

## Chapter 6: Economic Development in Brooklyn Park

### 6.1 Introduction

This chapter of the plan is intended to function in conjunction with other elements of the plan as a strategic guide for the primary economic development directives of the city.

This chapter seeks to: (1) assess the current landscape in land use/development; (2) analyze trends in human capital and business development; and (3) identify goals, objectives, and actions that will achieve a strong vision for the future of city economic development.

#### **6.1.1 Local Perspective**

Generally, the economic vitality of Brooklyn Park is in good shape, with a healthy mix of industries, a large existing workforce, and growing interest regionally and nationally in the competitive advantages present in Brooklyn Park's location, connectedness, and continued progress. With 1,100 acres of undeveloped green fields as well as redevelopment opportunity sites, Brooklyn Park continues to attract the interest of large corporations seeking to join a growing base of industry giants that have relocated to or opened additional facilities in Brooklyn Park.

The City of Brooklyn Park established an Economic Development Authority (EDA) in 1988 to determine the role the City plays in economic development and redevelopment. Led by a 7-member Board of Directors, the EDA sets big picture goals and priorities for staff, develops policies around development, serves as ambassadors to the City, and approves the amount of assistance projects receive from the City. The EDA has been an integral part of many key development and redevelopment sites in Brooklyn Park, including the establishment of Tax Increment Finance (TIF) districts, Edinburgh USA golf course, the Village Creek Redevelopment, Northland Business Park, and the creation of crucial housing programs. All of these programs work together to create a development-friendly city where opportunities exist for all.

Due to diligent land use planning, Brooklyn Park currently has a diverse industry mix, as seen in Table 6.1.1.1. Industry mix is important for the city's sustained economic health. Attaining a mix of industries limits the effect of an economic downturn on the workforce in any one industry and mitigates negative effects on associated industry spending (i.e. local restaurant patronage).

<b>Table 6.1.1.1 Top Brooklyn Park Industries by Employment, 2016</b>		
	<b>Brooklyn Park</b>	<b>State Comparison</b>
Manufacturing	17.5%	11.0%
Healthcare & Social Assistance	16.8%	16.0%
Retail Trade	12.5%	10.3%
Educational Services	9.4%	2.0%
Wholesale Trade	6.2%	4.5%
Construction	5.9%	4.6%
Professional, Scientific, & Tech Services	5.8%	5.2%
Accommodation & Food Services	5.0%	8.0%
Other Services	5.7%	4.0%

Source: Greater MSP; Minnesota Department of Employment and Economic Development (MN DEED).

### **6.1.2 Regional Perspective**

Minnesota as a whole continues to show strong placement in national business climate rankings, as shown in Table 6.1.2.1. Workforce demographic shifts are beginning to affect employment figures as the baby boomer generation begins to retire, prompting state-wide discussions on workforce development needs.

<b>Table 6.1.2.1 Minnesota Business Climate Rankings</b>
1st in Job Creation Index (Gallup, 2016)
2nd Best State Overall (Politico, 2016)
2nd Best Run State in America (24/7 Wall St., 2016)
America's Third Best State for Business (CNBC, 2017)
3rd Best State Overall (U.S. News & World Report, 2017)
3rd in Fortune 500 companies per capita (Fortune, 2016)
5th in Economic Climate (Forbes, 2016)
6th Best Economy (CNBC, 2017)
7th in Largest Private Companies (Forbes, 2016)
7th in Technology and Science Business Strength (Milken Institute 2016 State Technology and Science Index)
10th in 5-year business survival rate (Bureau of Labor Analysis, 2011-2016)

Source: MN DEED

## **6.2 Economic Development Profile: Development and Redevelopment**

The *Brooklyn Park 2025* community plan identified and supported continued City investment in real estate development and redevelopment. The 977 community members engaged in the creation of the plan supported reinvestment into the south side of Brooklyn Park and continued

development along the 610 corridor. The community expressed this support to reduce property tax burdens on residents and to increase job opportunities for the community.

