



**SPECIAL MEETING OF THE
ECONOMIC DEVELOPMENT AUTHORITY AGENDA
Tuesday, September 27, 2016 6:00 PM**

1. Call to Order
2. Approval of Agenda
3. Approval of Minutes
 - 3.1. August 22, 2016
4. Bills and communications
 - 4.1. List of Bills September 27, 2016
5. EDA and LSDI Discussion of Economic Development Issues
 - 5.1. Presentation by Finance Director on current status of economic development funding including ability to service existing obligations, and discussion on ability to finance prospective projects.
 - 5.2. EDA and LSDI discussion of economic development program for City of Le Sueur.
 - 5.3. Closing thoughts and action items.
6. Adjournment

Next Regular Meeting – Monday, October 24, 2016

A Regular Meeting of the Le Sueur Economic Development Authority was held on Monday, August 22, 2016 at 5:15pm in the City Council Chambers. Commissioners present: Johnson, Oberle and Mayor Broeder. Commissioners absent: Kress and Vortherms. EDA Executive Director Ed Tschida and City Administrator Jenelle Teppen were also present.

Motion by Mayor Broeder, seconded by Commissioner Johnson approving the agenda as written. Voting in favor: Commissioners Johnson, Oberle and Mayor Broeder. Voting no: None. Motion carried.

Motion by Mayor Broeder, seconded by Commissioner Johnson approving the minutes of the June 27, 2016 meeting. Voting in favor: Commissioners Johnson, Oberle and Mayor Broeder. Voting no: None. Motion carried.

Motion by Commissioner Oberle, seconded by Mayor Broeder approving disbursements for the period ending August 22, 2016 in the amount of \$106,391.25. Voting in favor: Commissioners Johnson, Oberle and Mayor Broeder. Voting no: None. Motion carried.

Discussed a joint meeting with LSDI. Meeting will cover financing of the Wayside Rest Project and Economic Development for 2017 and beyond.

The next scheduled EDA meeting will be a Regular Meeting on Monday, September 26, 2016 at 5:15pm.

Motion by Commissioner Oberle, seconded by Mayor Broeder to adjourn. Voting in favor: Commissioners Johnson, Oberle and Mayor Broeder. Voting no: None. Motion carried.

Stacy Lawrence, City Clerk

INTRODUCTION TO LOCAL ECONOMIC DEVELOPMENT ORGANIZATIONS

There are several types of organizational structures available for community economic development programs. The type of organization that a community decides to establish is dependent on the special activities that are targeted. In some communities, business development and job creation are the primary goals, while others have housing development as a priority. Many communities have existing community economic development groups. There are several types of organizations available that focus on economic growth. The type of economic growth that a community wishes to achieve will dictate what type of group(s) will be formed. In addition, the purpose and creation of the organization will influence the statutory powers available to the entity. Each of these organizations may focus on different issues such as housing development, creation of jobs, and business development. The majority of community groups focus on economic growth opposed to housing growth.

Outlined below is a description of the types development organization operating in Minnesota is.

BUSINESS ORGANIZATIONS

Commercial Club: Usually an incorporated 501 (c)(4) or (6) organization whose purpose is to promote community and retail events. Local retail owners and owners of local businesses typically make up this organization. This is an unpaid organization consisting of volunteers and has no staff.

Chamber of Commerce: A chamber is an incorporated 501 (c)(4) or (6) organization that generally affiliates with the state and national Chamber of Commerce. The chamber consists of local business professionals of the community who meet together to promote local businesses and the community. Mostly, they have an elected board with limited staff. Large chambers often deal with tourism and overall business development of the community. Chambers are sometimes politically active and can be a powerful lobbying force when dealing with policy that affects the community's economic strategy. Chambers are generally active and can hold educational and other events for local businesses.

