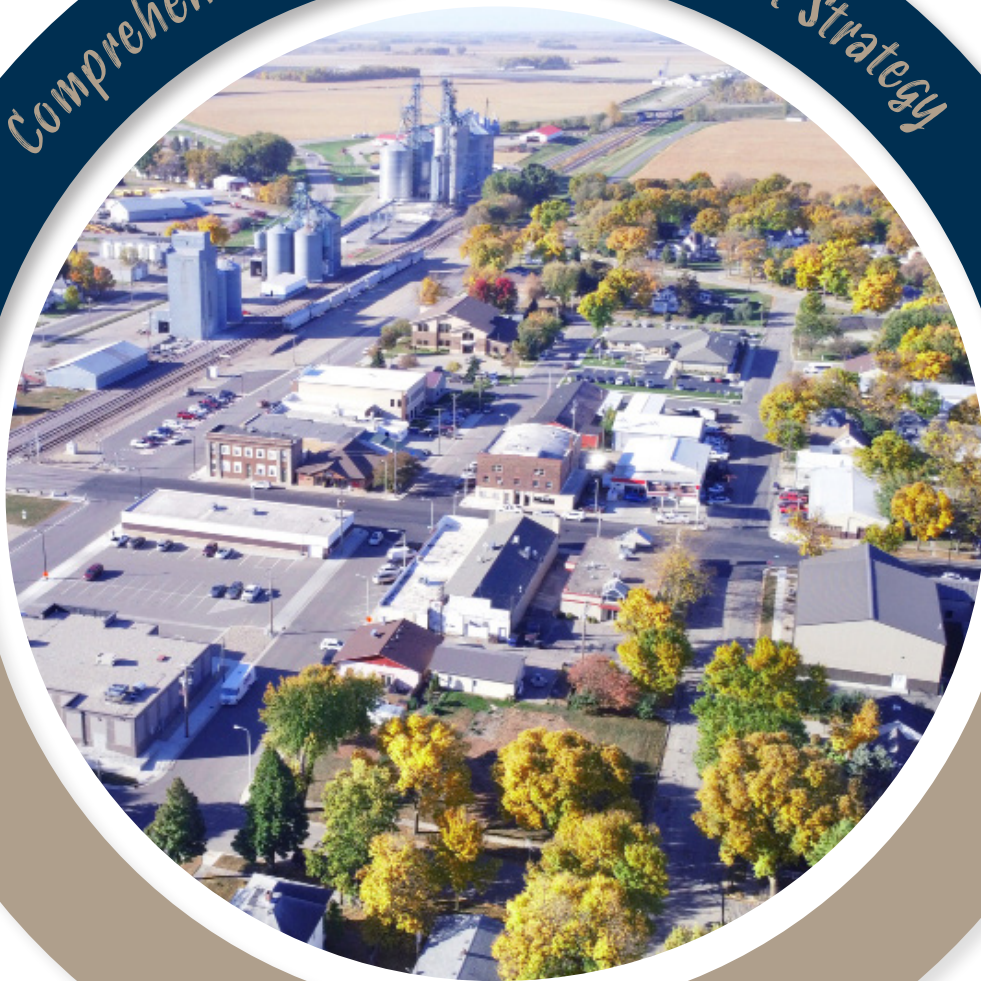


UMVRDC CEDS

Comprehensive Economic Development Strategy

2022



2026

Introduction

What is CEDS?

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

The Upper Minnesota Valley Regional Development Commission (UMVRDC) is a Minnesota regional unit of government established via the state statute Minnesota Regional Development Act of 1969 (MS Sections 462.381 to 462.398). The United States Department of Commerce/Economic Development Administration (EDA) designated the UMVRDC and the counties it serves as a federally recognized Economic Development District, which allows for eligibility for program assistance under Title IV of the Public Works and Economic Development Act of 1965, which establishes “appropriate multicounty districts for the purpose of fostering and promoting economic growth.”

To retain the Economic Development District designation, the UMVRDC agrees to create a CEDS through a highly involved civic engagement process. A new CEDS is created every five years, with annual progress reports submitted to EDA. The UMVRDC also retains this designation through the establishment of a governing body made up of the UMVRDC Commissioners. 2021 marked the year that all Regional Development Commissions in Minnesota will be updating their

Comprehensive Economic Development Strategies (CEDS) in alignment with the 2019 DevelopMN Plan, an economic development strategy for Greater Minnesota.

The CEDS is intended to create a roadmap for intentional collaboration, strategic program development and support for policy and investments in the counties of Big Stone, Chippewa, Lac qui Parle, Swift and Yellow Medicine. This CEDS will demonstrate the particular goals and strategies that the UMVRDC will strive for from 2022 – 2027.

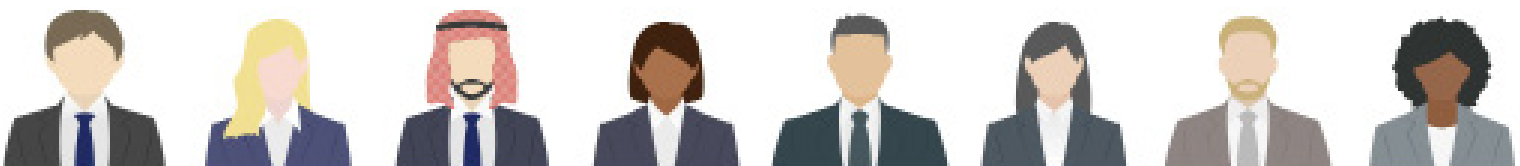
The UMVRDC CEDS is utilized to advance projects and programs that impact our regional economic prosperity, environmental stewardship, and quality of life for ALL people of the region. Many federal agencies give preferred status and additional points in competitive grant applications to projects and programs that align with the CEDS. The UMVRDC works with many partners throughout the region/state/nation in a leadership or subservient capacity to implement the strategies within the CEDS.

