



Upper Minnesota Valley
REGIONAL DEVELOPMENT COMMISSION
Helping Communities Prosper

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Comprehensive Economic Development Strategy (CEDS) 2009 – 2012

2010 Annual Report

EDA Planning Grant 06-83-05393

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Introduction

This report summarizes the Upper Minnesota Valley Regional Development Commission's (UMVRDC) economic development activities within the Economic Development District (EDD) of Region 6W (Counties of Big Stone, Chippewa, Lac qui Parle, Swift and Yellow Medicine). This report represents the CEDS Annual Performance Report for the current EDA Planning Grant. The required activities of the District follow the "Scope of Work" that was provided with the EDA Planning Grant. All planning staff is in part responsible for implementing planning activities within the region including economic development programs and projects listed in this report. Staff personnel remains the same as outlined in our 2009 planning grant.

Upper Minnesota Valley Regional Development Commission (UMVRDC)

The UMVRDC was created by the RDC Act of 1969 that authorized the establishment of regional development commissions to work with and on behalf of local units of government to develop plans or implement programs to address economic, social, physical, and governmental concerns of each region of the state. The UMVRDC assists with developing and implementing plans and programs for local units of government throughout the five county regional boundaries in western Minnesota. The UMVRDC is one of nine regional development commissions throughout the State of Minnesota.

UMVRDC Mission Statement

"Enable the region to thrive by assisting local units of government."

UMVRDC EDD & CEDS

The UMVRDC provides leadership for the preparation and maintenance of the region's Comprehensive Economic Development Strategy (CEDS), assist in the implementation strategies identified in the CEDS, and provide technical assistance to economic development organizations in the region as required by the Economic Development Administration (EDA) as the designated Economic Development District (EDD). The EDD designation and approved CEDS qualify all counties and municipalities within our region for EDA grant assistance programs. In 2008, the UMVRDC approved and submitted our CEDS Update to EDA which we are currently implementing. In 2009, EDA approved a 3 year planning grant cycle for the UMVRDC which provided a new reporting timeline that will require a full CEDS Update to be submitted in 2012.

The UMVRDC CEDS is the result of a continuous regional economic development planning process in our five-county region. The meetings of the CEDS Strategy Committee were held throughout the 2010 fiscal year of July 1st – June 30th. The purpose of these meetings was to provide an opportunity for stakeholders to offer guidance, oversight and input into the CEDS planning process and the annual report. The primary goal of these meetings was to review and update the projects, goals and strategies to reflect accomplishments and changes over the past year to continue working towards consensus on regional priority projects and enhance performance measures. Input from these meetings is used to update our CEDS on an on-going basis. The UMVRDC sees the CEDS as a tool to create and retain jobs, promote a more stable and diversified local and regional economic and improve living conditions and the quality of life of the region.

EDD & CEDS Benefits

The UMVRDC's designation as an EDD is beneficial to our five-county region in a number of ways including:

1. Creates a platform for regional planning that identifies local projects and opportunities for collaboration.
2. The EDD is available to provide technical assistance to local government on their economic development activities, programs and grant applications.
3. Regional economic development partnerships are enhanced.
4. The EDD creates the potential for additional federal funding.

CEDS Strategy Committee

The CEDS Strategy Committee is established through appointment by the UMRDC as the entity responsible for the EDA planning grant. The CEDS Strategy Committee is responsible for developing, updating or replacing a strategy in the CEDS and is the principal facilitator of the economic development planning and implementation process. As outlined in the Federal guidelines, its members represent all major interests in the community, both public and private to ensure viewpoints of all segments of the community are considered and to take advantage of local skills and resources in program development and implementation. The following individual served on the 2009 CEDS Strategy Committee, which reflects changes as a result of the 2008 election cycle. Additional information on the composition of the CEDS Strategy Committee is located in Appendix A.

