
See Fiscal Year 2027 budget staff report.

FISCAL IMPACT
Estimated cost for this planning work is $70,000 to $100,000; grant funding support is possible.

RECOMMENDATION
The EDA Executive Director recommends move forward with drafting a RFP for the EDA to consider.

ATTACHMENTS
None

Agenda Item 5.C.

Economic Development Authority
Staff Report

SUBJECT: Economic Development Strategic Plan Discussion & Process.

MEETING DATE: August 10, 2026
ITEM TYPE: Regular Business
CONTACT: Jason Ziemer, Community Development Director, 651-450-2546

PURPOSE/ACTION REQUESTED

The Economic Development Authority is asked to discuss the creation of an Economic Development Strategic Plan and review calendars, and consider potential dates for a Retreat and/or Strategic Planning Work Sessions.

BACKGROUND

This report was provided to the EDA at its February 23, 2026, meeting.

An Economic Development Strategic Plan (EDSPs) sets a vision for how an organization approaches and creates opportunities for economic growth and supports economic stability of the community. Strategies focus on long-term outcomes, addressed over immediate- and short-term timelines. Success requires clear goals and vision and a work plan that establishes tangible outcomes that allow for ease of implementation.

EDSPs are often affiliated with macro strategies focused on business attraction and retention, job creation, tax-based growth, redevelopment, and other quality of life concepts. At the micro level, they can also focus on smaller programs that build community identity, promote local business and low-cost business investment assistance, streamlined processes, public infrastructure and placemaking investments, providing access to resources via partners that perform workforce development and access to workers. In addition to the vision, strategies, goals and outcomes, effective plans also identify and allocate resources (i.e. financial, personnel, etc.) and establishes monitoring and evaluating mechanisms.

In 2018, the EDA adopted a strategic plan; that plan and a corresponding 2018 work plan is attached. The EDA adopted work plans from 2012 to 2018. Also attached are EDA work plan concepts drafted in 2025 based on feedback provided by EDA members during individual meetings with the Executive Director.

If EDA members see the benefit of developing such a plan, the Executive Director would look to host separate EDA Work Sessions aimed at working on that. Examples from other cities would also be provided at that time. This work typically takes several meetings to develop strategic themes, and identify core areas, outcomes, targets and initiatives, in addition to time reviewing and adopting the plan document and developing the implementation work plan. Certain City staff would also be invited to participate. An EDSP would become part of a larger Strategic Plan for the City.

FISCAL IMPACT
N/A

RECOMMENDATION
The EDA Executive Director recommends establishing dates for EDA Work Sessions.

ATTACHMENTS
1. 2018 EDA Strategic Plan
2. 2018 EDA Work Plan
3. EDA Work Plan Concepts

Inver Grove Heights Economic Development Authority

Strategic Plan 2017 - 2027

Introduction and Overarching Purpose

The Inver Grove Heights Economic Development Authority (EDA) was originally established in 1992 by resolution that was amended and restated in 2011. Per the establishing resolution, the overarching purpose of the EDA is: "to carry out certain economic development, redevelopment, and housing activities..."

This Strategic Plan recognizes that to carry out its purpose, the EDA will focus on building and growing the job base, increasing the tax base, and offering economic development services to its citizens and businesses. Furthermore, it is recognized that economic development is more than jobs, services, and tax base. The City strives to foster an attractive environment for economic development by retaining existing businesses, assisting businesses with start-up operations or expansion, attracting new businesses to the community, and enabling the rehabilitation and redevelopment of commercial areas within the City. The EDA's efforts will thus focus on supporting a strong community that offers great neighborhoods to live in, a strong park and recreation system, quality infrastructure (including communication technology), a safe and connected transportation system, and sustainable/efficient government. The Inver Grove Heights City Council serves as the Board of the EDA and directs economic development activities.