The Process

When designing the Comprehensive Economic Development Strategies (CEDS) process, the UMVRDC aimed to do two things:

- 1). Ensure that our CEDS aligned with statewide goals yet give our goals and strategies regional context based on regional trends and data.
- 2). Try to make the CEDS Process as inclusive as possible.

Having these focuses in mind helped the UMVRDC develop goals and strategies that fit not just the economic needs of our region, but also made sure that the goals that we are developing will help lead to success for all people who live here.



DevelopMN

Minnesota Association of Development Organizations (MADO) is comprised of 10 Minnesota Regional Development Organizations (RDOs) whose purpose is to promote and create economic prosperity in Greater Minnesota. This is accomplished through alignment of a strong network of RDOs, the communities they serve, and the federal and state agencies that share their commitment. Since 2016, MADO has worked collaboratively on DevelopMN throughout Greater Minnesota. DevelopMN has created a common framework for regional economic development that is supported and used by all the development organizations in Greater MN. This common framework is similarly being used to guide local regional CEDS plans to ensure the greatest alignment when appropriate, to create comparable baseline data as well as identify the unique opportunities and strengths in each region.

DevelopMN's plan is based on SMART goals and the 4 Cornerstones. SMART stands for:

Specific: target a specific area for improvement.

Measurable: quantify or at least suggest an indicator of progress.

Attainable: assure that an end can be achieved.

Realistic: state what results can realistically be achieved, given available resources.

Time-related: specify when the result(s) can be achieved.

4 Cornerstones



Community Resources

Greater Minnesota communities seek to maintain rural values, their heritage and the assets that support them. Community Resources includes topics that balance the preservation and improvement of local social, cultural, and natural assets that are critical for the future.



Human Capital

Developing, retaining, and attracting talent are critical for Greater Minnesota to sustain and grow rural businesses and communities. Tracking the characteristics of the labor force and the needs of employers, and creating strategies for alignment between the two, are the foundation for this cornerstone



Economic Competitiveness

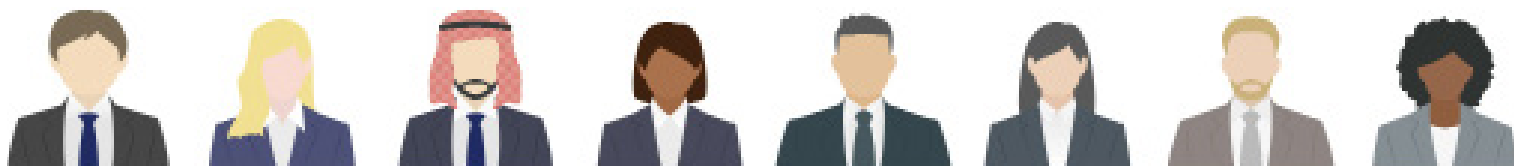
Making Greater Minnesota an attractive environment for growth is critical to creating jobs, improving living standards and financing necessary public services. Economic Competitiveness requires communities to develop and link all available assets to support innovation and encourage business growth.



Foundational Assets

Greater Minnesota communities require proactive and collaborative approaches/ strategies to address infrastructure needs in a cost-effective manner. Managing the access to, maintenance, replacement and growth of these assets are key to preserving and maintaining communities and provide for growth opportunities. Foundational assets include aboveground and below-ground infrastructure such as housing, transportation, utilities, and water. Broadband and green energy technologies are also important to include in foundational assets to ensure that our region can keep up with the times.

As we proceeded with creating our CEDS, we used these cornerstones to frame our discussions with the CEDS Strategy Committee and the public.



Process & Timeline

An economic development snapshot

The process to complete the CEDS was a mixture of independent data research, meetings with the CEDS strategy committee, public outreach, and meetings amongst UMRDC staff. Below is a timeline describing the process in more detail along with a timeline to show where time was allocated in developing the CEDS.

February - April 2021

- Research into regional trends and collecting data on these trends
- Compared the last CEDS to the collected data to see if the goals were reached
- Put together CEDS Strategy Committee

May 2021

- Held 1st Strategy Committee Meeting
- Reviewed previous CEDS goals
- Conducted SOAR Analysis
- Reviewed SOAR Analysis results
- and developed a community outreach campaign based on results and discussions during the Strategy Committee Meeting
- Combination of survey and interviews

June - August 2021

- Survey
- Circulated throughout the region during time period
- Spread through email, presenting at local EDA meetings, UMRDC Board of Commissioners meetings, word of mouth
- Interviews
- Collected interviews completed by Southwest Minnesota Private Industry Council
- Interview w/Audrey Fuller, Tribal Planner for the Upper Sioux Community
- Other outreach
- Visited and made connections with the Micronesian community in Milan, MN



