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 **Edina**  
CHAMBER OF COMMERCE



EDINA CHAMBER OF COMMERCE  
EDINA, MINNESOTA

# ECONOMIC DEVELOPMENT IN EDINA STAKEHOLDER ENGAGEMENT ANALYSIS

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January 2017

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# ECONOMIC DEVELOPMENT IN EDINA STAKEHOLDER ENGAGEMENT ANALYSIS

Edina, Minnesota, USA

**Prepared for the Edina Chamber of Commerce**

This report presents an analysis of Stakeholder Engagement on the topic of economic development in the city of Edina, Minnesota, USA. This report has been produced as part of the development of a long-term economic development strategy initiated by the Edina Chamber of Commerce.

**January 2017**

PREPARED BY:

future→iQ



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## 1.0 INTRODUCTION

This report represents a glimpse into the thinking of Edina business and community members surrounding the concept of economic development and their opinions about what should be done to further economic development in Edina. Future iQ was contracted by the Edina Chamber of Commerce to develop an economic development strategy that the Chamber could use to guide its role in the economic activities of the region, and more specifically to attract, retain and expand the business sector in Edina. This project follows on from the City's Vision Edina project that was completed in 2015. Among several recommendations emerging from the final strategic vision framework was the recommendation that 'Edina should support the development of a start-up or entrepreneurial climate in the city, and bring together key stakeholders to develop an integrated economic development strategy.'

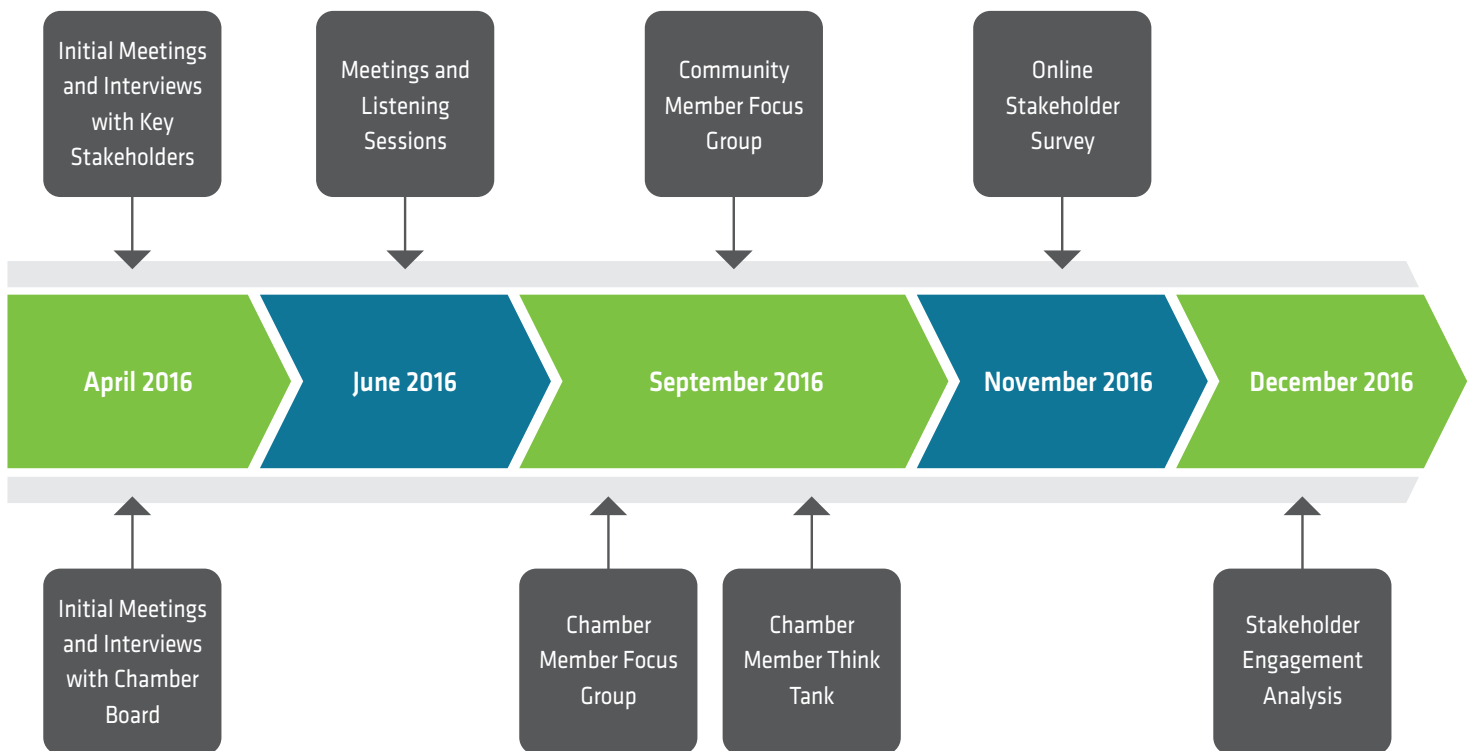
In order to build a strategy that is supported by both the business sector and the broader community, the Edina Chamber of Commerce embarked on an intensive participatory stakeholder engagement process involving interviews, meetings, listening sessions, focus groups, a Think Tank, and an online survey. This engagement was intended to create the foundation of support upon which a more targeted economic development strategy could be developed to guide the Chamber's economic development action over the next ten years.

Specific dates of engagement were as follows:

- Initial Stakeholder Interviews and Meetings with the Retail sector and Chamber members (18 – 19 April 2016)
- Edina Chamber Meetings and Listening Sessions (June 2016)
- Focus Group - Edina Chamber of Commerce (13 September 2016)
- Focus Group – Community Members (14 September 2016)
- Edina Chamber Think Tank (27 September 2016)
- Edina Economic Development online survey (21 – 30 November 2016)

This report outlines the project's stakeholder engagement process and provides a compilation of findings, analysis and conclusions that may be used to support the development of a comprehensive economic development strategy for the Edina Chamber of Commerce. From the beginning of this process, it was evident that there is tremendous support for the Edina Chamber of Commerce, in collaboration with the City, to serve in the role of facilitator and convener of business activity in the city. Of particular interest is the alignment of the input of this project's stakeholder engagement to that of the Vision Edina engagement in 2014, particularly in the areas of industry cluster development, nodes and modes, and connectivity. This alignment provides continuity to the city's vision and clear direction for an economic development strategy for the Edina Chamber of Commerce that is supported by the community.

## TIMELINE: KEY DATES FOR STAKEHOLDER ENGAGEMENT





## 2.0 APPROACH AND METHODOLOGY

Future iQ uses a people-focused community engagement approach that emphasizes broad and deep participatory engagement methods in order to create collaborative environments that produce aligned visions of the future. For this project, various engagement methods were used including meetings and interviews, focus groups, a Think Tank, and an online survey. The methodology was an extension of the Vision Edina scenario planning think tank and community workshops that sought to build a community vision that could be used to guide the City's Comprehensive Plan process in 2017-2018. Below is a brief summary of what each method entailed followed by the Key Findings in Section 3.0.

### 2.1 INITIAL MEETINGS AND INTERVIEWS

The project began in April 2016 with initial meetings and interviews with Edina Chamber of Commerce members and retail sector stakeholders in Edina. Approximately 30 people participated in the initial meetings and interviews. These meetings were arranged by the Edina Chamber of Commerce and were intended to introduce Future iQ to key stakeholders to build rapport and a better understanding of the prevailing community dynamics, concerns, issues and expectations.

Four specific questions were addressed at the April meetings:

1. What do you think the economy in Edina could/should look like in 10-20 years?
2. What can we be doing differently or what do we need to be doing for economic development?
3. What do you think is the most important and impactful role the Edina Chamber of Commerce can play – next year? 10 years?
4. How might we need to organize and structure to optimize and maximize our impacts?

In response to these questions, participants at these meetings and interviews highlighted the importance of the following that were used to inform the further investigation in the focus groups, listening sessions and Think Tank.

- The Chamber needs to quarterback to bring in views, thoughts and perspectives and serve as a resource for businesses
- There is a need for convening and thought leadership, in order to move from vision to action
- There is a need to engage the entire community in the project
- The need for school district involvement in order for students to be trained in the new economy
- The economic drivers were identified as medical, corporate, upscale retail and technical sciences
- There is a need for the succession of housing and families
- Remaining a smart and connected community
- It is important to know where Edina's visitors are coming from
- There is a need for Destination Marketing

## 2.2 LISTENING SESSIONS

In June 2016, Future iQ engaged Edina Chamber of Commerce members in two listening sessions – one with Chamber Board members and one open to all Chamber members. A combined 25 people attended both sessions. The purpose of these listening sessions was to ascertain what Chamber members considered important for the project both in terms of goals and objectives, and how to engage community and business participation in the project.

