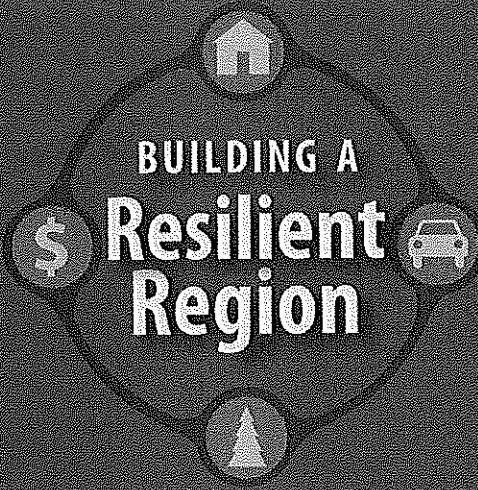


**Region Five**  
DEVELOPMENT COMMISSION

# COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY: 2014





## COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY: 2014

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[www.regionfive.org](http://www.regionfive.org)  
[www.resilientregion.org](http://www.resilientregion.org)

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Cover: Baxter 371, Downtown Wadena, River scene,  
courtesy of the Region Five Development  
Commission.

# Executive Summary

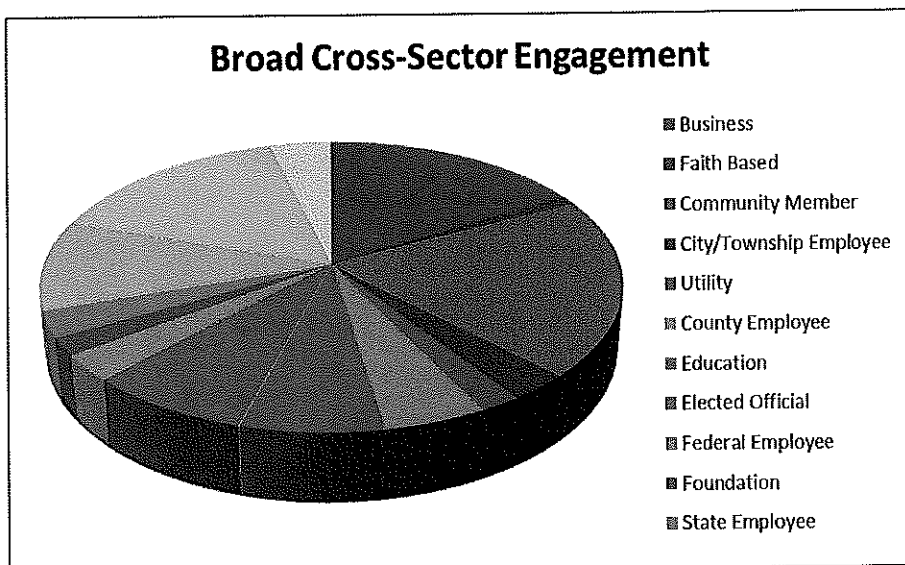
This Comprehensive Economic Development Strategy (CEDS) outlines the Region's priority economic development activities in light of issues and opportunities identified in the central MN 5-county region.

This document is the annual update to our regions Five Year CEDS which was submitted in December 2011. The 2011 CEDS was developed through research of available data and through the participation processes associated with a HUD/DOT/EPA Sustainable Communities Regional Planning grant awarded in January 2011. That initiative allowed the region to create a regional plan that encompassed economic development, transportation, housing and land-use plan that was completed in August 2012 and is entitled, The Resilient Region Plan. See [www.resilientregion.org](http://www.resilientregion.org) for additional information.

## Integration and Participation

The HUD/DOT/EPA Sustainable Communities Regional Plan required a full integrated plan with the four disciplines of housing, transportation, land-use and economic development AND required separate regional plans for each of those disciplines as well. To avoid duplication of efforts, the 2011 CEDS is ALSO the Resilient Region economic development plan.

The participants in this process represent a wide cross-section of the population. Participants are beyond the typical economic development practitioners, but are retirees, students, citizens at large, veterans, unemployed, transportation experts, housing experts, entrepreneurs, and other private sector professionals. The 2011 CEDS details the demo-



