REVISED COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY 2016-2021

Home State Bank
Cosmos, MN
Meeker County

First Minnesota Bank
Stewart, MN
McLeod County

CenBank
Buffalo Lake, MN
Renville County

Heritage Bank
Pennock, MN
Kandiyohi County

U.S. Department of Commerce
Economic Development Administration
Award # 06-83-05908

PREPARED BY:

MID-MINNESOTA DEVELOPMENT COMMISSION
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DECEMBER XX, 2016

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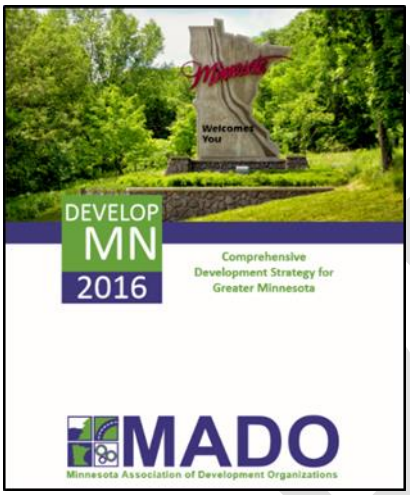
OVERVIEW AND INTRODUCTION

The Comprehensive Economic Development Strategy (CEDS) has been developed in a partnership between the Mid-Minnesota Development Commission, one of many nationwide Certified Economic Development Districts (EDD's), and the U.S. Department of Commerce – Economic Development Administration. The CEDS contributes to effective economic development in America's communities. As well as the region. This region, comprised of the Minnesota Counties of Kandiyohi, McLeod, Meeker, and Renville has authored a Revised CEDS through a locally-based, regionally-driven economic development planning process. The CEDS provides the capacity building foundation by which the public sector, working in conjunction with other economic sectors creates the environment for regional economic prosperity.

The CEDS document takes into account and integrates, where appropriate, other planning efforts effecting the region including, but not limited to the *DevelopMN* document that was drafted by the Minnesota Association of Development Organizations (MADO). Minnesota has significant economic opportunities all across the state. Regions throughout Greater Minnesota share many qualities and challenges, but lacked alignment needed to take advantage of shared priorities and maximize the use of resources. The lack of alignment has led to a limited voice in crafting effective development policy based on regional priorities.



DevelopMN will help identify needed alignment and document a broadly supported strategy for creating shared prosperity. The beginning of the 21st century presents a number of challenges and opportunities to rural Minnesota as it charts its economic future. An economy that is now driven by innovation demands that we create an environment that nurtures its talent and workforce, supports entrepreneurship, and creates communities that can support both. In order for rural Minnesota to succeed, there needs to be a strong, collective and credible voice that can create and move forward an economic agenda at the local, regional, state, and federal level. The Regional CEDS will align and integrate with the *DevelopMN* Strategy. The DevelopMN document can be found online at http://www.mnado.org/developmn/.

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EXECUTIVE SUMMARY

The Mid-Minnesota Development Commission serves the Minnesota Counties of Kandiyohi, McLeod, Meeker and Renville (also known as Region 6E). This CEDS is the result of a locally-based, regionally driven planning process designed to enhance the economic growth of the Region.

The CEDS provides a mechanism for coordinating the efforts of individuals, organizations, local governments, and private industry concerned with economic development. The CEDS is a requirement to apply for assistance under the EDA's Public Works and Economic Adjustment programs.

Planning for the document began in early 2016 with public input. A draft document was provided to the governing board and a 30-day comment period was provided.

The CEDS document is made readily available to the economic development stakeholders in the region. In creating the CEDS, there is a continuing program of communication and outreach that encourages broad-based public engagement, participation, and partnerships. The general public, government decision makers, and the private sector are able to use this document as a guide to understanding the regional economy and improve it.

The CEDS document:

- Details the people, economy, and sense of place of the Region.
- Describes the strengths, weaknesses opportunities, and threats to the Region.
- Presents the regions goals.
- Establishes strategies.
- Establishes performance measures.

A Vision Statement was created for the Strategy. This is the Vision Statement:

> *"Create a region with a diverse base of locally successful and globally competitive businesses that contribute to a vibrant quality of life and place for all citizens."*

The key findings from the CEDS process and document construction have been placed in goals and strategies for the four county region. The goals and strategies have been divided into the following focus areas:

- HUMAN CAPITAL GOALS
- ECONOMIC COMPETITIVENESS GOALS
- COMMUNITY RESOURCES GOALS
- FOUNDATIONAL ASSETS GOALS

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The following are the SMART goals that were established, under each focus area.

HUMAN CAPITAL GOALS

1) Increase labor force participation in the region by 2% by 2021.
2) Raise worker skill levels, educational attainment to improve productivity, grow the regional economy. Increase the number of individuals with Associates Degrees by 5% by 2021.

ECONOMIC COMPETETIVENESS GOAL

3) Improve the region's rank on the Stats America Innovation Index by 2%.
4) Increase the number of capital investment programs available to Small and Medium sized enterprises (less than 50 employees) to allow growth and job creation for the majority of the regions businesses.

COMMUNITY RESOURCES

5) Increase the number of employment opportunities in the Arts, Entertainment and Recreation and the Leisure and Hospitality Sector by 5% by 2021.
6) Reduce the number of Impaired Water Bodies listed by MPCA by 3% by 2021.

FOUNDATIONAL ASSETS

7) Create a minimum of 3 area broadband infrastructure buildouts in the four county region that meet or are above the standards set by the State.
8) Invest in a minimum of two new small scale freight infrastructure enhancements that lead to economic improvements to localized areas by 2025. Have investments made in all preliminary planning, and needed environmental studies, to have Highway 23 and Highway 212 quickly ready for construction, when additional funding allows these projects to proceed.
9) A minimum for four (10%) of the regions municipalities will make a commitment to active living transportation planning and infrastructure by 2021.
10) Decrease the number of communities on the Minnesota 2016 Clean Water Project Priority List by 5% by 2021.

11) Move toward equilibrium in local housing markets, and create a minimum of 150 subsidized rental housing units, and 200 market rate units within the region by 2021.

The goals listed above have been assigned strategies to assist in accomplishing the goals. The strategies are listed in the body of the document.

An Evaluation Framework has been set up to analyze the outcomes and measure the progress in reaching the goals through the strategies. Evaluation Framework includes, but is not limited to:

1) Number of jobs created/Retained after Implementation of the CEDS
    a. Total Employment in Initial Year Employed 16 and over.

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   b. Total Employment in Subsequent Years Employed 16 and over.
   c. Number of jobs created or retained as a result of select State and Local Investments.
2) Number and Types of Public Sector Investment Undertaken in the Region.
   a. Federal Investment (EDA, USDA, Etc.).
   b. Significant State and Local Investments.
3) Private Sector Investment in the Region After Implementation of the CEDS.
4) CEDS Action plan accomplishments.

Economic Resilience and Hazard Mitigation has been addressed in the plan. Providing goals and strategies. These are the two goals for Economic Resilience and Hazard Mitigation:

1) Maintain a resilient region and mitigate hazards in the region.
2) Increase the regions ability to withstand an economic downturn.

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SUMMARY BACKGROUND

Demographic and Socioeconomic Data

POPULATION

As can be seen in the following graph Kandiyohi County has the largest population of any county in the region at 42,542. This is followed by McLeod County at 35,932. This is followed by Meeker and Renville Counties at 23,102 and 14,892 respectively. The total population for the region is 116,468.

Geography	Population 2000	Population 2015	Numerical Change	2000-2015 Change %
Kandiyohi County	41,203	42,542	+1,339	3.25
McLeod County	34,898	35,932	+1,034	2.96
Meeker County	22,644	23,102	+458	2.0
Renville County	17,154	14,892	-2,262	-13.18

2000 Census; Stats America 2015

PER CAPITA INCOME (PCI)

The per capita income of all four counties in the region is below that of the State of Minnesota as a whole. The County of Kandiyohi is 12.9% below the State of Minnesota. McLeod County is 13.6% below the State of Minnesota. Meeker and Renville Counties round out the last two counties at 15.5% and 10.7% below the State of Minnesota, respectively.

Geography	Amount	Percentage below MN PCI
Minnesota	**$31,642**	**N/A**
Kandiyohi County	$27,550	12.9%
McLeod County	$27,330	13.6%
Meeker County	$26,726	15.5%
Renville County	$28,228	10.7%

US CENSUS/American Fact Finder 2014

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EMPLOYMENT AND UNEMPLOYMENT

The following chart depicts the labor force available in each count along with employment and unemployment statistics. As can be deduced from the table Region 6E has a total labor force of 66,078 persons. Of the total labor force 63,434 are employed while 2,644 are considered unemployed. The unemployment rate for the four county region is 4%.

Geography County	Labor Force	Employment	Unemployment	Unemployment Rate
Kandiyohi	23,985	23,177	808	3.4%
McLeod	20,532	19,683	849	4.1%
Meeker	13,265	12,728	537	4.0%
Renville	8,296	7,846	450	5.4%

Minnesota Department of Employment and Economic Development - July 2016

REGION 6E LABOR FORCE PROJECTIONS

The following graph was constructed by a Labor Market Analyst at the Minnesota Department of Employment and Economic Development. The graph depicts that though the size of the labor force is not expected to change, the age composition of the workforce will see a significant shift over time, with a steady gain in the number of workers aged 25 to 44 years and big gains in workers aged 65 years-and-over against huge declines in the number of workers aged 45 to 64 years. The region may lose about 3,100 workers in the 45 to 64 year old age group as the baby boomers generation moves through the population pyramid. Region 6E is expected to see gains in the number of workers aged 16 to 24 years as well, and the 25 to 54 year old age group will still be the largest part of the labor force, accounting for 57.4 percent of the total. This will likely lead to a tight labor market in the future.

AGE	2015 Labor Force Projection	2025 Labor Force Projection	2015 -2025 Numeric Change	2015 -2025 Percentage Change
16 to 19	3,712	3,659	-53	-1.4%
20 to 24	5,930	6,571	+641	+10.8%
25 to 44	24,351	25,322	+971	+4.0%
45 to 54	14,184	12,037	-2,147	-15.1%
55 to 64	12,945	11,992	-953	-7.4%
65 to 74	3,145	4,506	+1,361	+43.3%
75 and over	686	946	+260	+37.9%
Total	64,953	65,033	+80	+0.1%

DEED - Minnesota State Demographic Center; 2009-2013 ACS 5-Year Estimates

REGION 6E POPULATION PERCENTAGE BY RACE AND HISPANIC ORIGIN

The region saw a small gain in the number of white residents and Asian/Pacific Islanders, and much faster increases in every other race group. The number of Black or African American residents quadrupled; people of two or more races jumped almost 75%; and American Indians and people of Hispanic or Latino origin both grew about 40 percent from 2000 to 2013.

RACE	PERCENTAGE 2013	CHANGE FROM 2000-2013
Total	100.0%	+1.2%
White	94.9%	0.5%
Black or African American	1.2%	+322.4%
American Indian/Alaskan Native	0.4%	+38.0%
Asian/Pacific Islander	0.5%	+7.2%
Some other race	1.8%	-33.1%
Two or More Races	1.2%	+73.9%
Hispanic or Latino	7.2%	+41.8%

U.S. Census Bureau; ACS

POVERTY

The chart below depicts the poverty rate for all four counties in the region. Kandiyohi County has the highest poverty rate in the region at 11.5. Renville County has the second highest at 11.3. The two remaining counties of Meeker and McLeod have poverty rates of 10.0 and 7.9 respectively.

Geography	Poverty Rate
Kandiyohi	11.5
McLeod	7.9
Meeker	10.0
Renville	11.3

Stats America; 2014

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AGRICULTURE

A very important industry in Region 6E is agriculture, with 4,484 farms producing more the $1.7 billion in the market value of products sold in 2012.

Geography	Number of Farms	Market Value of Products Sold
Kandiyohi	1,310	$495,390,000
McLeod	966	$234,534,000
Meeker	1,147	$291,736,000
Renville	1,061	$710,346,000
Region 6E Total	4,484	$1,732,006,000

Census of Agriculture; 2012

STATE OF MINNESOTA SALES TAX REVENUE BY COUNTY ($)

The Minnesota Legislature enacted the state sales and use tax to broaden the tax base in an effort to create a more stable and predictable tax system that was fair and competitive. Minnesota's general sales and use tax rate is currently 6.875 percent. There are some other sales taxes that go beyond the 6.875 percent at the local level. As one can deduce from the graph that Kandiyohi County has the highest Gross Sales in the region at over $2.2 billion. This would indicate a strong retail economy as it relates to Willmar being a regional center. Kandiyohi County is followed by McLeod County at almost $1.5 billion, Meeker at over $1.3 billion, and Renville at over $500 million.

Geography	Gross Sales	Taxable Sales	Sales Tax	Use Tax	Total Tax
Kandiyohi	2,257,382,847	545,713,549	38,083,894	2,852,985	40,936,879
McLeod	1,413,377,314	335,756,093	23,437,258	1,752,694	25,189,952
Meeker	1,328455,642	150,098,812	10,503,676	504,082	11,007,958
Renville	592,372,975	72,672,281	5,106,042	617,681	5,723,723

State of Minnesota Department of Revenue; 2014

Infrastructure Assets that relate to economic development

In the following graph the total square miles of each county is listed along with the total square miles of the region. Real property in the region is an economic development infrastructure asset.

