



**NORWOOD YOUNG AMERICA ECONOMIC DEVELOPMENT COMMISSION**

**Wednesday, January 21, 2015**

**6:30 p.m.**

**Oak Grove City Center – Large Conference Room  
310 Elm Street West  
Norwood Young America, MN**

- I. Call to Order and Introductions**
- II. Consideration of the Agenda**
- III. Oath of Office –Mike Yeager**
- IV. Election of Officers: Chair and Vice Chair**
- V. Approval of Minutes – December 9, 2014**
- VI. Unfinished Business**
  - A. Hotel /Waterpark Market Study /Market Study Grant Application
  - B. Business Survey Results, 2010
- VII. New Business**
  - A. New Business Report/Loan Request & Grant Sponsorship
  - B. Establishment of 2015 Goals and Strategies
- VIII. Project Updates**
  - A. Family Dollar Update
  - B. The Haven Update
- IX. Miscellaneous Communications**
- X. Establishment of Regular Meeting Date**
- XI. Adjournment**



**DATE:** January 15, 2015

**MEMO TO:** NYA Economic Development Commission

**FROM:** Jo Foust, Economic Development Consultant

**RE:** Agenda item III. Oath of Office - EDC

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**Background:**

The City Council has appointed Mike Yeager to the Economic Development Commission.

Also, as an update to the EDC, at their January 26th meeting, the City Council will take action on an amendment to Section 255.02 of the City Code, Composition of the Economic Development Commission to include two City Council members (versus one), one member of the Planning Commission, one member of the Chamber of Commerce and five (versus six) members at large. This change will become effective upon publication of the amendment.

**Action:**

Mr. Yeager will be administered the Oath of Office at the January 21, 2015 meeting. We welcome Mike to the EDC!

*State of Minnesota, ss.  
County of Carver*

**OATH OF OFFICE**

*I, Mike Yeager, do solemnly swear that I will support the Constitution of the United States, the Constitution of the State of Minnesota, and that I will faithfully and impartially discharge the duties of the office of Economic Development Commissioner, of the County of Carver, City of Norwood Young America, to which I have been appointed, to the best of my knowledge and ability, so help me God.*

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*Subscribed and sworn to before me this 21st day of January 2015*

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*City Administrator*

*(Seal)*



**DATE:** January 15, 2015

**MEMO TO:** NYA Economic Development Commission

**FROM:** Jo Foust, Economic Development Consultant

**RE:** Agenda item IV. Election of Officers.

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**Background:**

According to City Code Section 255.03 Organization, Meetings, Etc. A., "The [EDC] commission shall elect a chairperson from among its appointed members for a term of one year; and the commission may create and fill such other offices as it may determine. A commission member shall act as secretary of the economic development commission."

It appears that the EDC in the past has elected a Chair person and a Vice Chair, with consulting staff serving as the secretary. Consulting staff can continue to prepare packets and minutes; however, if the EDC wishes to elect a secretary, in accordance with the Code, this Commissioner would sign documents required to be signed by the Secretary and serve in that capacity.

**Action:**

The EDC is asked to elect officers for 2015. This may include a Chairperson, Vice Chairperson and Secretary.



**DATE:** January 15, 2015  
**MEMO TO:** NYA Economic Development Commission  
**FROM:** Jo Foust, Economic Development Consultant  
**RE:** Agenda item V. Approval of Minutes

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**Action:**  
The Commission is asked to approve the enclosed minutes from the December 9, 2014 meeting.

## NORWOOD YOUNG AMERICA ECONOMIC DEVELOPMENT COMMISSION

**Minutes from the Meeting on Tuesday, December 9, at 11:45 a.m.**

*Oak Grove City Center - Large Conference Room*

**310 Elm Street West**

**Norwood Young America, MN**

### **I. Call to Order and Introductions**

Chairman Julie Schmidt called the meeting to order at 11:50 a.m.

EDC members in attendance were:

Craig Herer

Chris Lund

Julie Schmidt

Mike Yeager

Tina Diedrick, Bruce Mathwig Sarah Molnau and Kyle Strickfaden were absent from the meeting.

City Administrator Steve Helget and Economic Development Coordinator Christie Rock Hantge were also present.

### **II. Consideration of the Agenda**

*A motion was made and seconded to approve the December 9, 2014, meeting agenda. The motion was approved.*

### **III. Continued Discussion Regarding Market Feasibility Study Proposals**

Rock reminded the group that at the November EDC meeting, a decision was made to delay making a selection until after she obtained some additional information from both Hospitality Marketers and H&LA regarding the cost for including the waterpark component in the study. Prior to today's meeting, via email, Rock shared the responses she received from Hospitality Marketers and Hotel & Leisure Advisors.

Rock explained that both groups estimated that the cost for including a large-scale waterpark in the study would add \$30,000 to the cost of the proposal. Moreover, both groups indicated that it was highly unlikely that the market could support a waterpark on the scale of something that can be found in Brainerd or the Metro area.

