

City of East Bethel
City Council Agenda
Work Meeting – 6:30 PM
Date: April 25, 2012



Item

- | | | |
|---------|------------|--|
| 6:30 PM | 1.0 | Call to Order |
| 6:31 PM | 2.0 | Adopt Agenda |
| 6:33 PM | 3.0 | Discuss Ady Voltedge Marketing and Branding Recommendations |
| 8:30 PM | 6.0 | Adjourn |



City of East Bethel City Council Agenda Information

Date:

April 25, 2012

Agenda Item Number

Item 3.0

Agenda Item:

Ady Voltedge Marketing and Branding Recommendations

Requested Action:

Discussion of the Ady Voltedge Marketing and Branding Recommendations

Background Information:

Ady Voltedge completed and presented the Marketing and Branding Plan for the City of East Bethel on April 2, 2012. The plan was submitted to the EDA for their review and comment on the recommendations of the study.

The EDA discussed this subject at their April 19, 2012 meeting. As a result of the meeting and upon completion of the review of the material, the EDA consolidated many of the strategies proposed by Ady Voltedge into five main goals. The EDA's recommendations are included in attachment # 1.

The EDA established a priority of high on all the main goals with the exception of the sub-goal, the development of a Town Center Plan. The EDA and staff are of the opinion that the cost functions assigned to the Ady Voltedge recommendations can initially be handled in house. Should any of these items require additional assistance, staff will present that request to City Council.

Attachment(s):

- EDA Recommendations-Attachment #1
- Ady Voltedge Recommendations-Attachment #2
- 2012 EDA budget

Fiscal Impact:

At this time the EDA will be requesting that City Council approve \$4,000 for an update to the City website.

Recommendation(s):

The EDA recommends that City Council consider adopting Ady Voltedge's recommendation of Action Plans A and B with the priority changes as noted on Attachment #1 and consider allocating \$4,000 from the EDA budget to update the City website.

City Council Action

Motion by: _____

Second by: _____

Vote Yes: _____

Vote No: _____

No Action Required: _____

Attachment # 1—EDA Recommendations

Economic Development Implementation

Review City Codes, Ordinances and Plans to determine their value and relevance to economic development goals (Priority – High):

- 1.) Review and Enhance Code Enforcement Activities; - *Currently ongoing - an ordinance committee has been formed and is working on revising city code.*
- 2.) Prepare an Executive Summary to update the Comprehensive Plan; and,
- 3.) Review the Zoning Ordinance for consistency, significance and application in regards to economic development within the TH 65 Corridor.
Currently ongoing - We have had discussions at the EDA regarding this issue, and the Planning Commission is also looking at this issue; The City Council has also addressed this issue at a Council Retreat.

Prepare a TH 65 Corridor Plan and evaluate the existing Town Center Plan (Priority – High for the TH 65 Plan and low for the Town Center Plan) – *Ongoing discussions at City Council, EDA, and Planning Commission level.*

Develop City Policy and Strategies as they relate to (Priority – High);

- 1.) Business attraction and recruitment; - *Need EDA strategy*
- 2.) Existing business expansion and retention – *Need EDA strategy*
- 3.) Prepare an incentive plan for business assistance consistent with the City’s financial ability to sustain those types of programs. – *Need EDA strategy*

Prepare marketing information for the City and available properties with in East Bethel (Priority – High):

- 1.) Update the inventory of available properties; - *Ongoing*
- 2.) Insure that the review and permitting process is streamlined; - *Community Development Dept.*
- 3.) Develop a policy for marketing targeted properties. – *Need EDA strategy*

Work Force Development

Develop a collaborative effort with the local school districts and community and technical colleges to facilitate training programs and enhance cooperation between the City and these entities (Priority – High). – *Staff has begun working on this and has developed relationships with St Francis School District and others*

Civic Infrastructure

Continue, renew and initiate participation with development organizations, the County, Chambers of Commerce, government agencies and other groups that offer development assistance, programs and/or grants (Priority – High):

- 1.) Create an East Bethel Ambassadors group to engage in economic development functions and activities; - *EDA and Newly formed Chamber Strategy*
- 2.) Consider ways to and policies for marketing, managing and participating in community events and eco-tourism activities. – *EDA/Chamber/Park Board Strategy*

Branding

Consider developing a new City Logo (Priority-High)

Other Marketing Activities (Priority – High)

- 1.) Update and maintain the City Website – *Ongoing*
 - 2.) Create an Economic Development Information Package; and, - *EDA Strategy*
 - 3.) Increase community engagement activities – *Ongoing*
-

*retain, expand, attract***Phase II, Part B – Task 3: Action Plan**

The purpose of having an action plan is to provide a roadmap for success. The action plan identifies key steps to be followed in order to achieve a successful outcome. The plan is more descriptive than prescriptive, and each step requires key leadership and/or resources to move forward.

