

City of East Bethel
Economic Development Authority Agenda
Regular Meeting – 7:00 p.m.
Date: May 16, 2016



AGENDA

	<u>Item</u>
7:00 PM	1.0 Call to Order
7:01 PM	2.0 Introduction of New Member
7:02 PM p. 2-3	3.0 Oath of Office Oskar Granquist
7:03 PM	4.0 Adopt Agenda
7:04 PM p. 4-5	5.0 April 18, 2016 Minutes
7:04 PM p. 6-10	6.0 Proposed 2017 EDA Budget
7:10 PM p. 11-23	7.0 Discussion of a Proposed Light Industrial Zoning Amendment
7:30 PM p. 24-123	8.0 Chamber of Commerce Reports
7:55 PM p. 124-126	9.0 City Council/Staff Reports
8:00 PM	10.0 Adjourn



City of East Bethel Economic Development Authority Agenda Information

Date:

May 16, 2016

Agenda Item Number:

Item 3.0

Agenda Item:

Oath of Office

Background Information:

The East Bethel EDA at their April 18, 2016 Meeting interviewed five candidates for the EDA vacancy created by John Landwehr’s resignation. The EDA concluded the interviews and approved a recommendation to City Council that requested Oskar Granquist’s appointment to the EDA to fill the unexpired term of Mr.Landwher.

City Council approved the appointment of Oskar Granquist at their May 4, 2016 Meeting. Mr. Granquist’s term will run through January 31, 2017.

Attachment:

1.) Oath of Office

Fiscal Impact:

Recommendation(s):

Mr. Granquist will be requested to take the Oath of Office.

Economic Development Authority Action:

Motion by:_____

Second by:_____

Vote Yes:_____

Vote No:_____

No Action Required:___x___



Oath of Office

City of East Bethel
East Bethel, Minnesota

Please raise your right hand and read aloud:

I, _____ *name* _____ do solemnly swear or affirm that I will support the
Constitution of the United States of America and the State of Minnesota,
and faithfully discharge the duties as a member of the City of East
Bethel Economic Development Authority in the County of Anoka and
the State of Minnesota to the best of my ability. So help me God.

EAST BETHEL ECONOMIC DEVELOPMENT AUTHORITY MEETING
April 18, 2016

The Economic Development Authority (EDA) met for a regular meeting at 7:00 pm at City Hall.

MEMBERS PRESENT: Dan Butler, Chair Doug Welter Julie Lux
 Brian Bezanson Brian Mundle Steve Voss

ALSO PRESENT: Jack Davis, City Administrator
 Colleen Winter, Community Development Director

1.0 Call to Order Chairperson Butler called the meeting to order at 7:00 pm.

2.0 Adopt **Mr. Bezanson moved and Ms. Lux seconded to adopt the agenda as**
Agenda **submitted.** Chair Butler asked that items 5, 6, 7 be tabled to next month. **Mr.**
 Bezanson moved and Ms. Lux seconded to withdraw their previous motion
 and second. Motion carried. Mr. Mundle moved and Mr. Bezanson seconded
 to amendment the agenda with items 5, 6, 7 being tabled to the next meeting.
 Mr. Voss clarified if the items were to be tabled to later on the agenda at this
 meeting or postponed to another meeting. Chair Butler wanted the items moved
 to another meeting. **Motion carried.**

3.0 Approve **Mr. Welter moved and Mr. Bezanson seconded to approve the March 21,**
3/21/16 Minutes **2016 minutes as presented. Motion carried.** Mr. Voss abstained.

4.0 Position Five candidates were interviewed in this order: 1) Chad Howard, 2) Oskar
Interviews for Granquist, 3) Dustin Schroeder, 4) Robert Haig, and 5) Catherine Lancrain.
EDA Vacancy

8.0 City Council Brian Mundle reported that the City Council accepted the following: 2015 audit,
Report Sauters Commercial Park 2nd addition final plat and developers agreement, and
 the EDA Strategic Plan for business recruitment and retention.

There have been meetings on the Sandhill Crane natural area. Currently, part of the area is in the school trust lands which puts that section at risk for clear cutting. One plan is to exchange that land with some land from the Sand Dune State Park which would eliminate the clear cutting risk, however, there still would be selective cutting on the land. Nothing has been defined at this time.

The Council reviewed the snowmobile ordinance and changed it to be uniform for everyone to ride in the City right-of-way.

Four upcoming events: Tuesday, April 19 Town Hall meeting at 6:00 pm MN Dot and Mid-Continent representatives will be present, Saturday, April 23 Arbor Day with a 10:00 am tree planting by local Scouts at Booster East, Wednesday, April 20 at 6:00 pm Boards of Appeals and Equalization meeting for residents that have questions on their tax evaluations or classifications, and April 27 special meeting for the Business Retention and Expansion kickoff commencement meeting.

9.0 Selection of new EDA Board member and Recommendation to City Council A ballot vote was held; Mr. Granquist received the three votes and three other candidates received one vote apiece. **Mr. Bezanson moved and Ms. Lux seconded to recommend the City Council appoint Mr. Granquist as an EDA Board member. Motion carried.**

10.0 Adjourn **Mr. Mundle moved and Mr. Bezanson seconded to adjourn at 8:01 pm. Motion carried.**

Respectfully submitted,

Gail Gessner, Recording Secretary
Submitted 4/19/16

DRAFT



City of East Bethel Economic Development Authority Agenda Information

Date:

May 16, 2016

Agenda Item Number:

Item 6.0

Agenda Item:

Draft 2017 EDA Budget

Requested Action:

Budget Review and Comment

Background Information:

Staff is proposing that the EDA consider recommending a proposed budget for 2017 in the amount of \$101,500 to the City Council. The 2016 Budget was \$123,022. The reduction of \$21,522 is proposed due to an accumulated balance of EDA rollover funds that could amount to approximately \$130,000 by December 2016. This balance is due to unexpended funds in the contingency, yearly project funds and legal items in previous year's budgets.

By Statute (469.107) 0.0183% of the City's taxable market value may be levied as a tax to support the activities of an EDA. The taxable market value for East Bethel for 2016 is \$831,251,008 and the maximum EDA levy could be \$150,706 for 2017. The proposed EDA levy for 2017 is 97,500 and \$4,000 will be received as a special assessment for an outstanding HRA utilities loan. This loan will be repaid in 2020 and the EDA will receive \$4,000 per year through the loan term.

2017 work projects budget category could include funds for the comprehensive plan, broad band initiatives, BR & E/economic development projects and/or service road utilities. The utilization of the Project Fund category within the budget would be determined as needs are required. With the proposed budget and EDA balances, there would be sufficient to funds available to address a priority project or multiple projects depending on the costs.

Attachments:

- 1. Draft 2017 EDA Budget and Narrative

Fiscal Impact:

As noted above

Recommendation:

Consider approval of the proposed 2017 EDA Budget for presentation to City Council.

Economic Development Authority Action:

Motion by: _____

Second by: _____

Vote Yes: _____

Vote No: _____



2017 Budget

FUND: 232 – Economic Development Authority
DEPT/ACTIVITY/PROJECT: 23200 – Economic Development Authority

DEPARTMENTAL PROFILE: The EDA addresses the City’s need to proactively deal with economic development, housing, and redevelopment issues within the city. It is responsible for making presentations to the EDA and City Council to facilitate their decision making. It also includes direct interaction with the business community.

DEPARTMENTAL GOALS: The East Bethel EDA goals are to assist in increasing the amounts and types of services offered within the city, help restore blighted properties by encouraging redevelopment activities, achieve commercial development, encourage development of housing with the city that is safe, diverse, and gives residents affordable options to own a home.

EXPENDITURE DETAILS

107-Commission and Boards
\$1,600

303-Legal Services
\$10,000
Contracted legal services

307-Professional Services Fees
\$6,000
Contract consulting services as required \$6,000 for Civic Plus Webhosting

331-Travel Expenses
\$400
Personal auto mileage and/or meal reimbursement while conducting EDA business

342-Legal Notices
\$200
Publication of legal notices

433-Dues and Subscriptions
\$700
Economic Development Association of Minnesota (EDAM)

434-Conferences/Training

\$700

EDAM workshops and other economic development training

xxx-Potential Costs involved with 2017 Development

\$21,900

Potential Costs involved with 2017 Development

933-Transfer to City General Fund

\$60,000

Support Executive Director, Community Development Director, and Support Staff

**City of East Bethel
2017 Proposed Budget**

	Account Description	2014 Actual	2015 Activity	2016 Activity 1/1/16 to 4/30/16	FY 2016 Budget	FY 2017 Proposed Budget
EDA						
	R 232-36210 Interest Earnings	10.82	1,264.93	18.50	-	-
	R 232-36100 Special Assessments-Current			14,167.59	-	4,000.00
	R 232-36500 Loans	16,400.00	-	-	-	-
	R 232-31010 Ad Valorem Taxes	122,942.04	123,274.83	-	123,022.00	97,500.00
		139,352.86	124,539.76	14,186.09	123,022.00	101,500.00

**City of East Bethel
2017 Proposed Budget**

	Account Description	2014 Actual	2015 Activity	2016 Activity 1/1/16 to 4/30/16	FY 2016 Budget	FY 2017 Proposed Budget
EDA						
	E 232-23200-107 Commissions and Boards	320.00	500.00	-	1,600.00	1,600.00
	E 232-23200-201 Office Supplies	-	35.65	-	-	-
	E 232-23200-303 Legal Fees	-	-	-	10,000.00	10,000.00
	E 232-23200-307 Professional Services Fees	6,178.70	49,177.54	4,471.90	6,000.00	6,000.00
	E 232-23200-331 Travel Expenses	-	-	-	400.00	400.00
	E 232-23200-342 Legal Notices	-	-	-	200.00	200.00
	E 232-23200-433 Dues and Subscriptions	415.00	598.00	-	700.00	700.00
	E 232-23200-421 Software Licensing	-	14,143.00	-	-	-
	E 232-23200-434 Conferences/Meetings	-	-	-	700.00	700.00
	E 232-23200-933 Gen I Fund Reimb Transfers	56,000.00	60,000.00	60,000.00	60,000.00	60,000.00
	E 232-23200-999 Future Projects	-	-	-	43,422.00	21,900.00
		62,913.70	124,454.19	64,471.90	123,022.00	101,500.00



City of East Bethel Economic Development Authority Agenda Information

Date:

May 16, 2016

Agenda Item Number:

Item 7.0

Agenda Item:

Light Industrial Zoning Amendment

Background Information:

City Code, Appendix A, Zoning, Section 48, Light Industrial was adopted in 2007. Due to a previous City Moratorium on all development in the Hwy. 65 Corridor, the recessionary period of 2009 -2012 accompanied by the associated slow recovery from this economic downturn and the City’s geographic location in relation to the surrounding and immediate market areas of Blaine, Forest Lake and Cambridge, commercial and industrial development in East Bethel has been dormant since 2008.

As a result, the application of the Light Industrial section of the City Code has never been used to evaluate a proposed use within this zoning designation. A proposal by CST Companies to locate in the City has been the first test of this section of the City Code and, as such, revealed a number of material weaknesses in our Ordinance. The issues with this section of the Code that need to be addressed include but may not be limited to the following:

- Definitions of Light Industrial, Permitted, Conditional and Interim Uses
- Expansion of Performance Standards
- Elimination of any Inconsistencies between the Code and the Comprehensive Plan

Staff is of the opinion that amendments are needed to this section of the Zoning Ordinance to remove the existing ambiguities that currently permit most any activity. A proposed revision would only be an interim modification and a final review of this section would be performed during the 2017 preparation of the Comprehensive Plan. This change would provide protection from uses which may be inconsistent with the Comprehensive Plan and beyond the objective of the intended goal of this portion of the Ordinance.

Proposals for these changes will be presented to the Planning Commission at their May 24, 2016 Meeting and will include:

- A definition of Light Industrial Use
- A more definitive description and definition of permitted uses
- Prohibition of Trucking and Trucking Terminals as a permitted use in this zone

- Inclusion of additional or modification of performance standards particularly as it relates to outside storage areas (Appendix A, Zoning, Section 23-Screening and Section 24-Exterior Storage)

Attachment:

- 1.) Appendix A, Zoning, Section 48, Light Industrial
- 2.) Appendix A, Zoning, Section 23, General Standards
- 3.) Appendix A, Zoning, Section 24, Exterior Storage
- 4.) Exhibits of Light Industrial Zoning definitions an requirements of other Cities

Fiscal Impact:

To be determined

Recommendation(s):

Staff is seeking input from the EDA to insure that interim changes to Light Industrial zoning requirements address the immediate needs for clarification but do not have unintended consequences for development activities that this proposed change would effect.

Economic Development Authority Action:

Motion by: _____

Second by: _____

Vote Yes: _____

Vote No: _____

No Action Required: _____

SECTION 48. - LIGHT INDUSTRIAL (I) DISTRICT

1. - Purpose.

The light industrial (I) district is intended and designed to provide areas of the city suitable for activities and uses that are commercial and general services related and/or of a light industrial nature. It is further intended that light industrial and related commercial uses be the predominate use of land within the light industrial district.

2. - Permitted uses.

- A. ~~Uses allowed in the B-2 and B-3 districts.~~
- B. ~~Industrial condominium/multi-tenant structure.~~
- C. **Manufacturing,** *excluding those uses that generate any discernable discharges that cannot be maintained on site and any use that requires any outside manufacturing activities*
- D. Medical science uses.
- E. Office.
- F. ~~Recreation—Public.~~
- G. Research facility.
- H. **Warehousing and distribution,** *excluding trucking and truck terminal operations*
- I. **Wholesaling.** *(might want to eliminate this category as it could be included in an expanded definition of Warehousing and Distribution)*
- J. Adult uses.
- K. ~~Self-service storage.~~
- L. **Construction sales and service.**
- M. **Motor vehicle service station** *(independent of any other use)* **with minor or major repairs.**
- N. Essential services, government.
- O. Other similar uses to those permitted in this section as determined by the zoning administrator *and approve by City Council.*

3. - Prohibited Uses

- A. *Trucking, Trucking Terminals, Major and Minor Repair associated with and related to Trucking activities*

4. - Accessory uses.

- A. Trash enclosure service structure.
- B. Other uses customarily associated with a permitted use as determined by city council.

4. - Conditional uses.

- A. Detached accessory structure.
- B. **Place of worship.**

- C. Daycare facility—Licensed.
- D. Essential services—Utility substations.
- E. Kennel, commercial.
- F. Commercial and public radio and television transmission and public utility microwave antenna.
- G. Residential care facility—Serving seven or more persons.
- H. Nursing home.
- I. School, specialty.
- J. Drive-thru services.
- K. Recreation—Commercial.
- L. Other similar uses to those permitted in this section as determined by the planning commission and city council.

5. - Interim uses.

- A. Grading activities that move more than 1,000 cubic yards of material per acre.
- B. Other uses similar to those permitted in this section as determined by the planning commission and city council.
- C. Communication tower.

6. - Certificate of compliance.

Temporary/seasonal sales as permitted in Section 10. General Development Regulations.

7. - Development regulations.

A. *Minimum lot requirements:*

1)	Lot area:		
	a)	Without sewer and water	10 acres
	b)	With sewer and water	1 acre
2)	Lot width		150 feet
3)	Minimum buildable area		23,000 square feet

B. *Setbacks:*

1)	Front yard:
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	a)	Local/collector street	40 feet
	b)	Arterial street	50 feet
	c)	State/county street	100 feet
2)		Side yard	10 feet, <i>except 60' if abutting a residential district</i>
3)		Rear yard	25 feet, except 60 feet if abutting a residential district

- C. *Maximum building height:* Measured to the eave, maximum height of three stories or 30 feet, whichever is less.
- D. *Maximum lot coverage:* 80 percent.
- E. **All manufacturing, processing and/or activities associated with the product of the business must be conducted as an interior use and with the exception of outside storage no exterior activities shall be permitted except those associated with ingress and egress**
- F. **Exterior storage shall meet the screening requirements as contained in Section 23 and be limited to an area *not to exceed to the square footage of the principal structure on the site.***
- G. **All uses shall comply with all other sections of the East Bethel City Code and be consistent with the City Comprehensive Plan**

(Ord. No. 19, Second Series, 5-5-2010; Ord. No. 28, Second Series, 12-1-2010)

1. - General standards – Section 23

- A. Screening shall be installed so as to provide a visual barrier. Any such barrier shall reduce visibility in a manner that restricts vision of the object being screened.
- B. Any business, industrial, non-residential uses, and residential dwellings other than detached single-family adjacent to any residential district shall provide screening along the boundary of residential property.
- C. Screening shall consist of a compact evergreen or deciduous hedge and overstory and understory trees of sufficient width and density, or an earth berm of sufficient height to provide effective screening throughout the year. Overstory and understory trees are defined in Section 27. Landscaping Regulations.
- D. A required screening fence shall be constructed of masonry, brick, or wood. Such fence shall provide a solid screening effect and not exceed eight feet in height or be less than six feet in height.
- E. Earth berms shall not have a slope of more than four feet horizontal to one foot vertical or be located within any street right-of-way or within eight feet of the traveled portion of any street or highway.
- F. No screening or buffering shall be located on any public rights-of-way or within eight feet of the traveled portion of any street or highway.
- G. Loading docks shall be screened from all lot lines and public roads.
- H. All storage of material and equipment related to, located on, and used by any business, light industrial, or other non-residential use shall be stored inside a building. Exterior storage in business districts that is allowed by other provisions of this ordinance shall be screened from public rights-of-way and adjacent properties.

4. - I district, Section 24

- A. Exterior storage shall be limited to an area occupying no more than 50 percent of the rear yard and shall not be allowed within the required setbacks, public right-of-way, private access easement, or within the required parking area.
- B. Screening of the exterior storage shall be installed and maintained along all property lines. The screening shall not be less than five feet in height and shall preclude vision through the barrier. All screening shall meet the regulations in Section 23. Screening Requirements [Regulations].
- C. All equipment and materials within the storage area shall be arranged in a neat and orderly manner.
- D. The area occupied by exterior display shall not exceed 30 percent of the gross floor area of the principal building on the property.
- E. Exterior display and sale of merchandise shall not occur within 50 percent of the setback nearest a street.
- F. Additional parking spaces shall be provided based upon the exterior display and sale area.
- G. Accessory storage containers, as defined in Section 01. General Provisions of Administration, shall not be permitted.
- H. Up to three commercial vehicles, such as delivery and service trucks up to 20,000 GVWR, may be parked without screening if the vehicles relate to the principal use. Vehicles over 20,000 GVWR, construction equipment, and trailers shall require screening.

Light Industrial, Screening and Exterior Storage

<p style="text-align: center;">Andover</p>	<p><u>Industrial Definition:</u> M. I Industrial District: These are areas that have the prerequisites for industrial development, but because of proximity to residential areas or the need to protect certain areas or uses from adverse influences, high development standards will be necessary. I district uses include service industries and industries which manufacture, fabricate, assemble or store, where the process is not likely to create offensive noise, vibrations, dust, heat, smoke, odor, glare or other objectionable influences. Generally, those include wholesale, service and light industries that are dependent upon raw materials refined elsewhere. An industrial "park" which maintains high development standards would be zoned I. This district's location shall provide sufficient space for buffering from less intense uses. (Amended Ord. 8, 10-21-1970, Ord. 314 10-4-2005)</p> <p><u>Industrial Uses:</u> See page 77 of http://www.ci.andover.mn.us/DocumentCenter/Home/View/254 for permitted uses.</p> <p><u>Storage:</u> All Districts except Residential Districts: The City Council may require a Conditional Use Permit for any exterior storage of the following: 1. If it is demonstrated that such storage is a hazard to the public health, safety, general welfare, or morals, or has a depreciating effect upon nearby property values, or impairs scenic views, or constitutes a threat to living amenities. (Amended Ord. 8, 10-21- 1970; Ord. 380 4/21/09)</p> <p><u>Screening:</u> A. Exterior Storage: Screening from residential properties and public streets as visible from ground level shall be provided with an architecturally compatible opaque fence with a minimum height of six feet as measured from the surface of the exterior storage area. Plant material shall be provided on the outside of the fence for aesthetic appeal. Additional fence height and/or berming shall be required if a six foot fence would not block direct vision of the exterior storage. (Amended Ord. 380, 4/21/09) 1. Landscaping products and merchandise displayed for sale in limited quantities may be exempt from this screening requirement provided that a Conditional Use Permit and commercial site plan approval have been achieved and the approved plan provides specified locations, appearance and maintenance criteria and prevents conflicts with traffic circulation and emergency access.</p> <p>http://www.ci.andover.mn.us/DocumentCenter/Home/View/254</p>
<p style="text-align: center;">Blaine</p>	<p><u>Industrial Definition:</u> The purpose of this district is to provide a planned industrial environment for large scale industry and office related developments and related services. This planned industrial environment shall be developed utilizing an overall master development plan. This district shall encourage the development of clean and quiet industrial uses requiring large lots accessible to major highways and utilizing City services of sanitary sewer, water, street, and storm drainage.</p> <p><u>Industrial Uses:</u> 31.23 Permitted Uses (a) Manufacturing uses: manufacturing, compounding, processing, packaging, storage, treatment or assembly of products and materials within a structure that do not require exterior storage. (b) Offices business and professional. (c) Warehousing. (d) Wholesale businesses. (e) Research and design laboratories. (f) Exhibition and showroom centers. 31.24 Accessory Uses (a) Class I and Class II restaurants and employee cafeterias. (Amended 2/20/92 Ord. 92 1278)</p>

- (b) Recreational facilities related to employees.
- (c) Branch post office.
- (d) Daycare center commercial.(Amended 12/16/93 Ord. No. 93 1493)
- (e) Shops which include and are limited to the sale of tobacco, candy, books, magazines, newspapers, gifts, cards, stationery, and office supplies. These shops shall not exceed 5% of gross floor area and shall be located within the principal building(s).
- (f) Retail sales, incidental to manufacturing, of products manufactured on the premises, shall not exceed 5% of gross floor area. Such retail sales shall be located within the principal building(s).
- (g) Credit unions related to employees.

31.25 Conditional Uses

- (a) Communications.
- (b) Helicopter pad.
- (c) Multi use building(s) consisting of two or more permitted and/or conditional uses.
- (d) Two or more buildings on the same lot.

Storage and Screening:

- (o) Limited outside storage:
 - (1) Limited outside storage area limited to a maximum of fifty (50) percent of total building footprint.
 - (2) Sites considered for limited outside storage shall be capable of providing full screening so that outside storage is not visible from any public right-of-way.
 - (3) Screening to be achieved through a combination of masonry walls, fencing, berming, landscaping, additional setbacks, etc.
 - (4) Limited outside storage limited to a maximum height of 12 feet.
 - (5) A Conditional Use Permit for limited outside storage shall not permit the outside storage of semi-trucks, semi-trailers, or heavy construction equipment.
 - (6) All limited outside storage areas are to be hard surfaced and bound at the perimeter by either B-6-12 concrete curb and gutter or fencing as determined by the Zoning Administrator.
 - (7) Additional screening may be required to effectively screen outside storage from the view of adjacent properties.

<http://www.ci.blaine.mn.us/index2col.cfm?id=50287#.VzOATYQrLcs>

Columbia Heights

Industrial Definition:

§ 9.111 INDUSTRIAL DISTRICTS.

- (A) *Purpose.* The industrial districts are established to enhance the community’s tax base; provide employment opportunities; and accommodate industrial development while maintaining compatibility with surrounding areas.
- (B) *General provisions.*
 - (1) *Compliance with applicable regulations.* Any use established in an industrial district after the effective date of this chapter shall comply will all applicable local, state and federal standards for such uses.
 - (2) *Administration.* The administration and enforcement of this section shall be in accordance with the provisions of § [9.104](#), Administration and Enforcement.
 - (3) *Nonconformities.* Nonconforming uses, structures, lots and signs within an Industrial District shall be subject to the provisions of § [9.105](#), Nonconformities.
 - (4) *Compliance with general development standards.* Any use established, expanded or modified in an industrial district after the effective date of this article shall comply with the applicable provisions of § [9.106](#), General Development Standards.
 - (5) *Compliance with specific development standards.* Any use established, expanded or modified in an industrial district after the effective date of this chapter that is identified in § [9.107](#), Specific Development Standards, shall comply with the applicable provisions of that section.
 - (6) *Prohibited uses.* Any use not listed as either permitted, conditional or accessory in a particular district or any use not determined by the Zoning Administrator to be substantially similar to a use listed as permitted, conditional or accessory shall be prohibited in that district.

(C) *Lot dimension, height, and bulk requirements.* Lot area, setback, height and lot coverage requirements for uses in the industrial districts shall be as specified in the following table:

Industrial Uses:

(D) *I-1, Light Industrial District.*

(1) *Purpose.* The purpose of the I-1, Light Industrial District is to provide appropriate locations for industrial enterprises engaged in activities such as assembly, storage, warehousing and light manufacturing and further processing of materials first handled by general industry. These areas are located with easy access to arterial roadways and should be separated from residential uses by natural or manmade barriers.

(2) *Permitted uses.* Except as specifically limited herein, the following uses are permitted within the I-1, Light Industrial District:

- (a) Community center.
- (b) Government office.
- (c) Government maintenance facility.
- (d) Government protective service facility.
- (e) Public park and/or playground.
- (f) Recreational facility, indoor.
- (g) Recreational facility, outdoor.
- (h) Automobile repair, major.
- (i) Automobile repair, minor.
- (j) Laboratory, medical.
- (k) Office.
- (l) Studio, radio or television.
- (m) Assembly, manufacturing and/or processing.
- (n) Freight terminal.
- (o) Maintenance facility.
- (p) Office/showroom.
- (q) Office/warehouse.
- (r) Printing and/or publishing.
- (s) Self-service storage facility.
- (t) Warehousing and/or distribution.
- (u) Pawnshops.
- (v) Tattoo shops.
- (w) Body piercing shops.

(3) *Conditional uses.* Except as specifically limited herein, the following uses may be allowed in the I-1, Light Industrial District, subject to the regulations set forth for conditional uses in § [9.104](#), Administration and Enforcement, and the regulations for specific uses set forth in § [9.107](#), Specific Development Standards:

- (a) Caretaker's residence.
- (b) Outdoor sales and/or display.
- (c) Outdoor storage.
- (d) Parking ramp.
- (e) Concrete, asphalt or rock crushing operation.
- (f) Salvage operation/transfer station.
- (g) Adult entertainment use.
- (h) State licensed residential care facility, correctional.
- (i) Fences greater than seven feet in height.
- (j) Barbed wire fences.

(4) *Permitted accessory uses.* Except as specifically limited herein, the following accessory uses shall be permitted in the I-2, Light Industrial District:

- (a) Off-street parking and loading areas.
- (b) Landscaping and other horticultural uses.
- (c) Temporary construction buildings.
- (d) Signs as regulated by § [9.106](#).

(E) *I-2, General Industrial District.*

(1) *Purpose.* The purpose of the I-2, General Industrial District is to provide appropriate locations for industrial enterprises engaged in activities such as manufacturing, processing, assembly, storage and warehousing, which, because of their size and/or nature, require isolation from non-industrial uses. These areas are located with easy access to arterial roadways or railroads and should be separated from non-industrial uses by natural or manmade barriers.

(2) *Permitted uses.* Except as specifically limited herein, the following uses are permitted within the I-2, General Industrial District:

- (a) Community center.
- (b) Government office.
- (c) Government maintenance facility.
- (d) Government protective service facility.
- (e) Public park and/or playground.
- (f) Recreational facility, indoor.
- (g) Recreational facility, outdoor.
- (h) Automobile repair, major.
- (i) Automobile repair, minor.
- (j) Laboratory, medical.
- (k) Office.
- (l) Studio, radio or television.
- (m) Assembly, manufacturing and/or processing.
- (n) Freight terminal.
- (o) Maintenance facility.
- (p) Office/showroom.
- (q) Office/warehouse.
- (r) Printing and/or publishing.
- (s) Self-service storage facility.
- (t) Warehousing and/or distribution.
- (u) Pawnshops.
- (v) Tattoo shops.
- (w) Body piercing shops.

(3) *Conditional uses.* Except as specifically limited herein, the following uses may be allowed in the I-2, General Industrial District, subject to the regulations set forth for conditional uses in § [9.104](#), Administration and Enforcement, and the regulations for specific uses set forth in § [9.107](#), Specific Development Standards:

- (a) Caretaker's residence.
- (b) Outdoor sales and/or display.
- (c) Outdoor storage.
- (d) Parking ramp.
- (e) Concrete, asphalt or rock crushing operation.
- (f) Salvage operation/transfer station.
- (g) Adult entertainment use.
- (h) State licensed residential care facility, correctional.
- (i) Fences greater than seven feet in height.
- (j) Barbed wire fences.

(4) *Permitted accessory uses.* Except as specifically limited herein, the following accessory uses shall be permitted in the I-2, Light Industrial District:

- (a) Off-street parking and loading areas.
- (b) Landscaping and other horticultural uses.
- (c) Temporary construction buildings.
- (d) Signs as regulated by § [9.106](#).

(Ord. 1428, passed 5-29-01; Am. Ord. 1516, passed 10-23-06; Am. Ord. 1594, passed 4-25-11)

STORAGE:

(35) *Outdoor storage.*

- (a) The outdoor storage area shall be accessory to a commercial or industrial use.
- (b) Outdoor storage within the public right-of-way is prohibited.

- (c) All outdoor storage areas shall meet the setback requirements for a principal structure in the zoning district in which the use is located.
- (d) Outdoor storage areas shall be located in rear yards or in the side yard behind the front building line of the principal structure.
- (e) The storage area shall be fenced and screened from adjacent uses and the public right-of-way. Required screening shall consist of a fence, wall, earth berming and/or vegetation no less than six feet in height and no less than 80% opaque on a year round basis.
- (f) All goods, materials and equipment shall be stored on an impervious surface.
- (g) All goods, materials and equipment shall be stored in an orderly fashion, with access aisles of sufficient width to accommodate emergency vehicles as needed.
- (h) The height of materials stored, excluding operable vehicles and equipment, shall not exceed the height of the screening provided.