GEOGRAPHY	SQUARE MILES
Kandiyohi County	862
McLeod County	506
Meeker County	645
Renville County	987
Total for the Region	3,000

As can be deduced from the above graph the region has a total of 3,000 square miles in total.

The map on the following page details infrastructure assets. They are mapped and listed. The region contains 40 cities. Infrastructure for the region also includes 3 rails lines and 7 airports.

The region is served by many state highways and two U.S. Highways, 12 and 212. The U.S. Highways are east/west routes.

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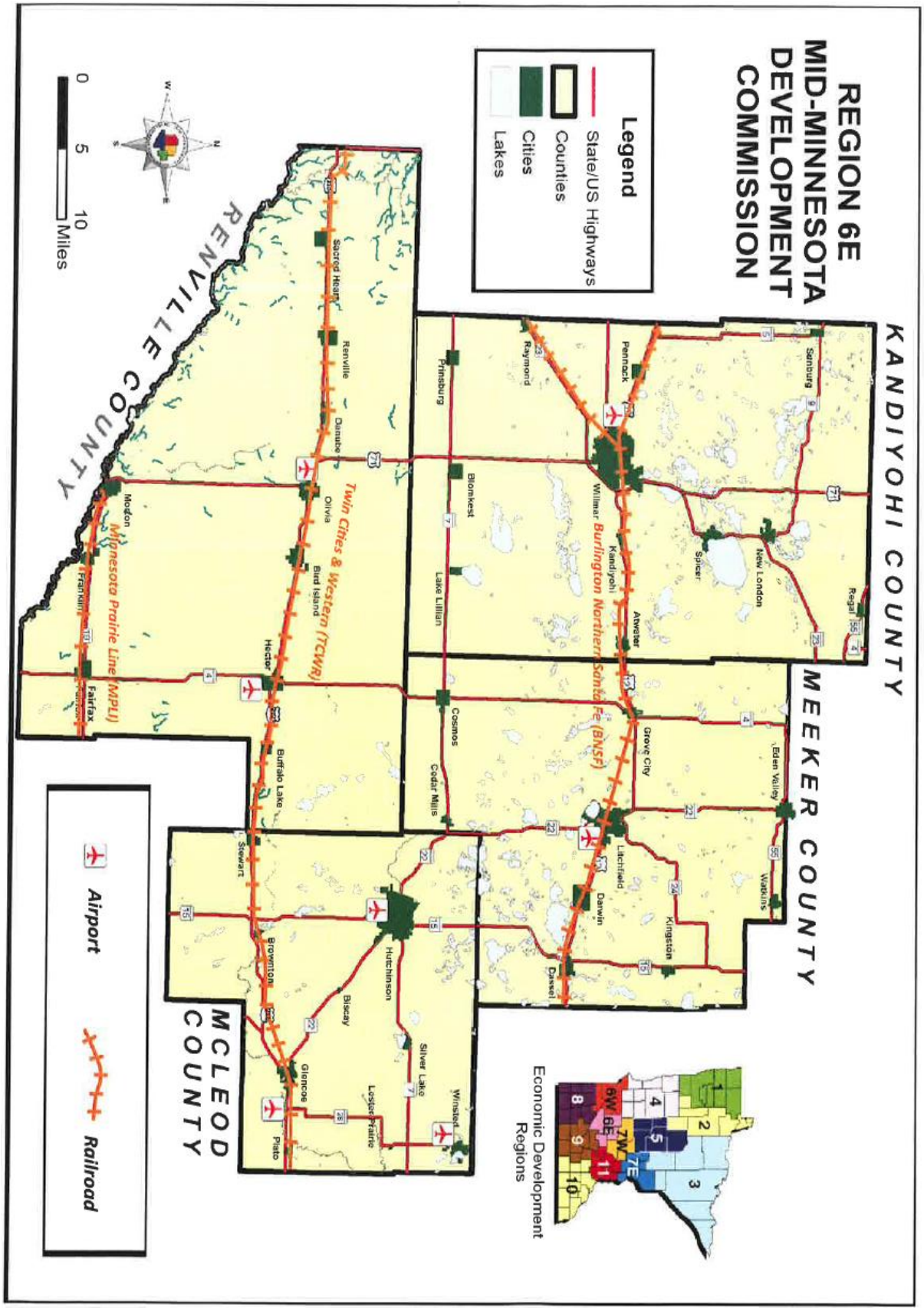
REGION 6E
MID-MINNESOTA
DEVELOPMENT
COMMISSION
Legend
State/US Highways
Counties
Cities
Lakes
0 5 10
Miles
KANDIYOHI COUNTY
MEEKER COUNTY
MCLEOD COUNTY
RENVILLE COUNTY
Sanburg
Regal
New London
Spicer
Pennock
Willmar
Raymond
Atwater
Kandiyohi
Grove City
Litchfield
Darwin
Dassel
Eden Valley
Watkins
Kingston
Prinsburg
Blomkest
Lake Lillian
Cosmos
Cedar Mills
Sacred Heart
Renville
Danube
Olivia
Bird Island
Hector
Buffalo Lake
Sebeka
Hutchinson
Biscay
Silver Lake
Winsted
Lester Prairie
Glencoe
Plato
Brownton
Morton
Franklin
Fairfax
Twin Cities & Western (TCWR)
Burlington Northern Santa Fe (BNSF)
Minnesota Prairie Line (MPLI)
Airport
Railroad
Economic Development Regions

Broadband infrastructure

The term broadband refers to Internet connections that can transfer data and information (like web pages) at high speeds. Broadband service in Minnesota is delivered through the fiber and coaxial networks of cable providers; DSL service over the telephone network; optical fiber to the home or business; mobile and fixed wireless systems; and satellite connections.

It is a state goal that (1) no later than 2022, all Minnesota businesses and homes have access to high-speed broadband and infrastructure that provides minimum download speeds of at least 25 megabits per second and minimum upload speeds of at least three megabits per second; and (2) no later than 2026, all Minnesota businesses and homes have access to at least one provider of broadband with download speeds of at least 100 megabits per second and upload speeds of at least 20 megabits per second.

The Broadband Development Office helps Minnesota residents identify broadband options available to them. The Broadband Development office also maintains county broadband maps identifying underserved and unserved areas of counties.

The maps use the most-recent data available, which is from the October 2014 final submission to the National Telecommunications and Information Administration as part of the U.S. Department of Commerce's State Broadband Initiative. The county broadband maps are attached as Appendix C of this document.

As can be deduced by studying the maps of Kandiyohi, McLeod, Meeker and Renville Counties that there are large areas of each county that is underserved (the purple color of each map) and underserved (the pink areas of the maps).

Work on increasing broadband speeds is being performed at the Local Government Unit (LGU) level, as well as, partnerships between LGU's. Providers have been approached to assist in fulfilling the need. The State of Minnesota is also providing funding on a competitive grant basis

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Cluster Identification

"The U.S. Cluster Mapping Project is used by governments, economic developers, and businesses to understand and shape the competitive landscape for a wide range of industries. These data are being put in the hands of local officials, who are using the information to make strategic investments, recruit new companies, and lay the groundwork for new industries. Across the country, our cluster mapping tool gives us the ability to reinvent and modernize economic development strategies – all driven by open data."

U.S. Secretary of Commerce Penny Pritzker

The U.S. Cluster Mapping Project is a national economic initiative that provides over 50 million open data records on industry clusters and regional business environments in the United States to promote economic growth and national competitiveness. The project is led by Harvard Business School's Institute for Strategy and Competitiveness in partnership with the U.S. Department of Commerce and U.S. Economic Development Administration. The charts (see Appendix D) have been provided on the four local counties.

The region as a whole, as it's foremost employment cluster, has Local Health Services being at the top. The Regional Cluster Approach should serve as a mechanism for participating health services organizations to work together in partnership to harmonize efforts and use available resources efficiently within the framework of agreed objectives, priorities and strategies, for the benefit of the regional population. This includes avoiding gaps and/or overlap in the regional humanitarian health response and resources both human and financial.

The second leading employment cluster in the region is Real Estate, Construction and Development. This employment cluster in most prevalent in the Counties of Kandiyohi, Meeker and Renville.

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Relationship of the area's economy to the larger region or state

COST OF LIVING

According to the Department of Employment and Economic Development's Cost of Living Tool, the basic needs budget for an average Minnesota family (which consists of 2 adults and 1 child, with 1 full-time and 1 part-time worker) was $50,988 in 2015. The cost of living for a similar family in Region 6E was $43,728. The highest monthly costs were transportation, food, and housing; but the cost of the region's housing, child care, and taxes were significantly lower that the state. (see table below). In order to meet the basic cost of living for the region, the workers in the family scenario listed above would need to earn $14.02 per hour. (The costs in the chart below are monthly)

Geography	Family yearly cost of living	Hourly wage required	Child Care cost	Food cost	Health Care Cost	Housing Cost	Transportation Cost	Other Cost	Taxes Cost
Region 6E	$43,728	$14.02	$234	$761	$400	690	$1,055	$203	$301
Minnesota	$50,988	$16.34	$443	$772	$405	$907	$1,039	$235	$448

DEED Cost of Living Tool; 2015

AVERAGE WEEKLY WAGES

Average weekly wages in the region are consistently lower, in all four counties, than the national and State of Minnesota. The average weekly wage for McLeod County is the highest of all four counties, however, it is $278.00 below the State of Minnesota. Renville County has the next highest average weekly wages and is $381.00 below the State. Rounding out the balance of the counties Kandiyohi and Meeker are $391 and $425.00 below the State Average Weekly Wage, respectively.

Geography	Industry	Quarter 1 Amount
United States	All	$1,048.00
Minnesota	All	$1,078.00
Kandiyohi	All	$687.00
McLeod	All	$800.00
Meeker	All	$653.00
Renville	All	$697.00

Minnesota Department of Employment and Economic Development, QCEW, 2015

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Factors that directly affect economic performance in the region.

OCCUPATIONS IN DEMAND

In Appendix E of this document is a listing of "Occupations In Demand", a listing of jobs in the four county region. As can be seen, the top two occupations listed are Nursing Assistants and Truck Drivers. There are many open positions for these occupations and they are not being filled. This is hampering economic performance of the region. The Median Wage for Nursing Assistant in the region is $24,858 while a Truck Drivers Median Wage is $32,227. In the Planning Area there are projected openings of 870 for nursing assistants and 1,710 for Truck Drivers.

EDUCATIONAL ATTAINMENT

It has been widely accepted that educational attainment is of key importance at individual's level for finding better paying jobs and improvement of standard of living. It has also been proven that a strong relationship exists between educational attainment and a region's economic performance. Regions with better-educated workers show bigger increases in GDP per capita and real wages. These regions also compete more successfully in the knowledge economy for high-tech industries and talented workforce.

As can be deduced from the following graph, McLeod and Meeker counties have the highest educational attainment in the High School Diploma or more category. Kandiyohi and McLeod Counties have the highest educational attainment in the Bachelor's Degree or more category at 21.9% and 18.9% respectively.

Geography	High school Diploma or more	Bachelor's Degree or more
Kandiyohi	88.6%	21.9%
McLeod	91.4%	18.9%
Meeker	91.1%	18.0%
Renville	88.9%	15.6%

Stats America - 2014 - age 25+

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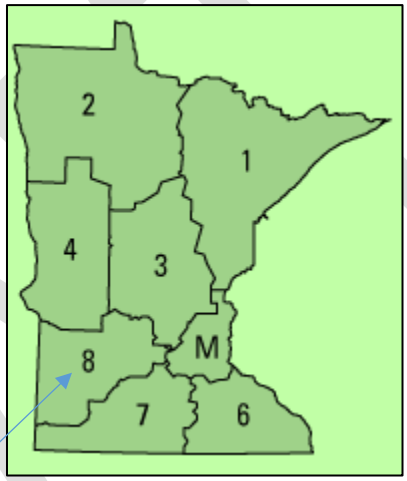
Integration of other state and regional plans into the document

Minnesota Department of Transportation (MnDOT)

The Mid-Minnesota Development Commission region is located in the Minnesota Department of Transportation (MnDOT) Region 8, as can be seen in in the attached map. MMDC is also part of the Area Transportation Partnership and collaborates with MnDOT in the planning process. In constructing the regional CEDS document the MnDOT Plan was integrated into the CEDS document.

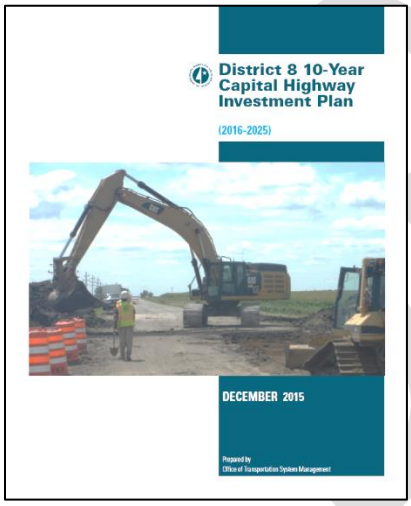
It is the ATP's responsibility of overseeing the solicitation and creation of the Area Transportation Improvement Program (ATIP). Each of the eight ATPs compose a separate ATIP which, when combined together, create the State Transportation Improvement Program (STIP).