In 2017, Brooklyn Park is home to more than 1,500 businesses, including 28 Fortune 500 or publicly traded companies and over 90 restaurants. Several new corporations opened their doors in Brooklyn Park in recent years, including Design Ready Controls, Tesla, Inc., Olympus Surgical Technologies, Würth Adams, Takeda Pharmaceutical, and Nilfisk, Inc. This surge in industry giants is turning Highway 610—completed to I-94 in 2017 and accelerating job growth as a critical new transportation connection—into an international business corridor. Table 6.2.0.1 further illustrates the largest employers in Brooklyn Park at present. Local restaurants and retailers experience a boost from this growth, and jobseekers are presented with new employment opportunities.

<i><b>Employer</b></i>	<i><b>Employee Count</b></i>
Target—North Office Campus	3,700
Caterpillar Paving Products	700
North Hennepin Community College	610
Hy-Vee	500
Hennepin Technical College	450
City of Brooklyn Park	447 <sup>1</sup>
Medtronic	420
Accellant	395
Olympus	385
GLS	375

Brooklyn Park’s existing business community continues to thrive as well. Companies like Metro Mold and Star expanded their operations, the former by purchasing and building out its existing facility, while the latter moved into new construction near its previous facility. Existing and new business parks see stability in their tenant bases and business operations.

Development throughout the south and central areas of the city continue. In the Village Creek redevelopment area, the Regent and Welcome sites are seeing fresh interest from athletic organizations and housing developers after stalling for several years. Businesses along the proposed Light Rail Transit line prepare themselves for construction, slated to begin in 2019. Redevelopment projects, such as two along Bottineau Boulevard, increase opportunity for job creation, business development, and improved tax-base in developed areas. In 2015, First Industrial repositioned a vacant lumber yard into two manufacturing buildings with related office space, totaling approximately 240,000 square feet. The redevelopment created homes

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<sup>1</sup> The total employee count for the City of Brooklyn Park rises to 632 when including seasonal employees.

for companies such as Goodwill Industries, which includes office, training, retail, and fulfillment operations, and Clearfield, Inc., which designs, manufactures, and distributes fiber optic management, protection, and delivery products for communications networks. In 2017, Ramsey Excavating and Industrial Equities redeveloped a shuttered masonry block production facility into Ramsey’s headquarters and a new 120,000 square foot building available for a number of tenants. These redevelopment projects support a key community theme identified in the *Brooklyn Park 2025* initiative:

*“Investing in the Southside to provide an opportunity for revitalization and closing the gap between the division of North and South of 85<sup>th</sup> Avenue.”*

The City will also evaluate redevelopment opportunities in the 85<sup>th</sup> Avenue corridor. The EDA identified the 85<sup>th</sup> Avenue corridor for redevelopment in the late 1980s to transition industrial uses into office, housing, and other commercial users. The EDA has been active in supporting private development in the corridor since the mid-1990s and convened a task force to set development objectives for the corridor in the mid-2000s. Market conditions and the lack of alternative locations for the current uses in the city and region have stalled development in the corridor over the past five years. The City and the EDA will continue to monitor conditions favorable to future development of the corridor consistent with the development objectives.

**6.2.1 Resident Survey: Neighborhood Needs**

The 2018 Comprehensive Plan was guided in part by resident data collected during the *Brooklyn Park 2025* initiative. To include the perspectives of historically underrepresented segments of the community, staff engaged 169 residents from six apartment communities to participate in a survey on neighborhood needs. Residents were asked what type of retail, food, or other businesses were needed in their neighborhood. The results, tabulated in Table 6.2.1.1, indicate that the majority of this segment of Brooklyn Park residents felt their business needs were generally met in their neighborhoods.