Rock asked for feedback from the group. Schmidt stated that she prefers Hospitality Marketers. She explained that she likes the two phase study and the fact that the group is familiar with the area. Herer stated the same. Helget stated that he feels either group would do a good job, but prefers Hospitality Marketers for the same reasons listed by Schmidt and Herer. Yeager said he was comfortable with either

group as well. Lund stated that he prefers H&LA. He would like to share information with the City of Glencoe. He thinks H&LA could offer a fresh perspective of the area.

Rock noted that she Strickfaden stated in an email that he also prefers H&LA. Mathwig emailed and stated that he prefers Hospitality Marketers. Molnau did not make a specific recommendation in her email.

Due to a lack of quorum, no decision was made. The EDC will make a recommendation at its meeting in January of 2015.

#### **IV. Project Updates**

Economic Development Coordinator Christie Hantge provided an update on the following projects:

- *Family Dollar* - This project is still in progress. The developer submitted its application this past Friday.

#### **V. Prospects**

Rock noted that she hadn't received any RFP's from Greater MSP or DEED in the past month. This is typically a slow time of the year. Things will likely pick back up in February or March.

#### **VI. Miscellaneous Communications**

Schmidt mentioned that the West Carver Community Center Steering Committee will meet on January 5, 2015.

#### **VII. Next meeting date**

The next EDC meeting will take place on Tuesday January 13, at 11:45 a.m.

#### **VIII. Adjourn**

*A motion was made and seconded to adjourn the meeting. Schmidt called for discussion. The motion passed.*

The meeting adjourned at 1:00 p.m.



**DATE:** January 15, 2015  
**MEMO TO:** NYA Economic Development Commission  
**FROM:** Jo Foust, Economic Development Consultant  
**RE:** Agenda item VI.A. Hotel/Water Park Market Study and Grant Application

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**Background:**

Over the past few months, the EDC has been evaluating proposals for a Hotel Market Study. The EDC tabled action at their December 9, 2014 meeting due to the lack of a quorum.

**Two proposals** have been presented for the EDC's consideration. These include:

- **Hospitality Marketers, Greg Hanis.** The cost estimate is based on a two phase approach: (1) A community overview Hotel Market Study - \$2,850 for a limited –service hotel only. (2) A Comprehensive Hotel Market Study - \$4,300 for a limited service hotel only.
  - The fee for the first state to include a hotel and possible water park facility would be \$7000. The final stage could range from an additional \$7000 to \$30,000.
- **H&LA -David Sangree.** Cost estimate \$9000.
  - A fee of \$30,000 was presented if a water park feasibility analysis is included.

According to notes on file, “both groups indicated that it was highly unlikely that the market could support a water park on the scale of something that can be found in Brainerd or the Metro area.”

**Identification of Sites:** Based on a meeting in early 2014, a hotel representative recommended the EDC identify two to three sites to include in the study. These sites should be zoned highway commercial and be 1.5 to 2.5 acres in size.

**Funding of the Study:** AGSTAR offers communities a grant opportunity to assist with feasibility or market studies. Grant amounts available range from \$1000 to \$5000. Applications are accepted on an on-going basis. This program has been very helpful in other communities. Preparation of the grant application materials requires a couple of hours. It is recommended the EDC pursue a grant application to off-set the cost of the study.

**Action:**

The EDC is asked to take the following action:

- Prepare a recommendation to the City Council for the hiring of either Hospitality Marketers or H&HA for completion of either a Hotel Market Study or a Hotel and Water park Market Study at a cost not to exceed \_\_\_\_\_.
- Prepare a recommendation for two to three potential sites to include in the study.
- Approve the submittal of a grant application to AGSTAR for their Rural Feasibility Grant Program to assist with the cost of the market study.



**DATE:** January 15, 2015

**MEMO TO:** NYA Economic Development Commission

**FROM:** Jo Foust, Economic Development Consultant

**RE:** Agenda item VI.B Business Survey Results, 2010

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**Background:**

At the January joint meeting of the EDC and City Council, discussion occurred relating to a Business Survey. A business survey was conducted in 2010 with approximately 42 businesses participating. Enclosed is a copy of the results.

Key items noted include in the 12 page summary include:

- 62.5% of the participating businesses had been operating their business in NYA 10 or more years.
- Greatest strengths or advantages to having a business in NYA included: The people (workforce, customer base), the location, the small town atmosphere, the businesses (size of business community, type of businesses, friendly businesses), Highway 212, School, etc.
- Disadvantages or barriers included: lack of marketing or image issues, taxes, regulations, transportation issues, limited market and lack of businesses.
- Nine businesses expressed plans to expand their operations (23%). Three businesses (7.5%) expressed plans to sell, relocate or close.
- 15 businesses noted plans for physical improvements to their business (store design/layout, interior/exterior remodeling)
- The top critical factors for the success and expansion of businesses were noted as qualified labor, foot traffic and up to date equipment and technology.
- Obstacles facing the businesses were noted primarily as current economic conditions, customer traffic, and general operating costs.
- Information and/or assistance requested included marketing and advertising programs, market identification and business planning/ cash flow.
- Business seminars most requested included Marketing basics, Facebook for Business (Social media) and Is your business e-commerce ready.
- 21 businesses noted they were interested in a cooperative business marketing effort.

