

**COMPREHENSIVE  
ECONOMIC  
DEVELOPMENT  
STRATEGY  
PERFORMANCE  
REPORT**

A DOCUMENT PREPARED FOR THE MINNESOTA COUNTIES OF REGION SIX EAST

- KANDIYOHI, McLEOD, MEEKER, RENVILLE-

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## PURPOSE OF THE CEDS DOCUMENT

The Comprehensive Economic Development Strategy is designed to bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen the regional economy. The CEDS should analyze the regional economy and serve as a guide for establishing regional goals and objectives, developing and implementing a regional plan of action, and identify investment priorities and funding sources. Public and private sector partnerships are critical to the implementation of the integral elements of the CEDS strategy. As a continuing economic development planning and performance-based plan, the CEDS will serve a critical role in a region's efforts to defend against economic dislocations due to global trade, competition, and other events resulting in the loss of jobs and private investment.



# CHAPTER ONE

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## **HISTORY AND BACKGROUND OF THE ECONOMIC DEVELOPMENT SITUATION**

The creation and retention of permanent, high compensatory jobs is one of the priorities of the project. Increasing incomes of workers and residents in the region is also a function of the above. Rural Minnesota is below the State average as far as per capita income is concerned. The sustainability of the project to create jobs and increase incomes must come from a continuing process of updates and changes. The Commission, staff, and CEDS Committee are constantly in touch with all facets of the economics of the region. At least once per month, meetings are held and are open to the public. At these meetings, the public is encouraged to attend and give public input as to direction. These meetings ensure that there will be ongoing and continuous input and a process by which changes in the regional economy can be quickly assessed and adjustments in the project can be made. At least once per month, Commission staff has meetings with the economic development directors in each of the member counties. Discussions are also held regarding adjustments to the strategy as deemed advantageous and useful.

The Mid-Minnesota Development Commission (MMDC) is a quasi-governmental agency that has a variety of programs and funding sources. Enabling legislation was passed in 1969; the Commission was formed in 1973, and became operational in 1974. This year, the operational budget is over \$772,616. Additional funds are passed through for specific loans, grants, and contracts. Currently, the Commission has 6 full-time and 2 part-time staff. The service area of the Commission covers the four counties of Kandiyohi, McLeod, Meeker, and Renville. Those four counties contain 40 cities and 82 townships. The population of the area is approximately 110,000.

The Commission's operational revenue comes from three major sources:

1. a limited taxing authority on real estate in the four counties,
2. administration of State and Federal programs, and
3. fee for services provided to local units of government and businesses (fees charged are partially subsidized with tax dollars).

Major program areas of the Commission include: Economic Development, Transportation, Aging, Community Development, and Building Inspections and Housing Rehabilitation.

The 9-member staff operates as a close-knit team and often assists each other on various projects. The staff is composed of 1 Executive Director, 1 Office Manager/Financial Director, 1 Aging Program Director, 1 Economic Development Director, 1 Community Development Director, 2 Senior Outreach Specialists, and 1 Administrative Assistant/Technology Specialist.

The MMDC has a 26-person Board of Directors including representation from the counties (4), townships (4), cities (6), school districts (2), and public interest members (10). To comply with Economic Development Administration new regulations the Commission Governing Board has added 35% private sector representatives. These 26 persons set the policy, adopt an annual work program, and approve a budget. The staff carries out policy and implements the work program.

There are problems of growth and development in urban and rural regions of the State that transcend the boundary line of local government units. No single unit can plan for their solution without affecting other units in the Region. The coordination of multi-jurisdictional activities is essential to the development and implementation of effective policies. Intergovernmental cooperation is an effective means of pooling the resources of local government to approach common problems. Partnership of all resources is needed to make the most effective use of local, State, Federal, and private programs in serving the citizens of the region. The MMDC works on behalf of local units of government to develop plans or implement programs to address economic, social, physical, and governmental concerns of this region of the State. The Region was designated an Economic Development District on November 4, 1998, officially establishing the MMDC as a local partner with the Economic Development Administration. The Governing Board of the MMDC acts as the final authorizing body for all Commission activities including the creation of the CEDS. The Comprehensive Economic Development Strategy Committee has been assigned the task of advising the Commission on the content of the CEDS and the direction of activities in the region.

The Commission requires a broad-based representation from appropriate sectors such as civic, business, leadership, labor, minority, and other local community interest in the Commission's economic development activities. Minorities, women, and other disadvantaged groups are encouraged to serve on the MMDC's Comprehensive Economic Development Strategy Committee.



# CHAPTER TWO

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## ECONOMIC HISTORY OF REGION SIX-EAST

The economic history of Region Six-East is largely a history of the development of agriculture. It was the rich productive land that drew people to the region, and it has been the productivity of the soil that has sustained the high quality of life which exists today.

When the first white men reached the region in the early 1800s, the area was held by the Sioux Indians. The Sioux remained in possession of their territory until the Mendota and Traverse des Sioux Treaties were approved in 1853.

The early settlers came largely as a result of the Homestead Act. This Act, which was passed in 1860, made it possible for the new settlers to acquire a quarter-section of land with very little cash outlay.

During the mid and late 1800s, settlers continued to settle in all parts of the region and slowly villages and towns began to appear. Wheat raising became the principal pursuit. Grist mills and barrel-making became complementary industries so that the wheat could be ground into flour and shipped to Minneapolis. In addition to wheat, small grains such as barley and oats were grown for livestock feed.

Although agriculture was the most significant economic activity in the settlement of the region, there was at that time a substantial logging industry in parts of Meeker County. By 1855, many were developing water power as a source of energy to change trees, found abundantly in the State, into lumber. Although the State at the time had abundant lumber resources, the logging industry was constantly seeking new supplies. The search for new stands of timber provided the stimulus for the earliest white explorations of Meeker County. The first permanent white settlers were two "lumber cruisers" who settled near present day Forest City on the Crow River in 1855.

In the late 1800s, livestock raising became more popular. Wheat had been the principal crop up until about 1900 when it began to fade into the background. In the meantime, the raising of corn and oats increased in importance. Partially because these grains could be used as livestock feed, dairying and stock raising made rapid strides. Of special significance was the development of many dairy farms in McLeod and Meeker Counties.

The growth of the dairy industry helped spawn the growth of cooperatives. Because market prices were better in the Twin Cities, farmers began organizing cooperatives so as to take advantage of better shipping rates and market accessibility. Cooperatives were especially prevalent among creameries but also dealt with other commodities. The German and Scandinavian immigrants who settled in the area brought with them the idea of combining efforts to achieve better markets for their produce and lower costs for materials purchased. There was a distinct savings in transportation costs when goods were shipped or received in carload quantities.

The 1870s and 1880s heralded the beginning of the railroad. The railroads extended their operations into the region. Everywhere the railroads reached, new markets were opened. New communities developed which served as collection points for raw agricultural products and as distribution points for finished products. Prior to the 1870s, settlers produced many agricultural products for local consumption only because a good mode of transportation did not exist for transporting products out of the area. The railroads enabled the settlers to strengthen their economic role as that of producers and exporters.

Through the late 1800s, all economic activity continued to revolve around agriculture. The first commercial enterprises in all the new cities and villages dealt with serving the agricultural economy. Elevators were always one of the first enterprises to go up. Some villages had five or six different elevators at any one time. Soon to follow were harness shops, hardware stores, blacksmith shops, feed mills, flour mills, and creameries.

Since the advent of gasoline power for agricultural purposes in 1920, corn steadily increased in importance. Many miles of roads were built. Since the region is located in the central part of the State with an average distance of 80 miles to the Twin Cities' markets, good roads became a necessity so that farm products could be marketed at opportune times and with low expense.

Thousands of acres of land were tilled and ditched, increasing the agricultural productivity of the county. Renville County became a leader in the drainage of land to recover it for agriculture. County and judicial drainage systems sprawl over 3,000 miles in Renville County. Today, 95 percent of the land area in the county is first-rate cropland.

In general, from the 1920s to 1950, population and economic growth continued to revolve mostly around agriculture. Agriculture, as an industry, continually changed. Crops changed in importance. New crops were continually being introduced. Farm mechanization was constantly being improved and production continually rose. These changes and improvements, in turn, stimulated growth in agri-business and agri-manufacturing development. One such example was the strengthening and growth of the turkey processing industry in Kandiyohi County.

As the mechanization of farms increased, largely brought on by the advent of new sources of power such as gasoline and electricity, the number of farm jobs decreased. This decline of rural population hurt the small businesses of the smaller rural communities. Along with these trends came other trends such as an increase in the size of farms and a decrease in the number of farms.

Since 1950, agriculture has continued to be a large part of the region's economy. As it has in the past, agriculture has continued to change with new production methods and new types of crops produced. Sunflowers and dry edible beans are two crops that have become popular with some of the region's farmers.

But even though a large part of the economy was agriculture, there has been much growth within recent years of the non-agriculture sectors of the region's economy.

In the late 1960s and 1970s, certain parts of the region witnessed the rise of retail and service employment as the fastest growing part of the region's economy. The surrounding population with increasing leisure time became more consumption oriented rather than production-oriented. Evidence of that recent trend was the construction of numerous retail sales establishments and dramatic increases in retail sales employment. Also, there have been substantial new additions to the manufacturing sector of the economy.

One of the more significant problems in the economy of Region Six-East in the last decade and a half has been agriculture related. During the early to mid 1980s, land values fell dramatically.

The economy of the region was also dealt a staggering blow in 1993 with excessive moisture and abnormally low temperatures. The 1993 flood season started in early May and continued throughout the summer causing physical damage to infrastructure, homes, businesses, and probably most importantly, agricultural crops. Since much of Region Six-East is dependent on the strength of the agricultural economy, the subsequent reduction in farm income had a devastating economic impact on area businesses, primarily those directly tied to agriculture such as grain elevators, implement dealers, and grain transporters. Fortunately, the local economy has since weathered this blow and, with the assistance of business growth, is now improving.

As a result of this growth, housing shortages plagued most of the communities in the region. Because of the lack of advantages for developers to create new housing, all types of housing from low-income apartments to executive homes were in short supply. The area was grappling with ways to develop more housing. Many county and city housing studies were completed to determine their needs.

Because of the lack of housing in part and low unemployment rates, a shortage of workers was identified as a need for many of the communities' major employers. It was difficult to attract employees if no housing is available for them. Some large employers investigated the possibility of having "company housing" to help meet their employment needs.

Other major issues included the decline of public infrastructure in smaller communities that are unable to successfully finance improvements, and the problems associated in having a large elderly population in parts of the region. The lack of access to advanced telecommunications technology in many outlying areas continues to be a detriment, as is the lack of availability of capital for start-up to non-manufacturing businesses.

In 2003, two devastating natural events plagued citizens in the counties of Region Six-East. A severe tornado touched down in the City of Buffalo Lake and did considerable damage, but limited injuries were reported. On September 15, 2003, Governor Tim Pawlenty asked the U.S.

Secretary of Agriculture to declare Kandiyohi, Renville, and Meeker Counties an agricultural disaster area because of a severe drought.

A major rural economic development tool was adopted in 2004 by the Minnesota State Legislature. The tool was known as "Job Opportunity Building Zones." The purpose of these zones was to create a climate in which businesses would want to expand or move into a community. It was a partnership between the State of Minnesota and its local governmental units (counties, cities, and school districts). A local governmental unit had to apply to the State for each parcel placed into the program. After approval of the zone parcel, the State agreed to waive all Minnesota State Taxes to the business if the local governmental units waived their local property taxes. The program, in its infancy, seems to be on the road to success. The Mid-Minnesota Development Commission provided technical assistance to our local units of government for this program.

A new State of Minnesota economic development initiative will be presented to the State Legislature in the Spring of 2008. The new initiative is known as Strategic Entrepreneurial Economic Development (SEED). The focus of this new state initiative is on small business. In Minnesota companies with fewer than 100 employees make up 97 percent of the state's business and create the most employment opportunities. The initiative includes over 22 separate initiatives and makes significant investments in areas of the state most likely to build the base of small business and ensure their success. The Governor is proposing an infusion of \$20 million and an additional \$50 million in one-time bonding to assist businesses throughout Minnesota in three key areas. These areas include 1) Developing and growing entrepreneurs 2) New capital for businesses 3) Sustained competitive advantage for rural Minnesota.

In the fall of 2008 the southern 38 counties in Minnesota conceived the "Southern Minnesota Regional Competitive Project". The Southern Minnesota Regional Competitiveness Project is a partnership of organizations, businesses and government agencies working together to create a strategic economic development plan for southern Minnesota. The Rural Policy Research Institute, based at the University of Missouri, Columbia, created the Center for Regional Competitiveness as a research institute for regional competitiveness and regional development policy. Working together across southern Minnesota, these partners aim to craft a coherent

strategy to bring promising new economic opportunities to the region. The four primary goals of the partnership include

- 1) Compete in the global economy: construct a strategy and make sure we compete with the assets we have.
- 2) Build a partnership and act as one region
- 3) Develop investment priorities
- 4) Increase innovation Capacity, i.e. grow entrepreneurs

Six strategy options were identified for the region for the best chance of competing globally.

These areas are.

- 1) Manufacturing
- 2) Health Care
- 3) Food and agriculture
- 4) Renewable Energy
- 5) Bioscience
- 6) High Technology



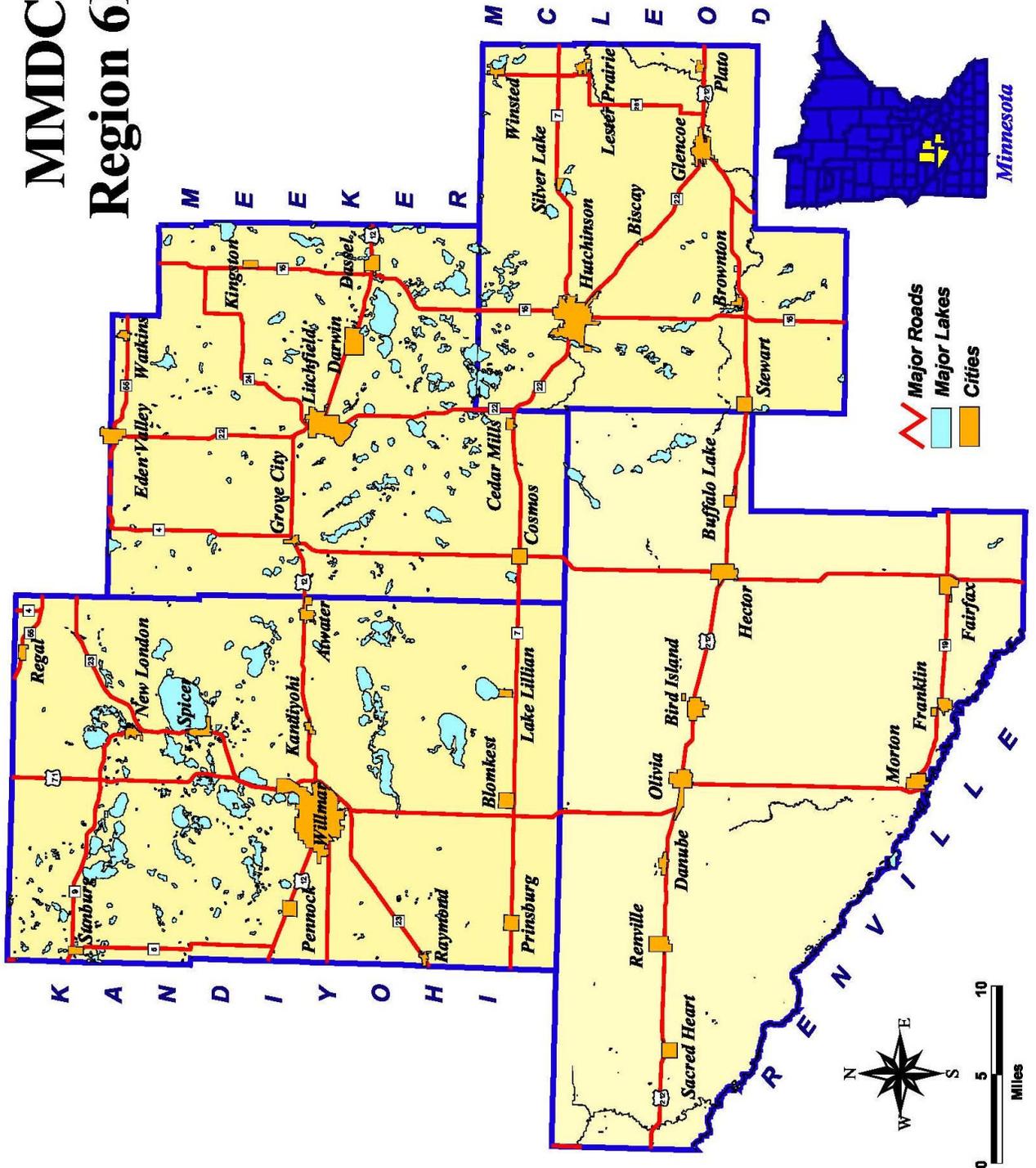
# CHAPTER THREE

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## MAP OF REGION 6E

### KANDIYOHI, MCLEOD, MEEKER, AND RENVILLE COUNTIES

# MMDC Region 6E



# CHAPTER FOUR

## REGIONAL DEMOGRAPHICS

The following graph provides a historical glance at the population changes for the counties of Region 6E.

