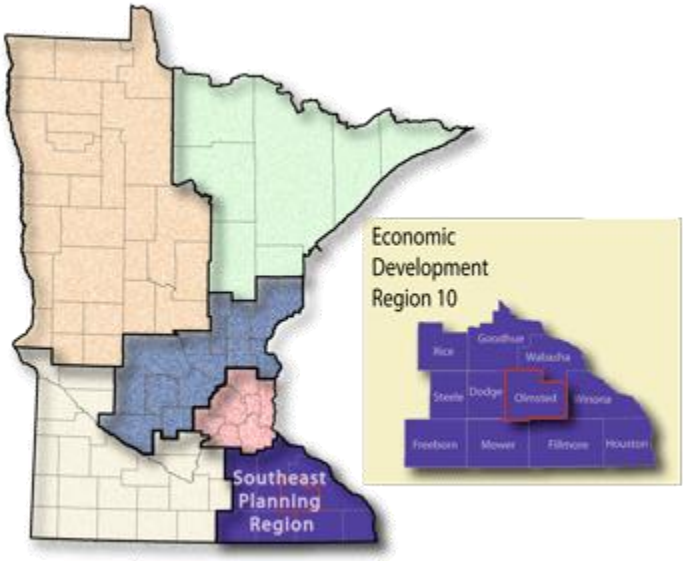

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

Created 2015

Updated for December 31st, 2020

REGION 10

The Counties of : Dodge, Fillmore, Freeborn, Goodhue, Houston, Mower, Olmsted, Rice, Steele, Wabasha, and Winona

Prepared By:

Southern Minnesota Initiative Foundation

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Comprehensive Economic Development Strategy Report Purpose

The purpose of the Comprehensive Economic Development Strategy (CEDS) plan is to qualify for funding through the Economic Development Administration (EDA), a branch of the U.S. Department of Commerce. According to the EDA, a CEDS plan is required to qualify for assistance under its public works, economic adjustment, and most planning programs.

The CEDS plan, funded by an EDA planning grant, covers the 11 counties of Region 10: Dodge, Fillmore, Freeborn, Goodhue, Houston, Mower, Olmsted, Rice, Steele, Wabasha and Winona Counties. The report leverages the resources of local city, county and private economic development plans and strategies, regional action committees and individual input. The CEDS plan is not intended to replace individual city or county economic development priorities and plans, but rather provide another resource in their planning efforts.

The goal of the CEDS plan is to provide a resource that looks at the region as a whole and provides Region 10 and its stakeholders with:

(1) A centralized source for regional, state and national demographic and economic trends.

(2) A source identifying current economic development priorities and future regional economic development projects.

(3) A required EDA document for funding.

(4) A centralized group working to prioritize and capture funding resources for the region.

A CEDS plan was originally completed in 2011 by the Southern Minnesota Initiative Foundation, in partnership with Community Economic Development Associates (CEDA), public and private regional economic development partners and the State of Minnesota (DEED). The CEDS plan was developed due to the fact the region did not have an entity completing a CEDS plan to access funding through the EDA. Federal funding could not be obtained through EDA when the region suffered though several major storms in 2008 and 2010 which caused widespread damage. The CEDS plan provides the access point to meeting EDA's requirements and accessing its funding sources. This report is an update to the 2011 report.

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Executive Summary

Southeastern Minnesota and its 11 counties are designated by the State of Minnesota as Economic Development Region 10 (EDR-10) and the Southeast Planning Region. The region along with Economic Development Region 7W, including the counties of Benton, Sherburne, Stearns and Wright Counties of Central Minnesota were the only non-metro regions in the state of Minnesota not to have an Economic Development District (EDD) and Comprehensive Development Strategy (CEDS) approved by the Economic Development Agency (EDA) and allowing the regions to qualify for EDA funding requirements. An EDD is usually managed by an Economic Development Commission. Part of the Economic Development Commissions priorities is to create a regional CEDS plan every five years and provide updates to this report on an annual basis. Region 10 does not have a Development Commission to carry on this work, so the region was ineligible for EDA funding without a CEDS plan or similarly approved economic plan.

The Southern Minnesota Initiative Foundation (SMIF), a regional economic development foundation, was approached by numerous economic development and community partners after major floods hit the region in 2008 and 2010 to lead the effort to develop a CEDS plan for the region. SMIF applied for and received an EDA planning grant in 2010 to develop a CEDS plan for the 11 counties within Region 10: Dodge, Fillmore, Freeborn, Goodhue, Houston, Mower, Olmsted, Rice, Steele, Wabasha, and Winona Counties. The plan was submitted to EDA in 2011. SMIF received another grant from the EDA in 2013 to update the CEDS plan created in 2011 and look into the formation on an Economic Development District (EDD) for the region. The current report updates the regional CEDS plan and addresses the progress and recommendations for an EDD.

SMIF created a regional CEDS strategy committee that included Community Economic Development Associates (CEDA), public and private regional economic development partners, and the State of Minnesota (DEED). This committee worked to leverage local and regional economic development plans, regional committees and other resources to create a CEDS plan for Region 10. SMIF also relied on the regional economic strategies developed by the Southern Minnesota Regional Competitiveness Partnership. The partnership served a 38 county region of Southern Minnesota which aimed to improve the competitiveness and bolster the long-term economic well-being of the region.

The CEDS strategy committee analyzed these resources to form what the committee felt the region's CEDS vision should be:

> **"The region will be a prosperous and growing region with vibrant communities, innovative and successful businesses and a skilled and valued workforce"**

The CEDS strategy committee identified the following four goals to achieve this vision:

1) Promote economic activity that retains, expands and attracts capital to the region to support economic opportunities and innovation.

2) Increase economic development opportunities in the region by enhancing, creating and fostering a skilled workforce.

3) Improve the regional infrastructure to maintain and enhance community and regional needs, expand community access to services and increase the region's competitive business climate.

4) Strengthen local, regional and state collaborations with individuals, business and government which will lead to regional economic opportunities and innovation.

The CEDS committee looked at these four goals and worked to align objectives and measurable activities, which would help lead the region to accomplishing the goals set by the committee.

CEDS Requirements

The following outlines the technical requirements that must be included in a CEDS plan.

1) **Background:** The CEDS must contain a background of the economic development situation of the region that paints a realistic picture of the current condition of the region.

2) **Analysis of Economic Development Problems and Opportunities:** The CEDS must include an in-depth analysis of the economic development problems and opportunities that identifies strengths and weaknesses in the regional makeup of human and economic assets, and problems and opportunities posed by external and internal forces affecting the regional economy.

3) **CEDS Goals and Objectives -- Defining Regional Expectations:** The CEDS must contain a section setting forth goals and objectives necessary to solve the economic problems, or capitalize on the resources, of the region.

4) **Community and Private Sector Participation:** The CEDS must include a section discussing the relationship between the communities in general and the private sector in the development and implementation of the CEDS.

5) **Strategic Projects, Programs and Activities:** The CEDS must contain a section which identifies regional projects, programs and activities designed to implement the Goals and Objectives of the CEDS

6) **CEDS Plan of Action:** The plan of action, as described in the CEDS, implements the goals and objectives of the CEDS

7) **Performance Measures:** The CEDS must contain a section that lists the performance measures used to evaluate the Planning Organization's successful development and implementation of the CEDS

EDA Funding Eligibility Requirements

In order for a project to be eligible for EDA funding under its Public Works and Economic Development Assistance Program (Part 305) and the EDA's Economic Adjustment Assistance Investment (Part 307), the Project must be located in a region that, on the date EDA receives an application for Investment Assistance, is subject to one (or more) of the following economic **distress criteria:**

1) An unemployment rate that is, for the most recent twenty-four (24) month period for which data are available, at least one (1) percentage point greater than the national average unemployment rate.

2) Per capita income that is, for the most recent period for which data are available, eighty (80) percent or less of the national average per capita income.

3) A Special Need, as determined by EDA:

a) A Project located within an Economic Development District, which is located in a region that does not meet the economic distress criteria of paragraph (a)(1) of this section, is also eligible for Investment Assistance under parts 305 or 307 of this chapter if EDA determines that the Project will be of ''substantial direct benefit'' to a geographic area within the District that meets the criteria of paragraph (a)(1) of this section. For this purpose, a Project provides a ''substantial direct benefit'' if it provides significant employment opportunities for unemployed, underemployed or low-income residents of the geographic area within the District.

b) A Project located in a geographic area of poverty or high unemployment that meets the requirements of paragraph (a)(1) of this section, but which is located in a region that overall does not meet the requirements of paragraph (a)(1) of this section, is eligible for Investment Assistance under parts 305 or 307 of this chapter without regard to political or other subdivisions or boundaries.

The region currently does not have any counties with a per capita level eighty 80% or less of the national average per capita level. The region does have several of its larger cities including Austin, Winona and Faribault which fall below 80% of the national average per capital level. The region also does not have any counties whose unemployment rate is 1% greater than the national average rate. The region in the past has qualified for funding through EDA under special circumstances when the majority of the counties were declared Presidential Disaster Areas after the floods of 2008 and 2010. Winona County has also fallen below the 80% per capital level as recently as 2011, which would have made it eligible for EDA funding.

Economic Development District (EDA)

According to Part 304 of the EDA guidelines in order to qualify for an EDD one geographic area that is subject to the economic distressed criteria including per capita level eighty 80% or less of the national average per capita level or unemployment rate is 1% greater than the national average rate. The region currently does not have any counties that qualify the region for an EDD.

State of the Region

Southern Minnesota boasts many assets from world class medical institutions including Mayo Clinic, Fortune 500 companies like Hormel Foods, technology companies like IBM, agricultural powerhouses like Malt-O-Meal and Cargill and a strong belief in innovation that continues to propel the region towards economic gains. The region also has considerable diversity – from the Bluff Country tourism assets along the Mississippi River to the strong agriculture/farming assets in the more central counties. We have a highly educated workforce and a highly regarded educational system from pre-K to post-secondary education. Our communities are strong and vibrant with economic opportunities in industries including high tech and manufacturing in Winona, Rochester's leading medical technology industry, the Silicon Valley of glass manufacturing from Owatonna to Faribault and food processing in Austin and Albert Lea. The region boasts many assets and it is these assets which infuse the region with a belief to constantly challenge and reach for higher successes.

The region has the highest employment, business establishments and economic indicators of any non-metro Economic Development Region in the state. Mayo Clinic in Rochester is the 3rd largest employer in the State of Minnesota. Only the State of Minnesota which employs over 53,000 people and the Federal Government are larger employers than the Mayo Clinic which employs over 37,000 people. Hormel Foods Corporation is the 19th largest employer in the state with over 7,890 workers and is ranked 319th on the Fortune 500 and is the only Minnesota company on the list that is a non-metro Company. Other notable companies in the region include Federated Insurance of Owatonna, Fastenal of Winona, Red Wing Shoes of Red Wing, Viracon Glass of Owatonna, Sage Glass of Faribault, Faribault Foods of Faribault and IBM of Rochester.

It is all of these regional assets that are positioning the region for larger economic gains and community impact in the future. The region is taking on transformative actions from Rochester's Destination Medical Center (DMC) which will help secure Minnesota's status as a global medical destination now and in the future, the expansion of the cutting edge medical research of the Hormel Institute in Austin, the development of a regional local foods efforts which will increase local production and economic opportunities for more diverse communities, and the aligning and creation of new equity funds and pipelines, to spur innovation and keep and attract more talent to the region. The region continues to challenge and innovate.

State of the Region-COVID 19 Pandemic and Adjustment Problems and Stress

The Southern Minnesota Region otherwise known as Region 10 was coming off one of its lowest unemployment rates at 3.3% in March of 2020 when the COVID-19 pandemic hit the region. The region immediately saw an increase in unemployment to 8.5% in May and has since started to decline in December the rate was at 3.9%. The pandemic immediately affected over 1,100 establishments with 19,000 employees in accommodations and food services and over 25,000 employees and 1,600 establishments in retail and trade that were partially closed or shuttered due to COVID-19. The region also saw the effects on all its industries including its largest industry in healthcare which also saw some furloughs during the shutdown.

Southern Minnesota Initiative Foundation immediately went into action to help the region as it has in past economic disasters. SMIF immediately set up a fund to help over 400 childcare providers with emergency grants. SMIF worked with the State of MN to help over 50 businesses providing over $1.2 million in partially forgivable loans to help them get their doors open. SMIF also provided 1,024 businesses with direct grants of over $10 million in a partnership with the State of Minnesota and its CARES ACT Funding.

As we break through the initial devastating effects of the COVID-19 pandemic, SMIF is now entering into a new phase of helping the region get back to the prosperity it was at prior to the pandemic. SMF, in partnership with the EDA CARES ACT, was awarded of $1.4 million that will immediately implement more resources into the region at this critical time. SMIF has also been listed in the State of MN Governor's budget to provide an additional up to $5 million dollars to the hospitality industry that, if approved, we would start lending in early summer. SMIF will continue to provide all of its other programming to the region in order to get the region past the current downturn from the pandemic.

Regional Opportunities and Clusters

Communities today are operating in an increasingly global and knowledge-based economy. Transnational corporations are driving economic growth and are, themselves, fueled by skilled and highly educated employees. Local economic prosperity, then, is dependent on the extent to which communities can position themselves to compete on this global stage to attract both investment and talent.

More and more communities are learning that competitive advantages in this advanced and integrated economy are gained through a "regional" approach that transcends county and even state boundaries. Communities need to look beyond their local borders to build relationships and combine resources in order to more effectively expand recognition in the marketplace.

This report used two in-depth studies as the basis for some of its analysis, the Southern Minnesota Regional Competitiveness Project, which encompassed 38 counties in Southern Minnesota, and the AIM to WIN RIG REGION: Action Plan, which encompassed 27 contiguous counties in SE Minnesota, SW Wisconsin and NE Iowa. Both of the studies included the 11 counties of Region 10 and analyzed the input of thousands of individual stakeholders. The participants looked at the assets of the Regions identifying key strengths, opportunities and areas for improvement. The studies identified currently strong regional industries and important emerging opportunities that can help the region become more competitive in the future in a globally competitive environment. Both of the studies identified strong industry clusters in six targeted areas. They represent both traditionally strong regional industries (health care, manufacturing and food and agriculture) as well as important emerging opportunities (bio-science, renewable energy and high technology) that can help the region become a much more competitive location.

Health Care

The health care sector has a large and recognized footprint in southern Minnesota. It employs nearly 60,000 workers in the region, or almost 30% its employment base compared with a state average of 17%. Beyond its sheer size, though, health care is a real source of pride to regional leaders, with Mayo Clinic at the forefront. The region has a high concentration of health care and social assistance jobs and is a state and national leader in health care programs. With an aging society, growth in health care related occupations in the region is projected to rise rather significantly – especially in home health aides, medical assistants, cardiovascular technologists and technicians, diagnostic medical sonographers, physician assistants, surgical technologists, registered nurses, and athletic trainers. Health care both draws from and fuels activities in a range of other sectors, including biotechnology, advanced manufacturing, agriculture, and business and professional services. The region's aging population and reputation as a medical destination will likely continue to support existing strengths in the health care industry, but enhancing the connections with other sectors should accelerate and support overall economic development efforts.

