Carver, Chanhassen, Chaska, Victoria

Business Retention and Expansion Strategies Program

Summary Report

October 14, 1997

Sponsors

Chanhassen Chamber of Commerce
Chaska Chamber of Commerce
Victoria Chamber of Commerce
City of Carver
City of Chanhassen
City of Chaska
City of Victoria
Carver County Administration
Sprint Telephone
University of Minnesota Extension Service
Carver, Chanhassen, Chaska, and Victoria
Business Retention and Expansion Program
Leadership Team

Mike Anderson
Chaska Chamber of Commerce
448-5000

Susan Amtz
City of Chaska
448-2851

Lynn Ayers
Business Health Service
934-8272

Pat Brown
Sprint Telephone
448-8386

Maureen Farrell
University of MN Extension Service
442-3014

Judy Fesenmaier
Chanhassen Medical Clinic
934-0570

Bob Generous
City of Chanhassen
937-1900 ext. 141

Wayne Holtmeier
Fluoroware, Inc.
448-3131

Glory Kibbel
Saint Paul Technical College
228-4314

Nancy Kracke
School District 112
368-3607

Nancy Lenhart
University of MN Extension Service
442-3014

Greg Shank
School District 112
368-3680

John Siegfried
Carver County Commissioner
448-3024

Mariene Speltz
Victoria Chamber of Commerce
443-3442

Glenda Spiotta
City of Carver
448-5353

Jeanne Straus
School District 112
448-8733

Marilee Welch
Victory Envelope
474-3264

For more information on the Carver, Chanhassen, Chaska, and Victoria BR&E Program, contact one of the leadership team members listed above or the individuals listed with each of the priority projects. For a copy of the complete survey results, please call Jeanne Straus at 448-8733. The Task Force encourages all community members to participate on the implementation of these projects.

---

The Business Retention and Expansion Strategies Program is a community economic development program of the University of Minnesota. The purpose of the program is to help communities develop the capacity to retain and help expand local businesses. For more information on the program, please contact Patricia Love at 612-625-6246
Carver, Chanhassen, Chaska, and Victoria
Business Retention and Expansion Program
Task Force Members and Volunteers

Duane Arens  
MN Dept. of Trade & Economic Development

Bart Bevins  
MN Dept. of Trade & Economic Development

Cheryl Boe  
Chaska High School

B.G. Brackman  
Sprint Telephone

Vemelle Clayton  
Lotus Realty Services

Dr. David Clough  
Superintendent-District 112

Kris Huth  
Softsoap Enterprises, Inc.

Miki Dzugan  
MarkNETing

Jolyn Eiden  
St. Thomas University

Rick Ford  
Casualty Assurance Group

Kathy Guettler  
Target Store-Chanhassen

James Haugen  
Americana Community Bank

Donna Hoese  
Sprint Telephone

Gwen Jansen  
Carver County Employment & Training

Mary Johnson  
Chaska River Inn & Suites

Julie Ann Kenney  
HRA-Carver County

John Kragness  
SW Metro

Lisa Krebsbach  
University of St. Thomas

Andres Lunnan  
Dept. of Applied Economics, University of MN

Tony Mailot  
The Chanhassen Bank

Randy Maluchnik  
Congressman Minge’s Office

Helen Merchant  
Principal-Chanhassen Elementary School

John Miller  
Dunwoody Institute

Paul Moline  
Carver County Planning & Zoning

Cheryl Nelson  
Chaska High School

Karol Nielsen  
Sprint Telephone

Dr. Jim O’Connell  
Principal, Chaska High School

Greg Olson  
Century Bank-Chanhassen

Pat Papenfuss  
Executive Secretary/ Chamber of Commerce

Carol Riddle  
CAP Agency

Ed Rosheim  
Carver-Scott Educational Coop

Anne Runck  
Carver-Scott Educational Coop

Jayne Schifsky  
Carver County-Environment

Cathy Schmitz  
Business Health Services

Randi Shapiro  
World Learner School/ Jonathan Montessori

Frank Starke  
Dunwoody Institute

Jean Travis  
Carver-Scott Educational Coop.

