

The Upper Minnesota Valley Region

Comprehensive Economic Development Strategy

2013-2017



Upper Minnesota Valley
REGIONAL DEVELOPMENT COMMISSION
Helping Communities Prosper

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Executive Summary

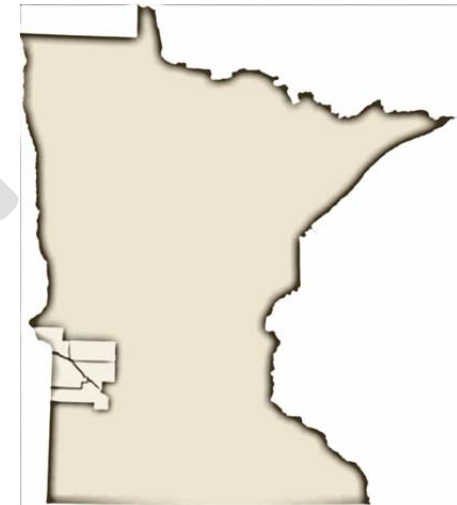
Economic Development Region 6W is unique among regions in Minnesota, not only for its many land types and natural amenities but also the makeup of its people and economy. While each county within the region faces a number of diverse issues and opportunities, there are distinct similarities among these five counties. Like other rural areas across the United States, the region faces serious economic challenges. Many of the challenges that our region faces are a direct result of population decline coupled with an increasing aging population.

Historically, the region has been strongly dependent on agriculture for its economic stability. Numerous larger market factors and our heavy dependence on the agricultural sector have left the region especially vulnerable to market fluctuations. Additionally, traditional sectors, such as manufacturing and retail face, stiff competition and squeezed profit margins. New technology businesses and older businesses incorporating the latest technology, face the challenge of recruiting, training, and retaining skilled workers; not to mention competition from far-off markets that are changing by the day. It is also becoming more apparent that many of our rural communities' main streets are struggling to stay filled and vibrant.

Despite the tough economic climate within the region, the economy is starting to become more diverse by focusing on value-added manufacturing specialties and renewable energy sources.

The background information analyzed reveals that the five counties of Region 6W are very similar in economic trends, population change, unemployment and other demographics.

This information also shows that Region 6W often differs greatly when compared to the State of



Minnesota as a whole. Because the region does not have a large population center and the landscape is conducive to agricultural activities across all five counties, most areas and populations in Region 6W face similar economic distress.

This Comprehensive Economic Development Strategy reflects a desire to promote and support a balanced approach to economic development in the region

CEDS Purpose

This Comprehensive Economic Development Strategy (CEDS) is the result of a local planning process designed to guide the economic growth of Region 6W. The CEDS is submitted by the Upper Minnesota Valley Regional Development Commission (UMVRDC). The information contained within documents progress on economic development activities and reports on changing economic conditions in the economic development region (Region 6W). As an EDA-funded planning grantee, the UMVRDC last revised its CEDS in 2003. The UMVRDC serves the local units of government in the western Minnesota counties of Big Stone, Chippewa, Lac qui Parle, Swift and Yellow Medicine (Region 6W).

The Comprehensive Economic Development Strategy (CEDS) for the Upper Minnesota Valley Regional Development Commission is a planning and project implementation process designed to:

- Foster a more stable and diversified economy throughout the region
- Improve living conditions in our communities
- Guide and coordinate economic development efforts within the region

EDA provides regions with both technical and financial assistance. Investments are focused in areas experiencing or

threatened with economic stress. Projects are reviewed according to six “Investment Policy Guidelines”:

1. **Collaborative Regional Innovation**

Initiatives that support the development and growth of innovation clusters based on existing regional competitive strengths. Initiatives must engage stakeholders; facilitate collaboration among urban, suburban, and rural (including tribal) areas; provide stability for economic development through long-term intergovernmental and public/private collaboration; and support the growth of existing and emerging industries.

2. **Public/Private Partnerships**

Investments that use both public- and private-sector resources and leverage complementary investments by other government/public entities and/or nonprofits.

3. **National Strategic Priorities**

Initiatives that encourage job growth and business expansion related to advanced manufacturing; information technology (e.g., broadband, smart grid) infrastructure; communities severely impacted by automotive industry restructuring; urban waters; natural disaster mitigation and resiliency;

access to capital for small, medium-sized, and ethnically diverse enterprises; and innovations in science and health care.

4. **Global Competitiveness**

Initiatives that support high-growth businesses and innovation-based entrepreneurs to expand and compete in global markets, especially investments that expand U.S. exports, encourage foreign direct investment, and promote the repatriation of jobs back to the U.S.

5. **Environmentally-Sustainable Development**

Investments that promote job creation and economic prosperity through projects that enhance environmental quality and develop and implement green products, processes, places, and buildings as part of the green economy. This includes support for energy-efficient green technologies.

6. **Economically Distressed and Underserved Communities**

Investments that strengthen diverse communities that have suffered disproportionate economic job losses and/or are rebuilding to become more competitive in the global economy.

This CEDS document is the result of a continuing economic development planning process, developed with broad based and diverse community participation and contains the following types of information:

- Background and history of the economic development situation of the region with a discussion of the economy, including geography, resources, population, labor force;
- An analysis of economic and community development problems and opportunities including incorporation of any relevant material or suggestions from other government sponsored or supported plans;
- A discussion of community participation in the planning efforts;
- A section setting forth goals, objectives and strategies for taking advantage of the opportunities of and solving the economic development problems of the area serviced.

Overall, the goal of the CEDS is to promote economic development (attracting new jobs while retaining existing jobs) as we preserve our quality of life.

CEDS Process & Strategy Committee

Process

This CEDS document was developed by the UMVRDC staff in conjunction with the CEDS Strategy Committee and UMVRDC Board of Commissioners. The process for developing the CEDS consisted of the following:

1. A community development survey – completed in Spring 2012
2. An analysis of the regional and local economic conditions – Fall 2012
3. Identification of strengths and weaknesses – Fall 2012
4. Development of goals and strategies for addressing opportunities and challenges – Winter 2013 CEDS Strategy Committee
5. A CEDS meeting with 12 different local economic development authorities (EDA's) – Spring 2013
6. Development of an implementation plan – Spring 2013 CEDS Strategy Committee

Community and Private Sector Involvement

The relationship between the community in general and the private sector in the development and implementation of the

CEDS included: 1. Participation in meetings (all of which were open to the public) by the UMVRDC Board, representing broad interests within the region and serving as vital connections to their communities 2. Participation in meetings of the CEDS Strategy Committee representing mostly private sector interests 3. Focus groups meetings with local economic development authorities made up of the community in general a public presentation on the draft CEDS (05/28/13) and 4. On-going feedback from regional economic development professionals. The CEDS Strategy Committee was the driver of CEDS goals and strategies, representing a broad range of interests and economic clusters within the region, made up of a majority of private sector representation.

The economic analysis and public outreach were completed throughout 2012 and January – May, 2013. A draft of the CEDS was made available for public review and comments from May – June, 2013. Following the public comment period, a final draft was completed and submitted to EDA in June, 2013.

The CEDS document was made available for review and public comment for a minimum of 30 days. The document was made available on the UMVRDC's website and notices were provided to local units of government and the general public.

To lead the CEDS planning process, the regional planning authority is required to appoint or designate a “Strategy Committee”. The Committee is responsible for overseeing the development of the plan and bringing diverse regional perspectives into the creation of new goals and strategies. The Committee is representative of the economic development community within the region including business, industry,

government, service and non-profit organizations, minority populations, and training and educational entities.

The following were invited to participate in CEDS Strategy Committee. The end product would not have been possible without the commitment, hard work and guidance from those who participated representing diverse sectors both public and private organizations.

Regional Leaders	Representing	Industry
Paul Kittleson	Public	Mayor City of Benson
Jon Radermacher	Public	City Manager, Madison
Juanita Lauritsen	Public /Private	Executive Director Workforce Council
Ric Schrub	Higher Education	MinnWest Community & Technical College
Neil Linscheid	Higher Education	University of Minnesota Extension
Angela Steinbach	Public	City of Montevideo
Julie Redepenning	Public / Community Leaders	MN Department of Employment
Joan Danielson	Public	MN Department of Employment
Rick Groothuis	Public	Mayor of Maynard
Becky Parker	Private Business / Community Leader	Finance
Dave Smiglewski	Private Business	Media
Scott Quick	Private Business	Agriculture
Dean Solem	Private Business	Finance
Roman Taffe	Private Business	Healthcare
Kevin Beyer	Private Business	Communications
John Virnig	Private Business	Finance
Scott Marquardt	Private Business	Foundation
Maynard Meyer	Private Business	Communications
Gary Hendrickx	Private Business	Entrepreneur / Small Business
Steve Scott	Private Business	Renewable Energy

CEDS Strategy Committee:
 20 Representatives = 100%

Private Reps: 11 = 55%

Public Reps: 9 = 45%

Section One: CEDS Goals, Objectives and Strategies

As the lead organization in developing the CEDS, the UMRVDC is committed to a collaborative approach with public, private and other community sectors in order to strengthen and diversify the regional economy in the Upper Minnesota Valley. The goal areas, objectives and strategies identified in this section will help the region move towards its vision:

***To Develop and Implement Economic Development Strategies that Promote a More Diverse, Vibrant and Competitive Regional Economy that:
Strengthens our Communities;
Provides Quality Jobs;
Offers Opportunities for Residents and Youth to Remain in/Return to the Region
and
Improves the Quality of Life.***

Goals, Objectives and Strategies

The goals, objectives and strategies in this section may be approached on either a local or regional level depending on the needs and available resources to move initiatives forward. Working toward our goals and completing a comprehensive set of strategies over the next five years will require a substantial effort among all regional partners. The ultimate and overarching goal that has been identified by both CEDS Strategy Committee members, EDA's and other stakeholders is to: **Improve the Quality of Life in the Region**. All the goal areas, objectives and strategies contribute to this overarching goal that is always evolving!