Brett Buer – Dawson/Boyd School Board Member

Nancy Strand – Mayor of Milan / Private Business Owner

Pam Lehmann – Executive Director, Lac qui Parle Economic Development Authority

Ron Ronning – Mayor of Appleton

Kim Mitchell – Lac qui Parle Valley School Board Member

Craig Randleman – Ortonville City Council / Private Business Owner

CEDS Meetings

The UMRDC combines the CEDS Strategy Committee meetings with regularly scheduled UMRDC meetings to increase attendance, solicit greater input and reduce meeting redundancy. The committees share many of the same elected officials and stakeholders and engage interested individuals from all over the five-county region. Unless posted otherwise all meetings take place at the UMRDC's office located at 323 W. Schlieman Ave Appleton, MN 56208.

Partners & Resources for Economic Development

CITY

- City government
- City economic development authorities/organizations
- City housing and redevelopment authorities

COUNTY

- County government
- County economic development authorities/organizations
- County rural development finance authorities
- County housing and redevelopment authorities

REGIONAL

- Upper Minnesota Valley Regional Development Commission
- Region 6W CEDS Committee
- UMRDC Revolving Loan Fund
- Western Minnesota Prairie Waters & CVB
- Southwest Minnesota Initiative Foundation
- Praireland Economic Development Corporation
- Southwest Minnesota Private Industry Council
- Southwest Minnesota Economic/Workforce Development Committee
- West Central Sustainable Development Partnership
- Center for Small Towns – University of MN, Morris
- Prairie Five Community Action Council
- Southwest Minnesota Housing Partnership
- Minnesota Small Business Development Center
- Entrepreneur Assistance Network

Partners & Resources for Economic Development - continued

STATE

- Minnesota Department of Employment and Economic Development
- Explore Minnesota Tourism
- Minnesota Department of Natural Resources
- Minnesota Department of Administration – State Demographer
- Minnesota Department of Public Safety
- Minnesota Department of Transportation
- Minnesota Department of Economic Security – Minnesota Workforce Center

FEDERAL

- United States Department of Commerce, Economic Development Administration
- United States Department of Agriculture – Rural Development
- Housing and Urban Development
- Federal Emergency Management Agency

EDUCATION

- University of Minnesota Extension Service
- Area technical and community colleges
- Local school districts

OTHER

- Local chambers of commerce
- Local business associations/groups
- National Association of Development Organizations

Geography

Region 6W is located along the South Dakota border in west central Minnesota. Region 6W consists of Big Stone, Chippewa, Lac qui Parle, Swift and Yellow Medicine counties. The 2000 census identifies 3,346 square miles of land area within the region. There are thirty seven cities and ninety nine townships in the region. Of the region's thirty seven (37) cities 70% or at least twenty five (25) of our communities have populations of less than 500.

The larger communities (populations over 1,000) in the region include: Appleton (2,950), Benson (3,049), Canby (1,710), Clara City (1,310), Dawson (1,357), Granite Falls (2,908), Madison (1,563), Montevideo (5,233) and Ortonville (1,974). These communities are the commercial / industrial centers of the region based on their respective population densities. Outside these urban areas, a rural atmosphere including smaller communities, parks, farms, lakes, and prairie lands all contribute greatly to the local and regional economies.



Demographics & State of the Regional Economy

The UMRDC Region is comprised of Big Stone, Chippewa, Lac qui Parle, Swift and Yellow Medicine counties. The region is estimated to be home to 45,784 persons according to the State Demographic Center's recent release of 2009 population estimates. Aging populations and overall population decline and outmigration continue to be regional challenges. Table 1 demonstrates that most of the 2009 estimates are already less than the 2010 projections including our overall regional population. The three counties with 2010 population projections greater than the 2009 estimate are all within 100 persons as highlighted below. These figures indicate that we may be declining faster than our projections predicted.

Chippewa County had the least amount of population change at 5.4% and has the largest population with Montevideo serving as our regional center and the largest City in our five county region. Lac qui Parle County has had the most significant loss of population at 10.6% followed by Swift County and Yellow Medicine County at 9.5% and 9.4% respectively.

