

Albert Lea EDA

Joint Vision and Economic Development
Strategic Plan

October 31, 2019

Provided to:

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Table of Contents

Section 1: Introduction	4
Section 2: Regional Market Assessment	7
Section 3: Stakeholder Engagement	53
Section 4: Opportunity and Barrier Assessment	69
Section 5: Target Industry Sector Analysis	84
Section 6: Vision and Goals for the Future	
Section 7: Community and Economic Development Strategic Plan	
Appendix: Stakeholder Roundtable Input	133



Section 1: Introduction

Introduction

OUR PROJECT UNDERSTANDING

Albert Lea is located in Freeborn County, Minnesota and is home to nearly 18,000 people. The county is its own metropolitan statistical area (MSA), which has a population of just over 30,000. The MSA has a diverse economic base and has above average concentration in Manufacturing, Agriculture, Utilities, Retail Trade and Health Care. Some of its largest employers include Mayo Clinic, AL Select Foods, Minnesota Corrugated Box and Interstate Packaging, among others.

The city sits at the crossroads of major U.S. Interstates I-35 (north-south) and I-90 (east-west). Within a 500-miles radius, companies in the region can access major Midwest markets, such as Chicago, Minneapolis, St. Louis, Milwaukee and more.

Despite these unique economic assets, the city has seen a population decline between 2013 and 2018. This population decline, as well as other factors, have put a strain on the regional workforce and employers are facing barriers to growth related to workforce. Some of these challenges include housing and childcare availability, retention of youth, automation and succession planning.

Many organizations contribute to the economic success of the region and now they would like to work together to create a coordinated vision and plan for the community.

Introduction

OBJECTIVE

Albert Lea Economic Development Agency is interested in creating a joint vision and economic development strategic plan with the following key partners. This plan will focus primarily on the EDA; however, we will recommend roles and responsibilities for each partner within the context of the strategic plan.

Key Partners:

- Albert Lea-Freeborn County Chamber of Commerce
- Albert Lea Convention & Visitors Bureau
- City of Albert Lea
- Freeborn County

The result of this project will be a joint community vision and a five-year economic development strategic plan.



Regional Market Assessment

Table of Contents

Regional Market Assessment	9
Economic Base Analysis	39



Regional Market Assessment

Regional Market Assessment

INTRODUCTION

The following section provides a brief overview of key location criteria that may factor into the decision-making processes a site selector, company and/or talent may be looking into before deciding to locate in your community. This includes information on demographics, economics, education and quality of life. All data included in this section is secondary research available from public sources, as well as from EMSI.

This is not meant to be an exhaustive analysis of these location criteria factors, but simply provide a baseline starting point for understanding how your community will be perceived by those outside of it without a boots-on-the-ground perspective. It is important to be aware of this data and use it to build your best business case possible.

For this analysis, we have compared the City of Albert Lea data and Freeborn County (Albert Lea MSA) data to the following peer regions:

- Austin, MN MSA
- Blue Earth, MN (no MSA)
- Mason City, IA MSA
- Owatonna, MN MSA
- Rochester, MN MSA

For some data points, we also compared Minnesota state-level data to Iowa, South Dakota and Wisconsin to see where the state may have competitive advantages.

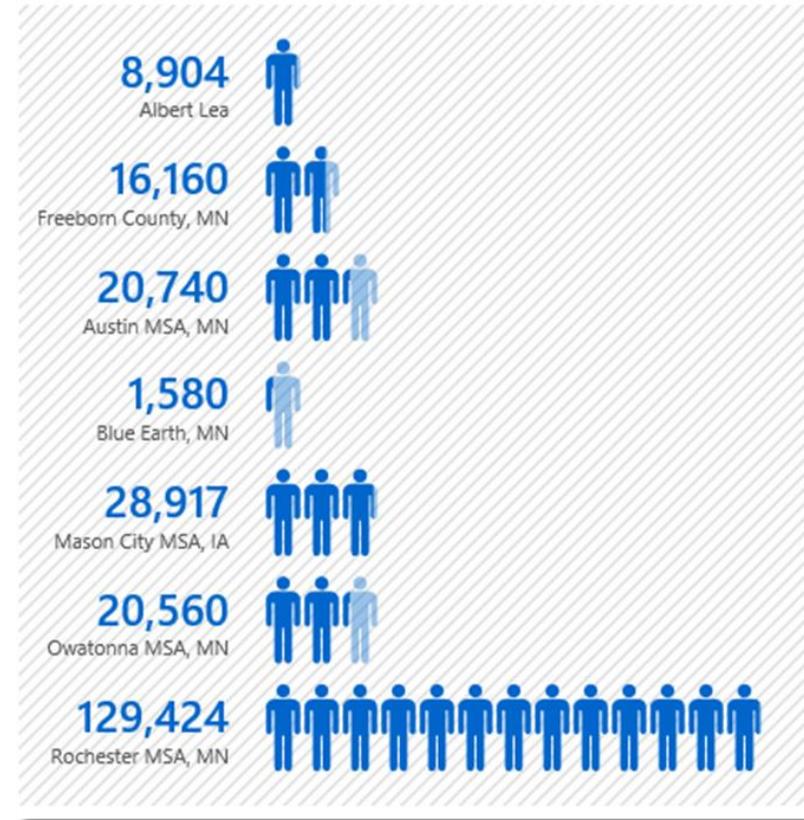
Regional Market Assessment

DEMOGRAPHICS

POPULATION



LABOR FORCE

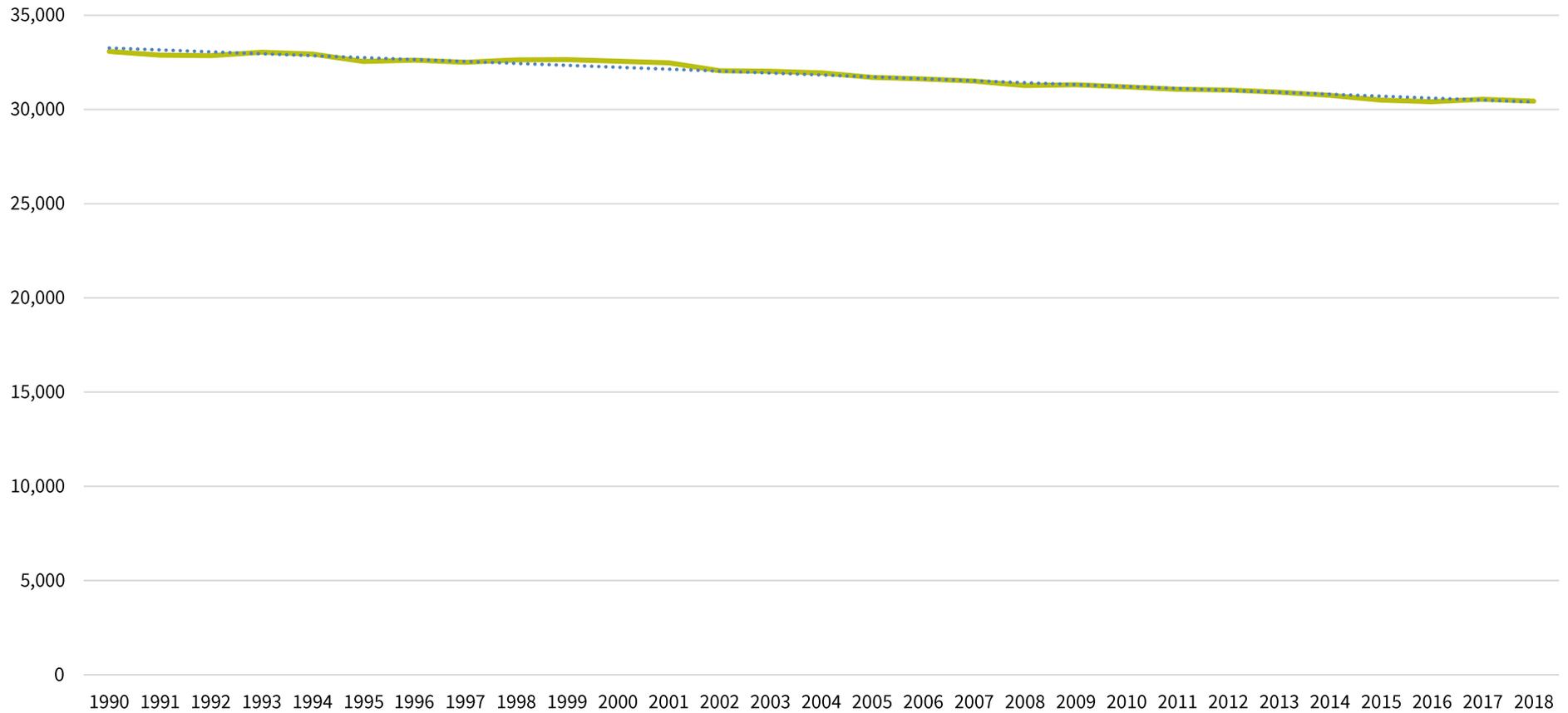


Source: U.S. Census Bureau (2019)

Regional Market Assessment

DEMOGRAPHICS

FREEBORN COUNTY POPULATION CHANGE



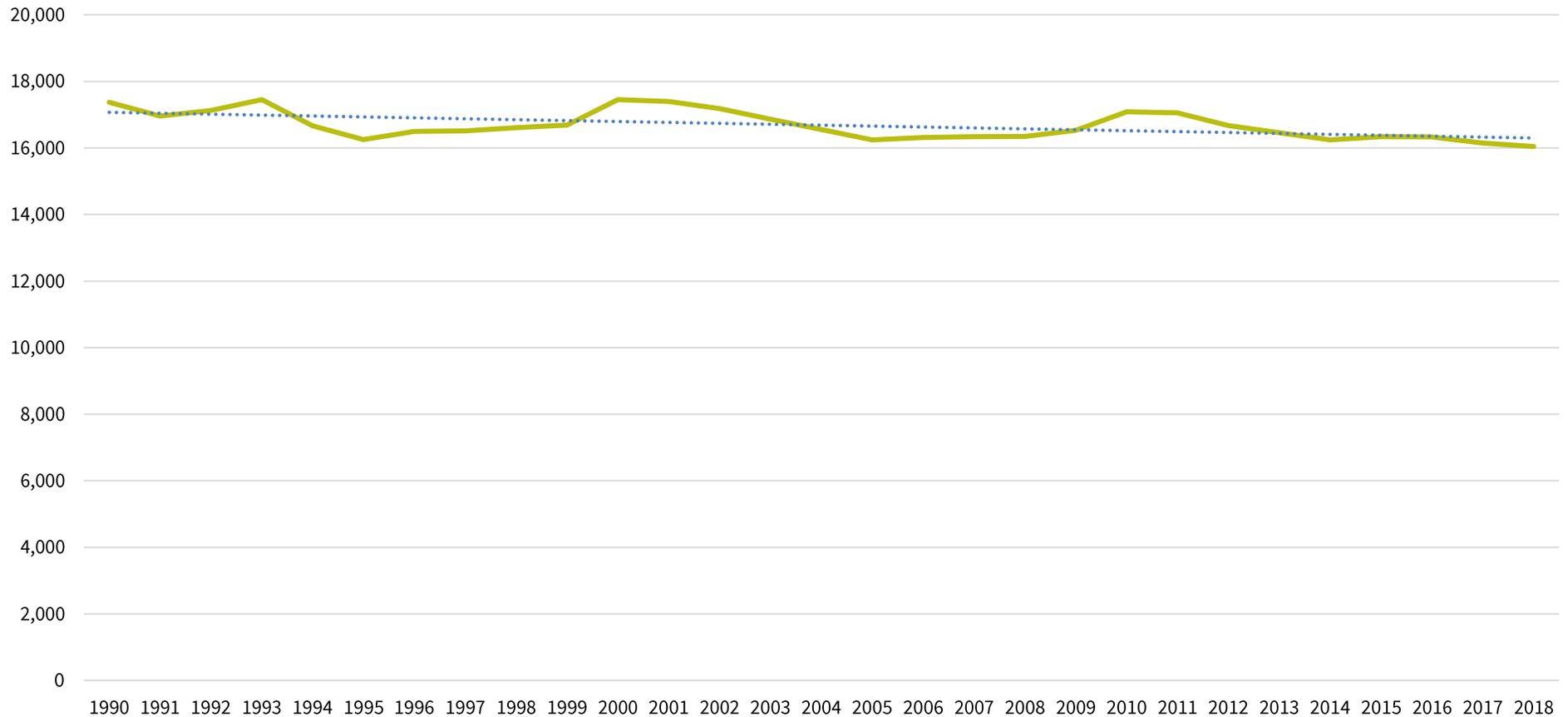
Green Line = Actual change over time
Dotted Line = Average trend over time

Source: U.S. Census Bureau, 2019

Regional Market Assessment

DEMOGRAPHICS

FREEBORN COUNTY LABOR FORCE CHANGE



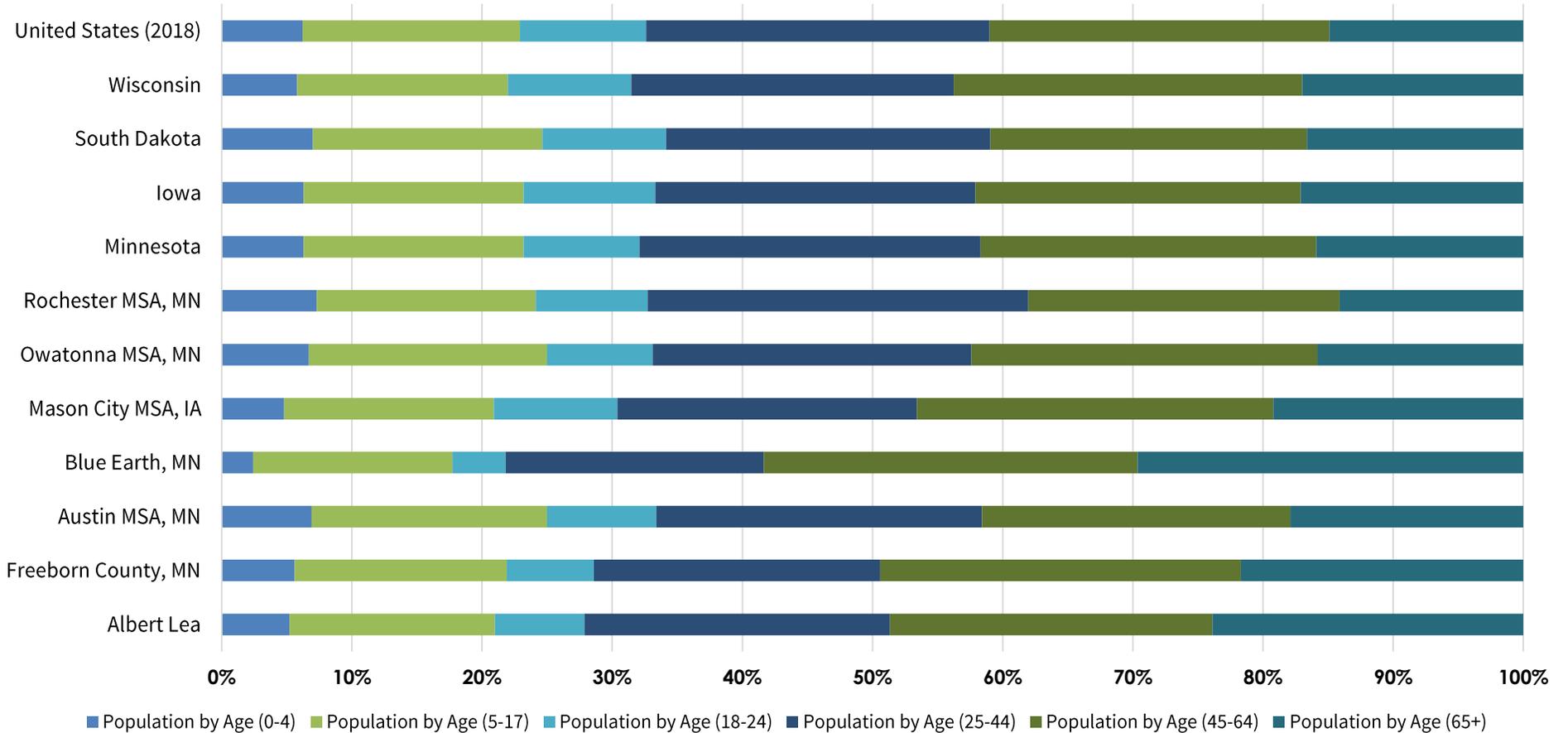
Green Line = Actual change over time
Dotted Line = Average trend over time

Source: U.S. Census Bureau, 2019

Regional Market Assessment

DEMOGRAPHICS

POPULATION BREAKDOWN BY AGE



Source: U.S. Census Bureau, 2019

Regional Market Assessment

ECONOMICS

MEDIAN HOUSEHOLD INCOME

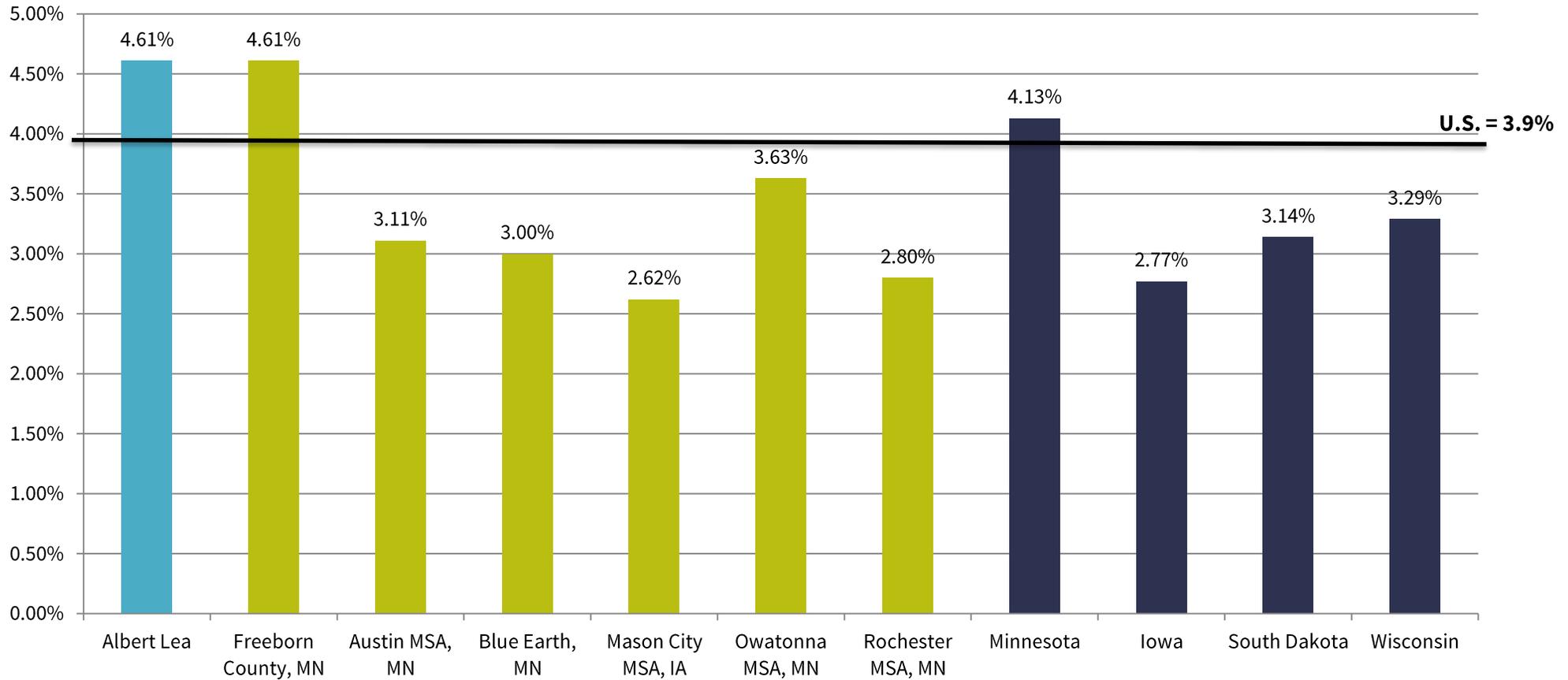


Source: U.S. Census Bureau, 2019

Regional Market Assessment

ECONOMICS

UNEMPLOYMENT RATE (JUL 2019)

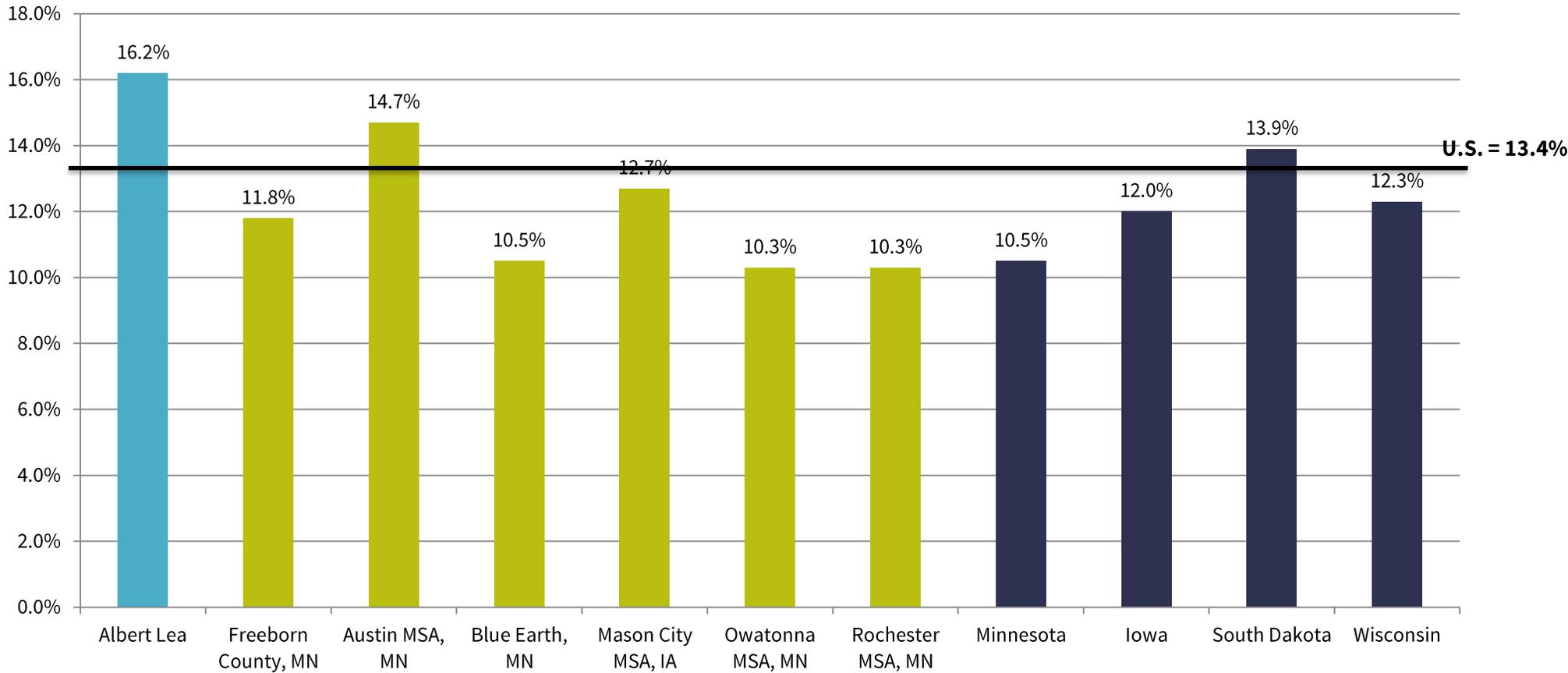


Source: U.S. Census Bureau, 2019

Regional Market Assessment

ECONOMICS

POVERTY RATE



Source: U.S. Census Bureau, 2019

Regional Market Assessment

ECONOMICS

TAX RANKINGS – 2019 STATE BUSINESS TAX CLIMATE

	Minnesota	Iowa	South Dakota	Wisconsin
Property Tax Rank (out of 50)	31	39	28	21
Unemployment Insurance Tax Rank (out of 50)	25	33	39	41
State Sales Tax Rate	7.43%	6.82%	6.40%	5.44%
Sales Tax Ranking (out of 50)	33	22	20	8
Individual Income Tax Rate	9.85%	8.53%	0.00%	7.65%
Corporate Income Tax Rate	9.80%	12.00%	0.00%	7.90%
Overall Tax Ranking (out of 50)	43	45	3	32

Source: Tax Foundation, 2019

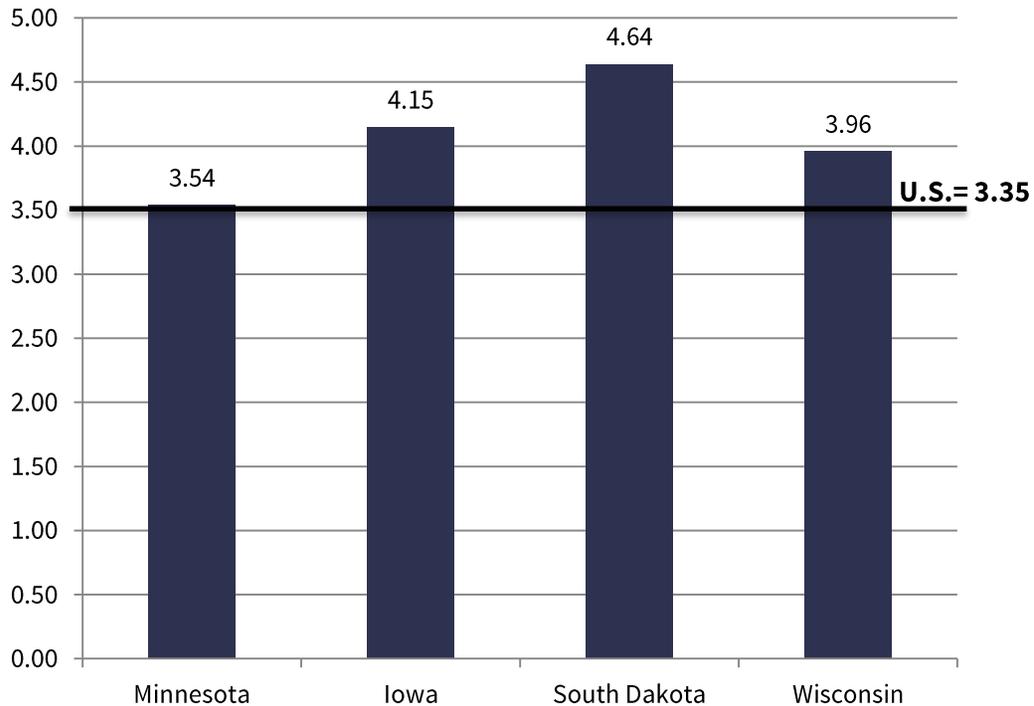
The color scale for each row goes from highest (dark red) to lowest (dark green)

Note: Tax rankings only factor in state sales tax rates, local sales tax rates not included in state level comparison.