Manufacturing/Advanced Manufacturing

Southern Minnesota has a strong industrial base. It had nearly 37,000 people working in the industry in 2012 and is the second largest industry in the region. It boasts nearly 17% of the

workforce in the region compared with the state average of 11.50%. The manufacturing activity runs a very wide gamut—from food manufacturing to specialized high technology products including producing everything from high-tech glass for buildings across the world to nuts and bolts. The region's existing strengths in certain manufacturing niches (e.g. composites, metal machinery, components), which can be further strengthened through a focus on emerging areas with cross-industry ties, such as bio-composites, which draw research from and have potential applications in biotechnology, health care, and renewable energy. It is the possibilities of new advanced manufacturing demand and the assistance of the region's core manufacturing assets that can position the industry in a globally competitive environment.

Food and Agriculture

Southern Minnesota is an agricultural powerhouse. With fertile lands and extensive distribution networks, the region has a firm geographic foundation in the agriculture sector. When combined with historical strengths and existing firms in food processing, this sector is likely to remain stable if it continues to move toward "value-add" agriculture producing foods with a higher intrinsic value. The sector owes its strength not only to the unique productive assets but also to the commanding knowledge and entrepreneurial spirit of its businesses. This business success has also created considerable wealth throughout the region. The region is home to many food and agricultural powerhouses including Hormel Foods and has harnessed continually successful business operations from large scale farmer and producers to smaller operations. The continued agricultural demand on a global scale will propel the region forward as a world leader in food and agriculture. The region is also positioning itself as consumer demand is growing for locally grown food products with special traits (such as organic). The larger regional markets represent a high concentration of consumers willing to pay for such traits. This is opening opportunities for smaller operations run by a more diverse population and locally grown specialty crops and the tourism that accompanies these products.

Bioscience

Bioscience is one of the most intriguing opportunities for the Southern Minnesota economy, meriting a featured role in regional planning. While life science research has been the holy grail of economic developers across the United States for the past five years or more, the opportunity in the region is unlike that of the competition between Boston and Palo Alto. Southern Minnesota has all the right factors in place to create the first rural region where medical science, agricultural science, and farm productivity blend into a brand new industry. Few, if any, rural regions in the nation have the unique constellation of medical research and an agricultural powerhouse that spans farms, plant genetics, and animal genetics. The region's key assets (e.g. historically strong medical and electronics manufacturing sector; vast research resources in the Mayo Clinic, and Hormel Institute; and strong partnerships with high-technology firms like IBM) that make this sector a potentially viable option, particularly in bioinformatics, medical device manufacturing, and pharmaceuticals. The opportunities in Bioscience for the region hold great potential and will be a major driver in employment and economic opportunities for the region.

Renewable Energy

The renewable energy sector has traditionally been only a small segment of the overall energy industry, but in recent years as the costs associated with fossil fuels continue to increase, these alternative energy sources have become more commercially competitive. There is enormous

buzz surrounding renewable energy in Southern Minnesota, driven in part by the region's commanding array of biofuel, wind, and other renewable energy assets. Yet the sheer breadth of opportunity is preventing a clearly focused strategy to seize new markets in renewable energy. Industry leaders appear eager to enter into this strategic dialogue, and the region can provide the neutral place for the discussion to occur. In sharpening the focus, the region will have to confront a number of vexing challenges and huge investments on which its renewable energy future depends. These include: enlarging grid capacity; overcoming load fluctuations inherent in electricity generated by wind; creating a much more favorable regulatory framework and designing business models that ensure the region captures as much wealth as possible from the development of its enormous energy resources.

High Technology

The region's high technology industry can play a powerful supporting role in bioscience and renewable energy. While leaders believe high technology has distinct opportunities of its own, the greatest economic benefits may lie at its intersection with the two other transforming opportunities. Key to exploiting this nexus appears to be harnessing the region's considerable technological horsepower in ways that propel the other key target opportunities.

Two actions hold promise going forward. The first would be to build a stronger linkage between higher education and businesses in the region. A common concern among the region's leaders is the sizable gap between technology research at public universities and business progress. Ways must be found to close this gap. This will require creating an "innovation marketplace" where cooperation and technology transfer can occur more easily. It will also require creating new incentives for academic researchers to connect with the region's businesses. The second is creating the conditions in which high technology companies and researchers can synergize with opportunities in bioscience and renewable energy. While there are encouraging signs that such synergies are occurring—for example, IBM's super-computer support of research at The Hormel Institute—the opportunities are far from exhausted.

The Southern Minnesota region that composes the counties included in Region 10 is relatively prosperous compared to other rural areas. The prosperity of the region makes it more difficult to attain federal funding resources which are based on distressed community demographics. The demographic trends of the region provide a planning tool for regional leaders and stakeholders to help foster job creation, increase wages and local tax basis and strengthen the overall condition of the workforce by looking at trends to help analyze the best investment of regional resources and where to attain those resources.

Population

The 2010 population data shows the region grew by roughly 34,500 people from 2000 to 2010. Statewide, the population grew by 7.81 percent, while Region 10 grew slightly less at 7.52 percent. Three counties including Olmsted 16.07%, Dodge 13.29% and Rice 13.20% grew at a faster pace than both the U.S. and the state. Steele County grew at a higher rate than the state at 8.60%. Region 10 had 3 Counties that lost population in 2010 Freeborn -4.08%, Houston -3.50% and Fillmore -1.21%. Freeborn County is the only county in the region to lose population in 2000 and 2010. The estimated population for the region as of 2012 was 498,000.

Update:

The change in population for the Region from 2010 to 2019 was 3.99%, compared with 3.25% last year. The estimates put out by the Census Bureau for 2019 population counts has four counties in our Region losing population including Houston, Winona, Freeborn and Wabasha Counties. The trends indicate that population loss is following those counties who are furthest away from the major population hubs in the Region including the Rochester and Twin Cities Area. The only county that saw a slight increase that was away from a major hub was Mower County, home to Hormel Foods. Olmstead County continues to lead the Region in population gains.

Table 1: Population Change by County 2000-2010 (Update for 2019)

Population change by county, 2000-2010				Updated 2019 Est Population						
			Change	% Change	Est.	Est.	Est.	Est.	Est.	Change
County	2000	2010	2000-2010	2000-2010	2015	2016	2017	2018	2019	2010-2019
Wabasha	21,610	21,676	66	0.31%	21,362	21,216	21,393	21,624	21,624	-0.24%
Freeborn	32,584	31,255	(1,329)	-4.08%	30,840	30,576	30,550	30,495	30,364	-2.85%
Houston	19,718	19,027	(691)	-3.50%	18,738	18,834	18,761	18,659	18,626	-2.11%
Winona	49,985	51,461	1,476	2.95%	51,097	50,947	50,769	50,798	50,830	-1.23%
Mower	38,603	39,163	560	1.45%	39,323	39,192	39,602	40,017	40,124	2.45%
Fillmore	21,122	20,866	(256)	-1.21%	20,776	20,885	20,979	21,063	21,060	0.93%
Steele	33,680	36,576	2,896	8.60%	36,573	36,765	36,828	36,933	37,112	1.47%
Goodhue	44,127	46,183	2,056	4.66%	46,423	46,717	46,562	46,540	46,449	0.58%
Dodge	17,731	20,087	2,356	13.29%	20,353	20,506	20,762	20,842	20,943	4.26%
Rice	56,665	64,142	7,477	13.20%	65,151	65,607	65,960	66,364	66,853	4.23%
Olmsted	124,277	144,248	19,971	16.07%	150,287	153,039	155,849	157,446	160,431	11.22%
Region 10	460,102	494,684	34,582	1	-	504,284	508,015	510,781	514,416	3.99%
MN	4,919,479	5,303,925	384,446	7.81%	5,485,238	5,528,630	5,611,179	5,629,416	5,680,377	7.10%
US	281,421,906	308,745,538	27,323,632	9.71%	323,127,513	325,719,178	327,167,434	329,229,477	330,860,882	7.16%

Source: U.S. Census Bureau (Updates State of MN Demographer Released July Each Year)

Region 10 is the most populous non-metro region in the state of Minnesota. Table 2 shows the region's population is almost 23% higher than the closest non-metro region of Region 07W, which include the counties of Benton, Sherburne, Stearns and Wright Counties of Central Minnesota. Region 10 saw the 2nd largest increase in total population of non-metro regions from 2000 to 2010. Region 7E & W, saw the largest percentage increase in population due to the increase in houses being built in the bedroom communities of those regions which are closest the Twin Cities metro area.

Table 2: Population Change by MN Economic Region

Minnesota population change by region, 2000-2010										
			Change	% Change	Est	Est	Est	Est	Est	% Change
Region	2000	2010	2000-2010	2000-2010	2015	2016	2017	2018	2019	2010-2019
1	88,472	86,091	-2,381	-2.70%	86,050	85,794	85,726	85,359	85,159	-1.08%
2	76,161	83,023	6,862	9.00%	84,735	84,949	85,868	86,326	86,813	4.57%
3	322,073	326,225	4,152	1.30%	326,131	325,413	325,303	325,881	325,193	-0.32%
4	210,059	221,688	11,629	5.50%	227,048	228,502	230,153	231,469	232,451	4.86%
5	152,100	163,003	10,903	7.20%	163,119	163,769	165,162	165,997	166,805	2.33%
06E	115,899	117,920	2,021	1.70%	116,515	116,162	116,496	116,726	117,000	-0.78%
06W	50,011	45,190	-4,821	-9.60%	43,343	43,217	43,065	42,810	42,576	-5.78%
07E	136,244	163,789	27,545	20.20%	163,656	164,355	165,954	167,670	169,242	3.33%
07W	321,802	402,292	80,490	25.00%	417,441	421,787	426,901	432,428	437,157	8.67%
8	121,717	119,151	-2,566	-2.10%	117,763	117,020	117,006	116,707	116,250	-2.43%
9	222,790	231,302	8,512	3.80%	231,683	231,852	232,275	233,924	234,721	1.48%
Region 10	**460,102**	**494,684**	**34,582**	**7.50%**	502,335	504,284	508,015	510,781	514,406	3.99%
11-TC	2,642,062	2,849,567	207,505	7.90%	3,005,419	3,041,526	3,075,563	3,113,338	3,152,564	10.63%
MN	**4,919,479**	**5,303,925**	**384,446**	**7.81%**	**5,485,238**	**5,528,630**	**5,611,169**	**5,629,416**	**5,680,377**	**7.10%**
US	**281,421,906**	**308,745,538**	**27,323,632**	**9.71%**	**323,127,513**	**325,719,178**	**327,167,434**	**329,229,477**	**330,860,882**	**7.16%**
Source: State of MN Demographer										

Update:

Region 10 continues to be the most populous non-metro region in the state of Minnesota. The regions gain in population were only 5th with region 7W Benton, Sherburne, Stearns and Wright Counties of central Minnesota. These counties border the Twin Cities Metro Area, with Wright County leading the charge in population increases.

Rochester located in Olmsted County had the largest population increase (See Table 3), and was the main driver behind the counties total increase of over 16%. Rochester is also the 3rd largest city in the State of Minnesota. Only Minneapolis and St Paul have a larger population. Rochester accounts for almost 25% of the region's population. The cities of Byron and Kasson which border Rochester also saw large increases in population from 2000 to 2010. The cities of Albert Lea and Wabasha saw decreases in population trending similar to their overall counties population moves from 2000 to 2010. The city of Lonsdale saw the largest percentage increase of cities in our region, mostly due to its proximity to the Twin Cities metro area. None of the cities in the region saw any signification outmigration above 20% from 2000 to 2010.

Table 3: Population Change Top 25 Cities in Region

County	City	Pop 2010	Pop 2000	% Change
Olmsted County	Rochester city	106,769	85,806	24%
Winona County	Winona city	27,592	27,069	2%
Steele County	Owatonna city	25,599	22,434	14%
Mower County	Austin city	24,718	23,314	6%
Rice County	Faribault city	23,352	20,818	12%
Rice County	Northfield city	18,860	17,147	10%
Freeborn County	Albert Lea city	18,016	18,356	-2%
Goodhue County	Red Wing city	16,459	16,116	2%
Dodge County	Kasson city	5,931	4,398	35%
Olmsted County	Stewartville city	5,916	5,411	9%
Olmsted County	Byron city	4,914	3,500	40%
Houston County	La Crescent city	4,830	4,923	-2%
Wabasha County	Lake City city	4,316	4,950	-13%
Goodhue County	Cannon Falls city	4,083	3,795	8%
Winona County	Goodview city	4,036	3,373	20%
Winona County	St. Charles city	3,735	3,295	13%
Rice County	Lonsdale city	3,674	1,491	146%
Wabasha County	Plainview city	3,340	3,190	5%
Goodhue County	Zumbrota city	3,252	2,789	17%
Houston County	Caledonia city	2,868	2,965	-3%
Dodge County	Dodge Center city	2,670	2,226	20%
Goodhue County	Pine Island city	2,560	2,337	10%
Wabasha County	Wabasha city	2,521	2,599	-3%
Fillmore County	Spring Valley city	2,479	2,518	-2%
Steele County	Blooming Prairie city	1,996	1,933	3%

Population Demographics Diversity

The region's population is predominantly white, but is continuing to become more diverse. The region saw its largest population gains in non-white races from 2000 to 2010 (see Table 4). The Hispanic and Latino populations in Goodhue, Mower and Olmsted saw the largest increases in the region from 2000 to 2010. Rice County showed the largest increase in the region for 1 or more races. County trends showed the region as a whole is becoming more diverse at a faster percentage rate that the State of Minnesota and U.S.

Table 4: Population Change by Race by County

							2000	2010	% Chg
	2000	2010	% Chg	2000	2010	% Chg	Hispanic/Latino	Hispanic/Latino	Hispanic/Latino
County	White	White	White	1+Race	1+Race	1+Race	(any race)	(any race)	(any race)
Dodge	17,125	19,294	13%	606	793	31%	530	915	173%
Fillmore	20,894	20,497	-2%	228	369	62%	113	207	183%
Freeborn	31,028	29,121	-6%	1,556	2,134	37%	2,049	2,750	134%
Goodhue	42,613	43,684	3%	1,514	2,499	65%	473	1,342	284%
Houston	19,416	18,570	-4%	302	457	51%	121	132	109%
Mower	36,571	35,495	-3%	2,032	3,668	81%	1,646	4,138	251%
Olmsted	112,255	123,605	10%	12,022	20,643	72%	2,959	6,081	206%
Rice	53,032	57,275	8%	3,633	6,867	89%	3,117	5,122	164%
Steele	32,061	34,038	6%	1,619	2,538	57%	1,266	2,282	180%
Wabasha	21,171	21,000	-1%	439	676	54%	364	592	163%
Winona	47,887	48,573	1%	2,098	2,888	38%	686	1,244	181%
Region 10	**434,053**	**451,152**	**4%**	**26,049**	**43,532**	**67%**	**13,324**	**24,805**	**186%**
MN	**4,400,282**	**4,524,062**	**3%**	**519,197**	**779,863**	**50%**	**143,382**	**250,258**	**175%**
Source: US Census Bureau									

The region as a whole has a larger percentage of Hispanic or Latino's living in the region compared to the State of Minnesota. But, Table 5 demonstrates that the region still trails the State of Minnesota and the U.S. in its diversity make-up.