It should be recognized that each action plan element calls for a specific person/group of persons to serve as the assigned leader(s). In some cases, an existing title (e.g., City Administrator) is used where it is clear that actions fall within the area of current responsibilities. However, in several elements the title of "Economic Development Administrator", a position that does not currently exist in the City's organizational chart, is identified as the leader. The associated activities may not necessitate the hiring of a full-time at this time. Duties could be split between existing staff or other options explored (e.g., hiring a part-time person, contracting with an individual or firm, or sharing a resource with another municipality or agency). The success of the City's economic development program will be strongly correlated to its ability to dedicate the necessary level of resources to these efforts.

It will be up to the City and the assigned leader to establish the fine grain details to implement each specific action element and to articulate an accurate budget. This action plan should be carefully reviewed and, if necessary, amended by City leadership. In the end, the City needs to take "ownership" over the actions in order to assure success.

The key elements of this plan are organized as follows:

- Economic Development Implementation
- Workforce Implementation
- Civic Infrastructure Implementation

Please note that the City is already taking on action on many of these items and that action items related to Branding and Marketing Implementation are in a separate document.

Economic Development Implementation

Purpose: To develop a comprehensive and proactive approach to business retention, expansion and attraction activities.

Issues: Staff capacities. Funding availability. Institutional preparedness.

1. **Review and enhance code enforcement activities.** The City should review its code enforcement policies, procedures, and history. If necessary, priorities should be established so that high profile community gateways are enhanced and commercial areas held to a high level of aesthetic quality. If additional staff is required, that need should be identified and addressed. The initial review should also examine compliance history, including how municipal courts are dealing with offenders.

Priority: High

Cost: \$0

Leader: City Administrator

Difficulty: Moderate

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2. **Review zoning ordinance relative to economic development goals.** The City's current zoning ordinance, while generally simple, may not be providing the desired level of flexibility needed to encourage development in targeted areas. Furthermore, it may not be optimally tuned to provide the level of environmental controls and insulation of residential areas that are desired. Hiring a consulting firm with advanced knowledge and experience in the use of contemporary zoning techniques is recommended.
Priority: Moderate
Cost: \$30,000
Leader: Community Development Director
Difficulty: Moderate

3. **Update the comprehensive plan.** The current comprehensive plan is dated, but functional. New data sources are available and should be incorporated into a revised document. The Metropolitan Council has recently initiated the updating of its *Regional Development Framework*, so updating the City's plan might be scheduled to coincide with this process. One low-cost option might be to create a new *executive summary* that clearly reflects the new brand and development desires of the community. In addition, the Planning Commission may want to consider establishing a formal review and amendment process, with a specific timetable, so that local developers have a consistent schedule by which to request amendments (principally to the future land use plan). A reputable planning consultant should be engaged to assist with the update. Refer to the Comprehensive Plan Review.
 - a. **Update the entire plan document.**
Priority: Low
Cost: \$45,000
Leader: Community Development Director
Difficulty: High

 - b. **Create a new Executive Summary.**
Priority: High
Cost: \$500
Leader: Community Development Director
Difficulty: Low

 - c. **Develop a plan amendment process and schedule.**
Priority: Moderate
Cost: \$0
Leader: Planning Commission
Difficulty: Moderate

4. **Create a TH65 Corridor Plan.** The single most strategic activity the City could undertake at this time is to develop a focused plan for the TH65 corridor. This plan should take a critical, parcel-by-parcel look at the planned land uses and their economic potential and feasibility. The plan can look at aesthetics and urban design goals. In addition, the plan needs to incorporate a fiscal impact analysis which addresses the water/wastewater needs of the corridor (and provides a detailed rationalization of the residential equivalent connection allocations). In addition to detailing infrastructure capacities, the final plan document will serve as a significant source of information for marketing the corridor to potential investors. Consideration might be given to paying for this project through a special assessment on affected property owners.