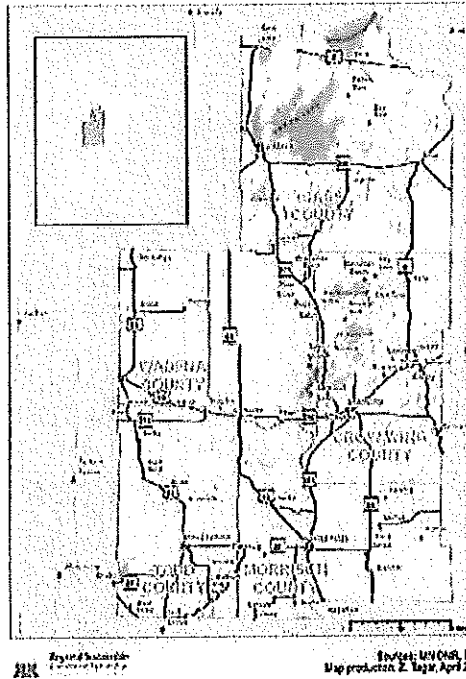
graphic breakdown of the economic development workgroup who primarily focused on the economic development section of The Resilient Region & CEDS, however this 2014 update of the 5-year CEDS informs EDA, the Full Consortium who worked on the Resilient Region plan and all of whom influenced this document and The Resilient Region Plan.

*More than 600 Engaged-*  
 From all sectors:  
 Community Member = 20%  
 Business = 17%  
 Student = 16%  
 Nonprofit = 10%  
 Elected Official = 8%  
 Education = 7%  
 County Employee = 5%  
 City/Township Employee = 3%  
 State Employee = 3%  
 Federal Employee = 3%  
 Quasi-Government = 3%  
 (EX: HRAs and REDCs)  
 Foundation = 2%  
 Utility = 2%  
 Faith-Based = 1%  
 Leech Lake Tribe = 1%

Inclusive membership was purposefully sought. Membership included elected officials, private sector representatives, representatives of non-profits, and local government employees. The working group was facilitated by two professionals from the Region Five Development Commission, one professional from the Initiative Foundation, and one professional from the University of Minnesota's; Clean Energy Resource Team. However, this workgroup was not the only contributing party. Influence from transportation, housing, and land use professionals was also evident. This CEDS was also created in the spirit of Region Five Development Commission's mission to enhance the vitality and quality of life in Cass, Crow Wing, Morrison, Todd and Wadena counties.

# Overview

Central Minnesota



## State of the Region

The Region Five economic development district of Minnesota is comprised of Cass, Crow Wing, Morrison, Todd and Wadena counties. It has a population of almost 180,000 living in 65 cities, 155 townships and two Tribes. Of the 65 cities the majority have less than 500 residents. Please see additional regional data in **Appendix 1**.

## Demographics

On average, the residents of Region Five are different than those of the State of Minnesota and the Nation. The people of Region Five are:

- older than average with proportionally higher populations in age groups 50 and up and proportionally lower populations in

age groups below 50;

- less diverse with a population that is 95 percent white with the largest minority population being Native Americans at 2.42 percent;
- culturally less diverse than average with a mere 2.7 percent of the Region's population above five speaking a language other than English at home.

It is expected that the high proportion of older populations will remain in the Region. However, there is a projected shift in household makeup with a 78 percent increase in households comprised solely of a single person 65 and over living alone. It is also expected that racial and cultural diversity will increase over time.

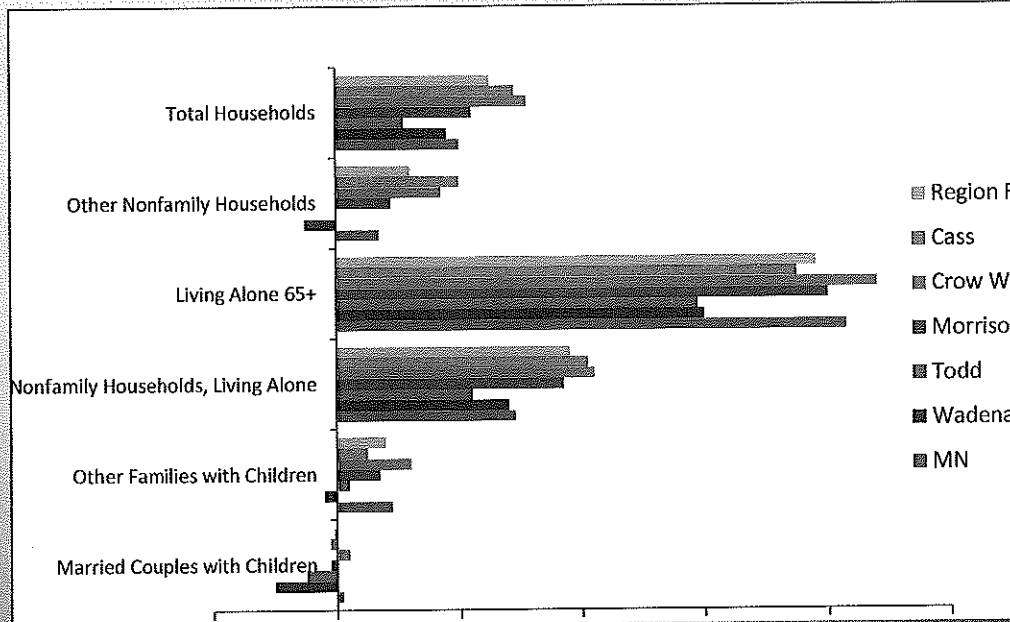


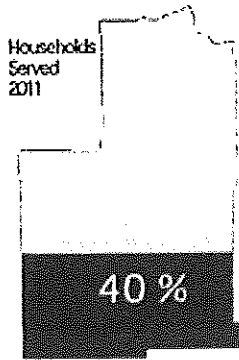
Figure 1. Percent Change Household Projections (2010 - 2030)

