

2014 Economic Development Strategic Plan

***Securing Woodbury's Future as
a Premier Business Destination***

**Prepared by the Economic Development Commission
and its Business Development Committee**

Introduction

Economic conditions have changed significantly since the 2010 Economic Development Strategic Plan (the Plan) and it is important for the City of Woodbury to update its economic development strategies in recognition of increasing growth in the commercial sector.

The City of Woodbury needs to be aware of and adapt to the changing needs of the business community and periodically review and revise its strategies and tactics. This Plan sets forth an ambitious, yet achievable, economic development agenda for the City of Woodbury over the next three to four years. The Plan identifies two specific goals which build upon the community's unique strengths and distinct character. Each goal includes three action strategies which factor into the economic prosperity and enhanced vitality of Woodbury's business climate. The Plan also articulates a set of measurable actions to facilitate continued growth and new opportunities. The Plan is not an exhaustive outline of the city's economic development agenda, but rather is intended to provide guidance and direction for future economic development efforts as well as resource allocation.

Historical and Planning Context

Woodbury's close proximity to the interstate system has proven highly desirable for those seeking a suburban setting that is accessible to urban core job centers and amenities as well as the MSP International Airport. The city's geographic setting also provides local businesses with an excellent means of distributing goods and services, as well as access to both customers and employees.

Woodbury has experienced significant growth since its incorporation in 1967. With close to 70,000 residents, Woodbury is the ninth largest city in Minnesota. The City of Woodbury has been very successful in developing a strong commercial tax base and has a sound history of financial management including a AAA bond rating since 2009 while providing an exceptional level of municipal services to a growing population. Woodbury has an enviable array of restaurants, destination retail, and professional services which serve not only city residents and employees, but attract diners, consumers and clients from a broader regional market. However, there has been a long-term and consistent desire to increase the level of non-retail development in our community, to ensure that our residents have quality "places to work" and to balance, strengthen and diversify our property tax base. Additionally, a key component to Woodbury's quality of life is our strong education system which is critical to the long-term success of the community.

This plan recognizes that employment has stabilized coming out of the Great Recession and a new level of commercial and residential construction suggests a greater feeling of economic confidence. Despite the uncertainties of the economic recovery, the timing is perfect to assess, project and plan for the future. This new plan is critical to the continued health and prosperity of the city not only for the near future, but also for decades to come.

In addition to providing strategic guidance, the plan is also one of the implementation tools of the city's 2030 Comprehensive Plan. The Comprehensive Plan provides broad policy guidance for the city and includes policies, goals and calculations of land use and transportation needs for the city. The Comprehensive Plan also identifies the general areas in the community guided for future residential development, places to shop, places to

work, and parks, recreation and open space. Economic development is an important component of the Comprehensive Plan, not only because it helps expand and diversify the property tax base, but it also expands employment opportunities and creates more choices for residents to both live and work in Woodbury, creating a more sustainable community. Looking to the future, the city's Comprehensive Plan is scheduled to be updated in 2018. As such, this plan is designed to serve as a short-term plan that will serve as a bridge to the future comprehensive planning process.

Looking ahead, the Comprehensive Plan directly interrelates with the plan in several ways including:

- Increasing awareness of Woodbury as a premier business location will be critical, not to only strengthen existing businesses, but also to diversify the employment base through the attraction of additional businesses. The Medical Campus District in particular is identified as a key opportunity and catalyst for new development. An action strategy of promoting Woodbury as a health care business destination is included below.
- As Woodbury ages, there will be a greater need to monitor the condition of existing commercial buildings and facilities, and to promote maintenance and encourage reinvestment. To fully maximize development potential an action strategy to encourage economic reinvestment and redevelopment is included below.
- Infrastructure development, including improvements to the transportation system and technology, is integral to economic development. An action strategy to optimize the capacity and flexibility of our infrastructure to serve business needs is included below.

Process

The Economic Development Commission (EDC) and its Business Development Committee (BDC) initiated the strategic planning process in February of 2014 in response to the City Council identifying the Plan as one of the city's strategic issues.

The planning process began with the review and analysis of previous Plans. The EDC and BDC members built off of this review with

- a business owner panel discussion;
- a survey of Woodbury Area Chamber of Commerce members;
- a SWOT analysis;
- a presentation of economic and employment data from the University of Minnesota Extension Service; and
- an overview of economic development tools that are available to the city.

With this information in hand, the EDC and BDC drafted the strategic goals and action strategies for the Plan which were presented to the City Council seated as the Economic Development Authority on June 11, 2014. The next several months were spent evaluating metrics and tasks as well as drafting final language of the plan prior to its formal adoption by the City Council on October 8, 2014.

Strategic Goals

This Plan commits to the long-term future of the city, but has been deliberately focused toward a three- to five-year timeframe. To focus maximum effort and value on Woodbury's economic development resources and priorities, this Plan identifies two primary strategic goals:

I. Promote woodbury as a community of choice

Increase the impact of the city's business retention and attraction efforts in order to secure new business investment and foster growth for our existing businesses.

Action Strategy: Increase awareness of Woodbury as a premier business destination.

- Develop and promote key messages regarding the economic development potential of Woodbury:
 - Healthy business climate
 - Health care business destination
 - Growing financial and retail sectors
 - Convenient location
 - Easy access to major freeways and MSP Airport
 - East Metro hub
 - Highly educated workforce
 - Close proximity to 3M and other major businesses
 - Excellent educational choices
 - Growing residential base
 - Minnesota's ninth largest city
 - Numerous and consistent national recognition
 - Regional recreation amenities
- Leverage visitor and consumer impressions of Woodbury as they experience our business amenities.
- Enhance Woodbury's visibility and potential to attract business investment through both internal and external communications and marketing initiatives.
 - Coordinate and align social media, website, newsletters, press releases, etc.

Action Strategy: Stimulate business investment.

- Build and nurture relationships with targeted businesses, reinforcing the positive perceptions and collectively addressing our challenges to ensure Woodbury as a premier business destination.
 - Advance the Woodbury HealthCore initiative to a new stage of development.
 - Continue to promote corporate office and finance as targeted business sectors.
 - Facilitate and encourage the growth of small and entrepreneurial businesses.
- Integrate prospecting efforts with Greater MSP and other stakeholders to reach a broader audience for potential business investment and to increase awareness of Woodbury.
 - Utilize interactive and collaborative proposals to respond to requests for information regarding development opportunities.

Action Strategy: Foster business retention and growth of existing businesses.

- Enhance business outreach program to ensure that new businesses, as well as those that are poised for growth or facing contraction, are included in the program.
 - Identify and anticipate needs of existing businesses.
 - Establish and/or strengthen relationships.
 - Recognize trends or issues and ensure follow-up is conducted.
 - Identify ways to welcome new businesses to Woodbury.

II. Maximize development potential

Boost Woodbury's competitive edge by assuring site readiness, optimizing redevelopment potential and facilitating improvements to infrastructure.

Action Strategy: Enhance site readiness for development.

- Work with property owners and brokers to understand the unique financial and physical complexities of vacant land and underutilized buildings.
- Evaluate the fiscal implications of facilitating development through investment in site readiness.
- Maintain a current database of available commercial property within the city and more fully utilize the city's website to aide in the recruitment of new businesses to the community.
- Work with utility providers to provide optimal and sustainable service.

Action Strategy: Encourage economic reinvestment and redevelopment.

- Capitalize on Woodbury's commitment to quality design and development.
- Recognize businesses for their reinvestment through the "Business Town Meeting", business outreach and other means.
- Establish early indicators of property maintenance decline and utilize appropriate code enforcement response to minimize negative impacts.
- Evaluate policies, regulations and tools to encourage timely investment and redevelopment.
- Become a resource on energy efficiency and water conservation information and programs for businesses to improve their economic competitiveness.

Action Strategy: Optimize the capacity and flexibility of our infrastructure to serve business needs.

- Utilize a context-sensitive solution-based approach to infrastructure sizing and design decisions.
- Identify and prioritize infrastructure improvements to prepare for and accommodate economic growth.
- Work with the Minnesota Department of Transportation, Washington County, the Gateway Corridor Commission, Metro Transit and other stakeholders to improve transportation and transit systems.
- Assure business needs are met by providing quality water, sewer and telecommunications infrastructure.

Implementation, Initial Steps and Metrics

This 2014 Plan positions Woodbury for near-term and long-term success. It identifies specific implementation strategies and actions which should be examined and evaluated on a regular basis to determine effectiveness and to prioritize limited city and community resources. Implementation will require ongoing coordination of municipal actions and investments to achieve the goals of the Plan.

The years ahead will continue to include rapid and dramatic changes in technology and business practices. Ideally, this Plan will build a strong base and solid foundation for future Plans. As such it is important that Woodbury monitor progress against current goals, and as new data becomes available reconsider the appropriateness of the previously established goals and action steps. Implementation of the Plan will also require cooperation and coordination with other city departments, Washington County, other municipalities, agencies and organizations. These ongoing partnerships will be essential to successful implementation of the Plan.

Below are two initial steps and four metrics that will be used to gauge the ongoing success of the Plan. The initial steps may transition into metrics depending on their outcomes.

Initial Steps

1. Further refine the city's business outreach strategy. Strong relationships are critical but difficult to measure. As the business outreach strategy moves forward in time, the city needs to determine how best to reach out to new businesses while continuing to receive input from existing businesses.
2. Identify vacant commercial/industrial land to streamline removal of development barriers. Removal of development barriers may lead to future business growth and/or expansion without reliance on business subsidies or economic development financing tools.