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Priority: High
Cost: \$25,000
Leader: Community Development Director
Difficulty: High

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5. **Create a Town Center Plan.** What is currently described in the Comprehensive Plan as the Town Center Plan represents a single design concept. It currently lacks the level of detailed planning necessary to ascertain economic feasibility. There are questions regarding the proposed location of the Town Center and the appropriate mix of uses (especially with regard to the amount of public versus private development). A new plan should carefully address the economics associated with developing the desired Town Center. One option (see #11, below) might be to identify sites with willing owners and develop and distribute a "request for proposal" among the development community. This option would minimize the City's initial investment and would "test the waters" for what the private sector may be willing/able to deliver.

Priority: Low

Cost: \$25,000

Leader: Community Development Director

Difficulty: High

6. **Develop a Business Retention & Expansion (BRE) strategy.** One of the core economic development functions of any community is to help keep existing businesses in the community while helping them to grow. The primary mechanism for doing this is by establishing regular points of contact and building relationships between the City Staff and the business owner. This process does not generally require significant capital outlay, but it can require significant staff time. There are options that involve the use of surveys or other data collection techniques; however, these are second to establishing in-person contacts. The University of Minnesota-Extension can offer assistance in this area

(www.extension.umn.edu/businessretention/)

Priority: High

Cost: \$0

Leader: Economic Development Administrator

Difficulty: High

7. **Develop a Business Attraction strategy.** The business attraction process requires a community to have a strong and proactive marketing process, but also to have the capabilities of responding to potential investors once they show an interest. The City should develop relationships with key organizations that are actively involved in the business attraction process, such as Greater MSP and the State Department of Employment and Economic Development. These groups can help to identify key opportunities for points of contact (e.g., they may sponsor trade shows or trade missions where the City can tag on). Also, many cities send delegates to national conventions, such as the International Council of Shopping Centers' annual convention (called RECon). Making direct contacts with targeted business prospects (e.g., Walmart, Target, Cabela's, Walgreens, CVS, etc.) is a fairly easy-to-do option.

Priority: High

Cost: \$2,500 (varies with effort)

Leader: Economic Development Administrator

Difficulty: Moderate

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8. **Create a policy and consistent approach to the City's financial participation.** Part of being able to participate in the economic development "game" is being able to put your best offer on the table. The City needs to take stock of what "tools" they have available and develop a policy that will consistently guide the use of these tools. Does the City use Tax Increment Finance or Tax Abatements? If so, under what circumstances? Is it first-come-first-serve or is it laser-guided to attract specific types of development? Does the City have a revolving loan program or offer other grants? Are there other creative financial mechanisms the City might employ as differentiators? There are a number of economic development organizations (e.g., Greater MSP, Anoka County, State Department of Employment & Economic Development, University of Missouri-Extension, etc.) that can provide guidance in these areas. This would make a good topic for one or more EDA meetings (i.e., invite guest speakers, assign a working group, etc.).

Priority: High

Cost: \$0

Leader: City Administrator/Economic Development Authority

Difficulty: Moderate

9. **Continue to use a streamlined review and permitting process for targeted development.** One creative option some communities are utilizing is to streamline the development review process. This isn't about reducing the quality of the development, but rather it is focused on increasing the speed of the review process. For example, setting a "clock" can help keeping things moving (i.e., all reviews for development within designated fast-track zones will be reviewed within 120 days). Or the community might create handbooks, appoint a development "ombudsman" to help keep the review process on track, or they may find other ways, such as simultaneous review by multiple committees/commissions (if applicable). The City may also be willing to waive or reduce permitting fees for certain types of development or within certain designated zones.

Priority: Moderate

Cost: \$0

Leader: Community Development – Planning Committee

Difficulty: Moderate

10. **Continue to keep the inventory of available properties up to date.** The City's website currently lists several commercial parcels that are available for use. The site includes basic content information; however, it could be easily enhanced to include maps, photos, and more information from the locational-criteria list. Include zoning information related to each parcel. This area of the web site should also be maintained for accuracy and timeliness (see item #2, above). The City's web site also refers potential investors to the web sites of other organizations. Coordination with these groups should be increased. The City should also list its properties on the Greater MSP sites and buildings portal, and make an effort to keep these listing up-to-date.