September 2021

- 2nd CEDS Strategy Committee Meeting
- Reviewed survey/interview results
- Using results and data collected throughout CEDS Process, trends were identified and priorities for the region were decided
- Brainstormed draft SMART Goals for the CEDS

October - November 2021

- UMRDC Staff worked internally to review all data, public outreach results, and discussions from 2nd CEDS Strategy Committee meeting to write the final SMART Goals for the CEDS
- 3rd CEDS Strategy Committee Meeting
- Review SMART Goals that were written internally by staff
- CEDS Document written and formatted
- Draft finished November 2021
- Draft approved by UMRDC Board of Commissioners to be released for public comment for 30 days

November 2021 - January 2022

- Public review of draft for 30 Days for comment and edits
- 4th CEDS Strategy Committee Meeting
- Review Draft of the CEDS
- Edit and revise as necessary
- UMRDC Board of Commissioners adopt at January 2022 meeting
- Submit CEDS to Federal EDA January 2022

CEDS Strategy Committee

The CEDS Strategy Committee was made up of 8 members utilizing the guidelines set by EDA for committee members. The committee helped identify the strengths and weaknesses in our region, assisted with deciding on what should be done for public outreach, and helped determine the final goals of the CEDS.

One of the biggest tasks the CEDS Strategy Committee had to complete was conducting a SOAR analysis. SOAR is an acronym that stands for:

Strengths: what are our greatest assets?

Opportunities: What are the best possible market opportunities?

Aspirations: What is our preferred future?

Results: What are the measurable outcomes?

Due to the COVID-19 Pandemic restricting the opportunities to meet in person, the SOAR analysis was done virtually. UMRDC staff facilitated the meeting by splitting the CEDS Strategy Committee up into small groups to conduct the SOAR analysis. The CEDS Strategy Committee members completed an individual SOAR analysis for each cornerstone from the DevelopMN document in small groups and reconvened at the end of the meeting to review what everyone came up with. These two pages are the results of the SOAR analysis.

Strengths - What are our greatest assets?



Community Resources

- Prairie Waters website and digital marketing
- Lots of open spaces and parks
- Active arts community and activities such as the Meander Art Crawl
- Lots of outdoor amenities such as campgrounds, golf courses, river activities



Human Capital

- Great school districts with high graduation rates
- Local college options
- Younger population is growing
- Immigrant population is growing



Economic Competitiveness

- Access to state and federal funding for regional businesses
- Lots of business support organizations
 - SWIF, UMRDC RLF, MN Valley Collaborative
- Lots of business support programs
 - GAP Financing, SWMNPIC Worker Training Programs, Regional RLFs, LYFT



Foundational Assets

- Broadband coverage and quality have increased significantly from 2016
- Easy commutes for workers in our region
- Various programs related to housing available in the region
 - Swift County Housing Initiative Program, local housing trust funds, demolition programming, Veteran's Home development

Opportunities - What are the best possible market opportunities?



Community Resources

- More investment in the hospitality sector in our region
- Promote more of the region's natural amenities and recreation opportunities
- Reinvest in communities to promote strengths
- More restaurants, breweries, and cafes



Human Capital

- Develop more Work & Learn/Apprenticeship programs for people in our region
- Create incentives to retain workers in the region
- Create incentives for remote workers to get them to move to our region
- Help solve the childcare crisis that faces our region to help bring workers, especially women, back into the workforce



Economic Competitiveness

- Work with employers in the region to determine the difficulties of hiring and find ways to expand workforce development
- Retain businesses in our region and providing guidance to young entrepreneurs to help guide business start up
- Help find resources for small business owners, especially minority business owners
- Create a stronger connection and foster more communication in the region's business community.



Foundational Assets

- Leverage new RTCC to manage regional transit options
- Emphasize rehabilitation of older buildings into housing developments
- More broadband expansion and access for the entire region
- Increase housing availability to attract a workforce to the region

Aspirations - What is our preferred future?



Community Resources

- Revive downtown districts to attract people to the region and help retain our current population
- Make our communities more “welcoming” by emphasizing the importance of social equity and embracing diversity
- Hold more events that can bring together the region and become a draw from other parts of the state/country
- Create a region where all families and businesses can prosper and where capital is aligned with justice
- Ensure our region is well informed about events, amenities, and natural resources available to them



Human Capital

- Increase the average education level of residents in the region
- Provide childcare options for all who need it in our region
- Retain our population, especially younger, working professionals, by providing more incentives and amenities to stay in our region
- Increase the variety of jobs available in the region
- Create social capital for new employees, entrepreneurs, and emerging leaders in our region



Economic Competitiveness

- Make succession planning a priority for businesses and retain the businesses that we currently have
- Provide information and resources to local businesses and entrepreneurs on how they can start and/or expand their business
- Develop strategies on how to promote the jobs that are available in our region
- Increase the number of capital providers available in the region for businesses to turn to for financial support



Foundational Assets

- Provide more housing options for our region, including purchases, rentals, senior assisted living, and redeveloped housing
- Ensure broadband coverage for all areas within the region
- Create financing programs for demolition and rehabilitation projects
- Update old infrastructure at the city, school, and county levels
Water/sewer, electric, roads, trails, broadband, buildings

Results - What are the measurable outcomes?