Lezlie Vechart  
The Promotion Group

Mike Werner  
Assistant Principal, Chaska High School

Kathy Wiek  
Kathy’s Kartridges

Terry Wilholt  
Chaska Chamber of Commerce
Overview

The Cities of Carver, Chanhassen, Chaska, and Victoria joined together in April 1996 to initiate a Business Retention and Expansion Strategies Program. Business, government, and educational leaders from the communities are working together to implement the program, which is sponsored by the Chanhassen, Chaska, and Victoria Chambers of Commerce, the Cities of Carver, Chanhassen, Chaska, and Victoria, Carver County Administration, Sprint United, and the University of Minnesota Extension Service--Carver County.

The Carver, Chanhassen, Chaska, and Victoria Business Retention and Expansion (BR&E) Program’s overall goal is to help existing firms to become more competitive. Specific objectives include:

1. To demonstrate the community’s pro-business attitude and express appreciation to local firms for the contributions they are making to the local economy;
2. To increase communication among business, local governments, and schools and to integrate the voice of businesses into the local long-range planning process;
3. To direct firms to business assistance programs;
4. To assess the needs of local businesses;
5. To provide follow-up to help with local concerns;
6. To establish consensus on ambitious, yet feasible, action plans for managed community growth; and
7. To create the partnerships necessary for implementation.

As part of the BR&E program, 50 volunteers visited 55 firms in the cities of Carver, Chanhassen, Chaska and Victoria. During one-hour interviews with the owners or operators, the volunteers learned about the firms’ concerns, plans, and information needs. When the interviews were completed, BR&E Task Force members reviewed each survey and responded to any “red flag” or important business concerns and sent each firm materials addressing information it requested.

The University of Minnesota tabulated the survey data and analyzed the results. A panel of 18 people from the University of Minnesota, state and regional agencies and institutions, and members of the Carver, Chanhassen, Chaska, and Victoria BR&E Task Force met to review the results, identify key issues, and make suggestions for local consideration.

At a BR&E meeting on June 10, the Task Force reviewed the survey results, identified key issues, developed potential strategies and projects to address these issues, and reviewed the University panel’s suggestions. After careful deliberation, the Task Force established four priority areas for action. These include:

- Business-School Collaboration,
- Diversified Housing,
- Employer/Employee Information, and
- Transportation.

Four committees were formed to address each of these priority areas. These groups met independently during the summer to start defining their projects. Summaries of the groups’ work on these projects is highlighted in this report.
Background on the Firms Visited

The firms visited represent manufacturing, retail and wholesale trade, services, construction, and other industries. Of the firms visited, 58 percent are located in Chaska, 25 percent in Chanhassen, 15 percent in Victoria, and 2 percent in Carver.

Firms Visited by Industry

<table>
<thead>
<tr>
<th>Industry</th>
<th>Percentage of firms</th>
</tr>
</thead>
<tbody>
<tr>
<td>services</td>
<td>40%</td>
</tr>
<tr>
<td>retail trade</td>
<td>29%</td>
</tr>
<tr>
<td>manufacturing</td>
<td>22%</td>
</tr>
<tr>
<td>other (specify)</td>
<td>20%</td>
</tr>
<tr>
<td>wholesale trade</td>
<td>9%</td>
</tr>
<tr>
<td>finance, insurance, real estate</td>
<td>9%</td>
</tr>
<tr>
<td>construction</td>
<td>7%</td>
</tr>
<tr>
<td>agriculture</td>
<td>4%</td>
</tr>
<tr>
<td>education</td>
<td>4%</td>
</tr>
<tr>
<td>mining</td>
<td>2%</td>
</tr>
<tr>
<td>transportation/public utilities</td>
<td>2%</td>
</tr>
</tbody>
</table>

Firms Have a Positive Outlook

The firms pay their employees an average of $6.83 per hour for unskilled workers and $17.70 per hour for professional and management employees. Skilled workers earn an average of $11.01 per hour, clerical employees earn an average of $9.36 per hour, and semi-skilled workers earn an average of $8.06 per hour.

Of the firms surveyed, 86 percent provide benefits to their employees. Of these, 81 percent provide health care benefits to their full-time employees, and an additional 9 percent extend this benefit to both their full-time and part-time employees.

Most of the firms visited are locally owned and operated, with only 30 percent of the firms listing themselves as branch plants, satellites, or franchises. Just over two-thirds of the firms began their operations in the community in which they are located.