Table 5: Population Makeup in Region by Race

Race	Region 10 2010	MN 2010	US 2010
White	91.20%	85.30%	72.40%
Black or African American	2.50%	5.17%	12.60%
American Indian and Alaska Native	0.35%	1.15%	0.90%
Asian	2.43%	4.04%	4.80%
Native Hawaiian and Other Pacific Islander	0.04%	0.04%	20.00%
Some Other Race	1.80%	1.94%	6.20%
Two or More Races	1.68%	2.36%	2.90%
Hispanic or Latino (of any race)	5.01%	4.72%	16.30%
Source: U.S. Census Bureau, 2010 Census.			

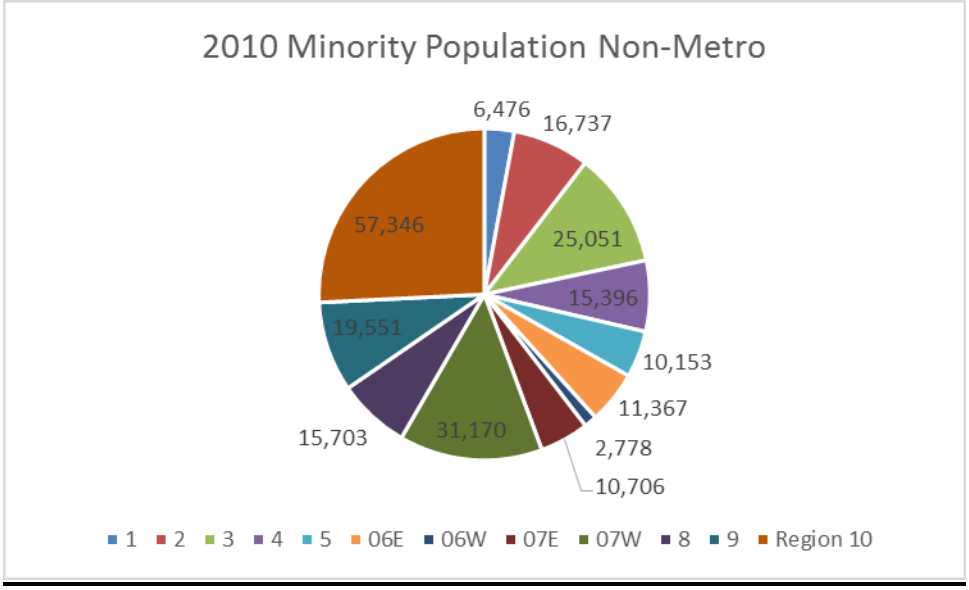
The region's largest cities (Table 6) are home to a larger concentration of population's diversity. The region's eight largest cities account for 83% of the minority population and 80% of the Hispanic or Latino population, while the 8 largest cities account for only 52% of the total regional population.

Table 6: Largest Cities and Race Breakdown

County	City	Tot Pop	White	1+Race	Hispanic or Latino	% White	% 1+Rate	% Hispanic or Latino
Olmsted County	Rochester	106,769	87,500	19,269	5,508	82.0%	18.0%	5.2%
Winona County	Winona	27,592	25,664	1,928	460	93.0%	7.0%	1.7%
Steele County	Owatonna	25,599	23,350	2,249	1,868	91.2%	8.8%	7.3%
Mower County	Austin	24,718	21,466	3,252	3,796	86.8%	13.2%	15.4%
Rice County	Faribault	23,352	19,296	4,056	3,026	82.6%	17.4%	13.0%
Rice County	Northfield	18,860	16,669	2,191	1,666	88.4%	11.6%	8.8%
Freeborn County	Albert Lea	18,016	16,213	1,803	2,380	90.0%	10.0%	13.2%
Goodhue County	Red Wing	16,459	15,064	1,395	607	91.5%	8.5%	3.7%
Total Remaining Cities		233,319	225,930	7,389	5,494	96.8%	3.2%	2.4%

The region has the largest minority population of non-metro regions in the state according to the 2010 census. The region is over 80% higher than the closest region in population numbers. The metro region has a minority population of almost 24% according to the 2010 census.

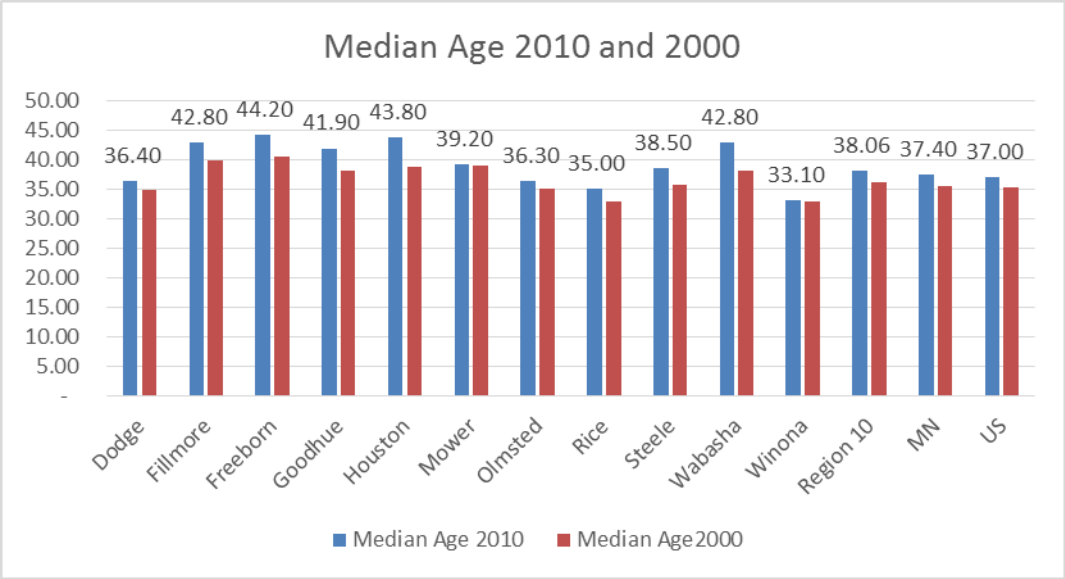
Chart 1: Minority Population 2010 Non-Metro



Population Demographics: Age

The region's median age trended upwards from 2000 to 2010. The median age for the region (Chart 3) went from 36.08 to 38.06. The region's median age is slightly higher than the State of Minnesota and U.S., with Houston County having the highest median age of 43.80 almost 20% higher than the U.S. age.

Chart 3: Median Age 2000 to 2010 by County



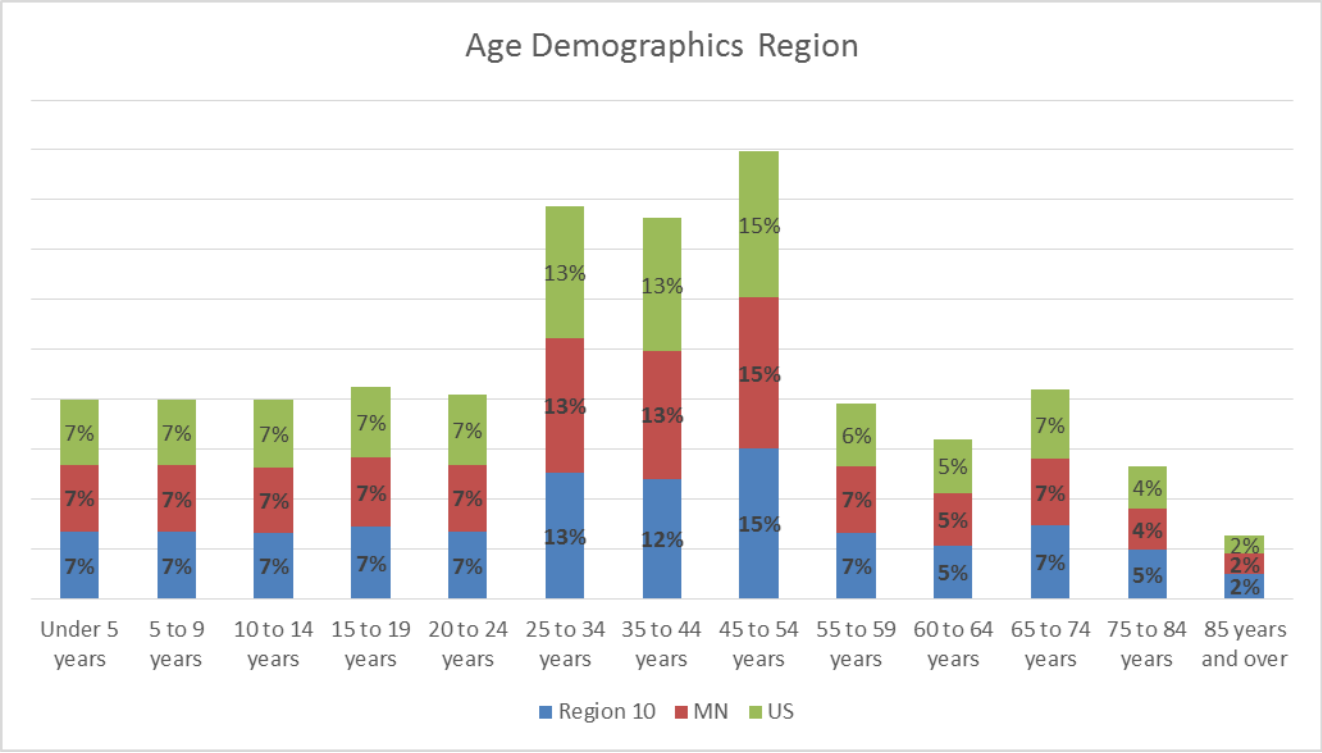
The region's age make-up is relatively the same across all counties (Table 6). The major variations come from the two counties with large Universities. Age 20-24 are over 66% higher for Rice County and over 2 x's higher for Winona County compared to other counties in the region.

Table 6: Population by Age Distribution and County 2010

	Dodge	Fillmore	Freeborn	Goodhue	Houston	Mower	Olmsted	Rice	Steele	Wabasha	Winona
Under 5 years	7%	7%	6%	6%	6%	7%	7%	6%	7%	6%	5%
5 to 9 years	8%	7%	6%	6%	6%	7%	7%	7%	7%	6%	5%
10 to 14 years	8%	7%	6%	7%	6%	7%	7%	6%	7%	6%	5%
15 to 19 years	7%	6%	6%	6%	7%	7%	6%	9%	7%	7%	11%
20 to 24 years	5%	4%	5%	5%	5%	6%	6%	10%	5%	5%	14%
25 to 34 years	12%	11%	11%	11%	10%	12%	15%	12%	12%	11%	11%
35 to 44 years	14%	11%	11%	12%	11%	11%	13%	13%	13%	12%	10%
45 to 54 years	15%	15%	15%	16%	17%	14%	15%	14%	15%	16%	13%
55 to 59 years	6%	7%	7%	7%	8%	6%	6%	6%	7%	7%	6%
60 to 64 years	4%	6%	6%	6%	6%	5%	5%	5%	5%	6%	5%
65 to 74 years	6%	9%	10%	8%	8%	7%	7%	6%	7%	9%	7%
75 to 84 years	4%	7%	7%	5%	6%	6%	4%	4%	5%	5%	4%
85 years+	2%	4%	4%	3%	3%	4%	2%	2%	2%	3%	2%
TotPop	20,087	20,866	31,255	46,183	19,027	39,163	144,248	64,142	36,576	21,676	51,461

All though the region's median age trend higher than the state and U.S, there is no significant variance is any of the age groups listed below (Chart 3a). The region has roughly two thirds of its population, or close to 320,000 considered part of its working age population from age 18-64. This falls in line with the state and U.S. averages.

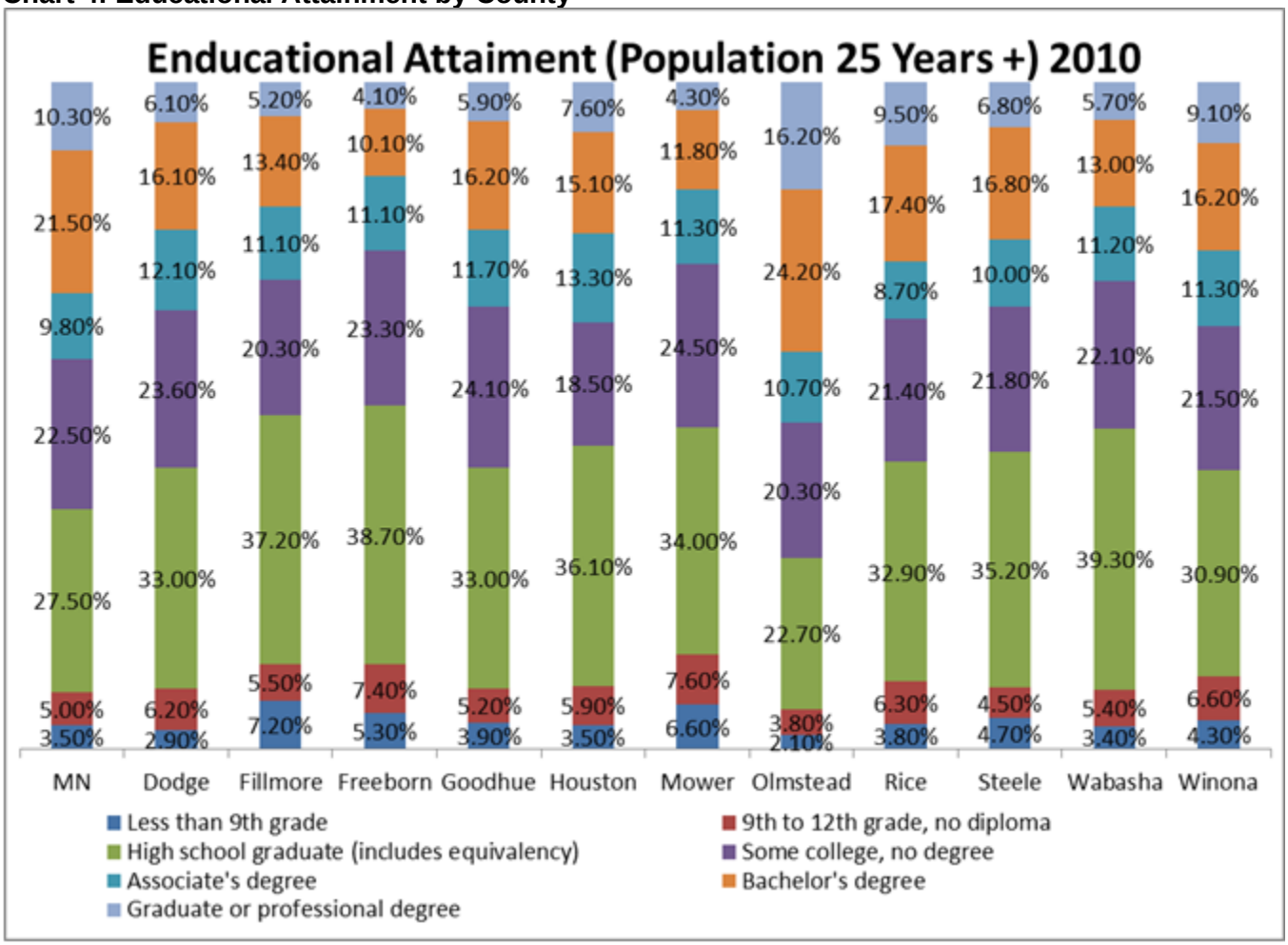
Chart 3a: Age Demographics by Region 2010



Education

One of the great prides for the region is its emphasis on education and learning. The region along with the State of Minnesota prides itself as one of the most educated populations in the country. The region (Chart 5) as a whole has 90.7% of its population 25+ with a High School diploma or its equivalent, compared to a state average of 91.6% and a U.S. average of 85.4%. No county in the Region falls below the U.S. average of 85.4%. The region trends below the state with its population 25+ with a bachelors or higher degree at 28% versus the state average at 31%. Olmsted county leads all counties with 41% of its population 25+ with a Bachelor's degree or higher.