County	2005 Census	2006 Estimates	2007 Estimates	2008 Estimates	2009 Estimates	Percent Change 2005 to 2009
Kandiyohi	41,487	41,689	41,763	41,689	41,392	(0.2%)
McLeod	36,642	37,042	37,130	37,289	37,058	1.1%
Meeker	23,416	23,418	23,371	23,141	23,073	(1.4%)
Renville	16,771	16,613	16,613	16,308	15,985	(4.6%)

Source: Population Estimates, State of Minnesota Demographer's Office, September 2010

As can be deduced from the above graph, all counties in the region with the exception of McLeod, have lost population over the last four years. The largest population loss was in Renville County with a four year loss of 4.6%. Kandiyohi County has the largest population at 41,392 with Renville, the least, at 15,985



# CHAPTER FIVE

## REGIONAL ECONOMIC ANALYSIS

### Number of Employees per Industrial Class by Geography (County)

Geography	Industry	Ownership	Year	Q1	Q2
Kandiyohi County	Total, All Industries (000000)	Total, All Ownerships	2010	21,231	22,363
Kandiyohi County	Total, All Industries (000000)	Private	2010	17,342	18,379
Kandiyohi County	Natural Resources and Mining (1011)	Total, All Ownerships	2010	988	1,103
Kandiyohi County	Natural Resources and Mining (1011)	Private	2010	988	1,103
Kandiyohi County	Construction (1012)	Total, All Ownerships	2010	892	1,225
Kandiyohi County	Construction (1012)	Private	2010	749	1,075
Kandiyohi County	Manufacturing (1013)	Total, All Ownerships	2010	2,903	2,961
Kandiyohi County	Manufacturing (1013)	Private	2010	2,903	2,961
Kandiyohi County	Trade, Transportation and Utilities (1021)	Total, All Ownerships	2010	4,323	4,476
Kandiyohi County	Trade, Transportation and Utilities (1021)	Private	2010	4,132	4,286

Kandiyohi County	Financial Activities (1023)	Total, All Ownerships	2010	718	718
Kandiyohi County	Financial Activities (1023)	Private	2010	700	699
Kandiyohi County	Professional and Business Services (1024)	Total, All Ownerships	2010	949	1,014
Kandiyohi County	Professional and Business Services (1024)	Private	2010	928	992
Kandiyohi County	Education and Health Services (1025)	Total, All Ownerships	2010	7,005	7,092
Kandiyohi County	Education and Health Services (1025)	Private	2010	4,552	4,642
Kandiyohi County	Leisure and Hospitality (1026)	Total, All Ownerships	2010	1,443	1,655
Kandiyohi County	Leisure and Hospitality (1026)	Private	2010	1,432	1,636
Kandiyohi County	Other Services (1027)	Total, All Ownerships	2010	705	732
Kandiyohi County	Other Services (1027)	Private	2010	704	731
Kandiyohi County	Public Administration (1028)	Total, All Ownerships	2010	915	

As can be deduced from the proceeding table, the Education and Health Services and the Trade, Transportation and Utilities respectively are the largest employment industrial sectors in Kandiyohi County.

<b>Geography</b>	<b>Industry</b>	<b>Ownership</b>	<b>Year</b>	<b>Q1</b>	<b>Q2</b>
McLeod County	Total, All Industries (000000)	Total, All Ownerships	2010	15,517	16,271
McLeod County	Total, All Industries (000000)	Private	2010	13,776	14,444
McLeod County	Natural Resources and Mining (1011)	Total, All Ownerships	2010	110	129
McLeod County	Natural Resources and Mining (1011)	Private	2010	110	129
McLeod County	Construction (1012)	Total, All Ownerships	2010	447	566
McLeod County	Construction (1012)	Private	2010	395	515
McLeod County	Manufacturing (1013)	Total, All Ownerships	2010	4,734	4,951
McLeod County	Manufacturing (1013)	Private	2010	4,734	4,951
McLeod County	Trade, Transportation and Utilities (1021)	Total, All Ownerships	2010	3,097	3,212
McLeod County	Trade, Transportation and Utilities (1021)	Private	2010	2,948	3,060
McLeod County	Information (1022)	Total, All Ownerships	2010	221	223
McLeod County	Information (1022)	Private	2010	221	223

McLeod County	Financial Activities (1023)	Total, All Ownerships	2010	451	452
McLeod County	Financial Activities (1023)	Private	2010	451	452
McLeod County	Professional and Business Services (1024)	Total, All Ownerships	2010	878	1,003
McLeod County	Professional and Business Services (1024)	Private	2010	871	996
McLeod County	Education and Health Services (1025)	Total, All Ownerships	2010	3,491	3,511
McLeod County	Education and Health Services (1025)	Private	2010	2,523	2,524
McLeod County	Leisure and Hospitality (1026)	Total, All Ownerships	2010	1,138	1,208
McLeod County	Leisure and Hospitality (1026)	Private	2010	1,083	1,149
McLeod County	Other Services (1027)	Total, All Ownerships	2010	437	441
McLeod County	Other Services (1027)	Private	2010	437	441
McLeod County	Public Administration (1028)	Total, All Ownerships	2010	509	570

As can be deduced from the above table, McLeod County has the largest number of workers in the manufacturing industrial sector with close second to the Trade, Transportation and Utilities and Education Services sectors.

<b>Geography</b>	<b>Industry</b>	<b>Ownership</b>	<b>Year</b>	<b>Q1</b>	<b>Q2</b>
Meeker County	Total, All Industries (000000)	Total, All Ownerships	2010	6,270	6,515
Meeker County	Total, All Industries (000000)	Private	2010	5,005	5,233
Meeker County	Natural Resources and Mining (1011)	Total, All Ownerships	2010	173	200
Meeker County	Natural Resources and Mining (1011)	Private	2010	173	200
Meeker County	Construction (1012)	Total, All Ownerships	2010	211	284
Meeker County	Construction (1012)	Private	2010	206	279
Meeker County	Manufacturing (1013)	Total, All Ownerships	2010	1,222	1,276
Meeker County	Manufacturing (1013)	Private	2010	1,222	1,276
Meeker County	Trade, Transportation and Utilities (1021)	Total, All Ownerships	2010	1,303	1,397
Meeker County	Trade, Transportation and Utilities (1021)	Private	2010	1,227	1,318
Meeker County	Information (1022)	Total, All Ownerships	2010	33	35
Meeker County	Information (1022)	Private	2010	33	35
Meeker County	Financial Activities (1023)	Total, All Ownerships	2010	225	223
Meeker County	Financial Activities (1023)	Private	2010	224	222
Meeker County	Professional and Business Services (1024)	Total, All Ownerships	2010	342	330
Meeker County	Professional and Business Services (1024)	Private	2010	342	330

Meeker County	Education and Health Services (1025)	Total, All Ownerships	2010	1,724	1,688
Meeker County	Education and Health Services (1025)	Private	2010	958	923
Meeker County	Leisure and Hospitality (1026)	Total, All Ownerships	2010	373	411
Meeker County	Leisure and Hospitality (1026)	Private	2010	373	411
Meeker County	Other Services (1027)	Total, All Ownerships	2010	245	236
Meeker County	Other Services (1027)	Private	2010	245	236
Meeker County	Public Administration (1028)	Total, All Ownerships	2010	418	433

As can be deduced from the Meeker County employment information the largest employment sector is in the Education and Health Services Sector followed by the Manufacturing and Trade, Transportation and Utilities Sectors.



<b>Geography</b>	<b>Industry</b>	<b>Ownership</b>	<b>Year</b>	<b>Q1</b>	<b>Q2</b>
Renville County	Total, All Industries (000000)	Total, All Ownerships	2010	5,396	5,752
Renville County	Total, All Industries (000000)	Private	2010	4,289	4,577
Renville County	Natural Resources and Mining (1011)	Total, All Ownerships	2010	418	535
Renville County	Natural Resources and Mining (1011)	Private	2010	418	535
Renville County	Construction (1012)	Total, All Ownerships	2010	165	231
Renville County	Construction (1012)	Private	2010	125	196
Renville County	Manufacturing (1013)	Total, All Ownerships	2010	798	816
Renville County	Manufacturing (1013)	Private	2010	798	816
Renville County	Trade, Transportation and Utilities (1021)	Total, All Ownerships	2010	1,193	1,144
Renville County	Trade, Transportation and Utilities (1021)	Private	2010	1,110	1,056
Renville County	Financial Activities (1023)	Total, All Ownerships	2010	191	188
Renville County	Financial Activities (1023)	Private	2010	190	187
Renville County	Professional and Business Services (1024)	Total, All Ownerships	2010	209	232
Renville County	Professional and Business Services (1024)	Private	2010	209	232
Renville County	Education and Health Services (1025)	Total, All Ownerships	2010	1,622	1,708
Renville County	Education and Health Services (1025)	Private	2010	1,040	1,119

Renville County	Leisure and Hospitality (1026)	Total, All Ownerships	2010	278	318
Renville County	Leisure and Hospitality (1026)	Private	2010	276	317
Renville County	Other Services (1027)	Total, All Ownerships	2010	80	82
Renville County	Other Services (1027)	Private	2010	80	82
Renville County	Public Administration (1028)	Total, All Ownerships	2010	398	461

As can be deduced from the above table Renville County has the largest employment sector in the Education and Health Sector. This is closely followed by the Trade, Transportation and Utilities Sector and Manufacturing Sector.



## Number of Establishment per Industrial Classification by Geography

Geography	Industry	Ownership	Year	Q1	Q2
Kandiyohi County	Total, All Industries (000000)	Total, All Ownerships	2010	1,362	1,364
Kandiyohi County	Total, All Industries (000000)	Private	2010	1,260	1,262
Kandiyohi County	Natural Resources and Mining (1011)	Total, All Ownerships	2010	48	48
Kandiyohi County	Natural Resources and Mining (1011)	Private	2010	48	48
Kandiyohi County	Construction (1012)	Total, All Ownerships	2010	178	179
Kandiyohi County	Construction (1012)	Private	2010	176	177
Kandiyohi County	Manufacturing (1013)	Total, All Ownerships	2010	71	73
Kandiyohi County	Manufacturing (1013)	Private	2010	71	73
Kandiyohi County	Trade, Transportation and Utilities (1021)	Total, All Ownerships	2010	387	387
Kandiyohi County	Trade, Transportation and Utilities (1021)	Private	2010	373	373
Kandiyohi County	Financial Activities (1023)	Total, All Ownerships	2010	115	115
Kandiyohi County	Financial Activities (1023)	Private	2010	113	113
Kandiyohi County	Professional and Business Services (1024)	Total, All Ownerships	2010	138	138
Kandiyohi County	Professional and Business Services (1024)	Private	2010	137	137

Kandiyohi County	Education and Health Services (1025)	Total, All Ownerships	2010	143	142
Kandiyohi County	Education and Health Services (1025)	Private	2010	117	116
Kandiyohi County	Leisure and Hospitality (1026)	Total, All Ownerships	2010	100	100
Kandiyohi County	Leisure and Hospitality (1026)	Private	2010	99	99
Kandiyohi County	Other Services (1027)	Total, All Ownerships	2010	100	101
Kandiyohi County	Other Services (1027)	Private	2010	99	100
Kandiyohi County	Public Administration (1028)	Total, All Ownerships	2010	54	54

For Kandiyohi County the largest number of establishments is in the Trade, Transportation and Utilities Sector followed by the Construction Sector and Education and Health Services



<b>Geography</b>	<b>Industry</b>	<b>Ownership</b>	<b>Year</b>	<b>Q1</b>	<b>Q2</b>
McLeod County	Total, All Industries (000000)	Total, All Ownerships	2010	1,017	1,006
McLeod County	Total, All Industries (000000)	Private	2010	948	944
McLeod County	Natural Resources and Mining (1011)	Total, All Ownerships	2010	15	15
McLeod County	Natural Resources and Mining (1011)	Private	2010	15	15
McLeod County	Construction (1012)	Total, All Ownerships	2010	142	142
McLeod County	Construction (1012)	Private	2010	139	139
McLeod County	Manufacturing (1013)	Total, All Ownerships	2010	77	77
McLeod County	Manufacturing (1013)	Private	2010	77	77
McLeod County	Trade, Transportation and Utilities (1021)	Total, All Ownerships	2010	252	249
McLeod County	Trade, Transportation and Utilities (1021)	Private	2010	241	238
McLeod County	Information (1022)	Total, All Ownerships	2010	20	20
McLeod County	Information (1022)	Private	2010	20	20
McLeod County	Financial Activities (1023)	Total, All Ownerships	2010	96	96
McLeod County	Financial Activities (1023)	Private	2010	95	95
McLeod County	Professional and Business Services (1024)	Total, All Ownerships	2010	112	112
McLeod County	Professional and Business Services (1024)	Private	2010	111	111

McLeod County	Education and Health Services (1025)	Total, All Ownerships	2010	105	98
McLeod County	Education and Health Services (1025)	Private	2010	86	86
McLeod County	Leisure and Hospitality (1026)	Total, All Ownerships	2010	87	86
McLeod County	Leisure and Hospitality (1026)	Private	2010	85	84
McLeod County	Other Services (1027)	Total, All Ownerships	2010	79	79
McLeod County	Other Services (1027)	Private	2010	79	79
McLeod County	Public Administration (1028)	Total, All Ownerships	2010	32	32

The largest number of establishments in McLeod County fall under the Trade, Transportation and Utilities Sector followed by the Construction Sector.



**LESTER PRAIRIE, MINNESOTA**

<b>Geography</b>	<b>Industry</b>	<b>Ownership</b>	<b>Year</b>	<b>Q1</b>	<b>Q2</b>
Meeker County	Total, All Industries (000000)	Total, All Ownerships	2010	606	606
Meeker County	Total, All Industries (000000)	Private	2010	552	552
Meeker County	Natural Resources and Mining (1011)	Total, All Ownerships	2010	31	31
Meeker County	Natural Resources and Mining (1011)	Private	2010	31	31
Meeker County	Construction (1012)	Total, All Ownerships	2010	96	96
Meeker County	Construction (1012)	Private	2010	95	95
Meeker County	Manufacturing (1013)	Total, All Ownerships	2010	59	58
Meeker County	Manufacturing (1013)	Private	2010	59	58
Meeker County	Trade, Transportation and Utilities (1021)	Total, All Ownerships	2010	141	141
Meeker County	Trade, Transportation and Utilities (1021)	Private	2010	132	132
Meeker County	Information (1022)	Total, All Ownerships	2010	7	7
Meeker County	Information (1022)	Private	2010	7	7
Meeker County	Financial Activities (1023)	Total, All Ownerships	2010	52	52
Meeker County	Financial Activities (1023)	Private	2010	50	50

Meeker County	Professional and Business Services (1024)	Total, All Ownerships	2010	58	58
Meeker County	Professional and Business Services (1024)	Private	2010	57	57
Meeker County	Education and Health Services (1025)	Total, All Ownerships	2010	56	56
Meeker County	Education and Health Services (1025)	Private	2010	39	39
Meeker County	Leisure and Hospitality (1026)	Total, All Ownerships	2010	43	43
Meeker County	Leisure and Hospitality (1026)	Private	2010	43	43
Meeker County	Other Services (1027)	Total, All Ownerships	2010	39	40
Meeker County	Other Services (1027)	Private	2010	39	40
Meeker County	Public Administration (1028)	Total, All Ownerships	2010	24	24

As can be deduced from the above Meeker County Establishment table the Construction Sector and Trade, Transportation, and Utilities Sector are the two largest classification sectors.