Priority: Moderate

Cost: No cost to participate in Greater MSP database

Leader: Economic Development Administrator

Difficulty: Moderate

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11. Assemble and market targeted properties. One of the best ways for the City to attract strategic development activity is to control the real estate. While owning property in fee title offers the highest level of control (and allows the City to write-down development costs by offering land at below-market rate), it is also generally the most costly as the City has to acquire and hold the land. Other options are limited largely by the level of creativity involved. For example, the City might sign low (or no-cost) development option agreements with property owners. Or multiple property owners may sign a joint marketing agreement that binds them to market and sell their property as a unit. Or the City may simply offer a request for (re-)development proposal over properties they do not directly control (but have indicated a clear development intention via the comprehensive plan or other planning documents). The objective is to identify specific land for specific types of development and then promote such development. An experienced real estate lawyer or property broker may provide the City with case specific counsel.

Priority: Moderate

Cost: \$0 (varies with effort)

Leader: City Administrator/Economic Development Authority

Difficulty: High

*retain, expand, attract***Workforce Development Implementation**

Purpose: To help provide a workforce that is prepared to engage in the types of industries and businesses that will be targeted for coming to the City of East Bethel.

Issues: Poor reputation of public school districts, despite higher than average graduation rates. Lower than average per pupil expenditure rates. Address the lack of high-skilled manufacturing employees.

While the topic of workforce development is often beyond the scope of services provided by small and medium-sized communities, there are some basic activities which can be pursued with relative ease. Action items for East Bethel include:

1. **Build a better relationship with the local school districts.** School districts are often ignored in local economic development programs; however, their roles in the preparation of future workers and in reviewing *tax increment financing* proposals make them important stakeholders. In general, communication with the school districts can be improved through the outreach efforts of the city.
 - a. Invite school district officials to serve as members (*official or ex officio*) of important City bodies such as the EDA.
 - b. Invite school district officials to provide informational presentations on topics related to economic development (e.g., have their Tech Education instructors come speak or have Counselors talk about where students go after graduation, etc.).

Priority: High

Cost: \$0

Leader: Mayor/City Administrator (aka City Economic Development Administrator)

Difficulty: Low

2. **Develop a collaborative relationship with Anoka Technical College.** The College has a wide variety of professional and technical programs capable of producing job-ready employees. By developing relationships with the College and gaining familiarity with their resources, the City could be better prepared to address questions and needs identified by employers and prospects. In addition, since the main campus is approximately 20 miles away from East Bethel, long range planning might consider how the City could collaborate to create a satellite campus in East Bethel.
 - a. Invite College officials to serve as members (*official or ex officio*) of important City bodies such as the EDA.
 - b. Invite College officials to provide informational presentations on topics related to economic development (e.g., have their instructors come speak at various meetings and events).
 - c. Initiate conversations with College representatives about their need for satellite facilities.
 - d. Serve as a catalyst for conversations between College representatives and major employers regarding special training needs and opportunities.

Priority: High

Cost: \$0

Leader: Mayor/City Economic Development Administrator

Difficulty: Low

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3. **Assist in acquiring grants to help facilitate workforce preparedness.** The State of Minnesota has a variety of grant programs that are targeted to educational institutions and employers to help with job training and retraining. The City should have a level of familiarity and be prepared to assist employers/potential employers in tapping these funds. City staff should research and inventory the agencies (and staff contacts,) responsible for the distribution of workforce development dollars (Workforce Investment Act), and the purposes for which they can be used.

Priority: Moderate

Cost: \$0

Leader: City Economic Development Administrator

Difficulty: Low

*retain, expand, attract***Civic Infrastructure Implementation**

Purpose: Develop the public/private relationships necessary to support a comprehensive economic development strategy.

Issues: Overcome reputation as an unsophisticated community. Tap the energy and resources of public and non-profit organizations. Create public/private partnerships to bring new resources to the game.