Goal Areas:

1. Employee Development
2. Marketing
3. Business Development
4. Economic Development
5. Community Development



Goal 1: Employee Development

Maximize knowledge, skills and talent in the region.

Objective: Create, attract and maintain a globally competitive workforce to meet the demands of today's employers.

Strategies:

- a. Design and implement a regional career academy serving students and workers (Skills at Work)
- b. Develop and promote programs to attract, retain and retrain employees
- c. Explore potential for certification of teleworkers and identify businesses that allow teleworking
- d. Work with education and workforce services to build and expand training opportunities to meet business labor needs



Goal 2: Marketing

Attract and retain residents through building healthy sustainable communities.

Objective: Launch a proactive economic development initiative to showcase the region's high quality of life that encompasses assets such as great schools, low crime, low housing costs and no traffic.

Strategies:

- a. Develop a communication plan for community information resources (pools, golf courses, community services, government websites, etc.)
- b. Develop a regional brand
- c. Develop and market visitor (tourism) opportunities
- d. Collect positive case studies about people and/or businesses moving into the region
- e. Promote availability and use of broadband technology in the region
- f. Provide a resource (web portal) that allows potential newcomers to establish a personal connection to the region. (RR Report 2010)
- g. Disseminate a model of regional recruitment to local decision-makers (RR Report 2010)



Goal 3: Business Development

Keep and attract quality businesses and jobs in the region.

Objective: Support the formation, retention and expansion of businesses to create vibrant business communities.

Strategies:

- a. Promote and assist in the implementation of Business Retention & Expansion (BRE) best practices both regionally and locally
- b. Launch a regional marketing campaign for workforce awareness and attraction (Skills at Work)
- c. Create a business leader network
- d. Improve, coordinate and streamline services to businesses and entrepreneurs
- e. Promote and develop financing tools for businesses and entrepreneurs
- f. Integration of business succession planning in recruitment efforts (RR Report 2010)



Goal 4: Economic Development

Increase economic development capacity and resiliency.

Objective: Advance the competitiveness of individual communities and the region by maintaining and improving social and physical infrastructure that supports economic development and fosters public-private partnerships.

Strategies:

- a. Provide strategic planning services to communities to better position them for long-term success/stability
- b. Identify best practices for rehabilitation or redevelopment of dilapidated and vacant properties
- c. Invest and advocate for comprehensive infrastructure development and upgrades that support economic development
 - i. especially infrastructure that address the region's transportation needs and challenges

Goal 5: Community Development

Ensure communities are appealing and healthy places to live and work.

Objective: Provide coordination, technical assistance and guidance toward potential funding sources for projects and initiatives in the region.

Strategies:

- a. Encourage arts based opportunities that support long-term community goals and needs
- b. Develop a list of topics that local units of government could partner on
- c. Support and promote community leadership programs



Support and inclusion of applicable state and local workforce investment strategies

Every effort has been made to include State of Minnesota partner goals and objectives and mission into the CEDS document and implementation. The following goals and strategies were taken into consideration in the development with this plan and align with the resulting goals and priorities for the region.

MINNESOTA DEPARTMENT OF EMPLOYMENT AND ECONOMIC DEVELOPMENT (MN DEED) 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

Support and inclusion of applicable state and local workforce investment strategies continued

The Southwest Private Industry Council is the local workforce investment agency. It is a nonprofit employment and training agency and statewide partner in the region and is part of the Minnesota Workforce Center System. The agency's mission is to match job seekers, youth, businesses, and those seeking training with the resources available to them.

The Southwest Minnesota Private Industry Council, Inc. (SW MN PIC) serves the counties of Big Stone, Chippewa, Cottonwood, Jackson, Lac qui Parle, Lincoln, Lyon, Murray, Nobles, Pipestone, Redwood, Rock, Swift, and Yellow Medicine. There are 16 Workforce Service Areas (WSAs) across Minnesota. The Southwest Minnesota Private Industry Council serves Workforce Service Area #6 in the southwest corner of Minnesota. The SW MN Private Industry Council provides leadership and direction for local workforce development programs, which are tailored to meet the specific needs of each of our communities.

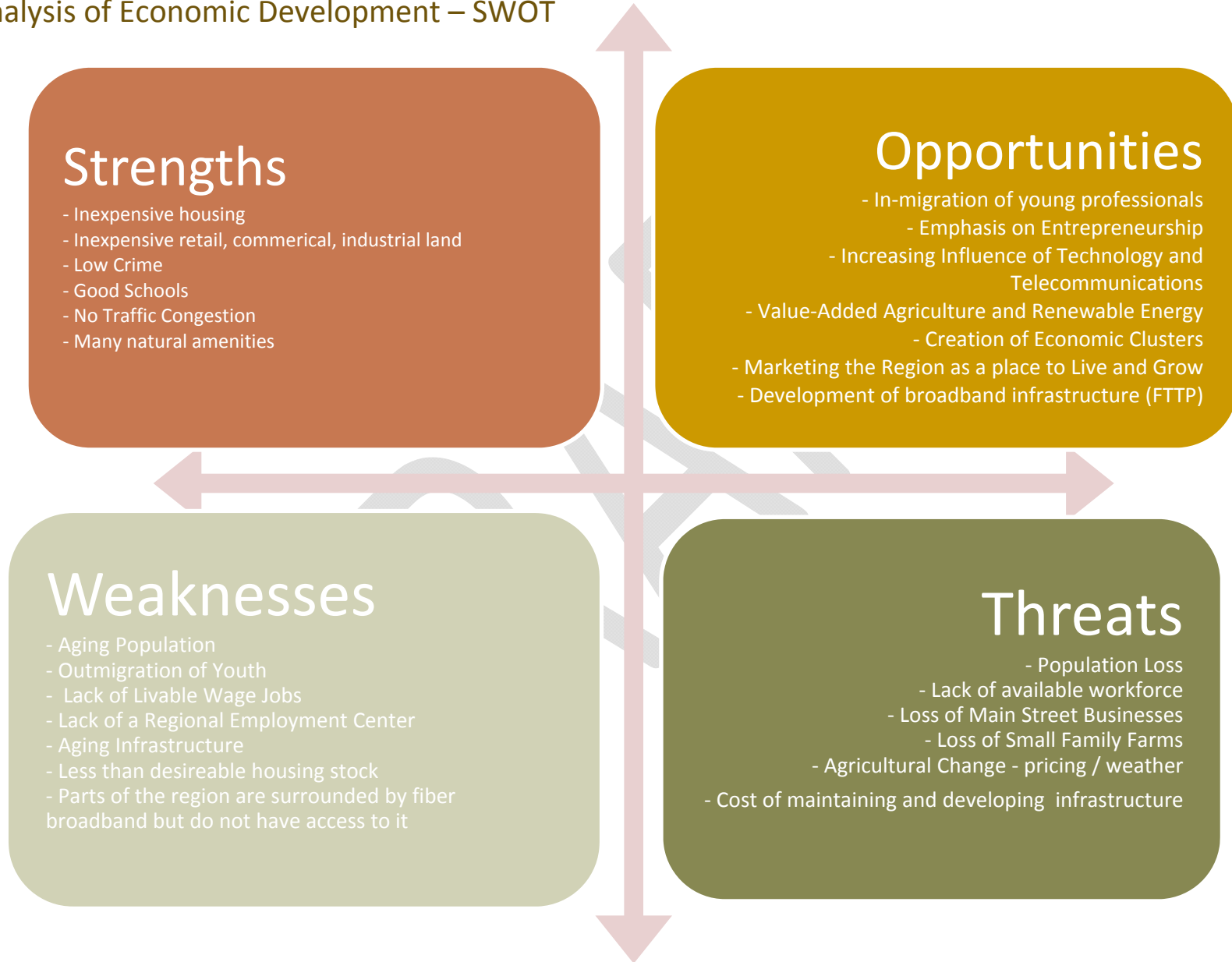
Mission Statement: Building Tomorrow's Workforce through Training, Leadership and Economic Development

Regional workforce strategies identified in the Southwest Minnesota Private Industry Council's 2012 Unified Plan show support for the Governor's Workforce Development Council Report titled "All Hands on Deck Report" which includes the following goals and strategies:

1. Strengthening the skills of our current workforce
2. Creating work and lifetime learning options for Minnesota's aging workers
3. Expanding work opportunities for Minnesotans with disabilities
4. Ensuring all high school graduates are ready for success

Support and synchronization of these strategies are reflected in the employee development and economic development goals, objectives and strategies within this document.

Analysis of Economic Development – SWOT



Analysis of Economic Clusters within the Region

The region is home to two ethanol producing facilities (Benson & Granite Falls). Major industries in the region include: healthcare and related services, trade, transportation and utilities and manufacturing.

Local economic clusters include (but are not limited to):

Benson, Swift County – Bioenergy Cluster

Home to: ethanol production, biomass gassifier and the nation's first poultry fueled biomass power plant.