Chart 4: Educational Attainment by County



The region boasts a variety of higher education institutes of learning. Winona State is the largest and oldest University in the region founded in 1848. The University of Minnesota-Rochester was officially recognized by the State Legislature in 1998. Carleton College is the 8th ranked liberal arts college in the nation, according to U.S. News and World Report.

Table 7: Post-Secondary Education Region 10

Name	City	Enroll
Winona State University	Winona, Rochester	8,800
Rochester Community and Technical College	Rochester	8,374
South Central College	North Mankato, Faribault	6,149
Saint Mary's University of Minnesota	Winona	5,900
Riverland Community College	Albert Lea, Austin, Owatonna	4,105
Minnesota State College – Southeast Technical	Winona, Red Wing	3,327
St. Olaf College	Northfield	3,125
Carleton College	Northfield	2,055
University of Minnesota Rochester	Rochester	750
Mayo School of Health Sciences	Rochester	260
Mayo Graduate School	Rochester	223
Mayo Medical School	Rochester	186
Crossroads College	Rochester	184

Enrollment only increase slightly over the 5 year period from 2007 to 2012 of about 1% (Table 7). Olmsted County accounts for almost 30% of the school ages population in the region which aligns with its population proportion for the region.

Table 7: K-12 School Enrollment 5 Years

	2007	2008	2009	2010	2011	2012	5 Yr chg
Dodge	3,990	3,983	3,971	4,039	4,062	3,998	0.4%
Fillmore	2,672	2,593	2,527	2,427	2,391	2,401	-7.4%
Freeborn	4,076	4,011	4,045	3,968	3,964	3,980	-0.8%
Goodhue	6,918	6,866	6,818	6,755	6,716	6,655	-3.1%
Houston	3,864	3,946	4,253	4,282	4,538	4,881	23.7%
Mower	5,736	5,724	5,846	5,820	5,821	5,906	3.2%
Olmsted	21,839	21,939	22,036	22,212	22,218	22,440	2.3%
Rice	8,425	8,362	8,422	8,279	8,390	8,464	1.2%
Steele	6,413	6,391	6,350	6,361	6,326	6,373	-0.3%
Wabasha	4,539	4,579	4,478	4,424	4,396	4,336	-5.3%
Winona	5,850	5,708	5,576	5,503	5,414	5,352	-6.2%
Grand Total	74,322	74,102	74,322	74,070	74,236	74,786	0.9%

Labor Force and Employment

With over 60,000 total jobs, health care and social assistance ranked as the leading employment sector in Region 10 during 2012 according to DEED. As a leader in statewide health care programs and facilities, southeast Minnesota ranked second in the state (behind only the 7-County Twin Cities Metro Area) in health care and social assistance employment. Nearly one of every four jobs in Region 10 was within the health care and social assistance sector. While job loss occurred across all industries between 2008 and 2010, health care

employment increased by 2.5%. Industries with higher support occupations (i.e. nursing assistants and residential care workers) and more part-time employment were typically found in nursing care facilities, residential mental health facilities, elderly community care facilities and other residential care facilities.

The region has a high concentration of health care and social assistance jobs and is a state and national leader in health care programs. With an aging society, growth in health care related occupations in the region is projected to rise rather significantly – especially in home health aides, medical assistants, cardiovascular technologists and technicians, diagnostic medical sonographers, physician assistants, surgical technologists, registered nurses, and athletic trainers.

The region is also home to an extremely strong manufacturing base. The manufacturing sector accounts for 16% of the labor force in the region. The counties of Olmsted, Steele and Winona account for the largest numbers of people employed in manufacturing in the region.

Update: The Region had an increase in employment compared to last year of less than 1.5%. These numbers were before the pandemic hit

Table 9: Industry Sectors Employment

NAICTITLE 2012 (UPATE 2019)	Region 2014	Region 2014	Region 2015	Region 2015	Region 2016	Region 2016	Region 2017	Region 2017	Region 2018	Region 2018	Region 2019	Region 2019
Accommodation and Food Services (72)	18,163	7.64%	18,508	7.79%	18,900	7.74%	19,155	7.85%	19,658	7.89%	20,040	8.04%
Admin and Waste Mgmnt and Remediation Services	10,300	4.33%	8,881	3.74%	8,356	3.42%	7,983	3.27%	8,054	3.23%	8,688	3.49%
Agriculture, Forestry, Fishing and Hunting (11)	3,116	1.31%	3,140	1.32%	3,194	1.31%	3,270	1.34%	3,078	1.23%	3,298	1.32%
Arts, Entertainment, and Recreation (71)	3,353	1.41%	3,623	1.52%	3,672	1.50%	3,771	1.54%	3,983	1.60%	3,864	1.55%
Construction (23)	8,714	3.67%	8,804	3.70%	9,021	3.70%	9,570	3.92%	9,527	3.82%	10,234	4.11%
Educational Services (61)	20,253	8.52%	19,365	8.15%	19,558	8.01%	20,682	8.47%	19,651	7.88%	20,667	8.29%
Finance and Insurance (52)	5,788	2.44%	5,786	2.43%	5,808	2.38%	5,769	2.36%	5,785	2.32%	5,782	2.32%
Health Care and Social Assistance (62)	59,682	25.11%	60,524	25.46%	62,627	25.66%	64,163	26.29%	65,243	26.18%	66,702	26.76%
Information (51)	3,635	1.53%	3,582	1.51%	3,646	1.49%	3,529	1.45%	3,388	1.36%	3,053	1.22%
Management of Companies and Enterprises (55)	2,978	1.25%	2,991	1.26%	2,924	1.20%	2,933	1.20%	2,962	1.19%	2,990	1.20%
Manufacturing (31)	37,446	15.75%	37,889	15.94%	37,906	15.53%	38,166	15.64%	38,499	15.45%	38,539	15.46%
Mining (21)	149	0.06%	137	0.06%	144	0.06%	152	0.06%	142	0.06%	165	0.07%
Other Services (except Public Administration) (81)	6,537	2.75%	6,578	2.77%	6,651	2.72%	6,493	2.66%	6,420	2.58%	6,668	2.68%
Professional, Scientific, and Technical Services (54)	3,633	1.53%	3,615	1.52%	3,549	1.45%	3,573	1.46%	3,597	1.44%	3,317	1.33%
Public Administration (92)	10,217	4.30%	10,411	4.38%	10,571	4.33%	10,671	4.37%	10,855	4.36%	11,261	4.52%
Real Estate and Rental and Leasing (53)	1,509	0.63%	1,455	0.61%	1,462	0.60%	1,438	0.59%	1,462	0.59%	1,466	0.59%
Retail Trade (44)	26,919	11.33%	26,786	11.27%	27,289	11.18%	27,170	11.13%	26,588	10.67%	26,449	10.61%
Transportation and Warehousing (48)	7,917	3.33%	7,427	3.12%	7,453	3.05%	7,663	3.14%	7,608	3.05%	8,094	3.25%
Utilities (22)	1,535	0.65%	1,490	0.63%	1,432	0.59%	1,376	0.56%	1,347	0.54%	1,319	0.53%
Wholesale Trade (42)	6,716	2.83%	6,696	2.82%	6,712	2.75%	6,574	2.69%	6,719	2.70%	6,632	2.66%
*DEED State of MN												

The region has seen the number of jobs increase since the economies low point in 2009. The region has increased the number of jobs by 3% since then. The region has recovered most of its job loss since 2008 high point. According to the DEED quarterly employment census the jobs in 2008 were 234,239 compared with 233,100 at the end of 2012, recovering 99.5% of the jobs since the economic downturn. The state has recovered 98.6% of the jobs during that same time-period.

Update: Since 2013 the Region has seen an increase in employment by roughly 7.0%. The major industries continue to be Health Care and Manufacturing.

Table 10: Industry Sectors Employment by Year

Olmsted County (Chart 5) is the home to close to 40% of the jobs in the region and one out of every four businesses. The city of Rochester accounts for almost 22% of the population for the region. Neighboring counties to Olmsted County show large numbers of the population working in Olmsted County. Olmstead County also makes up almost half of the region's wages. Olmsted County is driven by larger wages in the health care area and is the County's main driver for employment.

NAICTITLE 2012 (UPATE 2019)	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Chg 2009-2019
Accommodation and Food Services	16,809	16,984	18,140	18,231	18,163	18,508	18,900	19,155	19,658	20,040	19.22%
Admin and Waste Mgmnt and Remediation Services ($	7,255	8,438	9,135	9,418	10,300	8,881	8,356	7,983	8,054	8,688	19.76%
Agriculture, Forestry, Fishing and Hunting	2,568	2,801	2,876	3,009	3,116	3,140	3,194	3,270	3,078	3,298	28.44%
Arts, Entertainment, and Recreation	3,935	3,855	3,770	3,528	3,353	3,623	3,672	3,771	3,983	3,864	-1.79%
Construction	7,757	7,870	7,940	8,231	8,714	8,804	9,021	9,570	9,527	10,234	31.94%
Educational Services	18,358	18,307	18,390	18,794	20,253	19,365	19,558	20,682	19,651	20,667	12.58%
Finance and Insurance	6,364	6,226	5,944	5,956	5,788	5,786	5,808	5,769	5,785	5,782	-9.14%
Health Care and Social Assistance	57,652	58,576	60,407	60,069	59,682	60,524	62,627	64,163	65,243	66,702	15.70%
Information	819	2,426	1,697	3,444	3,635	3,582	3,646	3,529	3,388	3,053	272.77%
Management of Companies and Enterprises	2,613	2,721	2,774	2,833	2,978	2,991	2,924	2,933	2,962	2,990	14.44%
Manufacturing	35,398	36,223	36,737	36,628	37,446	37,889	37,906	38,166	38,499	38,539	8.87%
Mining	122	127	116	126	149	137	144	152	142	165	34.97%
Other Services (except Public Administration)	6,443	6,438	6,291	6,362	6,537	6,578	6,651	6,493	6,420	6,668	3.50%
Professional, Scientific, and Technical Services	3,534	3,674	3,754	3,873	3,633	3,615	3,549	3,573	3,597	3,317	-6.14%
Public Administration	10,520	10,198	10,105	10,228	10,217	10,411	10,571	10,671	10,855	11,261	7.04%
Real Estate and Rental and Leasing	1,484	1,507	1,563	1,539	1,509	1,455	1,462	1,438	1,462	1,466	-1.18%
Retail Trade	26,472	26,433	26,738	27,125	26,919	26,786	27,289	27,170	26,588	26,449	-0.08%
Transportation and Warehousing	6,628	6,862	6,968	7,289	7,917	7,427	7,453	7,663	7,608	8,094	22.13%
Utilities	1,465	1,491	1,471	1,512	1,535	1,490	1,432	1,376	1,347	1,319	-9.94%
Wholesale Trade	6,410	6,531	6,651	6,848	6,716	6,696	6,712	6,574	6,719	6,632	3.46%
*DEED State of MN											

Olmsted County (Chart 5) is the home to close to 40% of the jobs in the region and one out of every four businesses. The city of Rochester accounts for almost 22% of the population for the region. Neighboring counties to Olmsted County show large numbers of the population working in Olmsted County. Olmstead County also makes up almost half of the region's wages. Olmsted County is driven by larger wages in the health care area and is the County's main driver for employment.