<b>Table 6.2.1.1 Neighborhood Needs Survey, 2017</b>	
<b>Type of Business Needed</b>	<b>Percent of respondents</b>
No additional businesses needed	53%
Grocery or shopping center	12%
Restaurants	9%
Need better access to existing businesses	7%
More variety, generally	5%
Ethnic stores	4%

The 2017 Brooklyn Park Residential Study included a similar question on the type of development residents would like to see. Respondents offered comparable opinions, as shown in Table 6.2.1.2. The Residential Study further asked residents about the type of developments they would strongly oppose (Table 6.2.1.3).

<b>Table 6.2.1.2 2017 Brooklyn Park Residential Survey</b>	
<b><i>Type of Development Would Like to See</i></b>	<b><i>Percent of respondents</i></b>
Nothing	42%
Job Producing	19%
Retail	14%
Restaurants	11%
Industrial	10%
Scattered	3%
Unsure	2%

*Credit: The Morris Leatherman Company*

<b>Table 6.2.1.3 2017 Brooklyn Park Residential Survey</b>	
<b><i>Type of Development Would Strongly Oppose</i></b>	<b><i>Percent of respondents</i></b>
Nothing	49%
Low Income	16%
Bars	13%
Adult Businesses	12%
Apartments	6%
Unsure	3%
Scattered	2%

*Credit: The Morris Leatherman Company*

Still, residents have consistently communicated with City Council, staff, and other residents via email, telephone calls, and social media regarding their desire for a more robust restaurant and retail scene. The *Brooklyn Park 2025* initiative saw parallel opinions summarized as a key theme:

*“More retail stores and restaurants will open so residents spend money here on entertainment and revenue from visitors increases.”*

### **6.2.2 Restaurant Market Analysis**

In response to residents’ concerns, the City of Brooklyn Park conducted a restaurant market analysis in 2017. The analysis identified current industry trends and opportunities for the city, finding that conventional sit-down restaurant chains currently struggle nationally to maintain a strong customer base and therefore open a limited number of new locations each year. In contrast, fast-casual or quick-casual restaurants show strong demand and expansion activity. The result is an industry-wide shift from a primarily sit-down restaurant focus to a quick service model. Additionally, demand remains strong for specialty/destination restaurants that offer unique experiences and food options.

Fast-casual restaurants entering the market strategically choose limited locations that allow them to cover a whole region. Brooklyn Park sits within the center of the three regional trade areas of Brooklyn Center, Maple Grove, and Blaine, impacting restaurant site-selection demand. Furthermore, it is unclear whether Brooklyn Park's daytime population and office/professional workforce presence has reached desirable levels to support the type of retail and restaurant development preferred by the community. However, the planned METRO Blue Line Light Rail Transit project, investment of anchor big box retailers, and anticipated housing development and redevelopment should all eventually create more interest in Brooklyn Park from the restaurant industry.

### 6.3 Economic Development Profile: Business Development

The EDA uses Tax Increment Financing (TIF) and pools TIF funds to cover extraordinary costs that would make potential developments too costly otherwise<sup>2</sup>. The EDA has also aligned resources for infrastructure development, such as the Oak Grove Parkway, interchanges at 93<sup>rd</sup> and 101<sup>st</sup> Avenues, and Louisiana Avenue. The EDA frequently works directly with land owners and brokers to support development activities that align with the community's vision. For example, the EDA served as an intermediary buyer of Minnesota Department of Transportation parcels at the interchange of highways 169 and 610 to stimulate development interest.

When businesses seek expansion options, the EDA makes every effort to retain the business, providing site search services and additional support as appropriate—such as in the 2016-2017 Commerce Neighborhood Storm Water Study that evaluated storm water retention capacity related to proposed infill development. Spurred on by long-time Brooklyn Park-based manufacturer, Diversified Plastics, Inc., the study aimed to provide it (and the many business in the neighborhood) with important information about on-site storm water management and impacts that expansion could have on the system. The study provided a critical resource to the Commerce neighborhood businesses both to assist with business planning and to prepare for changes in storm water management rules.