In particular, Chamber participants highlighted the importance of the following:

- The need to build a common language around the term 'economic development'
- There is a need for more services to the community
- The need to ask more about what businesses need and the types of organizations Chamber members want to interact with
- Businesses need to be 'good citizens' and join the Chamber; and see value in membership
- What will be the future shape and form of the community of Edina vs. the Twin Cities and Midwest in general
- It is necessary to engage the significant number of people who leave Edina to work elsewhere
- In terms of opportunities, city planners should retain the city's charm by using conscious planning
- The need for the end plan to address the best way to create a vibrant economic development ecosystem for Edina

## 2.3 FOCUS GROUPS

Future iQ conducted two focus group sessions on September 13th and 14th, 2016. Focus group sessions are used by Future iQ to introduce and explore ideas and strategies that have been identified as priorities pertaining to a given project. For this project, Future iQ used the input from the initial meetings, interviews and listening sessions to formulate the questions addressed in the focus group sessions. The questions were the same for both groups in order to provide continuity and a direct comparison of responses.

Approximately 40 people combined attended the September focus group sessions. The September 13th session was held specifically for Edina Chamber of Commerce members. The September 14th session included Vision Edina engagement participants, City representatives, Rotary members, and other representatives from the business community. The sessions were approximately 1.5 hours in length and were held in the evening so as not to conflict with participants' regular work hours.



The following focus group questions informed the key findings of the project:

1. When I say 'Economic and Business Development', what do you think that means in Edina?
2. How important do you think 'Economic and Business Development' is for Edina's future? Why?
3. If Silicon Valley is the technology center for the country, what do you think Edina should be the center for in 10-15 years?
4. If Edina was to develop a new business campus / park, what kind of businesses and jobs do you think should be there?
5. How important do you think it is for people to be able to live AND work in Edina? Why?
6. Who do you think are currently the primary players in Edina's economic development ecosystem? And who should be?

## 2.4 EDINA CHAMBER OF COMMERCE THINK TANK

The Edina Chamber of Commerce Think Tank was held on September 27, 2016 and was the final in-person participatory engagement event held for this project. Future iQ used the Think Tank to bring key stakeholders together to build an aligned vision for the future. The Edina Chamber Think Tank was comprised of a selected group of approximately 30 key Chamber stakeholders who participated in the half-day session.

The workshop program included:

- Review of important trends, background research and stakeholder networks
- Identification of key drivers shaping economic development which were brought forth in the initial meetings, interviews and focus groups
- Development of detailed narratives and descriptions of potential economic development scenarios for the Chamber
- Examining the impact and consequences of potential decision making paths for economic development in Edina
- Identifying preferred futures and critical action steps

The following questions were explored at the Edina Chamber Think Tank:

1. Interviews, surveys and focus group sessions have all supported developing 'nodes and modes' approach. Where should these be? How do we develop them?
2. The top industry clusters identified to pursue are Medical (Biotech/Life Sciences/Healthcare); Quality Retail, Professional Services (Financial, Real Estate, etc.), and Education – with an overlay of innovation. Where should the industry clusters ideally be located?
3. How do you think the Chamber and City could go about ensuring future development matches the stated 'style' identified by the Edina citizens (vibrant, integrated and connected, campus style, etc.)?
4. What types of companies should we target to progress this avenue of economic development?
5. What do you foresee as the key roles of the Edina Chamber of Commerce in economic development in the City?

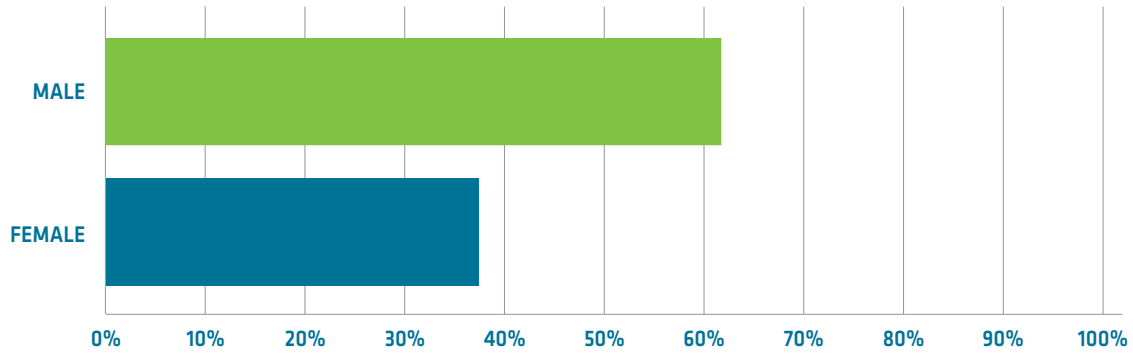
## 2.5 DATA COLLECTION AND ONLINE STAKEHOLDER ENGAGEMENT SURVEY

Following the in-person engagement activities, Future iQ prepared an online Stakeholder Engagement Survey to allow for additional broad based participation into the process. The survey link was sent to recipients in November 2016, and remained open for approximately 1.5 weeks. In all cases, expertly designed survey instruments captured stakeholder perspectives, visions and priorities. The surveys examined appetite for change, and sensitivity to a range of future shaping themes, identified in the initial interviews, meetings, focus groups and Think Tank. In addition to the quantitative analysis, each Stakeholder Engagement Survey was accompanied by an open-ended response section. The qualitative responses were analyzed, enabling an exploration of stakeholders' perspectives at a deeper level on key issues and topics and are included in the key findings.

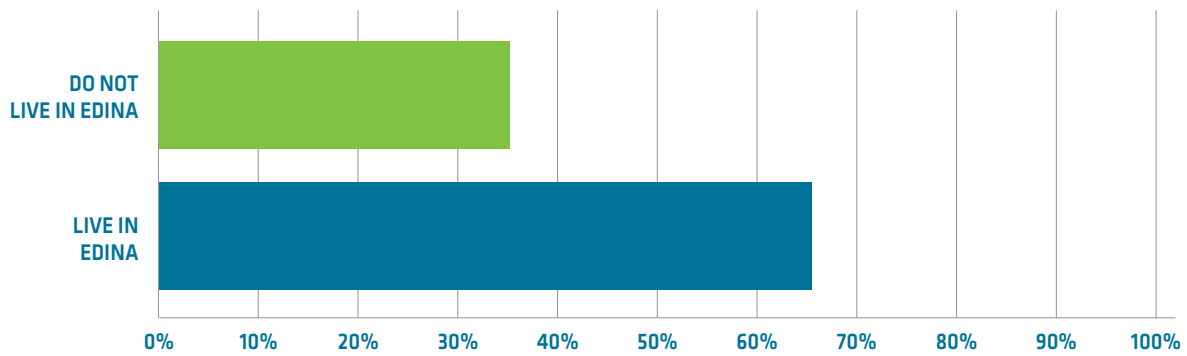
The Stakeholder Engagement Survey collected responses from 100 individuals. It was sent to a representative sample of approximately 1,000 individuals who live and/or work in Edina. Recipients included Vision Edina engagement participants as well as Edina Chamber of Commerce and Rotary members and others who have a direct business connection with Edina (i.e. business owners). Following are the specific questions from the Stakeholder Engagement Survey (filtering questions regarding gender, etc. are omitted from this list, but are shown in graphs below):

1. How important do you think it is to have a shared vision for the future of Edina?
2. What does the term 'economic development' mean to you?
3. How important do you think economic development is for Edina's future?
4. Based on input from interviews, meetings, focus group sessions and the think tank workshop about wanting to develop nodes and modes in Edina, where do you think they should be?
5. List the top three nodes/modes areas in Edina that you think should be priorities.
6. What types of companies should Edina target to progress Edina's economic development?
7. The following five industry clusters have been identified as Edina's most significant industry clusters. Please rate the importance of each industry cluster.
8. Would being part of an industry cluster help your business in Edina?
9. If yes, which industry cluster would help your business in Edina?
10. Connectivity was a recurrent theme in the focus groups and think tank. In terms of ease of access, walkability and local transportation issues, how would you like Edina to be 20 years in the future? Please select your preference on the following continuum.
11. Do you think Edina should be more proactive in its economic development?
12. Do you think economic development in Edina needs to have a more structured plan and approach?
13. If yes, please give more details as to how this can be achieved.
14. Are there any additional comments that you would like to add about economic development in Edina?