Community Resources

- Increase population of the region
- Increase number of events held and attendance of events
- Analyze and compare marketing efforts to identify reach and impact
- Showcase success stories to help promote region and to encourage replication of successful projects in other communities



Human Capital

- Increase labor force participation
- Retain high school students before and after college
- Increase childcare options
- Higher number of workforce development programs available



Economic Competitiveness

- Increase number of businesses
- Increase succession planning
- Increase number of minority-owned businesses



Foundational Assets

- Increase in available housing units
- Broadband coverage throughout the region
- Increase infrastructure

Public Engagement

One of the most important components of the CEDS process is public engagement. The UMRDC decided to engage with the public in a few different ways. We launched a survey, conducted interviews, and visited smaller more diverse communities.

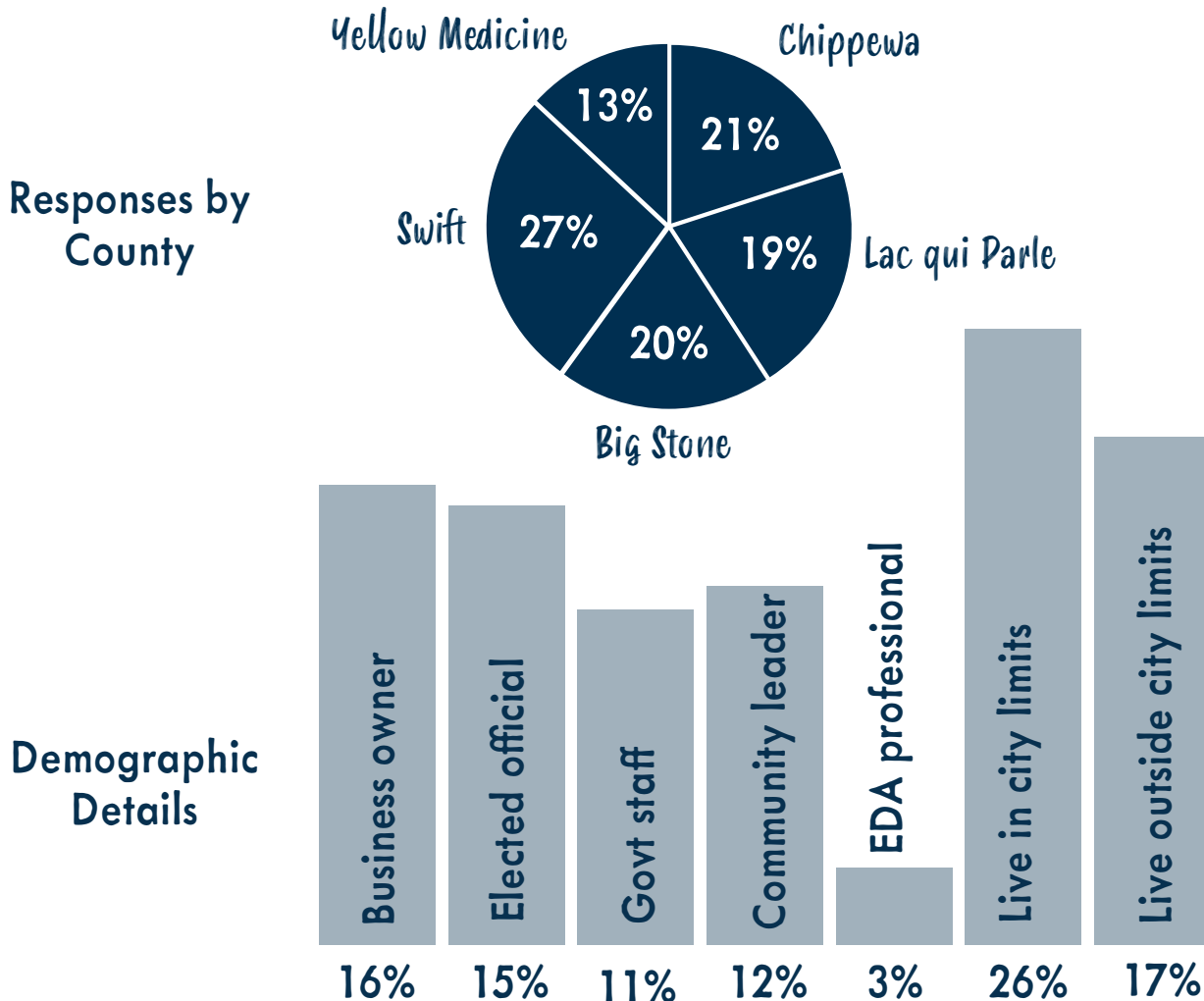
Survey Results Summary

(See Appendix for full results of this survey)

The 54-question survey had 185 total responses:

We sent out to local government officials, current and retired business owners in the region, community leaders, private individuals, economic development professionals, schools, chambers of commerce, and citizens of our communities.

We also took time to visit the City of Milan to meet with the Micronesian population and discussed what they would like to see changed in their communities and had them take the survey.