- 1. Increase participation with Metro North Chamber of Commerce, the Twin Cities North Chamber of Commerce, and Greater MSP.** Improving relationships with regional business organizations can help to overcome the perception that the City is anti-business. By sending an "official" delegate from the City to be a member of and engage with local chambers is superior to other less formal relationships. Being a member means being an active participant in Chamber functions and events (which may cost a few dollars). But these activities are intended to help build business-to-business relationships, and the City should come to view itself as a "business" in this regard. Fostering these types of relationships also opens the door for more mutually-beneficial activities, such as participating in joint advertising. It also creates a wide range of opportunities to converse with businesses that may be looking to expand or relocate. Some of these organizations (e.g., Greater MSP) can offer significant technical assistance, as well as access to other private sector resources (such as venture capital funds).

Priority: High

Cost: \$1,500

Leader: Economic Development Administrator

Difficulty: Low

- 2. Enhance relationship with Anoka County, the Minnesota Department of Employment & Economic Development, and the U.S. Economic Development Administration.** Economic development is largely about relationship building. Getting to know key players at other economic development agencies can be a significant help. If you have a personal relationship with these individuals, they will help to steer resources and prospect your direction – if they know what your goals and targets are. Building these relationships requires more than the occasional informal encounter. Lead staff should schedule regular meetings and arrive prepared to inform their peers what the City's latest activities and objectives are.

Priority: High

Cost: \$0

Leader: Economic Development Administrator

Difficulty: Low

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3. Create an East Bethel Ambassadors program to educate and engage local residents in ED activities.

Many deals have been lost when key investors come for site visits and they encounter poor service or people who speak ill of the community. One creative idea is to create an East Bethel Ambassadors program. There are lots of variations that can be emulated. The basic idea is to combine a bit of "hospitality training" with some good old fashioned community pride, and then to enlist people to serve as Ambassadors. Given the high number of retired residents in the community, this type of program should prove very popular. The local technical college or University of Minnesota-Extension may be able to provide technical assistance to develop this effort.

Priority: Low

Cost: \$2,500

Leader: Community Development Director

Difficulty: Moderate

4. Formalize and fund a proactive approach to creating, marketing, and managing community events and eco-tourism activities.

In the community surveys and stakeholder interviews, "community events" were consistently held out as examples of things people love about the community. These types of events are also great economic development tools as they help to advertise the community and provide a positive message about the can-do attitude of the City and its residents. The best of these efforts are joint public/private initiatives. Often there is a need for some sort of city tourism or special events committee that can serve as the coordinating body and provides an interface with the City. Developing a master schedule, working on advertising, helping to fund-raise, and delivering the events can all be parts of growing a reputation for an "amenity-led" economy. The direct economic impacts of such activities tend to be small, however, building a positive reputation can be invaluable. The City has also recently begun to explore opportunities to become more focused on "eco-tourism" activities. Clearly, one of the City's differentiators is its access to world-class natural areas. Building on this foundation makes great sense. However, in addition to being focused on coordination activities, the City also has to focus on the infrastructure issues. For example, to build a high-level "birding" market, there is a need to provide hotels, restaurants, places for tour buses to stop and eat (or motor coach waste dumping stations). It is a two-pronged approach: first, getting people to come for a specific program or purpose; second, finding ways to get them to extend their stay as long as possible (so as to maximize their economic impact on the community).