The firms employ 2,494 workers. Almost one-third of these were classified as professional/management, and 31 percent were not classified. The remainder were listed as unskilled (6 percent), semi-skilled (14 percent), skilled (13 percent), and clerical (5 percent). Forty-five percent of the firms have fewer than ten employees and 28 percent have fewer than five employees. Twenty-three percent have 50 or more employees, and 11 percent have 100 or more employees. The 11 percent with more than 100 employees have 66 percent of the full- and part-time workers.

The firms expect their number of employees to increase by 11 percent, or 264 workers, over the next three years. The greatest net change is expected with skilled workers: 44 percent of firms expect to hire a total of 86 skilled workers.
The businesses are also happy with their communities, with 91 percent of firms rating their community as a good or excellent place to live, and 72 rating their community as a good or excellent place to do business.

### Rating of Community

<table>
<thead>
<tr>
<th>Rating</th>
<th>As a Place to Live</th>
<th>As a Place to Do Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>40%</td>
<td>31%</td>
</tr>
<tr>
<td>Good</td>
<td>51%</td>
<td>41%</td>
</tr>
<tr>
<td>Fair</td>
<td>8%</td>
<td>24%</td>
</tr>
<tr>
<td>Poor</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Very Poor</td>
<td>0%</td>
<td>2%</td>
</tr>
</tbody>
</table>

### Plans to Expand, Move, or Close

One-fourth of the firms reported they are considering moving and none are considering closing. The most common reasons given for moving are no land for expansion (31 percent), lease expiration (31 percent), and overcrowded buildings (23 percent). The firms considering moving employ a total of 230 employees, or an average of 18 employees per firm. Fifty-four percent of the firms that plan to move expect to stay within their current city, and 38 percent plan to stay in the county. In addition, 32 percent of the firms have already expanded elsewhere.

### Priorities and Projects

At its priority setting meeting on June 10, the Task Force agreed to focus on four key priorities. These include:

- Business-School Collaboration,
- Diversified Housing,
- Employer/Employee Information, and
- Transportation.

The following are descriptions of the four priority projects and related survey results.

### Priority: Business-School Collaboration

#### Overview

The survey results point to several opportunities for greater collaboration between educational institutions and area businesses. To address this opportunity, the Task Force decided to form a Business-School Collaborative Committee.

By working together, businesses and schools will gain a better appreciation of each other and discover ways they can work together to address their needs and concerns.
Related Survey Results

Over the next five years, 73 percent of the firms expect their need for employee training to increase, and 27 percent expect their training needs to stay the same. About 77 percent of the firms reported their employees need training in the area of customer service, 72 percent require computer training, 58 percent require sales training, and 57 percent require basic skills such as writing, punctuality, team playing, communication, and diversity.

Sixty-seven percent of firms reported they would be interested in participating in mentoring programs for area high school students. Almost half of the firms would be interested in collaborating with other businesses in training employees, and 50 percent would be interested in serving as an apprenticeship site. A quarter of the firms have apprenticeship programs and have indicated an interest in helping promote these programs.

Training and Education Activities in which Firms Are Interested in Participating

<table>
<thead>
<tr>
<th>Activity</th>
<th>Firms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participating in mentoring programs for area high school students</td>
<td>67%</td>
</tr>
<tr>
<td>Collaborating with other businesses in training employees*</td>
<td>48%</td>
</tr>
<tr>
<td>Serving as an apprenticeship site</td>
<td>48%</td>
</tr>
<tr>
<td>Receiving customized training programs through area technical colleges</td>
<td>44%</td>
</tr>
<tr>
<td>Serving on a local school advisory committee</td>
<td>33%</td>
</tr>
<tr>
<td>Offering training to members of other organizations, such as schools and companies</td>
<td>27%</td>
</tr>
<tr>
<td>Serving on a two-year college advisory curriculum committee</td>
<td>25%</td>
</tr>
</tbody>
</table>

Currently, the businesses surveyed gave educational institutions in the area mixed reviews. For example, 11 percent of the firms find vocational schools and higher education to be poor or very poor. On the flip side, approximately half of the firms find vocational schools and higher education to be good or excellent.

Although higher levels of education did not fare as well, elementary and secondary education was rated as good or excellent by 77 percent of the firms, and no firms rated it as poor or very poor.