SCREENING:

(5) Screening requirements. Screening shall be provided in accordance with the following requirements:

- (a) All off-street parking areas containing six or more parking spaces and located adjacent to a residential or residentially zoned property, the parking area shall be screened along the boundary with the residential use. Where any commercial or industrial use is located adjacent to or across a public alley from a residential or a residentially zoned property, the commercial or industrial use shall be screened along the boundary with the residential use.
- (b) Exterior storage of materials or equipment, except for allowed retail sales and temporary placement of equipment, shall be screened from all adjacent non-industrial uses and from the public right-of-way.
- (c) Required screening shall consist of a fence, wall, earthen berming and/or vegetation no less than six feet in height and no less than 80% opaque on a year round basis. Said screening shall be located as close to the property line as practicable and no closer than 15 feet from the edge of a public right-of-way.

[http://library.amlegal.com/nxt/gateway.dll/Minnesota/columbiaheights_mn/parallelreferences?f=templates\\$fn=default.htm\\$3.0\\$vid=amlegal:columbiaheights_mn\\$anc=](http://library.amlegal.com/nxt/gateway.dll/Minnesota/columbiaheights_mn/parallelreferences?f=templates$fn=default.htm$3.0$vid=amlegal:columbiaheights_mn$anc=)

Ham Lake

Industrial Definition:

9-220.7 Light Industrial (I-1) I-1 zones are areas which are used for limited manufacturing purposes, involving frequent truck traffic for pickup and delivery of products and materials, and which require a significant portion of the manufacturing process to occur outside of enclosed buildings.

Industrial Uses:

- a) Permitted Uses
 - Ready Mix Concrete Plants
 - Priestesses Concrete Plants
 - Monument Companies
- b) Conditional Uses or Temporary Conditional Uses • None

Industrial Park Definition:

9-220.6 Industrial Park (I-P) This zoning category shall apply to mercantile parcels which are intended for manufacturing, warehousing, machining, tooling, fabricating, assembly, processing, equipment storage, storage of raw materials or supplies, and the like, as opposed to mercantile parcels used primarily for office or retail activities. Limited office space activity may occur in an Industrial Park, but only as incidental to the main industrial usage of a given parcel.

Industrial Park Uses:

- (c) Permitted Uses
 - Assembly Businesses • Cabinetry Assembly/Manufacturing Shops • Construction Companies • Electrical Companies • Equipment Rental Businesses (large industrial equipment) • Equipment Repair or Service Businesses • Fabricating Companies • Government Storage/Repair Centers • Machine Shops • Manufacturing Plants (Excepting Bituminous or Concrete) • Plumbing and HVAC Companies • Public Utilities (metal or pole type construction allowed) • Textile Companies • Tooling Companies • Utility Companies • Warehouses
- (d) Conditional Uses
 - Bituminous or Ready-Mix Concrete Plants • Chemical/Paint Companies Ham Lake City Code Article 9 38 • Uses which are normally permitted but which involve some retail sales • Heavy Equipment

Sales • Trucking Companies • Transfer Stations for Demolition Debris under the following conditions: 1) The Transfer Station is fully licensed/permitted by appropriate county, state and federal agencies having jurisdiction over its activities; 2) The term “Demolition Debris” refers only to concrete, stone, asphalt, wood, plastic, metal or composites. No shingles, putrescible items or hazardous materials shall be intentionally processed at the Transfer Station. Any putrescible items or hazardous materials found to be on the premise shall be handled and disposed of properly and legally. 3) The location of the actual site within the I-P area is in a sufficiently remote and screened portion of the area so as to eliminate disturbance of nearby existing or possible future residential neighborhoods through noise, light, vibration, odor, fumes, unsightliness or dust. 4) The activities at the Transfer Station shall be limited to the reception of Demolition Debris on roll-off containers or dump trucks, all contents of which are to be placed on the floor of a completely enclosed building, where the materials will be sorted and reshipped to recyclers or landfills, in a manner consistent with all applicable regulations and codes. No outside storage of demolition debris will be permitted.

Storage:

i) Outside Storage All outside storage shall be fenced for security purposes. Trash containers or accumulations of waste or debris of any kind shall be completely screened from view from outside the lot. All waste and debris shall be properly and promptly disposed of, storage of such material being allowed only for the time interval reasonably necessary to arrange for regular disposal service. During hours in which the business activity within the main building is not being conducted, all storage areas shall be gated and locked. Machinery and vehicles stored on the premises shall be secured so as not to be readily operable or moveable during non-business hours. No unregistered motor vehicles or inoperable vehicle or machinery shall remain on the premises.

Screening:

ii) Screening Any I-P area developed after the effective date of this ordinance which is adjacent to land which is now or which is intended to become a residential land use shall be completely fenced by attractive, opaque fencing of sufficient height to completely screen all future activities within I-P area. Opaque fencing shall be deemed to mean only solid wood or solid metal components. Fence height shall be as determined upon site plan review by the Planning Commission, which may also require different screening material, including earthen berming.

<http://www.ci.ham-lake.mn.us/sites/default/files/ART%209%20-%20COMPREHENSIVE%20ZONING.pdf>



City of East Bethel Economic Development Authority Agenda Information

Date:

May 16, 2016

Agenda Item Number:

Item 8.0

Agenda Item:

Chamber of Commerce and BR & E Reports

Background Information:

EDA President Dan Butler will present an update of the Chamber of Commerce activities.

Doug Welter will present an update of the BR & E Commencement Meeting that was held on April 27, 2016. Mr. Welter will review the strategies and related project ideas that were the result of the BR & E Program

Attachment:

- 1.) BR & E Strategies and Projects

Fiscal Impact:

Not Applicable

Recommendation(s):

Discuss and Consider the EDA's role in the implementation of the BR & E Program Strategies and Projects.

Economic Development Authority Action:

Motion by: _____

Second by: _____

Vote Yes: _____

Vote No: _____

No Action Required: _____



East Bethel Business Retention and Expansion Strategies Program

Research Report
March 2016



East Bethel Business Retention and Expansion Strategies Program

RESEARCH REPORT

March 2016

Authored by Monica Haynes, Gina Gensing, and Michelle Scott, University of Minnesota Duluth, Bureau of Business and Economic Research. Chapter 7, Appendix A by Tim O'Neill, Department of Employment and Economic Development.

Edited by Michael Darger, University of Minnesota Extension

Sponsors:

City of East Bethel
East Bethel Economic Development Authority (EDA)
Connexus Energy
East Bethel Chamber of Commerce
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CHAPTER 1: OVERVIEW & HOW TO USE THIS REPORT

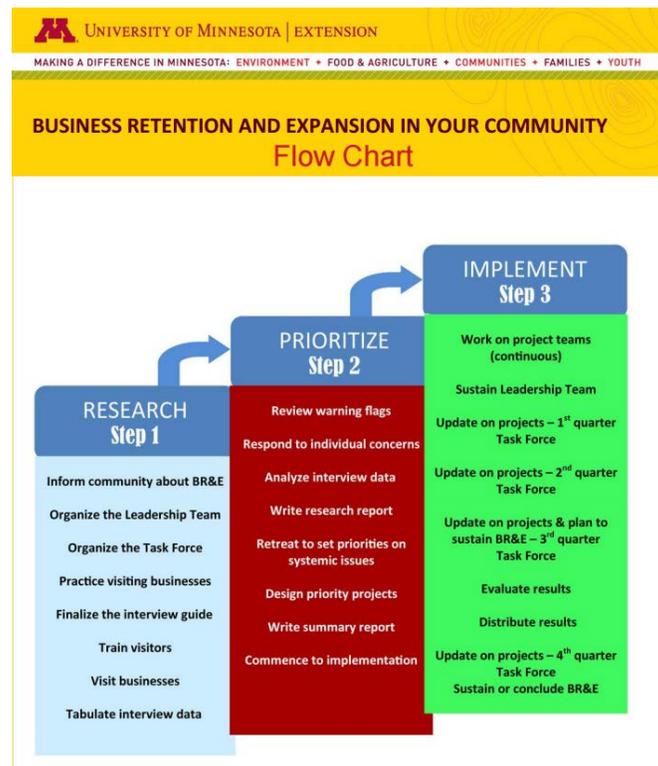
Overview of the Business Retention and Expansion Strategies Program in East Bethel.

In March of 2015, economic development leaders and other community members from East Bethel convened to discuss business retention and expansion in the community. Thereafter, it was decided to launch a Business Retention and Expansion (BR&E) initiative in East Bethel. The community convened a leadership team and a full task force to work alongside the University of Minnesota Extension team to conduct research on business needs and opportunities in the area. East Bethel businesses were personally interviewed by members of the BR&E leadership team, task force, and other volunteers.

This report presents findings of their 12-month effort. The East Bethel BR&E Program has five objectives:

- To demonstrate support for local businesses.
- To help solve immediate business concerns.
- To increase local businesses' ability to compete in the global economy.
- To establish and implement a strategic plan for economic development.
- To build community capacity to sustain growth and development.

The chart below depicts the full process of the Business Retention and Expansion program.



How to Use This Report

This report provides findings from the BR&E research in the community, suggests some themes and related project ideas based upon the research findings, and guides the community in making the next steps. With discussion resulting from this report and the task force retreat scheduled for March 3, 2016, the BR&E Task Force can decide on which priority projects to implement to maximize BR&E success in East Bethel.

Chapter 2 presents the findings from all aspects of this multi-pronged examination of the East Bethel community and its business needs. The results from this chapter can be widely distributed at meetings or through the press to raise support for selected strategies.

Following the findings, we propose possible strategies and project ideas that address the main findings from the study. The strategies and project ideas in Chapter 3 will be input for making action plans at the BR&E retreat. However, these ideas may be useful for future reference and later phases of action.

Chapter 4 shows the actual interview guide used by the visitors to businesses and the results of the survey data aggregated from all the visits.

A full overview of the BR&E process, people involved, and program are all provided in Chapter 5.

Guidance to the community regarding successful implementation of BR&E projects can be found in Chapter 6.

Lastly, supporting materials for moving the priority projects into action and a summary of the demographic and economic characteristics of the region are provided in Chapter 7.

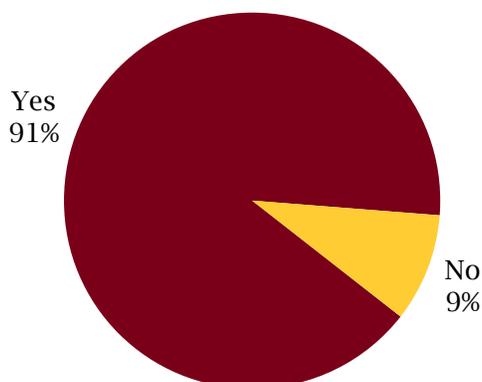
CHAPTER 2: FINDINGS

This chapter presents survey results from the 43 businesses visited by the East Bethel BR&E Task Force from September to October 2015. The chapter begins by describing the businesses visited and their characteristics. General survey results are then highlighted and discussed. A description of the community's examination of strengths, weaknesses, opportunities, and threats (SWOT analysis) is presented.

Characteristics of Businesses Surveyed

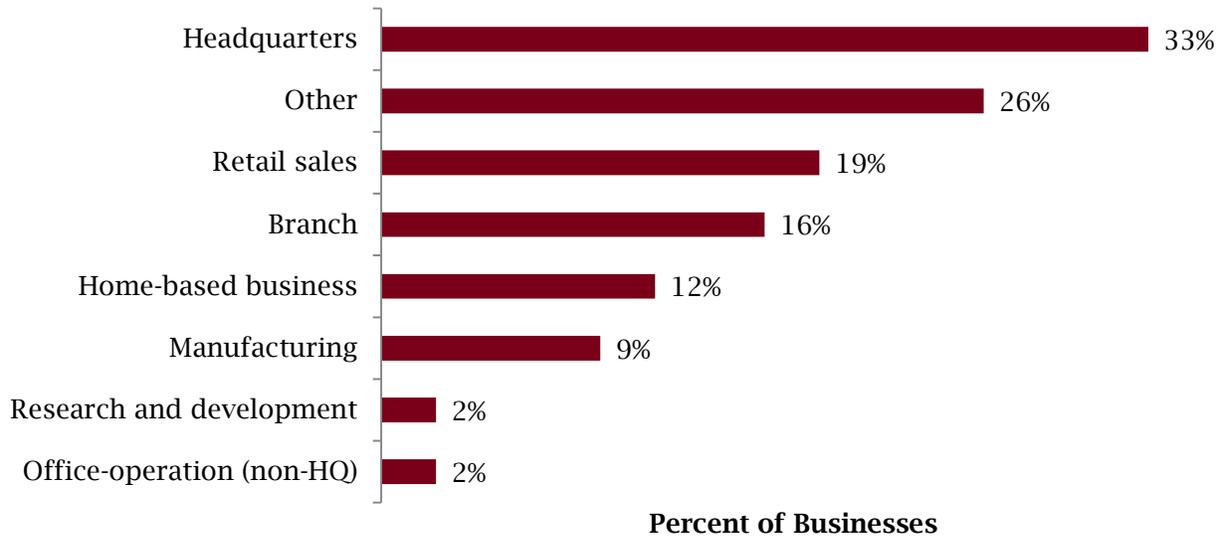
Participants in the East Bethel BR&E Program visited 43 businesses. Although the goal was to accomplish 90 business visits, 43 completed visits is a solid result. Pages 4 - 8 provide a breakdown of the characteristics of those businesses surveyed.

Figure 2-1. Is your business locally owned?



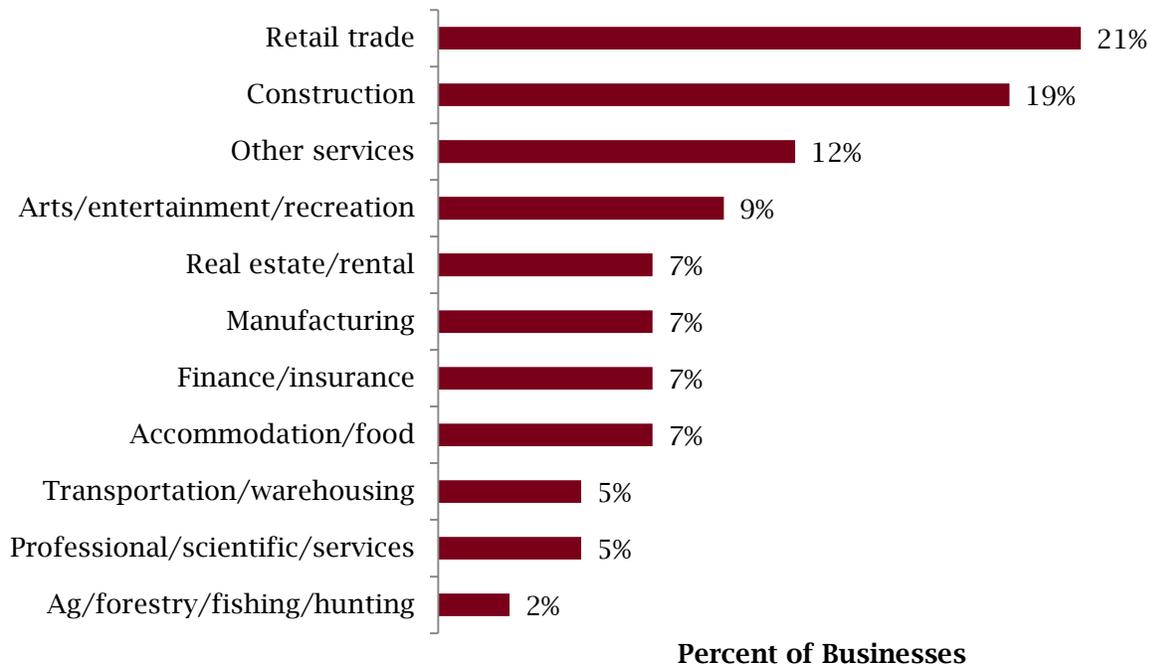
Of the 43 businesses visited, 91% are locally owned (see Figure 2-1). Having additional locations was cited by 26% of the companies, as well.

Figure 2-2. What type of facility is this?



Of the surveyed businesses, 33% identified as a headquarters (Figure 2-2). Other common facility types included Retail sales, Branch, and Home-based business. 26% of surveyed businesses indicated some other type of facility. Listed among those responses were Entertainment, Automotive, and Non-profit.

Figure 2-3. Which of the following NAICS categories best describes your business?



East Bethel used a mixed sector sample of businesses to invite to participate in a BR&E visit to their location. The final mix of visits to 43 companies resulted in the most common visits being to retail (21%), construction (19%), and other services (12%) (see Figure 2-3). To understand whether the

sample of BR&E participants is representative of the industry mix in the community overall, it is helpful to compare the results from Figure 2-3 with industry statistics from Minnesota’s Department of Employment and Economic Development (DEED). According to DEED’s 2014 employment statistics, 36% of all firms located in East Bethel¹ were classified within the construction industry. Other major industries in the city included Trade, Transportation, and Utilities (13.9% of firms), Other services (13.4%), and Professional and business services (12%). This suggests that some sectors (Construction, Professional and business services) were under-represented among BR&E participants, relative to the size of the industry within the community, while others (Retail trade, Arts/entertainment/recreation) had higher than average participation rates in the program.

Figure 2-4. Does your company have a written business plan?

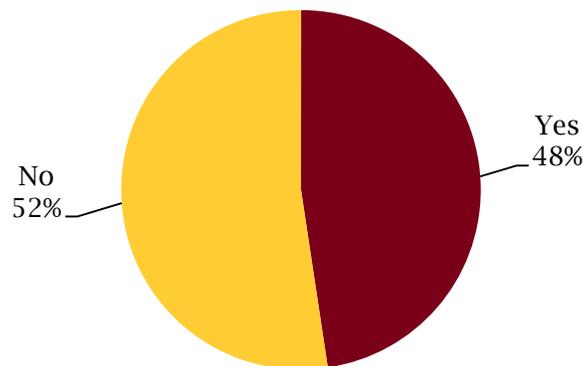
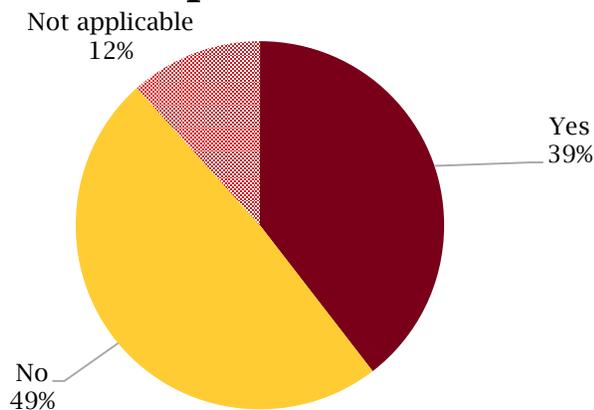


Figure 2-5. Does your company have a written transition plan?



Two survey questions ask participating businesses, “Do you have a written transition plan for ownership, leadership, or both?” and “Do you have a written business plan?” Figures 2-4 and 2-5 show the BR&E participants’ responses for those questions. Of the businesses surveyed, 48% indicated that they have a written business plan, while only 39% of businesses have a transition plan.

¹ Industry data for the city is limited due to data suppression required to protect employers. Total industry data available for East Bethel represents 88% of the city’s total employment. See Table 5, Appendix A in Chapter 7 for more details.

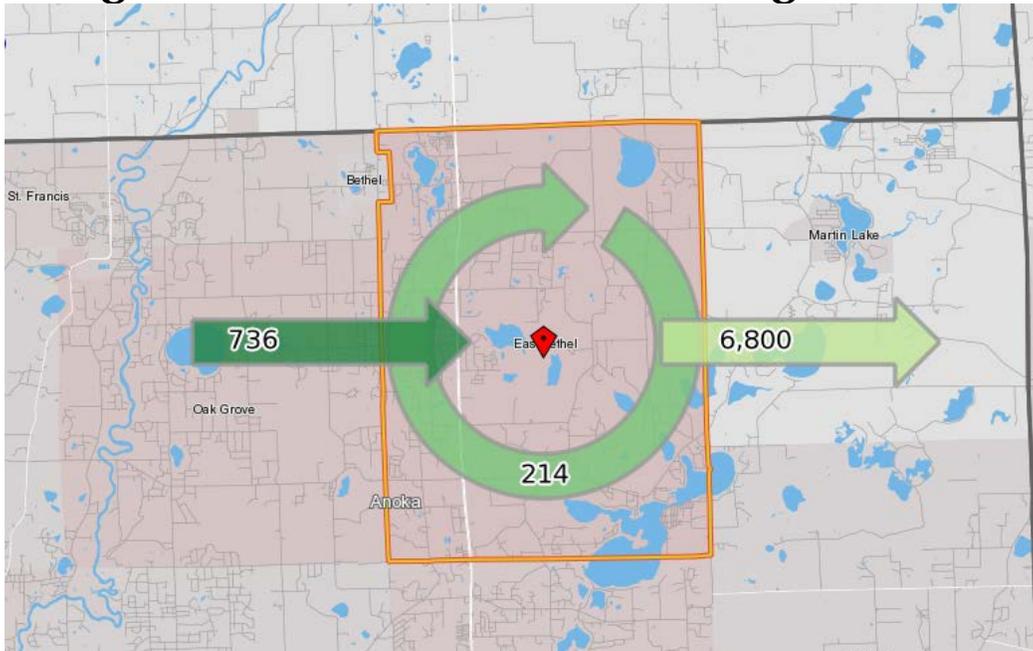
Table 2-1. What is the average hourly starting wage?

Category	Average Starting Wage	Average Starting Wage (BR&E benchmark)
Construction	\$28.94	\$23.62
Professional/managerial	\$21.80	\$25.37
Skilled manufacturing	\$18.67	\$16.64
Repair and skilled maintenance	\$17.43	N/A
Office and administrative	\$16.70	\$12.74
Unskilled manufacturing	\$12.90	\$11.76
Unskilled Workers (food prep, retail sales, housekeeping)	\$11.40	\$10.14

Note: Any category with fewer than five responding businesses is not shown in order to protect individual company data confidentiality.

The average starting wage for all surveyed businesses ranged from \$11.40 an hour for Unskilled manufacturing to \$28.94 an hour for Construction workers (Table 2-1). These rates translate into weekly starting wages for full-time employees of nearly \$1,200 for the highest category to roughly \$450 for the lowest category. By comparing the average starting wages from 26 previous BR&E communities, reported in 2014 dollars, we can provide context for these results. In some areas (i.e. Unskilled workers, Unskilled manufacturing), East Bethel's wages are fairly similar to those from previous communities. In other areas (Construction, Skilled manufacturing, Office and administrative) wages are higher in East Bethel than the BR&E benchmark. One area where East Bethel's wages are notably lower, however, is for Professional and managerial workers. In previous BR&E communities, the average starting wage for this type of worker was more than \$25.00, while in East Bethel these employees start at \$21.80.

Figure 2-6. East Bethel Commuting Patterns



Source: U.S. Census Bureau's On the Map

One interesting characteristic of East Bethel is its commuting patterns. Approximately half of all businesses surveyed indicated that their employees travel less than 15 minutes to work. However, according to the U.S. Census Bureau, 97% of East Bethel’s labor force commutes outside of the city for work. The most common destinations for employment included Minneapolis, Blaine, St. Paul, Coon Rapids, Ham Lake, and Fridley. Only 214 of the jobs in the city are filled by people who live and work within East Bethel. See DEED’s report on East Bethel demographics and labor market trends in the Appendix for more information.

Recent and Projected Changes for Businesses Surveyed

Many of the Business Retention and Expansion survey questions ask businesses about the changes they have made in recent years (e.g. adding employees, expanding to new locations) as well as changes that they are anticipating in the near future. This section summarizes the responses from East Bethel’s surveyed businesses.

Table 2-2. Employment Change

	Full-time	Part-time	Seasonal	Temp agency	Total
Currently	380	220	192	2	794
Three years ago	336	160	147	0	643

Surveyed businesses in East Bethel currently employ a total of 794 individuals, up from 643 three years ago (see Table 2-2). Total employment grew by 151 jobs, or 23%, as compared with employment three years prior.

Figure 2-7. Why did employment change?

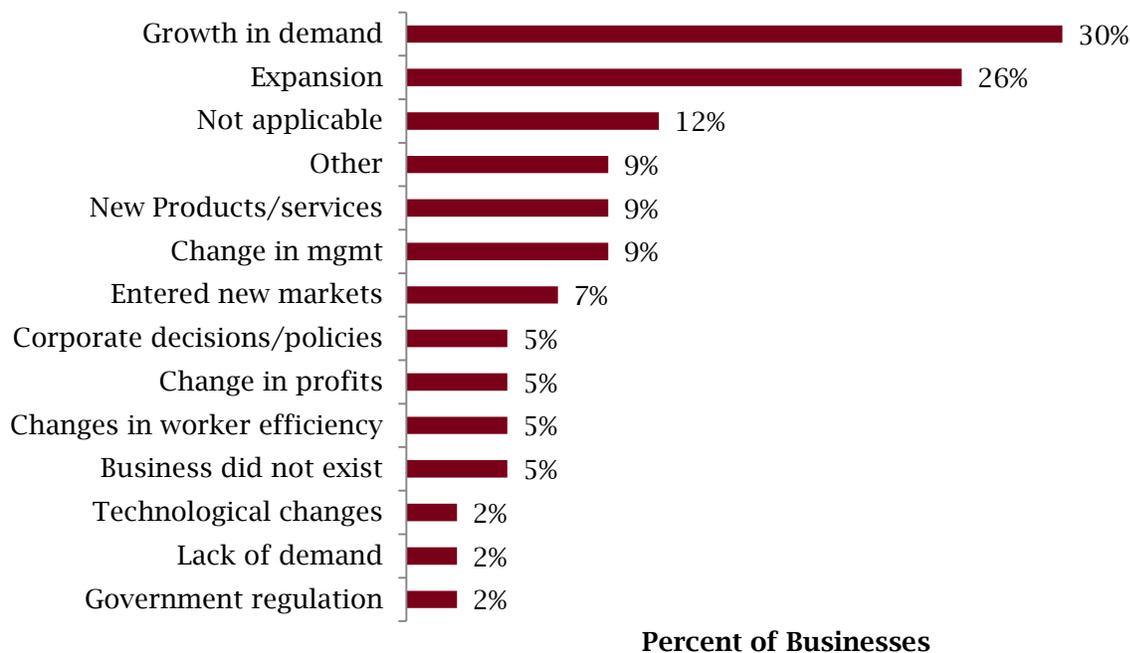
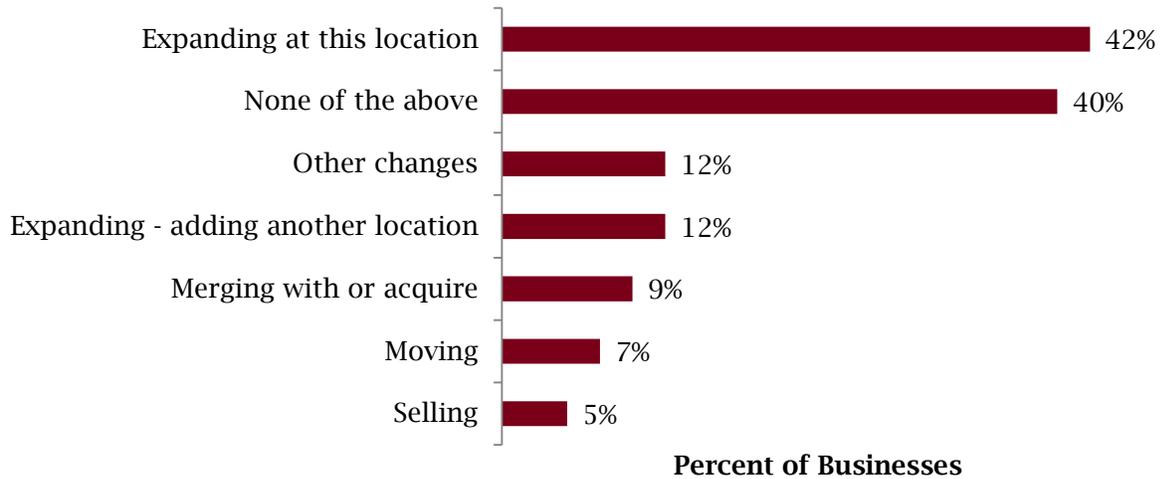


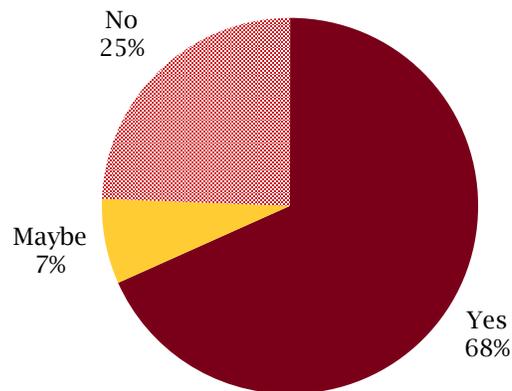
Chart 2-7 shows the many reasons for this increase in employment. Reasons cited by more than 10% of the businesses included Growth in demand (30%) and Expansion (26%), However, 12% said that this question was Not applicable.

Figure 2-8. Are you currently considering any of the following future plans?