**RENVILLE COUNTY COURTHOUSE OLIVIA, MINNESOTA**

<b>Geography</b>	<b>Industry</b>	<b>Ownership</b>	<b>Year</b>	<b>Q1</b>	<b>Q2</b>
Renville County	Total, All Industries (000000)	Total, All Ownerships	2010	615	615
Renville County	Total, All Industries (000000)	Private	2010	555	556
Renville County	Natural Resources and Mining (1011)	Total, All Ownerships	2010	90	91
Renville County	Natural Resources and Mining (1011)	Private	2010	90	91
Renville County	Construction (1012)	Total, All Ownerships	2010	60	60
Renville County	Construction (1012)	Private	2010	55	55
Renville County	Manufacturing (1013)	Total, All Ownerships	2010	32	33
Renville County	Manufacturing (1013)	Private	2010	32	33
Renville County	Trade, Transportation and Utilities (1021)	Total, All Ownerships	2010	171	171
Renville County	Trade, Transportation and Utilities (1021)	Private	2010	158	158
Renville County	Financial Activities (1023)	Total, All Ownerships	2010	49	49
Renville County	Financial Activities (1023)	Private	2010	47	47
Renville County	Professional and Business Services (1024)	Total, All Ownerships	2010	39	39
Renville County	Professional and Business Services (1024)	Private	2010	39	39
Renville County	Education and Health Services (1025)	Total, All Ownerships	2010	49	48
Renville County	Education and Health Services (1025)	Private	2010	39	39

Renville County	Leisure and Hospitality (1026)	Total, All Ownerships	2010	42	41
Renville County	Leisure and Hospitality (1026)	Private	2010	41	40
Renville County	Other Services (1027)	Total, All Ownerships	2010	39	39
Renville County	Other Services (1027)	Private	2010	39	39
Renville County	Public Administration (1028)	Total, All Ownerships	2010	29	29

The largest industry establishment sector in Renville County is the Trade, Transportation and Utilities Sector followed by the Natural Resources and Mining Sector.

As can be extrapolated from the above data is that all counties have their own industrial establishment base unique to that particular county.



## Average Weekly Wages per Industrial Classification by Geography (County)

Geography	Industry	Ownership	Year	Q1	Q2
Kandiyohi County	Total, All Industries (000000)	Total, All Ownerships	2010	\$579	\$601
Kandiyohi County	Total, All Industries (000000)	Private	2010	\$541	\$550
Kandiyohi County	Natural Resources and Mining (1011)	Total, All Ownerships	2010	\$523	\$559
Kandiyohi County	Natural Resources and Mining (1011)	Private	2010	\$523	\$559
Kandiyohi County	Construction (1012)	Total, All Ownerships	2010	\$783	\$825
Kandiyohi County	Construction (1012)	Private	2010	\$730	\$795
Kandiyohi County	Manufacturing (1013)	Total, All Ownerships	2010	\$679	\$695
Kandiyohi County	Manufacturing (1013)	Private	2010	\$679	\$695
Kandiyohi County	Trade, Transportation and Utilities (1021)	Total, All Ownerships	2010	\$550	\$542
Kandiyohi County	Trade, Transportation and Utilities (1021)	Private	2010	\$537	\$523
Kandiyohi County	Financial Activities (1023)	Total, All Ownerships	2010	\$812	\$750
Kandiyohi County	Financial Activities (1023)	Private	2010	\$815	\$748
Kandiyohi County	Professional and Business Services (1024)	Total, All Ownerships	2010	\$564	\$635
Kandiyohi County	Professional and Business Services (1024)	Private	2010	\$557	\$630
Kandiyohi County	Education and Health Services (1025)	Total, All Ownerships	2010	\$583	\$630
Kandiyohi County	Education and Health Services (1025)	Private	2010	\$498	\$509

Kandiyohi County	Leisure and Hospitality (1026)	Total, All Ownerships	2010	\$234	\$231
Kandiyohi County	Leisure and Hospitality (1026)	Private	2010	\$229	\$225
Kandiyohi County	Other Services (1027)	Total, All Ownerships	2010	\$378	\$391
Kandiyohi County	Other Services (1027)	Private	2010	\$376	\$390
Kandiyohi County	Public Administration (1028)	Total, All Ownerships	2010	\$784	\$797

As can be deduced from the above table the highest paying private industry in Kandiyohi County is the Construction Industry with the Financial Services Sector the second highest paying.



<b>Geography</b>	<b>Industry</b>	<b>Ownership</b>	<b>Year</b>	<b>Q1</b>	<b>Q2</b>
McLeod County	Total, All Industries (000000)	Total, All Ownerships	2010	\$668	\$708
McLeod County	Total, All Industries (000000)	Private	2010	\$662	\$702
McLeod County	Natural Resources and Mining (1011)	Total, All Ownerships	2010	\$443	\$491
McLeod County	Natural Resources and Mining (1011)	Private	2010	\$443	\$491
McLeod County	Construction (1012)	Total, All Ownerships	2010	\$673	\$710
McLeod County	Construction (1012)	Private	2010	\$654	\$692
McLeod County	Manufacturing (1013)	Total, All Ownerships	2010	\$943	\$1,004
McLeod County	Manufacturing (1013)	Private	2010	\$943	\$1,004
McLeod County	Trade, Transportation and Utilities (1021)	Total, All Ownerships	2010	\$508	\$549
McLeod County	Trade, Transportation and Utilities (1021)	Private	2010	\$485	\$524
McLeod County	Information (1022)	Total, All Ownerships	2010	\$659	\$660
McLeod County	Information (1022)	Private	2010	\$659	\$660
McLeod County	Financial Activities (1023)	Total, All Ownerships	2010	\$808	\$801
McLeod County	Financial Activities (1023)	Private	2010	\$808	\$801
McLeod County	Professional and Business Services (1024)	Total, All Ownerships	2010	\$613	\$607
McLeod County	Professional and Business Services (1024)	Private	2010	\$611	\$605

McLeod County	Education and Health Services (1025)	Total, All Ownerships	2010	\$628	\$679
McLeod County	Education and Health Services (1025)	Private	2010	\$601	\$650
McLeod County	Leisure and Hospitality (1026)	Total, All Ownerships	2010	\$187	\$198
McLeod County	Leisure and Hospitality (1026)	Private	2010	\$186	\$199
McLeod County	Other Services (1027)	Total, All Ownerships	2010	\$373	\$390
McLeod County	Other Services (1027)	Private	2010	\$373	\$390
McLeod County	Public Administration (1028)	Total, All Ownerships	2010	\$722	\$711

In McLeod County the highest paying industrial sector is the Manufacturing industry with the financial activities industrial sector second.



**POWER PLANT  
HUTCHINSON, MINNESOTA**

<b>Geography</b>	<b>Industry</b>	<b>Ownership</b>	<b>Year</b>	<b>Q1</b>	<b>Q2</b>
Meeker County	Total, All Industries (000000)	Total, All Ownerships	2010	\$565	\$580
Meeker County	Total, All Industries (000000)	Private	2010	\$540	\$551
Meeker County	Natural Resources and Mining (1011)	Total, All Ownerships	2010	\$586	\$592
Meeker County	Natural Resources and Mining (1011)	Private	2010	\$586	\$592
Meeker County	Construction (1012)	Total, All Ownerships	2010	\$559	\$646
Meeker County	Construction (1012)	Private	2010	\$555	\$645
Meeker County	Manufacturing (1013)	Total, All Ownerships	2010	\$750	\$766
Meeker County	Manufacturing (1013)	Private	2010	\$750	\$766
Meeker County	Trade, Transportation and Utilities (1021)	Total, All Ownerships	2010	\$556	\$543
Meeker County	Trade, Transportation and Utilities (1021)	Private	2010	\$557	\$540
Meeker County	Information (1022)	Total, All Ownerships	2010	\$361	\$380
Meeker County	Information (1022)	Private	2010	\$361	\$380
Meeker County	Financial Activities (1023)	Total, All Ownerships	2010	\$716	\$694
Meeker County	Financial Activities (1023)	Private	2010	\$712	\$689
Meeker County	Professional and Business Services (1024)	Total, All Ownerships	2010	\$744	\$730
Meeker County	Professional and Business Services (1024)	Private	2010	\$744	\$730

Meeker County	Education and Health Services (1025)	Total, All Ownerships	2010	\$471	\$512
Meeker County	Education and Health Services (1025)	Private	2010	\$325	\$344
Meeker County	Leisure and Hospitality (1026)	Total, All Ownerships	2010	\$164	\$178
Meeker County	Leisure and Hospitality (1026)	Private	2010	\$164	\$178
Meeker County	Other Services (1027)	Total, All Ownerships	2010	\$366	\$418
Meeker County	Other Services (1027)	Private	2010	\$366	\$418
Meeker County	Public Administration (1028)	Total, All Ownerships	2010	\$691	\$688

The Manufacturing Industry in Meeker County is the highest paying industrial sector Professional and Business Services second.



**LITCHFIELD, MINNESOTA**

<b>Geography</b>	<b>Industry</b>	<b>Ownership</b>	<b>Year</b>	<b>Q1</b>	<b>Q2</b>
Renville County	Total, All Industries (000000)	Total, All Ownerships	2010	\$599	\$573
Renville County	Total, All Industries (000000)	Private	2010	\$592	\$554
Renville County	Natural Resources and Mining (1011)	Total, All Ownerships	2010	\$554	\$526
Renville County	Natural Resources and Mining (1011)	Private	2010	\$554	\$526
Renville County	Construction (1012)	Total, All Ownerships	2010	\$565	\$611
Renville County	Construction (1012)	Private	2010	\$504	\$584
Renville County	Manufacturing (1013)	Total, All Ownerships	2010	\$1,048	\$895
Renville County	Manufacturing (1013)	Private	2010	\$1,048	\$895
Renville County	Trade, Transportation and Utilities (1021)	Total, All Ownerships	2010	\$605	\$611
Renville County	Trade, Transportation and Utilities (1021)	Private	2010	\$610	\$613
Renville County	Financial Activities (1023)	Total, All Ownerships	2010	\$712	\$690
Renville County	Financial Activities (1023)	Private	2010	\$713	\$691
Renville County	Professional and Business Services (1024)	Total, All Ownerships	2010	\$675	\$610
Renville County	Professional and Business Services (1024)	Private	2010	\$675	\$610
Renville County	Education and Health Services (1025)	Total, All Ownerships	2010	\$453	\$473
Renville County	Education and Health Services (1025)	Private	2010	\$348	\$348

Renville County	Leisure and Hospitality (1026)	Total, All Ownerships	2010	\$134	\$142
Renville County	Leisure and Hospitality (1026)	Private	2010	\$131	\$141
Renville County	Other Services (1027)	Total, All Ownerships	2010	\$352	\$376
Renville County	Other Services (1027)	Private	2010	\$352	\$376
Renville County	Public Administration (1028)	Total, All Ownerships	2010	\$616	\$569

The Manufacturing Sector is the highest paying industrial base in Renville County followed by the Financial Activities industrial sector.



**SOUTHERN MINNESOTA BEET SUGAR COOPERATIVE  
RENVILLE, MINNESOTA**

## Total Wages by Industrial Classification by Geography (County)

Geography	Industry	Ownership	Year	Q1	Q2
Kandiyohi County	Total, All Industries (000000)	Total, All Ownerships	2010	\$159,989,108	\$174,918,202
Kandiyohi County	Total, All Industries (000000)	Private	2010	\$121,979,373	\$131,577,696
Kandiyohi County	Natural Resources and Mining (1011)	Total, All Ownerships	2010	\$6,726,179	\$8,023,517
Kandiyohi County	Natural Resources and Mining (1011)	Private	2010	\$6,726,179	\$8,023,517
Kandiyohi County	Construction (1012)	Total, All Ownerships	2010	\$9,081,540	\$13,150,437
Kandiyohi County	Construction (1012)	Private	2010	\$7,111,691	\$11,116,842
Kandiyohi County	Manufacturing (1013)	Total, All Ownerships	2010	\$25,659,107	\$26,783,614
Kandiyohi County	Manufacturing (1013)	Private	2010	\$25,659,107	\$26,783,614
Kandiyohi County	Trade, Transportation and Utilities (1021)	Total, All Ownerships	2010	\$30,965,345	\$31,548,335
Kandiyohi County	Trade, Transportation and Utilities (1021)	Private	2010	\$28,875,643	\$29,153,768
Kandiyohi County	Financial Activities (1023)	Total, All Ownerships	2010	\$7,579,981	\$7,007,387
Kandiyohi County	Financial Activities (1023)	Private	2010	\$7,417,024	\$6,800,608
Kandiyohi County	Professional and Business Services (1024)	Total, All Ownerships	2010	\$6,961,732	\$8,375,244
Kandiyohi County	Professional and Business Services (1024)	Private	2010	\$6,722,409	\$8,130,418
Kandiyohi County	Education and Health Services (1025)	Total, All Ownerships	2010	\$53,101,884	\$58,144,748
Kandiyohi County	Education and Health Services (1025)	Private	2010	\$29,506,513	\$30,763,204
Kandiyohi County	Leisure and Hospitality (1026)	Total, All Ownerships	2010	\$4,401,843	\$4,971,279
Kandiyohi County	Leisure and Hospitality (1026)	Private	2010	\$4,277,294	\$4,802,395

Kandiyohi County	Other Services (1027)	Total, All Ownerships	2010	\$3,464,664	\$3,723,951
Kandiyohi County	Other Services (1027)	Private	2010	\$3,448,440	\$3,707,727
Kandiyohi County	Public Administration (1028)	Total, All Ownerships	2010	\$9,327,375	\$10,329,246

The Education and Health Services Sector has the largest payroll amount in Kandiyohi County with the Trade, Transportation and Utilities second.



**RIDGEWATER COLLEGE  
WILLMAR, MINNESOTA**

<b>Geography</b>	<b>Industry</b>	<b>Ownership</b>	<b>Year</b>	<b>Q1</b>	<b>Q2</b>
McLeod County	Total, All Industries (000000)	Total, All Ownerships	2010	\$134,900,120	\$149,837,380
McLeod County	Total, All Industries (000000)	Private	2010	\$118,680,418	\$132,003,389
McLeod County	Natural Resources and Mining (1011)	Total, All Ownerships	2010	\$634,271	\$824,232
McLeod County	Natural Resources and Mining (1011)	Private	2010	\$634,271	\$824,232
McLeod County	Construction (1012)	Total, All Ownerships	2010	\$3,915,507	\$5,225,735
McLeod County	Construction (1012)	Private	2010	\$3,362,715	\$4,639,156
McLeod County	Manufacturing (1013)	Total, All Ownerships	2010	\$58,039,338	\$64,638,455
McLeod County	Manufacturing (1013)	Private	2010	\$58,039,338	\$64,638,455
McLeod County	Trade, Transportation and Utilities (1021)	Total, All Ownerships	2010	\$20,475,499	\$22,958,316
McLeod County	Trade, Transportation and Utilities (1021)	Private	2010	\$18,621,085	\$20,879,119
McLeod County	Information (1022)	Total, All Ownerships	2010	\$1,895,078	\$1,913,430
McLeod County	Information (1022)	Private	2010	\$1,895,078	\$1,913,430
McLeod County	Financial Activities (1023)	Total, All Ownerships	2010	\$4,739,622	\$4,710,114
McLeod County	Financial Activities (1023)	Private	2010	\$4,739,622	\$4,710,114
McLeod County	Professional and Business Services (1024)	Total, All Ownerships	2010	\$7,004,656	\$7,925,041
McLeod County	Professional and Business Services (1024)	Private	2010	\$6,921,408	\$7,840,910
McLeod County	Education and Health Services (1025)	Total, All Ownerships	2010	\$28,520,262	\$31,016,090
McLeod County	Education and Health Services (1025)	Private	2010	\$19,725,317	\$21,346,469

McLeod County	Leisure and Hospitality (1026)	Total, All Ownerships	2010	\$2,773,337	\$3,116,101
McLeod County	Leisure and Hospitality (1026)	Private	2010	\$2,620,683	\$2,973,496
McLeod County	Other Services (1027)	Total, All Ownerships	2010	\$2,120,901	\$2,238,008
McLeod County	Other Services (1027)	Private	2010	\$2,120,901	\$2,238,008
McLeod County	Public Administration (1028)	Total, All Ownerships	2010	\$4,781,649	\$5,271,858

The Manufacturing Industrial sector has the largest payroll by industry in McLeod County. The Education and Health Services industrial payroll is second.