Rating of Community Services--Education

<table>
<thead>
<tr>
<th></th>
<th>Good-Excellent</th>
<th>Fair</th>
<th>Poor-Very Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>elem/second schools</td>
<td>77%</td>
<td>13%</td>
<td>0%</td>
</tr>
<tr>
<td>vocational schools</td>
<td>51%</td>
<td>11%</td>
<td>11%</td>
</tr>
<tr>
<td>higher education</td>
<td>46%</td>
<td>16%</td>
<td>11%</td>
</tr>
</tbody>
</table>

Project: Form a Business-School Collaborative Committee

The Task Force believes the best way to address many of these concerns and issues is through the formation of a Business-School Collaborative Committee that includes local education, post-secondary education, and business representatives.

On the next page is a list of initiatives the Business-School Collaborative Committee will consider in its efforts to address issues identified in the BR&E survey and strengthen business-school collaboration.
Business-School Collaborative Committee's Proposed Initiatives

- Provide collaborative training opportunities
- Enhance mentorship programs
- Expand apprenticeship opportunities
- Establish a speakers bureau that sends teachers into business and businesses into schools
- Hold an annual career day or fair
- Provide for business representation on the local curriculum committee and post-secondary curriculum committee to help address new graduation standards
- Coordinate English as a Second Language (ESL) training
- Hold monthly talks with District 112 teachers and area business leaders
- Collaborate on the promotion and planning of a Vo-Tech Fair
- Help educate families about careers and salaries available in industry and through vo-tech education

The Task Force encourages other community members to join them in implementing the priority projects.

For more information on the Business-School Collaborative Committee's projects and ways to get involved, please contact one of the following team members: Jeanne Straus of School District 112 at 448-8733, Lynn Ayers of Business Health Service at 934-8272, Marilee Welch of Victory Envelope at 470-2736, Gwen Jansen of Carver County Employment and Training at 361-1713, or Glory Kibbel of Saint Paul Technical College at 228-4314.

Priority: Employer/Employee Information

Overview

The firms surveyed expressed concern about the limited availability of workers in the area. Since the firms anticipate their demand for employees--particularly skilled workers--to increase over the next three years, this shortage of workers could potentially hinder their expansion in the community.

The Task Force believes that several very good employer and employee services already exist in the community. However, many people are not aware of them. To help address the need for workers and give residents the opportunity to learn about job and training opportunities, the Task Force decided to create an Employer/Employee Information Center.

Survey Results

Forty-two percent of firms reported they find the availability of labor in their community to be less favorable than in the communities of their competitors. Only 9 percent find the availability of labor to be more favorable in their community than in their competitors' communities.

More than half of the firms have problems recruiting skilled workers and over one-third have trouble recruiting semi-skilled workers. Almost a quarter have problems recruiting professional and management employees and a similar number have problems finding unskilled workers.
Employee Recruitment Problems by Employee Classification, 1997

<table>
<thead>
<tr>
<th>Classification</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>temporary/contract</td>
<td>9%</td>
</tr>
<tr>
<td>clerical</td>
<td>17%</td>
</tr>
<tr>
<td>professional/management</td>
<td>23%</td>
</tr>
<tr>
<td>unskilled</td>
<td>25%</td>
</tr>
<tr>
<td>semi-skilled</td>
<td>36%</td>
</tr>
<tr>
<td>skilled</td>
<td>51%</td>
</tr>
</tbody>
</table>

The Committee encourages businesses, individuals, and organizations that work on employment-related issues to lend their support to this effort.

For more information, contact: Gwen Jansen of Carver County Employment and Training at 361-1713, Glenda Spiotta of the City of Carver Administrator’s Office at 448-5353, Glory Kibbel of Saint Paul Technical College at 228-4314, Lynn Ayers of Business Health Services at 934-8272, or Terry Wilhoit of the Chaska Chamber of Commerce at 443-2378.

### Priority: Diversified Housing

#### Overview

Based on the survey responses, the Task Force concluded that the lack of diversified housing in the area is an impediment to business expansion and the opportunity for people to both live and work in the community.