The City of Brooklyn Park takes many other steps to support its claim of being a business-friendly city. The Brooklyn Park Development Corporation (BPDC), established in the 1990s and governed by a board that includes City Council, banking, and business representatives, continues to offer a revolving loan fund to support local businesses. BPDC loans have been key instruments in securing the relocation of companies such as Design Ready Controls and have also helped launch smaller businesses such as Kim Anh's restaurant. The BPDC often participates in loans with the United States Small Business Administration, Central Minnesota Development Corporation, and Metropolitan Consortium of Community Developers (MCCD) to

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<sup>2</sup> A related key theme that emerged in the *Brooklyn Park 2025* initiative states, "Businesses that receive tax breaks need to invest back into improvement of the community."

leverage the loan funds impact. Utilization of the loan fund varies based on changes in market cycles.

The City of Brooklyn Park continues to partner with MCCD to offer technical assistance to local businesses through MCCD's Open to Business program. The City's annual contribution of \$10,000 provides unlimited consulting for prospective entrepreneurs in need of guidance to take their business from idea to operation. Existing businesses are also able to take advantage of Open to Business's services as they expand or face operational challenges. Several local and regional organizations, including Neighborhood Development Center, Metropolitan Economic Development Association, African Career, Education and Resource, Inc. (ACER), and WomenVenture, provide additional technical assistance services.

### **6.3.1 Business Forward Initiative**

Driven by a desire to enhance the business climate of Brooklyn Park, elected officials and City staff launched the Business Forward initiative in the fall of 2011. The goal of the Business Forward effort was to produce tangible outcomes that would lead to an improved business climate in the community as well as enhanced communication and collaboration between the business community and stakeholders. Over the course of three months, discussions between City staff and almost 150 business representatives led to the emergence of several key themes. These themes became the focus of the Business Forward Task Force, comprised of 11 business owners and managers. Appointed in early 2012, the Business Forward Task Force developed recommendations over three months that generated many concrete improvements still in place today.

First, the City established the Business Forward Advisory Board (BFAB), which adopted the overarching goal and recommendations of the Business Forward Task Force to govern its work (Table 6.3.1.1). BFAB's charter document additionally specifies its responsibilities:

- Provide direction and feedback as related to the Business Forward Task Force Recommendations.
- Provide insight and guidance on future business related development, code changes, regulations, and enhancements to the business climate.
- Develop communication networks across the Brooklyn Park business community and be a champion for improvement.

<b>Table 6.3.1.1 Business Forward Advisory Board Goals</b>
1. Incorporate the voice of business going forward
2. Enhance the image and marketing of Brooklyn Park
3. Value business as a customer
4. Make it easier for businesses to find information and resources
5. Improve business regulation
6. Attract and grow businesses

Originally composed of 12 local businesses of varying sizes and industry types, BFAB expanded to 15 seats in 2017 and continues to meet monthly from September through June to provide feedback on policy, code issues, and any other matters affecting the business community. BFAB presents to the Economic Development Authority (EDA) annually to review progress on its goals. BFAB also holds one annual open meeting to encourage input and participation from the broader business community.

The impact of the Business Forward work is visible in several other initiatives. Since 2013, the City has developed marketing campaigns to highlight its image regionally, boosting branding implementation efforts that began in 2012. Marketing campaigns include print advertisements, promotional videos, brochures, banners, and merchandise that position Brooklyn Park as an excellent option for businesses seeking a new home, reinforce the benefits Brooklyn Park businesses already enjoy, and challenge outdated or inaccurate notions about the city. Campaigns run on two year cycles, allowing for robust concept development.