**WINSTED, MINNESOTA**

<b>Geography</b>	<b>Industry</b>	<b>Ownership</b>	<b>Year</b>	<b>Q1</b>	<b>Q2</b>
Meeker County	Total, All Industries (000000)	Total, All Ownerships	2010	\$46,060,965	\$49,190,889
Meeker County	Total, All Industries (000000)	Private	2010	\$35,184,866	\$37,517,912
Meeker County	Natural Resources and Mining (1011)	Total, All Ownerships	2010	\$1,318,960	\$1,540,805
Meeker County	Natural Resources and Mining (1011)	Private	2010	\$1,318,960	\$1,540,805
Meeker County	Construction (1012)	Total, All Ownerships	2010	\$1,533,835	\$2,385,678
Meeker County	Construction (1012)	Private	2010	\$1,486,675	\$2,342,189
Meeker County	Manufacturing (1013)	Total, All Ownerships	2010	\$11,927,578	\$12,717,909
Meeker County	Manufacturing (1013)	Private	2010	\$11,927,578	\$12,717,909
Meeker County	Trade, Transportation and Utilities (1021)	Total, All Ownerships	2010	\$9,426,314	\$9,870,650
Meeker County	Trade, Transportation and Utilities (1021)	Private	2010	\$8,891,189	\$9,253,721
Meeker County	Information (1022)	Total, All Ownerships	2010	\$155,091	\$173,211
Meeker County	Information (1022)	Private	2010	\$155,091	\$173,211
Meeker County	Financial Activities (1023)	Total, All Ownerships	2010	\$2,094,373	\$2,013,626
Meeker County	Financial Activities (1023)	Private	2010	\$2,073,731	\$1,989,473
Meeker County	Professional and Business Services (1024)	Total, All Ownerships	2010	\$3,309,464	\$3,133,431
Meeker County	Professional and Business Services (1024)	Private	2010	\$3,309,464	\$3,133,431
Meeker County	Education and Health Services (1025)	Total, All Ownerships	2010	\$10,573,811	\$11,245,710
Meeker County	Education and Health Services (1025)	Private	2010	\$4,055,657	\$4,131,912
Meeker County	Leisure and Hospitality (1026)	Total, All Ownerships	2010	\$798,379	\$952,568
Meeker County	Leisure and Hospitality (1026)	Private	2010	\$798,379	\$952,568

Meeker County	Other Services (1027)	Total, All Ownerships	2010	\$1,168,142	\$1,282,693
Meeker County	Other Services (1027)	Private	2010	\$1,168,142	\$1,282,693
Meeker County	Public Administration (1028)	Total, All Ownerships	2010	\$3,755,018	\$3,874,608

The Manufacturing industry payroll is the largest industrial sector in Meeker County with the Trade, Transportation and Utilities as the second largest.



Home Of...  
  
**FIELDGATE**  
 Dairy Products



LITCHFIELD, MINNESOTA

<b>Geography</b>	<b>Industry</b>	<b>Ownership</b>	<b>Year</b>	<b>Q1</b>	<b>Q2</b>
Renville County	Total, All Industries (000000)	Total, All Ownerships	2010	\$42,078,126	\$42,880,413
Renville County	Total, All Industries (000000)	Private	2010	\$33,025,662	\$32,989,291
Renville County	Natural Resources and Mining (1011)	Total, All Ownerships	2010	\$3,014,598	\$3,663,970
Renville County	Natural Resources and Mining (1011)	Private	2010	\$3,014,598	\$3,663,970
Renville County	Construction (1012)	Total, All Ownerships	2010	\$1,213,504	\$1,835,492
Renville County	Construction (1012)	Private	2010	\$819,246	\$1,490,161
Renville County	Manufacturing (1013)	Total, All Ownerships	2010	\$10,877,335	\$9,498,772
Renville County	Manufacturing (1013)	Private	2010	\$10,877,335	\$9,498,772
Renville County	Trade, Transportation and Utilities (1021)	Total, All Ownerships	2010	\$9,397,552	\$9,091,036
Renville County	Trade, Transportation and Utilities (1021)	Private	2010	\$8,806,941	\$8,416,040
Renville County	Financial Activities (1023)	Total, All Ownerships	2010	\$1,768,853	\$1,687,253
Renville County	Financial Activities (1023)	Private	2010	\$1,763,525	\$1,681,925
Renville County	Professional and Business Services (1024)	Total, All Ownerships	2010	\$1,836,109	\$1,841,257
Renville County	Professional and Business Services (1024)	Private	2010	\$1,836,109	\$1,841,257
Renville County	Education and Health Services (1025)	Total, All Ownerships	2010	\$9,565,995	\$10,518,506
Renville County	Education and Health Services (1025)	Private	2010	\$4,710,225	\$5,075,468
Renville County	Leisure and Hospitality (1026)	Total, All Ownerships	2010	\$484,596	\$590,031
Renville County	Leisure and Hospitality (1026)	Private	2010	\$470,094	\$583,532

Renville County	Other Services (1027)	Total, All Ownerships	2010	\$367,052	\$401,225
Renville County	Other Services (1027)	Private	2010	\$367,052	\$401,225
Renville County	Public Administration (1028)	Total, All Ownerships	2010	\$3,191,995	\$3,415,930

The Manufacturing industrial sector and the Trade, Transportation and Utilities industrial sector are the two largest payroll industrial bases in Meeker County.



**ENESTVEDTS SEED COMPANY  
RENVILLE COUNTY**

# CHAPTER SIX

## UNEMPLOYMENT ANALYSIS

Area	Labor Force	Employment	Unemployment	Unemployment Rate
United States	153,652,000	139,749,000	13,903,000	9.0%
Minnesota	2,952,904	2,763,243	189,661	6.4%
Kandiyohi	23,879	22606	1,273	5.3%
McLeod	20,186	18,581	1,605	8.0%
Meeker	12,527	11,632	895	7.1%
Renville	9,339	8,797	542	5.8%

State of Minnesota DEED Local Unemployment Statistics 10/2010

As can be deduced from the above unemployment analysis the highest unemployment rate in the region is McLeod County with 8%. This is 1% below the unemployment rate for the United States. The counties of McLeod and Meeker have unemployment rates greater than the State of Minnesota (6.4%) at 8% and 7.1% respectively.



**HUTCHINSON, MINNESOTA**

# CHAPTER SEVEN

## PER CAPITA PERSONAL INCOME ANALYSIS (2008)

Area	Per Capita Personal Income	As a Percentage of the United States
United States	40,166	N/A
Minnesota	42,953	107%
Kandiyohi	38,571	96%
McLeod	33,351	83%
Meeker	33,739	84%
Renville	39,844	99%

Source: Bureau of Economic Analysis

As can be deduced from the above table Renville County has the highest per capita income of the four counties in the Region. This is closely followed by Kandiyohi County. All counties in the Region have per capita incomes lower than the State of Minnesota and the United States per capita income.



# CHAPTER EIGHT

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## AGRICULTURAL ECONOMY AND STATISTICS

Agriculture and the agricultural economy are very important to the overall economic environment of the region. The next eight pages provide an agricultural profile of each of the four counties.



**BUSHMILLS ETHANOL PLANT  
ATWATER, MINNESOTA**

# KANDIYOHI COUNTY AGRICULTURAL PROFILE



Kandiyohi County Agriculture – 2007 Agricultural Census

Item	Quantity	State Rank
<b>MARKET VALUE OF AGRICULTURAL PRODUCTS SOLD (\$1,000)</b>		
Total value of agricultural products sold	309,067	8
Value of crops including nursery and greenhouse	114,677	25
Value of livestock, poultry, and their products	194,390	4
<b>VALUE OF SALES BY COMMODITY GROUP (\$1,000)</b>		
Grains, oilseeds, dry beans, and dry peas	95,626	28
Tobacco	-	-
Cotton and cottonseed	-	-
Vegetables, melons, potatoes, and sweet potatoes	4,447	21
Fruits, tree nuts, and berries	(D)	(D)
Nursery, greenhouse, floriculture, and sod	-	-
Cut Christmas trees and short rotation woody crops	(D)	(D)
Other crops and hay	14,354	9
Poultry and eggs	125,826	1
Cattle and calves	17,528	27
Milk and other dairy products from cows	21,134	20
Hogs and pigs	27,376	30
Sheep, goats, and their products	1,196	1
Horses, ponies, mules, burros, and donkeys	(D)	28
Aquaculture	(D)	4
Other animals and other animal products	181	39
<b>TOP CROP ITEMS (acres)</b>		
Corn for grain	153,299	22
Soybeans for beans	97,779	27
Forage - land used for all hay and haylage, grass silage, and greenchop	17,111	35
Sugarbeets for sugar	13,382	9
Vegetables harvested for sale	8,120	12
<b>TOP LIVESTOCK INVENTORY ITEMS (number)</b>		
Turkeys	2,744,552	1
Hogs and pigs	84,001	30
Cattle and calves	31,272	22
Sheep and lambs	5,248	5
Layers	1,823	33

Source: 2007 Agricultural Census



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Minnesota Department of Agriculture  
February 2010

# KANDIYOHI COUNTY AGRICULTURAL PROFILE

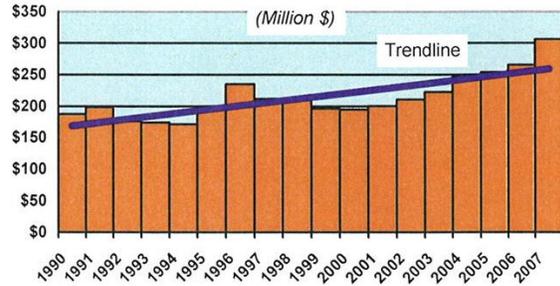
## Kandiyohi County

- Population: 40,630 – ranks 23<sup>rd</sup> in MN
- Total employment: 30,802 jobs
  - Farm employment: 1,650 jobs
  - Non-farm employment: 29,152 jobs

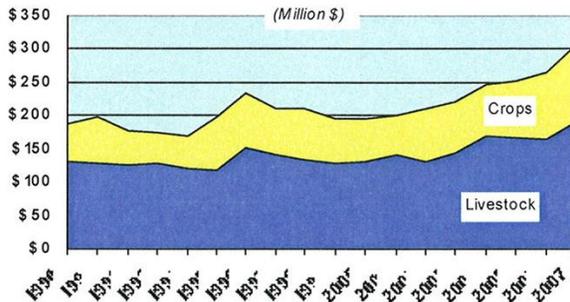
## Agricultural Rankings (among all MN counties):

- No. 4 in livestock production
  - No. 1 in poultry
  - No. 1 in sheep & goats
  - No. 20 in milk cows
  - No. 23 in all cattle
- No. 6 in total agricultural production

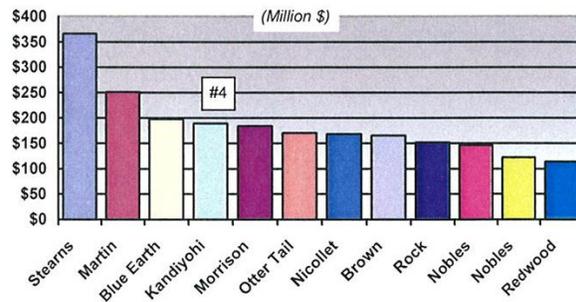
## Kandiyohi County Agricultural Marketing



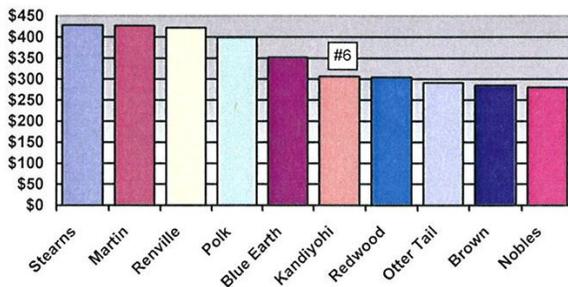
## Kandiyohi County Crop & Livestock Marketing



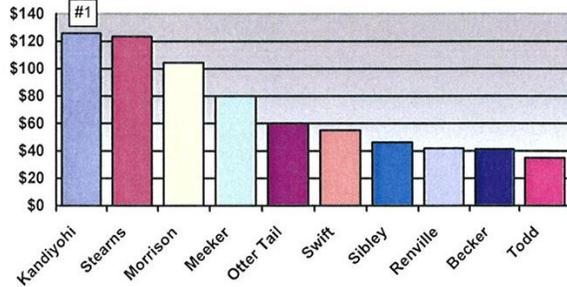
## MN Top Livestock Counties



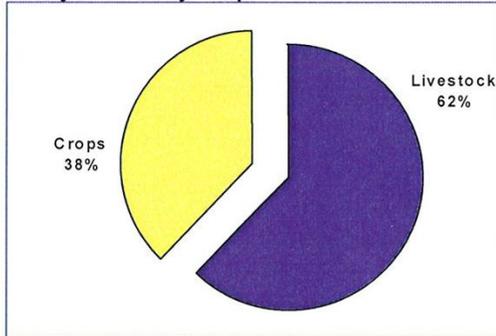
## MN Top 10 Counties: Total Agriculture (Million \$)



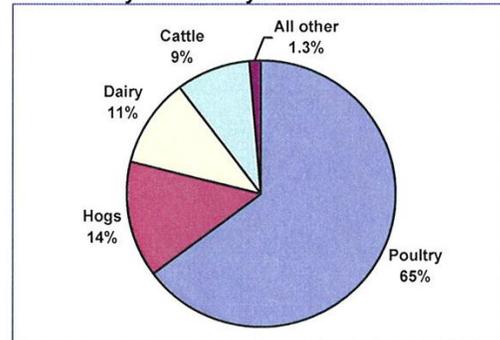
## MN Top 10 Counties: Poultry (Million \$)



## Kandiyohi County Crop & Livestock Production



## Kandiyohi County Livestock Sectors



Source: USDA/NASS

Prepared by Agricultural Marketing Services Division  
Minnesota Department of Agriculture  
February 2010

## MCLEOD COUNTY AGRICULTURAL PROFILE



### McLeod County: Agricultural Rankings among Minnesota Counties

Item	Quantity	State Rank
<b>MARKET VALUE OF AGRICULTURAL PRODUCTS SOLD (\$1,000)</b>		
Total value of agricultural products sold	125,430	49
Value of crops including nursery and greenhouse	78,678	41
Value of livestock, poultry, and their products	46,751	44
<b>VALUE OF SALES BY COMMODITY GROUP (\$1,000)</b>		
Grains, oilseeds, dry beans, and dry peas	73,067	39
Tobacco	-	-
Cotton and cottonseed	-	-
Vegetables, melons, potatoes, and sweet potatoes	2,066	33
Fruits, tree nuts, and berries	186	27
Nursery, greenhouse, floriculture, and sod	1,105	27
Cut Christmas trees and short rotation woody crops	-	-
Other crops and hay	2,253	28
Poultry and eggs	80	67
Cattle and calves	21,902	20
Milk and other dairy products from cows	21,906	19
Hogs and pigs	2,631	52
Sheep, goats, and their products	119	44
Horses, ponies, mules, burros, and donkeys	78	48
Aquaculture	-	-
Other animals and other animal products	16	78
<b>TOP CROP ITEMS (acres)</b>		
Corn for grain	111,565	38
Soybeans for beans	66,899	48
Forage - land used for all hay and haylage, grass silage, and greenchop	15,308	38
Corn for silage	5,147	23
Wheat for grain, all	3,544	38
<b>TOP LIVESTOCK INVENTORY ITEMS (number)</b>		
Cattle and calves	27,686	30
Hogs and pigs	11,804	51
Broilers and other meat-type chickens	1,775	28
Layers	1,719	34
Sheep and lambs	1,175	38

Source: 2007 Agricultural Census

Prepared by Agricultural Marketing Services Division  
Minnesota Department of Agriculture  
April 2010

# MCLEOD COUNTY AGRICULTURAL PROFILE

## McLeod County:

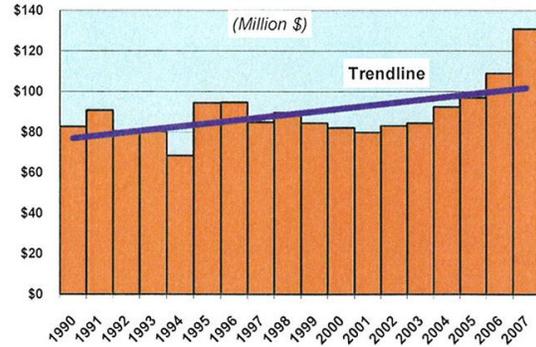
- Population: 37,017 – ranks 27<sup>th</sup> in MN
- Total employment: 23,358 jobs
  - Farm employment: 1,295 jobs
  - Non-farm employment: 23,063 jobs