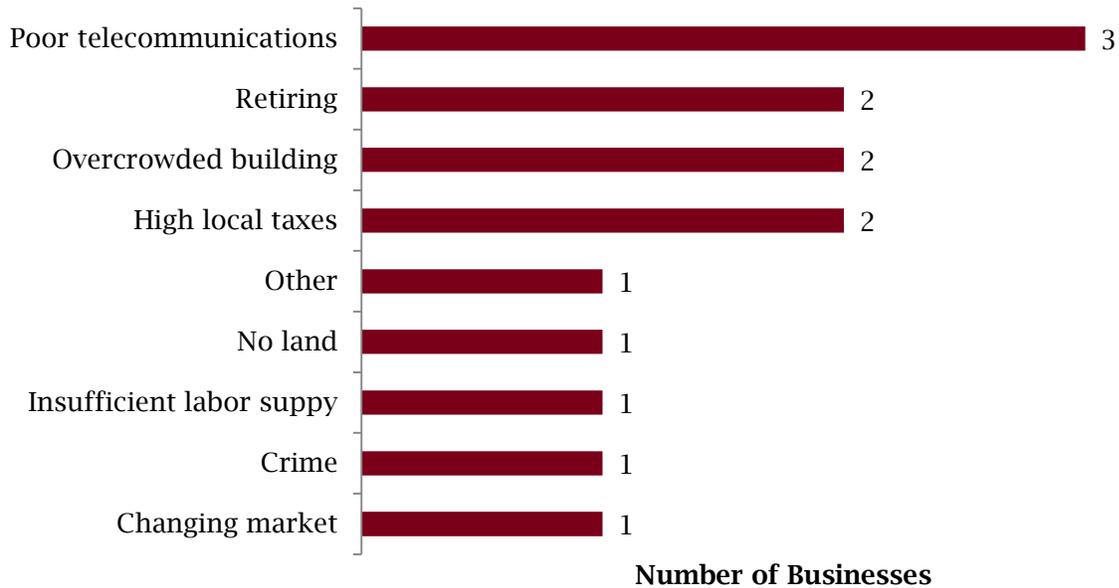
Businesses in East Bethel are planning for change. 42% of responding businesses indicated expanding at their current location, 12% are considering expanding at another location, and an additional 12% are considering other changes (see Figure 2-8). 40% indicated none of the above as their answer to future location decisions. However, this answer could be because 47% of all businesses surveyed had expanded their business in the past year.

Figure 2-9. Does your company own or rent/lease sufficient property to allow for expansion?



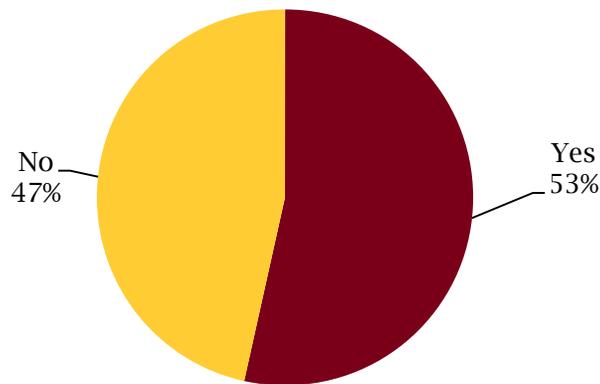
The good news for East Bethel is that a significant portion of surveyed businesses (68%) report having property available for expansion if necessary. Considering the large number of surveyed businesses that are considering expanding, it is especially advantageous to the community that so many businesses also report having the space to expand. If the community can assist these businesses with their plans to expand, East Bethel could be poised for growth in the coming years.

Figure 2-10. Why are you considering moving/downsizing/selling?



Of those businesses that are considering moving, downsizing, or selling (n=5), each was asked to select all of the reasons they are considering that change. The most common answer was poor telecommunications, with 3 of the 5 respondents indicating this was a concern, followed by retirement, overcrowded building, and high local taxes, each with 2 respondents.

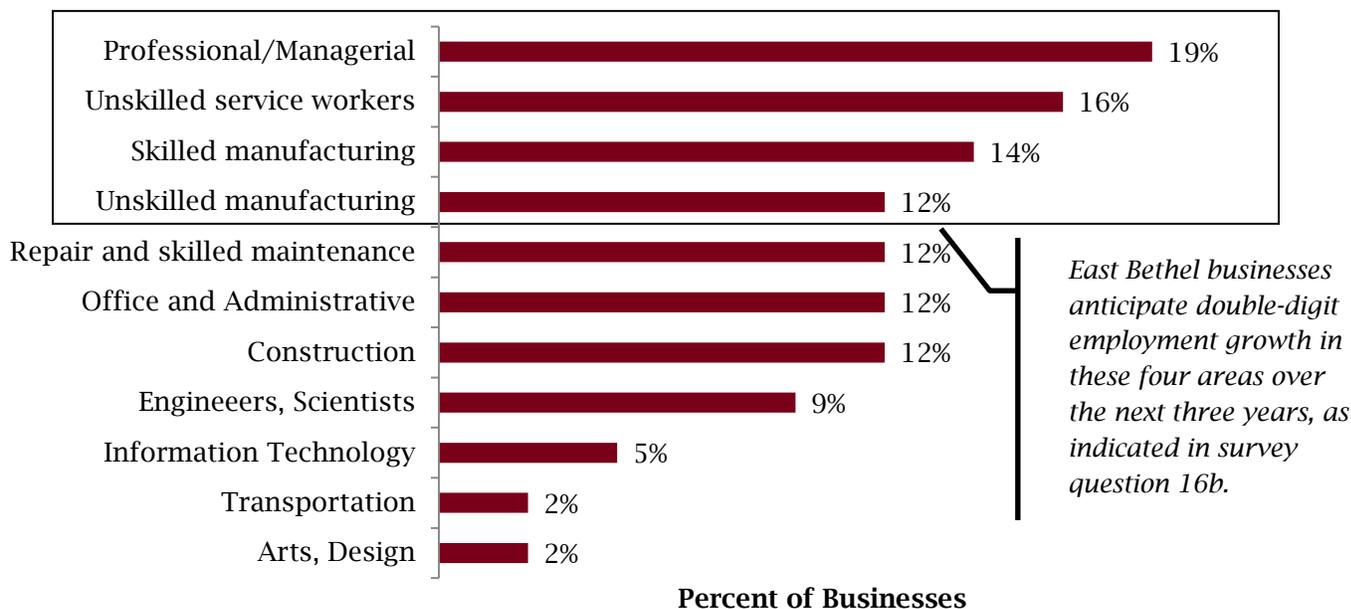
Figure 2-11. Do you need training for workers or managers?



Throughout the East Bethel survey responses, recruitment and training both arose as major concerns for participating businesses. Of the participating businesses, 53% indicated that they needed training for workers or managers. 30% indicated that their workers needed training in “general skills.” However, a large portion of businesses cited a need for training in “other” skills. Of those that went on to describe their needs, a significant portion cited construction and manufacturing-related skills

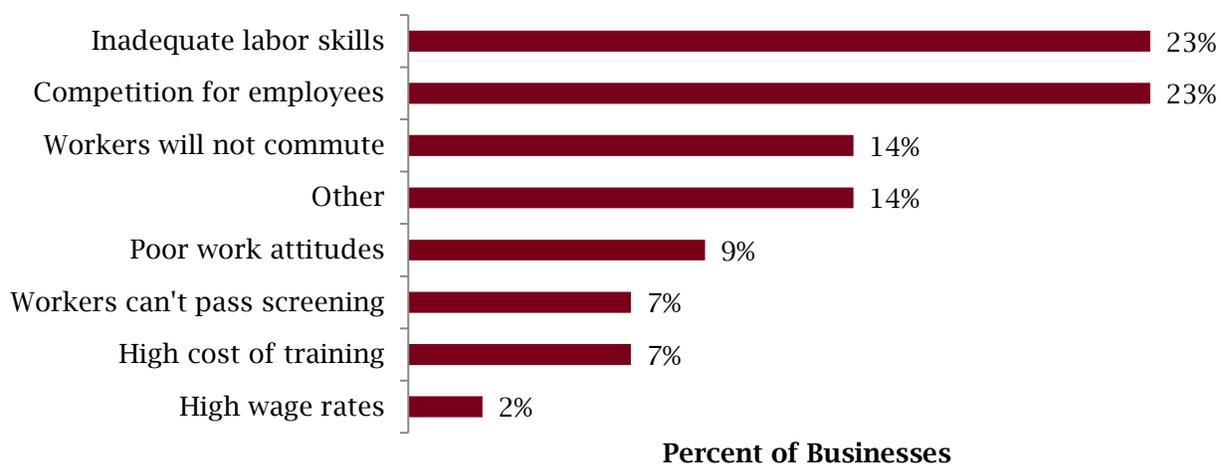
including compliance training, specialized skills, machining, welding, and apprenticeship/union trainings.

Figure 2-12. Does your company have problems recruiting the following?



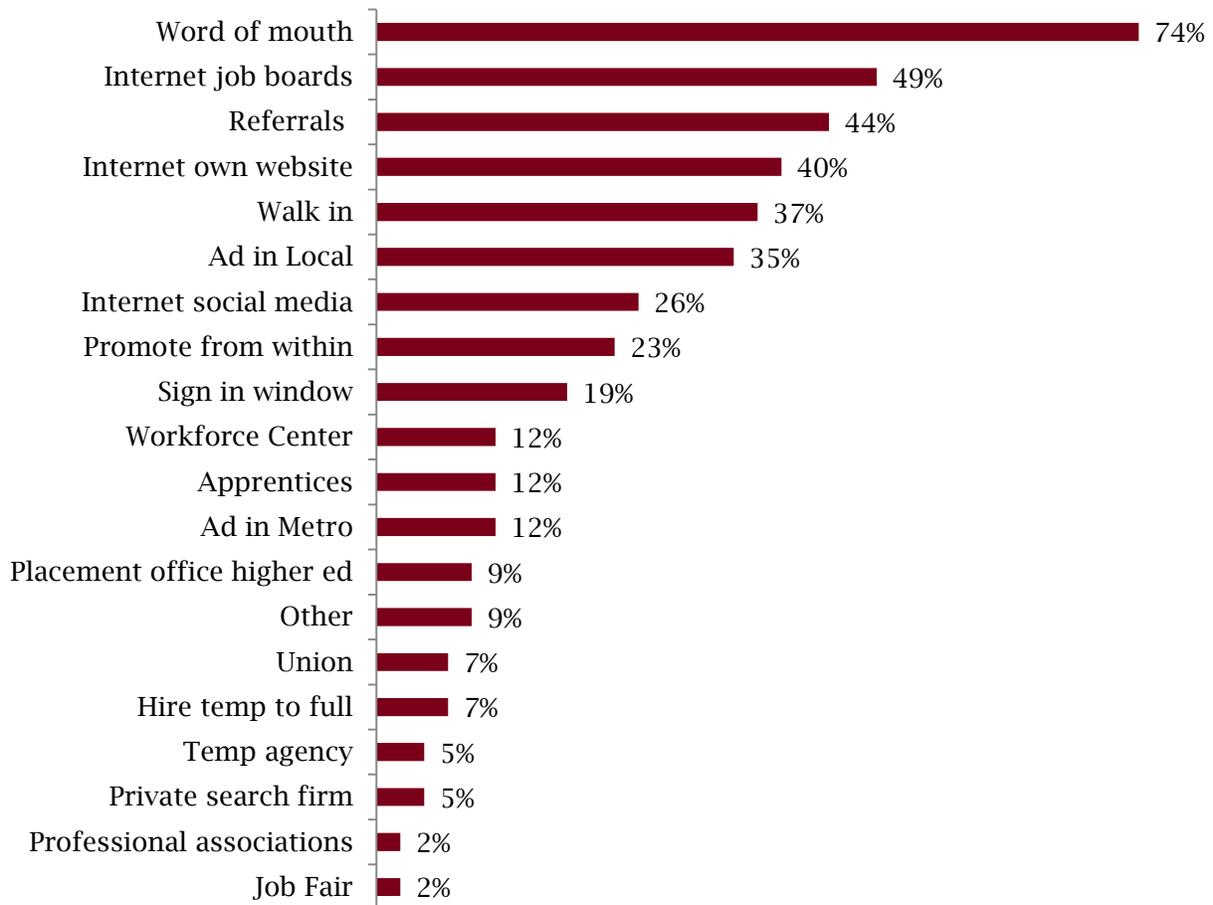
As mentioned earlier, a significant concern among businesses was the recruitment of skilled workers. Figure 2-12 shows the results of the question, “Does your company have problems recruiting the following?” Interestingly, the positions in greatest demand are evenly split between the highly skilled (Professional/Managerial, Skilled manufacturing, Repair and Skilled maintenance) and the entry-level (Unskilled service workers, Unskilled manufacturing, and Office and administration). Question 16a asks businesses if they expect a change in the number of positions in coming years. Notably, the positions that businesses currently have the most trouble recruiting are the same positions in which they expect to see the most growth in coming years.

Figure 2-13. What are the three most important reasons for your recruiting problem?



The top reasons cited for the recruiting difficulties (Figure 2-13, previous page) include Inadequate labor skills (23%), Competition (23%), and the Difficulty in convincing workers to commute to East Bethel (14%). One interesting point to note is that businesses report having the greatest difficulty recruiting Professional/managerial positions. As noted previously, those positions also have lower than average starting wages, as compared to previous BR&E communities. This could be one reason for the recruitment issues for this type of employee.

Figure 2-14. What resources are you using to locate new employees?



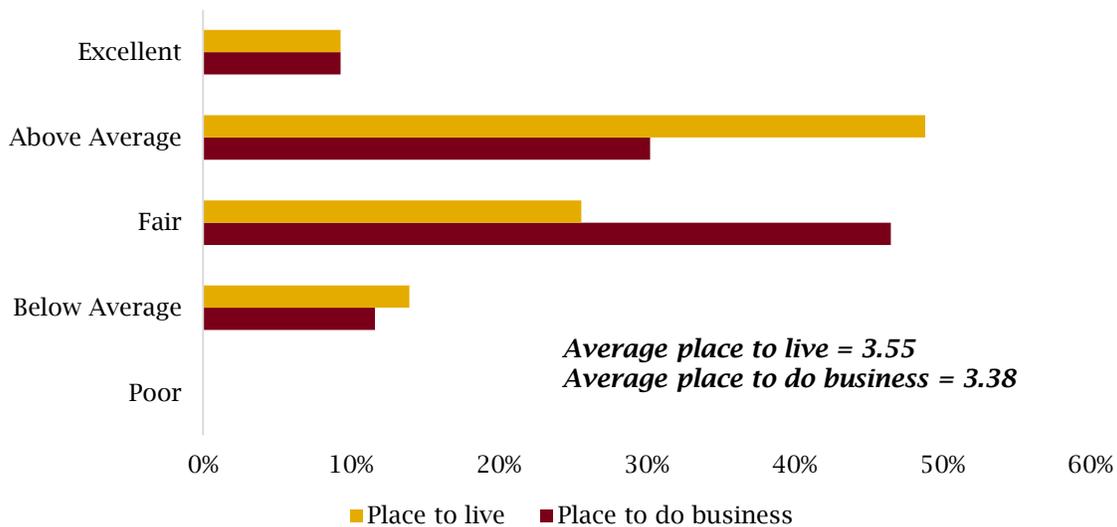
Lastly, businesses were asked about the resources they currently use for recruiting new employees. Word of mouth, Internet job boards, and referrals were the most common methods among participating businesses. One interesting point to note from these findings is how different East Bethel’s recruitment methods are from past BR&E communities. For example, 74% of businesses report using word of mouth as a recruitment method, while the BR&E program’s benchmark-weighted average score for this question was only 50%. Similarly, East Bethel businesses are much more likely to recruit using a “sign in the window” as compared with other BR&E communities (9%), or by hiring walk-ins (37% in East Bethel as compared with 34% benchmark-weighted average score). Conversely, some recruitment methods that were quite common among past BR&E communities including job fairs (10% of previous BR&E participants used this method), Workforce Centers (18%), Placement offices at local colleges (19%), Professional associations (12%), and Private search firms (9%) all had lower values among East Bethel businesses. This shows that there are many recruiting

resources that currently are not being used by East Bethel’s responding businesses that might improve their efforts to find and attract the needed workforce.

Satisfaction Among Businesses Surveyed

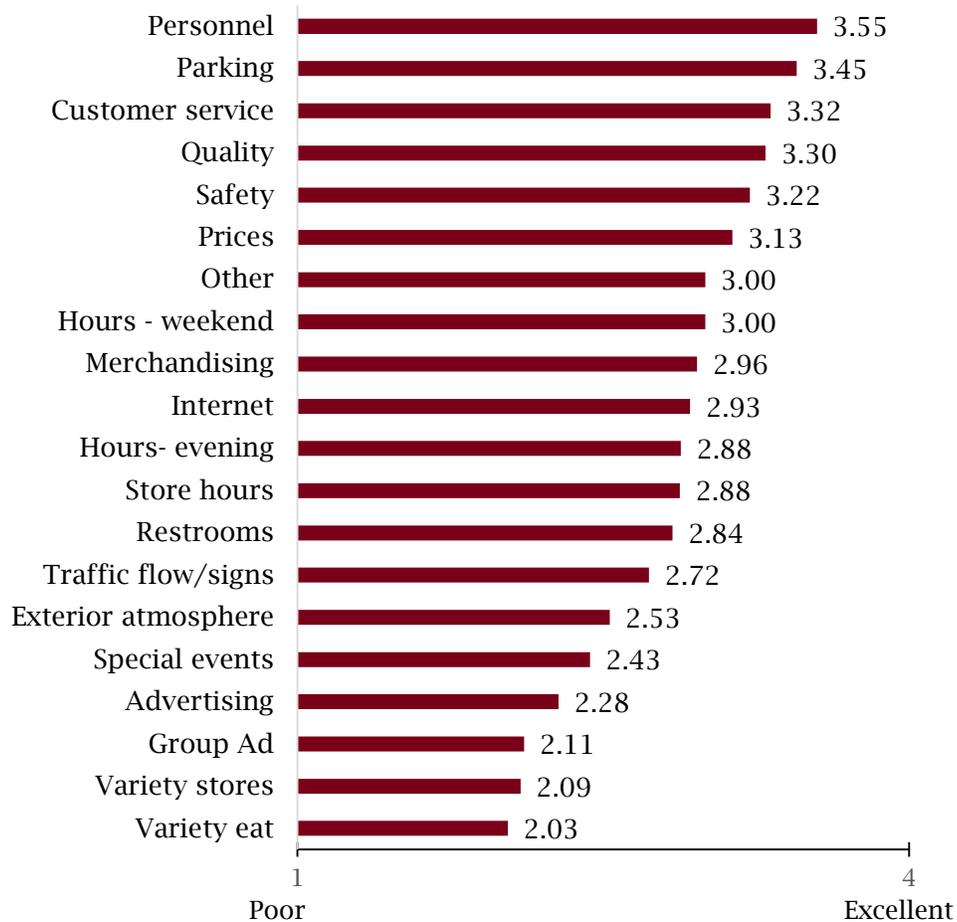
Surveyed businesses shared their opinion of East Bethel as a place to do business and as a place to live. On average, businesses feel East Bethel is a slightly better place to live than to do business, which is a fairly common result. On a scale where 5 equals “Excellent,” and 1 equals “Poor,” East Bethel earned an average score of 3.38 as a place to do business (see Figure 2-15). For perspective, the University of Minnesota BR&E program has a benchmark-weighted average score for this question of 3.8 from 41 previous BR&Es in communities dating from 2014 back to 1993. Thus, East Bethel comes out lower than average based on that comparison. Only 39% of the businesses rated East Bethel either Above Average or Excellent. In the last 5 years, the benchmark average was 3.68, not including East Bethel’s data.

Figure 2-15. Rate East Bethel as place to live and conduct business



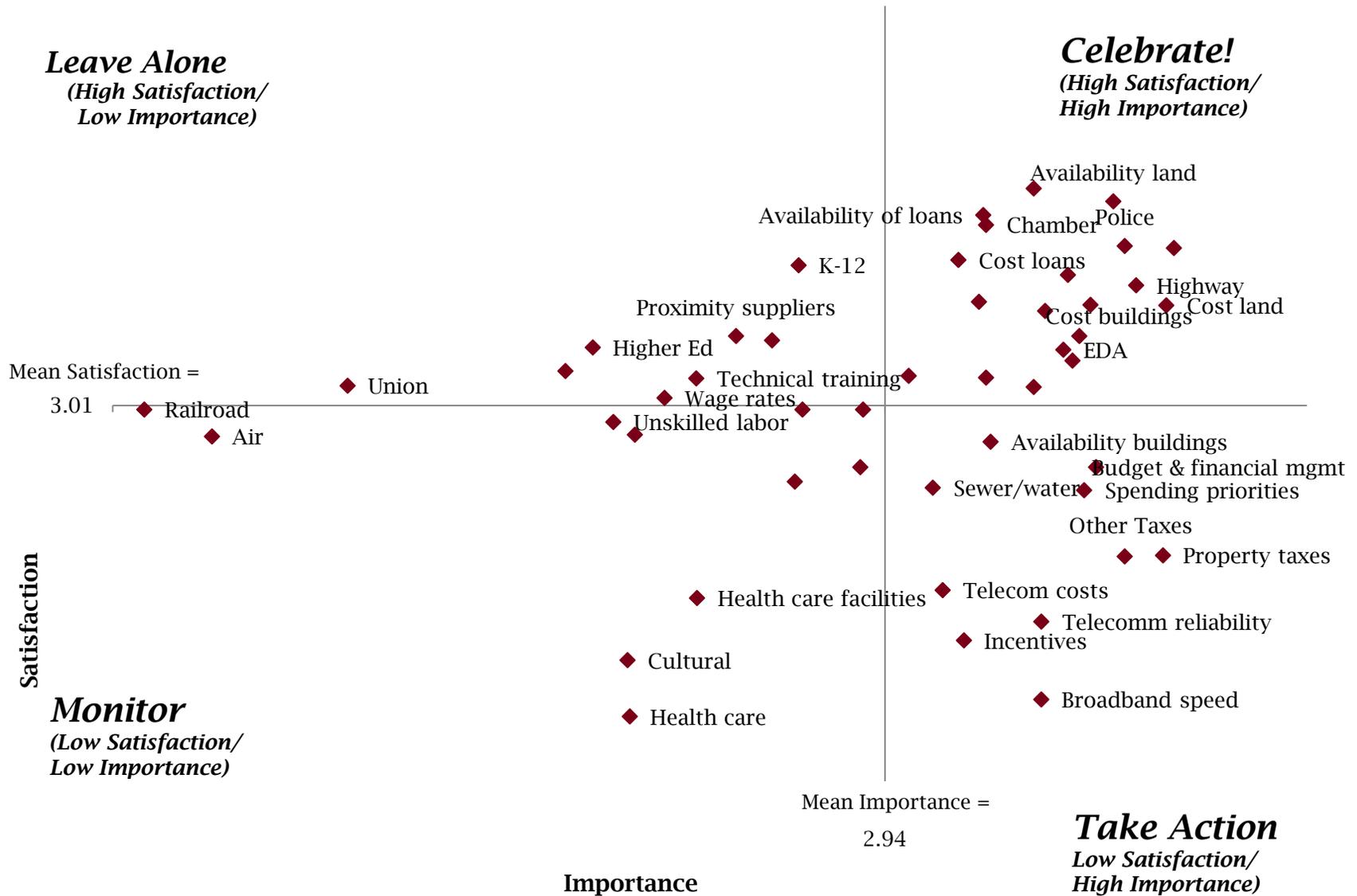
On the question “what is your opinion of your community as a place to live?” East Bethel earned a 3.55 average rating. In 32 previous BR&E communities, the weighted average score on this question was 4.1, so East Bethel is lower than average here as well. Answers of Above Average or Excellent on this question came from 58% of the surveyed businesses. Again, in the last 5 years, the benchmark average was slightly lower than the long-term benchmark, 4.0, not including East Bethel’s data.

Figure 2-16. Rate the following factors about retail in East Bethel



Businesses were also asked to rate their satisfaction with various factors related to retail in East Bethel. In most cases, the results were fairly consistent with past BR&E results. Businesses rated the Knowledge and friendliness of local personnel the highest of all the factors (3.55), with Customer service also receiving a relatively high average score (3.32). Parking received a very high rating among businesses as well (3.45), and a much higher score than is typical for past BR&E communities. In 15 previous BR&E communities, the weighted-average score on this question was 3.03, so East Bethel performed better than average in this respect. However, two retail factors saw very low ratings from participating businesses: Variety of businesses (2.09) and Variety of places to eat (2.03). These factors were rated the lowest of any retail factors and much lower than what is typical among past BR&E communities. Of the participating communities from previous BR&E projects, the Variety of businesses received an average rating of 2.72, while the Variety of places to eat received an average rating of 2.78. These are much higher than East Bethel scores. (see Figure 2-16) In addition, these items were ranked first and second by East Bethel businesses as most important to be improved upon.

Figure 2-17. Rate importance and satisfaction with community factors



Questions 34 and 35 in the BR&E survey asked businesses to consider 48 community factors, from union presence to broadband speed. In Question 34, they were asked to rate the importance of each factor on their decision to locate their business in a particular community. Each factor is rated on a scale from 1 to 4 (1 being Not at all important and 4 Being very important). Question 35 asked the businesses to rate their satisfaction with “your current location,” based on each of the factors. Here, a rating of 1 is Very dissatisfied, while a rating of 4 is Very satisfied.

Figure 2-17 shows all 48 community factors, though they are not all labeled. Factors on the far right are Very important, and factors near the top have high levels of satisfaction. The graph is divided into four quadrants. The upper right quadrant, Celebrate!, includes factors that have a higher-than-average importance and higher-than-average satisfaction. The lower right quadrant, Take Action, includes factors that are considered very important but have lower-than-average levels of satisfaction. The upper left quadrant, Leave Alone, includes factors with lower-than-average importance but high satisfaction. Finally, the lower left quadrant, Monitor, includes factors that are considered relatively unimportant and have lower-than-average satisfaction.

When determining which factors might warrant further attention, communities should consider focusing on those with higher-than-average levels of importance. Even if satisfaction levels are fairly low for certain factors, it doesn’t serve a community well to devote time and attention to fixing some factor if it is not highly important to local businesses.

Table 2-3. Community Factors with High Importance and High Satisfaction

Community Factor	Importance	Satisfaction
Fire Department	3.31	3.55
Availability land	3.51	3.52
Availability of loans	3.19	3.48
Chamber	3.19	3.46
Community attitude	3.67	3.40
Police	3.54	3.40
Cost loans	3.13	3.37
Energy reliability	3.40	3.33
Highway	3.57	3.31
Environmental	3.18	3.27
Cost land	3.65	3.26
Cost buildings	3.46	3.26
Street maintenance	3.34	3.24
Planning and zoning	3.43	3.18
EDA	3.39	3.15
Code enforcement	3.41	3.12
Energy cost	3.19	3.08
Housing costs	3.00	3.08
Community promotion	3.31	3.06

Table 2-3 includes more detail on those community features with high importance and high satisfaction. Factors are shown in order of highest to lowest satisfaction levels. These features are strengths of the East Bethel community and should be celebrated. Of all the factors, the Fire Department rates highest in terms of overall satisfaction. Businesses also report being very highly satisfied with the Availability of land, Availability of loans, and the Local chamber of commerce. These are great assets for the community as it works to expand existing businesses and attract new ones. East Bethel should consider capitalizing on its strengths in these areas.

Table 2-4. Community Factors, Importance and Satisfaction (Satisfaction order)

Community Factor	Imp	Sat	What is it?	What to do?
Fire Department	3.31	3.55	High Importance/ High Satisfaction	Celebrate!
Availability of Land	3.51	3.52	High Importance/ High Satisfaction	Celebrate!
Availability of Loans	3.19	3.48	High Importance/ High Satisfaction	Celebrate!
Chamber of Commerce	3.19	3.46	High Importance/ High Satisfaction	Celebrate!
Community Attitude - Business	3.67	3.40	High Importance/ High Satisfaction	Celebrate!
Police Department	3.54	3.40	High Importance/ High Satisfaction	Celebrate!
Cost of Loans	3.13	3.37	High Importance/ High Satisfaction	Celebrate!
K-12 Education	2.72	3.36	Low Importance/ High Satisfaction	Leave Alone
Energy Reliability (Electric, Gas)	3.40	3.33	High Importance/ High Satisfaction	Celebrate!
Highway Accessibility	3.57	3.31	High Importance/ High Satisfaction	Celebrate!
Environmental Regulations	3.18	3.27	High Importance/ High Satisfaction	Celebrate!
Cost of Land	3.65	3.26	High Importance/ High Satisfaction	Celebrate!
Cost of Buildings	3.46	3.26	High Importance/ High Satisfaction	Celebrate!
Street Maintenance	3.34	3.24	High Importance/ High Satisfaction	Celebrate!
Proximity to Service Suppliers	2.57	3.18	Low Importance/ High Satisfaction	Leave Alone
Planning and Zoning	3.43	3.18	High Importance/ High Satisfaction	Celebrate!
Recreational Opportunities	2.66	3.17	Low Importance/ High Satisfaction	Leave Alone
Higher Education Access	2.21	3.15	Low Importance/ High Satisfaction	Leave Alone
Economic Development Authority	3.39	3.15	High Importance/ High Satisfaction	Celebrate!
Code Enforcement	3.41	3.12	High Importance/ High Satisfaction	Celebrate!
Proximity to Raw Materials	2.14	3.10	Low Importance/ High Satisfaction	Leave Alone
Technical Training Programs	2.47	3.08	Low Importance/ High Satisfaction	Leave Alone
Energy Cost (Electric, Natural Gas)	3.19	3.08	High Importance/ High Satisfaction	Celebrate!
Housing Costs	3.00	3.08	High Importance/ High Satisfaction	Celebrate!
Union Presence	1.59	3.06	Low Importance/ High Satisfaction	Leave Alone
Community Promotion	3.31	3.06	High Importance/ High Satisfaction	Celebrate!
Wage rates	2.39	3.03	Low Importance/ High Satisfaction	Leave Alone
Proximity to Major Markets	2.73	3.00	Low Importance/ Low Satisfaction	Monitor
Railroad Service	1.08	3.00	Low Importance/ Low Satisfaction	Monitor
Housing Supply	2.89	3.00	Low Importance/ Low Satisfaction	Monitor
Availability of Unskilled Labor	2.26	2.97	Low Importance/ Low Satisfaction	Monitor
Availability of Child Care	2.31	2.94	Low Importance/ Low Satisfaction	Monitor
Air Service	1.25	2.93	Low Importance/ Low Satisfaction	Monitor
Availability of Buildings	3.21	2.92	High Importance/ Low Satisfaction	Take Action
Availability of Skilled Labor	2.88	2.86	Low Importance/ Low Satisfaction	Monitor
Budget Process & Financial Mgmt	3.47	2.86	High Importance/ Low Satisfaction	Take Action
Social Organizations and Networks	2.71	2.82	Low Importance/ Low Satisfaction	Monitor
Sewer & Water	3.06	2.81	High Importance/ Low Satisfaction	Take Action
Spending Priorities	3.44	2.80	High Importance/ Low Satisfaction	Take Action
Property Taxes	3.64	2.64	High Importance/ Low Satisfaction	Take Action
Other Local Taxes and Fees	3.54	2.64	High Importance/ Low Satisfaction	Take Action
Telecom/Broadband Cost	3.09	2.55	High Importance/ Low Satisfaction	Take Action
Health Care Facilities	2.47	2.53	Low Importance/ Low Satisfaction	Monitor
Telecom/Broadband Reliability	3.35	2.48	High Importance/ Low Satisfaction	Take Action
Incentives for Business	3.14	2.43	High Importance/ Low Satisfaction	Take Action
Cultural Opportunities	2.29	2.38	Low Importance/ Low Satisfaction	Monitor
Broadband Speed	3.33	2.28	High Importance/ Low Satisfaction	Take Action
Employee Health Care Costs	2.30	2.24	Low Importance/ Low Satisfaction	Monitor
MEAN	2.94	3.01		

Table 2-4 shows all of the 48 factors evaluated by the businesses, from highest to lowest average satisfaction. Table 2-4a. below shows them in alphabetical order.