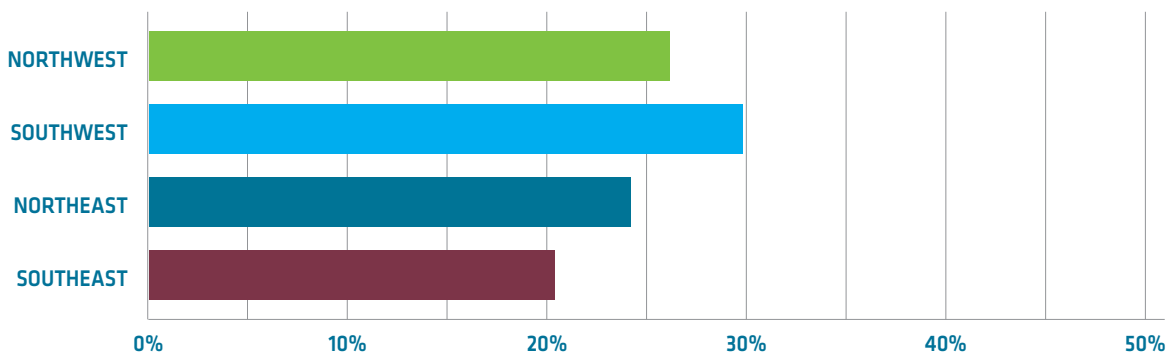
## DEMOGRAPHICS OF SURVEY PARTICIPANTS:



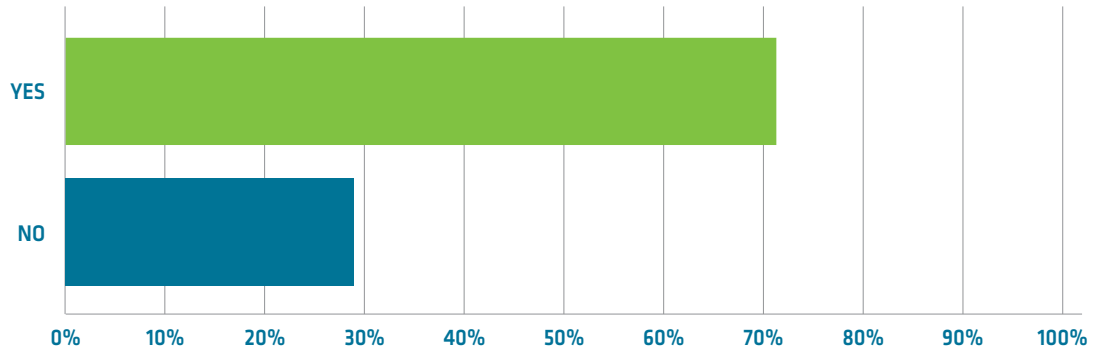
## PARTICIPANTS WHO LIVE IN EDINA:



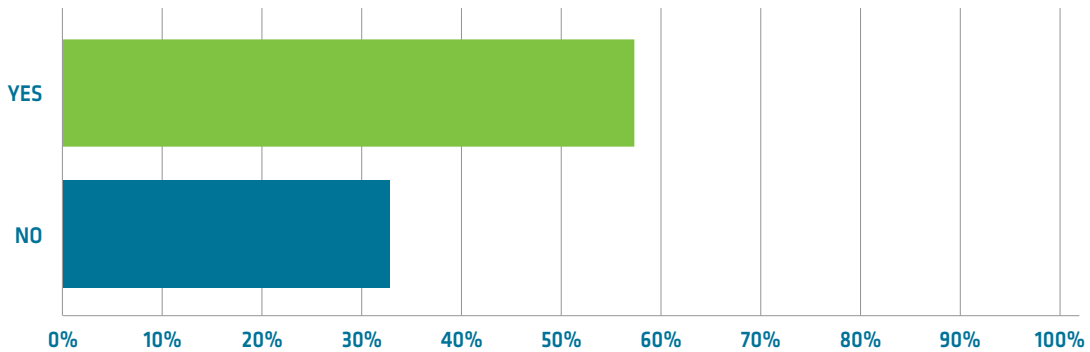
## AREA OF EDINA IN WHICH PARTICIPANTS LIVE:



### PARTICIPANTS WHO WORK IN EDINA



### IF THE PARTICIPANT WORKS IN EDINA, IS THEIR BUSINESS A MEMBER OF THE EDINA CHAMBER OF COMMERCE?





## 3.0 KEY FINDINGS

### 3.1 ROLE OF ECONOMIC DEVELOPMENT IN EDINA

It became clear from the initial meetings and interviews that community and business stakeholders in Edina had varying understandings of the meaning of the term ‘economic development’. Given these discrepancies, Future IQ’s recommendation to the Edina Chamber of Commerce was to explore this concept and incorporate the various definitions into the broad based economic development strategy for the Chamber. This broad based understanding of economic development is intended to be inclusive and provides for a cohesive strategy going forward. The engagement processes focused on three areas in order to obtain this information: the meaning of economic development, the importance of economic development and how people thought economic development should be used to position Edina for the future.

#### 3.1.1 THE MEANING OF ECONOMIC AND BUSINESS DEVELOPMENT IN EDINA

This question was asked in the initial stakeholder interviews, both focus group sessions and the online stakeholder engagement survey.

Economic and business development, as outlined in the initial Chamber member meetings and interviews concentrates on several key themes that support the attraction and retention of businesses in Edina. For Chamber Focus Group participants, economic development is seen as affecting marketing decisions, employment growth, adaptation of land use and residential development, as well as tourism development. Economic development is seen as a positive tool in building a strong foundation with which to leverage Edina and connect its people and neighborhoods.

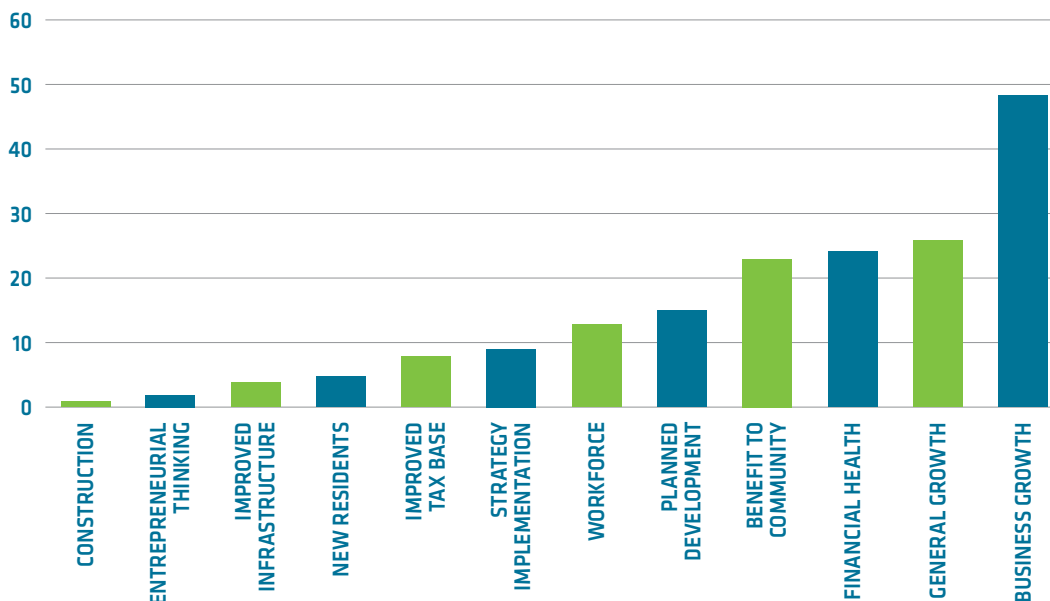
Community members reiterated these points, however they also considered economic and business development to center around key themes that contribute to Edina’s reputation as a great place to live and work. They mentioned a strong diversified tax base and business community, and the leveraging of Edina for purposeful, balanced residential and commercial development.

Meaning of Economic and Business Development In Edina	Chamber	Community
Attraction and Retention of businesses	X	X
Leverage of Edina and its neighborhoods identity	X	X
Employment Growth	X	X
Strong Diversified Tax Base		X
Diverse Business Community		X

Meaning of Economic and Business Development In Edina (Continued)	Chamber	Community
Filling or Removing empty buildings		X
Adapting land use	X	
Residential Development	X	
Population Growth	X	
Tourism	X	
More Green Spaces	X	
Marketing Edina	X	

Survey respondents felt that the term Economic Development primarily stood for business growth, overall growth, financial health and benefits to the community. Planned development and workforce issues were also considered important.

## What does the term 'economic development' mean to you?



## Example Quotes from Respondents:

- Economic development means opportunities for growth/increased density that improve the tax-base, provides jobs and/or housing, and increases community well-being.
- Intentional and “planet-friendly” growth
- Assuring future viability of the community – livability, attractiveness to residents and businesses, future fiscal integrity and strength
- Edina should continue to leverage the things that make Edina ‘Edina’; about building on our attributes
- Leader in economic development; dynamic community; start ups
- Being purposeful in attracting and retaining businesses to be economically viable
- It’s about staying relevant and bringing people to the area
- Increased walking areas and green spaces and businesses
- Ease of transportation is important

- *Growing jobs, creating opportunities for business success and having a strong diversified tax base*
- *Healthy balance between keeping residential and commercial strong and professional services*
- *Strong tax base helps school district have strong and reliable funding source*
- *Changing land use and rezoning*

### Implications:

Economic development is clearly seen as a concept to be used when describing a strategy that promotes business growth and overall planned development in Edina. Economic development is seen as a positive term that encourages the development of overarching policies that benefit the entire community and supports intentional planning for future-thinking options that will maintain Edina's sense of character while at the same time anticipating the needs of future generations.