Table 1 Population Trends & Projections

Jurisdiction	2000 Population	2009 Estimated Population	2010 Population Projection	% of Pop Change from 2000
Big Stone	5,820	5,327	5,290	-8.50%
Chippewa	13,088	12,379	12,790	-5.40%
Lac qui Parle	8,067	7,213	7,120	-10.60%
Swift	11,956	10,825	10,800	-9.50%
Yellow Medicine	11,080	10,040	10,100	-9.40%
6W Region	50,011	45,784	46,100	-8.50%
Source: Minnesota State Demographer Center				

Unemployment rates in Region 6W have been increasing over the last few years but not as sharply as US unemployment rate from 2008 to 2009 and 2009 to 2010. In the last ten years most of Region 6W has fluctuated in the 4-5% unemployment range. Table 2 shows only once over the last ten years during June has the regional unemployment rate exceeded the US unemployment rate.

The following tables (Table 2 & Table 3) illustrate the unemployment trends of the UMRDC EDD over the last 10 years.

The unemployment table below shows individual county unemployment rates over the last ten years. Swift County has experienced the most significant unemployment in 2009 and 2010 with rates of 6.31 and 7.23 respectively exceeding the regional unemployment rate in both years and the US unemployment rate in 2009. In the last eight years Swift County's unemployment rate has been higher than the regional unemployment rate. Lac qui Parle County has always had the smallest unemployment rate and remains consistently less than the regional and US unemployment rates.

In the last ten years, only once has the regional unemployment rate exceeded the US unemployment rate. In 2001 the regional unemployment rate was 4.40 while the US unemployment rate was 4.12 as highlighted below.

Table 2 – 24-month Average Unemployment Rates

Year (June)	Big Stone County	Chippewa County	Lac qui Parle County	Swift County	Yellow Medicine County	Region 6W	United States
2010	5.94	6.89	5.89	7.23	5.95	6.47	8.35
2009	5.55	5.74	5.24	6.31	5.29	5.65	6.29
2008	4.79	4.37	4.25	5.27	4.42	4.60	4.74
2007	4.57	4.02	3.92	4.74	4.20	4.26	4.68
2006	4.65	4.18	4.00	4.61	4.44	4.35	5.06
2005	4.80	4.83	4.38	4.95	5.00	4.82	5.54
2004	4.56	4.96	4.18	4.89	5.20	4.83	5.85
2003	4.38	4.74	3.90	4.90	5.21	4.70	5.69
2002	4.38	5.02	3.94	4.58	5.05	4.68	4.82
2001	4.20	5.14	3.55	4.08	4.49	4.40	4.12
2000	3.93	4.65	3.18	3.67	4.03	3.98	4.22

Sources: U.S. Bureau of Census, Labor Statistics, and Economic Analysis; generated by STATS America.

The table on the next page shows labor force in the region has fluctuated between 24,000 and 26,000 persons. The labor force in 2009 remained on the high-end with 26,063 persons. Unemployment numbers rose sharply from 2008 to 2009 (over 1%). The 2009 regional increase in unemployment has been the most significant increase in the last ten years.

Table 3 Region 6W Local Area Unemployment Statistics

Year	Labor Force	Employment	Unemployment	Unemployment Rate (June)
2009	26,063	24,209	1,804	5.65
2008	25,231	23,899	1,332	4.60
2007	24,953	23,809	1,144	4.26
2006	24,933	23,905	1,028	4.35
2005	24,799	23,772	1,081	4.82
2004	25,080	23,856	1,224	4.83
2003	25,457	24,175	1,282	4.70
2002	25,960	21,135	1,185	4.68
2001	26,269	25,019	1,250	4.40
2000	25,415	24,348	1,067	3.98

Source: Bureau of Economic Analysis

Economic Development Performance Measures:

According to the Economic Development Administration, the following are performance measures that can be used to evaluate successful development and implementation of the CEDS:

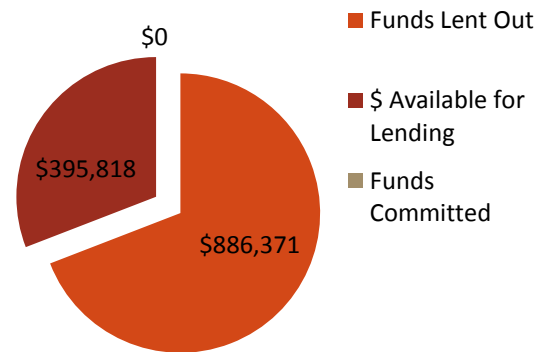
- Number of jobs created
- Number and types of investments undertaken in the region
- Number of jobs retained
- Amount of private sector investment
- Changes in the economic environment of the region

However, these are not meant to be the *only* performance measures. A CEDS can benefit from the development of additional quantitative and qualitative measures that enhance and allow the evaluation of progress towards achieving the identified priority goals and projects.