Metrics

1. Collate and analyze data from the Quarterly Census of Employment and Wages tracking the quantity of business enterprises, jobs and average weekly wages in Woodbury along with the location quotients relative to the seven-county Minneapolis-St. Paul region in aggregate as well as for the following industrial sectors and sub-sectors:
 - Educational Services
 - Financial Activities
 - Health Care and Social Assistance
 - Legal Services
 - Professional and Business Services
 - Retail Trade
2. Track the quantity, industry sector and location of new businesses that open in Woodbury.
3. Track the quantity of business proposals submitted by economic development staff and collate the context and opportunities that these proposals represented or reacted to.
4. Evaluate the quantity and location of commercial/industrial building permits issued and the corresponding dollar amount of commercial/industrial redevelopment, reinvestment and new investment activity to occur in the city.

2014 Economic Development Strategic Plan Key Participants

Economic Development Commission

Roger Green, Chair
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John Rudin
Abraham Schwager
Ron Seiford
Tina Simonson
Jimmy Wong

Business Development Committee

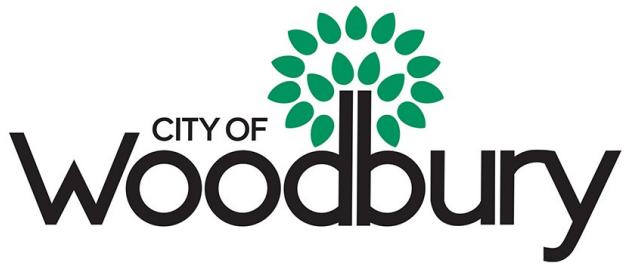
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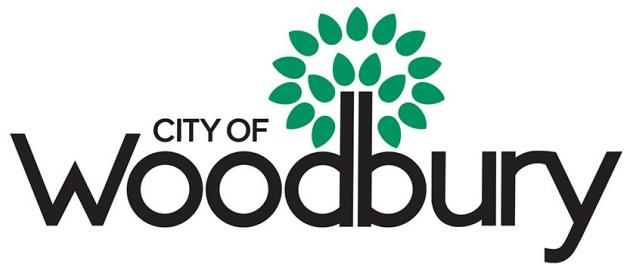
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Bette Thomas, Administrative Assistant
Dave Unmacht, Springsted, Inc.
Tony Schertler, Springsted, Inc.



Community Development 2014 Annual Report





Mission

To be a leading community in which to live, work and thrive.

Vision

Woodbury will continue to be a leading community where everyone has the opportunity to thrive. Through professionalism, responsive service and leadership, we will strengthen our tradition of public trust and effective resource management.

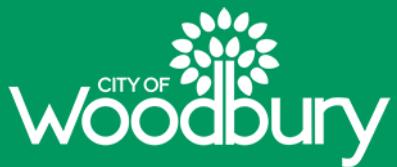
Values

Exceeding Expectations: Professional, Responsive, Leaders

Critical Success Factors

The City Council has identified a list of critical success factors, which the community must do well in order to remain and develop as a desirable living and working environment. The Community Development Department uses each of these factors as a guide to ensure that the city remains vibrant and resilient.





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Community Development: Implementing the city's vision

Woodbury's Community Development Department understands the importance of the city's vision statement, and is committed to implementing this vision through its work daily. The 2014 Annual Report is a review of the department's collective effort to provide for planned development that supports a thriving community and a safe, healthy environment, now and in the future.

Woodbury is well known for its long-term and comprehensive planning and its commitment to quality development. The achievements highlighted in the 2014 Annual Report were the result of the city's focus on the fundamentals of community and economic development. Three particular projects from 2014 support this back to the basics philosophy:

Anytime Fitness- A new corporate headquarters for "the world's fastest-growing fitness club" will expand the city's commercial tax base and add approximately 225 jobs to the community.

Bielenberg Gardens- The city's Comprehensive Plan supported the development of a master plan for this grocery-anchored urban village in the south central part of the city.

City Place- The long-awaited redevelopment of the former State Farm campus has begun. Through strategic efforts and a focus on quality, redevelopment activity at City Place will boost the tax base, add jobs and renew energy at this gateway to Woodbury.

The staff members within Community Development are committed to upholding Woodbury's value statement of Exceeding Expectations: Professional, Responsive, Leaders. The department, led by Community Development Director Dwight Picha, includes both long-tenured staff that provide continuity and experience, as well as some new faces that provide a fresh perspective and ideas.

The 2014 Community Development Annual Report provides both a residential and commercial development update, demonstrating how the department helps to implement the city's Comprehensive Plan and Economic Development Strategic Plan. It also demonstrates the collaborative nature of the development review process, and outlines how each of the divisions within the department contribute to the long-term success of the community.



2030 Comprehensive Plan

The Comprehensive Plan is one of the most important tools for city government. It's a blueprint for future growth and development of the community, guiding the use of every piece of land. With one-third of the city still undeveloped, the Comprehensive Plan guides how and when the remaining portions of the city will be developed. New development will continue to be a focus for the community for years to come, but redevelopment and reinvestment are becoming increasingly important.

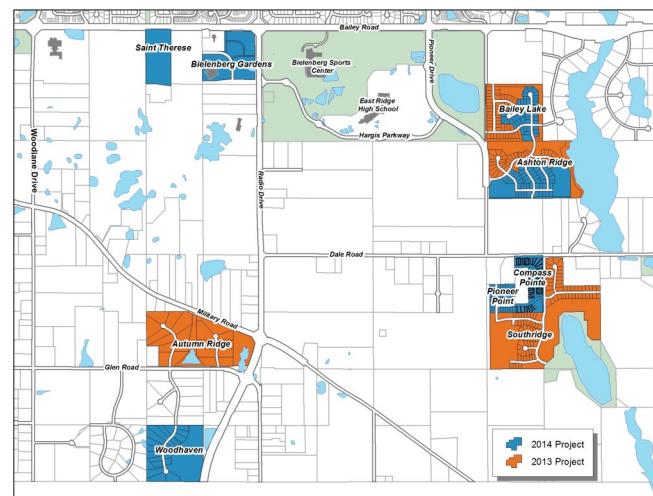
The work of the Community Development Department ensures that the qualities and characteristics expressed in the plan are sustained. Each division within the department has a unique but inter-related role to play in its implementation. The Planning and Environmental divisions play a key role in reviewing new developments to ensure that they are consistent with all elements of the Comprehensive Plan. The Inspections, Housing and Economic Development Division are instrumental in ensuring that quality development standards are maintained throughout the community.

The Comprehensive Plan includes a phasing plan that guides when public infrastructure, such as streets, sanitary sewer and water, will be available. Given the unique infrastructure needs of Phase 2, growth is being managed by sub-phases to promote contiguous development and allow for appropriate staging and extension of infrastructure.

Anticipating the near completion of Dancing Waters and Stonemill Farms in the 2014-2015 timeframe, Phase 2A was opened for development in 2013 and includes several active developments. In June 2014 the City Council opened Phase 2B for development, and plans for several properties in Phase 2B are in the works. In addition to traditional single-family development, the Comprehensive Plan envisioned an "Urban Village" near Radio Drive and Bailey Road, with a mix of community-scale retail and office, along with higher density residential and public spaces—a place to shop, work and live. The Urban Village concept began to take form in 2014, with the commencement of construction at Bielenberg Gardens and the St. Therese senior living facility.

"A model of carefully managed growth, Woodbury will be known for its vibrant residential neighborhoods, thriving business community, diverse employment opportunities and exceptional municipal services. Woodbury will demonstrate sustainability through preservation of its resources and responsible environmental stewardship."

—Comprehensive Plan mission statement



2014 Economic Development Strategic Plan

Securing Woodbury's future as a premier business destination

The City Council identified the Economic Development Strategic Plan as one of its two strategic initiatives for 2013-2015, and directed the Economic Development Commission (EDC) to update the current plan to better reflect the more positive economic environment.

Springsted, Inc. was hired to facilitate the planning process which included extensive stakeholder input including a panel discussion with local businesses, a survey of the Woodbury Area Chamber of Commerce members, and feedback from the mayor's business outreach efforts. The process also included a shift share analysis of the Woodbury economy conducted by the University of Minnesota Extension Service.

The new Strategic Plan, approved by the City Council on October 8, 2014, will guide the city's economic development efforts over the next three to four years, which coincides with the next update of the city's Comprehensive Plan. The new Strategic Plan includes two major goals, each with three action strategies, which succinctly identify the city's priorities in securing Woodbury's economic future.

1. Promote Woodbury as a community of choice.

Increase the impact of the city's business retention and attraction efforts in order to secure new business investment and foster growth for our existing businesses.

- Increase awareness of Woodbury as a premier business destination.
- Stimulate business investment.
- Foster business retention and growth of existing businesses.

2. Maximize development potential.

Boost Woodbury's competitive edge by assuring site readiness, optimizing redevelopment potential and facilitating improvements to infrastructure.

- Enhance site readiness for development.
- Encourage economic reinvestment and redevelopment.
- Optimize the capacity and flexibility of our infrastructure to serve business needs.

The EDC and its Business Development Committee (BDC) will begin to implement the new Strategic Plan in 2015, focusing on two initial steps:

- Further refine the city's business outreach strategy.
- Identify vacant commercial/industrial land to streamline removal of development barriers.