Table 2-5a. Community Factors, Importance and Satisfaction (alpha order)

Community Factor	Imp	Sat	What is it?	What to do?
Air Service	1.25	2.93	Low Importance/ Low Satisfaction	Monitor
Availability of Buildings	3.21	2.92	High Importance/ Low Satisfaction	Take Action
Availability of Child Care	2.31	2.94	Low Importance/ Low Satisfaction	Monitor
Availability of Land	3.51	3.52	High Importance/ High Satisfaction	Celebrate!
Availability of Loans	3.19	3.48	High Importance/ High Satisfaction	Celebrate!
Availability of Skilled Labor	2.88	2.86	Low Importance/ Low Satisfaction	Monitor
Availability of Unskilled Labor	2.26	2.97	Low Importance/ Low Satisfaction	Monitor
Broadband Speed	3.33	2.28	High Importance/ Low Satisfaction	Take Action
Budget Process & Financial Mgmt	3.47	2.86	High Importance/ Low Satisfaction	Take Action
Chamber of Commerce	3.19	3.46	High Importance/ High Satisfaction	Celebrate!
Code Enforcement	3.41	3.12	High Importance/ High Satisfaction	Celebrate!
Community Attitude - Business	3.67	3.40	High Importance/ High Satisfaction	Celebrate!
Community Promotion	3.31	3.06	High Importance/ High Satisfaction	Celebrate!
Cost of Buildings	3.46	3.26	High Importance/ High Satisfaction	Celebrate!
Cost of Land	3.65	3.26	High Importance/ High Satisfaction	Celebrate!
Cost of Loans	3.13	3.37	High Importance/ High Satisfaction	Celebrate!
Cultural Opportunities	2.29	2.38	Low Importance/ Low Satisfaction	Monitor
Economic Development Authority	3.39	3.15	High Importance/ High Satisfaction	Celebrate!
Employee Health Care Costs	2.30	2.24	Low Importance/ Low Satisfaction	Monitor
Energy Cost (Electric, Natural Gas)	3.19	3.08	High Importance/ High Satisfaction	Celebrate!
Energy Reliability (Electric, Gas)	3.40	3.33	High Importance/ High Satisfaction	Celebrate!
Environmental Regulations	3.18	3.27	High Importance/ High Satisfaction	Celebrate!
Fire Department	3.31	3.55	High Importance/ High Satisfaction	Celebrate!
Health Care Facilities	2.47	2.53	Low Importance/ Low Satisfaction	Monitor
Higher Education Access	2.21	3.15	Low Importance/ High Satisfaction	Leave Alone
Highway Accessibility	3.57	3.31	High Importance/ High Satisfaction	Celebrate!
Housing Costs	3.00	3.08	High Importance/ High Satisfaction	Celebrate!
Housing Supply	2.89	3.00	Low Importance/ Low Satisfaction	Monitor
Incentives for Business	3.14	2.43	High Importance/ Low Satisfaction	Take Action
K-12 Education	2.72	3.36	Low Importance/ High Satisfaction	Leave Alone
Other Local Taxes and Fees	3.54	2.64	High Importance/ Low Satisfaction	Take Action
Planning and Zoning	3.43	3.18	High Importance/ High Satisfaction	Celebrate!
Police Department	3.54	3.40	High Importance/ High Satisfaction	Celebrate!
Property Taxes	3.64	2.64	High Importance/ Low Satisfaction	Take Action
Proximity to Major Markets	2.73	3.00	Low Importance/ Low Satisfaction	Monitor
Proximity to Raw Materials	2.14	3.10	Low Importance/ High Satisfaction	Leave Alone
Proximity to Service Suppliers	2.57	3.18	Low Importance/ High Satisfaction	Leave Alone
Railroad Service	1.08	3.00	Low Importance/ Low Satisfaction	Monitor
Recreational Opportunities	2.66	3.17	Low Importance/ High Satisfaction	Leave Alone
Sewer & Water	3.06	2.81	High Importance/ Low Satisfaction	Take Action
Social Organizations and Networks	2.71	2.82	Low Importance/ Low Satisfaction	Monitor
Spending Priorities	3.44	2.80	High Importance/ Low Satisfaction	Take Action
Street Maintenance	3.34	3.24	High Importance/ High Satisfaction	Celebrate!
Technical Training Programs	2.47	3.08	Low Importance/ High Satisfaction	Leave Alone
Telecom/Broadband Cost	3.09	2.55	High Importance/ Low Satisfaction	Take Action
Telecom/Broadband Reliability	3.35	2.48	High Importance/ Low Satisfaction	Take Action
Union Presence	1.59	3.06	Low Importance/ High Satisfaction	Leave Alone

Wage rates	2.39	3.03	Low Importance/ High Satisfaction	Leave Alone
MEAN	2.94	3.01		

Analysis of Strengths, Weaknesses, Opportunities and Threats

A Research Review Meeting was held on December 16, 2015 at the University of Minnesota Saint Paul campus (see Chapter 5 for meeting details). The complete SWOT analysis is shown in Table 2-5.

Table 2-6. Strengths, Weaknesses, Opportunities, and Threats

	Survey Result	Question
Strengths	Strong Labor Market	16a
	High Employment	
	High Wages	11
	91% businesses locally owned	4
	Business Expansion High (47% in last year)	28
	Construction Cluster	
	Short Commute Time (88% Under 30 Minutes)	14
	Proximity to Metro Location	8b
	Transportation	35c
Weaknesses	74% word of mouth recruitment	15
	51% have no written business plan	26
	Availability and reliability of broadband	36
	Poor retail factors in general	38
	Lack of Restaurants	
	Difficult to recruit employees (Competition and Labor Skills)	12, 13
	Aging Community	15
	Lack of "Life Cycle" Housing (Apartments and Affordable Housing)	
Opportunities	Diversify the Industry Mix	
	Technology Changes - Training Opportunities	23
	Highlight Potential Workforce Opportunities in City	
	97% Out-Commute	
	Businesses Want to Expand	33b
	Metro Area Growing	
Threats	Local Government Management (High Importance / Low Satisfaction)	34-35
	Broadband Issues - Biggest Reason to Relocate	29
	Broadband - Important but Low Satisfaction	34-35

CHAPTER 3: POTENTIAL BUSINESS RETENTION AND EXPANSION STRATEGIES AND RELATED PROJECT IDEAS

Business Retention and Expansion Strategies for East Bethel

Each of the following strategies is a theme, supported by data from the business interviews. As such, each strategy provides a way of framing the BR&E situation in East Bethel. The four strategies are not mutually exclusive from each other. The strategies are named below and explained in detail in this chapter.

Strategy 1: Improve Business Retention and Expansion Through Business Assistance

Strategy 2: Upgrade Telecommunications/Broadband Services

Strategy 3: Improve the Livability and Conditions for Doing Business Within Town

Strategy 4: Improve Communications Between City Entities and Businesses

Strategy One: Improve Business Retention and Expansion Through Business Assistance

Finding	Possible Project
<p>According to Minnesota’s Department of Employment and Economic Development, 74 of East Bethel’s 208 firms are in the construction industry, and nearly one-quarter of all jobs in East Bethel are in construction (See Appendix A, Table 5). Many of the surveyed businesses reported that they need training for workers and managers. 53% of all participating businesses reported needing some type of training (Figure 2-11), and a number of businesses cited a need for highly specialized trainings related to construction and skilled manufacturing.</p>	<p>1.1. Strengthen East Bethel’s Construction Cluster through Customized Training and Apprenticeships</p> <p>Clearly, one of East Bethel’s current strengths is its large construction industry. As the community works to retain and expand its local businesses, one strategy might be to build upon the strength of the local construction industry and develop connections to supporting industries through customized training and apprenticeships.</p> <p>Many East Bethel businesses already use apprenticeships to recruit and train their workers. 14% cite apprenticeships as one of their training methods, and 12% indicate that they locate new workers by hiring their own apprentices. The BR&E Task Force could identify those businesses that are already using apprenticeships and work with them to strengthen the relationships between businesses and apprenticeship sponsors. One excellent program that the task force might consider is Construct Tomorrow². This program hosts events for students to introduce them to opportunities in the construction industry. Considering East Bethel’s strong construction sector, this could be an excellent way to generate interest among its young residents.</p> <p>A much smaller share of businesses use government sponsored programs (2%) or technical colleges (5%) for training. Anoka Technical College³ has customized training programs in Computer Applications & Information Technology, Compliance & OSHA, and Manufacturing Technology & Industrial Engineering, among others. These programs seem like they could be highly beneficial for East Bethel businesses that need specialized training.</p>
<p>One theme that emerged from the BR&E survey results was a need for business support services and trainings.</p> <p>Of those businesses surveyed, fewer than half (48%) have a written business plan and an even smaller share (39%) have a written transition plan (see Figures 2-4 and 2-5). In addition, while businesses report difficulties recruiting various types of</p>	<p>1.2. Host Business Training Workshops</p> <p>The survey results seem to suggest that East Bethel businesses would benefit greatly from monthly or quarterly training workshops, which could be hosted jointly by the local Chamber and EDA. The purpose of these training workshops would be to offer local businesses the opportunity to learn new skills, network with other local business owners, keep current on new technologies, and share best practices.</p>

² See Chapter 7-1 for Construct Tomorrow

³ See Chapter 7-2 for Anoka Technical College

<p>employees, overall they are not taking advantage of many of the resources that are available to them in this area (see Figure 2-14).</p> <p>An area of strength for the community is that business leaders in general are highly satisfied with their local Chamber of Commerce and EDA (Figure 2-17). These groups could be utilized as an asset in developing support services and training programs.</p>	<p>Some potential ideas for these trainings might include: “How to Write a Business Plan,” “Recruitment Strategies for the Small-Business Owner,” “Using Social Media,” “Exporting 101,” and others as needed. Workshops and trainings could be hosted by experts from the community, the local SBDC, a representative from the local Workforce Center, or Anoka Ramsey Community College. One option for a format would be to host a monthly session, alternating between more informal, social events and more specific topics to give businesses the flexibility to take advantage of the format they prefer.</p> <p>Some Task Force members indicated that the current “Open to Business” program⁴, hosted by the Metropolitan Consortium of Community Developers (MCCD) is a great program that is already well-developed in the region, so the Chamber and EDA may consider partnering with the MCCD on this project as well.</p>
<p>According to the results of East Bethel’s BR&E survey, workforce development and recruitment appears to be an area of concern for many local businesses (see Figures 2-12 and 2-13). One quarter (23%) of businesses reported that their recruiting problems are the result of inadequate labor skills, while 14% say workers will not commute into the area.</p> <p>Specifically, companies report problems recruiting workers in the areas of professional/ managerial, clerical, unskilled services workers, repair and skilled maintenance, and skilled manufacturing. What’s more, businesses expect growth in many of those same positions in the coming years (specifically professional/managerial, unskilled service, and skilled manufacturing). This growth will only exacerbate recruitment issues in the future.</p>	<p>1.3. Develop an Internet Job Board with Personal Liaisons</p> <p>These findings suggest that East Bethel might benefit from a web-based community job board to connect local businesses with employees, both from the East Bethel community and beyond. To make this project work, local businesses would have to commit to posting all openings on the site, as the project will only attract workers if a significant portion of local businesses are using the site. One model for this type of project is Duluth’s Northforce⁵ website, which is a collaborative initiative of multiple economic development groups throughout the region, as well as the cities of Duluth and Superior. Northforce has been successful for a number of reasons. First, the project has staff dedicated to working one-on-one with job seekers, contacting potential employers with potential candidate referrals, and sifting through postings to find matches, rather than letting a computer program find matches based solely on key words. Second, the project team has spent countless hours marketing the site statewide to both jobseekers and employers.</p> <p>Building a job board from scratch is a significant undertaking, although it can work if it has buy-in from both businesses and jobseekers. A cheaper and simpler alternative might be to use an existing job site (e.g. minnesotaworks.net) while still incorporating some of the other strengths of the Northforce model (personal liaisons, strong marketing campaign, cross-functional team).</p>

⁴ See Chapter 7-3 for the “Open to Business” program

⁵ See Chapter 7-4 for the Duluth’s Northforce website

<p>23% of surveyed businesses cite “inadequate labor skills” as the most important reason for their recruiting problems (see Figure 2-13).</p>	<p>1.4. Develop “On the Job Training” toolkit for employers</p> <p>The BR&E task force might consider developing some sort of resource for businesses that want to improve their on-the-job-training (OJT) options⁶. 81% of surveyed businesses currently train their workers in house, but they may not be aware of the financial resources that are available to businesses for training new hires. Additionally, the task force could support local businesses in their OJT efforts by partnering with local community and technical colleges to improve the current OJT practices being offered by local businesses.</p>
<p>74 of East Bethel’s 208 firms are in the construction industry, and nearly one-quarter of all jobs in East Bethel are in construction (see Appendix A, Table 5).</p>	<p>1.5 Look at Attracting Related Industries</p> <p>Building on the strength of East Bethel’s construction industry could provide a platform to recruit new businesses in related industries (e.g. skilled manufacturing, engineering) and encourage expansion. East Bethel can do this through a strong partnership between local businesses, the local community and technical colleges, and regional apprenticeship programs.</p> <p>One resource for identifying regional clusters as well as related industries is the Cluster Mapping website⁷, developed by the Harvard Business School and the U.S. Economic Development Administration. This tool allows users to search for industry clusters by region or cluster type, explore related industries, and view trends. This could be an excellent way for East Bethel BR&E community leaders to identify growing industries related to their already strong construction cluster that might be areas to develop and expand.</p>
<p>Recruiting qualified workers is a challenge for East Bethel businesses (see Figure 2-12). However, many of the surveyed businesses don’t utilize common recruitment resources, such as job fairs, temporary agencies, or the local workforce center (see Figure 2-14).</p>	<p>1.6. Develop a recruitment checklist for businesses and jobseekers</p> <p>The BR&E task force might consider developing a recruitment “checklist”⁸ that they could distribute to local businesses, accompanied by a one-time training on the methods in the checklist (e.g. “Utilizing your local Workforce Center⁹). The checklist should be customizable, depending on the type of position or the desired skillset.</p>
<p>Many surveyed businesses reported recent growth (Figure 2-7), and a significant portion of East Bethel businesses are considering expanding their business (Figure 2-8). In addition, many of these</p>	<p>1.7. Interview those businesses who want to expand to determine what assistance they need and provide that or connect them with appropriate agencies that can help.</p> <p>The BR&E task force might consider scheduling follow-up</p>

⁶ See Chapter 7-5 for Minnesota DEED “On the Job Training” Policy

⁷ See Chapter 7-6 for the Cluster Mapping tool

⁸ See Chapter 7-7 for Hiring

⁹ See Chapter 7-8 for Anoka County’s Workforce Center

businesses report that they are considering expanding within the community and have the space to do so (Figure 2-9).

interviews with those businesses to dig deeper into their needs and concerns regarding expansion. The task force could then direct them to the appropriate resource (e.g. SBDC, local bank, Chamber, EDA, or others), so they can move forward with their plans if so desired.

Strategy Two: Upgrade Telecommunications/Broadband Services

Finding	Possible Project
<p>Question 29 in the business survey lists the inadequacy of broadband as the number one reason that businesses are considering moving, selling, or downsizing (see Figure 2-10). Question 34 shows that 70% of the respondents cite broadband reliability as important to very important. On the other hand, question 35 shows that 45% of the respondents are either somewhat or very dissatisfied with the broadband reliability. See Figure 2-17.</p>	<p>2.1. Develop a Broadband Task Force</p> <p>Create a task force/commission with members of the City, Internet Providers, and EDA to be the conduit for Business Broadband. Contact the Minnesota Office of Broadband Development at DEED, as well as the Governor’s Task Force on Broadband¹⁰ to provide the most current communication to businesses on the statewide broadband initiative. The Governor’s Task Force is charged with expanding broadband in Minnesota to provide "border-to-border" high-speed Internet and cell phone access throughout the state. Their comprehensive 2015 Annual Report is available on their internet site. (http://mn.gov/deed/programs-services/broadband/task-force/) The Federally funded Connect Nation provides more insight on the FCC initiative regarding nation-wide coverage. Minnesota is included. More in-depth research on Minnesota can be found under the Research tab.</p>
<p>Question 35 in the survey asks respondents to rate their satisfaction with “your current location” based on each of the factors. As shown in Figure 2-17, broadband speed received low satisfaction but is highly important. The Broadband issue was rated a threat to the economy of East Bethel in their SWOT analysis.</p>	<p>2.2. Develop a Mapping System of Broadband Coverage and Timelines</p> <p>Work with the city council, EDA, planning department, DEED, and the internet/telecom companies to establish a map of East Bethel’s current coverage, the provider, the type, and cost.</p> <p>Show when areas are targeted for upgrades or service. This document will help in future business planning to attract new businesses as well as keep the current businesses updated on the advancement of the broadband capabilities. Numerous statewide maps are available on DEED’s Office of Broadband Development¹¹, for reference.</p>
<p>Survey questions 29, 34, and 35 all demonstrate high levels of dissatisfaction with local broadband, as mentioned previously.</p>	<p>2.3. Apply for State Broadband Aid and Other Grants and Aid</p> <p>DEED’s Office of Broadband Development offers the Broadband Infrastructure Grant Program. Applicants for the program are not cities/towns, but rather entities such as an incorporated business or partnership, a co-op, or an LLC. Several recipients from 2015 grants were telecom/telephone</p>

¹⁰ See Chapter 7-9 for Broadband Task Force

¹¹ See Chapter 7-10 for Minnesota DEED Broadband Map

	<p>companies. Additionally, the Office of Broadband Development¹² has insight on Federal Programs that offer aid for issues such as deployment, research, and planning.</p>
<p>Survey questions 29, 34, and 35 all demonstrate high levels of dissatisfaction with local broadband, as mentioned previously.</p>	<p>2.4. Connect with “Connect Anoka County”</p> <p>The broadband issue in East Bethel is clearly a concern for local businesses. According to the Anoka County website, there is currently a county-wide initiative underway to address broadband concerns for all of Anoka County. It is difficult to see if much has been done with the project in recent years, but the BR&E task force might consider reaching out to the county to see if the initiative is still active and how the two groups might benefit one another.</p>

¹² See Chapter 7-11 for Broadband Grant Program

Strategy Three: Improve the Livability and Conditions for Doing Business within Town

Finding	Possible Project
<p>Surveyed businesses did not rank East Bethel very positively as a place to live. On average, East Bethel’s rating in this area was 3.55, as compared with an average of 4.1 for previous BR&E communities (see Figure 2-15).</p> <p>One reason for the community’s low livability score might be due to a lack of variety of stores and eating establishments. As noted in Questions 38a, respondents rated “variety of businesses” and “variety of places to eat” as very low compared to past BR&E communities. These items held the lowest satisfaction scores of 2.09 and 2.03, respectively (see Figure 2-16).</p> <p>Additionally, “variety of businesses” was ranked first as “the most important to be improved.”</p>	<p>3.1. Conduct a Retail/Hospitality Analysis</p> <p>It has been noted that residents are conducting business, shopping, and dining outside of East Bethel, due to a lack of local entities. According the Metropolitan Council, only 1% of East Bethel’s total land was designated as Retail and Other Commercial in 2010.</p> <p>The BR&E Task Force could consider utilizing a task force consisting of authorities from the City, the Chamber of Commerce and business leaders to gather data on bringing in more retail, such as a restaurant. It seems unlikely that East Bethel currently has the population and other characteristics (like a central business district) necessary to recruit major retail entities such as grocery chains, big box retailers, and the like. However, the task force could assess things like: which kind of establishments would the community be most likely to patronize and are there any land/zoning restrictions acting as barriers to attracting such businesses.</p> <p>The University of Minnesota Extension¹³ offers various services and tools such as its Retail Trade Analysis program. Additionally, the <i>Downtown and Business District Market Analysis</i>¹⁴ may be a useful tool. This is a partnership by the Extension offices of the University of Minnesota, University of Wisconsin and Ohio State University. This tool offers analysis of opportunities by sector, thus the sectors of Retail & Services, Restaurants, and Arts & Entertainment may be explored in depth.</p>
<p>Many of the surveyed businesses commented that attracting new businesses to the community should be a priority. Some of the most common suggestions included retail, health care, and pharmacy.</p> <p>In addition, questions 34 and 35 indicate that many of East Bethel’s community factors (i.e. Availability of land, Availability of loans, Cost of loans, EDA, Chamber, Highway, Cost of buildings, and Cost of land) had very high levels of importance</p>	<p>3.2. Conduct a Land Use Plan</p> <p>If the BR&E task force is interested in attracting more businesses, an inventory of all available property would be a beneficial working document. Utilizing resources from the City, the City Council, EDA, Metropolitan Council¹⁵, and Chamber of Commerce, the BR&E Task Force could consider conducting a comprehensive Land Use Plan for the purposes of visioning future development, and redevelopment and in the use of business recruitment and retention.</p> <p>As of 2010 according the Metropolitan Council, East Bethel</p>

¹³ See Chapter 7-12 for the Retail Analysis and Development done by the University of Minnesota Extension

¹⁴ See Chapter 7-13 for the Wisconsin Downtown Market Analysis done by the University of Wisconsin

¹⁵ See Chapter 7-14 for Metropolitan Council

<p>and satisfaction, suggesting that the community could be seen as being “good for business” in the attraction of new companies/industries (see Figure 2-17).</p>	<p>has approximately 47% of its total land as undeveloped. The City of Bagley, MN¹⁶, implemented a Land Use Plan in 2014. Bagley’s goals are to use the plan for targeted economic development, housing, transportation, and land suitability.</p> <p>The task force could consider working with the Metropolitan Council to seek Planning Assistance Grant Funds to help defray the cost of this comprehensive plan.</p>
<p>97% of East Bethel’s labor force commutes outside of the city for work. The most common destinations for employment included Minneapolis, Blaine, St. Paul, Coon Rapids, Ham Lake, and Fridley (see Appendix A, Table 3). Only 214 of the jobs in the city are filled by people who live and work within East Bethel.</p>	<p>3.3. Commuting study</p> <p>As part of their plan for attracting new businesses to the community, the BR&E task force could consider conducting a study on their residents’ commuting patterns and areas of employment. Much of this data is available via the U.S. Census’s “On the Map” tool (onthemap.ces.census.gov), which shows where residents live, work, and the industries in which they are employed. This might help with future attempts to attract new businesses or industries, as it can provide clues as to the skills of the existing workforce. For example, if the task force learned that a significant portion of their residents are employed in manufacturing (and commute elsewhere), they might work to attract businesses in that area, as they can assure potential employers that the local workforce has the skills necessary to fill open positions.</p>
<p>According to the results in Table 2-1, starting wages in East Bethel’s Construction sector are significantly higher than previous BR&E communities, as are skilled manufacturing, and office and administrative wages. One area where East Bethel’s wages are much lower, however, is in the area of Professional and Managerial workers. In previous BR&E communities, the average starting wage for this type of worker was more than \$25.00, while in East Bethel these employees start at \$21.80. What’s more, businesses reported the greatest difficulties in recruiting Professional and Managerial Workers, and anticipate growth in this area in coming years (see Figure 2-12).</p>	<p>3.4 Cost of Living and Wage Analysis</p> <p>For most positions, East Bethel’s starting wages are competitive, as compared with BR&E benchmarks from previous communities. For those areas where wages are high, the BR&E task force might consider using this information as part of a marketing campaign to recruit workers in these areas. Conversely, in areas where East Bethel’s wages are lower than average, the task force may consider looking into strategies for recruiting employees beyond wages (e.g. bonuses, flexible schedules, perks)</p> <p>One tool that might be helpful in this strategy is the Department of Employment and Economic Development’s Cost of Living Calculator¹⁷. This tool allows the user to compare the cost of living by region, using a variety of indicators, including transportation, child care, and food costs, among others.</p>

¹⁶ See Chapter 7-15 for the Bagley, Minnesota Land Use Plan

¹⁷ See Chapter 7-16 for the Cost of Living Calculator

Strategy Four: Improve Communications Between City Entities and Businesses

Finding	Possible Project
<p>Questions 34 and 35 of the survey show that Budget Process and Financial Management and Spending Priorities have high importance and low satisfaction among respondents. A number of comments from the survey mentioned bolstering transparency and communication in the city’s planning and budgeting process (see Figure 2-17). Compared to other BR&E communities, East Bethel rated Local Government and Financial Management as very important.</p>	<p>4.1. Conduct a Strategic Planning and Budgeting Process that Allows Businesses to Have Input</p> <p>With partnership between the City, City Council, and the Chamber of Commerce, the BR&E task force might consider evaluating the city’s planning and budgeting process, with an eye toward transparency, feedback, and community input.</p> <p>One potential suggestion would be to host a public forum that allows for community/business input. Two examples are those from Tempe, Arizona and Gaithersburg, Maryland¹⁸. Of note, is that Gaithersburg conducts a biennial citizen survey as one aspect of information gathering for their planning/budget needs.</p>
<p>In survey questions 34 and 35, respondents placed sewer/water utilities as very important but with low satisfaction. See Figure 2-17. There were numerous comments from respondents on this issue. Some spoke to having been forced to connect to the sewer and water and at a high cost. Others say that they need the sewer and water but do not have it. There seems to be an imbalance.</p>	<p>4.2. Establish a Utilities Task Force</p> <p>In light of the Anoka County’s Water Resources Report, which has mapped out strategic plans for water and wastewater initiatives, a pertinent endeavor would be the establishment of a utilities task force¹⁹. Its duties would be monitoring the progress of the county utilities projects as they specifically apply to the city, to advocate for the city in necessary areas, and to gather and expediently disseminate information to businesses and citizens. This task force could be comprised of EDA, City of East Bethel officials, and interested community and/or business members. The task force could meet with representatives from the Anoka County Water Resources and Supply Management Task Force, the Met Council, and other officials as appropriate to meeting their mission.</p>

¹⁸ See Chapter 7-17 for Budget & Strategic Planning from Gaithersburg, Maryland

¹⁹ See Chapter 7-18 for the Utilities Task Force from Redding, Connecticut

CHAPTER 4: ACTUAL INTERVIEW RESULTS

EAST BETHEL BUSINESS RETENTION AND EXPANSION (BR&E) STRATEGIES PROGRAM

Interview Guide

Business ID: _____ Supplied by Coordinator: Also record on pages 1 &4 of survey
--

BUSINESS NAME: _____

Address: _____

City _____ State _____ Zip Code _____

Phone _____ Website _____

PERSON INTERVIEWED: _____

Job title: _____

Date of visit: _____

Email _____

OTHER KEY OFFICIALS IN THIS ESTABLISHMENT:

Owner _____

Chief Exec. Officer _____

Plant Manager _____

Human Resources Officer _____

VOLUNTEER VISITORS:

Note to Visitation Coordinator: After placing the ID number on this cover sheet and on pages 1 and 4 of the survey, remove the cover sheet and file separately to ensure confidentiality of results.

BUSINESS RETENTION AND EXPANSION STRATEGIES (BR&E) PROGRAM

Background

We believe our existing businesses are our best prospects for future development. The purpose of this program is to see how we can help them succeed.

- I. This program is sponsored locally by the following organizations:
 - City of East Bethel
 - East Bethel Economic Development Authority (EDA)
 - Connexus Energy
 - East Bethel Chamber of Commerce
 - Minnesota Department of Employment and Economic Development
 - University of Minnesota Extension

- II. Technical and applied research assistance for this program is provided by the University of Minnesota Extension.

- III. Business, government, and educational leaders have agreed to help us work with our local businesses on this program.

- IV. The BR&E program is a cooperative effort involving volunteers drawn from other businesses, local government, and educational institutions.

- V. The objectives of the program are:
 1. To demonstrate support for local businesses
 2. To help solve immediate business concerns.
 3. To increase local businesses' ability to compete in the global economy
 4. To establish and implement a strategic plan for economic development.
 5. To build community capacity to sustain growth and development.