The following tables provide a snapshot of the number of new, expanding and retained businesses using the UMRDC revolving loan fund. Below are the amounts of capital investment and the number of jobs created or retained within the UMRDC region from July 1st 2009 – June 30th, 2010. Total investment in the region from revolving loan fund projects was \$2,391,136. Just as many other economic development districts, the economic recession has impacted our region with slower growth and lenders moving towards more conservative lending practices and more demand for gap financing partners.

UMVRDC EDD New & Expanding 2009 (using the RLF)	
Total New Companies	3
Total New Capital Investment	\$238,000
Total New Jobs	15
Total Expanding Companies	2
Total Expanding Capital Investment	\$505,000
Total Expanding Jobs	12
Total Retention Projects	3
Total Retention Capital Investment	\$1,439,636
Total Retention Jobs	28
Total Projects	8
Total Investments (Public & Private)	\$2,182,636
Total Jobs Created & Retained	55

**Revolving Loan Fund Balances
as of June 30th 2010**



Observations & Opportunities

- The UMRDC RLF which provides gap financing to new and expanding businesses in the region closed eight (8) loans totaling \$208,500 in revolving loan funds and \$2,182,636 in private funds totaling \$2,391,136 in new projects.
- These eight loans together created and retained a total of fifty five (55) jobs. The RLF plan sets a goal of one job for every \$10,000 lent out. A total of \$208,500 was lent out this year making the cost per job just under \$3800 exceeding our job creation to dollars lent out goal.
- Swift County the most jobs created and retained in the region with 35 of the 55 jobs reported. The other twenty jobs were in Chippewa and Yellow Medicine Counties.
- Swift County was the most active county for RLF lending. Of the eight loans closed five (5) of the loans were in Swift County and three (3) were in Yellow Medicine County (one business has a second location located in Chippewa County).
- A major regional challenge has been the displacement of over 200 workers with the closing of Prairie Correctional Facility in Appleton (Swift County). Despite this major employer closing two new businesses opened in Appleton adding 13 jobs to the community.
- Several smaller manufacturing companies have had layoffs throughout this last year, some have been able to bring back some the laid off workers but overall the companies remain at lower staffing levels than they originally started with.
- The balances available at the UMRDC for lend are strong. To further market the availability of funds and promote the RLF, RDC staff plan to visit all EDA's during the next fiscal year. Most revolving loan fund referrals come from other economic development agencies and local lenders showing strong awareness of the revolving loan fund program.

Past Year's Activities & Services

During the past year the UMRDC has been involved with the following projects, conferences and meetings in support of economic development in our region and throughout the state. The following list provides an overview of our activities and services in 2009.

- The UMRDC completed a broadband provider survey/study with the help of the Blanding Foundation. Many of the recommendations will be implemented in the new broadband project listed below called Minnesota Intelligent Rural Communities.
- The UMRDC assist the City of Appleton with a Department of Commerce EDA application for fiber infrastructure.
- UMRDC staff completed more than 20 business visits throughout the region.
- The UMRDC hosted monthly entrepreneurship classes that have assisted 8 entrepreneurs to-date.
- The UMRDC participated in a group that launched the Southwest Minnesota CORE website for entrepreneurs: <http://www.swmncore.com/> The site is averaging 6,000 hits per month.
- The UMRDC coordinated the Rural Lender Roundtable in March 2010 for lenders around the region to learn about SBA updates and discuss commercial lending issues in the region.
- The UMRDC partnered with the Southwest Minnesota Housing Partnership to offer a Rural Housing Workshop to discuss solutions to dilapidated homes, rental units and foreclosures in the region.
- UMRDC staff were contracted with to complete the All-Hazard Mitigation Plan Updates for Big Stone, Chippewa, Swift, Yellow Medicine and the Upper Sioux Community.
- UMRDC staff was contracted to author two grant applications for new fire stations in Granite Falls and Maynard.
- UMRDC staff was contracted with to help the City of Maynard look at options for a new senior living complex.
- The UMRDC was contracted with to complete a strategic planning process resulting in an energy plan for the Upper Sioux Community.

