

Economic Development Analysis and Plan

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Economic Development Analysis and Plan

Economic Development Analysis

The Background and Existing Conditions portion of the economic development chapter provides an overview of the existing characteristics of the economy, workforce and economic development infrastructure and how they influence economic development in Hastings. Analysis of this information provides a basis from which to identify economic development issues, needs and opportunities, community values, goals and policies.

Economy

The Average Employment by Industry analysis (Figure 5.2) reveals that Hastings has significantly greater employment than the seven-county metro area and Dakota County in the following sectors:

- Public Administration
- Health Care and Social Assistance
- Educational Services, and
- Manufacturing

Hastings lags the metro area and the county significantly in the areas of

- Information
- Finance and Insurance

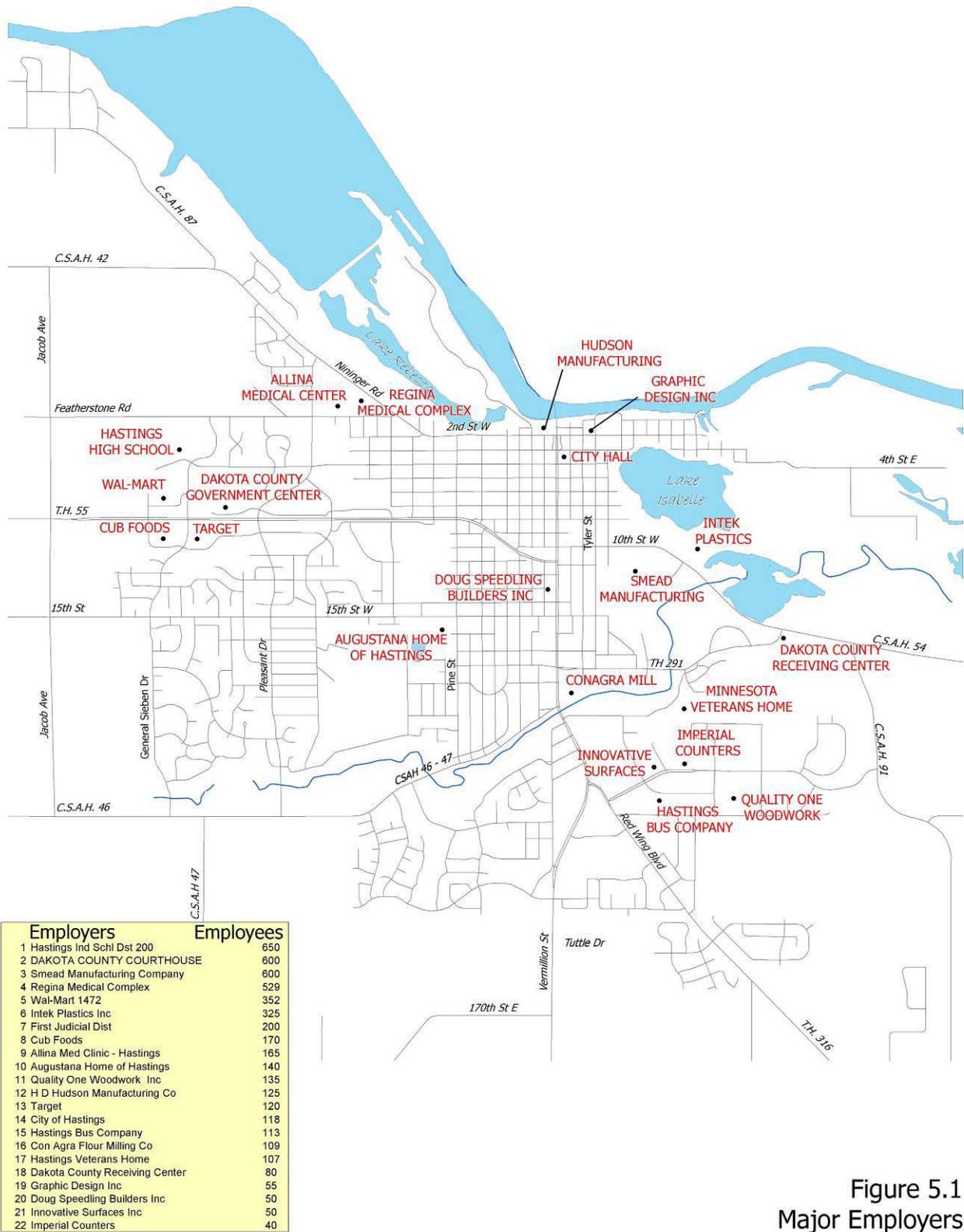


Figure 5.1
Major Employers

**Figure 5.2:
Average Employment by Industry, 2005**

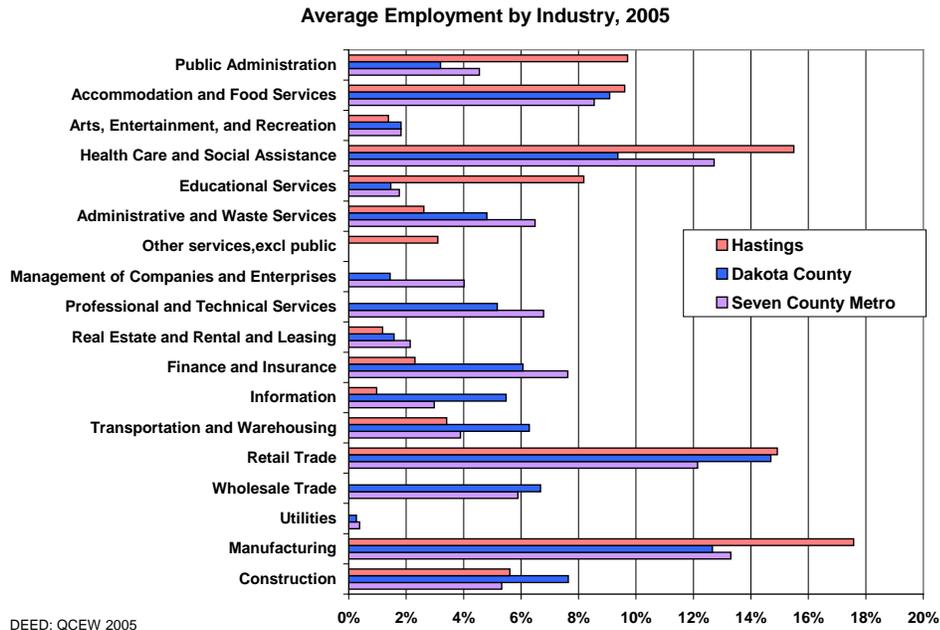


Table 5.1 reveals that manufacturing and health care are the largest employment sectors in the community and offer the highest average weekly wage. Public administration, retail trade, educational services and construction are also significant high-wage employment sectors for the community. Finance and Insurance, a high-wage sector, is a somewhat underrepresented sector in the community (as shown in Figure 5.2).

**Table 5.1:
Top Industries in Hastings, 2005**

Avg. Number of Employees	Employment	Number of Firms	Total Wages Paid	Average Weekly Wage
Manufacturing	1,592	24	\$67,045,227	\$810
Health Care and Social Assistance	1,403	49	\$51,932,566	\$712
Retail Trade	1,351	88	\$28,804,397	\$410
Public Administration	879	21	\$43,973,443	\$962