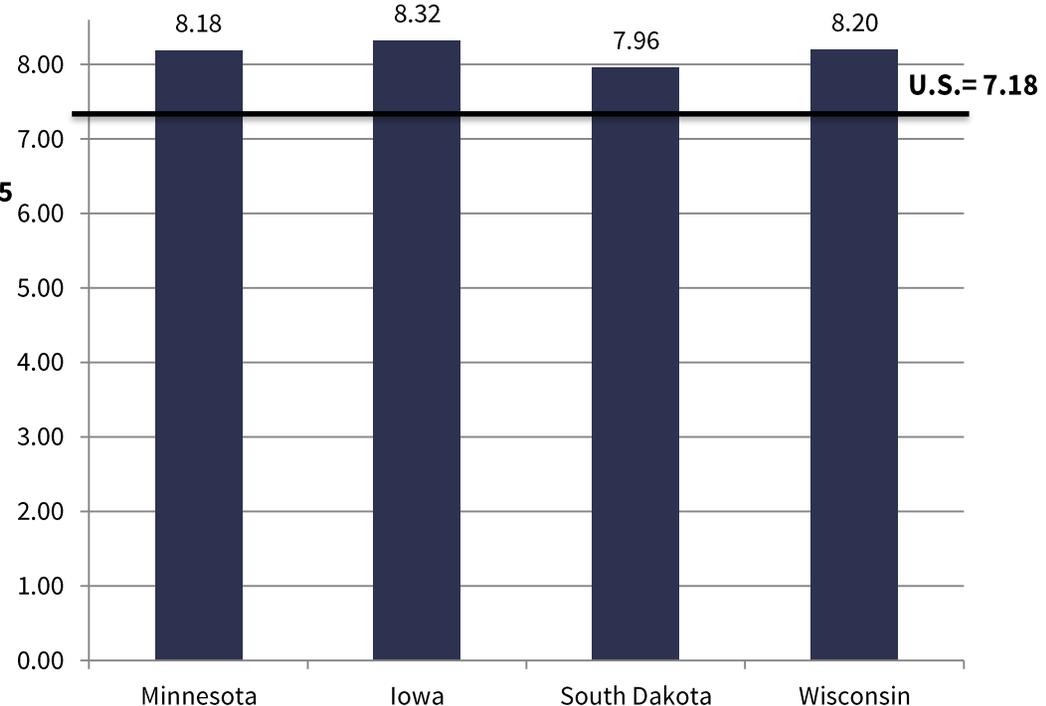
Regional Market Assessment

ECONOMICS

**AVERAGE INDUSTRIAL GAS COSTS
(IN DOLLARS PER THOUSAND CUBIC FEET)**



**AVERAGE INDUSTRIAL ELECTRIC COSTS
(IN CENTS PER KILOWATT-HOUR)**

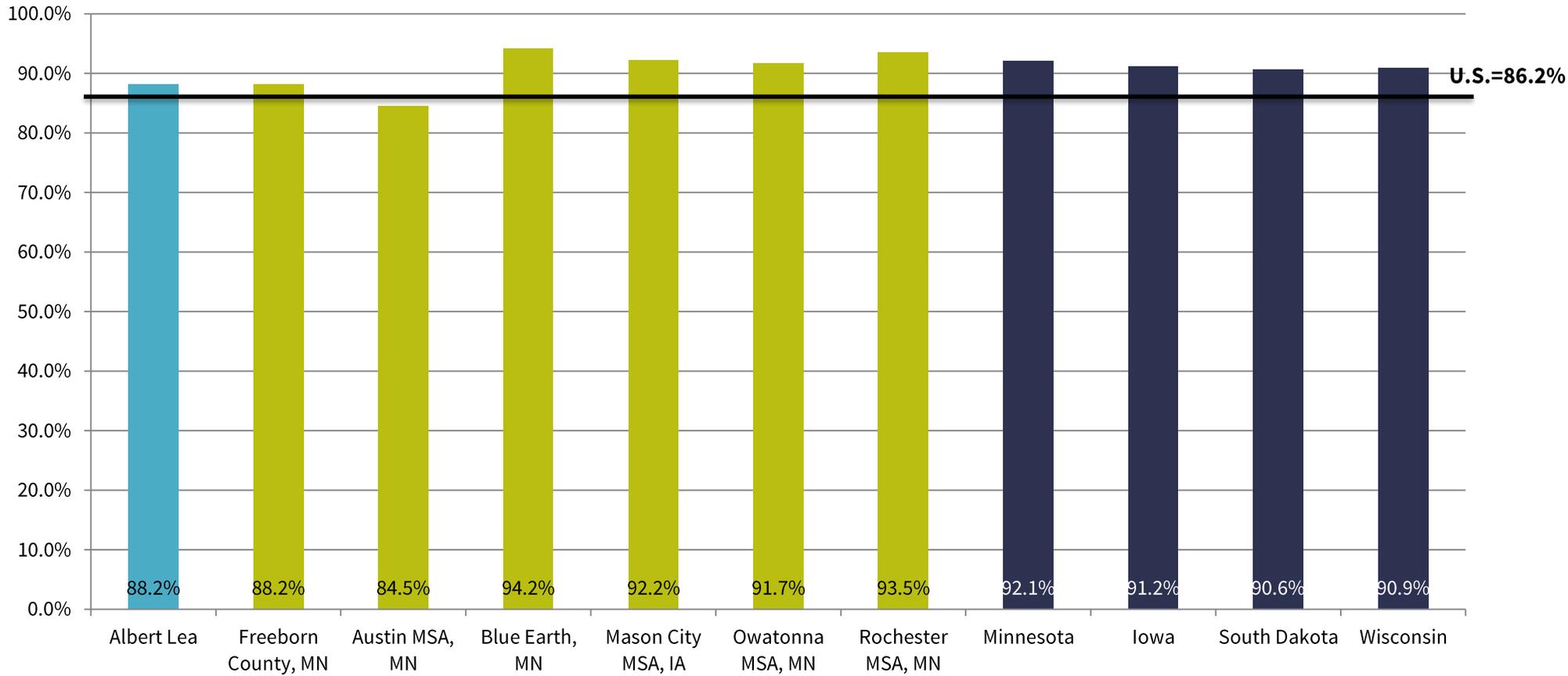


Source: EIA.gov, July 2019

Regional Market Assessment

EDUCATION

EDUCATIONAL ATTAINMENT: HIGH SCHOOL

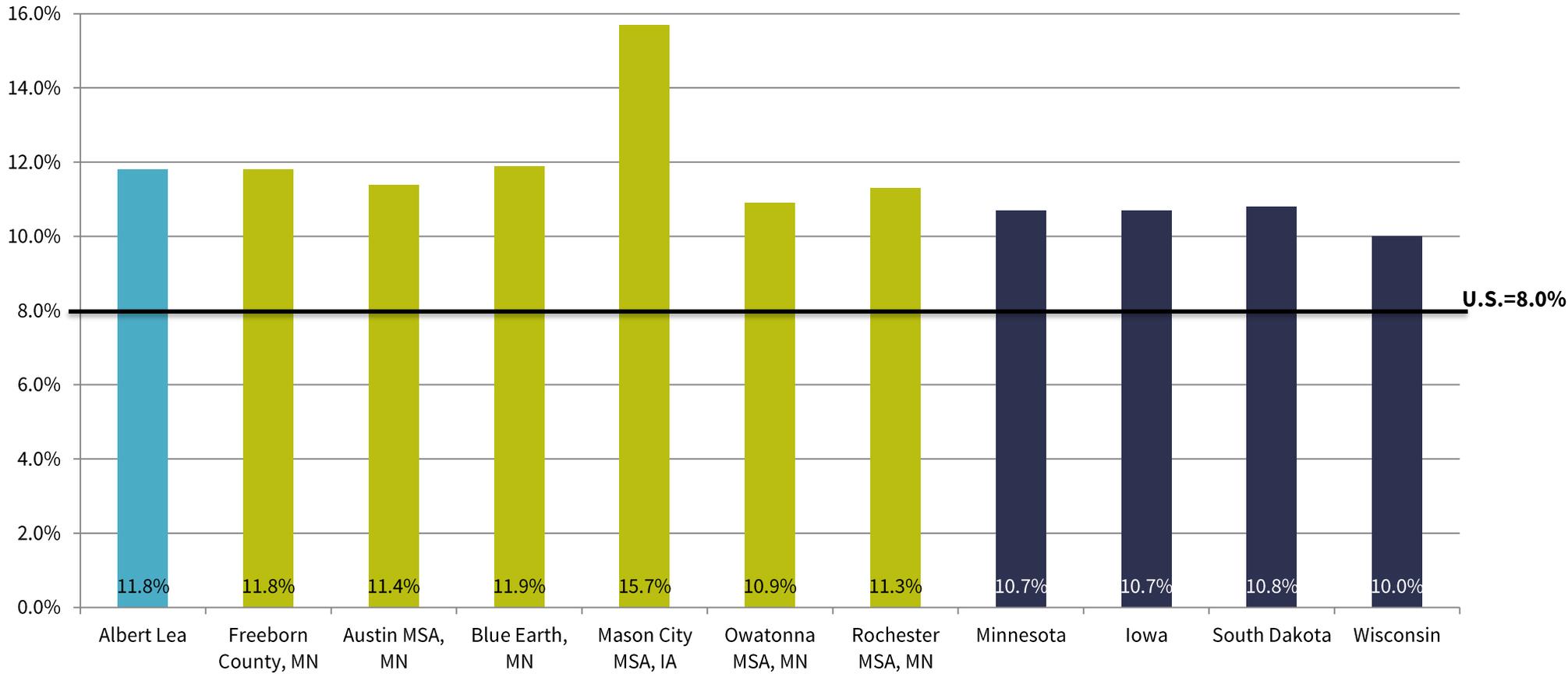


Source: U.S. Census Bureau, 2019

Regional Market Assessment

EDUCATION

POST HS - 2-YEAR

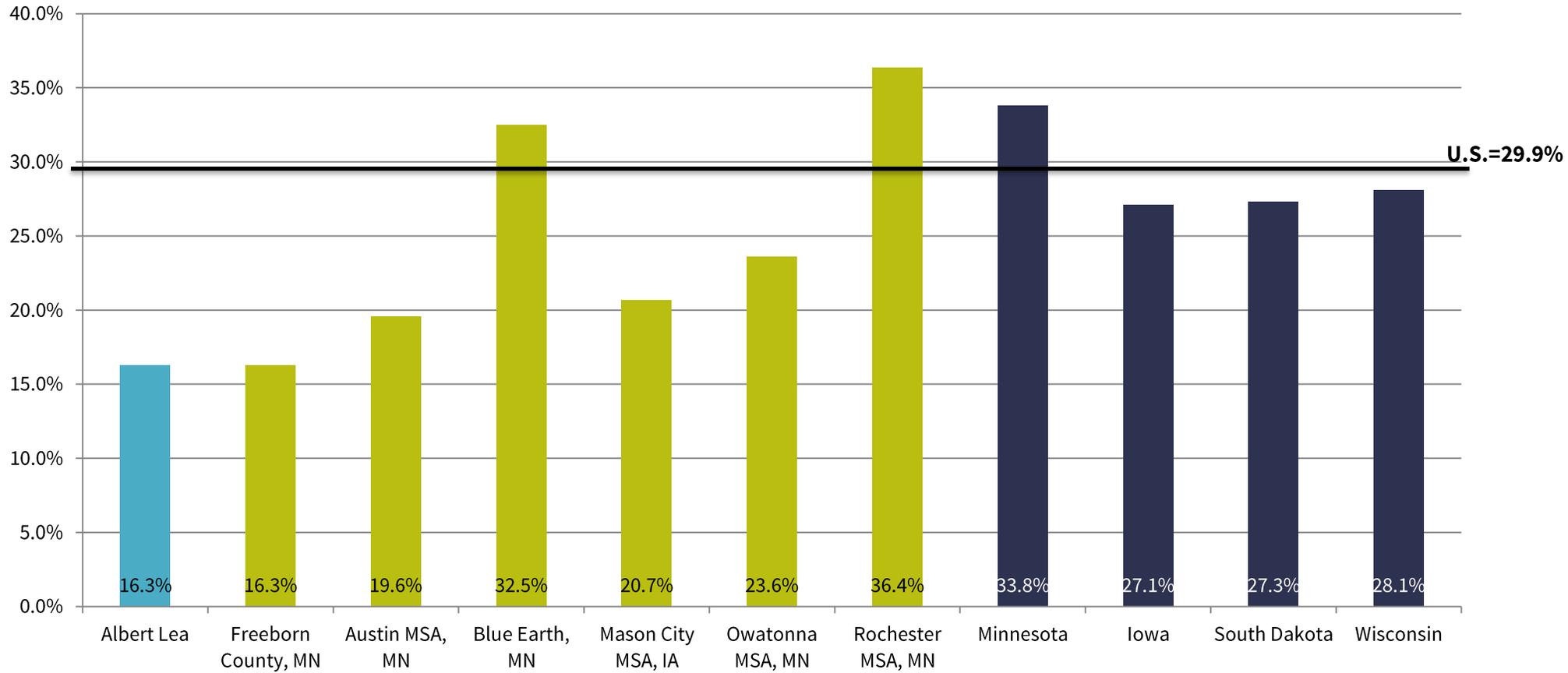


Source: U.S. Census Bureau, 2019

Regional Market Assessment

EDUCATION

POST HS - 4-YEAR

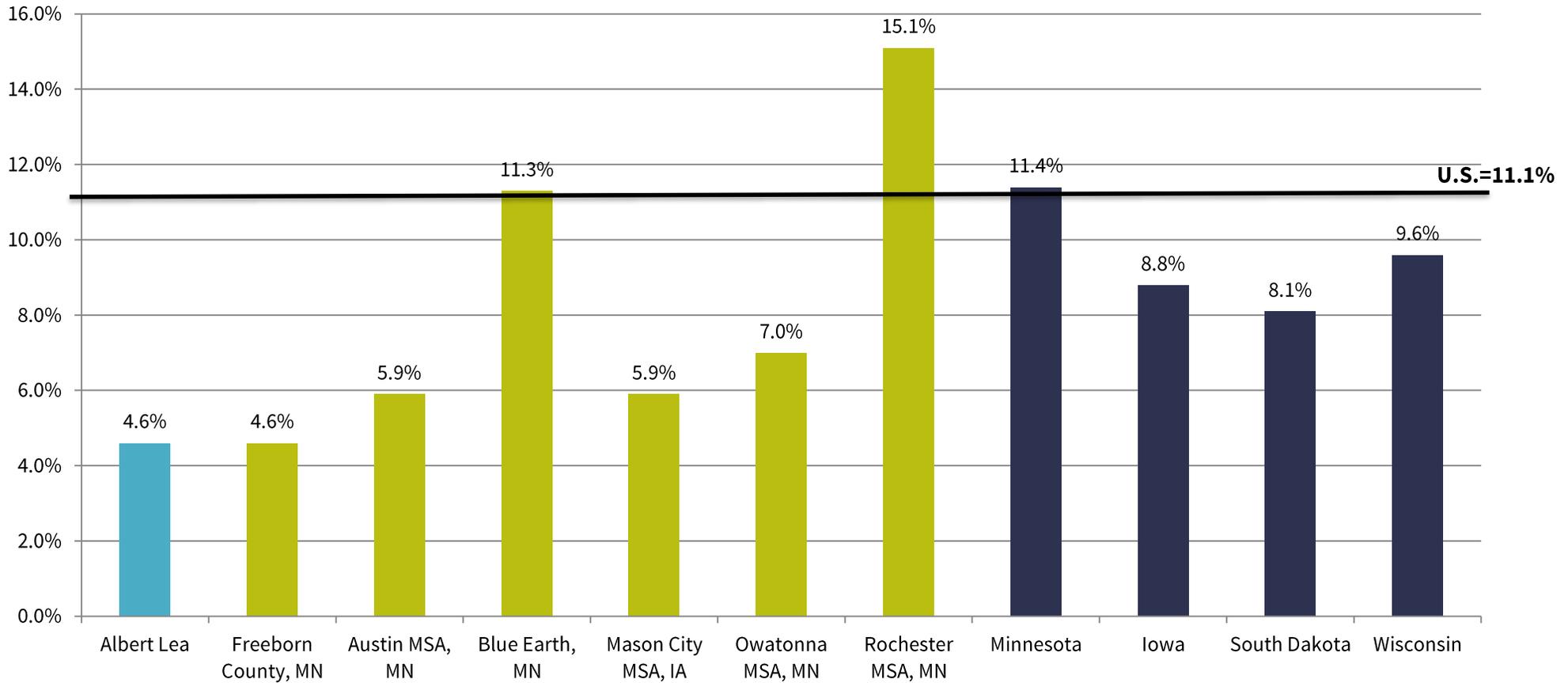


Source: U.S. Census Bureau, 2019

Regional Market Assessment

EDUCATION

POST HS - GRAD SCHOOL

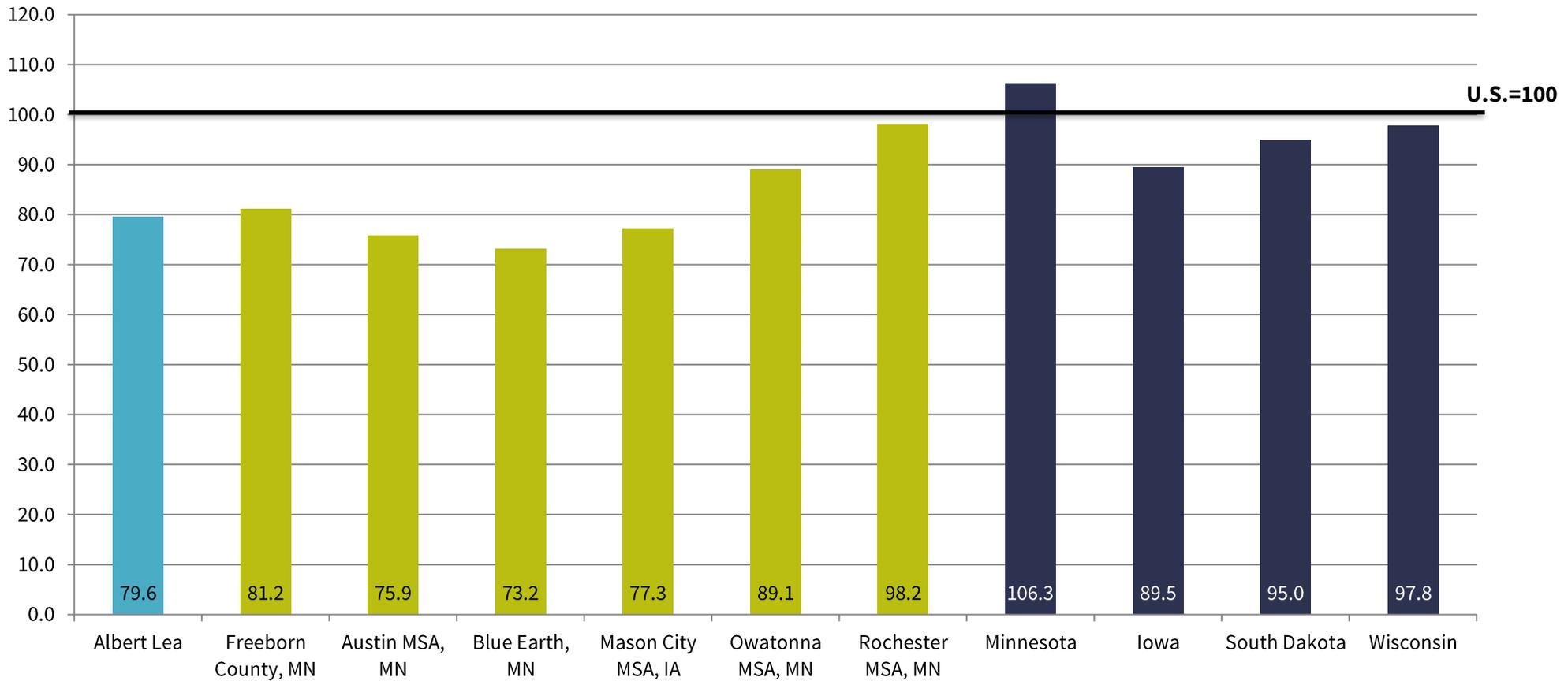


Source: U.S. Census Bureau, 2019

Regional Market Assessment

QUALITY OF LIFE

COST OF LIVING: OVERALL

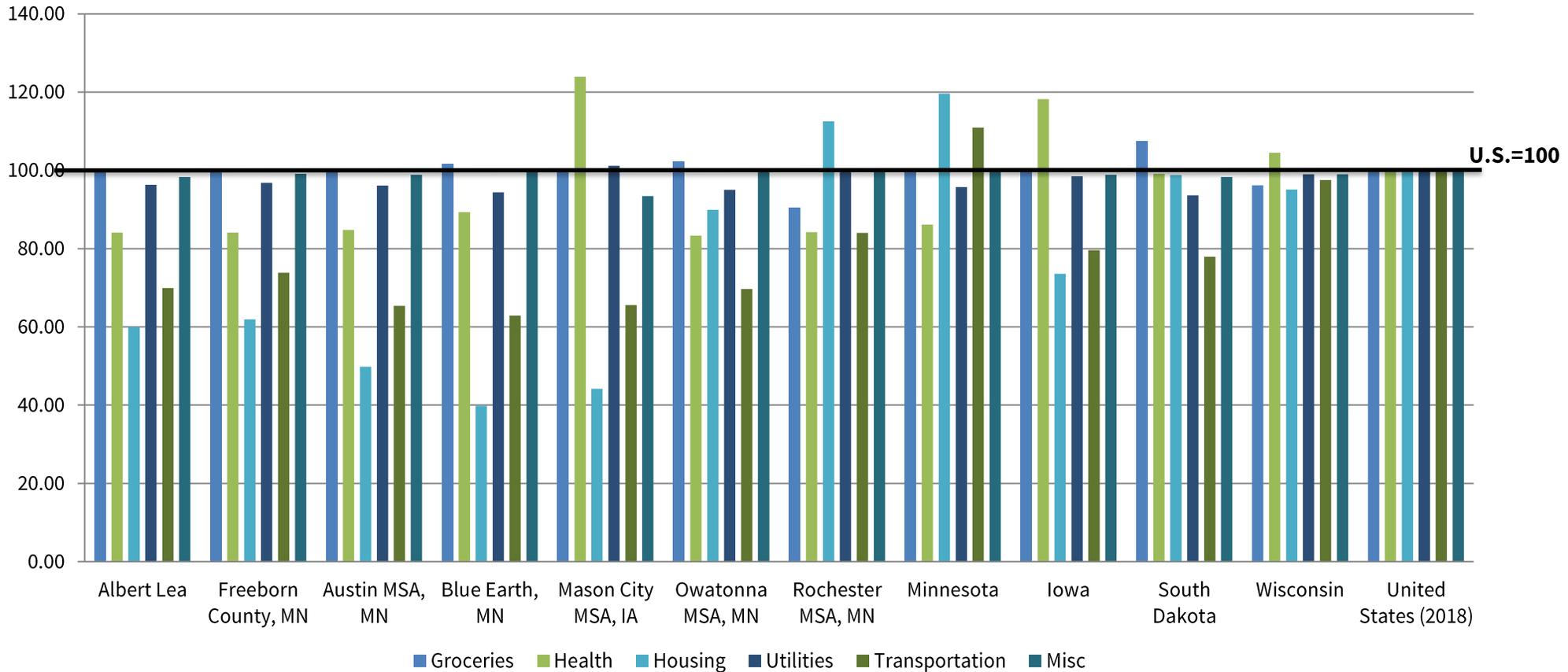


Source: Sperling's Best Places, 2019

Regional Market Assessment

QUALITY OF LIFE

COST OF LIVING FACTORS

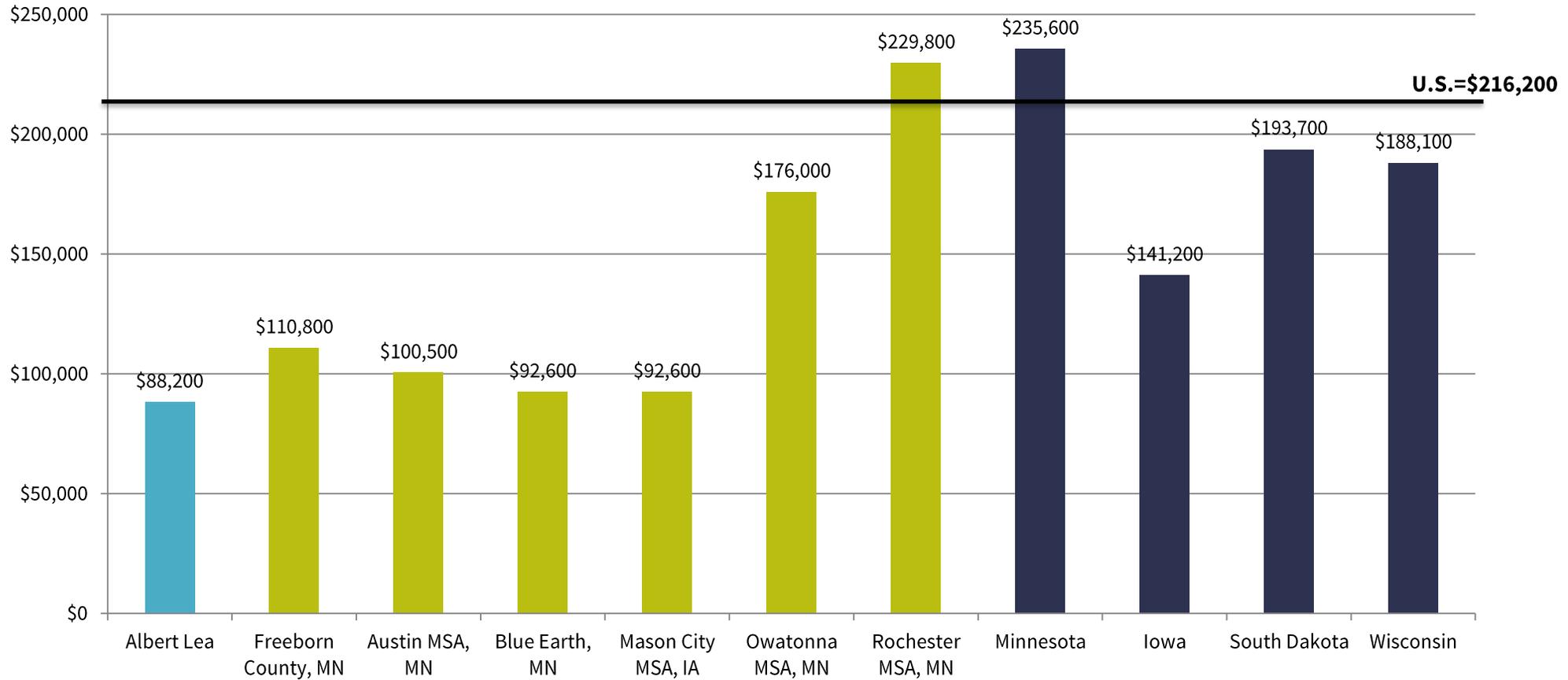


Source: Sperling's Best Places, 2019

Regional Market Assessment

QUALITY OF LIFE

MEDIAN HOME VALUE

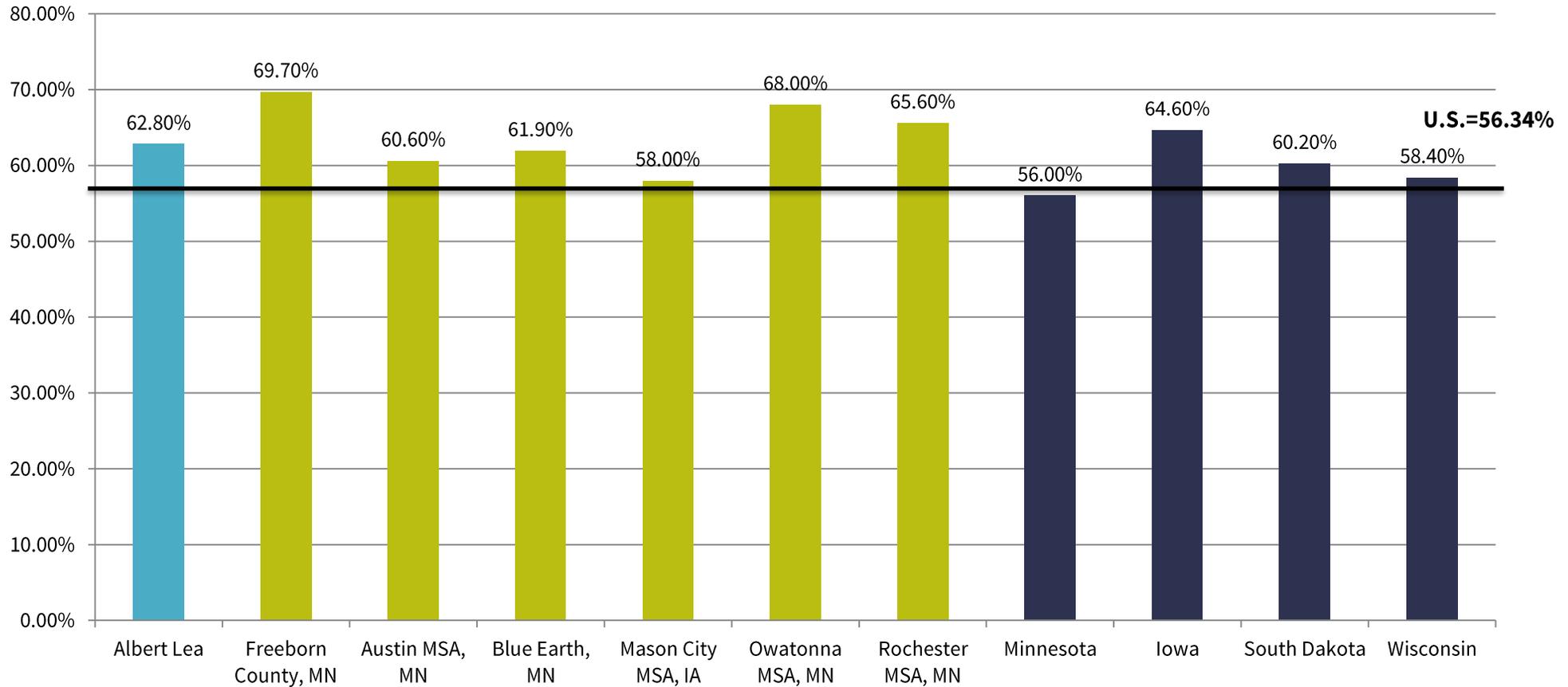


Source: Sperling's Best Places, 2019

Regional Market Assessment

QUALITY OF LIFE

HOME OWNERSHIP RATE

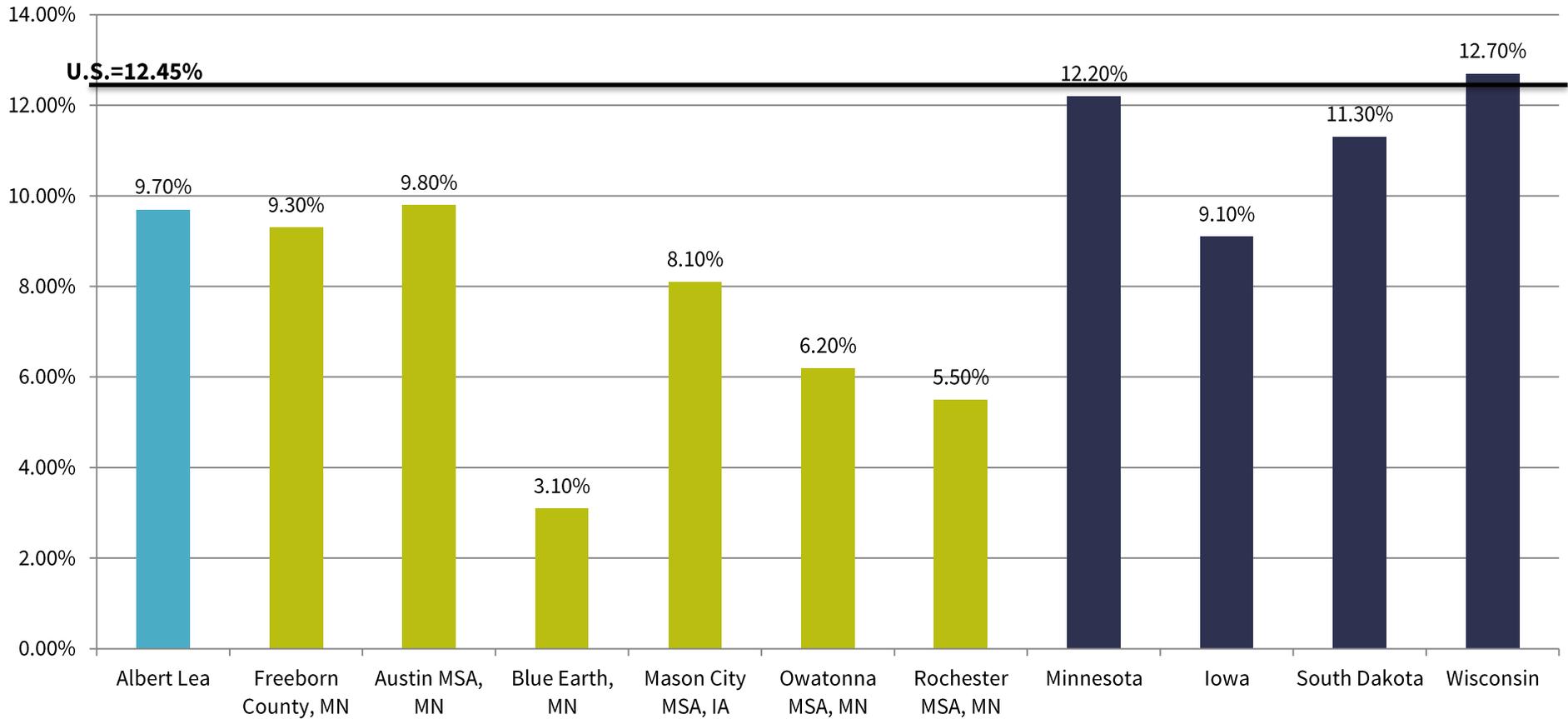


Source: Sperling's Best Places, 2019

Regional Market Assessment

QUALITY OF LIFE

HOUSING VACANCY RATE

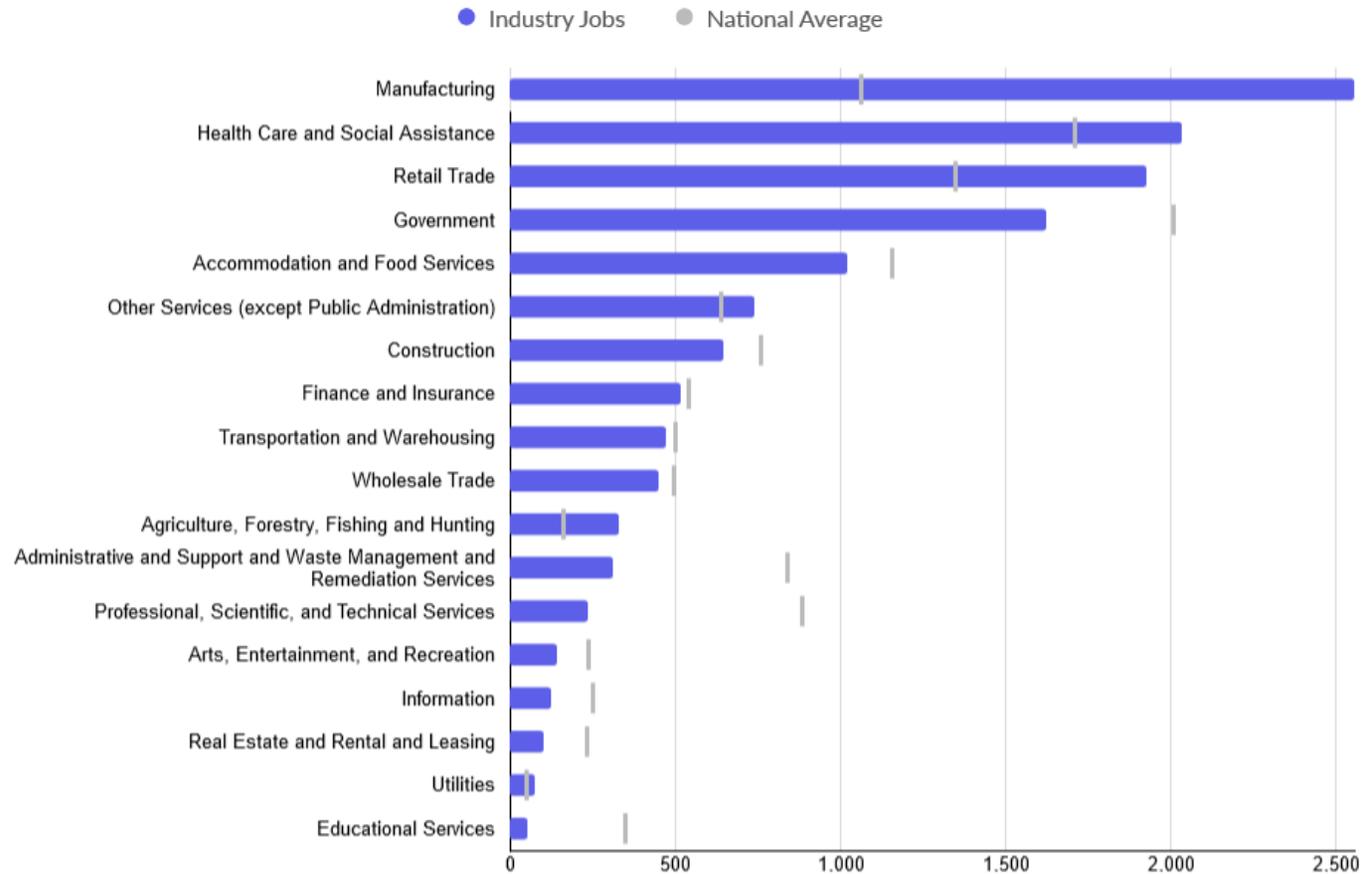


Source: Sperling's Best Places, 2019

Regional Market Assessment

Industry Characteristics – Albert Lea

Largest Industries



Region: Albert Lea MSA

Source: Emsi Economy Overview, 2019

Regional Market Assessment

Industry Characteristics – Albert Lea Location Quotient

Top Industry LQ



Note: Any Location Quotient equal to or greater than 1.2 indicates that your region has a significantly higher concentration.