Dawson, Lac qui Parle County – Agriculture Processing Cluster

Home to: soybean processor facility that is owned by the largest cooperative soybean processor in the

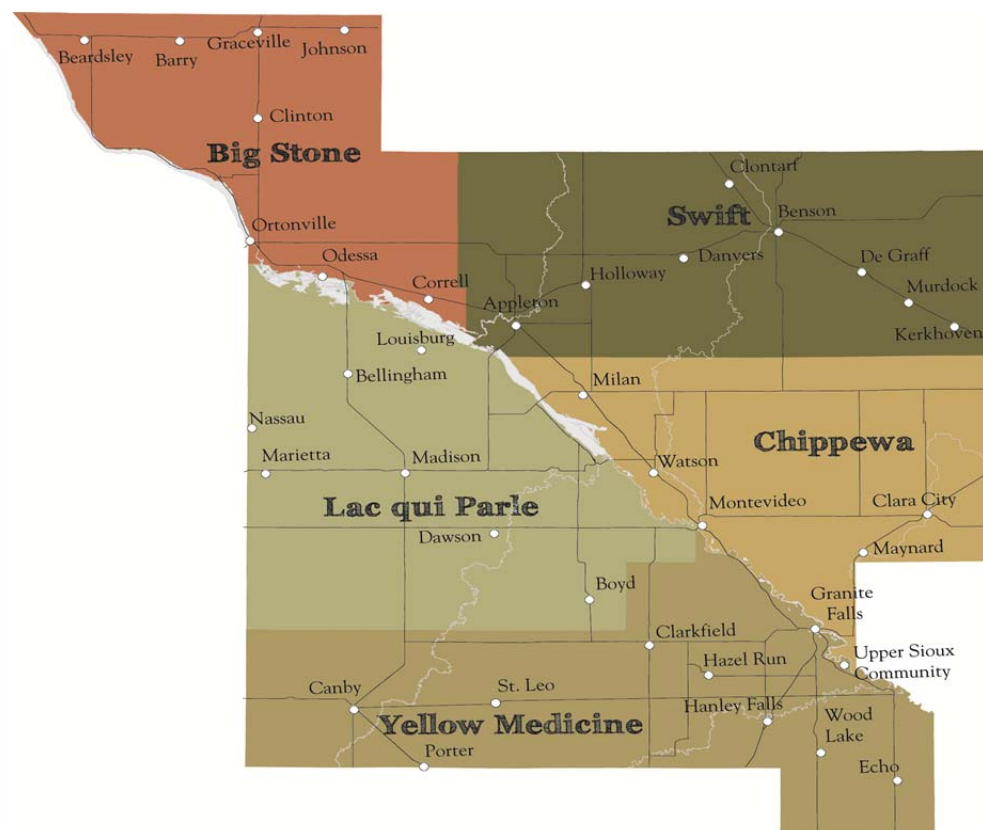
world! A kosher meat processing and cooking facility and a major trucking outfit that specializes in transporting dairy products.

Canby, Yellow Medicine County – Renewable Energy (Wind)

Home to: Minnesota West Community and Technical College Wind Energy Technology Program and a wind power operations and maintenance company.

Granite Falls, Yellow Medicine County – Industrial Manufacturing

Home to: the largest industrial park in the region with 17 lots privately held and used for manufacturing purposes.



Past and Present EDA Investments

EDA Planning Partnership:

EDA has been a strong economic development partner for decades with the assistance of EDA Planning Grants for community and economic development planning that have resulted in immeasurable state and federal partnerships and projects. Today, the need for community and economic development assistance is stronger than ever. Currently only three of the region's thirty-seven communities have paid, full-time economic development staff and only three out of the five counties have an economic development entity.

UMVRDC Revolving Loan Fund (RLF):

Since 1989 it has helped over 100 businesses start-up and expand!

New EDA Award 2013: Disaster Response Fund – \$400,000 EDA Award & \$100,000 leveraged from 5 counties

Current Portfolio Statistics:

Total Portfolio (2 funds): \$1.7 million

RLF Funds Revolving: \$1,200,000

Funds Available: \$500,000

Loans: 37

Jobs: Created or Retained: 252.5

Total Other Funds Leveraged: \$12,510,000

Granite Falls 2001 – Industrial Park Improvements

Dawson 2012 – Industrial Park Expansion

EDA provided \$1.2 million to help with infrastructure improvements. The improvements will finish roads in the existing industrial park, develop a new wastewater treatment plant to serve the park and will develop another 65 acres that will be available for sale. This will be the only shovel ready industrial park in the region.

Granite Falls 2013 – EDA provided a \$1.5 million for new lift station as a disaster response project to protect the economic base and create better resiliency from future flood impacts.



Dawson's Congratulatory Visit from Matt Erskine, U.S. Department of Commerce Acting Assistant Deputy Secretary

Section Two Background: The Region and Our Economy

Geography of the Upper Minnesota Valley

Region 6W is located in west central Minnesota along the South Dakota border. Region 6W consists of Big Stone, Chippewa, Lac qui Parle, Swift, and Yellow Medicine counties. The 2000 Census identifies 3,409.5 square miles of total area within the region.

The total area encompasses 3,346.11 square miles of land and 63.39 square miles of water. Farmland on average makes up over 90% of land use in each county.

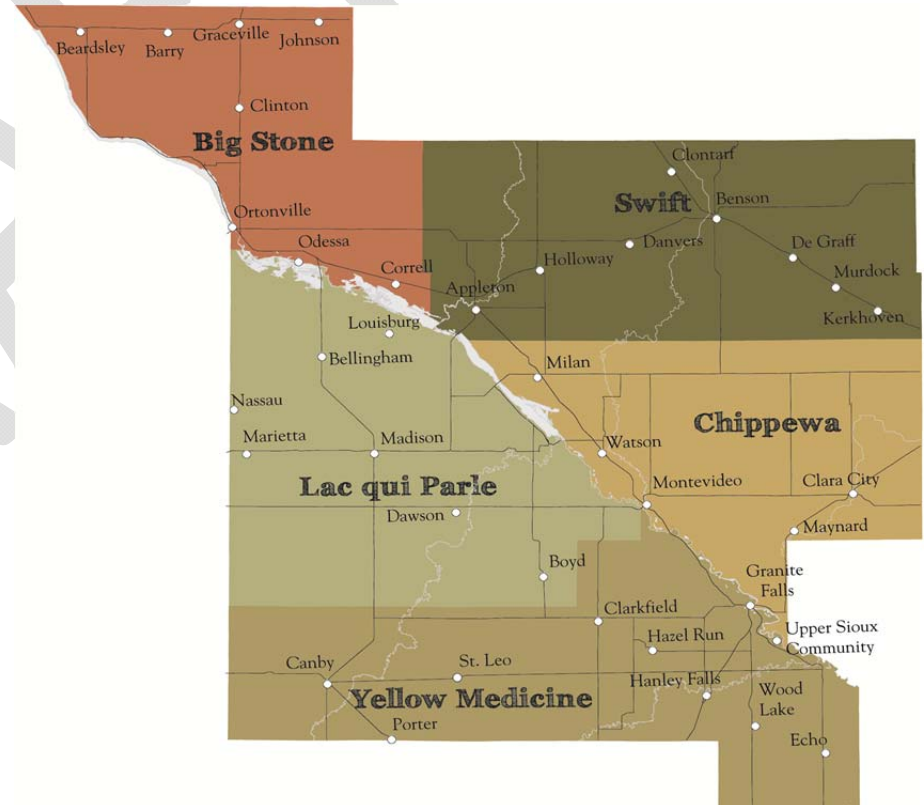
Resources and Environment

The topography of the region is closely related to glacial activity, which is responsible for most of the region's natural features.

The region is characterized by a gently rolling glacial drift plain containing many closed depressions occupied by an abundance of small lakes and wetlands. The majority of the upland prairie is used for agriculture. Tree cover is

concentrated on the banks of the Minnesota River Valley and its tributaries and around many of the lakes.

The larger communities with populations over 1,000 include: Appleton (1,412), Benson (3,240), Canby (1,795), Clara City (1,360), Dawson (1,540), Granite Falls (2,897), Madison (1,551), Montevideo (5,383), and Ortonville (1,916).



Population Trends 1960 – 2010

Historical Populations	1960	1970	1980	1990	2000	2010	% Change
UMVRDC Region	69,063	61,806	59,822	50,845	50,011	45,190	-34.57%
<i>Households</i>	19,428	19,367	NA	20,088	19,846	20,039	3.14%
Big Stone County	8,954	7,941	7,716	6,285	5,820	5,269	-41.15%
Chippewa County	16,320	15,109	14,941	13,228	13,088	12,441	-23.77%
Lac qui Parle County	13,330	11,164	10,592	8,924	8,067	7,259	-45.54%
Swift County	14,936	13,177	12,920	10,724	11,956	9,783	-34.50%
Yellow Medicine County	15,523	14,415	13,653	11,684	11,080	10,438	-32.76%

Source: US Census Bureau

The Upper Minnesota Valley Region has seen an overall decrease in population from 1960 – 2010, although the population decrease often started before 1960 in many communities throughout the region. Over the past 50 years, the region has experienced a decrease in population of over 20,000. However, during the same period of time, the region has seen an increase in the number of households, meaning that there are fewer people per household now than ever before.

Population Projections	2015	2020	2025	2030	2035	% Change
UMVRDC Region	45,510	45,300	45,000	44,500	44,110	-3.08%
Big Stone County	5,190	5,160	5,160	5,110	5,060	-2.50%
Chippewa County	12,890	13,040	13,200	13,130	13,130	1.86%
Lac qui Parle County	6,940	6,830	6,770	6,640	6,520	-6.05%
Swift County	10,510	10,300	10,150	9,960	9,800	-6.76%
Yellow Medicine County	9,980	9,970	9,720	9,660	9,600	-3.81%

Source: US Census Bureau

Population Projections 2015 – 2035

Projections show the region slightly decreasing in population over the next few decades, however less dramatically than over the past 50 years. Chippewa County is the only county showing potential population gain. Swift and Lac qui Parle Counties show the most dramatic projected losses at 6.76% and 6.05% respectively.

Education – School Enrollment Since 1999

School District	1999-2000	2005-2006	2010-2011	% Change
Benson School District	1,216	1,050	970	-20.23%
Canby School District	766	581	522	-31.85%
Clinton-Graceville-Beardsley School District	565	434	377	-33.27%
Dawson-Boyd School District	681	544	517	-24.08%
Kerkhoven-Murdock-Sunburg School District	664	585	557	-16.11%
Lac qui Parle Valley School District	1,245	1,007	820	-34.14%
Lakeview School District	589	609	595	1.02%
M.A.C.R.A.Y. School District	986	790	674	-31.64%
Montevideo School District	1,599	1,459	1,342	-16.07%
Ortonville School District	717	530	527	-26.50%
Yellow Medicine East School District	1,299	1,081	862	-33.64%

Source: Minnesota Department of Education

All school districts in the Upper Minnesota Valley Region have experienced a decline of 15 to over 30% in school enrollment, except Lakeview School District, which includes the cities of Cottonwood (outside the Region) and Wood Lake. The decline in enrollment throughout the rest of the Region is consistent with the declining and aging population in the Region.