DEVELOPMENT CORPORATIONS

For-Profit: A corporation formed to develop and sell industrial land and/or provide financing for business development within the community. Local investors can buy shares that can be paid in dividends from profits made on projects. Money invested in corporations can be repaid to the stockholders. The board is made up of shareholders and may or may not have staff. The corporation is subject to federal and state income tax. **Le Sueur Development, Incorporated (LSDI) is a for-profit development corporation that provides a range of economic development services within the community.**

Non-Profit: A corporation formed to develop and sell industrial land and/or provide financing for business development in the community. Shares are sold or funds may be raised in other ways. No dividends are paid on shares. The non-profit corporation must obtain either 501(c)(3) or 501(c)(4) status from the IRS. Donations made to a 501(c)(3) by both individuals and businesses are tax-deductible. Obtaining 501(c)(3) status can be difficult, expensive and time-consuming and many communities are not willing to go through the lengthy process. Although 501(c)(4) status is less difficult to obtain than 501(c)(3) status, only a business may make contributions that are tax-deductible, individual contributions are not eligible for the tax deduction. In addition, organizations

with 501(c)(3) are prohibited from directly or indirectly participating in, or intervening in, any political campaign on behalf of or against any candidate for elective office.

GOVERNMENTAL ORGANIZATIONS

Economic Development Commission: A board used to advise a city council, appointed by the mayor and or city council. It has limited or no decision-making authority and is used as a sounding board or as a first point of contact for the city council on development projects. The commission is used to draft strategies and policies for ratification and implementation of local plans on a volunteer basis.

Housing and Redevelopment Authority (HRA): An HRA is a public corporation with power to undertake certain types of housing and redevelopment and renewal activities. While state legislation conveys authority for housing and redevelopment in each city, the city council legally must establish an HRA before it can do business and use its powers. Once a council establishes an HRA, it may undertake certain types of planning and community development activities on its own without council approval.

Port Authority: This is a legal entity created by the state legislature to promote the general welfare of the city's port district, increase the volume of commerce in the port and provide facilities for handling storage and shipment of freight. The port authority actively develops commerce within the city and can enable business location and expansion. The powers of a port authority are more expansive than those of an HRA or an EDA. The state legislature authorizes the creation of port authorities. The port authority is a separate political entity with the right to sue and be sued in its own name and is generally organized to increase commerce in a city. Unlike EDA's and HRA's, a port authority may issue general obligation bonds without holding an election.

Joint Powers Board: This is a board created by multiple cities, townships or counties for certain purposes, such as economic development. The agreement between the units of government would specifically describe activities and powers that the board exercises in carrying out its duties.

Economic Development Authority (EDA): An EDA is a legal entity created by a city or a county to facilitate a well-rounded development program by taking advantage of some of the port authority powers and all of the HRA powers. By combining and utilizing HRA, EDA and city powers, community lead leaders are able to create flexible business assistance and development programs. EDA's for example, are allowed, to buy and sell property; make loans and grants to businesses; provide guarantees or other credit enhancements; and to sell bonds. **The Le Sueur Economic Development Authority (EDA) is established according to statute and oversees certain economic development and housing activities within the community.**

All cities have authority from the state legislature to create an EDA. The city may consolidate the EDA with an existing HRA or the city may establish the EDA as a separate entity. The city council may create an EDA by passing and enabling resolution. Before adopting the enabling resolution, the city must first conduct a public hearing. The enabling resolution establishes a board of commissioners for the EDA. The city council can choose to serve as the EDA board of commissioners or create a board composed of council members and community members. The mayor, with approval of the council, appoints the commissioners. The board may consist of three, five or seven members who serve six-year terms. The board is subject to the open meeting law.

LE SUEUR’S ECONOMIC DEVELOPMENT ORGANIZATIONS

Le Sueur’s approach to economic development combines the benefits of a private business and a public authority. The statutory authority granted to each entity provides Le Sueur with extensive powers to facilitate community economic development. The following chart provides a comparison of the powers and duties available to the Le Sueur EDA and Le Sueur Development, Incorporated, respectively.