## McLeod County Agricultural Rankings:

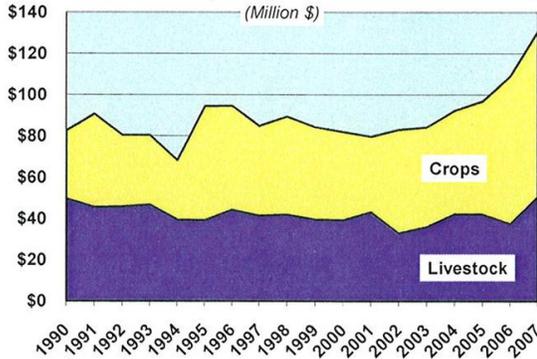
(Among all MN counties)

- No. 40 in crop production
  - No. 29 in all wheat
  - No. 31 in corn
  - No. 37 in soybeans
- No. 48 in livestock production
  - No. 18 in milk cows
  - No. 32 in all cattle

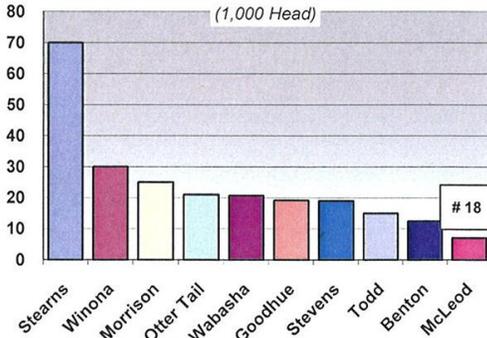
## McLeod County Agricultural Marketing



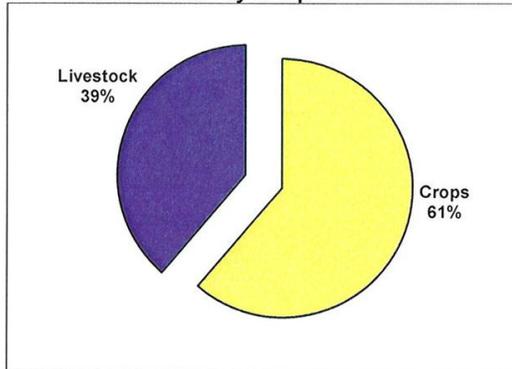
## McLeod County Crop & Livestock Marketing



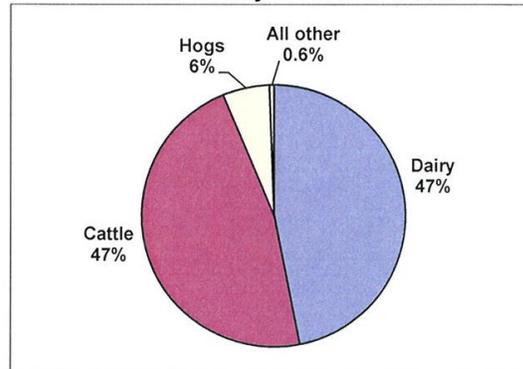
## Minnesota Top Counties: Milk Cows



## McLeod County Crop & Livestock



## McLeod County Livestock Sectors



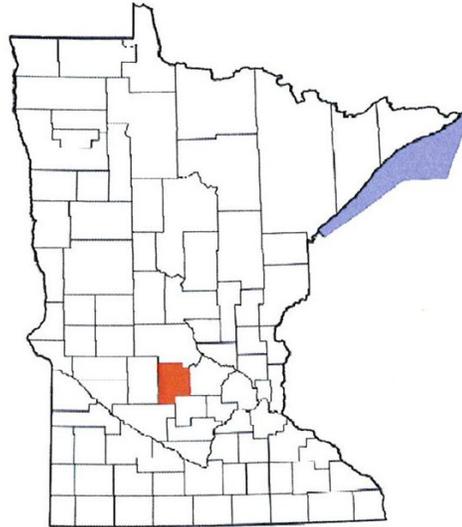
Source: USDA/NASS



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April 2010

## MEEKER COUNTY AGRICULTURAL PROFILE



### Meeker County: Agricultural Rankings among Minnesota Counties

Item	Quantity	State Rank
<b>MARKET VALUE OF AGRICULTURAL PRODUCTS SOLD (\$1,000)</b>		
Total value of agricultural products sold	204,037	27
Value of crops including nursery and greenhouse	82,416	40
Value of livestock, poultry, and their products	121,621	17
<b>VALUE OF SALES BY COMMODITY GROUP (\$1,000)</b>		
Grains, oilseeds, dry beans, and dry peas	77,333	37
Tobacco	-	-
Cotton and cottonseed	-	-
Vegetables, melons, potatoes, and sweet potatoes	2,124	32
Fruits, tree nuts, and berries	(D)	(D)
Nursery, greenhouse, floriculture, and sod	216	55
Cut Christmas trees and short rotation woody crops	(D)	(D)
Other crops and hay	2,391	27
Poultry and eggs	79,951	4
Cattle and calves	10,730	44
Milk and other dairy products from cows	26,923	15
Hogs and pigs	3,620	47
Sheep, goats, and their products	284	25
Horses, ponies, mules, burros, and donkeys	96	38
Aquaculture	(D)	38
Other animals and other animal products	(D)	79
<b>TOP CROP ITEMS (acres)</b>		
Corn for grain	128,639	29
Soybeans for beans	92,550	29
Forage - land used for all hay and haylage, grass silage, and greenchop	12,821	45
Corn for silage	6,900	14
Wheat for grain, all	4,678	31
<b>TOP LIVESTOCK INVENTORY ITEMS (number)</b>		
Turkeys	1,767,247	4
Layers	(D)	4
Pullets for laying flock replacement	260,997	6
Cattle and calves	27,626	32
Hogs and pigs	15,392	46

*Source: 2007 Agricultural Census*

*Prepared by Agricultural Marketing Services Division  
Minnesota Department of Agriculture  
November 2009*

# MEEKER COUNTY AGRICULTURAL PROFILE

## Meeker County:

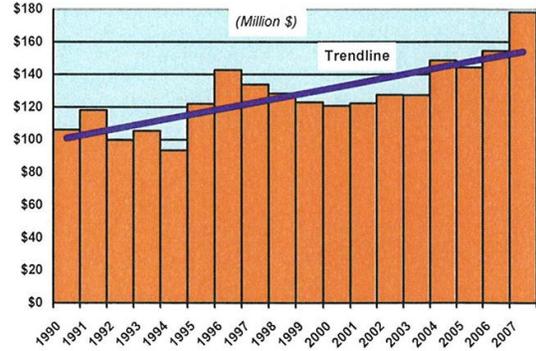
- Population: 23,143 (2007-ranks 43<sup>rd</sup> in MN)
- Total employment: 13,343 jobs
  - Farm employment: 1,405 jobs
  - Non-farm employment: 11,938 jobs

## Meeker County Agricultural Rankings:

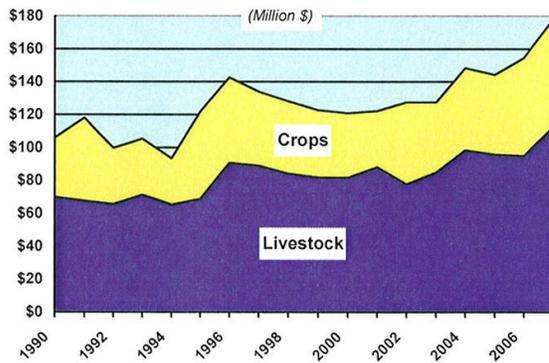
(Among all MN counties)

- No. 19 in livestock production
  - No. 4 in poultry
  - No. 4 in turkeys
  - No. 15 in dairy
- No. 36 in total agricultural production
- No. 46 in crop production

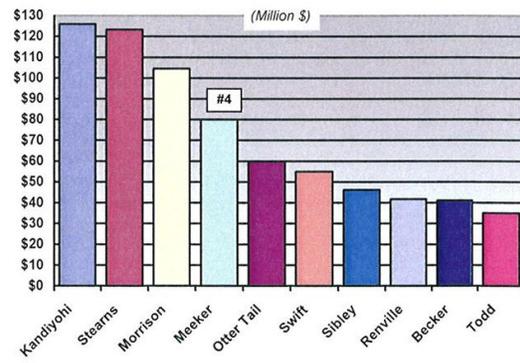
## Meeker County Agricultural Marketing



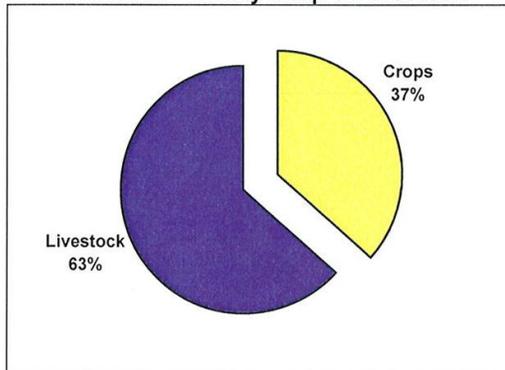
## Meeker County Crop & Livestock Marketing



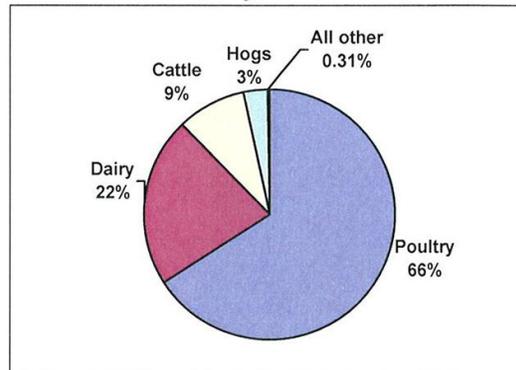
## Minnesota Top Counties: Poultry



## Meeker County Crop & Livestock



## Meeker County Livestock Sectors



Source: USDA/NASS



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Prepared by Agricultural Marketing Services Division,  
Minnesota Department of Agriculture  
November 2009

# RENVILLE COUNTY AGRICULTURAL PROFILE



## Renville County Agriculture – 2007 Agricultural Census

Item	Quantity	State Rank
<b>MARKET VALUE OF AGRICULTURAL PRODUCTS SOLD (\$1,000)</b>		
Total value of agricultural products sold	420,602	2
Value of crops including nursery and greenhouse	266,268	2
Value of livestock, poultry, and their products	154,214	11
<b>VALUE OF SALES BY COMMODITY GROUP (\$1,000)</b>		
Grains, oilseeds, dry beans, and dry peas	200,624	1
Tobacco	-	-
Cotton and cottonseed	-	-
Vegetables, melons, potatoes, and sweet potatoes	22,256	3
Fruits, tree nuts, and berries	(D)	73
Nursery, greenhouse, floriculture, and sod	(D)	63
Cut Christmas trees and short rotation woody crops	-	-
Other crops and hay	43,316	6
Poultry and eggs	41,740	8
Cattle and calves	21,876	21
Milk and other dairy products from cows	8,897	38
Hogs and pigs	78,387	9
Sheep, goats, and their products	(D)	3
Horses, ponies, mules, burros, and donkeys	100	34
Aquaculture	(D)	1
Other animals and other animal products	(D)	82
<b>TOP CROP ITEMS (acres)</b>		
Corn for grain	285,046	1
Soybeans for beans	178,806	3
Sugarbeets for sugar	41,771	6
Vegetables harvested for sale	40,479	1
Sweet corn	25,986	1
<b>TOP LIVESTOCK INVENTORY ITEMS (number)</b>		
Layers	(D)	2
Pullets for laying flock replacement	(D)	5
Hogs and pigs	261,807	10
Turkeys	258,222	18
Cattle and calves	25,074	35

Source: 2007 Agricultural Census



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December 2009

# RENVILLE COUNTY AGRICULTURAL PROFILE

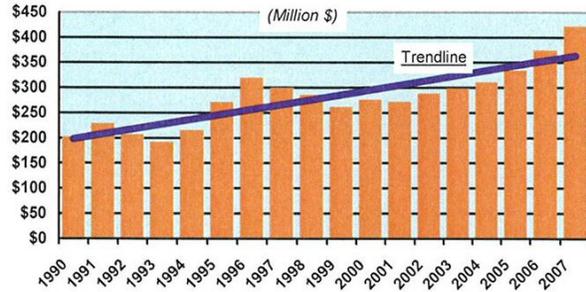
## Renville County

- Population: 16,123 – ranks 52<sup>nd</sup> in MN
- Total employment: 9,073 jobs
  - Farm employment: 1,628 jobs
  - Non-farm employment: 7,445 jobs

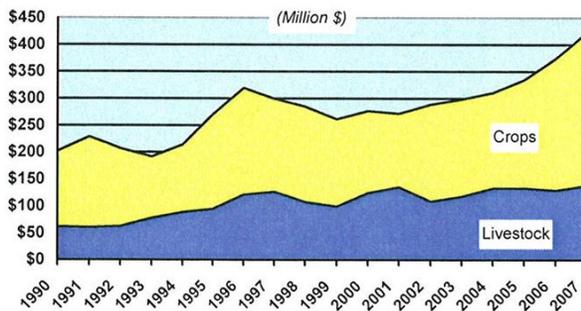
## Agricultural Rankings (among all MN counties):

- No. 2 in crop production
  - No. 1 in corn for grain
  - No. 1 in soybeans
  - No. 1 in green peas
  - No. 1 in sweet corn
- No. 3 in total agriculture
- No. 13 in livestock production

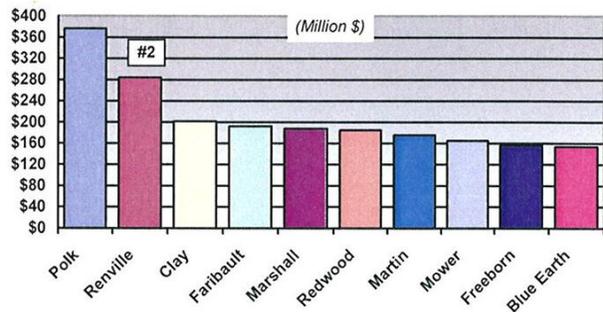
## Renville County Agricultural Marketing



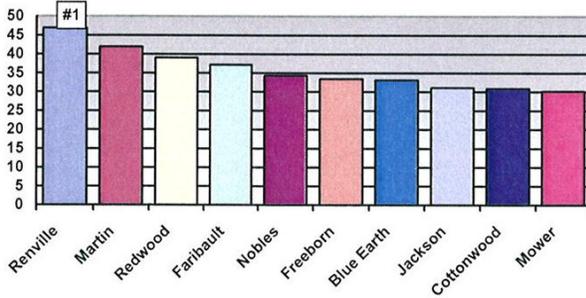
## Renville County Crop & Livestock Marketing



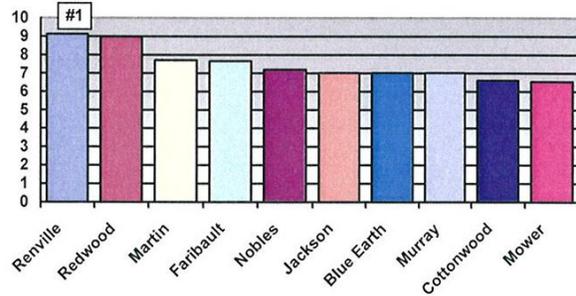
## Minnesota Top Counties: Crop Production



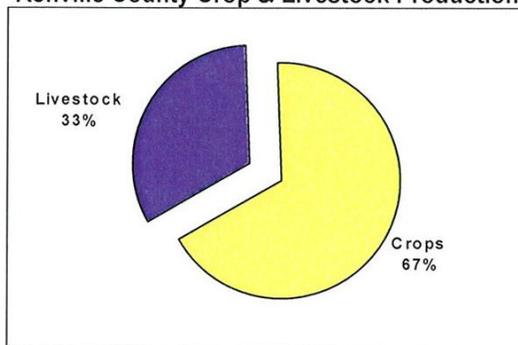
## MN Top 10 Counties: Corn (Million bu.)