**Action:**

The EDC is asked to provide input on the need to either update the business survey and/or follow up on comments or recommendations noted in the 2010 results.

**Norwood Young America  
Business Survey 2010-RESULTS**

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*Please take a few moments to answer the following survey questions. Please return the survey to Economic Development Coordinator Christie Rock in the provided, self-addressed stamped envelope, or drop it off at NYA City Hall, by Friday, August 20, 2010. If you have any questions, please contact Christie at [crock@cityofnya.com](mailto:crock@cityofnya.com) or 952-467-1993. Thank you very much for participating in this project. It is greatly appreciated.*

**Optional Information:**

**Business Name:** \_\_\_\_\_

**Business Contact (person):** \_\_\_\_\_

<b>1. What is the nature of your business?</b>	<b># Of Responses</b>
A. Retail	8
B. Restaurant	4
C. Finance / Insurance / Real Estate	5
D. Personal Services (i.e. Hair)	2
E. Professional Services (i.e. Attorney)	6
F. Construction	5
G. Transportation / Utilities	1
H. Other	9

**2. How long have you been operating this business in Norwood Young America?**

A. Less than one year	2
B. 1 – 4 years	5
C. 5-9 years	7
D. 10 years or more	25

**3. Name up to 3 advantages or strengths you associate with having a business in Norwood Young America.**

- 1.
- 2.
- 3.

- Small town – being local increases trust.
- Positive word of mouth advertising reaches far.
- Community's location at the intersection of MN5, MN25, and US Highway 212.
- Affordable property.
- Good access to Highway 212.
- The people of NYA have been very supportive of our business.
- A great deal of community involvement and pride is in NYA.
- Small town feeling, very helpful, very friendly.
- Great visibility, highway access, etc...
- Brand is well known in the community.
- Fabulous customer base.
- Small town. Easy to get to know people.
- Location at the intersection of two major MN highways.
- Location near Baylor Park.

- School choices.
- Good location.
- Good people.
- Lots of potential.
- I enjoy working in the community in which I live.
- Easy access to the Metro area.
- Metro phone service (no long distance charges to Twin Cities).
- Small town atmosphere/rural quality of life.
- Small town feel.
- The people.
- Smaller business size.
- Relationships.
- Strong local support.
- Good labor force.
- Good support businesses.
- None.
- Location. Rural setting.
- Close to home.
- Not so much traffic.
- Local work ethic. People are willing to work hard.
- Active Chamber of Commerce.
- Progressive community.
- Opportunity for growth.
- Quality tenants (property owner comment).
- Friendly and safe community.
- Great community support.
- Friendly small town / rural community.
- Dependable local business and service people.
- Small town. Everyone knows everyone.
- Good communication with neighbors, referrals.
- People are here still have common sense, not just book smarts.
- Solid patient base.
- Good employees.
- Friendly, helpful local businesses.
- Convenient for employees.
- Recognized when doing business in local stores.
- Construction costs.
- Pizza Ranch – Employees love it!
- Quiet – No noise from neighbors.
- Access to Highway 212.
- Only store of its kind in the community.
- Low crime rate.
- Faithful shoppers in a small community.
- Location, small town, home like atmosphere, county like setting, not a big town.
- Friendliness of local retailers and businesses.
- Schools.
- Location.
- Small town. Easy to get to know clients.
- Quiet community.
- Churches.

- Live near business.
- Business is only destination shop in town.
- Customer service is every business' utmost importance due to everyone knows everyone.
- Healthy farm economy.
- Good "basic" retail base.
- Good feeling from people who want downtown to survive and prefer to shop locally.

#### 4. Please share/describe any disadvantages, or barriers to having a business in Norwood Young America.

- 1.
- 2.
- 3.

- Limited market area.
- Limited financial capabilities of residents, i.e. groceries vs. massage (needs vs. wants)
- Not enough other retailers to attract more customers.
- High taxes.
- Lack of population growth.
- Lack of new housing starts.
- Many people in the metro area have never heard of NYA.
- Many people are confused or wonder about the name of the town.
- We depend on the local area for support, especially in the slower winter months. Area lacks large employers to support small businesses.
- Need more large employers.
- Lack of a business district or traditional downtown.
- Too many hoops to jump through. Regulations at city and state level too restrictive to allow business growth.
- Quality of local grocery store, i.e. produce is usually poor.
- It is a small farm community where most of the residents work outside of the community and do their business where they work.
- Elm Street location.
- Limited retail businesses.
- Limited opportunities.
- Smaller customer base.
- Distance to/from Minneapolis.
- City officials lack interest in helping existing businesses succeed. Very rude.
- No accountability in how tax dollars are spent by City.
- Lack of communication that there are businesses off the Highway 212 strip.
- Location, too far from Metro area.
- Low wages = lower income for same services provided closer to Metro.
- Transportation, accessibility.
- The "Big Dogs" are trying to shut down the little ones.
- Bigger is better is not always so. Wal-Mart doesn't get a penny of mine.
- Taxes.
- Taxes.
- More people need to shop locally.
- Distance to/from Minneapolis.
- Negative coffee talk. Sometimes things have to succeed before NYA jumps on board.
- Limited client numbers increase.
- Lack of large employers, i.e. manufacturers.
- Due to countywide business, patrons don't want to drive out this far.