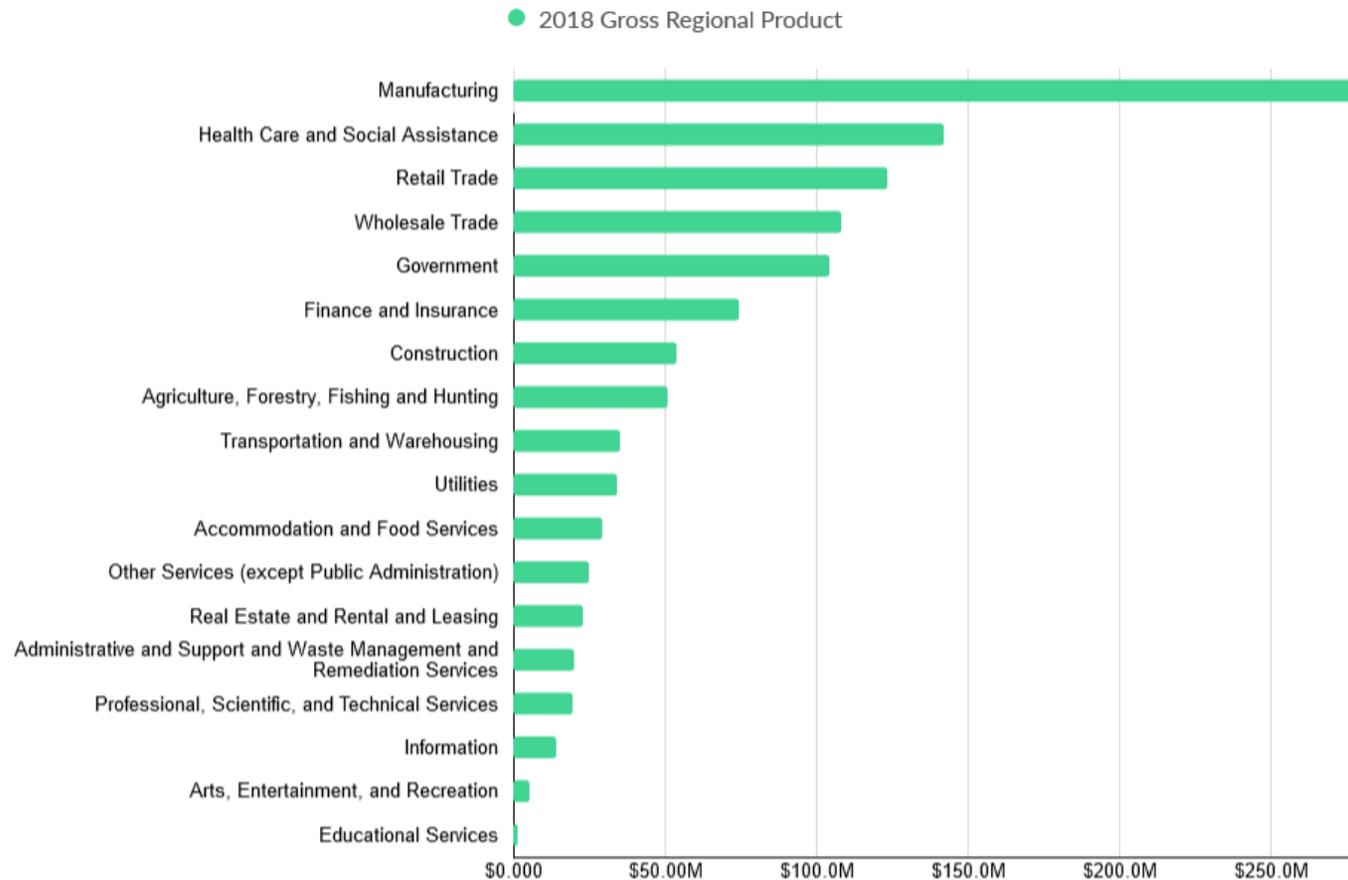
Region: Albert Lea MSA

Source: Emsi Economy Overview, 2019

Regional Market Assessment

Industry Characteristics – Albert Lea Gross Regional Product

Top Industry GRP



Region: Albert Lea MSA

Source: Emsi Economy Overview, 2019

Regional Market Assessment

Industry Characteristics – Albert Lea

Top Industry Earnings



Region: Albert Lea MSA

Source: Emsi Economy Overview, 2019

Regional Market Assessment

Business Characteristics

2,138 Companies Employ Your Workers

Online profiles for your workers mention 2,138 companies as employers, with the top 10 appearing below. In the last 12 months, 881 companies in Albert Lea, MN posted job postings, with the top 10 appearing below.

Top Companies	Profiles
Mayo Clinic	212 
Lou-Rich, Inc.	57 
Albert Lea Area Schools	46 
Wal-Mart Stores, Inc.	41 
City of Albert Lea	40 
Cargill, Incorporated	34 
Agilis Company	33 
Evangelical Lutheran Good Samarita	32 
Riverland Community College	31 
Ventura Foods, LLC	31 

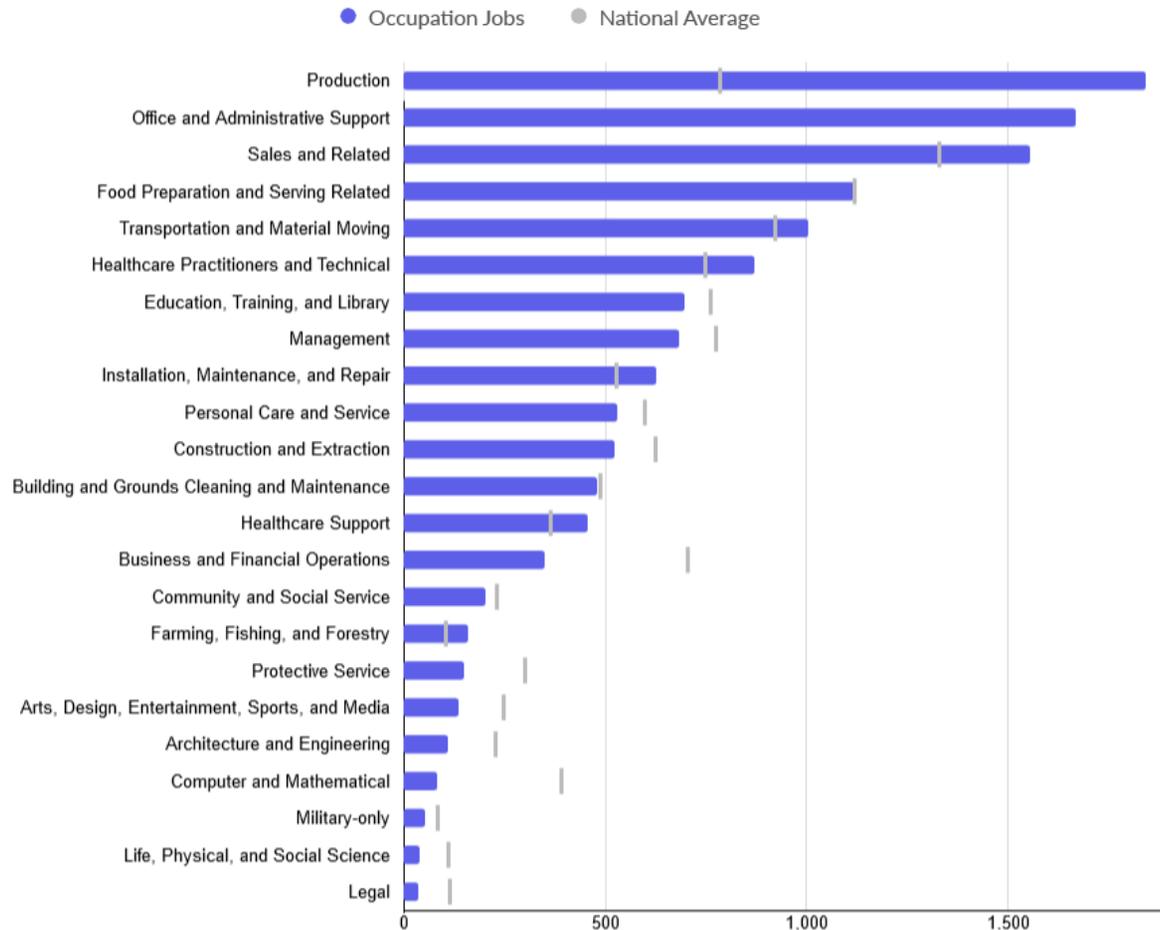
Top Companies Posting	Unique Postings
Mayo Clinic	320 
CRST International, Inc.	288 
Platinum Supplemental Insurance, Ir	287 
HealthCare Employment Network	253 
CareInHomes.com	209 
K.B. Transportation, Inc.	134 
Platinum Inc.	124 
Express Services Inc	121 
Soliant Health, Inc	117 
Koch Trucking, Inc.	114 

Source: Emsi Economy Overview, 2019
Data sourced by Emsi through Database USA, a third-party provider

Regional Market Assessment

Workforce Characteristics

Largest Occupations



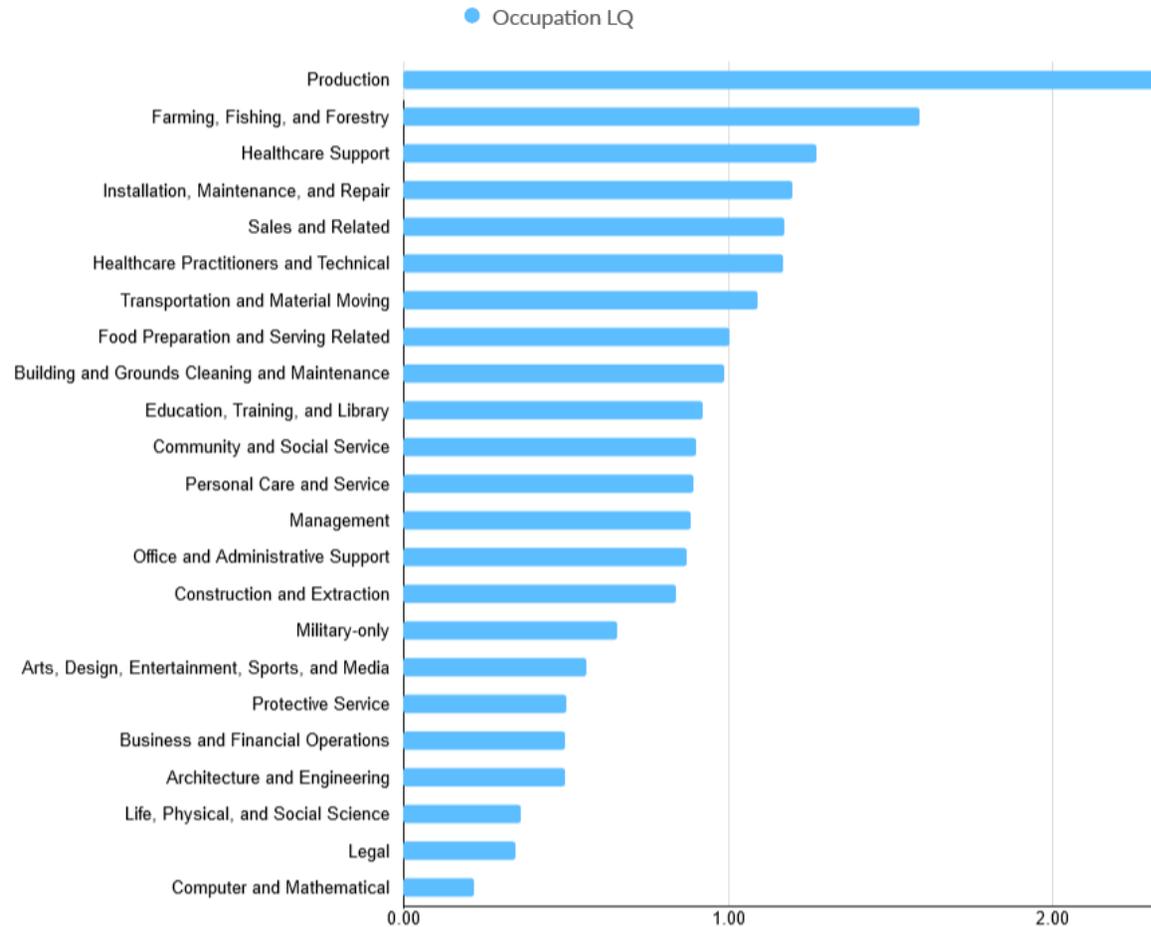
Region: Albert Lea MSA

Source: Emsi Economy Overview, 2019

Regional Market Assessment

Workforce Characteristics

Top Occupation LQ



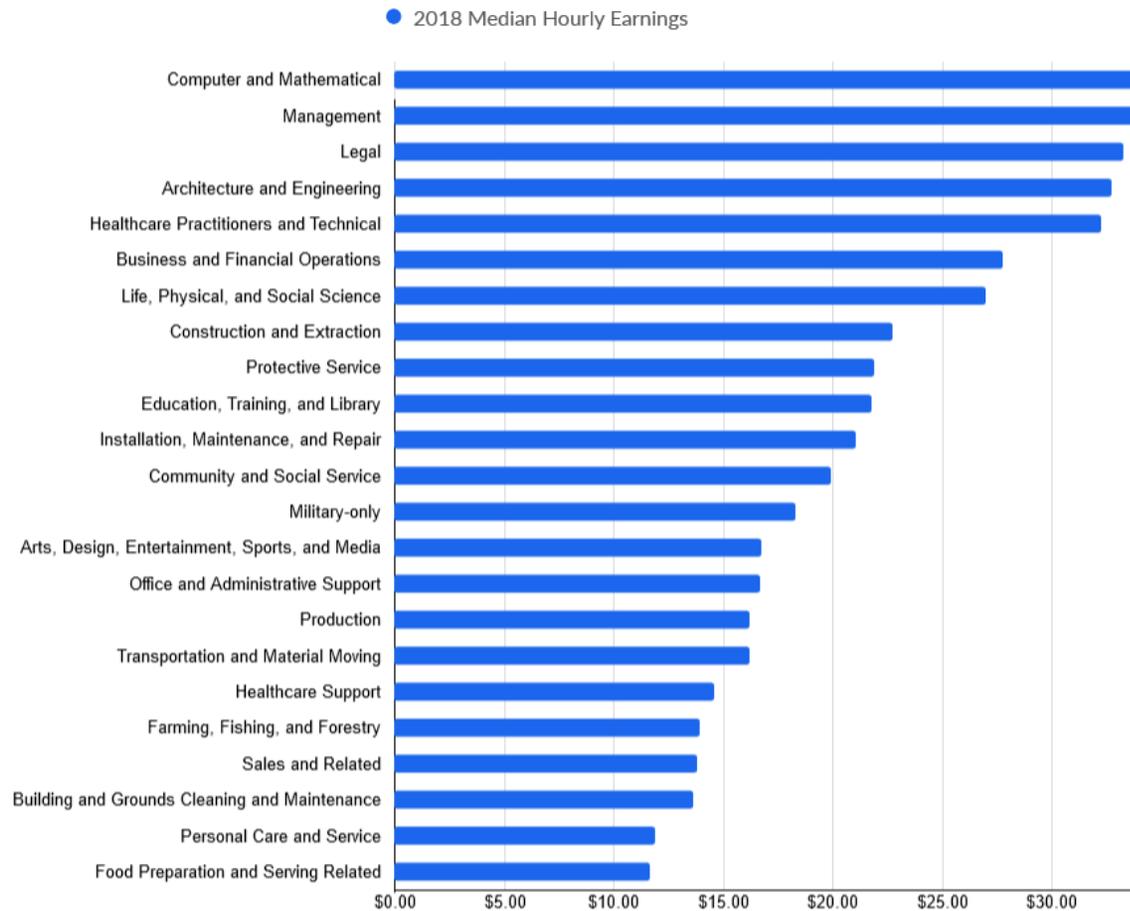
Region: Albert Lea MSA

Source: Emsi Economy Overview, 2019

Regional Market Assessment

Workforce Characteristics

Top Occupation Earnings



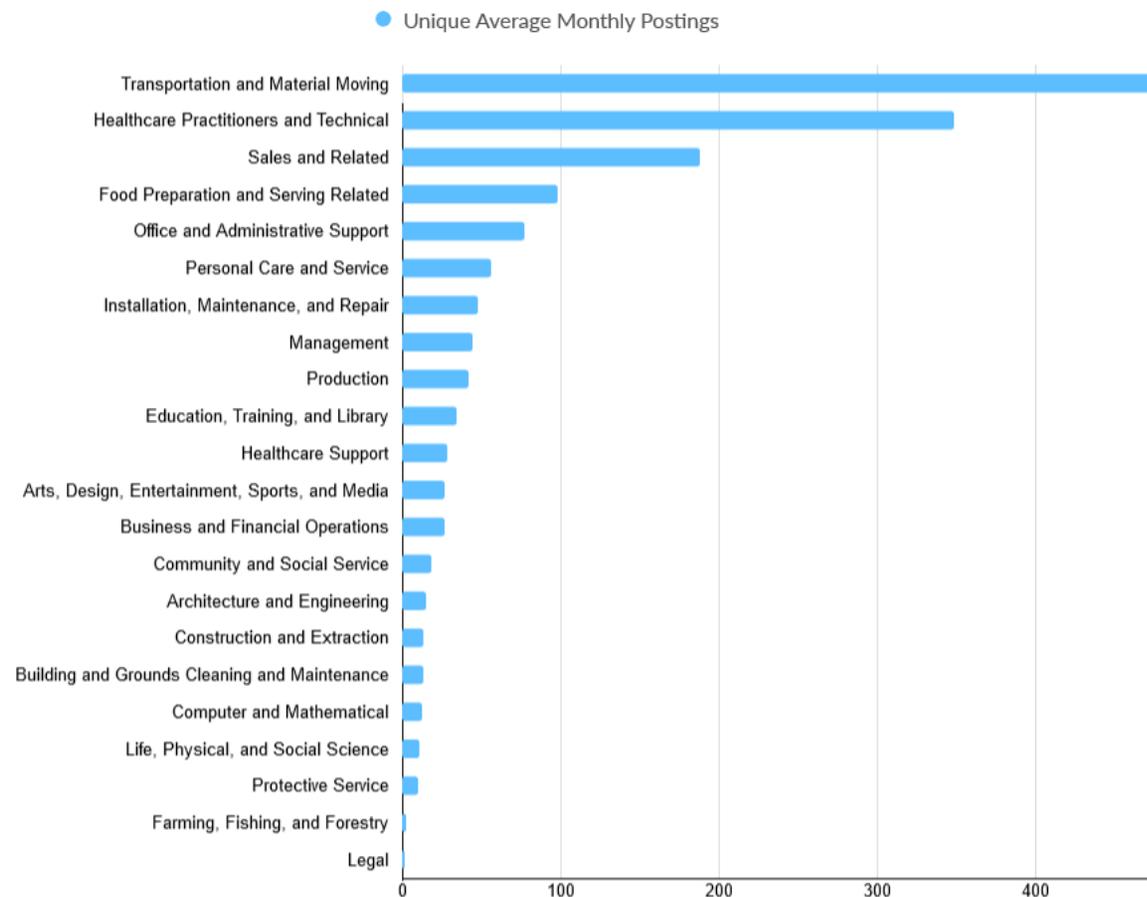
Region: Albert Lea MSA

Source: Emsi Economy Overview, 2019

Regional Market Assessment

Workforce Characteristics

Top Posted Occupations



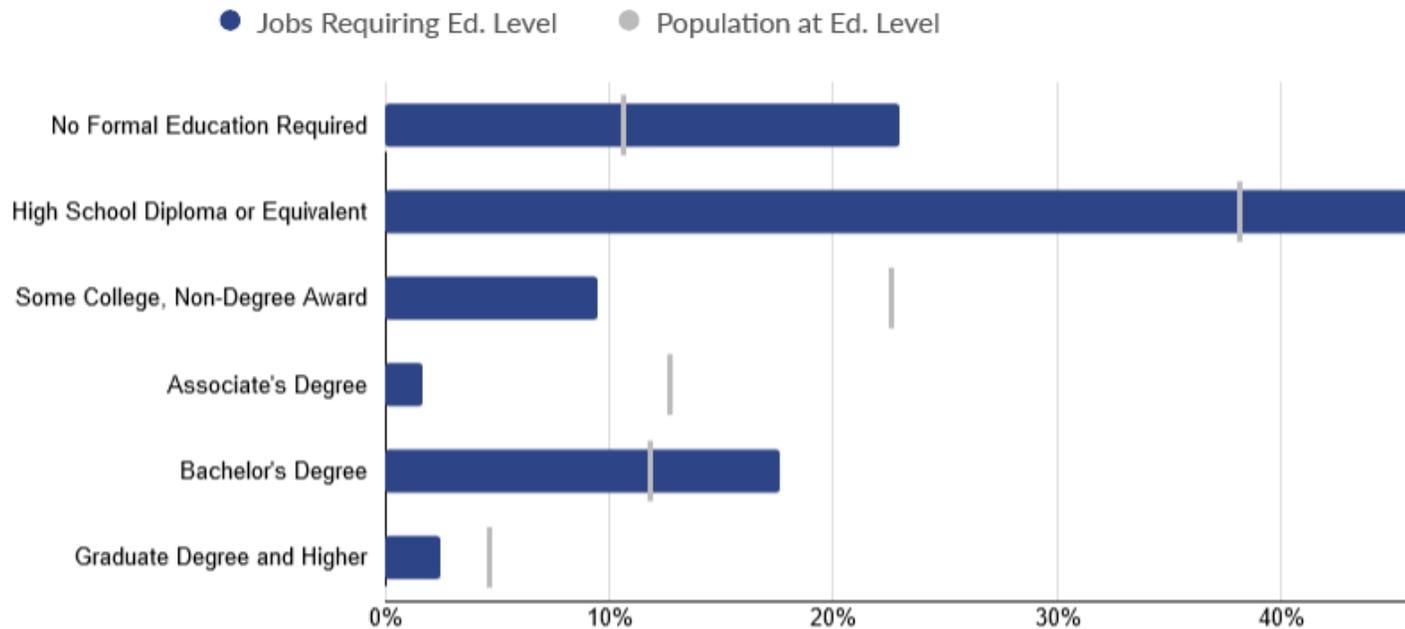
Region: Albert Lea MSA

Source: Emsi Economy Overview, 2019

Regional Market Assessment

Workforce Characteristics

Underemployment



Region: Albert Lea MSA

Source: Emsi Economy Overview, 2019



Economic Base Analysis

Economic Base Analysis

INTRODUCTION

In order to gain some background knowledge on the City of Albert Lea's and the region's current industry and occupation make-up, Ady Advantage conducted analysis at the 2-digit NAICS code level (industry). The data that we look at in the following section include:

- Number of employees
- Concentration (location quotient)
- Wages
- Past five-year growth
- Future expected five-year growth

The data found on the following pages was obtained through EMSI. Note that while EMSI provides information on industries and their impact on the local economy, it does not include identities of specific firms. Additional information about EMSI's data and how its used for economic development are provided below.

- EMSI Information on Data Descriptions and Sources: <http://www.economicmodeling.com/data/usa-data/>
- EMSI for Economic Development: <http://www.economicmodeling.com/our-clients/emsi-for-economic-developers/>

Economic Base Analysis

RESULTS PRESENTED ON GRAPHS

The various bubble charts, shown on the following pages, graphically show this first-level industry analysis for Freeborn County (Core Region). The core region was defined by the Albert Lea MSA, which is Freeborn County. The core region will be compared to the greater region, which is defined as the following counties (all in Minnesota unless noted): Freeborn, Waseca, Faribault, Mower, Steele, Worth (IA), and Winnebago (IA).

In each graph, the X-axis is the historic growth or contraction by industry over time; the Y-axis identifies the industry location quotient, and the size of the industry cluster circle represents the number of employees in the region.

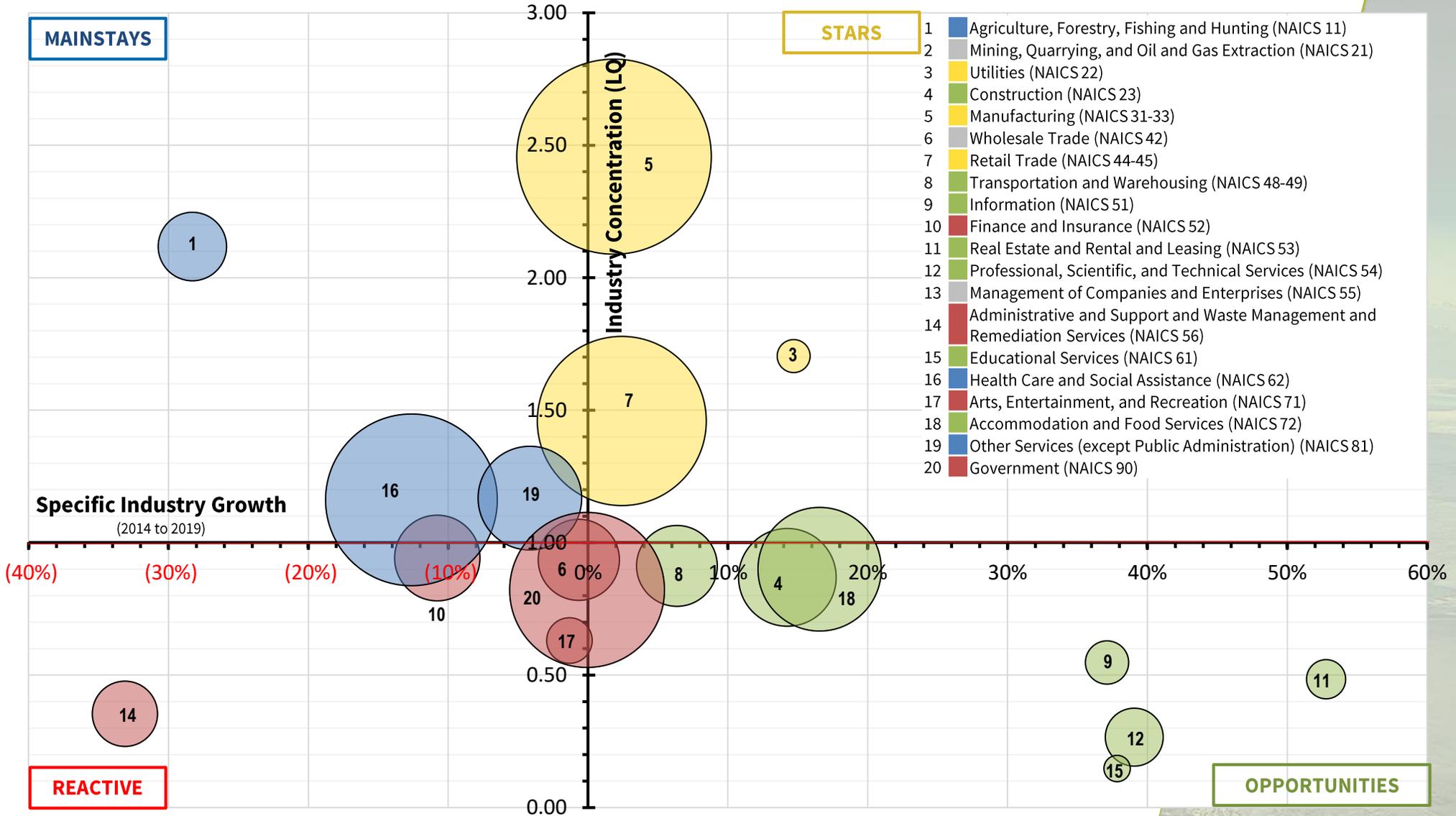
The graph breaks into four quadrants, split by industries above and below 0% growth, and those above and below average concentration (LQ = 1.0). The four quadrants reflect four general approaches to the industries, which we use as a starting point and then adjust based on the specific dynamics within a client's region as well as our experience in conducting similar analyses in many diverse regions.