In addition to the many City staff that meet Brooklyn Park business needs daily, the City has a dedicated staff person in the Business Development Coordinator (BDC) to provide concierge-level support with services such as procedural navigation and site selection assistance. The BDC also provides direct project-related support and business engagement, such as one-on-one meetings for light rail transit construction mitigation or engagement with businesses that could be affected by proposed city code changes. For businesses seeking State of Minnesota financing via the Minnesota Investment Fund or the Job Creation Fund, the BDC facilitates the process, with the City of Brooklyn Park serving as a conduit for contractual procedures and funds distribution. For the broader business community, the BDC creates and maintains information and resource lists available at City Hall and on the City's website and, perhaps most importantly, develops relationships throughout the business community to provide ongoing support.

Finally, staff continues to sustain multiple platforms to make businesses feel valued:

- The annual Business Forward Forum connects over 100 businesses with each other while providing marketing, development, and policy updates.
- When a new large or mid-size business opens, the City staffs a table at the business to welcome it and its employees to Brooklyn Park with packets of information.
- A semiannual newsletter is sent to 1,200 businesses, keeping businesses in the loop with what is happening in Brooklyn Park.
- A restaurant map is printed annually to promote the local restaurant community.

### **6.3.2 Additional Business Development Resources**

Partnerships with other agencies and organizations bring additional resources to Brooklyn Park businesses. Partnerships include two local Chambers of Commerce: North Hennepin Area Chamber of Commerce and Twin West Chamber of Commerce. Each Chamber of Commerce

serves the business community with recurring programming, lobbying, networking, and advocacy. The Liberian Business Association provides similar culturally-specific support and connectedness. The State of Minnesota started offering workshops for small business owners and prospective entrepreneurs in 2017. Greater MSP provides global promotion of the region by staffing booths at tradeshow, publishing site selector magazines, and facilitating new business or relocation efforts. Minneapolis Northwest Tourism supports the hospitality industry and provides marketing and branding to the cities of Brooklyn Park, Maple Grove, and Brooklyn Center.

## **6.4 Economic Development Profile: Human Capital Development**

Minnesota is experiencing a labor shortage, expected to continue over the next ten years. According to the Minnesota State Department of Employment and Economic Development (DEED), Minnesota businesses will add 205,000 jobs to the economy over the next decade and the labor force is projected to increase by only 68,400 workers. Today, the State's online job board has 80,000 position openings and the State's unemployment rate is around 3.7 percent.

Expected Baby Boomer retirements will also have an impact. According to DEED, one in every five jobs in Minnesota is now held by workers who are within 10 years of—or already at — retirement age. Moreover, these pending retirements will impact industry sectors differently. For example, 30% of the transportation and warehousing sector is within this retirement-ready group, along with 28% of the educational services sector, and 24% of manufacturing.

While demand for high-skilled living wage jobs will remain strong, and overall unemployment rates are low, there are opportunities in Brooklyn Park. Median household income data from the American Community Survey show large ranges in income and educational attainment across neighborhoods in Brooklyn Park. Median annual household incomes range from \$30,000 in some southern neighborhoods to around \$110,000 in some parts of northern Brooklyn Park. Educational attainment levels for adults over the age of 25 generally correlate with median incomes. While the overall unemployment rate hovers below 4%, communities of color experience higher rates. For example, according to DEED, Black or African American Minnesotans have an unemployment rate of over 11%.

Connecting those in the community with available jobs presents one opportunity to begin to address the current labor shortage. Barriers exist, however, in connecting those in our community that are unemployed or underemployed and these available jobs. High-demand living-wage jobs require some level of post-secondary education. Lack of educational attainment and social networks represent prominent barriers to those in the community that are unemployed or underemployed.