Woodbury, Minnesota

Best Places
to Live

Money Magazine, 2014
No. 12

Focusing on the Fundamentals: Three case studies

This past year included three significant developments that underscore the importance of leveraging the city's assets and focusing on the fundamentals of community and economic development. Our prime location at the intersection of major freeways and its commitment to quality development and comprehensive planning have led to a growing population base and impressive demographic profile that are attractive to businesses. The following case studies highlight how each of these projects came about, and how they will help to implement the city's mission of being a leading community where everyone has the opportunity to thrive.

Anytime Fitness Headquarters



At the groundbreaking ceremony for the new corporate headquarters of Anytime Fitness, Chuck Runyon, owner and CEO, underscored that they chose to locate in Woodbury because it is a “five-star community”.

Construction of the 80,000 square-foot, three-story corporate headquarters began in October, 2014. At the crossroads of I-94, I-494 and I-694, the site is a gateway to Woodbury, as well as the east metro. Woodbury's Comprehensive Plan identifies six goals for Places to Work land uses:

- Provide a diversity of employment opportunities for Woodbury residents.
- Provide a sound economic base for the city, school districts and Washington County.
- Increase the jobs-to-households ratio.
- Retain existing businesses and allow for expansion opportunities.
- Create opportunities for signature developments at the key gateways to Woodbury.
- Have attractive development throughout Places to Work.

The Anytime Fitness corporate headquarters project meets all of these goals. More than 225 new quality jobs will be added to the community with expansion of up to 375 jobs. The project will be highly visible from Interstates 94 and 494 and will be a signature development for Woodbury. The 30-acre site contains numerous wetlands and open space that will be retained as part of the development.

Bielenberg Gardens

The construction of the Jerry's Foods at Bielenberg Gardens signaled the beginning of a new phase of commercial development in the southern portion of Woodbury. The 79,000 square-foot grocery store will anchor this master-planned commercial development. The master plan was a coordinated effort among all divisions of Community Development, as well as other departments of the city. Infrastructure serving

Bielenberg Gardens also will provide needed utilities and street connections to neighboring properties. These connections allowed the development of St. Therese of Woodbury to proceed, bringing a complementary residential component to the overall development. The city utilized grant funds from the Metropolitan Council to connect Bielenberg Gardens with the city's 320-acre athletic complex across Radio Drive via a trail underpass, supporting the city's connectivity and walkability goals.



City Place

Redevelopment plans for City Place were approved in August 2014 and a dramatic transformation of this signature property began shortly thereafter. The reuse of the State Farm property has been a priority of the city for several years, with a focus on restoring its economic vitality. Elion Partners purchased the property and entered into a joint venture agreement with Kraus Anderson. In addition to preserving the existing 400,000 square-foot office building, City Place will include complementary development. As of the end of the year, Whole Foods and Residence Inn by Marriott have officially been announced, and the first new retail buildings are under construction. Elion's managing principal, Shlomo Khoudari, noted recently that he is "excited about the momentum building

at City Place." City Place will transform the 100-acre site into a vibrant development with a mixture of uses and amenities to attract the types of tenants that the corporate campus warrants and the city's Comprehensive Plan envisions. The development review process for City Place involved each of the distinct disciplines within the Community Development Department. Zoning flexibility helped to deliver the complementary uses and amenities envisioned for this project. The project also presents a unique opportunity to use tree trenching, which allows landscape trees to mitigate stormwater runoff resulting in a more aesthetically pleasing infrastructure system.





Woodbury's Growth Engine

New development is one of Woodbury's economic engines. In 2014, the city saw growth in both the residential and commercial sectors with projects ranging from smaller interim conditional use permits for signage at Harvey Vogel Manufacturing to large planned unit developments such as City Place. Furthermore, the map illustrates that growth in Woodbury is not centered in one area; instead activity and energy is dispersed throughout the community. The development review process is managed by the Planning Division but the strength of the process is the multi-departmental nature of the review. City staff within the Environmental, Engineering, and Parks and Recreation divisions work collaboratively on all applications to ensure zoning standards and requirements are verified, stormwater is managed and the quality of life that Woodbury is known for is maintained through close attention to community standards.

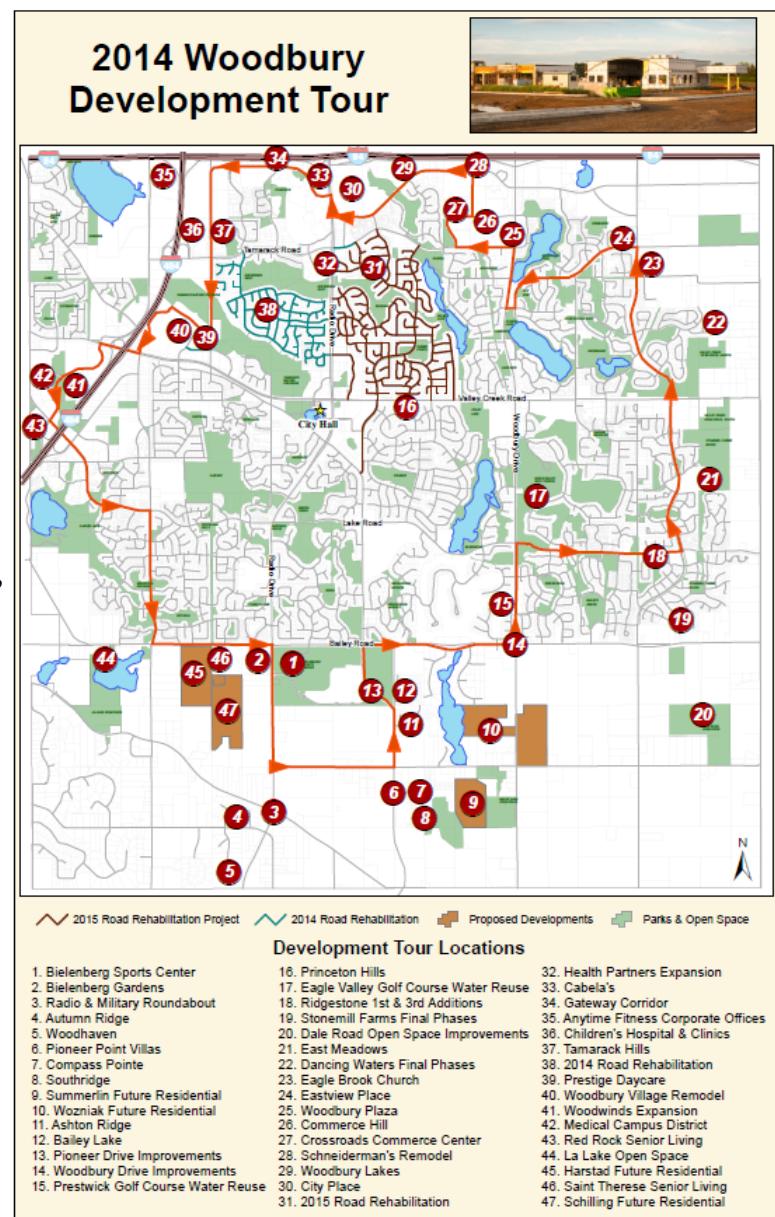
"As you see more rooftops erected in the coming months, remember that we enjoy a high quality of life in Woodbury today thanks to the housing and commercial growth we have experienced over the past 20-plus years.

Our long-standing strategic philosophy of welcoming and planning for growth has helped create our reputation as a great place to live, work and thrive! We are excited to welcome the next phase of residential growth, which will contribute to the overall vibrancy and health of our community for years to come."

—Woodbury Mayor
Mary Giuliani Stephens

Upon completion of the staff review, the Planning Commission and City Council have an opportunity to review and approve the application. Once approved by the City Council,

construction commences and the inspections staff ensures compliance with the life safety requirements of the State Building Code, both in the form of plan review and field inspections.





