

# Albert Lea EDA

Joint Vision and Economic Development  
Strategic Plan

January 27, 2020

**Provided to:**

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# 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.



## Section 2: Regional Market Assessment

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# 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, *MSA defined as Mower County*
- Blue Earth, MN (no MSA)
- Mason City, IA MSA, *MSA defined as Cerro Gordo and Worth Counties*
- Owatonna, MN MSA, *MSA defined as Steele County*
- Rochester, MN MSA, *MSA defined as Olmsted, Wabasha, Fillmore, and Dodge Counties*

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.

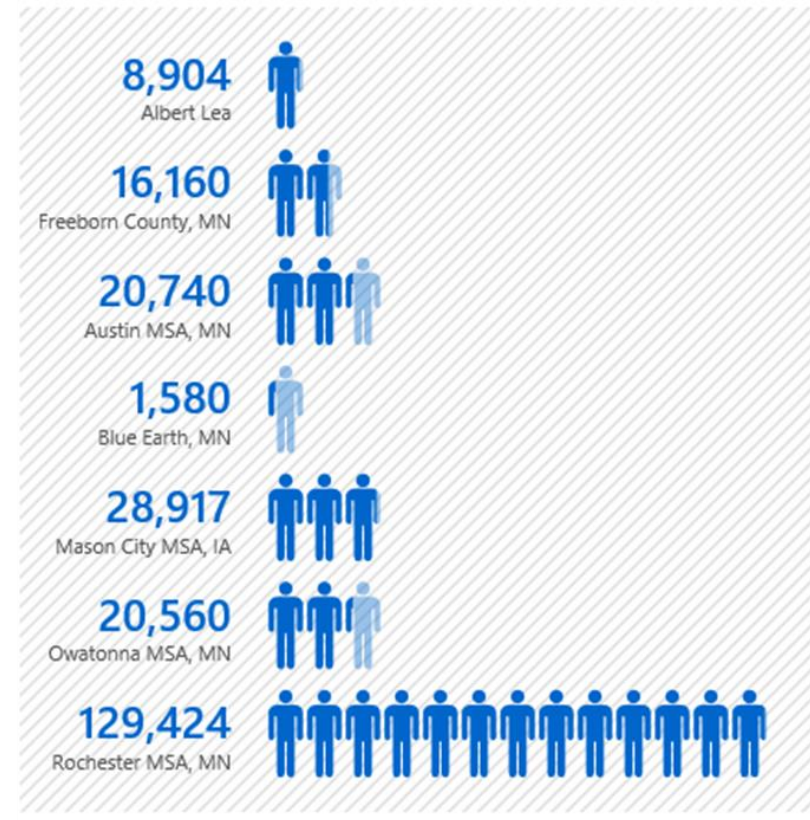
# Regional Market Assessment

## DEMOGRAPHICS

### POPULATION



### LABOR FORCE

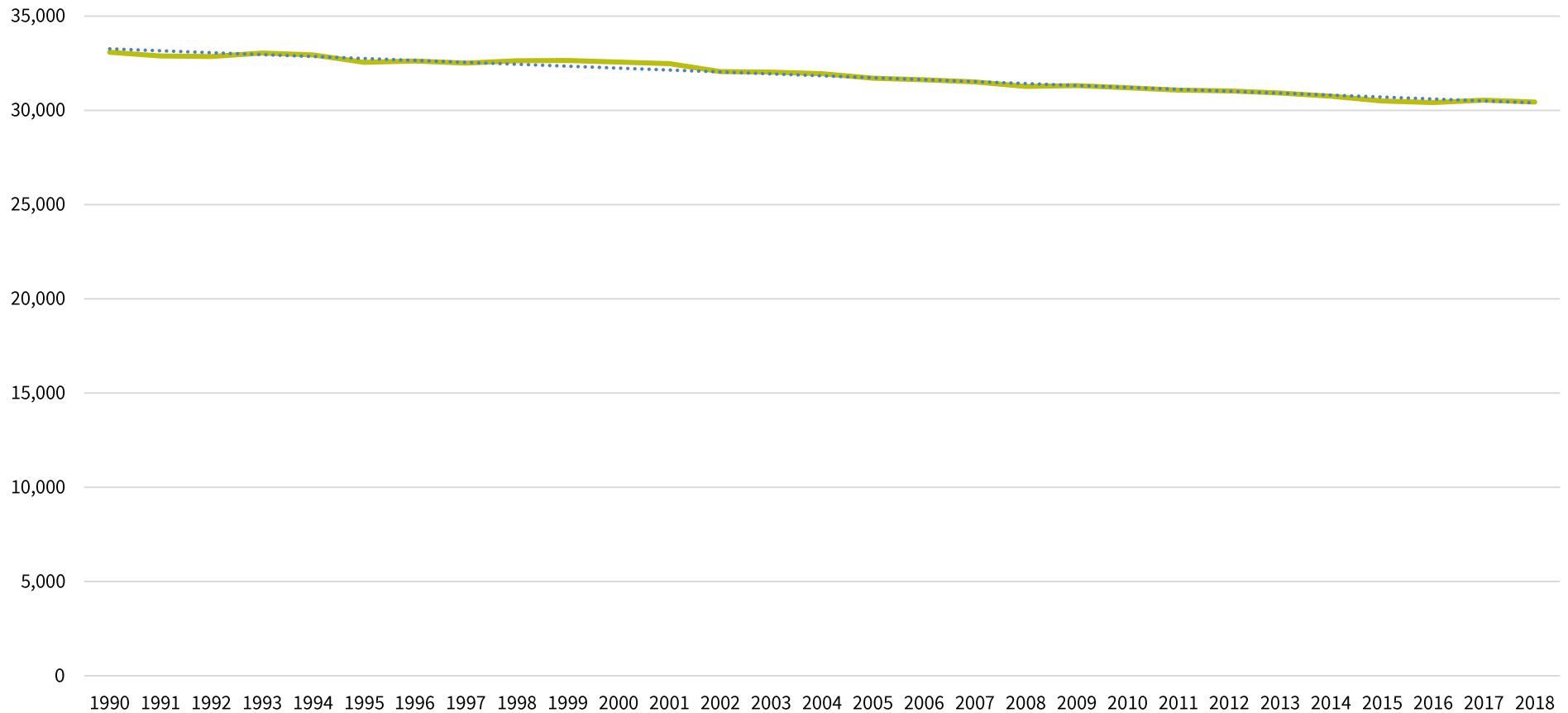


Source: U.S. Census Bureau (2019)

# Regional Market Assessment

## DEMOGRAPHICS

### FREEBORN COUNTY POPULATION CHANGE



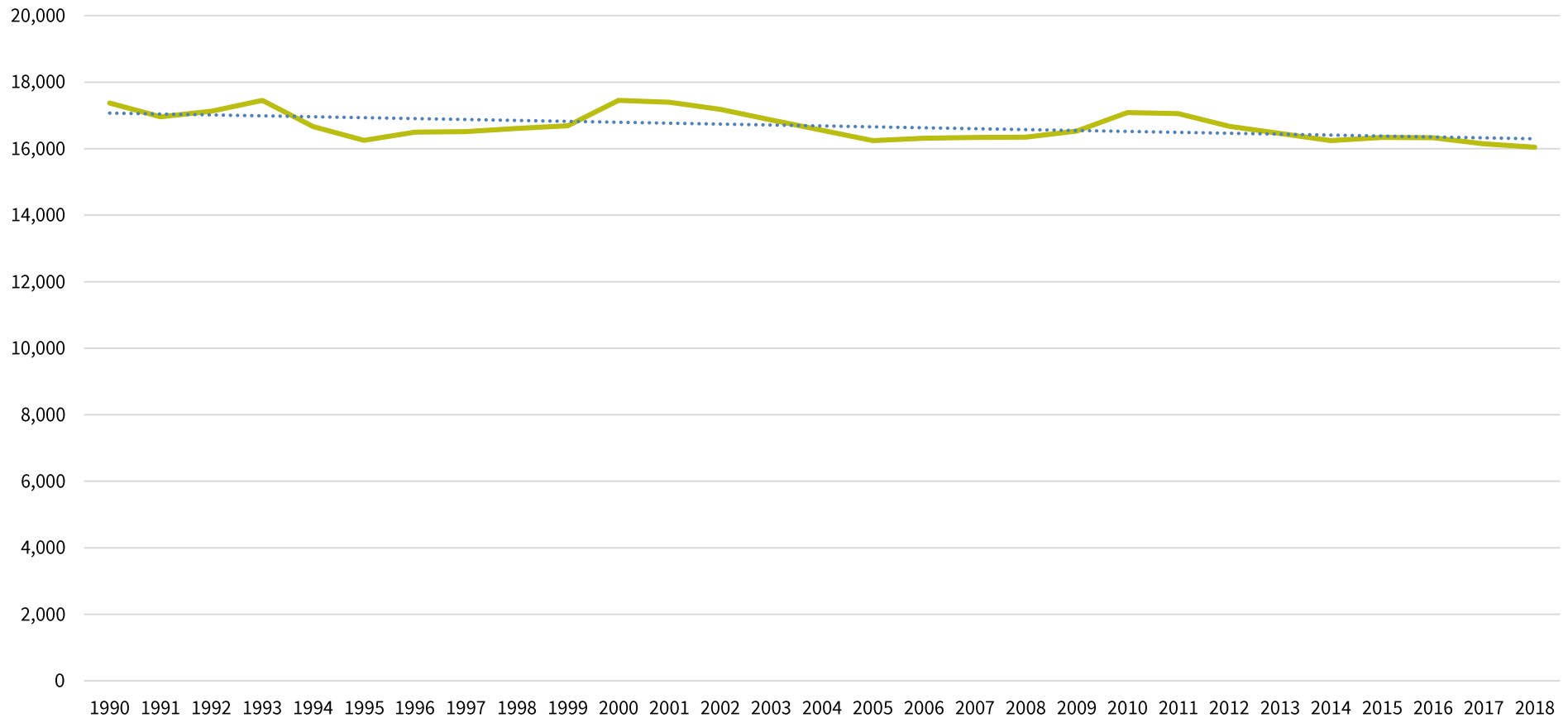
Green Line = Actual change over time  
Dotted Line = Average trend over time

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

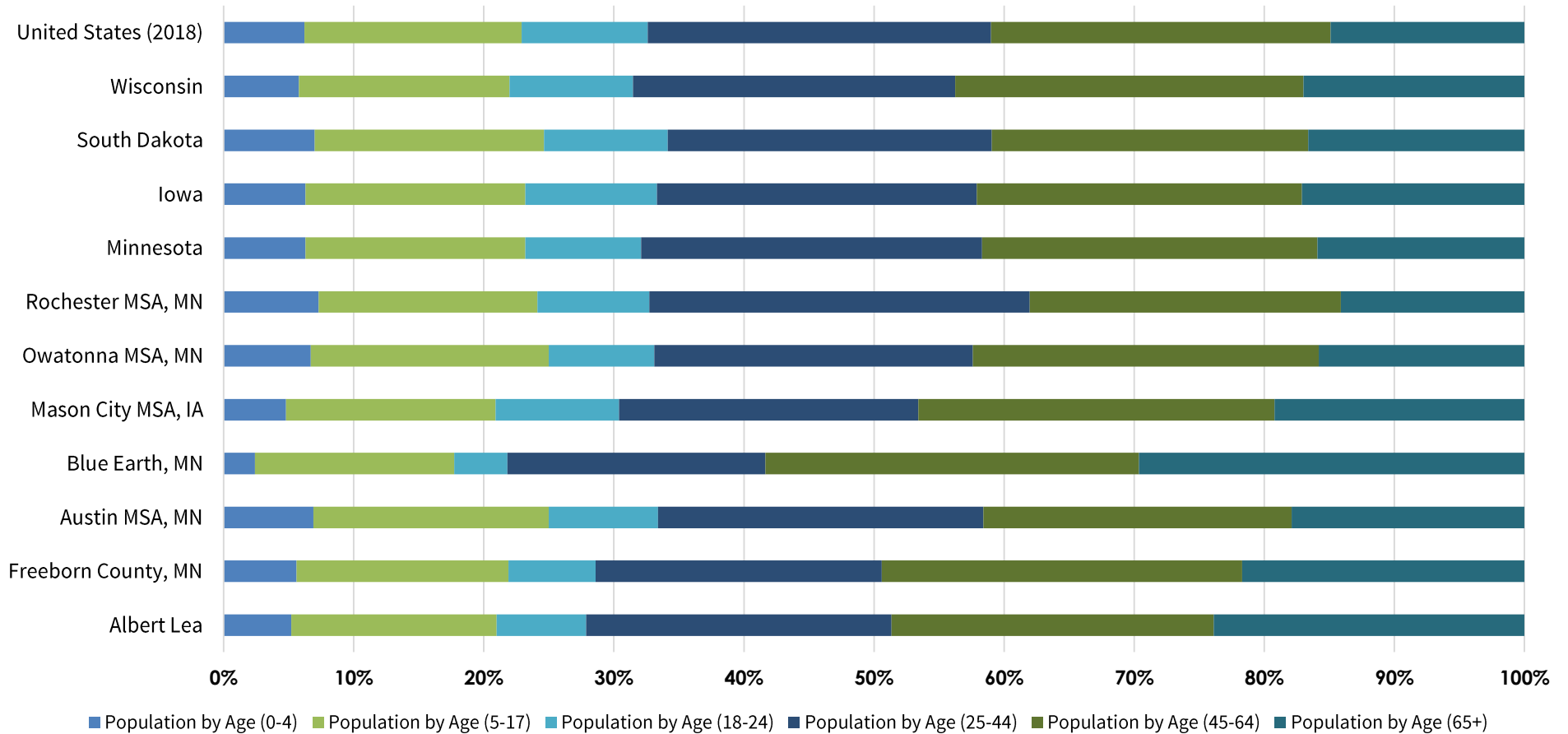
Source: U.S. Census Bureau, 2019



# Regional Market Assessment

## DEMOGRAPHICS

### POPULATION BREAKDOWN BY AGE



Source: U.S. Census Bureau, 2019



# Regional Market Assessment

## ECONOMICS

### MEDIAN HOUSEHOLD INCOME

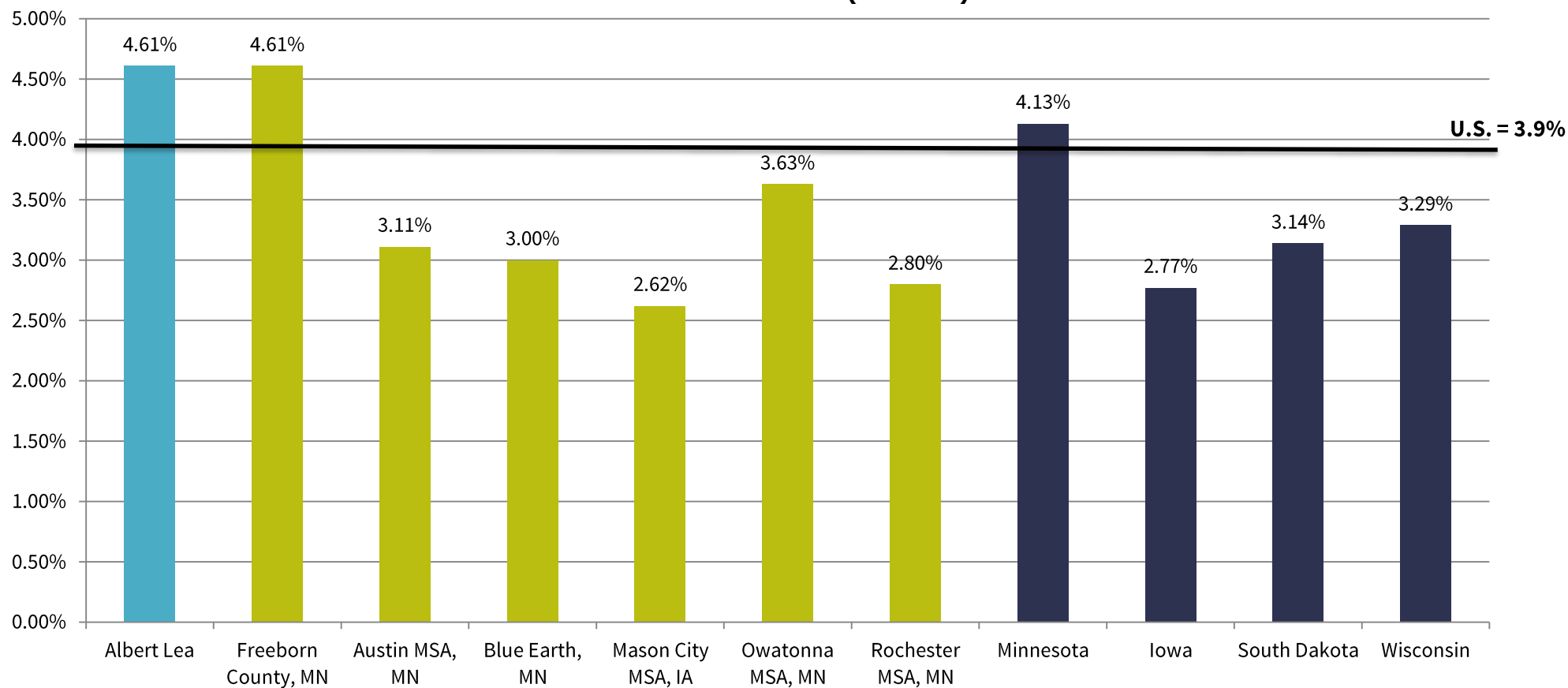


Source: U.S. Census Bureau, 2019

# Regional Market Assessment

## ECONOMICS

UNEMPLOYMENT RATE (JUL 2019)

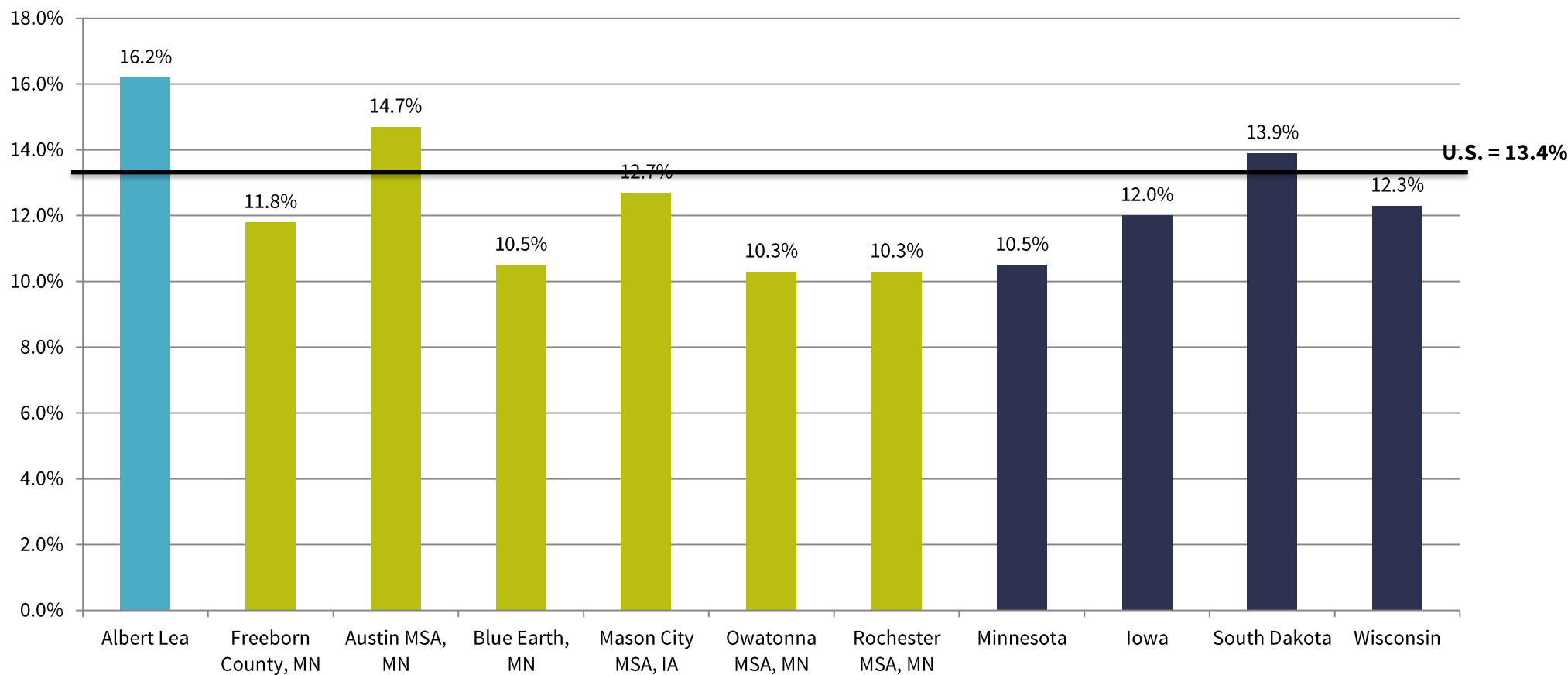


Source: U.S. Census Bureau, 2019

# 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)

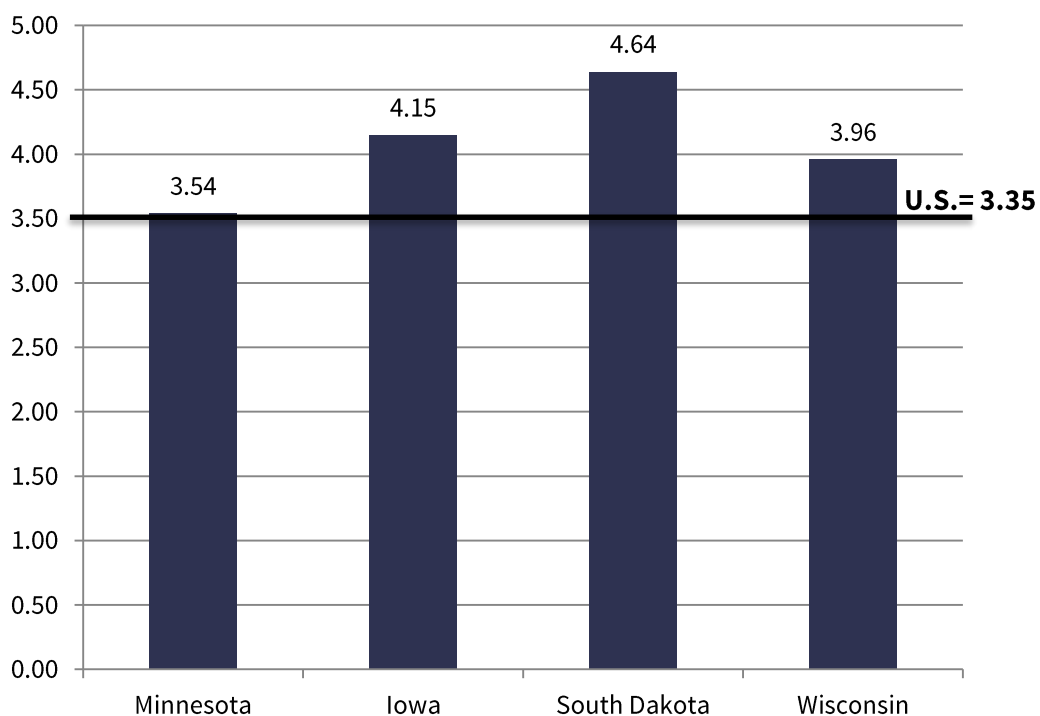
Note: Tax rankings only factor in state sales tax rates, local sales tax rates not included in state level comparison.