ORGANIZATIONAL MAKEUP AND COMPARISON OF POWERS AND DUTIES

The EDA and LSDI derive their power from Minnesota statutes. The following table overviews the organizational makeup and statutory authority of each organization. In numerous instances, you will observe that each organization has similar and in some case identical powers.

	Le Sueur Economic Development Authority (EDA)	Le Sueur Development, Inc. (LSDI)
Established	July 11, 1988 by City Council resolution, pursuant to Minnesota statutes, section 469.090 – 469.180.	March 3, 1956 as a business corporation, pursuant to Minnesota statutes Chapter 302A.
Characteristics	The EDA is a public body corporate and politic and a political subdivision of the state of Minnesota with the right to sue or be sued in its own name with the right to sue and to be sued in its own name.	LSDI is a legal entity, which has its own rights and obligations separate from its owners, operating under the provisions of the Minnesota Business Corporation Act. LSDI’s general purpose is to encourage and promote the development industry, commerce and business in Le Sueur, Minnesota.
Membership	The EDA consists of five commissioners, two of whom must be City Council members.	A 12-member Board of Directors elected annually at a stockholder meeting governs LSDI.
Term	Six years except for council members, whose term coincide with their elected term. The Mayor appoints and the Council confirms the Commissioners.	Directors served for three-year terms.
Powers	<p>In addition to the powers granted to it by statute, the EDA also has the powers of an HRA and the economic development powers of the City. Below is a list of powers specific to the EDA:</p> <ul style="list-style-type: none"> • The EDA may create and define the boundaries of economic development districts. • The EDA can acquire property and facilities but cannot issue debt without an election. • The EDA may sign options to purchase, sell, or lease property. • The EDA may exercise the power of eminent domain. • The EDA may make contracts for the 	<ul style="list-style-type: none"> • LSDI has perpetual duration. • LSDI may sue and be sued, complain and defend and participate as a party or otherwise in any legal, administrative, or arbitration proceeding, in its corporate name. • LSDI may purchase, lease, or otherwise acquire, own, hold, improve, use, and otherwise deal in and with, real or personal property, or any interest therein, wherever situated. • LSDI may sell, convey, mortgage, create a security interest in, lease, exchange, transfer, or otherwise dispose of all or any part of its real or personal property, or any interest therein, wherever situated.