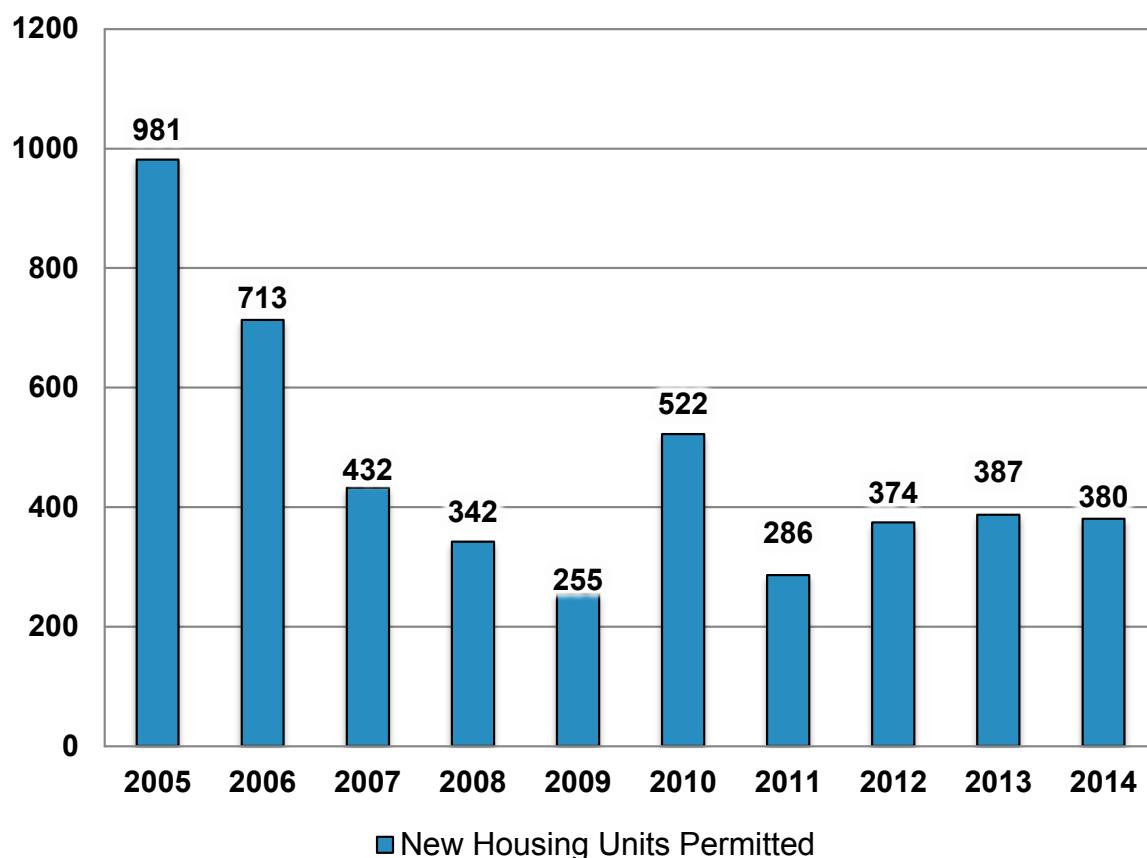
Residential Growth

New home construction continues

Planning plays a unique role in implementing the long-range vision for Woodbury, creating a well-planned community of interconnected neighborhoods with access to parks and trails, jobs, education, entertainment, commerce and transportation.

Woodbury's long-term planning has guided the community through rapid growth from 1990 to 2010, with the city tripling in size from about 20,000 residents to more than 60,000. In the years since, Woodbury has seen a stable and steady growth rate, and the city continues to be a leader in the metro area in terms of the number of homes built.

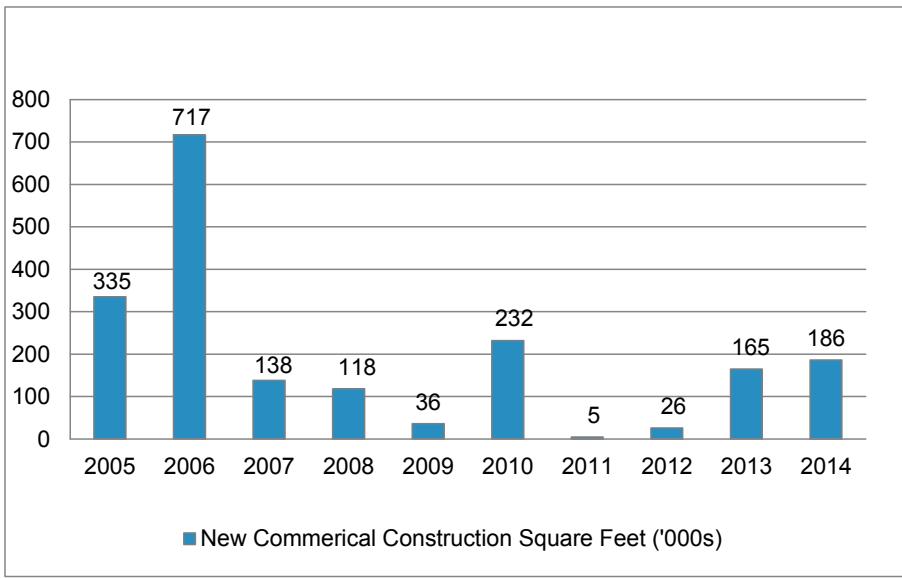
In 2014, Woodbury ranked fourth behind only Lakeville, Plymouth and Blaine for the number of permits issued for new home construction. Historically, Woodbury has maintained a rough 50-50 split between single-family and multifamily homes, but in 2014 Woodbury issued building permits for 266 single-family homes, 77 apartment units and 37 multifamily housing units.





New Commercial Investment

Woodbury saw ten new commercial buildings begin construction in 2014 with an approximate value of \$19.5 million. This commercial construction includes the new Jerry's Foods that is kicking off the Bielenberg Gardens development (see pg. 7). The other buildings include a new HealthEast clinic, a new branch of Wings Financial and a variety of multi-tenant retail and office buildings.



New Construction Square Footage*

- Jerry's Foods—79,162
- Children's Hospitals and Clinics—21,455
- HealthEast Clinic—Tamarack—18,940
- Commerce Hill Retail—17,170
- Bielenberg Gardens Retail—12,350
- Tamarack Hills Office—9,865
- Weir Drive Executive Suites—7,600
- Woodbury Plaza Retail—7,182
- Woodbury Plaza Retail—7,082
- Wings Financial—5,120

**The Anytime Fitness corporate headquarters commenced in 2014, with the construction of its infrastructure, excavation and foundation. A full building permit will be issued in 2015 with occupancy expected in 2016.*

New inspections software now online

In addition to issuing 4,493 permits and performing 18,357 inspections in 2014 (up from the five-year average of 16,551), Woodbury's Inspections, Housing and Economic Development Division led the implementation of a new permitting, inspections and licensing software. This new tool, known as TrakIt, allows Woodbury's inspections staff to increase its commitment to customer service by introducing new interactive tools in the field. Inspectors can now email project superintendents photos and other notes directly from the job site, as well as schedule follow-up or additional inspections in the field. Also new, TrakIt has allowed Woodbury to begin accepting credit card payments for permits up to \$5,000 in value. Looking ahead to 2015, TrakIt will offer contractors increased online access to permit and inspection information and status updates.



Commercial Reinvestment

Commercial resilience

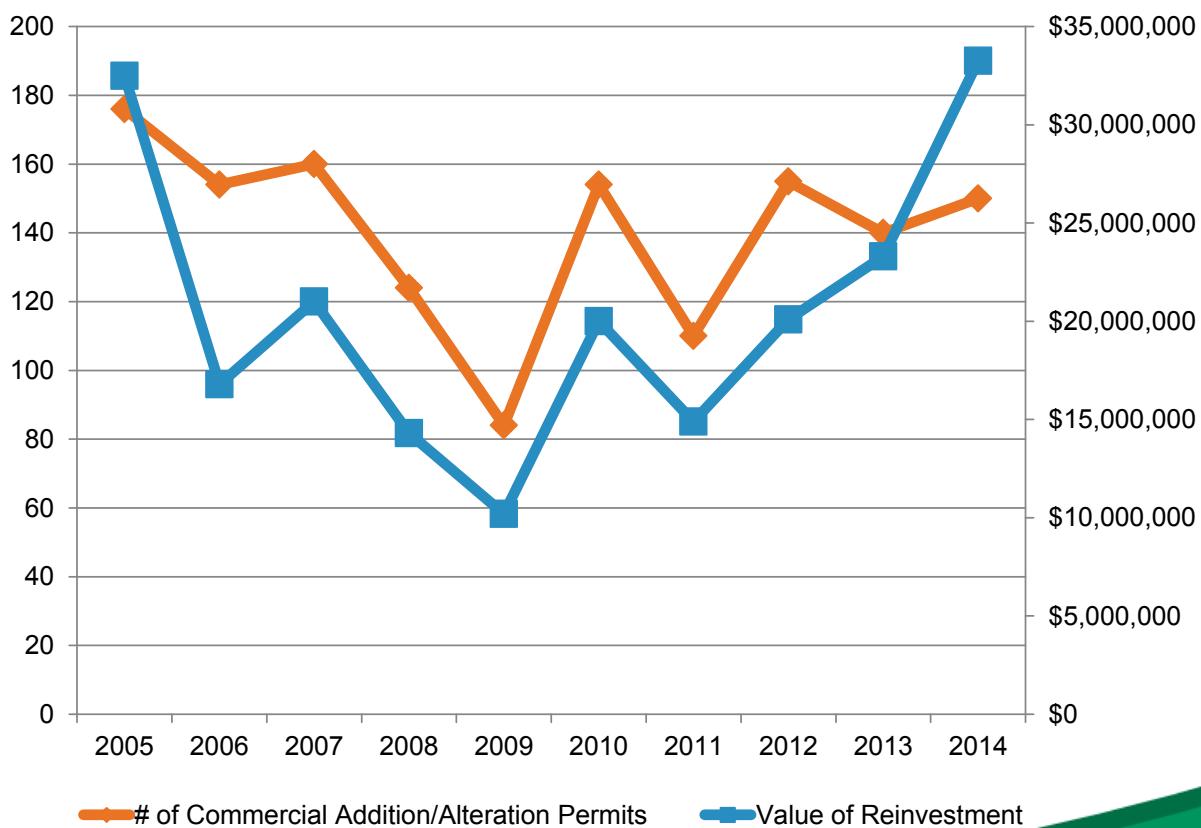
A benefit of Woodbury's high architectural standards is that in order for a commercial property to remain relevant and competitive, continued maintenance and reinvestment are needed. Commercial property owners pulled 150 permits for alterations and additions in 2014 with a permit value of \$33.3 million, the largest amount of reinvestment in a single year in Woodbury's history.

The list at right highlights the ten largest reinvestment ranked in order. Each of these businesses reinvested in the community with a building permit value of \$500,000 or more.

Many of the projects underscore Woodbury's reputation as a medical destination.