Accommodation and Food Services	870	55	\$8,806,566	\$195
Educational Services	741	15	\$26,332,021	\$684
Construction	508	99	\$20,685,368	\$783
Transportation and Warehousing	309	20	\$9,478,874	\$589
Other Services, Ex. Public Admin	281	53	\$4,788,388	\$328
Administrative and Waste Services	237	34	\$6,628,715	\$537
Finance and Insurance	209	37	\$10,011,164	\$920
Arts, Entertainment, and Recreation (private)	125	14	\$2,415,166	\$371
Real Estate and Rental and Leasing	107	33	\$1,854,097	\$333
Information	88	9	\$1,701,179	\$372

Source: DEED, Labor Market Information Office, Quarterly Census of Employment and Wages (QCEW).

*Employment data includes both public and private sector firms, unless otherwise noted.

*Employment data for some industry sectors are not disclosed due to confidentiality.

A comparison of employment by sector in Hastings to the nation reveals a significant concentration of employment in several manufacturing industries. Distinguishing Industries are listed in Table 5.2.

Table 5.2: Distinguishing Industries in Hastings, 2005

Food Manufacturing
Paper Manufacturing
Plastics and Rubber Products Manufacturing
Furniture and Related Product Manufacturing
Motor Vehicle and Parts Dealers
Health and Personal Care Stores
Gasoline Stations
General Merchandise Stores
Miscellaneous Store Retailers
Transit and Ground Passenger Transportation
Hospitals
Nursing and Residential Care Facilities
Amusement, Gambling, and Recreation Industries
Food Services and Drinking Places
Personal and Laundry Services

Source: Rachel Hillman, DEED Regional Labor Market Analyst, April 2007

Table 5.3 Change in Employment depicts employment changes by sector. The most significant growth sector in Hastings between 2003 and 2005, both numerically and as a percentage change was Accommodation and Food Services, a low wage sector (173 jobs – 24.8% growth). Four industries lost more than 50 employees:

- Information
- Retail Trade
- Manufacturing
- Administrative and Waste Services

**Table 5.3:
Change in Employment, 2003-2005**

	2005 Employment	2003 Employment	Between 2003-2005	
			Numeric Change in Employment	Percent Change in Employment
Accommodation and Food Services	870	697	173	24.8%
Transportation and Warehousing	309	272	37	13.6%
Real Estate and Rental and Leasing	107	93	14	15.1%
Arts, Entertainment, and Recreation (private)	125	122	3	2.5%
Finance and Insurance	209	217	-8	-3.7%
Public Administration	879	887	-8	-0.9%
Educational Services	741	756	-15	-2.0%
Other Services, Ex. Public Admin	281	296	-15	-5.1%
Health Care and Social Assistance	1,403	1,431	-28	-2.0%
Construction	508	547	-39	-7.1%
Information	88	146	-58	-39.7%
Retail Trade	1,351	1,423	-72	-5.1%
Manufacturing	1,592	1,674	-82	-4.9%
Administrative and Waste Services	237	351	-114	-32.5%
Total, All Industries	9,057	9,362	-305	-3.3%

Source: DEED, Labor Market Information Office, Quarterly Census of Employment and Wages (QCEW).

*Employment data includes both public and private sector firms, unless otherwise noted.

*Employment data for some industry sectors are not disclosable due to confidentiality.

Table 5.4: Major Employers, 2007

Business Name	Description	Employment
Hastings Ind School District 200	Public education	650
Dakota County Courthouse	Executive offices	600
Smead Manufacturing Company	Cards, folders, and mats: die-cut	600
Regina Medical Complex	General medical & surgical hospital	529
Wal-Mart 1472	Discount department store	352
Intek Plastics Inc	Plastics, hardware & building products	325
First Judicial Dist	State courts	200
Cub Foods	Grocery store	170
Allina Med Clinic - Hastings	Clinic	165
Augustana Home of Hastings	Nursing home	140
Quality One Woodwork Inc	Cabinets	135
H D Hudson Manufacturing Co	Agricultural spraying machines	125
Target	Discount department store	120
City of Hastings	City government	118
Hastings Bus Company	Motor coach, school bus, mini-bus	113
Con Agra Flour Milling Co	Flour milling - hard wheat, durum, rye	109
Hastings Veterans Home	Administration of veterans' affairs	107
Dakota County Receiving Center	Halfway house, extended treatment	80
Graphic Design Inc	Offset printing	55
Doug Speedling Builders Inc	Finish and trim carpentry	50
Innovative Surfaces Inc	Plastics processing	50
Imperial Counters	Plastic or laminated countertops	40

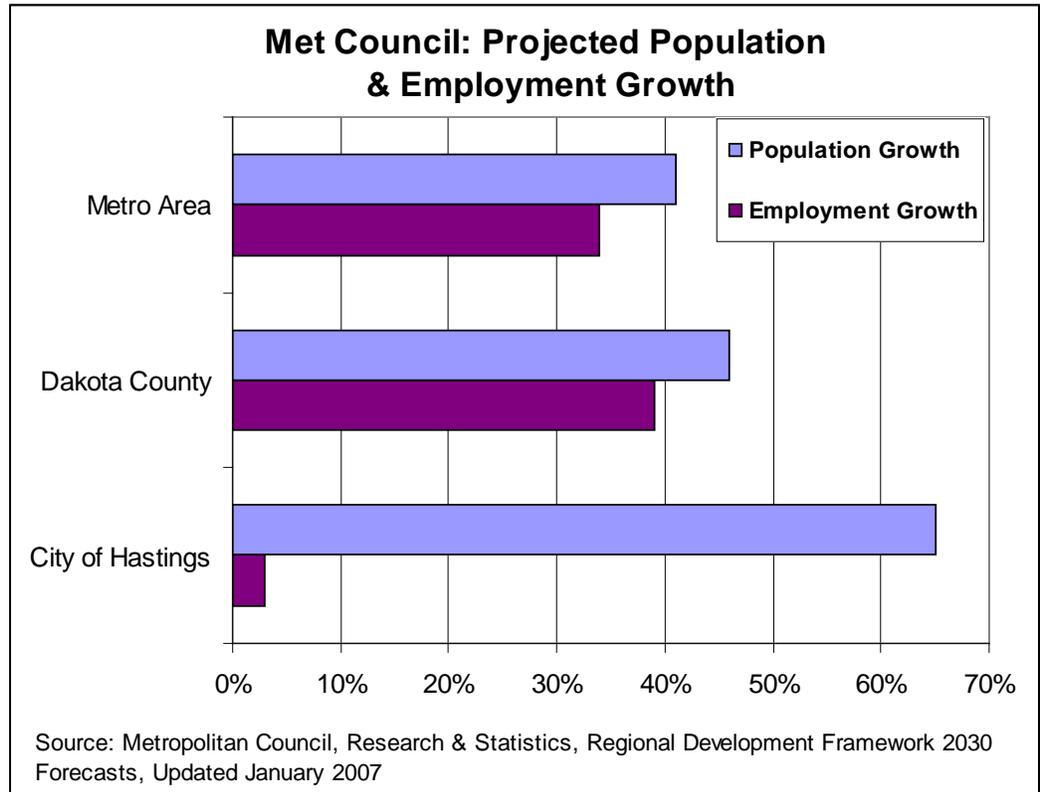
Sources: DEED; D & B Marketplace; and telephone verification by Economic Development Services