The general approaches to each of the four quadrants are as follows:

- ***Stars (Gold)***: Positive Growth / Above Average Concentration: Industries that currently drive the economy. They have been positive contributors to economic growth and there is a high-level of existing specialization and economic infrastructure; therefore, the region is likely competitive in those industries. These industries are often ideal targets for growing existing industry and attracting new industry.
- ***Mainstays (Blue)***: Negative Growth / Above Average Concentration: These industries represent a very important part of the economy, but they have not been contributing to growth, and may in fact be contributing to job loss. It is important that these industries be aggressively supported through retention efforts to ensure they can continue to play a significant role in the economy.
- ***Opportunities (Green)***: Positive Growth / Below Average Concentration: These industries have been growing but are not currently well represented in the regional economy. If the regional economic infrastructure is able to support the operational requirements of these businesses, there is the opportunity to develop future stars. To foster such opportunities, economic development organizations need to develop needed infrastructure and be engaged in attraction.
- ***Reactive (Red)***: Negative Growth / Below Average Concentration: These industries are not well represented in the region and have not been growing. As such, they should only be targeted in reaction to some need or opportunity, as such need or opportunity arises.

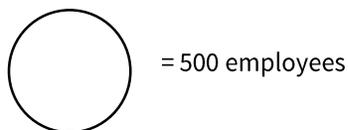
Economic Base Analysis

CORE REGION INDUSTRY ANALYSIS



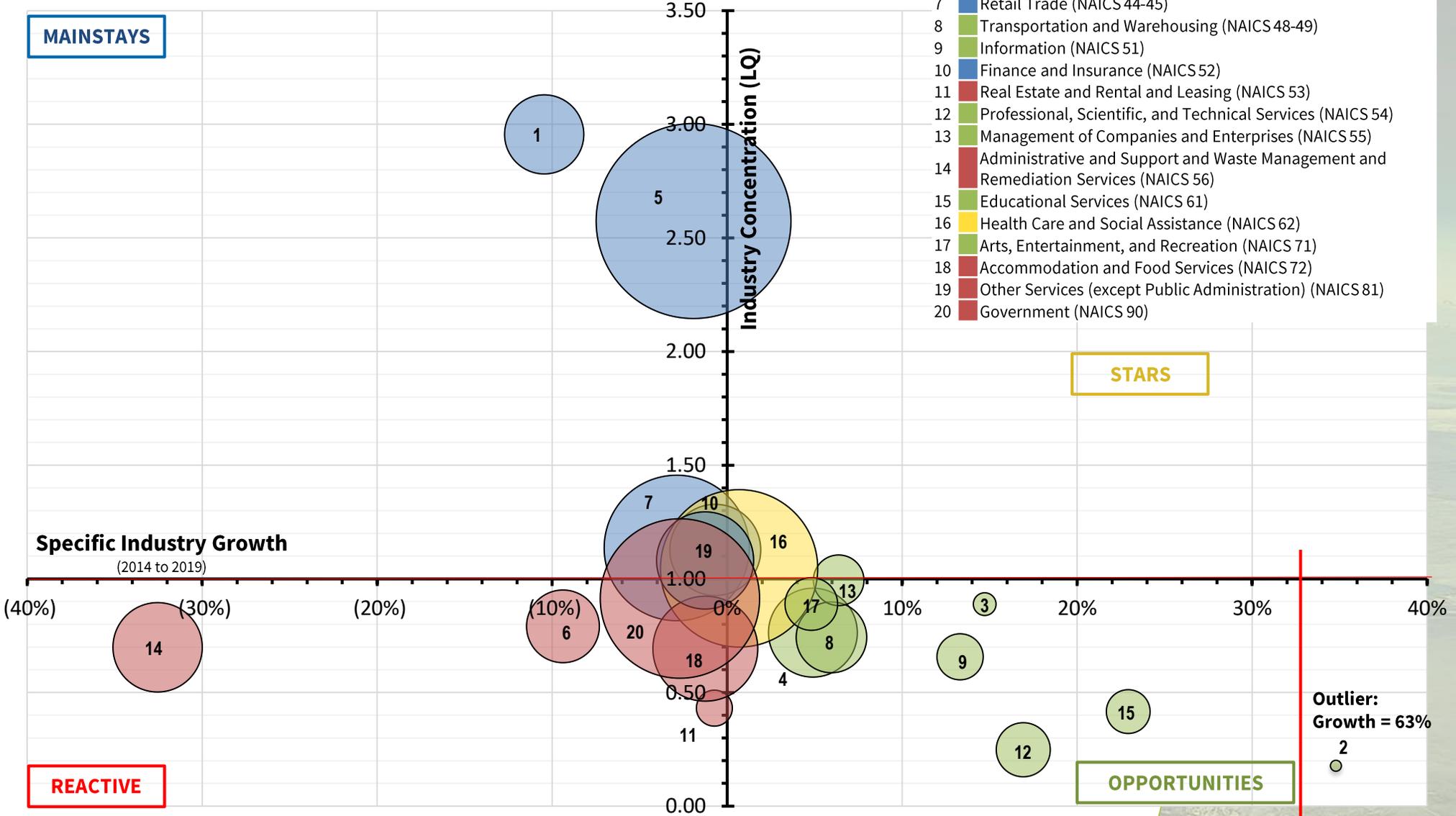
Circle Size = Number of employees in Freeborn County
Source: EMSI 2019

Total Employees in Freeborn County: 13,407



Economic Base Analysis

GREATER REGION INDUSTRY ANALYSIS



Circle Size = Number of employees in Greater Region
Source: EMSI 2019

Total Employees in Greater Region: 74,641

○ = 2,500 employees

Economic Base Analysis

COMPARISON OF INDUSTRY CONCENTRATION

There are some marked differences in concentration between the core region and the greater region. It is instructive to examine these differences because it helps indicate how the City of Albert Lea/Freeborn County may fit within the larger region. Note: clusters where the core region is more highly concentrated are highlighted in green.

The following industries have a significantly higher concentration (>0.2) in the core region than that of the greater region:

- Utilities (NAICS 22)
- Retail Trade (NAICS 44-45)
- Accommodation and Food Services (NAICS 72)

The following industries in which the core region has a significantly high concentration (>1.0) are:

- Agriculture, Forestry, Fishing and Hunting (NAICS 11)
- Utilities (NAICS 22)
- Manufacturing (NAICS 31-33)
- Retail Trade (NAICS 44-45)
- Health Care and Social Assistance (NAICS 62)
- Other Services (except Public Administration) (NAICS 81)

Of these industries, the greater region also has a significantly high concentration in all of the above except for Utilities (NAICS 22). The greater region also has a high concentration in Finance and Insurance (NAICS 52).

It should also be noted that the greater region has a significantly higher concentration (>0.2) than the core region in the following industries:

- Agriculture, Forestry, Fishing and Hunting (NAICS 11)
- Management of Companies and Enterprises (NAICS 55)
- Administrative and Support and Waste Management and Remediation Services (NAICS 56)
- Educational Services (NAICS 61)
- Arts, Entertainment, and Recreation (NAICS 71)

Economic Base Analysis

Existing Industry Concentration Comparison	Core Region Total Employment	Greater Region Total Employment	Core Region Location Quotient	Greater Region Location Quotient
Total All Industries	13,407	74,641	N/A	N/A
Agriculture, Forestry, Fishing and Hunting (NAICS 11)	327	2,552	2.12	2.96
Mining, Quarrying, and Oil and Gas Extraction (NAICS 21)	10	57	0.18	0.18
Utilities (NAICS 22)	78	226	1.70	0.89
Construction (NAICS 23)	657	3,210	0.87	0.76
Manufacturing (NAICS 31-33)	2,578	15,203	2.46	2.57
Wholesale Trade (NAICS 42)	456	2,164	0.94	0.79
Retail Trade (NAICS 44-45)	1,946	8,489	1.46	1.14
Transportation and Warehousing (NAICS 48-49)	452	2,043	0.91	0.74
Information (NAICS 51)	133	894	0.55	0.66
Finance and Insurance (NAICS 52)	505	3,373	0.94	1.13
Real Estate and Rental and Leasing (NAICS 53)	110	544	0.48	0.43
Professional, Scientific, and Technical Services (NAICS 54)	235	1,216	0.27	0.25
Management of Companies and Enterprises (NAICS 55)	0	1,068	0.00	0.99
Administrative and Support and Waste Management and Remediation Services (NAICS 56)	297	3,251	0.35	0.70
Educational Services (NAICS 61)	51	799	0.15	0.42
Health Care and Social Assistance (NAICS 62)	2,007	9,924	1.16	1.05
Arts, Entertainment, and Recreation (NAICS 71)	148	1,154	0.63	0.89
Accommodation and Food Services (NAICS 72)	1,042	4,444	0.90	0.69
Other Services (except Public Administration) (NAICS 81)	738	3,826	1.17	1.08
Government (NAICS 90)	1,636	10,206	0.82	0.91

Source: EMSI 2019

Core Region LQ > than Greater Region (by ≥ 0.2)

Core Region LQ < than Greater Region (by ≥ 0.2)

Core Region LQ and Greater Region LQ are not significantly different

Economic Base Analysis

COMPARISON OF INDUSTRY WAGES

In nine of the industries, the core region's wages are lower when compared to the greater region, the Minnesota average and the national average (highlighted in green). Of those industries in which the core region's wages are not lower than all the comparison regions, nine of the core region's wages are lower than two of the three comparison regions (highlighted in yellow). The remaining two industries had insufficient data at the core region level.

There may be opportunities in those industries in which the core region is on par or has lower wages in comparison. Lower wages can be used to attract new businesses, which in theory creates more demand for those workers resulting in increased wages over time.

Economic Base Analysis

Existing Industry Wage Comparison	Core Region Wages, Salaries & Proprietor Earnings	Greater Region Wages, Salaries & Proprietor Earnings	Minnesota Wages, Salaries & Proprietor Earnings	U.S. Wages, Salaries & Proprietor Earnings
Total Industry (Average Wage)	\$38,761	\$48,565	\$63,248	\$65,382
Agriculture, Forestry, Fishing and Hunting (NAICS 11)	\$46,184	\$46,833	\$49,070	\$38,793
Mining, Quarrying, and Oil and Gas Extraction (NAICS 21)	Insf. Data	\$43,472	\$92,041	\$103,777
Utilities (NAICS 22)	\$86,655	\$85,414	\$112,753	\$109,247
Construction (NAICS 23)	\$49,660	\$47,107	\$61,889	\$57,749
Manufacturing (NAICS 31-33)	\$47,019	\$51,379	\$66,510	\$67,959
Wholesale Trade (NAICS 42)	\$57,159	\$69,188	\$83,954	\$77,220
Retail Trade (NAICS 44-45)	\$29,702	\$26,998	\$30,605	\$32,288
Transportation and Warehousing (NAICS 48-49)	\$45,412	\$49,947	\$54,671	\$53,601
Information (NAICS 51)	\$32,460	\$42,490	\$77,045	\$109,665
Finance and Insurance (NAICS 52)	\$62,998	\$77,749	\$105,729	\$107,046
Real Estate and Rental and Leasing (NAICS 53)	\$30,772	\$29,948	\$54,196	\$58,833
Professional, Scientific, and Technical Services (NAICS 54)	\$44,562	\$52,317	\$90,518	\$92,649
Management of Companies and Enterprises (NAICS 55)	Insf. Data	\$153,763	\$127,281	\$122,745
Administrative and Support and Waste Management and Remediation Services (NAICS 56)	\$35,122	\$29,581	\$39,240	\$39,502
Educational Services (NAICS 61)	\$21,922	\$22,176	\$32,354	\$41,345
Health Care and Social Assistance (NAICS 62)	\$49,171	\$42,227	\$51,750	\$50,216
Arts, Entertainment, and Recreation (NAICS 71)	\$17,317	\$20,476	\$34,665	\$36,945
Accommodation and Food Services (NAICS 72)	\$15,069	\$15,044	\$19,923	\$21,710
Other Services (except Public Administration) (NAICS 81)	\$21,498	\$21,237	\$29,174	\$31,303
Government (NAICS 90)	\$43,780	\$43,961	\$51,584	\$55,054

Source: EMSI 2019

Core Region wages < Greater Region, Minnesota and U.S. wages
 Core Region wages > Two of three of the comparison region. Wages
 Core Region wages < Two of three of the comparison region wages

Economic Base Analysis

COMPARISON OF INDUSTRY GROWTH

Looking at growth by industry cluster provides some indication of potential strengths of an industry in the region, at the state level, as well as at the national level. Growth was examined by looking at both the previous five-year period (2014 - 2019), as well as the projected five-year growth (2019 - 2024). In order to see where the growth is happening, the cells of the table were highlighted green where growth was greater than or equal to five percent in the respective period and was highlighted red where growth was less than or equal to negative five percent.

The industries that have experienced and will experience growth of over five percent in the core region include:

- Construction (NAICS 23)
- Information (NAICS 51)
- Real Estate and Rental and Leasing (NAICS 53)
- Professional, Scientific, and Technical Services (NAICS 54)
- Educational Services (NAICS 61)

Of the industries that did not experience significant growth, one industry is projected to experience significant growth over the next 5-year period:

- Mining, Quarrying, and Oil and Gas Extraction (NAICS 21)

Professional, Scientific, and Technical Services (NAICS 54) and Educational Services (NAICS 61) have experienced and are projected to continue to experience significant growth in all four levels.

Industries which have experienced a significant decline of over five percent in the past 5-year period and are projected to continue to significantly decline over the next 5-year period in the core region include:

- Agriculture, Forestry, Fishing and Hunting (NAICS 11)
- Administrative and Support and Waste Management and Remediation Services (NAICS 56)

Economic Base Analysis

Existing Industry Growth Comparison	Core Region 5-year Growth (2014 - 2019)	Core Region 5-year Projected Growth (2019 - 2024)	Greater Region 5-year Growth (2014 - 2019)	Greater Region 5-year Projected Growth (2019 - 2024)	Minnesota 5-year Growth (2014 - 2019)	Minnesota 5-year Projected Growth (2019 - 2024)	U.S. 5-year Growth (2014 - 2019)	U.S. 5-year Projected Growth (2019 - 2024)
Total All Industries	2%	3%			4%	3%	7%	5%
Agriculture, Forestry, Fishing and Hunting (NAICS 11)	(28%)	(15%)	(10%)	(6%)	(6%)	(2%)	(0%)	1%
Mining, Quarrying, and Oil and Gas Extraction (NAICS 21)	Insf. Data	10%	63%	7%	(7%)	(2%)	(19%)	7%
Utilities (NAICS 22)	15%	4%	15%	11%	(3%)	3%	2%	3%
Construction (NAICS 23)	14%	5%	5%	0%	12%	3%	18%	6%
Manufacturing (NAICS 31-33)	2%	(3%)	(2%)	(3%)	4%	(1%)	5%	0%
Wholesale Trade (NAICS 42)	(1%)	(2%)	(9%)	2%	0%	1%	1%	2%
Retail Trade (NAICS 44-45)	2%	0%	(3%)	(1%)	4%	1%	4%	2%
Transportation and Warehousing (NAICS 48)	6%	2%	6%	5%	17%	5%	22%	7%
Information (NAICS 51)	37%	17%	13%	8%	(6%)	(2%)	5%	3%
Finance and Insurance (NAICS 52)	(11%)	(6%)	(1%)	(2%)	7%	3%	8%	4%
Real Estate and Rental and Leasing (NAICS 53)	53%	22%	(1%)	3%	(8%)	1%	11%	4%
Professional, Scientific, and Technical Services (NAICS 54)	39%	11%	17%	11%	18%	7%	13%	8%
Management of Companies and Enterprises (NAICS 55)	(100%)	0%	6%	8%	4%	2%	11%	5%
Administrative and Support and Waste Management and Remediation Services (NAICS 56)	(33%)	(10%)	(33%)	(3%)	1%	2%	9%	6%
Educational Services (NAICS 61)	38%	16%	23%	16%	8%	8%	10%	8%
Health Care and Social Assistance (NAICS 62)	(13%)	(3%)	1%	5%	12%	9%	13%	10%
Arts, Entertainment, and Recreation (NAICS 71)	(1%)	2%	5%	9%	15%	5%	14%	6%
Accommodation and Food Services (NAICS 72)	17%	4%	(1%)	(2%)	7%	2%	13%	6%
Other Services (except Public Administration) (NAICS 81)	(4%)	(1%)	(1%)	0%	3%	3%	6%	4%
Government (NAICS 90)	(0%)	1%	(3%)	0%	2%	2%	3%	2%

Source: EMSI 2019

 Industry growth greater than or equal to five percent in the respective region and time frame.

 Industry growth is less than or equal to negative five percent in the respective region and time frame.

Economic Base Analysis

SECTOR SCREENING

In order to narrow down the list of industries for further analysis at the two-digit level, we created a screening process. This process takes into account the recent growth and concentration (chart quadrant) of the industry in the Albert Lea region, the projected 5-year growth in the greater region, and the projected 5-year growth nationally. The industries highlighted in green will be explored further in the target industry analysis section of this report.

Industry	Core Region Chart Quadrant	Greater Region 5-Year Projected Growth (2019-2024)	U.S. 5-Year Projected Growth (2019-2024)	Include in further analysis? Comments
Agriculture, Forestry, Fishing and Hunting (NAICS 11)	Mainstay	(6%)	1%	Yes. This industry is foundational to the region. While it has not been growing and is not projected to grow in the region, we will examine this industry to determine which strong agriculture sectors might provide opportunities for value-added processing.
Mining, Quarrying, and Oil and Gas Extraction (NAICS 21)	N/A	7%	7%	No. This industry is very small in Freeborn County. While it is growing in the greater region, there are likely stronger areas in which this industry can grow.
Utilities (NAICS 22)	Star	11%	3%	No. This is not typically an industry to focus on for business recruitment.
Construction (NAICS 23)	Opportunity	0%	6%	No. This industry tends to lag/follow the economy. It will grow as other sectors grow.
Manufacturing (NAICS 31-33)	Star	(3%)	0%	Yes. The region has a strong concentration in manufacturing, and it has been growing. We will examine opportunities for clustering and/or emerging industries for the region.
Wholesale Trade (NAICS 42)	N/A	2%	2%	No. This industry has been declining in the region and is a fairly small industry sector. While not a target industry, this industry should be supported as it relates to distribution opportunities for other industry clusters.

Economic Base Analysis

TARGET INDUSTRY SCREENING

Industry	Core Region Chart Quadrant	Greater Region 5-Year Projected Growth (2019-2024)	U.S. 5-Year Projected Growth (2019-2024)	Include in further analysis? Comments
Retail Trade (NAICS 44-45)	Star	(1%)	2%	No. This industry is not a focus of this research. These subsectors tend to follow the economy and are consumer-driven.
Transportation and Warehousing (NAICS 48-49)	Opportunity	5%	7%	Yes. The region has experienced growth in this region and is expected to continue to grow. Many stakeholders mentioned this as a growth opportunity due to Albert Lea's location.
Information (NAICS 51)	Opportunity	8%	3%	Yes. While some of the subsectors in this industry are consumer-driven, the region has seen growth and it is projected to continue to grow.
Finance and Insurance (NAICS 52)	Reactive	(2%)	4%	No. The subsectors within this industry tend to follow the economy, such as commercial banking. It has been declining in the region and is projected to continue to decline.
Real Estate and Rental and Leasing (NAICS 53)	Opportunity	3%	4%	No. These subsectors tend to follow the economy and are consumer-driven.
Professional, Scientific, and Technical Services (NAICS 54)	Opportunity	11%	8%	Yes. There are several subsectors of this industry that have experienced significant growth in the region, and this industry is projected to experience significant growth in the future. This industry also provides greater diversification of the regional economy and job opportunities for professional and educated labor.
Management of Companies and Enterprises (NAICS 55)	N/A	8%	5%	No. This industry currently does not employ anyone in the region. There may be opportunities for regional offices and the like; however, those can be reviewed by looking at other subsectors.

Economic Base Analysis

TARGET INDUSTRY SCREENING

Industry	Core Region Chart Quadrant	Greater Region 5-Year Projected Growth (2019-2024)	U.S. 5-Year Projected Growth (2019-2024)	Include in further analysis? Comments
Administrative and Support and Waste Management and Remediation Services (NAICS 56)	Reactive	(3%)	6%	No. Most of the subsectors of this industry follow the economy, and the focus should be to support rather than recruit.
Educational Services (NAICS 61)	Opportunity	16%	8%	No. This is not an industry to recruit, but rather, support. There are strong educational assets in the region that can be used as a selling point for new business development.
Health Care and Social Assistance (NAICS 62)	Mainstay	5%	10%	No. While this industry is strong in the region, this industry is not a focus of this research. These subsectors tend to follow the economy and are consumer-driven.
Arts, Entertainment, and Recreation (NAICS 71)	Reactive	9%	6%	No. This industry is not a focus of this research. These subsectors tend to follow the economy and are consumer-driven.
Accommodation and Food Services (NAICS 72)	Opportunity	(2%)	6%	No. This industry is not a focus of this research. These subsectors tend to follow the economy and are consumer-driven.
Other Services (except Public Administration) (NAICS 81)	Mainstay	0%	4%	No. The subsectors within this industry are consumer-customer driven and will follow the economy.
Government (NAICS 90)	Reactive	0%	2%	No. This is not typically an industry to recruit.



Section 3: Stakeholder Engagement

Stakeholder Engagement

INTRODUCTION

Ady Advantage conducted roundtables in Albert Lea, Minnesota on Tuesday, October 8th, 2019. Over 60 key stakeholders from organizations around the county participated in these roundtable discussions. This included representatives from local businesses, educational institutions, EDA's partner organizations, and more. All participants were very forth coming and willing to participate in these interviews.

The following section includes a summary of the stakeholder surveys that participants filled out at the beginning of each roundtable. Full notes from the stakeholder roundtables can be found in the appendix.

Stakeholder Engagement

Participants

The following tables list the employers interviewed as part of this process.

Organization	Name
Alamco Wood Products	Steve Vanek
Albert Lea Family Y	Dennis Dieser
Albert Lea resident/Greater MN Partnership ED	Dan Dorman
Albert Lea Schools	John Double
Albert Lea Schools - Community Ed	Chris Chalmers
Albert Lea Schools - Finance Director	Jennifer Walsh
Albert Lea Tribune	Sarah Stultz
Blue Zones	Ellen Kehr
Career Force/ Workforce Development	Val Kvale
CCF Bank	John Bhend
CCF Bank	Bobbie Jo Jacobs
CCF Bank	Steve Murley
Cedar Valley Services	Brittany Colvin
Chamber of Commerce	Geri Jensen
Chamber of Commerce	Liz Johnson
City of Albert Lea	Jerry Gabrielatos
City of Albert Lea	David Todd

Organization	Name
City of Albert Lea, City Engineer and Director of Public Works	Steve Jahnke
City of Albert Lea, City Planner	Megan Boeck
Country Inn & Suites/CVB Board	Heather Lee
CVB	Susie Peterson
CVB/Lou-Rich	Doug Olson
Edward Jones	Angie Eggum
Entrepreneur	Ryon McCamish
Express Employment	Joe Lubke
Farmers State Bank/ALEDA Board	Mark Heinemann
Freeborn County	Tom Jensen
Freeborn County	Candace Pesch
Freeborn Mower Cooperative Services	Allen Hendricks
Freeborn Mower Cooperative Services	Judy Jensen
Freeborn Mower Cooperative Services/ ALEDA board	Bryan Skogheim

Stakeholder Engagement

Participants

The following tables list the employers interviewed as part of this process.

Organization	Name
Granicrete Minnesota	Jean Eaton
Home Federal Bank	Kevin Lafrance
Hubbard Foods	Ken Peterson
HyVee Store Director/CVB Board of Directors	Jeff Thompson
Intego Insurance/ALEDA Board	Sarah Nelson
Intellicents	Kevin Dulitz
ISC Financial/ALEDA Board	Rich Murray
ITC Midwest	Lori Broghammer
It's Worth It Massage	Lindsay Kramer
Larson Contracting	Justin Peterson
Leadership Development	Mary Holtorf
Mayo Clinic Health System	Sue Loch
Mayor/ALEDA Board	Vern Rasmussen, Jr.
MCHS/Aleda and Chamber Board Member	Tricia Dahl
Mrs. Gerry's	Kevin Milland
Mrs. Gerry's	Chad Vogt
Mrs. Gerry's	Erin Sauer

Organization	Name
Nutraboss, LLC	Amanda Buchanan
Pro Advantage	Dan DeBoer
Provenio Consulting/SRRWD	Brad Kramer
Riverland Community College	Janelle Koepke
Riverland Community College/CVB Board	Kim Nelson
Shopper/Lakes Foundation	Julia Thompson
The Children's Center	Samantha Register
The Children's Center	Brenda Reed
The Cottages Group	Tim Hovde
Thermo King/SANCO	Matt Greibok
Trails Travel Center	Roger Swanson
Trails Travel Center	Dustin Trail
TruStile Doors	Pam Lampman
TruStile Doors	Jenn Hoiseth
United Way of Freeborn County	Erin Haag
US Bank	Bradley Kirchner
Whimzy	Tami Staker

Stakeholder Engagement

GENERAL INPUT SURVEY

As part of our roundtable and focus group discussions, Ady Advantage provided each participant a short input survey to fill out to provide a framework for the discussions that were to be had, as well as capture general input and feedback on opportunities and challenges within the region. Participants were asked the following seven questions:

1. Ideally, what would you like the headlines to say about the region in 7 years?
2. If nothing changes, what will the headlines say about the region in 7 years?
3. What is one element of the region and community that currently exists that you would like to change?
4. What is one element of the region and community that you'd like to keep and enhance?
5. What are the region's greatest economic assets?
6. What industries or clusters do you think the region is, or could be competitive in?
7. What is one program, priority, improvement or area of focus that the region currently is not pursuing that you think it should?

General Input Survey Analysis

IDEALLY, WHAT WOULD YOU LIKE THE HEADLINES TO SAY ABOUT THE REGION IN 7 YEARS?

Headlines created by participants fell into six broad categories/themes: 1) Quality of Life, 2) The Region Becomes Relevant, 3) Economic Growth, 4) Population Growth, 5) A Successful Community, and 6) Unification

Quality of Life

- Our Community is Prosperous, Has Good Quality of Life, and a Great Leader in Industry
- Growth, Quality of Life, Opportunities, Family Life - Albert Lea has it All!
- Greatest Community to Visit and Stay in the Midwest
- Great Place to Live and Visit
- The Improved Quality of Life
- Friendliest Place to Live, Play and Work!
- Safe and Affordable
- Great Place to Live, Good Community, Growing and Thriving
- Family and Recreational Opportunities Abundant in Our Area
- Vibrant, Classic Small Town With Plenty of Participation
- Albert Lea is the Place to Grow a Family Due to Affordable Living, Safe Neighbors, Awesome Social Programs, and a Beautiful Lake Life
- Come Back or Come to Albert Lea Area for Great Family Living
- Albert Lea Kept Local Feel but Growing Community
- Greatest Place to Live and Work
- Great Place to Live and Work
- Great Place to Live or Visit
- Neat Shopping Experiences in Town

Relevant Region

- Movie Company Production Films Blockbuster Movie in Albert Lea
- Southern Minnesota's Recreational Gem
- Growing Vibrant Vital Regional Hub
- Midwest Vacation Destination
- We're the Next Red Wing
- Albert Lea Competing with Red Wing for _____.
- Albert Lea Tops in the State Largely due to Increasing Enrollment
- Social and Recreational Hub
- Entrepreneurial Hub
- The Gateway to Minnesota - A Great Place to Live Work and Place
- Growing Destination City With Vibrant Small Business Community
- We Love Going to Albert Lea for the Vibe and Numerous Recreation Opportunities

General Input Survey Analysis

IDEALLY, WHAT WOULD YOU LIKE THE HEADLINES TO SAY ABOUT THE REGION IN 7 YEARS?

CONTINUED: Headlines created by participants fell into six broad categories/themes: 1) Quality of Life, 2) The Region Becomes Relevant, 3) Economic Growth, 4) Population Growth, 5) A Successful Community, and 6) Unification

CONTINUED

Economic Growth

- Business Growth is on the Rise
- Albert Lea/Freeborn County Continues to Grow and Thrive
- Strongest Economic Region in the State
- City of Albert Lea Helps Local Businesses Grow Tax Base
- Housing and Employment Opportunities are Expanding, Childcare and Leisure Activities are Blossoming
- A Growing Community, Businesses Bringing Growth to the Community
- Albert Lea is Growing and Expanding
- Fortune 500 Companies Expand in Albert Lea
- New Business Growth Has Exceeded Expectations
- Growing, Economically Diverse Area, Engaged Workforce, Transportation Hub
- Economic Growth in Alberta/Freeborn County Has Improved Dramatically Over the Past Several Years.

Population Growth

- Albert Lea has Grown in Population and the Community and Businesses Are Thriving
- Population Over 35,000
- Population and Economic Growth
- Beautiful City Comes Together to Create Growth, Optimism and a Place Where Young People Come to Raise Their Families
- Opportunity to Live and Grow
- Healthy, Growing, and Prosperous
- The Added Jobs Have Pushed Population Growth with New Housing
- Freeborn County Area Able to Sustain Population, Keep Businesses and Able to Add Small Gains in Industry and Pull in 5% Growth in Population
- Vibrant, Thriving Communities with Opportunities for Educational, Career, and Personal Growth are Plentiful in the Region

General Input Survey Analysis

IDEALLY, WHAT WOULD YOU LIKE THE HEADLINES TO SAY ABOUT THE REGION IN 7 YEARS?

CONTINUED: Headlines created by participants fell into six broad categories/themes: 1) Quality of Life, 2) The Region Becomes Relevant, 3) Economic Growth, 4) Population Growth, 5) A Successful Community, and 6) Unification

CONTINUED

Successful Community

- Vibrant, Growing, Relevant, Innovative, Strong Partnerships, Positive, Welcoming, Embrace Change
- Strong Community Growth While Maintaining Small Town Charm
- Albert Lea's Community Continues to Grow and Thrive
- Albert Lea is a Growing, Progressive Community
- Tremendous Opportunity for Business Growth
- Poised for Growth
- Improved Infrastructure
- Amazing Rural Success Story
- Albert Lea Continues to Build Success with Creative Thinking and Partnerships

Unification

- Leaders in Albert Lea Unite
- Community That Works Together
- Sense of Community

General Input Survey Analysis

IF NOTHING CHANGES, WHAT WILL THE HEADLINES SAY ABOUT THE REGION IN 7 YEARS?