### **6.4.1 Workforce Development**

The City of Brooklyn Park is proactively exploring solutions to support the local workforce. The juxtaposition of pockets of high unemployment with a growing demand for labor by local

manufacturers requires partnerships to evaluate underlying factors and create career pipelines. The City continues to build those partnerships with Brooklyn Park-based institutions and organizations including Hennepin Technical College, North Hennepin Community College, Hennepin-Carver Workforce Board, and the Hennepin North Workforce Center. Brooklyn Park also participated in the Hennepin County Workforce Leadership Council, which assembled leaders from the public and private sectors and philanthropic community to compare strategies and collaborate on creating industry-specific career pipelines. The City also continues to support workforce development efforts by the North Hennepin Area Chamber of Commerce and Twin West Chamber of Commerce, and has expressed potential support for emerging, culturally-specific organizations focusing on workforce development, such as Wanlainjo and New Horizon Resource.

Finally, since 2014 the City has partnered with the City of Brooklyn Center and the Brooklyn Bridge Alliance for Youth on the BrookLynk program. BrookLynk's mission is to "coordinate partnerships that prepare employers to engage the next generation of workers and to connect young people in the cities of Brooklyn Center and Brooklyn Park facing barriers to employment with the skills, experience, and professional social networks needed to develop their pathway to college and career." Since December 2017, BrookLynk is housed in the Economic Development and Housing Division of Brooklyn Park's Community Development Department in partnership with the City of Brooklyn Center and with support from the Brooklyn Bridge Alliance for Youth and program funding partners.

#### **6.4.2 Resident Survey: Employment Data**

Creating employment opportunities and stabilizing families was a theme expressed in community engagement related to the creation of the *Brooklyn Park 2025* community plan and the subsequent 2017 outreach to apartment communities (as described in section 6.2.1). The themes collected after engaging 977 community members during the creation of the community plan set an expectation that in 2025 Brooklyn Park will have:

- Increased employment opportunities for a diverse local workforce and for youth, and
- Increased long-term financial stability for families.

The survey administered to 169 residents during outreach to apartment communities included a variety of questions regarding employment. The data provided key points about the employment dynamics of this narrow demographic of the community:

- Almost half of respondents work in Brooklyn Park and the cities immediately surrounding it.
- Of all respondents, 33% work in health, human services, or manufacturing industries, which together form the largest employer base, as discussed in section 6.1.1. Additionally, 21% work in office, retail, or restaurants, and 19% reported currently being unemployed.

- Among those who reported currently being employed, 46% found their job on their own online or by visiting their employer and 38% were referred by a family member or friend.
- When asked about existing employment support resources, 21% of respondents reported having used the services offered by the local DEED Workforce Center and 19% connected with North Hennepin Community College or Hennepin Technical College.

These key points could shed light on future opportunities to support Brooklyn Park's workforce, such as by hosting job boards to promote local employment opportunities that match skillsets and job seeking preferences. Moreover, with such a large portion of residents living and working in or near Brooklyn Park, a need exists for east-west transportation for better connection to jobs.

#### **6.4.3 Employment Density Analysis**

While the stated jobs goal for Brooklyn Park is 40,200, the Brooklyn Park EDA set a stretch goal of 50,000 jobs by 2040. With just over 25,000 jobs in place in 2017, this stretch goal would mean an increase of nearly 25,000 new jobs. To better understand the conditions needed to reach its job goals, the City conducted an employment density analysis in 2017. The analysis found an existing employment density of about 2.4 employees per thousand square feet of commercial/industrial building space. To reach job goals at these current density and land use patterns requires 1,329 acres of land and 13,800,907 square feet of building space.

Approximately 1,100 acres of green field land remain for development. That amount is 200 acres short of the 1,300 acres that would be needed in order to meet the jobs goal if all the land was set aside for commercial/industrial uses at the current average density of 2.4 employees per thousand square feet of land. To meet the 2040 forecast of 40,200 jobs and to reach the stretch goal of 50,000 jobs, the City would need to (1) attract employers that support a higher number of employees per square foot of building space; (2) reduce the amount of land consumed by various business developments; and/or (3) allocate more land for commercial/industrial development.