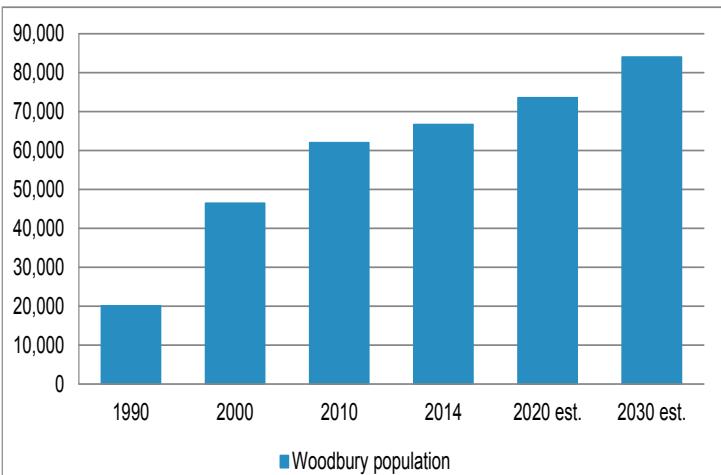
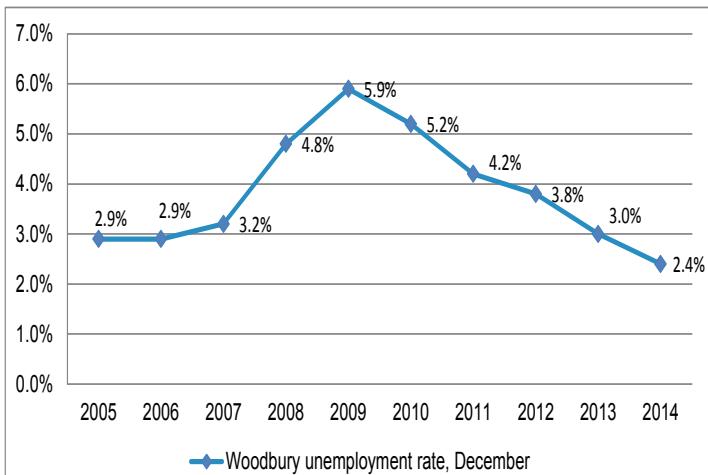
Top 10 Commercial Reinvestments

- Woodwinds Hospital
- Woodbury Surgical Suites
- Woodbury Village façade remodel
- Byerly's
- Bell State Bank and Trust
- Total Wine and More
- Allina Medical Clinic
- Ispiri Design Center
- Victoria's Secret
- Center for Diagnostic Imaging



Economic Indicators: Demographics, Data, and More

Woodbury is known for its strong demographic profile, both from a quality of life and education perspective as well as our reputation for a strong business climate.



2014 Population: 66,613

- 9th largest city in Minnesota
- Up 43% from 46,463 in 2000

Median Age: 37.2

Over 65: 5,786 (8.8%)

White: 81.4%

- 85.3% in Minnesota

Asian: 10.8%

Black/African American: 5.0%

Hispanic or Latino: 3.6%.

Language other than English spoken at home: 13.8%

November unemployment rate: 2.4%

- 3.0% in Twin Cities metro area
- 3.7% in Minnesota

Mean travel time to work: 23.5 minutes

- 25.8 minutes is US average

Median household income: \$96,099

- Metro median household income: \$82,900

Individuals below the poverty rate: 3.0%

- Up locally from 1.7% in 2000
- Current US rate is 15.8%

Population with a HS diploma: 97.3%

Population with a college degree: 55.0%

- 39.3% in Twin Cities metro area
- 29.6% in US

Population with a graduate or

professional degree: 21.6%

- 13.2% in Twin Cities metro area
- 11.2% in US

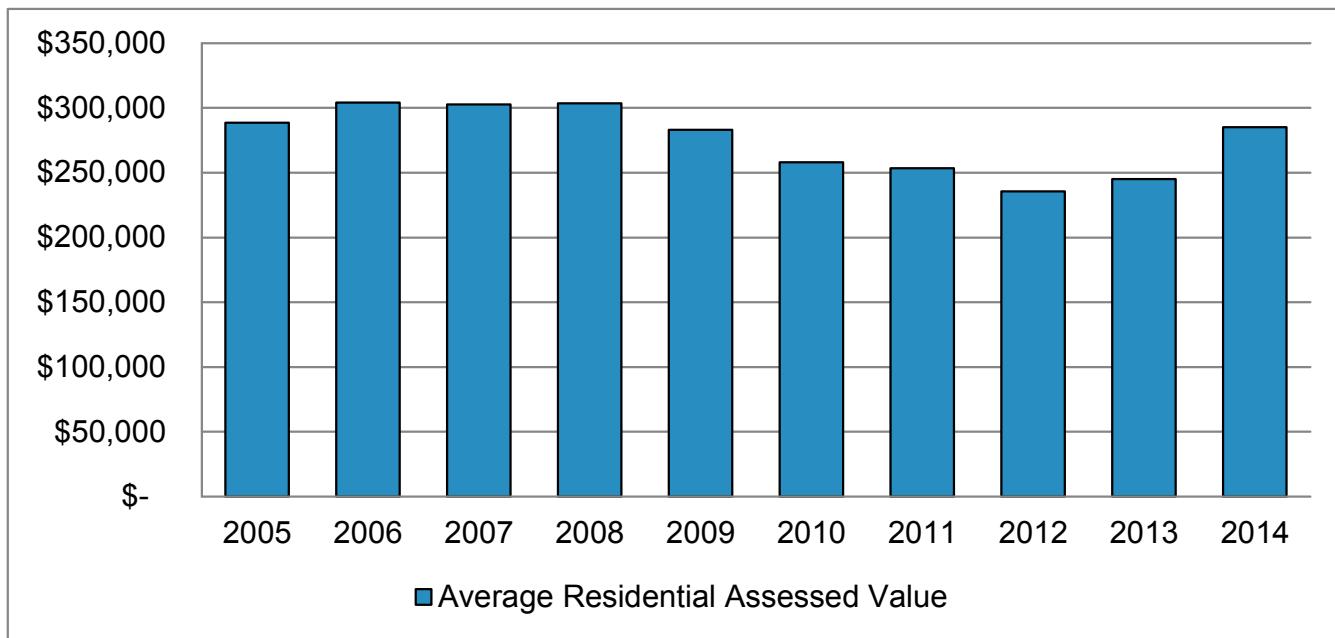
Sources: American Community Survey and Department of Housing and Urban Development



Positive Trends

Increasing residential values

The average value of Woodbury residential properties is increasing, up 16.4 percent from 2013 to 2014 to an amount of \$285,200. On the sales side, data from the St. Paul Area Association of Realtors shows that sales prices in 2014 were up six percent from 2013 and the Woodbury market is now a seller's market with 3.1 months supply of inventory of existing homes for sale. According to Edina Realty's Dixie Ewing, "sales prices and home values are somewhat of a barometer for the overall economic health of the City of Woodbury. From my perspective, the community had a strong year in 2014 with 2015 looking like it is going to be a banner year as well."



Full commercial spaces

Along with the increase in residential values, Woodbury's commercial spaces have filled up in the recent years. For example, data from Xceligent, a leading provider of verified commercial real estate information across the United States, shows that retail vacancy rates in Woodbury are at 2.15 percent, significantly less than the metro area rate of 15.93 percent. Crossroads Properties' VP of Sales and Leasing, Mark Young, believes that this number makes sense with what he's seeing in the market. According to Young, "Woodbury is in demand. Businesses that moved out five years ago due to the recession want to move back in to Woodbury. Businesses want that Woodbury address."



Woodbury's 86 New Businesses

A+ Tutoring	Merriment
AMR--A Marketing Resource	Mi-Tech
Ametus	Nadeau Allstate Insurance
Angelina's in the Park	Nadia Cakes
AngTwin Cities Pain Clinic	Natural Pet
Aris Clinic	Noodles and Company
Awaken Higher Brain Living	Omega Event Services
Bel Fiore	Orthology
Bell State Bank and Trust	Pacific Dental
Blast Blow Dry Bar	Papa Murphy's @ Commerce Hill
Blissful Balance	Park Dental
Bridges and Pathways Counseling	Patina
Byerly's	Posh Pooch
Chiroway	Premier Laser Spa
Chopstix	Primp
Cigar Depot	Professional Services Consultants
Cludy Family Insurance	Resiliency and Health Institute
Cooks of Crocus Hill	Rose of No Man's Land
CosmoProf	Rue21
Craft Kitchen and Bar	Salon Jolee
Crossfit1080	Schotzko Chiropractic
Demma Agency	Starbuck's @ Woodbury Plaza
DogsPaw	State Farm Jen Johnston Insurance
Dunn Orthodontics	Steele Fitness
East Metro Family Counseling	Stewart Title
East Side Lacrosse	Sugar Love Bakery
Farrell's Extreme Body Shaping	Thrivent Financial
Fi360	Title Smart
Fireside Hearth and Home	Total Wine and More
Globe Runners	Travis Nadeau Allstate Insurance
Go Chic Boutique	Twin Cities Pain Clinic
GopherMods	Weathersafe Exteriors
HealthEast Clinic	Which Wich
Horton Orthodontics	Wings Financial
Hot Spring Spas	Woodbury Chiropractic
Image360	Woodbury Family Chiropractic
Jerry's Foods	Woodbury Surgical Suites
Jersey Mike's @ Commerce Hill	Woodbury Tobacco & Cigar
Kanne CPAs	Xfinity Comcast
LOGIN	Yogurt Lab
Lotus Homeopathy	Youth Services
Maid Pro	Ze's Diner
Marketplace Home Mortgage	Z-Wireless

Woodbury saw 86 new businesses open their doors in 2014, up from 52 in 2013. According to Tim Swanson, senior commercial banking officer at CorTrust Bank, "the significant number of new businesses choosing to locate in Woodbury provides clear evidence that our community is widely recognized for its economic and social vitality."