*Rates selected were the maximum statutory rates for each state.*

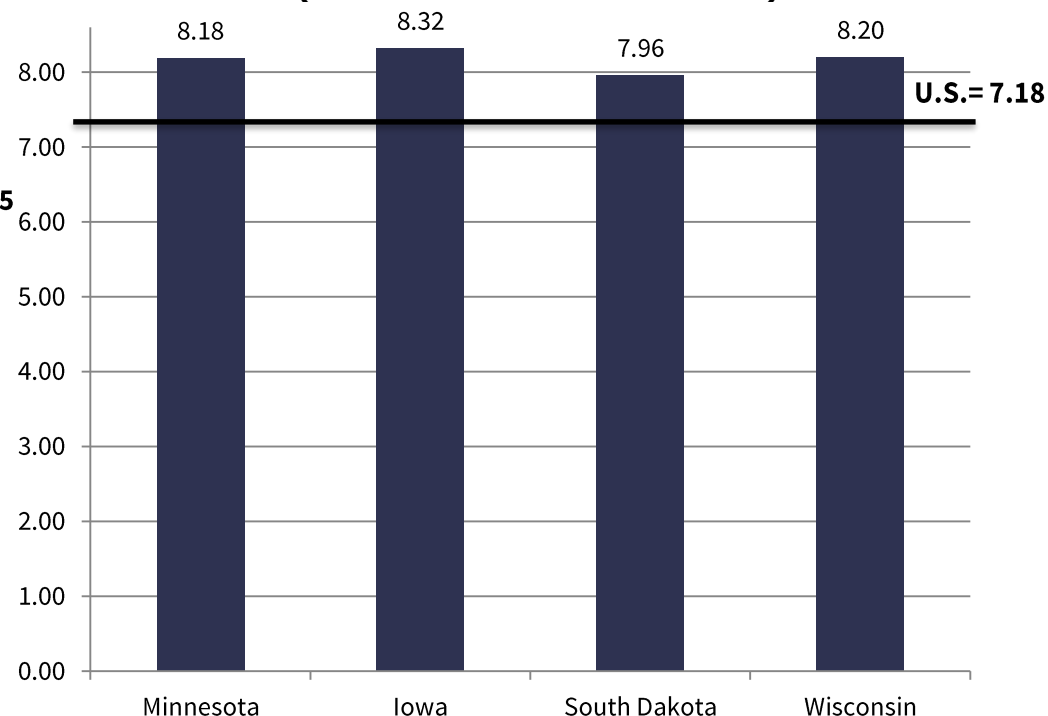
# Regional Market Assessment

## ECONOMICS

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



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



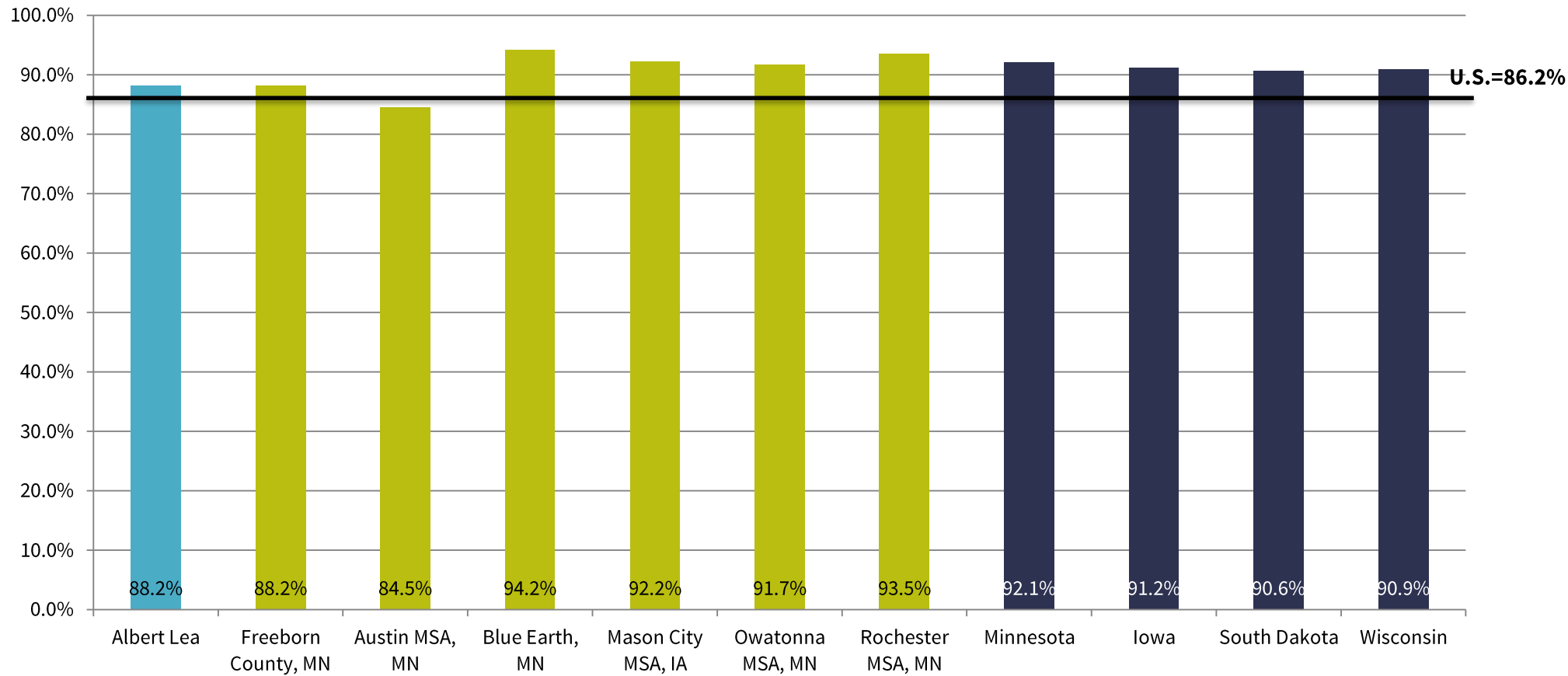
Source: EIA.gov, July 2019



# Regional Market Assessment

## EDUCATION

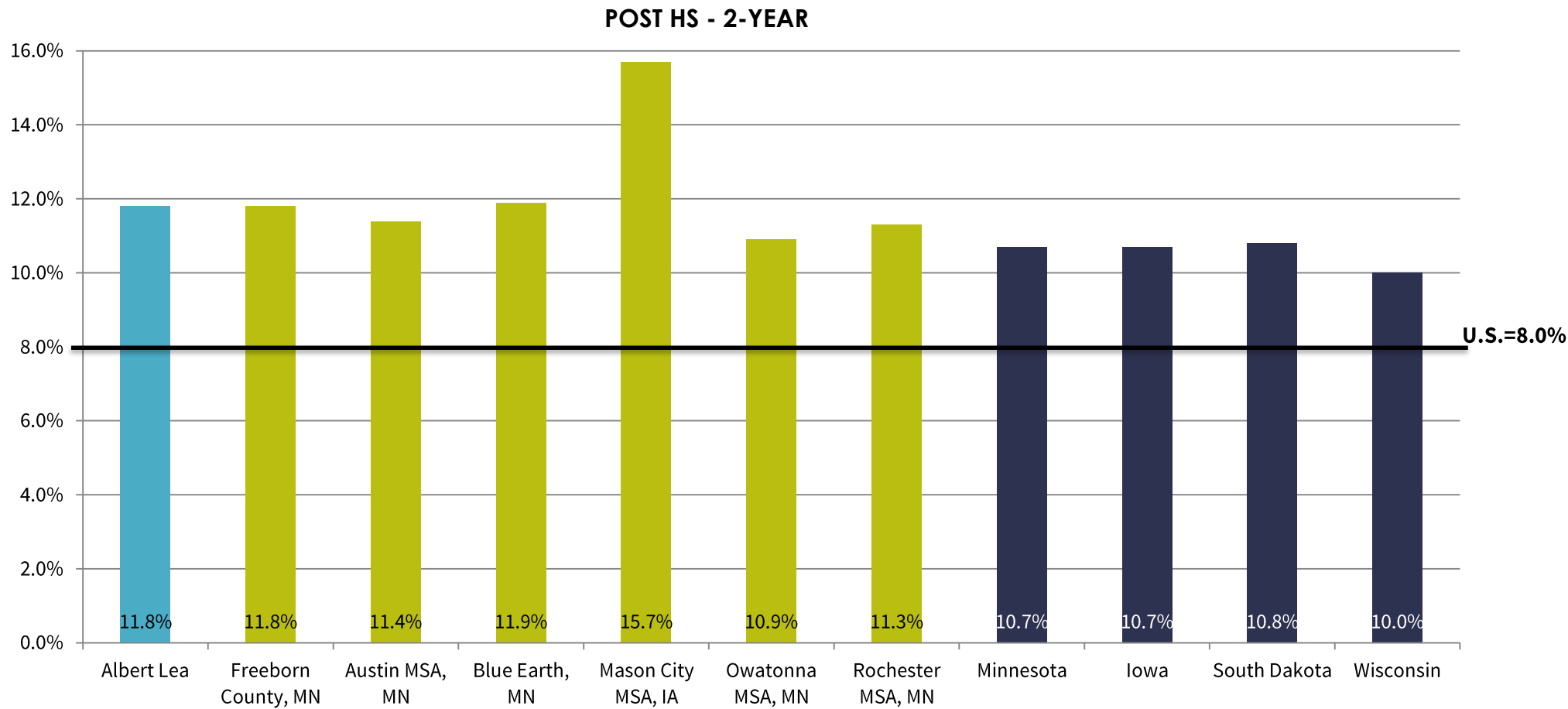
### EDUCATIONAL ATTAINMENT: HIGH SCHOOL



Source: U.S. Census Bureau, 2019

# Regional Market Assessment

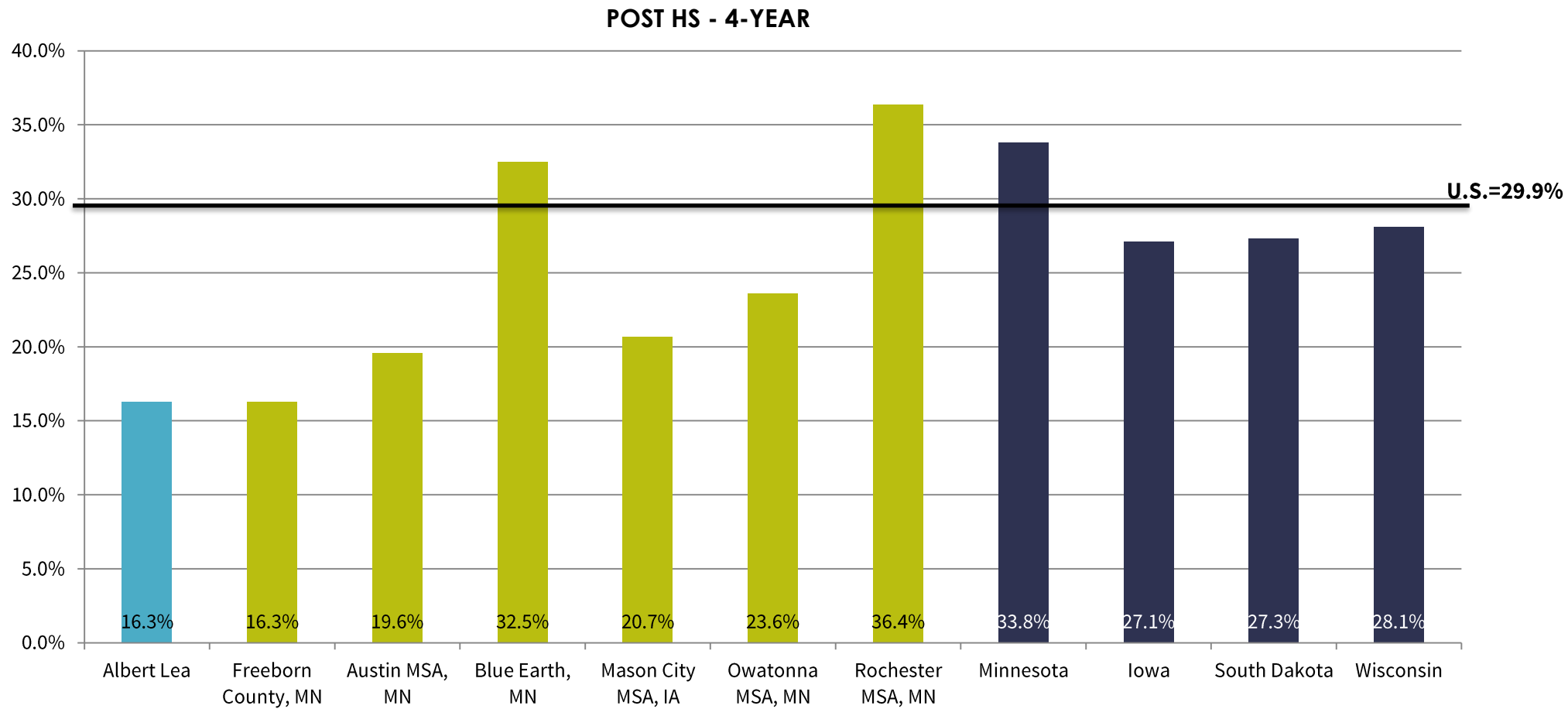
## EDUCATION



Source: U.S. Census Bureau, 2019

# Regional Market Assessment

## EDUCATION

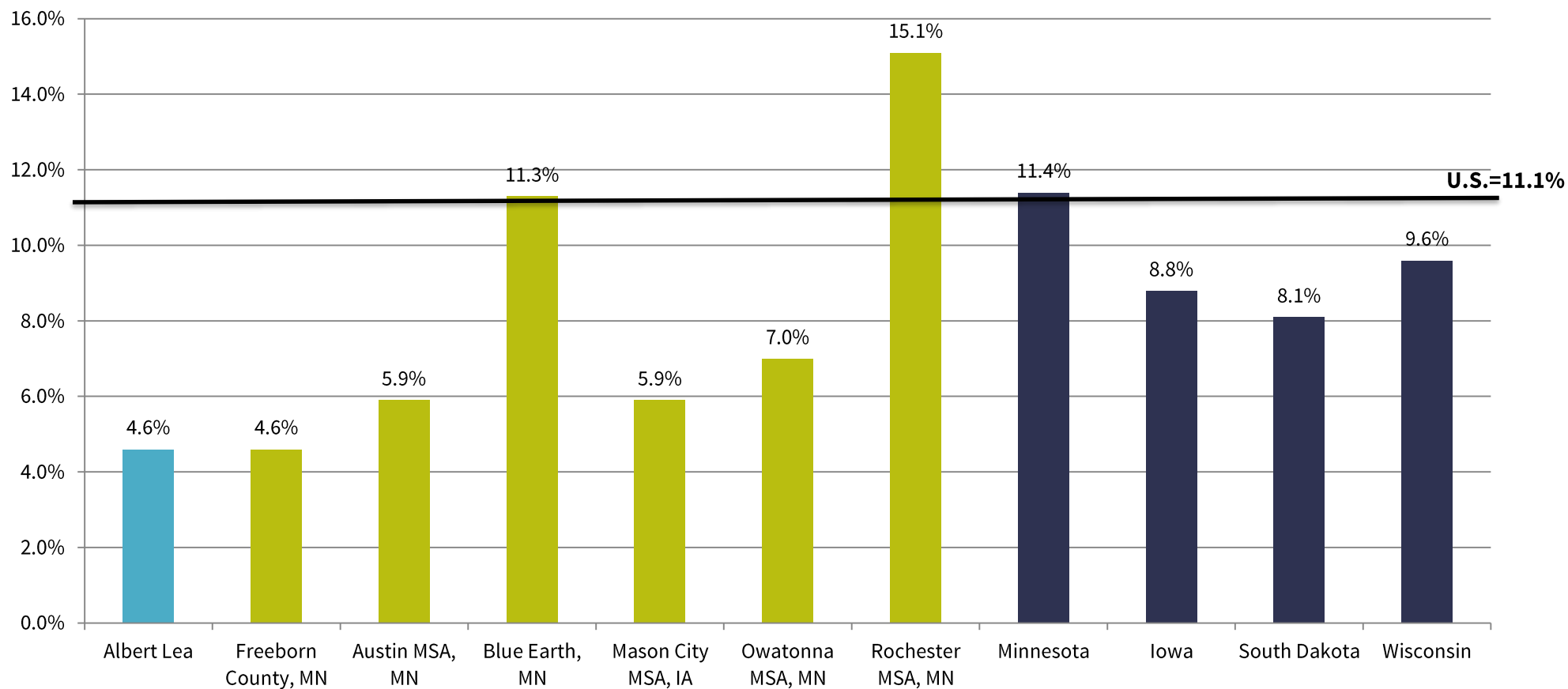


Source: U.S. Census Bureau, 2019

# Regional Market Assessment

## EDUCATION

### POST HS - GRAD SCHOOL

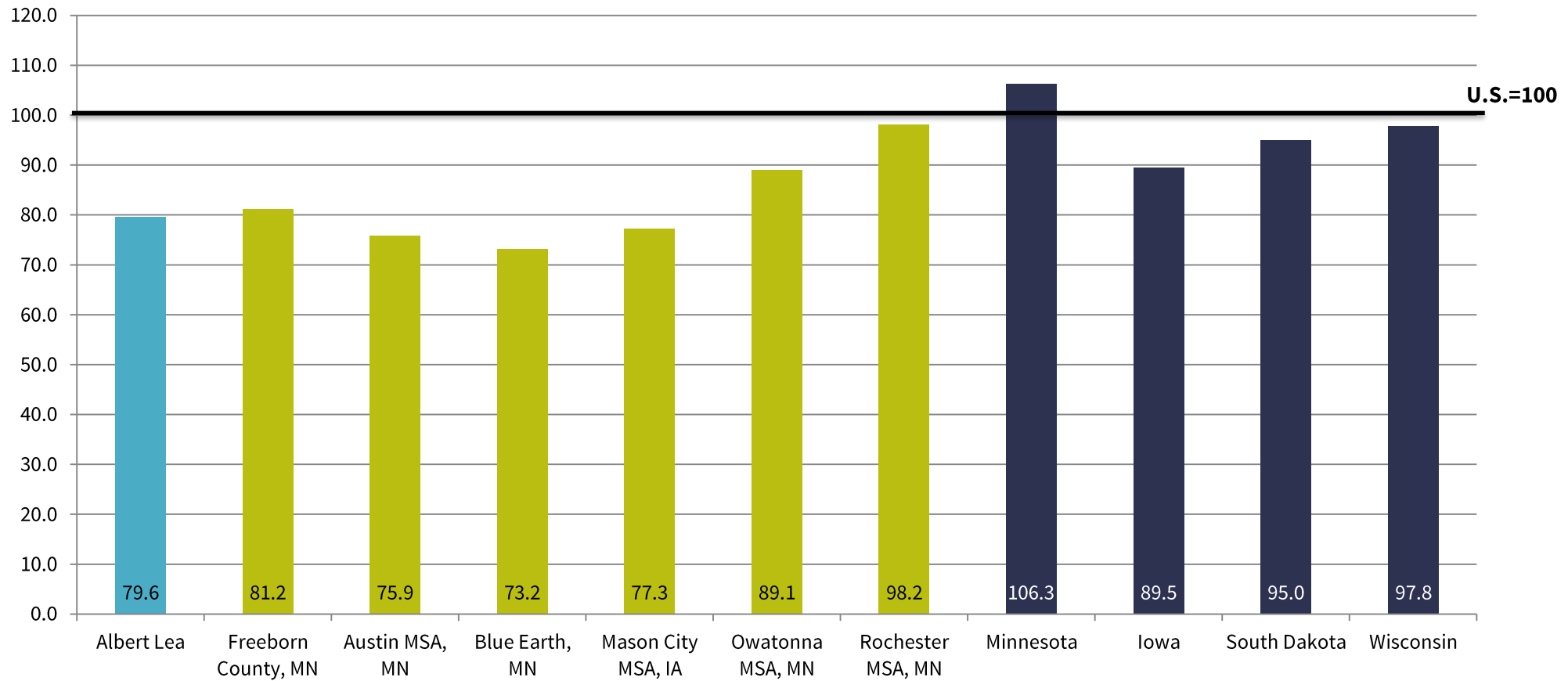


Source: U.S. Census Bureau, 2019

# Regional Market Assessment

## QUALITY OF LIFE

### COST OF LIVING: OVERALL



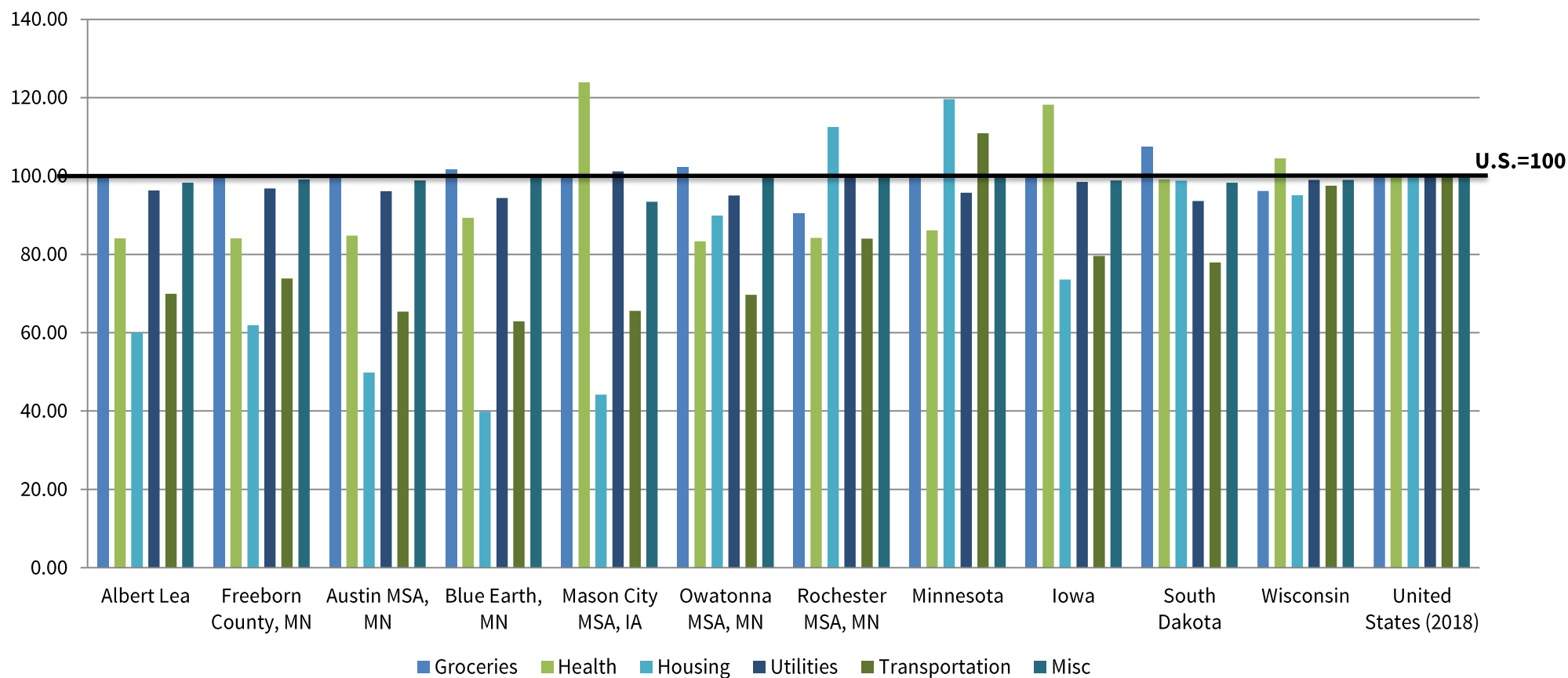
Source: Sperling's Best Places, 2019



# Regional Market Assessment

## QUALITY OF LIFE

### COST OF LIVING FACTORS

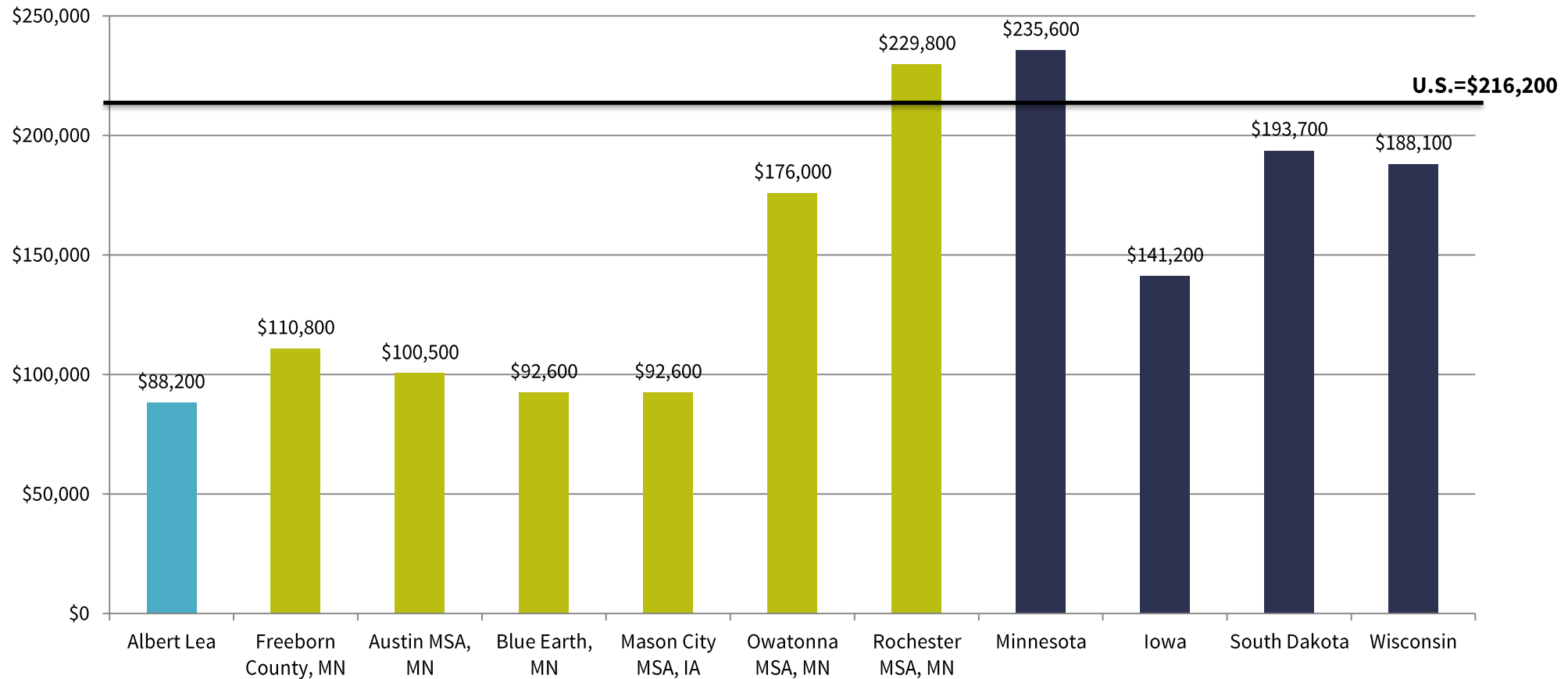


Source: Sperling's Best Places, 2019

# Regional Market Assessment

## QUALITY OF LIFE

### MEDIAN HOME VALUE

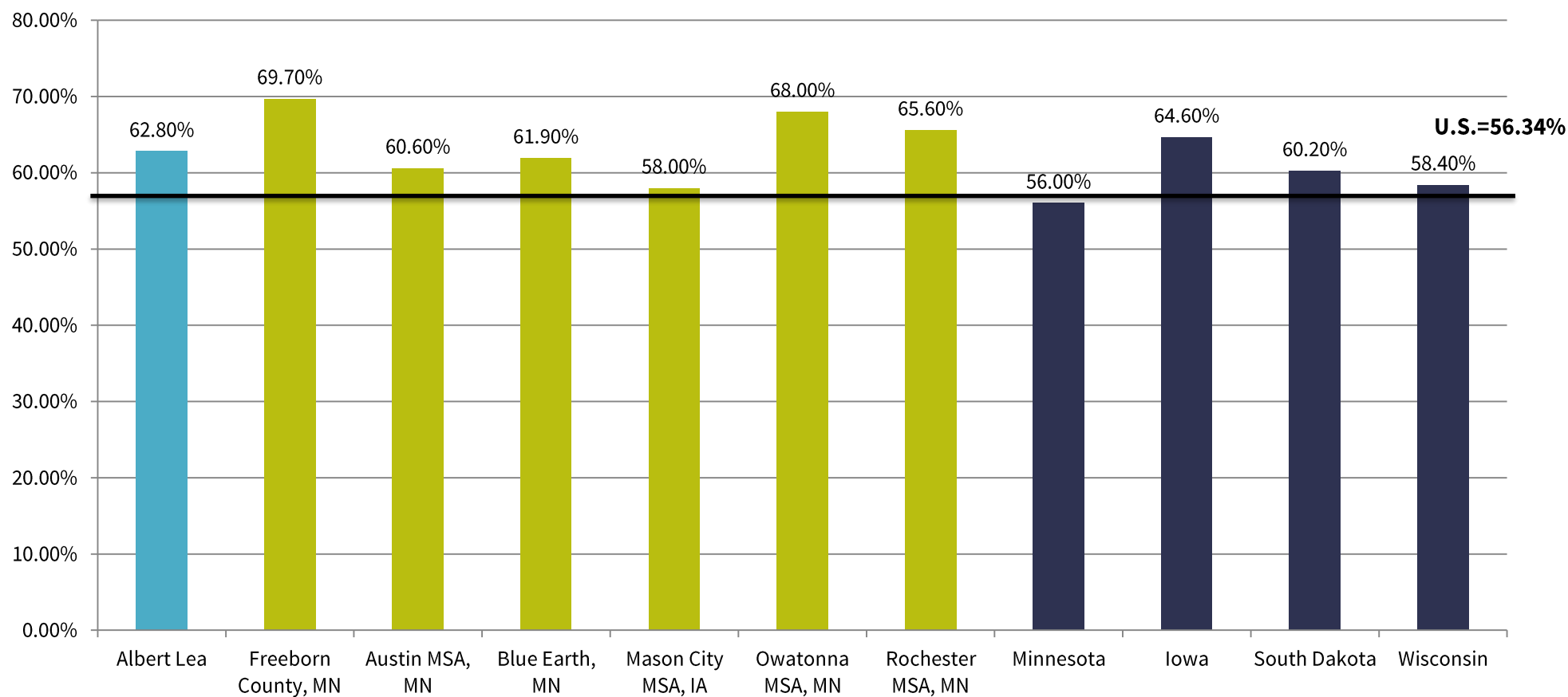


Source: Sperling's Best Places, 2019

# Regional Market Assessment

## QUALITY OF LIFE

### HOME OWNERSHIP RATE

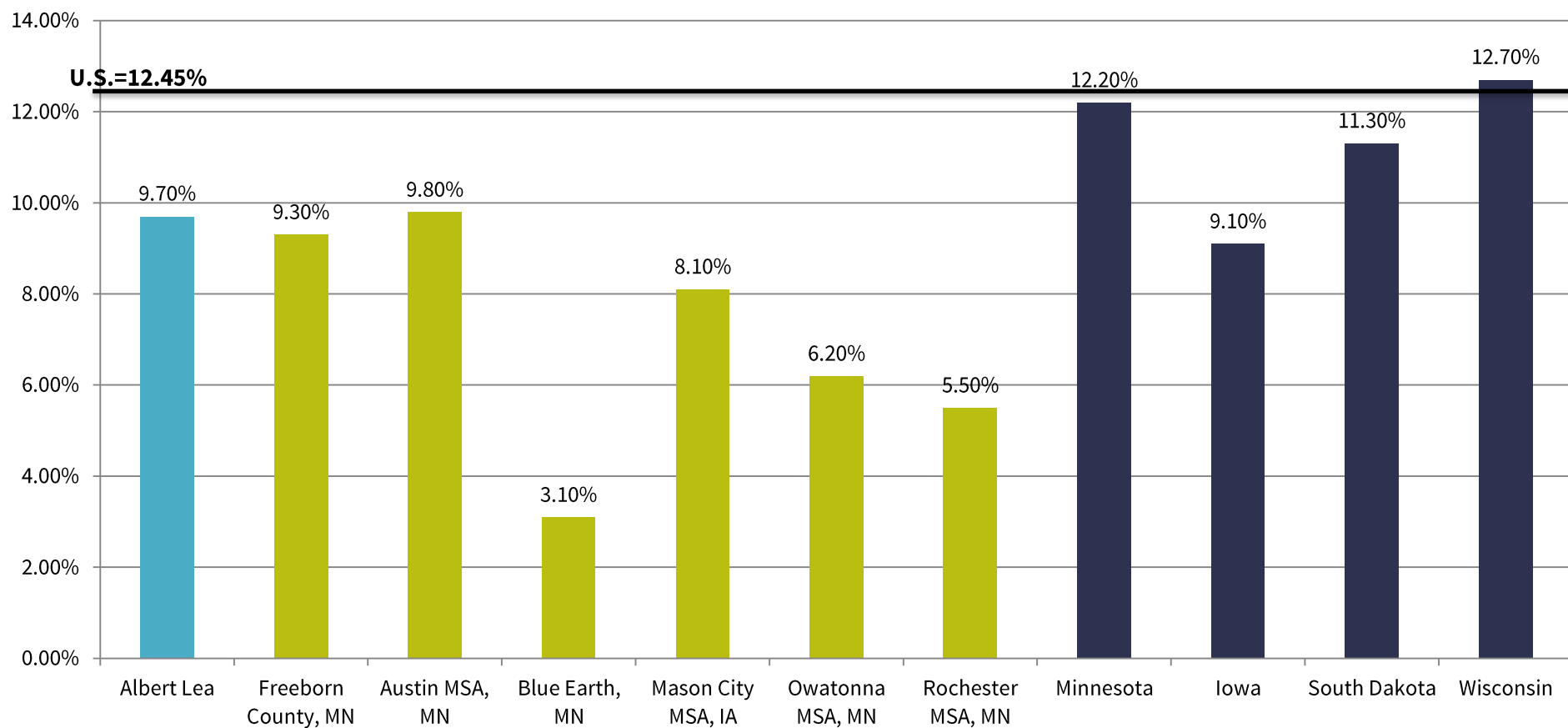


Source: Sperling's Best Places, 2019

# Regional Market Assessment

## QUALITY OF LIFE

### HOUSING VACANCY RATE

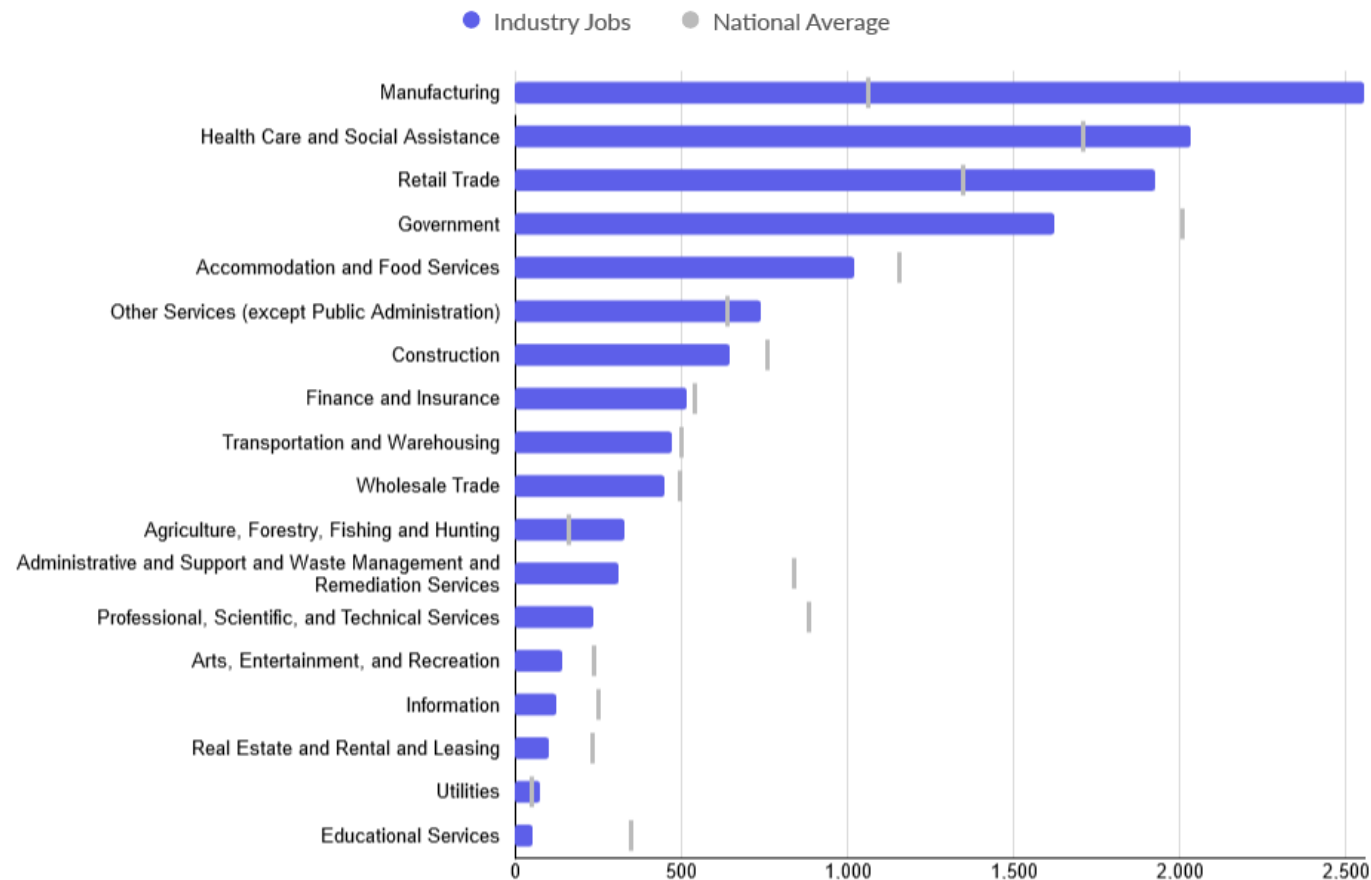