Total population of the region is 180,000

3 Counties in the Region are considered distressed

Most of the 65 Cities have fewer than 500 residents

Largest City; Brainerd is one of the top 20 fastest growing



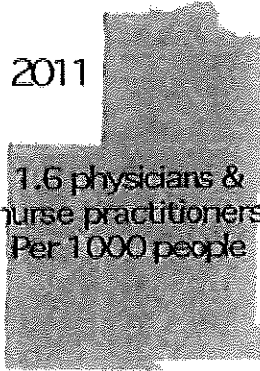
### Broadband/ Infrastructure

Currently 40% of the households in the region are served by broadband service for their internet connection (MHFA).

# 45%

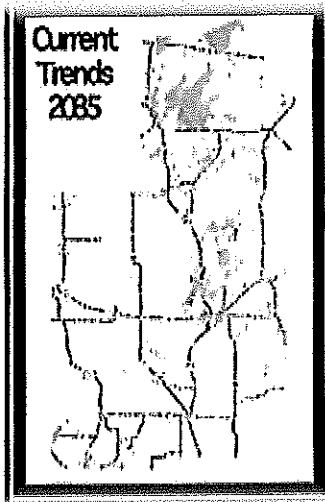
### Housing Affordability

Currently 45% of lower income households spend 30% or more of their income on housing.



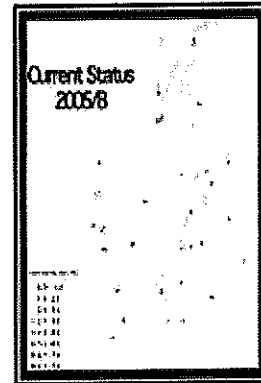
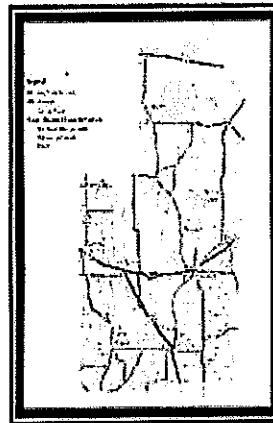
### Health Care

Currently there are 1.6 physicians and nurse practitioners per 1000 people.



### Growth Patterns

Current trends show that 12,000 new homes would be added, an increase of 18%, with the average household size of 2.4.



### Water Quality/ Lake Clarity

Lake clarity indicates the level to which you can see in to the lake. Current trend is that by 2035 665 lakes decline in lake clarity (52% of 1263 lakes).

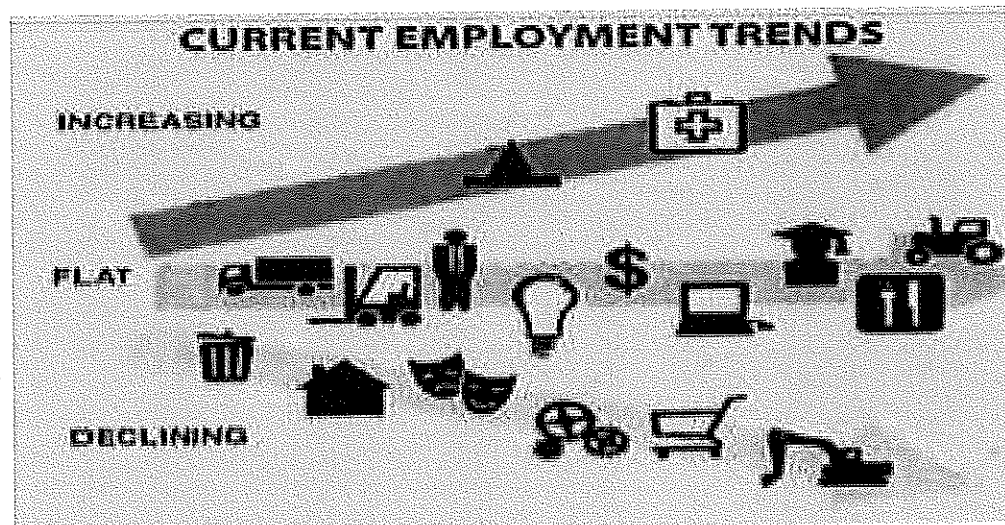
### Transportation

Current trends show that the region is well served by roads. the emphasis will shift to maintenance; some roads will go to low maintenance.