	<p>purpose of economic development.</p> <ul style="list-style-type: none"> • The economic development authority may be a limited partner in a partnership whose purpose is consistent with the authority's purpose. • The economic development authority may acquire rights or an easement for a term of years or perpetually for development of an economic development district. • The economic development authority may buy the supplies and materials it needs to carry out this section. • The EDA may accept land, money, or other assistance, whether by gift, loan or otherwise, in any form from the federal or state government, or an agency of either, or a local subdivision of state government to carry out its purposes. • The EDA may sell or lease land held by it for economic development. • The EDA may establish a foreign trade zone pursuant to United States Code. • Pursuant to its enabling resolution, the EDA has the powers of an HRA and the economic development powers of the City. • The EDA may operate and maintain a public parking facility or other public facility. • The EDA may cooperate with or act as agent for the federal or the state government, or a state public body, or an agency or instrumentality of a government or a public body to carry out its powers pursuant to Minnesota statutes or any other related federal, state, or local law in the area of economic development district improvement. • The EDA may study and analyze economic development needs in the City, and ways to meet the needs. An authority may study the desirable patterns for land use for economic development and community growth and other factors affecting local economic development in the City and make the result of the studies available to the public and to industry in general. An authority may engage in research and disseminate information on economic development within the City. • To further an authorized purpose, the EDA may (1) join an official, industrial, 	<ul style="list-style-type: none"> • LSDI may purchase, subscribe for, or otherwise acquire, own, hold, vote, use, employ, sell, exchange, mortgage, lend, create a security interest in, or otherwise dispose of and otherwise use and deal in and with, securities or other interests in, or obligations of, a person or direct or indirect obligations of any domestic or foreign government or instrumentality thereof. • LSDI may make contracts and incur liabilities, borrow money, issue its securities, and secure any of its obligations by mortgage of or creation of a security interest in all or any of its property, franchises and income. • LSDI may invest and reinvest its funds. • LSDI may take and hold real and personal property, whether or not of a kind sold or otherwise dealt in by the corporation, as security for the payment of money loaned, advanced, or invested. • LSDI may conduct its business, carry on its operations, have offices, and exercise its powers granted in Le Sueur Minnesota and surrounding territory. • LSDI may make donations for the public welfare and community purposes. • LSDI may participate in any capacity in the promotion, organization, ownership, management, and operation of any organization or in any transaction, undertaking, or arrangement that the participating corporation would have power to conduct by itself, whether or not the participation involves sharing or delegation of control with or to others. • LSDI may adopt, amend, and repeal bylaws relating to the management of the business or the regulation of the its affairs. • LSDI may establish committees of the board of directors, elect or appoint persons to the committees, and define their duties. • LSDI may elect or appoint officers, employees, and agents of the corporation. • LSDI may issue securities and rights to purchase securities. • LSDI may lend money to, guarantee an obligation of, become a surety for, or otherwise financially assist persons. • LSDI shall indemnify certain persons in the
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	<p>commercial, or trade association, or another organization concerned with the purpose, (2) have a reception of officials who may contribute to advancing the City and its economic development, and (3) carry out other public relations activities to promote the City and its economic development.</p> <ul style="list-style-type: none"> • EDA may accept conveyances of land from all other public agencies, commissions, or other units of government, if the land can be properly used by the authority. • The EDA may carry out the law on economic development districts to develop and improve the lands in an economic development district to make it suitable and available for economic development uses and purposes. • If the EDA has authorized bonds, it may borrow to provide money immediately required for the bond purpose. • The proceeds of obligations issued by an authority may be used to make or purchase loans for economic development facilities that the authority believes will require financing. • The EDA may sell, at private or public sale, at the price or prices determined by the authority, any note, mortgage, lease, sublease, lease purchase, or other instrument or obligation evidencing or securing a loan made for the purpose of economic development, job creation, redevelopment, or community revitalization by a public agency to a business, for-profit or nonprofit organization, or an individual. • Notwithstanding any contrary law, the EDA may participate with public or private corporations or other entities, whose purpose is to provide seed or venture capital to small businesses that have facilities located or to be located in the district. <p>The EDA also has the following powers of an HRA:</p> <ul style="list-style-type: none"> • To sue and be sued. • To employ staff and an executive director. 	<p>course of its business operations and may indemnify other persons.</p> <ul style="list-style-type: none"> • LSDI may have and exercise all other powers necessary or convenient to effect any or all of the business purposes for which the corporation is incorporated.
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	<ul style="list-style-type: none"> • To undertake projects within its area of operation and to provide for the construction, reconstruction, improvement, extension, alteration, or repair of any project or part of a project. • To sell, buy, own, and lease property by any means necessary, including the power of eminent domain. • To cooperate with and use state and federal financial assistance programs. • To develop rehabilitation and code enforcement techniques. • To issue bonds for any of its corporate purposes backed by the pledge of revenues, grants or other contributions. • To implement renewal or redevelopment programs using tax increment financing. • To own, hold, improve, lease, sell or dispose of real or personal property. • To designate substandard, slum or deteriorating areas needing redevelopment, and unsafe, unsanitary, and overcrowded housing. • To make necessary expenditures to carry out the purposes of the HRA law. • To develop and administer an interest reduction program to assist the financing of the construction, rehabilitation, or purchase of low- or moderate-income housing. <p>The EDA also has granted to it certain powers of a City with regard to development.</p> <ul style="list-style-type: none"> • Designate development districts within the boundaries of the City. • Within these districts the EDA may(1) adopt a development program to acquire, construct, reconstruct, improve, alter, extend, operate, maintain, or promote developments aimed at improving the physical facilities, quality of life, and quality of transportation; (2) acquire land or easements through negotiation or through powers of eminent domain; (3) install special lighting systems, special street signs and street furniture, special landscaping of streets and public property, and special snow removal systems; (4) acquire property for the district; (5) lease or sell air 	
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	rights over public buildings and spend public funds for constructing the foundations and columns in the public buildings strong enough to support the buildings to be constructed on air rights; (6) lease all or portions of basement, ground, and second floors of the public buildings constructed in the district; and (7) negotiate the sale or lease of property for private development if the development is consistent with the development program for the district.	
Open Meeting Law	Minnesota Statutes, 13D.01 requires all meetings, including executive sessions, must be open to the public.	Not applicable.
Revolving Loan Fund Responsibilities	<ul style="list-style-type: none"> • The EDA is responsible for the administration of the Revolving Loan Fund. • Final approval of any loan will be made only by the EDA. 	<ul style="list-style-type: none"> • Eligibility of a borrower to receive a loan shall be determined by LSDI via its review of the request. • Upon completing its review of prospective loan requests, LSDI makes a recommendation regarding the loan terms for action by the EDA. • LSDI services the loans via its relationship with local lenders.