Source: Sperling's Best Places, 2019

# 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.*

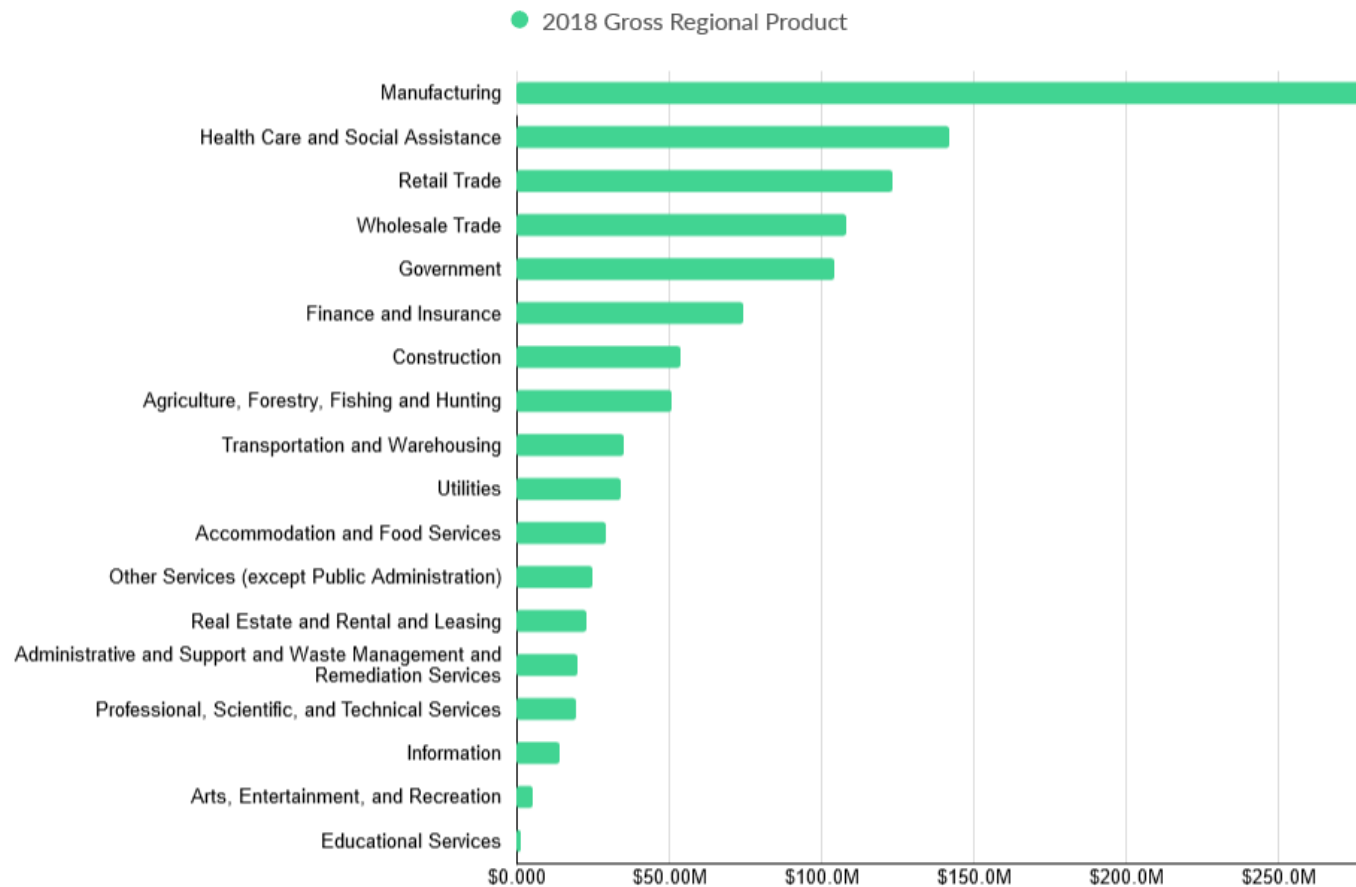
Region: Albert Lea MSA

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

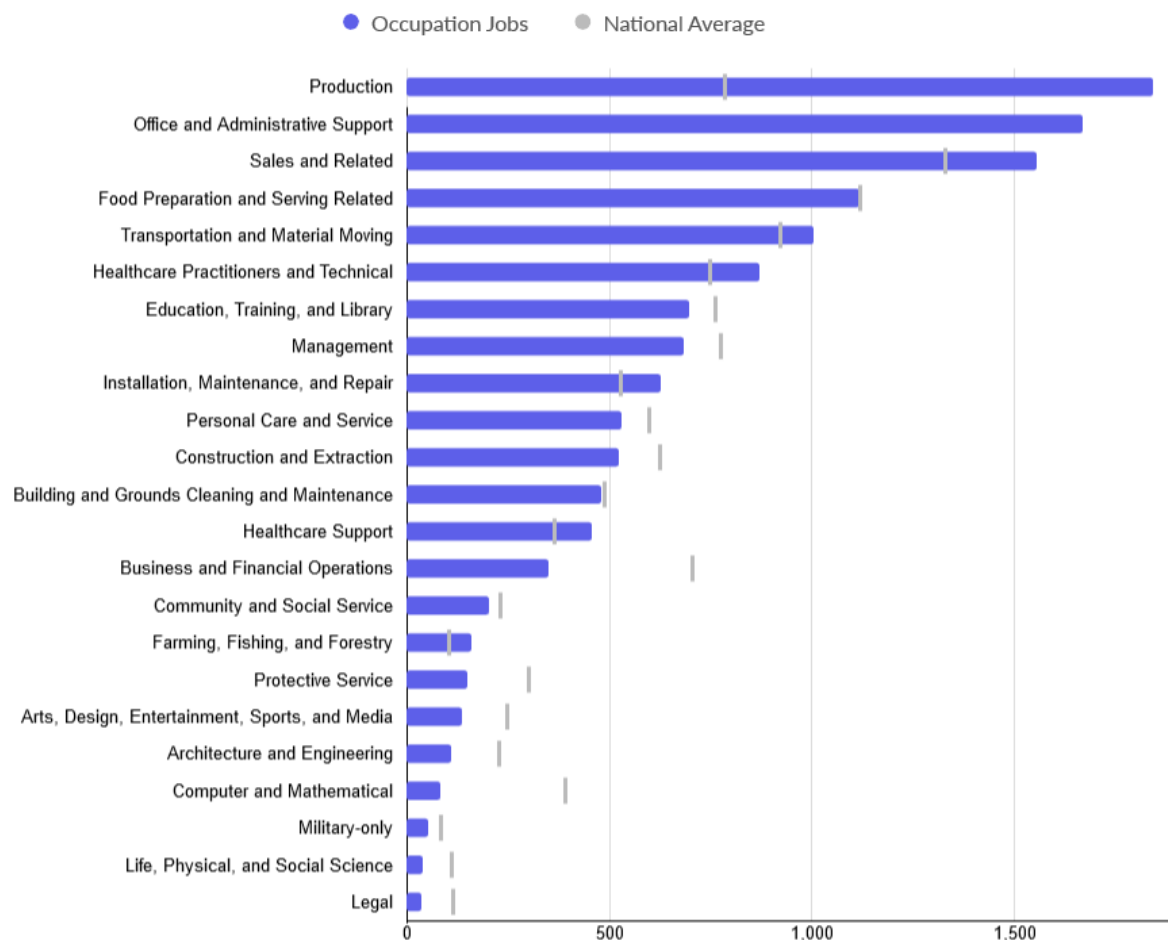
Top Companies Posting	Unique Postings
Mayo Clinic	320
CRST International, Inc.	288
Platinum Supplemental Insurance, Ir	287
HealthCare Employment Network	253
CareInHomes.com	209
K.B. Transportation, Inc.	134
Platinum Inc.	124
Express Services Inc	121
Soliant Health, Inc	117
Koch Trucking, Inc.	114

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

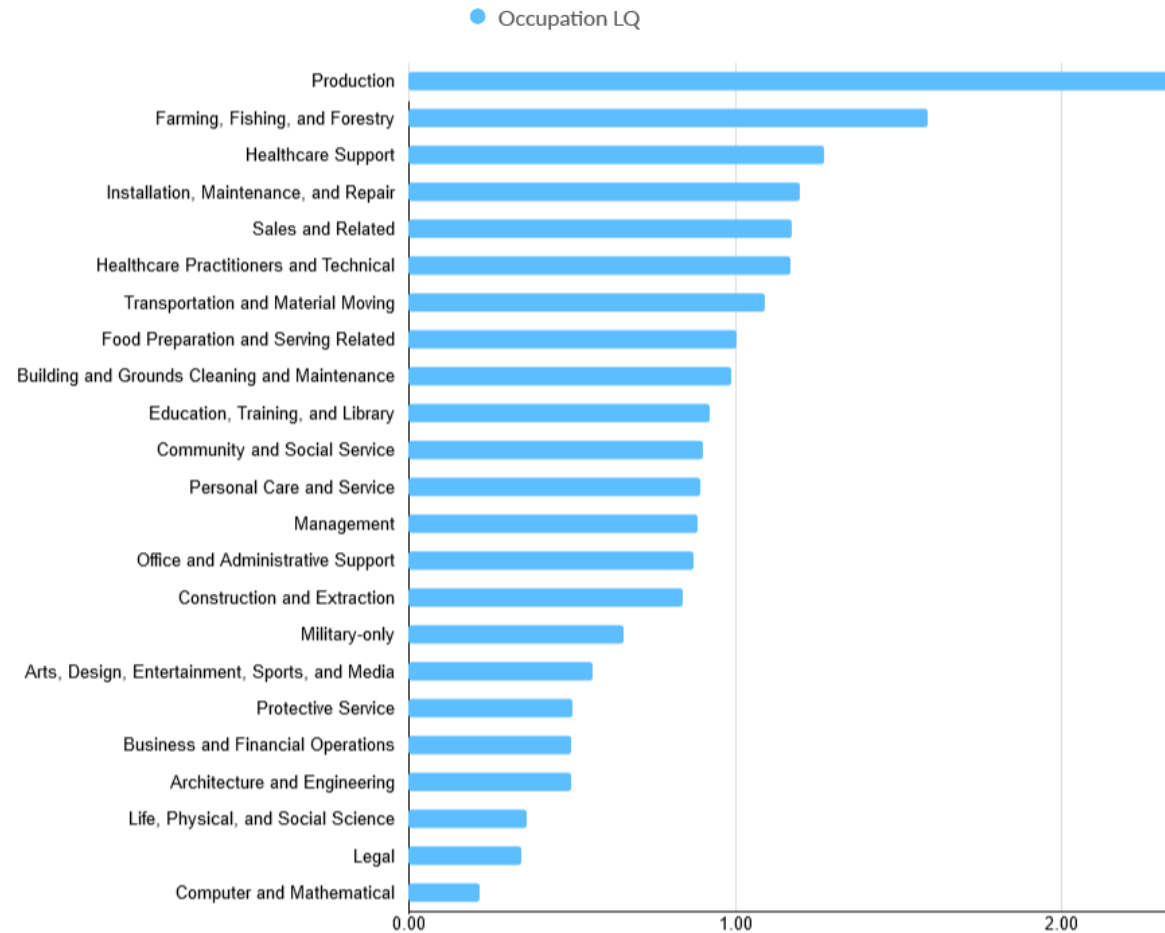
Source: Emsi Economy Overview, 2019



# Regional Market Assessment

## Workforce Characteristics

Top Occupation LQ



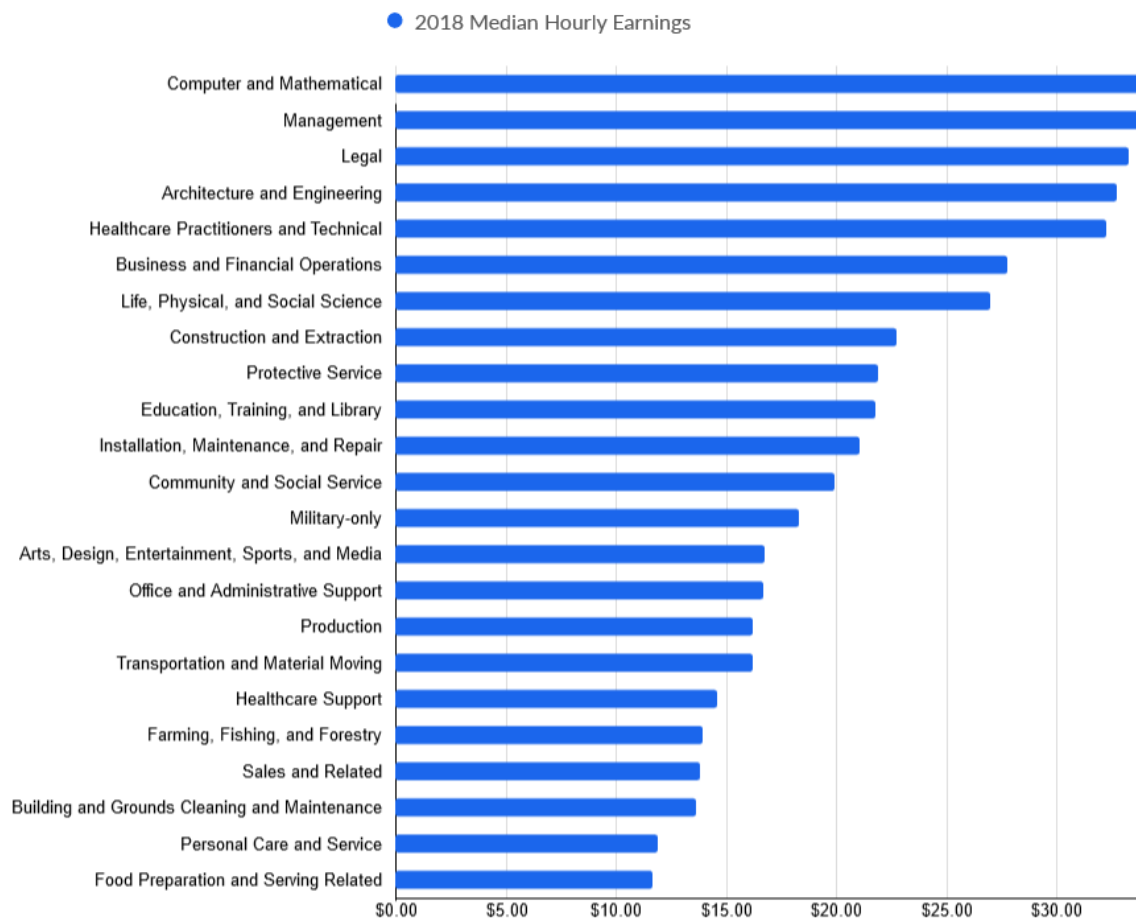
Region: Albert Lea MSA

Source: Emsi Economy Overview, 2019

# Regional Market Assessment

## Workforce Characteristics

### Top Occupation Earnings



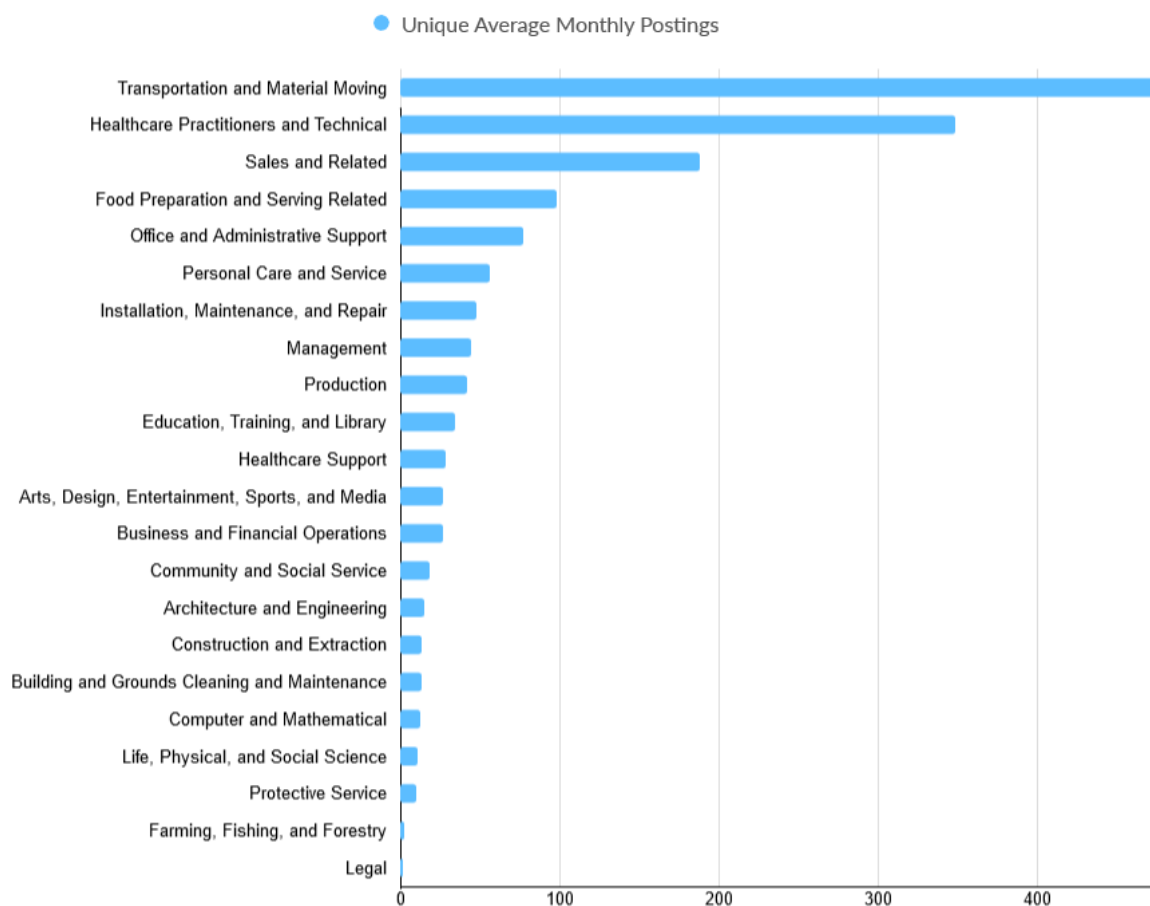
Region: Albert Lea MSA

Source: Emsi Economy Overview, 2019

# Regional Market Assessment

## Workforce Characteristics

Top Posted Occupations



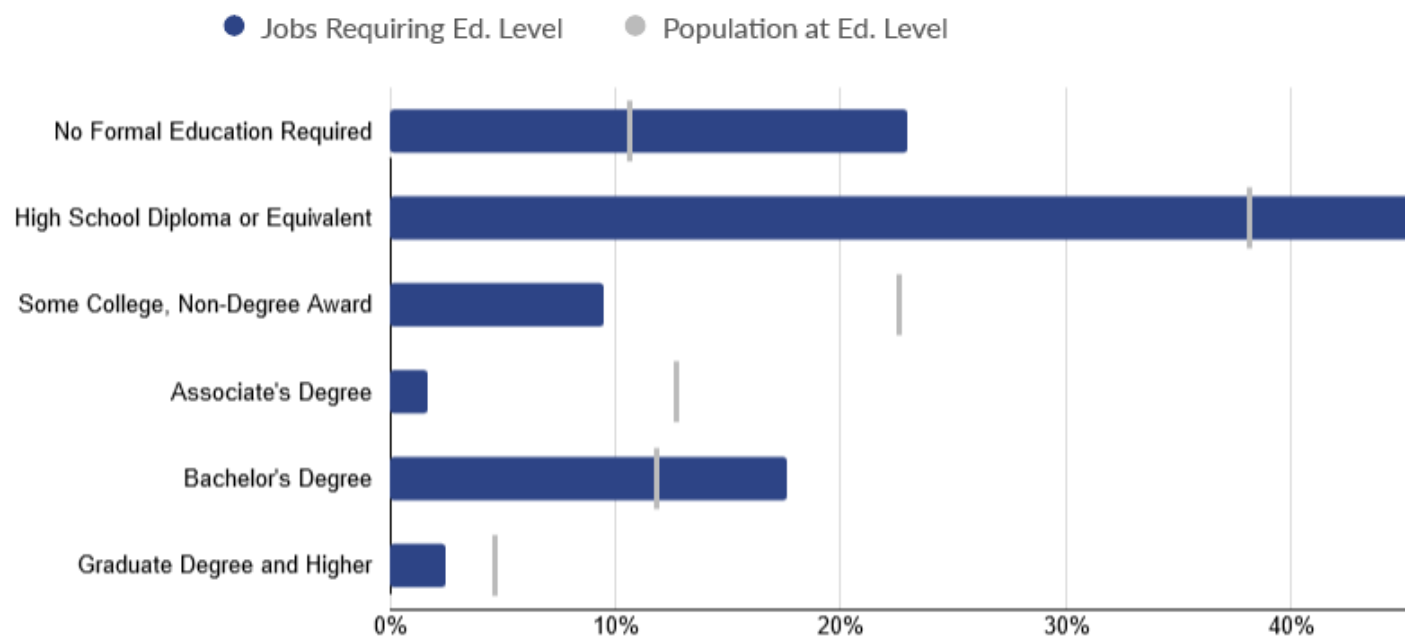
Region: Albert Lea MSA

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.

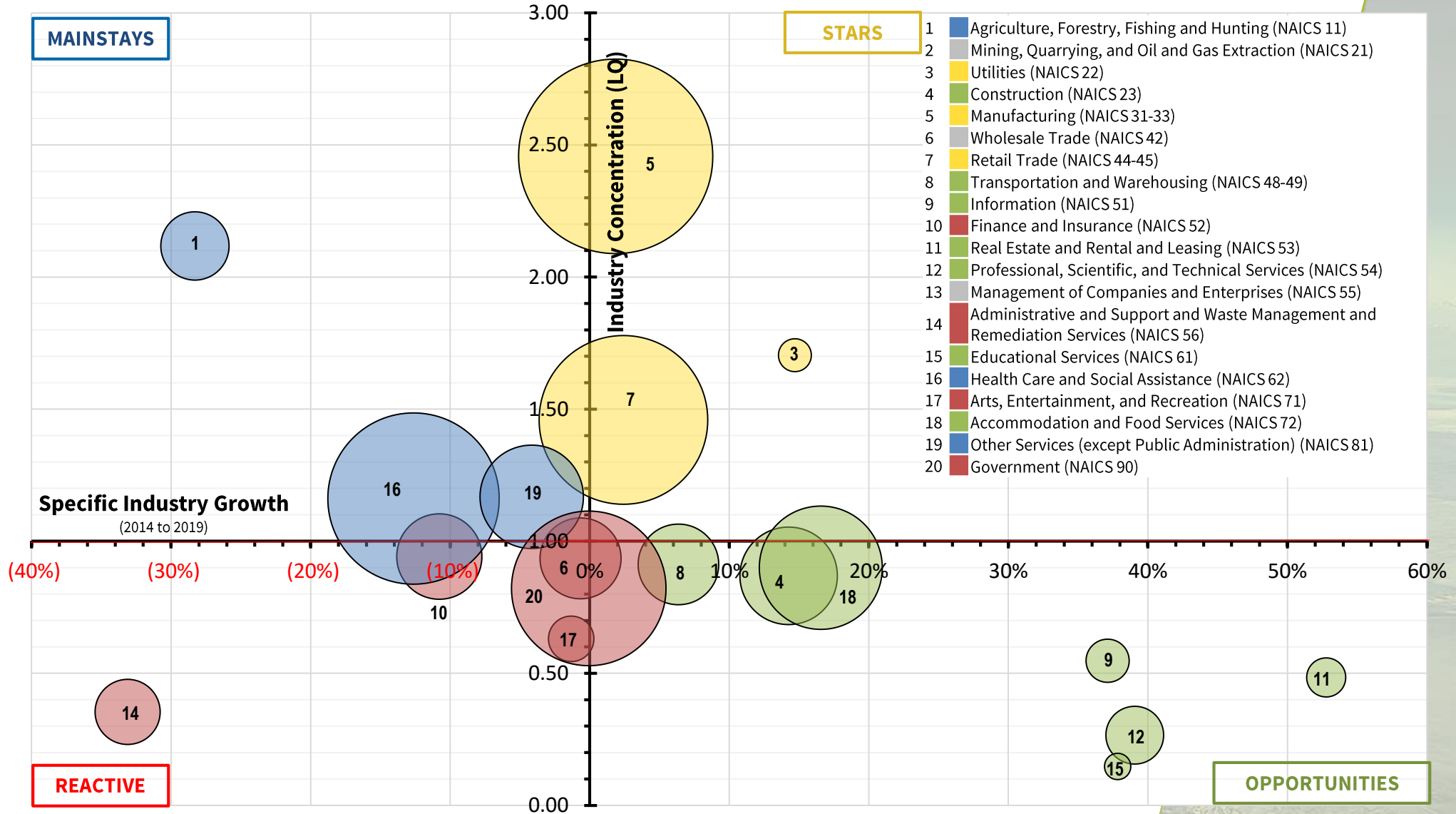
The graph breaks into four quadrants, split by industries above and below 0% growth, and those above and below average concentration (LQ = 1.0). The four quadrants reflect four general approaches to the industries, which we use as a starting point and then adjust based on the specific dynamics within 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.