Workforce

Population Growth and Employment Growth Forecasts

Population and employment growth forecasts prepared by the Metropolitan Council show a wide disparity between population growth and employment growth in Hastings (see Figure 5.3).

Figure 5.3:
Projected Population and Employment Growth



Commuting

Residents of Hastings show an exceptional propensity for working in the City of Hastings compared with other residents of Dakota County, reinforcing the community's role as a free-standing city rather than a suburb. Over 42 percent of Hastings' residents work within the city limits according to the 2000 US Census. In most Dakota County communities (Apple Valley, Farmington, Inver Grove Heights, Lakeville, Mendota Heights, Rosemount, South St. Paul, and West St. Paul) this percentage ranges from 13.2% to 16.4%. Eagan and Burnsville retain 25.6% and 24.8% of their residents as employees.

Table 5.5:
Principal Commuter Destinations for Hastings Residents, 2000

Destination	Number	% of Residents that Commute
St. Paul	842	8.7%
Eagan	619	6.4%
Minneapolis	372	3.8%
Rosemount	209	3.2%

Source: US Census 2000

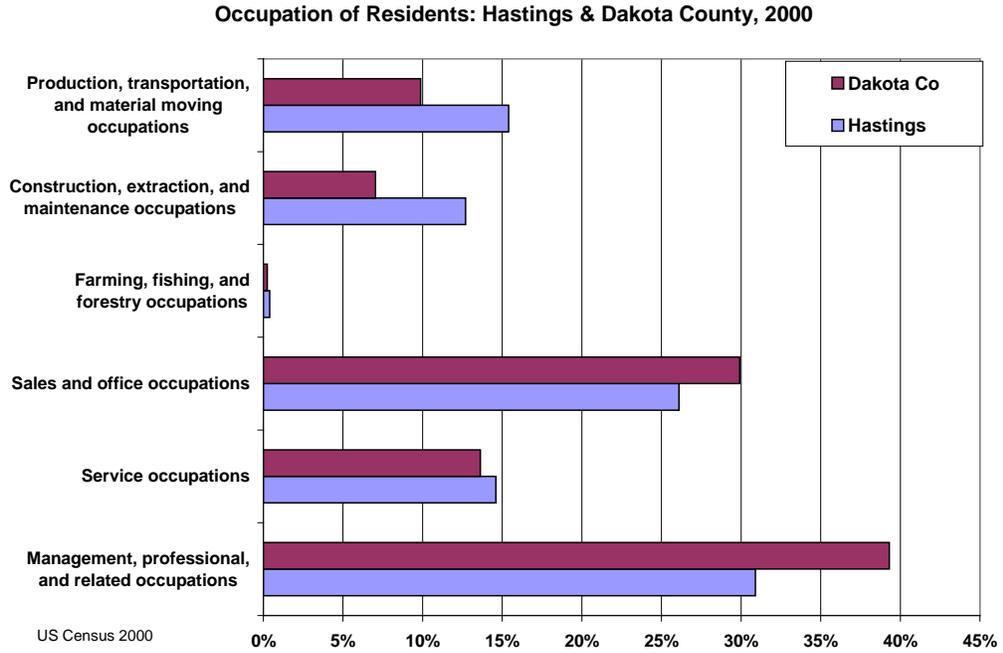
Table 5.6:
Principal Origins of Workers in Hastings, 2002

Origin	Percentage
Hastings	36.0%
Unincorporated areas	15.8%
Out of state	12.2%
Cottage Grove	4.6%
Minneapolis	2.0%
All other locations (less than 2% each)	29.3%