- Higher transportation costs.
- Limited labor pool
- Business address does not show on anyone's GPS. People have to always call for directions.
- Taxes too high.
- Qualified applicants are not readily available.
- We need other businesses to attract customers to the area.
- Lack of four-lane highway west of Cologne. Need MNDOT to complete four-lane project from Chaska to NYA.
- Shoveling the public sidewalk after a snowstorm.
- Limited number of businesses, both as clients and as a commerce center.
- Distance to Minneapolis / St. Paul.
- Lack of community growth.
- Not enough other specialty, retail shops to offer visitors, residents.
- Town has image problems. Not very eye appealing to new people in town and to visitors. No curb appeal. Not much to offer young families. Lots to offer the senior population.

**5. How would you characterize your current business' activity level (i.e. last 12 months of operation)?**

- |    |   |    |
|----|---|----|
| A. | Declining business activity (fewer clients, fewer sales, less income) | 8  |
| B. | Holding our own (same level of business, fairly steady)               | 23 |
| C. | Business is moderately growing, increasing                            | 11 |
| D. | Business is rapidly expanding   | 0  |

**6. Which description below best characterizes your plans to expand or reduce your operation in the next one to two years?**

- |    |                           |    |
|----|---------------------------|----|
| A. | Plan to expand operations | 9  |
| B. | Plan to reduce operations | 1  |
| C. | Plan to sell business     | 1  |
| D. | Plan to relocate business | 1  |
| E. | Plan to close business    | 0  |
| F. | No plans to change        | 22 |
| G. | Uncertain                 | 5  |

**7. Please circle all of the investments or improvements you have made in your business in the last two years.**

- |    |  |    |
|----|--|----|
| A. | Physical improvements (interior / exterior remodeling) | 22 |
| B. | New / expanded products, services, inventory           | 19 |
| C. | New / expanded marketing and promotional activities    | 15 |
| D. | New / additional employees                             | 15 |
| E. | Systems improvements                                   | 11 |
| F. | None   | 6  |

**8. Please circle all of the investments or improvements you plan on making in the next two years.**

- |    |   |    |
|----|---|----|
| A. | Physical improvements (store design/layout, interior / exterior remodeling) | 15 |
| B. | New / expanded products, services, inventory                                | 11 |
| C. | New / expanded marketing and promotional activities                         | 12 |
| D. | New / additional employees  | 10 |
| E. | Systems improvements  | 5  |
| F. | None  | 10 |

**9. In addition to a strong economy, what are the critical factors for the success and expansion of your business? (Circle ALL that apply.)**

- |    |   |    |   |
|----|---|----|---|
| A. | Qualified labor   | 17 |   |
| B. | Tourism   | 4  |   |
| C. | Current inventory   | 4  |   |
| D. | Up-to-date equipment / technology                         | 13 |   |
| E. | Financing   | 10 |   |
| F. | Public access   | 9  |   |
| G. | Foot traffic  | 15 |   |
| H. | Addition of complementary business (please specify _____) |    | 5 |
- Grocery store, drug store, hardware store
  - Legal and real estate professionals.
- I. Other (please specify \_\_\_\_\_)
- New home construction.
  - Public knowledge of our business.
  - Enforcement of policy and permits.
  - Lower taxes.
  - Labor force #s.
  - Stronger economy.
  - Stronger housing market.
  - Pride in property.
  - Increase population.

**10. What are some of the major issues or obstacles facing your business today? (Please circle the TOP FIVE priority issues.)**

- |    |  |    |
|----|--|----|
| A. | Customer traffic (not enough / shrinking   | 19 |
| B. | Property improvements (façade, etc...)     | 6  |
| C. | Cost of rent / property                    | 11 |
| D. | Availability of telecom services           | 3  |
| E. | Cash flow / working capital                | 12 |
| F. | Availability of credit                     | 5  |
| G. | General operating costs                    | 13 |
| H. | Outdated technology                        | 3  |
| I. | City / County / State codes or regulations | 10 |
- “We have to follow the rules, but Joe Blow does not.”
- |    |  |    |
|----|--|----|
| J. | Federal / State / City taxes and / or fees | 16 |
|----|--|----|
- Taxes are too high.
- |    |  |    |
|----|--|----|
| K. | Skill level / preparation of employees | 3  |
| L. | Current economic conditions            | 23 |
| M. | Public safety / crime                  | 1  |
| N. | Parking                                | 5  |
| O. | Payroll costs                          | 5  |