### 3.1.2 THE IMPORTANCE OF ECONOMIC AND BUSINESS DEVELOPMENT IN EDINA

The fundamental question regarding the importance of economic and business development was asked in the initial stakeholder interviews, both focus group sessions and the online stakeholder engagement survey.

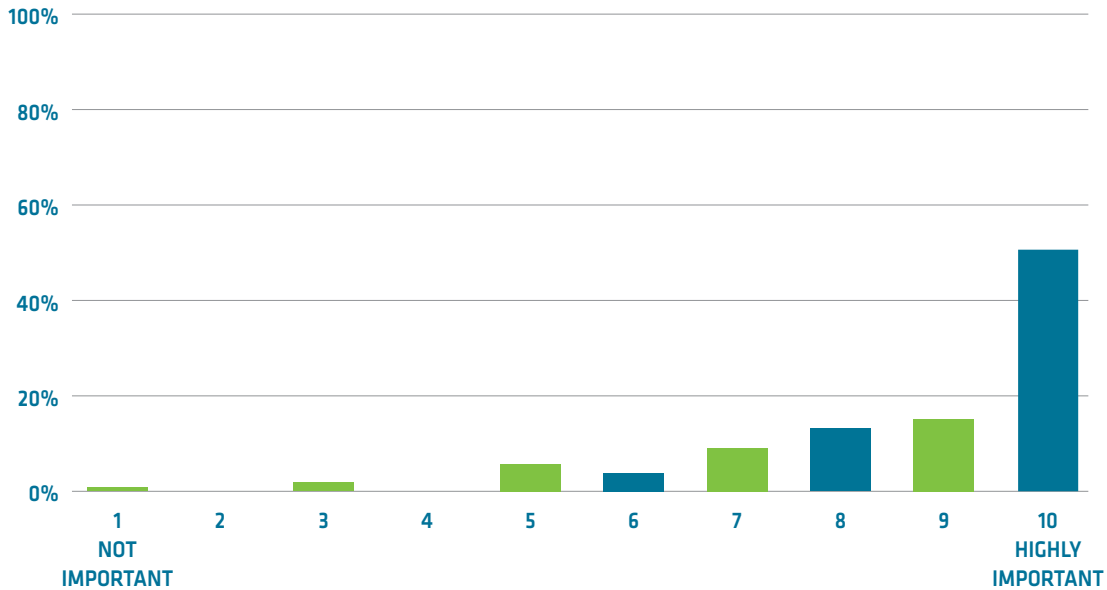
The initial Chamber member stakeholder interview and focus group participants found economic and business development to be very important for the city of Edina. It is considered necessary to attract new residents, keep the community lively and relevant, and address generational transitions within the city. Economic development is seen as an important factor in balancing residential and business concerns.

Community members viewed economic and business development in Edina as crucial to retaining relevance and attracting new residents and businesses. As a first-ring suburb, it was recognized that Edina has become a hub of the Twin Cities and economic development is necessary to attract young families to an excellent school system including superb parks and roads. Community members also felt it important to balance residential and business needs, highlighting aesthetics and quality of life.

Importance of Economic and Business Development for Edina's future	Chamber	Community
Attraction of new residents	X	
Need for people to live and work in Edina		X
Balance of Business and Residential	X	X
Diversity of ages changing face of Edina	X	X
Necessary to keep lively, relevant community	X	X
Retain aesthetics of business fronts		X
Relation employment to Quality of Life		X
Need it for education, parks and roads		X
Growth of community, property values and quality of resident	X	

Survey participants reacted strongly to this question with almost 90% viewing economic development as important to Edina's future.

## How important do you think economic development is for Edina's future?



### Example Quotes from Respondents:

- *Very – to grow your community, property values, quality residents*
- *Extremely important to support quality of life, programs and to maintain reputation; Gives us the funds to maintain all of these*
- *Better businesses means better homes and people who live here want to shop and eat in Edina*
- *Development is important because it attracts new families and new life to the city*
- *Business is the lifeblood of a community. Education is the draw, but economic development is what allows that to be successful*

### Implications:

Economic development is seen by business and community stakeholders as critically important in maintaining Edina's relevance going forward. It is considered the financial lifeblood of the community and is crucial to support the quality of life and programs available to residents and community members.

## 3.1.3 A PROACTIVE APPROACH TO ECONOMIC DEVELOPMENT

Variations of the question about what the Edina economy should look like in the next 10-15 years were explored in the initial meetings and interviews, the Chamber and Community focus group sessions, and the Edina Chamber of Commerce Think Tank session.

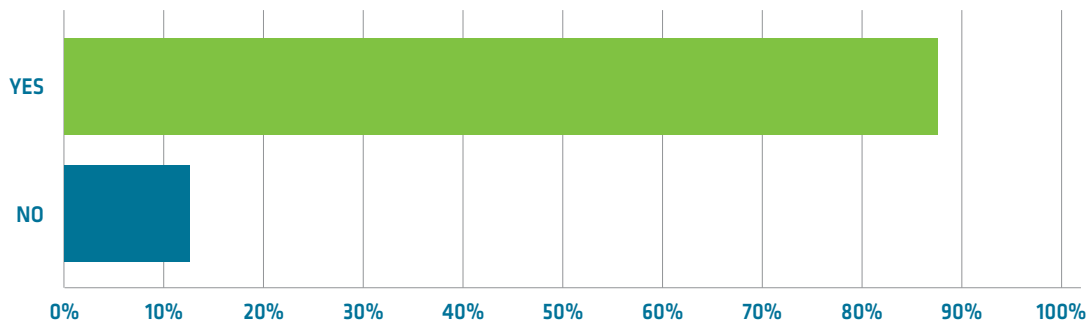
Chamber participants considered four industry areas to be potential centers of focus for economic development in Edina: healthcare/medical, retail, tourism and education. Community members considered Edina to already be a center of excellence for education (K-12), medical services and housing and would like to see a continuance and development of excellence in these areas. Community participants also considered retail and an innovation hub to be priority areas for development.

<b>Silicon Valley is technology center for country - what will Edina be center of in 10-15yrs</b>	<b>Chamber</b>	<b>Community</b>
Medical Hub	X	X
Retail Shopping	X	X
Tourist Attraction	X	
Superior Education	X	X
Shared Work Spaces		X

Survey respondents were asked a series of questions in relation to Edina's current and anticipated economic development. Respondents were specifically asked for ideas on how Edina could begin planning a more structured approach to economic development.

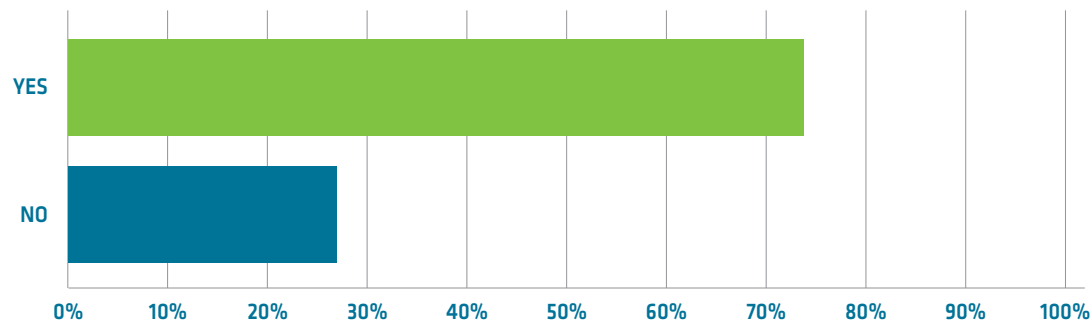
Almost 90% of respondents felt that Edina should be more proactive in its economic development.