Source: MN DEED Website: Data Tools: Worker Origins & Destinations

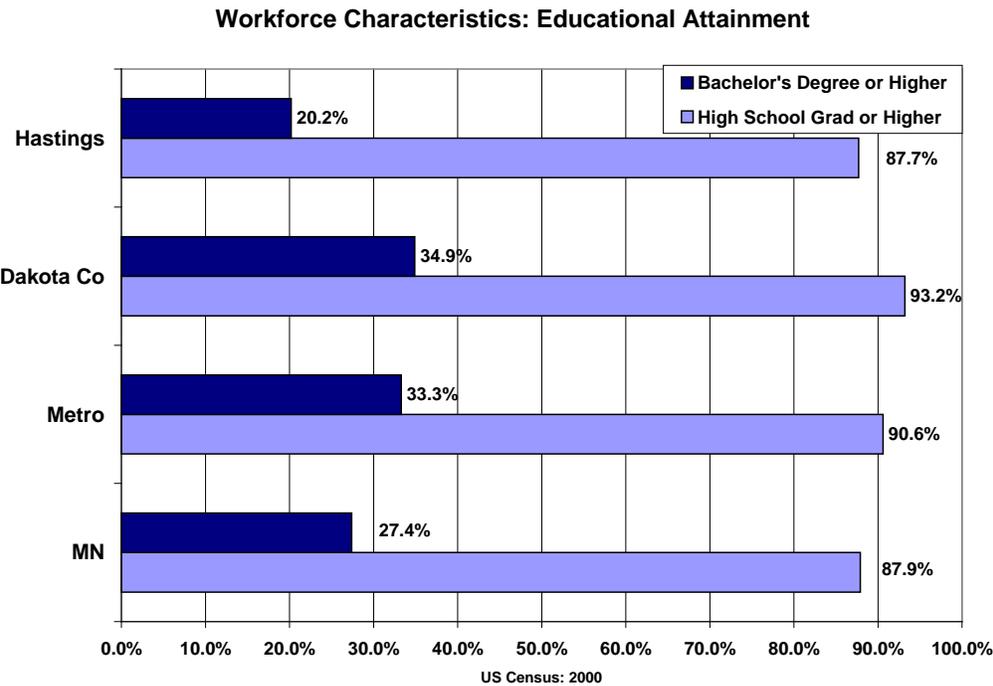
The workforce in Hastings is more “blue collar” than Dakota County, with a higher percentage of workers engaged in the production, transportation, and material moving and construction, extraction, and maintenance occupations. Residents are less likely to be engaged in managerial and professional occupations (Figure 5.4).

**Figure 5.4:
Workforce Characteristics - Occupation of Residents**



The higher concentration of residents working in “blue collar” occupations is likely a reflection of educational attainment. As shown in Figure 5.5, Hastings residents are less likely than residents of the state, county or metro area to have a Bachelor’s Degree or higher (US Census 2000).

**Figure 5.5:
Workforce Characteristics - Educational Attainment**



Economic Development Infrastructure

Business and Industrial Parks

The amount of land devoted to industrial uses in Hastings is 336 acres or 6 percent of the total.

Industrial land in Hastings is concentrated in the 260-acre Hastings Industrial Park, established in 1972 in the southeastern part of the City. The main entrance to the Industrial Park is Spiral Boulevard on State Highway 316, 300 yards south of the junction with US Highway 61. The park is also accessible from 31st Street. There are 36 small- to medium-sized businesses in the park. Approximately 60 acres remain available in the Industrial Park. Other larger industrial areas include the ConAgra Flour Milling Company site to the north of the Hastings Industrial Park on the east side of TH 61, and Smead Manufacturing and Intek Weatherseal products located in the 10th Street industrial area.

Currently, 40 acres with parcels ranging from 1.5 to 5 acres are ready for new development and are served by municipal services within the industrial park. However, 75 acres located north of the water tower at the terminus of Enterprise Drive are not presently served with sewer and water facilities. The land north of the water tower is somewhat isolated, and may be better suited for other non-industrial uses.

Developed more than three decades ago, the Hastings Industrial Park does not reflect contemporary design standards for business and industrial parks, particularly in the metro area. Businesses investing in a new facility may be concerned about how the appearance of the Industrial Park may impact their corporate image with customers and prospective employees. It may be difficult for businesses to invest in higher value buildings and appearance if similar values are not apparent in the vicinity.

Location, Transportation and Economic Development

Hastings is located in the southeast corner of the Twin Cities metro area. This location is significant because of its position relative to major transportation assets and major market areas.

The major market areas in North America are located to the south and east of the Twin Cities. Highway corridors from the Twin Cities to these markets include I-94 east toward Milwaukee/Chicago or southbound I-35 and MN (TH) 52. The southbound routes have the advantage of connecting more directly to the east-west network of Interstates (I-90, I-80, I-70, etc.), providing the option of moving east while avoiding Chicago and moving south and west most efficiently.

The I-35 Corridor from Lakeville north through Minneapolis is highly congested; significant improvement in traffic movement is not anticipated in that corridor. East-west traffic on I-494 east of the Minnesota River and south on MN (TH) 52 is still relatively unimpeded.

Location of the Flint Hills Refinery will continue to impact land use along MN (TH)52 and MN (TH) 55, approximately 7.5 miles west of Hastings in Rosemount. Since the area is not desirable for housing development, large open tracts have not been developed and offer significant potential for transportation/warehousing as well as manufacturing and processing facilities.