Headlines created by participants fell into seven broad categories/themes: 1) Nothing Has Changed at All, 2) Economic Decline, 3) Albert Lea is Still a Great Place, 4) Population Decline, 5) Stagnation, 6) Income Loss to the Region, and 7) Albert Lea is Just a Retirement Town

Nothing Has Changed

- Small Community
- Dying Area
- Bad Reputation, Very Tired of Seeing Hearing That Sentiment
- What Are They Now?
- Still the Same Albert Lea
- It Had So Much Potential
- Need New Leadership
- There's Nothing to Do
- Mayo Left and Took Life With It
- Negative Attitude in the Area
- Nothing in Albert Lea and Our Industrial Climate Hasn't Changed
- Sleepy Rural Community Continues to Struggle
- Negative, Dying Community
- Albert Lea and Freeborn County are at the Intersection of Two Freeways Yet Could Not Find a Way to Create a Community Where People Want to Get Off the Highway Much Less Live Here
- Another Small Town Dying

Economic Decline

- Dying Town and Loss of Businesses
- Albert Lea Continues to Lose Jobs/Businesses
- Albert Lea Loses Jobs
- City and Community Never Recovered From the Loss of the Packing Plant
- Many Open Positions in the Area, Housing and Childcare Listed as Obstacles
- Declining Economic Area
- Loss of Employers
- Loss of Business
- Albert Lea Losing More Assets in the Community
- Area in Decline
- Stagnant/Declining Population and Industry
- Loss of Opportunities
- No Businesses
- New Businesses Close

General Input Survey Analysis

IF NOTHING CHANGES, WHAT WILL THE HEADLINES SAY ABOUT THE REGION IN 7 YEARS?

CONTINUED: Headlines created by participants fell into seven broad categories/themes: 1) Nothing Has Changed at All, 2) Economic Decline, 3) Albert Lea is Still a Great Place, 4) Population Decline, 5) Stagnation, 6) Income Loss to the Region, and 7) Albert Lea is Just a Retirement Town

CONTINUED

Albert Lea is Still a Great Place

- Great People
- Slight Growth, Doing Well, but Having Some Struggles
- Tied to Community Events
- Strong Community
- Hometown Feeling Makes Everyone Feel at Home
- Great Community - Needs to Continue Building
- Growing Slowly, Progressive, Clean
- Recreational Capital of Southern Minnesota
- Nice Place to Visit
- Poised for Growth
- It Was Good Enough Then - Still Good Enough Now

Population Decline

- Demographic Loss/Change
- Albert Lea Continues to Decrease in Population
- Nice Small Town with a Shrinking Population Base
- Southeast Minnesota Sees Declining Population as Rural Economies and Small Towns Fade Away From the Landscape
- Population Decline Continues
- Job Loss, People Move Away
- Albert Lea Along with Most of Rural Minnesota Continues to See Population and Job Losses
- Dying Town

General Input Survey Analysis

IF NOTHING CHANGES, WHAT WILL THE HEADLINES SAY ABOUT THE REGION IN 7 YEARS?

CONTINUED: Headlines created by participants fell into seven broad categories/themes: 1) Nothing Has Changed at All, 2) Economic Decline, 3) Albert Lea is Still a Great Place, 4) Population Decline, 5) Stagnation, 6) Income Loss to the Region, and 7) Albert Lea is Just a Retirement Town

CONTINUED

Stagnation

- Community Sees Gradual Decline
- Rural Community Continues to Stagnate
- Flat Growth Again
- Stabilization at Best
- No Economic Growth
- Albert Lea has Remained Stagnant for Another Decade

Income Loss

- County Falls Below the Threshold for State Funding
- Job Pay Scale Not Sufficient
- Low Tax Base
- Albert Lea Spends Its Way Into a Budget Deficit
- Albert Lea Schools Face Large Deficit Due to Declining Enrollment

Retirement Town

- Loss of Younger Community
- Retirement Community
- Aging/Declining Population

General Input Survey Analysis

WHAT IS ONE ELEMENT OF THE REGION AND COMMUNITY THAT CURRENTLY EXISTS THAT YOU WOULD LIKE TO CHANGE?

Participants indicated a number of elements or areas of focus that they would like to change or improve, with some of the most frequent related to the community's culture, such as its perception, negativity and community collaboration. Other frequent responses related to talent, including talent pipeline and recruitment. Several barriers, such as housing and childcare, were prevalent as well.



Note: The size of the words in the word cloud represents the frequency of that response. Hyphens between words are used to keep phrases together when generating the word cloud.

General Input Survey Analysis

WHAT IS ONE ELEMENT OF THE REGION AND COMMUNITY THAT YOU'D LIKE TO KEEP AND ENHANCE?

Many of the elements of this question had to do with the quality of life in the region and its natural assets. Participants felt that Albert Lea has done a good job of taking advantage of these natural assets; however, there is room to further enhance these assets and use them as a point of tourism. Participants generally agreed that the level of community involvement is high in the region, especially among the group of stakeholders who participated in this process, but there is room to engage more community members.



Note: The size of the words in the word cloud represents the frequency of that response. Hyphens between words are used to keep phrases together when generating the word cloud.

General Input Survey Analysis

WHAT INDUSTRIES DO YOU THINK THE REGION IS, OR COULD BE COMPETITIVE IN?

Participants universally agreed that manufacturing, distribution (including transportation and warehousing) and food processing/agribusiness are the main industries the region is currently strong in and could continue to be competitive in. Other industries mentioned included outdoor recreation/tourism, technology and data centers, healthcare, etc.



Note: The size of the words in the word cloud represents the frequency of that response. Hyphens between words are used to keep phrases together when generating the word cloud.

General Input Survey Analysis

WHAT IS ONE PROGRAM, PRIORITY, IMPROVEMENT, OR AREA OF FOCUS THAT THE REGION CURRENTLY IS NOT PURSUING THAT YOU THINK IT SHOULD?

In terms of priorities, participants identified several key issues that need to be addressed, including childcare and housing, talent attraction, public transportation and retail. Comments about retail mostly pointed to the recent loss of several retail stores in Albert Lea. Importantly, many of the top issues can be barriers to talent recruitment and talent retention, which make these increasing in priority.



Note: The size of the words in the word cloud represents the frequency of that response. Hyphens between words are used to keep phrases together when generating the word cloud.



Section 4: Opportunity and Barrier Assessment

Opportunity and Barrier Assessment

INTRODUCTION

Ady Advantage conducted a broad assessment of opportunities and barriers within the City of Albert Lea and Freeborn County, cataloguing the various economic assets of the region, including infrastructure, talent, labor, regulations and incentives (both regional and statewide). Ady Advantage distilled these economic assets into asset maps, mapping the importance of the economic assets relative to business location/expansion decisions. This helps benchmark how competitive the Albert Lea region is on these economic assets related to labor supply, workforce, business conditions, etc.

We also identified key themes from both the desk research, as well as our on-site observations. These key themes can be found at the end of this section.

Opportunity and Barrier Assessment

INFRASTRUCTURE

Highway

Albert Lea is located in Southern Minnesota at the crossroads of I-35 and I-90. I-35 runs north-south through Minneapolis and up to Duluth and south to cities like Des Moines, Kansas City, Oklahoma City and Dallas. I-90 is an east-west highway that runs from Seattle to Boston. Albert Lea is located just 1 and a half hours south of Minneapolis and within a 500-mile radius can reach many Midwest cities, such as Chicago, St. Louis, Indianapolis, Milwaukee, Kansas City, Sioux Falls, etc. Being at the crossroads of these two major highways has been a benefit for Albert Lea; however, some stakeholders noted that there are other places in the region that may be better positioned relative to highways and traffic flows.

Rail

Freeborn County has access to two Class I rail lines: Union Pacific and Canadian National. The Union Pacific line runs north to Faribault and south to Mason City and other Iowa regions. The Canadian National line runs south Waterloo, Sioux City, Dubuque and more. Albert Lea currently has three sites listed on LOIS that have rail access, including 86-acre Agra-Resources Industrial Park, 32-acre Blazing Star Landing Site and another 6+ acres with rail.

Air

Albert Lea has a municipal airport that is open to the public with two runways: one is 5,000 feet and the other is 2,900 feet. For commercial flights, Albert Lea is about 30 minutes from the Rochester International Airport with flights to Minneapolis, Chicago and Atlanta. It is also just 1.5 hours south of major airport, MSP, with over 163 nonstop flights including 136 domestic and 27 international markets.

Port

Albert Lea does not have access to any major U.S. water ports. The closest major container port is Chicago, while Duluth also offers access to the Great Lakes via the Duluth Seaway Port.

Opportunity and Barrier Assessment

INFRASTRUCTURE

Sites

Albert Lea EDA currently has 15 sites listed as available on LOIS. Sites range from less than an acre to 86 acres, with the average being 33 acres. None of these sites are currently certified through Minnesota's state certification program. Six of these sites are currently zoned as industrial (heavy or light), while the others are zoned commercial, retail or other. Four of these sites are also located in an Opportunity Zone. A majority of these sites are located a mile or less from the Interstate, providing good highway access.

Buildings

Albert Lea EDA currently has 18 buildings listed as available on LOIS. The minimum building size is 53 square feet while the maximum is 349,000 square feet. The average size of available buildings is 31,440 square feet. Some of these buildings have multiple building types – 10 are listed for commercial use; 4 for retail; 4 for industrial; 4 for warehouse & distribution; and 1 for office. Many of these building are lacking detailed listing information in the LOIS system.

Utilities

Utilities were noted by stakeholders to be competitive. The city seems to have good water and wastewater capacity and are working on upgrades to their wastewater facilities in the near future.

Opportunity and Barrier Assessment

TALENT

Community Colleges, Tech Schools, and Training Programs

- **Riverland Community College**, with an enrollment of about 4,900 students. The community college offers several skilled trade and technical degrees in various fields, including agricultural and food sciences, business and farm business management, construction, healthcare information technology, manufacturing & engineering, office administrative support, and transportation. Manufacturing and engineering includes machining, welding, and industrial maintenance. Riverland was referred to often as an asset to the community for talent development, but desired a stronger presence in Albert Lea, as well as a career center.
- **College of St. Scholastica - Austin**, located in Austin, MN it partners with Riverland Community College to offer a pathway to a St. Scholastica degree in two years in a “2 Plus 2” format. Programs offered include business, nursing, marketing, data analytics, and health information.
- **Sunde School Electrical Training**, a family-owned electrical education service provides test prep, continuing education credits, and customized training for workers in the electrical industry.

The following schools are within 60 miles of Albert Lea, and provide programs in a variety of fields, and some specialize in industries such as healthcare and provide additional business and workforce development programs. The schools are listed by proximity to Albert Lea

- **North Iowa Area Community College**, Mason City, IA
- **South Central College**, Mankato, MN
- **Rochester Community & Technical College**, Rochester, MN
- **Mayo School of Health Sciences**, Rochester, MN
- **Mayo Clinic Medical School**, Rochester, MN

Opportunity and Barrier Assessment

TALENT

Four-Year Universities

The following four-year universities are listed within 60 miles of Albert Lea, and provides programs in a multitude of fields, and specialize in industries such as business and liberal arts. The schools are listed by proximity to Albert Lea.

- **Waldorf College**, Forest City, IA
- **Purdue Global – Mason City**, Mason City, IA
- **Minnesota State University – Mankato**, Mankato, MN
- **Bethany Lutheran College**, Mankato, MN
- **Crossroads College**, Rochester, MN
- **University of Minnesota – Rochester**, Rochester, MN
- **Minnesota School of Business – Rochester**, Rochester, MN
- **Gustavus Adolphus College**, Saint Peter, MN
- **Charleton College**, Northfield, MN
- **St. Olaf College**, Northfield, MN

Availability of Labor

The Albert Lea MSA has higher unemployment rates than all comparison regions. While the unemployment level is still low, this suggests that the region is not at full employment and has additional labor capacity that can potentially be leveraged. It should also be noted that Freeborn County has experienced a steady decline in population over the past 10-year period, which tightens the labor market. Employers repeatedly noted their challenges in recruiting and retaining workforce.

Work Ethic/Productivity of Labor

Employers generally noted a strong work ethic in the workforce, although many employers noted a subsection of the population that they considered to be “unemployable,” often due to lacking the skills necessary to contribute. Employers noted that a serious barrier was the accessibility of childcare and workforce housing in the region.

Opportunity and Barrier Assessment

REGULATIONS AND INCENTIVES

Regulatory and Permitting

Minnesota ranks 19th out of all 50 states on Forbes Best States for Business-Regulatory Environment (2019). Only a few employers noted challenges working with the state on regulations and noted it as one of their largest challenges. Most employers had no issues working with the local government.

Incentives

The State of Minnesota offers a variety of incentives, with a number tailored towards investment, especially tax rewards for capital investment, and job creation. Minnesota offers the Launch Minnesota Program, which is designed to grow the startup ecosystem. Albert Lea also offers the standard mix of incentives commonly offered at the local level, and the **Freeborn-Mower Cooperative Services Loan Funds offers additional funding to nearby communities as well.**

State Business Climate

Minnesota ranks 10th on “Forbes Best States for Business”. As part of this overall ranking, Forbes ranks Minnesota 19th for Regulatory Environment, 7th for Labor Supply, 38th for Business Costs, 20th for Growth Prospects, 3rd for Quality of Life, 11th for Economic Climate and 30th for Business Costs. News & World Report ranks Minnesota the #3 state in the country.

Opportunity and Barrier Assessment

KEY STATEWIDE INCENTIVES – MINNESOTA DEPARTMENT OF ECONOMIC DEVELOPMENT

Financing Programs

- **Minnesota Investment Fund:** The Minnesota Investment Fund provides financing to help companies expand, add workers and retain high-quality jobs.
- **Minnesota Job Creation Fund:** Provides up to \$1 million after specified job creation and capital investment goals are achieved.
- **Angel Loan Fund:** Minnesota's Angel Loan Fund Program (ALF) provides an additional funding option for businesses certified to participate in Minnesota's Angel Tax Credit Program.
- **Launch Minnesota:** Designed in consultation with legislators from both parties, and alongside dozens of private sector leaders, the program exists to help grow Minnesota's startup ecosystem.
- **Loan Programs for Specific Business Owners (emerging entrepreneurs, Indian-owned, veterans, etc.):** Provides loan capital for businesses that are owned and operated by minorities, low-income persons, women, veterans and/or persons with disabilities; Indian-owned businesses; companies with employees called to active duty and veterans returning from active duty.
- **Minnesota 21st Century Fund:** Provides loans to or makes equity investments in innovative mineral processing facilities.

Training Grant Programs

- **Partnership Program:** Provides grants of up to \$400,000 to educational Institutions that partner with businesses to develop new-job training or retraining for existing employees.
- **Pathways Program:** Provides grants of up to \$400,000 to educational institutions or nonprofit organizations that partner with businesses to provide training, new jobs and career paths for low income people.
- **Job Training Incentive Program:** Provides training grants of up to \$200,000 to new or expanding businesses located in Greater Minnesota.

Opportunity and Barrier Assessment

KEY STATEWIDE INCENTIVES – MINNESOTA DEPARTMENT OF ECONOMIC DEVELOPMENT

Training Grant Programs (continued)

- **Low Income Worker Training Program:** Provides grants of up to \$200,000 to public, private, or nonprofit entities to help low-income people gain new skills necessary move up the career ladder to higher paying jobs and greater economic self-sufficiency.
- **Automation Training Incentive Pilot Program:** Provides training grants of up to \$25,000 to small businesses that are implementing new automation technology.

Tax Credits

- **Angel Tax Credit:** Provides incentives to invest in startup and emerging companies focused on high technology.
- **Greater MN Job Expansion Program:** Sales tax refunds for 7 years to existing businesses expanding in Greater Minnesota.
- **Data Center Tax Incentives:** Sales tax exemptions for 20 years on equipment for qualifying investments.
- **R&D Tax Credit Program:** Equal to 10 percent of qualifying expenses up to \$2 million for certain R&D activities.
- **Border-Cities Enterprise Zones:** Provides tax credits for business investment, development, and job creation in qualifying cities.
- **SEED Capital Investment Credit:** Incentives for business investments in targeted cities on Minnesota's western border.
- **Opportunity Zones:** Opportunity zones use tax incentives in low-income urban and rural communities nationwide to draw long-term investment to areas that are in the most economic need by creating a fund for these investments. Albert Lea has available sites and buildings in Opportunity Zones.

Opportunity and Barrier Assessment

KEY LOCAL INCENTIVES – ALBERT LEA EDA, CITY OF ALBERT LEA, FREEBORN COUNTY

- **City of Albert Lea Revolving Loan Fund:** The city has loan funds available through the Albert Lea Subsidy Plan. Projects must meet either economic development goals, creation or retention of jobs, creation of affordable housing or tax base expansion.
- **Freeborn-Mower Cooperative Services Loan Funds:** Available for qualifying businesses.
- **Business Recognition Loan Program:** The Albert Lea Economic Development Agency has a revolving loan fund to assist potential or new businesses less than 5 years old operating or relocating to Freeborn County. A completed business plan must be submitted with the application. Loan term will be 36 months or less.
- **Rural Business Enterprise Loan Program:** This program targets small, emerging businesses in Freeborn County with fewer than 50 employees and less than one million in total revenue per year. The loan must save or create at least 2 jobs in Freeborn County. Loan term will be 36 months or less.
- **USDA Intermediary Relending Program:** This program allows the Albert Lea Economic Development Agency to partner with banks on participation loans for gap financing and is open to a variety of businesses. Funds can be used to establish new businesses and/or expansion of existing businesses and creation of jobs or retaining existing jobs.
- **Local Development Organization Loan:** Eligible applicants are manufacturing, distribution and service businesses located in Freeborn County. Job creation is a requirement, but retention will be considered. Funds may be used for startups, expansions or renovations and can be used to purchase fixed assets and/or equipment.

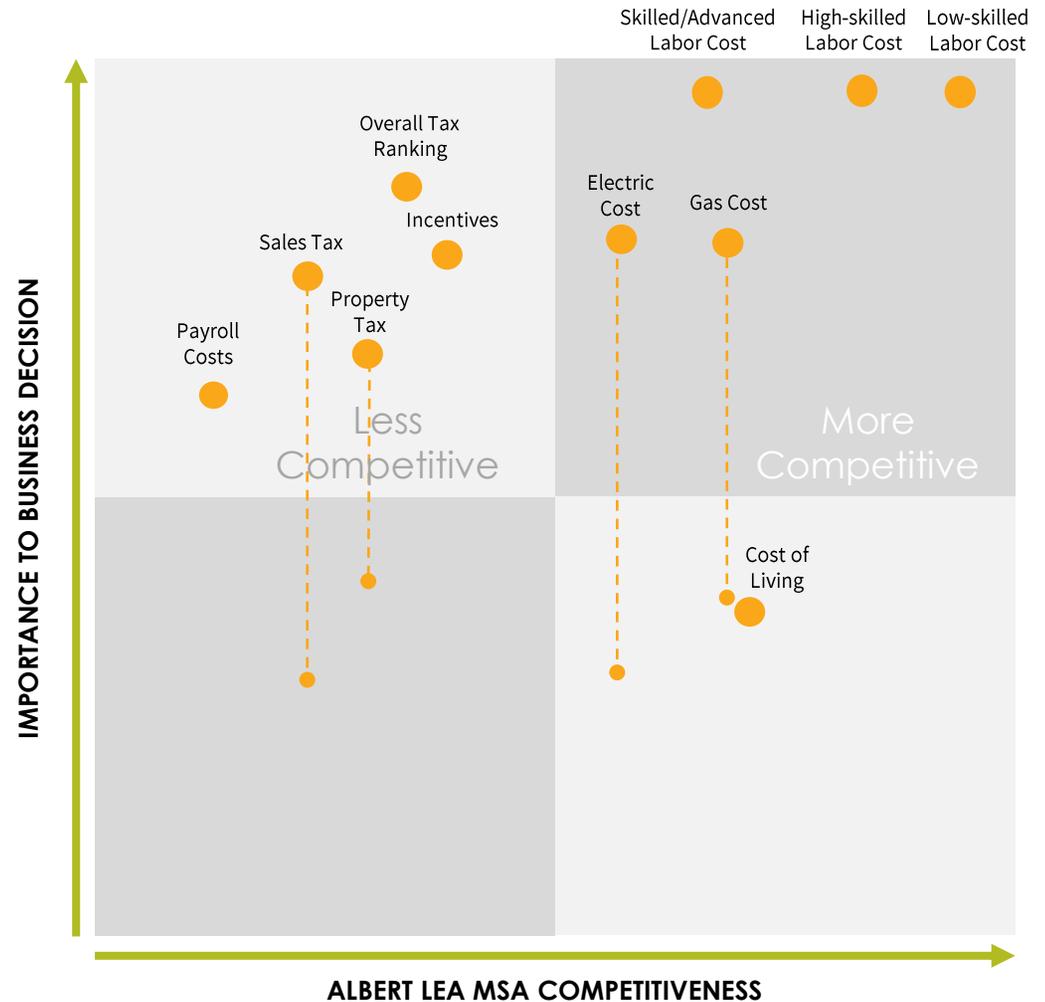
Opportunity and Barrier Assessment

GENERAL BUSINESS COSTS ASSET MAP COMMENTS

The asset map to the right depicts the Albert Lea MSA and surrounding region's competitiveness compared to the state of Minnesota, surrounding states, as well as the United States as a whole.

- Labor costs in the core and greater region are lower than average for most industries compared to the state of Minnesota and the national average.
- Minnesota generally has less competitive tax rankings relative to its neighboring states. The exception is the Unemployment Insurance Tax Rank, which is better than Iowa, South Dakota, and Wisconsin. In addition, Minnesota is lower than Iowa in Corporate Income Tax Rate and better than Iowa in Overall Tax Ranking.
- Industrial gas costs in Minnesota are lower than Iowa, South Dakota, and Wisconsin. For industrial electric costs, Minnesota is lower than Iowa and Wisconsin, but higher than South Dakota.
- Albert Lea offers the standard mix of financing and incentives. Illinois offers a variety of incentives, with a number tailored towards job creation and small businesses. Minnesota offers the Investment Fund, Job Creation Fund, and Job Expansion Program.
- The cost of living in Albert Lea is 20% lower than the national average.

GENERAL BUSINESS COSTS ASSET MAP



Note: Dotted lines down represent the variability of importance of each factor depending on the industry.

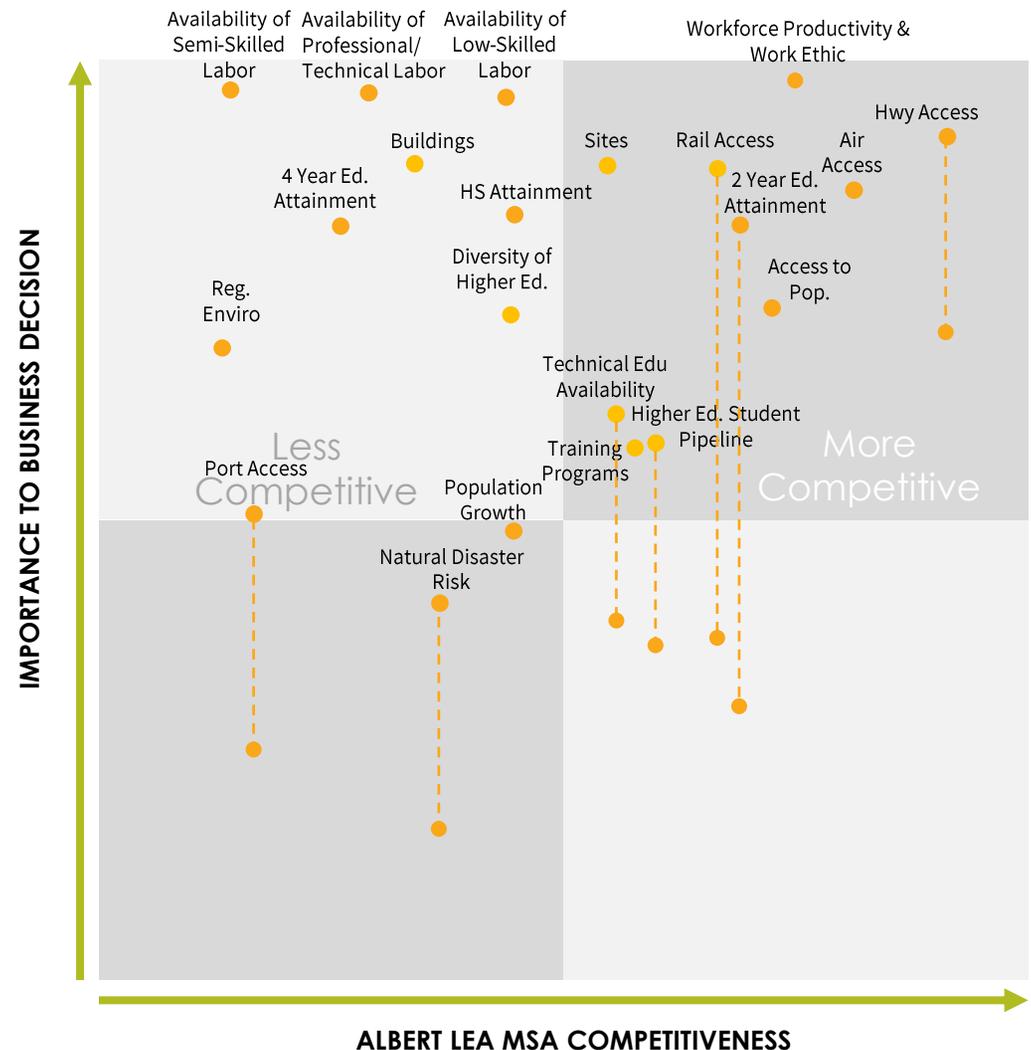
Opportunity and Barrier Assessment

GENERAL BUSINESS CONDITIONS ASSET MAP COMMENTS

The asset map to the right depicts the Albert Lea MSA and greater region's competitiveness compared to the state of Minnesota, surrounding states, as well as the United States as a whole.

- There has been negative population growth over in the Albert Lea MSA, decreasing by -1.2% since 2014. The state of Minnesota has experienced population growth of 3.6% since 2014.
- Availability of labor was noted by employers as a key challenge, regardless of labor type. Skilled labor seemed to be the most acute challenges, as most of the industries require these positions.
- The Albert Lea MSA has access to Riverland Community College and College of St. Scholastica. These provide some programs and training for industry needs. The nearest 4-year universities are in Mankato and Rochester, MN. Technical training is supplied by the Sunde School, as well as the Mayo Clinic School of Health Sciences and Mayo Clinic Medical School.
- Work ethic was not often cited as an issue. However, employers struggle to recruit additional workers to the area. Lack of childcare and affordable housing were noted as barriers to recruiting more workers.
- The Albert Lea MSA has lower high school, 4-year, and graduate attainment rates than the state of Minnesota average, the neighboring states' average, as well as the US average. However, the Albert Lea MSA has higher 2-year degree attainment than all comparison regions Mason City, IA.
- The Albert Lea MSA has some land sites and buildings available for companies looking to expand or relocate. For sites, these include the Jobs Industrial Park, the Agra-Resources Industrial Park the Northaire Industrial Park, the Habben Industrial Park and the I35-I90 Industrial Park. For buildings, Albert Lea has 18 buildings listed, with the largest almost 350,000 square feet.
- The nearest commercial airport is the Rochester International Airport, and Albert Lea is also 90 minutes away from MSP.
- Albert Lea has no direct port access.
- Albert Lea and Freeborn County have access to two Class 1 rail lines, with access from the Agra-Resources Industrial Park as well as the Blazing Star Landing Site.

GENERAL CONDITIONS ASSET MAP



Note: Dotted lines down represent the variability of each factor depending on the industry.

Opportunity and Barrier Assessment

KEY THEMES

1. Albert Lea has unique natural assets from which it has been able to create events and recreational opportunities. While there is a high level of awareness of these assets among community members there is an opportunity to enhance and better promote these assets to attract visitors, as well as talent.
 - We have done a good job at building off our natural assets, but not promoting that.
 - We have so much going on here, but you can't see any of it from the highway.
 - People sometimes bypass on the highway, don't see the beautiful lakes or downtown.
 - 1-90 causes a lot of people to bypass Albert Lea, we need to find a way to get them to stop off the road and come into town.
 - Albert Lea got the Fishing Opener, which was a great event and well-advertised.
 - There is increasing interest in recreational amenities.
 - We can get people to come here to visit, but not keep them.
 - Once the lake is dredged, there will be many more opportunities for tourism, resorts, etc.
 - Albert Lea is a charming town that people just don't know about, we need to get the message out.
2. Workforce is a challenge for employers across the region. While unemployment is low, there are barriers to people entering or staying in the workforce in the area, such as lack of housing, childcare and public transportation.
 - Companies are having a hard time attracting/keeping talent, but need to realize they need to be part of the solutions – raise wages, become more flexible, etc.
 - We need to provide more support for workers and/or underemployed – there are some who speak different languages, have different needs, etc.
 - Deficit of multi-family housing across the whole region.
 - Access to amenities for out-county areas – grocery stores, medical services, pharmacy, etc.
 - The unemployed population is essentially tapped – those who remain unemployed lack soft skills. Employers now have to steal employees from others in town by raising wages or being more lenient on requirements.

Opportunity and Barrier Assessment

KEY THEMES

3. While many stakeholders agree that Riverland is a huge asset for the community, there is a need to better connect K12, Riverland and other higher education institutions in the region to employers. This will help strengthen the talent pipeline and ensure there are opportunities for students in the region once they graduate.
 - Riverland Community College is an asset. They have seen a big shift and are working to partner with 4-year institutions to offer more programs.
 - Riverland needs to be more responsive and timelier to react to employer needs
 - There should be more collaboration between the high schools and Riverland and local businesses, there are many jobs here that require tech and 2-year degrees, and these may be better for our kids than the 4-year degrees. However, most of their presence is in Austin – would like to see more here at the Albert Lea campus.
4. There is a perception that Albert Lea's location is a huge asset, but in reality, many communities elsewhere in the region are better positioned for warehousing/distribution and have seen growth in this industry. There is an opportunity to enhance Albert Lea's competitiveness in other areas above and beyond its location, such as talent, costs, etc.
 - The location of Albert Lea is actually a challenge, because nobody goes west of I-90, and we are close to Iowa where taxes are lower and it is a right-to-work-state. Owatonna has a better location than Albert Lea, with access to Highway 14
 - Mankato and Owatonna seem to get more warehousing/distribution. How can we be more competitive for it?
 - We have some warehousing here, but not as competitive as some other areas around us because of the traffic on 14
5. There seems to be a lack of awareness from the general public on the companies and job opportunities that exist in the region. Some companies are doing very innovative manufacturing and exporting internationally, but this is not well-promoted.
 - A lot of businesses here that do cool things, like international business that people in the community may not even know about – we don't toot our own horn enough.
 - We need to talk to our kids more about opportunities that exist in the region, instead of pushing them to leave after high school and go to a four-year college.
 - People don't realize what is already here, so there is an opportunity to better showcase that

Opportunity and Barrier Assessment

KEY THEMES

6. While many stakeholders who participated in this study are very involved in the community, there is an opportunity to better engage and connect the general public and newcomers to the community. Some suggested ideas included a welcome center, young professionals' groups, networking opportunities, etc.
 - Changing attitudes of residents is a challenge – getting better, but still a lot of negativity, especially when we lose a business.
 - Naysayers can be too loud sometimes. Need to better promote the positive news happening.
 - The Chamber does events, but no “Newcomer Events”, there is no way to welcome new people in.
 - There is a group of naysayers and people who don’t engage, pockets of people who don’t want change.
 - Create a “New Resident Welcome Wagon” program to help new people connect and stay.