Community Resources

- 75% agreed that there were amenities in the region they enjoyed
 - Most popular included trails, golf course, lake, river, parks, friendly people, state park, outdoor activities, pools, arts
- 65% agreed they have a “Third Place;” a public space that someone frequently visits outside of their home and work
- 69% agreed they could easily find out local news and information about local community events
- 51% agreed that their community is welcoming to diverse groups of people; 29% remained neutral and 20% disagreed
- 74% agreed diverse voices should be a priority in community leadership
 - However, only 24% agreed that diverse voices are represented in the leadership of our communities; 35% disagreed and 41% remained neutral

Human Capital

- 86% agreed that the K-12 education options in the region were good quality; only 52% agreed for post-secondary/higher education options
- 80% agreed that they know of many jobs available in their communities; 62% agreed that the jobs in their communities are quality jobs
- 39% disagreed that employers have access to a skilled labor force; 37% of responses were neutral, leaving 24% that agreed employers did have access to a skilled labor force
- Even split on whether the region is attractive to workers aged 25 – 44; 34% agreed it was, 34% disagreed and 32% remained neutral
- 39% disagreed that there is quality childcare available in the region; 37% remained neutral



Economic Competitiveness

- 57% agreed that business assistance programs are available for businesses in my community; 33% remained neutral
- 46% agreed the region is attractive for opening a new business; 24% disagreed and 30% remained neutral
- 71% agreed there should be more collaboration between businesses; 28% remained neutral
- 51% remained neutral on whether workforce development was customized to the businesses in our region
- 76% agreed that businesses in their communities need more incentives to help retain employees
- 78% agreed succession planning is important to local economy
 - However, 60% remained neutral when asked if they knew of succession planning resources available; 19% agreed and 21% disagreed



Foundational Assets

- Housing was the biggest issue identified in the entire survey; 69% disagreed that quality housing was easy to find in our region
- 72% agreed they are happy with their at-home internet service and 57% agreed that they were happy with their community’s internet service
- 42% disagreed there were enough quality bike trails and walking paths; 37% agreed and 21% remained neutral
- Only 40% agreed that there were enough public transit options in their communities; 28% disagreed and 32% remained neutral
- 70% agreed redevelopment should be a priority for the region



Survey Results Summary cont...

(See Appendix for full results of this survey)

Open-Ended Questions

Top priorities for the next 5 years?

- Childcare
- Housing
- Attract younger people
- Attract new businesses
- Retain workers
- Retain businesses

Positive activities already happening in your community that you would like to see more of?

- Arts
- School-sponsored events
- Community events
- Parks
- County fairs
- Youth activism
- Keep neighborhoods clean

What would you like to see in your community that does not exist now?

- More quality & affordable housing
- New restaurants
- More entertainment, especially for younger people
- Variety of businesses
- Good childcare options
- Diversity in government



Southwest Minnesota Private Industry Council

- SWMNPIC conducted interviews in January 2021 with 11 employers in Southwest Minnesota and provided the UMRDC with the results of those interviews to assist with the creation of the CEDS
- Purpose of the interviews was to find out these employers' greatest current workforce challenges and how they plan to address them
- Top issues for these employers:
 - Finding viable/qualified applicants for positions
 - Recruitment to Southwest Minnesota is difficult
 - Gaining access to potential applicants
 - Address aging workforce
 - Negative economic impact of COVID-19

Upper Sioux Community

- Conducted SOAR analysis with the Tribal Planner to help get perspective from the Upper Sioux Community on the economic development issues that they face
- Top issues addressed:
 - Lack of access to broadband
 - Need more housing available, especially for the elders
 - Strengthen connection to their culture and retain it within the tribe
 - Focus on mental health and healing from COVID-19
 - Need synergy within the tribe and between the tribe and the surrounding region
 - Educate surrounding region on the Upper Sioux and how to interact with their community respectfully
 - Change public policy to help increase support for the tribe

Micronesian Community in Milan, MN

- Staff visited Milan to get input from the Micronesian community on issues that they face in their community
- CEDS surveys were administered, and discussions were had to see what people enjoyed about their community and what changes they would like to see
- Top issues from Milan
 - Parks and recreation are very important for the Micronesian community
 - Would like to see more amenities at parks such as restrooms
 - Update and maintain the park infrastructure in Milan
 - A lack of childcare options
 - Retain Micronesian culture for the members of their community
 - Lack of housing options
 - Not enough things to do in town; would like more places to shop, more restaurants, a more vibrant downtown
 - Keep town clean of garbage and making it look nice
 - Roads, trails and sidewalks all need to be updated

SMART Goals

Community Resources Cornerstone

Smart Goal #1 background: Population loss is an issue that our region has faced for years. As our region loses people, our businesses lose customers, our labor force participation decreases, and new businesses don't form. The list of effects this has on our region goes on and on. However, our region saw a decline from 2010 – 2020 of 1,341 residents (-3%). The State Demographic Center estimates that between 2020 and 2030 our region is projected to lose 2,360 residents (-5.6%).

SMART Goal #1

Maintain population in the region by reducing population loss to **-1.5%**.