This area has two other transportation assets – rail service and proximity to Minneapolis-St. Paul International Airport (MSP).

Currently there is significant interest in the City of Rosemount to develop an air cargo facility southeast of the intersection of MN (TH) 52 and County Road 42, in the Pine Bend area. On December 30, 2006, the City of Rosemount submitted an application to the Greater Metropolitan Foreign Trade Zone to serve as the host facility for a regional distribution center that would centralize handling of cargo to be flown to international destinations. If selected, the facility is targeted for opening in 2010. The facility would centralize handling and security measures for international trade and could benefit Minnesota businesses that sell goods in foreign markets.

The Pine Bend area of Dakota County has been of interest for a number of years for the logistics industry. In the mid-1990s the Minnesota Intermodal Railroad Terminal Facility (a public/private partnership made up of representatives from Burlington Northern Santa Fe, CP Rail System, Union Pacific, the Minnesota Department of Transportation, and the Metropolitan Council) investigated the need and opportunity to create an intermodal facility, known as MIRTTS. Increased energy costs, a shortage of truck drivers, and increased safety regulations for the truck driving profession make intermodal transportation (truck trailers riding on railcar flatbeds) a competitive option.

The preferred location for an intermodal “lift” facility in Minnesota was in Dakota County on the University of Minnesota land area near MN (TH) 52, just south of MN (TH) 55. There was interest in such a facility because existing intermodal facilities like the Burlington Northern Santa Fe facility in the Midway area of St. Paul are physically constrained. Rail service at the Dakota County site provided an option for Minnesota shippers to transport goods more directly to the south and west, without going through intermodal facilities in Chicago. An efficient intermodal hub can make Minnesota shippers more competitive by reducing transportation time and costs. (For additional information on the need for an intermodal facility serving the Twin Cities market, see <http://ntl.bts.gov/DOCS/need.html>).

A principal limiting factor for the MIRTTS facility was the expense of upgrading a bridge across the Mississippi. While interest in the facility waned for several years, there is apparently a revival of interest in such a facility due to energy costs and continued growth of the Twin Cities market.

Hastings’ location just east of this likely concentration of transportation, warehousing, and logistics industry activity helps define the market opportunity for commercial and industrial growth in Hastings.

Downtown Revitalization

The historic area of downtown Hastings and its location on the Mississippi River distinguish Hastings from most other communities in the greater Twin Cities region. Preservation and enhancement of these assets can provide a competitive economic advantage to Hastings over time. The addition of boat slips on the Mississippi near downtown and the growth of the downtown Saturday Night Cruise-in Car Show from 100 cars to over 700 cars per night reflect a growing interest and potential to build the visitor industry downtown.

The business mix downtown is currently oriented toward local consumers, although several businesses serve the visitor industry. The H D Hudson Manufacturing Company facility just west of the US(TH)61 bridge crossing occupies a riverfront site that offers potential for enhancing downtown, strengthening sight lines and access to the river, and providing an opportunity for train enhancements between Lake Rebecca and Jaycee Parks to downtown.

The current US (TH) 61 bridge is a 2-lane bottleneck connecting to a 4-lane highway on either side. A new four lane bridge is scheduled to begin construction in 2010. The bridge “landing” in historic downtown Hastings will have significant traffic, aesthetic, and economic impacts; thoughtful design will be critical.

Development of Red Rock Corridor commuter rail service is not expected until after 2020. Thoughtful transit-oriented design in and near the station will be critical to minimizing the negative impact of parking and traffic while maximizing the social, aesthetic, and economic impacts.

Vermillion Street Corridor

The *Vermillion Street Corridor Development Guidelines* were developed by the Hastings Economic Development Commission and Damon Faber and Associates in 2008. The purpose of the Guidelines are “to improve the economic vitality and market position of the Vermillion Street corridor by developing a long term vision based on a unified approach to improve business viability, visual image, transportation, and pedestrian safety.”

Key economic development elements of the Guidelines include the following:

- Business location should be related to the need for visibility, generated traffic volume, and ability to provide safe and convenient access.
- High concentrations of business activity and buildings at controlled intersections is desirable.
- Controlled intersections are preferred for businesses most dependent on convenient access, visibility, and generation of traffic volume. Areas between controlled intersections are preferred for destination businesses less dependent on convenient access and visibility with lower traffic volumes

A series of mixed-use development nodes at four controlled intersections – 11th, 15th, 18th, and 23rd Streets are depicted. Convenience retail would be located on the main floor at these development nodes, with office or residential uses upstairs. Concentrating retail on all four corners of the development nodes can create a synergistic effect, strengthening business activity at the node.

Approximately 30,000 vehicles per day use Vermillion Street and traffic is projected to increase to 40,000 vehicles per day by 2020. Safety is already an issue, with over 100 accidents per year in the study segment of the corridor.