P.	Competition	6	15
Q.	Insurance costs	8	
R.	Availability of employees	0	
S.	Computer / technology issues	3	
T.	Internet Access / Availability	1	
U.	Other (please specify _____)		

**11. Please expand on any of your answers to the question above. If you circled "City/County/State code or regulations," please explain the issues or obstacles.**

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- City and County need to work with local businesses to help reform, or work within codes and regulations, not just say this is what it is, figure it out.
  - Rising insurance costs, i.e. healthcare, liability and workers compensation.
  - I would like to move my business into my home. However, I would be required to be handicap accessible. If my client would be handicap, I would have to make arrangements anyway to provide my services to them. For instance, go into their home where everything is already set-up for their needs. My current location is not handicap accessible.
  - We need more enforcement and stricter policy for do-it-yourselfers, i.e. "I have a friend who can do it cheaper."
  - Rude inspectors. They don't live where they work.
  - Codes and fees are obstacles.
  - High property taxes.
  - Increase in inspection and license fees.
  - Taxes too high.
  - The ability to show off your business at a public place without having to pay for different licenses. (Relates to Taste of NYA and MN Health Department requirement).
  - IRS, State, insurance take a lot of revenue from small businesses.
  - Local government needs to be more cost efficient. Businesses cut costs, make reductions.
  - City should revisit the signage ordinance. Provide more flexibility for businesses to market their products and services.

**12. To keep your business healthy and competitive, which of the following types of information or assistance are important to your company's growth?**

A.	Business expansion / relocation information	2
B.	Employee hiring / specialized training	8
C.	Market identification	10
D.	Marketing / advertising programs	16
E.	Business planning and cash flow	9
F.	Using the Internet for e-commerce	7
G.	Assistance with loan application preparation	0
H.	Business management training	2
I.	Property and façade improvements	7
J.	Computer / technology assistance	6
K.	Lean business practices and efficiencies	6
L.	Other (please specify _____)	

- Customer loyalty.
- Keep government out of our businesses and businesses decisions.

- Need more growth in the city.

**13. Would you be interested in attending a business seminar on the following topics? (Please circle all that you would attend if offered.)**

- A. *Facebook for Business* – Learn ways to use social networking Web sites to grow your business. 12
- B. *The Marketing Power of Blogs* – Learn what “blogging” is, and how you can use it to grow your business. 6
- C. *Is Your Business E-Commerce Ready?* – Learn what E-Commerce is and how works. 10
- D. *Marketing Basics* – Learn what is working in small business marketing, and what is not. 12
- E. *Basic Search Engine Optimization* – Learn ways to make your Web site more attractive to search engines like Google. Discover ways to increase traffic to your Web site. 6
- F. *Other ideas (Please suggest seminar topics of interest to you):*

- 
- More planned business classes, maybe at the school (community education).

**14. Are you interested in participating in a cooperative business marketing effort to attract customers to Norwood Young America or to encourage residents to shop locally?**

- A. Yes 21
- B. No 11

Chamber already does quite a few things. People need a building or a face to associate with it, and do consistent business with. Professionalism often lacks in businesses here in NYA. Lack of quality customer service.

**15. What identity or image would you like to see Norwood Young America develop for itself as a unique shopping district attractive to residents, employees and visitors?**

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- Community is progressive, yet personal.
  - Our business requires long-term residents to connect to the community.
  - Friendly, clean and proud to say I shop locally.
  - Need more retail shops.
  - Pedestrian bridge over highway to join the two sides of town. More bike and pedestrian trails around town and near local businesses.
  - I don't know.
  - NYA does not seem to have a lot of retail, but we do have quite a bit of services. What is the best way to market these services?
  - Better lighting along the roads connecting Highway 212 with the downtowns.
  - Better access to Highway 212 for existing businesses.
  - Small town feel, viable products and services, great place to work, live and raise a family.
  - Not sure. More variety of options at reasonable rates.
  - Everyone knows its friendly, caring and offers good prices for products and service, so what is left?
  - The problem is that there is no “shopping district.”
  - We have almost everything you need right here in NYA.
  - Antique, arts and crafts, gift shops.
  - Farmers’ Market.
  - Capitalize on the “Old German” theme that has been started with Willkommen Park restoration, water tower project, Stiftungsfest, etc...
  - Would like to have the same reputation as Excelsior. Craft stores on Main Street.

- Small town living.
- “Come Home to NYA” theme.
- Variety of businesses and services.
- Wish NYA were more positive about itself. “Pride of ownership.” Others should be proud of successful people and businesses in the community, don’t resent them.
- Attract an outlet center.
- Local population needs to know that they need to support local business, and not leave community to shop. Town pride is lacking. The downtown streets are shameful.
- Clean up the perimeter of town. New “Welcome to Norwood Young America” signs. Remove graffiti from the water tower. Take down old billboards. Construct bike path to NYA from Baylor Park.
- Show residents how the local businesses do a better job of serving them than big box retailers and online businesses.