Employment

According to the Minnesota Department of Employment and Economic Development, Woodbury continues to boast the lowest unemployment rate in the metro at 2.4 percent, the lowest rate since 2000. Additionally, Woodbury continues to add new jobs and the two largest sectors of employers in Woodbury continue to be education and health services, and trade, transportation and utilities. Woodbury hosts about 28 percent of the jobs in all of Washington County.

	2nd Quarter '10	2nd Quarter '11	2nd Quarter '12	2nd Quarter '13	2nd Quarter '14	Wash Co. 2nd Quarter '14
Total, All Industries	19,424	20,393	20,522	21,079	21,278	77,362
Education & Health Services	5,054	5,555	5,820	5,992	6,117	18,588
Trade, Transportation & Utilities	4,799	4,863	5,145	5,184	5,373	17,255
Leisure & Hospitality	2,785	3,007	2,960	3,204	3,074	10,910
Professional & Business Services	1,790	1,991	1,909	2,079	2,138	7,386
Financial Activities	2,390	2,320	1,945	2,030	1,921	4,336
Manufacturing	838	785	725	640	719	7,512

Major Employers	# of Employees
ISD 833	1,238
HealthEast	986
Target (2 Stores and Target.com)	750
Assurant	322
Summit Orthopedics	310
Woodbury Senior Living	307
Allina	280
Cabela's	263
The Hartford	250
Wal-Mart	240
City of Woodbury	232
Sam's Club	208
Globe University	201
Harvey Vogel Manufacturing	200



Business Outreach

The city has operated an active business retention program since the 1980s. The community's strong and consistent leadership has placed high value on the health of the business community and appreciates their continued investment in Woodbury.

Re-branded in 2011 as part of the implementation of the 2010 Economic Development Strategic Plan, the business outreach program's purpose is multifold:

- To build, strengthen and nurture relationships between businesses and the city.
- To identify the needs of existing businesses so that we can adapt and respond accordingly.
- To maintain a healthy business climate in Woodbury.
- To ensure that our current businesses are able to stay, grow and thrive in Woodbury.
- To realign resources and modify practices if necessary in order to meet the needs of local businesses.

The hallmark of the city's business outreach program is that the meetings are led by Mayor Mary Giuliani Stephens, demonstrating the city's commitment to maintaining a healthy business climate. The business outreach meetings in 2014 primarily involved follow up visits to businesses that were part of a previous year's program. Of the sixteen businesses interviewed, two were first-time visits. The remaining visits were indicative of the city's ongoing efforts to maintain and nurture business relationships. This year's results mirrored previous years, with primarily positive feedback about Woodbury as a place to do business. This supports the direction that the newly adopted 2014 Economic Development Strategic Plan sets forth, which is to enhance the business outreach program so as to cast a broader net and be more inclusive of different types of businesses, especially those new to Woodbury.

Manufacturing/Agriculture

Aveka
Bailey Nurseries

Warehouse/Distribution

Autumn Transport
S & F Corporation

Health Care

Health Partners
Woodbury Senior Living
Woodwinds

Property Management

Ramco Gershenson

Retail

Kowalski's

Utilities/Infrastructure

CenturyLink
Cologix
Comcast
SWCTC
Xcel Energy

Technology

CureIS

Essential Services

US Post Office



Supporting a Healthy Business Climate

Woodbury Area Chamber of Commerce

Woodbury supports the local business community in a variety of ways, including through its membership and involvement in the Woodbury Area Chamber of Commerce. The Woodbury mayor and a member of the Community Development Department staff enjoy an at-large seat on the chamber board, which facilitates bi-directional communication between the city and the business community. The city uses the chamber as a sounding board and a way to gather input from the business community. Most recently, the city surveyed the chamber members as part of the update to the Economic Development Strategic Plan.

The city's current representative on the chamber board is Karl Batalden, and he serves on several committees including the Ambassadors, which welcomes new businesses to Woodbury, and the Government Affairs Committee, which studies public policy affecting businesses. Other city staff assist with the chamber's half-marathon (Woodbury Country Mile), Community Expo and scholarship golf tournament, which each add to Woodbury's sense of community.

With a growing business sector, the Community Development Department is committed to maintaining a close relationship with the chamber and our local business community.

Business recycling grants

According to a new state law, most Woodbury commercial buildings will be required to recycle at least three materials (paper, metal, plastic, etc.) beginning in 2016. To help support our business community, Woodbury has partnered with Washington County's BizRecycling™ program.



Through this program, businesses can receive a free custom-designed recycling plan by taking advantage of free professional consultation through JL Taitt or Minnesota Waste Wise Foundation, a nonprofit affiliate of the Minnesota Chamber of Commerce. In addition, financial assistance grants are available to help businesses start or expand a recycling or food waste/organics recovery program. In Washington County, solid waste is taxed at a rate of 35 percent in addition to 17 percent tax from the state. This 52 percent tax is applied only to the solid waste bill and does not apply to recyclables. If businesses reduce the volume or frequency of their trash pick-up, they will save money.

The addition of a new Community Development Technician—Recycling, will allow the city to be a resource for businesses to help them improve their recycling program in preparation for the new legislation. As of the end of the year, BizRecycling™ has awarded more than \$290,000 in recycling grants to Woodbury businesses.



Education Drives Economic Development

Woodbury is served by three independent public school districts. The majority of the city is located in the South Washington County School District. The Stillwater Area Schools and the North St. Paul-Maplewood-Oakdale District also provide service to the community. Two parochial schools, New Life Academy and St. Ambrose, are located in Woodbury. The city also is home to two charter schools: the Math and Science Academy and the Woodbury Leadership Academy. Lastly, Crosswinds Middle School serves students from several east metro area school districts.

Education is a driver of economic development at the local level. The skill level of Woodbury's labor force is a major site selection criterion. Woodbury saw 86 new businesses open in 2014 while property owners also invested \$33.3 million in commercial reinvestment. Alongside of these investments are the community's 2.4 percent unemployment rate. These data points reflect the fact that more than one in five Woodbury residents hold a graduate degree, more than half of Woodbury residents hold a college degree, and 97.3 percent of Woodbury residents graduated from high school. The educational attainments of Woodbury's residents are higher than our neighbors, our metro and the country. And businesses know it.

As business owners decide where to locate their companies a significant part of the equation includes analyses of a local community's quality of life. Business owners and executives want to live in a community like Woodbury where education is emphasized and supported. This not only adds value from an output or product development perspective but also is in the best interest of their employees and their families.

World's Best Workforce 2013-2014

South Washington County schools recognize that they are educating our business community's future workforce and as such have begun an initiative known as "World's Best Workforce". Based in statute, World's Best Workforce aims to support and improve teaching and learning. This impressive effort is clearly paying off as evidenced by the District receiving a 2014 Local Government Innovation Award from the Humphrey School for Adult Basic Education and Washington County Workforce.

Achievement and Recognition

- Woodbury High School ranked Top 50 high schools in US, *Newsweek*, 2014
- Math and Science Academy ranked #3 best middle school in US, thebestschools.org, 2014

Education and the future

In addition to building Woodbury's future workforce, educational institutions also play a key employment role in the community. Woodbury has forty business establishments that provide education services and host 1,872 employees.

Business owners know that these educational institutions serve as a recruiting tool for employees who are considering where their kids will go to school.

Business owners also know that educational choice and performance can help provide life-long learning opportunities for employee enrichment and engagement. Simply put, the investment figures on the right and the list of available post-secondary institutions shown below highlight that Woodbury is a great location for employees and that makes it a premiere location for business.

Woodbury is either home to or within 30 minutes of several post-secondary education institutions

- Bethel University
- Century College
- Concordia University
- Globe University
- Hamline University
- Inver Hills Community College
- ITT Technical Institute
- Macalester College
- Metropolitan State University
- Rasmussen College
- St. Catherine's University
- St. Paul College
- University of Minnesota
- University of St. Thomas
- University of Wisconsin River Falls



School Investments Since 2005*

South Washington County: \$84.3 Million

Math and Science Academy: \$3.5 Million

New Life Academy: \$2.9 Million

**These dollar amounts reflect the permit value of school investment projects and do not include land, equipment or furnishing expenditures.*



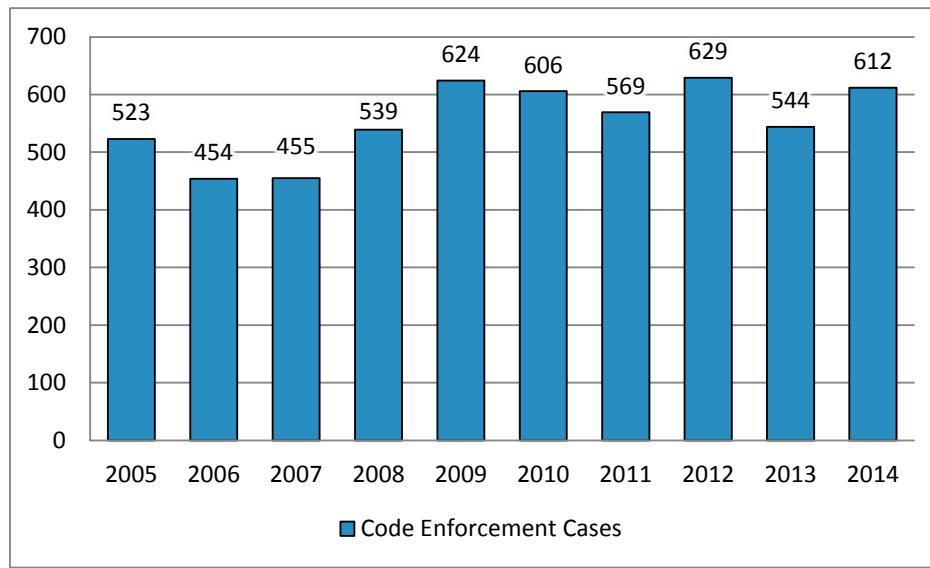


Maintaining Quality and Safety

Code enforcement

Woodbury is currently home to approximately 25,000 households. While new development adds to the tax base, it is our existing neighborhoods that helped set the standards which created the high quality of life Woodbury enjoys today. A well maintained property is a valuable asset both to its neighborhood and the community. Whether you are a homeowner, tenant or landlord, having pride in your property is the foundation of a great community. As Woodbury's housing stock matures, the older parts of the city are beginning to see an increase in reinvestment and redevelopment.