#### Related Survey Results

Although 91 percent of businesses surveyed rate their communities as good or excellent places to do business, many firms are concerned about the lack of diversified housing. Forty-four percent described the availability of housing in their community as fair to very poor, and 35 percent reported that housing is less favorable in their community than in their competitors’ communities. Only 4 percent rated the availability of housing in their community as more favorable.
Percentage of Firms Rating Local Services as Less Favorable than those Services in Communities of Their Competitors

<table>
<thead>
<tr>
<th>Service</th>
<th>Firms Rating Service As Less Favorable</th>
</tr>
</thead>
<tbody>
<tr>
<td>proximity of four-lane highway</td>
<td>45%</td>
</tr>
<tr>
<td>availability of labor</td>
<td>42%</td>
</tr>
<tr>
<td>availability of housing</td>
<td>35%</td>
</tr>
<tr>
<td>availability of transit</td>
<td>31%</td>
</tr>
<tr>
<td>airport facilities</td>
<td>25%</td>
</tr>
<tr>
<td>availability of industrial site</td>
<td>18%</td>
</tr>
<tr>
<td>quality of telecommunications</td>
<td>13%</td>
</tr>
<tr>
<td>availability of raw materials</td>
<td>2%</td>
</tr>
<tr>
<td>availability of credit</td>
<td>2%</td>
</tr>
</tbody>
</table>

Currently, less than one-third of the employees live in the communities in which they work. While commuting remains an option, lack of adequate transit service and a limited transportation network require that additional options be investigated.

To address the need for employees and to give residents an opportunity to live and work in the same community, the Task Force established diversified housing in the community as a priority area.

Based on average starting salaries reported in the survey, the Diversified Housing Committee attempted to determine what an affordable payment would be for each salary category. (The committee assumes that 30 percent of income for housing is affordable.) These results are summarized in the following tables.

### Average Hourly Wages and Salaries

<table>
<thead>
<tr>
<th>Employee Category</th>
<th>Average Hourly Wage</th>
<th>Wage as Annual Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>unskilled</td>
<td>$6.83</td>
<td>$14,206</td>
</tr>
<tr>
<td>semi-skilled</td>
<td>$8.06</td>
<td>$16,765</td>
</tr>
<tr>
<td>clerical</td>
<td>$9.36</td>
<td>$19,469</td>
</tr>
<tr>
<td>skilled</td>
<td>$11.01</td>
<td>$22,900</td>
</tr>
<tr>
<td>professional/management</td>
<td>$17.70</td>
<td>$36,816</td>
</tr>
</tbody>
</table>

Data Source: Carver, Chanhassen, Chaska, Victoria BR&E Survey

### Affordable Monthly Rent and Mortgages*

<table>
<thead>
<tr>
<th>Employee Category</th>
<th>Monthly Payment^</th>
<th>Mortgage @8%</th>
</tr>
</thead>
<tbody>
<tr>
<td>unskilled</td>
<td>$355</td>
<td>$48,365</td>
</tr>
<tr>
<td>semi-skilled</td>
<td>$419</td>
<td>$57,084</td>
</tr>
<tr>
<td>clerical</td>
<td>$487</td>
<td>$66,348</td>
</tr>
<tr>
<td>skilled</td>
<td>$572</td>
<td>$78,000</td>
</tr>
<tr>
<td>professional/management</td>
<td>$920</td>
<td>$125,000</td>
</tr>
</tbody>
</table>

*Analysis: BR&E Task Force’s Affordable Housing Committee.
^Assumes 30% of monthly salary is an affordable payment.

### Project: Promote the Expansion of Diversified Housing

To address concerns about housing, the BR&E Task Force’s Diversified Housing Committee plans to study and encourage the addition of low- to moderate-priced housing in the community. The following is a summary of tasks the team is considering.

#### Collect and Analyze Information

The committee will analyze the BR&E survey results, contact businesses and local governments to determine housing needs, and complete an inventory of existing resources available for housing. The team will explore the impact of affordable housing on communities and share this information with businesses, chambers of commerce, and local governments.

#### Conduct Educational Workshops

The team will help organize workshops for community members and groups on the benefit of affordable housing, including single-family and multi-family units.

#### Ensure business has a voice in local planning

The committee hopes to encourage the consideration of local business interests at local hearings on housing-related issues in the communities.
Explore Special Funding Options

The team will work with local firms to develop a business consortium to assist in funding housing development or to provide financing assistance for business employees.