- VI. **Confidentiality** - Your individual answers to this survey are confidential and will not be released except as required by law. Your response will be summarized with those of others to produce an overall result in percentages or averages. **If we find an issue in your survey response in which a certain individual or individuals may be able to respond to your concern in a beneficial way, you will be asked at the end of the survey whether you authorize us to release your survey information to them.** In communities that share their visit results with the Grow Minnesota! database, the same confidentiality rules apply.

- VII. **The "Skip It Rule"** - If there is a question that you feel might be best to skip, we will do that; just let us know. There is no need to explain your reasons.

- VIII. **Copy of Summary Report** - Copies of the summary will be provided to all businesses that participate in this survey.

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**EAST BETHEL BUSINESS RETENTION AND EXPANSION (BR&E) STRATEGIES
PROGRAM**

Interview Guide

Preliminary Data Tabulation, December 15, 2015

**Unless noted, all percentages indicate the percent of the total respondents (N=43),
not the percent of those answering the question.**

Community or township: _____ **Date:** _____

1a. Is all the information on the cover sheet complete and correct? (Circle ONE answer)

65% Yes 19% No → **1b. If No, make the necessary corrections.**

2a. Did your business begin its operation in this community? (Circle ONE answer)

51% Yes 49% No → **2b. If No, where did you move from and when?**

<u>Community</u>	<u>State</u>	<u>Year</u>
_____	_____	_____

→ **2c. If Yes, what year? *Average 1995**

3. What type of facility is this? (Circle all that apply)

- 16% Branch
- 0% Distribution
- 33% Headquarters
- 12% Home-based business
- 9% Manufacturing
- 2% Office-operation (non HQ)
- 2% Research & Development
- 19% Retail Sales Office
- 26% Other:

4. Is your business locally owned? (Circle ONE answer)

91% Yes 9% No → **4b. If No, where is your corporate headquarters located?
(Please identify city, state, & country) _____**

5. Do you have multiple locations? (Circle ONE answer)

26% Yes 74% No

→ **5b. If Yes, where are they located? _____**

6. Which of the following North American Industry Classification System (NAICS) categories best describes your business? (Circle ONE answer)

0%	Administration/Support/Waste Management/Remediation Services	7%	Manufacturing
3%	Agriculture/Forestry/Fishing/Hunting	0%	Mining, Quarrying, and Oil and Gas Extraction
7%	Accommodation/Food Services	12%	Other Services
9%	Arts/Entertainment/Recreation	5%	Professional/Scientific/Technical Services
19%	Construction	0%	Public Administration
0%	Educational Services	7%	Real Estate/Rental and Leasing
7%	Finance/Insurance	21%	Retail Trade
0%	Health Care Services/Social Assistance	5%	Transportation and Warehousing
0%	Information	0%	Utilities
0%	Management of Companies & Enterprises	0%	Wholesale Trade

Your product / service

7. We are interested in learning about your primary products and services.

a. Name the major products or services offered by this establishment	b. What percentage of your total sales comes from each? (Total should equal 100%)	c. Are sales of this product or service? (Circle ONE answer)
(1) Data for local use only	%	(1)Increasing (2)Stable (3)Decreasing
(2)	%	(1)Increasing (2)Stable (3)Decreasing
(3)	%	(1)Increasing (2)Stable (3)Decreasing
(4) Other products or services (specify)	%	(1)Increasing (2)Stable (3)Decreasing
Check total (should equal 100%)	100 %	

8a. What is special or unique about your major products or services? (BR&E visitor: Please take detailed notes here.)

Data for local use only

8b. What are the one or two most important reasons that customers might choose your competitors over you?

Data for local use only

Labor Force

9. Please estimate how many workers (including yourself) are employed by you at this location? We'd like you to break this out between full-time and part-time for the two time periods shown.

	a. Full time	b. Part time (as defined by the business)	c. Seasonal (hired by the business)	d. Temp agency employees
Currently	8.8 average* 6.5 TrimMean (380 total)	6.5 average* 4.2 TrimMean (220 total)	10.1 average* 7.0 MeanTrim (192 total)	0.1 average* 0.1 MeanTrim (2 total)
Three years ago	8.2 average* 5.9 TrimMean (336 total)	5.3 average* 2.8 MeanTrim (160 total)	8.2 average* 5.7 MeanTrim (147 total)	0.0 average* 0.0 MeanTrim (0 total)

10. If the number of employees changed from three years ago, please identify up to 3 reasons for the employment change. (Circle UP TO THREE reasons)

5%	Business did not exist 3 years ago
9%	Change in management
5%	Change in profits
0%	Change in subcontracting
5%	Changes in worker efficiency
5%	Corporate decisions/policies
7%	Entered new markets
26%	Expansion
2%	Government regulation
30%	Growth in demand
0%	Increased competition
2%	Lack of demand
9%	New products/services
0%	Renovation
2%	Technological changes
9%	Other – please specify _____
12%	Not applicable

11. What is the average hourly STARTING wage paid to employees in each category? (If you do not have employees in that category, write Not Applicable or NA)

		Average*	Median*
a)	Professional/Managerial (managers, accountants, HR professionals, etc.)	\$21.80	\$20.00
b)	Information Technology	suppressed	suppressed
c)	Engineers, Scientists and Technicians	suppressed	suppressed
d)	Arts, Design and other Creative Occupations	suppressed	suppressed
e)	Healthcare Related	NA	NA
f)	Office and Administrative (secretaries, office clerks, receptionists, etc.)	\$16.70	\$16.00
g)	Unskilled Workers (food prep., retail sales, housekeeping, etc.)	\$11.40	\$12.00
h)	Agricultural	suppressed	suppressed
i)	Construction	\$28.94	\$30.00
j)	Repair and Skilled Maintenance (not janitorial)	\$17.43	\$17.60
k)	Unskilled Manufacturing (assembly, production helpers, etc.)	\$12.90	\$11.50
l)	Skilled Manufacturing (welders, machinists, etc.)	\$18.67	\$18.00
m)	Transportation	suppressed	suppressed

Business ID: _____ Supplied by Coordinator
--

12. Does your company have problems recruiting employees in the following categories? (Circle ONE answer per line)

	<u>Category</u>	<u>Yes</u>	<u>No</u>	<u>Unsure</u>	<u>Not Applicable</u>
(a)	Professional/Managerial (managers, accountants, HR professionals etc.)	18.6%	44.2%	2.3%	27.9%
(b)	Information Technology	4.7%	25.6%	0.0%	53.5%
(c)	Engineers, Scientists and Technicians	9.3%	20.9%	0.0%	48.8%
(d)	Arts, Design and other Creative Occupations	2.3%	18.6%	0.0%	58.1%
(e)	Healthcare Related	0.0%	16.3%	0.0%	62.8%
(f)	Office and Administrative (secretaries, office clerks, receptionists, etc.)	11.6%	39.5%	0.0%	34.9%
(g)	Unskilled Service Workers (food prep, retail sales, housekeeping, etc.)	16.3%	34.9%	0.0%	32.6%
(h)	Agricultural	0.0%	20.9%	0.0%	58.1%
(i)	Construction	11.6%	20.9%	0.0%	46.5%
(j)	Repair and Skilled Maintenance (not janitorial)	11.6%	25.6%	2.3%	41.9%
(k)	Unskilled Manufacturing (assembly, production helpers, etc.)	11.6%	32.6%	0.0%	44.2%
(l)	Skilled Manufacturing (welders, machinists, etc.)	14.0%	18.6%	0.0%	48.8%
(m)	Transportation	2.3%	23.3%	0.0%	55.8%

13. If you answered "yes" for any category in question 12 above, identify up to 3 of the most important reasons for your recruiting problem. (Circle UP TO THREE.)

- 23.3% Competition for employees
- 7.0% High cost of training employees
- 2.3% High wage rates for labor
- 23.3% Inadequate labor skills
- 0.0% Lack of child care
- 9.3% Poor work attitudes
- 7.0% Workers cannot pass screening (drug, criminal record check, etc.) please specify
- 0.0% Workers lack documentation of legal work status
- 14.0% Workers will not commute into the area
- 0.0% Workers will not relocate into the area
- 14.0% Other

14. Please estimate the commute time for your employees.

(a)	Within a 15 minute drive one way	50.6%
(b)	16-30 minute drive one way	37.4%
(c)	31-60 minute drive one way	9.7%
(d)	61+ minute drive one way	2.2%
Check total (should equal 100%)		100.0%

15. What resources are you currently using to locate new employees? (Circle ALL that apply)

- 35% Ad in local community papers
- 12% Ad in metro / state-wide papers
- 12% Hire our own apprentices
- 7% Hire people who were initially temporary employees
- 49% Internet advertising on job boards (e.g. Craig's List, Indeed, Monster, etc.)
- 40% Internet advertising on our own website
- 26% Internet advertising through social media (e.g. Facebook, LinkedIn, etc.)
- 2% Job Fair
- 12% Minnesota Workforce Center
- 9% Placement office of four-year, community and / or technical colleges
- 5% Private search firm
- 2% Professional associations
- 23% Promote from within
- 44% Referrals from existing employees
- 19% Sign in the window
- 5% Temporary agency / staffing service business
- 7% Union
- 37% Walk-in
- 74% Word of mouth
- 9% Other _____
- 0% Not applicable

16a. Do you expect the number of employees you have in each of the following categories to increase, decrease or stay the same over the next three years? (Circle 1, 2 or 3 for each category)

b. If you expect a change, how many employees will be added or subtracted? (Indicate by how many)

<u>Category</u>	<u>Increase</u>	<u>Stay Same</u>	<u>Decrease</u>	<u>How Many?</u>	<u>Average</u>
(a) Professional/Managerial (managers, accountants, HR professionals etc.)	18.6%	44.2%	0.0%	14.0	0.3
(b) Information Technology	2.3%	27.9%	0.0%	3.0	0.1
(c) Engineers, Scientists and Technicians	2.3%	25.6%	0.0%	3.0	0.1
(d) Arts, Design and other Creative Occupations	2.3%	20.9%	0.0%	3.0	0.1
(e) Healthcare Related	0.0%	20.9%	0.0%	2.0	0.0
(f) Office and Administrative (secretaries, office clerks, receptionists, etc.)	9.3%	46.5%	0.0%	6.0	0.1
(g) Unskilled Service Workers (food prep., retail sales, housekeeping, etc.)	23.3%	27.9%	0.0%	19.0	0.4
(h) Agricultural	2.3%	20.9%	0.0%	4.0	0.1
(i) Construction	11.6%	25.6%	0.0%	14.5	0.3
(j) Repair and Skilled Maintenance (not janitorial)	7.0%	30.2%	0.0%	3.0	0.1
(k) Unskilled Manufacturing (assembly, production helpers, etc.)	9.3%	30.2%	0.0%	14.0	0.3
(l) Skilled Manufacturing (welders, machinists, etc.)	11.6%	23.3%	0.0%	13.0	0.3
(m) Transportation	0.0%	27.9%	0.0%	2.0	0.0

17. Overall, how do you rate your employees with respect to their attitude toward work and their productivity? (Circle ONE answer per line)

Average*			Poor	Below Average	Fair	Above Average	Excellent
4.22	(a)	Attitude toward work	0%	0%	7%	60%	28%
4.18	(b)	Productivity	0%	0%	12%	53%	28%

18. Employees and owners often need additional training.

(a) Do you need training for either workers or managers?

53% Yes 47% No

(b) If yes, circle the categories below and please estimate the number of employees

Average			Number of people needing this training
30%	(a)	General Skills	217
26%	(b)	Managerial Skills	29
26%	(c)	Sales and Marketing	45
23%	(d)	Computer Skills	54
30%	(e)	Other Skills (please list)	156

19. How do you currently train your employees? (Circle ALL that apply.)

2%	A government supported program (e.g. Minnesota Job Skills Partnership or similar program)
14%	Apprenticeships
30%	Contract with private vendors for online training
30%	Contract with private vendors for on-site training
5%	Contract with public vendors (technical colleges, etc.) for online training
5%	Contract with public vendors (technical colleges, etc.) for on-site training
0%	Do not provide any employee training
81%	In-house training (one-on-one by supervisor or co-worker, training department classes, etc.)
37%	Self-taught (manuals, videos, training materials)
42%	Send employees to training offsite
7%	Other (Please list) _____

Customers

20. We are interested in the location of your customers. Please estimate the percent of your gross sales coming from the following locations:

a. Local (within 25 miles)?	55.7%
b. Regional (26-100 miles)?	35.3%
c. Outside the region but in the United States?	7.9%
d. Outside of the U.S.?	1.1%
100% TOTAL	100%

21a. Is your business currently exporting internationally? (Circle ONE answer)

14% Yes, we export directly from our business

0% Yes, but we sell our product internationally through another company which exports it
(ex: US parent company, etc.)

86% No: **21b. What prevents you from exporting your product? (Circle ALL that apply.)**

35%	Business designed to serve specific area
9%	Business is too small
0%	Concerns about receiving payment
7%	Costs / risks are too high
0%	Lack of knowledge of foreign countries/markets
0%	Lack of specific export knowledge
0%	Language barrier
0%	Never fully considered it before – but I would like to consider it
2%	Restrictive state and or federal regulations
2%	Starting plans to export
2%	Tough competition
30%	Other

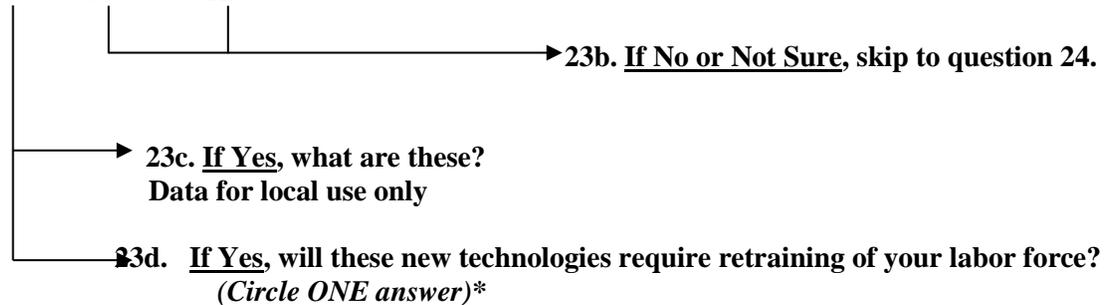
22. If you export now, or previously exported, please identify problems, if any, that you have exporting your product(s)? (Circle ALL that apply)

2%	Transportation of product
0%	Lack of export financing
2%	Restrictive state and/or federal regulations
2%	Inadequate knowledge of foreign countries/markets
2%	Other
7%	I do not have problems exporting my product(s)
40%	Not applicable

Changes

23. a. Are there any major technological innovations on the horizon in your industry that might affect your company? (Circle ONE answer) *.

Yes No Not Sure
35% 53% 12%



30% Yes 5% No

24. Does this business have a written transition plan for ownership, leadership, or both?

40% Yes 49% No 12% N/A

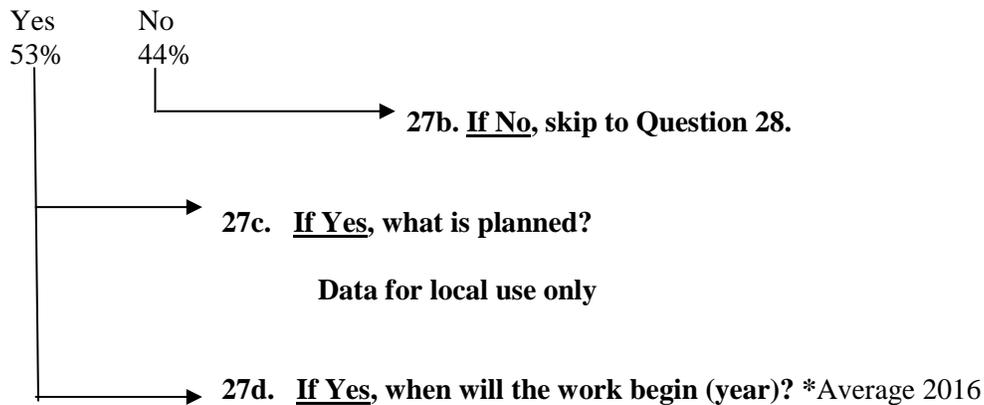
25. Are there changes in your business plan for the next three years? (Circle ALL that apply)

37%	No change in operations
23%	Change in mix of goods/services
23%	Add or subtract product lines
23%	Change production technology or other technology
28%	Other

26. Do you have a written business plan?

47% Yes 51% No

27a. Do you have any plans to modernize or expand your present buildings(s) or equipment? (Circle ONE answer)



Future Location Decisions

28. Are you currently considering? (Circle ALL that apply)

0%	Downsizing
5%	Selling
9%	Merging with or acquiring another business
7%	Moving
0%	Closing
42%	Expanding – at this location
12%	Expanding – adding another location
12%	Other changes to business plan
40%	None of the above

28b. Have you expanded your business in the past year?

47% Yes 51% No 2% Not applicable

29. If you said in Question 28 that you are considering downsizing, selling, moving or closing, what are the reasons? (Circle ALL that apply)

2%	Changing market conditions
5%	Overcrowded building
2%	No land for expansion
0%	Transportation problems
2%	Crime/vandalism
0%	Low work productivity
0%	Environmental concerns
0%	Rigid code enforcement (including ordinances and building codes)
5%	High local taxes
0%	High state taxes
0%	Lease expiration
7%	Poor telecommunications/internet
2%	Insufficient labor supply
5%	Retiring
0%	Another business opportunity
0%	Business incentives from other jurisdiction(s)
0%	Trying to sell business but unable to sell it
2%	Other (specify)

30. If moving or expanding at another location (Yes to Question 28d or 28g), where are you considering? (Circle ALL that apply)

12%	In same city as currently located
9%	Another city in this county (specify city)
2%	Another county in the state (specify county and city)
5%	Another state (specify city and state)
0%	Outside of the United States (specify city and country)
0%	Undecided

**31. If not expanding your business, what is the single biggest factor or issue preventing you?
Data for local use only**

32a. Do you rent / lease or does this business own this facility? (Circle ONE answer)

23% Rent /Lease 72% Own

└─┬─> **32b. If Rent / Lease, when does the current rental agreement expire?**

33a. Does your company currently own or rent / lease sufficient property to allow for expansion if necessary? (Circle ONE answer)

Yes Maybe No
65% 7% 23%

└─┬─> **33b. If Maybe or No, what type of land, buildings, and space needs do you foresee?**

Community Factors

34. If your business had to select a new location in the near future, how important would each of the following factors be in the decision-making process?

*Average		Not at all Important 1	2	3	Very Important 4	Not Applicable n/a
	<u>A. Workforce</u>					
2.88	1) Availability of skilled labor	26%	2%	5%	44%	12%
2.26	2) Availability of unskilled labor	28%	16%	9%	19%	16%
2.39	3) Wage rates	21%	9%	35%	7%	16%
2.30	4) Employee health care cost	28%	9%	16%	16%	19%
1.59	5) Union presence	40%	0%	5%	7%	37%
	<u>B. Education and Training</u>					
2.72	1) K-12	19%	7%	16%	26%	21%
2.21	2) Higher education within a reasonable drive	26%	12%	21%	9%	21%
2.47	3) Technical training programs	23%	9%	19%	19%	19%
	<u>C. Transportation/Location</u>					
3.57	1) Highway accessibility	5%	2%	16%	58%	7%
1.25	2) Air service	53%	7%	5%	0%	23%
2.73	3) Proximity to major markets	16%	9%	21%	23%	19%
2.14	4) Proximity to raw materials	30%	9%	16%	12%	21%
2.57	5) Proximity to service suppliers	21%	2%	33%	14%	19%
1.08	6) Railroad service	53%	5%	0%	0%	30%
	<u>D. Land, Buildings, and Credit</u>					
3.51	1) Availability of land	2%	7%	19%	53%	9%
3.65	2) Cost of land	0%	5%	19%	56%	9%
3.21	3) Availability of buildings	9%	7%	21%	42%	12%
3.46	4) Cost of buildings	7%	5%	14%	56%	7%
3.19	5) Availability of loans	12%	5%	16%	42%	14%
3.13	6) Cost of loans	12%	7%	16%	40%	14%
	<u>E. Utilities</u>					
3.19	1) Energy cost (electric, natural gas)	7%	12%	23%	42%	7%
3.40	2) Energy reliability (electric, natural gas)	7%	7%	14%	53%	7%
3.35	3) Telecommunications & broadband reliability	7%	5%	26%	44%	7%
3.09	4) Telecommunications & broadband cost	9%	7%	33%	33%	7%
3.33	5) Broadband speed	7%	9%	16%	51%	7%

34. (continued) If your business had to select a new location in the near future, how important would each of the following factors be in the decision-making process?

*Average		Not at all Important 1	2	3	Very Important 4	Not Applicable n/a
	<u>F. Local Business Support</u>					
3.67	1) Community attitude towards business	0%	2%	23%	58%	5%
3.31	2) Community promotion of itself and business	2%	12%	26%	42%	7%
3.19	3) Chamber of commerce	0%	19%	30%	35%	5%
3.39	4) Economic development authority	0%	12%	28%	44%	5%
3.14	5) Incentives for business investment in facilities, worker skills or more workers	7%	12%	28%	37%	5%
	<u>G. Quality of Life</u>					
2.66	1) Recreational opportunities	14%	21%	26%	21%	7%
2.29	2) Cultural opportunities	21%	21%	30%	7%	9%
2.71	3) Social organizations and networks	12%	14%	42%	14%	7%
2.89	4) Housing supply	12%	16%	23%	30%	7%
3.00	5) Housing costs	7%	14%	33%	28%	7%
2.47	6) Health care facilities	14%	21%	30%	9%	14%
2.31	7) Availability of child care	21%	21%	21%	12%	14%
	<u>H. Government and Regulation</u>					
3.31	1) Fire Department	0%	14%	28%	40%	9%
3.54	2) Police Department	0%	7%	23%	51%	9%
3.06	3) Sewer & Water	9%	12%	21%	35%	12%
3.34	4) Street Maintenance	2%	7%	33%	40%	7%
3.18	5) Environmental regulations	5%	12%	28%	35%	9%
3.43	6) Planning and zoning	0%	9%	28%	44%	7%
3.41	7) Code enforcement	0%	7%	33%	40%	9%
	<u>I. Local Government Financial Management</u>					
3.64	1) Property Taxes	0%	5%	21%	58%	5%
3.54	2) Other Local Taxes and fees	0%	9%	19%	53%	7%
3.44	3) Spending priorities	0%	2%	40%	37%	9%
3.47	4) Budget process & financial management	0%	5%	33%	42%	9%

35. Based on the following factors, please rate your satisfaction with your current location as a place for your company to do business.

*Average		Very Dissatisfied 1	2	3	Very Satisfied 4	Don't know DK
	<u>A. Workforce</u>					
2.86	1) Availability of skilled labor	2%	28%	30%	21%	9%
2.97	2) Availability of unskilled labor	5%	19%	26%	26%	14%
3.03	3) Wage rates	5%	7%	51%	19%	9%
2.24	4) Employee health care cost	14%	16%	28%	0%	33%
3.06	5) Union presence	2%	9%	12%	16%	49%
	<u>B. Education and Training</u>					
3.36	1) K-12	0%	9%	23%	33%	26%
3.15	2) Higher education within a reasonable drive	0%	14%	23%	23%	30%
3.08	3) Technical training programs	0%	16%	23%	21%	30%
	<u>C. Transportation/Location</u>					
3.31	1) Highway accessibility	5%	14%	21%	51%	2%
2.93	2) Air service	2%	9%	12%	12%	56%
3.00	3) Proximity to major markets	5%	19%	21%	28%	16%
3.10	4) Proximity to raw materials	2%	9%	19%	19%	37%
3.18	5) Proximity to service suppliers	2%	12%	33%	30%	9%
3.00	6) Railroad service	0%	7%	5%	7%	67%
	<u>D. Land, Buildings, and Credit</u>					
3.52	1) Availability of land	0%	5%	28%	44%	14%
3.26	2) Cost of land	0%	12%	30%	30%	19%
2.92	3) Availability of buildings	5%	16%	16%	21%	33%
3.26	4) Cost of buildings	0%	5%	37%	21%	28%
3.48	5) Availability of loans	0%	2%	28%	33%	30%
3.37	6) Cost of loans	0%	5%	30%	28%	30%
	<u>E. Utilities</u>					
3.08	1) Energy cost (electric, natural gas)	2%	21%	33%	33%	5%
3.33	2) Energy reliability (electric, natural gas)	2%	7%	40%	42%	2%
2.48	3) Telecommunications & broadband reliability	19%	26%	35%	14%	2%
2.55	4) Telecommunications & broadband cost	14%	26%	35%	14%	2%
2.28	5) Broadband speed	26%	26%	28%	12%	2%

35. (continued) Based on the following factors, please rate your satisfaction with your current location as a place for your company to do business.

*Average		Very Dissatisfied 1	2	3	Very Satisfied 4	Don't know DK
	<u>F. Local Business Support</u>					
3.40	1) Community attitude towards business	0%	12%	33%	49%	5%
3.06	2) Community promotion of itself and business	2%	12%	49%	21%	12%
3.46	3) Chamber of commerce	0%	7%	30%	44%	14%
3.15	4) Economic development authority	2%	12%	23%	26%	33%
2.43	5) Incentives for business investment in facilities, worker skills or more workers	12%	14%	14%	9%	47%
	<u>G. Quality of Life</u>					
3.17	1) Recreational opportunities	2%	12%	37%	30%	14%
2.38	2) Cultural opportunities	7%	35%	19%	7%	26%
2.82	3) Social organizations and networks	2%	16%	37%	9%	28%
3.00	4) Housing supply	0%	16%	26%	16%	35%
3.08	5) Housing costs	0%	12%	28%	16%	35%
2.53	6) Health care facilities	9%	21%	33%	7%	23%
2.94	7) Availability of child care	2%	7%	19%	9%	53%
	<u>H. Government and Regulation</u>					
3.55	1) Fire Department	0%	5%	35%	58%	0%
3.40	2) Police Department	2%	7%	37%	51%	0%
2.81	3) Sewer & Water	9%	21%	16%	26%	21%
3.24	4) Street Maintenance	2%	9%	47%	37%	0%
3.27	5) Environmental regulations	0%	7%	37%	26%	21%
3.18	6) Planning and zoning	5%	9%	30%	33%	16%
3.12	7) Code enforcement	2%	12%	37%	26%	16%
	<u>I. Local Government Financial Management</u>					
2.64	1) Property Taxes	9%	23%	40%	12%	12%
2.64	2) Other Local Taxes and fees	9%	19%	40%	9%	16%
2.80	3) Spending priorities	9%	12%	33%	16%	26%
2.86	4) Budget process & financial management	7%	9%	35%	14%	30%

36. Do you have any suggestions for improving the items above (in Question 35.) that you gave lower ratings to? If so, please give the item number and your suggestion for each item:

Data for local use only

37a. Do the following community features related to tourism have a positive impact, no impact, or negative impact on the community?