Action Plan

- 1) Maintain and enhance our region's promotional efforts to attract new residents
 - Continue to build a strong Regional Marketing Program
 - Continue to build a strong MN Bump
- 2) Promote and grow arts and cultural events and destinations in the region
 - Inventory all arts and cultural events and destinations and promote through regional marketing efforts
 - Build capacity and relationships for additional arts and culture by promoting resources that can support local efforts
 - Promote the Meander Art Crawl and other arts and culture events and destinations
- 3) Identify opportunities to preserve, enhance, sustain, and promote our region's natural resources to increase resource capacity for people & businesses in the region
 - Promote the natural resource amenities in our region
 - Focus on planning centered around local foods, climate change, and renewable energy to help increase resiliency and sustainability of the region
 - Increase preservation efforts of our region's natural resources
- 4) Make our region a "Welcoming Place"
 - Promote local social equity efforts in the region
 - Increase the number of events that all people in our communities can participate in
 - Share resources and examples that would encourage local governments to try new methods to engage their diverse communities

Evaluation Framework

	Measurement of baseline data	Target Outcomes
SMART Goal #1	The rate of decline in population	Decrease the rate of decline
Action 1	Number of regional promotional efforts	Same or increase
Action 2	Number of events around arts and culture	Same or increase
Action 3	Number of efforts around natural resources	Same or increase
Action 4	Number of efforts around social equity	Increase
Action 4	Survey responses to perception of region being a "Welcoming Place"	Increase positive responses

Human Capital Cornerstone

Smart Goal #2 background: According to DEED, the labor force declined by 8.4% from 2009-2019, which is a 4.2% loss over five years. This is due to long-term decline of population in the region. The COVID-19 Pandemic was also a very destructive in the short-term, which caused an additional 2.9% decrease in labor force participation. However, just because people are not working, does not mean jobs are not available. According to MN DEED’s most recent county profiles, there were 6,960 job vacancies posted by employers in the 2nd Quarter of 2020, indicating extensive opportunity in the region, with openings across several occupations and industries.

SMART Goal #2:

Increase overall labor force participation rate in the region by 0.5% over the next 5 years.

Action Plan:

- 1) Develop employer toolkits for our cities to utilize to help attract a labor force to the region
 - Aggregate all the job listings into an online format
 - Promote “quality of life” data, such as cost of living, childcare options, etc.
 - Build a network with employers to help them promote their jobs
- 2) Focus on gaining back jobs lost to the COVID-19 Pandemic
 - Connect and speak with employers on the implementation of strategies to help get some of their lost labor back
- 3) Increase collaboration between businesses and organizations to explore ways to address workforce retention and recruitment
 - Partner with organizations such as SWMNPIC and DEED to determine issues and work on solutions regarding employment in the region
 - Host more career fairs for students and showcasing local employment opportunities
 - Promote programs such as LYFT and CEO to increase entrepreneurship in our students
 - Promote local internships, apprenticeships and jobs that expose youth to local careers
- 4) Maintain and increase affordable, high quality childcare options to assist parents in joining the workforce.
 - Promote financial and technical programs for childcare providers
 - Share examples of childcare provider models in the region
 - Inventory and share examples of community-based support programs that support childcare (county, city, employer financial and technical support)
 - Encourage community to participate in childcare planning discussions to address local solutions.

Evaluation Framework

	Measurement of baseline data	Target Outcomes
SMART Goal #2	The labor force participation rate in the region	Increase
Action 1	Number of cities utilizing the employer toolkits	Increase
Action 2	Number of jobs rehired after COVID-19 pandemic	Increase
Action 3	Number of collaborative efforts and business/school partnerships around workforce	Increase
Action 4	Number of affordable, high quality childcare options	Increase

Economic Competitiveness Cornerstone

Smart Goal #3 Background: By bringing new businesses to our region, we can stay economically competitive in not just Southwest Minnesota, but in the entire country. The number of business establishments increased from 1,508 in 2016 to 1,570 by 2020, an increase of 62 new businesses

SMART Goal #3: Increase number of businesses in the region by 50 by 2027.

Action Plan:

- 1) Host BR&E Training
 - Promote training to economic development professionals, local officials, chambers, and others
 - Provide information on the importance of BR&E
- 2) Increase succession planning
 - Share resources related to succession planning to businesses in our region
 - Connect mature businesses with economic development professionals and facilitate discussions around succession planning
- 3) Provide resources for entrepreneurs to help with starting new businesses
 - Assist entrepreneurs by sharing resources with additional emphasis on diverse entrepreneurs
 - Inventory and promote all resources available to entrepreneurs in the region
 - Collaborate with lenders to provide more financial assistance for business owners
 - Provide training for business owners in new practices to help them compete in newer markets
- 4) Emphasize redevelopment opportunity areas to provide places for entrepreneurs to open businesses
 - Promoting the UMRDC'S Developable Properties inventory to our communities and entrepreneurs
 - Continue research into the creation of a redevelopment fund that could help local communities and entrepreneurs to grow or start up businesses in underutilized spaces

Evaluation Framework

	Measurement of baseline data	Target Outcomes
SMART Goal #3	Number of businesses in the region	Increase by 50
Action 1	Amount of BR&E Training available and number of participants	Increase
Action 2	Survey cities, chambers, and organizations that assist with succession planning in the region to get rate of retained businesses	Same or increase
Action 3	Number of efforts available to businesses	Same or increase
Action 4	Number of redevelopment efforts	Same or increase
Action 4	Number of redeveloped properties	Same or increase

Foundational Assets Cornerstone

Smart Goal #4 Background: The lack of quality housing available in our region was the largest issue that was identified in the survey that was a part of the 2022 – 2027 CEDS process.

SMART Goal #4:

Increase number of housing units in our region from 21,286 to 23,000 by 2027.