MnDOT created Area Transportation Partnership (ATP) to emphasize greater public involvement in preparation of transportation plans and programs. The Southwest Minnesota ATP is one of eight ATPs in Minnesota (one for each MnDOT District area). Every year, the ATPs develop an Annual Transportation Improvement Program (ATIP). ATIPs cover a minimum four -year period. ATIPs include all projects seeking federal aid highway, state trunk highway, and federal transit sources of funding.



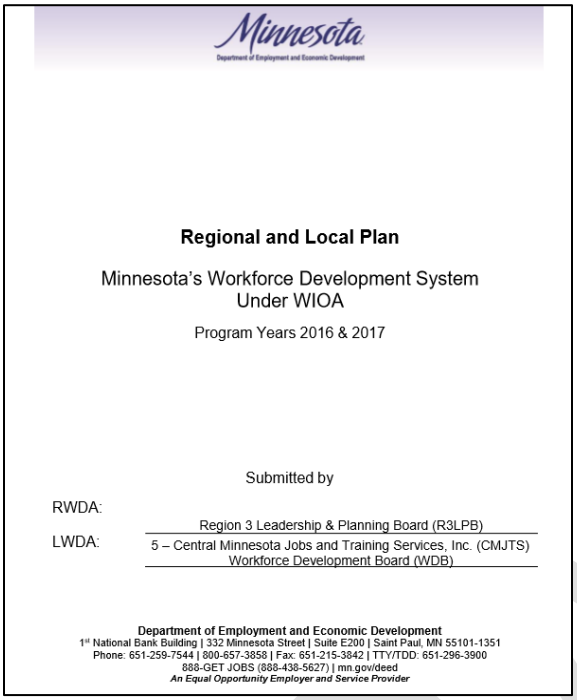
STATE OF MINNESOTA

The Region is part of the larger Region 8 Area Transportation Partnership.



Central Minnesota Jobs and Training

In constructing the CEDS document the Regional and Local Plan of Minnesota's Workforce Development Plan was also visited and the Workforce Development Plan was integrated into the CEDS document. THE MMDC region is a smaller part of the Regional Workforce Development Area (RWDA) 3, a 13 county regional planning area (as depicted in the blue/green area of the map).



Minnesota
Department of Employment and Economic Development

Regional and Local Plan

Minnesota's Workforce Development System
Under WIOA

Program Years 2016 & 2017

Submitted by

RWDA: Region 3 Leadership & Planning Board (R3LPB)

LWDA: 5 – Central Minnesota Jobs and Training Services, Inc. (CMJTS) Workforce Development Board (WDB)

Department of Employment and Economic Development
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Phone: 651-259-7544 | 800-657-3858 | Fax: 651-215-3842 | TTY/TDD: 651-296-3900
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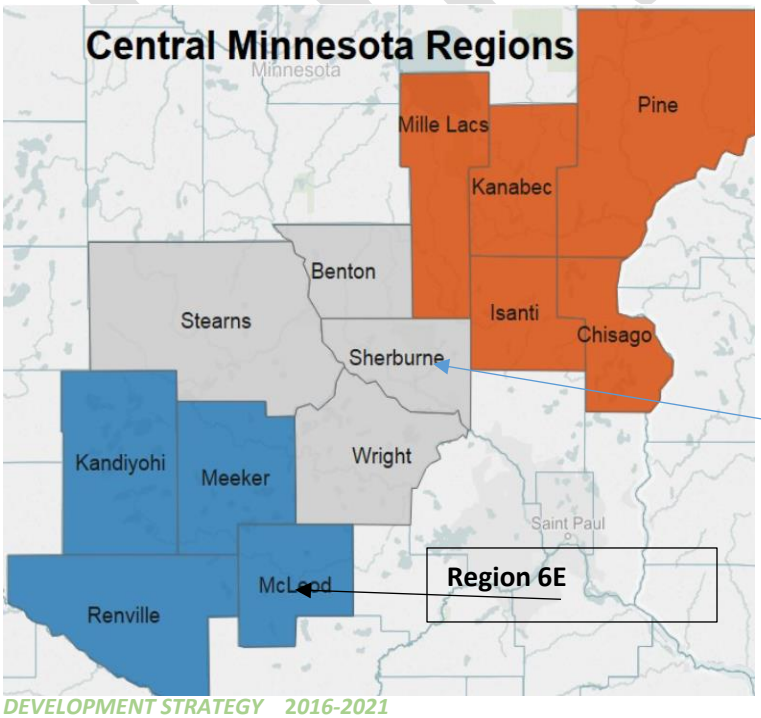

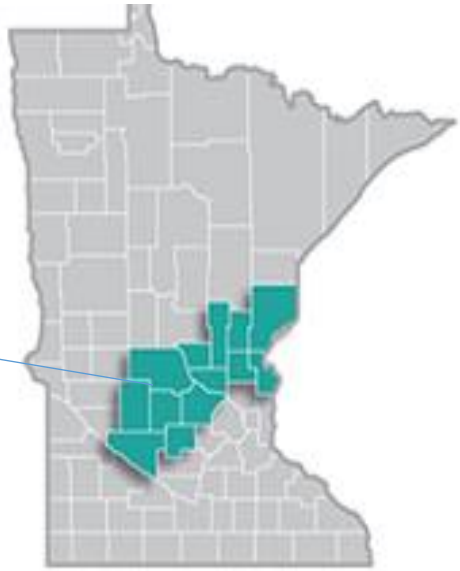

Identification of opportunities for the integration of other local, state, private and federal funding partners

Local partners for economic opportunity development include, but are not limited to:

- Kandiyohi County/City of Willmar Economic Development Commission
- Meeker Development Corp
- City of Hutchinson Economic Development Authority
- Renville County Economic Development Authority
- Ridgewater College – Hutchinson and Willmar Campuses
-

Many of these local entities have some type of Revolving Loan Fund Program to utilize for economic development.

State wide partners include, but are not limited to:

- Small Business Development Centers (SBDC)
- University of Minnesota, Morris- Center for Small Towns
- Department of Employment and Economic Development (DEED)
- Minnesota Public Facilities Authority
- WorkfForce Investment Boards
- DEVELOPMN Project
- Agricultural Utilization Research Institute
- African Development Center

Federal partners include, but are not limited to:

- U.S. Department of Commerce/Economic Development Administration (EDA)
- United States Department of Agriculture (USDA) programs-
  Including the Community Facilities Program and Strategic Economic Community Development (SECD) Community Facilities Set Aside Program (6025) Initiative

HISTORICAL PROJECT SUMMARY

In august of 2009 the City of Hutchinson, Minnesota received a grant from the U.S. Department of Commerce/Economic Development Administration (EDA) in the amount of $950,000.00 with a local contribution from the City of Hutchinson. The investment was used for industrial park infrastructure. In 2012, the City of Willmar, Minnesota applied for a grant for industrial park infrastructure. The application was denied and the city withdrew the application.

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SWOT (Strengths, Weaknesses, Opportunities, and Threats) ANALYSIS

A SWOT Analysis was prepared for the rural area of the State of Minnesota through the *DevelopMN* process and document. The *DevelopMN* SWOT analysis was integrated in preparing this Revised Regional CEDS. The entire *DevelopMN* document can be found online at: **http://www.mnado.org/developmn/**A SWOT analysis is a strategic planning tool used to ensure that there are clear objectives informed by a comprehensive understanding of an area's capabilities and capacity. This SWOT Analysis identifies the region's competitive advantages – those indigenous assets the make a region special or competitive in the national and global economies. This is juxtaposed against those internal or external factors that can keep an area from realizing it's potential. Determining and analyzing what the region already possesses that could be better used to build the capacity for growth, including competitive cultural, economic, technological, intellectual and physical assets is critical to develop the strategic direction and implementation plan to promote regional economic vitality.

The following are definitions of the SWOT Analysis elements:

- **Strengths** – a regions relative competitive advantages (supply chains, workforce skills, infrastructure, etc.)
- **Weaknesses** – a regions relative competitive disadvantages (change resistant, risk averse, etc.)
- **Opportunities -** a regions chances or occasions for regional improvement or progress expansion of industrial park, etc.)
- **Threats** – chances or occasions for negative impacts on the region or regional decline (companies considering moving to other lower-cost states).

To assist in the SWOT Analysis at both the *DevelopMN* level and the regional level, cornerstones were developed as key components of strong regions and communities. When approached in a coordinated way these cornerstones will assist in creating prosperity in Greater Minnesota through the following focus areas:

- **Human Capital**

  It is clear that prosperity in the 21st century will be driven by a combination of Human Capital and Innovation. In a world that is constantly shrinking, people with knowledge and skills are becoming ever more mobile and have multiple choices of where to live, work and play. Growing, retaining and attracting talent, and then maximizing its potential, are critical for Greater Minnesota.

- **Economic Competitiveness**

Making Greater Minnesota an attractive environment for growth is critical to creating jobs, raising living standards and financing necessary public services. Economic prosperity requires that communities link all assets of the community to generate new knowledge, new businesses, and transform existing businesses into thriving 21st century companies.

- **Community Resources**

  Greater Minnesota communities seek to maintain our rural heritage while creating amenities that in return offer sustainable populations and become defining pillars of our culture.

- **Foundational assets**

  Greater Minnesota communities require proactive and collaborative approaches/strategies to address infrastructure needs in a cost effective manner. Managing the access to, maintenance, replacement, and growth of these assets is key to preserving and maintaining communities as well as providing for growth opportunities. Foundational Assets include above-ground and below-ground infrastructure including transportation, utilities, and water.

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1) Human Capital SWOT Analysis

STRENGTHS	WEAKNESSES
Work ethic of individuals Ethnic Diversity Life Expectancy K-12 Schools, Investment Capital Ridgewater College Leadership Perspectives Tiger Path – CEO Programs Entrepreneurial attitude Non-Profit Foundations Minnwest Campus Incubator Culture Collaboration, Trust, Spirit Social Media Use Continuity, Transitioning Opportunity Wellness Programs Drop-out Rate Decreasing	Bias, Prejudice, Cultural Friction Rural-vs-Metro Older aging workforce Occupations in Demand not being filled Basic Education for "new Minnesotans Broadband Infrastructure and Usage Attitudes of employees Investment in employees by employers Recruitment of 40-50 year old persons Drug Rehabilitation of workers Four year college or University Education of Diverse Populations Increase needed in "Regional Recruitment" of individuals, workers and entrepreneurs.
OPPORTUNITES	**THREATS**
Innovative Business Base Social Media Perception Equity and Capital Injection/participation Niche Business Development/i.e. daycare Location/Farm- Lakes Transition Bring them back home campaign Spousal Employment Great careers outside 4 year degree Amount of $ available for workforce education Partnership Development Workforce Synergies Mentoring – Time management Bio-Vaccines Development	Lack of Spousal Employment Variety of Housing options Childcare Transportation, options and viability Local, state and federal political scene Environmental Issues Lack of ability to work together/competition Disconnect K-12 and private Sector Curriculum changes – Too Lengthy Out-sourcing of jobs Imported goods

2) Economic Competitiveness SWOT Analysis

STRENGTHS	WEAKNESSES
Co-Worker space (i.e. Work-up) Natural Resources – Solar array Lessened cyclical Mfg sector K-12 Private Sector PartnershipsI i,e. Tiger path, CEO Program Productive employees Manufacturing Associations i.e. Made in McLeod Regional Retail Infrastructure Strong Agricultural Base Close to Minneapolis/St. Paul Int'l Airport	Entrepreneurial Educational Organizations need to align technical Assistance. Cost of Living as a comparison to Cost of Living Venture Capital Regional Branding Not enough transit or housing
OPPORTUNITIES	**THREATS**
City of Hutchinson Business Incubator Grow business by growing talent Synergy of Manufacturing Provide broadband/internet everywhere creating a vibrant economy Lower cost of living/competitive advantage Local Foods/change zoning rules Encourage venture capital Financing of business expansions/start-ups Succession planning – lessening jobs – find new local owners	Natural Disasters Natural hazards - ie invasive species Change in consumerism – non GMO food products Change in consumerism – Online purchasing versus bricks and mortar Change in employment needs/skills by businesses Proximity to twin cities metro area Long term labor force trends (skills, aging, etc.