7. For people looking for information about Albert Lea, whether it be a company, talent or a visitor, there is a lack of consolidated messaging and/or central location to get information about the area.
 - There is no consolidated messaging/no one place to go to get information about the community.
 - People don’t realize what is already here, so there is an opportunity to better showcase that.

8. Opinions on how and where the community should grow varies among stakeholders in the region. There is no current clear vision for growth of the region; however, people generally agree that the region should build off its existing strengths, such as agriculture and manufacturing.
 - There is a sense of optimism and growth now.
 - We need to understand who we are and what we are a good fit for, so we can be more targeted – ag-based manufacturing, value-added ag, cold storage to support food processing, hemp industry, etc. – build off our existing strengths.
 - The City of Albert Lea has not raised taxes in many years, but now the years of lack of investment are starting to show, Owatonna nearby is developing lots of sites and doing infrastructure improvements, but they also have much higher property taxes as a result.
 - There is a sense that the time is right for change, and people want change in Albert Lea.
 - When I think about communities that are growing, they have a clear vision/plan – we need to have a focus.



Target Industry Identification Analysis

Target Industry Analysis

Overview	86
Agriculture, Forestry, Fishing and Hunting	89
Manufacturing	95
Transportation and Distribution	106
Information	112
Professional Services and Management of Companies	118
Target Industry Screening and Recommendations	124

Target Industry Analysis - Overview

OVERVIEW

The following target industry analysis follows the same format as the analysis in the previous section. However, this section focuses on the industries identified in the screening of the 2-digit NAICS code industry analysis. In order to determine which specific industries drive the greater region's economy, a 4-digit NAICS code analysis was conducted on the following industries.

- Agriculture, Forestry, Fishing and Hunting (NAICS 11)
- Manufacturing (NAICS 31-33)
- Transportation and Warehousing (NAICS 48-49)
- Information (NAICS 51)
- Professional Services & Management of Companies and Enterprises (NAICS 54-56)

As stated above, this analysis will show, for example, which sub-industries within manufacturing are driving the overall industry, which are growing opportunities, and which are declining. This exercise helps provide a deeper understanding of the region and identify possible niche markets, allowing us to more accurately recommend the industries that are the best fit for the greater territory.

Target Industry Analysis - Methodology

METHODOLOGY AND PURPOSE

To identify the region's economic drivers, data on industry concentration and historic growth were gathered for several specific industry clusters. The clusters are defined by the North American Industry Classification System (NAICS) and the data for this analysis was licensed Emsi. Note that while Emsi provides information on industries and their impact on the local economy, it does not include identities of specific firms.

Our methodology focuses on industry size (measured by number of employees), industry growth or contraction (measured by historic change in employment from 2014 to 2019), industry concentration, as well as wages by industry. We used the most recent five-year period for the historical analysis. For comparison, we benchmark the Greater Region against that of the Core Region, the state of Minnesota, and the US average.

Industry concentration is measured using a location quotient methodology. A location quotient measures the presence of industry employment within a specific region compared to national averages. For example, if a region has a location quotient of 1.25 this means the industry's share of regional employment is 25% higher than would be expected based on the industry's share of national employment.

Target Industry Analysis - Methodology

RESULTS PRESENTED ON GRAPHS

The various bubble charts, shown on the following pages, graphically show the industry analysis at a six-digit NAICS code level.

In each graph, the X-axis is the historic growth or contraction by industry over time; the Y-axis identifies the industry location quotient, and the size of the industry cluster circle represents the number of employees in the region.

The graph breaks into four quadrants, split by industries above and below 0% growth, and those above and below average concentration (LQ = 1.0). The four quadrants reflect four general approaches to the industries, which we use as a starting point and then adjust based on the specific dynamics within a client's region as well as our experience in conducting similar analyses in many diverse regions.

The general approaches to each of the four quadrants are as follows:

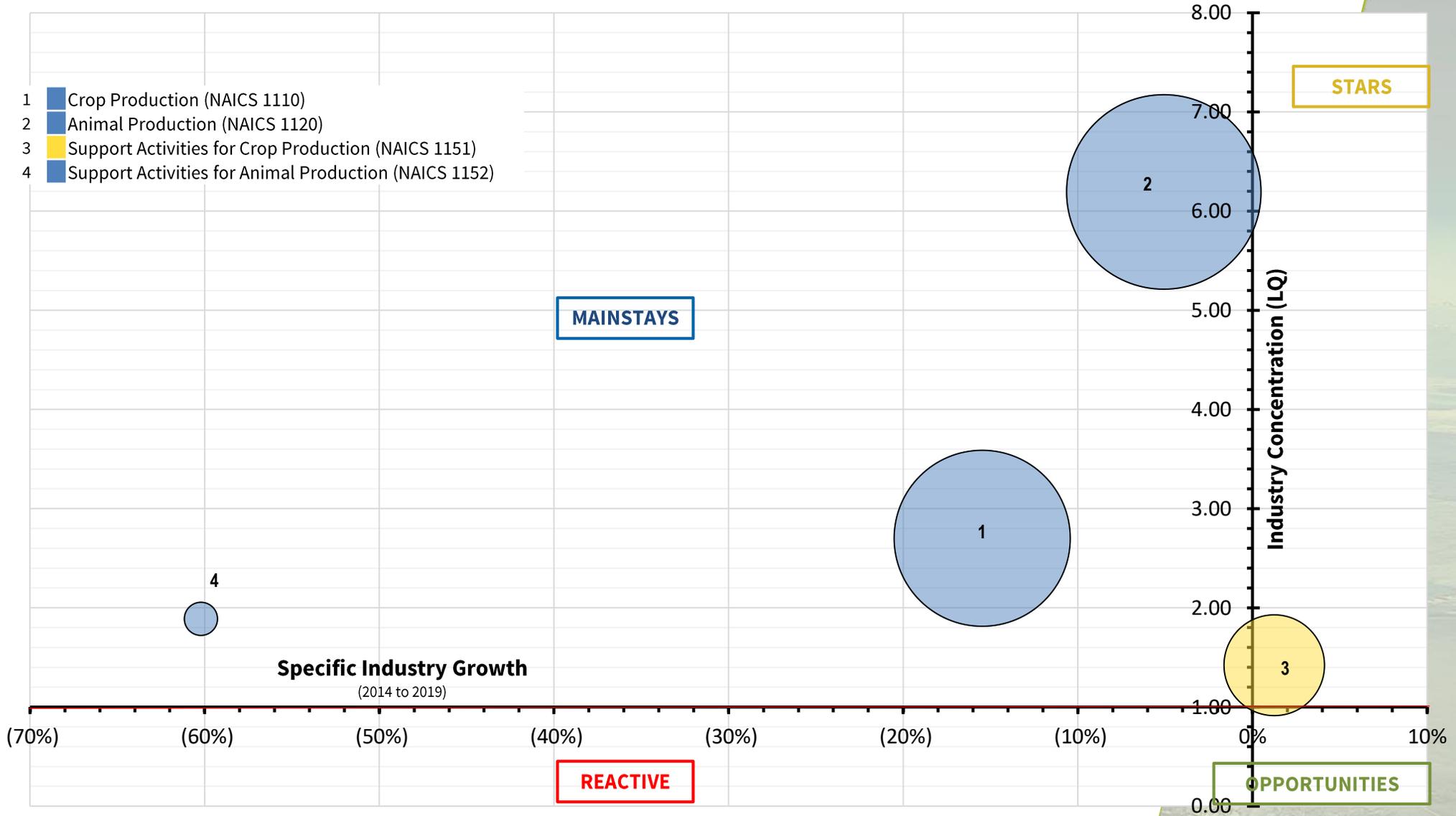
- **Stars (Gold):** Positive Growth / Above Average Concentration: Industries that currently drive the economy. They have been positive contributors to economic growth and there is a high-level of existing specialization and economic infrastructure; therefore, the region is likely competitive in those industries. These industries are often ideal targets for growing existing industry and attracting new industry.
- **Mainstays (Blue):** Negative Growth / Above Average Concentration: These industries represent a very important part of the economy, but they have not been contributing to growth, and may in fact be contributing to job loss. It is important that these industries be aggressively supported through retention efforts to ensure they can continue to play a significant role in the economy.
- **Opportunities (Green):** Positive Growth / Below Average Concentration: These industries have been growing but are not currently well represented in the regional economy. If the regional economic infrastructure is able to support the operational requirements of these businesses, there is the opportunity to develop future stars. To foster such opportunities, economic development organizations need to develop needed infrastructure and be engaged in attraction.
- **Reactive (Red):** Negative Growth / Below Average Concentration: These industries are not well represented in the region and have not been growing. As such, they should only be targeted in reaction to some need or opportunity, as such need or opportunity arises.



Target Industry Analysis – Agriculture, Forestry, Fishing and Hunting

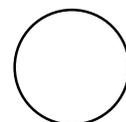
Target Industry Analysis – Agriculture (NAICS 11)

GRAPH: AGRICULTURE



Circle Size = Number of employees in Albert Lea Greater Region
 Source: EMSI 2018

Total Employees in Albert Lea Greater Region: 2,542

 = 200 employees

Target Industry Analysis – Agriculture (NAICS 11)

Existing Industry Employment Comparison	Core Region Total Employment	Greater Region Total Employment	Minnesota Employment
Crop Production (NAICS 1110)	135	983	23,434
Animal Production (NAICS 1120)	151	1,197	17,742
Support Activities for Crop Production (NAICS 1151)	40	325	4,803
Support Activities for Animal Production (NAICS 1152)	<10	37	1,047

Source: EMSI 2019

Target Industry Analysis – Agriculture (NAICS 11)

Existing Industry Concentration Comparison	Core Region Location Quotient	Greater Region Location Quotient	Minnesota Location Quotient
Crop Production (NAICS 1110)	2.06	2.70	1.51
Animal Production (NAICS 1120)	4.34	6.19	2.15
Support Activities for Crop Production (NAICS 1151)	0.98	1.42	0.49
Support Activities for Animal Production (NAICS 1152)	0.52	1.89	1.25

Source: EMSI 2019

Region significantly concentrated (≥ 1.2)

Target Industry Analysis – Agriculture (NAICS 11)

Existing Industry Wage Comparison	Core Region Wages, Salaries, & Proprietor Earnings	Greater Region Wages, Salaries, & Proprietor Earnings	Minnesota Wages, Salaries, & Proprietor Earnings	U.S. Wages, Salaries, & Proprietor Earnings
Crop Production (NAICS 1110)	\$54,094	\$55,445	\$55,746	\$40,152
Animal Production (NAICS 1120)	\$43,743	\$44,770	\$46,700	\$42,998
Support Activities for Crop Production (NAICS 1151)	\$27,256	\$30,154	\$31,821	\$31,523
Support Activities for Animal Production (NAICS 1152)	Insf. Data	\$36,460	\$36,172	\$36,778

Source: EMSI 2019

Wages lower than other regions

Wages higher than other regions



Target Industry Analysis – Agriculture (NAICS 11)

Existing Industry Growth Comparison: 5-Year & Projected 5-Year	Core Region Past Growth (2014-2019)	Core Region Projected Growth (2019-2024)	Greater Region Past Growth (2014-2019)	Greater Region Projected Growth (2019-2024)	Minnesota Past Growth (2014 - 2019)	Minnesota Projected Growth (2019 - 2024)	U.S. Past Growth (2014-2019)	U.S. Projected Growth (2019-2024)
Crop Production (NAICS 1110)	(23%)	(5%)	(15%)	(5%)	(9%)	(0%)	(6%)	(0%)
Animal Production (NAICS 1120)	(33%)	(10%)	(5%)	(10%)	(5%)	(6%)	1%	(2%)
Support Activities for Crop Production (NAICS 1151)	(18%)	9%	1%	9%	7%	7%	6%	7%
Support Activities for Animal Production (NAICS 1152)	Insf. Data	(11%)	(60%)	(11%)	8%	4%	12%	6%

Source: EMSI 2019

Industry growth greater than or equal to ten percent in the respective region and time frame.
 Industry growth is less than or equal to negative ten percent in the respective region and time frame.



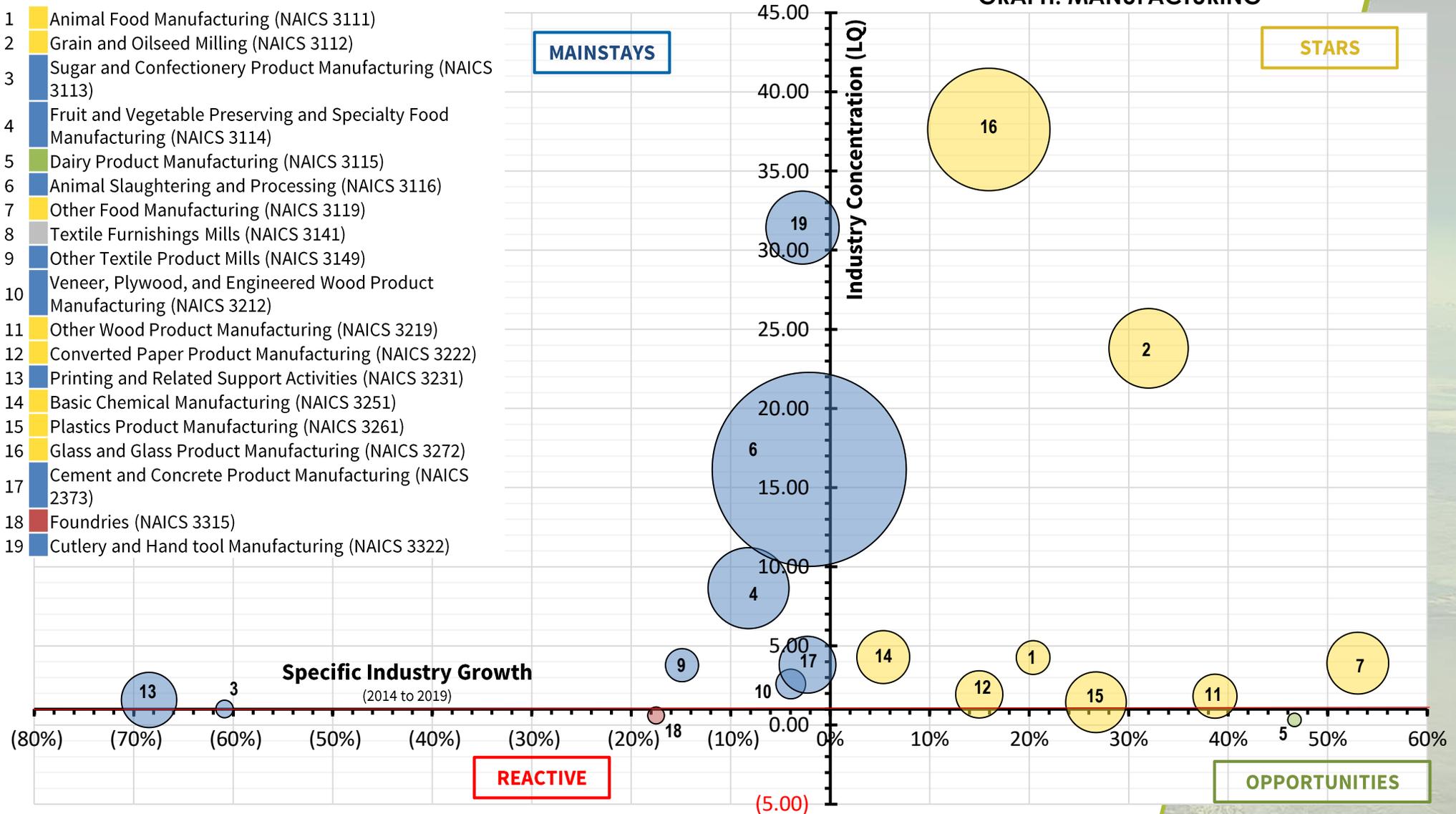


Target Industry Analysis – Manufacturing

Target Industry Analysis – Food, Textile, and Metal Manufacturing (NAICS 3111-3322)

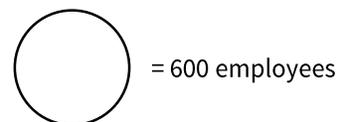
GRAPH: MANUFACTURING

- 1 Animal Food Manufacturing (NAICS 3111)
- 2 Grain and Oilseed Milling (NAICS 3112)
- 3 Sugar and Confectionery Product Manufacturing (NAICS 3113)
- 4 Fruit and Vegetable Preserving and Specialty Food Manufacturing (NAICS 3114)
- 5 Dairy Product Manufacturing (NAICS 3115)
- 6 Animal Slaughtering and Processing (NAICS 3116)
- 7 Other Food Manufacturing (NAICS 3119)
- 8 Textile Furnishings Mills (NAICS 3141)
- 9 Other Textile Product Mills (NAICS 3149)
- 10 Veneer, Plywood, and Engineered Wood Product Manufacturing (NAICS 3212)
- 11 Other Wood Product Manufacturing (NAICS 3219)
- 12 Converted Paper Product Manufacturing (NAICS 3222)
- 13 Printing and Related Support Activities (NAICS 3231)
- 14 Basic Chemical Manufacturing (NAICS 3251)
- 15 Plastics Product Manufacturing (NAICS 3261)
- 16 Glass and Glass Product Manufacturing (NAICS 3272)
- 17 Cement and Concrete Product Manufacturing (NAICS 2373)
- 18 Foundries (NAICS 3315)
- 19 Cutlery and Hand tool Manufacturing (NAICS 3322)



Circle Size = Number of employees in Albert Lea Greater Region
Source: EMSI 2018

Total Employees in Albert Lea Greater Region: 9,964



Target Industry Analysis – Food, Textile, and Metal Manufacturing (NAICS 3111-3322)

Existing Industry Employment Comparison	Core Region Total Employment	Greater Region Total Employment	Minnesota Employment
Animal Food Manufacturing (NAICS 3111)	31	124	2,085
Grain and Oilseed Milling (NAICS 3112)	118	660	3,308
Sugar and Confectionery Product Manufacturing (NAICS 3113)	0	36	2,790
Fruit and Vegetable Preserving and Specialty Food Manufacturing (NAICS 3114)	<10	682	5,351
Dairy Product Manufacturing (NAICS 3115)	0	22	5,078
Animal Slaughtering and Processing (NAICS 3116)	728	3,855	17,302
Other Food Manufacturing (NAICS 3119)	386	404	5,683
Textile Furnishings Mills (NAICS 3141)	0	26	1,104
Other Textile Product Mills (NAICS 3149)	114	120	2,029
Veneer, Plywood, and Engineered Wood Product Manufacturing (NAICS 3212)	97	97	1,674
Other Wood Product Manufacturing (NAICS 3219)	<10	208	10,327
Converted Paper Product Manufacturing (NAICS 3222)	122	238	6,514
Printing and Related Support Activities (NAICS 3231)	32	323	21,229
Basic Chemical Manufacturing (NAICS 3251)	62	296	1,511
Plastics Product Manufacturing (NAICS 3261)	79	389	15,206
Glass and Glass Product Manufacturing (NAICS 3272)	<10	1,549	3,061
Cement and Concrete Product Manufacturing (NAICS 2373)	<10	342	3,896
Foundries (NAICS 3315)	28	33	3,749
Cutlery and Handtool Manufacturing (NAICS 3322)	0	559	1,381

Source: EMSI 2019

Target Industry Analysis – Food, Textile, and Metal Manufacturing (NAICS 3111-3322)

Existing Industry Concentration Comparison	Core Region Location Quotient	Greater Region Location Quotient	Minnesota Location Quotient
Animal Food Manufacturing (NAICS 3111)	5.89	4.26	1.67
Grain and Oilseed Milling (NAICS 3112)	23.76	23.80	2.79
Sugar and Confectionery Product Manufacturing (NAICS 3113)	0.00	1.01	1.85
Fruit and Vegetable Preserving and Specialty Food Manufacturing (NAICS 3114)	0.44	8.65	1.59
Dairy Product Manufacturing (NAICS 3115)	0.00	0.33	1.75
Animal Slaughtering and Processing (NAICS 3116)	16.99	16.15	1.69
Other Food Manufacturing (NAICS 3119)	20.82	3.91	1.29
Textile Furnishings Mills (NAICS 3141)	0.00	1.06	1.05
Other Textile Product Mills (NAICS 3149)	20.02	3.77	1.49
Veneer, Plywood, and Engineered Wood Product Manufacturing (NAICS 3212)	14.47	2.60	1.05
Other Wood Product Manufacturing (NAICS 3219)	0.33	1.82	2.11
Converted Paper Product Manufacturing (NAICS 3222)	5.50	1.93	1.24
Printing and Related Support Activities (NAICS 3231)	0.88	1.58	2.43
Basic Chemical Manufacturing (NAICS 3251)	4.97	4.29	0.51
Plastics Product Manufacturing (NAICS 3261)	1.62	1.44	1.31
Glass and Glass Product Manufacturing (NAICS 3272)	0.33	37.63	1.74
Cement and Concrete Product Manufacturing (NAICS 2373)	0.60	3.81	1.01
Foundries (NAICS 3315)	2.85	0.60	1.60
Cutlery and Handtool Manufacturing (NAICS 3322)	0.00	31.43	1.82

Source: EMSI 2019

Region significantly concentrated (≥ 1.2)

Target Industry Analysis – Food, Textile, and Metal Manufacturing (NAICS 3111-3322)

Existing Industry Wage Comparison	Core Region Wages, Salaries, & Proprietor Earnings	Greater Region Wages, Salaries, & Proprietor Earnings	Minnesota Wages, Salaries, & Proprietor Earnings	U.S. Wages, Salaries, & Proprietor Earnings
Animal Food Manufacturing (NAICS 3111)	\$96,538	\$66,160	\$70,671	\$62,494
Grain and Oilseed Milling (NAICS 3112)	\$54,908	\$56,369	\$77,737	\$73,155
Sugar and Confectionery Product Manufacturing (NAICS 3113)	\$0	\$57,850	\$56,346	\$51,553
Fruit and Vegetable Preserving and Specialty Food Manufacturing (NAICS 3114)	Insf. Data	\$45,198	\$49,500	\$50,631
Dairy Product Manufacturing (NAICS 3115)	\$0	\$54,001	\$61,227	\$59,525
Animal Slaughtering and Processing (NAICS 3116)	\$40,251	\$45,088	\$47,806	\$41,767
Other Food Manufacturing (NAICS 3119)	\$46,700	\$46,050	\$52,365	\$54,777
Textile Furnishings Mills (NAICS 3141)	\$0	\$38,432	\$30,655	\$42,735
Other Textile Product Mills (NAICS 3149)	\$40,270	\$39,781	\$34,374	\$38,831
Veneer, Plywood, and Engineered Wood Product Manufacturing (NAICS 3212)	\$50,843	\$50,843	\$54,308	\$50,877
Other Wood Product Manufacturing (NAICS 3219)	Insf. Data	\$46,087	\$51,998	\$42,530
Converted Paper Product Manufacturing (NAICS 3222)	\$54,746	\$70,533	\$66,440	\$62,511
Printing and Related Support Activities (NAICS 3231)	\$35,662	\$58,515	\$57,185	\$49,382
Basic Chemical Manufacturing (NAICS 3251)	\$99,358	\$86,708	\$88,071	\$103,781
Plastics Product Manufacturing (NAICS 3261)	\$33,335	\$47,744	\$56,375	\$53,269
Glass and Glass Product Manufacturing (NAICS 3272)	Insf. Data	\$50,428	\$61,374	\$58,005
Cement and Concrete Product Manufacturing (NAICS 2373)	Insf. Data	\$46,980	\$60,959	\$59,843
Foundries (NAICS 3315)	\$56,070	\$59,054	\$61,452	\$59,723
Cutlery and Handtool Manufacturing (NAICS 3322)	\$0	\$63,695	\$59,188	\$60,971

Source: EMSI 2019

Wages lower than other regions
Wages higher than other regions



Target Industry Analysis – Food, Textile, and Metal Manufacturing (NAICS 3111-3322)

Existing Industry Growth Comparison: 5-Year & Projected 5-Year	Core Region Past Growth (2014-2019)	Core Region Projected Growth (2019-2024)	Greater Region Past Growth (2014-2019)	Greater Region Projected Growth (2019-2024)	Minnesota Past Growth (2014 - 2019)	Minnesota Projected Growth (2019 - 2024)	U.S. Past Growth (2014-2019)	U.S. Projected Growth (2019-2024)
Animal Food Manufacturing (NAICS 3111)	(44%)	(1%)	20%	(1%)	23%	6%	16%	8%
Grain and Oilseed Milling (NAICS 3112)	(11%)	10%	32%	10%	8%	2%	3%	2%
Sugar and Confectionery Product Manufacturing (NAICS 3113)	0%	(25%)	(61%)	(25%)	(4%)	(5%)	10%	2%
Fruit and Vegetable Preserving and Specialty Food Manufacturing (NAICS 3114)	Insf. Data	(5%)	(8%)	(5%)	9%	10%	1%	1%
Dairy Product Manufacturing (NAICS 3115)	0%	0%	47%	0%	(6%)	(2%)	11%	5%
Animal Slaughtering and Processing (NAICS 3116)	(7%)	(5%)	(2%)	(5%)	8%	2%	8%	4%
Other Food Manufacturing (NAICS 3119)	60%	25%	53%	25%	(2%)	(1%)	20%	9%
Textile Furnishings Mills (NAICS 3141)	0%	50%	Insf. Data	50%	88%	25%	0%	(10%)
Other Textile Product Mills (NAICS 3149)	(11%)	(4%)	(15%)	(4%)	(0%)	2%	3%	(1%)
Veneer, Plywood, and Engineered Wood Product Manufacturing (NAICS 3212)	(4%)	(4%)	(4%)	(4%)	19%	3%	15%	5%
Other Wood Product Manufacturing (NAICS 3219)	Insf. Data	6%	39%	6%	9%	(0%)	12%	3%
Converted Paper Product Manufacturing (NAICS 3222)	14%	(4%)	15%	(4%)	(4%)	(8%)	1%	(1%)
Printing and Related Support Activities (NAICS 3231)	(20%)	(19%)	(68%)	(19%)	(14%)	(12%)	(5%)	(8%)
Basic Chemical Manufacturing (NAICS 3251)	11%	(1%)	5%	(1%)	9%	13%	5%	4%
Plastics Product Manufacturing (NAICS 3261)	11%	9%	27%	9%	15%	3%	10%	2%
Glass and Glass Product Manufacturing (NAICS 3272)	Insf. Data	(5%)	16%	(5%)	22%	1%	5%	(0%)
Cement and Concrete Product Manufacturing (NAICS 2373)	Insf. Data	13%	(2%)	13%	10%	9%	12%	3%
Foundries (NAICS 3315)	(28%)	(3%)	(18%)	(3%)	(7%)	(1%)	(5%)	(4%)
Cutlery and Handtool Manufacturing (NAICS 3322)	0%	(5%)	(3%)	(5%)	(3%)	(3%)	(3%)	(1%)

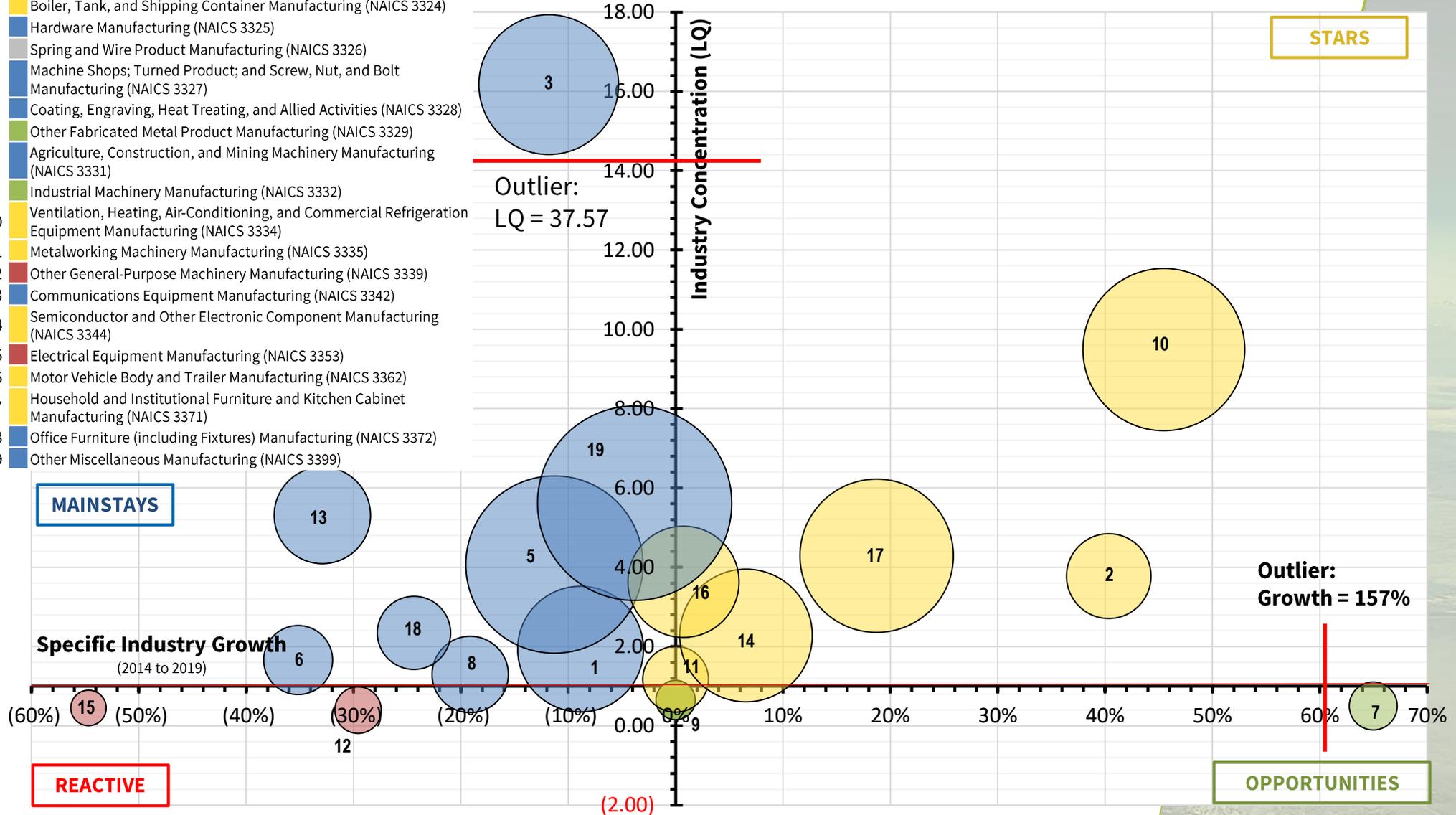
Source: EMSI 2019

Industry growth greater than or equal to ten percent in the respective region and time frame.
 Industry growth is less than or equal to negative ten percent in the respective region and time frame.