FINANCING THE ECONOMIC DEVELOPMENT EFFORT

Established as a private corporation, LSDI received its initial financing via the sale of stock to individual shareholders. LSDI undertook its mission to encourage industrial development in the community by making loans for business expansion purposes and purchasing land for industrial development. With the passage of time, LSDI received additional operational funds from City contributions and Revolving Loan Fund investment earnings. In addition, LSDI purchased and sold property, at a profit, for industrial and residential development and reinvested these profits into Le Sueur’s economic development efforts. When it owned industrial property LSDI received farmland lease income.

Financing EDA operations has employed a similar approach of using the profits from the sale of land, farmland lease income, earnings off the Revolving Loan Fund, reimbursement of tax increments and other miscellaneous sources of income.

Historically, financing of LSDI’s and the EDA’s operations has occurred without direct taxpayer assistance. Fee income, revolving loan fund earnings, farmland lease income and profits from property development have been sufficient to maintain the organizations’ operating budgets.

The long-term viability of this approach is under some strain due to decreased property sales, reduced Revolving Loan Fund interest earnings, because of a lower rate interest environment, and decreased fee income. An

important component of setting up the long-term economic development program for Le Sueur must include providing ongoing, stable funding.

The City Council acknowledges the need for long-term funding and is recommending that the 2017 City budget levy for economic development. Minnesota statute, 469.107, subdivision 1 provides that, "A city may, at the request of the authority, levy a tax in any year for the benefit of the authority. The tax must be not more 0.01813 percent of estimated market value. The amount levied must be paid by the city treasurer to the treasurer of the authority, to be spent by the authority. For tax year payable 2016, the estimated market value of the city is \$257,485,388. By levying the statutory maximum of 0.01813% the City could raise \$46,682. Optionally, the City may exceed the statutory levy provided in this subdivision via adoption of a reverse referendum.

STAFFING THE ECONOMIC DEVELOPMENT EFFORT

Currently, the EDA and LSDI contract for the position of executive director. Ed Tschida serves as the Executive Director of each organization. Having the same individual as executive director has only been the case over the last several years. Prior to that, the City Administrator was the Executive Director of the EDA. In each organization, the executive director's position is part-time. Aided in the performance of their day-to-day functions both organizations have additional staff support. LSDI contracts all additional staff services such as legal, accounting and administration. The EDA contracts for legal services while accounting and administrative services are through the City. Both organizations contract for additional services such as engineering and specialty studies on an as-needed basis. The EDA is also a paying member and participant in the Regional Economic Development Alliance (the economic development arm of Greater Mankato Growth), Greater Minnesota Partnership (a nonprofit corporation devoted to advocating for state economic development policies and resources that benefit Greater Minnesota) and Small Business Development Center (an organization whose primary function is on assisting and accelerating the high-growth potential of existing and emerging businesses.