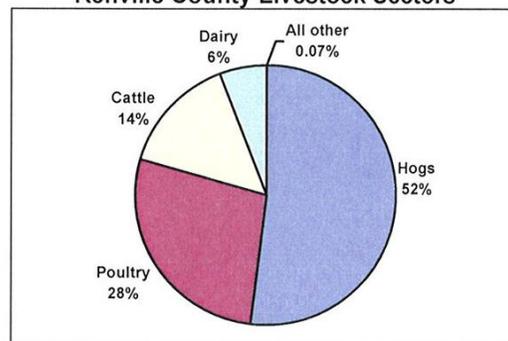
## MN Top 10 Counties: Soybeans (Million bu.)



## Renville County Crop & Livestock Production



## Renville County Livestock Sectors



Source: USDA/NASS

Prepared by Agricultural Marketing Services Division,  
Minnesota Department of Agriculture  
December 2009

# CHAPTER NINE

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## COORDINATION WITH STATE OF MINNESOTA PARTNERS

**Every effort has been made to include State of Minnesota Partner goals and objectives and mission into the CEDS document.**

### DEPARTMENT OF EMPLOYMENT AND ECONOMIC DEVELOPMENT STRATEGIES AND GOALS

The Department of Employment and Economic Development has four main strategies:

- Help create a business climate for growth and new businesses
- Maximize talent development to meet demand
- Create a culture of sustainable collaboration
- Raise awareness of Minnesota's advantages and opportunities

The department has goals that support the above strategies:

- Create and retain jobs
- Cultivate entrepreneurs
- Enhance community vitality
- Strengthen the workforce
- Address economic change
- Foster self sufficiency
- Develop and distribute information

### INCORPORATION OF STATE / LOCAL WORKFORCE INVESTMENT STRATEGIES

Central Minnesota Jobs and Training Services (CMJTS) is the local workforce investment agency. It is a non-profit employment and training agency and a partner is the Minnesota Workforce Center System. The agencies mission is to match job seekers, youth, businesses, and those seeking training with the resources available to them. CMJTS is a partner of Workforce AREA 5 which serves the counties in Central Minnesota, including Meeker, McLeod, Renville, Kandiyohi, Kanabec, Wright, Sherburne, Mille Lacs, Isanti, Chisago, and Pine Counties. CMJTS is also a member of the Minnesota Workforce Council Association (MWCA). MWCA represents the cooperative efforts of 16 area workforce councils across the State of Minnesota.

Each area council provides leadership and direction for local workforce development programs, which are tailored to meet the specific needs of their communities. MWCA'S mission is to provide Minnesota with a workforce and economic development system that is business driven, fiscally responsible, and most importantly that produces results.

The CMJTS has the following mission, and vision:

Mission: To strengthen Central Minnesota Communities through leadership in workforce excellence.

Vision: To ensure strong local economies and working communities throughout Central Minnesota

#### STATE OF MINNESOTA – AGRICULTURAL UTILIZATION RESEARCH INSTITUTE (AURI)

AURI was created and funded by the Minnesota legislature to foster long-term economic benefit through increased business and employment opportunities to rural Minnesota through:

- Research and development of innovative new uses or value improvements for Minnesota agricultural commodities and products, including the identification and expansion of new and existing markets;
- Implementation of basic and applied research to support innovation, technology, and growth of the agricultural industry; and
- The development of renewable energy and bio-based opportunities from Minnesota agricultural commodities and co-products.

#### STATE OF MINNESOTA – SMALL BUSINESS DEVELOPMENT CENTER (SBDC)

The Southwest Small Business Development Center is a resource for business assistance. It provides a unique array of services, expertise, and training in all areas of business development, including starting, growing, developing, and selling a business design. The MMDC will continue to partner with the SBDC providing business counseling and technical assistance to businesses in the region.

# CHAPTER TEN

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## **CEDS INTEGRATION OF NATIONAL ECONOMIC DEVELOPMENT PRIORITIES**

### ECONOMIC DEVELOPMENT ADMINISTRATION FEDERAL PRIORITIES

The CEDS document has incorporated the following national priorities:

- Support Technology-Led Economic Development
- Support Small/Medium Sized Businesses
- Assist with Economic Dislocation because of Auto Industry Restructuring or Natural Disasters
- Support Global Competitiveness and Innovation
- Support Commercialization of Research
- Support Environmentally Sustainable Development
- Support Economically Distressed and Underserved Communities
- Obtain a high return on any investments
- Support Collaborative Regional Innovation
- Support public/private partnerships

THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY WILL INCORPORATE THE MISSION OF THE FEDERAL ECONOMIC DEVELOPMENT ADMINISTRATION

#### MISSION STATEMENT

*"To lead the federal economic development agenda by promoting innovation and competitiveness, preparing American regions for growth and success in the worldwide economy."*

The Economic Development Administration (EDA) was established under the Public Works and Economic Development Act of 1965 (42 U.S.C. § 3121), as amended, to generate jobs, help retain existing jobs, and stimulate industrial and commercial growth in economically distressed areas of the United States. EDA assistance is available to rural and urban areas of the Nation experiencing high unemployment, low income, or other severe economic distress. In fulfilling its

mission, EDA is guided by the basic principle that distressed communities must be empowered to develop and implement their own economic development and revitalization strategies. Based on these locally and regionally-developed priorities, EDA works in partnership with state and local governments, regional economic development districts, public and private nonprofit organizations, and Indian tribes. EDA helps distressed communities address problems associated with long-term economic distress, as well as sudden and severe economic dislocations including recovering from the economic impacts of natural disasters, the closure of military installations and other Federal facilities and changing trade patterns.

PARTNER AND COLLABORATE WITH THE FEDERAL ECONOMIC DEVELOPMENT  
ADMINISTRATION UNIVERSITY CENTER AT THE UNIVERSITY OF  
MINNESOTA-CROOKSTON

MISSION STATEMENT

*“Our mission is to engage university faculty, staff and students with local, county and regional economic development agencies in support of our rural economy. Our focus is to utilize the capacity of the University of Minnesota, Crookston in partnership with economic development agencies to support job creation, capital investment, business recruitment and job creation.”*

The University Center conduct applied research, provides direct technical assistance, and delivers educational programs to economic development agencies that support the economy of economically distressed rural communities throughout Minnesota.



# CHAPTER ELEVEN

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## FOSTERING EFFECTIVE TRANSPORTATION ACCESS

In order to implement provisions of the federal Highway Transportation Act, the Minnesota Department of Transportation (Mn/DOT) created the Area Transportation Partnerships (ATP) within each of their districts. These ATPs are utilized to determine how federal transportation dollars are spent within each of the districts. These decisions are placed within the State Transportation Improvement Program. The annual process covers a four-year investment program.

The Mid-Minnesota Development Commission (MMDC) has two board members as voting members on the Southwest ATP, and also appoints a county or city engineer from our four-county region. Other members on the ATP come from three Mn/DOT staff persons, a transit provider, as well as representatives from the districts two other Regional Development Commissions. Staff, from the MMDC and the two other RDCs, assist the ATPs board. Approximately 22 million dollars is annually distributed to state and local transportation projects, including road and bridge preservation and expansion projects, rail safety, transit vehicle replacement, and transportation enhancement projects.

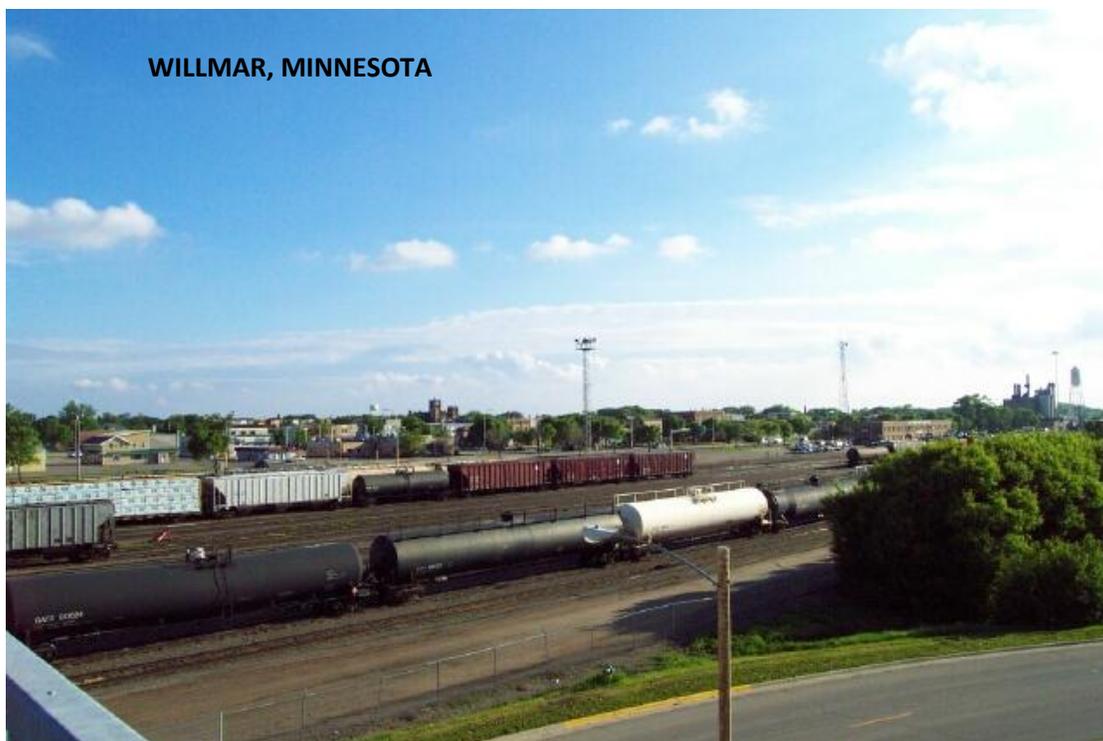
In addition to serving as a staff to the Southwest Minnesota ATP, MMDC's transportation planner is also involved in several community related transportation programs. The Commission helped establish and currently provides staff to the Highway 15 coalition. The Coalition is working toward seeing that necessary transportation improvements occur with this highway corridor and is seeking funding for a transportation corridor plan. The Coalition will also work with local jurisdictions to help them make wise local land use decisions to preserve the corridor for future transportation improvements, including but not limited to highway access management. MMDC's transportation planner currently sits on a Mn/DOT technical advisory committee for a corridor-long highway 15 study that is analyzing and documenting safety concerns and providing recommendations for corrections.

MMDC staff continues to be active with transit planning activities. The Commission will soon begin undertaking a transit "Local Transportation Services Coordination Plan" within the Region

that is designed to find better ways for transit organizations and health and human services agencies to better coordinate and cooperate with each other. Mn/DOT and MMDC will enter into a contract for the Commission to undertake this plan. The Commission has finished assisting one county with a Bicycle and Pedestrians Plan. The Commission is currently assisting the City of Willmar with a Bicycle and Pedestrians Plan. Providing plans of trails helps cities and counties compete for funds to establish new trails. These trails, among many other benefits, will help the Region's tourism industry.

MMDC staff is a member of the Willmar Design Center's Downtown Connections Committee. It is the role of the committee to work on improving the transportation connections to Willmar's Central Business District. Staff also sits on another committee that will choose and guide a consultant study of a possible city parking ramp within Willmar's downtown business district.

Mn/DOT also uses the Regional Development Commissions to guide the roadway functional classification within their regions. Counties and cities seeking to make changes in their systems must work through our office to make any changes.



# CHAPTER TWELVE

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## **PROMOTING TECHNOLOGY IN ECONOMIC DEVELOPMENT - INCLUDING ACCESS TO HIGH-SPEED TELECOMMUNICATIONS**

The Blandin Foundation, who has received a federal stimulus grant for rural broadband expansion, has formed a Minnesota Intelligent Rural Communities (MIRC) partnership, as described below, with the following statewide entities:

- Minnesota Learning Commons
- Minnesota Department of Employment and Economic Development
- Minnesota Renewable energy marketplace
- PC's for People
- University of Minnesota
- Minnesota Regional Development Commissions
- 11 Demonstration Communities (including Kandiyohi County)

The MIRC project is a multi-sector, comprehensive approach to sustainable broadband adoption targeting residents, small businesses, local governments, and critical service providers in rural Minnesota. The MIRC project expects to reach 80 of Minnesota's rural Counties through education, training, technical assistance, and by removing barriers to broadband adoption. The goal of the statewide partnership will be to create technology and economically vital rural communities, competing and thriving in the broadband economy, with sustainable broadband adoption, job growth, and wealth.

MMDC's role is to help promote and educate the Region's businesses, schools, local units of government, and others to the programs and opportunities available under broadband. Commission staff is also assisting Kandiyohi County who has been named as one of the 11 demonstration communities as part of the Blandin Foundation grant program. MMDC will continue its efforts to seek to promote broadband adoption through various means. A primary goal of the Commission is to encourage businesses to expand their use of technology solutions to market themselves and to operate more efficiently. MMDC staff will work with the statewide partners and others to bring information and opportunities forward.

Besides promoting greater use of broadband technology to businesses, the Commission also will help promote persons developing necessary skills for today’s workforce. Several statewide partners are offering educational opportunities for persons seeking to expand their skills as a “knowledge worker”. Many of these individuals are currently seeking employment opportunities. In addition the Commission also is working to promote new broadband uses for local units of government, healthcare, elderly care, and education.



**WATKINS, MINNESOTA**

# CHAPTER THIRTEEN

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## **PERFORMANCE MEASURES USED TO EVALUATE THE PLANNING ORGANIZATION'S SUCCESSFUL DEVELOPMENT AND IMPLEMENTATION OF THE CEDS.**

- Treat patrons as valued individuals of the community and provide them with quality services that meet and exceed their needs
- Respect individuals, employers and partners and values diversity of opinion.
- Strive to be models trust, integrity and courtesy
- Uses data to make timely, ethical, educated decisions
- Responsible to community needs and customer satisfaction
- Follows through on commitments
- Performance and service
- Provides quality environments of services: privacy, accessible, professional, reasonable and timely delivery of services
- Highly regards relationships with partners
- Initiates consistent and fair quality customer services



# CHAPTER FOURTEEN

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## LIST OF PERFORMANCE MEASURES

The Planning Organization will survey customers and stakeholders in the planning organizations' region in the calendar year 2011. The results will be used to provide a base on which to move forward into the future.

Performance will also be judged on how many jobs are created and/or retained, number and types of investments in the region, amount of private sector investment in the region, and changes in the economic environment of the region.



# CHAPTER FIFTEEN

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## GOALS AND OBJECTIVES

**GOAL:** Assist in developing workforce training for unemployed and underemployed workers in the region regarding renewable energy systems.

**Objective:** Partner with educational institutions, private providers, and potential students to provide educational opportunities in renewable energy systems.

**GOAL:** Partner with the State of Minnesota Agricultural Utilization Research Institute on establishing regional networks and exploring commercial opportunities within agricultural based bioscience sectors.

**Objective:** Support a “Rural Innovation Network” and completion of a regional assessment including Value-added agriculture, renewable energy, bio-based materials, and co-product waste (if funded).

**GOAL:** Continue to transform the four-county region into an attractive environment for economic development by maintaining and improving area quality of life.

**Objective** Maintain and improve the regional quality of life in order to attract prospective higher paid knowledge workers and desirable businesses and industries.

**Objective** Enhance and encourage environmentally and socially responsible business practices.

**Objective:** Increase broadband, GPS capabilities, and cellular phone coverage in the region and assist effective use of broadband and technologies along with web presence.

**Objective:** Strengthen the medical facilities ability to serve the public in the region, including but not limited to tele-health and sensor technology.

**Objective:** Investigate way of making the region a biosciences corridor.

**Objective:** Provide amenities and information to increase renewable energy projects.

**GOAL:** Forge the region more attractive for economic development by strengthening and enhancing partnerships with private enterprise and local units of government and economic development agencies throughout the region and state.

**Objective:** Continue to partner with local government units regarding inter-jurisdictional issues that may evolve.

**Objective:** Provide for more efficient transportation assets, including but not limited to trail systems, walkable communities and smart growth.

**GOAL:** Promote alternative sources of energy (solar, wind, methane digesters etc.) in the region.

**Objective:** Increase power transmission line capacity to the region.

**Objective:** Investigate the ability to transform feedlot, food processing, landfill methane gases to usable energy sources.

**GOAL:** Increase workforce investment and talent and increase amenities for entrepreneurs.

**Objective:** Encourage educators and teachers to continually upgrade and update their knowledge.

**Objective:** Maintain and expand employment experience opportunities for students.

**Objective:** Maintain and improve the quality and availability of training, retraining, professional.

**Objective:** Involve and collaborate with Ridgewater College in both Willmar and Hutchinson on educational needs in the region.