3) Community Resources SWOT Analysis

STRENGTHS	WEAKNESSES
Revolving Loan Fund Minnesota River Valley Rural Charms – close to metro Strong community partnerships Growing diverse populations and cultures Cultural Festivals (art) Involvement – Volunteerism Welcoming Culture Smaller schools – students can participate in extracurricular activities easier Community leadership opportunities Public Safety Educational investment Soils and water Healthcare campuses Minnwest Campus Southwest Initiative Foundation	Region not branded for tourism Aging Pop[ulation Commercial investment in downtowns Geographically challenged Little training for leadership positions Transportation infrastructure Connectivity between people and between towns Greater Minnesota gets less funding $ Due to funding formulas Community Brain Drain – same people same committees Inclusiveness in government/traditional leadership
OPPORTUNITIES	**THREATS**
Educational opportunities for inclusive - leadership of diverse populations Need for "livable communities" – amenities available in town Attraction of metro workforce – ex. Commute times Use technology to the maximum ex. Saving travel time for meetings Expand all tourism opportunities Expand the arts and humanities Locally grown food Public/private collaboration Incubator Mentality Lack of new one level housing for seniors Small business education – innovation - entrepreneurship	Not addressing mental health issues Privacy issues in small towns Lack of funding from non-profits, State and - Federal Governments Bio-Hazards regarding agriculture Protecting both surface and groundwater Spread of invasive Species Environmental Concerns Changing weather patterns Fear to racially diversify – Domestic Terrorism Domestic Terror – accepting in a way of life

4) Foundational Assets SWOT Analysis

STRENGTHS	WEAKNESSES
Ridgewater college campuses Hutchinson/Willmar Healthcare facilities Recreational amenities Land/open space/agriculture Two 'shovel ready' industrial parks Two larger regional centers Three large airports/ smaller ones Water/surface and groundwater Prominent Mfg sector – electronics/agriculture/metal fabrication Industry cluster/high tech manufacturing/ educational opportunities Minnwest 'high-tech' campus US and State highway connectivity Seed genetics Transit systems	Broadband/internet infrastructure Dated wastewater treatment facilities Workforce housing Housing needing rehab or demo Lack of 4 lane hwy - gaps to fill - Hwy 23 Upgrade of hwy 212 and 22 Growing aging population Freight railway south part of region Active/available industrial park land in smaller communities Commercial Building rehab/ blight Downtown redevelopment in smaller communities Water/wastewater assessment performed American with disabilities compliance Child care institutions of all types
OPPORTUNITIES	**THREATS**
Local foods expansion Industry cluster marketing Expand Broadband footprint/Fiber to the premise Develop public/private partnerships Shared local resources/intergovernmental cooperation Career technical advancement/Ridgewater Career/entrprenuership education opportunities such as Tiger Path and the CEO program Ridgewater Customized training for private sector Housing Rehabilitation Hutchinson Enterprise system Brain Gain Center	Little return on investment for providers for installation of broadband - infrastructure/impact on local economy/cannot compete in the global marketplace Less grant dollars available from foundations/government State funds pushed down to local government units Cost of housing construction higher than final appraisal amount Lack of skilled workforce Lack of child care center/homecare centers Child care expenses exceed income for workers

VISION STATEMENT - STRATEGIC DIRECTION AND ACTION PLAN

A Vision Statement was drafted for the region and the plan. This was done through broad community participation. The following is the Vision Statement:

"Create a region with a diverse base of locally successful and globally competitive businesses that contribute to a vibrant quality of life and place for all citizens."

The SMART Goal Criteria was used in formulating the vision statement, goals and objectives in this document. "SMART" is an acronym with each letter providing a process to establish goals. The following is the breakdown of each individual meaning:

- ***S**pecific* – target a specific area for improvement
- ***M**easurable* – quantify or at least suggest an indicator of progress
- ***A**ssignable* – specify who will do it
- ***R**ealistic* – state what results can be realistically achieved
- ***T**ime-Related* – specify when the results can be achieved

The goals and strategies of this regional plan are collectively addressed on a **voluntary basis** and are not intended to circumvent, erode or alleviate local control. Varied monetary support to implement said goals and strategies are sought in partnership with and may include private, public and non-profit diverse partnerships. This plan and it's contents are a vehicle for collaboration.

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HUMAN CAPITAL CORNERSTONE

LABOR FORCE

Call to Action

As the region's economy recovers to pre-recession levels, it is confronted with the challenge of meeting the hiring needs of employers. Employers are finding it difficult to hire potential employees because the skills, potential employees have, are not in line with the employers needs. Employers are faced, as well, with an aging workforce of older potential employees. The Minnesota Department of Employment and Economic Development predicts a tight labor market in the region in the future.

Context

Labor force participation is the proportion of people either working or seeking work. Students, homemakers, retired individuals, and others not seeking work do not count as participating in the labor force.

The regions labor force is 63,434 persons.

SMART GOAL # 1

Increase labor force participation in the region by 2% by 2021

Strategies

a. Increase labor force participation from diverse populations (Immigrant, Disabled, Mature, Veterans, etc.) and create educational and worker inclusivity within the region.
b. Escalate and amplify outreach of educational institutions and programs to diverse populations (ie. Adult Basic Education, Community Education, etc.)
c. Build a best practices of infrastructure and systems of business/workforce accommodation to and for diverse populations providing for inclusiveness.
d. Expand services, such as provided by West Central Industries, with campuses in Willmar and Hutchinson, to assist special needs individuals with employment.
e. Partner with Central Minnesota Jobs and Training to provide workforce development assets.
f. Increase Day Care Options for working parents

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EDUCATIONAL ATTAINMENT

Call to Action

Increased worker skills will be critical to improving productivity and growing the regional economy and competing in the global marketplace.

Context

The percentage of the region's population that have earned an Associate's Degree varies from high of 13.9% in Kandiyohi County to a low of 11.5% in Meeker County.

SMART GOAL # 2

Raise worker skill levels, educational attainment to improve productivity, grow the regional economy. Increase the number of individuals with Associates Degrees by 5% by 2021.

Strategies

a) Engage, embrace, and cultivate the availability of Ridgewater College and its Customized Training and Continuing Education Programs as an educational institution and skill building asset to lessen the skills gap between employer needs and employee skill set.
b) Further augment K-12 local school district student opportunities such as the CEO program and the Tiger Path Program.
c) Promulgate the 1-2-7 job/educational ratio theory of the 21st century workforce to maintain a competitive edge in the region.

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ECONOMIC COMPETETIVENESS CORNERSTONE

ENTREPRENUERSHIP AND INNOVATION

Call to Action

The region must embrace innovation, calculated risk-taking and entrepreneurship in order to compete in the global economy

Context

The Stats America innovation index compares regional performance. It is calculated from four component indexes: human capital, economic dynamics, productivity and employment, and economic well-being.

With 100% representing the national average, the region ranks in the mid 80% level.

SMART GOAL # 3

Improve the region's rank on the Stats America Innovation Index by 2%.

Strategy

a. Foster the success of co-working spaces such as the WORK UP co-working space at the Minnwest Campus
b. Use the Minnwest campus as a success story, provide outreach and transferability
c. Address the needs of entrepreneurs through the Small Business Development Center at Southwest State University and Manufacturing entrepreneurs through Enterprise Minnesota.
d. Cultivate a successful economic development asset - in the Hutchinson Enterprise Center. Use transferability to create other business Incubators

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SMALL BUSINESS GROWTH

Call to Action

Small business, especially those in rural areas, have more limited access to capital than larger business. This includes government economic development programs. In order to prosper, the regions small businesses must have access to more public and private funding.

Context

Research shows that 80 percent of job growth in a community comes from existing businesses.

SMART GOAL # 4

Increase the number of capital investment programs available to Small and Medium sized enterprises (less than 50 employees) to allow growth and job creation for the majority of the regions businesses.

STRATEGIES

a. Continue to administer the Economic Development Administration Revolving loan fund to Broaden access to capital – including recapitalization of the fund.
b. Assist local economic development agencies with marketing and dispersal of revolving loan funds.
c. Continue and enhance Business Retention and Expansion visitation programs to share possible financial resources for business growth and expansion throughout the region.
d. Ensure that the Small Business Development Center at Southwest State University has funding necessary for technical assistance.

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Community Resources Cornerstone

ARTS, HUMANITIES, CULTURE AND TOURISM

Call to Action

The arts, humanities, culture and tourism are assets to the region. These assets are needed amenities for maintenance of heritage and boasting of the qualities of the region.

Context

The Minnesota Department of Employment and Economic Development records the number of jobs in the Arts, Entertainment and Recreation Sector. The number of jobs was 376 for 2016 in the region.

The number of jobs in the Leisure and Hospitality Industry in the region was 3,495.

SMART Goal # 5

Increase the number of employment opportunities in the Arts, Entertainment and Recreation and the Leisure and Hospitality Sector by 5% by 2021.

Strategies

a. Connect artisans and crafts-persons with professional development opportunities
b. Seek out Legacy Act Arts and Humanities investments in the region
c. Support the Southwest Minnesota Arts Council with it's support of the arts.
d. Create new attractions, expand museums, magnify theaters, expand the craft wine and beer industries and take advantage of the regions bountiful lakes and rivers and parks.

NATURAL RESOURCES AND WATER QUALITY

Call to Action

The region is fortunate to have an abundance of natural resources that are essential to the state's economy. However, there is a strain on these resources. This puts pressure on stakeholders to adapt. The region must solve multiple threats from groundwater overuse and contamination, invasive species, decline of natural areas, exploitation of natural resources and a loss of species.

Context

The highest to lowest uses of groundwater in Minnesota include, public supply, individual household, irrigation, livestock/aquaculture, industrial, mining, thermoelectric.

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There are over 200 Impaired Water Bodies as listed by MPCA in the four county region.

SMART Goal # 6

Reduce the number of Impaired Water Bodies listed by MPCA by 3% by 2021.

Strategies

a. Identify and safeguard valuable regional natural resources and outdoor heritage through education, preservation and conservation efforts, incorporate outdoor heritage and preservation strategies that draw connections between historic land uses and natural ecosystems, including agri-toursim, transportation (land, water, air) tourism, and flora/fauna tourism.
b. Use regional assets like the PrarieWoods Environmental Learning Center to foster knowledge and appreciation of the outdoors and water conservation.
c. Generate comprehensive plans and other plans that address biodiversity, watersheds, wetlands, critical habitats, grasslands, agriculture, minerals, forest habitat and migration corridors in the planning process.

d. Develop land-use objectives that balance economic competitiveness/resilience with human well-being and natural amenities preservation.
e. Identify policies and procedures to understand how invasive species enter ecosystems, and focus efforts on their reduction or elimination
f. Partner with Regional Soil and Water Conservation District and Regional Watershed Districts.

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FOUNDATIONAL ASSETS CORNERSTONE

BROADBAND ACCESS

Call to Action

Affordable high-speed internet is necessary to remain competitive in today's economy. Many businesses and residents lack of access to reliable broadband at acceptable speeds and costs.

Context

Based on the County Broad Service Inventory maps provided by the Office of Broadband the region has a large area that is either underserved or unserved.

SMART Goal # 7

Create a minimum of 3 area broadband infrastructure buildouts in the four county region that meet or are above the standards set by the State.

Strategies

a. Advocate for broadband funding at both state and federal levels
b. Partner with broadband providers to explore ways to assist with fiber infrastructure installation
c. Promote the use of broadband to take advantage of economies of scale for providers.

TRANSPORTATION

Call to Action

Economic growth and trade depend on safe and reliable transportation networks. Improvements to the highway and rail system are needed to best meet the needs of the businesses and farmers located within the region.

Context

The region does not have any Interstate highways. There are some locations with 4-lane highways, but they have gaps that do not allow a complete 4-lane access to the Twin Cities metro area. There is a current lack of transportation at both the state and national level that allows for expensive new infrastructure. With the lack of funding, MnDOT's long range plans show they are in a preservation mode when it comes to road investments. They need to spend most of their funding just to try to keep state roads in an acceptable range of good performance. Small amounts of funds are available for spot improvements for assisting businesses with freight movements. In southern Renville County there is a short line railroad owned by the Minnesota Valley Regional Rail Authority and operated by the Minnesota Prairie

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Line Inc. This line, with limited income has had problems making necessary improvements throughout the years.

SMART GOAL # 8

Invest in a minimum of two new small scale freight infrastructure enhancements that lead to economic improvements to localized areas by 2025. Have investments made in all preliminary planning, and needed environmental studies, to have Highway 23 and Highway 212 quickly ready for construction, when additional funding allows these projects to proceed.

Strategies

a) Encourage MnDOT, through local highway coalitions to prepare for expansion of Highway 23 and 212 when new funding come forward. Have these projects considered as state priorities for new expansion projects.
b) Offer assistance to local units of government with their long-range planning to address local industry freight needs.
c) Encourage state and local units of governments to use all available options that increase transportation funding.
d) Prioritize transportation projects that connect regional economic hubs within the region, including Willmar, Hutchinson, Litchfield and Glencoe.
e) Help promote, and provide assistance in grant writing to help fund local small scale freight infrastructure projects.

ACTIVE TRANSPORTATION

Call to Action

Active transportation will not only provide a mechanism for residents to live healthier lives, but will provide better livability/quality of life infrastructure that will be attractive to needed young and skilled workforce.

Context

There are a variety of ways a community can better plan for and implement actions to improve their transportation network to improve the conditions for pedestrians and bicyclists. Funding is available for planning through the Safe Routes to School Program and through the State SHIP program for making plans to improve city infrastructure, as well as plan ways to better enforce the safety of bikers and pedestrians as well as encourage, educate the public to participate in such activities. Other tools often used are working toward Bicycle Friendly Community status and writing a “complete street ordinance.” There are some limited grant opportunities for communities to apply for to make improvements to their active living infrastructure.