With the exception of the Executive Director position, all of the remaining staff requirements would continue regardless of the organizational approach Le Sueur uses for implementing its economic development efforts. The City of Le Sueur's economic development effort has operated in one form or another for 60 years under the guidance of LSDI and the EDA following the parameters set forth in their organizational documents. For the majority of this time, the organizations have employed an executive director having the general qualifications to carry out the mission and development program of the respective organizations.

As each organization moves towards the future, both LSDI and the EDA have need of an executive director. Currently, the roles of the respective organizations have been shifting. LSDI has seen a decrease in its project activity because it no longer owns property and is receiving fewer requests for revolving loan funds. By comparison, the EDA has seen an increase in activity because of taking on HRA projects such as housing and redevelopment. These changing roles coupled with an overarching discussion on how Le Sueur should approach economic development has resulted in the City Council determining that it is in the best interests of the City to create a new staff position of Community Development Director. An important component of this position will be responsibility for economic development activities. As the City seeks an individual for this position, it will be important to define the responsibilities of the Community Development Director. With regard to economic development responsibilities, I have developed a job description of what an economic development director would bring to the overall position. I have tried to look at how the position has functioned and included duties

and responsibilities unique to Le Sueur's situation. The job description that follows provides a template and checklist when looking at those areas of expertise required for economic development. The additional responsibilities of the Community Development Director will need to be determined as the role is defined.

SAMPLE JOB DESCRIPTION

Position Title: Economic Development Director

Department: Community Development

Accountable to: City Administrator

Primary Objective of Position:

The Economic Development Director serves as chief staff to the Economic Development Authority (EDA), via highly skilled, managerial, coordinative and technical tasks to provide planning, directing, and implementing the economic development efforts of the City under the direction of the EDA. The Director generates business leads, promotes business retention and expansion, creates a positive attitude for development and raises supportive public awareness for strategic economic planning and development.

Duties and responsibilities of the Director include:

1. Serves as chief staff support to EDA. Prepares agendas and background information reports for EDA meetings. Attends meetings of the EDA, regional economic development alliance, City Council, etc. and follows up staff responsibilities as assigned.
2. Prepares, organizes and implements a coordinated marketing program to generate leads for specific industry and business. Coordinates with DEED and Regional Economic Development Alliance (REDA) to respond to leads generated through these organizations.
3. Researches, designs, recommends and implements programs to encourage location of new businesses and expansion of existing businesses within the City. Coordinates resources of public and private sectors – i.e. Federal and State Grants, Industrial Development Bonds and SBA Loans, Tax Increment Financing, banks, mortgage companies, etc.
4. Develop strategies and programs for allocation and delivery of the City/EDA financial assistance resources.
5. Maintains contacts with DEED, Regional Economic Development Alliance, Region Nine Development Commission, and area commercial and industrial real estate brokers and developers.
6. Develop collaborative efforts and strategic partnerships with local industries and educational institutions that address workforce recruitment, retainment and education training.
7. Maintains current inventory of potential business location sites within the City – building and vacant land, including contact persons.