## Do you think Edina should be more proactive in its development?



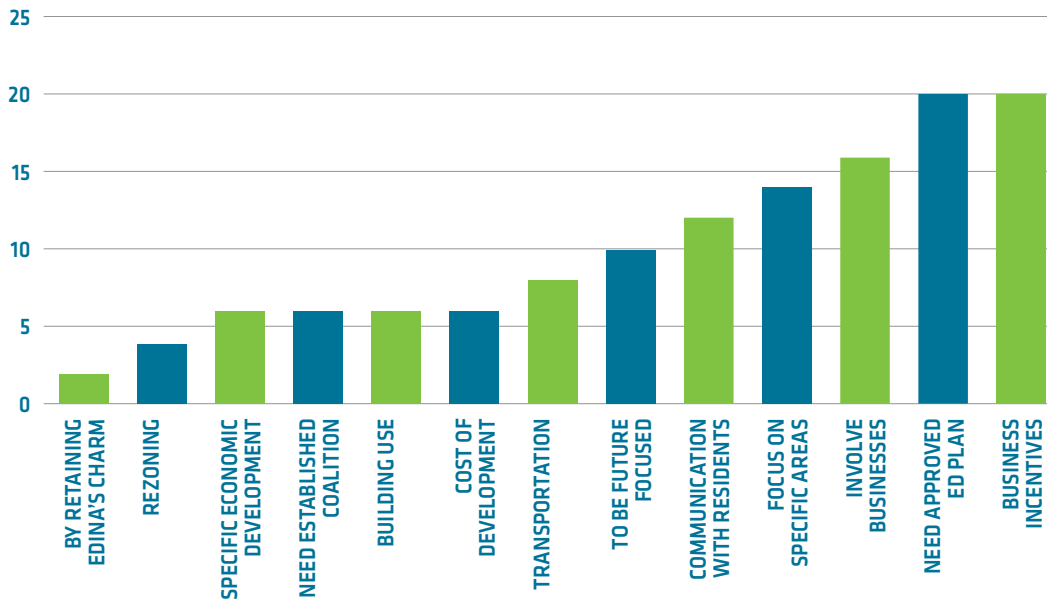
Over 75% of respondents felt that economic development in Edina should have a more structured plan and approach.

## Do you think economic development in Edina needs to have a more structured plan and approach?



A number of ideas were suggested as to how economic development in Edina could achieve a more structured plan and approach. Business incentives, an approved economic development plan, business involvement, focusing on specific areas, communication with residents and a future-focused approach were seen as the key ways to achieve this type of planning.

**If Yes, please give more details as to how this can be achieved.**



## Example Quotes from Respondents:

- Reason to cross the street
- Superior education
- Retail and healthcare
- Healthcare –destination location vs. Rochester
- Center of Excellence – Excellence in schools, medical and housing
- Quality of Life – to lots of different people, each person 'getting what they need'
- Entrepreneurship – because we don't know what the next big thing is, we need an atmosphere that fosters entrepreneurs
- Knowledge economy – very educated, professional workforce
- Wellness community center – to provide for self sufficient measured lifecycle
- Hub of innovation – business incubator
- Work/Eat/Shop. A system where people come and shop – services are close by and full set.

## Implications:

Business and community stakeholders clearly indicated an inclination towards a participatory planned development approach that will propel Edina towards growth and innovation over the next 10-15 years. The concept of excellence in all areas, and especially in the areas of medical/healthcare, retail, education, tourism and housing needs to be maintained and the element of community participation in planning is essential.

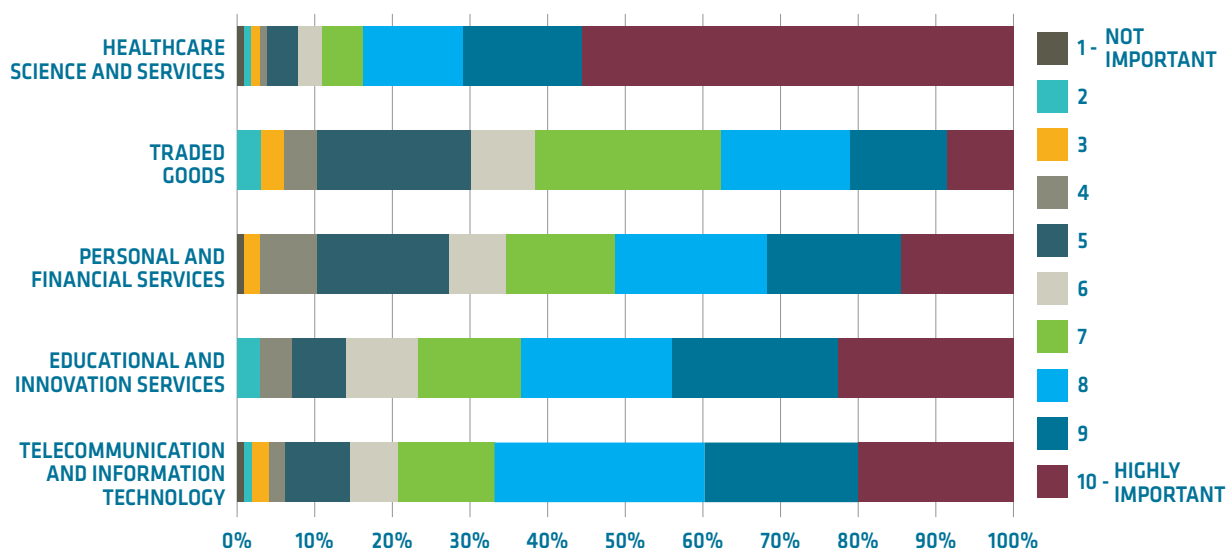
## 3.2 INDUSTRY CLUSTERS

Through Future IQ's research and from feedback in the focus groups, the top industry clusters to pursue in Edina have been identified as Medical (Biotech/Life Sciences/Healthcare), Quality Retail, Professional Services (Financial, Real Estate, etc.), and Education – with an overlay of innovation.

### 3.2.1 IMPORTANCE OF INDUSTRY CLUSTERS

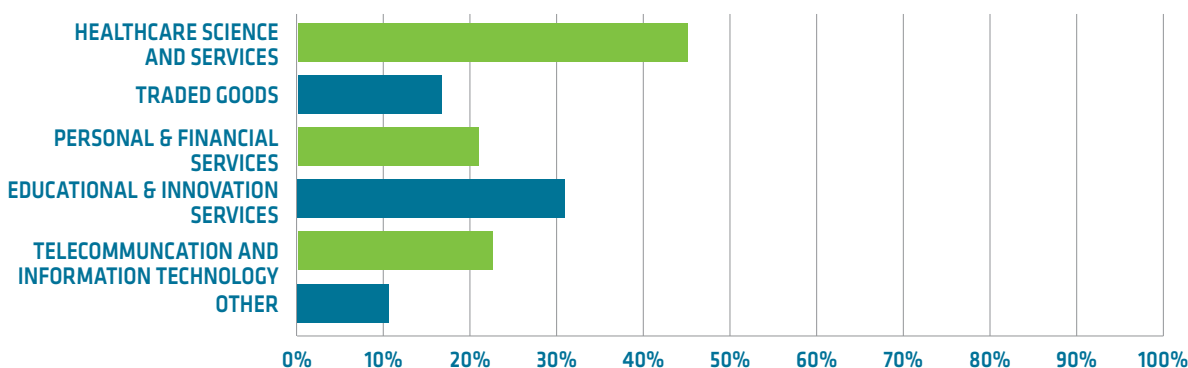
Online engagement survey respondents felt that Healthcare/Science and Services was Edina's most important industry cluster, followed by Educational and Innovation Services, Telecommunications and IT, Personal and Financial Services and then Traded Goods. In addition to the identification of industry clusters, at least 55% of participants responded that being part of an industry cluster would help their business in Edina.

**The following five industry clusters have been identified as Edina's most significant industry clusters. Please rate the importance of each industry cluster.**



Those survey respondents who considered industry clusters as helpful to their businesses also indicated the exact industry clusters they considered helpful to their business in Edina.

**If yes (being part of an industry cluster would be helpful to my business), which industry cluster would help your business in Edina?**



## Example Quotes from Respondents:

- *Take what we have and build a story/cluster around it*
- *Attract high tech/green tech; new economy that provides the skills children need at school*
- *Medical Bio-tech*
- *Drivers: medical, corporate, upscale retail, technical sciences*
- *Retail and health care*
- *Professional services and health care*

## Implications:

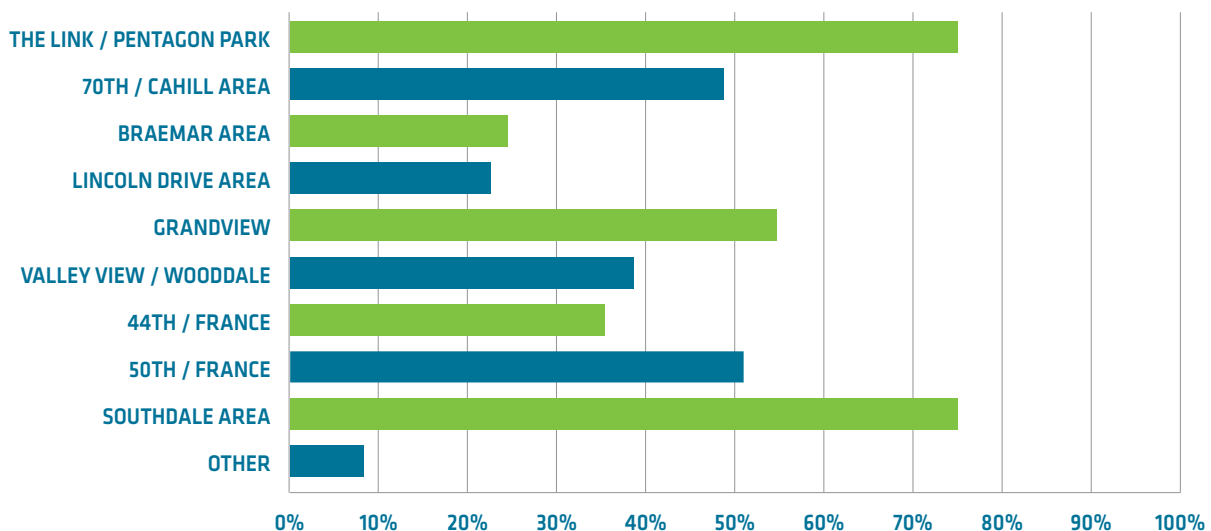
With the majority of business and community stakeholders recognizing the importance of industry clusters to economic development in Edina, it is clear that development of the Medical/Healthcare and Sciences as well as the Educational and Innovation Services clusters are seen as most important. These rankings give clear direction for the focus of planned economic development going forward.