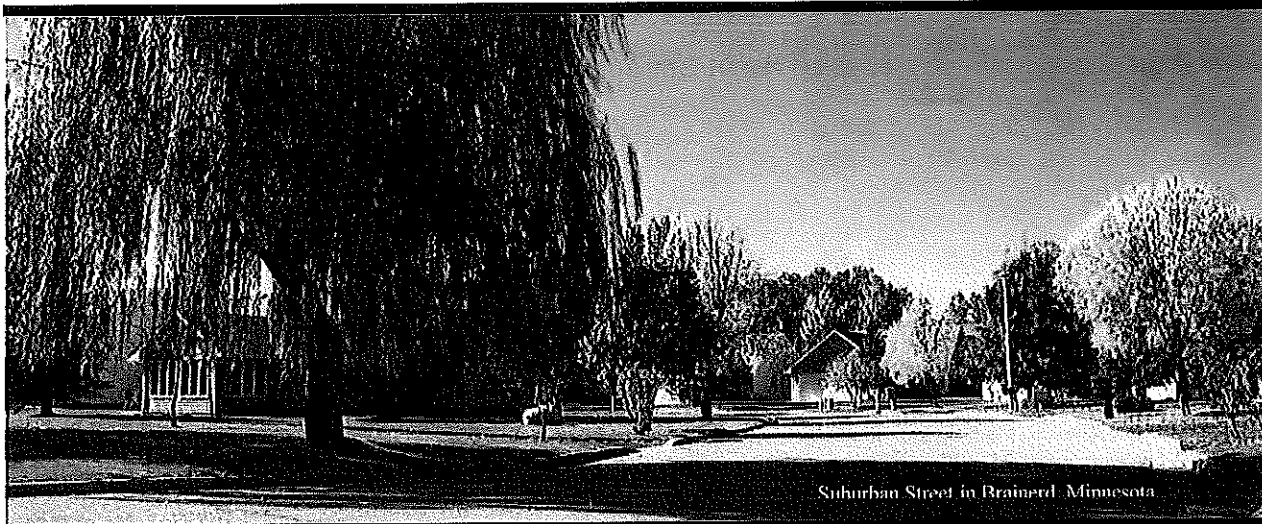
### Economic Sector Changes

Current employment trends are

- an increase in education & health services (7.2%)
- Decrease in trade, transportation and Utilities (-5.2%)
- increase in leisure and hospitality (10.8%)
- Decrease in Manufacturing (- 22.6%)
- Increase in Public Administration (18.6%)
- Increase in Professional and Business services (0.4%)
- Decrease in Construction (-25.1%)
- Decrease in Financial Activities (-1.7%)
- Decrease in other services (-8.7%)
- and increase in natural Resources and Mining (10.2%).



# Overview



As these trends are addressed, we will need to keep in mind that our basic goal is to balance the need for both the protection of the environment and increasing economic vitality. The impact of the following facts and trends on the region also need to be considered:

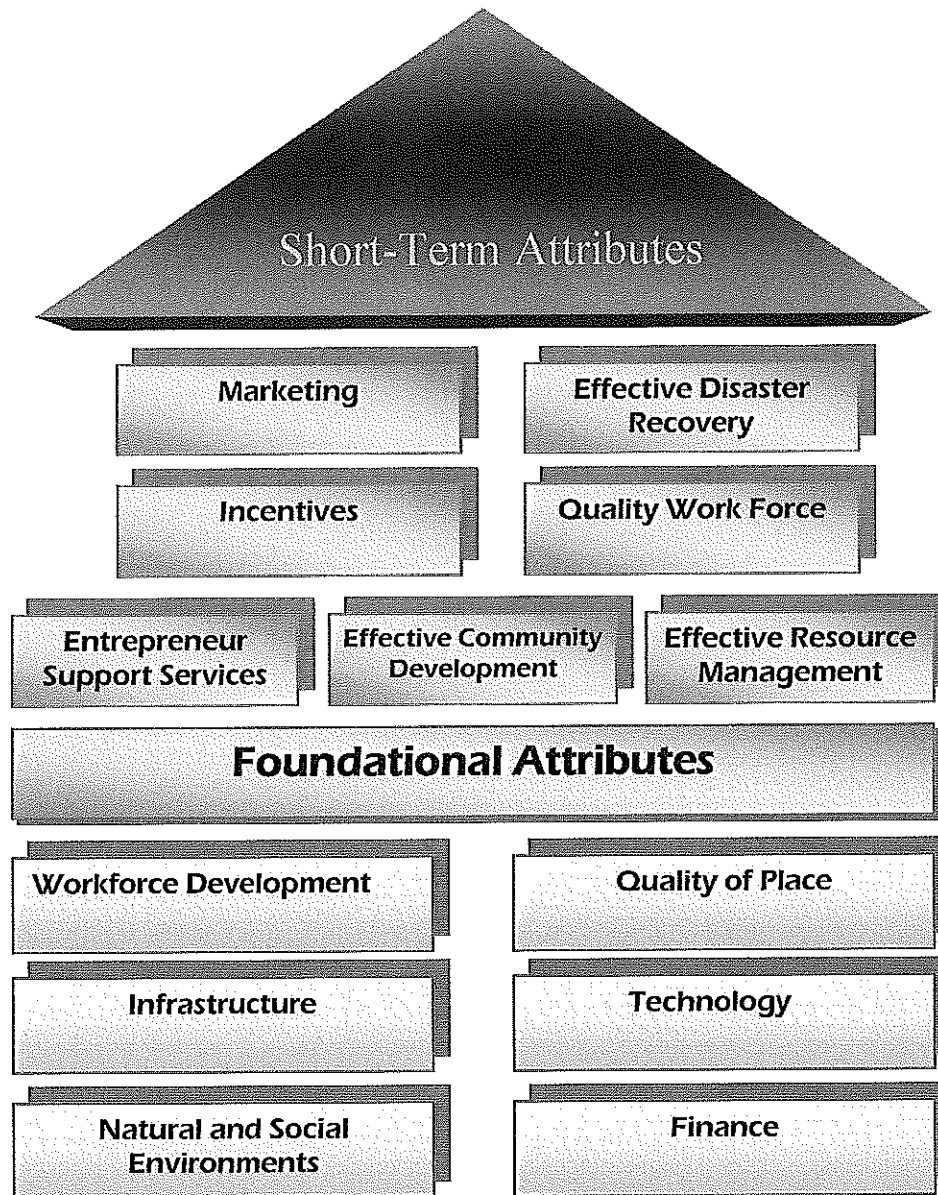
- *An aging population*; the age of our population impacts every area that will be planned for. It will affect the housing, transportation, land use and the workforce we will have and need for the future.
- *Energy costs and sources*; the costs of transportation and fuel for both residences and businesses has a great impact on rural areas, due to the decentralized nature of the region. Currently, we import almost all of our energy; could that change by utilizing more local sources?
- *Health issues that affect the population*; the availability of a healthy workforce, which lowers costs and produces higher productivity, along with the

accessibility and sustainability of healthcare services for our residents will be important to our future success.

- *Education*; the importance of a well-educated current and future workforce cannot be overstated. Both in terms of wages earned and having the kind of workforce that can attract and retain businesses.
- *Population demographics*; as our future workforce shrinks and ages, it is important that every citizen has the skills necessary to be a productive and valued member of society, rather than being dependent on society. Ethnic diversity will continue to grow and expand from existing clusters, which are currently associated with areas with food processing jobs, and will be an important source of future workforce growth.
- *Geographic differences*; while our five counties have much in common, we need to realize that not every recommendation we make will have a direct effect on every county. One

example of differences is that Cass and Crow Wing County have a stronger tourism and forest products oriented economy, while Morrison, Todd and Wadena Counties have more agriculture oriented economy. It is critical to our region to consider how our economic development strategies address and potentially alter the current trends. We have titled the graphic on the following page the "EDA Building Blocks." This graphic is a visual that defines our long term and short term issues. These are the building blocks we intend to address to stimulate economic vitality and enhance regional prosperity. We address each of the Foundational Attributes in the "Issues and Opportunities" and later in the "goals and objectives" sections of the CEDS.

# EDA Building Blocks



Building Blocks in the "Issues and Opportunities" and later in the "Goals and Objectives" sections of the CEDS.



# Economic Development Issues and Opportunities

Issues in the area of economic development were identified through the Resilient Region planning process. The economic development working group identified issues in the THEMES of:

- **Workforce Development**
- **Technological Innovation**
- **Infrastructure**
- **Natural and Social Environments**
- **Finance**
- **Quality of Life**

## Workforce Development

**Issue:** The primary issue in workforce development is to understand the existing workforce, the needs of the Region's major employment sectors, and the needs of projected high growth industries. With better understanding is a better possibility to train the workforce to transition away from "legacy" industries, those industries in decline. Equally important is a continued assessment of the skills and aptitudes within the existing unemployed and underemployed workforce. Other key questions must be answered including: how to keep young workers in the region, how to attract & retain talent, and how to best utilize an older workforce.

**Opportunities:** The opportunity is to look at long-term employment projections for the Region. The Minnesota Department of Employment and Economic Development has identified, by industry and job type, where new employees will likely be needed to replace existing employees or will be needed to fill newly created positions. Assuring that we are preparing our workforce is essential to allow the economy to function with less restriction and supply people with living wage jobs.