- The UMVRDC authored two Small Cities Development Program applications, one for the City of Appleton and one for the Big Stone County HRA on behalf of the City of Barry.
- The UMVRDC's regional recruitment project was selected by the EDA University Center to be allocated University assistance. The research and planning phases will be complete this fall.
- The UMVRDC was selected as one of the Blandin Foundation's eleven demonstration communities throughout the state to participate in the Minnesota Intelligent Rural Communities (MIRC) project focusing on broadband.
- The UMVRDC is also being contracted by Blandin to do some regional out-reach about new programs and services that will be offered in the region as a result of the MIRC project.
- The UMVRDC was contracted by MNDOT to complete a rural transit study for our region.
- The UMVRDC was contracted to coordinate the 2009 Meander also known as the Upper Minnesota River Art Crawl.
- UMVRDC staff coordinated quarterly Economic Development Professionals (ED Pro's) meetings.
- The UMVRDC was contracted with to complete a zoning update for Swift County.
- The UMVRDC was hired to provide grants administration to manage state or federal funds for eight different communities.
- UMVRDC staff presented at two Kiwanis meetings.
- UMVRDC staff conducted a strategic planning meeting for the City of Ortonville's EDA workgroups.

CEDS Vision Statement

“To Develop and Implement Economic Development Strategies that Promote a More Diverse, Vibrant and Competitive Regional Economy that: Provides Quality Jobs; Offers Opportunity for Youth to Remain in and Return to the Region and Improves the Quality of Life.”

Regional Priority Projects and Project Identification

The list on the following pages represents priority projects for municipalities in the UMVRDC region. The list indicates a strong need for general infrastructure funding. Infrastructure funding will be critical to our region’s competitiveness in economic development. The UMVRDC’s role in assisting municipalities is assessing project needs, targeting the most appropriate sources of funding and preparing and submitting loan and grant applications.

Infrastructure Projects

Project Name	City	County	Total Project Cost	Construction Start Date
Appleton City Broadband Project	Appleton	Swift	\$3,100,000	May-09
Technology Hub	Appleton	Swift		
Replace Deficient Water Main, Loop Dead Ends	Appleton	Swift	\$5,500,000	
New 300,000 gal Elevated Tank	Appleton	Swift	\$750,000	
Water Treatment Plant Upgrade	Appleton	Swift	\$2,000,000	
Sanitary Sewer to Serve Pederson's Estates & Industrial Park	Appleton	Swift	\$750,000	
Replace Deficient Lift Stations	Appleton	Swift	\$550,000	
Upgrade Waste Water Treatment Plant Facility	Appleton	Swift	\$5,000,000	
New Well (700 gallons per minute)	Appleton	Swift	\$250,000	
Replace Deficient Sanitary Sewer	Appleton	Swift	\$4,200,000	
Appleton Rural Broadband Project	Appleton Rural	Swift, Big Stone, Chippewa	\$975,000	May-09
Dusty's Road	Benson	Swift		
City Garage/Community Center/City Hall Energy Efficiency	Canby	Yellow Medicine	\$475,000	
Canby Municipal Swimming Pool Renovation	Canby	Yellow Medicine	\$1,485,000	May-09
Canby High School Roofing Project	Canby	Yellow Medicine	\$450,000	June-09
Canby Elementary Geothermal Heating & Cooling Conversion	Canby	Yellow Medicine	\$1,800,000	June-09
Canby Windsmith Training Tower	Canby	Yellow Medicine	\$750,000	June-09
Clarfield Industrial Park Road	Clarkfield	Yellow Medicine	70,000	June-09
Veblin Project	Clarkfield	Yellow Medicine	1,400,000	June-09
Clarkfield Community Center	Clarkfield	Yellow Medicine	239,000	May-09