Note: Data was only available for public school districts in the Region. Both Clarkfield and Echo located in Yellow Medicine County are home to charter schools of their own. Enrollment for the Clarkfield Charter School during the 2011-2012 school year was 75 students in pre-kindergarten through 6th grade. The Echo Charter School enrollment for 2011-2012 was 182 students for kindergarten through 12th grade. Two other schools in the region include the Benson Christian School located in Benson and St. Peters Catholic School located in Canby, neither of which data was available.



County	Median Home Value	Median Rent	Median Monthly Housing Costs
Big Stone	\$81,900	\$447	\$924
Chippewa	\$94,400	\$542	\$1,026
Lac qui Parle	\$77,100	\$449	\$868
Swift County	\$97,600	\$453	\$1,024
Yellow Medicine	\$97,100	\$505	\$997
Minnesota	\$206,200	\$759	\$1,549

Source: US Census Bureau, ACS (2006-2010)

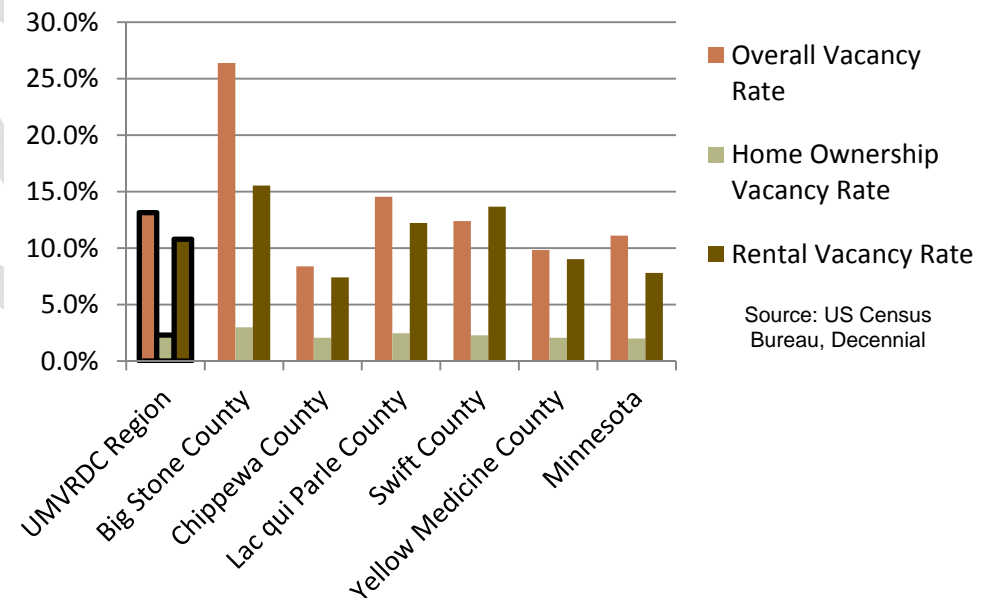
median home value.

2010 Home Vacancies

Home ownership vacancy rate and rental vacancy rate are the proportion of the homeowner or rental inventory that is vacant “for sale” or vacant “for rent.” The overall vacancy rate includes other vacancies such as vacant “sold – not occupied,” seasonal housing and vacant “rented – not occupied.” In 2010, the Upper Minnesota Valley Region had both slightly higher overall and rental vacancy rates than Minnesota as a whole. Within the Region, Big Stone County had the highest overall vacancy rates while Chippewa County had the lowest. The homeownership vacancy rate is relatively low for all five counties as well as the State of Minnesota.

Housing Statistics

The median home value in the Upper Minnesota Valley Region is lower than the State of Minnesota. Most homes in the region fall between \$75,000 and \$95,000 or a range of about \$20,000. Median monthly housing costs and the median monthly rent in all five counties are also lower than the State of Minnesota, but are fairly consistent in the Region with the difference between the highest and lowest costs less than \$200. Chippewa County has the highest median rent and monthly housing costs, while Swift County has the highest



Regional Transportation

Roadway System

Region 6W has many roadway types throughout its boundaries. These roadways range from U.S. and State Highways to Township Roads and Municipal Streets. The following table shows the total miles of roadway by classification broken down by each county.

Miles of Roadway Type in Region 6W

	U.S. Highway	State Highway	County State Aid Highway	Municipal State Aid Streets	County Roads	Township Roads	Municipal Streets
Chippewa	6.8	126.0	243.6	8.2	55.0	706.9	62.2
Lac qui Parle	70.7	40.4	361.7	0.0	136.5	821.0	42.4
Yellow Medicine	42.4	92.9	345.9	0.0	165.6	800.4	53.7
Big Stone	51.7	59.0	210.6	0.0	197.8	349.5	15.1
Swift	65.4	67.7	329.5	0.0	131.5	734.0	17.2

Source: MnDOT Basemap and Region 6W County Engineers

Other transportation issues that have been identified include:

- Lack of available funding for our rural area
- Lack of funding particularly to small cities and townships (tax base cannot support needs)
- Lack of maintenance on the roads we have
- Improve heavy commercial routes (10-ton network)
- Safety issues (shoulders, speed limits, traffic lights, few passing lanes & turn lanes, train crossings, narrow 2-lane roads)
- More flexible bus service hours and routes
- Need for more trails

A commonly identified need is a four-lane highway in the central part of the state. This is something that needs to be addressed to allow for the efficient accessibility of major trade centers and to allow for the efficient movement of goods and people into and out of the counties. Several Corridor Groups are advocating one of the major east/west roadways (Trunk Highway 7, U.S. Highway 12, and U.S. Highway 212). Mn/DOT's recent Interregional Corridor Study identified Regional Trade Centers for the state and prioritized interconnecting roadways. The region's highest-level roadways according to this study are U.S. Highway 212 and Trunk Highway 23. Both were labeled as Medium Priority Interregional Corridors. Montevideo was Region 6W's only identified Regional Trade Center with it being identified as a "shopping" center.

Railroads

Railroad infrastructure is also important to the region. The railway lines that service the region are owned by three companies: Burlington Northern Santa Fe Railroad, the Twin Cities and Western Railroad, and Minnesota Central Railroad. Although some goods

can be shipped via railroad, other more perishable goods cannot because of the relatively low frequency of trains. Much of the goods transported by rail in Region 6W are agriculture based, with each line in the region connecting to local grain elevators.

The UMRDC has developed a document called “Inventory of Grain Elevators and Feed Mills Licensed To Store and Buy Grain In Region 6W”. The inventory document lists all of the elevators or mill information available in Region 6W. The document also includes the major rail generators to those facilities listed. Listed below are rail generators with 54-car loading facilities or greater from the document.

Major Rail Generators in Region 6W

1. Beardsley Farmers Elevator Co. = (54-car Multi-loading)
2. Big Bend City - Cargill Inc. = (110-car Multi-loading)
3. Clara City Farmers Co-op Elevator = (110-car Multi-loading)
4. Clarkfield – Prairie Grain Partners = (110-car Multi-loading)
5. Graceville – Cargill Inc. = (110-car Multi-loading)
6. Hanley Falls – Farmers Cooperative Elevator Co. = (110-car Multi-loading)
7. Holloway – Western Consolidated = (110-car Multi-loading)
8. Maynard – Cargill Inc. = (110-car Multi-loading)
9. Madison Farmers Mill & Elevator Co. = (110-car Multi-loading)
10. Montevideo – Harvest States Co-op = (54-car Multi-loading)
11. Murdock – Glacial Plains Cooperative = (110-car Multi-loading)

Source: UMRDC Inventory of Grain Elevators and Feed Mills Licensed to Store and Buy Grain in Region 6W

Transit Systems

Transit systems play an important part in the lives of residents of Region 6W. Seniors and youth especially, benefit from the network of available transit. Transit is available for people needing rides for any reason, such as medical appointments, social events, shopping, etc. in the region. The services also provide rides outside the region to places such as Minneapolis/St. Paul, Fargo/Moorhead, St. Cloud, Willmar, Marshall, and Watertown, SD.

6W Transit System Characteristics

Provider	Vehicles (Small buses)	Ridership	Annual Miles	Operating Cost
Benson Heartland Express	3	47,242	53,845	\$144,684
Dawson Heartland Express	2	17,858	12,198	\$82,634
Granite Falls Heartland Express	1	24,469	29,951	\$98,114
Montevideo Heartland Express	3	20,552	29,445	\$105,401
Prairie Five Rides	11	72,940	403,138	\$656,598

Source: 2006 Transit Annual Report

Airports

Region 6W has various size airports throughout the region. The majority of the region's airports do not support commercial service and are generally used for small private planes. The closest airports to Region 6W that support commercial service are located in Fergus Falls and St. Cloud. Depending upon future economic development activity in the region, airport facilities may require improvements.

In Big Stone County, the cities of Graceville and Ortonville have airports. The Kapaun-Wilson Airport near Graceville has a turf runway that is 2,495 ft. in length and 150 ft. wide. The Ortonville Municipal Airport has a paved, 3,417 ft. runway that

is 75 ft. in width. It also has a turf runway 2,158 ft. long and 300 ft. wide.

In Chippewa County, the Montevideo/Chippewa County Airport has a paved runway 4,000 ft. in length and 75 ft. wide. The average number of planes landing at this facility per day is estimated at six. This airport also has a turf runway 2,400 ft. long and 150 ft. wide.