## Technology

**Issue:** Not all of the jobs lost in the past ten years were to developing countries with lax regulatory oversight and low wages. In fact, many jobs were lost to advancements in technology and related productivity gains. The Region has many companies that are working within energy related fields. It is important that advances in energy related technologies be capitalized on and advanced in the Region.

**Opportunities:** Optimizing broadband can create productivity gains and a potentially displace employees in manufacturing and other sectors; however the same broadband expansion can increase telecommunicating and home based businesses. Our focus will be to expand broadband and provide new opportunities to displaced employees. Additionally, we can create a more energy efficient region through working with utilities and emphasizing energy efficiency. Employ education and outreach to capitalize on technological advancements in energy including smart grid technologies and renewable energy conducive to our region such as geothermal, solar, wind, biomass, energy storage and hydropower.

## Infrastructure

**Issue:** The availability of suitable infrastructure is critical for communities and businesses alike. While dependence on certain types of infrastructure can vary greatly from industry to industry, availability of transportation systems is vital for movement of goods and the workforce. Many towns throughout the region face the financial burden of replacing sewer and water lines and/or wastewater treatment facilities. Many small towns have aging

Wind Turbine, near Hewitt, Minnesota



populations which can make the cost prohibitive. In many parts of the Region, traditional infrastructure is nearing the end of its useful life, especially sewer and water infrastructure.

**Opportunities:** The opportunity for the region is to look at ways to decrease traditional transportation and implement innovative means of transport. These include options such as public transit, carpooling, walking and biking and telecommuting for work. Knowing that the sewer and water infrastructure is nearing the end of its useful in many areas we can plan for maintenance, upgrading, and eventual replacement of drinking water and wastewater systems throughout the region.

## Natural and Social Environments

**Issue:** It is imperative to realize that economic development and natural /social resources are not opposing worlds; in fact, the two areas are closely related. The region's economic vitality will be directly impacted by the preservation and

growing local foods movement and energy-related crop cultivation. This wide range of opportunities, along with an ample supply of clean, fresh water, attracts people to live, work and recreate in the region.

businesses in the region.

## Quality of Place

**Issue:** As the region's population changes and becomes more diverse, the need for new workers increases. Our region must offer services and opportunities to welcome newcomers into our communities and workforce.

**Opportunities:** Although our future workforce is shrinking and ages, we can focus on every citizen having the skills necessary to be productive, valued, and self-reliant, rather than dependent on society. Expanding our quality of life through a thriving art community will create economic stability. Ethnic diversity will continue to grow and expand from existing clusters that are now mostly associated with areas of food processing jobs and will be an important source of future workforce growth. The region's aging population impacts every area for which we are planning, Housing, transportation, land use, and the current and future workforce will all be affected by the age of our population.



utilization of the region's land, water and cultural assets. We must look beyond short-sighted visions leading to sprawl, environmental degradation, and infrastructure maintenance and replacement costs burdening taxpayers with continuing financial obligations. Instead, we can improve our environmental and economic outlook by promoting land use plans addressing and balancing long-term economic and environmental needs.

**Opportunities:** The five-county region is defined by its rich and diverse natural resources. Healthy forests and lakes drive regional economic engines like the tourism and forest products industries. Other parts of the region are used primarily for agricultural purposes, providing an opportunity to take advantage of the

## Finance

**Issue:** The availability of capital to new and expanding businesses in the Region is an issue. In today's credit market, accessing capital can be a big challenge for businesses, especially for entrepreneurs and companies in research and development stages; the very companies the Region would like to promote.

**Opportunities:** The region can focus on obtaining alternative financing mechanisms to fill this void, such as microenterprise loan funds, Angel funds, Property Assessed Clean Energy RLF's or local venture capital financing to ensure capital is readily available for new and expanding

# Goals and Objectives

The following goals and objectives are crafted for each THEME area;

- **Workforce Development**
- **Technology**
- **Infrastructure**
- **Natural and Social Environments**
- **Finance**
- **Quality of Life**

The Goals/Objectives were developed as recommendations from the economic development working group in the Resilient Region Planning process. Each Goal/Objective is associated with attainable performance measures.

## Workforce Development

**(WD1)** Improve the High School focus on workforce development:

- Foster advanced placement and college curriculums in school districts. Educate parents about the opportunities available to their students.
- Promote entrepreneurial skills in High School and at technical colleges. Involve students in hands-on work experience, on the job training and paid internships. Provide training in creative thinking and plan development.
- Promote soft skills in High School such as financial literacy.
- Early on, create a more technical assessment of interests and

skills of High School students.