SMART Goal # 9

A minimum for four (10%) of the regions municipalities will make a commitment to active living transportation planning and infrastructure by 2021.

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Strategies

a. Encourage cities in the region to obtain "bicycle friendly community designation
b. Encourage and assist in preparing complete street ordinances
a. Encourage cities in the region to obtain "bicycle friendly community designation
b. Encourage and assist in preparing complete street ordinances
c. Assist in preparing a minimum of three active living transportation plans and/or Safe Routes to School plans.
d. Partner with local government units with trail planning and grant application assistance.

WATER-WASTEWATER INFRASTRUCTURE

Call to Action

Communities with low populations frequently struggle with the affordability of water and wastewater infrastructure. These cities lack the economies of scale to keep infrastructure construction costs affordable.

Context

There are 12 projects listed on the Minnesota 2016 Clean Water Project Priority List.

SMART Goal # 10

Decrease the number of communities on the Minnesota 2016 Clean Water Project Priority List by 5% by 2021.

Strategies

a. Ensure communities have effective and up to date Capital Improvement Plans.
b. Assist communities navigate the funding sources (USDA, Public Facilities Authority, DEED, EDA)

HOUSING AVAILABILITY

Call to Action

Housing is a major concern within the region. There is the need for both public and private investment to ensure all households within the region have safe, decent and affordable housing options. The need for additional workforce and elderly housing is a particularly critical need. There are challenges of tight rental and ownership markets, cost-burdened households, homelessness, and old housing stock in need of rehabilitation.

Context

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In Greater Minnesota, and within the region, a significant percentage of renters spend more than 30 percent of income on housing. There are communities that new employees have a hard time locating housing in the community where their job is located, forcing them to commute long distances from other communities. For example, Kandiyohi County had a housing study completed in 2015. The study shows the need of 369 to 457 total housing units, of all kinds, by 2020. Some new immigrant households have both low incomes and large household sizes where it is difficult to find units with needed bedrooms at an affordable price. Many housing units were built in the 1940's or earlier and in need of repairs. A number of communities have a serious problem of vacant dilapidated housing units that lower property values of housing units around them. Some other key areas of concern with the supply of housing are:

- Small rural populations have limited markets and apartment complexes are general only efficiently constructed at 24 or more units.
- Construction costs have increased faster at levels than average wage increases.
- Market valuation gaps between construction cost and market value are common in the region's smaller communities.
- Market rents in most small rural communities are far lower than those necessary for new construction again creating financing issues for new projects.

Smart Goal # 11

Move toward equilibrium in local housing markets, and create a minimum of 150 subsidized rental housing units, and 200 market rate units within the region by 2021.

Strategies

a) Provide more coordinated housing planning and assessments.
b) Advocate for funding programs for demolition of vacant dilapidated housing units that are too far gone to repair.
c) Increase the number of units rehabilitated or preserved by using such programs as DEED's Small Cities Development Program.
d) Encourage the development of transitional and permanent supportive housing.
e) Collect and share innovative and best management practices around housing policy and financing. Help local communities determine what they can do to help support new housing development.

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EVALUATION FRAMEWORK

Performance measures are an important tool that will allow us to measure our progress in implementing the CEDS document and its impact on the regional economy over time. These measures cascade from the strategic direction and action plan. Performance measures are identified to evaluate the progress of activities in achieving the vision, goals and objectives.

The following measures were developed in conjunction with the CEDS planning process, keeping in mind that the data used must be readily available and replicable over time.

Measures

1. Number of jobs created/Retained After Implementation of the CEDS
    a. Total Employment in Initial Year Employed 16 and over
    b. Total Employment in Subsequent Years Employed 16 and over
    c. Number of jobs created or retained as a Result of select State and Local Investments.
2. Number and Types of Public Sector Investment Undertaken in the Region.
    a. Federal Investment (EDA, USDA, Etc.)
    b. Significant State and Local Investments
3. Private Sector Investment in the Region After Implementation of the CEDS
4. CEDS Action plan accomplishments

Goal Indicators

1. Human Capital
    a. Companies receiving training assistance (Workforce Centers, Etc.)
    b. Ridgewater college – enrollment and Customized Training and Continuing Education assistance opportunities and outcomes
    c. Number of Daycare home operators and institutional services
    d. Labor Market Analysis from Minnesota Department of Employment and Economic Development
    e. Data from U.S. Bureau of Labor Statistics

5) Economic Competitiveness
    a. Per capita Incomes of workers and Entrepreneurs in the region
    b. Entrepreneurship opportunities in K-12
    c. Stats America Innovation Index

6) Community Resources
    a. Employment in arts industry
    b. Employment in the Tourism Industry
    c. Delisting of Waters on MPCA Baseline

7) Foundational Assets
    a. Infrastructure (Water/Wastewater) investments in the region

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b. Broadband investments in the Region
c. Transportation (Road, Rail, Air, Etc.) investments in the region

8) Resilient Regions
   a. Hazard mitigation plans

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ECONOMC RESILIENCY AND HAZARD MITIGATION ANALYSIS

The Disaster Mitigation Act of 2000 (DMA), commonly known as the 2000 Stafford Act amendments, was approved by Congress on October 10, 2000. On October 30, 2000, the President signed the bill into law, creating Public Law 106-390. The purposes of the DMA are to amend the Stafford Act, establish a national program for pre-disaster mitigation planning, and streamline administration of disaster relief.

Section 322 of the act specifically addresses state and local mitigation planning. It establishes pre-disaster hazard mitigation funding and new requirements for the national post disaster Hazard Mitigation Program Grant (HMPG). It identifies new requirements that allow HMPG funds to be used for planning activities, and increases the amount of HMPG funds available to states that have developed a comprehensive, enhanced mitigation plan prior to a disaster. States and communities must have an approved mitigation plan in place prior to receiving HMPG funds. Local mitigation plans must demonstrate that their proposed mitigation measures are based on a sound planning process that accounts for the risk to, and the capabilities of, the individual communities.

The act encourages cooperation between state and local authorities, prompting them to work together. It rewards local and state pre-disaster planning and promotes disaster resistance as a key component of sustainable development. The intended result is better articulation of local and state government mitigation needs, resulting in faster allocation of funding, and more effective risk reduction projects.

All Hazard Mitigation Plan Content

The plan is divided into the following Chapters:

- Chapter One: County Profile – This Chapter contains information on the County's history, demographics, physical features, infrastructure, and emergency response.

- Chapter Two: Hazards Profile – This Chapter identifies and profiles the various hazards addressed in the plan

- Chapter Three: Risk Assessment – This Chapter provides a community profile and risk assessment for each local government unit covered in the plan, including all cities and townships.

- Chapter Four: Goals, Objectives, and Mitigation Strategies – This Chapter identifies the specific mitigation steps the County has committed to achieve the goals of the plan.

- Chapter Five: Plan Administration – This Chapter outlines how the plan will be administered, including implementation tables for Chapter Four.

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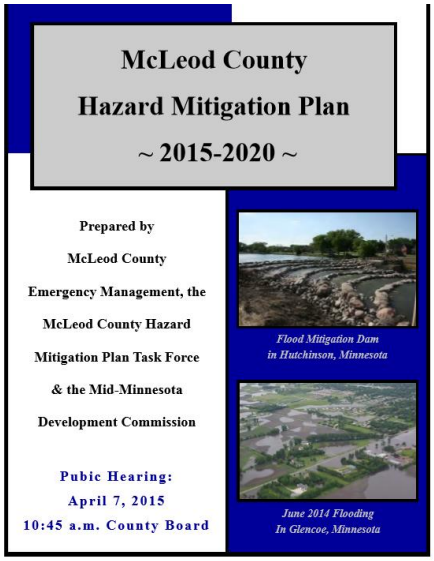

Hazard Mitigation Planning Process

The Process included:

- Public input
- Assembling task force committee
- Holding public meetings
- Obtaining resolutions for all local government units
- Establishing goals, objectives and policies

The plan was coordinated with other existing County and Regional Plans including:

- A County's Emergency Operations Plan
- Comprehensive Land Use Plan
- Comprehensive Water Plan
- County Health Plan
- Comprehensive Economic Development Strategy (CEDS)

Hazard Mitigation Plan Duration

The Hazard Mitigation Plans for all four counties will be formally reviewed and updated once every five years. Each of the county plans were adopted in XXXX.

ACTION PLAN - GOALS

SMART GOAL

Maintain a resilient region and mitigate hazards in the region.

Strategies

a) Update the Hazard Mitigation Plans every five years.
b) Maintain eligibility for Hazard Mitigation Grant Program
c) Join or maintain membership in CodeRED notification system
d) Utilize the www.ready.gov web site and tools to build resiliency

SMART GOAL

Increase the regions ability to withstand an economic downturn.

Strategies

a) Maintain and amplify a diversified economy and a well- educated skilled workforce
b) Increase exports from regional companies
c) Decrease income gaps of citizens in the region

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d) Be proactive, not reactive with policies and procedures
e) Develop succession planning strategies to assist businesses in need.

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APPENDICES TO FOLLOW

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Appendix A Documentation of Public Comment/30 day Public Review

FOR IMMEDIATE RELEASE

NOVEMBER 1st, 2016

The Revised Comprehensive Economic Development Strategy (CEDS) for the Region 6E (Kandiyohi, McLeod, Meeker, and Renville Counties) has been authored (in draft form) and is in a 30 day comment period. The document was drafted by the Mid-Minnesota Development Commission with financial assistance from the U.S. Department of Commerce/Economic Development Administration. The thirty day comment period will end November 30th, 2016

A CEDS is a strategy-driven plan for regional economic development. A CEDS is the result of a regionally-owned planning process designed to build capacity and guide the economic prosperity and resiliency of an area or region.

The "draft" copy is in text form only. After the Comment Period and comments are analyzed the document will be formalized, formatted and edited.

The draft CEDS can be viewed at the following locations:

Mid-Minnesota Development Commission office
333 West Sixth Street
Willmar, MN 56201
Or the Commission's Website www.mmrdc.org

Willmar Public Library
410 5th Street SW
Willmar, MN 56201

Olivia Public Library
405 South Tenth Street
Olivia, MN 56277

Litchfield Public Library
216 Marshall Avenue North
Litchfield, MN 55355

Hutchinson Public Library
50 Hassan Street SE
Hutchinson, MN 55350

Comments on the Strategy can be made to Les Nelson, Economic Development Director at the Mid-Minnesota Development Commission by U.S. Mail, by phone at (320) 235 – 8504 x 241, by fax (320) 235-4329 or by e-mail at les_nelson@mmrdc.org.

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Appendix B Document Dissemination

The Commission will provide a link on its website www.mmrdc.org for both the "draft" CEDS and the approved CEDS documents.

A paper copy of the "draft" CEDS document will be provided to the libraries in the four county seat cities of Willmar, Hutchinson, Olivia, and Litchfield. Once the CEDS is approved the CEDS document will be provided to the above same libraries. The paper copies will be available for patrons to view.

The Mid-Minnesota Development Commission maintains a Facebook Page. The Commission will make a post when the 30 – days comment period will start and will make a link to the "draft" document on the Commissions Website. The Commission will also make a post once the CEDS document has been approved and will post a link to the approved document on the Commissions website. This will provide the stakeholders on Facebook to interface and the opportunity for engaged ongoing communications.

A Press Release will also be provided to regional newspapers stating that the 30-day comment period has started on the "draft" document and when the CEDS has been approved another press release will be performed stating the CEDS document has been approved and a website address will be provided to the approved document.

Paper copies and electronic copies will also be available at the Commission office and by mail from the commission, when requested.