Woodbury's code enforcement staff help protect property values and maintain Woodbury's high quality of life. This is done chiefly through education efforts to raise awareness of the importance of property maintenance to protect property values, livability and the overall quality of a neighborhood. Code enforcement staff enforce a number of the city's ordinances including the property maintenance code, zoning ordinance, portions of the nuisance ordinance, and the sign ordinance.



Fire inspections

Woodbury's fire inspection program is designed to assist commercial building owners, managers and occupants in identifying and resolving fire and safety issues that could create an unsafe environment in which to live, work or visit. The focus of the program is to use education and cooperation to maintain safe occupancies in the city. Our philosophy of providing friendly and courteous service while also providing education about safety issues is the cornerstone of this successful program. In 2014, 961 fire and life safety site visits were conducted at existing occupancies in the city.

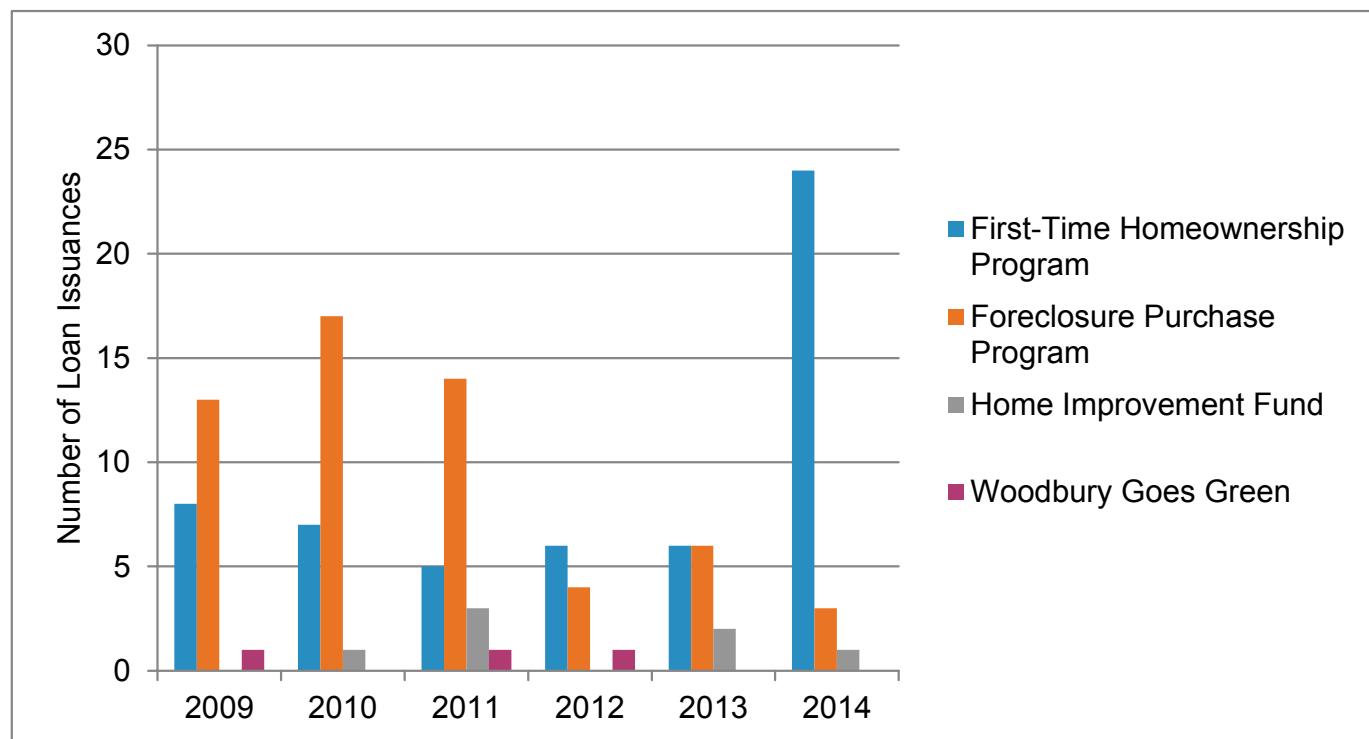


Linking Housing and Economic Development

Much of Woodbury's housing stock includes market-driven affordable housing stemming from the city's long-term commitment to housing choice. One of the guiding principles within the city's Comprehensive Plan is to encourage a broad variety of housing types to accommodate people of all ages, income levels and family status. Commercial and residential development are often intertwined, and as places to work and shop are added to the community, corresponding residential options are needed to provide the workforce to serve those business enterprises.

Woodbury's Housing and Redevelopment Authority (the HRA's board is composed of the mayor and councilmembers) continues to find success with the four loan programs it launched in 2009, having since issued 123 loans in the amount of \$2,916,103. The programs help ensure that Woodbury employers have access to the laborshed they require while also providing access to capital to residents in need of making repairs and updates to their homes.

A goal of the HRA is to use its programs to react specifically to community needs. As seen below, the need for the Foreclosure Purchase Program has declined as the overall economy has improved. However, with rising property values, the demand for the First-Time Homeownership Program has risen. The chart below reflects the number of loan issuances since 2009.

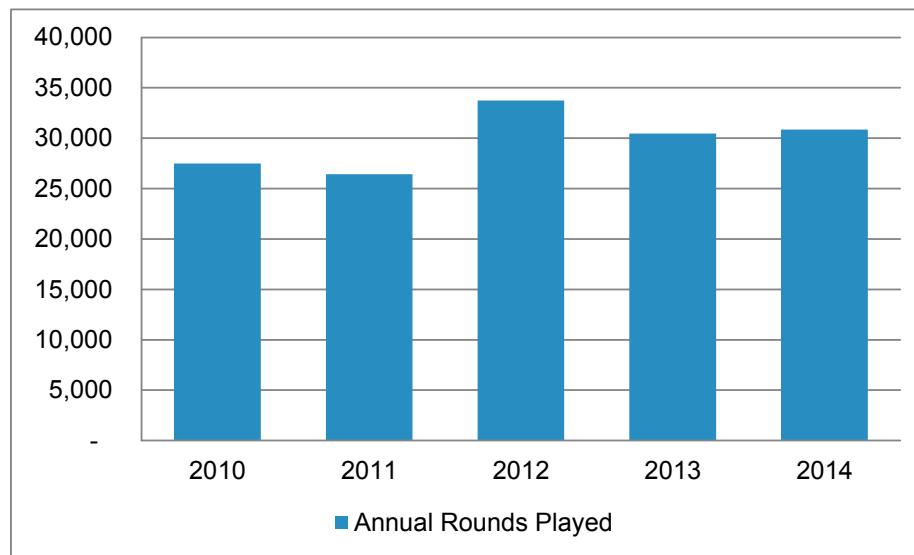




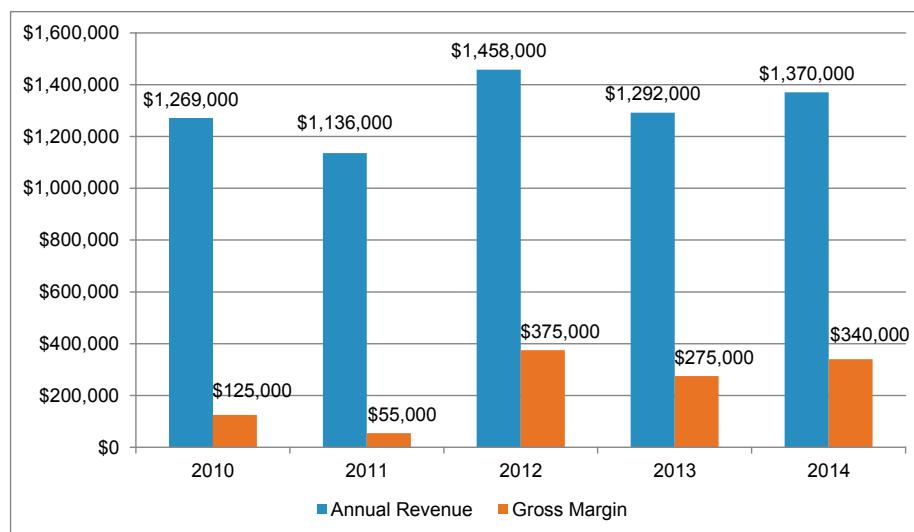
Eagle Valley Golf Course

The business climate at Eagle Valley

The city's municipal golf course—Eagle Valley—is an integral part of the community. As the golf industry evolves Eagle Valley has undergone renovations and upgrades to maintain a competitive edge. This is perhaps best illustrated by the 30,866 rounds played in 2014. Also, this level of rounds played is 14 percent higher than the 27,000 rounds recommended in 2011 by the citizen task force that examined the course's long-term viability.