Clearly these traffic volumes are attractive to businesses. However, from the perspective of moving an increased volume of traffic safely and efficiently through the corridor, there is a need to reduce turning movements and access to commercial properties along the corridor. Successfully resolving the tension inherent in this situation will be a significant redevelopment challenge for the community.

Organizations

Economic development initiatives to strengthen job opportunities and the city's tax base have long been important to Hastings. The Industrial Park Board was established in the 1970s and provided guidance to the development of the Hastings Industrial Park. The City established an Economic Development Commission (EDC) in 2003, which is appointed by the City Council; the Industrial Park Board was dissolved when the Economic Development Commission was established.

The Housing and Redevelopment Authority (HRA) was also established in the early 1970s and has focused on downtown redevelopment, employing tax increment finance, loans and grants for building rehabilitation, and site acquisition/clearance and land assembly as tools in the redevelopment process. The "Main Street" model – with its focus on active business participation, together with economic restructuring, design/appearance, and marketing/promotional activities – has been employed in the downtown revitalization efforts.

The newly established Hastings Economic Development Authority will begin meeting in 2009. The Authority will replace the HRA and EDC continuing on the strong foundation laid by those agencies.

The Hastings Chamber of Commerce is an active participant in the City's redevelopment and economic activities.

The Dakota County Community Development Agency (CDA) is responsible for public housing in Hastings. Together with other county departments and agencies, the CDA recently completed an economic development strategy that clarifies the role of the county in support of economic development. Pending final approval of the plan in May 2007, additional cooperation and support for local economic development activities may be available from the county in the following areas:

- Brownfield remediation and redevelopment
- Coordination of county road infrastructure with opportunities to develop business and industrial parks
- Transit-oriented development

Major Economic Development Issues

The major economic development issues are described below. Issues are questions to be discussed, debated and resolved during the planning process.

- 1. Local Employment Opportunities:** What are the implications of the potential large-scale transportation-related development projects (air cargo and MIRTS) in the Highway 52 corridor? What is the probability that the projects will occur? Which employment sectors does Hastings want to target or avoid for growth and diversification? What assets and competitive advantages can Hastings promote that are important to the targeted sectors?

Hastings needs to grow its commercial/industrial tax base to maintain a balance between residential and commercial/industrial tax base. Significant growth in population without growth in head of household employment opportunities will increase the proportion of people commuting out of the community; depending upon the length of the commute, this can have serious implications for family time, community engagement, and volunteerism.

- 2. Business and Industrial Parks:** Is there value to redevelopment and/or other revitalization initiatives to improve the image of the Hastings Industrial Park? Where could future business and industrial parks be located? What is the market niche for the remaining 60 acres in the existing Hastings Industrial Park? Is there an opportunity to encourage development of a Business Park that will address a different market niche? Will either niche compete with infill and redevelopment downtown and along the Vermillion Street Corridor or will it complement redevelopment activities? Are adjacent land uses compatible with future business or industrial park locations? Is appropriate sewer, water, and transportation infrastructure available? Is there sufficient market demand to attract private sector investment, or should the City/EDA play a role in acquiring and holding land for a business/industrial park?

Hastings needs competitive, well-served business or industrial parks in order to attract high quality employment opportunities and expand its commercial/industrial property tax base. Appropriate locations with good transportation access to MN(TH) 52 and excellent sewer, water, and telecommunications services need to be reserved for future development. Careful consideration of overall community goals, economic development goals, and the expression of those goals in guiding land development and economic development initiatives is critical to the community's economic future.

- 3. Organizing for Economic Development:** What significant economic development initiatives are anticipated in the next 5-10 years? Does the community have the appropriate organizational capacity to undertake these initiatives? If changes are needed in organizational capacity – what is the role of the public sector? – what is the role of the private sector? What human and financial resources are needed to enable the community to achieve its economic development goals?

Strong organizational capacity will continue to be needed to sustain the downtown revitalization momentum and address emerging issues and opportunities related to the Red Rock Corridor and bridge crossing.

In the area of business and industrial park development, the role of the public sector and the role of the private sector could be examined by the Economic Development Authority if they seek to encourage the creation of a Business Park with higher building standards and ready access to MN(TH)52.

Implementation of the Vermillion Street Corridor Development Guidelines will require significant organizational capacity. The City or its EDA may want to examine the application of the “Main Street” model to commercial corridor revitalization, to engage the private sector, and encourage finer-grained market and physical planning at the various nodes identified in the Master Plan.

Economic Development Plan

Goal 1 – Business and Industrial Parks

Maintain a balanced and competitive inventory of business and industrial sites with excellent infrastructure, telecommunications capacity and transportation access.