*Average		Very Positive Impact		No Impact		Very Negative Impact
0.33	(a) Activities for children and teens	7%	16%	70%	0%	0%
0.40	(b) Amusement and recreation activities	7%	26%	58%	2%	0%
0.25	(c) Arts and cultural events	5%	16%	70%	2%	0%
0.58	(d) Community atmosphere	16%	21%	56%	0%	0%
0.33	(e) Community diversity	12%	9%	67%	2%	0%
0.62	(f) Festivals or events	12%	33%	47%	0%	0%
0.15	(g) Historic atmosphere (downtown, barns, etc.)	5%	7%	77%	2%	0%
0.31	(h) Information for tourists	7%	14%	70%	0%	0%
0.26	(i) Landscapes (downtown, farm, natural)	5%	14%	72%	0%	0%
0.00	(j) Lodging facilities	2%	12%	67%	2%	7%
0.18	(k) Meeting/conference facilities	5%	14%	67%	2%	2%
0.10	(l) Museums/historic sites	2%	5%	84%	0%	0%
0.38	(m) Natural environment	12%	12%	67%	0%	0%
0.59	(n) Outdoor recreation (including hunting/fishing)	21%	12%	58%	0%	0%
0.36	(o) Proximity to potential visitors	9%	16%	63%	2%	0%
0.38	(p) Seasonal tourism	9%	16%	67%	0%	0%
0.44	(q) Transportation access for potential visitors	14%	14%	60%	2%	0%

37b. Which of the features listed in Question 37a do you feel should be the focus of a marketing image for this community? (Please list the LETTERS for UP TO THREE choices)

f (6), b (4), d (3), f (6), (3), n (3), g (2), a, j, m, q	First choice
d (5), n (4), q (3), f (2), h (2), i (2), l, p, a	Second choice
b (3), d (3), a (2), i (2), n (2), c, e, f, j, m, o, q	Third choice

38a. Please rate the following factors about retail in this community. (Circle ONE for each item)

*Average		Poor 1	2	3	Excellent 4	Don't Know DK
2.28	a) Advertising	14%	19%	21%	5%	26%
2.88	b) Coordinated store hours	7%	2%	16%	12%	47%
3.32	c) Customer service	0%	2%	35%	21%	23%
2.53	d) Exterior atmosphere of the area ...	7%	28%	33%	7%	9%
3.22	e) Feeling of safety (e.g., lighting, security)	0%	14%	30%	30%	9%
2.11	f) Group advertising	14%	12%	14%	2%	40%
2.88	g) Hours - Evening	5%	9%	33%	12%	23%
3.00	h) Hours - Weekend	0%	12%	33%	12%	23%
2.93	i) Internet presence (i.e., can you find community retailers online?)	5%	12%	30%	16%	19%
3.55	j) Knowledge and friendliness of local personnel	0%	0%	33%	40%	12%
2.96	k) Merchandising by retailers	2%	9%	35%	12%	23%
3.00	l) Other (specify)	0%	0%	2%	0%	60%
3.45	m) Parking situation (e.g., number of spaces, location)	0%	5%	28%	35%	14%
3.13	n) Prices	2%	7%	40%	21%	12%
4.42	o) Public restrooms	5%	5%	26%	7%	37%
3.30	p) Quality of merchandise handled by merchants	0%	2%	40%	21%	19%
2.43	q) Special events or promotions in the shopping area	9%	21%	14%	9%	26%
2.72	r) Traffic flow / signage	7%	16%	33%	12%	12%
2.09	s) Variety of businesses	23%	23%	26%	2%	12%
2.03	t) Variety of places to eat	23%	30%	16%	5%	12%

38b. What three items from the above list are the most important to be improved (*Identify UP TO THREE LETTERS from the above list*)

s (11), t (8), r (3), d (2), i (2), a, e, n First choice
t (8), s (6), d (5), q (3), r (2), i (2), a, c, n Second choice
a (3), d (3), t (3), k (2), m (2), s (2), e, f, I, o, p, r Third choice

39. Considering all the factors in Question 38, how would you rate the overall atmosphere in your local shopping area? (Circle ONE answer) *Average: 2.53

1=Poor, 2=Below Average, 3=Average, 4=Above Average, 5=Excellent
 19% Poor 23% Below Average 23% Average 16% Above Average 2% Excellent

40. What is your overall opinion of your community (i.e. where your business is) as a place to conduct business? (Circle ONE answer) *Average: 3.38

1=Poor, 2=Below Average, 3=Average, 4=Above Average, 5=Excellent
 0% Poor 12% Below Average 47% Average 30% Above Average 9% Excellent

41. What is your overall opinion of your community (i.e. where your business is) as a place to live? (Circle ONE answer) *Average: 3.55

1=Poor, 2=Below Average, 3=Average, 4=Above Average, 5=Excellent
 0% Poor 14% Below Average 26% Average 49% Above Average 9% Excellent

42. What state and local policies are of greatest significance to your company?
Data for local use only

43. We have covered many issues. Please help us set some priorities on how the BR&E Task Force can help your business or what we should work on to help all of our existing businesses grow and expand. Please give your additional comments. (BR&E visitor, please take notes on back of page, if need be).
Data for local use only

44. If we find an issue in your survey response in which a certain individual or individuals may be able to respond to your concern in a beneficial way, do you authorize us to release your survey information to them? (Circle ONE answer)

81% Yes **Your contact information will be shared with the resource person(s) to aid them in understanding your company and the concern. Please sign here to authorize release of your survey information to the appropriate, selected resources:**

19% No **We will provide you information about the resources available to assist you, and you will make the first contact with the resource. The resource person(s) will not have access to your survey.**

Thank you for participating in our Business Retention and Expansion Strategies Visitation Program. We appreciate the time you've given us and the contribution your business is making to our local economy.

*We cannot promise to solve the concerns you mentioned, but we will promise to try. If we can help you in the future, please call:
 Doug Welter, 612-961-2080 or Colleen Winter, 763-367-7855*

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CHAPTER 5: THE BR&E STRATEGIES PROGRAM IN EAST BETHEL – THE PEOPLE AND THE PROCESS

The purpose of this chapter is to provide an overview of the East Bethel Business Retention and Expansion Strategies Program—the people and processes that made the project happen.

Overview of the East Bethel BR&E Program

Economic development leaders and community volunteers have worked together since March of 2015 to make the Business Retention and Expansion Program happen in East Bethel. Six sponsoring organizations contributed resources to the program. Here are the key activities and processes in that timeline. The East Bethel Business Retention and Expansion (BR&E) Program is an on-going community effort. This section of the report details important milestones achieved thus far and details future plans of the program.

The East Bethel BR&E Program has five objectives:

1. To demonstrate support for local businesses
2. To help solve immediate business concerns.
3. To increase local businesses' ability to compete in the global economy
4. To establish and implement a strategic plan for economic development.
5. To build community capacity to sustain growth and development.

Benchmarks of the BR&E Process in East Bethel

Date(s)	Benchmark	Description of activity
March through September 2015	Program Preparations	Bi-weekly meetings were convened of the Leadership Team to make the decisions, assemble the task force, recruit volunteers and lay the plans for the BR&E.
September 2015	Volunteer Training	Two volunteer visitor training sessions were held in September 2015. The sessions oriented volunteer visitors to the BR&E process and trained them on interviewing businesses. Volunteers work in teams of two during business interviews. One person holds primary responsibility for asking the questions while the second person records the responses.
August 2015	Business Selection	The BRE leadership team reviewed and selected businesses based on knowledge of existing businesses. Businesses were selected from within the city,. This approach to sampling businesses is known as a convenience sample and it is very typical of BR&E programs. Although not statistically representative of the greater business population, it does represent the businesses that were visited. The initial goal was to accomplish 90 site visits.
September to October 2015	Business Visits	Volunteers in the East Bethel BR&E Program visited 43 businesses. Although the goal was to accomplish 90 site visits, 43 completed visits is a solid result. Two persons conducted each business visit, effectively capturing the information shared by businesses during the visits. Copies of the completed surveys were mailed to the University of Minnesota Extension Cloquet Regional Office for tabulation Lauren Sorgaard before being sent to the BR&E office on the St. Paul campus.
October 2015	Warning Flag Review	Reviewing the surveys individually for follow-up opportunities is an important community opportunity in a BR&E program. This is probably the single most important activity that a BR&E initiative can do - responding appropriately and confidentially to businesses on issues such as business relocations, concerns with public service, needs for resources, etc. The East Bethel BRE leadership held two sessions to review incoming surveys for warning flag items.
December 16, 2015	Campus Research Review	While the Warning Flag Review identifies individual business concerns, the Campus Research Review meeting identifies overarching, universal themes in the survey results. Once these are identified, the Campus Research Review participants suggest ideas for projects the Task Force might undertake to address these themes. Participants typically include members of the Leadership Team, economic development professionals, such as representatives from the Minnesota Department of Employment and Economic Development (DEED), and University of Minnesota faculty. The East Bethel BR&E Campus Research Review was

		held on December 16, 2015. See roster of participants below.
January to March 2016	Research Report Development	Following the Campus Research Review meeting, University of Minnesota Extension prepares the research report. The goal of the research report is to detail the overarching themes identified by the Campus Research Review team and to suggest potential projects. Potential projects are ideas the Task Force might use to address the larger themes identified by the survey. The Research Report also summarizes the survey data, gives a history of the BR&E project, provides context on the local economy and demographics, and contains the raw survey data. The East Bethel Leadership Team sent the surveys to the University of Minnesota Extension for tabulation and analysis. Lauren Sorgaard tabulated the surveys and prepared a summary of the data for the Campus Research Review meeting. This research report was then drafted based on the input of the review panel and other ideas.
March 3, 2016	Task Force Retreat	At this retreat, the East Bethel Task Force will be presented with the overall results of the survey, overarching strategies for addressing the universal issues identified, and potential projects for addressing these issues. The Task Force will then decide on the major projects to implement in order to maximize BR&E success in East Bethel. The Task Force is free to recommend any of the projects listed in this report, to revise and then adopt any of the projects, or to develop its own project recommendations. Typically, a community will adopt three to five priority projects in the first phase of implementation.

Next Steps

Projected, -----, 2016	Implementation Resources	As East Bethel considers how to implement its priority projects it needs to consider the resources and resource persons needed for successful implementation. Each BR&E project team should meet with these resource people to pose three questions: 1) Is your group doing any work similar to our proposed project that benefits businesses in our area?; 2) If yes, what are you doing and to what degree are you reaching businesses in East Bethel?; and 3) Would you be willing to collaborate with us and/or how could our BR&E team help your program? The priority projects might be modified after this meeting to account for additional resources identified.
Projected, -----, 2016	Community Commencement Meeting	This is a meeting traditionally held to celebrate the accomplishments of the first two phases of a BR&E, the Research and Prioritize phases, and signal the beginning of East Bethel BR&E Implementation phase. For the most impact, this should be a community-wide event. In particular, all of the Task Force members, volunteer business visitors, EDA members, local

		media, and visited businesses are invited. Other local government, business, and community leaders could be invited, as well as regional and state agency representatives and members of the community. A report summarizing the BR&E program and the priority projects selected for implementation will be prepared by University of Minnesota Extension.
Projected, _____, 2016	Implementation Meetings	It is customary to have quarterly task force meetings to continue the forward progress on the BR&E priority projects through time. For tips on implementation of BR&E strategies, see <i>Next Steps: Tips for Implementation</i>

Organizations and People Involved in the East Bethel BR&E Program

Conducting a community-wide economic development engagement is a resource intensive and time consuming task. It’s not done overnight, and it’s not done with 1 to 2 people. Instead, successful groups initiate the process and then work throughout the process to increase the group size. In Business Retention and Expansion projects, there are important teams of people that are involved in making the project successful: the program sponsors, the leadership team, the task force, and the volunteer visitors.

Program Sponsors

The East Bethel BR&E Program is sponsored by the following organizations:

- City of East Bethel
- East Bethel Chamber of Commerce
- Connexus Energy
- Minnesota Department of Employment and Economic Development
- University of Minnesota Extension

Leadership Team

This Leadership Team is organizing and planning the BR&E. They identified people to serve on the Task Force or as volunteer visitors and made contact with those individuals, visiting businesses, responding to warning flags, and helping select and implement the priority projects that emerge from the priority-setting retreat.

East Bethel BR&E Leadership Team

Doug Welter, EDA-East Bethel – Overall Coordinator
 Colleen Winter, City of East Bethel – Visitation Coordinator
 Sharon Johnson, East Bethel Chamber of Commerce – Media Coordinator
 Bruce Saylor, Connexus Energy – Business Resource Coordinator
 Cathy Beason, The Pines Craft Retreat Center – Milestone Meeting Coordinator

BR&E Task Force

In addition to all of the Leadership Team, these additional individuals serve on the BR&E Task Force. These Task Force members have visited businesses, responded to warning flags, and helped select and implement the priority projects that emerge.

Brian Mundle	BDM Construction
Dan Butler	Butler and Associates
Diane Evenson	Peoples Bank
Ruth Dutchak	Retired/Lions Club member
Ed Fiore	Retired/Coon Lake Community Center
Paul Johnson	Aggressive Hydraulics
Jolene Holcome	Keller Williams
John Landwehr	EDA Board member
Brian Bezanson	EDA Board member
Bruce McEachran	Macmay Realty
Chris Leibel	Smokey's
Jolynn Olson	All State Insurance
Randy Chumley	Highland Money Management
Brad Slawson	Route 65 Pub and Grub
Bridget Robinson	Village Bank
Bryan Rogers	Village Bank
Paula Moon	Realm Marketing
Matt Wasche	Wasche Commercial Finishes

In addition to the Leadership Team and Task Force mentioned above, there are three other groups of people that are important to East Bethel's success in its BR&E program. These are: 1) the volunteer visitors, 2) the businesses visited, and 3) the campus research review team.

Volunteer Visitors

The following volunteers helped visit the participating businesses:

Al Ancheta	Lions member
Steve Melander	Retired pastor
Troy Lachinski	East Bethel Fire Dept
Jill Hoffman	Granny May
Don Haller	Connexus Energy
Mark Merten	Connexus Energy
Brian Burandt	Connexus Energy
Jeremy Shierts	East Bethel Fire Dept
Mark Prachar	East Bethel Fire Dept
Keith Dragisich	Peoples Bank
Joe Morgan	Retired
Randy Plaisance	Planning Commission member
Ardelle Olsen	Retired/lions

Businesses Visited as Part of the East Bethel BR&E Program

The following 43 businesses graciously agreed to be interviewed as part of the BR&E visitation process. While survey responses are confidential, it is important to acknowledge the effort of participating businesses.

1. Aggressive Hydraulics
2. BDM Construction
3. Beaverbrook Tri-County Sportsmen,
Inc
4. Blue Ribbon Golf
5. Butler and Associates Insurance
Agency
6. Central Trailer Sales
7. Central Truck Service Inc.
8. Coopers Corner Liquor
9. Coopers Corner Store BP
10. Corner Express
11. Crashed Toys- Copart Inc.
12. Designing Earth Contracting
13. East Bethel 10 Theatre
14. George's Boat Repair Center
15. Gordy's Excavating
16. Greystone Mobile Home Park
17. Hidden Haven Country Club
18. Hot Rod Factory Inc.
19. Minnesota Fresh LLC
20. North Anoka County Emergency
Food Shelf
21. North Country Concrete
22. Northway Sports
23. Olson's Sewer Service/Olson's
Excavating
24. Osborne Development
25. Our Saviour's Lutheran Church and
Preschool
26. Peoples Bank of Commerce
27. Pines Craft Retreat, The
28. Plow World
29. Premier Commercial Properties
30. RAK Construction Inc.
31. Realm Promotions

32. Roger's Rod and Custom Inc.
33. Route 65 Pub and Grub, Inc.
34. Shaw Trucking Inc.
35. Smokey's Pub N Grill
36. Sowada and Barna Plumbing
37. Tek Steel Fabricators Inc.
38. Tin Man Fabrications
39. University of Minnesota Cedar Creek
Ecosystem Science Reserve
40. Viking Meadows Golf Club
41. Village Bank
42. Wasche Commercial Finishes Inc.
43. Wayne's Liquor

Campus Research Review Team

The Campus Research Review panel was comprised of University of Minnesota faculty and staff, Minnesota Department of Employment and Economic Development (DEED) specialists, other economic development professionals, and East Bethel Leadership Team members. This group analyzed the survey data to identify both the SWOT (strengths, weaknesses, opportunities, and threats) as well as to ideate potential project ideas that address issues emerging from the SWOT analysis. A list of participants in the Campus Research Review follows.

Campus Research Review Attendees

East Bethel BR&E Leadership Team (see section above for their affiliations and leadership roles)

Doug Welter
 Colleen Winter
 Sharon Johnson
 Cathy Beason
 Brian Mundle
 Brian Rogers

Minnesota Department of Employment and Economic Development
 Tim O'Neill, Research Analysis Specialist (labor market information)

Economic and Community Development Professionals
 Kathi Schaff, Grow Minnesota program, Minnesota Chamber of Commerce
 Jerry Vitzthum, Anoka County Workforce Investment Board
 Matthew Salo, Anoka-Ramsey Community College

University of Minnesota
 Michael Darger, U.M. Extension BR&E Program Director
 Lee Munnich, U.M. Humphrey School

Adeel Ahmed, U.M. Extension Community Vitality
John Bennett, U.M. Extension Community Vitality

Assistance from the University of Minnesota and Other Organizations

The University of Minnesota Extension and the University of Minnesota Duluth Labovitz School of Business and Economics are providing East Bethel BR&E Program with technical assistance as noted below:

Adeel Ahmed, Extension Educator, BR&E consultant, and trainer

Monica Haynes, Gina Gensing, and Michelle Scott, BR&E Research Report Authors, UMD Bureau of Business and Economic Research

Michael Darger, Extension BR&E program director

Lauren Sorgaard, data input and tabulation, Extension Cloquet Regional Office

Jodie Kaden, report assembly and printing, Extension Center for Community Vitality

CHAPTER 6: PLANNING TOOLS, RESOURCES, & WORKSHEETS

CHAPTER 7: APPENDICES

APPENDIX A: A BRIEF PROFILE OF EAST BETHEL AND ANOKA COUNTY ECONOMY AND DEMOGRAPHICS

by Tim O'Neill, Minnesota Department of Employment and Economic Development

East Bethel is located in Anoka County in the Twin Cities metropolitan area along Minnesota State Highway 65 and Anoka County Road 22. Surrounding cities include Columbus, Ham Lake, Andover, Oak Grove, St. Francis, and Bethel. Situated north of Minneapolis and St. Paul, East Bethel's proximity to the Twin Cities, and access to highway 65, impacts East Bethel's economy, residency, and labor force. East Bethel's economy witnessed steep losses in covered employment during the recent Great Recession, and unlike Anoka County and Minnesota, the city of East Bethel has yet to regain these employment losses. Fortunately, East Bethel has witnessed encouraging employment gains since 2012.

Population

The population of East Bethel was estimated to be 11,591 in 2014 by the Minnesota State Demographic Center, roughly the same size as Mendota Heights, Waconia, and St. Peter. Since the 2000 census, an additional 650 residents call East Bethel home, providing a growth rate of six percent from 2000 to 2014.

Anoka County was estimated to have 342,612 residents as of 2014, with an increase of 44,528 people since the 2000 census (15 percent). For the same period statewide, population growth was a more modest 10.8 percent.

Looking back a bit further we can see that the City of East Bethel's population has grown rapidly since 1990, outpacing both the state of Minnesota and Anoka County. Since 2000, this pace has cooled off somewhat, falling behind that of the state and county. Surrounding cities, especially St. Francis and Andover, have witnessed especially large population gains. (See Table 1)

Table 1. Population Estimates

Geography	1990	2000	2014	1990 to 2014 % Change	2000 to 2014 % Change
East Bethel city	8,050	10,941	11,591	44.0%	5.9%
Columbus city	3,690	3,957	3,887	5.3%	-1.8%
Ham Lake city	8,924	12,710	15,666	75.5%	23.3%
Andover city	15,216	26,588	31,874	109.5%	19.9%
Oak Grover city	5,441	6,903	8,337	53.2%	20.8%
St. Francis city	2,538	4,910	7,296	187.5%	48.6%
Bethel city	394	443	477	21.1%	7.7%
Anoka County	243,641	298,084	342,612	40.6%	14.9%
Minnesota	4,375,665	4,919,479	5,453,218	24.6%	10.8%

Demographics

American Community Survey

Much of the population and demographic data provided for East Bethel comes from the U.S. Census Bureau's American Community Survey (ACS). The ACS uses a series of monthly samples to produce annually updated data. For smaller geographic regions such as East Bethel, five-year estimates are used, which reflect the characteristics of a geographic area over the entire 60-month period. More specifically, single-year period estimates of ACS data are published annually for areas with populations of 65,000 or more. Three-year period estimates are published for areas of 20,000 or more. Five-year period estimates are published for all geographies regardless of population size. To ensure proper comparisons, all regions within this section use the five year.

ACS estimates. For further information on ACS methodology, visit http://www.census.gov/acs/www/methodology/methodology_main/.

The median age for residents of East Bethel is slightly older than typical for Minnesota at 40.4 years, compared to the 37.6 median age of state residents overall. Anoka County has the same median age as the state, at 37.6 years.

Table 2. Age Demographics

Age Cohort	East Bethel	Anoka County	Minnesota
0 to 14	19.5	20.6	19.8
15 to 24	11.2	12.6	13.3
25 to 34	11.3	13.2	13.7
35 to 44	14.9	13.9	12.5
45 to 54	19.7	16.5	14.6
55 to 64	14.1	12.4	12.6
65 to 74	7.0	6.6	7.3
75 years and over	2.3	4.2	6.3

Table 2 illustrates the differences East Bethel has with the age of its population. The most notable differences occur for those ages 35 to 64, where such persons make up 48.7 percent of East Bethel's population compared to 42.8 percent for Anoka County and 39.7 percent for Minnesota. Ironically, while East Bethel does have a higher median age than the county or state, it has a smaller percentage of those 75 years of age and older.

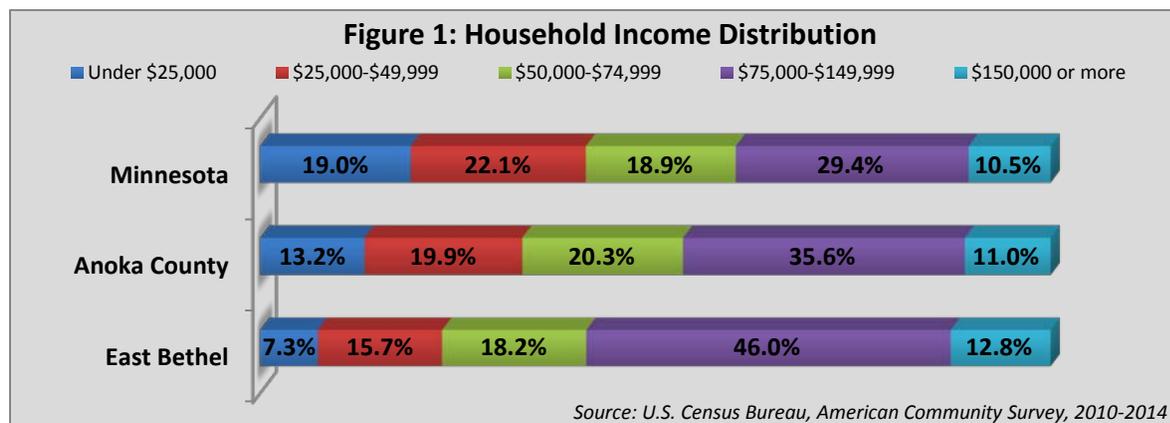
It should also be noted that between the 2009 and 2014 5-Year ACS estimates, those age groups 55 and older grew the fastest. More specifically, those between 55 and 64 years grew by 26.3 percent in East Bethel, those between 65 and 74 years grew by 69.6 percent, and those 75 years and older grew by 26.2 percent. While those between 45 and 54 years did grow by a modest 7.3 percent, all younger age groups witnessed declining populations between 2009 and 2014.

Because of the small population and sample size, detailed racial demographics are not included in this report; however, East Bethel's population is overwhelmingly white (98 percent of the total population is white).

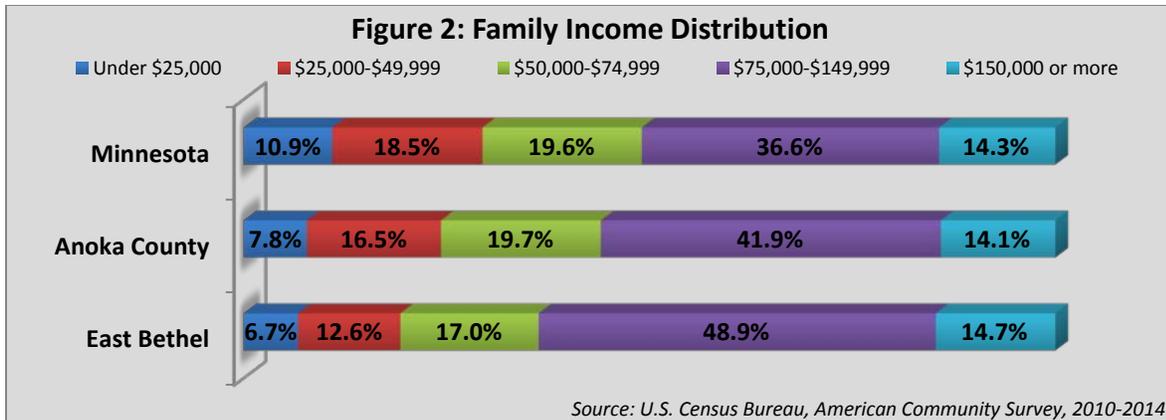
Income and Earnings

Looking at household and family incomes sheds light on possible issues in communities. Household income is income from one or more people living in a single household. This differs from family income because a single person does not qualify as a family and is therefore not figured into the family income calculations.

Family incomes are typically noticeably higher because many families have multiple wage earners. The American Community Survey provides some insight into the income distribution of East Bethel and the surrounding area. East Bethel has smaller shares of low income households in relation to the state and Anoka County, as well as higher shares at higher income brackets. East Bethel has about 10 percent less households with incomes under \$25,000 than Anoka County, and 18 percent less than the state. At the other end of the spectrum, East Bethel has 10.4 percent and 16.6 percent more households with incomes between \$75,000 and \$149,999 than Anoka County and the state, respectively. The city has slightly more shares of households earning the highest income bracket than Anoka County and the state. (See Figure 1)



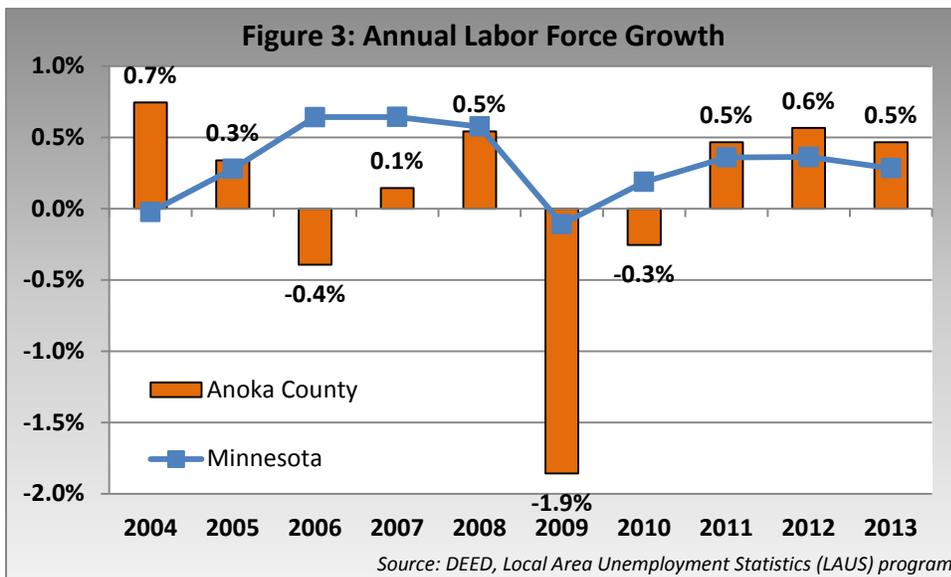
According to DEED's Cost of Living Calculator, the average Minnesota family consisting of three people, one adult working full time, one adult working part time, and one child. Within Anoka County, such a family needs to make \$56,796 per year to cover the basic cost of living. Even the lowest costing family composition consisting two adults, no children, and only one full time worker would need to earn \$34,951 in Anoka County. According to Figure 2, one in five families living in East Bethel do not make enough money to cover the basic cost of living.



Labor Force and Unemployment Rates

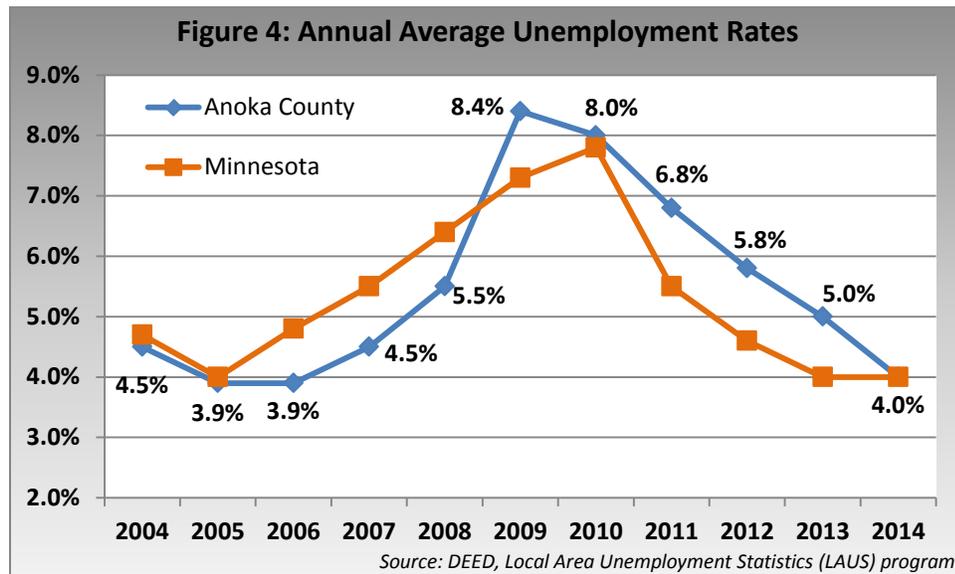
Due to the changing demographics of our country, labor force growth is anticipated to slow through the next decade and beyond. Anoka County's labor force is beginning to reflect these changes as well. In the last ten years Anoka County has typically lagged the state in terms of over-the-year labor force growth, only out-pacing the state since 2011. The county's labor force growth was hit especially hard during the recession in 2009.

Labor force growth is pivotal to the growth potential for current and new companies in the region. From 2004 to 2014, Anoka County's labor force grew by 1,400, or 0.7 percent. In comparison, Minnesota gained a little over 133,450 net workers resulting in a growth of 4.6 percent during the same period. (See Figure 3)



Unemployment rates are also a good indication of the current economic conditions. Minnesota's 2014 seasonally-adjusted unemployment rate was 4.0 percent, the same as Anoka County's rate. Anoka County's unemployment rate tended to sit below Minnesota's before 2008, but hovered above

the state's rate after the recession. After peaking in 2009 at 8.4 percent, the county's average annual rate has continued to fall back to a near pre-recession low of 4.0 percent. (See Figure 4)

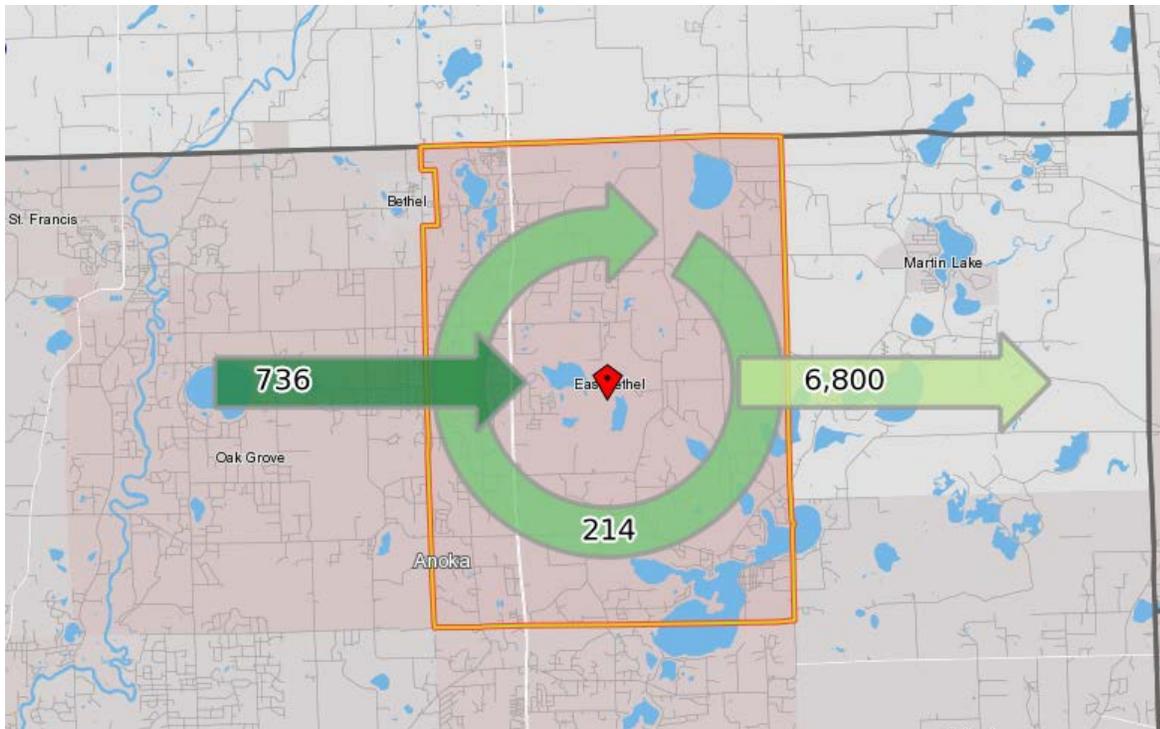


Labor Sheds and Commuting Pattern

Commuting data from the U.S. Census Bureau has recently been updated through 2013, offering valuable insight about where people live and work in the region.