Chart 5: Employees, Establishments and Wages 2012 (Update 2019)

Total Employees Update 2019	Dodge	Fillmore	Freeborn	Goodhue	Houston	Mower	Olmsted	Rice	Steele	Wabasha	Winona
2013	2.31%	2.57%	5.16%	9.23%	2.10%	6.92%	39.33%	9.77%	9.16%	2.94%	10.51%
2014	2.39%	2.55%	5.14%	9.23%	2.09%	6.90%	39.21%	9.90%	9.14%	2.94%	10.52%
2015	2.50%	2.56%	5.08%	9.04%	2.10%	6.85%	39.51%	9.96%	9.01%	2.92%	10.47%
2016	2.46%	2.55%	5.03%	8.91%	2.14%	6.87%	39.84%	10.16%	8.98%	2.78%	10.30%
2017	2.45%	2.48%	4.90%	8.92%	2.13%	6.84%	40.41%	10.25%	8.66%	2.76%	10.19%
2018	2.50%	2.48%	4.92%	8.81%	2.11%	6.70%	40.77%	10.32%	8.57%	2.75%	10.06%
2019	2.46%	2.48%	4.90%	8.64%	2.11%	6.66%	40.81%	10.36%	8.98%	2.75%	9.85%

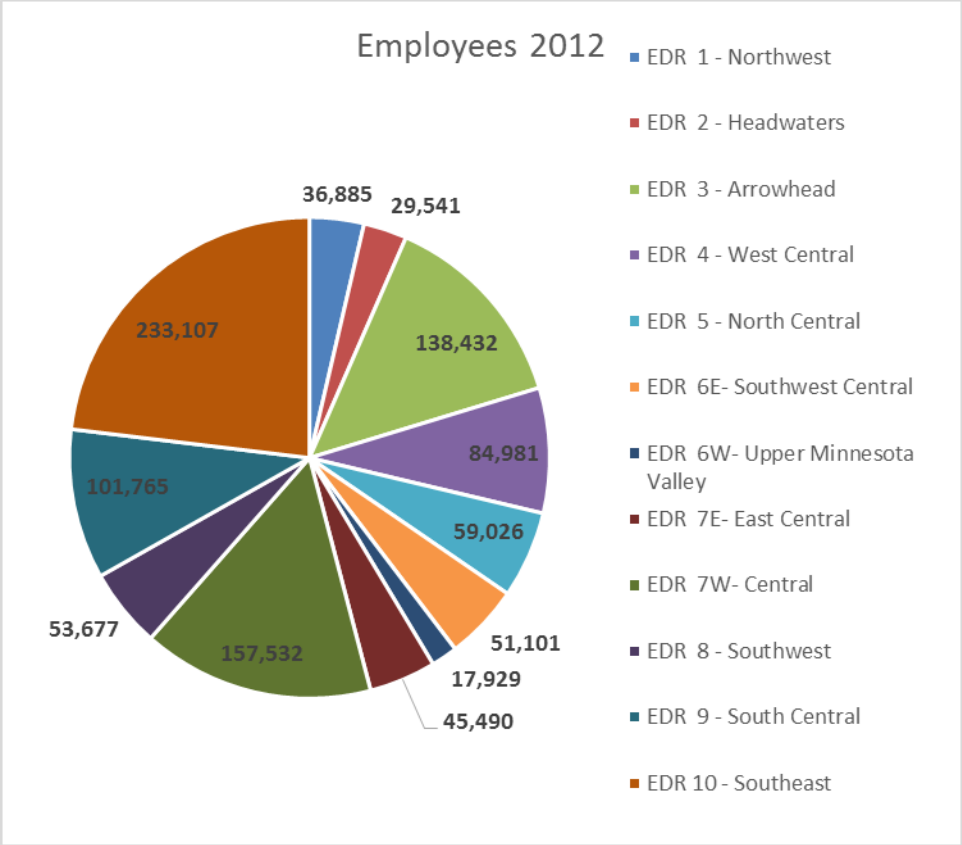
Total Establishment Update 2019	Dodge	Fillmore	Freeborn	Goodhue	Houston	Mower	Olmsted	Rice	Steele	Wabasha	Winona
2013	3.59%	5.32%	6.73%	11.05%	3.65%	7.14%	27.83%	12.23%	7.74%	5.02%	9.70%
2014	3.69%	5.31%	6.70%	11.03%	3.55%	7.11%	27.89%	12.33%	7.71%	5.00%	9.67%
2015	3.70%	5.39%	6.64%	10.93%	3.60%	7.12%	27.89%	12.38%	7.76%	4.92%	9.68%
2016	3.66%	5.37%	6.53%	10.82%	3.64%	6.96%	27.97%	12.73%	8.02%	4.71%	9.58%
2017	3.68%	5.29%	6.58%	10.84%	3.59%	6.79%	28.36%	12.83%	7.91%	4.64%	9.51%
2018	3.64%	5.42%	6.54%	10.77%	3.54%	6.71%	28.69%	12.73%	7.92%	4.60%	9.44%
2019	3.62%	5.44%	6.39%	10.47%	3.38%	6.77%	29.46%	12.65%	8.20%	4.45%	9.16%

Total Wages Update 2019	Dodge	Fillmore	Freeborn	Goodhue	Houston	Mower	Olmsted	Rice	Steele	Wabasha	Winona
2013	1.99%	1.72%	4.18%	8.57%	1.41%	6.41%	47.85%	8.79%	8.22%	2.18%	8.68%
2014	2.11%	1.74%	4.21%	8.65%	1.40%	6.55%	47.42%	8.93%	7.98%	2.21%	8.80%
2015	2.20%	1.74%	4.21%	8.76%	1.40%	6.82%	47.24%	9.10%	7.66%	2.18%	8.69%
2016	2.19%	1.73%	4.14%	8.27%	1.45%	6.96%	47.76%	9.24%	7.71%	2.05%	8.51%
2017	2.18%	1.67%	4.01%	8.25%	1.43%	6.43%	48.64%	9.25%	7.76%	2.01%	8.37%
2018	2.22%	1.60%	3.89%	8.09%	1.42%	6.29%	49.45%	9.25%	7.61%	1.99%	8.18%
2019	2.24%	1.61%	3.95%	7.72%	1.41%	6.64%	49.84%	9.29%	7.56%	1.95%	7.79%

Update: No major trend differences shown from 2012 to 2019. Olmstead County continues to provide the most and highest paying jobs in the region due to the predominance of Mayo in the Region.

The region's employment base is much larger than any other Economic Development Region in the state. The region accounts for almost one out of every 4 jobs in out-state Minnesota.

Chart 6: Employees 2012 by Region



The region (Table 10) is very competitive on a wage scale compared with the State of Minnesota and U.S. The median hourly wages in Southeast Minnesota is lower than the national median by a factor of more than 9 percent according to DEED figures as of May 2013. Wages in certain key sectors are even more competitive, making the region a cost-effective non-metro location with a large and diverse workforce.

Update: No major shifts in jobs for the Region as compared to other Regions. Region 10 saw its job growth flat-line which was towards the bottom for the State in employment gains. The majority of this is due to the fact the Region unemployment rate has been lower than other regions from year to year. The region still accounts for 23% of out-state employees and 27% of out-state wages.

Table 10: Regional Wages Data-DEED

OES	Region 10	MN	US	Region 10 vs MN	Region 10 vs US
Architecture and Engineering Occupations	$38.00	$39.56	$35.23	-3.94%	7.86%
Arts, Design, Entertainment, Sports, and Media Occupations	$24.52	$24.84	$21.00	-1.29%	16.76%
Building and Grounds Cleaning and Maintenance Occupations	$15.23	$13.86	$14.19	9.88%	7.33%
Business and Financial Operations Occupations	$33.87	$33.89	$29.61	-0.06%	14.39%
Community and Social Services Occupations	$23.34	$22.39	$24.15	4.24%	-3.35%
Computer and Mathematical Occupations	$42.71	$42.91	$40.34	-0.47%	5.88%
Construction and Extraction Occupations	$28.97	$23.14	$26.58	25.19%	8.99%
Education, Training, and Library Occupations	$24.38	$24.67	$24.51	-1.18%	-0.53%
Farming, Fishing, and Forestry Occupations	$17.72	$13.26	$16.65	33.63%	6.43%
Food Preparation and Serving Related Occupations	$12.43	$11.86	$12.10	4.81%	2.73%
Healthcare Practitioners and Technical Occupations	$36.07	$33.12	$37.34	8.91%	-3.40%
Healthcare Support Occupations	$14.81	$13.93	$15.42	6.32%	-3.96%
Installation, Maintenance, and Repair Occupations	$24.31	$22.75	$22.58	6.86%	7.66%
Legal Occupations	$37.35	$39.75	$33.15	-6.04%	12.67%
Life, Physical, and Social Science Occupations	$34.35	$33.11	$33.94	3.75%	1.21%
Management Occupations	$52.70	$51.28	$43.33	2.77%	21.62%
Office and Administrative Support Occupations	$20.03	$18.29	$18.22	9.51%	9.93%
Personal Care and Service Occupations	$13.65	$12.84	$13.51	6.31%	1.04%
Production Occupations	$19.03	$17.57	$18.54	8.31%	2.64%
Protective Service Occupations	$22.45	$20.35	$24.90	10.32%	-9.84%
Sales and Related Occupations	$15.37	$14.53	$13.97	5.78%	10.02%
Transportation and Material Moving Occupations	$18.06	$15.95	$17.54	13.23%	2.96%
Total, All Occupations	$21.49	$19.39	$19.89	10.83%	8.04%

Update: New statistics for 2019 show that the average wage for the Region increased from $16.94 in 2013 to $17.01 in 2014 to $17.74 in 2015 to $17.77 in 2016 to $18.53 in 2017 to $18.91 in 2018 to $19.28 in 2019 to $21.49 in 2020. The State had an increase from $18.08 (2013) to $18.15(2014) to $18.65 in 2015 to $18.88 in 2016 to $19.62 in 2017 and 20.07 in 2018 to $20.95 in 2019. The U.S increase was from $17.03(2013) to $17.04(2014) to $17.74 in 2015 to $17.58 in 2016 to $18.33 in 2017 to $19.00 in 2019 to $19.39 in 2020.

Future Employment Projections

As we look to future employment projections and the region's high concentration of health care and social assistance jobs the region is poised to take advantage of demographic changes. With an aging society, growth in health care related occupations in the region is projected to rise rather significantly – especially in home health aides, medical assistants, cardiovascular technologists and technicians, diagnostic medical sonographers, physician assistants, surgical technologists, registered nurses, and athletic trainers. The health care industry is projected to see that largest increases for the region out of any other industry sector.

Table 11: Future Employment Projections

Title	Est 2010	Est 2020	% Change
Healthcare Support Occupations	12,689	16,945	33.54%
Personal Care and Service Occupations	9,406	12,096	28.60%
Construction and Extraction Occupations	8,542	10,788	26.29%
Healthcare Practitioners and Technical Occupations	22,109	27,737	25.46%
Life, Physical, and Social Science Occupations	2,187	2,713	24.05%
Community and Social Service Occupations	4,927	5,908	19.91%
Transportation and Material Moving Occupations	15,465	18,134	17.26%
Installation, Maintenance, and Repair Occupations	8,908	10,367	16.38%
Business and Financial Operations Occupations	9,932	11,470	15.49%
Building and Grounds Cleaning and Maintenance Occu	8,876	10,025	12.95%
Sales and Related Occupations	23,016	25,885	12.47%
Office and Administrative Support Occupations	33,905	37,842	11.61%
Farming, Fishing, and Forestry Occupations	2,470	2,755	11.54%
Computer and Mathematical Occupations	6,397	7,088	10.80%
Arts, Design, Entertainment, Sports, and Media Occ	3,901	4,316	10.64%
Legal Occupations	914	1,001	9.52%
Production Occupations	22,268	23,979	7.68%
Protective Service Occupations	4,009	4,292	7.06%
Education, Training, and Library Occupations	14,419	15,349	6.45%
Food Preparation and Serving Related Occupations	18,518	19,708	6.43%
Architecture and Engineering Occupations	3,327	3,512	5.56%
Management Occupations	19,103	19,762	3.45%

Unemployment

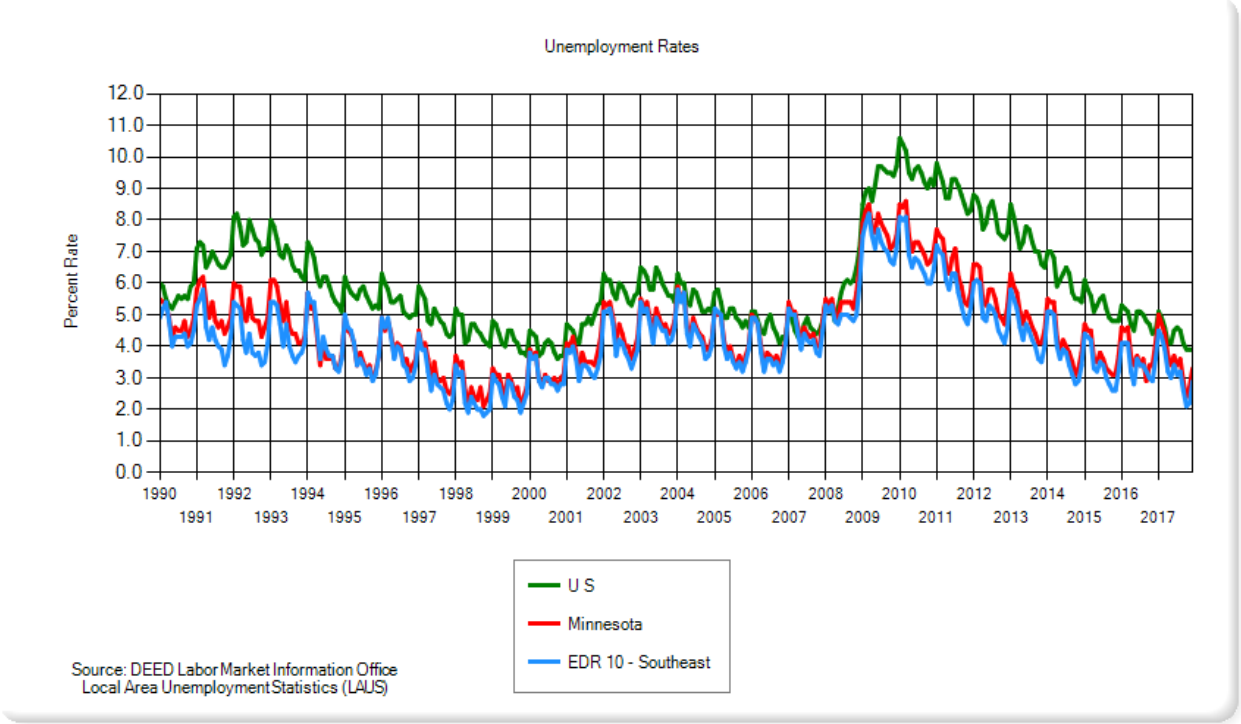
As one of the condition of funding under EDA an unemployment rate that is, for the most recent twenty-four (24) month period for which data are available, at least one (1) percentage point greater than the national average unemployment rate. The region as a whole has an unemployment rate of 3.70% as of November 2013. This is below the state average of 4.60% and the national average of 7%. All of the counties in the region are below the state average for unemployment and well below national levels.