Background

As part of developing its 2040 comprehensive plan, the City identified an interest in developing an EDA Strategic Plan, to offer more comprehensive and long-range thinking about EDA activities in the coming years. Objectives included outlining the EDA's strategic priorities for the coming years, to focus its activities, and improve the EDA's capacity to effectively address those priorities. The EDA Board engaged in two strategic plan workshop sessions, on April 10 and August 14, 2017. That led to the development and approval of this Strategic Plan.

Economic Development Goals

The big picture goals (in no particular order) that guide the EDA actions include the following:

1. **Economic Development Goal #1 (EDG1)** – Grow the number of living wage jobs available within Inver Grove Heights.

2. **<u>Economic Development Goal #2 (EDG2)</u>** – Establish and maintain a thriving and vibrant commercial (retail goods and services) presence in Inver Grove Heights.
3. **<u>Economic Development Goal #3 (EDG3)</u>** – Establish and maintain a quality and diverse tax base.

Economic Development Strategies and Implementation Actions

The economic development goals of the City of Inver Grove Heights will be pursued through a series of strategies. Each strategy includes the following:

- identification of which goal the strategy advances using "primary" and "secondary" to note the goals relevance to the strategy - it is important to note that each strategy can further advance all goals based on how it is implemented
- a general indication of priority (timing wise) as follows:
  - immediate;
  - near term within 3 years;
  - mid-term – within 5 years;
  - long term – beyond 5 years; and,
  - ongoing meaning the strategy or action is will continue indefinitely or until no longer part of the strategic plan
- resource needs are identified including staff resources and general financial implications where known
- possible metrics are identified to measures success of each strategy, which is important to continually assess progress in achieving the City's overarching goals

Strategy #1. Revitalize or redevelop ageing commercial nodes and corridors where vacancies threaten the loss of important community services and declining property values or where parcel reorganization and public improvements can create more useable/developable parcels. (Primary EDG1 – Secondary EDG2)

Key implementation actions:

1-1. **<u>Conduct Small Area Redevelopment/Revitalization Plans</u>**: Small area plans provide an opportunity to drill down into a specific area to better understand the on the ground conditions that prevent an area from achieving success and vibrancy. Through the small area planning process, a planning team can meet with property owners, business owners, brokers, developers, and prospective tenants to help identify barriers, opportunities, and to leverage investments. The scope and degree of small area plans vary based on the area of study. Generally, the larger the area, the larger the scope and effort of the small area plan. Some plans may include more physical redevelopment and public improvements (i.e. building demolition, roadway changes, park/open space improvements, etc.), while others might need more programmatic needs (i.e. marketing, communications, or financial assistance). Candidate sites for this implementation action strategy should be identified through periodic updates to the comprehensive plan and in response to community input and observation. The Arbor Pointe area near Concord Boulevard and Broderick Boulevard represents an immediate opportunity site for a small area plan. (immediate term and ongoing)

1-2. **<u>Continue to implement the existing Small Area Plan for Concord Boulevard area</u>**: A Small Area Plan was established for the Concord Neighborhood in 2012. The EDA will continue the acquisition of individual properties in the North Dickman Trail and 66th/68th Concord Block, assemble the properties into a large enough mass to interest the development community, and negotiate with a developer for redevelopment of the catalyst site. Pursuing these strategies will result in maintaining and improving the existing residential neighborhood, increasing property values and tax base, strengthening and improving the commercial neighborhood, and increasing the employment base. (immediate term)

1-3. **<u>Monitor and understand vacancy/occupancy rates of key commercial nodes/centers</u>**: Establish a database of commercial spaces and periodically (not more than twice a year) evaluate vacancy/occupancy of each commercial center/node in the city. If a pattern emerges of having recurring high vacancy rates (greater than 15% over one to two year period) conduct follow up research and meet with key property owners to determine if the center needs to be a focus of small area planning for redevelopment or revitalization. This action step helps determine future Small Area Study needs (see 1-1). (near term and ongoing)

Resource Needs:

- Funding for small area studies. Funding is needed for outside expertise or where existing staffing does not afford time to complete or facilitate the study. Typical small area studies could require 400-600 hours of total (consulting and city) staff time on an annual basis to facilitate the process and prepare the plan, of which EDA staff could consume 20-25 percent of this time. Outside resources are most helpful in the areas of market analysis, urban design, environmental specialists, architecture, traffic engineering, and redevelopment financing. Depending on the area, specific expertise such as environmental analysis, architecture, or historic resources would likely need to be outsourced.
- Funding for parcel assembly and acquisition. The city has been leading the implementation efforts for the Concord Neighborhood Plan. EDA Staff resources are necessary to negotiate and facilitate the acquisition of parcels. Approximately 300 to 400 hours of time could be consumed facilitating this process. Funding will be needed to continue with these efforts. Some if not all of the acquisition funds can be recouped at time of sale. When enough land is assembled, city efforts will switch to finding potential development partners to finish any remaining acquisitions and proceed with new development.
- Maintain subscription to a real estate data base through Progress Plus and provide staffing time to monitor commercial centers (resource needs vary based on centers performance). EDA Staff resources would need 10 to 20 hours per year.

Possible measures of success:

- Number of Small Area Plans Completed
- Parcels acquired for redevelopment (parcels or acres)
- Parcels under contract for redevelopment (parcels or acres)
- Parcels sold and redeveloped (parcels or acres)
- Increase in estimated market value ($ for area pre study – post study implementation)
- Vacancy rates in commercial centers (center by center or aggregate)

Strategy #2. Conduct Small Area Plan around proposed interchange at I-494 and realigned Argenta Trail. (Primary EDG 1 – Secondary EDG 2 and EDG3)

The area near the proposed interchange of the realigned Argental Trail and I-494 is an exciting and prime opportunity area for future development in Inver Grove Heights. The area benefits from planned access and visibility to I-494, a new major road corridor, proximity to the new Vikings Training facility and sizable land parcels with few owners. Providing a small area plan for this area will promote and market the property for a land use and development pattern that helps achieve more specific Northwest Area needs. (near term)

Resource Needs:

Resource needs for Strategy 2 are similar to the resource needs identified in Strategy 1 for the small area planning process. However, depending on the need to design interchange access and impacts, this study could be much more complex. It is likely this kind of study would be outsourced. If outsourced, EDA staff resources would include project coordination and management of approximately 60-80 hours.

Possible measures of success:

- Completion of a Small Area Plan
- Parcels or acres that are certified as "Shovel Ready" under Mn DEED Shovel Ready Site Certification program - https://mn.gov/deed/government/shovel-ready/

Strategy #3. Support the retention and growth of local businesses and provide business development support services to both existing and new businesses (Primary EDG1 – Secondary EDG2 and 3)

The EDA will assume and expand the responsibilities recently performed by Progress Plus. It will strengthen the City's relationship with the existing business community and expanding it through marketing and financial assistance. Pursuing these strategies will result in retaining and increasing the City's job base, and increasing the City's property value and tax base.

Key implementation actions:

3-1. Develop and maintain a current inventory of available commercial land and buildings (near term)
3-2. Develop a list of city businesses including home based businesses that could become a source for business growth and expansion (near term)
3-3. Develop a business retention program, with annual business visitation targets (near term and ongoing implementation)
3-4. Connect local businesses with resources to assist with growth and development of existing businesses including financial (local bank institutions), state and regional economic development agencies, Open to Business (business consulting) and technical colleges for labor, training, or educational resources. (near term and ongoing)
3-5. Collaborate with Chamber of Commerce, Dakota County CDA, Progress Plus, Greater Minnesota Partnership and Minnesota DEED to provide …(ongoing)
3-6. Increase communications within the City to inform the business community, civic leaders, and the general public of ongoing and upcoming economic development related activities and initiatives. (ongoing)

3-7. Develop a financial assistance program and policies for City businesses (including tax increment financing, tax abatement, and small business loans) (long-term)
3-8. Develop a liaison program, that would offer businesses a first point of contact and support for the City regulatory, licensing and development processes that businesses go through. (mid-term)

Resource Needs:

Staff resources would be necessary to:

- build and maintain databases and business lists
- administer a business retention program
- provide services to connect businesses with resources
- prepare marketing, promotional, and communication materials;
- and represent the City at local and regional economic development events.