East Bethel is home to many more residents than jobs and is considered a labor exporter. While 736 people travel into East Bethel for work, about 6,800 people living in the city leave for work elsewhere. Roughly one in five (214) employees working in East Bethel also live within the city. The 6,800 workers commuting out of East Bethel for work represent 97 percent of the entire labor force in the city.

In 2013, about 950 people were employed in East Bethel, with 736 workers (77.5 percent) living outside of the city.



With 96.9 percent of the workers commuting out of the area for work, about 13 percent are not travelling more than 10 miles (905 workers). Over half (51.2 percent) travel between 10 and 24 miles, another quarter (25.5 percent) travel between 25 and 50 miles, and the remaining 10.4 percent travel greater than 50 miles. About a quarter of commuting workers head south into the cities of Minneapolis, Blaine, and St. Paul for work. A notable amount of commuters also head into Coon Rapids, Ham Lake, and Fridley for work.

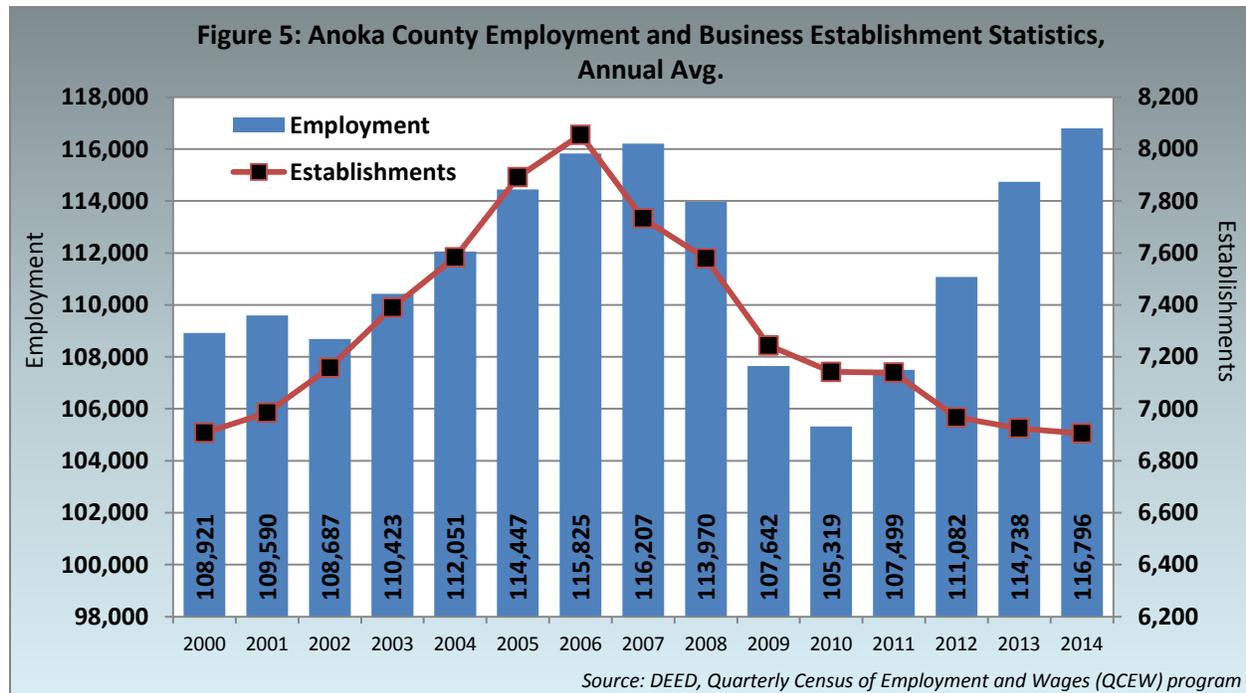
Conversely, East Bethel draws more than 40 workers each from the surrounding cities of St. Francis, Oak Grove, and Andover, with smaller contributions from Ham Lake, Coon Rapids, Blaine, and Isanti.

Table 3. Job Counts by Where Residents are Employed, 2011

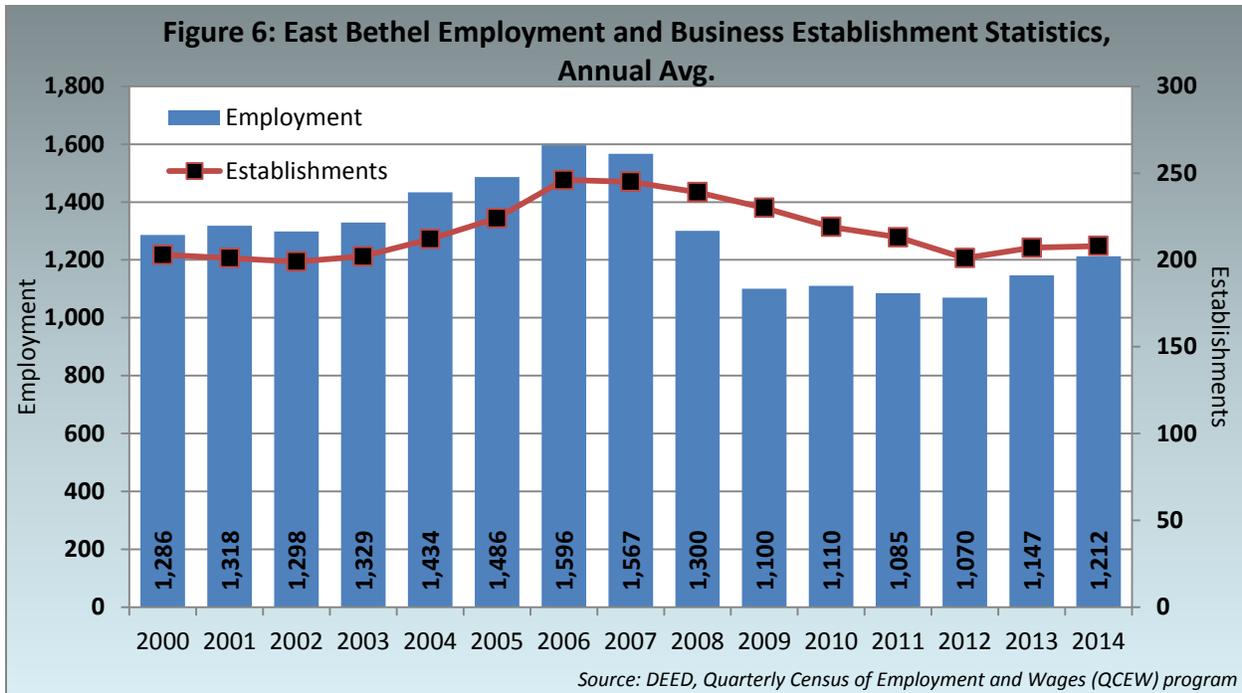
Geography	Jobs	Share
All Places	7,014	100.0%
Minneapolis city, MN	764	10.9%
Blaine city, MN	541	7.7%
St. Paul city, MN	389	5.5%
Coon Rapids city, MN	308	4.4%
Ham Lake city, MN	279	4.0%
Fridley city, MN	277	3.9%
East Bethel city, MN	214	3.1%
Anoka city, MN	204	2.9%
Roseville city, MN	164	2.3%
Plymouth city, MN	157	2.2%
All Other Locations	3,717	53.0%

Covered Employment

Through annual 2014, there were 6,905 establishments supplying 116,796 covered jobs in Anoka County. The average weekly wage paid to workers was \$918. East Bethel's covered employment currently stands at 1,212 covered jobs provided by 208 employers. During the last year Anoka County employment grew by a little over two thousand jobs (1.8%) while the city of East Bethel added 65 jobs (5.7 percent). Through the first two quarters of 2015, Anoka County's covered employment tracked up another 2.5 percent (2,947 jobs) to 119,743. East Bethel's covered employment increased by 13.1 percent (159 jobs) to 1,371.



It is important to note that the primary source for employment and wages is the Quarterly Census of Employment and Wages (QCEW) program which accurately tracks covered employment. Covered employment is any job covered by the unemployment insurance program, about 97 percent of Minnesota's employment is covered by unemployment insurance.



Anoka County employment is currently the highest on record, regaining the 10,888 jobs lost during the recession and adding an additional 589. Historical employment data back to 2000 shows employment for East Bethel peaked in 2006 with 1,596 jobs. Employment held steady in East Bethel through 2007, before shedding 526 jobs through 2012.

The largest industry super sector in Anoka County is Trade, Transportation, and Utilities with nearly 25,400 jobs, representing 21.7 percent of total employment. Fortunately, this super sector has been expanding in recent years, increasing by 11.6 percent between 2010 and 2014, for an additional 2,648 jobs. Education and Health Care Services is the next largest industry super sector in the county with 25,270 jobs in 2014. This super sector has grown more slowly than total county employment between 2010 and 2014, but still managed to add 1,759 jobs during that time. Manufacturing is the third largest industry in the county with 602 firms providing 22,886 jobs in 2014. Manufacturing employment has recently grown faster in Anoka County than in the state as a whole. This industry's 12.7 percent growth rate between 2010 and 2014 in Anoka County was equivalent to 2,570 additional jobs. It should be noted that Construction was the fastest-growing industry in Anoka County between 2010 and 2014, growing by 27.3 percent. (See Table 4)

Table 4. Anoka County Employment Statistics

Industry Sector	All Available Quarters, 2014			2010 to 2014 Change			
	Firms	Jobs	Avg. Annual Wage	Firm Change	Job Change	% Job Change	Wage Change
Total, All Industries	6,905	116,796	\$918	-237	11,477	10.9%	\$90
Trade, Transportation and Utilities	1,488	25,386	\$778	-71	2,648	11.6%	\$91
Education and Health Services	775	25,270	\$938	74	1,759	7.5%	\$67
Manufacturing	602	22,886	\$1,443	-41	2,570	12.7%	\$192

Leisure and Hospitality	588	12,312	\$302	39	1,172	10.5%	\$26
Professional and Business Services	963	9,639	\$814	-96	1,292	15.5%	-\$14
Construction	1,070	7,144	\$1,070	-116	1,533	27.3%	\$128
Public Administration	49	4,723	\$948	-13	-75	-1.6%	\$23
Other Services	656	4,620	\$532	52	357	8.4%	\$58
Financial Activities	623	3,722	\$1,025	-62	408	12.3%	\$125
Information	59	721	\$705	N/A	N/A	N/A	N/A
Natural Resources and Mining	35	372	\$521	3	9	2.5%	\$18

Wages in Anoka County average \$990 per week, or \$51,480 per year assuming a 40 hour work week. Average wages in East Bethel are 31 percent less at \$684 per week or \$35,568 per year. The highest paying industry in Anoka County is the Manufacturing industry, with an average annual wage of \$75,036. Construction had the highest average annual wages within East Bethel, at \$49,608.

Table 5. East Bethel Employment Statistics

Industry Sector	All Available Quarters, 2014			2010 to 2014 Change			
	Firms	Jobs	Avg. Annual Wage	Firm Change	Job Change	% Job Change	Wage Change
Total, All Industries	208	1,212	\$684	-11	102	9.2%	\$99
Construction	74	300	\$954	-13	27	9.9%	\$195
Education and Health Services	14	226	\$817	4	-21	-8.5%	\$107
Trade, Transportation and Utilities	29	184	\$634	-3	26	16.5%	\$111
Leisure and Hospitality	12	172	\$280	-1	22	14.7%	\$49
Other Services	28	69	\$603	6	-5	-6.8%	\$33
Professional and Business Services	25	56	\$519	-3	9	19.1%	\$72
Public Administration	1	56	\$521	0	6	12.0%	-\$109

Industry specific data for the City of East Bethel is less available due to data suppression required to protect employers. Total industry data within Table 5 represents 88 percent of the city's total employment. The Construction industry currently maintains 300 jobs and represents the largest industry with available data.

Analyzing 2010-2014 employment trends, Construction and Trade, Transportation, and Utilities gained the most jobs at 27 and 26, respectively. Growing by 19.1 percent during that same time, Professional and Business Services had the fastest growth, followed by Trade, Transportation, and Utilities. Those industry sectors losing jobs between 2010 and 2014 include Education and Health Services and Other Services.

58.6 percent of employment is found in the top three employing industries for the city of East Bethel compared to 63.0 percent for the top three employing industries for Anoka County.

The trade transportation and utilities industry has the largest amount of business establishments for the county, with 1,488 firms, while construction has the largest amount of business establishments within East Bethel, with 74 firms.

The U.S. Census Bureau provides detailed business statistics to give some more insight into the industry subsectors for 2013 in Anoka County. Small businesses are typically the largest industry class in communities and Anoka County maintains that pattern with 72 percent of businesses employing 1 to 9 employees. Only about five percent of businesses within the county have 50 or more employees. (See Table 6)

Broken down by industry sector, we can see there are more businesses in construction than any other industry with 16.3 percent of businesses being primarily engaged in construction. The vast majority (86.8 percent) of construction establishments employ between 1 and 9 employees.

Table 6. Anoka County Employment Statistics, 2013

Industry	Total Firms	% of Firms	1 to 9 Employees	10-19 Employees	20-49 Employees	50+ Employees
Total for all sectors	7,341	100.0%	5,279	1,026	664	372
Construction	1,200	16.3%	1,042	93	49	16
Retail Trade	878	12.0%	531	196	87	64
Professional, Scientific, and Technical Services	724	9.9%	651	49	17	7
Other Services (except Public Administration)	683	9.3%	533	89	50	11
Health Care and Social Assistance	634	8.6%	361	137	84	52
Manufacturing	599	8.2%	332	94	101	72
Accommodation and Food Services	462	6.3%	157	125	142	38
Administrative and Support and Waste Management and Remediation Services	457	6.2%	358	42	23	34
Wholesale Trade	423	5.8%	299	61	43	20
Finance and Insurance	373	5.1%	305	50	15	3
Real Estate and Rental and Leasing	367	5.0%	347	14	4	2
Transportation and Warehousing	241	3.3%	177	24	17	23
Arts, Entertainment, and Recreation	115	1.6%	68	22	16	9
Information	69	0.9%	51	11	5	2
Educational Services	69	0.9%	44	10	6	9
Management of Companies and Enterprises	32	0.4%	13	7	5	7
Industries not classified	6	0.1%	6	0	0	0
Agriculture, Forestry, Fishing and Hunting	5	0.1%	4	1	0	0
Utilities	3	0.0%	0	0	0	3
Mining, Quarrying, and Oil and Gas Extraction	1	0.0%	0	1	0	0

Self-Employment

While self-employment data isn't available for the city of East Bethel, it is available for Anoka County. In 2013, 21,932 self-employed establishments generated sales of \$902,545,000. With 2,947

establishments, the largest self-employed industry was the Professional, Scientific, and Technical Services industry, generating more than \$85 million in revenue. Construction was the second-largest non-employer industry in the county, generating more than \$176 million in revenue. The Other Services industry, coming in as the county’s third-largest non-employer industry, includes automotive repair, beauty salons, and funeral services. The Real Estate and Rental and Leasing self-employed industry should also be noted, as it contributed the most sales to Anoka County with greater than \$191 million in 2013, over one-fifth of total non-employer sales. (See Table 7)

Table 7. Anoka County Non-Employer Statistics, 2013

Industry Sector	Establishments	Share of Establishments	Gross Sales	Share of Sales
Total for all sectors	21,932	100.0%	\$902,545	100.0%
Professional, scientific, and technical services	2,947	13.4%	\$85,475	9.5%
Construction	2,918	13.3%	\$176,180	19.5%
Other services (except public administration)	2,810	12.8%	\$73,767	8.2%
Retail trade	2,398	10.9%	\$75,645	8.4%
Real estate and rental and leasing	2,155	9.8%	\$191,285	21.2%
Health care and social assistance	1,667	7.6%	\$48,087	5.3%
Administrative and support and waste management and remediation services	1,643	7.5%	\$39,102	4.3%
Arts, entertainment, and recreation	1,405	6.4%	\$22,662	2.5%
Transportation and warehousing	1,263	5.8%	\$79,548	8.8%
Educational services	677	3.1%	\$8,688	1.0%
Finance and insurance	621	2.8%	\$39,102	4.3%
Manufacturing	492	2.2%	\$17,246	1.9%
Wholesale trade	385	1.8%	\$29,556	3.3%
Information	263	1.2%	\$6,411	0.7%
Accommodation and food services	171	0.8%	\$6,725	0.7%
Agriculture, forestry, fishing and hunting	96	0.4%	\$2,654	0.3%
Utilities	16	0.1%	\$280	0.0%

Farming

Farming operators are typically not counted in other datasets so the USDA Census of Agriculture provides insight into the scope and impact this often overlooked economic engine has on small communities. With \$261.5 million in market value of agricultural products sold, Anoka County provides the state with 1.2 percent of total gross agriculture sales. These sales come from the 396 operations that farm 44,843 acres, with a median farm size of 35 acres.

APPENDIX B: PROJECT RESOURCE REFERENCES

BR&E Action Plan

STRATEGY:

PROJECT:

Instructions: Use this template to track the resources you need as you carry out your project. One Line Per resource

Resources requirements definition									
#	Task	Owner	Resource Need	Budget \$	Potential Donors/Grants	Actual Funder	How Much Funded YTD	Actual Expense	Comments
Totals:				\$0			\$0	\$0	

Minnesota Department of Labor and Industry

construct tomorrow

The [Construct Tomorrow program](#) provides information about apprenticeship career training and opportunities in the construction industry.

The team includes staff members from DLI, apprenticeship coordinators, prime and sub-contractors and local educators. The organizers host events for students to introduce them to opportunities in the construction industry.

The Construct Tomorrow team brings representatives from multiple trades to a site designated by the host and provides hands-on experiences for the students who get to work side-by-side with apprentices and journey-level workers to wire circuits, trowel cement, set tile and much more. At the conclusion of the event, the students participate in an exit survey to gauge their level of interest in the trades. The Construct Tomorrow team endeavors to connect these students with more information and experiences to help create a pathway into apprenticeship.



Contact Construct Tomorrow team at ConstructTomorrow@gmail.com.

Events

- **Jan, 14, 2016:** Northeast metro schools
8 a.m.-noon, White Bear Lake Area Learning Center
- **Feb. 9, 2016:** St. Cloud area schools
8:30 a.m.-3 p.m., Rivers Edge Convention Center
- **Feb. 17, 2016:** East central Minnesota schools
8:30 a.m.-3 p.m., Hinckley Event Center
- **March 8, 2016:** Saint Paul schools
8:30 a.m.-noon, Jimmy Lee Recreation Center
- **May 11, 2016:** South metro schools
8:30 a.m.-3 p.m., Canterbury Park

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Growing or starting a small business is not easy. MCCC's Open to Business program offers free, one-on-one, confidential business consulting to help entrepreneurs in Open to Business cities through the process of growing or starting their businesses.

"The Open To Business program made my dream come true, helping me apply for financing and publicized my store once we opened. I am excited to see this program help other entrepreneurs with big dreams like mine. Thanks again for changing my life."

Lara Babalola, Diva's Ave Boutique – Brooklyn Park

More than Just a Sounding Board

With a combination of academic and personal experiences growing and starting small businesses, Open to Business advisors are available to provide assistance in [participating cities](#) to help you plan and work through your small business issues. Equipped with some of the most sophisticated business resources available, the advisors become the entrepreneur's trusted advisor to help them make strategic business decisions based on their business and personal situations.

Areas of Technical Assistance

We assist entrepreneurs in the following areas, including but not limited to, accounting and record keeping, business acquisition, business start-up, all aspects of business plan development, cashflow financial, and business analysis, loan packaging, networking, operations, strategic planning, and commercial real estate analysis. Ultimately we want to become your trusted business advisor.

Access to Capital

Open to Business advisors can also assist entrepreneurs to identify borrowing needs and accessing financing options.

We work with our clients to help them find the financing that best meets their own unique needs. MCCD also provides direct financing and loans in partnership with banks and nonprofit lenders. Funds can be used for inventory, working capital, asset and equipment purchases, real estate acquisition, and start-up costs.

"I am convinced that in years to come, I will be looking back and count you as one of the individuals who helped me to be successful."

Adelaide Sema, CPA – Minnetonka

For more information about the Open To Business program, please contact Rob Smolund at 612-789-7337, ext 260 or rsmolund@mccdmn.org.

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STAY IN TOUCH

About Us - NORTHFORCE



NORTHFORCE is leading the way by attracting, managing, placing, enriching and retaining the talent community for northeast Minnesota and northwest Wisconsin.

NORTHFORCE is a collaborative initiative of APEX (Area Partnership for Economic Expansion), The Northspan Group, IRRRB (Iron Range Resources and Rehabilitation Board), the City of Duluth, Minnesota and the City of Superior, Wisconsin. The NORTHFORCE region includes counties in both Minnesota (Aitkin, Carlton, Cook, Itasca, Koochiching, Lake and St. Louis) and Wisconsin (Ashland, Bayfield and Douglas).

NORTHFORCE is united around 5 core talent strategy objectives including:

1. Attracting talent: we educate prospective talent about the real reasons to come or stay.
2. Managing talent: we foster and maintain a line of communication between communities, employers, and prospective talent that is dynamic and constructive.
3. Placing talent: we help talent find employers, and employers find talent.
4. Enriching talent: we provide opportunities for talent to grow, advance and change the face of the region.
5. Retaining talent: we create an environment in which talent thrives and whose contributions are reciprocated in every way possible.

What are we talking about?

Usually, if you're a jobseeker, you search for the right job, and if you're an employer, you post jobs and hope the right people find their job posting. Finding a match means a whole lot of looking, for both job seeker and employer. Many companies are now making decisions about when and where to expand based on how easy or hard it will be to fill those jobs. So, on both sides of the employment equation there are some pretty daunting variables: right job, right person, right time, right place.

Well, we want to make it easier!

At NORTHFORCE, instead of telling people about jobs, we're telling employers about talented people. We're also telling talented people about employers whose goals, locations, and profiles seem like a good match.

So...

Right time? We're taking it out of the picture.

Right job? We'll be watching.

Right place? We'll get you what you need to help you decide.

Right person? You always were.

It costs nothing to sign up. Over 100 employers in the region are currently looking for qualified employees. Sign up now to learn more about these opportunities.

Let's get to work. [Sign up here.](#)

Sign In

ON-THE-JOB TRAINING — OJT

OVERVIEW

On-the-Job Training (OJT) is appropriate for participants when an employer is willing to hire and train them for a job different than the one from which the participant was separated (or laid off). The benefits and successes of OJT are well documented, and it is the method of training most preferred by DOL. In OJT DEED will reimburse an employer for up to 50% of a worker's new wage.

- ◆ The training in OJT must provide knowledge or skills essential to the full and adequate performance of the job.
- ◆ The employer must meet **specific labor standards**⁹ and will enter into a contract with DEED.
- ◆ Participants engaged in OJT are considered employees of the hiring company and are not eligible for TRA benefits, although they may have received TRA prior to an OJT.
- ◆ Participants engaged in an OJT are not eligible for any other TAA funded training. Likewise, if a participant has received another form of training, they are not eligible for an OJT.
- ◆ After the completion of OJT, the participant is eligible for RTAA if they meet the other criteria outlined in the RTAA section.

ELIGIBILITY, REQUIREMENTS, AND DEADLINES

	2009 Law Petitions 70,000 - 79,999	2011 Law Petitions above 81,000 2015 Law Petitions above 85,000
ELIGIBILITY CRITERIA	1. There is a reasonable expectation of suitable employment with the employer offering the OJT opportunity; 2. The OJT is compatible with the skills of the worker; 3. There is a training curriculum that provides the worker with the required skills to become job proficient; and 4. Measurable benchmarks are in place, and indicate the worker is gaining the required knowledge or skills.	
MAXIMUM COSTS	The actual costs of training (including supplies and equipment) should not exceed soft cap assigned by TAA. Costs exceeding soft cap require additional justification.	
TRAINING WEEKS	104 week maximum	

About the Project | U.S. Cluster Mapping

About the Project



"The U.S. Cluster Mapping Project is used by governments, economic developers, and businesses to understand and shape the competitive landscape for a wide range of industries. These data are being put in the hands of local officials, who are using the information to make strategic investments, recruit new companies, and lay the groundwork for new industries. Across the country, our cluster mapping tool gives us the ability to reinvent and modernize economic development strategies – all driven by open data."

U.S. Secretary of Commerce Penny Pritzker, [July 14, 2014](#)



Conduct state-of-the-art academic research on clusters and industries.



Create a website to provide open access to the research and data.





Make an impact on business, policy, and innovation in the United States.

The U.S. Cluster Mapping Project is a national economic initiative that provides over 50 million open data records on industry clusters and regional business environments in the United States to promote economic growth and national competitiveness. The project is led by Harvard Business School's Institute for Strategy and Competitiveness in partnership with the U.S. Department of Commerce and U.S. Economic Development Administration.

Regional economies are the building blocks of U.S. competitiveness. The nation's ability to produce high-value products and services depends on the creation and strengthening of regional clusters of industries that become hubs of innovation. Clusters, which are regional concentrations of related industries, are a striking feature of all modern economies, making regions uniquely competitive for jobs and private investment. On June 11, 2014, U.S. Secretary of Commerce Penny Pritzker announced the launch of the new, Beta version of the U.S. Cluster Mapping website, commenting that the tool "reinforces the federal government's commitment to promote America's clusters and provide businesses and organizations with the data and strategies they need to capitalize on their region's assets."

This resource provides a modern web experience, integrating comparable data and metrics on economic performance to highlight regional strengths and opportunities and empower regions and businesses to make informed decisions. With an extensive organization registry, the platform also aims to connect businesses with the organizations that are promoting their clusters, as well as enable users to share and discuss best practices in economic development, policy and innovation.

Research

The project provides a robust cluster mapping database grounded in the leading academic research. Professor Michael Porter pioneered the comprehensive mapping of clusters in the U.S. economy in the early 2000s. The research team from Harvard Business School, MIT Sloan, and Temple Fox School of Business used the latest Census and industry data to develop an [algorithm](#) that defines cluster categories covering the entire U.S. economy, which standardize clusters and enable comparative analyses between any region in the United States.

Website

The project invests in a highly optimized, modern website to enable private and public sector entities to make effective use of the cluster mapping data. This website tool provides a broader data infrastructure that covers cluster presence and performance, as well as several types of data about regional economic performance, business environment quality, and regional characteristics. A key component of the platform is an organizations registry that presents a community network for practitioners to learn

about ongoing initiatives across the country and share their best practices. **The browser server requirements to view the website are Google Chrome 9+, Internet Explorer 9+, or Mozilla Firefox 27+.** Learn more about the website on the [Phase2 Technology work page](#).

On September 29, 2014, the U.S. Cluster Mapping Tool was launched at [Mapping the Midwest's Future: Regional Innovation Clusters and Competitiveness](#), hosted by the Humphrey School of Public Affairs at the University of Minnesota. [Click here](#) to view presentations from the launch event.

Impact

Research on the presence of regional clusters has recently oriented economic policy toward addressing the needs of clusters and mobilizing their potential. [Four regional partners](#) in Massachusetts, Minnesota, Oregon, and South Carolina produced a set of [case studies](#) that discuss how regions have organized economic policy around clusters. These cases form the core of a resource library that aims to disseminate insights and strengthen the community of practice in cluster-based economic development. The project will also take an international scope to benefit cross-border industries in North America and inform collective global dialogue around cluster-based economic development.

The project and this website will continue to grow and evolve with additional data and content. We look forward to working with you over the years to improve and enhance the site, and invite your questions and suggestions at cmp@hbs.edu.

- Share
- Affiliated Sites
-



Workforce Assistance (Business Services Representatives)

Our Business Services Representatives help companies tackle some of their most difficult workforce problems, offering solutions that are tailor-made to meet specific business needs. Services are available at no fee.

Overview

Our hiring assistance services can make your search for the right employees more effective, satisfying and rewarding. We'll help you:

- Find qualified workers
- Analyze hard-to-fill positions
- Write effective job postings
- Obtain tax credits for new hires
- Review bonding information
- Determine competitive salary

Working with our Business Services Representatives can save you time and money, increase your profitability and productivity, reduce liability and enhance your business image.