Update: Region 10 saw a slight increase in unemployment when the pandemic started to 8.5%. It has since lowered to 3.90% compared with 3.30% prior to the pandemic

Table 12: Unemployment (Update 2020)

County	Dec-14	Dec-15	Dec-16	Dec-17	Dec-18	Dec-19	Dec-20
Dodge County	3.80%	3.50%	3.80%	3.20%	3.20%	3.80%	4.10%
Fillmore County	4.30%	4.00%	4.40%	3.50%	3.70%	3.80%	3.90%
Freeborn County	4.20%	3.70%	4.40%	4.00%	3.90%	3.70%	4.10%
Goodhue County	3.70%	3.60%	4%	3.10%	3.10%	3.40%	4.10%
Houston County	4.10%	4.00%	4.50%	3.20%	3.10%	3.40%	3.20%
Mower County	3.30%	2.70%	3.20%	2.60%	3.00%	3.10%	4%
Olmsted County	3.00%	2.60%	3%	2.60%	2.50%	2.60%	3.80%
Rice County	3.60%	3.50%	3.80%	3.00%	3.10%	3.60%	4.20%
Steele County	3.30%	3.10%	3.90%	2.90%	3.20%	3.50%	3.90%
Wabasha County	3.60%	3.50%	3.40%	3.50%	3.40%	4%	4.10%
Winona County	3.10%	3.00%	3.50%	2.60%	2.70%	2.90%	3.50%
Region 10	**3.40%**	**3.10%**	**3.60%**	**2.90%**	**3.00%**	**3.20%**	**3.90%**
MN	**3.70%**	**3.70%**	**4.00%**	**3.10%**	**3.20%**	**3.30%**	**4.60%**
US	**5.40%**	**4.80%**	**4.50%**	**4.10%**	**3.70%**	**3.50%**	**6.50%**

Chart 7: Unemployment by Year for Region



Income

As one of the condition of funding under EDA, Per capita income that is, for the most recent period for which data are available, eighty (80) percent or less of the national average per capita income. No counties in the region fall below this marker, but certain cities in the region including Austin, Winona and Faribault fall under 80% of the national level for per capita income. Three counties in the region fall above the per capita level of the U.S., with Olmsted County having the highest per capita level in the region

Table 13: Per Capita Income by County

County	2015-2019 (2019 dollars)	2014-2018 (2018 dollars)	2013-2017 (2017 dollars)	2012-2016 (2016 dollars)	% of US 2019	% of US 2018	% of US 2017	% of US 2016
Dodge	34,399	32,795	31,417	30,495	**101%**	101%	98.87%	102.23%
Fillmore	30,392	29,440	28,441	27,777	**89%**	90%	89.50%	93.12%
Freeborn	29,316	28,459	27,603	27,332	**86%**	87%	86.86%	91.63%
Goodhue	34,803	33,400	33,477	31,830	**102%**	102%	105.35%	106.71%
Houston	33,032	31,453	30,150	29,007	**97%**	96%	94.88%	97.24%
Mower	29,720	29,116	28,613	27,459	**87%**	89%	90.04%	92.05%
Olmsted	41,066	39,667	37,956	36,143	**120%**	122%	119.44%	121.17%
Rice	31,221	29,767	28,603	27,856	**92%**	91%	90.01%	93.39%
Steele	32,477	30,822	29,930	28,736	**95%**	94%	94.19%	96.34%
Wabasha	34,442	33,664	32,307	31,464	**101%**	103%	101.67%	105.48%
Winona	30,013	28,689	27,200	25,967	**88%**	88%	85.60%	87.05%
USA	34,103	32,621	31,777	29,829				
Minnesota	37,625	36,245	34,712	33,225				

Source Per Capita Income U.S. Census Bureau

Update: The Region saw an increase in per capita income in all counties from 2018 to 2019. No county in the Region falls below 80% of the U.S. per capita rate qualifying for EDA funding.

Olmsted County has the highest median income in the region. This is driven by its commuter base going into Olmsted County which is the second highest median income level. The region's median income levels are higher than the U.S. in 7 out of 11 counties.

Table 14: Median Income by County

County	2015-2019	2014-2018	2013-2017	2012-2016	% of US 2019	% of MN 2019	% of US 2018	% of MN 2018	% of MN 2017	% of US 2016
Dodge	74,575	71,669	71,078	68,178	119%	105%	119%	105%	108.19%	123.24%
Fillmore	61,207	59,451	57,093	54,358	97%	86%	99%	87%	86.90%	98.26%
Freeborn	53,631	52,447	51,174	48,827	85%	75%	87%	77%	77.89%	88.26%
Goodhue	66,800	64,765	62,431	60,452	106%	94%	107%	95%	95.03%	109.27%
Houston	60,382	58,729	56,837	55,550	96%	85%	97%	86%	86.51%	100.41%
Mower	54,295	53,665	53,700	51,778	86%	76%	89%	78%	81.74%	93.59%
Olmsted	76,951	74,880	72,337	69,308	122%	108%	124%	109%	110.10%	125.28%
Rice	68,584	65,758	63,311	61,683	109%	96%	109%	96%	96.37%	111.50%
Steele	64,903	62,731	58,882	58,141	103%	91%	104%	92%	89.62%	105.10%
Wabasha	65,226	65,138	61,973	58,865	104%	91%	108%	95%	94.33%	106.40%
Winona	59,329	55,529	53,975	52,840	94%	83%	92%	81%	82.15%	95.51%
USA	62,843	60,293	57,652	55,322						
Minnesota	71,306	68,411	65,699	63,217						

Source U.S. Census Bureau

Update: Median income levels from 2018 to 2019 went up in all counties in the Region. No County falls below 80% for EDA funding requirements for distressed communities.

Poverty

While employment and wages are trending higher since the economic decline, poverty rates have seen an increase in the region year over year. This factor is trending with the state and national poverty levels over that same time frame, but still the region is showing a widening gap between its population. Mower and Winona County are showing higher poverty rates than U.S.

Table 15: Poverty Levels by County

County	2015-2019	2014-2018	2013-2017	% of US 2019	% of MN 2019	% of US 2018	% of MN 2018	% of MN 2017
Dodge	5.60%	6.10%	5.80%	53.3%	62.2%	51.69%	63.54%	61.05%
Fillmore	9.40%	9.90%	10.30%	89.5%	104.4%	83.90%	103.13%	108.42%
Freeborn	9.60%	9.90%	11.80%	91.4%	106.7%	83.90%	103.13%	124.21%
Goodhue	7.10%	7.10%	8.00%	67.6%	78.9%	60.17%	73.96%	84.21%
Houston	7.80%	8.50%	7.60%	74.3%	86.7%	72.03%	88.54%	80.00%
Mower	11.50%	11.60%	10.60%	109.5%	127.8%	98.31%	120.83%	111.58%
Olmsted	6.70%	7.10%	8.30%	63.8%	74.4%	60.17%	73.96%	87.37%
Rice	8.20%	9.60%	11.10%	78.1%	91.1%	81.36%	100.00%	116.84%
Steele	6.30%	9.60%	9.30%	60.0%	70.0%	81.36%	100.00%	97.89%
Wabasha	8.40%	7.40%	7.00%	80.0%	93.3%	62.71%	77.08%	73.68%
Winona	11.00%	13.00%	13.80%	104.8%	122.2%	110.17%	135.42%	145.26%
USA	10.50%	11.80%	12.30%					
Minnesota	9.00%	9.60%	9.50%					

Source Per Capita Income U.S. Census Bureau

Update: The Region saw the poverty level increase in just 1 county for the year. All though the increase has been less than in past years, there continues to be an income gap level in our Region that needs to be continually monitored and solutions found.

Commuter and Labor Shed

There are really two demographics for commuting of the region's labor force: the bedroom communities and the bigger cities. Rochester, Austin, Owatonna, Albert Lea, and Faribault have some of the highest populations and workforces within the region. Consequently, 51% of all those employed in the region reside in larger cities while 49% live in rural areas and smaller communities. Nearly 36.3% of persons employed in Region 10 are employed in Rochester -- the lone Metropolitan Statistical Area (MSA) in the region.

Residents in the region work primarily within the region; however, there are strong pulls from the Twin Cities metro area -- particularly Minneapolis and St. Paul. The City of Faribault, in particular, (due primarily to quick and easy access up the I-35 corridor to higher wages and more plentiful labor markets), exports a relatively large portion of its residents to the Twin Cities labor market

CEDS Process, Strategy Committee and Comment Period

In developing the updated 2014 CEDS plan, SMIF gathered input from three main source documents including its 2011 CEDS plan, the Southern Minnesota Regional Competiveness Project, local county economic plans, and the AIM TO WIN RIG: Region Action Plan Report.

All of these resources represent a comprehensive development process that included literally hundreds of public, private and nonprofit leaders from across the 11 counties and beyond. The Partnership project alone engaged more than 1,000 people who participated in ten local roundtables, three regional roundtables, and a Futures Summit over a 12 month period.

These resources all contributed to the CEDS development process in unique ways and helped shape the development of a framework for the economic goals and priorities for the region. The framework that was used in the CEDS plan development was:

1. Structural Analysis (identify the Region's current specializations)
2. Business Cluster Analysis (gauge competitive business strength)
3. Impact Analysis (compare impacts from new investments)
4. Innovation Capacity Analysis (assess the Region's current capacity to innovate)

The planning process to update the CEDS plan for 2014 began with the analysis of the past plans and the goals that were identified in these plans. SMIF then initiated a survey designed to gage the current economic concerns in the region and re-validate the goals and priorities set forth in the original CEDS plan. SMIF sent out a survey to its constituents and received responses from over 888 individuals. The survey asked for input including age, residency, work sector, experience in work field, most important industries in Southern Minnesota current and future, barriers of growth, access to financing (equity and debt), talent pool, business alliances and business development resources, leadership pipeline and needs of the economy. The results were analyzed and feedback was given from a working group. Follow up interviews were then conducted with 55 more individuals (See Appendix 5) to gather more in-depth data from representatives identified as having great expertise on the economic conditions of the region.

SMIF gathered the feedback from the surveys and the individual interviews and analyzed any trends or recommendations to feed into the 2014 CEDS report. The analysis and results were shared with a local working group. A final draft was put together and presented to the CEDS committee (see next page) for feedback, direction and comments. The CEDS Committee validated the goals and objectives of the plan presented in the next pages.

Once the CEDS committee validated the report, SMIF made public on its website and through e-mail the report and information for any comments or recommendations. SMIF also worked with and presented its reports findings to a regional group of economic developers that has been spearheaded by DEED and consists of over 30 participants. This working group will be SMIF's main sounding board for updating of the annual CEDS plan. SMIF will keep its final report on its website for continued public comments. It is also in development with other state development organizations in creating a state wide economic development plan and with this process will develop live data report on its website for regional access and reporting.

NOTE: **CEDS Strategy Committee Members**

Reginaldo Haslett-Marroquin*	Rural Enterprise Center (Private)
Jordan Wilms*	Houston County EDA (Public)
Larry Anderson**	Ag Star (Private)
Gary Noble**	Bio Plastic LLC (Private)
Gary Smith**	Rochester Area Economic Development (RAEDI) (Private)
Jim Elmquist*	Dodge County (Public)
Diane Dingfelder**	Winona State University (Public)
Dan Dorman*	Albert Lea EDA (Public)
Scott Arneson*	Goodhue County (Public)
Dan Christianson**	F & M Community Bank (Private)
John Garry*	Development Corp of Austin (Private)
Tim Penny**	Southern MN Initiative Foundation (Private)
Pam Bishop**	Southern MN Initiative Foundation (Private)
Ron Zeigler**	Community Economic Development Associates (Private)
Chris Gastner**	Community Economic Development Associates (Private)
Kevin Kelliher**	State of Minnesota (DEED) (Public)
Randy Johnson**	Workforce Development Board (Public)
John Becker*	Red Wing Downtown Main Street Incorporated (Private)
John Monson***	AgStar Financial (Private)
Rick Howden***	Houston County EDA (Public)
Randy Olson***	Red Wing Port Authority (Public)

**Original CEDS member*
***Reviewer on both CEDS plans*
****New Review 2013*

1. **To promote economic activity that retains, expands and attracts capital to the region to support economic opportunities and innovation**

   The region is committed to supporting local entrepreneurs in creating strong businesses that provide quality jobs and have a positive local/regional economic impact. With the support of partners – local, regional and statewide – the Region will be successful in creating a system that is coordinated and connected. This means that entrepreneurs quickly find and tap into the right business development resources, companies are able to connect with research facilities and investors find the high-impact, high quality entrepreneurs in which to invest.

   The Region has significant competitive strength in a handful of exciting new areas of opportunity that hold great promise in lifting incomes and creating wealth. To seize these competitive advantages, however, the region must fortify its approach to development, commit to a new set of public and private investment priorities, and execute a game plan focused on its best economic opportunities through regional collaboration.

   Objective 1: Invest and support regional clusters which provide global competitive advantages in the areas of Bio-Science, Renewable Energy and High Technology.

   Objective 2: Provide and support resources to strengthen local entrepreneurs including peer networking, trainings and education opportunities.

   Objective 3: Boost access to capital for local entrepreneurs through debt financing and equity investments.

   Objective 4: Promote opportunities to attract executive talent to the region.

2. **Increase economic development opportunities in the region by enhancing, creating and fostering a skilled workforce**

The region benefits from a multitude of regional assets which help support a strong and competitive workforce. The region has a strong network of higher education institutions and world class medical and technology research facilities in Mayo Clinic, Hormel Institute, IBM and others. The region boasts a strong workforce investment board and a K-12 system which has some of the top high school graduation rates in the country and is highly perceived by employers.

The region needs to continue to adapt and be responsive to the changing skills needed in a globally competitive environment. This can only happen through the alignment of all of our educational and workforce training systems, which will help educate our future workforce and prepare them for a lifelong success.

A quality workforce starts with investments in early childhood education. We know that children with high quality early care and education lead to higher achievements, less grade retention, higher graduation rates and have a better chance of succeeding in school and life. In addition, the region needs to continue to invest in skills of its students in K-12 by investing in the skills sets of math, science and technology which lead to employment in future high growth industries. The regional investment in education from age 0 to Grade 12, will result in a workforce ready succeed in a higher education system that will be aligned with the needs of the business climate and will be poised for growth and success in strategically positioned industries.

Objective 1: Leverage post-secondary assets through the development of a higher education coordination council. (AIM to WIN)

Objective 2: Align job training programs to regional targeted industries. (AIM to WIN)

Objective 3: Encourage entrepreneurship and career exploration learning and career awareness opportunities through K-12 programming.

Objective 4: Retaining and recruiting young workers.

Objective 5: Retaining skills and expertise of aging workforce.

Objective 6: Invest in early childhood efforts so young children are ready to learn and succeed.

3. **Improve the regional infrastructure to maintain and enhance community and regional needs, expand community access to services and increase the region's competitive business climate.**

   The importance of infrastructure for sustained economic development for the region is imperative. High transactions costs arising from inadequate and inefficient infrastructure can prevent the economy from realizing its full growth potential regardless of the progress on other fronts. Physical infrastructure covering transportation, power and communication facilitates growth. Social infrastructure including water supply, sanitation, sewage disposal, education and health, has a direct impact on the quality of life.

   The region is competitively positioned with its current infrastructure, but continued declines in funding on a state and federal level, will challenge the region to remain competitively positioned in a regional business environment. The region also has suffered from major disasters to large portions of the region in the past five years, which has increased the regional need to tap into funding sources that will position it to remain competitive in regional business climate and protect its regional investments from natural disasters in the future.

   Objective 1: Prioritize and mobilize regionally to support public investments critical to making the Region a world class leader.

   Objective 2: Provide Regional leadership and planning to enable the region to recover and grow after natural disasters that affect the region.

   Objective 3: Helping the region capitalize on renewable energy opportunities – those that already exist, as well as those that will be developed in the years ahead, which will lead to better access to lower energy cost sources and economic opportunities.

   Objective 4: Ensure the region has access to high quality healthcare that is competitively priced.

   Objective 5: Help maintain local main street districts which attract and attain investments and maintain local identities.