The employment density analysis illustrates current density by employment type in Brooklyn Park and proposes ideal average employment densities to reach 50,000 jobs (Table 6.4.3.1). Employment density varies based on employment type. Office and Industrial uses will account for 53% of projected job growth. To meet the stretch goal, office users will need to exceed current conditions to meet national trends of 5 jobs-per-thousand-square-feet. Industrial users will need to continue at current job densities of 2 jobs-per-thousand-square-feet, which is above the average of 1.6 jobs-per-thousand-square-feet. Institutional and Commercial fall below national averages and will need to increase as these uses account for about 22% of the projected job growth. Medical accounts for 25% of job growth and will need to maintain current densities. Overall, the City will need to protect existing commercial areas and opportunity areas such as the Oak Grove Station Area for high density job-creating uses.

<b>Employment Type</b>	<b>Brooklyn Park Average Employees/ 1000 sq ft of building, 2017</b>	<b>National Average Employees/ 1000 sq ft of building, 2017</b>	<b>Brooklyn Park's Ideal employees/ 1000 sq ft of building to reach 50,000 jobs</b>
Industrial	2.0	1.6	2.0
Office	2.8	5.0	5.0
Institutional	1.6	6.4	5.0
Commercial	1.7	4.5	4.0
Medical	4.0	4.5	4.0

Increasing the average employment density as illustrated in Table 6.4.3.1 lowers the amount of land needed to reach 50,000 jobs, balancing employment growth with the need to add housing opportunities on limited land available.

## 6.5 Community Wealth Building<sup>3</sup>

In 2015, Nexus Community Partners adopted a place-based, systems approach to community economic development to address historical barriers to equitable economic inclusivity. The Community Wealth Building (CWB) framework is grounded in three values:

- Equity as a central lens to take advantage of opportunity structures and eliminate racial and economic disparities.
- Mutuality at the center of partnerships and shared efforts.
- Stewardship, where residents function in roles of economic governance and responsibility as both consumers and producers in the economy.

These values guide the five pillars of community wealth building:

1. Local ownership—increasing the circulation of resources within community and building more resilient economies, thereby fostering individual and family wealth, helping stabilize economies, and strengthening ties between people and place.
2. Anchor institutions—key partners that have a sense of mutual exchange and interdependence with community and can be instrumental in shaping a neighborhood's long-term economic viability.
3. Community assets—developing productive assets that support multiple wealth building strategies and systems. Creating multi-lane strategies that reinforce one another and contribute to the economic fabric of the community.

<sup>3</sup> This section is heavily based on "Community Wealth Building Values and Principles" as shared by Nexus Community Partners.

4. Policy, systems, and leadership—policy making tables should reflect the communities they are designed to impact. Formal leadership development pipelines are fundamental to achieving sustainable change.
5. Culturally based economic models—economic strategies must be tailored for the specific communities they are designed to benefit. Culture is a resource for creating and expanding wealth building options, and cultural practices hold solutions to economic inequities.

As one of Minnesota’s most diverse communities, Brooklyn Park is in prime position to implement portions of Nexus’ Community Wealth Building strategies. The City of Brooklyn Park as an institution could commit to local procurement wherever possible to reinvest resources garnered from the community back into the community. Similarly, the City can share information with other anchor institutions, public and private, to encourage local purchasing to bolster the local economy through magnified purchasing power and volume. These anchor institutions could include educational systems (North Hennepin Community College, Hennepin Technical College, the Osseo, Anoka-Hennepin, and Robbinsdale School Districts) and private institutions with significant buying power, such as Brooklyn Park’s large base of manufacturing companies.

There are also implementation opportunities in local business ownership. The ongoing generational wave of retirements provides an opening for conversations around succession planning. From small family-owned businesses to large corporations, opportunities exist for conversion to cooperative ownership or transition to local ownership. Finally, the City could support a growth in general local business ownership by researching barriers to entrepreneurship and providing resources that could facilitate local acquisition of existing businesses or guide prospective entrepreneurs in starting a business.