Project Name	City	County	Total Project Cost	Construction Start Date
Clarkfield Water improvement	Clarkfield	Yellow Medicine	\$1,700,000	May-09
Big Stone County- Clinton Shop Repair	Clinton	Big Stone	\$40,000	May-09
Dawson Boyd School HVAC	Dawson	Lac qui Parle	\$1,974,677	June-09
Dawson Comprehensive Street Plan	Dawson	Lac qui Parle	\$18,000,000	July-09
Dawson Industrial Park Road	Dawson	Lac qui Parle	\$500,000	June-09
Dawson Public Works Building	Dawson	Lac qui Parle	\$2,500,000	June-09
Dawson Water Tower	Dawson	Lac qui Parle	\$500,000	June-09
Dawson Storm Sewer	Dawson	Lac qui Parle	\$1,000,000	June-09
Granite Falls Water Treatment Plant	Granite Falls	Chippewa	\$11,562,000	June-10
Green energy industrial park building	Granite Falls	Chippewa	\$900,000	August-09
Wind energy project	Granite Falls	Chippewa	\$1,800,000	June-09
Expansion of the library and senior center	Granite Falls	Yellow Medicine	\$2,900,000	September-09
Fire Hall	Granite Falls	Yellow Medicine	\$2,100,000	August-09
Yellow Medicine East School	Granite Falls	Yellow Medicine	\$352,600	June-09
Yellow Medicine East School	Granite Falls	Yellow Medicine	\$9,129,250	June-09
Bert Raney elementary Updates	Granite Falls	Yellow Medicine	\$4,575,775	June-09
Madison City Broadband Project	Madison	Lac qui Parle	\$3,500,000	May-09
Madison Citywide infrastructure	Madison	Lac qui Parle	\$16,400,000	May-09
Subdivision and RV Park	Madison	Lac qui Parle	\$280,000	May-09
Lac qui Parle County Multimedia Conference Room/Emergency Operations Center	Madison	Lac qui Parle	\$20,000-100,000	March-09
Wastewater Treatment Plant	Montevideo	Chippewa	17,000,000	March-09
Airport Maintenance Building	Montevideo	Chippewa	\$200,000	August-09

Project Name	City	County	Total Project Cost	Construction Start Date
Veterans Home	Montevideo	Chippewa	23,000,000	December-09
Fire Hall	Montevideo	Chippewa	2,400,000	June-09
Public Works Facility	Montevideo	Chippewa	2,800,000	April-10
Community Center Expansion	Montevideo	Chippewa	\$200,000	June-09
Early Childhood Center	Montevideo	Chippewa	\$1,600,000	May-11
Water Transmission Line	Montevideo	Chippewa	2,900,000	April-09
Big Stone County- Correll Shop relocation	Odessa	Big Stone	175,000	September-09
Big Stone County Courthouse Repair	Ortonville	Big Stone	\$250,000	April-09
Big Stone County Courthouse Repair	Ortonville	Big Stone	\$50,000	April-09
Law Enforcement Center	Ortonville	Big Stone	2,000,000	June-10
Minnesota River Headwaters Regional Trailhead Project	Ortonville	Big Stone	\$400,000	April-09
Sidewalk-Trail Project	Ortonville	Big Stone	\$175,000	April-09
Water Treatment Plant Upgrade	Ortonville	Big Stone	\$600,000	April-09
Industrial Park Underground Utilities	Ortonville	Big Stone	\$700,000	April-09
Lac qui Parle Valley High School	Rural Madison	Lac qui Parle	\$129,500	June-09
Wireless Coverage to underserved areas	various	Lac qui Parle, Swift, Big Stone, Chippewa, Yellow Medicine	\$1,000,000	June-09
U.S. Highway 59 Safety Improvements		Yellow Medicine	\$10,260,000	Oct. 2009
TOTAL			\$175,297,802	

Other Projects

Non-infrastructure projects identified in the CEDS as high priority are listed below and shorting these key priority areas should be completed when an opportunity presents itself or when funding is available to move a key project forward.