Action Plan:

- 1) Identify the housing needs of communities in the region
 - Inventory the housing options that cities have and need the most
 - Share resources for increasing the diversity in housing - homes, rentals, and senior assisted living
 - Encourage communities to conduct housing studies
 - Increase the number of marketing housing available
- 2) Provide resources for redevelopment efforts in our region
 - Promote the UMRDC'S Developable Properties inventory to our communities as potential property for housing development
 - Continue research into the creation of a redevelopment fund that could help local communities redevelop housing in underutilized spaces
 - Research and promote programs for property rehabilitation
 - Inventory and promote programs for property owners in the region
- 3) Develop Housing expertise in the region
 - Convene agencies to identify funding strategies that could be replicated
 - Support housing studies being conducted in our region
 - Convene communities to discuss housing issues and needs

Evaluation Framework

	Measurement of baseline data	Target Outcomes
SMART Goal #4	Number of total housing units available in the region	Increase by 1,714
Action 1	Number of housing efforts to address needs	Increase
Action 1	Number of available market rate housing	Increase
Action 2	Number of redevelopment efforts	Increase
Action 2	Number of redeveloped properties	Increase
Action 3	Number of collaborative efforts around housing	Same or increase

Economic Competitiveness Cornerstone

Smart Goal #5 Background: Our region’s broadband coverage jumped from 48.75% per household in 2016 to 85.49% in 2020. Over the next 5 years, we will strive to continue this expansion until every household in the region has quality coverage.

SMART Goal #5: Increase broadband coverage at 100/20 mbps per household to 100%

Action Plan:

- 1) Share resources for improving broadband
 - Inventory cities that are looking to expand broadband options and share resources
 - Engage with other broadband organizations to develop local knowledge and expertise
- 2) Advise communities on broadband planning
 - Encourage conversations with local providers
 - Encourage feasibility studies
 - Share strategies for community engagement to identify community needs
 - Provide examples and resources for community education regarding the importance of broadband
- 3) Publish new case studies on broadband development in the region
 - Meet with people who have been impacted by broadband to collect stories.
 - Promote remote working infrastructure and their tie to broadband

Evaluation Framework

	Measurement of baseline data	Target Outcomes
SMART Goal #5	Amount of broadband coverage of the region	Increase
Action 1	Number of efforts to share resources around broadband	Increase
Action 2	Number of engaged communities around broadband	Increase
Action 3	Number of case studies published about broadband success stories	Increase



Economic Competitiveness Cornerstone

Smart Goal #6 Background: Many of our communities require major infrastructure upgrades as identified through our CEDS Survey and UMRDC Annual Survey.

SMART Goal #6: Update and improve infrastructure in the region.

Action Plan:

- 1) Improve transportation in the region
 - Identify public transit needs in the region
 - Support advocacy for roads and bridges funding
 - Grow intermodal connectivity for people and products in the region through investment or services available for rail, air, truck
 - Assist communities with plans to maintain and improve non-motorized infrastructure
- 2) Build the energy infrastructure in the region to take advantage of new technology
 - Identify alternative energy resources for communities
 - Financing
 - Planning and construction
 - Encourage engagement in energy policy
 - Share information on renewable energy ordinances
 - Promote the increase of EV charging capacity in the region
- 3) Improve water/wastewater/sewer systems in region to address health, safety, and growth opportunities
 - Inventory resources and share with communities
 - Promote capital improvement planning
 - Share examples of best practices and financing from the region
 - Inventory needs for water/wastewater/sewer infrastructure in the region
 - Reduce number of communities with impaired water systems

Evaluation Framework

	Measurement of baseline data	Target Outcomes
SMART Goal #6	Number of new infrastructure projects that take place in our region	Increase
Action 1	Number of transportation projects, such as roads, bridges, public transit, bike paths, and pedestrian infrastructure	Increase
Action 2	Number of engaged communities and government leaders in new energy infrastructure	Increase
Action 3	Number of updated water/wastewater/sewer systems	Increase

Summary Background

An economic development snapshot

The following is a quick look at what our region looks like today. This data was used to help create the SMART goals in this document. For a more detailed look at our region, please click on the counties in the regional map to view the corresponding MN DEED County Profile.

Childcare

Number of options available

248 - Providers

593 - Children not provided for

(source: First Children's Finance, US Census Bureau)

Childcare Need Summary by County (June 2020)

	Big Stone	Chippewa	Lac qui Parle	Swift	Yellow Medicine
Capacity	194	310	166	356	311
Children under 5	233	557	227	504	504
Childcare need	-39	-247	-61	-148	-193

Housing

Total Housing Units - **21,286**

Occupied - **18,432**

Vacant - **2,854**

(source: US Census Bureau)

Labor Force

Overall participation at **23,766**

Total job vacancies in the region **6,960**

(source: MN DEED)