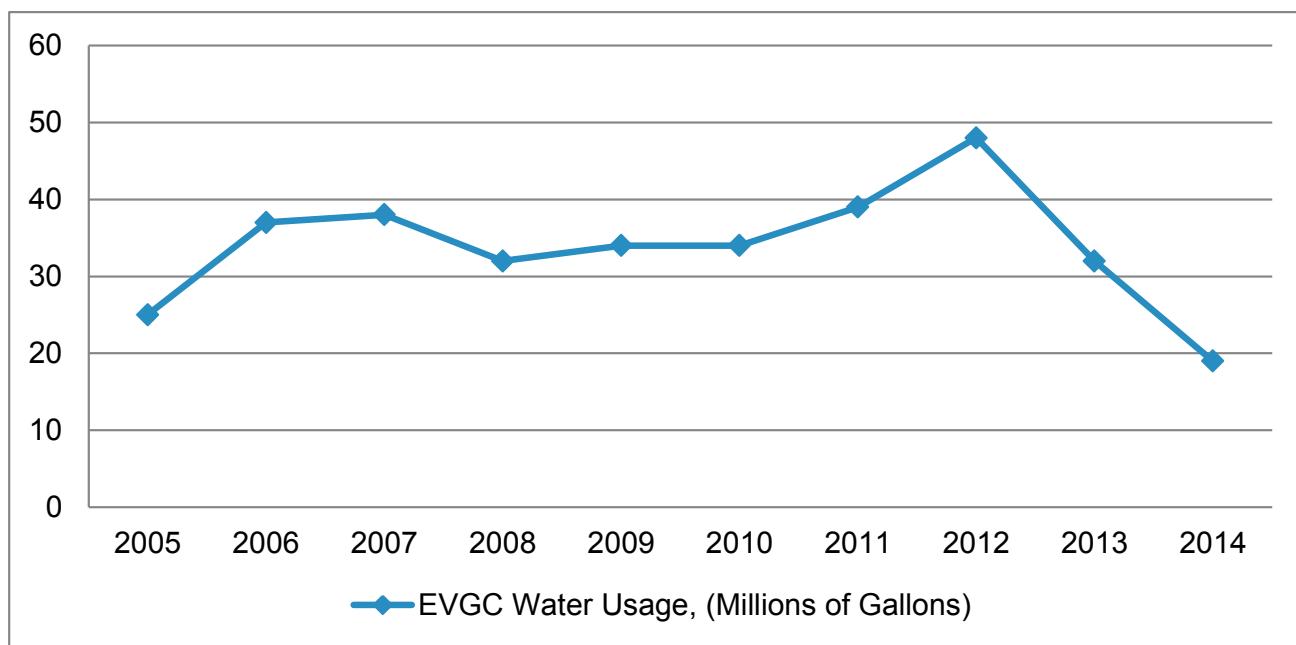
In addition to the sustained increase in rounds played from previous years, both annual revenue and the gross margin are up from last year as well as higher than the five-year average.



Preserving our natural resources

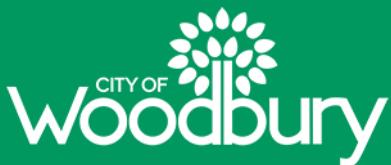
Woodbury has long been committed to preserving its natural resources. Operations linked to water quality improvement, wetland protection, tree preservation, recycling programs, sustainability initiatives and environmental education help bolster the city's quality of life. While these efforts work hand-in-hand with the other members of the department's staff it is especially worth recognizing Eagle Valley for their sustainability efforts.

These efforts are best illustrated by recognizing Eagle Valley's emphasis on water conservation. Irrigation has decreased over the past decade in general, but most notably from 2012 to 2014 as the course saw its water consumption decline by close to 60 percent.



Eagle Valley also participated in a unique infrastructure project designed to harvest stormwater for reuse as part of the redesign of Woodbury Drive. Prior to the reuse system, Eagle Valley irrigated 60 of its 70 acres with well water pumping directly from the aquifer. With the water reuse system, some 22.5 million gallons of water will be able to be redirected via an aesthetically pleasing "babbling brook" feature to a stormwater holding pond. In addition to the reduction in water use, the system will also offer water quality benefits as the water feature will help reduce phosphorus levels in nearby Colby Lake.

Staff looks forward to analyzing water use trends in future years as operational strategies to reduce irrigation are combined with the stormwater harvested for reuse via the new water feature.



Economic Development Commission

The Economic Development Commission acts as a coordinating body and resource agency for economic development matters. The general purpose of the commission is to study, review and prepare recommendations for the City Council regarding matters of economic development policy.

2014 EDC Members

Roger Green, Chair
Ken Johnson
Don Place
Robert Pounds
John Rudin
Abraham Schwager
Ron Seiford
Tina Simonson
Jimmy Wong

Business Development Committee

The Woodbury Business Development Committee promotes vitality and economic growth within the city by providing guidance and assistance to the Woodbury Economic Development Commission in the development and implementation of the commission's Strategic Plan.

2014 BDC Members

Don Place, Chair
Caleb Brunz
Lisa Crain
Dwayne Dixon
Jim Edberg
Jeff Hagen
Amy Pflieger
Jennifer Santini
Manali Shah
B. Timothy Swanson
Kristin Zellmer

Photos from the Woodbury Business Classic, held at the Bielenberg Sports Center, September 18, 2014

Planning Commission

The Planning Commission recommends a Comprehensive Plan for the city and periodically reviews the plan. The commission supports the City Council by making recommendations regarding subdivision applications, zoning amendments, rezonings, variances, appeals, conditional use permits, interim conditional use permits and site and building plans, consistent with the Comprehensive Plan.

2014 Planning Commission Members

Edward Nemetz, Chair

Irfan Ali

John Chikkala

Jim Edberg

David Filipiak

Kay Hendrikson

Al Rudnickas

Environmental Advisory Commission

The former Environmental Advisory Commission (EAC) was responsible for promoting sustainable actions through public education, providing advice to the City Council, and sponsoring public events that promote awareness of environmental protection. Effective January 2015, the EAC will be consolidated with the Parks and Recreation Commission to form the new Parks and Natural Resources Commission. As such, this was the last year of the EAC.

2014 EAC Members

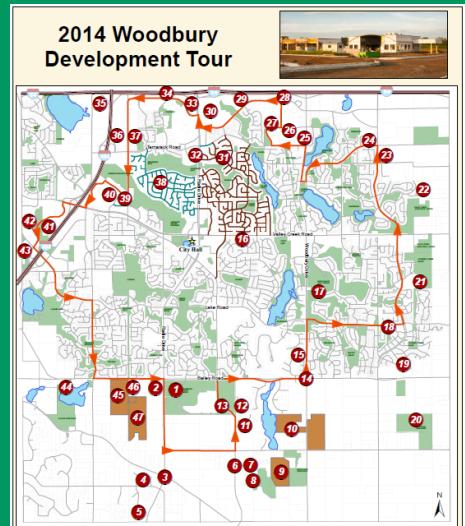
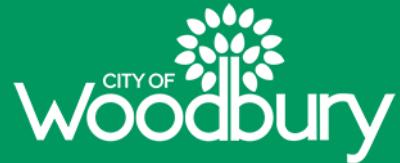
Roger Splinter, Chair

Jim Muehlbauer

Ken Scott

Maria Takahashi

Stephanie Wang



The map from the 2014 Development Tour depicts many of the planning applications reviewed by the Planning Commission in 2014.



Photos from the 2014
Tamarack Swamp Tour



2014: Critical Success Factors in Action

By all accounts, 2014 was a good year for Woodbury. Residential construction activity remained strong, with Woodbury continuing to be recognized as a great place to live and raise a family. New commercial construction was the strongest it has been since 2010, with ten new commercial buildings added to our economic base. These new investment figures, only tell a part of the story. Woodbury's successful year is also due in part to reinvestment activities, which exceeded expectations this past year. Reinvestment in commercial buildings brings new businesses and jobs to our community, and reinvestment in the residential areas helps to maintain and improve our neighborhoods.

The Community Development Department is committed to achieving the city's vision as a leading and growing community where citizens, businesses and government work together to create a welcoming community where people thrive.

- From inspecting the *safety* of buildings, to providing great customer *service* with same-day inspections, to our work with the chamber to foster a healthy *business climate*, the Inspections, Housing and Economic Development Division is committed to excellence.
- Serving both current and future residents, the Environmental Division promotes a healthy and *sustainable* natural and built environment.
- Through comprehensive and long-term planning, the Planning Division implements the *community* vision, supports *education* and assures that the *quality of life* in Woodbury remains strong.

These factors are critical to the success of Woodbury as a community, and every member of the Community Development Department takes pride in knowing that they have contributed to the success story shared in this year's report.

Sincerely,

Dwight W. Picha
Community Development Director

Planning

Gina Gore
Mike Mroska
Matt Novak
Eric Searles
Bette Thomas

Environmental

Sharon Doucette
Steve Kernik
Jennifer McLoughlin
Stephanie Wang

Inspections, Housing and Economic Development

Karl Batalden
Mike Bent
Pam Christiansen
Ron Glubka
Rick Hughes
Miles Johnson
Dan Maroushek
Mike Rice
Scott Richardson
Janelle Schmitz
Susan Trapp
Gary Trevis

Eagle Valley Golf Course

Dave Erickson
Dan Moris
Joe Otto



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