Telecommunication Infrastructure Development: Work with the Department of Commerce EDA, and other agencies and organizations towards the coordination of broadband development and promotion in the region. Specifically, launch broadband applications such as distance learning, tele-health, e-commerce and e-government and conduct feasibility studies for the development of high-bandwidth community networks.

Entrepreneurship: In 2007 an entrepreneurship academy was held in Southern Minnesota and several initiatives were identified and are currently being worked on by UMRDC staff and other partner organizations. To-date the UMRDC has hosted entrepreneurship classes monthly in collaboration with the Southwest Initiative Foundation.

Business Retention & Expansion (BRE): It is our belief that the best source of economic growth and development is our existing companies. Staff makes numerous visits throughout the year to businesses located in the five-county region to check in with businesses and identify ways that we can help companies grow.

Local Foods – Marketing and Capacity Building: For the past several years, there has been a strong push to develop a more robust local/regional food system for economic development as well as for environmental reasons. With the trend towards loss of large farms and higher gas and overall food prices, it would be prudent and timely to explore ways in which local foods can become an economic development engine for our farmers and rural communities and how we can all work together to meet growing market demands.

Renewable Energy Development: Efforts to research alternative/renewable energy sources, local integration policies, business development opportunities and specific energy projects within the region will be continued. By hosting the regional forums we have identified the opportunities and challenges to the development of renewable energy projects in the region. This region has a strong base of value added energy development (ethanol and biomass).

The UMRDC continues to work with the SW MN Workforce Council, Private Industry Council, high schools, colleges and businesses to develop methods for inventorying labor force needs and development of mentoring programs to ensure local businesses can get and retain the labor force they need to succeed.

Tourism Development: Western Minnesota Prairie Waters Convention and Visitors Bureau is a program of the Upper Minnesota Valley Regional Development Commission (UMVRDC). It started in the early 1980's as a small coalition of partners in the region who saw the benefits of collaborating marketing efforts.

Today, Prairie Waters pools resources and works collaboratively on projects for the region. Pooling funds allows us to place advertisements in state and national publications, coordinate regional events, create and maintain a regional website, provide a toll-free hotline for requests, attend trade/travel shows to promote the region and produce regional marketing brochures and direct mail pieces. If individual communities would perform these same functions it would mean spending funds on design software along with a computer system large enough to handle design programs and quality printing, dedicated staff time, travel expenses for trade shows, ad placement, website development and maintenance, toll-free access and charges, publishing and direct mailing expenses. Communities can have a presence in all of these areas while sharing the total expenses stretching those marketing dollars.

APPENDIX A: The CEDS Strategy Committee

The following chart identifies selected and relevant characteristics of the 2010 CEDS Strategy Committee as requested by the Economic Development Administration guidelines found in the Federal Register. The committee is comprised of the following composition:

CEDS Strategy Committee Members

Member	Representing	Position	Economic Interest	Elected Official
Rusty Dimberg	Business	Owner	Private Sector	Y
Brett Buer	Education	School Board Member	Nonprofit	Y
Jim Dahlvang	Business	Owner	Private Sector	Y
Greg Thole	Business	Owner	Private Sector	Y
Gary Hendrickx	Business	Owner	Private Sector	Y
Nancy Strand	Business	Owner	Private Sector	Y
Pam Lehmann	Public / Government	Executive Director	Public Sector	N
Travis Leenerts	Public / Government	Tribal Council Member	Public Sector	Y
Juanita Lauritsen	Workforce	Executive Director	Nonprofit	N
Ron Ronning	Public / Government	Mayor	Public Sector	Y
Kim Mitchell	Education	School Board Member	Nonprofit	Y
Craig Randleman	Business	Owner	Private Sector	Y
Brent Olson	Business	Owner	Private Sector	Y
Gary Johnson	Business	Owner	Private Sector	Y

Economic Sector Representation		
Private Sector / Business	8	57%
Public / Government	3	21%
Nonprofit / Education	3	21%
Total	14	100%