The committee hopes to collaborate on this effort with the Carver County HRA, the Cities of Carver, Chanhassen, Chaska, and Victoria, the Minnesota Housing Finance Agency, and nonprofit organizations aimed at supporting low- and moderate-priced housing.

For more information on this project, please contact one of the following team members: Maureen Farrell of the University of Minnesota Extension Service–Carver County at 442-3014, Bob Generous of the City of Chanhassen at 937-1900 ext. 141, Kris Huth of Softsoap Enterprises, Inc. at 448-4799, or Carol Riddle of the CAP Agency at 496-2124 ext. 242.

Priority: Transit and Transportation

Overview

Since the survey responses show that transportation and transit issues may impede local business retention and expansion, the Task Force decided to make addressing these concerns a priority.

Related Survey Results

Forty-five percent of firms report that the proximity of a four-lane highway is less favorable in their community than in the communities of their competitors. Only 9 percent found proximity of a four-lane highway to be more favorable.

In addition, 71 percent of the firms believe the expansion of Highway 212 as a non-toll road would have a positive impact on their business, and 41 percent reported that the highway’s expansion as a toll-road would have no-impact.

Another key issue is the availability of transit service for area employees. Sixty-three percent of the firms reported that the expansion of Southwest Transit in the area would have a positive impact on their business. Since many firms are finding it difficult to recruit workers, expanding transit service and options available to potential employees may help address the labor shortage.

Project: Expand and Promote Southwest Metro Transit

To address some of these issues, the Task Force's Transportation Committee plans to explore the following projects.

Promote Southwest Metro Transit

Since Southwest Transit is already available in Chaska and Chanhassen, the committee will work with Southwest Transit to better communicate and promote to area businesses the current services available.

Expand Southwest Transit to Include Carver and Victoria

The committee will explore ways to include Carver and Victoria in Southwest Metro Transit's service area. An option might include discussion of a Joint Powers Agreement with these cities.
Help Coordinate Transportation of Second Shift Employees

The Committee will pursue better coordination of area businesses' second shifts so that Southwest Metro Transit could provide more efficient bus or vanpool service for these workers.

Encourage “Transit Champions”

To help encourage greater use and expansion of mass transit options, the committee hopes to encourage “transit champions” in the community. These community and business leaders, whose behavior would serve as a model, would step out of their cars and use the bus service to make regular trips via the circulator service, Telebus, or other Southwest Metro Transit routes.

Promote Greater Business Input in Transportation Planning

The committee will work with area business organizations to solicit and work to integrate greater business input on the planning of state and county highways and local roads. The committee will also encourage businesses to review the state’s Department of Transportation’s transportation system plan on an annual basis. The committee will also pursue greater participation on the part of businesses in planning local Community Investment Projects (CIPs).

For more information on the transit and transportation projects and ways to get involved, please contact one of the following team members: Susan Arntz, City of Chaska, at 448-2851 ext. 243; Michael Anderson, Chaska Chamber of Commerce, at 448-5000; Kate Garwood, Southwest Metro Transit, at 934-8546; or Patricia Brown, Sprint Telephone, at 448-8386.

Carver, Chanhassen, Chaska, and Victoria BR&E Strategies Program
State Review Panel

Lynn Ayers
Business Health Systems
Margaret Bau
Humphrey Institute of Public Affairs
University of Minnesota
Woody Cox
MN Dept. of Children, Families, and Learning
Thomas Donaldson
Carlson School of Management
University of Minnesota
Miki Dzugan
Chaska Initiatives, St. Thomas University
Brian Harmon
Carlson School of Management
University of Minnesota
Janet Hively
College of Education and Human Development
University of Minnesota
Christine Jauregui
Minnesota Technology, Inc.
Connie Kozlak
Metropolitan Council
Nancy Lenhart
Minnesota Extension Service
Patricia Love
Business Retention & Expansion Strategies Program
University of Minnesota
Anders Lunnan
Department of Applied Economics
University of Minnesota
John Siegfried
Carver County Board of Commissioners
Jeanne Straus
School District 112
Renee Wonser
Vocational Education
Intermediate School District 287

The Carver, Chanhassen, Chaska, and Victoria Business Retention and Expansion Program’s report and summary report were prepared by Patricia Love, BR&E Strategies Program, University of Minnesota.