In all, this task would consume 250 to 300 hours of staff resource time per year. Resource needs also include funding of ongoing programs such as Open To Business.

Possible measures of success:

- Number of businesses assisted and types of requests
- Number and type of inquiries received, including applications for assistance
- Number of meetings with existing businesses
- Number of site selection visits hosted or attended and proposals offered
- Customer feedback surveys

Strategy #4. Assist with the disposition of City or other government excess property. (Primary EDG1 – Secondary EDG3)

The City of Inver Grove Heights from time to time has excess lands from prior land purchases, tax forfeiture or repurposed public facilities. Other regional agencies such as MnDot also have excess land inventory in the community. The EDA should take a lead role in understanding potential uses for vacant land and actively working to put such parcels into an active/productive land use as opposed to being vacant and simply a liability. (immediate and ongoing)

Resource Needs:

Resource needs for this strategy mostly include staff time coordinating and building relationships with agencies and brokers, to work towards achieving common goals. Resources also are need to assemble database, prepare marketing materials, determining land use/design, establish values, review and process proposals/transactions. Staff resourcing and costs vary based on parcels and transaction details.

Possible measures of success:

- Number of meetings with brokers or buyers and proposals tendered
- Acres of land placed back on tax rolls (Acres)
- Newly created market value ($)

Strategy #5. Measure progress and revisit strategies annually.

A key to successful economic development is the ability to measure successes and recognize where strategies or action items maybe are not delivering on desired outcomes. The City should annually revisit the strategies, celebrate successes, and identify new strategies and implementation actions where needed.

Resource needs:

Staff resources will be needed for on-going monitoring of strategies, collection of data to measure progress and effectiveness, and preparation of an annual report. 40-50 hours a year is estimated for this strategy. (ongoing)

End of Report

AGENDA ITEM_________

MEMO
CITY OF INVER GROVE HEIGHTS

TO: Inver Grove Heights Economic Development Authority

FROM: Thomas J. Link, Director of Community Development

DATE: May 3, 2018 for EDA Meeting of May 14, 2018

SUBJECT: 2018 Economic Development Authority Work Plan

PURPOSE/ACTION REQUESTED: The Inver Grove Heights Economic Development Authority (EDA) is to identify issues that it would like to focus on the remainder of this year.

BACKGROUND: The EDA should review this past year's accomplishments when setting upcoming priorities. In the last year, the EDA has held four regular meetings and three special meetings and accomplished the following:

- Heard a presentation regarding the Chamber of Commerce's "Grow Minnesota" results
- Approved the 2017 EDA Work Plan
- Approved the Joint Powers Agreement with the Dakota County Community Development Agency regarding the 'Open to Business' program
- Heard presentations and discussed drafts of the Inver Grove Heights Economic Development Authority Strategic Plan 2017-2027 at three meetings
- Created an Economic Development District and approved a purchase agreement for the two McPhillips's residences

ANALYSIS: The Draft EDA Work Plan for 2018 is attached. The plan focuses on the following activities:

- Small Area Plan(s)
- Concord Redevelopment
- Financial Assistance Programs
- EDA Funding

The above items are listed in order of priority, as ranked by staff. It is recognized that other unanticipated issues may arise. Due to limited staff capacity, direction would be appreciated on which of the above items the EDA considers most important.

CONCLUSION: The Economic Development Authority (EDA) is to identify issues that it would like to focus on the remainder of this year.