In Lac qui Parle County, the Madison/Lac qui Parle County Airport has a 3,300 ft. paved runway that is 75 ft. wide and a turf runway that is 2,600 ft. long and 150 ft. wide.

In Swift County, the cities of Appleton, Benson, and Murdock have airports. The Appleton Municipal Airport has a paved 3,500 ft. runway that is 75 ft. wide and a turf runway 2,700 ft. in length and 150 ft. in width. The Benson Municipal Airport has a paved 4,000 ft. runway that is 75 ft. wide and is estimated to land 6-8 planes per day. The Murdock Municipal Airport has a turf 3,415 ft. runway that is 150 ft. wide.

Yellow Medicine County also has two airports located in the cities of Canby and Granite Falls. The Canby Municipal Airport supports a 2,560 ft. paved runway that is 75 ft. wide. The Granite Falls Municipal Airport has a 3,700 ft. paved runway and is 75 ft. wide. It is estimated that the Granite Falls Municipal Airport lands 6 planes per day.

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Regional Transportation Map



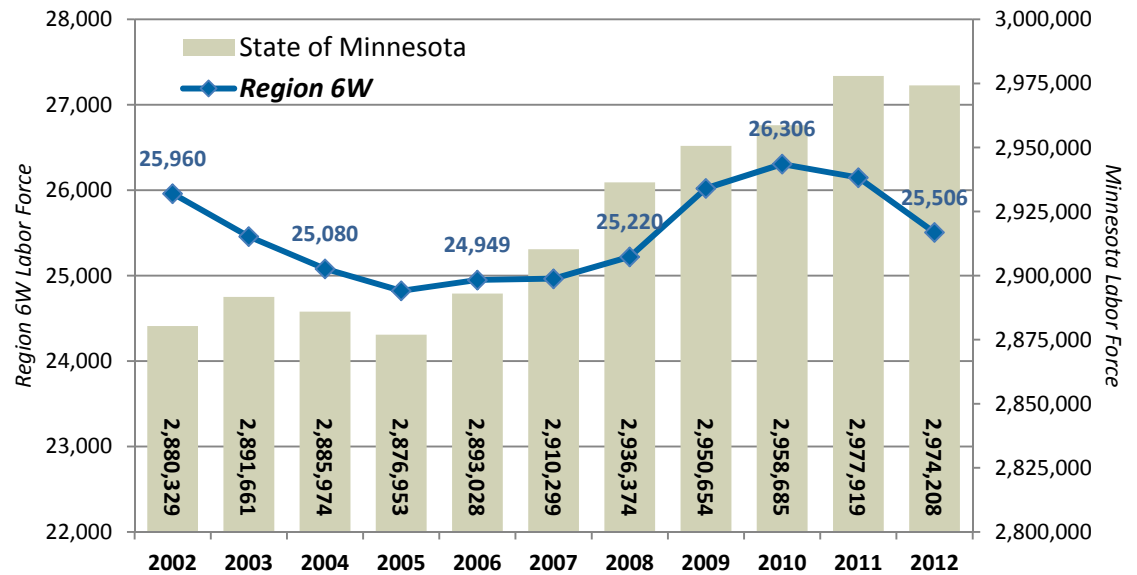
The Regional Economy & Workforce

Current Economic Conditions

The labor forces in the region peaked in 2010 at 26,306 and has since declined to below 2002 levels of participation. The labor force estimate for the region as of 2012 is 25,506.

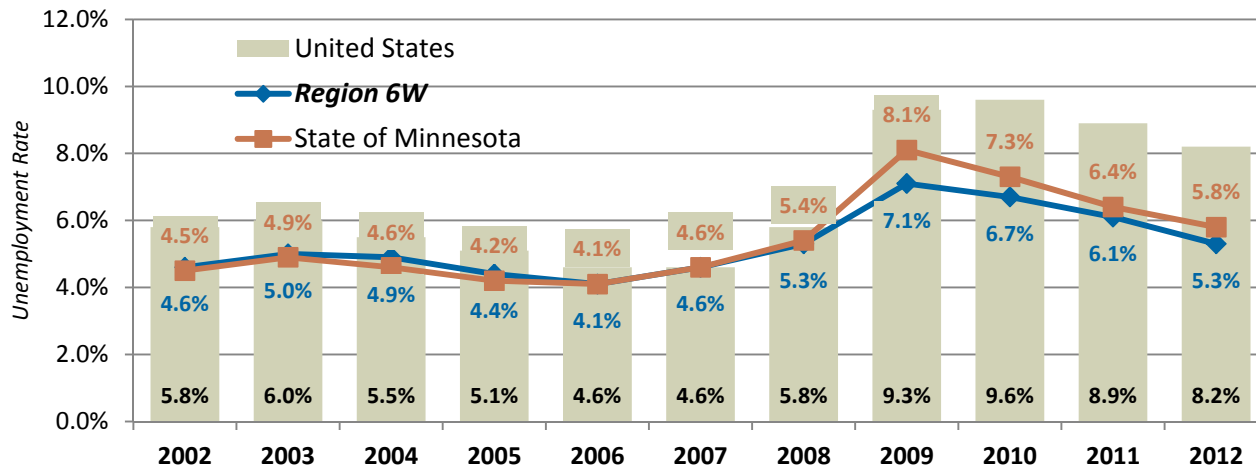
Unemployment rates for the region are traditionally less than the U.S. and State of Minnesota. However, the past decade shows the region having nearly equal unemployment rates to the State of Minnesota, which continue to be consistently less than the U.S. unemployment rate.

Labor Force Estimates, 2002 to 2012



Source: DEED Local Area Unemployment Statistics (LAUS) program

Unemployment Rates, 2002 to 2012

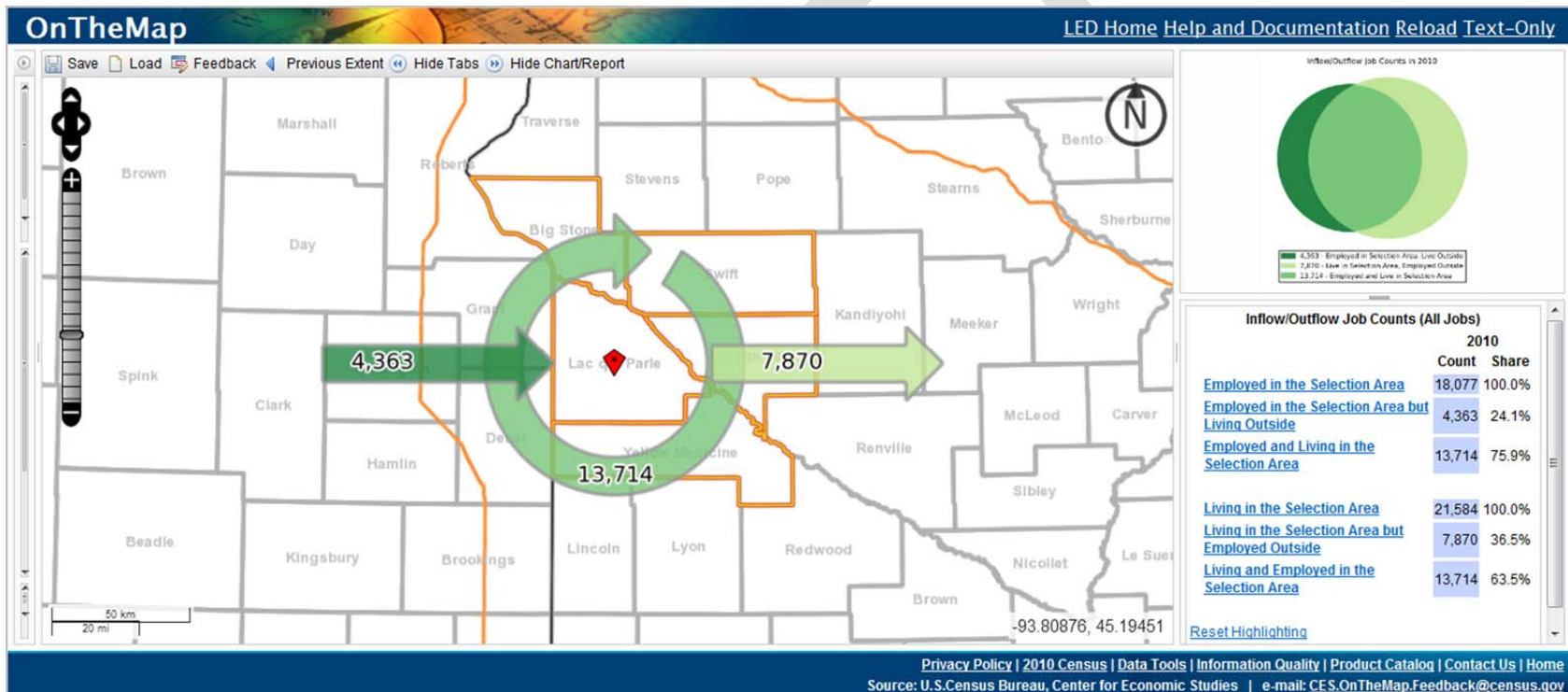


Source: DEED Local Area Unemployment Statistics (LAUS) program

The region experienced increases in unemployment between 2008 and 2010, with all counties now seeing declines in unemployment rates. Chippewa and Swift Counties peaked with the highest regional unemployment rates in 2008 and 2009 with rates of 8.1% and 8% respectively according to the Minnesota Department of Employment and Economic Development (LAUS).

Workforce

Based on 2010 Census information the diagram below reflects the number of people that live in the region but are employed outside of the region (7,870), the number of people employed in the region that live outside of the region (4,363) and the number that both live and work in the region (13,714).