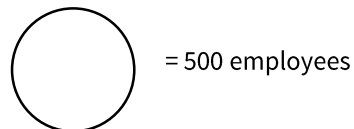
# Economic Base Analysis

## CORE REGION INDUSTRY ANALYSIS



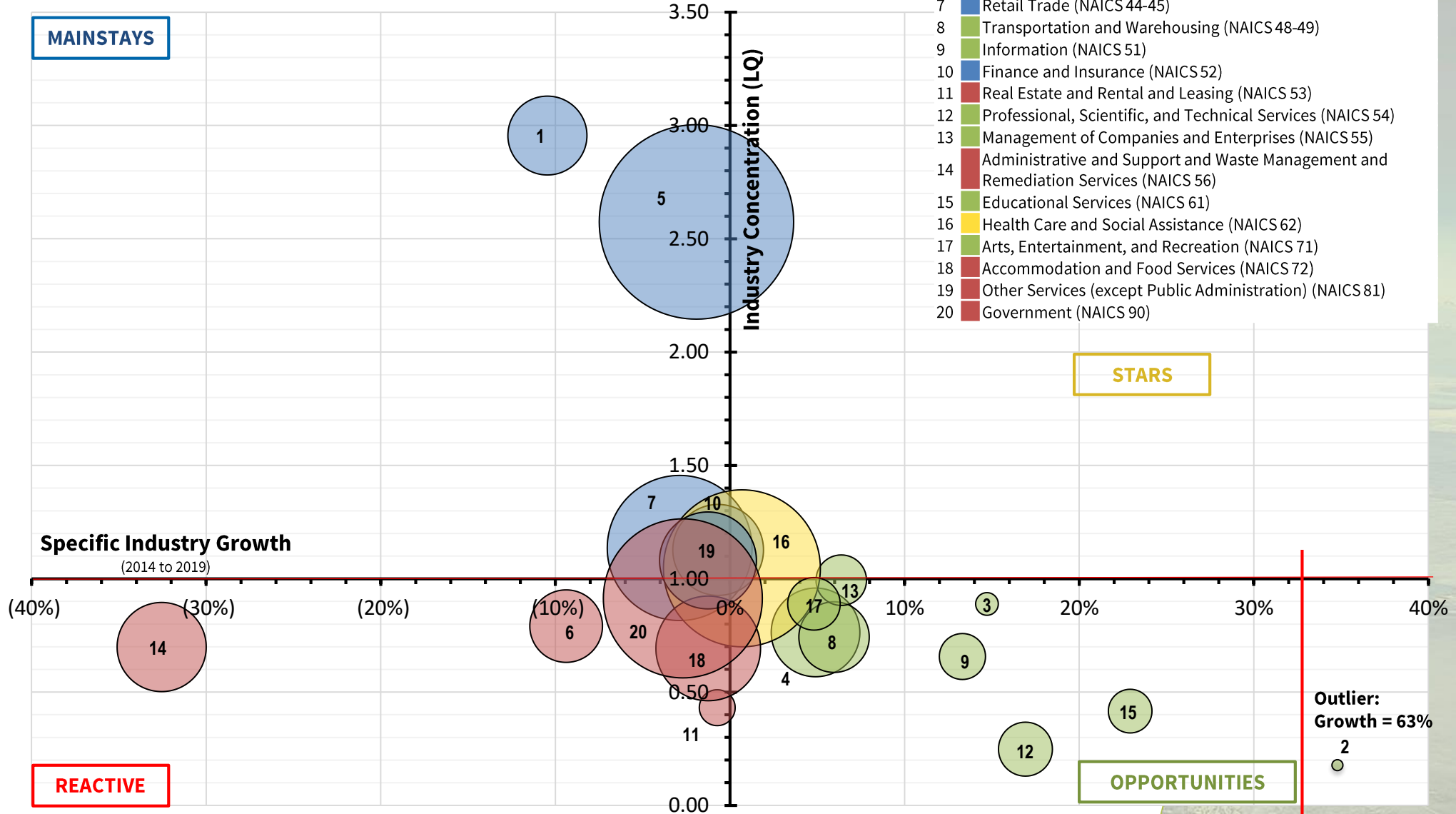
Circle Size = Number of employees in Freeborn County  
Source: EMSI 2019

Total Employees in Freeborn County: 13,407



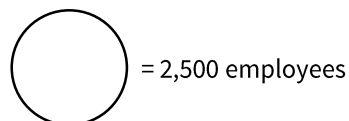
# Economic Base Analysis

## GREATER REGION INDUSTRY ANALYSIS



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

Total Employees in Greater Region: 74,641



# 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
<b>Total All Industries</b>	<b>13,407</b>	<b>74,641</b>	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  $\geq 0.2$ )

Core Region LQ < than Greater Region (by  $\geq 0.2$ )

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
<b>Total Industry (Average Wage)</b>	<b>\$38,761</b>	<b>\$48,565</b>	<b>\$63,248</b>	<b>\$65,382</b>
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)
<b>Total All Industries</b>	<b>2%</b>	<b>3%</b>	<b>4%</b>	<b>3%</b>	<b>4%</b>	<b>3%</b>	<b>7%</b>	<b>5%</b>
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 8<sup>th</sup>, 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 Petersen
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 Advantaged 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 ARE THE REGION'S GREATEST ECONOMIC ASSETS?

Participants identified a large number of economic assets to the region, with the most cited being the lakes, schools, interstates and people. Many also mentioned the existing local businesses are an asset to the region. A common comment that we heard throughout the roundtables was that not everyone knows the cool and innovative things going on in the companies located in the region. Several assets were also mentioned related to quality of life, such as outdoor recreation, historic downtown and affordability.



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 19<sup>th</sup> 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 10<sup>th</sup> on “Forbes Best States for Business”. As part of this overall ranking, Forbes ranks Minnesota 19<sup>th</sup> for Regulatory Environment, 7<sup>th</sup> for Labor Supply, 38<sup>th</sup> for Business Costs, 20<sup>th</sup> for Growth Prospects, 3<sup>rd</sup> for Quality of Life, 11<sup>th</sup> for Economic Climate and 30<sup>th</sup> 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 21<sup>st</sup> 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.



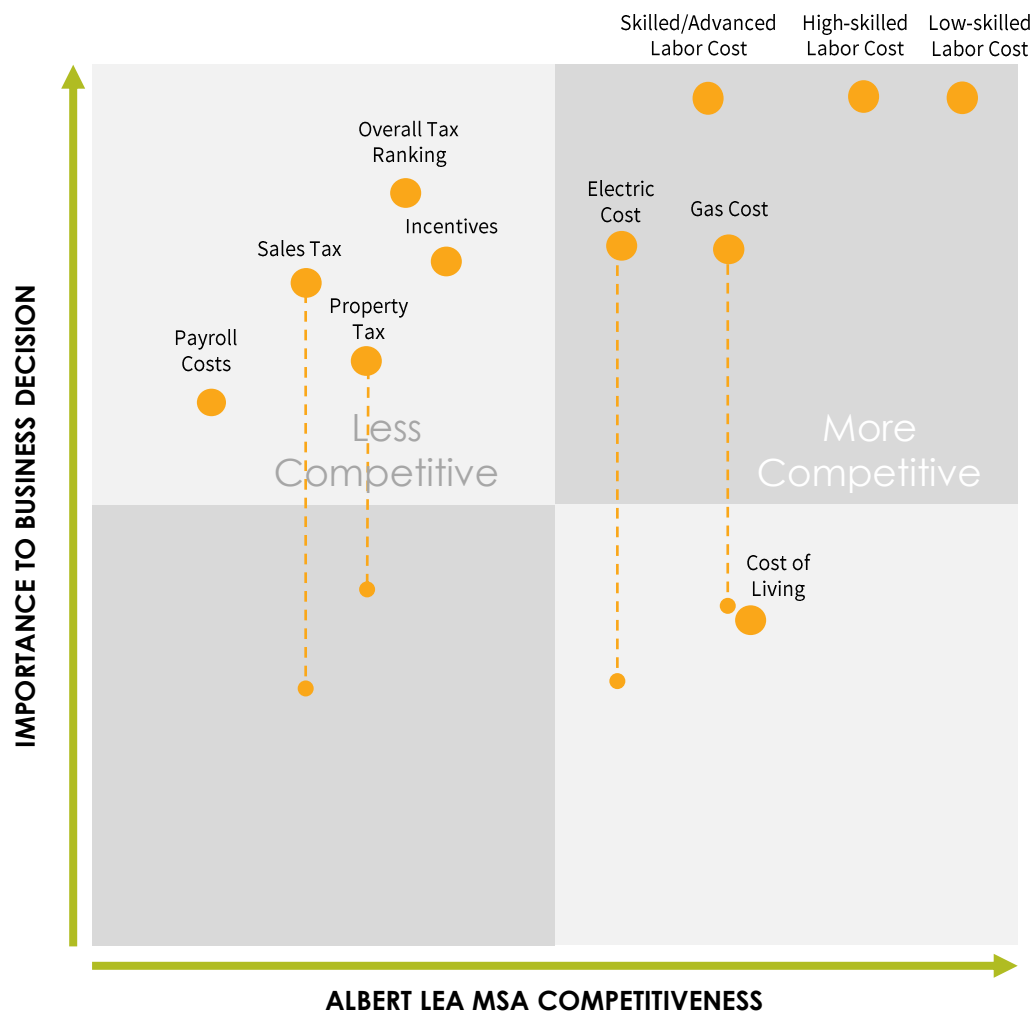
# Opportunity and Barrier Assessment

## 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.

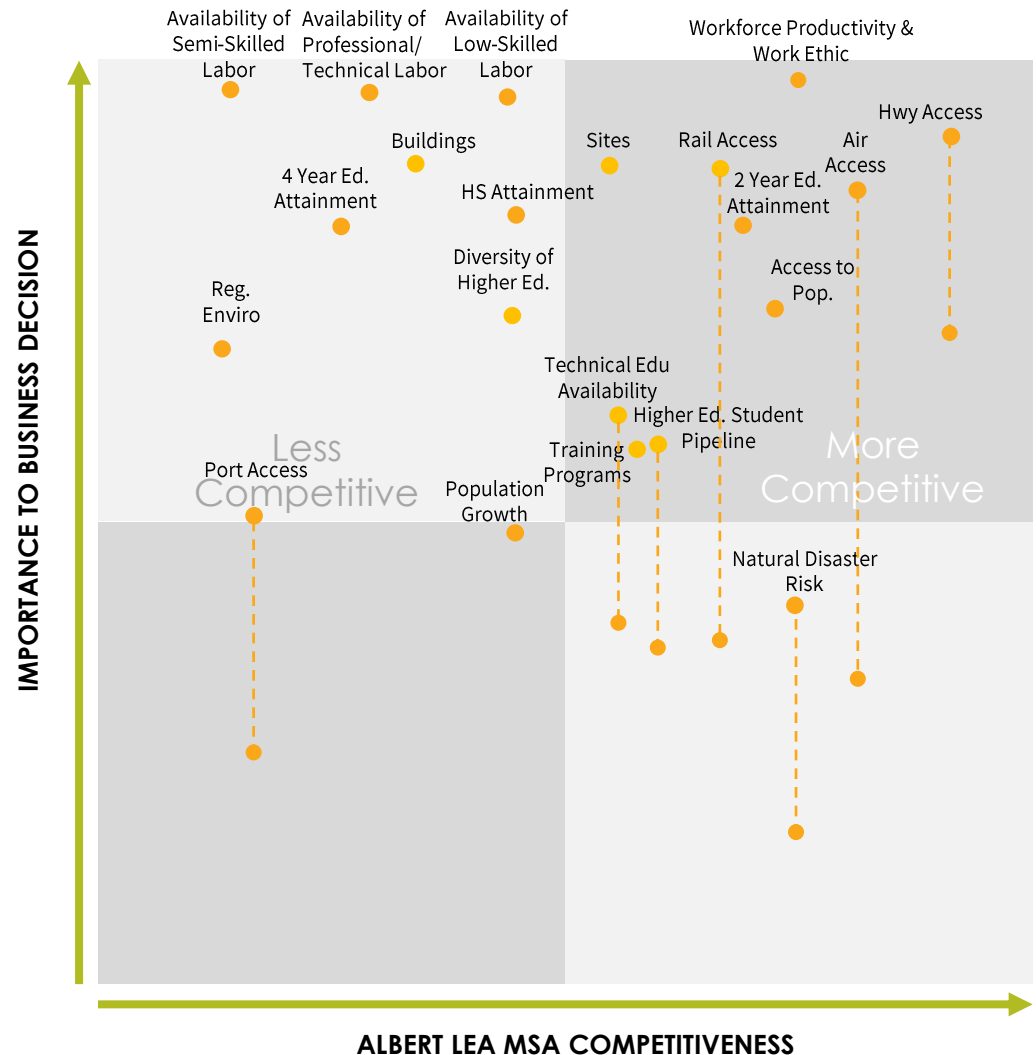
# Opportunity and Barrier Assessment

## 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



# 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.



# Section 5: Target Industry Sector Analysis

# Target Industry Analysis

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# 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:

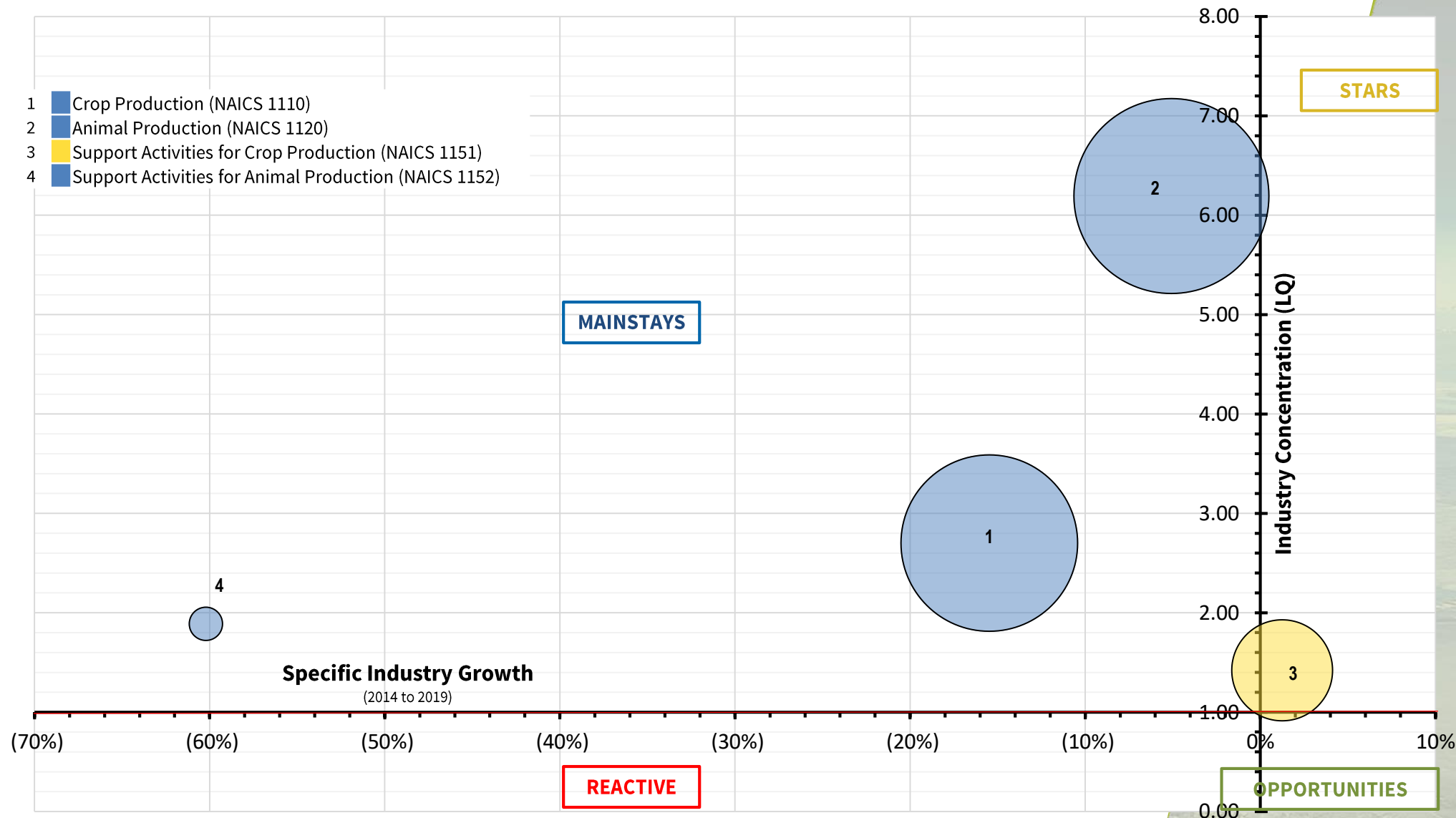
- **Stars (Gold):** Positive Growth / Above Average Concentration: Industries that currently drive the economy. They have been positive contributors to economic growth and there is a high-level of existing specialization and economic infrastructure; therefore, the region is likely competitive in those 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

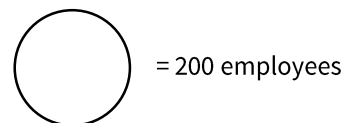
# Target Industry Analysis – Agriculture (NAICS 11)

GRAPH: AGRICULTURE



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

Total Employees in Albert Lea Greater Region: 2,542



# 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 ( $\geq 1.2$ )

# 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

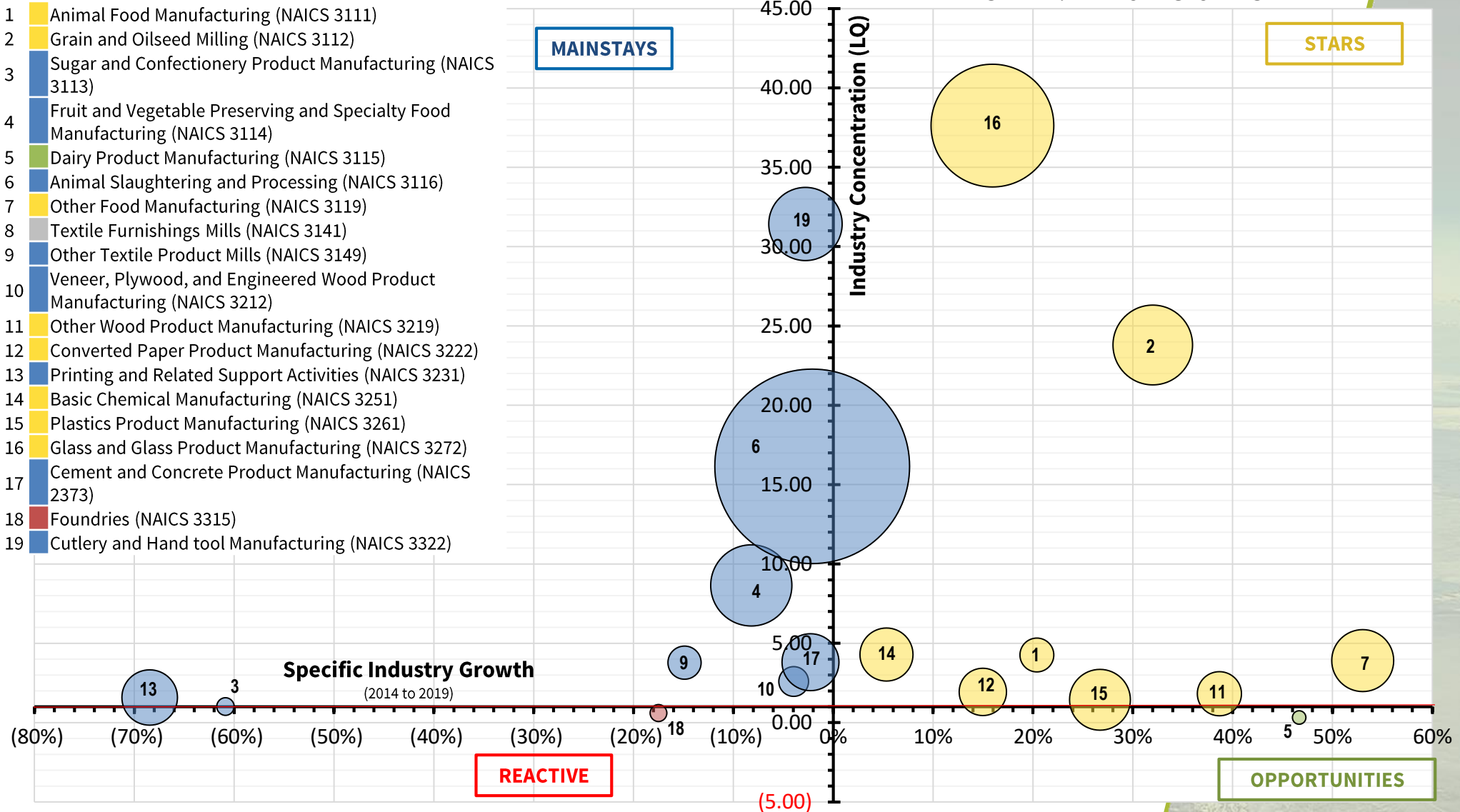
Industry growth greater than or equal to ten percent in the respective region and time frame.  
 Industry growth is less than or equal to negative ten percent in the respective region and time frame.



# Target Industry Analysis – Manufacturing

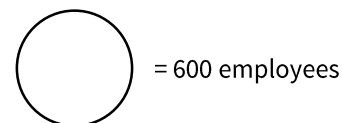
# Target Industry Analysis – Food, Textile, and Metal Manufacturing (NAICS 3111-3322)

GRAPH: MANUFACTURING



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 ( $\geq 1.2$ )



# 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)

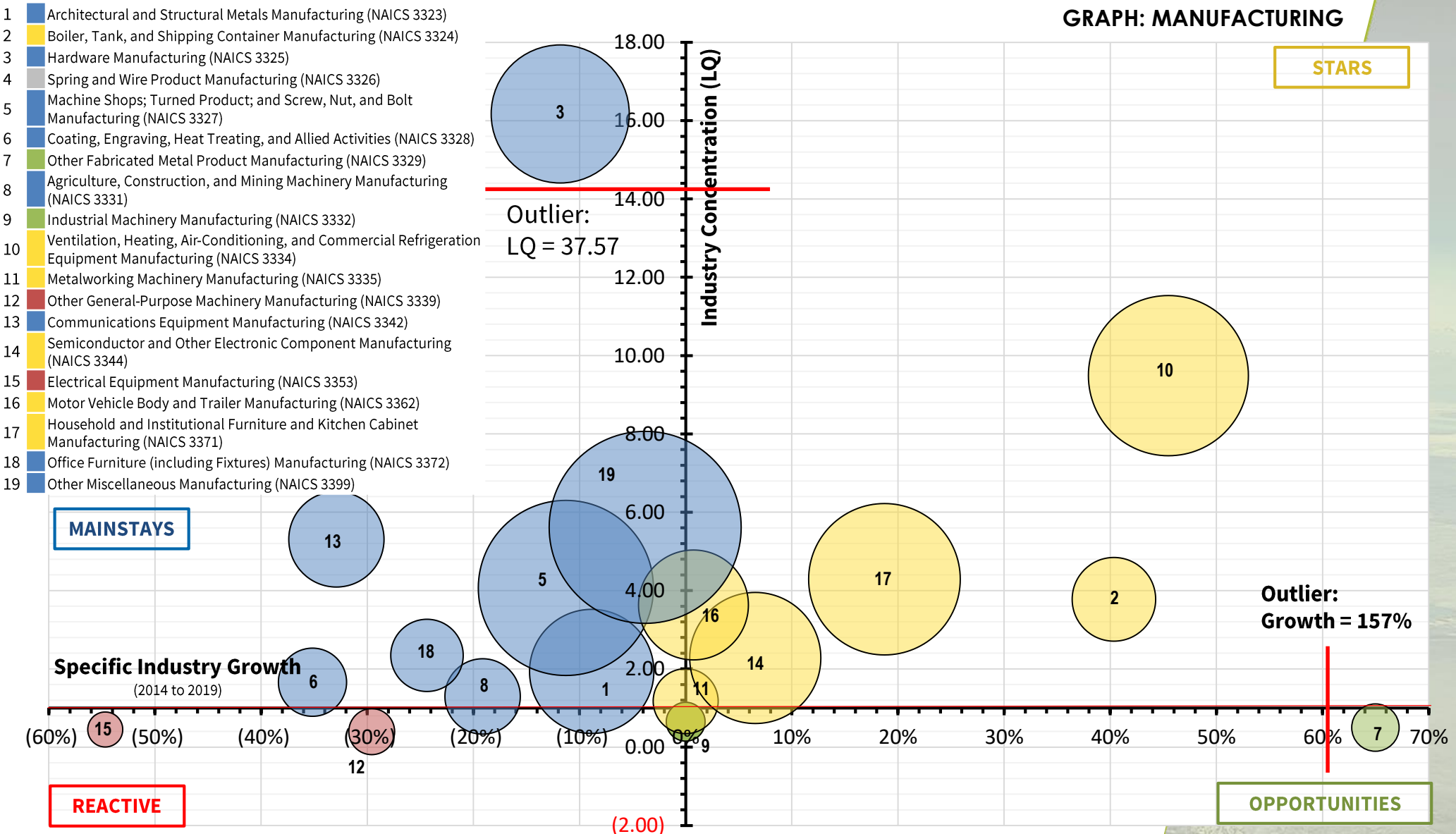
Existing Industry Growth Comparison: 5-Year & Projected 5-Year	Core Region Past Growth (2014-2019)	Core Region Projected Growth (2019-2024)	Greater Region Past Growth (2014-2019)	Greater Region Projected Growth (2019-2024)	Minnesota Past Growth (2014 - 2019)	Minnesota Projected Growth (2019 - 2024)	U.S. 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



# 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 ( $\geq 1.2$ )



# 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%

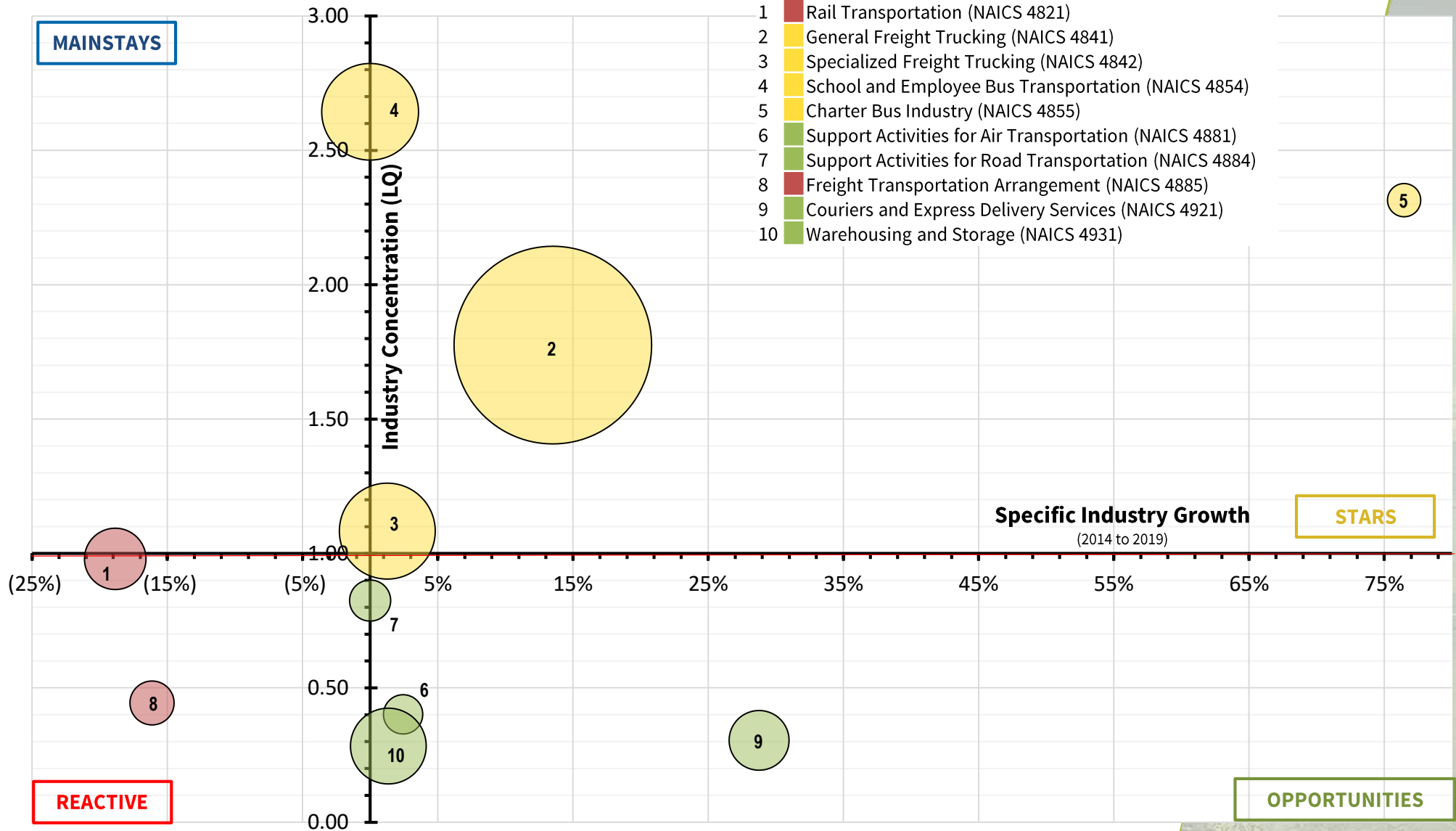
Source: EMSI 2019

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

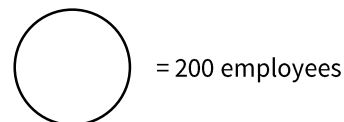
# Target Industry Analysis – Transportation and Warehousing (NAICS 48-49)

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



# 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 ( $\geq 1.2$ )

# 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%

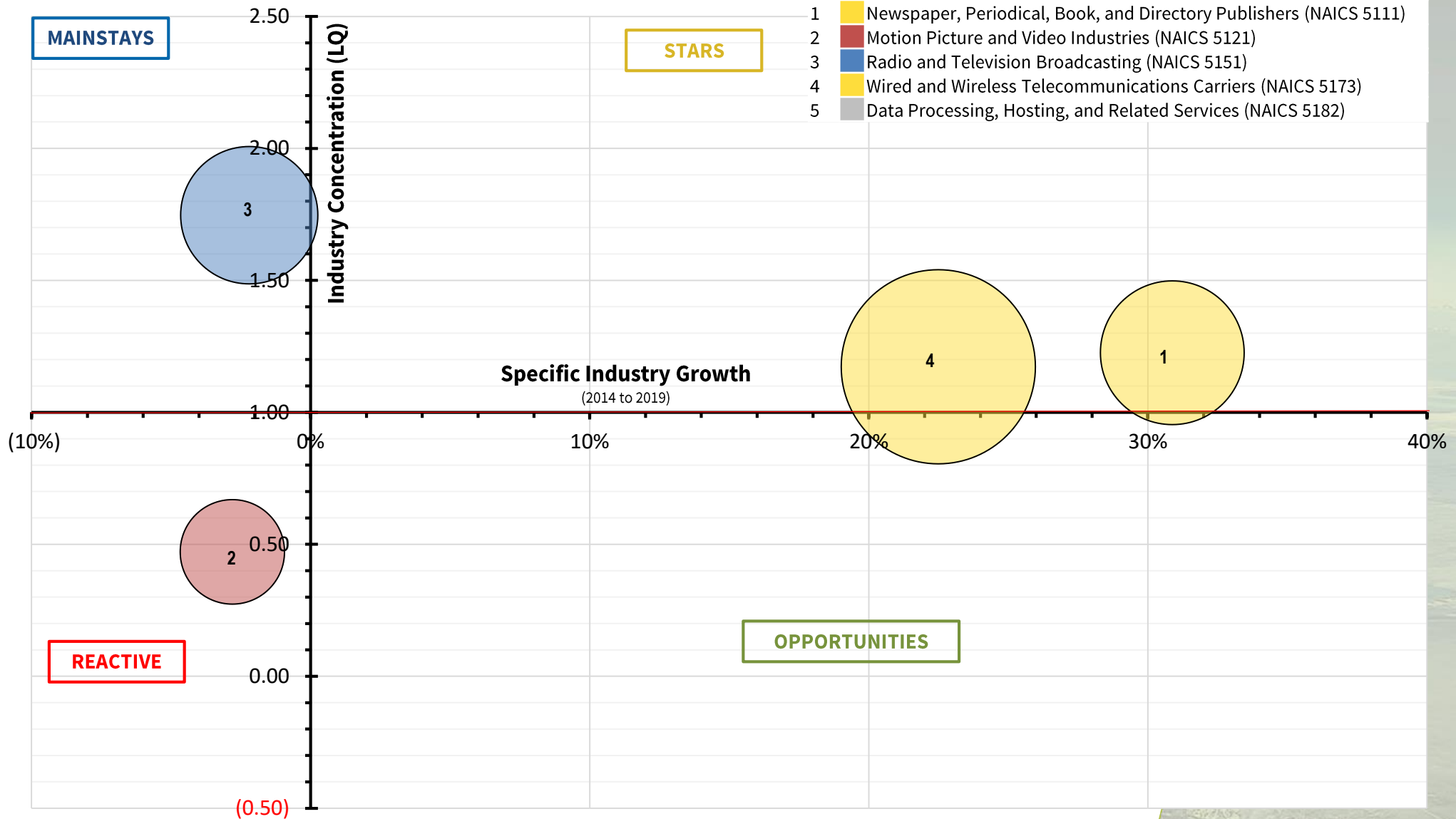
Source: EMSI 2019

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

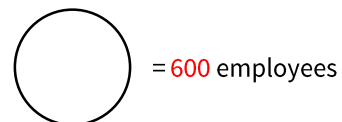
# Target Industry Analysis – Information (NAICS 51)