**16. What types of businesses would you like to see Norwood Young America attract or grow to improve its business mix, or that would complement your business?**

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- Flower shops, caterers, and churches.
- More retail businesses. A big box store so people don’t have to leave community for shopping, example shoes, clothes and baked goods.
- NYA needs larger, more established employers with employees who reside in NYA. Businesses cannot survive or thrive in a bedroom community.
- More industrial manufacturing.
- A better grocery store. So many people shop for groceries out of town and then eat out of town.
- More fast food restaurants.
- I think NYA needs a good restaurant (other than fast food). Good food and friendly, clean environment that will attract people. Whether it draws them here and or keeps them in town after a basketball game, etc...
- A better variety of shops, including clothing, appliances, electronics, theater, other places of interest.
- Businesses that take advantage of the community’s location along Highway 212.
- Family restaurant with a liquor license.
- Anything would help.
- Something other than bars and gas stations.
- The city needs more population before more businesses would consider locating here.
- More manufacturing. Small “niche” businesses that attract people to town that would not ordinarily come here. A brew pub for instance.
- Any.
- There are many vacancies on Elm Street. Fill storefronts with any sort of business.
- More specialty shops.
- Manufacturing.
- Big Box retail.
- Affordable sit-down restaurant.
- Restaurant, manufacturing, more retail, i.e. clothing.
- Family style restaurant, i.e. Applebee’s, or Mexican restaurant.
- More restaurants.
- Sports bar.
- More manufacturing, medical distribution.
- More retail, gift stores, and specialty shops, i.e., antiques.
- More retail that attracts the younger to middle age consumers.

- More professional businesses, i.e. legal, accounting, medical.
- More unique stores, i.e. specialty shops, antiques, etc...

### 17. What could the Norwood Young America business community do to attract more local resident shoppers?

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- Competitive pricing.
- They need to start shopping locally themselves if they expect residents to do the same.
- Develop a better shopping district.
- Need to expand the local business base. Local businesses need to offer reasonable prices so shoppers stay in the community.
- I wish I knew.
- Eliminate apartments in storefronts in the two downtown districts.
- Very active Chamber promoting the business community and various local events.
- Businesses actively promoting themselves to the community.
- Signs should be place on Highway 212 directing travelers/traffic to the two downtown business districts. Businesses are not just located on Highway 212. People traveling on Highway 212 don't know this.
- Better customer services (even within the businesses we have here). A friendly face eager to do business with whoever walks in.
- We have tried everything. Nothing seems to help.
- That's a tough one, since many residents work outside of NYA and do their shopping where they work.
- Stress the importance of shopping locally.
- Have more retail shops.
- Identify a resource for low interest loans to restore storefronts that cosmetically improve the downtown areas.
- Offer tax incentives for people who open a business in one of the older downtowns.
- Try to keep all business centrally located for ease of shopping. Too spread out now.
- Welcome Wagon / Basket with local business discount coupons.
- Lower property taxes.
- Advertise in Minneapolis newspapers. Hold city events during all four seasons.
- Really put the "Shop Local" out there.
- Local businesses should set the example to community residents by shopping locally themselves.
- Attract a big box retailer.
- Use the local cable access channel to promote the local business community.
- Encourage / support local people who have an interest in starting a small business.

### 18. What could the Norwood Young America business community do to attract more visitors and other shoppers who live outside of the area?

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- Town has a fabulous location. The workforce simply needs to get back to work.
- I wish I knew.
- NYA needs more restaurants and family friendly venues.
- Develop a better shopping district.
- I like the Waconia business publication that comes out. Is it financially feasible to do something like that for NYA?
- More user-friendly, more variety.

- Improve access to Heritage Pointe. Direct access of Highway 212.
- Very active Chamber promoting the business community and various local events.
- Businesses actively promoting themselves to the community.
- Realize there are businesses off the Highway on both sides. “Shopping mall” on Highway 212 poorly planned due to no direct access to highway.
- Offer something for free.
- Attract more “niche” businesses.
- Some how use the Stiftungsfest celebration to promote the entire town. Next year’s festival is the 150 anniversary. Capitalize upon this fact.
- Antique, arts and crafts, gift shops.
- Farmers’ Market.
- Need to become a destination location. Give people a reason to come to NYA.
- Coupons in other neighboring town newspapers for our local businesses.
- Take advantage of the days when there are senior dances at the Pavilion. Business should run super specials before and after dance.
- Advertise in publications outside of the community, i.e. other than the *NYA Times*.
- Advertise in other communities.
- More specialty shops.
- Clean-up perimeter of town. New “Welcome to Norwood Young America” signs. Update MNDOT community signs.