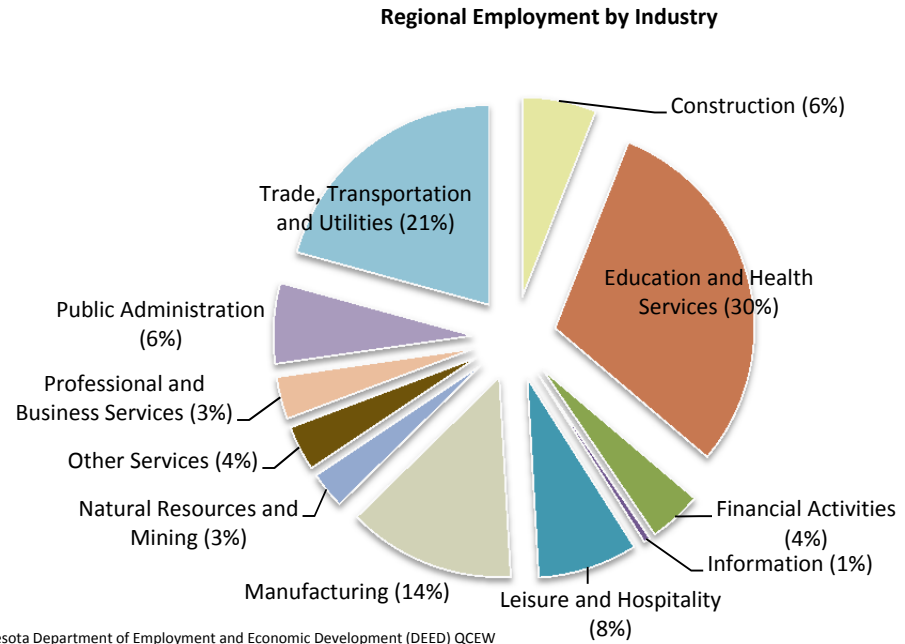


Employment in Region 6W

The top three major industries in the region include:

1. Education & Health Services
2. Trade, Transportation and Utilities
3. Manufacturing

The number of firms in the region peaked in 2006 at 1,707 and peaked with the number of jobs in 2008 with 18,871. Jobs have since been on the decline, while the number of firms has had a slight uptick in 2011 and 2012.



Source: Minnesota Department of Employment and Economic Development (DEED) QCEW

Year	Number of Firms	Number of Jobs
2002	1663	18379
2003	1659	18125
2004	1637	18177
2005	1691	18334
2006	1707	18637
2007	1637	18772
2008	1624	18871
2009	1594	18611
2010	1588	18208
2011	1603	18058
2012	1611	17894

Source: DEED Quarterly Census of Employment & Wages (QCEW) program

According to the Minnesota Department of Employment and Economic Development, the highest average weekly wage was \$657 in Swift County. Swift County is home to many trades and manufacturing businesses and combined with farming wages, that could be the reason for the average higher weekly wages. However, the average weekly wages across the region didn't vary much overall.

County	Number of Employees	Number of Firms	Total Wages	Average Weekly
Yellow Medicine	4,259	356	\$139,301,704	\$628
Swift County	3,706	343	\$126,756,509	\$657
Lac qui Parle County	2,421	230	\$75,823,158	\$602
Chippewa County	5,697	455	\$184,031,986	\$621
Big Stone County	1,902	210	\$58,389,854	\$589
Regional Totals	17,985	1,594	\$584,303,211	\$619

Source: Minnesota Department of Employment and Economic Development, QCEW 2010

Industry and Employment Outlook

The industry outlook for southwest Minnesota, which includes all of the Upper Minnesota Valley Region and counties to the south and east, shows the top ten industries projected to grow between 2010 and 2020. With all of the agricultural activity in southwest Minnesota it's no surprise that specialized freight trucking is projected to have the greatest increase. The median annual salaries of employees employed by these industries are encouraging considering the wages in the southwest region are the lowest in the state.

Industry	Estimated Employment 2010	Percent Change 2010 - 2020	Median Annual Salary 2009
Specialized Freight Trucking	1,048	57.4%	\$32,136
Building Equipment Contractors	1,824	43.1%	\$39,936
Architectural and Structural Metals	429	42.4%	\$44,304
Basic Chemical Manufacturing	499	37.1%	\$50,960
Other Specialty Trade Contractors	877	34.5%	\$32,188
Ag., Construction, and Mining Machinery	2,391	32.9%	\$41,808
Offices of Physicians	1,848	29.9%	\$68,328
Highway, Street, and Bridge Construction	528	28.8%	\$53,612
Cement & Concrete Product Manufacturing	611	28.8%	\$41,912
Utility System Construction	467	26.3%	\$46,904

Source: DEED Employment Outlook Tool 05.15.15

The jobs outlook below shows growth in industries that are either complementary to agriculture or that cater to the demographics of the area. Construction, Transportation and Warehousing and Health Care and Social Assistance are projected to have the greatest amount of employment changes between 2010 and 2020.

Southwest Minnesota Employment Outlook, 2010 to 2020				
NAICS Industry Title	2010 Estimated Employment	2020 Projected Employment	Percent Change 2010-2020	Numeric Change 2010-2020
Total, All Industries	206,339	227,716	10.4%	21,377
Agriculture, Forestry, Fishing & Hunting	5,710	6,607	15.7%	897
Mining	333	350	5.1%	17
Construction	6,749	8,880	31.6%	2,131
Manufacturing	30,430	32,587	7.1%	2,157
Utilities	781	771	-1.3%	-10
Wholesale Trade	8,454	8,848	4.7%	394
Retail Trade	19,812	21,316	7.6%	1,504
Transportation and Warehousing	5,031	6,382	26.9%	1,351
Information	2,814	2,860	1.6%	46
Finance and Insurance	5,924	6,019	1.6%	95
Real Estate and Rental and Leasing	1,221	1,426	16.8%	205
Professional and Technical Services	3,970	4,544	14.5%	574
Management of Companies and Enterprises	2,080	2,600	25.0%	520
Administrative and Waste Services	3,649	4,514	23.7%	865
Educational Services	1,953	2,157	10.4%	204
Health Care and Social Assistance	25,555	33,607	31.5%	8,052
Arts, Entertainment, and Recreation	2,535	2,687	6.0%	152
Accommodation and Food Services	11,784	12,251	4.0%	467
Other Services, Ex. Public Admin	8,423	8,763	4.0%	340
Public Administration	32,270	31,721	-1.7%	-549

Source: DEED 2010 to 2020 Employment Outlook tool

	2011 Per Capita Income	Percent of U.S. Per Capita	Percent of MN Per Capita
United States	\$27,915	100%	109%
Minnesota	\$30,310	109%	100%
Big Stone Co.	\$24,960	89%	82%
Chippewa Co.	\$24,211	87%	80%
Lac qui Parle Co.	\$25,519	91%	84%
Swift Co.	\$22,699	81%	75%
Yellow Medicine Co.	\$23,718	85%	78%
UMVRDC (6W) Average	\$24,221	87%	80%

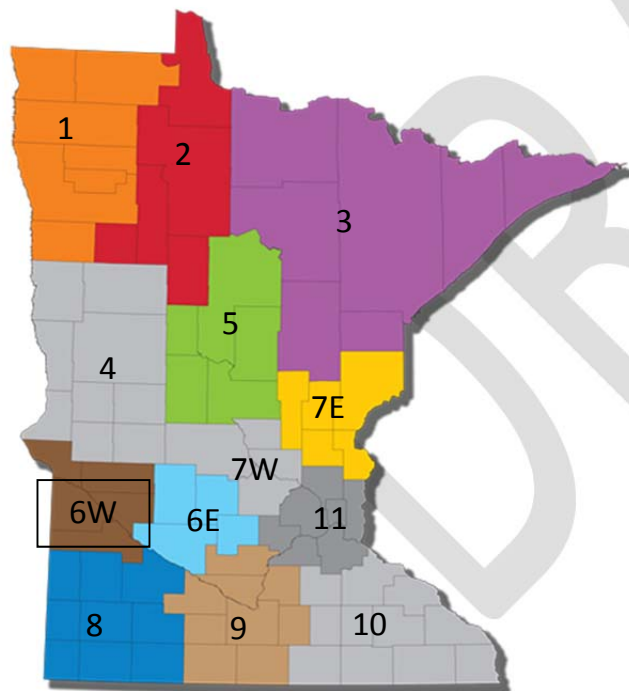
Source: 2007-2011 American Community Survey

Per Capita Income

According to 2007-2011 ACS data all of the region's per capita income remains just above EDA's distress criteria. Swift County has the lowest per capita income at \$22,699, while Lac qui Parle County has the greatest per capita income in the region at \$25,519.

Regional Salaries

The UMVRDC region continues to be one of the lowest in the state for median hourly wages. The UMVRDC region is the smallest in the state for estimated regional employment.



Salary Survey, 4th Quarter 2011

Minnesota Regional Development Organizations	Median Hourly Wage	Estimated Regional Employment
EDR 1 – Northwest	\$16.08	34,890
EDR 2 – Headwaters	\$14.21	27,930
EDR 3 – Arrowhead	\$15.59	138,520
EDR 4 – West Central	\$14.74	78,710
EDR 5 – North Central	\$14.31	57,570
EDR 6E – Southwest Central	\$15.04	47,730
EDR 6W – Upper MN Valley	\$14.02	17,690
EDR 7E – East Central	\$15.80	42,730
EDR 7W – Central	\$15.65	142,780
EDR 8 – Southwest	\$13.50	52,470
EDR 9 – South Central	\$14.69	95,400
EDR 10 – Southeast	\$17.09	216,320
EDR 11 – Twin Cities	\$19.44	1,556,540

Source: DEED Occupational Employment & Wage Statistics (OES) program. WSA6 Regional

Agricultural Perspective

	2002 Farms	2007 Farms	Principal Operators Farming	Farming Percent	Land in Farms (acres)	Market Value of Products Sold	Total Value Sales	Crop Sales	Livestock Sales
Big Stone Co.	446	452	281	62.20%	252,291	\$86,834,000	57 th	48 th	55 th
Chippewa Co.	694	720	399	55.40%	367,926	\$169,002,000	37 th	14 th	57 th
Lac qui Parle Co.	910	932	479	51.40%	412,051	\$157,591,000	39 th	26 th	47 th
Swift Co.	807	888	460	51.80%	388,442	\$206,088,000	26 th	27 th	29 th
Yellow Medicine Co.	989	986	542	55.00%	409,223	\$209,046,000	25 th	19 th	35 th
Region 6W	3,846	3,978	2,161	54.30%	1,829,933	\$828,561,000			
State of Minnesota		80,992	39,628	48.90%	26,917,962	\$13,180,466,000			

The chart above depicts data collected from the 2007 Census of Agriculture. Striking similarities exist among all counties. A summary of the statistics follows:

- Percentage of farming is just above 50% for all of the region's counties which is higher than the State of Minnesota's percentage of farming.
- Chippewa and Yellow Medicine Counties rank among the top 20 counties in the state for crop sales.
- Four out of the five counties have seen an increase in the number of farms – likely this could be attributed to larger farms being broken up and used for smaller operations or hobby farms, generating little income.