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Appendix C Broadband County Maps

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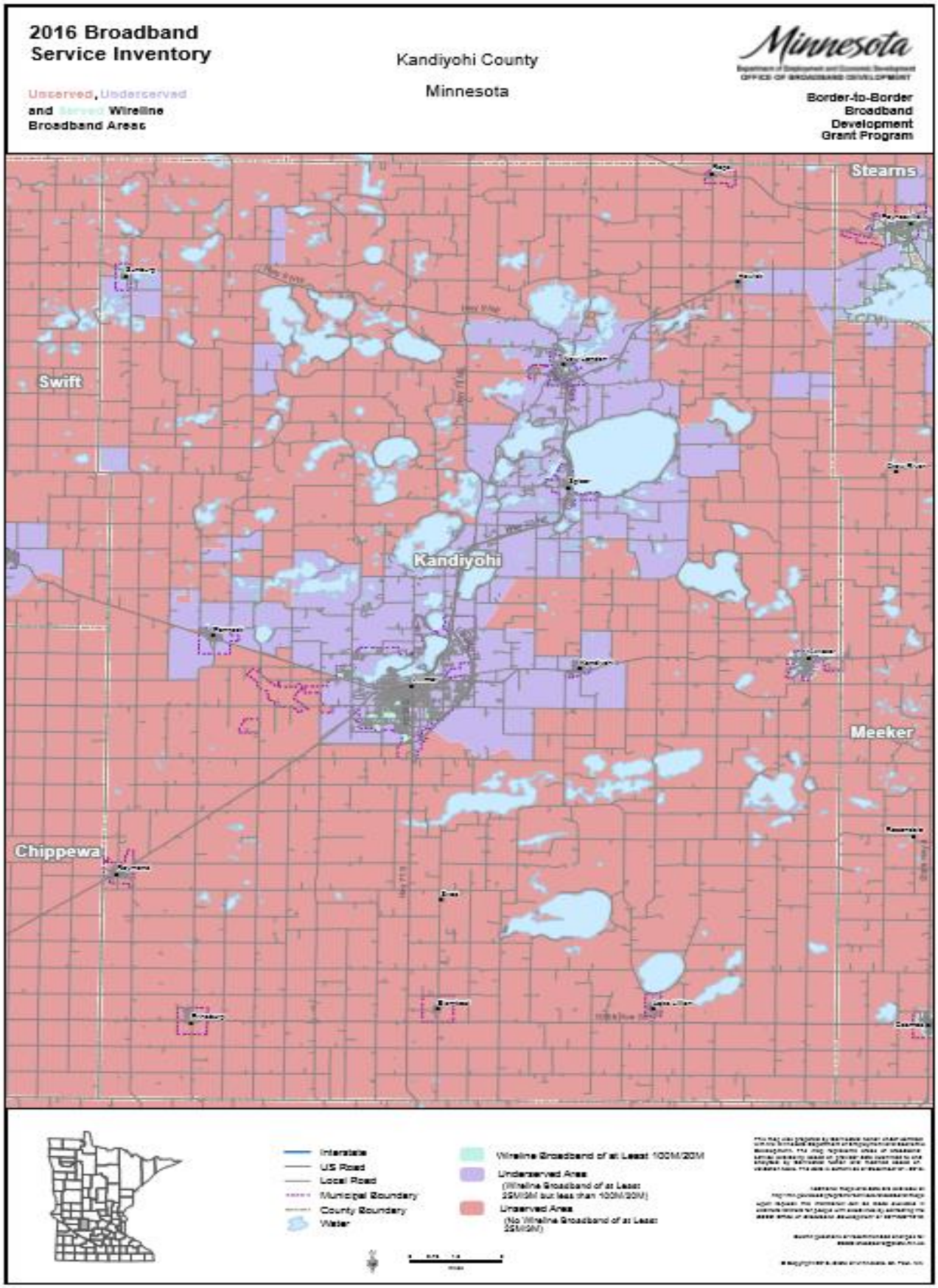
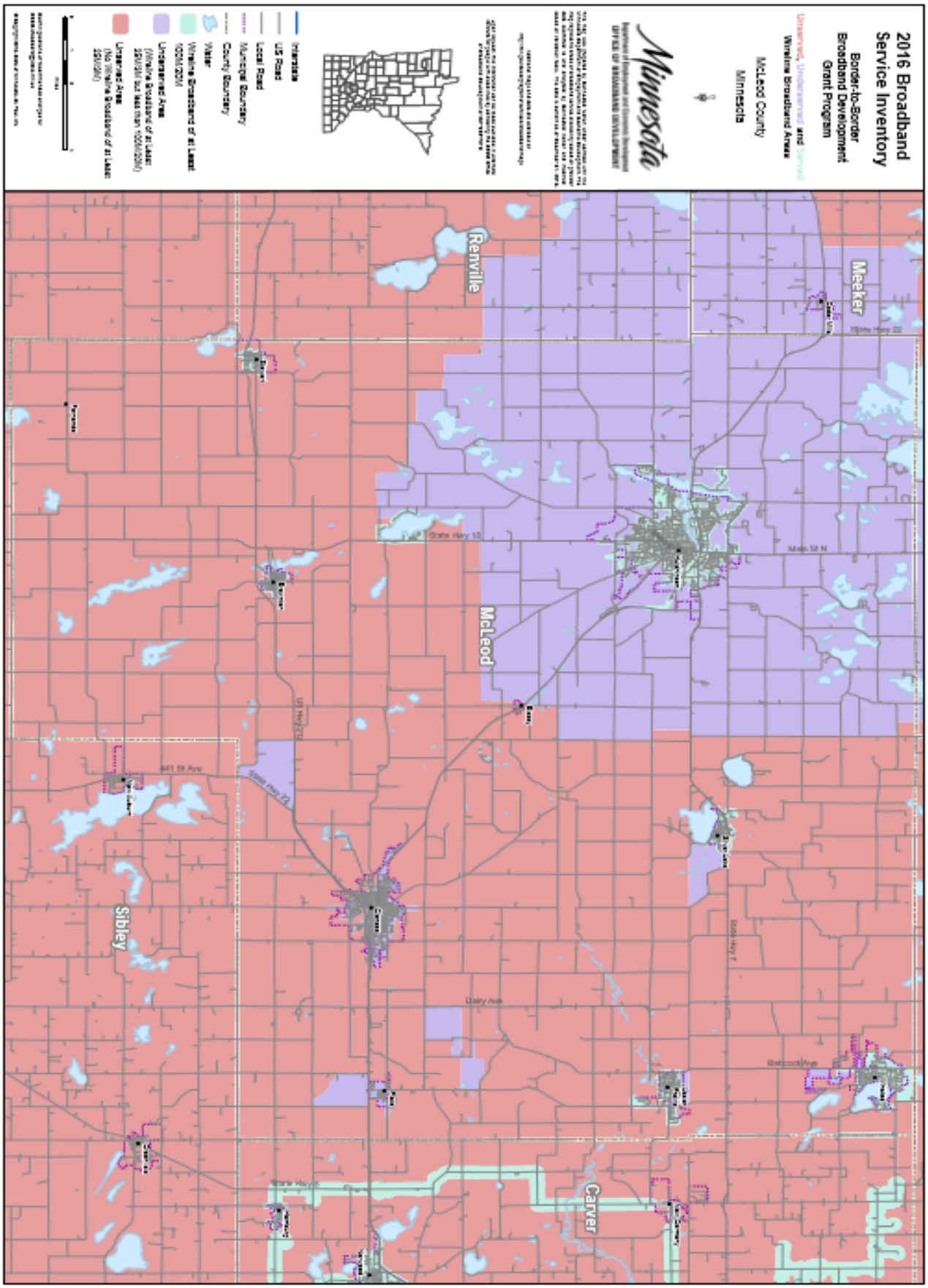
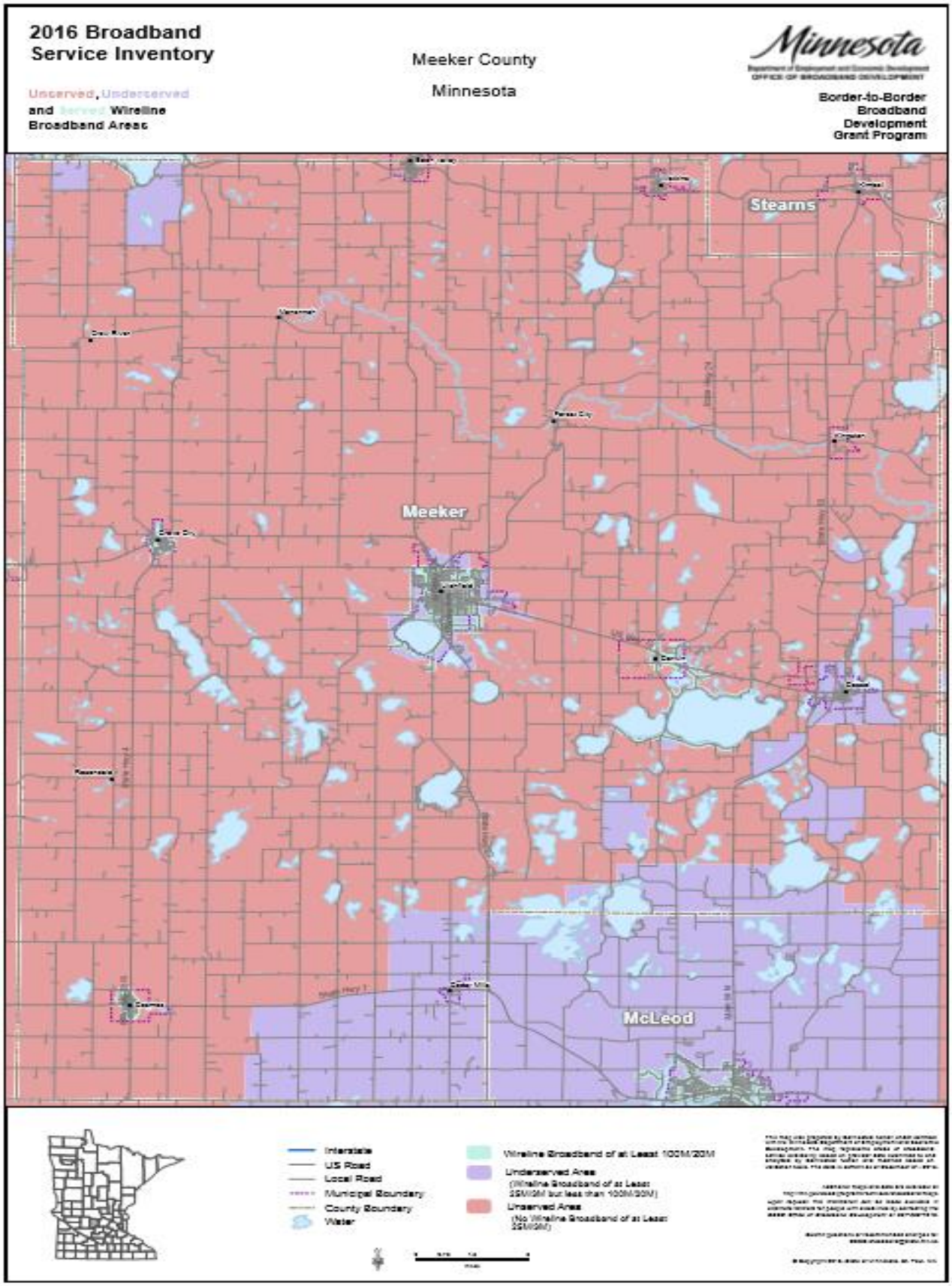
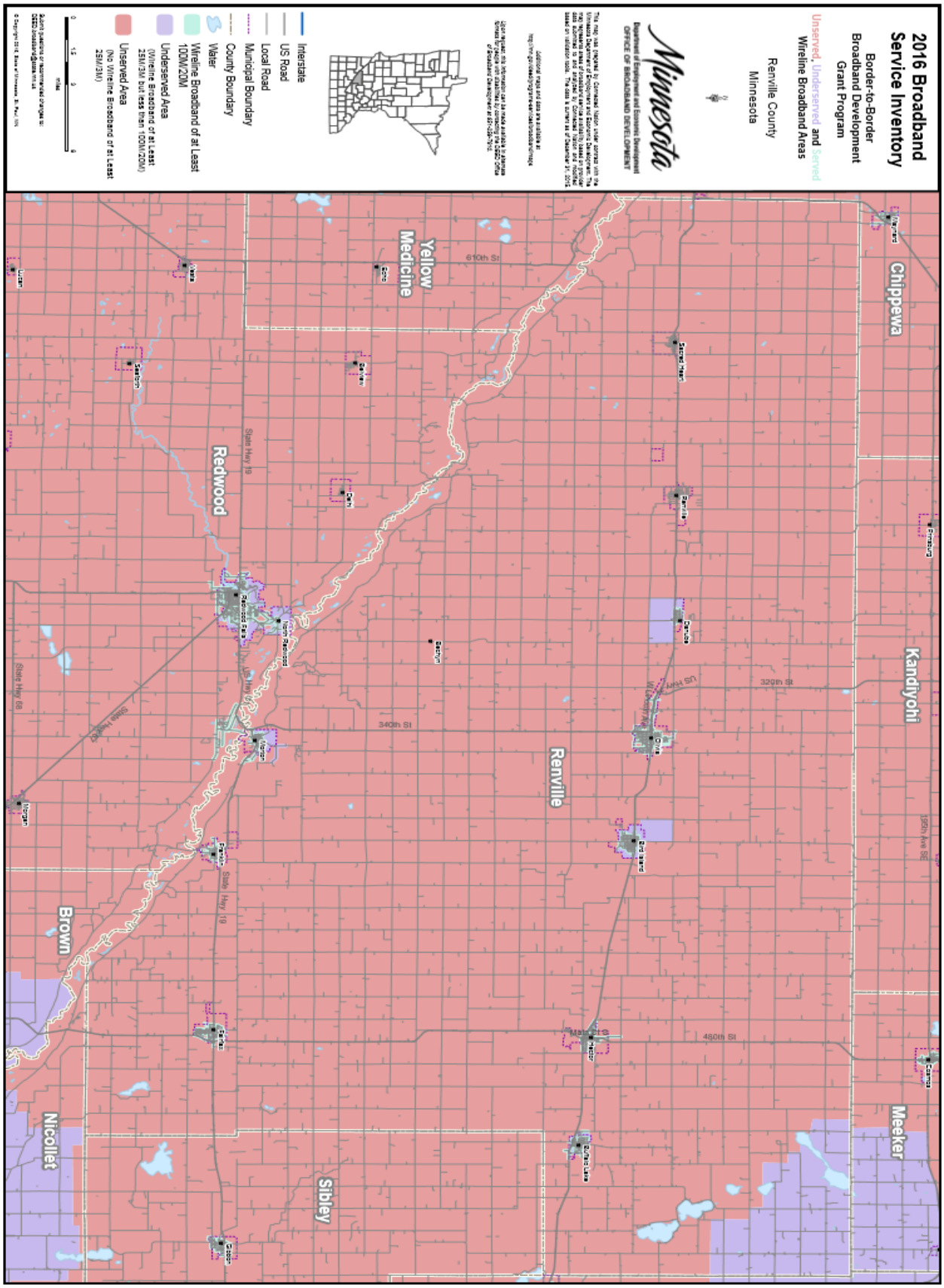