**Objective:** Continue to collaborate with the local Service Corps of Retired Executives (SCORE) chapter and the Small business Development Center (SBDC) in Marshall to educate and assist entrepreneurs.

**Objective:** Investigate the ability and possibility to start *non-profit* business incubators in the region. The incubator would be high-technology, renewable energy, bio-science or other leading edge industrial sector. The incubator may be a public/private partnership lead by a joint powers board.

**Objective:** Increase access to capital.

**GOAL:** Support and augment the regions very large agricultural and value-added agricultural economy.

**Objective:** Provide a business friendly environment for hog, dairy, and other farm operations and value-added manufacturing facilities.

**Objective:** Collaborate with Mid-Central Research and Outreach Center (MNROC) to assist in assisting start-up or small bioscience companies that may not otherwise be able to afford research independently.

**Objective:** Partner with Minnesota Trade Office and Minnesota Department of Agriculture to improve retail/wholesale market sources.

**Objective:** Encourage the use of local foods for schools, grocery stores, nursing homes, hospitals, and local farmers' markets.

**GOAL:** Support and grow economic clusters in the region including but not limited to:

- High technology manufacturing
- Value added agriculture
- Health care

**GOAL:** Explore ways to recapitalize the Federal Economic Development Administration's Revolving Loan Fund.

**GOAL:** For the District Organization to provide an annual Comprehensive Economic Development Strategy for the region to create and retain high wage jobs and increase the incomes of workers in the region.

# CHAPTER SIXTEEN

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## DISTRICT PROJECTS LISTING

### **Project One**

The region has identified renewable energy as an emerging business sector. Renewable energy businesses will provide higher paying jobs for a diversified workforce and will also attract employers to the area. Higher paying jobs will increase the tax base for social services for all residents in the region. Workforce training in renewable energy systems has been identified as a need to complete this objective. The region would like to partner with the Mid Central Research and Outreach Center to provide training and commercialization of renewable energy technology. St. Cloud State University is a current partner with the Mid Central Research and Outreach Center and partnering with this facility will be an economical solution to train workers.

### **Project Two**

Create a McLeod County Economic Development Entity to serve the entire county. This entity would improve and resolve intergovernmental issues and provide an access point to grant and loan sources.

### **Project Three**

Increase recruitment and site selection marketing at the new City of Willmar airport/industrial park, a 20 million dollar investment.

### **Project Four**

Obtain release of federal hold on Willmar's new industrial park (old airport). The old airport/industrial park must be able to be developed into a viable economic resource for the region.

### **Project Five**

Facilitate expansion of First District Association Plant in Litchfield. This plant has been producing 3.85 million pounds per day and will increase to 5 million per day adding many fulltime permanent jobs.

**Project Six**

Provide skills, knowledge and abilities to investigate the ability to install methane gas digesters at the landfills in McLeod and Kandiyohi Counties.

**Project Seven**

Convene local business leaders on establishing an “Angel Fund” or Venture Capital Fund to assist in business establishment or growth for the region.

**Project Eight**

Provide professional technical assistance to communities, entities, and organizations to increase the quality of life and economic development amenities in the Region 6E. Continue to work on the Willmar Bicycle and Pedestrian Plan, the codification or ordinances for Prinsburg, Pennock, and Lake Lillian. Assist the Buffalo Creek Watershed District with technical assistance.

**Project Nine**

Continue to increase the quality of life for the entire senior citizen workforce and business community including but not limited to all senior minority men and women. Provide professional technical assistance to the entire senior population including, the older workforce and business owners, through one-to-one senior outreach, Senior Surf Classes, Health Insurance Counseling, ElderCare Development, ElderCare Development Partnership, Program Development and Coordination, and Coalition of African Community Services.

**Project Ten**

Continue to partner with the State of Minnesota-Department of Transportation on the Planning Partnership Grant process, Area Transportation Partnership activities, and the Area Transit Study (in progress).

**Project Eleven**

Continue to administer the Federal Economic Development Administration Revolving Loan Fund for the four-County Region. The mission of the fund is to create and retain high-paying full-time jobs while creating and expanding businesses.

**Project Twelve**

Facilitate the City of Franklin in a water/wastewater infrastructure project.

**Project Thirteen**

Facilitate the City of Olivia in a water/wastewater infrastructure project.

**Project Fourteen**

Facilitate the City of Hector with airport safety improvements.

**Project Fifteen**

Facilitate the City of Hector in a water/wastewater infrastructure project.

**Project Sixteen**

Facilitate the City of Buffalo Lake with the sale and water/wastewater infrastructure requirements for the currently unoccupied Beef Processing Facility

**Project Seventeen**

Establish a regional incubation initiative, to include physical incubator space, to foster and encourage entrepreneurship, innovation, job, and business creation.



# CHAPTER SEVENTEEN

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## COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY PROJECTS REPORT

### **Willmar Industrial Park Expansion**

The staff of the Mid-Minnesota Development Commission with assistance from the City of Willmar, Minnesota has authored and submitted a public works construction grant application to the United States Department of Commerce/Federal Economic Development Administration. The monies would be used to provide infrastructure improvements to an industrial park expansion. The expansion would take place next to the current industrial park and be located on the former Willmar Municipal Airport property. The grant application asks for \$1,250,000.00 from the Federal EDA. The Federal money would be matched by the City of Willmar in the amount of \$3,072,746.00. The grant was submitted to meet the Federal EDA March 9th, 2012 deadline. The following is a discussion on the local economy and on how the grant would fit into the EDA Investment Guidelines:

1) The City of Willmar is well situated for growing its industrial sector due to the groundwork already completed in collaborative regional innovative programs. Explained below are the existing collaborative regional innovative competitive strengths that demonstrate that the City is poised to see growth in the industrial sector in the upcoming years. However, the lack of shovel ready industrial land is hindering the other pieces that are in place to see that this growth takes place.

The County, city, area businesses, higher educational institutions, private foundations, and other governmental agencies have worked together in Willmar to have the community poised for economic growth, especially in areas that build on the Region's strengths.

### MINNWEST TECHNOLOGY CAMPUS & UNIVERSITY RESEARCH AND OUTREACH CENTER

The MinnWest Technology Campus, located in the City of Willmar, has through a strong collaborative effort between both public and private sectors, created a facility that has already produced over 300 jobs from 25 businesses. There is strong optimism that this is only the

beginning for producing high paying, higher skilled jobs in the community. The MinnWest Technology Campus started in 2004 when it became available for sale after the closing of a majority of the Willmar Regional Treatment Center; formally Willmar State Hospital. On January 16, 2006, LSI and Nova Tech purchased 95 acres and 37 buildings on the campus for the discounted price of \$1 million, with a \$450,000 option for seven more buildings when the State and County are ready to sell. These companies were formed by Willmar Poultry Company, which at the time was looking to move to South Dakota or Canada. Since then, the companies have invested over \$10 million in renovation, with plans to invest more in the future. They set up MinnWest Technology Campus to administer the campus as buildings housing labs, light manufacturing centers, data storage, offices, and a host of supporting amenities and cutting-edge infrastructure for businesses and their employees to utilize. Nova-Tech recently erected a completely new building for it to operate its manufacturing division keeping the external décor consistent with the campus theme. Existing buildings are registered as historic landmarks but the interiors are exempted. The Campus is purposely set up to foster a collaborative atmosphere in its community like setting. The site is located in a picturesque location, overlooking Willmar Lake.

The mission of the campus is “...to promote the advancement, nurture the environment, and accommodate the functions of a thriving biosciences and technology community in the Greater Willmar Lakes Area...” The success the Campus has enjoyed has come from a cooperative spirit from businesses, education, government, and other organizations. The campus vision is “...to be a world-class location for companies to grow and collaborate for the advancement of science and technology...” Two examples of tenants are Nova-Tech Engineering, LLC, and Epitopix. Nova-Tech is an integrated design, manufacturing, and customer support company that provides innovative robotic systems to companies worldwide. Epitopix develops and produces veterinary vaccines based upon proprietary SRP Technology.

Brand new to the MinnWest Technology Campus is a University of Minnesota facility called the Mid-Central Research and Outreach Center (MCROC). The Center is only partially open as of this date. The \$2.5 million bioscience research laboratory and business development center will assist new and existing companies to expand into new products. The University has signed a twenty-year lease with the City of Willmar to occupy an 18,000 square-foot building on the Campus. The City purchased the building from the Campus. A \$1.25 million grant from the Minnesota Department of Employment and Economic Development was part of the project’s financial package, along with a matching investment from the MinnWest Technology Campus.

The University's Mid-Central Research and Outreach Center will provide MinnWest companies, as well as other regional companies, with graduate students and faculty who can assist in research and development projects. The facility will be Minnesota's first center where students and faculty will work closely with companies. Besides assisting the companies, the Center will allow students to interface with highly successful businesses. The emphasis of the facility will be on assisting the community's vibrant cluster of biosciences companies, but will not be limited to those businesses.

The MinnWest Technology campus along with the Mid-Central Research and Outreach Center is expected to be a strong economic engine to produce new manufacturing expansion in Kandiyohi County. For companies that are successful in developing a product, and need to begin large-scale manufacturing, the expansion of Willmar's Industrial Park is a vital need to keep these companies in Willmar, Minnesota, and the United States.

Other collaborations and assistance in place to assure regional innovations and success at the expanded Industrial Park

Kandiyohi County and the City of Willmar operate a Joint Powers Board for the Economic Development Commission (EDC). While the EDC does the traditional economic development activities of offering companies technical assistance and loan packaging, it also develops other innovative programs. Besides its Revolving Loan Fund, the EDC has become a new partner in the Minnesota Angel Network (MNAN). MNAN is a "unique educational program for entrepreneurial companies seeking to raise investment capital and an online connection for accredited investors interested in investing in MNAN-certified companies. For entrepreneurial high-tech and knowledge-based companies seeking to raise between \$50,000 and \$4.5 million investments, MNAN provides education on fundraising that is customized to the company's needs and, for investors in search of high-quality investment opportunities, MNAN provides access to entrepreneurial companies certified to have MNAN's standards for quality and excellence. Companies can also utilize Minnesota Angel Tax Credit under this program.

Kandiyohi County and the City of Willmar have formed an Agricultural and Renewable Energy Development Committee made up of key business, agriculture, and educational leaders in the county. With the assistance of staff, the committee's mission is to "sustain, identify and develop

agriculture, agribusiness and renewable energy opportunities.” One of the current activities of the committee is a grant application to the State of Minnesota that would assist in the development of an anhydrous ammonia plant in the county. The EDC has recently opened a bioenergy branch office on the MinnWest Technology campus. The EDC also has the following active committees: Business Retention and Expansion/Recruitment; Finance, and Marketing and Public Relations.

The City of Willmar is the home to Ridgewater College, which is a community and technical college that offers more than 100 educational programs in transfer education, transfer options, and technical education. As a partner in the Region’s businesses and industry, the College strives to maintain a quality of education for tomorrow’s workforce, and to keep pace with the needs of the business community by offering Customized and Continuing Education courses.

Another very helpful resource is the Agricultural Utilization Institute (AURI), which is a unique and innovative non-profit organization dedicated to providing scientific and technical assistance to Minnesota industries and entrepreneurs. They help businesses take advantage of innovative opportunities in bio based products, renewable energy, co-product utilization and food. They provide a broad range of services to expand markets, develop new uses, and improve processes. AURI takes a deliberate approach to developing agriculturally-based innovations. Their assistance in advancements is the result of focused research, strategic collaborations, and an emphasis on implementation. Many of the Region’s agricultural related businesses have utilized the services of AURI throughout the years.

The Southwest Initiative Foundation (SWIF) assists their 18-county Region with a variety of business assistance. They provide an Entrepreneurship initiative to facilitate and support regional resources to assist and invest in entrepreneurs and entrepreneurial ventures. SWIF is working to identify gaps in services available to entrepreneurs and create a seamless resource path for aspiring business owners. The SWIF also has a revolving loan fund for business gap financing.

The Mid-Minnesota Development Commission, located in Willmar, is the Region’s Economic Development District. They provide a variety of assistance to their communities and to businesses. They also operate a business revolving loan fund.

Kandiyohi County and the City of Willmar, along with some area businesses have been involved in the Southern Minnesota Partnership for regional competitiveness. The 38 countywide planning efforts have raised awareness about the Region's strengths and synergies to help capitalize on opportunities to promote them to the marketplace. This partnership is a network of organizations, businesses, and government agencies that are working toward efforts to create promising new economic opportunities that will allow the Region to compete on a global scale. An annual Regional Bioscience Conference has been one of many successful accomplishments of the partnership.

This is a sample of some of the key local and regional efforts to advance business growth in the area. Good work has been done, and will continue growth in high-technology industries in the community to raise income averages for its resident. The expansion of the Willmar Industrial Park is a much-needed component to make sure this goal is reached.

2) The City of Willmar Industrial Park expansion will be a success through a public/private partnership. By expanding the Industrial Park, the city will be investing millions of dollars into the local infrastructure. If the Federal EDA grant is approved the local dollars will leverage federal dollars many times. Private firms will want to buy property and build on the new Industrial Park site. This private sector investment in land and buildings will provide a payback for the city in increased tax base and provide for an economic multiplier effect on the whole local economy creating more investments and jobs.

3) In 2002, the City of Willmar made a public investment of \$20 million for the construction of a new airport. The airport is considered an industrial amenity and is leveraging private sector, complimentary resource investments in the city. The City of Willmar believes in creating an excellent economic atmosphere and public amenities to entice the private sector to invest capital within the city.

In 2011, the City of Willmar completed a new \$40 million city wastewater treatment plant investment. The old plant was dysfunctional and in an undesirable location. The new plant brought online the ability to recruit new businesses to the city that may be higher end producers of wastewater. This shows the city of Willmar to be proactive with forethought.

4) The City of Willmar will market the Industrial Park expansion to firms that are in high growth industries. The city will focus especially on firms in the clean energy, green technology, manufacturing, and information technology industries.

A local Willmar Bank received \$11 million through the small Business Lending Fund of the U.S. Treasury department. Heritage Bank will lend the funds over the next three years. Small to medium sized and ethnically diverse companies are encouraged to apply.

The Kandiyohi County/City of Willmar Economic Development Commission has partnered with the Minnesota Angel Network to bring together early-stage entrepreneurs and financial backers. This is just another tool in the economic development toolbox that is available in the City of Willmar.

The City of Willmar was a “demonstration community” for the Minnesota Intelligent Rural Communities (MIRC) project. The city came in first for broadband delivery and services.

The City of Willmar will be the new home to the Mid-Central Research and Outreach Center. The center is a partnership between the University of Minnesota, the Minnesota State College and University system and the Minnwest Technology Campus. This is a true public/private partnership that shows that Willmar knows how to provide public/private partnerships to further economic development in the city. The center will provide technical support that will “drive innovation” into the private sector.

The Kandiyohi County/City of Willmar Economic Development Commission is a true believer in sustainable manufacturing. The commission sponsored a one-day manufacturing showcase at the MinnWest Technology Campus in Willmar. Kandiyohi County is currently home to 74 manufacturers. There is a growing need for skilled workers in the manufacturing industry. The Industrial Park Expansion Project will play a large role in providing the manufacturing sector with the infrastructure needed to succeed.

5) The City of Willmar is a global competitor; Nova Tech Engineering, a successful business at the MinnWest Campus, won a 2011 Tekne Award from the Minnesota High Tech Association. The award was for hatchling research. The company holds 7 U.S. patents and employs over 100

professionals. Their equipment can be found in over 250 hatcheries in more than 30 countries and 6 continents around the world.

6) The City of Willmar enforces the Minnesota State Building code and the Minnesota State Energy Code. As such, all new construction in the city is required to obtain a building permit, submit plans and specifications, and have ongoing construction inspected with a site visit at intervals. The contractor is required to consult and retain an engineer and architect. The private investment in the buildings will be of superb construction and meet energy guidelines. Because the building construction will be monitored, the buildings will have a long useful life, provide for environmentally sustainable development, and encompass best practices. The city infrastructure will be protected by engineering that will provide storm water holding ponds and runoff.

7) This will protect the sanitary sewer from inflow and infiltration issues and will also allow for the natural environment to be protected from pollution concerns. The City, throughout recent history has never been out of compliance with the Minnesota Pollution Control Agency or the Federal Environmental Protection Agency rules and guidelines

The City of Willmar also enforces the State of Minnesota Fire Code. The Industrial Park will have adequate fire protection by installing fire hydrants at allowed intervals to provide adequate water flow to fire fighters. The Fire Code also allows for adequate setbacks and sprinkler systems for the protection of life and property.