Target Industry Analysis – Metal, Machine and Other Manufacturing (NAICS 3323-3399)

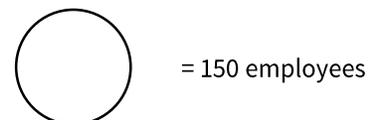
GRAPH: MANUFACTURING

- 1 Architectural and Structural Metals Manufacturing (NAICS 3323)
- 2 Boiler, Tank, and Shipping Container Manufacturing (NAICS 3324)
- 3 Hardware Manufacturing (NAICS 3325)
- 4 Spring and Wire Product Manufacturing (NAICS 3326)
- 5 Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing (NAICS 3327)
- 6 Coating, Engraving, Heat Treating, and Allied Activities (NAICS 3328)
- 7 Other Fabricated Metal Product Manufacturing (NAICS 3329)
- 8 Agriculture, Construction, and Mining Machinery Manufacturing (NAICS 3331)
- 9 Industrial Machinery Manufacturing (NAICS 3332)
- 10 Ventilation, Heating, Air-Conditioning, and Commercial Refrigeration Equipment Manufacturing (NAICS 3334)
- 11 Metalworking Machinery Manufacturing (NAICS 3335)
- 12 Other General-Purpose Machinery Manufacturing (NAICS 3339)
- 13 Communications Equipment Manufacturing (NAICS 3342)
- 14 Semiconductor and Other Electronic Component Manufacturing (NAICS 3344)
- 15 Electrical Equipment Manufacturing (NAICS 3353)
- 16 Motor Vehicle Body and Trailer Manufacturing (NAICS 3362)
- 17 Household and Institutional Furniture and Kitchen Cabinet Manufacturing (NAICS 3371)
- 18 Office Furniture (including Fixtures) Manufacturing (NAICS 3372)
- 19 Other Miscellaneous Manufacturing (NAICS 3399)



Circle Size = Number of employees in Albert Lea Greater Region
Source: EMSI 2018

Total Employees in Albert Lea Greater Region: 5,104



Target Industry Analysis – Metal, Machine and Other Manufacturing (NAICS 3323-3399)

Existing Industry Employment Comparison	Core Region Total Employment	Greater Region Total Employment	Minnesota Employment
Architectural and Structural Metals Manufacturing (NAICS 3323)	76	350	9,483
Boiler, Tank, and Shipping Container Manufacturing (NAICS 3324)	0	160	2,787
Hardware Manufacturing (NAICS 3325)	0	442	644
Spring and Wire Product Manufacturing (NAICS 3326)	0	23	1,288
Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing (NAICS 3327)	324	692	14,961
Coating, Engraving, Heat Treating, and Allied Activities (NAICS 3328)	23	107	3,407
Other Fabricated Metal Product Manufacturing (NAICS 3329)	<10	59	6,578
Agriculture, Construction, and Mining Machinery Manufacturing (NAICS 3331)	13	131	7,501
Industrial Machinery Manufacturing (NAICS 3332)	34	36	3,087
Ventilation, Heating, Air-Conditioning, and Commercial Refrigeration Equipment Manufacturing (NAICS 3334)	0	579	3,372
Metalworking Machinery Manufacturing (NAICS 3335)	67	98	5,385
Other General Purpose Machinery Manufacturing (NAICS 3339)	36	50	11,679
Communications Equipment Manufacturing (NAICS 3342)	0	208	1,403
Semiconductor and Other Electronic Component Manufacturing (NAICS 3344)	0	390	9,733
Electrical Equipment Manufacturing (NAICS 3353)	0	29	5,033
Motor Vehicle Body and Trailer Manufacturing (NAICS 3362)	0	276	2,167
Household and Institutional Furniture and Kitchen Cabinet Manufacturing (NAICS 3371)	0	520	6,920
Office Furniture (including Fixtures) Manufacturing (NAICS 3372)	116	121	2,750
Other Miscellaneous Manufacturing (NAICS 3399)	<10	833	9,642

Source: EMSI 2019

Target Industry Analysis – Metal, Machine and Other Manufacturing (NAICS 3323-3399)

Existing Industry Concentration Comparison	Core Region Location Quotient	Greater Region Location Quotient	Minnesota Location Quotient
Architectural and Structural Metals Manufacturing (NAICS 3323)	2.35	1.94	1.23
Boiler, Tank, and Shipping Container Manufacturing (NAICS 3324)	0.00	3.78	1.54
Hardware Manufacturing (NAICS 3325)	0.00	37.57	1.28
Spring and Wire Product Manufacturing (NAICS 3326)	0.00	1.13	1.50
Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing (NAICS 3327)	10.60	4.07	2.06
Coating, Engraving, Heat Treating, and Allied Activities (NAICS 3328)	1.95	1.66	1.23
Other Fabricated Metal Product Manufacturing (NAICS 3329)	0.05	0.46	1.21
Agriculture, Construction, and Mining Machinery Manufacturing (NAICS 3331)	0.73	1.29	1.74
Industrial Machinery Manufacturing (NAICS 3332)	3.37	0.65	1.30
Ventilation, Heating, Air-Conditioning, and Commercial Refrigeration Equipment Manufacturing (NAICS 3334)	0.00	9.49	1.29
Metalworking Machinery Manufacturing (NAICS 3335)	4.48	1.17	1.51
Other General Purpose Machinery Manufacturing (NAICS 3339)	1.59	0.40	2.17
Communications Equipment Manufacturing (NAICS 3342)	0.00	5.31	0.84
Semiconductor and Other Electronic Component Manufacturing (NAICS 3344)	0.00	2.28	1.33
Electrical Equipment Manufacturing (NAICS 3353)	0.00	0.45	1.81
Motor Vehicle Body and Trailer Manufacturing (NAICS 3362)	0.00	3.63	0.67
Household and Institutional Furniture and Kitchen Cabinet Manufacturing (NAICS 3371)	0.00	4.29	1.33
Office Furniture (including Fixtures) Manufacturing (NAICS 3372)	12.57	2.34	1.25
Other Miscellaneous Manufacturing (NAICS 3399)	0.29	5.61	1.52

Source: EMSI 2019

Region significantly concentrated (≥ 1.2)

Target Industry Analysis – Metal, Machine and Other Manufacturing (NAICS 3323-3399)

Existing Industry Wage Comparison	Core Region Wages, Salaries, & Proprietor Earnings	Greater Region Wages, Salaries, & Proprietor Earnings	Minnesota Wages, Salaries, & Proprietor Earnings	U.S. Wages, Salaries, & Proprietor Earnings
Architectural and Structural Metals Manufacturing (NAICS 3323)	\$44,730	\$43,337	\$59,880	\$55,303
Boiler, Tank, and Shipping Container Manufacturing (NAICS 3324)	\$0	\$54,017	\$67,013	\$65,126
Hardware Manufacturing (NAICS 3325)	\$0	\$44,375	\$46,669	\$61,559
Spring and Wire Product Manufacturing (NAICS 3326)	\$0	\$75,225	\$57,940	\$53,995
Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing (NAICS 3327)	\$46,926	\$48,405	\$59,566	\$55,778
Coating, Engraving, Heat Treating, and Allied Activities (NAICS 3328)	\$34,231	\$36,295	\$48,622	\$50,951
Other Fabricated Metal Product Manufacturing (NAICS 3329)	Insf. Data	\$48,039	\$70,296	\$63,645
Agriculture, Construction, and Mining Machinery Manufacturing (NAICS 3331)	\$34,675	\$66,535	\$63,220	\$74,735
Industrial Machinery Manufacturing (NAICS 3332)	\$36,858	\$39,054	\$81,881	\$84,833
Ventilation, Heating, Air-Conditioning, and Commercial Refrigeration Equipment Manufacturing (NAICS 3334)	\$0	\$60,040	\$61,546	\$57,487
Metalworking Machinery Manufacturing (NAICS 3335)	\$54,618	\$54,985	\$68,705	\$62,487
Other General-Purpose Machinery Manufacturing (NAICS 3339)	\$67,617	\$62,509	\$70,182	\$70,455
Communications Equipment Manufacturing (NAICS 3342)	\$0	\$87,179	\$83,651	\$110,032
Semiconductor and Other Electronic Component Manufacturing (NAICS 3344)	\$0	\$59,482	\$69,073	\$114,156
Electrical Equipment Manufacturing (NAICS 3353)	\$0	\$85,280	\$74,371	\$71,471
Motor Vehicle Body and Trailer Manufacturing (NAICS 3362)	\$0	\$36,940	\$49,472	\$51,826
Household and Institutional Furniture and Kitchen Cabinet Manufacturing (NAICS 3371)	\$0	\$62,150	\$48,206	\$42,275
Office Furniture (including Fixtures) Manufacturing (NAICS 3372)	\$42,316	\$41,611	\$57,486	\$53,721
Other Miscellaneous Manufacturing (NAICS 3399)	Insf. Data	\$47,674	\$51,671	\$52,281

Source: EMSI 2019

Wages lower than other regions
Wages higher than other regions



Target Industry Analysis – Metal, Machine and Other Manufacturing (NAICS 3323-3399)

Existing Industry Growth Comparison: 5-Year & Projected 5-Year	Core Region Past Growth (2014-2019)	Core Region Projected Growth (2019-2024)	Greater Region Past Growth (2014-2019)	Greater Region Projected Growth (2019-2024)	Minnesota Past Growth (2014 - 2019)	Minnesota Projected Growth (2019 - 2024)	U.S. Past Growth (2014-2019)	U.S. Projected Growth (2019-2024)
Architectural and Structural Metals Manufacturing (NAICS 3323)	10%	5%	(9%)	5%	13%	7%	10%	4%
Boiler, Tank, and Shipping Container Manufacturing (NAICS 3324)	0%	(21%)	40%	(21%)	(6%)	(1%)	(5%)	3%
Hardware Manufacturing (NAICS 3325)	0%	(17%)	(12%)	(17%)	6%	(7%)	7%	(1%)
Spring and Wire Product Manufacturing (NAICS 3326)	0%	30%	Insf. Data	30%	(4%)	(2%)	1%	(2%)
Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing (NAICS 3327)	(6%)	(0%)	(11%)	(0%)	4%	3%	(2%)	3%
Coating, Engraving, Heat Treating, and Allied Activities (NAICS 3328)	64%	(25%)	(35%)	(25%)	(4%)	(2%)	2%	1%
Other Fabricated Metal Product Manufacturing (NAICS 3329)	Insf. Data	39%	157%	39%	7%	0%	(0%)	3%
Agriculture, Construction, and Mining Machinery Manufacturing (NAICS 3331)	(24%)	(18%)	(19%)	(18%)	(1%)	6%	(12%)	7%
Industrial Machinery Manufacturing (NAICS 3332)	48%	(6%)	0%	(6%)	3%	(0%)	10%	1%
Ventilation, Heating, Air-Conditioning, and Commercial Refrigeration Equipment Manufacturing (NAICS 3334)	0%	12%	45%	12%	13%	(4%)	4%	(1%)
Metalworking Machinery Manufacturing (NAICS 3335)	8%	3%	0%	3%	6%	4%	(0%)	(0%)
Other General-Purpose Machinery Manufacturing (NAICS 3339)	(18%)	(4%)	(30%)	(4%)	13%	4%	4%	3%
Communications Equipment Manufacturing (NAICS 3342)	0%	(54%)	(33%)	(54%)	(17%)	(12%)	(9%)	(11%)
Semiconductor and Other Electronic Component Manufacturing (NAICS 3344)	0%	11%	7%	11%	7%	(1%)	1%	(2%)
Electrical Equipment Manufacturing (NAICS 3353)	0%	(59%)	(55%)	(59%)	(5%)	2%	(1%)	1%
Motor Vehicle Body and Trailer Manufacturing (NAICS 3362)	0%	(12%)	1%	(12%)	6%	7%	17%	7%
Household and Institutional Furniture and Kitchen Cabinet Manufacturing (NAICS 3371)	0%	11%	19%	11%	1%	(1%)	6%	1%
Office Furniture (including Fixtures) Manufacturing (NAICS 3372)	(26%)	(38%)	(24%)	(38%)	3%	(1%)	6%	3%
Other Miscellaneous Manufacturing (NAICS 3399)	Insf. Data	(11%)	(4%)	(11%)	18%	6%	5%	1%

Source: EMSI 2019

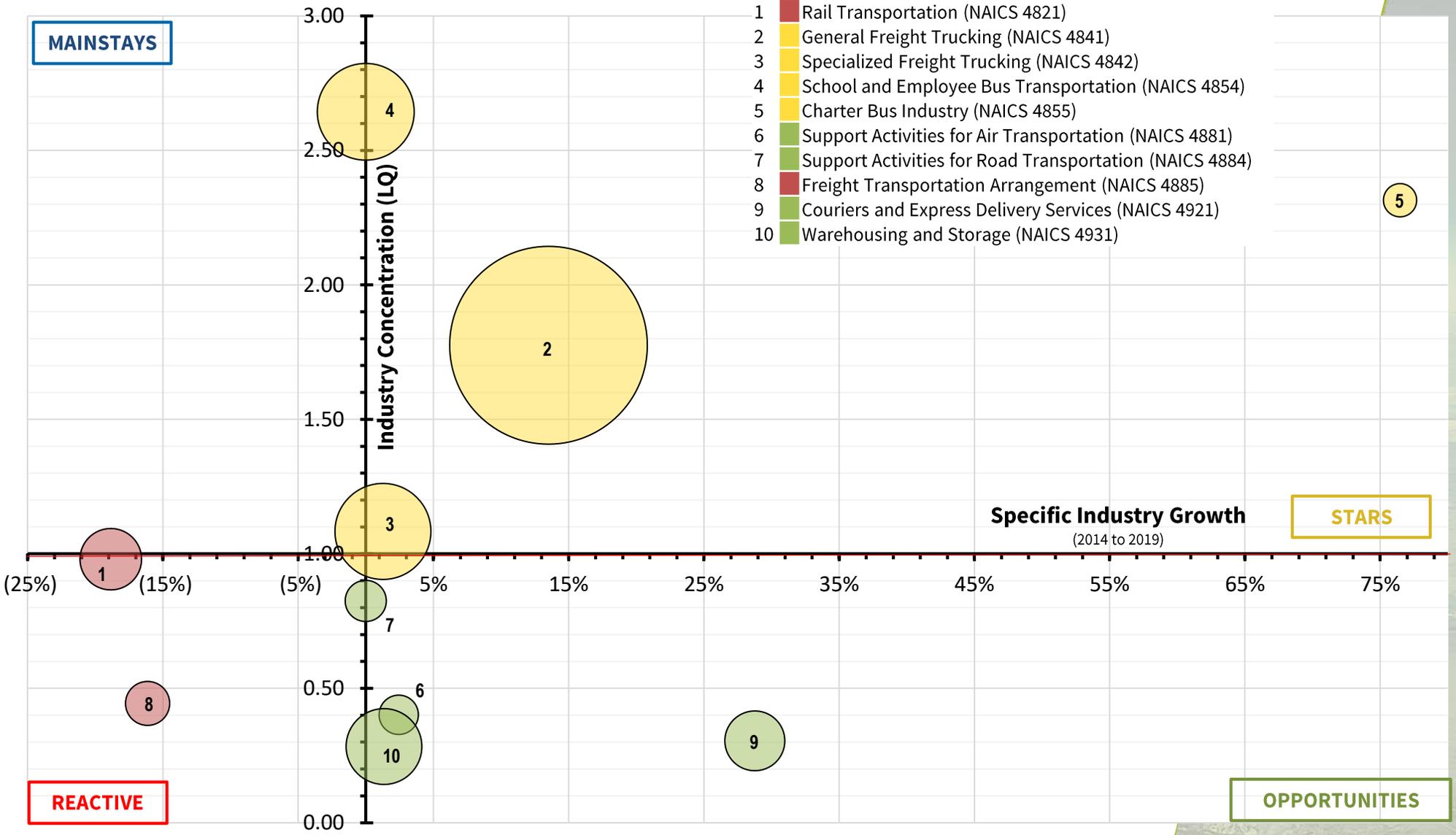
Industry growth greater than or equal to ten percent in the respective region and time frame.
 Industry growth is less than or equal to negative ten percent in the respective region and time frame.



Target Industry Analysis – Transportation and Warehousing

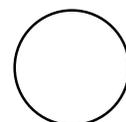
Target Industry Analysis – Transportation and Warehousing (NAICS 48-49)

GRAPH: TRANSPORTATION AND WAREHOUSING



Circle Size = Number of employees in Albert Lea Greater Region
Source: EMSI 2018

Total Employees in Albert Lea Greater Region: 1,995

 = 200 employees

Target Industry Analysis – Transportation and Warehousing (NAICS 48-49)

Existing Industry Employment Comparison	Core Region Total Employment	Greater Region Total Employment	Minnesota Employment
Rail Transportation (NAICS 4821)	25	99	4,560
General Freight Trucking (NAICS 4841)	160	1,000	25,584
Specialized Freight Trucking (NAICS 4842)	23	239	7,695
School and Employee Bus Transportation (NAICS 4854)	76	243	9,479
Charter Bus Industry (NAICS 4855)	<10	30	793
Support Activities for Air Transportation (NAICS 4881)	<10	42	1,637
Support Activities for Road Transportation (NAICS 4884)	14	45	1,842
Freight Transportation Arrangement (NAICS 4885)	<10	52	3,532
Couriers and Express Delivery Services (NAICS 4921)	41	94	11,805
Warehousing and Storage (NAICS 4931)	114	150	11,219

Source: EMSI 2019

Target Industry Analysis – Transportation and Warehousing (NAICS 48-49)

Existing Industry Concentration Comparison	Core Region Location Quotient	Greater Region Location Quotient	Minnesota Location Quotient
Rail Transportation (NAICS 4821)	1.35	0.98	1.05
General Freight Trucking (NAICS 4841)	1.58	1.78	1.06
Specialized Freight Trucking (NAICS 4842)	0.57	1.08	0.82
School and Employee Bus Transportation (NAICS 4854)	4.64	2.64	2.42
Charter Bus Industry (NAICS 4855)	1.14	2.31	1.41
Support Activities for Air Transportation (NAICS 4881)	0.10	0.40	0.37
Support Activities for Road Transportation (NAICS 4884)	1.45	0.82	0.78
Freight Transportation Arrangement (NAICS 4885)	0.46	0.44	0.71
Couriers and Express Delivery Services (NAICS 4921)	0.74	0.30	0.89
Warehousing and Storage (NAICS 4931)	1.20	0.28	0.49

Source: EMSI 2019

Region significantly concentrated (≥ 1.2)

Target Industry Analysis – Transportation and Warehousing (NAICS 48-49)

Existing Industry Wage Comparison	Core Region Wages, Salaries, & Proprietor Earnings	Greater Region Wages, Salaries, & Proprietor Earnings	Minnesota Wages, Salaries, & Proprietor Earnings	U.S. Wages, Salaries, & Proprietor Earnings
Rail Transportation (NAICS 4821)	\$95,182	\$95,028	\$94,690	\$94,470
General Freight Trucking (NAICS 4841)	\$55,263	\$57,186	\$58,604	\$54,157
Specialized Freight Trucking (NAICS 4842)	\$46,384	\$48,862	\$50,679	\$53,109
School and Employee Bus Transportation (NAICS 4854)	\$14,338	\$15,279	\$23,909	\$26,686
Charter Bus Industry (NAICS 4855)	Insf. Data	\$19,089	\$26,294	\$37,019
Support Activities for Air Transportation (NAICS 4881)	Insf. Data	\$35,742	\$47,800	\$49,447
Support Activities for Road Transportation (NAICS 4884)	\$37,098	\$44,544	\$39,977	\$41,317
Freight Transportation Arrangement (NAICS 4885)	Insf. Data	\$49,745	\$67,683	\$62,293
Couriers and Express Delivery Services (NAICS 4921)	\$34,854	\$39,281	\$43,822	\$46,326
Warehousing and Storage (NAICS 4931)	\$47,574	\$44,389	\$49,679	\$43,017

Source: EMSI 2019

Wages lower than other regions
Wages higher than other regions

Target Industry Analysis – Transportation and Warehousing (NAICS 48-49)

Existing Industry Growth Comparison: 5-Year & Projected 5-Year	Core Region Past Growth (2014-2019)	Core Region Projected Growth (2019-2024)	Greater Region Past Growth (2014-2019)	Greater Region Projected Growth (2019-2024)	Minnesota Past Growth (2014 - 2019)	Minnesota Projected Growth (2019 - 2024)	U.S. Past Growth (2014-2019)	U.S. Projected Growth (2019-2024)
Rail Transportation (NAICS 4821)	4%	(3%)	(19%)	(3%)	(11%)	2%	(8%)	1%
General Freight Trucking (NAICS 4841)	23%	6%	14%	6%	8%	4%	7%	4%
Specialized Freight Trucking (NAICS 4842)	(21%)	3%	1%	3%	1%	1%	4%	4%
School and Employee Bus Transportation (NAICS 4854)	15%	(8%)	0%	(8%)	9%	4%	5%	5%
Charter Bus Industry (NAICS 4855)	Insf. Data	17%	76%	17%	(8%)	(3%)	(4%)	2%
Support Activities for Air Transportation (NAICS 4881)	Insf. Data	19%	2%	19%	39%	10%	27%	13%
Support Activities for Road Transportation (NAICS 4884)	(26%)	20%	0%	20%	14%	14%	14%	11%
Freight Transportation Arrangement (NAICS 4885)	Insf. Data	(2%)	(16%)	(2%)	17%	7%	19%	9%
Couriers and Express Delivery Services (NAICS 4921)	3%	20%	29%	20%	19%	4%	29%	8%
Warehousing and Storage (NAICS 4931)	11%	2%	1%	2%	73%	13%	57%	18%

Source: EMSI 2019

Industry growth greater than or equal to ten percent in the respective region and time frame.
 Industry growth is less than or equal to negative ten percent in the respective region and time frame.





Target Industry Analysis – Information

Target Industry Analysis – Information (NAICS 51)

Existing Industry Employment Comparison	Core Region Total Employment	Greater Region Total Employment	Minnesota Employment
Newspaper, Periodical, Book, and Directory Publishers (NAICS 5111)	48	195	12,383
Motion Picture and Video Industries (NAICS 5121)	13	104	4,055
Radio and Television Broadcasting (NAICS 5151)	22	178	3,884
Wired and Wireless Telecommunications Carriers (NAICS 5173)	35	354	10,763
Data Processing, Hosting, and Related Services (NAICS 5182)	<10	50	6,988

Source: EMSI 2019

Target Industry Analysis – Information (NAICS 51)

Existing Industry Concentration Comparison	Core Region Location Quotient	Greater Region Location Quotient	Minnesota Location Quotient
Newspaper, Periodical, Book, and Directory Publishers (NAICS 5111)	1.67	1.23	1.82
Motion Picture and Video Industries (NAICS 5121)	0.32	0.47	0.43
Radio and Television Broadcasting (NAICS 5151)	1.18	1.75	0.89
Wired and Wireless Telecommunications Carriers (NAICS 5173)	0.64	1.17	0.83
Data Processing, Hosting, and Related Services (NAICS 5182)	0.07	0.32	1.05

Source: EMSI 2019

Region significantly concentrated (≥ 1.2)

Target Industry Analysis – Information (NAICS 51)

Existing Industry Wage Comparison	Core Region Wages, Salaries, & Proprietor Earnings	Greater Region Wages, Salaries, & Proprietor Earnings	Minnesota Wages, Salaries, & Proprietor Earnings	U.S. Wages, Salaries, & Proprietor Earnings
Newspaper, Periodical, Book, and Directory Publishers (NAICS 5111)	\$31,213	\$31,469	\$71,948	\$70,518
Motion Picture and Video Industries (NAICS 5121)	\$8,587	\$24,424	\$23,420	\$67,150
Radio and Television Broadcasting (NAICS 5151)	\$31,824	\$30,620	\$62,591	\$85,559
Wired and Wireless Telecommunications Carriers (NAICS 5173)	\$46,004	\$56,901	\$73,414	\$88,908
Data Processing, Hosting, and Related Services (NAICS 5182)	Insf. Data	\$62,952	\$108,858	\$123,386

Source: EMSI 2019

Wages lower than other regions
Wages higher than other regions

Target Industry Analysis – Information (NAICS 51)

Existing Industry Growth Comparison: 5-Year & Projected 5-Year	Core Region Past Growth (2014-2019)	Core Region Projected Growth (2019-2024)	Greater Region Past Growth (2014-2019)	Greater Region Projected Growth (2019-2024)	Minnesota Past Growth (2014 - 2019)	Minnesota Projected Growth (2019 - 2024)	U.S. Past Growth (2014-2019)	U.S. Projected Growth (2019-2024)
Newspaper, Periodical, Book, and Directory Publishers (NAICS 5111)	14%	9%	31%	9%	(18%)	(11%)	(23%)	(16%)
Motion Picture and Video Industries (NAICS 5121)	(13%)	3%	(3%)	3%	1%	(4%)	12%	8%
Radio and Television Broadcasting (NAICS 5151)	(27%)	(1%)	(2%)	(1%)	(10%)	(11%)	(3%)	(2%)
Wired and Wireless Telecommunications Carriers (NAICS 5173)	Insf. Data	5%	22%	5%	(10%)	(8%)	(14%)	(8%)
Data Processing, Hosting, and Related Services (NAICS 5182)	Insf. Data	60%	Insf. Data	60%	(2%)	(4%)	21%	11%

Source: EMSI 2019

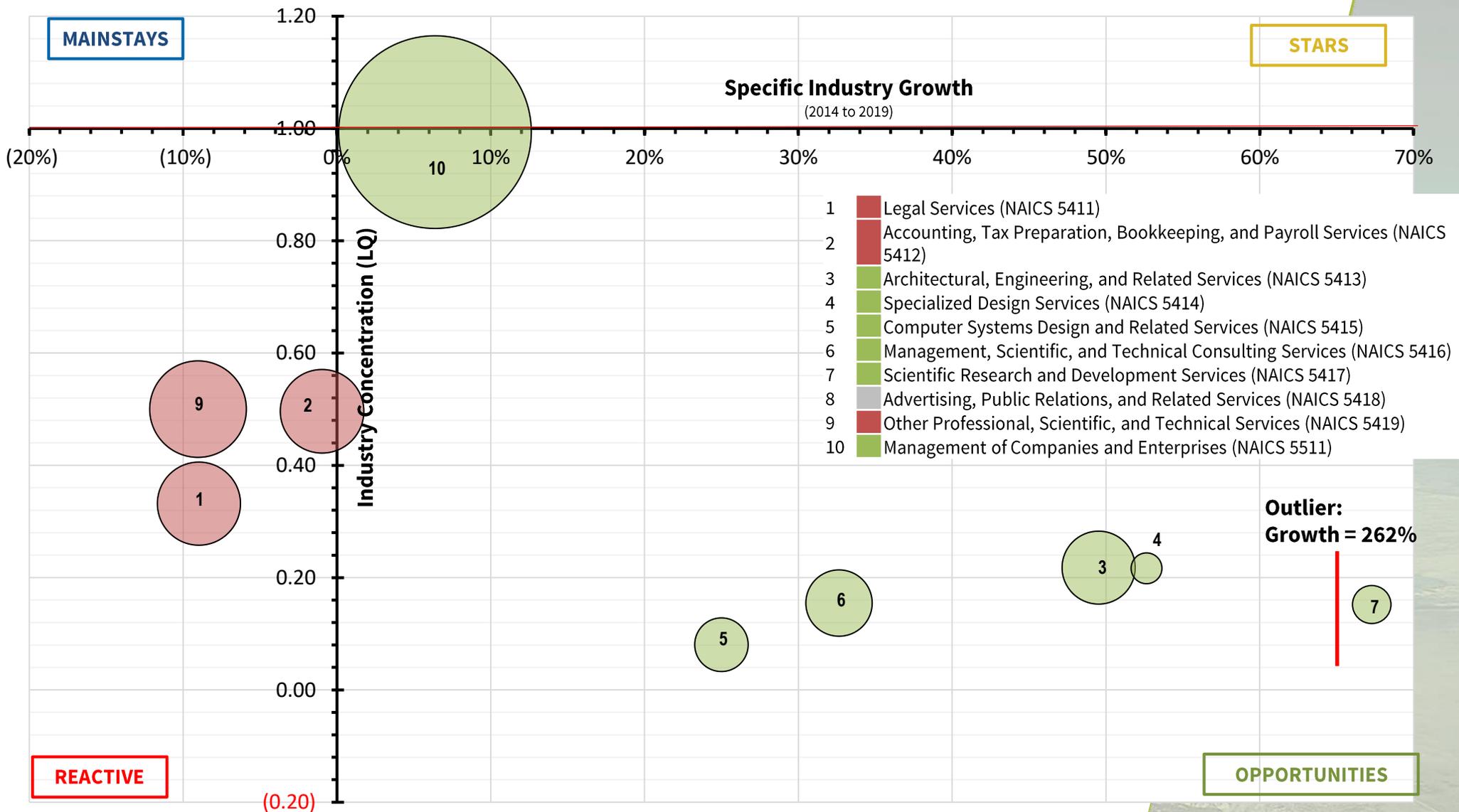
Industry growth greater than or equal to ten percent in the respective region and time frame.
 Industry growth is less than or equal to negative ten percent in the respective region and time frame.