**19. What specific initiatives (e.g. programs, projects, events, etc.) could help remove barriers to maintaining a successful business in Norwood Young America?**

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- **Oak Grove construction project did not provide opportunities to local contractors. General contractor could have done a better job of keeping work local.**
- **I don’t know.**
- **I think the Taste of NYA was a good idea that can be improved upon year after year.**
- **Chamber more involved with the local business community. More communications between the big and the little guys.**
- **Pro business and pro growth attitudes.**
- **The City displays poor planning as they come up with their building projects. Look at NYA Garden Center. A lot of people never knew it existed, thus it failed. City just jumps at any money it can get to build, not factoring of issues considered.**
- **Not sure. Money is often the cause. Not enough to get started. Steady income.**
- **We need our grocery store to stay open, because it is the heart and soul of our town. Wish it were a better brand though.**
- **It’s always thought that some annual event should take place on the south side of town, so that part of town could be showcased.**
- **Currently the craft fair and Stiftungsfest do a great job attracting people from outside of the community. Taste of NYA was and is a great idea. Collective business efforts, specialized, well-advertised events.**
- **Small business cookouts.**
- **Make the building / expansion process easier, less cumbersome.**
- **Focus on curb appeal, and offering more to residents and visitors. Market the local bike trail system and build a connection to Baylor Park. Make NYA a destination community like Lanesboro, Henderson, Stillwater, Excelsior and Litchfield.**
- **Pedestrian bridge.**

- **Town pride campaign.**

**20.** What are some things that the *City of Norwood Young America* and the *Norwood Young America Chamber of Commerce* can do that they are not already doing to help remove barriers to maintaining a successful business in Norwood Young America?

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- I think the long town name is confusing to people. Still seems like it matters to people.
- I like the idea of offering classes or seminars for things like business finance, tax information, Web site design, Facebook marketing, etc...
- City and Chamber representatives should meet on a regular basis. Encourage more communications between the business community and the City.
- Create more community events, work closely with each other, promote, promote, promote!
- Continue to develop and promote positive events.
- Can tell none of them had any experience as successful business people prior to being a public employee. When tax revenue falls due to dying town, what pays your salary then?
- Chamber should reduce membership fee for small businesses.
- Not sure.
- You can't stop people from shopping out of town. There is really nothing to keep them here.
- Cash incentives or temporary lower taxes.
- Continue to organize and build events, collective specials or sales.
- Nothing if it involves more taxes and spending.
- Doing a great job already.
- Improve the appearance of the downtown areas.
- Chamber and City should work together to promote the local business community to people who rent the Pavilion and other City facilities.

**21.** Would you be willing to pay a little more for services and products for your business if you could buy them locally?

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- Yes (13)
- If it's a little more, yes. Sometimes we buy locally and pay a lot more trying to support other local businesses.
- We already make every effort to buy local.
- Yes. If you factor gas and time, you usually come out ahead if you shop locally.
- If the customer service matched the services. The knowledge a business owner has or skill level needs to be at a high school level.
- No.
- Probably.
- Yes. We use the local hardware store quite a bit.
- I try to buy or hire locally whenever I can.
- Not available.
- Expenses keep increasing and business decreasing.
- Depends on services.

22. Please share any additional thoughts or comments.

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- We are new owners of an existing business.
- In order to have a shopping district, you need shops, restaurants and entertainment. For those to survive you need a base population to keep them in business and a destination / visitors to get additional profits to make the huge investment worthwhile.
- Thank you for your efforts.
- We need leadership in the business community, as well as someone who will listen and follow-up on those talks.
- Often citizens aren't listened to anyway when it comes to what should or shouldn't be here.
- I don't have any. After 23 years, I've given up.
- We are new to the business community so we don't know everything that is being done or has been tried to promote local business.
- Continue local events and social activities. When people know someone personally, they tend to buy from them also.
- Reduce federal, state, county and local spending.
- Need to keep school and grocer store viable. Need to education new residents on importance of shopping locally. Need to reach them through other means than the NYA Times. They do not subscribe. Businesses, Chamber members, need to support local organization fundraisers, i.e. Baseball fish fry, Church dinners, National Night Out, Chick-Bar-B-Q.
- Local government and school district need to me more conscious about shopping locally. Too much money is spent out of town.
- City needs to work on attracting new, younger families to town.
- Need to expand the tax base through new housing and new business construction.

Thank you again for taking the time to complete this survey.  
We very much appreciate your participation.



**DATE:** January 15, 2015

**MEMO TO:** NYA Economic Development Commission

**FROM:** Jo Foust, Economic Development Consultant

**RE:** Agenda item VII. Establishment of 2015 Goals and Strategies

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**Background:**

The EDC is asked to identify Goals for 2015 and assist in identifying strategies to accomplish the goals.