4. **Strengthen local, regional and state partnerships with individuals, business and government which will lead to regional economic opportunities and innovation.**

   The region has a very strong foundation of regional collaborations and partnerships which have helped successfully position the region in a competitive business climate. Collaboration on a local, regional and state level is imperative to the Region's future success. The region's economy is vulnerable to ever-tightening fiscal constraints, to weakening civic and institutional capacity, and to increasingly metropolitan-centric policy framing, all of which move thinking and acting regionally from the desirable to an absolute necessity. Moreover, there are incentives coming from federal agencies and foundations to work regionally and collaboratively in order to be eligible for funding. The region needs to have a common sense of identify and destiny in order to prioritize investment opportunities and seize and replicate new economic opportunities.

   Objective 1: To implement an on-going regional development planning and prioritization process.

   Objective 2: Provide a regional pipeline for funding opportunities which aligns with federal programs including EDA, government financing and private investment.

   Objective 3: Provide communities with a central source for regional demographic data to enhance planning efforts.

   Objective 4: Identify and replicate current successful economic models and identify new economic models of opportunities.

Action Plan and Outcomes

Goal 1: **To promote economic activity that retains, expands and attracts capital to the region to support economic opportunities and innovation.**

Activity	Time-frame	Measurable	Champion
Asset mapping of local, county and non-profit capital funding pools to better align resources with potential business investments **Update: On-going, partnered investments include loan capital, equity capital and grant programming.**	On-going	Centralized regional yearly survey document available to public and private economic development entities-	Southern MN Initiative Foundation (SMIF), CEDA, Local city and county partners
Prioritizing and tracking public and non-profit capital investments in the areas of Bio-Science, Renewable energy and High Technology **Update: On-going. SMIF received and awarded $12.5 in disaster grants and loans due to pandemic. Not including $1.480 received by EDA for lending that is on-giong**	On-going	DEED yearly regional investment report. SMIF and CEDA yearly investment portfolio-	Local and regional economic development entities, SMIF, CEDA, Bio-Business Alliance
Provide seed investments for start-up stage businesses **Update: SMIF investments to date have been over $1,300,000. SMIF has new equity fund was created for the Region which provides over $600,000 in equity capital per year. SE MN Capital in Rochester started 2017 over $1 million fund, Golden Triangle in Red Wing is raising capital for fund and Austin in 2019 announced a new equity fund.**	On-going	SMIF provides roughly $150k per year-	SMIF, RAEDI, Equity investment funds.
Engage at least 2 communities in business succession training and provide grant dollars to support efforts.	<1 yrs.	SMIF 2 Grants-	SMIF, Local community

Update: SMIF has partnered with 2 communities for over $40,000 in grants			
Convene and support business networking and mentoring opportunities **SMIF has on-going Peer networks including minority owned businesses, manufacturing and local foods. Has partnered with local groups on all trainings**	On-going	CEO Peer Networks, Bus Incubation, Regional technical assistance experts-	SMIF, Local EDA's, Chambers
Provide cores services/trainings to small businesses including business planning and on-going technical assistance. **Update: Working on average of 75 clients one-on-one. Provided over 900/yr. businesses/individuals assisted though other events/trainings. Increased entrepreneurs touched during pandemic due to on-line trainings. SMIF has expanded networks of trainers including our SCORE chapter which was nationally recognized since 2012.**	On-going	SBA Micro-Enterprise-	SMIF, CEDA, SBDC
Support community initiatives focused on Bio Science, Renewable Energy or Advanced Manufacturing through planning and grants dollars for projects. **Update: Provide over $50,000 in grants per year.**	< 1 yr.	At least 1 community in the Region	SMIF, local EDA or Chamber, local citizens, businesses and government
Expand existing incubation/accelerations efforts focused on Bio Science, Renewable Energy or Advanced Manufacturing (AIM)	>1 yr.	Survey of Best Practices	SMIF, Local Partners

**Estimated jobs created per year 50, jobs retained 125 (Based on SMIF Financing)

Update: Actual 348 jobs created, 657 jobs retained

Goal 2: **Increase economic development opportunities in the region by enhancing, creating and fostering a skilled workforce.**

Activity	Time-frame	Measurable	Champion
Expand the offering of entrepreneurial projects initiatives in middle and high-schools **Update: Awarded 6 projects and have also partnered with Junior Achievement to expand programs in SE region.**	On-going	Increase schools and students in YES! Program and at least one new entrepreneurial effort.	SMIF
Support work outlined in AIM TO WIN RIG: Regional Action Plan	> 1 yr.	Long Term	Workforce Development
Host and facilitate knowledge exchange and networking opportunities and trainings on early childhood issues **Ongoing: Regional meetings held monthly**	On-going	On-going work of SMIF ECI Communities-	SMIF, Local partners
Provide yearly grant awards for home visiting programs targeting at-risk families in the Region **Update: $250,000 awarded**	On-going	Grants by SMIF of $50,000	SMIF, Local School Districts, Local Partners
Provide literacy and educational resources and trainings to the Region including books and computers to help young children develop core language and social/emotional competencies. **Update: Over $3.7 million worth of books given to children on average 20,000 books per year and over $678,000 Young Explorer Computers granted to local agencies. Touching 67,000 kids and 43,000 parents since plan inception**	On-going	Over $150,000 in books and computers awarded	SMIF, IBM, Picture it Windows Books, Local Partners
Continue to provide regional resources through the AmeriCorps program where	On-going	Grant awarded to SMIF	SMIF, Early childhood centers

up to 40 trained members work with at-risk pre-school children on social and emotional kindergarten awareness and training. **Update: 115+ members over 5 Years support early childhood mental health initiatives, awarded 3 year grant**			
Host a regional conference on early childhood education linking pre-k, kindergarten and principals on same path **Update: Grant over $50,000/yr. to pre-k alignment programs and trainings. Hosted regional early childhood conference. Hosted 2020 conference with over 300 participants and have done this number for past 4 years**	<1 yr.	Regional Conference	SMIF, local school officials
Implement a Parent/Caregiver Workplace Education program. **Update: Awarded 8 grants from funders and have worked with over 15 businesses over 3 year. Started new grant program to support early childhood care givers.**	<1yr	2 businesses trained	SMIF, local businesses, parents

Goal 3: **Improve the regional infrastructure to maintain and enhance community and regional needs, expand community access to services and increase the region's competitive business climate.**

Activity	**Time-frame**	**Measurable**	**Champion**
Prioritize public infrastructure projects, which best align for funding though the EDA.	On-going	CEDS	SMIF, regional CEDS strategy committee
Provide a need assessment of the regions infrastructure.	On-going	Regional Report	Regional Strategy Committee, EDA,

			SMIF
Support regional partnership groups advocating for improvement and expansion of major transportation systems. **Update: Part of Highway 14 collaboration**		Hwy 14 Partnership	
Provide a central resource of expertise to the region to access funds after disasters occur and access funds to better prevent disasters from occurring. **Update: SMIF was main state partner in delivering grants to the region for recent pandemic. SMIF worked with local counties to provide insight and expertise in assisting them in delivering grant dollars. SMIF has been active and a leader in most major disasters in the region providing grants or expertise.**	On-going	Investments in region	SMIF, DEED, Local city and counties
Provide the region with a quick start grant program to businesses after natural disaster. **Update: Provided over $12.5 million in grants and loans for the region during the recent pandemic and continue to provide dollars.**	On-going	Grants provided	SMIF, local businesses
Help local main street districts attract and attain investments and maintain community identity through community beautification projects. **Update: Awarded over $25,000 in projects**	On-going	Picture it Painted investments	SMIF, local communities
Invest in and support renewable energy ventures that optimize create jobs and provide better access to energy resources **Update: Awarded over $25,000**	On-going	Investments/ Projects in region	

**Estimated jobs created per year 5, jobs retained 10 (Based on SMIF Financing)

Goal 4 **Strengthen local, regional and state partnerships with individuals, business and government which will lead to regional economic opportunities and innovation.**

Activity	Time-frame	Measurable	Champion
Annually maintain and update the region's Comprehensive Economic Development Strategy document (CEDS) **Update: On-going, completed state-wide CEDS plan. Awarded local regional groups to develop and promote regional plans and projects.**	On-going	CEDS Plan	SMIF, CEDA, Strategy committee
Annual update of regional demographic data **Update: Updated**	On-going	CEDS Plan	SMIF, CEDA
Expand and sustain local foods initiative through partnering on an annual conference, investing capital in local foods projects and proving resources to expand these initiatives **Update: Awarded over $4000,000 in loans and over $425,000 in grant programs. Held 7th annual local foods event for our region completing 2020 event on-line and delivery for new format than in past years in person. Created new loan fund to support start-up farmers**	On-going	Investments in region	SMIF, Local City and Counties, EDA
Support the regional Minnesota Angel Investors network. **Update: Started regional equity fund, partnered with several state groups, Rochester and Redwing have engaged in new funds**	On-going	MNAN	SMIF, BioBusiness Alliance, Local EDA
Provide regional coordination to funding opportunities	On-going	Federal investments secured in the region	SMIF, Local City and County

Participate in statewide Regional Economic Development Group (RED) to help facilitate learning of statewide initiatives. **Update: Ongoing**	On-going	RED Group report	SMIF
Provide VISTA members to region to help build economic capacity **Update: Continue to manage this program with 5 members in the region.**	<1 yr	VISTA in region-	SMIF, Local Non Profits

**Estimated jobs created per year 20 (Based on SMIF New Equity Financing)

*Majority of projects listed above fall within SMIF annual outcomes to provide measurable outcomes.

Current Project Lists Region 10

Project request were put out to the City and County leaders for projects the CEDS committee could bring forward for reporting. The current list represents a list of projects from city leaders and projects submitted to the State of Minnesota as part of its bonding budget.

City	County	Description/Jobs	Cost	Project Date
Albert Lea	**Freeborn**	**Riverland Community College, Albert Lea - Transportation, Trade and Industrial Education Center, Design, Construction and Renovation**	**$7.4 million total cost and $4.9 million bonds and rest financed**	**2017 Updated in 2018 Goveners's pla**
Chatfield/Chatfield EDA	**Fillmore County**	**Chatfield Center for the Arts *(90 construction jobs and 50+ New Jobs)* *New Phase II 2016***	**$7,985,000* $9,100,000 committed $5,352,000**	**July 2014 2016 In 2018 Proposal $8,700,000 approved in 2020**
Caledonia	Houston County	Houston County Historic Courthouse Renovation	$500,000* $1,100,000 Total	June 2014
Kasson/Mantorville	Dodge County	Mantorville Lift Station & Forcemain Construction, Kasson Wastewater Treatment Plant Expansion	$2,212,000* $5,587,000 Total Project	January 2014
Lanesboro	**Fillmore County**	**1868 Lanesboro Stone Dam Repair**	**$1,438,000* $2,188,000 Total**	**June 2014**
Olmsted County Regional Railroad Authority	Olmsted/Dodge	Rochester-Twin Cities High-Speed Passenger Rail (Zip Rail). Tier 2 IES *(Job Creation 10,000+)*	$15,000,000* $17,900,000 Total	On-going Tier 2-2014
Red Wing	**Goodhue County**	**Red Wing River Town Renaissance Phase II**	**$4,291,000* $8,851,000 Total $4,480,000**	**Sept 2014 2017**
Red Wing	Goodhue County	Red Wing West Fire Station and Training Facility	$2,639,000* $5,634,00	Oct 2014
Rochester	**Olmstead**	**Mayo Civic Center Expansion *(400 construction jobs and 800 New Jobs)***	**$37,000,000* $81,114,000 Total $35 million funded**	**Oct 2014, Construction 2016 completed**

				2017
Rochester	**Olmstead**	**Dyslexia Institute of Minnesota land acquisition and building design**	**$1.5 million (total project $3.3 million)**	**2017**
Rochester	**Olmstead**	**Rochester Community and Technical College - Memorial and Plaza Halls Removal, Design, Renovation and Construction**	**$21.7 total with $14.7 Bonds, $7 million financed**	**2017**
Rochester	**Olmstead**	**Rochester International Airport Customs and Border Patrol Improvements and Other Airport Improvements**	**$2.333 million of $12 million project**	**2017**
Winona	Winona County	Louisa Street Extension	$4,234,000* $8,468,000 Total	Sept 2014
Winona	**Winona County**	**Winona State University - Education Village Phase 2, Renovation and Demolition**	**$25.3 million total project and $16.8 in bonds**	**2017**
Rochester	**Olmstead County**	**Destination Medical Center *(20-30k jobs over lifetime)***	**$585 million state $3.5 billion Mayo**	**2014-20 yr project**
Albert Lea	**Freeborn County**	**Redevelop former Farmland Foods site-Fire 2001-Recreation use**	**$20 million from State**	**2016 in plan also 2018**
Albert Lea	**Freeborn County**	**Develop Blazing Star Trail to Hayward, MN**	**$1.87 million**	**2018**
Olmstead County	**Olmstead County**	**Dyslexia Institute Learning Center**	**$3,372,000 ($1.5 State)**	**2016**
Oronoco	**Olmstead County**	**Wastewater System**	**$18,995,000**	**2016 Resubmitted 2018 Approved 2020 $24,027,000**
Austin	**Mower County**	**Recreational and Trail system for Ramsey**	**$4,000,000**	**2018**

		Mill Pond		
Austin	Mower County	Enhance a stretch along the Cedar River State Water Trail within the City of Austin's downtown area	$500,000	2018
Medford	Steele County	Build a municipal building consisting of a fire hall and city hall	$2,090,000	2018
Red Wing	Goodhue County	Replacement of the HVAC system, roofing, windows and entry storefront vestibule of the Goodhue County Historical Society's Museum	$660,000	2018
Red Wing	Goodhue County	Mississippi Blufflands State Trail, Red Wing Riverfront Trail project.	$9.5 Million	2018
Rochester	Olmsted County	Capital funding will be used to transform Graham Park into a self-supporting enterprise offering year-round facilities for a wide variety of community activities	$10 million	2018
Rochester	Olmsted County	Construction of an addition to the City of Rochester's bus storage garage	$5 million	2018
Wabasha	Wabasha County	Improvements to the riverfront for infrastructure (alley improvements), large vessel landing areas, and overall public access and programming	$10,190,000	2018
Albert Lea	Freeborn County	The flood mitigation project hwy. 65	$7,400,000	2019 2020 awarded 2.682 million
Austin	Mower County	Wastewater treatment facility	$73,000,000	2019 Approved

				2020 $7,450,000
Faribault	**Rice County**	**Water Reclamation Facility Flood Mitigation and Bank Stabilization Project**	**$4,035,000**	**2019**
Goodhue County	**Goodhue County**	**Cannon Valley storm infrastructure**	**$3,100,000**	**2019**
Lake City	**Goodhue County**	**Construct a new breakwater on Lake Pepin located at Ohuta Beach**	**$2,116,000**	**2019**
Northfield	**Rice County**	**Regional Transit Hub**	**$3,101,000**	**2019 awarded 2020 $1.75 million**
Rochester	**Olmsted County**	**Rochester International Airport (RST) Runway Safety Improvements**	**$67,000,000**	**2019 2020 $11.4 million awarded**
Red Wing	**Goodhue County**	**Old West Main Street Reconstruction and Riverfront Pedestrian - Bicycle Bridge connection**	**$6,651,000**	**2019**
Owatonna	**Steele County**	**Steele County Fair Electrical Project**	**$1,500,000**	**2019**
Rochester	**Olmsted County**	**- Highway 14/County Road 104 Interchange**	**$6,000,000**	**2020**
City of Red Wing	**Goodhue County**	**Rail Grade Separation**	**$10,000,000**	**2020 approved**
Winona	**Winona County**	**Winona County jail**	**$750,000**	**2020 approved**

**Amount request from State of MN. https://mn.gov/mmb/budget/capital-budget/current/*

Update:

1) Rochester Community and Technical College - Memorial and Plaza Halls Removal, Design, Renovation and Construction

General Obligation Bonds 14,475, GO Bonds-MN State User Financing 7,238

The Governor recommends $21.713 million to replace severely outdated classroom and office space by renovating and expanding existing academic buildings. The result will be more efficient space adaptable to current learning strategies.