Target Industry Analysis – Professional Services and Management of Companies

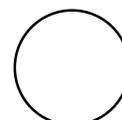
Target Industry Analysis – Professional Services (NAICS 54-55)

GRAPH: PROFESSIONAL SERVICES



Circle Size = Number of employees in Albert Lea Greater Region
Source: EMSI 2018

Total Employees in Albert Lea Greater Region: 9,964

 = 600 employees

Target Industry Analysis – Professional Services (NAICS 54-55)

Existing Industry Employment Comparison	Core Region Total Employment	Greater Region Total Employment	Minnesota Employment
Legal Services (NAICS 5411)	33	203	20,556
Accounting, Tax Preparation, Bookkeeping, and Payroll Services (NAICS 5412)	56	272	17,218
Architectural, Engineering, and Related Services (NAICS 5413)	22	157	24,364
Specialized Design Services (NAICS 5414)	<10	29	4,288
Computer Systems Design and Related Services (NAICS 5415)	<10	85	39,256
Management, Scientific, and Technical Consulting Services (NAICS 5416)	18	130	37,702
Scientific Research and Development Services (NAICS 5417)	<10	47	7,500
Advertising, Public Relations, and Related Services (NAICS 5418)	40	89	13,315
Other Professional, Scientific, and Technical Services (NAICS 5419)	59	204	18,916
Management of Companies and Enterprises (NAICS 5511)	0	1,068	82,641

Source: EMSI 2019

Target Industry Analysis – Professional Services (NAICS 54-55)

Existing Industry Concentration Comparison	Core Region Location Quotient	Greater Region Location Quotient	Minnesota Location Quotient
Legal Services (NAICS 5411)	0.30	0.33	0.79
Accounting, Tax Preparation, Bookkeeping, and Payroll Services (NAICS 5412)	0.57	0.50	0.74
Architectural, Engineering, and Related Services (NAICS 5413)	0.17	0.22	0.79
Specialized Design Services (NAICS 5414)	0.09	0.22	0.74
Computer Systems Design and Related Services (NAICS 5415)	0.03	0.08	0.87
Management, Scientific, and Technical Consulting Services (NAICS 5416)	0.12	0.15	1.05
Scientific Research and Development Services (NAICS 5417)	0.02	0.14	0.54
Advertising, Public Relations, and Related Services (NAICS 5418)	0.86	0.35	1.21
Other Professional, Scientific, and Technical Services (NAICS 5419)	0.80	0.50	1.08
Management of Companies and Enterprises (NAICS 5511)	0.00	0.99	1.80

Source: EMSI 2019

Region significantly concentrated (≥ 1.2)

Target Industry Analysis – Professional Services (NAICS 54-55)

Existing Industry Wage Comparison	Core Region Wages, Salaries, & Proprietor Earnings	Greater Region Wages, Salaries, & Proprietor Earnings	Minnesota Wages, Salaries, & Proprietor Earnings	U.S. Wages, Salaries, & Proprietor Earnings
Legal Services (NAICS 5411)	\$54,944	\$46,138	\$100,207	\$101,210
Accounting, Tax Preparation, Bookkeeping, and Payroll Services (NAICS 5412)	\$36,127	\$51,370	\$72,562	\$74,580
Architectural, Engineering, and Related Services (NAICS 5413)	\$86,906	\$65,374	\$88,671	\$89,830
Specialized Design Services (NAICS 5414)	Insf. Data	\$38,075	\$50,293	\$51,362
Computer Systems Design and Related Services (NAICS 5415)	Insf. Data	\$78,315	\$105,650	\$114,516
Management, Scientific, and Technical Consulting Services (NAICS 5416)	\$59,186	\$52,439	\$104,670	\$90,582
Scientific Research and Development Services (NAICS 5417)	Insf. Data	\$81,391	\$121,534	\$137,429
Advertising, Public Relations, and Related Services (NAICS 5418)	\$39,637	\$63,990	\$77,491	\$79,561
Other Professional, Scientific, and Technical Services (NAICS 5419)	\$28,186	\$29,058	\$56,014	\$52,006
Management of Companies and Enterprises (NAICS 5511)	\$0	\$153,763	\$128,478	\$123,494

Source: EMSI 2019

Wages lower than other regions
Wages higher than other regions

Target Industry Analysis – Professional Services (NAICS 54-55)

Existing Industry Growth Comparison: 5-Year & Projected 5-Year	Core Region Past Growth (2014-2019)	Core Region Projected Growth (2019-2024)	Greater Region Past Growth (2014-2019)	Greater Region Projected Growth (2019-2024)	Minnesota Past Growth (2014 - 2019)	Minnesota Projected Growth (2019 - 2024)	U.S. Past Growth (2014-2019)	U.S. Projected Growth (2019-2024)
Legal Services (NAICS 5411)	(13%)	(11%)	(9%)	(11%)	(2%)	(3%)	0%	1%
Accounting, Tax Preparation, Bookkeeping, and Payroll Services (NAICS 5412)	22%	(7%)	(9%)	(7%)	(5%)	(0%)	6%	5%
Architectural, Engineering, and Related Services (NAICS 5413)	5%	24%	50%	24%	17%	7%	7%	6%
Specialized Design Services (NAICS 5414)	Insf. Data	21%	53%	21%	7%	(1%)	13%	5%
Computer Systems Design and Related Services (NAICS 5415)	Insf. Data	31%	25%	31%	9%	7%	20%	13%
Management, Scientific, and Technical Consulting Services (NAICS 5416)	Insf. Data	12%	33%	12%	80%	23%	20%	14%
Scientific Research and Development Services (NAICS 5417)	Insf. Data	60%	262%	60%	(12%)	1%	10%	9%
Advertising, Public Relations, and Related Services (NAICS 5418)	Insf. Data	58%	Insf. Data	58%	3%	2%	3%	3%
Other Professional, Scientific, and Technical Services (NAICS 5419)	28%	8%	(1%)	8%	6%	7%	17%	11%
Management of Companies and Enterprises (NAICS 5511)	(100%)	8%	6%	8%	5%	3%	10%	7%

Source: EMSI 2019

Industry growth greater than or equal to ten percent in the respective region and time frame. 
 Industry growth is less than or equal to negative ten percent in the respective region and time frame. 



Target Industry Screening

Target Industry Screening

TARGET INDUSTRY SCREENING

The following section narrows down the target industries by looking at chart quadrant (current concentration and past five-year growth in the region), projected growth in the greater region, and projected U.S. growth. Industries from the previous section are included in this screening if they are a star, opportunity or mainstay on the regional bubble chart.

Industry	Chart Quadrant	Greater Region Projected Growth	U.S. Projected Growth	Include as a target industry? Comments
Agriculture, Forestry, Fishing and Hunting				
Crop Production (NAICS 1110)	Mainstay	(5%)	(0%)	No. While agriculture has historically been a strong industry for the region, it is expected to experience a large decline in the region, as well as a small decline at a national level for crop and animal production. The focus should be on leveraging existing agricultural assets to support value-added agribusiness in the region.
Animal Production (NAICS 1120)	Mainstay	(10%)	(2%)	
Support Activities for Crop Production (NAICS 1151)	Star	9%	7%	
Support Activities for Animal Production (NAICS 1152)	Mainstay	(11%)	6%	

Target Industry Screening

TARGET INDUSTRY SCREENING

Industry	Chart Quadrant	Greater Region Projected Growth	U.S. Projected Growth	Include as a target industry? Comments
Manufacturing				
Animal Food Manufacturing (NAICS 3111)	Star	(1%)	8%	Yes. Food processing is a good fit for Albert Lea and the region. There are already several large players in the region and there is a strong agricultural base. Focus on those industries that are stars and opportunities that show potential for future growth.
Grain and Oilseed Milling (NAICS 3112)	Star	10%	2%	
Sugar and Confectionery Product Manufacturing (NAICS 3113)	Mainstay	(25%)	2%	
Fruit and Vegetable Preserving and Specialty Food Manufacturing (NAICS 3114)	Mainstay	(5%)	1%	
Dairy Product Manufacturing (NAICS 3115)	Opportunity	0%	5%	
Animal Slaughtering and Processing (NAICS 3116)	Mainstay	(5%)	4%	
Other Food Manufacturing (NAICS 3119)	Star	25%	9%	
Other Textile Product Mills (NAICS 3149)	Mainstay	(4%)	(1%)	No. Many of these manufacturing industries have experienced decline in the region and are projected to continue to decline at a national and/or regional level. Focus for these industries should be on business retention and expansion.
Veneer, Plywood, and Engineered Wood Product Manufacturing (NAICS 3212)	Mainstay	(4%)	5%	
Other Wood Product Manufacturing (NAICS 3219)	Star	6%	3%	
Converted Paper Product Manufacturing (NAICS 3222)	Star	(4%)	(1%)	
Printing and Related Support Activities (NAICS 3231)	Mainstay	(19%)	(8%)	
Basic Chemical Manufacturing (NAICS 3251)	Star	(1%)	4%	
Plastics Product Manufacturing (NAICS 3261)	Star	9%	2%	
Glass and Glass Product Manufacturing (NAICS 3272)	Star	(5%)	(0%)	
Cement and Concrete Product Manufacturing (NAICS 2373)	Mainstay	13%	3%	
Cutlery and Hand tool Manufacturing (NAICS 3322)	Mainstay	(5%)	(1%)	

Target Industry Screening

TARGET INDUSTRY SCREENING

Industry	Chart Quadrant	Greater Region Projected Growth	U.S. Projected Growth	Include as a target industry? Comments
Manufacturing (continued)				
Architectural and Structural Metals Manufacturing (NAICS 3323)	Mainstay	5%	4%	No. Many of these manufacturing industries have experienced decline in the region and are projected to continue to decline at a national and/or regional level. Focus for these industries should be on business retention and expansion.
Boiler, Tank, and Shipping Container Manufacturing (NAICS 3324)	Star	(21%)	3%	
Hardware Manufacturing (NAICS 3325)	Mainstay	(17%)	(1%)	
Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing (NAICS 3327)	Mainstay	(0%)	3%	
Coating, Engraving, Heat Treating, and Allied Activities (NAICS 3328)	Mainstay	(25%)	1%	
Agriculture, Construction, and Mining Machinery Manufacturing (NAICS 3331)	Mainstay	(18%)	7%	
Communications Equipment Manufacturing (NAICS 3342)	Mainstay	(54%)	(11%)	
Household and Institutional Furniture and Kitchen Cabinet Manufacturing (NAICS 3371)	Star	11%	1%	
Office Furniture (including Fixtures) Manufacturing (NAICS 3372)	Mainstay	(38%)	3%	
Other Miscellaneous Manufacturing (NAICS 3399)	Mainstay	(11%)	1%	
Other Fabricated Metal Product Manufacturing (NAICS 3329)	Opportunity	39%	3%	Yes. Many of these industries related to equipment and component manufacturing, as well as supply chain. They have all experienced growth in the region and most are projected to continue to grow in the greater region, as well as at a national level. These could provide supply chain opportunities for Albert Lea's existing employers.
Industrial Machinery Manufacturing (NAICS 3332)	Opportunity	(6%)	1%	
Ventilation, Heating, Air-Conditioning, and Commercial Refrigeration Equipment Manufacturing (NAICS 3334)	Star	12%	(1%)	
Metalworking Machinery Manufacturing (NAICS 3335)	Star	3%	(0%)	
Semiconductor and Other Electronic Component Manufacturing (NAICS 3344)	Star	11%	(2%)	
Motor Vehicle Body and Trailer Manufacturing (NAICS 3362)	Star	(12%)	7%	

Target Industry Screening

TARGET INDUSTRY SCREENING

Industry	Chart Quadrant	Greater Region Projected Growth	U.S. Projected Growth	Include as a target industry? Comments
Transportation and Warehousing				
General Freight Trucking (NAICS 4841)	Star	6%	4%	Yes. These industries have been growing and are expected to continue to grow both at a regional and national level.
Specialized Freight Trucking (NAICS 4842)	Star	3%	4%	
Support Activities for Air Transportation (NAICS 4881)	Opportunity	19%	13%	
Support Activities for Road Transportation (NAICS 4884)	Opportunity	20%	11%	
Couriers and Express Delivery Services (NAICS 4921)	Opportunity	20%	8%	
Warehousing and Storage (NAICS 4931)	Opportunity	2%	18%	No. These industries tend to be population driven.
School and Employee Bus Transportation (NAICS 4854)	Star	(8%)	5%	
Charter Bus Industry (NAICS 4855)	Star	17%	2%	

Target Industry Screening

TARGET INDUSTRY SCREENING

Industry	Chart Quadrant	Greater Region Projected Growth	U.S. Projected Growth	Include as a target industry? Comments
Information				
Newspaper, Periodical, Book, and Directory Publishers (NAICS 5111)	Star	9%	(16%)	No. These specific industries tend to be population-drive and are not industries to focus on for recruitment.
Radio and Television Broadcasting (NAICS 5151)	Mainstay	(1%)	(2%)	
Wired and Wireless Telecommunications Carriers (NAICS 5173)	Star	5%	11%	
Data Processing, Hosting and Related Services (NAICS 5182)	N/A	60%	11%	<p>Maybe. This shows an opportunity for Albert Lea; however, further investigation needs to be done on the availability of broadband and fiber in the region.</p> <p>Note: We included Data Processing in the screening process. Although there is currently insufficient job data, on this industry, it is projected very high growth in the region and was noted as an opportunity by stakeholders.</p>

Target Industry Screening

TARGET INDUSTRY SCREENING

Industry	Chart Quadrant	Greater Region Projected Growth	U.S. Projected Growth	Include as a target industry? Comments
Professional Services and Management of Companies				
Architectural, Engineering, and Related Services (NAICS 5413)	Opportunity	24%	6%	Yes. Professional services can be a good way to help diversify Albert Lea's economic base and provide higher-paying opportunities that are attractive to young professionals.
Specialized Design Services (NAICS 5414)	Opportunity	21%	5%	
Computer Systems Design and Related Services (NAICS 5415)	Opportunity	31%	13%	
Management, Scientific, and Technical Consulting Services (NAICS 5416)	Opportunity	12%	14%	
Scientific Research and Development Services (NAICS 5417)	Opportunity	60%	9%	
Management of Companies and Enterprises (NAICS 5511)	Opportunity	8%	7%	

Target Industry Screening

RECOMENDED TARGET INDUSTRIES

Based on the analysis in this section, we recommend the following industries as targets for the region. Each target industry will have a specific strategy, as well as a set of key competitive advantages of the region. Positioning for each target industry will be added to the following section of this report.

Target Industry	Subsectors of Focus	Comments
Food Processing	<ul style="list-style-type: none"> • Animal Food Manufacturing (NAICS 3111) • Grain and Oilseed Milling (NAICS 3112) • Sugar and Confectionery Product Manufacturing (NAICS 3113) • Fruit and Vegetable Preserving and Specialty Food Manufacturing (NAICS 3114) • Dairy Product Manufacturing (NAICS 3115) • Animal Slaughtering and Processing (NAICS 3116) • Other Food Manufacturing (NAICS 3119) 	Food processing is a good fit for Albert Lea and the region. There are already several large players in the region and there is a strong agricultural base. Focus on those industries that are stars and opportunities that show potential for future growth.
Equipment and Component Manufacturing	<ul style="list-style-type: none"> • Other Fabricated Metal Product Manufacturing (NAICS 3329) • Industrial Machinery Manufacturing (NAICS 3332) • Ventilation, Heating, Air-Conditioning, and Commercial Refrigeration Equipment Manufacturing (NAICS 3334) • Metalworking Machinery Manufacturing (NAICS 3335) • Semiconductor and Other Electronic Component Manufacturing (NAICS 3344) • Motor Vehicle Body and Trailer Manufacturing (NAICS 3362) 	These industries have all experienced growth in the region, and most are projected to continue to grow in the greater region, as well as at a national level. They could provide supply chain opportunities for Albert Lea's existing employers and utilize the skilled workforce within the region.
Transportation and Warehousing	<ul style="list-style-type: none"> • General Freight Trucking (NAICS 4841) • Specialized Freight Trucking (NAICS 4842) • Support Activities for Air Transportation (NAICS 4881) • Support Activities for Road Transportation (NAICS 4884) • Couriers and Express Delivery Services (NAICS 4921) • Warehousing and Storage (NAICS 4931) 	These industries have been growing and are expected to continue to grow both at a regional and national level. While stakeholders had mixed opinions on how competitive Albert Lea would be for this industry based on its location relative to other peer cities, it has still seen strong growth in the region and provides additional opportunities for growth and to support existing businesses.

Target Industry Screening

RECOMENDED TARGET INDUSTRIES (CONT)

Based on the analysis in this section, we recommend the following industries as targets for the region. Each target industry will have a specific strategy, as well as a set of key competitive advantages of the region. Positioning for each target industry will be added to the following section of this report.

Target Industry	Subsectors of Focus	Comments
Scientific and Technical Services	<ul style="list-style-type: none"> • Architectural, Engineering, and Related Services (NAICS 5413) • Specialized Design Services (NAICS 5414) • Computer Systems Design and Related Services (NAICS 5415) • Management, Scientific, and Technical Consulting Services (NAICS 5416) • Scientific Research and Development Services (NAICS 5417) • Management of Companies and Enterprises (NAICS 5511) 	These industries have all experienced growth in Freeborn County in the past five years and are projected high growth for the greater region. Professional services can be a good way to help diversify Albert Lea's economic base and provide higher-paying opportunities that are attractive to young professionals.
Data Centers	<ul style="list-style-type: none"> • Data Processing, Hosting and Related Services (NAICS 5182) 	We are not currently recommending this as a target industries; however, it shows an opportunity for Albert Lea and is likely an aspirational target industry. Further investigation needs to be done on the availability of broadband and fiber in the region.



Appendix: Stakeholder Roundtable Input

Stakeholder Roundtable Input

COMMENTS ON GREATEST ECONOMIC ASSETS OF THE REGION

- Freeways
- Location
- Locally-grown businesses
- Historic downtown
- Arts community
- A lot of businesses here that do cool things, like international business that people in the community may not even know about – we don't toot our own horn enough.
- Great incubator but feel like it is underutilized – it has a gourmet kitchen in here. Perhaps start ups don't know about this resource. A lot of good programs have stemmed from the incubator.
- Fiber access – depending on where you live in the county
- Riverland Community College is an asset. They have seen a big shift and are working to partner with 4-year institutions to offer more programs. Natural assets
- We have done a good job with keeping our infrastructure up-to-date
- Affordability of the region
- Diverse industry base
- Collaboration in the community
- Location
- Lakes
- Rail – opportunity for more industry around this?
- Downtown and the historic district
- Work ethic of employees
- Affordability of living – housing, etc.
- Small regional airport
- People
- Lakes
- Heart for our community
- Schools
- Historic downtown
- Location (1 hour from Twin Cities)
- Community
- “All signs point to Albert Lea”
- “Best kept secret”
- Sense of community
- Business park
- Great place to raise a family
- Medical Center
- Outdoor activities – kayaking, snowshoeing in winter
- Location
- Natural beauty
- Lakes
- Two highways
- Great place to live
- Community
- School district
- Safe
- Affordable
- Riverland College
- Affordability
- Low cost of living
- Housing prices
- Raise a family
- Schools
- Recreation opportunities
- Quality of life
- Natural resources
- Accessibility
- Highways
- Rail
- Proximity to major metro areas
- Work ethic
- Homegrown businesses

Stakeholder Roundtable Input

COMMENTS ON HOW THE REGION HAS EVOLVED

- Downtown has revitalized
- New businesses have opened
- The downtown has become a gathering spot
- The county is at the cusp of the population threshold for the census and could lose or gain funding
- The mental health center is growing, and the need here is clear for it
- Albert Lea has lost its bowling alley, we need things in town to keep kids busy and out of trouble
- The headlines right now are all about businesses closing and leaving the area
- Downtown revitalization has been happening, lots of building renovations
- There is a sense of optimism and growth now
- People are more willing to collaborate, partners in the area are beginning to work together more
- Riverland school programming has changed
- There is a “willingness to succeed”, the public voted in a 2015 referendum to update the sports facilities and people seem to understand they must invest to win
- People are supporting and buying local
- There is also more adversity now, across the country in general, which is part of why people are more willing to work together now
- IA communities pull labor from Albert Lea south
- Downtown revival
- Growth of entrepreneurship
- Closures of retail around the county
- Increasing interest in recreational amenities
- Aging population
- Changing attitudes of residents – getting better, but still a lot of negativity, especially when we lose a business
- Downtown revitalization, including streetscape – the whole downtown is growing to the point where it is hard to find parking
- Dredging/clean up of the lake
- Albert Lea has nice boutique shops, but Austin has more restaurants
- Albert Lea got the Fishing Opener, which was a great event and well-advertised

Stakeholder Roundtable Input

COMMENTS ON GREATEST CHALLENGES OF THE REGION

- Workforce – we don't have a lot of skilled labor here. Companies are having a hard time attracting/keeping talent, but need to realize they need to be part of the solutions – raise wages, become more flexible, etc.
- Housing
- Infrastructure – saying we have a great location on I35 and I90 is not going to cut it.
- Albert Lea does not have a lot of available/ready property.
- We do not currently have a pot of money dedicated to economic development. What can we offer beyond tax abatement?
- Residents are very against raising taxes, but without doing so, we don't have the money to do the things they want to see. Communities like Owatonna have had higher property taxes for years and have been able to invest in certain things because of that and have been growing.
- We need to understand who we are and what we are a good fit for, so we can be more targeted – ag-based manufacturing, value-added ag, cold storage to support food processing, hemp industry, etc. – build off our existing strengths
- Workforce – CareerForce says there are 4 people looking for every job available
- We have had several companies close, including retail
- Housing – mid-level, affordable
- Proximity to amenities, such as an airport
- We can get people to come here to visit, but not keep them
- Public transportation is an issue
- Workforce is the biggest issue
 - All of our companies are having a hard time finding people to work
 - Some manufacturing industries have bussed people down from Twin Cities to provide additional workforce
 - We need to provide more support for workers and/or underemployed – there are some who speak different languages, have different needs, etc.
- We have done a good job at building off our natural assets, but not promoting that
- Getting people off the highway – we have so much going on here, but you can't see any of it from the highway
- Childcare
- Deficit of multi-family housing across the whole region
- Access to amenities for out-county areas – grocery stores, medical services, pharmacy, etc.
- We don't have a major funder in the community like Hormel in Austin, so we have to work harder to create partnerships; however, this is also an asset because it creates a strong sense of community – we have to use partnerships to get things done
- We have a lot of boomerang talent here, but how do we capture more of this if there aren't the jobs to attract those people?
- We need to talk to our kids more about opportunities that exist in the region, instead of pushing them to leave after high school and go to a four-year college.
- The unemployed population is essentially tapped – those who remain unemployed lack soft skills. Employers now have to steal employees from others in town by raising wages or being more lenient on requirements.
- Businesses in the area need help figuring out what is important to Millennials and Gen Z – what can we do differently to meet them halfway and promote flexibility?
- There are certain run-down areas of Albert Lea – unsold buildings, etc.
- Traffic can be an issue in some areas
- There is no consolidated messaging/no one place to go to get information about the community
- Naysayers can be too loud sometimes. Need to better promote the positive news happening.

Stakeholder Roundtable Input

COMMENTS ON GREATEST CHALLENGES OF THE REGION (CONTINUED)

- No night life for young people
- People sometimes bypass on the highway, don't see the beautiful lakes or downtown
- The Chamber does events, but no "Newcomer Events", there is no way to welcome new people in
- There is a lack of up-to-date job industries in the region, there is less tech and programming fields
- There is a group of naysayers and people who don't engage, pockets of people who don't want change
- Workforce shortage
- Housing – the average home value is low but there are no houses available
- The hospital leaving
- No housing developers in the middle range
- Daycare shortage
- I-90 causes a lot of people to bypass Albert Lea, we need to find a way to get them to stop off the road and come into town
- Negative attitudes of some residents about where they live
- MN building codes, standards, processes, regulations, etc. are all very prohibitive and not business friendly
- Need more entertainment venues and restaurants downtown, the ones that exist currently have limited hours and aren't open on Sunday
- There is a lack of up-to-date job industries in the region, less tech and programming fields
- The location of Albert Lea is actually a challenge, because nobody goes west of I-90, and we are close to Iowa where taxes are lower and it is a right-to-work-state. Owatonna has a better location than Albert Lea, with access to Highway 14
- The City of Albert Lea has not raised taxes in many years, but now the years of lack of investment are starting to show, Owatonna nearby is developing lots of sites and doing infrastructure improvements, but they also have much higher property taxes as a result.

Stakeholder Roundtable Input

COMMENTS ON GREATEST OPPORTUNITIES FOR THE REGION

- Food processing – we have the water to support it and the wastewater capacity. Site selectors have said we don't market those assets well enough.
- Warehousing – Mankato and Owatonna seem to get more of this. How can we be more competitive for it?
- Telecommuting could be an opportunity
- We have a lot of firsts here that we could market, like first industrial park in Minnesota
- Value-added side of manufacturing and agriculture
- Hemp/CBD industry – Mankato is working very proactively to be a leader in this
- More white-collar job opportunities to bring people here
- Providing lean and six sigma services to manufacturers in the area to help them stay competitive
- There is some automation here, but a lot of companies are manual labor
- Leadership growth of existing leaders in the region – sometimes people may get promoted from the shop floor to managerial positions, but do not have that experience
- Riverland needs to be more responsive and timelier to react to employer needs
- Once the lake is dredged, there will be many more opportunities for tourism, resorts, etc.
- People don't realize what is already here, so there is an opportunity to better showcase that
- There is room for growth in the North and South ends of town
- A community workshop is being started
- The Mainstreet Program programs many opportunities
- There is more diversification of employment, less large employers today aside from Mayo
- There are lots of telecommuters and remote workers, this can be further promoted and cultivated
- There is good internet and fiber in Albert Lea
- There is a sense that the time is right for change, and people want change in Albert Lea
- Albert Lea is a very ag-based community, there are lots of supply chain opportunities from John Deere
- Cold storage is a big opportunity for Albert Lea
- There is a successful greenhouse here in Albert Lea
- Marijuana legalization is likely to be approved in the state of MN, the region may be interested in producing this, if the bottom line was good enough and profitable enough
- Lakes and outdoor recreation are areas of opportunity
- Albert Lea is a charming town that people just don't know about, we need to get the message out
- The park system has lots of opportunities
- Two great golf courses
- The Blue Zone Project, providing walkability and adding sidewalk

Stakeholder Roundtable Input

COMMENTS ON INDUSTRY OPPORTUNITIES

- Tech market – graphic design, video production
- Tech center – Mortar is a great example here
- Food processing
- Agriculture
- Ag-based
- Indoor activities and winter activities
- Helping existing businesses grow
- Agriculture
- Manufacturing
- Distribution
- Data centers potentially
- Services for the retirement population
- Housing here for people in Owatonna
- Entrepreneurship, small business development
- Tourism
- We have a long history of manufacturing and food processing
- We have some warehousing here, but not as competitive as some other areas around us because of the traffic on 14
- We seem to be a bedroom community for Austin, Rochester, etc.

Stakeholder Roundtable Input

COMMENTS ON PRIORITIES

- The city and county should work together and be the most business-friendly place in MN, they should streamline the zoning and permitting processes, IA and SD make this much easier than here in MN
- There should be more collaboration between the high schools and Riverland and local businesses, there are many jobs here that require tech and 2-year degrees, and these may be better for our kids than the 4-year degrees
- MN needs to do a better job knowing what their identity is, IA seems to understand this better
- Albert Lea needs a convention center
- Promote tourism – restaurants on the lakes, an RV park, bison in the state park
- Help current employers find employees and grow their business
- Grow the manufacturing and warehousing industries
- Consider combining services – merging agencies, reducing redundancy and costs
- Make it easier for people to get to their employers and where they need to go
- Get the city and county working as a cohesive unit
- Create a “New Resident Welcome Wagon” program to help new people connect and stay
- Bring in more businesses and more competition, make Albert Lea feel like its thriving
- Create more transparency with information sharing and collaboration
- The city sewage and waste removal should be improved and expanded, along with other city infrastructure
- The road system is going to be underfunded in the upcoming years
- The city and county could do more to help businesses navigate MN rules and regulations, and help facilitate business activities
- Improve the roads, especially the county roads
- Attract more people and talent
- Continue the leak improvements and cleaning
- Tourism: there is lots of potential here
- Improve infrastructure

Stakeholder Roundtable Input

COMMENTS ON PRIORITIES (CONTINUED)

- Address the daycare shortage
- Finding ways to welcome and connect new people who move here
- “Make it Albert Lea”, improving this and finding ways to be a more welcoming community
- Better promote shop local to help our existing businesses
- Better trail connectivity
- We need a main feature attraction that would draw more visitors here
- Need to promote our weekday events more and further beyond just the city
- Clean up housing in the county
- When I think about communities that are growing, they have a clear vision/plan – we need to have a focus

Stakeholder Roundtable Input

COMMENTS ON SPECIFIC TOPICS – COLLABORATION

- Business Network International – kind of like a young professional's group
- HR group – about 80 people from all industries – group holds regular meetings and workshops
- The chamber is working to come up with a new framework to engage young professionals and networking events
- Opportunities to network with people regionally from Austin, Red Wing, etc.
- We have a lot of service clubs, such as rotary, Kiwanis, etc.

Stakeholder Roundtable Input

COMMENTS ON SPECIFIC TOPICS – RIVERLAND COMMUNITY COLLEGE

- It is starting a transportation trades program
- The laws relating to truck driving is changing in February
- Riverland will be the only tech college with this license program in MN
- Riverland has 27 “Health & Wellness” programs
- There are opportunities with its welding, tech, healthcare programs, etc.
- Riverland does not have a Career Center and does not provide career services, this is a major problem
- We need to do a better job educating that trades careers are good jobs and career path options, including educating parents on this
- The question for high schoolers should be “what do you want to do after high school?”, not “where are you going to go to college?”
- Riverland recently added an industrial maintenance program
- Riverland Community College is an asset. They have seen a big shift and are working to partner with 4-year institutions to offer more programs. However, most of their presence is in Austin – would like to see more here at the Albert Lea campus.
 - They also have a strong industrial maintenance program.
 - K12 needs to be more connected with Riverland.

Stakeholder Roundtable Input

COMMENTS ON SPECIFIC TOPICS – HOUSING

- Lack of affordable housing
- Lower paying jobs that can't afford the housing that does exist
- No developers are here working on this
- There is a major gap between the housing market and the average wages
- Albert Lea could use some new apartments for young professionals

COMMENTS ON SPECIFIC TOPICS – RETIREMENT COMMUNITY

- Albert Lea 15 years ago felt like a community that was being marketed as a place to retire to
- This can't be the one and only message we market to people who might want to live here
- There are more non-working residents than residents in Albert Lea
- Albert Lea should strive to find the balance between these two groups

Stakeholder Roundtable Input

COMMENTS ON SPECIFIC TOPICS – MORE ON WORKFORCE

- Employers are struggling to find workers
- Housing, transportation and childcare are all issues related to this
- The start-up costs for childcare providers is prohibitive
- People without cars have difficulties getting to their employers, there is less public transit in Albert Lea
- Select Foods has tries to provide services to their employees to help them get to work
- Albert Lea lacks some medical services for parents with autistic and special needs children, making it difficult for them to enter the workforce
- We need more skilled labor here, we can't find engineers, nurses, doctors, etc.
- Increasing wages of recent has helped lead to some more applicants here
- The bosses and boards of some organizations are resistant to the concept of valuing and paying their employees more
- The school district has a daycare for their employees, but most employers don't offer such a benefit
- Riverland used to have a daycare service, but no longer
- MN state regulations make it very difficult for daycare services to start up and operate
- There are no resources or services to help trailing spouses coming to the region right now
- Very few high school kids work jobs anymore because they're so busy with school, sports, etc. This may be why they lack the work ethic in the first job after high school, because they never had exposure to it during high school
- Employers need to step up and pay employees more

Thank You!