8. Maintains updated demographic data, promotional materials and existing building lists for economic development programs.
9. Works with prospective businesses to tailor a proposal suited to their specific needs, including alternative locations and financing packages.
10. May negotiate economic incentive packages with prospective businesses. Analyzes financial needs of specific companies to ensure that public/EDA resources are applied judiciously.
11. Maintains contact with current businesses to stay abreast of their future business plans and needs.
12. Identifies and contacts prospective clients for location and expansion within the City.
13. Assist locating or expanding businesses in understanding and anticipating comprehensive plan locations, zoning districts, standards and processes. Works closely with City Planning, Building Inspections and Engineering to facilitate a smooth review process.
14. Periodically reviews all economic development programs for effectiveness, making recommendations to EDA and City officials for changes as deemed appropriate.
15. Participates in exhibitions, seminars, media events and the like to attract business to the City.
16. Limited travel may be required to attend conferences, meet with prospective clients, research potential problems, financing, etc.
17. Prepares annual budget and work program for submission to the EDA and City Council.
18. Provides periodic reports to the EDA and City Council regarding status of work program, future program potentials and activities of the staff.
19. Completes other duties as assigned by the EDA.

Knowledge, Skills and Abilities:

1. Thorough working knowledge of the principles, practices and procedures of economic development.
2. Ability to organize and coordinate support from professional and technical City staff, legal consultants, other governmental agencies, private business, and the financial services industry.
3. Ability to analyze the economics of a particular business location or expansion project, to make independent judgments about the effectiveness of financial assistance or inducements.
4. Ability to establish and maintain contacts and effective working relationships with potential business clients.

Qualifications:

1. Bachelor's degree in public administration, business administration, or a closely related field highly desirable.
2. Minimum of three years of experience working in economic development, preferably at the local government level.
3. A demonstrated record of ongoing continuing education and economic development.

THE BIG PICTURE

Currently, the community is engaged in preparing a new City Comprehensive Plan, which contains considerable economic development material. The material covers the spectrum of goals, policies, strategies, action plans and ideas leading to specific project recommendations. The comprehensive plan is a picture of what the community would like to become and a framework for making that happen. Its adoption will serve as a touchstone for the economic development organizations to implement the overarching comprehensive plan for the community.

Economic development in Le Sueur is largely dependent on the collaborative planning of each of our organizations (EDA, LSDI, the City, and current and future businesses) using the City Comprehensive Plan as a KEY resource.

THE ROLE OF ECONOMIC DEVELOPMENT IN THE COMMUNITY

It appears the best way to look at the process is to come at it from the end objective... Creating an economically stronger Le Sueur that meets and complements the goals and policies of the City Comprehensive Plan. That begs the questions...

- The EDA and LSDI perform their respective roles via organizational documents that have been created pursuant to state statutes. In many instances the EDA and LSDI have common powers, which can address the project through either a private sector or public-sector response. Recognizing that the organizations have the common goal of addressing economic development needs within the community are there specific work areas that each organization should pursue?
- Who works with current businesses to understand needs and partner in their vitality and potential growth? It seems smart to take care of what the community has....
- Who works at attracting prospective businesses? Identifying the type of assistance needed, for example, financing, locating the facility, employee recruitment, retention and training?
- Where is paid staff accountable for economic development and where does community volunteer input assist or is responsible?
- When is public discussion/input valuable to development and when does it hamper?

At times our economic development organizations address items that are important to the economic stability and growth of the community, but are less clearly defined in the organizational documents. What areas or responsibilities do our organizations believe they should be involved with?

- LSDI and the EDA often explore issues of community aesthetics and development standards without a clear understanding of the organizations' role in this arena? Who really is charged with making sure our community has and enforces standards?

- Redevelopment, specifically within the downtown area, has been discussed by LSDI and the EDA especially as it relates to having a vibrant retail sector with a selection of goods and services desired within the community. What roles should the respective development organizations play in this regard? What is City involvement? How might the Chamber of Commerce enter into the discussion?
- Emphasis on improving housing in the community has taken on a larger role, which appears to be in the purview of the EDA. Currently, the EDA has statutory authority to perform this role and has undertaken the housing study and subsequent work program to implement housing improvement and construction of additional new housing. How might the duties and responsibilities of this work area be addressed via additional staff?
- What is the role of the Chamber of Commerce in community economic development?