The City of Willmar has an involved planning commission that performs site plan reviews. The City also has an educated and experienced engineering staff with the skills, knowledge, and abilities to transform a potential project into an environmentally sustainable and successful project.

8) The Willmar area and surrounding agricultural community has suffered through disproportionate economic and job losses due to the spring flooding of 2011. The community is trying to rebuild after the flooding to compete at a pinnacle level in the global economy. The investment that will be made in the Industrial Park will offset many of the challenges that the city and surrounding agricultural community faces. Many individuals in the Willmar area are underemployed and would like to seek and find higher paying jobs. The Industrial Park expansion would create those employment opportunities. Farmers were especially hurt by the

flooding. They suffered through significant reduced crop yields and lower crop production levels. Many farmers are seeking off-farm income and would like to have a larger pool of well-paying jobs.

#### EDA FUNDING PRIORITIES:

The project has a demonstrated ability to foster job creation and promote private sector investment in the regional economy. The current Industrial Park is full. The Industrial Park expansion will bring private sector investment in the form of constructed improvements to the property. This in turn will create higher paying employment opportunities for a workforce that is underemployed.

The project is very feasible to bring to fruition. The City of Willmar owns the land for the expansion activities. The engineering plans and submittals have been formalized. An environmental assessment has been conducted on the property. The local match dollars are available, unencumbered, and sequestered.

By its very nature, the project is sustainable and has high durability. The infrastructure will have a long life and will be placed on the City of Willmar Infrastructure Improvement Plan for future budgeting considerations and the tax base of constructed buildings will assist with the durability of the financial obligation of maintenance

The City of Willmar Industrial Park Expansion Project is in alignment with the regional Comprehensive Economic Development Strategy (CEDS). The project has been identified as a priority in the Economic Development District's Comprehensive Economic Development Strategy. The project also conforms to the goals and objectives of the CEDS.

#### CITY OF WILLMAR AND ECONOMIC DEVELOPMENT:

The City of Willmar has a defined Business Subsidy Policy. Before any public investment is provided to private industry, it must comply with all covenants including:

- Private dollar leveraging
- Job creation with minimum hourly pay

- Probability of success
- Competition
- And other guidelines

The City of Willmar is very experienced in using the economic development toolbox and bringing projects to fruition while being a watchdog of public funding.

Many of the tools for economic development used by the City of Willmar Include:

- |                                    |                                 |                      |
|------------------------------------|---------------------------------|----------------------|
| > Site selection assistance        | > Tax Increment Financing       | > Tax Abatement      |
| > EAW and EIS assistance           | > Feasibility Studies           | > Workforce Training |
| > Business Retention and Expansion | > Employee recruitment          | > Job Fairs          |
| > Site Design Assistance           | > Building Inventory Assistance |                      |

POLICOM Corporation is an independent economic research firm that specializes in analyzing local and state economies. From its research, it determines if an economy is growing or declining, what is causing this to happen, and offers ideas and solutions to improve the situation. The City of Willmar is listed as 70th nationwide for Micropolitan Area Economic Strength. The ranking takes into consideration both growth and quality of growth for an extended period of time. The ranking also takes into account a high degree of social and economic integration. This rating indicates that the City of Willmar is both an economic regional center that is experiencing growth, but includes a high degree of social growth, as well.

## JOB CREATION AND PRIVATE INVESTMENT ESTIMATES FOR THE PROJECT

### JOB CREATION:

#### **Scenario One**

The State of Minnesota, Department of Employment and Economic Development estimates that the labor force will increase at a rate of 12.9% in the next 7 years for Central Minnesota. Extrapolating that data to 9 years the estimated growth in the labor force would be 16.5%. The same state government agency, providing the QCEW data, has Kandiyohi County's Manufacturing employment at 3,077 and Trade and Transportation at 4,234; for total employment in those Industrial Sectors at 7,311 employees. Therefore generating the equation;

7,311 X 16.5% = 1,206 jobs. This means that employment growth in industrial sectors most likely to develop at the industrial park expansion in the Regional Center of Willmar will be 1,206 jobs.

**Scenario Two**

The Willmar Industrial Park Expansion will provide 84.93 acres or 3,699,550 square feet (84.93 X 43,560) for sale to private industry. The City of Willmar zoning ordinance uses 75% of lot area for a construction maximum for general industrial zoned land. By extrapolating this data the following chart indicates what square footage would be constructed using the following percentages:

TOTAL SQUARE FOOTAGE OF LOTS	PERCENTAGE BUILT	TOTAL SQUARE FOOTAGE CONSTRUCTED
3,699,550	75	2,774,662
3,699,550	50	1,849,775 (conservative)

For the purposes of this grant application, the more conservative percentage of 50 will be used.

During data mining and internet research from various other local government plans that based job created on future build-out calculations, it was determined that anywhere between 1 to 3 jobs are created per 1,000 square feet of constructed industrial and manufacturing buildable area.

Using the above information, the following conservative mathematical formula would indicate how many jobs will be created.

1,849,775 total square footage / 1 job per 1,000 square feet = 1,849 Jobs expected to be created

**Scenario Three**

Figures from the State of Minnesota, Department of Employment and Economic Development indicates that Kandiyohi County is home to 74 manufacturers. Figures from the same State Office indicate there are 3,077 manufacturing employees in Kandiyohi County.

By dividing the manufacturers into the number of employees, the average number of employees per manufacturer would be about 41. There are nineteen lots in the industrial park. By multiplying the number of lots by the average number of employees per manufacturer in Kandiyohi County (19 X 41) the conservative number of jobs expected to be created is 779.

A final analysis of job creation would be established by taking an average of the above three totals and dividing them by the three scenarios. It is created by the following mathematical formula:

$$1,206 + 1,849 + 779 = 3,834 / 3 = 1,278 \text{ Total Jobs Created}$$

The City believes it can successfully sell all 19 available lots within a nine-year time frame. Additional land is available for industrial park expansion when the 19 lots have been utilized.

#### PRIVATE INVESTMENT

The Willmar Industrial Park Expansion will provide 84.93 acres or 3,699,550 square feet (84.93 X 43,560) for sale to private industry. The City of Willmar zoning ordinance uses 75% of lot area for a construction maximum for general industrial zoned land. By extrapolating this data the following chart indicates what square footage of buildings would be constructed using the following percentages:

TOTAL SQUARE FOOTAGE OF LOTS	PERCENTAGE BUILT	TOTAL SQUARE FOOTAGE CONSTRUCTED
3,699,550	75	2,774,662
3,699,550	50	1,849,775 (conservative)

The State of Minnesota Department of Labor and Industry manages the State of Minnesota Building Code. In as much, the Department estimates the valuation costs of construction in the State of Minnesota. The valuation for Factory and Industrial (low hazard) construction in the State is \$71.91 per square foot. By using the above conservative square footage and multiplying it by the valuation figure provides the following mathematical formula:

1,849,775 X \$71.91= \$133,017,320.00

By analysis, there would be \$133,017,320.00 of private sector investment in the construction of buildings.

Further private investment would be provided through the purchase of equipment. The equipment estimate would be one-half of the construction investment or \$66,508,660.00.

By analysis, by adding the two figures together would provide the following mathematical equation:

$\$133,017,320.00 + \$66,508,660.00 = \$199,525,980.00$  of Total Private Investment

#### UNIVERSITY CENTER REVIEW

The above Job Creation Estimates and Private Sector Investment scenarios were reviewed by Jack Geller the director of the Economic Development Administration's University Center at the University of Minnesota, Crookston.

The economic development needs of the Region center around the July 28th, 2011 U. S. Department of Homeland's Security Federal Emergency Management Agency (FEMA) announcement that federal disaster aid has been made available to Minnesota and ordered federal aid to supplement state and local recovery efforts in the area struck by severe storms, flooding, and tornados during the period of July 1-11, 2011.

The announcement includes all counties of the Economic Development Administration Economic Development District (Kandiyohi, Meeker, McLeod, and Renville) as well as neighboring counties. The agricultural economy has been hit hard by the disaster and there is an urgent need to diversify the local economy. With the Willmar Industrial Park at full capacity creating the environment for private sector investments will be formidable, at best. It is the wish of the City of Willmar to have the public sector amenities in place to leverage private sector investments, create high paying jobs, and diversify the local economy.

There is a large amount of distress in the project's region. By making an investment in infrastructure, it will create an entrepreneurial ecosystem and build on the economic cluster of the Region by providing buildable land for to construct buildings and create high-paying jobs.

The Comprehensive Economic Development Strategy lists the following as goals of the Economic Development District:

**GOAL: Continue to transform the four-county region into an attractive environment for economic development by maintaining and improving area quality of life.**

**GOAL: Increase workforce investment and talent and increase amenities for entrepreneurs.**

**GOAL: Forge the region more attractive for economic development by strengthening and enhancing partnerships with private enterprise and local units of government and economic development agencies throughout the region and state.**

All of the above goals will be met by expanding the industrial park, marketing the site to the private sector, and creating employment opportunities.

The City of Willmar Industrial Park Expansion was also listed in the Comprehensive Economic Development Strategy as a priority project.

In addition to the City of Willmar's home county of Kandiyohi, the city is also the regional center for those counties nearby, especially those counties located to the west and south. Kandiyohi County and its surrounding counties are strongly dependent on agriculture in terms of both agricultural products sold, as well as value added processing, and support businesses for the farmers. USDA's 2007 Census of Agriculture's Kandiyohi County profile shows that the county ranked as the eighth highest agriculture producer in the state, and the 152nd county in the nation. The Market value of agriculture products sold in 2007 was over \$309 million. Kandiyohi County is the top turkey producer in the state and the 5th largest county producer of turkeys in

the nation. Corn, soybeans, and sugar beets are the top crops produced in the county. Renville County, Kandiyohi County's southern neighbor is ranked second in the state in agriculture production with over \$420 million in agricultural products sold in 2007.

In the Spring and early Summer of 2011 the region received high amounts of rain. Thousands of acres of crop land in the region were prevented from being planted due to standing water in the fields. Kandiyohi County and the neighboring counties were officially declared as federal disaster areas on July 28, 2011 as a result of a particularly severe storm that hit the region on July 1, 2011. This storm also produced wind damage. Approximately \$160,000 in utility power lines were damaged in two southeastern townships of Kandiyohi County as a result of the storm. Besides the heavy rain in the early season, crop yields, particularly soybeans, were also negatively affected in 2011 by an early September 15, 2011 killing frost.

When area farmers have poor years, it has a negative impact on the City of Willmar's economy. Farmers have fewer dollars to spend in the local economy. Farm equipment is put off from being purchased. Many farmers, or their spouses, work in Willmar. The 2007 Census of Agriculture showed that of the county's 1,119 farms, 439 farmers had another primary occupation other than their farming. A large number of these farmers work in Willmar.



### **FIRST DISTRICT CHEESE PLANT EXPANSION, LITCHFIELD, MN**

The First District Association recently began one of the biggest expansion projects in the company's 90-year history. Increased storage space and processing capabilities are the focus of the expansion. Before the expansion the plant processed 3.85 million pounds of milk per day. Products produced include whey protein concentrate, milk lactose, and cheddar cheese. Before the expansion the plant produced 400,000 pounds of cheese per day. The new expansion will allow a 25-30 percent increase bringing the processing potential up to 5-5.5 million pounds of milk per day. Along with the plant expansion is an infrastructure plan to eventually process 7 million pounds of milk into cheese per day. Job creation estimates are at about 20 direct jobs and 300+ indirect jobs. Total private investment is being estimated at \$122 million.

### **MID-CENTRAL RESEARCH AND OUTREACH CENTER**

The University of Minnesota in collaboration with the Minnesota State College University system, the City of Willmar, and the Minnwest Technology Campus is completing construction on the new Mid-Central Research and Outreach Center. The partnership will provide a good opportunity for the University to work together with MnSCU and private industries, while giving students the type of experience that they need to be better employees. Businesses in Greater Minnesota will have the opportunity to use the service laboratory and tap into the expertise of the school faculty and researchers. This could help increase the number of bioscience businesses in the community and Region.

### **CITY OF OLIVIA WATER, SEWER, AND STREET INFRASTRUCTURE PROJECT**

The project is underway. The project will provide public infrastructure improvement in various parts of the City of Olivia. The improvements include, reconstruction of streets, alleys, curbs and gutters, approaches, sidewalks, ramps, catch basins, sanitary services, mains, manholes, holding ponds, and water services.

# CHAPTER EIGHTEEN

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## COMPREHENSIVE ECONOMIC DEVELOPMENT COMMITTEE MEMBERSHIP

Cameron Macht	Department of Trade and Economic Development
Cathy Baumgartner	Minnesota Workforce Center
Jennifer Wagner	Agricultural Utilization Research Institute
Chris Hettig	Renville County-Economic Development
Miles Seppelt	City of Hutchinson-Economic Development
Steve Renquist	Kandiyohi County-Economic Development
Suzanne Hedtke	Meeker County-Economic Development
Richard Loftness	MMDC Commission Member – Private Sector
Maureen Melgaard-Schneider	MMDC Commission Member – Private Sector
James Shafer	MMDC Commission Member – Private Sector
Francis Schweiss	MMDC Commission Member – Private Sector
Kevin Crowley	MMDC Commission Member – Private Sector
Shawn Mueske	MMDC Commission Member – Private Sector
Charly Leuze	MMDC Commission Member – Private Sector
Dee Schutte	Litchfield Chamber of Commerce – Private Sector
Bill Corby	Hutchinson Chamber of Commerce – Private Sector

# CHAPTER NINETEEN

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## MID-MINNESOTA DEVELOPMENT COMMISSION GOVERNING BOARD

### COMMISSIONER

Ahmann, Steve  
Arndt, Bill  
Baumgartner, Cathy  
Crowley, Kevin  
Dahlager, Eric  
Degner, Ronald  
Diederich, Charles  
Fenrich, Dale  
Fredrickson, Alan  
Guggisberg, Dave  
Kutzke, Ron  
Leuze, Idalia (Charly)  
Loftness, Richard  
Melgaard-Schneider, Maureen  
Mueske, Shawn  
Nies, Sheldon  
Peterson, Dennis  
Schafer, James  
Schutte, Dee  
Schweiss, Francis  
Smith, John  
Stahl, John  
Underthun, DuWayne  
Warner, Charles  
Open Position  
Open Position

### REPRESENTING

Cities over 10,000 population (Willmar)  
Cities over 10,000 population (Hutchinson)  
EDA position – Central MN Jobs & Training Services  
EDA position – Private Business (Bank)  
School Board  
Renville County Municipalities  
Kandiyohi County Municipalities  
Meeker County Townships  
McLeod County Townships  
Renville County Townships  
Meeker County Commissioners  
EDA position – Private Business & Minorities  
EDA position – Private Business  
EDA position – Private Business  
EDA position – Higher Education  
McLeod County Commissioners  
Kandiyohi County Commissioners  
EDA position – Private Business (Farmer)  
EDA position – Chamber of Commerce  
EDA position – Private Business  
Meeker County Municipalities  
Renville County Commissioners  
Kandiyohi County Townships  
McLeod County Municipalities  
EDA position – School Board  
EDA position – Private Business

# CHAPTER TWENTY

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## COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY RESOLUTION

WHEREAS, The Mid-Minnesota Development Commission has a strong commitment to promoting the economic development of the Region, and

WHEREAS, The Commission decided to prepare and submit to the Economic Development Administration a District Comprehensive Economic Development Strategy, and

WHEREAS, The Revised Comprehensive Economic Development Strategy has been successfully executed with input from the public, and

WHEREAS, The Commission has appointed a Comprehensive Economic Development Strategy Committee composed of representatives of the various economic sectors of the Region, and

WHEREAS, This Committee has developed a Revised Economic Development Strategy for the Region which includes goals and objectives and a strategy for the economic development of the Region, and

WHEREAS, The Comprehensive Economic Development Strategy has been revised as part of a continuous planning process in accordance with the regulations of the Economic Development Administration, and

WHEREAS, The Commission approves this strategy and work program.

BE IT THEREFORE RESOLVED, That the Commission adopt the updated Comprehensive Economic Development Strategy and submit it to the U.S. Economic Development Administration for approval and to request formal designation as an Economic Development District.

Dated: March 28<sup>th</sup>, 2012

**This Resolution was adopted for submission to the U.S. Economic Development Administration for approval and to request formal designation as an Economic Development District at the Board of Commissioners meeting on March 28, 2012.**