Enc: Draft 2018 Work Plan

DRAFT
INVER GROVE HEIGHTS ECONOMIC DEVELOPMENT AUTHORITY
2018 WORK PLAN

The following work plan provides guidance to the Inver Grove Heights Economic Development Authority (EDA) and its staff throughout the year. It is recognized that other unanticipated issues may arise throughout the year that may be more critical than the work plan items.

Small Area Plan(s)

Prepare one or more Small Area Plans for specific commercial neighborhoods. The plans will provide guidance and direction to the City and property owners for subsequent redevelopment and revitalization activities. The plans may analyze land uses, development design principles, infrastructure, public services, pedestrian and vehicular access, market and demographic forces, financial feasibility, and implementation actions. Implementation may include comprehensive plan amendments, zoning map and ordinance amendments, infrastructure modifications, financial assistance, and marketing/outreach efforts.

Concord Redevelopment

Continue to work towards the redevelopment of the Concord Neighborhood, consistent with the Comprehensive Plan, the Concord Boulevard Neighborhood Plan, and the Concord Boulevard Design Guidelines. Specific actions include:

- Pursue acquisitions, from willing sellers, of properties in the selected redevelopment areas

- Undertake environmental remediation, as grant funds become available.

Financial Assistance Programs

Research and analyze possible financial assistance programs. These programs may include a supplement to the “Open to Business” program for new or small businesses, a loan program to assist small businesses with the payment of the Metropolitan Council Sewer Availability Charge (SAC), and a program to assist businesses with the implementation of a Small Area Plan.

EDA Funding

Research and analyze funding options for continued EDA operations and activities.

EDA Work Plan Concepts

Community Development Department

Community Economic Development Branding

- Develop brand identity specific to economic development; rebrand accordingly and develop corresponding marketing strategies and materials for awareness campaign.
- Leverage and enhance existing partnerships with Chamber of Commerce and Convention and Visitor's Bureau; seek opportunities to sponsor and cross-promote each entity.
- Activate networks and participation with groups and organizations Minnesota Commercial Real Estate Association (MNCAR) Minnesota Real Estate Journal (MREJ), Minnesota Shopping Center Association (MSCA), etc.
- Produce monthly informational TV short program about development activities.
- Increase presence in community newsletter; create quarterly development "magazine."

Business Development & Recruitment

- Consider retail recruitment firm to identify and assist retail matches to community based on demographic and psychographic market segmentation.
- Establish priority focus areas for expansion, redevelopment and revitalization, including infill development sites. Develop master (re)development plan with needs and opportunities analysis and investment and implementation strategy.
- Develop and implement Business Recruitment and Expansion (BRE) program, focused on existing business community needs, opportunities and relationships.
- Meet routinely with property owners and real estate agents.
- Maintain contact with USA Curling as to potential location and specific site options in IGH.
- Improve ability to participate in participate in DEED and Greater MSP site selection RFIs.

Workforce & Jobs

- Build profile of existing workforce and workforce and employer needs, including housing with a goal to stem outflow of workers and spendable income necessary to support commercial growth, job creation and business expansion.
- Review and update economic development ESRI data.

Specific Ideas & Active Projects

- Develop and adopt Economic Development Strategic Plan and implementation (work) plan.
- Update current Web site to creation "Open Business" how-to with resource information.
- Acquire excess Inver Hills Community College land for strategic commercial and residential development opportunities; partner with identified developers to deliver on projects.
- Authorize Concord Boulevard Small Area Plan (or Master Development Plan) including EDA-owned land on Turrito's block, Republic site and Doffing Avenue properties. Continuing work on Doffing Avenue properties background.
- Continue presence at events specific to commercial and industrial real estate agents, brokers and developers (i.e. MNCAR, etc.)
- Complete Highway 52 due diligence work to determine development viability of land between 52 and Blaine Avenue.
- More…

Resource Access

- Enhance presence, information and access to resources available via City Web page; create resource directory.
- Develop list of EDA- and City-owned properties with development potential, inventory of existing vacant land specific to commercial and industrial growth, and inventory of empty spaces; create page on Web site providing access and information to those properties.