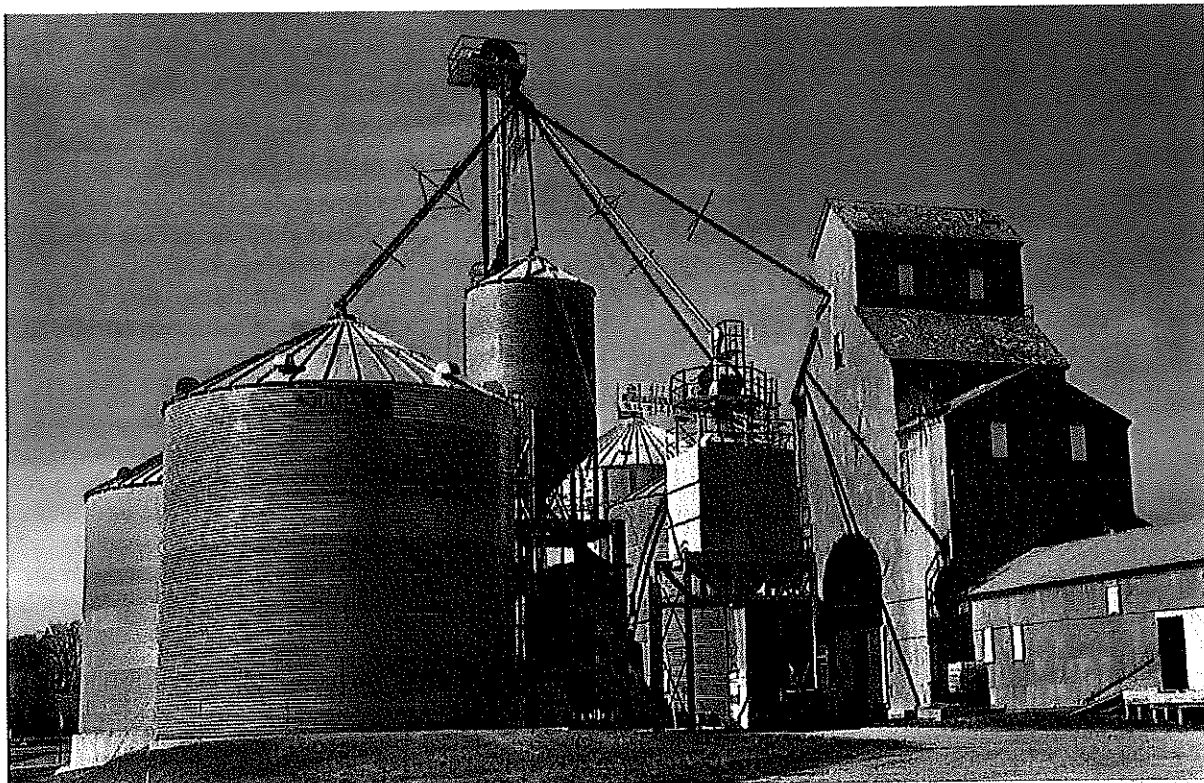
- Provide Middle and High School students, their teachers, and parents with information on high demand and high pay jobs.

### **Performance measure:**

Our High Schools will have implemented new programs to provide a well-qualified future workforce.

**(WD2)** Engage and re-tool the senior workforce:

- Encourage older populations to maintain competency with emerging technologies.
- Capitalize on experienced professionals to advise and train the less experienced.



Todd County, Minnesota



Nisswa, Minnesota

- Encourage employers to recruit across the experience (and age) spectrum of the workforce.

**Performance measure:**

The senior workforce is maintaining employment longer and seeking adult education opportunities.

**(WD3) Inventory and Assess:**

- Conduct an assessment of the demographic and skills makeup/aptitudes in the region's major employment sectors, including incumbent workforce sectors and the unemployed and underemployed workforce.
- Inventory skills of the current workforce, including the unemployed and underemployed.
- Develop core educational disciplines at basic levels to provide greater flexibility for workers throughout their career.

**Performance measure:**

This information is used to identify gaps and gain a better

understanding of what education is needed to fill these gaps.

**(WD4) Business Sector engagement:**

- Encourage businesses and industries to be proactive with preparing the future workforce by collaborations with educational institutions at all levels.
- Combine the concepts of on the job training and lateral training
- Encourage an "educational cluster" to be housed in this region, such as focusing on STEM type training opportunities.

**Performance measure:**

The business sector is making an effort to be proactive in preparing the region's future workforce.

**Technology**

**(T1) Identify key technology areas that directly impact economic competitiveness:**

- Identify industry clusters where

public and private resources can be concentrated to enhance regional competitiveness through innovation, such as in manufacturing.

- Support energy related start-ups while encouraging innovation specifically to better technologies related to base load energy production.