Demographics

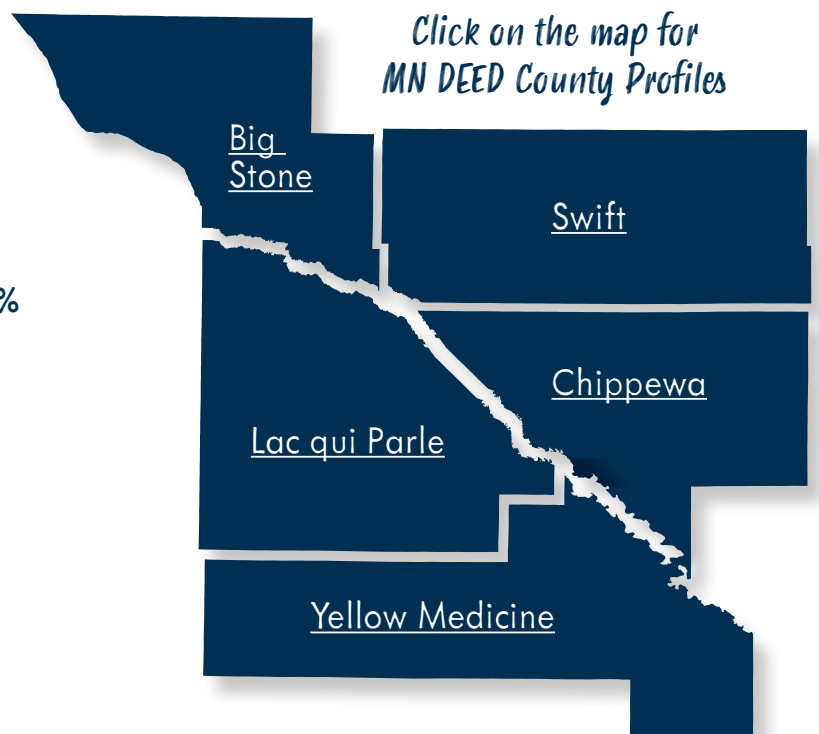
Population **41,964**

Population by Race

- White: **93.9%**
- Black or African American: **1.0%**
- American Indian & Alaska Native: **1.4%**
- Asian & Other Pacific Islander: **1.0%**
- Hispanic or Latino: **4.5%**
- Two or More Races: **1.0%**
- Other: **1.7%**

Households **18,947**

(source: MN DEED, US Census Bureau)



Broadband

Current coverage of the region

Total 85.49%, Total 48.75% in 2016

+ Increased coverage of 35.74%

98% Big Stone

83.55% Chippewa

99.57% Lac qui parle

99.5% Swift

46.22% Yellow Medicine

(source: MN DEED)

Socioeconomic

Number of businesses in the region - **1,570**

Unemployment Rate - **4%**

Median household income - **\$53,037**

High School Diploma - **91.44%**

Bachelors Degree - **18%**

(source: MN DEED, US Census Bureau)

Industry

	Median Hourly Wage	Est. Regional Employment	Share of total Employment
Total, All Occupations	\$18.02	32,970	100.0%
Healthcare Practitioners & Technical	\$30.87	10,120	30.7%
Office & Administrative Support	\$17.90	3,580	10.9%
Healthcare Support	\$14.67	3,060	9.3%
Education, Training & Library	\$18.61	2,540	7.7%
Production	\$18.39	1,550	4.7%
Sales & Related	\$15.00	1,530	4.6%
Food Preparation & Serving Related	\$11.70	1,460	4.4%
Transportation & Material Moving	\$17.00	1,350	4.1%
Management	\$36.66	1,340	4.1%
Building, Grounds Cleaning & Maint.	\$14.11	1,090	3.3%
Community & Social Service	\$20.68	870	2.6%
Business & Financial Operations	\$26.40	790	2.4%
Construction & Extraction	\$21.77	730	2.2%
Protective Service	\$20.10	710	2.2%
Installation, Maintenance & Repair	\$21.80	660	2.0%
Personal Care & Service	\$12.46	380	1.2%
Architecture & Engineering	\$30.31	290	0.9%
Computer & Mathematical	\$27.33	280	0.8%
Life, Physical & Social Science	\$24.12	270	0.8%
Arts, Design, Entertainment & Media	\$19.90	240	0.7%
Legal	\$28.25	70	0.2%
Farming, Fishing & Forestry	\$18.13	60	0.2%

(source: MN DEED)

Appendix

Click on any of the documents below for more information

- [2020 DEED Regional Profile](#)
- [CEDS Survey Results](#)
- [2021 UMRDC Annual Survey Summary](#)
- [SWMNPIC Labor Force Interviews](#)
- [Interview w/Audrey Fuller](#)
- [DevelopMN 2019](#)
- [Broadband Maps](#)
- [Acronyms Explained](#)



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CEDS Strategy Committee:

Carrie Bendix: Executive Director - Southwest Minnesota Private Industry Council

Scott Marquardt: Economic Development Program Director – Southwest Initiative Foundation

Linda Mathiasen: EDA Director – City of Granite Falls

Vicki Oakes: EDA Community Development Director – City of Ortonville

Laura Ostlie: RDA Executive Director – Swift County

Dawn Regnier: UMRDC Board Member/Citizen of the City of Canby

Judy Tebben: Interim Dean – MN West Community & Technical College

Erich Winters: Mayor – City of Montevideo/Business Owner; The Millenium Theater in Montevideo, MN

The strategy committee broadly represents the main economic interests of the region and actively work with the private, non-profit and education sectors within the region. Their help and guidance during the development of the CEDS was instrumental.

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Audrey Fuller: Tribal Planner – Upper Sioux Community

Luke Grenier: Regional Analyst, Central & Southwest Minnesota – DEED

Ann Thompson: Community Activist and Citizen of the City of Milan

Neil Linscheid: Extension Educator - University of Minnesota Extension/EDA Center





UMVRDC CEDS