According to City Code Section 255.04 Duties and Responsibilities of the Economic Development Commission shall be as follows:

- A. Advise the City Council on matters concerning commercial and industrial development within the city.
- B. Assist the City with preparations and advice regarding economic development marketing plans, programs, and strategies.
- C. Help to coordinate economic development efforts with various groups active in the city.
- D. Aid and advise the City Council and Planning Commission regarding the orderly development of areas suitable for commercial and industrial development.
- E. Recommend to the City Council and Planning Commission policies and actions regarding commercial and industrial expansion, development, and attraction.
- F. Develop long and short-term strategies for commercial and industrial development within the city.
- G. Review proposed development proposals.
- H. Assist in the preparation and implementation of plans for business retention.
- I. Perform other duties, functions, and studies as directed by the City Council.  
(Amended by Ord. 115, 7-27-1998).

**Action:**

EDC members are asked to identify their top five goals for 2015, identify strategies for achieving the goals, EDC members and/or staff or organizations to assist in accomplishing the goals and an estimated cost to achieve the goal. If there is an area you would like to be involved with please let us know.

Goals discussed at the joint meeting with the Council on January 7, 2015 included:

- Business Recruitment – filling downtowns and industrial lots
- Branding the north and south business districts
- Hotel market study
- Marketing/promoting the City and its location
- Promoting success stories and business of the month
- Community events such as a Blues Fest

- Update of a Market Study (or review of 2008-09 U of M Study results) and/or identification of business needs.
- Trade Show attendance
- Joint meetings and ventures with the City Council and Chamber of Commerce
- Business Visits/Tours
- Continued marketing of financial programs available

Below is a template which may be used for goal setting. If EDC members have their five goals for the meeting, we will share thoughts and rank goals identified.

Short term goal	Estimated Cost	Responsible Party(ies)
1.		
Implementation Steps to Achieve Goal		
a.		
b.		
c.		
Short term goal	Estimated Cost	Responsible Party(ies)
2.		
Implementation Steps to Achieve Goal		
a.		
b.		
c.		
Short term goal	Estimated Cost	Responsible Party(ies)
3.		
Implementation Steps to Achieve Goal		
a.		
b.		
c.		
Short term goal	Estimated Cost	Responsible Party(ies)
4.		
Implementation Steps to Achieve Goal		
a.		
b.		
c.		
Short term goal	Estimated Cost	Responsible Party(ies)
5.		
Implementation Steps to Achieve Goal		
a.		
b.		
c.		



**DATE:** January 15, 2015

**MEMO TO:** NYA Economic Development Commission

**FROM:** Jo Foust, Economic Development Consultant

**RE:** Agenda item VII. A. New Business Report/Loan Request & Grant Sponsorship

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**Background:**

We are pleased to announce a business has entered into a Letter of Intent to purchase the Young America Corporation building located at 717 Faxton Road. Company representatives will be present at the EDC meeting to share information about their company and their plans.

A contingency of their purchase is approval of state and local financing programs. In preparation for this meeting staff has met with the company representatives, staff from the MN Department of Employment and Economic Development (DEED) and the Carver County CDA to discuss potential programs which would be available to assist the firm.

The EDC will be asked to work with the Company to prepare and support applications to:

- **DEED's Job Creation Fund** – A City resolution of support is required for application submittal. This will be presented to the City upon receipt of a complete application.
- **Carver Co. CDA Business Loan Fund** – John Sullivan, Director of Economic Development, will be present at the EDC meeting.
- **The City's loan fund through the Metropolitan Consortium of Community Developers (MCCD)**

**Action:**

No formal action is required at the January 21, 2015 meeting. Action will be requested upon receipt of complete application materials.

We would like to welcome the business to the community and assist them in finalizing required program requirements.



**DATE:** January 15, 2015  
**MEMO TO:** NYA Economic Development Commission  
**FROM:** Jo Foust, Economic Development Consultant  
**RE:** Agenda item VIII. Project Updates

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**Background:**

Following are updates on business projects:

- **Family Dollar** – The Planning Commission will be reviewing the site plan for the 8,300 square foot store at their January 20, 2015 meeting. A recommendation will be forwarded to the City Council for their January 26, 2015 meeting.
- **The Haven** – The Planning Commission will be conducting public hearings for a Comprehensive Plan Amendment, Planned Unit Development, Rezoning and Lot split at their January 20, 2015 meeting. This project will include 37 residential units with 25 assisted living units and 12 memory care units. They will employ 10 individuals. The City Council will take action on recommendations from the Planning Commission, at the January 26, 2015 Council meeting.

**Action:**

No action is required at this time.



**DATE:** January 15, 2015  
**MEMO TO:** NYA Economic Development Commission  
**FROM:** Jo Foust, Economic Development Consultant  
**RE:** Agenda item X. Establishment of Regular Meeting Date

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**Background:**

The EDC met in session seven (7) times in 2014 on January 14, March 4<sup>th</sup>, May 13<sup>th</sup>, September 9<sup>th</sup>, October 14<sup>th</sup>, November 12<sup>th</sup> and December 9<sup>th</sup>. These meetings were typically held the second Tuesday of the month over the lunch hour, beginning at 11:45 a.m.

**Action:**

The EDC is asked to establish a regular meeting schedule for 2015.