As of the 2007 Ag Census, there are just under 4,000 farms located in the region, with over 1.8 million acres of land in dedicated to farming. Farmland in the region makes up nearly 7% of the farmland in Minnesota. Crop production is dominant in the region, making up 64% of farmland use, while 36% of farmland is used for cattle production. The most common crops and cattle farmed in the region include: **Crops:** Corn, Grain, Wheat, Oats, Soybeans, Hay **Cattle:** Cattle, Milk Cows, Sheep, Hogs

Swift County also ranks #2 in the state for Turkey production.

Section Three: Action Plan / Projects

The project list includes potential projects derived from a variety of sources including site visits with local staff, responses to regional surveys, projects listed, or in the process of being listed, within state, regional and/or local plans, and other related sources. The list is subject to change based on revised priorities for local governments, as funding opportunities from federal and state government evolve, and as other economic and community development opportunities present themselves over the next five years. Inclusion on the list does not guarantee funding, nor does exclusion from the list preclude other potential projects from being funded. This list is only a planning tool assessing potential projects that may proceed forward and may require technical assistance from the UMVRDC.

Regional Priority/Vital Projects – Non-Infrastructure

The projects below represent feedback from 12 local economic development authorities and are ranked according to their priority for the region, however all were viewed as important. These projects should be completed when time and financial resources are available to move them forward. The exercise of identifying priority economic development areas and ranking them showed wide-spread support and need for community and economic development efforts throughout the region.

Prioritization of Projects, Programs, Activities

The list of priority or vital projects, programs, and activities address the region's greatest needs and will best enhance the region's competitiveness. These projects have been prioritized collectively by local EDA's in the region and input from stakeholders. Potential project leads and project partners have been identified by the UMVRDC and CEDS Strategy

Committee. These projects are overarching "themes" for regional economic development success and are anticipated to evolve during the CEDS five year implementation.

1. Marketing Our Local Assets – Work on strategies to attract and retain: residents, youth, visitors, newcomers and businesses
Project Lead: Coalition of entities potentially coordinated by the UMVRDC
Potential Project Partners and Regional Resources: Western Minnesota Prairie Waters Tourism, Local Chambers, Local EDA's, UMVRDC, Cities, Counties, Businesses, Minnesota West Community and Technical Colleges, Southwest Initiative Foundation (SWIF), Minnesota Department of Employment and Economic Development (DEED), Schools, University of Minnesota Extension

2. **Entrepreneurs & Small Business** – Promote services available to small businesses and entrepreneurs and help make resources easily accessible and easy to understand the path to creating a new business.
 Project Lead: Local EDA's
 Potential Project Partners and Regional Resources: Minnesota West Community and Technical Colleges, SBDC, Minnesota Department of Employment and Economic Development (DEED), SWMN PIC, UMRVDC, Lenders, Gap Lenders, Foundations, University of Minnesota Extension, Southwest Initiative Foundation (SWIF)

3. **Infrastructure** – Improving, maintaining and financing infrastructure to support economic development in the region including but not limited to: housing, water/sewer, transportation (roads, air, trains, sidewalks, etc), broadband (fiber, wi-fi, cable), parks and trails, commercial buildings (innovation centers), industrial parks (lot development, spec buildings, incubators)
 Project Lead: Local Units of Government
 Potential Project Partners & Regional Resources: State and Federal Agencies, UMRVDC, Cities, Counties, local, EDA's Advisory Councils, Minnesota Department of Employment and Economic Development (DEED), University of Minnesota Extension

4. **Maximizing Skills & Talent in the Region** – Develop and better utilize existing programs to keep, retain and retrain employees and residents in the region.

Project Lead: SWMN PIC
 Potential Project Partners & Regional Resources: Minnesota Department of Employment and Economic Development (DEED), Small Business Development Centers (SBDC), Southwest Initiative Foundation (SWIF), local EDA's, University of Minnesota Extension, Schools, Minnesota West Community & Technical College

5. **Economic Competitiveness** – Ensure current information is updated in existing databases such as MNProspector, MNWorks, ISEEK, SW MN CORE. Make sure that we are utilizing free tools to help entrepreneurs' to access business start-up resources.
 Project Lead: Local EDA's
 Potential Project Partners and Regional Resources: Minnesota Department of Employment and Economic Development (DEED), Southwest Initiative Foundation (SWIF), UMRVDC, Cities, Counties, University of Minnesota Extension

6. **Livability/Healthy Communities** – Creating an attractive environment for economic development by promoting, maintaining, and improving the quality of life in the region. Farmers markets, public art, safe routes to schools and addressing other healthy lifestyle factors in communities.
 Project Lead: Individual local units of government
 Potential Project Partners and Regional Resources: Cities, Counties, UMRVDC, Southwest Initiative

Foundation (SWIF), University of Minnesota Extension, Schools

7. Shovel Ready Sites – Inventory available sites (industrial and commercial), identify gaps, develop shovel ready sites (by applying for state and federal funding) and market their availability to attract and retain commercial and industrial businesses.
Project Lead: Local EDA's
Potential Project Partners and Regional Resources: Minnesota Department of Employment and Economic Development (DEED), UMRDC, Cities, Counties, local EDA's, University of Minnesota Extension
8. Regional Coordination – Create opportunities for board members and staff from ED groups in the region to share ideas and discuss ways to work together. Develop joint marketing initiatives to let people know what opportunities exist in the region.
Project Lead: UMRDC

Potential Project Partners and Regional Resources: University of Minnesota Extension, Southwest Initiative Foundation (SWIF), local EDA's, Prairie Five County Action Council local chambers, civic groups

9. Regional Resiliency – Identify and invest in opportunities and projects that would increase the region's resiliency to natural and man-made disasters. Develop economic response plan, work with FEMA on hazard mitigation planning and projects, etc.
Project Lead: County Emergency Managers
Potential Project Partners and Regional Resources: State and Federal Agencies such as the Minnesota Department of Homeland Security and Emergency Management (HSEM) and Federal Emergency Management Agency (FEMA), Cities, Counties, UMRDC, University of Minnesota Extension

Regional Priority Projects – Infrastructure

For the purposes of the CEDS, infrastructure includes water, sewer, storm sewer, gas, electric, telecommunications (broadband), highways, streets, airports and railroads. All of these infrastructure components are vital to the economy of the region. As a result, infrastructure projects are listed as one of the priority project areas the Region 6W CEDS will focus on.

The UMVRDC works with many communities in the region on infrastructure planning and securing funding for infrastructure projects. The following is a list of potential infrastructure projects, project leads and estimated costs (if known). As the CEDS is updated and reviewed each year, projects and funding

sources will be added and/or removed as needed. The list of projects below was collected over time with a survey in April 2012 and project updates received in spring 2013.

Prioritization of Projects

Projects eligible for EDA funding will be prioritized as higher priority for purposes of this CEDS document. However, projects with community commitment combined with readily available resources from any source will move projects to the highest priority as we believe in moving projects forward as energy, resources and opportunities are available to initiate them.

Community	Project(s)	Project Lead	Estimated Cost	EDA Eligible
Big Stone County				
Big Stone County	Relocate Correll Shop to Odessa	County	\$175,000	
Big Stone County	Courthouse – energy efficiency upgrades (windows, lights and doors)	County	\$300,000	
Beardsley				
Barry	Wastewater Needs			
Graceville	Street Repairs			
Graceville	Sewer Project - All new collection system, new main lift station, generator	City	\$4,500,000	
Graceville	Water Project	City	\$2,200,000	
Johnson				

Clinton				
Ortonville				
Odessa				
Correll				
Swift County				
Appleton				
Holloway	Potential Business Expansion	Private Business	Unknown	
Danvers				
Clontarf				
Benson				
DeGraff				
Murdock				
Kerkhoven	Well Project	City	Unknown	
Kerkhoven	Sewer Project	City	Unknown	
Kerkhoven	Street Improvements	City	Unknown	
Chippewa County				
Chippewa County	Replacing boilers and chillers with high efficiency natural gas forced air furnaces and air conditioner units.	County	\$112,000	
Chippewa County	Replace outdated transformers.	County	\$80,000	
Chippewa County	Replace emergency generator with one that will power entire courthouse building.	County	\$260,000	
Chippewa County	Re-seal windows, repair outside of building	County	\$22,000	
Chippewa County	Community Service Center	County	Unknown	
Chippewa County	Road and Bridge	County		
Chippewa County	Highway Projects: 2014 \$1,260,000 2015 \$1,370,000 2016 \$3,975,000 2017 \$1,525,000	County	\$10,789,000	