Objectives

1. **New Business or Industrial Park:** Develop or encourage development of a business park on the western side of Hastings, with excellent east-west truck access to major north south routes from the Twin Cities metro area. Analyze the market in the SE metro, including the possible air cargo and MIRTS projects in the Pine Bend area to determine the appropriate market niche for a business/industrial park on the western edge of Hastings.
2. **Hastings Industrial Park:** Prepare a long term capital improvement plan for maintaining and upgrading the Hastings Industrial Park including upgrading Spiral Boulevard and other improvements to the park, including entrance features, signage, lighting, and landscaping improvements.

Over the next 20 years, redevelopment of some parcels may be appropriate. Develop a plan for identifying appropriate parcels and financing redevelopment.

Plan all or a portion of the remaining 60 acres in the existing Hastings Industrial Park for smaller construction or service related businesses (e.g., electricians, water conditioning service firms, carpet cleaners) which do not require high visibility, and do not generate significant semi-trailer truck traffic.

3. **Development Standards:** For new business/industrial parks or new sections of the existing industrial park, establish design and development standards that:
 - Reflect the specific market niche of the business/industrial park
 - Create a quality image for the property owners and the City of Hastings;
 - Foster strong tax base density; and
 - Are appropriate and competitive in the regional market context.
4. **Land Sale and Financial Incentive Guidelines:** For city owned business/industrial parks; periodically review land sale and financial incentive guidelines to reflect community employment and tax base goals and market considerations.

Goal 2 – Vermillion Street Corridor

Support economic revitalization of the Vermillion Street Corridor.

Objectives:

1. **Businesses and Property Owners Participation:** Implement the *Vermillion Street Corridor Development Guidelines* (2008), which seek to improve the long-term economic viability and market position of the corridor. The plan outlines economic development, land use and transportation goals. It recommends long-term changes to concentrate access and commercial development near intersections with existing or planned (18th and 23rd Streets) signals. Less intensive commercial or residential development is planned for areas between signalized intersections.
2. **Revitalization Tools and Programs:** Identify financial and technical assistance tools that will stimulate business and property owner investment in corridor revitalization. Identify public infrastructure investments and incorporate into capital improvement plans. Seek funding from appropriate entities.

Goal 3 – Transportation and Telecommunications Infrastructure

Support and facilitate strong telecommunications and transportation infrastructure to all local centers of economic activity - business, industrial and office areas.

Objectives:

1. **Access to Business and Industrial Parks:** Work with transportation partners (e.g. Dakota County, MnDOT) to encourage excellent access to business and industrial parks, addressing issues such as high quality east-west access across Dakota County, truck access, load limits, and turning lanes.
2. **Red Rock Commuter Rail:** Participate in planning and lobbying efforts to support development of Red Rock Commuter Rail service and associated transit oriented development in downtown Hastings.
3. **Support for Telecommunications Lines, Antennae, and Wireless Devices:** Ensure that easements are made available to support state-of-the-art telecommunications, especially to centers of economic activity.

Goal 4 – Economic Development Services

Objectives:

1. **Retention and Expansion of Local Industry:** Place a priority on the retention and expansion of existing industries and major employers. Maintain strong communication and relationships with existing industries and business organizations like the Chamber of Commerce.
2. **Community Information:** Organize and update information on the local economy, gathering and tracking development statistics, demographics, employment statistics, traffic counts, and data meaningful to developers and site locators. Work with the Chamber of Commerce and other partners to provide high quality information to businesses and developers.

Goal 5 – Changing Economy and Marketplace

Periodically review and update economic development strategies, policies, investments, and programs to respond to changing economic conditions and opportunities.

Objectives:

1. **Development Areas:** Monitor local and regional development trends and absorption rates; adjust development strategies, policies, and investments to maintain a diverse and competitive inventory of development sites and buildings.
2. **Incentive programs:** Monitor changing economic conditions and regional trends; review and update economic development finance, incentive, and technical assistance tools. Target incentives to businesses that provide higher wage jobs with benefits.
4. **Organization:** Periodically review how economic development programs at the city are organized and delivered; adjust to reflect changes in economic conditions or community priorities; identify opportunities to deliver services more effectively and efficiently.
5. **Accountability:** Update performance measures for the various economic development programs, using criteria such as private investment leveraged, number of jobs, increase in tax base, acres of brownfield cleaned up, and number of façades upgraded. The performance measures will be used to quantify the accomplishments and impact of the EDA.
6. **Customer Service:** Review the City's development and regulatory functions to ensure there is a positive focus on customer service, while ensuring compliance of the city's development standards and regulations.

7. **Regulatory Environment:** Periodically examine the City's policies and regulations to identify any which may put the community at a competitive disadvantage.
8. **Communication:** Communicate regularly with key stakeholders and the general public regarding economic development issues, opportunities, goals, progress and impact.