Priority: Low

Cost: \$1,500

Leader: Community Development Director

Difficulty: Moderate

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Action	Priority	Timeline	Cost	Leadership	Difficulty
Economic Development Implementation					
1. Review and Enhance Code Enforcement activities	High	Q2 2012	\$0	City Administrator	Moderate
2. Review zoning ordinance relative to economic development goals	Moderate	Q3 2012	\$30,000	Community Development Director	Moderate
3. Update the comprehensive plan					
a. Update the entire plan document	Low	Q3 2014	\$45,000	Community Development Director	High
b. Create a new Executive Summary	High	Q2 2012	\$500	Community Development Director	Low
c. Develop a plan amendment process and schedule	Moderate	Q4 2012	\$0	Planning Commission	Moderate
4. Create a TH65 Corridor Plan	High	Q3 2012	\$25,000	Community Development Director	High
5. Create a Town Center Plan	Low	Q3 2013	\$25,000	Community Development Director	High
6. Develop a Business Expansion & Retention strategy	High	Q2 2012	\$0	Economic Development Administrator	High
7. Develop a Business Attraction strategy	High	Q2 2012	\$2,500 +/-	Economic Development Administrator	Moderate
8. Create a policy and consistent approach to the City's financial participation	High	Q2 2012	\$0	City Administrator/ Economic Development Authority	Moderate
9. Develop a streamlined review and permitting process for targeted development	Moderate	Q1 2013	\$0	Economic Development Authority	Moderate
10. Update the inventory of available properties	Moderate	Q2 2012	\$1,500	Economic Development Administrator	Moderate
11. Assemble and Market targeted properties	Moderate	Q3 2012	\$0 +/-	City Administrator/ Economic Development Authority	Moderate
Workforce Development					
1. Build a better relationship with the local school districts	High	Q2 2012	\$0	Mayor/City Administrator (Economic Development Administrator)	Low
2. Develop a collaborative relationship with Anoka Technical College	High	Q2 2012	\$0	Mayor/ Economic Development Administrator	Low
3. Assist in acquiring grants to help facilitate workforce preparedness	Moderate	Q4 2013	\$0	Economic Development Administrator	Low
Civic Infrastructure					
1. Increase participation with Metro North Chamber of Commerce, the Twin Cities North Chamber of Commerce, and Greater MSP	High	Q2 2012	\$1,500	Economic Development Administrator	Low
2. Enhance relationship with Anoka County, the Minnesota Department of Employment & Economic Development, and the U.S. Economic Development Administration	High	Q2 2012	\$0	Economic Development Administrator	Low
3. Create an East Bethel Ambassadors program to educate and engage local residents in ED activities	Low	Q2 2013	\$2,500	Community Development Director	Moderate
4. Formalize and fund a proactive approach to creating, marketing, and managing community events and eco-tourism activities	Low	Q4 2012	\$1,500	Community Development Director	Moderate

*retain, expand, attract***Current Logo**

The question is whether the current City name and logo accurately reflects not just who the City is, but its future vision. The current logo is shown below.



It is the opinion of our team, that changing the name of the City from "East Bethel" to something else would not be a priority for the City at this time.

However, it might make sense to update the logo currently used by the City, primarily because it does not fully reflect the City as it is perceived today nor necessarily how it wishes to be seen in the future.

This recommendations comes with two conditions:

- (1) That the City leadership, stakeholders and citizens can reach a consensus on what it sees as its future vision; and,
- (2) That developing a new logo does not prove distracting to the other economic development priorities outlined in Part A of this action plan.

If either of these conditions proves to be false, we recommend leaving the logo as is, moving forward on the economic development tasks, and perhaps revisiting this question in the future after a number of economic development tasks have been accomplished.

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Branding Implementation Items

Purpose: To implement recommendations related to the City's name and logo.

Issues: Shared vision for the future.

- 1. Develop a new logo for the City.** This is a conditional recommendation based on the discussion on the previous page. If the City decides to move forward on this project, we will recommend that a small task force be convened to work with our team. We will first gain approval of the "creative brief" which describes what the logo needs to convey. Then we will develop 2-3 concepts, present, and refine one.

Priority: High
Cost: \$3,500-5,000
Leader: Task Force
Difficulty: Moderate
- 2. Create Brand Standards for usage of the Logo.** Develop guidelines for how the logo will be used in black and white and in color; on dark and on light background; which fonts should be used for daily correspondence (also conveys the "look and feel" of the City's brand); and develop the City's color palette. Note that even if a new name or logo is not chosen, that the City would benefit from having this kind of instructional document in hand, but its priority would go down to low-moderate.

Priority: High
Cost: 1,500-2,500
Leader: Task Force
Difficulty: Easy
- 3. Create a tagline for use in Economic Development activities.** Seeing as the City will begin to market itself to relocating and expanding companies, developing a logo that can be used in these communications will further help communicate about the City and how it differentiates itself from competing locations.

Priority: High
Cost: \$2,500-4,000
Leader: Task Force
Difficulty: Moderate-Difficult

*retain, expand, attract***Marketing Implementation Items**

1. **Update the City's website.** The City currently has a website, however significant content areas are missing or out of date. Particular effort needs to be expended, whether on this site or a new site, on keeping information accurate and up to date. This is especially true for those areas pertaining to planning and economic development, which are most likely to be visited by prospective investors.