	2018 \$2,680,000 2019 \$3,010,000			
Chippewa County	Construct new cold storage building for emergency response equipment and other county equipment	County	\$250,000	
Milan				
Watson	New City Hall	City	Unknown	
Watson	Rail Redevelopment	City	Unknown	
Watson	City Park Improvements	City	Unknown	
Montevideo				
Clara City				
Maynard				
Lac qui Parle County				
Lac qui Parle County	Data Center Recruitment	LqP EDA/County		
Lac qui Parle County	Resident Recruitment Program	LqP EDA/ County	Unknown	
Lac qui Parle County	Micro-loan Program	LqP EDA/County		
Louisburg	Individual sewer systems and clusters	City	\$360,000	
Bellingham	Community Center / City Hall	City	Unknown	
Nassau	Removal of abandoned properties – removal of buildings that pose safety threat	City	Unknown	
Nassau	Hard Surfacing Streets	City	Unknown	
Marietta				
Madison	WWTP Renovation	City	PFA Financed \$3,410,000	
Madison City Broadband	The local government will partner with a local communication cooperative to provide an all	City	\$4,000,000+	

Project/Underground Electric Service Lines (no approval yet, only in information gathering stage)	fiber network to each building in the entire Madison, Minnesota exchange. This fiber network will also connect to a regional and statewide fiber optic ring system.			
Madison	Swimming Pool Renovations – create zero-depth entry area and waterslide	City	\$750,000	
Madison Fire Department	Replace Fire Rescue Vehicle	City	\$69,000	
Madison	Playground Equipment – install new equipment in a couple parks	City	\$50,000	
Madison EDA	Fairway View Addition – Housing Development, developed 6 new residential lots in the Fairway View 1st Addition	EDA	\$160,000	
Madison	Fiber to the Premise (FTTP) Deployment	City / County EDA	Unknown	
Dawson	Water & Wastewater Treatment Improvements	City	\$3,000,000	
Dawson	Sports Complex Improvements (bathrooms/concessions)	City	Unknown	
Dawson	Community Trail	City	Unknown	
Dawson	Implementation of Comprehensive Street Plan	City	\$2,500,000	
Dawson	Industrial Park Road Completion	City	\$500,000	
Dawson	Public Works Building	City	\$2,500,000	
Dawson	Street Reconstruction & Pumping Station	City	\$3-4,000,000	
Dawson	Housing Ready Lots	City/Developer	Unknown	
Boyd				
Yellow Medicine County				
Canby				
Porter				
St. Leo				

Clarkfield	Community Center	City	\$239,000	
Hazel Run				
Granite Falls	Wastewater Treatment Facility Improvements	City	\$5,390,000	
Granite Falls	Industrial Park Building	City	\$1,000,000	
Granite Falls	Library / Senior Center	City	\$3,000,000	
Granite Falls	Fire Hall	City	\$2,500,000	
Granite Falls	School Building – preservation, renovation and maintenance	City/School District	\$9,481,850	
Hanley Falls				
Wood Lake	Park and street improvements	City	Unknown	
Echo				
Upper Sioux Community				

Performance Measures

The following performance measures will be used to measure the success of this strategy in strengthening and diversifying the Upper Minnesota Valley Region:

- The level and frequency of participation by government, business and community leaders in projects.
- The level and frequency to which UMRDC staff interact with communities within the region to provide assistance toward identified projects and programs.
- Number of jobs created per project.

Over the next five years, the anticipated results will come from implementing strategies identified in Section 1, efforts to move forward the non-infrastructure priority projects in Section Four and the completion of infrastructure projects also identified in Section Four.

Jobs to be created:

According to the MN Department of Employment and Economic Development available data, it is estimated that the average number of jobs in the region is 18,370. We anticipate losing 550 jobs over the next five years or 3% of existing jobs due to the changing demographics (like our declining workforce, aging population and overall decrease in population) and modernization of technologies. However, we anticipate we will gain approximately the same amount of

jobs due to newcomers to the region and expansion of economic clusters and niche industries which would equal a retention rate of approximately 3%.

Number of Investments:

It is estimated that over the next five years a minimum of three new investments will be undertaken in the region representing an anticipated investment of greater than \$1,000,000. These estimates were based on analysis of former GPRA reports.

It is anticipated that over the next five years, the private sector will invest more than \$3,000,000 in the region after the CEDS is implemented. This estimate is based on analysis of past CEDS reporting and potential investments discussed as part of the planning process.

Changes in the economic environment of the region are anticipated to include:

- existing clusters will grow and new clusters will be added
- manufacturing will remain stable or grow slightly
- entrepreneurs will be attracted to the area due to its natural amenities and entrepreneurial friendly atmosphere

- the region's tourism economy will continue to grow
- the area will retain its existing population, increasing the need for healthcare related services
- the number of small business start-up will increase
- the number of youth (former residents) returning to the region to live and work will increase
- housing issues in the region will be addressed to accommodate new demands from newcomers and the transitional housing needs of current residents

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Section Four: Disaster Recovery and Economic Resiliency

Pre-Disaster Preparedness

Each of the Upper Minnesota Valley's five counties have their own FEMA approved All-Hazard Mitigation Plan. These plans are updated every 5 years and identify goals and strategies to reduce the impact of potential disasters. The UMRDC actively works with county emergency managers on keeping the plans updated and implementing the projects identified within the plans

The UMRDC will continue to provide education and awareness about the economic impacts of disasters, recovery, best practices and customize action steps that work towards economic resiliency.

Post-Disaster Action Steps

In the event that any one of our communities needs to respond to disaster, the following steps shall be attempted to assist the community with their economic recovery efforts.

Step 1: Contact the community and (if desired) establish a business recovery center (BRC) as quickly as possible

Step 2: Select an appropriate location for the business recovery center

Communities typically establish recovery centers in a central location to provide close access to affected businesses. Examples include conference space of a local business, the local chamber office, a vacant building space, or a FEMA trailer.

Step 3: Reach out to local, regional and federal partners

Coordinate the outreach to local, regional and federal partners so the center has representation from a multitude of private, nonprofit, and government service providers. Counselors should be prepared to educate businesses on the various financial and technical assistance services available, as well as to provide guidance for application processes.

Step 4: Develop a marketing and promotion campaign to advertise the center's location and services

Communication with businesses could be a major issue if telecommunication lines are down. Alternative promotion methods should be considered, such as canvassing flyers directly to impacted businesses, using the local media, particularly radio advertising and advertising on billboards with a hotline number.

Bringing together the various economic development organizations within the affected area will ensure out-reach to a variety of networks and help maximize advertising efforts; about available resources. For example, chambers of

commerce are likely to have the largest network of small businesses. Make sure the local government is advertising the BRC on its website for emergency information as well as posters/flyers at city hall and the disaster recovery center.

Step 5: Gather intelligence on how the local businesses have been impacted economically by the disaster

Consider disseminating an outreach survey for local business owners to complete to gather intelligence on how the local businesses have been impacted economically by the disaster, and determine what programs or information they need in the short and long term.

Step 6: Be prepared to keep the Business Recovery Center open anywhere from a few months up to a year.

Hazard Mitigation Projects

Relevant projects identified within the county hazard mitigation plans have been included in the community projects / identified needs list within this document. Identified projects are to be implemented as soon as funding and resources are available to move them forward.

Steps and guidance taken from: <http://restoreyoureconomy.org/recovery/economic-development-professional-role/>

Appendix A: UMVRDC Commissioners / CEDS Governing Board

BIG STONE COUNTY:

Brent Olson, Ortonville – County Board

Scott Rixe – Graceville – Municipalities

Harold Rusty Dimberg, Ortonville – Townships

CHIPPEWA COUNTY:

Jim Dahlvang, Montevideo – County Board

Debra Lee Fader, Montevideo – Municipalities

Jim Schmaedeka, Clara City – Townships

LAC QUI PARLE COUNTY:

Graylen Carlson, Madison – County Board

Jeff Olson, Dawson – Municipalities

Mark Bourne, Dawson – Townships

SWIFT COUNTY:

Gary Hendrickx, Appleton – County Board

Heather Giese, Appleton – Municipalities

Warren Rau, Appleton - Townships

YELLOW MEDICINE COUNTY:

Gary L. Johnson, Montevideo – County Board

Scott Peterson, Granite Falls – Municipalities

VACANT – Townships

TRIBAL COUNCIL REPRESENTATIVE:

VACANT – Upper Sioux Community

SCHOOL BOARD REPRESENTATIVES:

Brett Buer – Dawson-Boyd School Board

Kathi Thymian – Ortonville School Board

PUBLIC INTEREST GROUP REPRESENTATIVES:

Bruce Swigerd, Ortonville – Prairie Five CAC, Inc.

Juanita Lauritsen, Montevideo – Work Force Council

Vicki Oakes, Ortonville - EDA

Appendix B: Adopting Resolution

RESOLUTION
Adopting the Region 6W
2013 Comprehensive Economic Development Strategy

WHEREAS, the Upper Minnesota Valley Regional Development Commission (UMVRDC) is committed to improving the economic conditions of Region 6W (counties of Big Stone, Chippewa, Lac qui Parle, Swift and Yellow Medicine) and its people, businesses and local governments; and

WHEREAS, the UMVRDC serves as the Region 6W Economic Development District (EDD); and

WHEREAS, a CEDS was developed in 2013 that reflects the specific economic challenges and opportunities of the region and contains the key CEDS elements of analysis, vision, action plan and evaluation; and

WHEREAS, input from communities in each county was solicited in order to ensure broad geographic representation; and

WHEREAS, the CEDS Strategy Committee has recommended that the 2013 CEDS be approved by the CEDS Governing Board for submission to the Economic Development Administration; now,

THEREFORE, BE IT RESOLVED, that the CEDS Governing Board, in making a commitment to support the economic development activities of the region, hereby adopt the Region 6W 2013 Comprehensive Economic Development Strategy (CEDS) as presented.

Adopted this 25th, day of June, 2013

By:

Attest:

Gary Hendrickx

UMVRDC Chairman

Dawn E. Hegland

UMVRDC Executive Director