GRAPH: INFORMATION



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 – 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 ( $\geq 1.2$ )

# 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

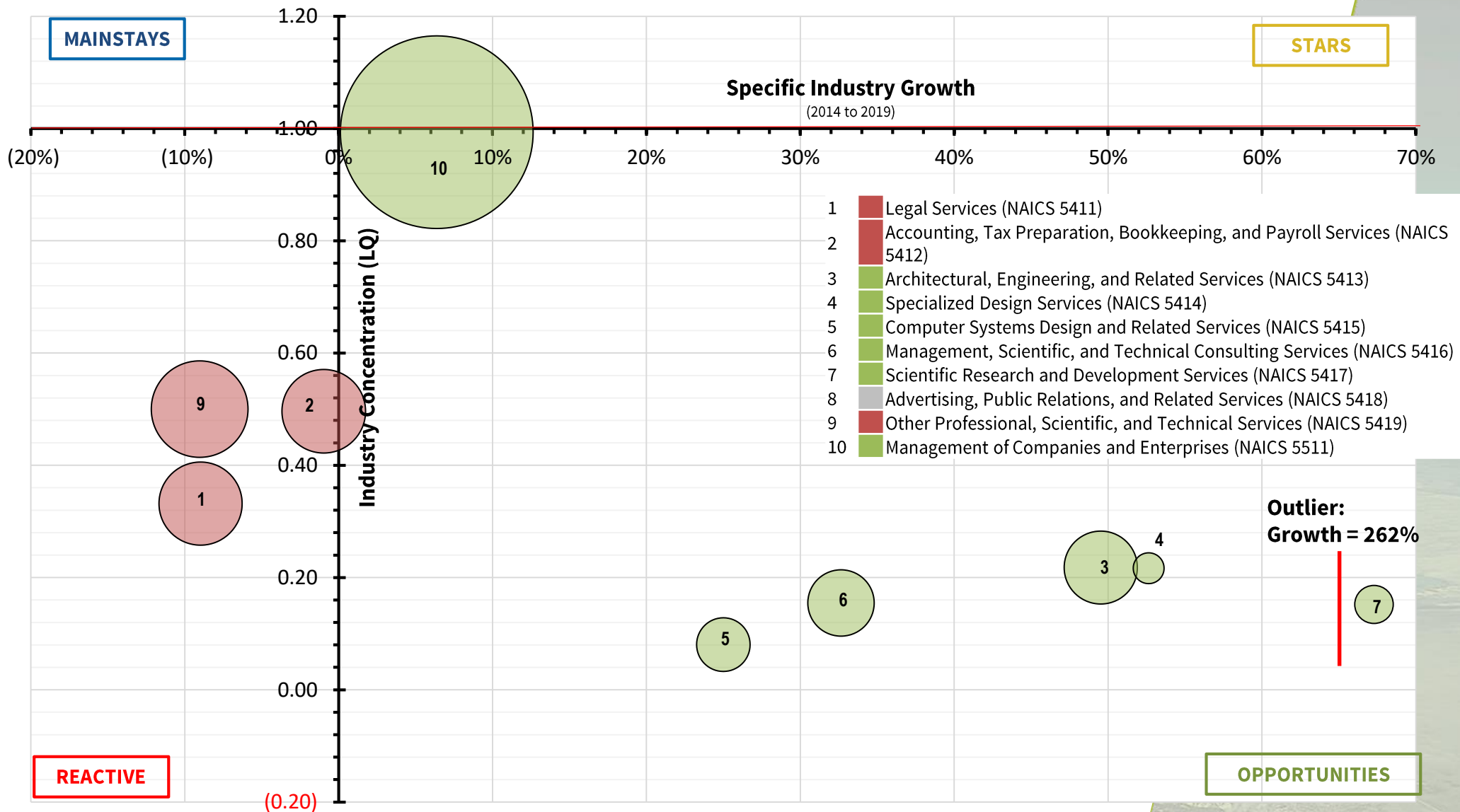
Industry growth greater than or equal to ten percent in the respective region and time frame.  
 Industry growth is less than or equal to negative ten percent in the respective region and time frame.

# Target Industry Analysis – Professional Services and Management of Companies



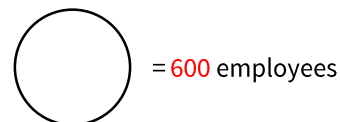
# Target Industry Analysis – Professional Services (NAICS 54-55)

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



# 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 ( $\geq 1.2$ )

# 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
<b>Agriculture, Forestry, Fishing and Hunting</b>				
Crop Production (NAICS 1110)	Mainstay	(5%)	(0%)	<b>No.</b> 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
<b>Manufacturing</b>				
Animal Food Manufacturing (NAICS 3111)	Star	(1%)	8%	<b>Yes.</b> 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%)	<b>No.</b> 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
<b>Manufacturing (continued)</b>				
Architectural and Structural Metals Manufacturing (NAICS 3323)	Mainstay	5%	4%	<b>No.</b> 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%	<b>Yes.</b> 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
<b>Transportation and Warehousing</b>				
General Freight Trucking (NAICS 4841)	Star	6%	4%	<b>Yes.</b> 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%	<b>No.</b> 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
<b>Information</b>				
Newspaper, Periodical, Book, and Directory Publishers (NAICS 5111)	Star	9%	(16%)	<b>No.</b> 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><b>Maybe.</b> 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
<b>Professional Services and Management of Companies</b>				
Architectural, Engineering, and Related Services (NAICS 5413)	Opportunity	24%	6%	<b>Yes.</b> 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

## RECOMMENDED 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
<b>Food Processing</b>	<ul style="list-style-type: none"> <li>• Animal Food Manufacturing (NAICS 3111)</li> <li>• Grain and Oilseed Milling (NAICS 3112)</li> <li>• Sugar and Confectionery Product Manufacturing (NAICS 3113)</li> <li>• Fruit and Vegetable Preserving and Specialty Food Manufacturing (NAICS 3114)</li> <li>• Dairy Product Manufacturing (NAICS 3115)</li> <li>• Animal Slaughtering and Processing (NAICS 3116)</li> <li>• Other Food Manufacturing (NAICS 3119)</li> </ul>	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.
<b>Equipment and Component Manufacturing</b>	<ul style="list-style-type: none"> <li>• Other Fabricated Metal Product Manufacturing (NAICS 3329)</li> <li>• Industrial Machinery Manufacturing (NAICS 3332)</li> <li>• Ventilation, Heating, Air-Conditioning, and Commercial Refrigeration Equipment Manufacturing (NAICS 3334)</li> <li>• Metalworking Machinery Manufacturing (NAICS 3335)</li> <li>• Semiconductor and Other Electronic Component Manufacturing (NAICS 3344)</li> <li>• Motor Vehicle Body and Trailer Manufacturing (NAICS 3362)</li> </ul>	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.
<b>Transportation and Warehousing</b>	<ul style="list-style-type: none"> <li>• General Freight Trucking (NAICS 4841)</li> <li>• Specialized Freight Trucking (NAICS 4842)</li> <li>• Support Activities for Air Transportation (NAICS 4881)</li> <li>• Support Activities for Road Transportation (NAICS 4884)</li> <li>• Couriers and Express Delivery Services (NAICS 4921)</li> <li>• Warehousing and Storage (NAICS 4931)</li> </ul>	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

## RECOMMENDED 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.

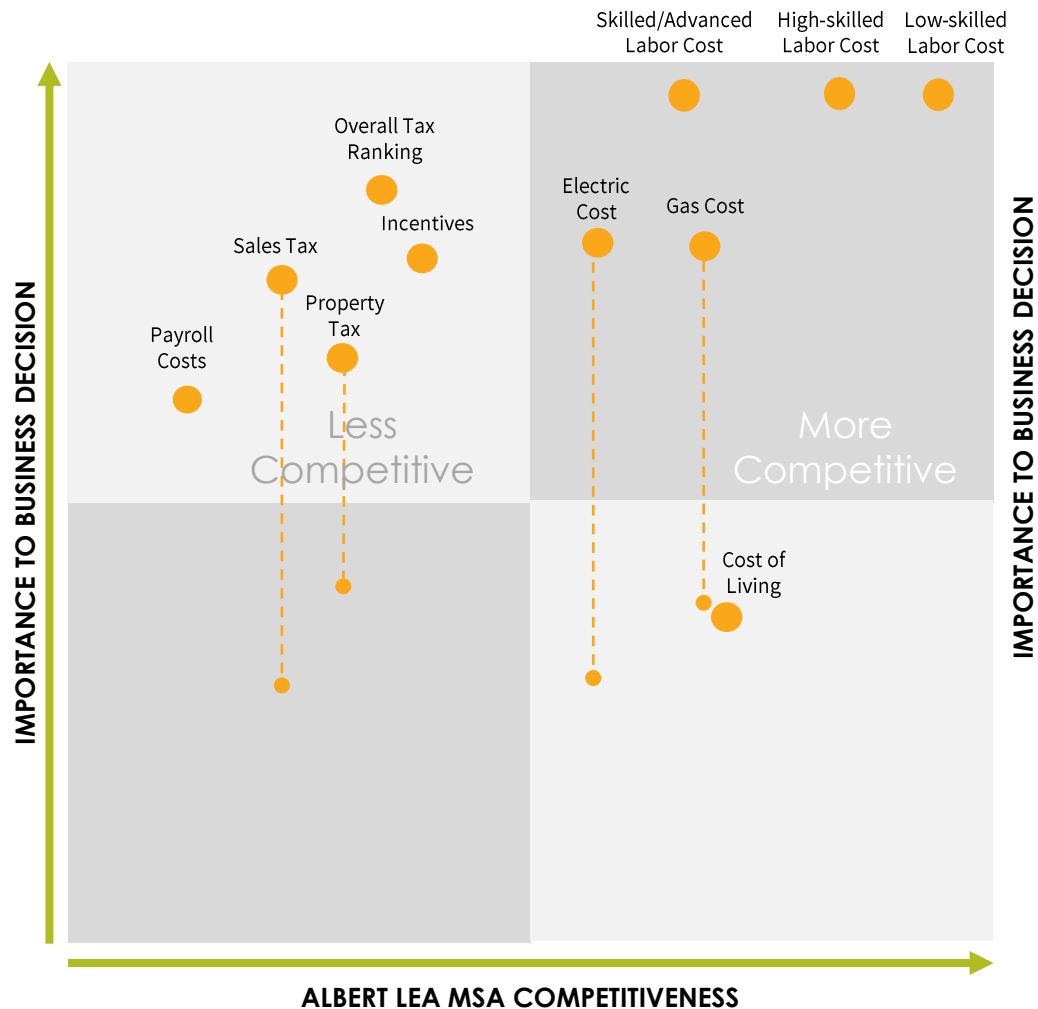
Target Industry	Subsectors of Focus	Comments
<b>Scientific and Technical Services</b>	<ul style="list-style-type: none"><li>• Architectural, Engineering, and Related Services (NAICS 5413)</li><li>• Specialized Design Services (NAICS 5414)</li><li>• Computer Systems Design and Related Services (NAICS 5415)</li><li>• Management, Scientific, and Technical Consulting Services (NAICS 5416)</li><li>• Scientific Research and Development Services (NAICS 5417)</li><li>• Management of Companies and Enterprises (NAICS 5511)</li></ul>	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.
<b>Data Centers</b>	<ul style="list-style-type: none"><li>• Data Processing, Hosting and Related Services (NAICS 5182)</li></ul>	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.

# Section 6: Regional and Target Industry Positioning



# Regional Positioning

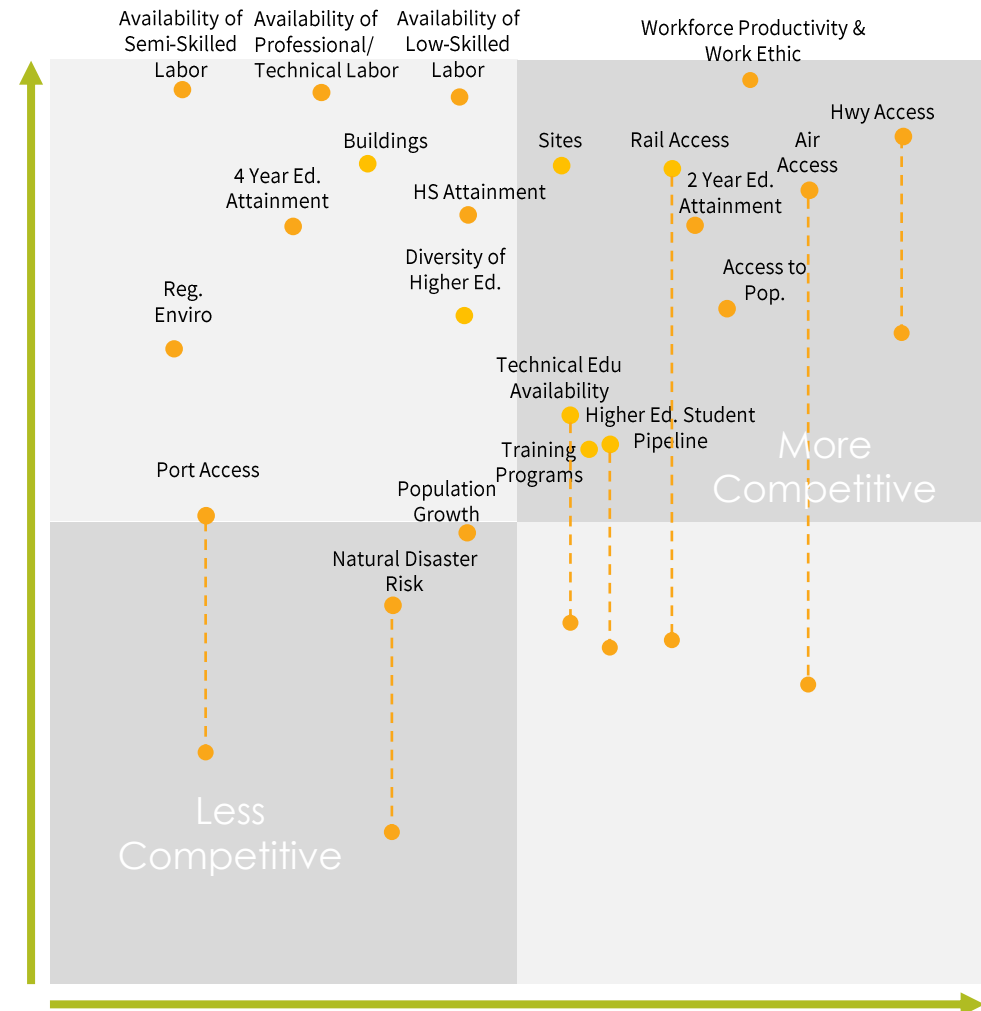
## GENERAL BUSINESS COSTS ASSET MAP



ALBERT LEA MSA COMPETITIVENESS

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

## GENERAL CONDITIONS ASSET MAP



ALBERT LEA MSA COMPETITIVENESS

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



# Regional Positioning

## COMPETITIVE ADVANTAGES

**THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES. NOTE: THESE SPECIFIC ASSETS APPLY TO ALL INDUSTRIES.**

### **Minnesota:**

- **Strong state business climate**

- 1<sup>st</sup> in Fortune 500 Companies Per Capita among top 30 metro areas (Twin Cities); 4<sup>th</sup> Per Capita (Minnesota) (Fortune, 2019)
- 2<sup>nd</sup> Strongest State in the Nation (Politico, 2018)
- 3<sup>rd</sup> Best State Overall (U.S. News & World Report, 2019)
- 3<sup>rd</sup> in 5-Year Business Survival Rate (Bureau of Labor Statistics)
- 3<sup>rd</sup> in Startup Early Survival Rate (Kauffman Indicators of Entrepreneurship for 2017)
- 4<sup>th</sup> in Best-Run States in America (24/7 Wall St., 2018)
- 7<sup>th</sup> in America's Top States for Business (CNBC, 2019)
- 7<sup>th</sup> Best Economy (24/7 Wall Street, 2018)
- 8<sup>th</sup> in Technology and Science (Milken Institute 2018 State Technology and Science Index)
- 10<sup>th</sup> Largest Private Companies Per Capita (Forbes, 2018)

- **Strong state quality of life**

- Safest State in the U.S. (WalletHub, 2019)
- Best State for Women (WalletHub, 2019)
- Best State to Raise a Family (WalletHub, 2019)
- Happiest State in the U.S. (MagnifyMoney, 2018)
- Least Stressed State in the Country (WalletHub, 2018)
- 2<sup>nd</sup> in Quality of Life (U.S. News & World Report, 2018)
- 2<sup>nd</sup> Strongest State in the Nation (Politico, 2018)
- 2<sup>nd</sup> Best State for Working Moms and Working Dads (WalletHub, 2018)
- 3<sup>rd</sup> Best State Overall (U.S. News & World Report, 2019)
- 3<sup>rd</sup> in Quality of Life (Forbes, 2018)
- 3<sup>rd</sup> in Quality of Life (CNBC, 2018)

# Regional Positioning

## COMPETITIVE ADVANTAGES

**THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES. NOTE: THESE SPECIFIC ASSETS APPLY TO ALL INDUSTRIES.**

- **Access to regional markets in Kansas, Iowa, Illinois, Indiana, Michigan, Minnesota, Missouri Nebraska, Ohio, North and South Dakota, and Wisconsin.**
  - Within 500 miles of Albert Lea, companies are able to reach over 51 million people, nearly 16% of the US population.
  - This includes the large metro areas of:
    - Chicago, IL
    - Minneapolis-St. Paul, MN
    - St. Louis, MO
    - Indianapolis, IN
    - Milwaukee, WI
    - Grand Rapids, MI
    - Kansas City, KS/MO
    - Omaha, NE



# Regional Positioning

## COMPETITIVE ADVANTAGES

THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES. NOTE: THESE SPECIFIC ASSETS APPLY TO ALL INDUSTRIES.

- **Transportation Infrastructure**

- **Highway:** Albert Lea has access to Interstates I-35 and I-90, connecting the region to many cities, including Austin, Billings, Boston, Buffalo, Chicago, Cleveland, Dallas, Des Moines, Kansas City, Madison, Minneapolis, Oklahoma City, Rochester, San Antonio, Seattle, and Sioux Falls.
- **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.
- **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.

- **State Transportation Rankings**

- #1 Most On-Time Airport Worldwide - Minneapolis-St. Paul International Airport, major airports category (OAG Aviation Group, Punctuality League 2018 Report)
- Top North American Airport - Minneapolis-St. Paul International, 25-40 million passengers per year category (Air Transportation Research Society, 2017)
- Best Airport in North America - Minneapolis-St. Paul International, 25-40 million passengers per year category (Airports Council International, 2016, 2017 and 2018)
- 6th in Infrastructure (U.S. News & World Report, 2019)
- 6th in Infrastructure (CNBC, 2018)

# Regional Positioning

## COMPETITIVE ADVANTAGES

THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES. NOTE: THESE SPECIFIC ASSETS APPLY TO ALL INDUSTRIES.

- **Access to a skilled workforce:**
  - Two-year degrees and tech education:
    - **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. **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.
  - Four-year degrees and graduate degrees within 60 miles of 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
- **Strong state workforce**
  - 3<sup>rd</sup> in Labor Force Participation (Bureau of Labor Statistics, 2018)
  - 7<sup>th</sup> in Technology and Science Workforce (Milken Institute of 2018 State Technology and Science Index)
  - 7<sup>th</sup> Healthiest State (America’s Health Rankings, United Health Foundation)
  - 7<sup>th</sup> in Labor Supply (Forbes, 2018)



# Regional Positioning

## COMPETITIVE ADVANTAGES

THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES.

NOTE: THESE SPECIFIC ASSETS APPLY TO ALL INDUSTRIES.

- **Lakes:**
  - Fountain Lake
  - Albert Lea Lake
  - Pickerel Lake
  - Governor's Fishing Opener
  - Etc.
- **Entertainment:**
  - Freeborn County Historical Museum
  - Marion Ross Performing Arts Center
  - HD Live Met Opera
  - Civic Music Concert Series
  - Etc.
- **Parks and Recreation:**
  - Myre-Big Island State Park
  - Shell Rock River State Park
  - Blazing and Brookside Trails
  - Other Parks and Recreation
  - Etc.

- **Low cost of living**

Cost of Living	Albert Lea	Freeborn County	Minnesota	Iowa	Wisconsin	United States
Cost of Living Overall	79.6	81.2	106.3	89.5	97.8	100

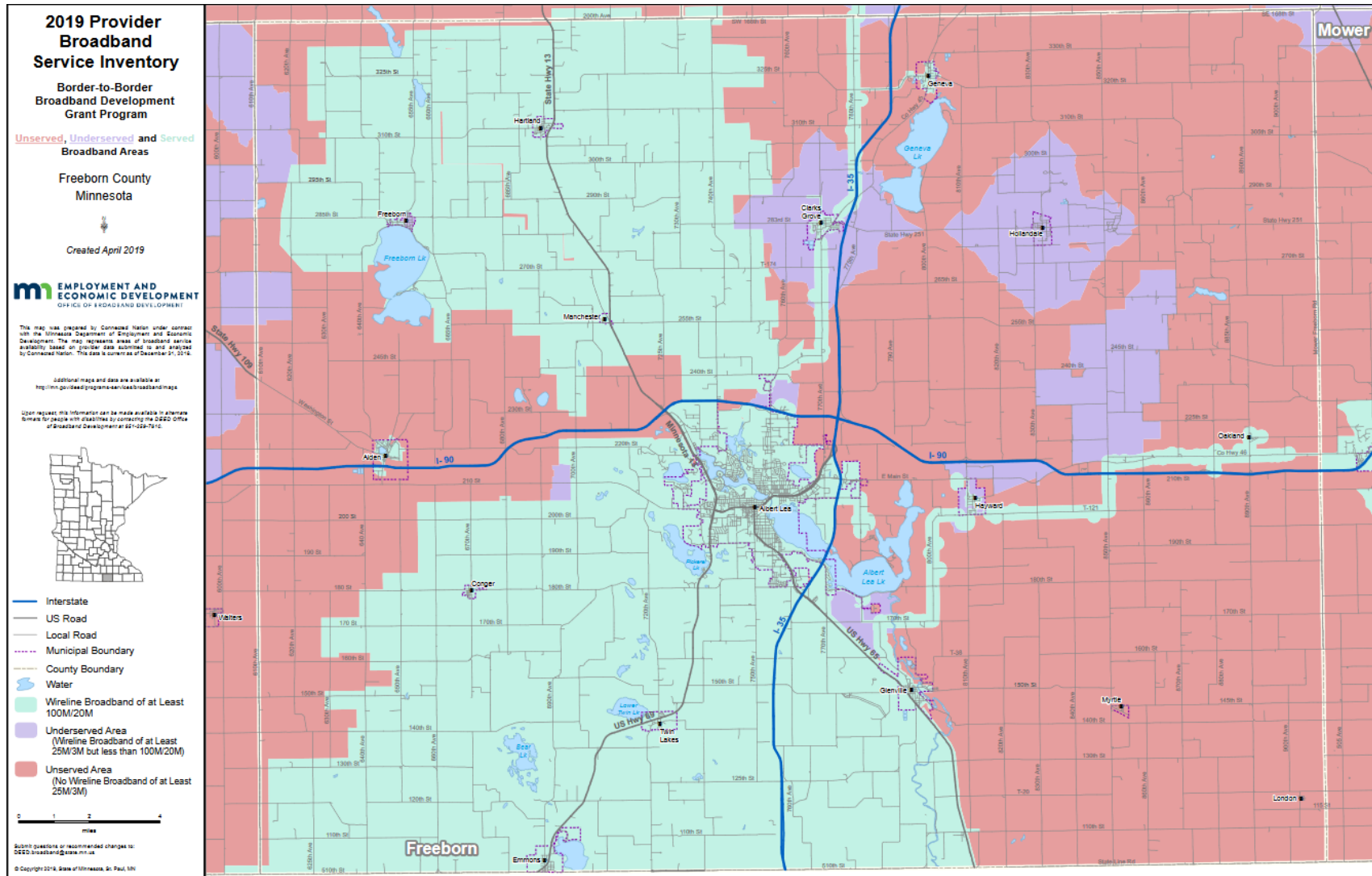
- **Entrepreneurial Assets**
  - Launch Minnesota
  - #InnovateMN
  - Small Business Assistance
  - Angel Loan Fund
  - Minnesota Emerging Entrepreneur Loan Program
  - Research and Development Tax Credit
  - Assemble
  - CoCo
  - The Coven
  - Enterprise Minnesota
  - Gener8tor
  - VentureLake

# Regional Positioning

## COMPETITIVE ADVANTAGES

THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES. NOTE: THESE SPECIFIC ASSETS APPLY TO ALL INDUSTRIES.