- a. Change the imagery of the website to imagery that reflects the actual City of East Bethel, including its logo and photos of its local assets and people.
- b. Greatly enhance the information provided in the economic development area of the website to provide potential business investors with the most favorable impression (but true) perception of the City.
- c. Include a listing of available retail, commercial and industrial properties, or a link to current listings of these properties.
- d. Investigate the possibility of separate web site to focus specifically on relocating and expanding businesses (instead of citizens and stakeholders). This avoids listing the City Council meeting minutes, planning codes and other such documents on the same website as one intended for business investment.

Priority: High
Leader: City Administrator
Difficulty: Moderate

2. **Update Anoka County ED web site.** Contribute information to the County's ED website. Seek immediate update of staff contact information (www.co.anoka.mn.us/economicdevelopment/opportunities-contacts.asp)

Priority: High
Leader: City Administrator
Difficulty: Low

3. **Create an Economic Development Information Package.** In order to quickly respond to prospective investors, design and produce a two-page, four-sided information sheet that includes pertinent information about the City (e.g., demographics, utility information, description of City programs, key contacts, etc.).

Priority: Moderate
Leader: City Administrator
Difficulty: Moderate

4. **Community Engagement Activities.** The City currently has a number of ways to communicate with residents and business owners, such as through the newsletter, web site, and local access television. However, the survey results seem to indicate a desire for higher levels of interaction.

- a. Hold community open houses at different venues throughout the City. Publicize the event and focus on general project and community updates and neighborhood issues.
- b. Consider the use of a web-based community interaction tool (e.g., see www.mindmixer.com).
- c. Increase the frequency of community newsletters. Consider going to an electronic format.
- d. Consider the incorporating a "subscriber service" into the City's new web site (see the following example: <http://www.ci.middleton.wi.us/govdel.htm>).

Priority: High
Leader: City Administrator

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Difficulty: High

Action	Priority	Timeline	Leader	Difficulty
BRANDING RECOMMENDATIONS				
1. Develop a new logo for the City.	High	Q2	Task Force	Moderate
2. Create Brand Standards for usage of the logo.	High	Q3	Task Force	Easy
3. Create a tagline for use in Economic Development activities.	High	Q3	Task Force	Moderate-Difficult
MARKETING RECOMMENDATIONS				
1. Update and maintain City's Web Site	High	Q2 2012	City Administrator	Moderate
2. Update Anoka County ED web site	High	Q2 2012	City Administrator	Low
3. Create an Economic Development Information Package (four pages)	Moderate	Q3 2012	City Administrator	Moderate
4. Community Engagement Activities	High	Q3 2012+	City Administrator	High



	2009 Actual	2010 Actual	2011 Amended Budget	2012 Adopted Budget
Dept 23200 Economic Development Authority				
REVENUES				
R 232-31010 Current Ad Valorem Taxes	\$0	\$0	\$0	\$163,428
	\$0	\$0	\$0	\$163,428
EXPENDITURES				
E 232-23200-107 Commission and Boards	\$0	\$0	\$0	\$1,600
E 232-23200-201 Office Supplies	\$0	\$0	\$0	\$200
E 232-23200-303 Legal Fees	\$0	\$0	\$0	\$5,000
E 232-23200-307 Professional Services Fees	\$0	\$0	\$0	\$25,000
E 232-23200-322 Postage	\$0	\$0	\$0	\$200
E 232-23200-331 Travel Expenses	\$0	\$0	\$0	\$300
E 232-23200-342 Legal Notices	\$0	\$0	\$0	\$200
E 232-23200-361 Insurance	\$0	\$0	\$0	\$1,300
E 232-23200-433 Dues and Subscriptions	\$0	\$0	\$0	\$640
E 232-23200-434 Conferences/Training	\$0	\$0	\$0	\$500
E 232-23200-530 Improvements other than Bldgs				\$50,000
E 232-23200-933 General Fund Reimburse Transfer	\$0	\$0	\$0	\$56,000
E 232-23200-999 Contingency	\$0	\$0	\$0	\$22,488
	\$0	\$0	\$0	\$163,428
REVENUES LESS EXPENDITURES	\$0	\$0	\$0	\$0