2016 Broadband Service Inventory
Unserved, Underserved and Served Wireline Broadband Areas
Kandiyohi County
Minnesota
Minnesota
Border-to-Border Broadband Development Grant Program
Stearns
Swift
Kandiyohi
Meeker
Chippewa
Interstate
US Road
Local Road
Municipal Boundary
County Boundary
Water
Wireline Broadband of at Least 100M/20M
Underserved Area
(Wireline Broadband of at Least 25M/5M but less than 100M/20M)
Unserved Area
(No Wireline Broadband of at least 25M/5M)


2016 Broadband Service Inventory
Border-to-Border Broadband Development Grant Program
Unserved, Underserved and Served
Wireline Broadband Areas
McLeod County
Minnesota
Minnesota
Interstate
U.S Road
Local Road
Municipal Boundary
County Boundary
Water
Wireline Broadband of at Least 100M/20M
Underserved Area
(Wireline Broadband of at Least 25M/3M but less than 100M/20M)
Unserved Area
(No Wireline Broadband of at Least 25M/3M)
Meeker
Renville
McLeod
Carver
Sibley
State Hwy 22
State Hwy 15
Main St N
US Hwy 212
State Hwy 25
441 St Ave
State Hwy 7
Dairy Ave
Bristol Ave
State Hwy 5


2016 Broadband Service Inventory
Unserved, Underserved and Served Wireline Broadband Areas
Meeker County
Minnesota
Minnesota
Border-to-Border Broadband Development Grant Program
Stearns
Meeker
McLeod
Interstate
US Road
Local Road
Municipal Boundary
County Boundary
Water
Wireline Broadband of at Least 100M/20M
Underserved Area
(Wireline Broadband of at Least 25M/3M but less than 100M/20M)
Unserved Area
(No Wireline Broadband of at Least 25M/3M)


2016 Broadband Service Inventory
Border-to-Border Broadband Development Grant Program
Unserved, Underserved, and Served
Wireline Broadband Areas
Renville County
Minnesota
Minnesota
Department of Employment and Economic Development
OFFICE OF BROADBAND DEVELOPMENT
Interstate
US Road
Local Road
Municipal Boundary
County Boundary
Water
Wireline Broadband of at Least 100M/20M
Underserved Area
(Wireline Broadband of at Least 25M/3M but less than 100M/20M)
Unserved Area
(No Wireline Broadband of at Least 25M/3M)
Chippewa
Kandiyohi
Meeker
Yellow Medicine
Redwood
Renville
Brown
Nicollet
Sibley
610th St
320th St
340th St
480th St
195th Ave SE
State Hwy 19
State Hwy 68
State Hwy 67
US Hwy 212
Sacred Heart
Danube
Renville
Olivia
Bird Island
Sanborn
Delhi
Morgan
Redwood Falls
Vesta
Lucan
Franklin
Fairfax
Gibbon
Winthrop
Hector
Buffalo Lake
Cosmos
Comfrey
Sacred Heart
Boyd
Echo
Granite Falls
Clara City
Montevideo
Benson
Ortonville
Milan
Madison
Morris
Alexandria
Glenwood
Pelican Rapids
Fergus Falls
Wheaton
Breckenridge
Wahpeton
Moorhead
Fargo
Dilworth
Hawley
Ada
Crookston
Thief River Falls
Warren
Karlstad
Roseau
Hallock
Kittson
Marshall
Pennington
Red Lake
Polk
Norman
Clay
Wilkin
Ottertail
Grant
Stevens
Traverse
Big Stone
Douglas
Pope
Stearns
Meeker
Swift
Chippewa
Lac qui Parle
Yellow Medicine
Lyon
Redwood
Renville
Kandiyohi
Pipestone
Murray
Cottonwood
Watonwan
Martin
Jackson
Nobles
Rock
Brown
Nicollet
Sibley
Blue Earth
Faribault
Cottonwood
Jackson
Martin
Watonwan
Nobles
Rock
Pipestone
Murray

Appendix D Cluster Identification Graphs

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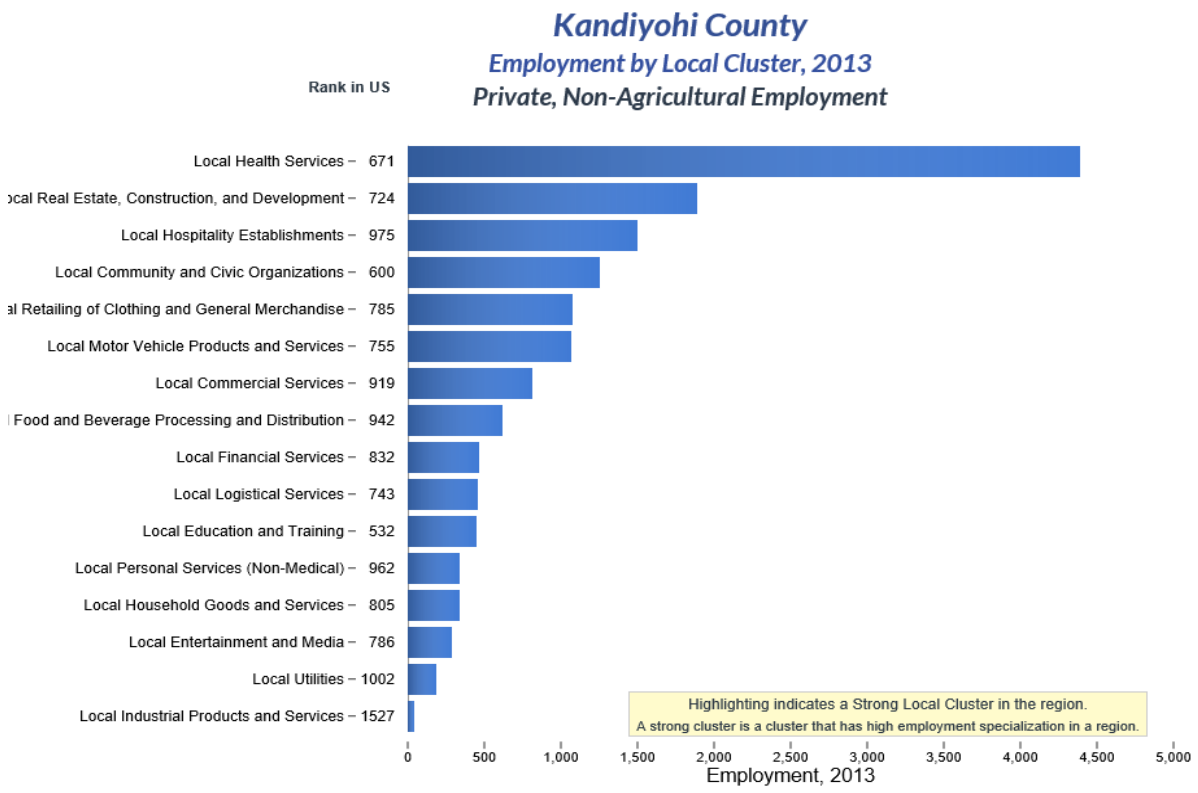
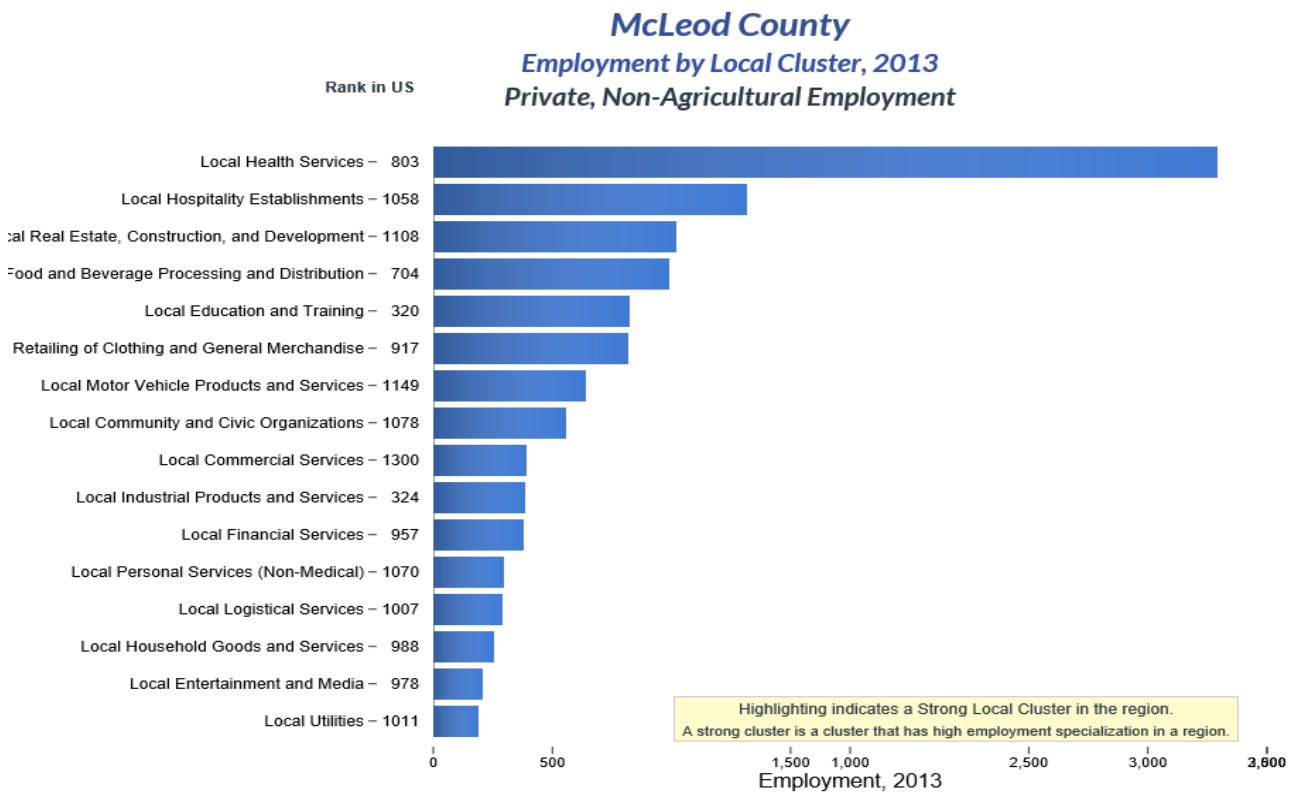
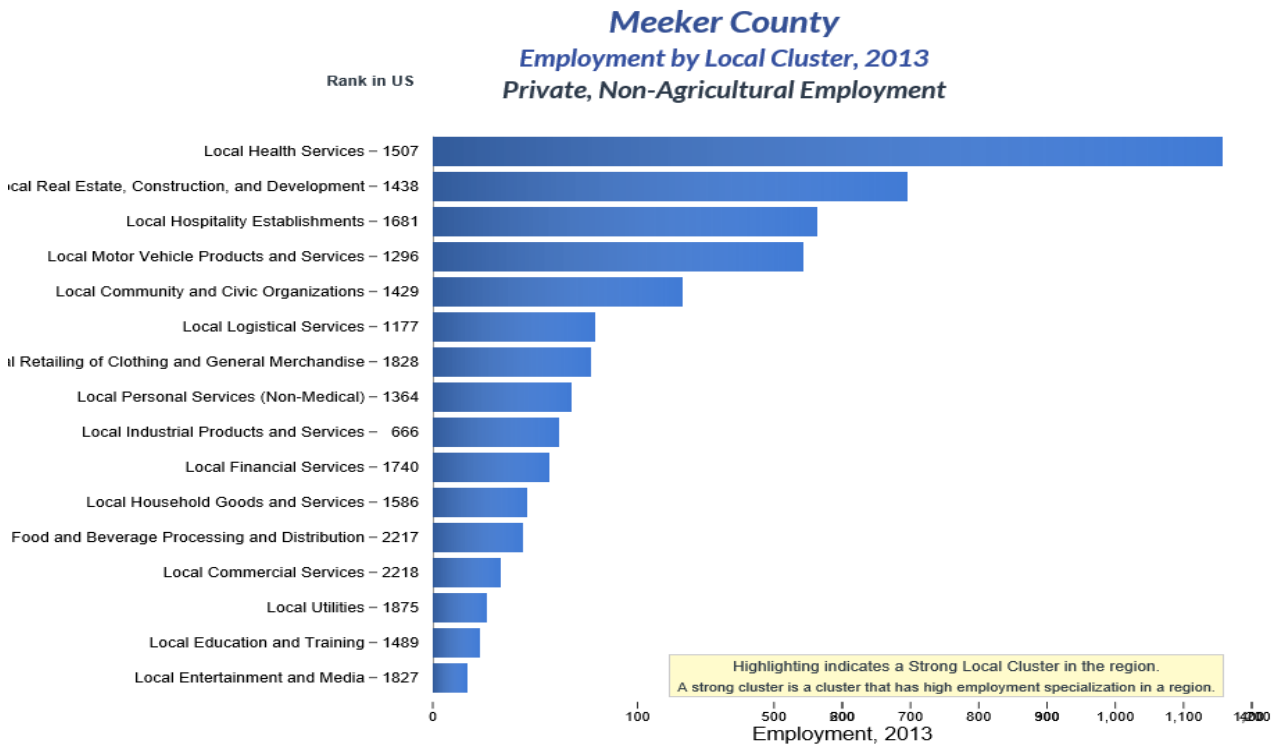
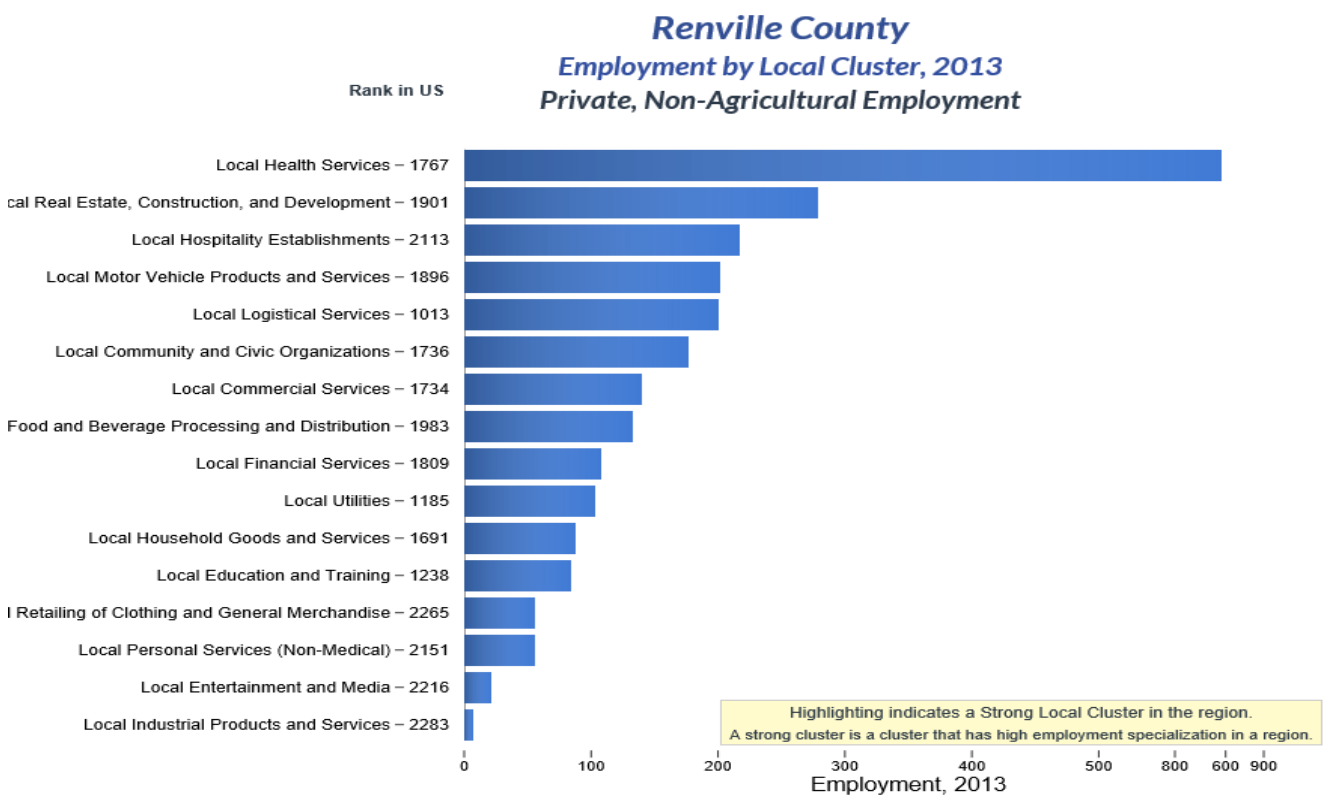