- Access to fiber

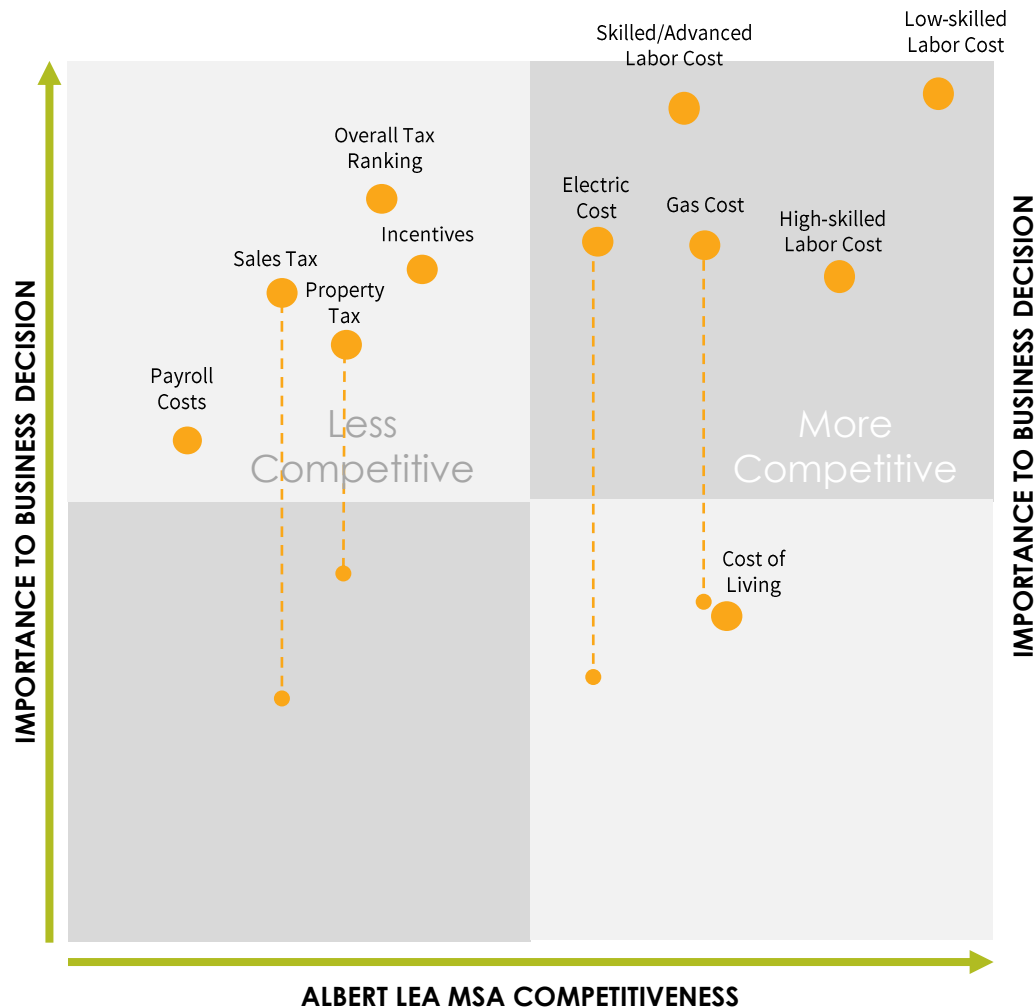




# Food Processing

# Food Processing Regional Positioning

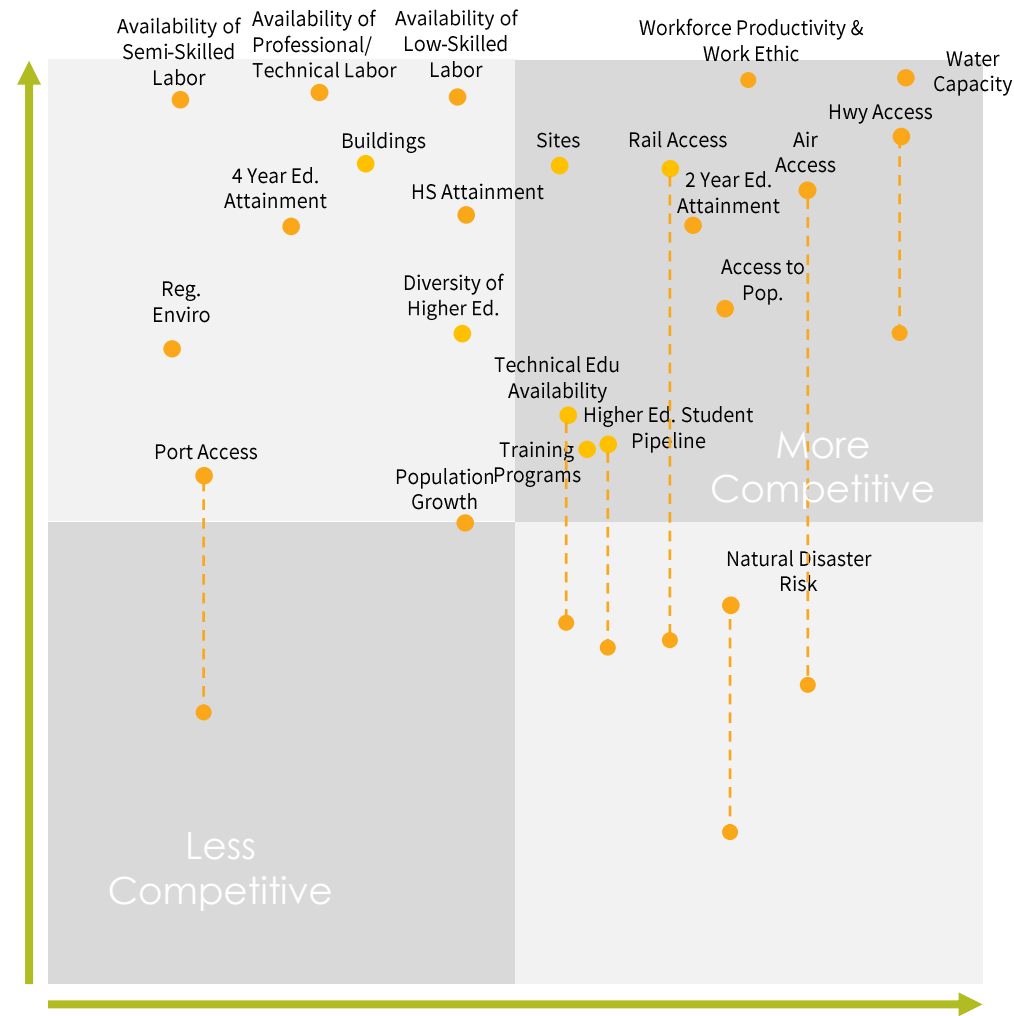
## GENERAL BUSINESS COSTS ASSET MAP



ALBERT LEA MSA COMPETITIVENESS

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

## GENERAL CONDITIONS ASSET MAP



ALBERT LEA MSA COMPETITIVENESS

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

# Food Processing Positioning

## COMPETITIVE ADVANTAGES

### THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES FOR THE FOOD PROCESSING INDUSTRY:

- **Strong history and diversity of agriculture in the state of Minnesota**

**Minnesota:**

- Minnesota's top crops are corn and soybeans, ranking 3<sup>rd</sup> and 4<sup>th</sup> respectively nationally.
- Minnesota leads the nation in producing:
  - 1<sup>st</sup>: Per capita in patents in food processes and compositions (U.S. Patent and Trademark Office)
  - 1<sup>st</sup>: Sugarbeets (Beef2Live)
  - 1<sup>st</sup>: Turkeys (Beef2Live)
  - 1<sup>st</sup>: Oats (Beef2Live)
  - 1<sup>st</sup>: Sweet Corn (Beef2Live)
  - 1<sup>st</sup>: Green Peas (Beef2Live)
  - 2<sup>nd</sup>: Wild Rice (Beef2Live)
  - 3<sup>rd</sup>: Total crops cash receipts (Farm Flavor)
  - 4<sup>th</sup>: Food and agricultural technicians (Bureau of Labor Statistics)
  - 5<sup>th</sup>: Total agriculture dollars (MN Department of Agriculture)
  - Also a major producer in spring wheat, canola, hogs, dry beans and milk cows (Beef2Live)
- The Agriculture and Food Industry is the 2<sup>nd</sup> largest employer in Minnesota (Beef2Live)
  - Two-thirds of all agriculture jobs are off-farm, in processing, distribution, supply and service sectors (Beef1Live)
- Minnesota agriculture produces an economic impact of \$21.2 billion a year. (NASS)
- Food and beverage manufacturing produces \$28.3 billion in total product sales, ranking 10<sup>th</sup> nationally (USDA)
  - \$1.9 billion in food and beverage exports from Minnesota (USDA)

# Food Processing Positioning

## COMPETITIVE ADVANTAGES

THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES FOR THE FOOD PROCESSING INDUSTRY:

- Existing regional and local food processing companies, including:



# Food Processing Positioning

## COMPETITIVE ADVANTAGES

THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES FOR THE FOOD PROCESSING INDUSTRY.

- **Access to regional markets in Kansas, Iowa, Illinois, Indiana, Michigan, Minnesota, Missouri Nebraska, Ohio, North and South Dakota, and Wisconsin.**
  - Within 500 miles of Albert Lea, companies are able to reach over 51 million people, nearly 16% of the US population.
  - This includes the large metro areas of:
    - Chicago, IL
    - Minneapolis-St. Paul, MN
    - St. Louis, MO
    - Indianapolis, IN
    - Milwaukee, WI
    - Grand Rapids, MI
    - Kansas City, KS/MO
    - Omaha, NE





# Food Processing Positioning

## COMPETITIVE ADVANTAGES

THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES FOR THE FOOD PROCESSING INDUSTRY:

- High concentration and high growth within the food processing industry

Industry	Freeborn County LQ	Freeborn County Past Growth	Freeborn County Projected Growth
Animal Food Manufacturing (NAICS 3111)	5.89	(44%)	(1%)
Grain and Oilseed Milling (NAICS 3112)	23.76	(11%)	10%
Animal Slaughtering and Processing (NAICS 3116)	16.99	(7%)	(5%)
Other Food Manufacturing (NAICS 3119)	20.82	60%	25%



# Food Processing Positioning

## COMPETITIVE ADVANTAGES

THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES FOR THE FOOD PROCESSING INDUSTRY:

- Highly competitive wages within the food processing industry

Industry	Freeborn County Wages, Salaries, & Proprietor Earnings	Minnesota Wages, Salaries, & Proprietor Earnings	U.S. Wages, Salaries, & Proprietor Earnings
Animal Food Manufacturing (NAICS 3111)	\$96,538	\$70,671	\$62,494
Grain and Oilseed Milling (NAICS 3112)	\$54,908	\$77,737	\$73,155
Sugar and Confectionery Product Manufacturing (NAICS 3113)	\$0	\$56,346	\$51,553
Fruit and Vegetable Preserving and Specialty Food Manufacturing (NAICS 3114)	Insf. Data	\$49,500	\$50,631
Dairy Product Manufacturing (NAICS 3115)	\$0	\$61,227	\$59,525
Animal Slaughtering and Processing (NAICS 3116)	\$40,251	\$47,806	\$41,767
Other Food Manufacturing (NAICS 3119)	\$46,700	\$52,365	\$54,777

# Food Processing Positioning

## COMPETITIVE ADVANTAGES

THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES FOR THE FOOD PROCESSING INDUSTRY:

- **Workforce Availability** – For the top 10 occupations required for this industry, Albert Lea has a strong concentration in many of them.

SOC Code	Description	% of Total Jobs in Industry (National)	Freeborn County Location Quotient
51-3022	Meat, Poultry, and Fish Cutters and Trimmers	9.4%	13.04
51-9111	Packaging and Filling Machine Operators and Tenders	9.3%	5.24
51-3092	Food Batchmakers	7.7%	3.14
51-3023	Slaughterers and Meat Packers	5.4%	34.63
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	4.6%	0.81
53-7064	Packers and Packagers, Hand	3.9%	0.67
51-1011	First-Line Supervisors of Production and Operating Workers	3.6%	1.95
51-9198	Helpers--Production Workers	3.3%	1.82
53-7051	Industrial Truck and Tractor Operators	2.9%	1.34
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	2.8%	1.43

# Food Processing Positioning

## COMPETITIVE ADVANTAGES

### THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES FOR THE FOOD PROCESSING INDUSTRY:

- **Transportation Infrastructure**

- **Highway:** Albert Lea has access to Interstates I-35 and I-90, connecting the region to many cities, including Austin, Billings, Boston, Buffalo, Chicago, Cleveland, Dallas, Des Moines, Kansas City, Madison, Minneapolis, Oklahoma City, Rochester, San Antonio, Seattle, and Sioux Falls.
- **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.
- **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:** The closest major container port is in Chicago, while Duluth also offers access to the Great Lakes via the Duluth Seaway Port.

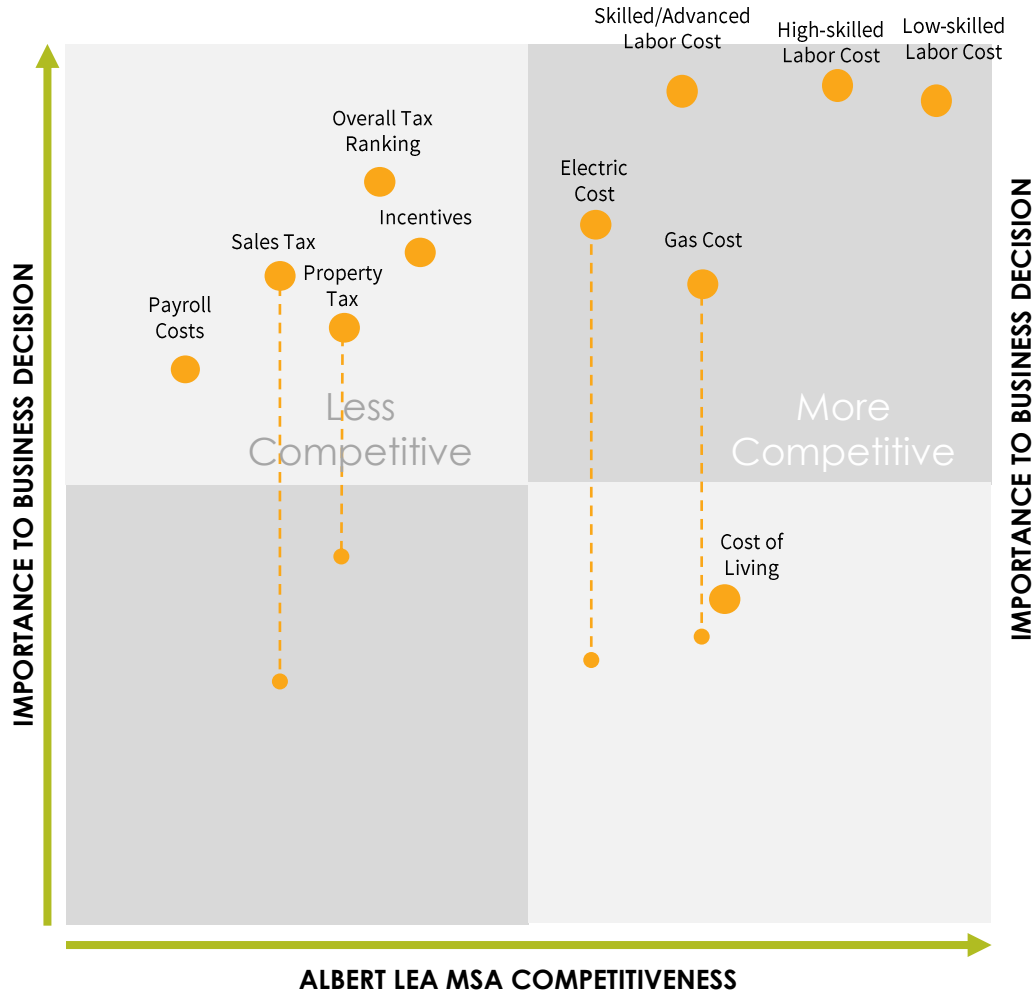
- **Access to a skilled workforce:**

- **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.

# Equipment and Component Manufacturing

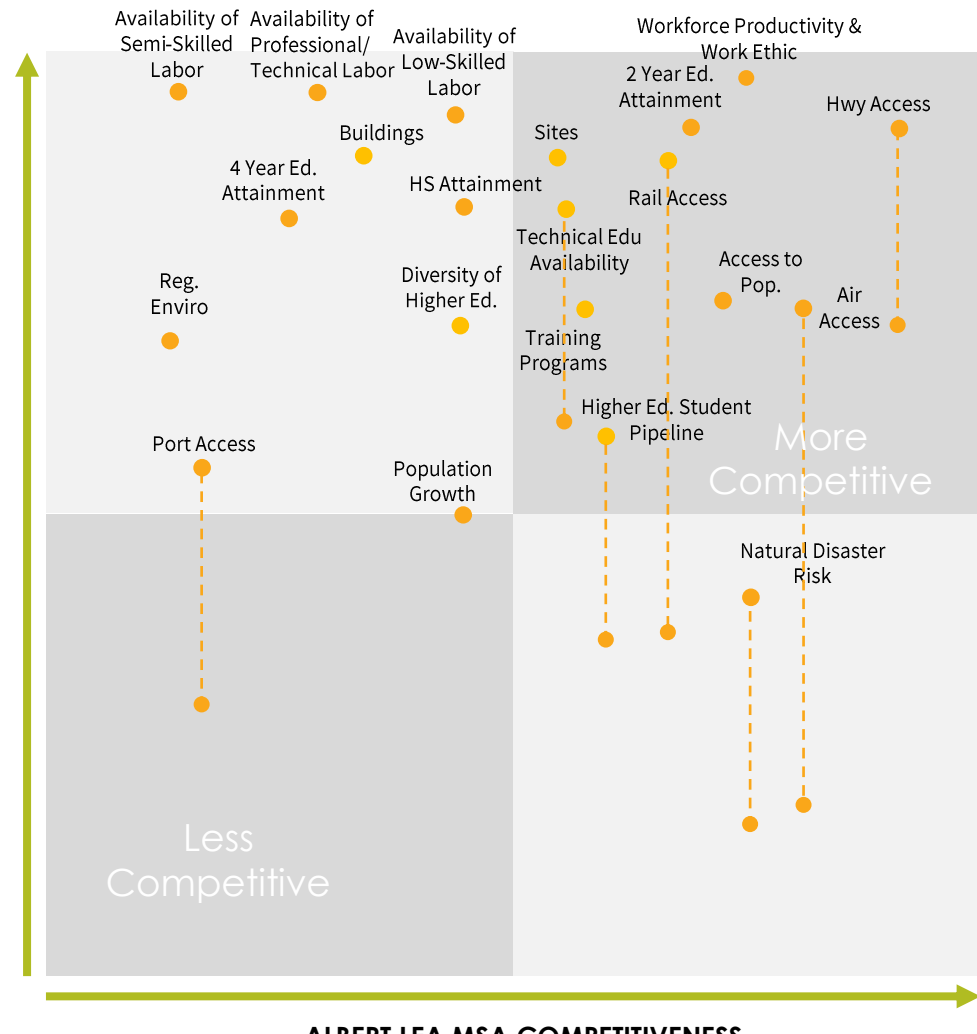
# Equipment and Component Manufacturing Positioning

## GENERAL BUSINESS COSTS ASSET MAP



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

## GENERAL CONDITIONS ASSET MAP



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



# Equipment and Component Manufacturing Positioning

## COMPETITIVE ADVANTAGES

**THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES FOR THE ELECTRICAL AND COMPONENT MANUFACTURING INDUSTRY:**

- **Access to regional markets in Kansas, Iowa, Illinois, Indiana, Michigan, Minnesota, Missouri Nebraska, Ohio, North and South Dakota, and Wisconsin.**
  - Within 500 miles of Albert Lea, companies are able to reach over 51 million people, nearly 16% of the US population.
  - This includes the large metro areas of:
    - Chicago, IL
    - Minneapolis-St. Paul, MN
    - St. Louis, MO
    - Indianapolis, IN
    - Milwaukee, WI
    - Grand Rapids, MI
    - Kansas City, KS/MO
    - Omaha, NE





# Equipment and Component Manufacturing Positioning

## COMPETITIVE ADVANTAGES

THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES FOR THE ELECTRICAL AND COMPONENT MANUFACTURING INDUSTRY:

- Existing regional and local electrical and component manufacturing companies, including:



# Equipment and Component Manufacturing Positioning

## COMPETITIVE ADVANTAGES

THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES FOR THE ELECTRICAL AND COMPONENT MANUFACTURING INDUSTRY:

- High concentration and high growth within electrical and component manufacturing industry

Industry	Freeborn County LQ	Freeborn County Past Growth	Freeborn County Projected Growth
Other Fabricated Metal Product Manufacturing (NAICS 3329)	0.05	Insf. Data	39%
Industrial Machinery Manufacturing (NAICS 3332)	3.37	48%	(6%)
Ventilation, Heating, Air-Conditioning, and Commercial Refrigeration Equipment Manufacturing (NAICS 3334)	0.00	0%	12%
Metalworking Machinery Manufacturing (NAICS 3335)	4.48	8%	3%
Semiconductor and Other Electronic Component Manufacturing (NAICS 3344)	0.00	0%	11%
Motor Vehicle Body and Trailer Manufacturing (NAICS 3362)	0.00	0%	(12%)

# Equipment and Component Manufacturing Positioning

## COMPETITIVE ADVANTAGES

THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES FOR THE ELECTRICAL AND COMPONENT MANUFACTURING INDUSTRY:

- **Highly competitive wages within the electrical and component manufacturing industry:**

Industry	Freeborn County Wages, Salaries, & Proprietor Earnings	Minnesota Wages, Salaries, & Proprietor Earnings	U.S. Wages, Salaries, & Proprietor Earnings
Other Fabricated Metal Product Manufacturing (NAICS 3329)	Insf. Data	\$70,296	\$63,645
Industrial Machinery Manufacturing (NAICS 3332)	\$36,858	\$81,881	\$84,833
Ventilation, Heating, Air-Conditioning, and Commercial Refrigeration Equipment Manufacturing (NAICS 3334)	\$0	\$61,546	\$57,487
Metalworking Machinery Manufacturing (NAICS 3335)	\$54,618	\$68,705	\$62,487
Semiconductor and Other Electronic Component Manufacturing (NAICS 3344)	\$0	\$69,073	\$114,156
Motor Vehicle Body and Trailer Manufacturing (NAICS 3362)	\$0	\$49,472	\$51,826

# Equipment and Component Manufacturing Positioning

## COMPETITIVE ADVANTAGES

**THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES FOR THE ELECTRICAL AND COMPONENT MANUFACTURING INDUSTRY:**

- **Workforce Availability** – For the top 10 occupations required for this industry, Albert Lea has a strong concentration in many of them.

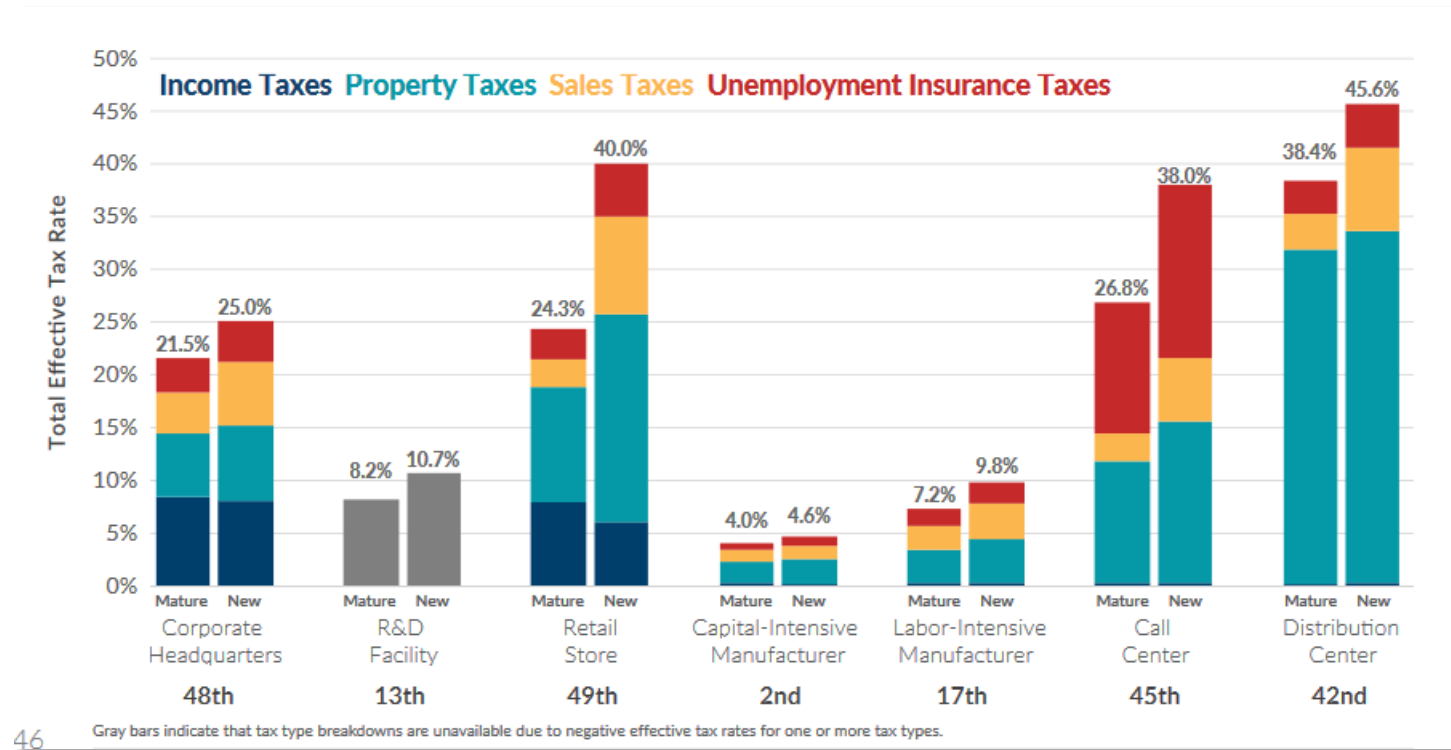
SOC Code	Description	% of Total Jobs in Industry (National)	Freeborn County Location Quotient
51-2098	Assemblers and Fabricators, All Other, Including Team Assemblers	11.1%	1.14
51-4121	Welders, Cutters, Solderers, and Brazers	4.8%	1.51
51-2028	Electrical, Electronic, and Electromechanical Assemblers, Except Coil Winders, Tapers, and Finishers	4.8%	0.16
51-4041	Machinists	4.8%	3.42
51-1011	First-Line Supervisors of Production and Operating Workers	3.5%	1.95
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	2.9%	1.43
51-4011	Computer-Controlled Machine Tool Operators, Metal and Plastic	2.5%	2.45
17-2112	Industrial Engineers	2.4%	1.40
17-2141	Mechanical Engineers	2.4%	0.49
51-4031	Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	2.2%	0.82

# Equipment and Component Manufacturing Positioning

## COMPETITIVE ADVANTAGES

THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES FOR THE ELECTRICAL AND COMPONENT MANUFACTURING INDUSTRY:

- While Minnesota contains higher tax rates on the average, the Total Effective Tax for both Capital-Intensive and Labor-Intensive are low. The Capital-Intensive Manufacturer tax is second lowest behind only Iowa.



Source: Tax Foundation (2015)



# Equipment and Component Manufacturing Positioning

## COMPETITIVE ADVANTAGES

THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES FOR THE ELECTRICAL AND COMPONENT MANUFACTURING INDUSTRY:

- **Transportation Infrastructure**

- **Highway:** Albert Lea has access to Interstates I-35 and I-90, connecting the region to many cities, including Austin, Billings, Boston, Buffalo, Chicago, Cleveland, Dallas, Des Moines, Kansas City, Madison, Minneapolis, Oklahoma City, Rochester, San Antonio, Seattle, and Sioux Falls.
- **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.
- **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:** The closest major container port is in Chicago, while Duluth also offers access to the Great Lakes via the Duluth Seaway Port.

- **Access to a skilled workforce:**

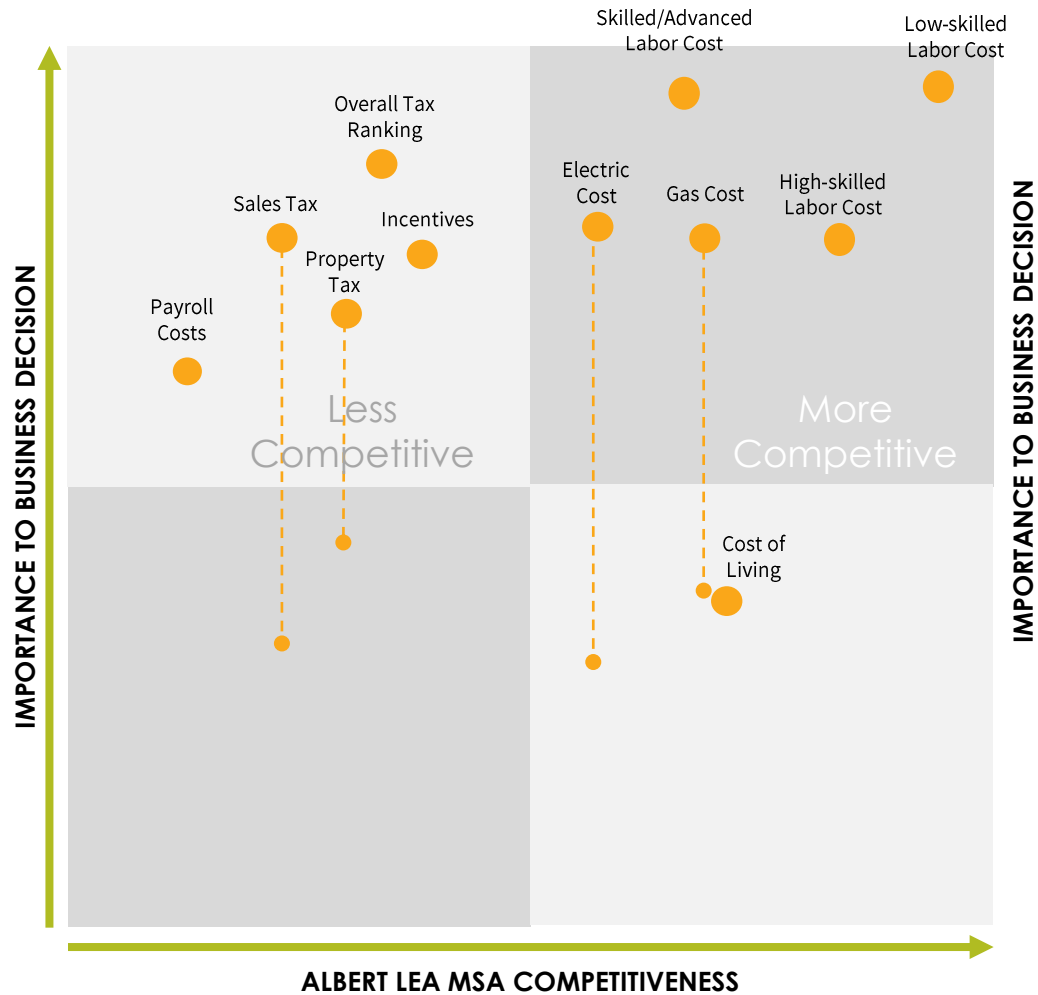
- **Riverland Community College**, with an enrollment of about 4,900 students. The community college offers several skilled trade and technical degrees in manufacturing and engineering, such as industrial maintenance, machining, and welding.
- **Sunde School Electrical Training**, a family-owned electrical education service provides test prep, continuing education credits, and customized training for workers in the electrical industry.