## 3.2.2 LOCATION OF INDUSTRY CLUSTERS AND NODES AND MODES

The Think Tank participants were asked where these industry clusters should be located. The discussions surrounding industry clusters also included the development of nodes and modes which are explored in section 3.3. The participants emphasized the importance of building on Edina's existing strengths and synergies to create a Master Plan or strategy for development – for example, the Southdale area, along France or smaller clusters of businesses. Participants agreed with the identified clusters and supported focus on medical / biotech, retail, education and professional services. Pentagon Park was cited as a significant opportunity for Edina to create a connected area emphasizing innovation with accommodations, green space and transportation options.

The primary nodes identified by Survey respondents were as follows: The Link/Pentagon Park; Cahill/70th; Braemar Area; Lincoln Drive Area; Grandview; Valley View/Wood Dale and Southdale.

**Based on input from interviews, meetings, focus group sessions and the Think Tank workshop about wanting to develop nodes and modes in Edina, where do you think they should be?**



## Example Quotes from Respondents

- *Create synergy between Galleria/Southdale. Let's put retail in same area – support success of shopping centers*
- *Medical: Service side and R/D portion; also ties into educational piece*
- *Retail – upgrade existing “staple” retail; add new to take advantage of hotel visitors in Bloomington*
- *Accommodation connects to Medical*
- *Pentagon Park – Macro modal, biotech, bigger financial, restaurants*
- *Education/Innovation – Braemar Arena; high school proximity; 70th/Cahill*
- *Medical – expand existing district and other locations in SE quadrant*
- *Industrial Park – Biotech*

## Implications:

Most importantly, business and community stakeholders indicated that an overarching economic development planning strategy is necessary for Edina. Synergies between areas of business should be capitalized on and clustering into nodes is encouraged. The most prominent locations for this development were seen as the Southdale Area, Pentagon Park/The Link, Grandview, 70th/Cahill, and 50th/France.

## 3.3 BUILDING NODES AND MODES

Interviews, focus group discussions, the Think Tank and the online surveys supported developing a ‘Nodes and Modes’ approach to economic development. These results support the findings of the 2015 Vision Edina initiative where ‘Nodes and Modes’ was determined to be the preferred scenario for planning Edina’s vision of the future.

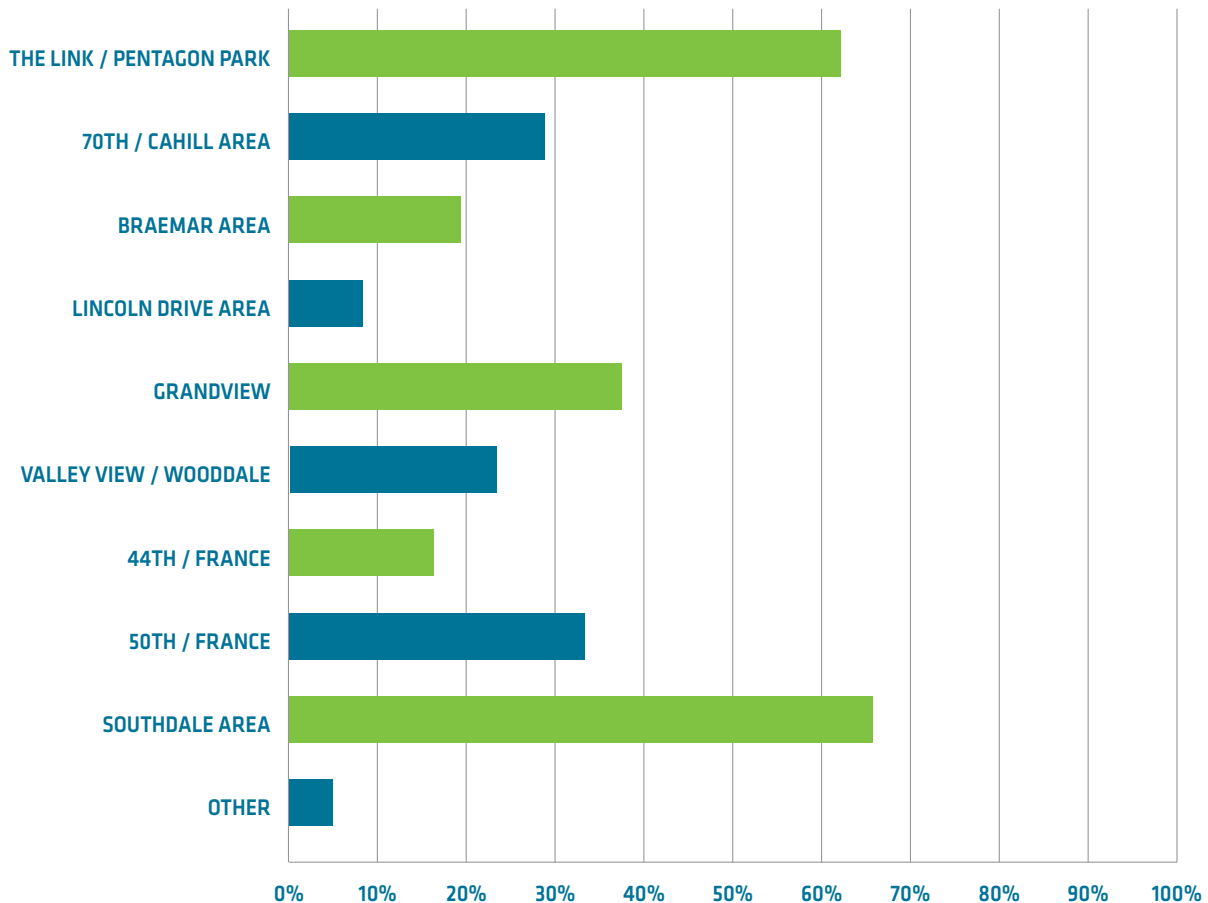
Connectivity and building on Edina’s current strengths were overarching themes in the building of nodes and modes by the Think Tank group; connectivity not only within Edina, but also to the surrounding areas of South West Minneapolis, Eden Prairie, etc. An emphasis on the importance of providing activity beyond the 8am – 5pm workday was also expressed. The primary nodes identified by Think Tank participants are as follows: Pentagon Park/The Link; Grandview; Cahill/70th; Centennial Lakes & Promenade; Southdale; 50th/France; 44th/France; Valley View & Wood Dale.

Ideas for what the Edina Chamber of Commerce needs to consider when seeking to attract new businesses to these nodes and modes were front and center during the initial stakeholder interviews, focus groups, Think Tank and online engagement survey. Participants had converging views on the types of businesses that the Edina Chamber of Commerce should pursue, as well as the need to provide for greater connectivity within the community to attract younger generations to the area.

### 3.3.1 PRIORITIZATION OF NODES AND MODES

When asked to prioritize the building of nodes and modes in Edina, online engagement survey participants indicated that Southdale followed by Pentagon Park/The Link and then Grandview were the three nodes areas which should become priorities.