Anoka County WorkForce Center



Anoka County (Blaine) WorkForce Center

1201 89th Ave NE, Suite 235

Blaine, MN 55434-3372

[Get driving directions](#)

Telephone and Email:

763-783-4800 or anokacounty.wfc@state.mn.us

Hours of Operation:

8:00 a.m. to 4:30 p.m. Monday - Friday

8:00 a.m. to 6:00 p.m. Tuesday

Broadband Task Force



Overview

The Governor's Task Force on Broadband develops policies to promote the expansion of broadband access throughout Minnesota.

The task force is responsible for developing an action plan to identify and correct disparities in access and adoption of broadband in all Minnesota communities, with a goal of ensuring that homes, schools, hospitals, and businesses have access to the technology and information resources they need.

Annual Reports

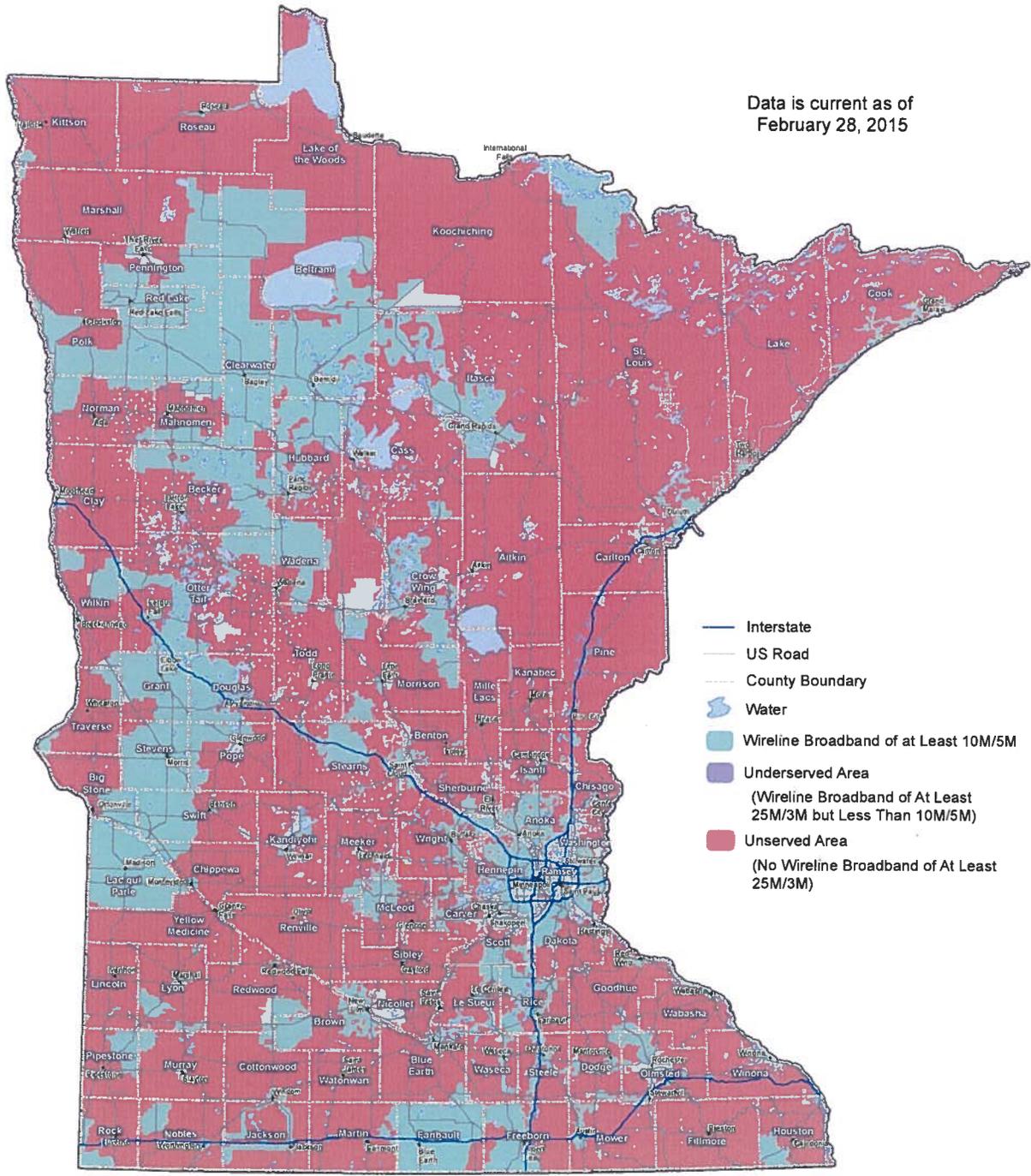
This report and plan includes policy recommendations to promote the expansion of broadband access in Minnesota. It also identifies adoption and access to disparities throughout the state and outlines the benefits of universal broadband access to the state's economy, including more efficient delivery of healthcare, education, and government services.

This document provides a compilation of baseline information the task force used in preparing the 2012 Annual Report and Broadband Plan. In addition, this report includes specific recommendations for policymakers and stakeholders to consider and stakeholders to consider.

This document fulfills the second deliverable required of the broadband task force: The filing of a Broadband Plan Outline by January 31, 2012.

Broadband Service Inventory for the State of Minnesota

Areas Unserved by Wireline Broadband at 25 Mbps Download/3 Mbps Upload



Submit questions or recommended changes to: DEED broadband@state.mn.us

This map was prepared by Connected Nation under contract with the Minnesota Department of Employment and Economic Development. The map represents areas of broadband service availability based on provider data submitted to and analyzed by Connected Nation and modified based on validation tools. While not reflected on the map, satellite broadband services may also be available.

Additional maps and data are available at <http://mn.gov/deed/programs-services/broadband/maps-tests>
Upon request, this information can be made available in alternate formats for people with disabilities by contacting the DEED Office of Broadband Development at 651-259-7610.

Broadband Grant Program



Overview

The Border-to-Border Broadband Development Grant Program funds the build-out of infrastructure to promote the expansion of broadband service to areas of Minnesota that are unserved or underserved.

During the 2015 special session, the legislature included \$10,588,000 in funds for the Border-to-Border Broadband Infrastructure grant program. The funds were meant to expand broadband service in unserved and underserved regions throughout Minnesota. The grants can provide up to 50 percent of project development costs, and the maximum grant amount is \$5 million. The application period is now closed. Challenges were accepted until October 9, 2015. Funding decisions were announced November 20, 2015; see the Grants/Grantees tab.

Expressions of Interest: If you weren't able to apply in the 2015 grant round, let us know of your interest by filling out the [Expression of Interest in Support of Minnesota Broadband Infrastructure Grant Program](#) form. We have data on the number of unserved households but YOU can help us document the demand for broadband in unserved and underserved areas to support continuation of the broadband infrastructure grant program!

If you would like to be added to our email list for updates, sign-up at our [Contact Us](#) webpage.

Knowing and Growing Your Retail Sector

Retail markets are changing dramatically. Mobile customers, big box stores, and global markets challenge local retailers to stay competitive. Our programs help local businesses and business leaders maintain a competitive retail marketplace.

Connect

For more information or assistance, contact a [Community Economics Regional Educator near you](#).

Retail Analysis and Development news

- [Good data is good retail therapy for Minnesota's communities](#)
- [Taking Care of \(Existing\) Business — a Community Approach](#)
- [Digging into the dynamics of Greater Minnesota's economy](#)
- [Read more](#)

Examine your communities' retail economy

Extension educators and program leaders create customized applied research reports that help communities understand their retail strengths, gaps and opportunities. Regional educators provide in-person analysis and information for your community.

[Market Area Profiles](#)

Find out who is shopping in your community and how you can use this information to meet customers needs and increase revenue. [more](#)

[Retail Trade Analysis](#)

Get a customized report that examines the strengths and weaknesses of retail sectors in your community. Use these reports to plan and strengthen the local marketplace. [more](#)

Learn about retail development

These online learning resources help community decision-makers, businesses, and residents, think about the future of their retail sector.

[Downtown Market Analysis](#)

[e-Marketing](#)

This online guide helps business leaders, entrepreneurs, developers, and economic development professionals understand the changing marketplace and find realistic opportunities for their communities. [more](#)

Through workshops, webinars and other online resources, communities can explore the potential of the Internet and take advantage of the possibilities the Internet offers. [more](#)

Features



eMarketing: Practical and useful research

Our community economics educators offer insights from research as well as evidence-based practical advice for those learning about technology. [Visit site](#)



Walmart communities find there is room for more

Walmart has changed the retail landscape in Greater Minnesota. What kind of businesses can thrive alongside the discount retailer? [More](#)
[Read the study](#) (PDF)

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EXTENSION

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Downtown Market Analysis

Market Analysis Process

The market analysis process presented in this workbook compartmentalizes the work so that a community can focus on the sectors most applicable to their needs. Each section of this toolbox is designed to provide the community with analytical techniques that can be put to work immediately in economic revitalization efforts. The process requires input from local residents so that the recommendations reflect both market conditions as well as the preferences of the community. The toolbox's sections are divided into three major parts as follows:

Part I: Understanding the Market

This part provides a series of tools necessary to develop a broad and basic overview of the competitive environment. It provides the necessary foundation to provide more in-depth analysis of different business and real estate sectors. Tools include:

- Trade Area Analysis
- Demographics & Lifestyle Analysis
- Local & Regional Economic Analysis
- Business Owners Survey
- Consumer Survey
- Focus Groups
- Peer City Comparison

Part II: Analysis of Opportunities by Sector

This part goes beyond typical market studies by providing tools to analyze specific business and real estate development opportunities raised in Part I. The purpose of this section is to provide the user with advanced tools that can be used as part of a market analysis or on an as-needed basis. Tools include methods for analyzing opportunities in:

- Retail & Service Businesses
- Restaurants
- Arts & Entertainment
- Housing
- Office Space
- Lodging

Part III: Putting Your Research to Work

This part helps the user develop conclusions and recommendations that are realistic in today's marketplace. The intent is to look "outside of the box" to identify realistic solutions that could revitalize downtown. Tools include ways to apply market analysis data in:

- Niche Development
- Space Usage
- Image, Branding, Marketing
- Business Retention/Expansion
- Entrepreneurship
- Business Recruitment
- Benchmarking

This market analysis toolbox and its compartmentalized tools takes advantage of the wealth of market data and technology available today to extend our understanding of market opportunities. Both readily available public and private data (secondary data) and information collected locally through survey and other research (primary data) are combined to fuel the market analysis with only the most relevant information. The use of various database software products including geographic information systems greatly enhance the analysis and provide new insight.

A Community Education Approach

While hiring a consultant to complete a market analysis might be appropriate for some communities, the approach of this toolbox is based on the premise that business and community leaders will benefit by being actively involved in the research process. Because there are technical components to the toolbox (obtaining data and using geographic information systems software), it may be helpful to rely on outside help from a university Extension educator or consultant to guide you through the process.

Community Involvement

This toolbox is intended to provide a concise yet comprehensive process for completing a market analysis for a small city downtown. Unlike most market studies, the focus here looks beyond retail to a variety of uses in an effort to create a realistic plan for a vibrant downtown. Local participation and sharing of ideas among community leaders adds greatly to the success of a market analysis. A core study group interested in learning about their community and economic revitalization is essential. Users should deviate from the process as necessary and weave in other market analysis techniques that may fit their community better.

Market analysis can be an exciting learning opportunity for a community. It should result in positive and measurable economic impacts for its downtown.

Relevant Data Sources

Part of the challenge of market analysis is sorting through many sources of data to identify that which is most relevant to your community's research effort. Data is necessary in market analysis to define the trade area and analyze demand and supply trends within and beyond that area. This has become increasingly difficult with the volume of data now readily available over the Internet. The key is to navigate through information sources and access only those most relevant to the assignment at hand: downtown market analysis. Throughout the toolbox are suggested data sources to help your study committee collect relevant information as efficiently as possible.

Excellent and constantly evolving data sources are now available over the Internet from various data firms. These sources often provide data instantly and customized for a particular geographic area. While data from public agencies is typically free, private data firms are in the business of packaging data for particular applications like retail market analysis. Consumers of data must decide if time is best spent accessing and assembling free data, or simply purchasing data in a format appropriate for the analysis. All data, public or private, primary or secondary, must be used responsibly and with caution.

In addition to secondary data, some data must be collected locally through survey and other primary research. This toolbox provides examples of standardized data collection techniques to assist in this process.

Geographic Information Systems

Geographic Information System (GIS) is a computer software application that matches a variety of data to specific to your community's geographic location. It displays the results on maps rather than in tables or charts allowing communities and business leaders the ability to more effectively understand data in context of their location. GIS enables one to easily combine a variety of data from several different sources and formats to create maps that can help illustrate important trends in the data.

GIS not only allows the creation of accurate detailed trade area maps, but can also help the recognition of important market trends that would often go unnoticed without the ability to visualize the data on a map. It enables people to see and understand the data unlike any chart or table. It's an important tool to have whether customers are businesses or communities.

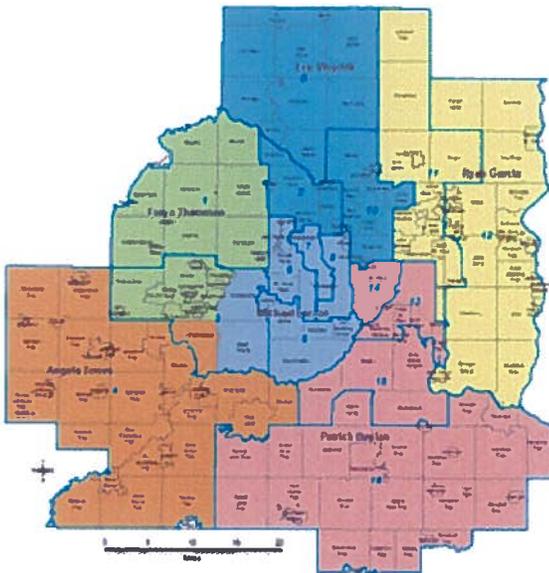
Throughout this toolbox are examples of how GIS can be used to enhance the understanding of the market and opportunities for downtown. GIS is becoming increasingly sophisticated, yet more accessible. More and more data providers are now making some GIS functions available over the web.

Getting Started

Conducting a Downtown Market Analysis in a community is a major project. It requires time, commitment, and the active involvement of a group of dedicated people. This section discusses how to assemble a study group and involve the community in research and learning that will benefit the local

Metropolitan Council - Local Planning Assistance

Our staff of sector representatives and other professional planners are pleased to assist local governments with updating, amending, and implementing their local comprehensive plans. Our staff can help you work through planning issues, connect you to technical staff at the Council, and provide advisory resources and examples to aid you in your planning process. The map below shows sector reps contact information and their districts. Examples of some of the types of technical assistance that staff can provide include:



- Answering questions about various Council programs and resources, and connect you to appropriate Council staff as needed
- Early reviews of proposed comprehensive plan amendments, even during the early development of the amendment before public hearings
- Helping you understand the comprehensive plan amendment process, and how to bring it through your local approval process
- Connecting you to planning and ordinance examples from around the region on various topics
- Participating in technical advisory committees on various planning projects, such as environmental reviews, feasibility studies, and station area plans
- Integrating your station area plan, small area plan, or neighborhood plan into your overall comprehensive plan
- Helping you understand how regional policy applies to your community specifically

Other resources and assistance that Local Planning Assistance provides are listed below.

Planning Resources

Comprehensive Plan Materials

System Statements

Plat Monitoring Program

Metropolitan Agricultural Preserves Program

NEWSLETTER / TEXT

Subscribe to our newsletters, or text & email alerts.

The mission of the Metropolitan Council is to foster efficient and economic growth for a prosperous metropolitan region.

- 390 Robert Street North
- St. Paul, MN 55101
- 651.602.1000

Executive Summary

Introduction

The City of Bagley began the process of creating this land use plan in the fall of 2013 and completed it during the winter of 2014. They sought input from local stakeholders, along with making it available for public input and input from neighboring and regional entities.

The purpose of this plan is to create a vision for the future development and redevelopment of lands in Bagley, specifically the spatial distribution of land uses and the character of those uses.

Policy and Process

This plan forms the foundation for policy documents, but is not a substitute for, land use and zoning ordinance. It was created using input from stakeholders from the community. Assessments of economic, demographic, and housing conditions along with an assessment of development suitability provided a framework to inform the input gleaned from participants.

Vision

To characterize the future development and redevelopment of Bagley, stakeholders created Key Issue statements to summarize their community's strengths, weaknesses, challenges, and opportunities. To respond to these issues, stakeholders created a vision for Bagley. The vision statement follows.

The City of Bagley will make forward thinking decisions about land use and development activities that foster a high quality of life for its residents and promote economic growth and development that contributes to the regional economy. The future will be one where economic activities will be welcomed to the community, attractive housing options are available to meet the needs of residents and attract new residents, and the transportation network serves to move goods to market and move people through many modes to their destinations.

About Cost of Living

What does it cost to live in Minnesota? The Cost of Living Tool provides a yearly estimate of the basic-needs cost of living in Minnesota, for individuals and families, by county, region, and statewide. The tool uses federal and state data to examine monthly living costs in seven categories: food, housing, health care, transportation, child care, other necessities, and net taxes.

To learn more about where the information comes from and how costs are calculated, see the [Methodology](#).

How do I use the tool?

1. Select the region type: County, Economic Development Region, Planning Region, or the entire state. County is the most local level. The map only shows the type of region you've selected—no need to select the map.
2. Select whether you are single or have a partner (a spouse or other adult with whom you share income and expenses) and whether one or both of you work. The options are one full-time and the other not working, one full-time and the other part-time, or both full-time.
3. Select how many children you have: none, one, two, three, or four.
4. The result is a list of the regions you selected, followed by family yearly cost, worker hourly wage, and family monthly costs. If you selected yourself as single with no children, then "family" means just you.

Why do I need to know the cost of living?

- Employers want to set wages that attract and retain good workers. The Cost of Living Tool can help gauge whether a wage in a certain county will pay the bills and keep workers afloat.
- Job seekers want to know which kinds of work will cover family costs in their county.
- Policy makers and planners want to know if the need for public subsidies is likely to rise or fall. Regional wages that meet or exceed the cost of living can signal reduced need for subsidies.
- Policy makers and planners also want to know if the economy's engine of consumer expenditures is running well. Regional wages that meet or exceed the cost of living can signal conditions conducive to strong consumer expenditures.

What is a good standard selection?

The average family size in Minnesota is three persons and average workweek is less than 35 hours.

Partnered, 1 full-time and 1 part-time worker, 1 child, provides a standard yearly cost and hourly wage need for a typical family, regardless of how the weekly work hours are distributed between the two

adults.

Ways to use the tool

- If you are a wage earner thinking about starting a family, try adding a partner or children to your selections.
- If you are a wage earner thinking about how many hours you and your partner should work and at what wage, try different scenarios: 1 full-time worker, 1 full-time and 1 part-time worker, and 2 full-time workers.
- If you are a wage earner thinking about moving, compare your present county to your destination county.
- If you are an employer thinking about expanding in your region or moving into new regions, compare standard family living costs by region to set wages that can attract and retain workers.

What standard of living is it?

Cost of Living results represents neither a poverty-level living nor a middle-class living but rather a simple living that meets basic needs for health and safety.

There is no money built in for savings, vacations, entertainment, eating out, tobacco, or alcohol, even though some of these may be considered part of a normal healthy life. To meet the mandate of a basic-needs living, the study excludes these costs.

Don't surveys already tell us about living costs?

Rather than describing what families are spending, as the Consumer Expenditure Survey does, the Cost of Living tool examines the cost of basic needs. I might spend to buy one apple for my two children and split it in half if that's all I can afford. That's my spending. But my family actually needs two apples. That's my basic need.

And rather than looking at the rate of change over time as the Consumer Price Index does, the Cost of Living tool looks at dollar costs. As shoppers, we don't ask the cashier how many percent higher the apple's price is today than the last time we shopped. We ask: How much does the apple cost?

Statutory mandate

The Annual Cost of Living Study is mandated by Minnesota Statutes 2013, chapter 116J, section 013.

To request results for other family compositions beyond those in the online tool, [Talk with Our Experts](#).

Budget & Strategic Planning

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The City of Gaithersburg operates on a fiscal year that begins on July 1 and ends on June 30. The annual budget is comprised of an operating budget, a five-year Capital Improvement Plan, and transfers to an Other Post Employment Benefits Trust Fund.

The Strategic Plan, which serves as an overall plan to achieve the City's vision, is updated periodically throughout the year and reviewed annually at the Mayor and City Council Annual Planning Retreat. It serves as a guide to the City Manager in developing the proposed operating and capital budgets and helps City departments create work plans. The Plan also helps residents understand the City's goals and how they will be addressed.

- [View the Adopted FY 2016 Budget](#)

The City is required to have an annual audit performed by an independent Certified Public Accountant. It is performed in accordance with generally accepted auditing standards, which require that the audit be planned and performed to obtain reasonable assurance about whether the financial statements are free of material misstatements.

FY17 Budget Timeline	
Budget Public Forum	Feb. 8, 2016, 7:30 p.m.
Mayor & City Council Planning Retreat	Feb. 29, 2016, 6:30 p.m.
Budget Introduction Special Session	March 21, 2016
Proposed Budget Available for Public Review	April 1, 2016
Budget Public Hearing	April 18, 2016, 7:30 p.m.
Budget Work Sessions	April 25, 2016, 7:30 p.m. April 26, 2016, 7:30 p.m. (if needed)

Public Record Closes	May 18, 2016, 5 p.m.
Budget Adoption	June 6, 2016, 7:30 p.m.
Adopted Budget Becomes Effective	July 1, 2016
Adopted Budget Available for Public Review	July 1, 2016

Contact Information

Finance and Administration

Director

[Stephanie Walker](#)

301-258-6320

finance@gaitHERSBURGMD.GOV

Office Hours

Monday - Friday, 8 AM - 5 PM

Location

City Hall

[31 South Summit Avenue](#)

[Gaithersburg, Maryland 20877-2038](#)

Budget Archives

- [FY 2016 Budget](#)
- [FY 2015 Budget](#)
- [FY 2014 Budget](#)
- [FY 2013 Budget](#)
- [FY 2012 Budget](#)



Utilities Task Force

by Administer | Feb 16, 2016 |

Minutes Present: Susan Clark, Donald Cullman, Wes Higgins, Leon Karvelis, Henry Polio Leon called the meeting to order at 2pm The October 8th minutes were reviewed. Susan noted Mr. Labich name was misspelled. Motion: To approve the minutes of the October 8th, 2015 meeting minutes. Clark, Polio.

Approved 4-0 Susan related the events that took place with her meeting with Frontier Communications. Frontier, in response to the proposal of Macquarie to lead the development of the infrastructure that would provide high speed internet service to some cities in Connecticut, has offered an alternative plan to New Haven, Danbury, and NW Connect that would cover all the households in the community and cost in the area of \$20 per household per month for five years and then lower the price charges towards the end of the 20 year contract period. Frontier would offer high speed service of 1 gigabit to users for an additional charge of roughly \$100 a month. The actual plan prices, billing methods, and revenue sharing are currently open for negotiation discussions with the municipalities. The provided service would be open to other ISP firms for their customers. The committee discussed a number of possible avenues for the Town to consider regarding the Frontier proposal- perhaps joining a coalition of smaller towns or partnering with one larger city. Susan offered to contact Frontier again to arrange a meeting with additional Town officials to discuss the concept in more detail. Leon spoke with Chuck Burnham, who put him in touch with David Allain who is now the Eversource director in charge of natural gas distribution for Connecticut. Chuck...

Utilities Task Force

by Administer | Feb 1, 2016 |

Town of Redding Utilities Task Force Meeting Small Conference Room, Town Hall Thursday, February 4, 2016, 2pm Agenda Call to order Approval of Minutes of October 8, 2015 Discussion and possible action on: a. High speed fiber optics – report by Susan Clark on meeting with Frontier Communications representative; b. Natural gas – report by Leon Karvelis on discussion with David Allain, new Director of Natural Gas unit of Eversource Public comment Task Force member comment...

Utilities Task Force

by Administer | Dec 17, 2015 |

Minutes Present: Susan Clark, Donald Cullman, Wes Higgins, Leon Karvelis, Henry Polio Also in attendance Anthony Sherman-UIL Commercial Project Manager, Erik Robie-UIL Commercial and Industrial a Sales Manager, Brian Early-SCG Commercial Account Manager Meeting called to order by Leon at 2 pm Minutes of the 10/28/2015 meeting were reviewed. Susan noted that Bill Labich's name had been misspelled, and Leon noted a correction to the spelling of Terri Eller's name. With those corrections noted the minutes were accepted. MOTION- Minutes approved for 10/28/2015 meeting.

Cullman, Polio The UIL team explained the agreement that was put in place in 1999 between their company and Eversource's gas division Yankee Gas. It provides for UIL to run and maintain an 8" gas main to the Redding -Weston border, and provide 2200 mcf a day in capacity (the original terms provided 1,000 mcf, which was increased in 2008). This gas line provides service to the Meadow Ridge facilities, with approximately 260 mcf of gas currently used per day. The path of the pipe was documented by map and photos, running up Route 57 then along Highland Avenue and overland to the Meadow Ridge site. We discussed with the team possible approaches to extend service gas service to Georgetown, and were advised to follow up with the Eversource contacts. Susan related that the individual surveys on high speed internet use by Redding town residents were still being collected, and that she hoped to provide results at the next meeting. Motion for Adjournment was made and approved



City of East Bethel Economic Development Authority Agenda Information

Date:

May 16, 2016

Agenda Item Number:

Item 9.0

Agenda Item:

City Council/Staff Reports

Background Information:

Mayor Voss and Councilperson Mundle will update the EDA on City Council matters pertaining to the EDA.

Staff will discuss the MnCAR Expo and request comments on any needs that need to be addressed relative to this event.

Attachments:

- 1.) April 2016 PIWIK report

Fiscal Impact:

Recommendation(s):

Information Only

Economic Development Authority Action:

Motion by:_____

Second by:_____

Vote Yes:_____

Vote No:_____

No Action Required: X

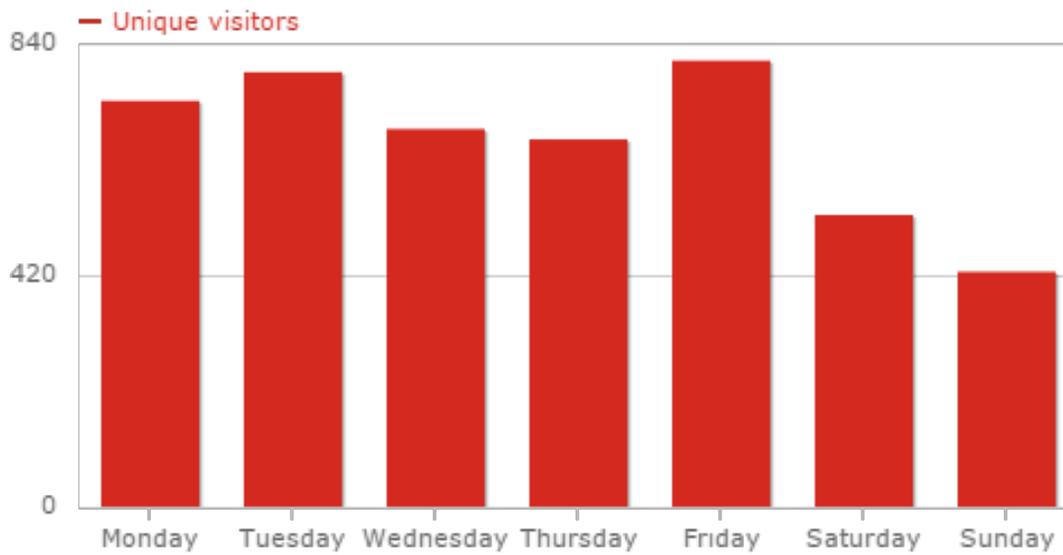
April 2016 Piwik Analysis

Most frequently viewed webpages this month		
Label	Total Pageviews	Bounce Rate
East Bethel, MN - Official Website	6083	42%
East Bethel, MN	4030	49%
City Council	531	30%
City Code	384	30%
Building Inspections & Permits	297	54%
Planning Commission	334	36%
Agendas & Minutes	186	8%
Residents	161	0%
City Maps	202	29%
East Bethel Booster Day	100	47%
GIS	85	43%
Administration	90	50%
City Government	89	9%
Community Development	80	73%
Economic Development Authority	126	40%
Recycling Events	74	80%
Fire	81	53%
Departments	59	39%
Parks & Recreation	65	43%
Public Hearing Notices	67	0%
About East Bethel	46	80%
Public Works	55	17%
Newsletters	50	86%
Informational Handouts & Building Guidelines	76	0%
Police	46	74%

Searches within our Site this month	
Searched	# of searches
search	17
cst	12
zoning map	8
cst site plan	7
accessory structure	5
burning	5
burning permit	5
recycling	5
zoning	5
can i build a pole barn on my property?	4
city code	4
cts	4
light industrial	4
permits	4
burning restrictions took effect monday, march 21st for central minnesota	3
chickens	3
colleen winter	3
horses	3
mayor	3
section 14. detached accessory structure	3
where can i obtain a burning permit?	3
zoning code	3
2016 pet clinic flyer	2
booster days	2
burn	2

33% of users viewed our site via mobile devices this month.

Website visitors and pageviews over time ending in March



Most Downloaded Documents from our Website

Document	# of times downloaded this month
East Bethel Resident Guide	242
Accessory Building Pamphlet	97
Farm Animal Ordinance	82
Permit Application for Residential Accessory Structure	72
Amended 2014 Zoning Map	72
Firearms Ordinance Quick Reference Guide	67
Zoning Map	65
Farm Animal Ordinance Quick Reference Guide	58
Sewage Treatment Ordinance	44