# Transportation and Warehousing

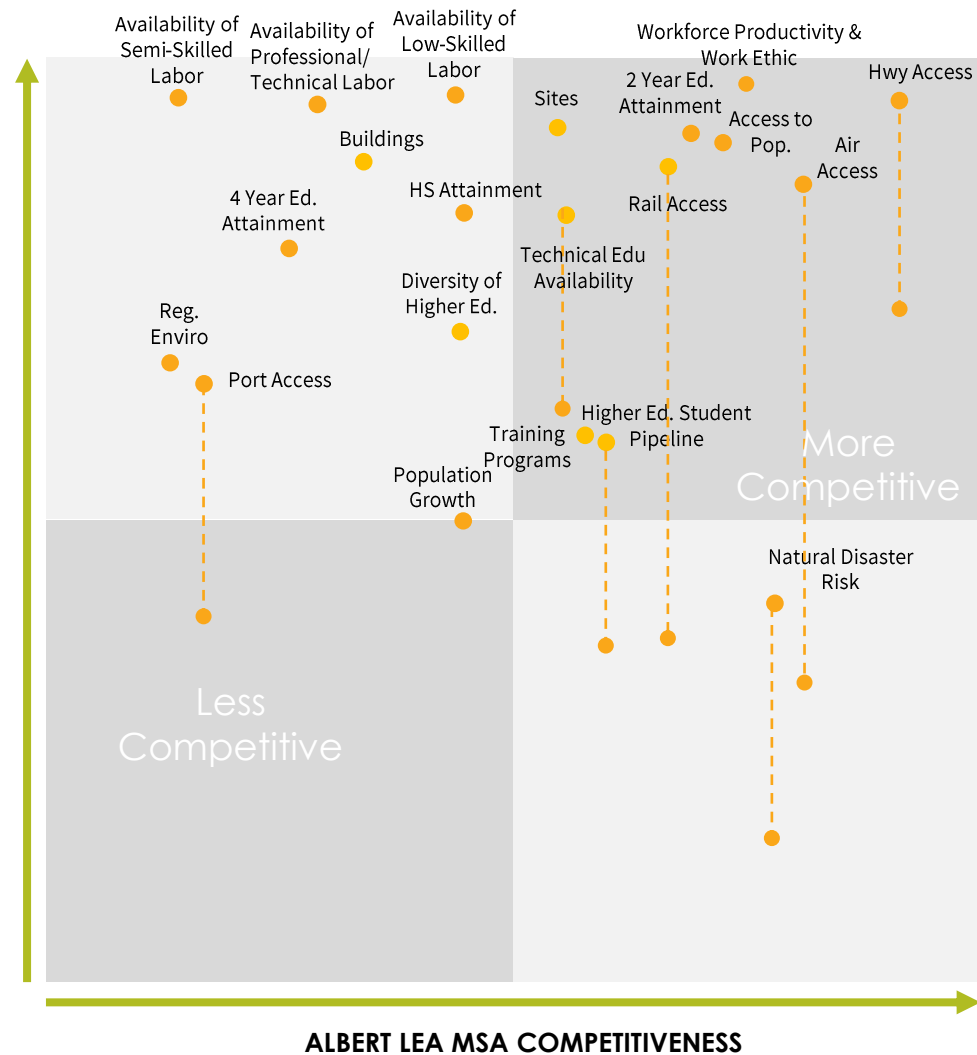
# Transportation and Warehousing Positioning

## GENERAL BUSINESS COSTS ASSET MAP



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

## GENERAL CONDITIONS ASSET MAP



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

# Transportation and Warehousing Positioning

## COMPETITIVE ADVANTAGES

**THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES FOR THE TRANSPORTATION AND WAREHOUSING INDUSTRY:**

- **Access to regional markets in Kansas, Iowa, Illinois, Indiana, Michigan, Minnesota, Missouri Nebraska, Ohio, North and South Dakota, and Wisconsin.**
  - Within 500 miles of Albert Lea, companies are able to reach over 51 million people, nearly 16% of the US population.
  - This includes the large metro areas of:
    - Chicago, IL
    - Minneapolis-St. Paul, MN
    - St. Louis, MO
    - Indianapolis, IN
    - Milwaukee, WI
    - Grand Rapids, MI
    - Kansas City, KS/MO
    - Omaha, NE



# Transportation and Warehousing Positioning

## COMPETITIVE ADVANTAGES

THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES FOR THE TRANSPORTATION AND WAREHOUSING INDUSTRY:

- Existing regional and local transportation and warehousing companies, including:



MME LOGISTICS |



*Cavalier Coaches*



# Transportation and Warehousing Positioning

## COMPETITIVE ADVANTAGES

THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES FOR THE TRANSPORTATION AND WAREHOUSING INDUSTRY:

- High concentration and high growth within the food processing industry

Industry	Freeborn County LQ	Freeborn County Past Growth	Freeborn County Projected Growth
General Freight Trucking (NAICS 4841)	1.58	23%	6%
Specialized Freight Trucking (NAICS 4842)	0.57	(21%)	3%
Support Activities for Air Transportation (NAICS 4881)	0.10	Insf. Data	19%
Support Activities for Road Transportation (NAICS 4884)	1.45	(26%)	20%
Couriers and Express Delivery Services (NAICS 4921)	0.74	3%	20%
Warehousing and Storage (NAICS 4931)	1.20	11%	2%



# Transportation and Warehousing Positioning

## COMPETITIVE ADVANTAGES

THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES FOR THE TRANSPORTATION AND WAREHOUSING INDUSTRY:

- Highly competitive wages within the value-added food processing industry

Industry	Freeborn County Wages, Salaries, & Proprietor Earnings	Minnesota Wages, Salaries, & Proprietor Earnings	U.S. Wages, Salaries, & Proprietor Earnings
General Freight Trucking (NAICS 4841)	\$55,263	\$58,604	\$54,157
Specialized Freight Trucking (NAICS 4842)	\$46,384	\$50,679	\$53,109
Support Activities for Air Transportation (NAICS 4881)	Insf. Data	\$47,800	\$49,447
Support Activities for Road Transportation (NAICS 4884)	\$37,098	\$39,977	\$41,317
Couriers and Express Delivery Services (NAICS 4921)	\$34,854	\$43,822	\$46,326
Warehousing and Storage (NAICS 4931)	\$47,574	\$49,679	\$43,017



# Transportation and Warehousing Positioning

## COMPETITIVE ADVANTAGES

THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES FOR THE TRANSPORTATION AND WAREHOUSING INDUSTRY:

- **Workforce Availability** – For the top 10 occupations required for this industry, Albert Lea has a strong concentration in many of them.

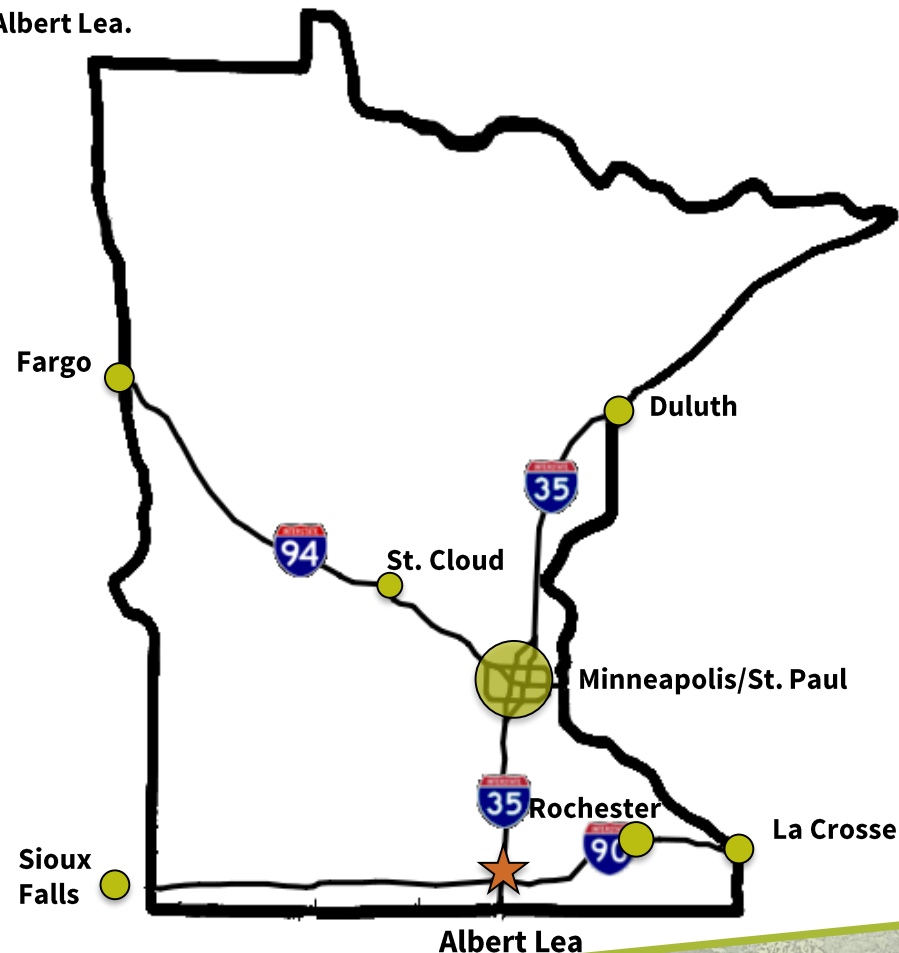
SOC Code	Description	% of Total Jobs in Industry (National)	Freeborn County Location Quotient
53-3032	Heavy and Tractor-Trailer Truck Drivers	28.4%	1.26
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	21.1%	0.81
53-3033	Light Truck or Delivery Services Drivers	7.1%	1.34
53-7051	Industrial Truck and Tractor Operators	5.7%	1.34
53-1048	First-line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	3.6%	0.64
43-5081	Stock Clerks and Order Fillers	2.9%	1.23
53-7064	Packers and Packagers, Hand	2.1%	0.67
43-5071	Shipping, Receiving, and Traffic Clerks	2.1%	1.21
43-9061	Office Clerks, General	1.8%	0.93
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	1.8%	1.63

# Transportation and Warehousing Positioning

## COMPETITIVE ADVANTAGES

THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES FOR THE TRANSPORTATION AND WAREHOUSING INDUSTRY:

- Ideally located along the I-35 and I-90 corridors, with 2-hour interstate access to Minneapolis, Rochester and Ames, and up to eight other metro areas within 5 hours of Albert Lea.



# Transportation and Warehousing Positioning

## COMPETITIVE ADVANTAGES

### THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES FOR THE TRANSPORTATION AND WAREHOUSING INDUSTRY:

- **Transportation Infrastructure**

- **Highway:** Albert Lea has access to Interstates I-35 and I-90, connecting the region to many cities, including Austin, Billings, Boston, Buffalo, Chicago, Cleveland, Dallas, Des Moines, Kansas City, Madison, Minneapolis, Oklahoma City, Rochester, San Antonio, Seattle, and Sioux Falls.
- **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.
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- **Port:** The closest major container port is in Chicago, while Duluth also offers access to the Great Lakes via the Duluth Seaway Port.

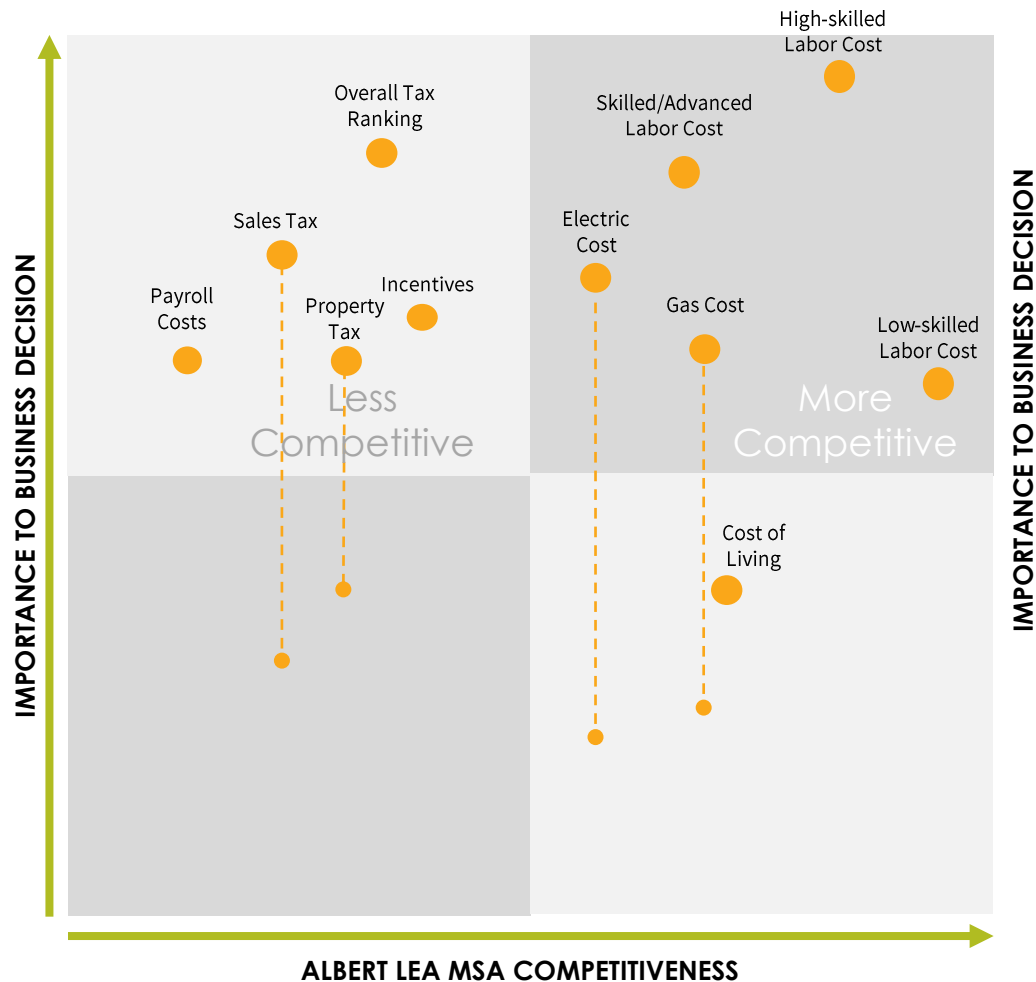
- **Access to a skilled workforce:**

- **Riverland Community College**, with an enrollment of about 4,900 students. The community college offers several skilled trade and technical degrees such as transportation, diesel technology, automotive service technology, office administrative support and a truck driving certificate.

# Scientific and Technical Services

# Scientific and Technical Services Positioning

**GENERAL BUSINESS COSTS ASSET MAP**



**ALBERT LEA MSA COMPETITIVENESS**

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

**GENERAL CONDITIONS ASSET MAP**



**ALBERT LEA MSA COMPETITIVENESS**

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



# Scientific and Technical Services Positioning

## COMPETITIVE ADVANTAGES

THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES FOR THE SCIENTIFIC AND TECHNICAL SERVICES INDUSTRY:

- Existing regional and local scientific and technical services industries, including:



# Scientific and Technical Services Positioning

## COMPETITIVE ADVANTAGES

THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES FOR THE SCIENTIFIC AND TECHNICAL SERVICES INDUSTRY:

- While this industry does not currently have a strong concentration in the region, it is projected very high growth.

Industry	Freeborn County Projected Growth
Architectural, Engineering, and Related Services (NAICS 5413)	24%
Specialized Design Services (NAICS 5414)	21%
Computer Systems Design and Related Services (NAICS 5415)	31%
Management, Scientific, and Technical Consulting Services (NAICS 5416)	12%
Scientific Research and Development Services (NAICS 5417)	60%
Management of Companies and Enterprises (NAICS 5511)	8%

# Scientific and Technical Services Positioning

## COMPETITIVE ADVANTAGES

THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES FOR THE SCIENTIFIC AND TECHNICAL SERVICES INDUSTRY:

- **Highly competitive wages within the scientific and technical services industry:**

Industry	Freeborn County Wages, Salaries, & Proprietor Earnings	Minnesota Wages, Salaries, & Proprietor Earnings	U.S. Wages, Salaries, & Proprietor Earnings
Architectural, Engineering, and Related Services (NAICS 5413)	\$86,906	\$88,671	\$89,830
Specialized Design Services (NAICS 5414)	Insf. Data	\$50,293	\$51,362
Computer Systems Design and Related Services (NAICS 5415)	Insf. Data	\$105,650	\$114,516
Management, Scientific, and Technical Consulting Services (NAICS 5416)	\$59,186	\$104,670	\$90,582
Scientific Research and Development Services (NAICS 5417)	Insf. Data	\$121,534	\$137,429
Management of Companies and Enterprises (NAICS 5511)	\$0	\$128,478	\$123,494

# Scientific and Technical Services Positioning

## COMPETITIVE ADVANTAGES

### THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES FOR THE SCIENTIFIC AND TECHNICAL SERVICES INDUSTRY:

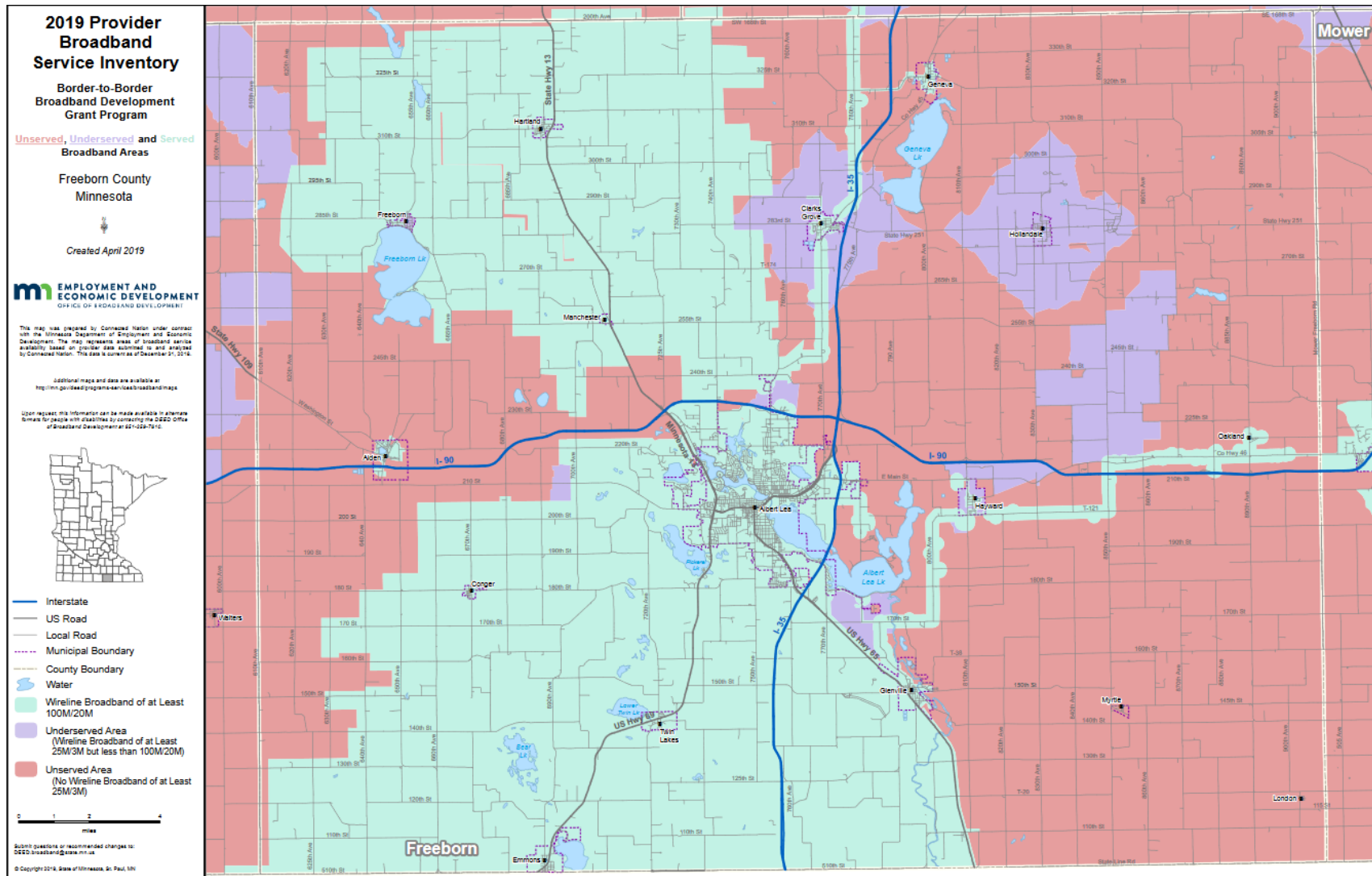
- **Access to a skilled workforce:**
  - Two-year degrees and tech education:
    - **College of St. Scholastica - Austin**, located in Austin, MN it partners with Riverland Community College to offer a pathway to a St. Scholastica degree in two years in a “2 Plus 2” format. Programs offered include business, nursing, marketing, data analytics, and health information.
  - Four-year degrees and programs:
  - 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
    - 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

# Scientific and Technical Services Positioning

## COMPETITIVE ADVANTAGES

THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES FOR THE SCIENTIFIC AND TECHNICAL SERVICES INDUSTRY:

- Access to fiber





# Section 7: Vision and Goals for the Future

# Goals for the Future

## INTRODUCTION

Ady Advantage held an on-site goals work session on Wednesday, November 13<sup>th</sup>, 2019. During the work session, we discussed key themes identified during our time on-site and what Albert Lea would like to achieve in the near future. We also had a discussion on what types of initiatives are already taking place.

Below is a list of participants from this session:

NAME	ORGANIZATION AND TITLES
Mike Chandler	Renewable Energy Group, Chamber Board
Tricia Dahl	Mayo, ALEDA Board, Chamber Board
Bob Furland	Park and Rec, CVB Board
Jerry Gabrielatos	Assistant City Manager
Noelle Hagen	ALEDA staff
Geri Jensen	Chamber staff
Tom Jensen	Freeborn County (County Administrator)
Liz Johnson	Chamber staff
Phillip Johnson	ALEDA staff
Dick Kary	ALBDC Board
Abby Leach	ALBDC Board, Attorney
Mike Lee	Freeborn County Commissioner
Rich Murray	ALEDA Board, ISC Financial Advisors, Naeve Healthcare Foundation hospital board
Kim Nelson	Riverland, Chamber Board, CVB Board
Sarah Nelson	Intego Insurance Services, Inc., ALEDA Board, Children Center Board
Daniel Otten	ALBDC Board, CEO Farmers State Bank
Susie Petersen	Executive Director (Convention and Visitors Bureau)
Vern Rasmussen	Physical Therapist at Mayo, ALEDA Board, Mayor of Albert Lea
David Todd	City Manager
Peggy Young	Riverland, ALBDC Board



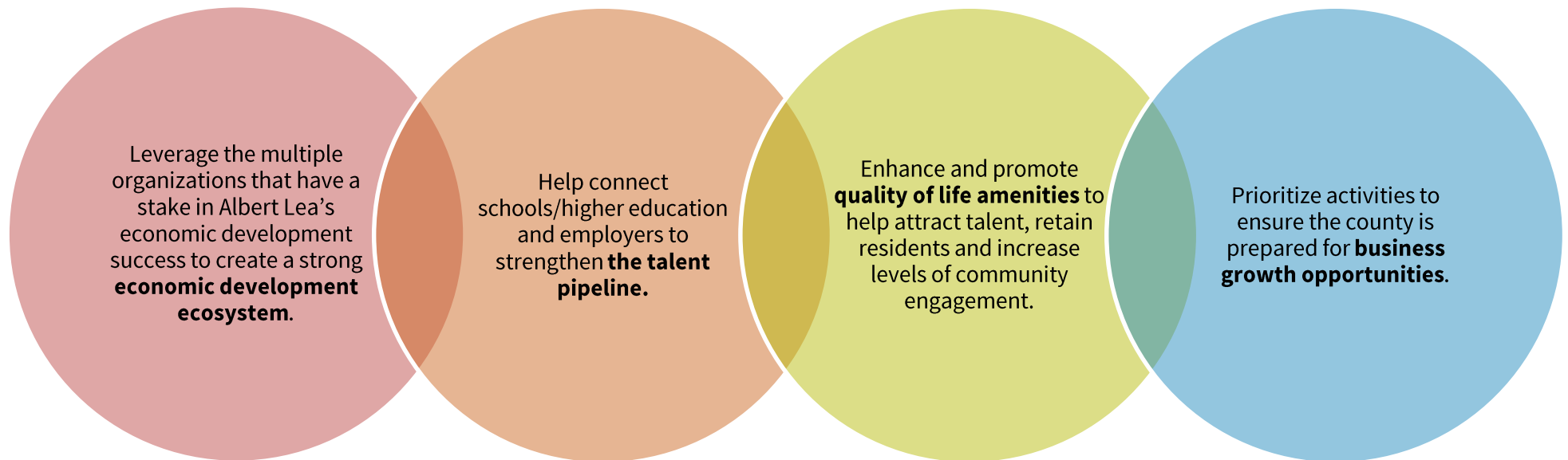
# Goals for the Future

## INTRODUCTION

The overarching vision for Albert Lea is:

***Albert Lea-Freeborn County is the economically diverse and growing hub of Southern Minnesota that brings its hidden assets to businesses, residents and visitors through dynamic collaboration.***

The following goals were determined from the on-site goals and visioning work session and all work to support the overarching vision. The goals are in no particular order and all are considered equally high in importance. Further discussion of these goals can be found on the following pages.



# Goals for the Future

## INTRODUCTION

The following pages provide each articulated goal along with discussion that was captured during the goals and visioning workshop. The discussion components represent the comments and insights shared by attendees. Viewpoints can appear more than once under multiple goals if they applied accordingly. This section serves to showcase, more generally, the feedback from attendees and how they were organized and fit into each of the four goals.

# Goals for the Future

## THE GOAL

*Leverage the multiple organizations that have a stake in Albert Lea's economic development success to create a strong economic development ecosystem.*

## DISCUSSION

- Strategic plan to educate or dispel myths and negativity – consistent message by multiple parties.
- Create a coordinated effort by stakeholders to promote on different media.
- Better branding for the city (city hall, chamber, ALEDA, CVB, etc.) – shared branding and messaging.
- Share this plan and do a better job of sharing what we are working on.
- Hire a chamber director who is exciting, engaging and willing to listen. This will require pay over \$50,000 per year.
- Communicate a clear vision to all major employers – show that we are all rowing in the same direction.
- Develop a defined plan to connect resources electronically (to be seen as more aligned).
- Better promote the new consolidated offices for ALEDA and Chamber.
- Build one major website with contributions from all partners.
- City, County, ALEDA, CVB must all work together – need to develop a quarterback to lead the vision.
- Centralized location for area information.
- Albert Lea needs a central information hub – website or location for new and existing residents.
- Build an informational platform for our industries.
- Better Together – Albert Lea for communication hub.
- Location of ALEDA, CVB, Chamber all in one – one stop shop.
- Collaboration with organizations to have a location.
- Weekly one-hour meeting about economic development initiative – city, county, schools, ALEDA, chamber, CVB.
- Do we need a single brand? Defined vision for all organizations.
- Increase community involvement.
- Community leaders working together for greater good.



# Goals for the Future

## THE GOAL

*Help connect schools/higher education and employers to strengthen the talent pipeline.*

## DISCUSSION

- Communicate what companies are doing.
- Employers should have a channel to communicate a description of their cultures to entice high-quality employees.
- Promote our companies better. How do we reach kids with this information?
- Build a quality workforce and look at incentives to accomplish this.
- Employers can participate on advisory councils at Riverland, building relationships with faculty that lead to “first dibs” on qualified graduates and exposure of opportunities to students.
- Awareness of employment opportunities.
- Create more job shadowing or job-related interactions to showcase non-four-year degree jobs.
- Connect K12, Riverland and employers to create a talent pipeline.
- Coordinate training between Riverland and industry.
- Collaborations with Riverland, high schools and business programs.
- Increase opportunities for collaboration (forums) between workforce and education.
- Work in the schools to offer different tracks – four-year degrees, tech training, jobs not requiring education beyond high school, etc.
- Market what Riverland offers to high school students and show them where they could work.
- Increase awareness of the skills needed by manufacturers and show students growth potential.
- Trades education model – 2+2+2.
- Increase awareness of opportunities for high school students in our area.
- Industry partnerships with Riverland – could include flex space, welding trailer, training and development, etc.
- Increase emphasis on soft skills needed to be employable at the K12 level.
- Workforce development needs to be addressed through greater community college and industry relationships.
- Community college and high school should reach out to local businesses about their needs.
- Expand manufacturing-focused degrees at Riverland – operations as well as maintenance.
- Employers need to be more willing to invest in training their current employees. Free training is a thing of the past.
- Have Riverland and employers work together on what the needs are of the employers.
- Ensure there is a seamless pipeline from Riverland to local employers.

# Goals for the Future

## THE GOAL

*Enhance and promote quality of life amenities to help attract talent, retain residents and increase levels of community engagement.*

## DISCUSSION

- Promote quality of life.
- Wayfinding signage.
- Brand Albert Lea as recreation capital of Southern Minnesota.
- Develop and promote things to do in Albert Lea.
- Communication plan for positive news – the people who love Albert Lea are too busy out enjoying and being involved to be complaining on Facebook.
- Promote our recreational opportunities more.
- Giant billboard float on Albert Lea Lake.
- Better education about the community to people living here.
- Better marketing outside the community so people come into the community to visit downtown, recreation, etc.
- Increase visible evidence of assets from the Interstate – digital billboards with pictures.
- Community festivals.
- Bison at the state park.
- Increase activity on Albert Lea Lake by improving access to the lake and holding events.
- Drive people downtown.
- Build a regional trail guide and plan for growth of trails.
- We need amenities on the water. We want visitors to have a reason to come and stay in Albert Lea.
- Find a way to move some roadways away from lakeshore to improve lake view and access.
- Dining option on the lake – pull up with boat.
- Investment in the Blazing Star Landing as a destination.
- Biking/kayak tours.
- Restaurants and bars on the lake.
- RV park.
- Clean up Albert Lea Lake.
- Promote stare park, camping, trails.
- Lake opportunities for fishing or boating.
- Greater public access to food/drink/entertainment directly from the lake(s).
- Create more events to showcase town assets and bring more outsiders to town.