Kandiyohi County
Employment by Local Cluster, 2013
Private, Non-Agricultural Employment
Rank in US
Local Health Services – 671
ocal Real Estate, Construction, and Development – 724
Local Hospitality Establishments – 975
Local Community and Civic Organizations – 600
al Retailing of Clothing and General Merchandise – 785
Local Motor Vehicle Products and Services – 755
Local Commercial Services – 919
Food and Beverage Processing and Distribution – 942
Local Financial Services – 832
Local Logistical Services – 743
Local Education and Training – 532
Local Personal Services (Non-Medical) – 962
Local Household Goods and Services – 805
Local Entertainment and Media – 786
Local Utilities – 1002
Local Industrial Products and Services – 1527
Highlighting indicates a Strong Local Cluster in the region.
A strong cluster is a cluster that has high employment specialization in a region.
0
500
1,000
1,500
2,000
2,500
3,000
3,500
4,000
4,500
5,000
Employment, 2013


McLeod County
Employment by Local Cluster, 2013
Private, Non-Agricultural Employment
Rank in US
Local Health Services – 803
Local Hospitality Establishments – 1058
cal Real Estate, Construction, and Development – 1108
Food and Beverage Processing and Distribution – 704
Local Education and Training – 320
Retailing of Clothing and General Merchandise – 917
Local Motor Vehicle Products and Services – 1149
Local Community and Civic Organizations – 1078
Local Commercial Services – 1300
Local Industrial Products and Services – 324
Local Financial Services – 957
Local Personal Services (Non-Medical) – 1070
Local Logistical Services – 1007
Local Household Goods and Services – 988
Local Entertainment and Media – 978
Local Utilities – 1011
Highlighting indicates a Strong Local Cluster in the region.
A strong cluster is a cluster that has high employment specialization in a region.
0
500
1,500
1,000
2,500
3,000
3,600
Employment, 2013


Meeker County
Employment by Local Cluster, 2013
Private, Non-Agricultural Employment
Rank in US
Local Health Services – 1507
cal Real Estate, Construction, and Development – 1438
Local Hospitality Establishments – 1681
Local Motor Vehicle Products and Services – 1296
Local Community and Civic Organizations – 1429
Local Logistical Services – 1177
l Retailing of Clothing and General Merchandise – 1828
Local Personal Services (Non-Medical) – 1364
Local Industrial Products and Services – 666
Local Financial Services – 1740
Local Household Goods and Services – 1586
Food and Beverage Processing and Distribution – 2217
Local Commercial Services – 2218
Local Utilities – 1875
Local Education and Training – 1489
Local Entertainment and Media – 1827
Highlighting indicates a Strong Local Cluster in the region.
A strong cluster is a cluster that has high employment specialization in a region.
0
100
500
800
700
800
900
1,000
1,100
Employment, 2013


Renville County
Employment by Local Cluster, 2013
Private, Non-Agricultural Employment
Rank in US
Local Health Services – 1767
cal Real Estate, Construction, and Development – 1901
Local Hospitality Establishments – 2113
Local Motor Vehicle Products and Services – 1896
Local Logistical Services – 1013
Local Community and Civic Organizations – 1736
Local Commercial Services – 1734
Food and Beverage Processing and Distribution – 1983
Local Financial Services – 1809
Local Utilities – 1185
Local Household Goods and Services – 1691
Local Education and Training – 1238
l Retailing of Clothing and General Merchandise – 2265
Local Personal Services (Non-Medical) – 2151
Local Entertainment and Media – 2216
Local Industrial Products and Services – 2283
Highlighting indicates a Strong Local Cluster in the region.
A strong cluster is a cluster that has high employment specialization in a region.
0
100
200
300
400
500
800
600
900
Employment, 2013

APPENDIX E Occupations In Demand

SOC Code	Job Title	Current Demand Rank	Current Demand Indicator	25th Percentile Wage	Median Wage	Planning Area Projected Growth Rate	Planning Area Projected Openings	Education Requirements	On-the-job Training Requirements
311014	Nursing Assistants	1	★★★★★	$22,228/yr	$24,858/yr	8.6%	870	Postsecondary non-degree award	None
533032	Heavy and Tractor-Trailer Truck Drivers	2	★★★★★	$32,227/yr	$37,385/yr	12.2%	1,710	Postsecondary non-degree award	Short term on the job training
434051	Customer Service Representatives	3	★★★★★	$23,988/yr	$32,962/yr	12.6%	1,470	High school diploma or equivalent	Short term on the job training
514121	Welders, Cutters, Solderers, and Brazers	4	★★★★★	$34,389/yr	$39,840/yr	13.3%	560	High school diploma or equivalent	Moderate term on the job training
513023	Slaughterers and Meat Packers	5	★★★★★	$23,914/yr MN	$28,389/yr MN		NA	Less than high school	Short term on the job training
399021	Personal Care Aides	6	★★★★★	$21,318/yr	$22,995/yr	59.1%	3,670	Less than high school	Short term on the job training
353021	Combined Food Preparation and Serving Workers, Inc	7	★★★★★	$18,152/yr	$19,415/yr	10.6%	4,360	Less than high school	Short term on the job training
472031	Carpenters	8	★★★★★	$34,297/yr	$40,452/yr	22.6%	960	High school diploma or equivalent	Apprenticeship
435081	Stock Clerks and Order Fillers	9	★★★★★	$19,185/yr	$22,758/yr	1.4%	1,090	Less than high school	Short term on the job training
493031	Bus and Truck Mechanics and Diesel Engine Speciali	10	★★★★★	$32,482/yr	$39,101/yr	8.8%	240	High school diploma or equivalent	Long term on the job training

Occupations In Demand; Minnesota Department of Employment and Economic Development

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Appendix F CEDS Public Meeting Attendee List

Several meetings of the CEDS Committee, which are all open to the public, were held throughout the Region to gain public input. Meetings were held in the cities of Willmar, Hutchinson, and Olivia.

Attendees at the meetings included:

NAME	AFILLIATION
Gary Foster	Ridgewater College
David Krueger	Meeker County EDA
Miles Seppelt	City of Hutchinson
Suzie Lang	Renville County EDA
Adam Birkholz	City of Lester Prarie
Maureen Melgaard-Schneider	MMDC Board Chair
Luke Greiner	DEED
Donn Winckler	MMDC Executive Director
Jodi Grams	CMJTS
Sue Hilgert	Mayor, City of Olivia
Kari Gislason	City of Renville
Cathy Baumgartner	CMJTS
Tyler Gehrking	Willmar School District
Jill Bengston	Kandiyohi County HRA
Aaron Backman	Kandiyohi County/City of Willmar EDA
Francis Schweiss	Private Sector MMDC Board Member
Sam Bowen	Ridgewater College

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Appendix G CEDS Committee membership

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY COMMITTEE MEMBERSHIP

NAME	GEOGRAPHICAL REPRESENTATION
Jeff Benson	Olivia – Renville County
Maureen Melgaard-Schneider	Atwater – Kandiyohi County
Miles Seppelt	Hutchinson – McLeod County
Shawn Mueske	Willmar – Kandiyohi County
David Krueger	Litchfield – Meeker County
Susie Lang	Olivia – Renville County
Connie Schmoll	Willmar – Kandiyohi County
James Shafer	Buffalo Lake – Renville County
Cathy Baumgartner	Olivia – Renville County
Jill Bengston	Willmar – Kandiyohi County
Adam Birkholz	Lester Prarie – Mcleod County
Cameron Macht	Raymond – Kandiyohi County
Francis Schweiss	Fairfax – Renville County
Kevin Crowley	Pennock – Kandiyohi County
Dan Ehrke	Glencoe – McLeod County
Donn Winckler (Ex-officio)	Willmar – Kandiyohi County
Charly Leuze	Willmar – Kandiyohi County

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Appendix H Governing Board Membership

Mid-Minnesota Development Commission Membership

NAME	AFFILIATION
Robert Anderson	Townships
Bill Arndt	Municipalities
Cathy Baumgartner	Public Interest
Dan Barka	Municipalities
Bob Becker	Municipalities
Jeff Benson	School Board
Kevin Crowley	Public Interest
Ron Degner	Municipalities
Rick Fagerlie	Municipalities
Mike Houseman	County Board
Greg Langmo	Public Interest
Charly Leuze	Private sector
Maureen Melgaard-Schneider	Public Interest
Robert Moller	School District
Shawn Mueske	Public Interest
Sheldon Nies	County Board
Rollie Nissan	County Board
Helen Ruebel	Townships
Jim Shafer	Public Interest
Francis Schweiss	Public Interest
John Stahl	County Board
DuWayne Underthun	Townships

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Appendix I Resolution approving the CEDS Document

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 Commissio 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 inpmut from the public, and

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

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

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

WHEREAS, The Commission approves of this Revised Comprehensive Economic Development Strategy.

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

Dated:

_____

Maureen Melgaard-Schneider, Chairperson

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