**List the top three nodes/modes areas in Edina that you think should be priorities.**



#### Example Quotes from Respondents:

- *Pick a node. Develop a vision for it. Implement a strategy for making it happen. Needs visual/aesthetic, functional, connectivity requirements. But also allow private entities to create their own places within those parameters. Learn as the strategy becomes reality. Revise and apply to the next node.*
- *Target:*
  - *Medical Hub – intensify it/grow it/develop it*
  - *Aesthetics – more “Centennial Lakes” (Not Las Vegas); sunlight; openness*
  - *Driverless cars*
  - *Acknowledge cold climate*
  - *Activity breeds more activity*
  - *Need to be able to cross busy streets – connectivity*

- *Pentagon Park – Prime opportunity just waiting “canvass waiting for paint”*
- *Whole Southdale area; 50th & France; Grandview; Pentagon Park*
- *Industrial Boulevard*
- *Building on strengths and potential; Come up with a Master Plan for*
  - *Pentagon Park*
  - *France Avenue*
  - *Edinburgh Area*
- *70th and Cahill; Lincoln Drive*
- *Centennial Lakes*
- *Valley View and Wooddale – close to neighborhoods; needs more vibrant retail/ restaurants*
- *York, Y, Library*
- *50th/France*

### Implications:

The ranking of nodes areas of Edina gives clear direction as to where planned development may be prioritized in Edina. The Southdale Area, followed by Pentagon Park/The Link, Grandview, 50th/France and 70th/Cahill were the five top priority areas highlighted by engagement participants.

### 3.3.2 BUSINESS TYPES

The question of what types of businesses should be the focus for the Chamber’s economic development strategy was posed in the initial stakeholder interviews, focus groups, the Think Tank and the online survey.

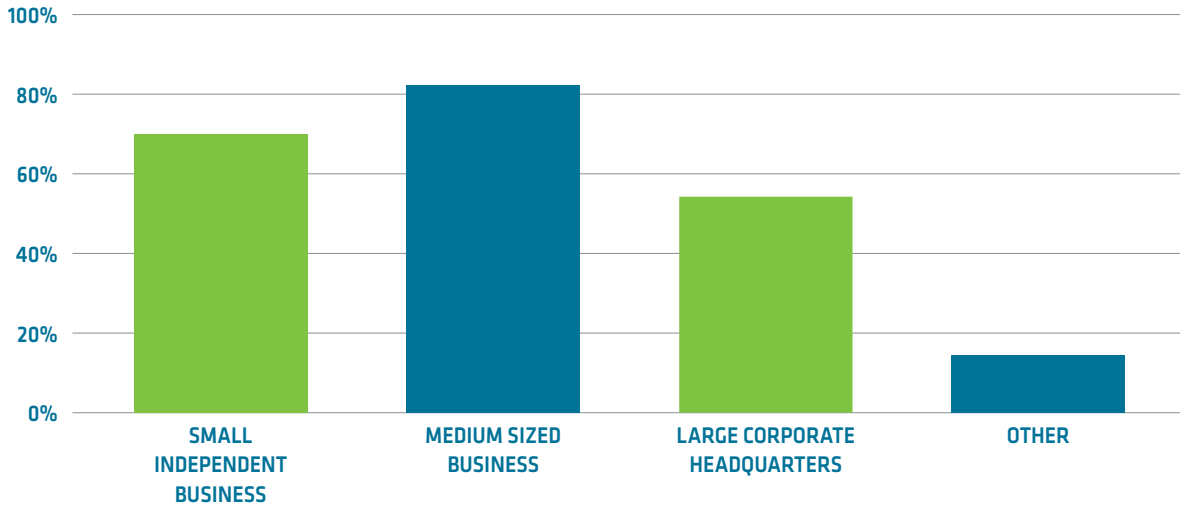
Chamber participants focused on connectivity, mixed-use options and green space as ideal components of a business park/campus in Edina. In particular, they would like to see biotech, medical, higher education and/or an innovation hub as tenants. Community member participants were very enthusiastic about Edina becoming a center for innovation – bringing forth the concept of a “Hornet Hub”. In general, a mixed-use center including medical and technology research along with restaurants and connected “livable” spaces were emphasized.

<b>If Edina to create a new business campus - what kind of businesses and jobs should be there?</b>	<b>Chamber</b>	<b>Community</b>
Mixed Use Options	X	X
Bio Tech	X	
Restaurants		X
Hi Tech/New Economies	X	X
Innovation Hub/DEED/Investors	X	X
Medical Research /Technology Research Center	X	X
Higher Education	X	
Specialty Medical Area	X	
Conference and Meeting Spaces	X	

Think Tank participants considered the identified industry clusters as being a good place to start with respect to actively seeking out businesses to come to Edina; in particular, the areas of medical/biotech, education, high end retail and incubator structures with a diversified company base. International companies were also of interest to link Edina to the greater global economy.

Survey respondents believed that medium-sized businesses, followed by small independent businesses, and then large corporations should be targeted to progress Edina's economic development.

## What types of companies should Edina target to progress Edina's economic development?



## Examples of Quotes from Respondents:

- *Balance of commercial/residential/professional service*
- *Connectivity – Put biotech with Senior Housing along with retail - all will make things feed off of each other*
- *Medical research & technology research (large center)*
- *Business incubators – independent businesses can collaborate*
- *“Hornet Hub”*
- *Mixed use options*
- *Forward looking/high tech/new economies*
- *Take Pentagon Park – connect to mix-use services/retail w/residential; dental & medical clinics; various ages plus green spaces; “Create a Livable Community”*
- *International companies – via greater MSP*
- *Education: MN State, MSU*

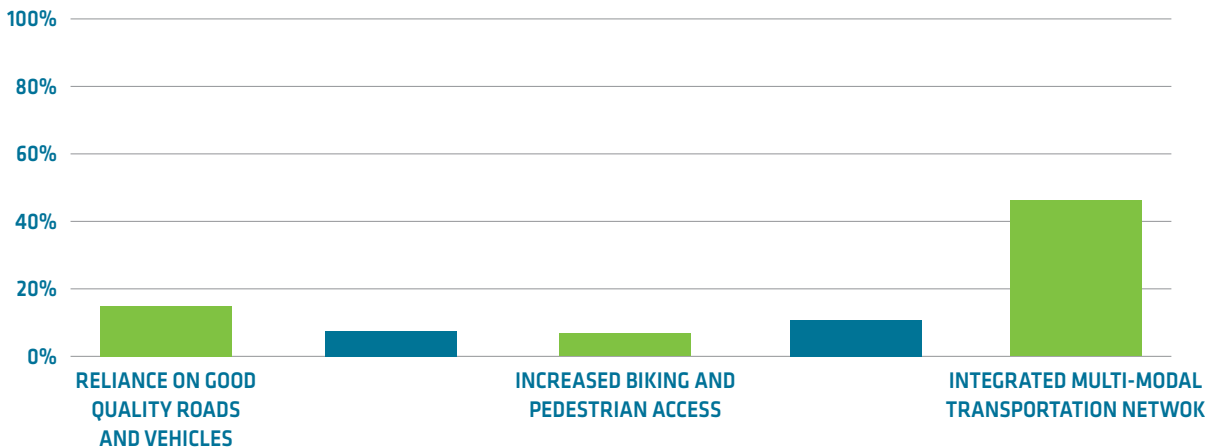
## Implications:

Business and community stakeholders showed a clear leaning towards cutting edge and innovation technologies for business growth potential. Included in the innovation aspect was a need for a higher education facility to support a continuity of excellence for Edina students and business development. A preference for mixed-use development options to promote connectivity and balance was emphasized.

### 3.3.3 TRANSPORTATION AND CONNECTIVITY

Online engagement survey respondents emphasized the importance of an integrated multi-modal transportation system for Edina in the future. This reiterated the consistent theme of connectivity with all participants in the process.

**Connectivity was a recurrent theme in the focus groups and think tank. In terms of ease of access, walkability and local transportation issues, how would you like Edina to be 20 years in the future?**



#### Example Quotes from Respondents:

- *Transportation is key issue*
- *Bike trail – need to build amenities*
- *Making the area more walkable*
- *Corridors of transport hubs*
- *Cultural change – fluid days; using technology to make life seamless; things flow together*
- *Connectivity (Fairview sky bridges; Westin/ Galleria) is critical*

#### Implications:

The various means of stakeholder input suggests a strong inclination towards the need to provide more connectivity within the community as part of an economic development strategy. These findings are supported by the 2015 Vision Edina survey results. Participants in the Vision Edina process also expressed a strong desire to continue to expand a variety of transportation options to both reduce dependency on automobiles and enhance the community's ease of connectivity.

### 3.3.4 BUILDING THE STYLE AND CHARACTER OF EDINA

The style of Edina, as identified by its citizens is vibrant, integrated and connected. Initial meeting participants, focus group participants and Think Tank participants supported the need to build on community engagement and to get buy in from citizens with respect to future economic development. Emphasis was placed on setting measurable goals that can be accounted for, as well as a clear plan for development. The connectivity theme was considered crucial to the type of development matching citizen input, as was a growing interest in the ability of people to live and work in Edina.

Responses from Chamber members were mixed about the importance of being able to live and work in Edina. They felt it important that people who work in Edina have reason to stay in Edina after work, but that being able to live in Edina is often a financial decision and easier once more established. It was considered very important, however, for those who want access to quality education for their children.