# Goals for the Future

## THE GOAL (continued)

*Enhance and promote quality of life amenities to help attract talent, retain residents and increase levels of community engagement.*  
(continued)

## DISCUSSION

- Address the housing stock in all areas – look into opportunities that provide a social element to younger folks.
- Promote the low housing costs in Albert Lea.
- Multi-family housing units.
- Tie housing to transportation.
- Housing.
- Facilitate a development of market-rate apartments or condos – location near industrial parks.
- Creative solutions to housing issues – property tax abatement is a start.
- Build a more welcoming community.
- Grow population by creation of Albert Lea as a welcoming community for people of color.
- Set up welcome committees or events for new people.
- Welcome center.
- Be more welcoming to people that are moving here.
- Welcome initiative – connect new people to community by mentorship.
- Develop housing and talent pool to offset location issues.
- Community retention plan – businesses and residents.
- Work on enhancing quality of life amenities for newcomers and younger folks to attract/retain new residents/talent/workforce. These can include nightlife, unique restaurants, outdoor recreation, sports associations, etc.
- Create more recruitment opportunities or incentives to keep employees or bring them in.
- Recruit workforce from other places with high unemployment and sell them on our positive quality of life. Keep them by making them feel welcome.

# Goals for the Future

## THE GOAL

*Prioritize activities to ensure the county is prepared for business growth opportunities.*

## DISCUSSION

- The community needs to have realistic expectations for growth. Small communities can be wildly successful without a 1,500-employee corporation. Use the assets we have, and those assets will grow.
- Define what our asset package is.
- Build stronger relationships with existing businesses to encourage growth.
- Promote our existing businesses better – market inside and out.
- Tax incentives to businesses that are here to grow and be innovative.
- Increase support for local businesses so that other businesses want to be here. Make it about more than incentives to attract businesses. This includes BRE, chamber support, workforce development.
- Collaborate with all businesses who are trying to grow. Figure out a common way to promote jobs, events, etc. for new people or to attract new employees.
- State business climate – taxes, workers comp, fuel taxes – are a challenge.
- Improve our entrance and exit ramps off interstates. We are lacking on accessibility off the interstates.
- Marketing – employers need to show off what they are working on.
- Education – employer response.
- Create opportunity to showcase our unique and interesting businesses – community open houses at Lou-Rich, for example. Could do it for other businesses as well.

# Section 8: Community and Economic Development Strategic Plan



# Community and Economic Development Strategic Plan

## INTRODUCTION

The following section serves as the full strategic plan to accomplish the vision and goals outlined in the previous section. Each goal will have several strategies. Strategies are defined as items necessary to fulfill one or more of the strategic goals identified in Section 7. They are more detailed than goals but not as detailed as specific tasks. Each strategy will also have specific tactics listed under each. These are the tasks required to accomplish each strategy.

A separate implementation map has also been provided which provides additional details related to each strategy and tactic, including:

- Responsible party
- Priority
- Timeline
- Budget Estimate
- Key Performance Indicators

The implementation map should be used as a working document and should be updated as needed when goals, priorities or strategies change as tasks are accomplished. The recommended responsible party is based on Ady Advantage's assumption of each groups' current role in economic development and community development. The strategic plan committee should review this in detail and determine if roles are appropriately allocated based on resources, availability, core competencies, etc.

The timing provided covers the next four quarters and then annually beyond that. This will allow the Albert Lea team the flexibility to look back at the plan after the high priority items are completed and move forward to the next set, or change direction based on new learnings.

Throughout the next section, we have provided several "Ady Insights" which serve as examples of some of the recommended tactics. This will allow Albert Lea to review best practices and learn from other communities. It also serves to help spark ideas on implementation.

# Community and Economic Development Strategic Plan

**GOAL 1: LEVERAGE THE MULTIPLE ORGANIZATIONS THAT HAVE A STAKE IN ALBERT LEA'S ECONOMIC DEVELOPMENT SUCCESS TO CREATE A STRONG ECONOMIC DEVELOPMENT ECOSYSTEM.**

## **STRATEGY 1**

Determine roles of each partner organization in implementation of the economic development strategic plan.

## **TACTICS**

1. Starting with the organizations that have been involved throughout this process, hold a work session to define the role that each organization or group will have in the support and implementation of the plan. Use the implementation map as a starting point, as it suggests both those groups who are already participating in some way as well as who should lead and/or support each tactic.
2. Determine if there are gaps in terms of staffing or resources to successfully implement the plan. If there are gaps, develop a plan to address them. This might include forming committees, fundraising, hiring additional staff, etc.
3. With the core group of partners, hold regular meetings (recommending monthly or bi-monthly) to discuss the status of the plan and specific initiatives. This will help ensure accountability, mitigate the risk of redundant or competing efforts, and promote forward progress.

### **ADY INSIGHTS**



#### **Greater Fort Dodge, Iowa**

The Greater Fort Dodge (Iowa) Growth Alliance meets regularly but informally with the City of Fort Dodge and other stakeholders. It considers this one tactic as one with a very high ROI and credits these meetings with increasing its effectiveness and alignment while avoiding misunderstandings that can result from a lack of communication.

# Community and Economic Development Strategic Plan

**GOAL 1: LEVERAGE THE MULTIPLE ORGANIZATIONS THAT HAVE A STAKE IN ALBERT LEA'S ECONOMIC DEVELOPMENT SUCCESS TO CREATE A STRONG ECONOMIC DEVELOPMENT ECOSYSTEM.**

## **STRATEGY 2**

Share the developed vision and goals with community members and stakeholders and update them regularly on the progress of the strategic plan.

## **TACTICS**

1. Continue to engage stakeholders, including residents and business owners, to launch the economic development strategic plan and share the countywide vision and shared goals. Leverage local media and other channels (press releases, news articles, ALEDA and partner websites, etc.) to share the summary. Consider creating a website to track progress publicly.
2. Hold a public rollout of the economic development strategic plan to generate public interest and awareness of the plan, placing emphasis on the shared vision and common goals for all partners. This should be conducted after the roles of each partner organization are determined, so that information about how it will be implemented can be shared as well.
3. Hold a bi-annual or annual public input meeting to update all community members on the status of the county-wide economic development strategic plan, share economic development successes, and ensure continued buy-in from community members. Be open for ways in which additional groups or individuals can support the initiative.

### **ADY INSIGHTS**



#### **Economic Development Corporation of Wayne County, IN**

When the Economic Development Corporation of Wayne County (Indiana) developed and launched its economic development strategic plan, it was very proactive, inclusive and transparent. Meetings were held along the way in public meetings in a local auditorium, and the media were invited. This helped align all of the stakeholders who previously had worked mostly independently and helped the EDCWC gain support for a new position one year after the plan was launched, receiving unanimous support from its council/Board.

# Community and Economic Development Strategic Plan

**GOAL 1: LEVERAGE THE MULTIPLE ORGANIZATIONS THAT HAVE A STAKE IN ALBERT LEA'S ECONOMIC DEVELOPMENT SUCCESS TO CREATE A STRONG ECONOMIC DEVELOPMENT ECOSYSTEM.**

## STRATEGY 3

Create a consolidated brand and marketing approach to promote living, working, visiting, and thriving in Albert Lea-Freeborn County.

## TACTICS

1. Create a marketing plan and creative brief to market the community to residents, business owners, people who work in the city/county, and visitors.
2. Develop a shared brand for Albert Lea-Freeborn County and a campaign to build awareness and interest in the community.
3. In addition to the branding and marketing components, also create a way to disseminate positive information about the community to various audiences so that people can learn about positive outcomes in the community as well as readily find out what is going on, how to get involved, etc.

## ADY INSIGHTS

GREATER  
OTTUMWA  
[ PARTNERS IN PROGRESS ]

### Greater Ottumwa, Iowa – Partners in Progress (<https://www.gopip.org/>)

Greater Ottumwa Partners in Progress is the parent company of several different organizations that collaborate on common goals related to making Ottumwa a better place to live and work. The partners include the economic development corporation, the convention and visitor's bureau, the Main Street organization, the chamber of commerce and an event center.

## ADY INSIGHTS



### Town of Addison, TX

The economic development strategic plan for the Town of Addison (Texas) had a large placemaking component. One immediate outcome of the plan was to launch an economic development marketing campaign.





# Community and Economic Development Strategic Plan

**GOAL 1: LEVERAGE THE MULTIPLE ORGANIZATIONS THAT HAVE A STAKE IN ALBERT LEA'S ECONOMIC DEVELOPMENT SUCCESS TO CREATE A STRONG ECONOMIC DEVELOPMENT ECOSYSTEM.**

## **STRATEGY 3 (continued)**

Create a consolidated brand and marketing approach to promote living, working, visiting, and thriving in Albert Lea-Freeborn County.

## **TACTICS**

4. Develop a marketing campaign that works to highlight all of the remarkable things happening in Albert Lea. The goal of this would be to increase community pride and the spread of positive news, as well as just make existing residents more aware of events and activities. Create a group of brand ambassadors from the community who will push out news through their social media accounts as well.

### **ADY INSIGHTS**



#### **Pick Perry, Indiana – (<https://www.pickperry.com/>)**

The Perry County Development Corporation embarked on a centralized community market and branding campaign, dubbed “Pick Perry” to attack the defeatist mentality that it and many other small, rural communities can fall into: “Why would anyone want to live here?”. This campaign accomplished major goals such as, providing residents with an outlet to express their love for and build pride in their communities, combining the CVB, Chamber, and LEDO websites into one website, pickperry.com, creating new events such as Pick Perry Days and other county-focused events.

### **ADY INSIGHTS**



#### **Greater Des Moines Partnership**

The region has a strong ambassador program to get the news out there and use consistent brand standards. Ambassadors include active professionals, businesses, residents and community leaders who show their support, enthusiasm and passion for Greater Des Moines (DSM) and share their story with the world by using #DSMUSA.

<https://www.dsmpartnership.com/news-media/DSMUSAambassadors>



# Community and Economic Development Strategic Plan

## GOAL 2: HELP CONNECT SCHOOLS/HIGHER EDUCATION AND EMPLOYERS TO STRENGTHEN THE TALENT PIPELINE.

### STRATEGY 1

Facilitate coordination between the supply and demand sides of talent and determine how to address gaps.

### TACTICS

1. Catalogue current talent initiatives in the region, including those led by economic development, workforce development, educational institutions, employers, etc. This should capture the focus of the initiative (talent retention, development or attraction), the target audiences, and whether the strategy is geared towards short, medium or long-term results.
2. Survey existing employers to determine their key talent needs, including both current and future needs. This survey should also query their awareness of current talent initiatives in the region and any barriers they have to recruiting, retaining and developing talent.
3. Using the findings from steps 1 and 2, hold a talent summit annually to connect the supply and demand sides of talent. This work session should include all workforce partners, as well as employers, and should work to identify gaps between the supply and demand sides.
4. Jointly develop a plan to address any gaps in talent initiatives and supply on an ongoing basis.

### ADY INSIGHTS



#### Carroll Area Development Council (Iowa)

Carroll Area Development Council could see that their workforce providers were not fully aligned with their employers. They engaged Ady Advantage to conduct a Talent Alignment program to identify existing programs, determine gaps and redundancies, and focus on top joint priorities.

# Community and Economic Development Strategic Plan

## GOAL 2: HELP CONNECT SCHOOLS/HIGHER EDUCATION AND EMPLOYERS TO STRENGTHEN THE TALENT PIPELINE.

### STRATEGY 2

Educate students, parents and guidance counselors on the opportunities available at companies in Albert Lea and Freeborn County.

### TACTICS

1. Help employers evaluate and participate in apprenticeship and internship programs. Encourage participation in the Minnesota Apprenticeship Initiative and help remove barriers that might exist for them offering these types of training opportunities.
2. Partner with employers to build awareness of their facilities from not only students (potential employees) but parents and guidance counselors (the gatekeepers). Consider holding training, fun events or contests that allow all of these audiences to learn first-hand of the opportunities and to update any outdated perceptions they may have of what manufacturing is like as a career choice.
3. Create a shared resource where employers can share the job opportunities that they have available or anticipate in the coming 12-24 months, including a description of likely skills. This information should be coordinated systematically and on an ongoing basis with higher education resources to help ensure that the schools are providing students with as close a match to required skills as possible.

### ADY INSIGHTS

THE  
WALL STREET  
JOURNAL

#### Wall Street Journal Article – 12/12/19

Apprenticeships are gaining traction in the U.S., with about one million apprentice positions in 2019. Over 700 new apprenticeship programs have been introduced, many of which expand beyond the traditional skilled trades to include white collar and “new collar” skills.

### ADY INSIGHTS



#### Project G.R.I.L.L.

Several groups have put on this project, such as Manufacturing Alliance of Green Bay, Fond du Lac Works, etc. Project G.R.I.L.L. puts local manufacturers together with area high school tech ed students on a year-long project to design and build a working charcoal grill from scratch.

# Community and Economic Development Strategic Plan

## GOAL 3: ENHANCE AND PROMOTE QUALITY OF LIFE AMENITIES TO HELP ATTRACT TALENT, RETAIN RESIDENTS AND INCREASE LEVELS OF COMMUNITY ENGAGEMENT.

### STRATEGY 1

Increase the connectedness that residents feel to the community.

### TACTICS

1. Create a two-way database of volunteer activities and volunteers. This can be used to promote volunteer opportunities throughout the community and encourage participation by new and existing residents to help them connect to the community.
2. Consider creating a new resident package that helps new residents become acclimated to the community. This could be done as a group (Albert Lea-Freeborn County 101 for Young Singles, for Empty Nesters, for Young Families, etc.) or for individuals/executives. Options could include volunteer opportunities, mentors, as well as acts as simple as providing free tickets to an event/activity, having leaders take them out to dinner, providing contacts to key groups, such as realtors, bankers, etc.
3. As businesses bring potential new employees to town, do a private “fam tour” for executives and their spouses, including programs to help find employment for the trailing spouse. the prospective employee around Albert Lea and answering any questions they have about the community.

### ADY INSIGHTS



#### Kansas City Area Development Council

KCADC has longstanding programs designed to help integrate new employees and their families into the community. Here is KCADC's trailing spouse program and how it was used for retention.

<http://thinkkc.com/news/blog/teamkc-blog/2018/08/09/teamkc-retains-tech-talent-in-the-region>

# Community and Economic Development Strategic Plan

**GOAL 3: ENHANCE AND PROMOTE QUALITY OF LIFE AMENITIES TO HELP ATTRACT TALENT, RETAIN RESIDENTS AND INCREASE LEVELS OF COMMUNITY ENGAGEMENT.**

## **STRATEGY 2**

Better promote Albert Lea's assets, events and activities to both residents as well as potential visitors.

## **TACTICS**

1. Design a user-friendly and visible wayfinding system that will guide residents and visitors to and from Albert Lea (especially from the highway), as well as within Albert Lea. Wayfinding can also be used to market Albert Lea's unique assets.
2. Create connections with tour companies and encourage them to stop in Albert Lea through promoting its unique assets, events and activities.
3. Create a tourism-focused marketing plan to increase the number of visitors to Albert Lea and Freeborn County.

# Community and Economic Development Strategic Plan

**GOAL 3: ENHANCE AND PROMOTE QUALITY OF LIFE AMENITIES TO HELP ATTRACT TALENT, RETAIN RESIDENTS AND INCREASE LEVELS OF COMMUNITY ENGAGEMENT.**

## **STRATEGY 3**

Determine the feasibility of developing new quality of life amenities.

## **TACTICS**

1. Using data from this plan and past resident surveys, determine which quality of life assets Albert Lea wants to focus on enhancing over the next few years, such as lakefront development, restaurants, nightlife entertainment, animals at state parks, etc.
2. Using input from key stakeholders, determine what barriers/challenges might exist to further development of those prioritized enhancements.
3. Develop a plan to address these challenges. This might include zoning changes, incentive options, partnership creation, etc.



# Community and Economic Development Strategic Plan

**GOAL 3: ENHANCE AND PROMOTE QUALITY OF LIFE AMENITIES TO HELP ATTRACT TALENT, RETAIN RESIDENTS AND INCREASE LEVELS OF COMMUNITY ENGAGEMENT.**

## STRATEGY 4

Recruit talent from higher cost markets, leveraging Albert Lea's unique quality of life assets and more competitive costs.

## TACTICS

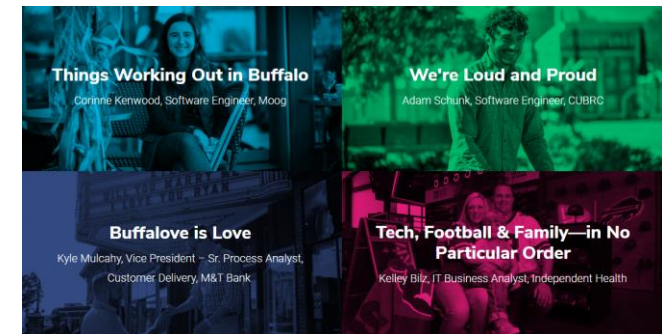
1. Using data collected from business visits and/or surveys, determine which positions are most in-demand for existing employers and will be best suited to talent attraction more so than development.
2. Create a targeted talent recruitment campaign focused on regional high cost markets. The media used for the campaign will depend on the target audience, but may include LinkedIn InMail campaigns, social media campaigns, direct mail, print advertising, etc.
3. Using results from the talent recruitment campaign, consider holding a familiarization tour that brings prospective residents/employees to Albert Lea to more tangibly show them the region.

## ADY INSIGHTS

**INVEST** BUFFALO  
NIAGARA

### Invest Buffalo Niagara – Be in Buffalo Campaign

This campaign is a collaborative effort by the Invest Buffalo Niagara group with local partners, employers and universities to attract and keep talent in the area. The four components of the strategy are: Attracting 25 to 40-year-old expats back to the region; Hiring for occupation-specific talent in the engineering, health science, finance, and technology fields; Retaining college grads from WNY's 21 colleges and universities; and Hiring for diversity in a high-skill talent pool. <https://beinbuffalo.com/>



# Community and Economic Development Strategic Plan

**GOAL 3: ENHANCE AND PROMOTE QUALITY OF LIFE AMENITIES TO HELP ATTRACT TALENT, RETAIN RESIDENTS AND INCREASE LEVELS OF COMMUNITY ENGAGEMENT.**

## **STRATEGY 5**

Work to remove barriers to attracting and retaining talent, such as housing, transportation and childcare.

## **TACTICS**

1. Continue to survey residents and employers on these topics of housing, transportation and childcare to keep a pulse on changing needs. Consider asking employers about these topics as well, as recommended in Goal 2, Strategy 1.
2. Develop and maintain relationships with developers and determine the barriers to developing housing. Work to address those barriers to encourage development of the types of housing Albert Lea lacks according to the housing study, such as multi-family housing options.
3. Look to other communities as case studies to see how they have addressed these types of challenges. Determine if those solutions can be applied in Albert Lea.

### **ADY INSIGHTS**

#### **Sun Prairie, WI**

Sun Prairie, WI gave tax increment financing incentives to developers, with 54 of 64 units set aside for workforce housing. The project provides affordable living spaces for workers who are essential to the community – retail and food service, firefighters, teachers, and those in entry level jobs.

# Community and Economic Development Strategic Plan

## GOAL 4: PRIORITIZE ACTIVITIES TO ENSURE THE COUNTY IS PREPARED FOR BUSINESS GROWTH OPPORTUNITIES.

### STRATEGY 1

Build stronger relationships with existing businesses to encourage growth.

### TACTICS

1. Continue to conduct business retention and expansion (BRE) visits with employers. The focus for the EDA should be on the largest employers and those that are primary job creators. For other types of businesses, determine the organization that is best suited to conduct those BRE visits.
2. For those businesses that the EDA is not able to visit in a year, consider an online survey so there is still an opportunity to gain their input.
3. Create and review Google alerts for existing companies to monitor any changes happening at the local or at the parent company level if there is outside control of the company. This will allow the EDA to be more proactive in identifying trends in their economic base industries and changes within the companies.
4. Share positive business news from Albert Lea and Freeborn County's existing industries on social media channels throughout the region. This will help increase overall awareness of what is going on at the company's among residents, students, etc.

### ADY INSIGHTS



#### Midwest Partnership Economic Development, IA

This is an example of a region that is in close proximity to Albert Lea and won an economic development award for their BRE process. Check out this article on how their BRE process works.

<https://www.midwestpartnership.com/newsroom.cfm/Article/Community-News-and-Updates/MWP-wins-Overall-BRE-Program-Award/2018-5-3/0>

# Community and Economic Development Strategic Plan

## GOAL 4: PRIORITIZE ACTIVITIES TO ENSURE THE COUNTY IS PREPARED FOR BUSINESS GROWTH OPPORTUNITIES.

### STRATEGY 2

Determine what types of projects the community will support and how.

### TACTICS

1. Help prepare Albert Lea and Freeborn County for future opportunities, by facilitating a work session with city/county leadership that identifies the types of projects that the region will support, using hypothetical projects. The session should identify high, medium, and low priority projects. Consider types of jobs being created, wages, type and negative externalities of industries, etc.
2. Based on the work session, develop an incentives policy that is aligned with the types of projects the community wants.
3. Conduct a feasibility study to determine Albert Lea's competitiveness for different industries, as each target industry has specific and unique needs. Further investigating and engineering should be done to ensure Albert Lea is competitive before working to recruit these types of businesses.

#### ADY INSIGHTS



#### Development Corporation of Austin, MN

The Development Corporation of Austin (DCA) and the City of Austin had been working on several fronts related to economic and community development. The DCA asked Ady Advantage to provide a work session on incentives and how to craft an effective incentives policy that aligned the area's economic development incentives with its goals, creating alignment among key organizations. This project included an on-site incentives workshop in which we presented a number of project scenarios to its economic development stakeholders to help build consensus around priorities. This helped build consensus on future project pursuits and served as the framework for developing an incentives policy.



# Community and Economic Development Strategic Plan

## GOAL 4: PRIORITIZE ACTIVITIES TO ENSURE THE COUNTY IS PREPARED FOR BUSINESS GROWTH OPPORTUNITIES.

### STRATEGY 3

Ensure Albert Lea has a strong inventory of sites and buildings for the types of projects it wants to recruit.

### TACTICS

1. Update your LOIS sites and buildings database to include all available sites in the region. Where there are gaps in data, work with local partners to obtain the data and continually update the database.
2. Feed the sites and buildings database into relevant real estate databases.
3. In order to ensure a pipeline of product, identify all potential sites and buildings in the county (regardless of state of readiness) and prioritize them based on readiness, attractiveness, location, unique assets, etc.
4. Match key sites and buildings with priority projects identified earlier. Evaluate recent RFIs at the state and local level to determine needs of industries. Consider using an outside engineering firm to identify key site needs for development for specific targeted sub-sectors key target industries.
5. Ensure there is a plan in place to gain control and prepare sites and buildings that are not currently ready for sale. If infrastructure needs exist, proactively engage necessary stakeholders.

### ADY INSIGHTS



#### Johnson County Economic Development Corporation, MO

In 2016, Missouri Partnership retained Ady Advantage to conduct community competitiveness assessments for six communities in rural Missouri. Many of the recommendations for Johnson County related to site readiness and how they could be more competitive for future projects. Less than one year later in 2017, Johnson County announced new investment of \$110M from Dollar Tree, which they and Missouri Partnership attributed in part to the recommendations they implemented from Ady Advantage.



# Community and Economic Development Strategic Plan

## GOAL 4: PRIORITIZE ACTIVITIES TO ENSURE THE COUNTY IS PREPARED FOR BUSINESS GROWTH OPPORTUNITIES.

### STRATEGY 4

Market Albert Lea's existing business assets and quality of life assets to decision makers in key target industries.

### TACTICS

1. Review all existing marketing tools, including website and print and digital marketing collaterals, and, as needed, revise/update them to integrate identified positioning messages for the region, as well as for each target industry.
2. Develop a regional profile that highlights the key positioning points of the region that can be used as a marketing tool for prospective businesses. This content can be repurposed to use on websites, campaigns, social media, etc.
3. Develop target industry profiles for each recommended target industry that highlights the key positioning points for those markets. Again, this content can be repurposed to use on websites, campaigns, social media, etc.

### ADY INSIGHTS

#### Lawrence and Douglas County EDC, KS

Regional profiles and target industry profiles can be used to concisely show a community and region's unique business assets. For the target industry profiles, these are tailored to include specific positioning that is important to each industry. See examples below from Lawrence, KS.



# Community and Economic Development Strategic Plan

## **GOAL 4: PRIORITIZE ACTIVITIES TO ENSURE THE COUNTY IS PREPARED FOR BUSINESS GROWTH OPPORTUNITIES.**

### **STRATEGY 4**

Market Albert Lea's existing business assets and quality of life assets to decision makers in key target industries.

### **TACTICS**

4. In order to build relationships with companies in the recommended target industries, consider attending industry-specific tradeshows, marketing in targeted trade publications or leveraging branded sponsorship/advertising opportunities with trade associations.
5. Determine which tradeshows and site selector events that MN DEED attends and evaluate the ROI of partnering with them to attend these events.
6. Use lead generation to identify leads in each target industry and arrange prospect meetings via phone or at a tradeshow.
7. Create relationships with site selectors who focus on Albert Lea's target industries and target company size through a fam tour event. This will allow Albert Lea to show off its regional assets on-site.

# Implementation Map

The following is a sample of the implementation map that supports this strategic plan. For each strategy and tactic, it outlines responsible party, priority, timeline, budget impact and key performance indicators.

GOAL 1: LEVERAGE THE MULTIPLE ORGANIZATIONS THAT HAVE A STAKE IN ALBERT LEA'S ECONOMIC DEVELOPMENT SUCCESS TO CREATE A STRONG ECONOMIC DEVELOPMENT ECOSYSTEM.	Responsible Party	Priority	Timeline	Budget Impact	Key Performance Indicators
Determine roles of each partner organization in implementation of the economic development strategic plan.					
Starting with the organizations that have been involved throughout this process, hold a work session to define the role that each organization or group will have in the support and implementation of the plan. Use the implementation map as a starting point, as it suggests both those groups who are already participating in some way as well as who should lead and/or support each tactic.	Core Partner Group	High	Q1 2020	Staff Time	Sign offs on roles Regular meetings and updates to the implementation map
Determine if there are gaps in terms of staffing or resources to successfully implement the plan. If there are gaps, develop a plan to address them. This might include forming committees, fundraising, hiring additional staff, etc.	Core Partner Group	High	Q1 2020	Staff Time	
With the core group of partners, hold regular meetings (recommending monthly or bi-monthly) to discuss the status of the plan and specific initiatives. This will help ensure accountability, mitigate the risk of redundant or competing efforts, and promote forward progress.	Core Partner Group	High	Ongoing (monthly/bi-monthly)	Staff Time	
Share the developed vision and goals with community members and stakeholders and update them regularly on the progress of the strategic plan.					
Continue to engage stakeholders, including residents and business owners, to launch the economic development strategic plan and share the countywide vision and shared goals. Leverage local media and other channels (press releases, news articles, ALEDA and partner websites, etc.) to share the summary. Consider creating a website to track progress publicly.	ALEDA Core Partner Group	Medium	Q1 2020 and Ongoing	Staff Time Potential costs for press releases or website	County-wide rollout completed Number of public input meetings held Number of public input meeting participants Overall buy-in of the public
Hold a public rollout of the economic development strategic plan to generate public interest and awareness of the plan, placing emphasis on the shared vision and common goals for all partners. This should be conducted after the roles of each partner organization are determined, so that information about how it will be implemented can be shared as well.	ALEDA Core Partner Group (Ady Advantage can assist)	High	Q1 2020	Staff Time	
Hold a bi-annual or annual public input meeting to update all community members on the status of the county-wide economic development strategic plan, share economic development successes, and ensure continued buy-in from community members. Be open for ways in which additional groups or individuals can support the initiative.	ALEDA Core Partner Group	Medium	Q3 2020 and Ongoing (annual or bi-annual)	Staff Time	
Create a consolidated brand and marketing approach to promote living, working, visiting, and thriving in Albert Lea-Freeborn County.					
Create a marketing plan and creative brief to market the community to residents, business owners, people who work in the city/county, and visitors.	Core Partner Group (Ady Advantage can assist)	High	Q2 2020	Medium	Countywide brand created Clarity on messaging and roles Communications plan
Develop a shared brand for Albert Lea-Freeborn County and a campaign to build awareness and interest in the community.	Core Partner Group (Ady Advantage can assist)	High	Q2 2020	Medium	
In addition to the branding and marketing components, also create a way to disseminate positive information about the community to various audiences so that people can learn about positive outcomes in the community as well as readily find out what's going on, how to get involved, etc.	Core Partner Group (Ady Advantage can assist)	High	Q3 2020	TBD	
GOAL 2: HELP CONNECT SCHOOLS/HIGHER EDUCATION AND EMPLOYERS TO STRENGTHEN THE TALENT PIPELINE.	Responsible Party	Priority	Timeline	Budget Impact	Key Performance Indicators
Facilitate coordination between the supply and demand sides of talent and determine how to address gaps.					
Catalogue current talent initiatives in the region, including those led by economic development, workforce development, educational institutions, employers, etc. This should capture the focus of the initiative (talent retention, development or attraction), target audiences, and whether the strategy is geared towards short, medium or long-term results.	ALEDA Workforce Partners (Ady Advantage can assist)	High	Q2 2020	Staff Time or Low-Medium Consultant Budget	Existing talent initiatives defined All partners identified Number of employer surveys completed Talent summit completed Participation in talent summit Variety in talent initiatives (timeline, audience, retention/recruitment, etc.) Plan with specific action items
Survey existing employers to determine their key talent needs, including both current and future needs. This survey should also query their awareness of current talent initiatives in the region and any barriers they have to recruiting, retaining and developing talent.	ALEDA (Ady Advantage can assist)	High	Q3 2020	Staff Time or Low-Medium Consultant Budget	
Using the findings from steps 1 and 2, hold a talent summit annually to connect the supply and demand sides of talent. This work session should include all workforce partners, as well as employers, and should work to identify gaps between the supply and demand sides.	ALEDA Workforce Partners (Ady Advantage can assist)	High	Q4 2020	Staff Time or Low-Medium Consultant Budget	
Jointly develop a plan to address any gaps in talent initiatives and supply on an ongoing basis.	ALEDA Workforce Partners (Ady Advantage can assist)	High	Q4 2020 and Ongoing	Staff Time	

# 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!