2) Winona State University - Education Village Phase 2, Renovation and Demolition
General Obligation Bonds 16,871, GO Bonds-MN State User Financing 8,435
The Governor recommends $25.306 million for Phase 2 of the Education Village project. Phase 2 renovates three existing buildings and creates specialty labs and flexible, high tech classroom space to improve delivery of the College of Education's curriculum

3) Riverland Community College, Albert Lea - Transportation, Trade and Industrial Education Center, Design, Construction and Renovation
General Obligation Bonds 4,951 GO Bonds-MN State User Financing 2,476
The Governor recommends $7.427 million to renovate and re-purpose space for the Auto Service and Diesel Technology programs. These changes will increase capacity and co-locate similar career and technical offerings. This recommendation will also eliminate $1.8 million in deferred maintenance.

4) Dyslexia Institute of Minnesota
General Obligation Bonds 1,500
The Governor recommends $1.5 million for a grant to Olmsted County for the Dyslexia Institute of Minnesota. This recommendation will fund land acquisition, predesign, design, and construction of a replacement building for Olmsted County to support the local, regional and national literacy work done by the Institute. The total project cost is $3.372 million.

5) Red Wing River Town Renaissance
General Obligation Bonds 4,480
The Governor recommends $4.48 million for a grant to the city of Red Wing to construct a levee dock at the Red Wing port, improve access between the dock and downtown Red Wing, reconfigure and improve the levee promenade, finish the replacement of the small boat harbor retaining wall, and renovate the Performing Arts Center in the city of Red Wing. The total project cost is $8 million

6) Rochester International Airport Customs and Border Patrol Improvements and Other Airport Improvements
State Airports Fund 2,333
The Governor recommends $2.333 million from the State Airports Fund for a grant to the city of Rochester to make improvements that will allow the Rochester International Airport to meet updated U.S. Customs requirements to accommodate international flights. The total cost of the project is $12 million.

7) **Red Wing Master Control & ADA Compliance**
State Airports Fund $1.8 million
The Governor recommends $1.8 million for renovation of the master control area of the Red Wing facility to provide for improved security in the facility. This project would also address accessibility deficiencies to improve access for visitors and staff in the Administration Building.

Project List Submitted to Minnesota Public Facilities Authority

The projects below are listed in order of priority according to the Public Works ranking system.

City	County	Project Name	Description	Cost
Lewiston	Winona	Rehab/expand existing system		$1,343,000 Funded 593,000/RD **Committed** **828,875**
Austin Twp. - Turtle Creek 1	Mower	Unsewered area, potential SSTS		$550,000 $23,000 small community grant
Lanesboro	**Fillmore**	**New well and system improvements for radium**		**$828,875 Funded**
Oronoco Twp.	Olmsted	Unsewered, potential SSTS		$591,373
Ellendale	Steele	Rehab and expand sewer system		$960,000
Harmony	**Fillmore**	**New well and well house**		**$833,356 Funded**
Oronoco	Olmsted	Unsewered, potential SSTS		$2,400,000 $24,000 small community grant
Red Wing	Goodhue	Rehab main facility and biosolids Construct regional bio-solids facility		$1,558,000 $9,000,000
Hayfield	Dodge	Rehab/expand WWTF, advanced treatment		$2,508,000
Fountain	Fillmore	Corrective actions		$183,500
Greenleafton	Fillmore	Unsewered, Potential SSTS		$1,201,371
Albert Lea	**Freeborn**	**Water transmission line from Hartland**		**$808,500 Funded**
Mable	Fillmore	Rehab Collection System		$2,310,000
Austin Township	Mower	Unsewered, Potential SSTS		$630,000
Kenyon	Goodhue	Rehab collection and treatment system al SSTS		$1,908,206
Blooming Prairie	Steele	Rehab/Expand existing system		$2,280,000

Stewartville	Olmsted	Lift Station, EQ basin	$819,500
Rushford	Fillmore	Rehab collection system (Hwy 43)	$404,000
Austin	Mower	Rehab Treatment System	$3,500,000
Zumbro Township	Goodhue	Unsewered, potential SSTS	$5,700,000
Cannon Falls	Goodhue	Rehab collection, sewer extension	$800,000
Albert Lea	Freeborn	Unsewered, sewer extension	$1,960,000

**Update for 2019 can be found at https://mn.gov/deed/pfa/documents/#/list/appId/1/filterType/Category/filterValue/Project%20priority%20lists/page/1/sort//order/
Performance Measures:

The following performance measures include, but are not limited to suggested outputs recommended by EDA in the evaluation of the CEDS plan. The outcomes represent progress towards the attainment of the goals and objectives of the CEDS plan. Data will be compiled by SMIF staff on yearly basis and reported in the annual CEDS update to EDA.

Measure 1: Number of Jobs Created After Implementation of CEDS Plan

	2013	2014	2015	2016	2017	2018	2019
Number	237,932	238,293	241,141	243,652	244,135	246,853	249,229
Change		0.15%	1.35%	2.40%	2.61%	3.75%	4.75%

Measure 2: Number of Jobs Gained/Lossed After Implementation of CEDS Plan by Objectives

	Gain	Loss	Gain	Loss	Gain	Loss	Gain	Loss	Gain	Loss	Gain	Loss	Gain	Loss
	2013	2013	2014	2014	2015	2015	2016	2016	2017	2017	2018	2018	2019	2019
Obj. 1														
Obj. 2														
Obj. 3														
Obj. 4														
Total	15,776	(14,808)	16,117	(15,608)	18,687	(16,708)	17,150	(14,923)	16,368	(15,108)	15,056	(13,492)	3,923	4,595

**2020 numbers not available yet

Measure 3: Number of New Business Established/Closed

	2013	2014	2015	2016	2017	2018	2019
Birth	593	520	652	544	635	727	705
Death	-616	-652	-699	-612	600	628	NA

**2019 4thQ numbers not available yet

Measure 4:Total Wages in Region

2018 4thQ numbers not available yet

	2013	2014	2015	2016	2017	2018	2019
Number	10,318,075,744	10,589,867,440	11,164,582,783	11,568,166,511	$12,080,469,237	12,785,630,932	$13,132,138,077
% Chg		2.63%	8.20%	12.12%	17.08%	23.91%	27.27%

Measure 5: Number and Type of Investments by Sector in Region

	2013	2014		2015		2016		2017		2018		2019	
	Number	Number	% Chg	Number	% Chg	Number	% Chg	Number	% Chg	Number	% Chg	Number	% Chg
EDA													
Federal													
State													
Private													

Measure 6: Number and Type of Investment by Sector in Region by CEDS Project List

	2013	2014		2015		2016		2017		2018		2019	
	Number	Number	% Chg	Number	% Chg	Number	% Chg	Number	% Chg	Number	% Chg	Number	% Chg
EDA													
Federal													
State													
Private													

Calculation still in process

Measure 8: Changes in the Economic Environment of the Region

Year	Description changes in taxes, new incentive programs, major projects, ect.
2014	
2015	**Major investment given by the State of Minnesota to help expand Rochester and Olmsted Counties through Destination Medical Center of over $5 billion, largest ever State investment**
2016	**Region named by EDA Medical Manufacturing Region, Part of Journey to Grow-5 year economic development plan, granted regional workforce study**
2017	**Rochester Civic Center will complete construction later this year. SMIF assisted the region when we were hit by severe flooding in Summer 2016. New State funding is becoming available for outstate Minnesota, which was not previously available**
2018	Equity activity for the region was strong with the creation of two new funds, one in Rochester and another in Red Wing, to compliment SMIF fund
2019	We added another equity fund to the region. SMIF retention of assets in designated funds increased over 300% last 5 years. Regional planning group funded by SMIF continues to expand
2020	**Region 10 was impacted immediately by COVID-19 increasing unemployment to 8.5%. The region has since rebounded to 3.9% unemployment. But the effects on the hospitality industry is still a lingering issue for the region. SMIF has invested of $12.5 million in the region for disaster relief to the industries closed during the pandemic. SMIF will also have another $1.4 million in EDA dollars to lend out in the next year and will be getting an additional $5million from the State of MN to lend out directly to the hospitality industry.**

Annual Updates

Federal regulations require the planning organization to update the CEDS on an annual basis and to submit a CEDS performance report to the EDA. The purpose of the updates is to document projects that have been completed and prioritize new projects. SMIF believes this report is an on-going report with active inputs and priority adjustments, with that SMIF will actively update demographic inputs and measurements, as well as, monitoring and accepting on-going projects and recommendations.

Appendix 1: Project Ranking Format

When analyzing projects looking to access funds and determine if they are eligible for funding, the committee recommends looking a the point system below to determine if the project would be strongly considered by EDA.

Annual Unemployment	
1.6% below national average	1
0.6% to 1.5% below average	2
0.5% below to .05% above average	3
0.6% to .09 % above average	4
1.0% or more above average	10
Annual Per Capita Income	
10% or more above national average	1
0% to $10% above average	2
0% to 10% below average	3
10% to 20% below average	4
20% or more below average	10
Population Growth	
Population growth of 6% or more	1
Population growth of 3% to 5.9%	2
Population growth of 0.1% to 2.9%	3
No population growth	4
Population loss	5
Project Readiness	
Concept stage	1
Steering committee formed	2
Preliminary plan complete	3
Final plan complete	4
Formal approval obtained	5
Project Impact—Job Creation	
1-10 new jobs	1
11-20 new jobs	2
21-30 new jobs	3
31-49 new jobs	4
50+ new jobs	5
Project Impact—Average Wages	
Under 70% of regional average weekly wage	1
70% to 85% of regional average weekly wage	2
86% to 100% of regional average weekly wage	3
101% to 125% of regional average weekly wage	4
125% or greater than regional average weekly wage	5

Appendix 2: EDA Funding Priorities

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

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

3. **National Strategic Priorities**
   Initiatives that encourage job growth and business expansion related to advanced manufacturing; information technology (e.g., broadband, smart grid) infrastructure; communities severely impacted by automotive industry restructuring; urban waters; natural disaster mitigation and resiliency; access to capital for small, medium-sized, and ethnically diverse enterprises; and innovations in science and health care.

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

5. **Environmentally-Sustainable Development**
   Investments that promote job creation and economic prosperity through projects that enhance environmental quality and develop and implement green products, processes, places, and buildings as part of the green economy. This includes support for energy-efficient green technologies. For more information please click here (PDF).

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

Appendix 4: About Southern Minnesota Initiative Foundation

Our Vision

Since 1986, Southern Minnesota Initiative Foundation has been a catalyst for economic growth in 20 Minnesota counties. We work to build a prosperous region with vibrant communities, innovative businesses and a skilled and valued workforce.

To accomplish this, we invest in emerging businesses and the emerging workforce. We help businesses, local governments and nonprofit organizations find common ground, pool resources and achieve more.

Investment in the Region

Since establishment, Southern Minnesota Initiative Foundation has advanced economic development in the 20-county region with total investments of more than $49 million in grants and loans in the Region. Donors have helped grow a regional endowment fund valued at over $30 million. Countless organizations and collaborators have taken part in initiatives that further a common goal of sustainable prosperity in the region.

One of Six Minnesota Initiative Foundations

Southern Minnesota Initiative Foundation is one of six Minnesota regional foundations established by the Minneapolis-based McKnight Foundation and regional citizens in 1986. Leaders in each region establish priorities and work plans. Initiatives are funded by regional donors and The McKnight Foundation.

The McKnight Foundation, a private philanthropic organization, seeks to improve the state's quality of life with economic development, leadership development, community building, and attention to the needs of families, youth and older adults

Appendix 5: **Interview Questions Regional Leader**

1. What is your position in relation to leadership in the region of Southern MN?
2. What has been your involvement with regional planning process? (both project and partnership)
3. How has the work that has been done informed your work since?
4. What does it mean to be a region?
5. What is regional competitiveness?
6. How do you collaborate with other businesses/organizations/institutions/sectors?
7. What sectors do you see as currently most important in S MN?
8. How is the S MN economic landscape going to look in 5-10 years?
9. What resources do you find in your work are most prominent?
10. What roadblocks do you find are most prominent?
11. How can S MN regional leaders take an initiative to improve the economic environment of the region in the short term and what should be the long term goal?
12. What are your means of communicating with other major actors in S MN?
13. How do you typically network?
14. How are finance, education, business development, and business development connected?
15. How should regional collaboration be ensured?
16. What should be the format for governance of regional competitiveness look like?
17. What organization/business/group has the most reach and influence in S MN?
18. What organization/business/group do you most often partner and/or collaborate with?
19. What is the current 'mindset' of the S MN region?
20. Where do you see talent pools coming from?
21. Any further insights that were not covered in this interview?

Appendix 6: References Used for Report

U.S. Census Bureau
State of MN-DEED
Minnesota Compass
Data from US Census Bureau Economic Community Survey
Wikipedia
Southern Minnesota Regional Competitiveness Project
City and County Economic Development Plans
AIM TO WIN RIG Region: Action Plan
West Central Initiative Foundation (CEDS)
Region 5 (CEDS)
Center for Rural Policy
RUPRI-Center for Regional Competitiveness
MAPA Region CEDS

Appendix 7: SE MN Together

Southern Minnesota Initiative Foundation provided funds and resources for a regional planning group. SE MN Together was organized by a volunteer group as an experiment in cooperative action in addressing our region's workforce shortage. We worked to engage, encourage, and activate the southeast region through conversation and collaboration with the goal of developing action plans. Learning to work together as a region and determining what framework will enable that to happen in the future was a core objective of the SE MN Together project. SE MN Together and its action teams have created, and continue to create, resources for use in any community across the region. Areas of work include Workforce Housing, Transit, Diversity and Inclusion, Marketing, Community Design, and other local and regional initiatives.