Importance of People living and working in Edina	Chamber	Community
Balance	X	X
Important to have reason to stay after work	X	
Must be accessible to employers office	X	
Generational reasons	X	
Financial reasons	X	
Access to education	X	X
Sense of connection to community		X
Quality of Life		X

## Examples of Respondent Quotes:

- *Continue to build upon community engagement – take large surveys to get true snapshot of community will*
- *Maintain and expand general public about important development issues – density, traffic, jobs*
- *Use all social media elements*
- *Hubs – esp. medical, technology, incubator*
- *Need for balance of commercial/residential/professional*
- *Businesses that are future-based*
- *Multi-generational*
- *Transportation as key issue; need transportation corridors; Transportation connecting areas is basis of experience*
- *Engage younger people/education/jobs/lifestyle/housing*
- *Give students a path to employment*
- *Connectivity*
- *Pentagon Park opportunity – esp. a park that is knowledge-based, hi-tech and green oriented*
- *Sustained visits – keep people in Edina for other than work*

## Implications:

Business and community stakeholders want a high level of engagement in the economic development of Edina. The style and character of Edina is seen as a reflection of its residents and businesses therefore requiring consistent input. Looking forward, it is anticipated that living and working in Edina will become easier as connectivity, job opportunities and housing options expand to address the needs of a multi-generational community.

### 3.4 KEY CONTRIBUTORS TO EDINA'S ECONOMIC DEVELOPMENT ECO-SYSTEM

Both focus group sessions considered all members of the community as important contributors to Edina's economic development ecosystem. Chamber members specifically emphasized city leaders, clergy, schools, hospital, entertainment, retail, and major corporations. Community member participants felt that currently, primarily the government, business owners, developers, schools, Rotary and business leaders were involved in the ecosystem and that the loop needs to be expanded to include new residents and millennials.

Who are Primary Players in Edina's Economic Development Ecosystem. Who should it be?	Chamber	Community
Millenials		X
Economic Developers/City Council/Chamber/Mayor	X	X
Health Care	X	X
Business Leaders	X	X
Schools	X	X
New residents		X
City of Edina	X	X
Explore Edina	X	
Development Companies - ie) Hines	X	X
Politicians	X	X
Diverse Stakeholders	X	

#### Examples of Respondent Quotes:

- *Who should be involved: All community members*
- *Who is involved: Developers, schools, Rotary, business leader*
- *Mayor, Businesses; Others ie. Hines Simon, Fairview, City & Edina; School District; Young People*
- *People who spend money in Edina*
- *Involve more demographics*
- *Millennials*
- *Business leaders...Chamber of Commerce*

#### Implications:

Business and community stakeholders stress the importance of the inclusion of all community members in Edina's economic development. A balanced strategy that incorporates a participatory planning framework will allow for overall inclusion.

### 3.5 ROLE OF THE CHAMBER IN EDINA'S ECONOMIC DEVELOPMENT

The role of the Edina Chamber of Commerce in Edina's economic development was discussed at every engagement event. The primary role seen by community and Chamber members is that of convener and leader of the business community in Edina. The Chamber is seen as representing the business community in its entirety – who they are, the services they provide and how value is added to the community. Think Tank participants saw the primary role for the Edina Chamber of Commerce as that of the voice of the business community within the city. The Chamber is seen as a facilitator and convener that should use a collaborative approach to proactively seek businesses for the community. The Chamber is considered to have a key role in assisting and guiding the execution of the economic development process in Edina.

#### Examples of Respondent Quotes:

- *Voice of business community in Edina; opinion, help and counsel*
- *Facilitator/convener*
- *Convening & connecting*
- *Chamber has key role assisting/guiding execution of process, especially small/med sized players*
- *An organization that invites entities into collaborative discussion*
- *Chamber as – value added; strategy leader for economic development*
- *Facilitator – forum for discussion and sharing of ideas*
- *Leader – helping to translate vision to action; thought leadership*
- *Convener, catalyst, connector*
- *Advocacy – for business in general; destination marketing; Explore Edina*
- *Chamber can help fulfill that vision as economic development agency*
- *Community/residential focus groups through all stages of development*
- *Proactive communication with both the residential and business community*



## 4.0 CONCLUSION

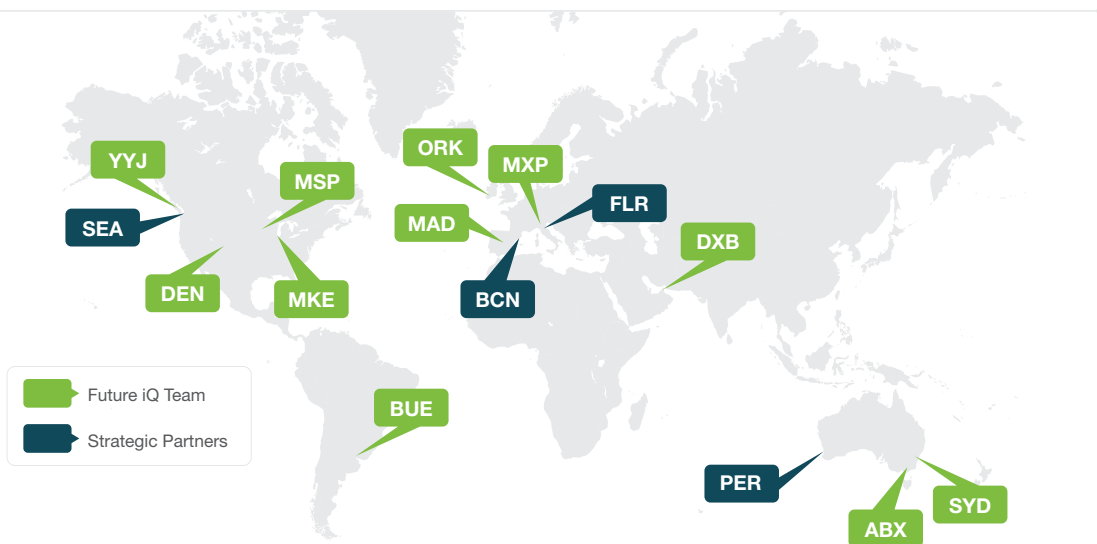
The results of the stakeholder engagement process provide the following conclusions:

- Stakeholder input from this study supports the 2014 Vision Edina initiative that also emphasized a 'Nodes and Modes' approach to commercial development and greater connectivity in the transportation area.
- Stakeholders almost unanimously agree that economic development is crucial to remaining relevant in today's economy and in maintaining the character of what makes Edina, 'Edina'.
- Stakeholders reiterated throughout the engagement process the desire for a high level of citizen engagement in the economic development process in Edina.
- Stakeholders specified targeted industry clusters for growth using a 'Nodes and Modes' approach for planned development.
- The top two industry clusters that stakeholders identified as helpful to businesses in Edina were Medical/Healthcare and Traded Goods. Two emerging clusters are Biosciences and Leisure and Hospitality.
- Stakeholders prioritized nodes for development within the community as Southdale, The Link/Pentagon Park, Grandview, 50th /France and 70th/Cahill. Stakeholders want these nodes to be well connected and integrated into the community and they want them to include the distinct elements of innovation and excellence.
- Stakeholders expressed a desire for node development to create active and "living" areas / hubs that seamlessly connect to surrounding residential areas.
- Stakeholders produced a clear indication that they would support a higher education facility to support a continuity of excellence for Edina students and business development.
- The primary role of the Edina Chamber of Commerce is seen by stakeholders as a strong leader, advocate, facilitator and convener of the business community in Edina.
- Stakeholders indicated that the Edina Chamber of Commerce should proactively seek businesses for the community by using an industry cluster approach to outreach.
- The Edina Chamber of Commerce has been given a clear mandate to collaborate with the City and others in the development of specified nodes throughout Edina.
- There is an expectation from stakeholders that the economic development strategy emerging from this study will continue the standard of excellence and quality that currently exists in Edina, and expand the process to be collaborative and participatory for all members of the community.

## 5.0 ABOUT FUTURE IQ

Future iQ is a market leader in the development and application of scenario planning; network analysis, industry and regional analysis, and community engagement and capacity building. We specialize in applying innovative tools and approaches to assist organizations, regions and industries shape their economic and community futures. We take a practical, hands-on approach to working with groups and communities. With over a decade of business experience, the company has grown to have a global clientele spanning three continents. To learn more about Future iQ, and our recent projects visit [www.future-iq.com](http://www.future-iq.com) or by email at [info@future-iq.com](mailto:info@future-iq.com)

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## 6.0 MORE INFORMATION

FOR MORE INFORMATION ON THE STAKEHOLDER ENGAGEMENT ANALYSIS, AND THE EDINA CHAMBER OF COMMERCE ECONOMIC DEVELOPMENT STRATEGY, PLEASE CONTACT:

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