## 6.6 Goals, Policy Objectives, and Policy Implementation

As Brooklyn Park continues to grow, its demographics will continue to shift and its economic development needs will become more pronounced. Emerging strategies for community wealth building tailored to Brooklyn Park’s conditions can provide another perspective for protecting equitable growth. As part of the Plan’s implementation, the City will continue to pursue equitable development. The City recognizes racial disparities in employment and economic development, and intends to continue evaluating ways to increase racial equity while implementing this Plan. Taking a proactive approach to align future staff work with anticipated needs will ensure Brooklyn Park’s economic vitality continues to be healthy and fosters prosperity for residents and businesses.

### **6.6.1 Promote robust local restaurant, retail, bioscience, precision manufacturing, and services markets.**

- 6.6.1.1 Continue to support economic activities that increase the overall tax base of the community.

- 6.6.1.2 Explore strategies for attracting additional restaurants to grow the variety of dining options for residents, businesses, and the workforce.
- 6.6.1.3 Identify opportunities to enhance resident access to existing businesses.
- 6.6.1.4 Continue to review the Business Forward Advisory Board recommendations to sustain a strong, business-friendly environment in Brooklyn Park.
- 6.6.1.5 Continue to support business attraction, retention, and expansion in the growing cluster of medical device and technologies, biosciences, precision manufacturing, research and development facilities, professional offices, and headquartered companies in Brooklyn Park.
- 6.6.1.6 Explore strategies for reducing barriers to opening a business in Brooklyn Park.
- 6.6.1.7 Continue to support community-owned amenities, such as Edinburgh USA golf course and clubhouse, and prepare publicly-owned land, such as the Village Creek redevelopment area, for redevelopment.

**6.6.2 *Explore opportunities for new business development, especially within historically underserved communities.***

- 6.6.2.1 Consider creating a new forum for entrepreneur development to share resources with potential new business owners and stimulate the locally-owned business community.
- 6.6.2.2 Explore small business incubation models, including whether the foundation for an incubator already exists in Brooklyn Park.
- 6.6.2.3 Continue to include the Brooklyn Park business community in policy creation and decision making via the Business Forward Advisory Board.
- 6.6.2.4 Continue small business support programs, such as Open to Business, and one or more City Staff positions to support businesses.
- 6.6.2.5 Explore strategies to engage emerging entrepreneurs.
- 6.6.2.6 Evolve the work of the Brooklyn Park Development Corporation to maximize its potential as a tool for business development.
- 6.6.2.7 Consider using the Equitable Development Principles and Scorecard as a tool to engage the community and evaluate impacts during the development process.
- 6.6.2.8 Evaluate the impact of policies and strategies on people of color through data analysis and community engagement. Adapt policies based on that evaluation.

**6.6.3 *Support human capital development efforts that reinforce workforce, job quality, and density goals in Brooklyn Park.***

- 6.6.3.1 Aim to attract employers that can support higher density employment to meet 2040 jobs goals.
- 6.6.3.2 Develop job creation, career pipeline, and livable wage policies in Brooklyn Park.
- 6.6.3.3 Continue to cultivate workforce development partnerships with employers, schools, chambers of commerce, and other governmental and nonprofit organizations.
- 6.6.3.4 Explore options to connect the local workforce to local employers.
- 6.6.3.5 Remain involved with local programming to continue supporting partnerships without duplicating established, functioning initiatives.

**6.6.4 Identify opportunities to implement community wealth building strategies.**

- 6.6.4.1 Consider introducing City practices that promote local procurement in purchasing wherever possible.
- 6.6.4.2 Encourage local procurement in purchasing by other Brooklyn Park public and private anchors, including post-secondary institutions and Brooklyn Park's largest employers.
- 6.6.4.3 Explore platforms for promoting information on local ownership transfer and cooperative ownership models with businesses exploring ownership succession planning.
- 6.6.4.4 Evolve programs and practices to create more openness and opportunity to access available business resources.