**Performance measure:**

The economic engines have been identified and resources will be obtained to move forward those priority industries.

**(T2) Advance fiber to the commercial and residential premises:**

- Promote broadband development.
- Create a business plan that facilitates telecommuting jobs.
- Develop a recruiting initiative to attract and grow technology oriented companies.
- Determine the compatibility and interface between communications and smart grid technology systems.

**Performance measure:**

The number of households in the region served by high-speed internet services rises from the current level of 40% to 95% served.

**(T3)** Improve collaboration between public and private sectors to increase technology delivery and use: AND

Implement new technology in energy and other utility delivery; (sewer, garbage, and water)

- Work with Habitat for Humanity to build additional energy efficient homes and other CAP agencies to weatherize homes.
- Use technology to support

healthcare delivery in rural areas.

- Cost share on delivery of technology services in the private, public, and nonprofit sectors.
- Encourage use of technology in education.

**Performance Measure:**

There is increased collaboration between public and private sectors to implement new energy technologies, including state and federal financing for private/public partnerships.

**(T4)** Capitalize on technology innovation in the field of energy:

- Encourage and teach

conservation as the first step, then use all resources to advance practical renewable energy technologies

- Support research on conservation and renewable technologies
- Create an energy incubator campus, leverage existing expertise and create target incentives to advance the commercialization of clean-green sustainable enterprises.

**Performance measures:**

The region will be educated on the benefits of conservation and green technology.



## Infrastructure

**(I1)** Create an affordable regional approach to delivering sewer and water systems:

- Provide incentives for consolidation and infill.
- Explore and utilize options for regionalization of certain infrastructure systems such as wastewater treatment.
- Advance implementation of best management practices in storm water management: reducing flows, recapturing, and conveying flows more

### **Performance measure:**

Active Transportation projects and programs will be visible and coordination with MN Department of Transportation and the UofM Center for Transportation Studies will continue to assess and improve efficient transportation options.

## Natural and Social Environment

### **(N1)** Local Foods

- Increase local demand of citizens, institutions, and businesses for locally produced

- Educate the public to increase agriculture awareness. Use a "cradle to grave" program to educate the public on environmental issues including: local foods, agriculture awareness, natural resources, etc.
- Develop collaborations that use and enhance local culture; such as collaboration between mental healthcare professionals, artists and local food producers.

### **Performance measure:**

The region is educated on



appropriately.

- Investigate innovative technologies for drinking water and wastewater infrastructure.

### **Performance measure:**

All housing is served by clean, safe drinking water and a functioning waste water treatment system.

### **(I2)** Transportation

- Plan multi-modal options (biking, walking, and autos) on projects where it makes sense.
- Assess the potential for state-of-the-art logistics technologies to improve the efficient transportation of goods and people.

goods. Increase transportation opportunities for community members, including seniors and low income citizens, to access local foods.

- Encourage local producers and distributors to use sustainable practices such as the use of recyclable and reusable containers for packaging.
- Enhance small farm training; Increase Ag education in our schools from kindergarten up, include home processing and food preparation, saving seeds.
- Create a distribution and marketing network for local products including transport and bulk stores for goods.

agriculture awareness and schools have implemented programs on small farm training. A sustainable Food HUB has been established that includes local food distribution and food processing.

### **(N2)** Value Cultural Differences

- Cultural and geographical differences in the five county region may be used to create "cultural gardens" throughout the Region to support cultural uniqueness as a tourism strategy.
- Arts and local particularities should be funded to support the creation of these cultural gardens.

### **Performance measure:**

The region will encourage

economic gardening practices within the art cluster and witness a visible presence of public art. The region includes artists as creative place makers in economic development planning.

**(N3) Prioritize Protection**

- Discourage inefficient sprawl; Sprawl is fiscally and environmentally irresponsible, In order to discourage sprawl, communities should incentivize infill, mixed-use, pedestrian-friendly development opportunities in urban cores.
- Water quality protection; Healthy lakes, rivers, streams and wetlands contribute to a healthy regional economy, and communities with a clean, abundant supply of fresh water will always attract people to live, work and recreate.
- More restrictive regulations for hazardous material disposal should also be considered.

**Performance measure:**

There is balance within the region by creating healthy, livable affordable communities for

humans that are also healthy, livable spaces for other plant and animal life.

**(N4) Get the DATA & Measure**

- Collect and manage data resources to better inform and evaluate economic development activities region-wide and in specific communities. One way of doing this may be by spatially orienting data.
- Use this data to assess resources related to elements that make our region (and each sub-region within) unique from another area. Identify and "name" these areas and use the unique qualifier to market the Region and to create regionalism and sub-regionalism.

**Performance measure:**

The region has created a framework to collect and deliver data that measures quality of life.

**Finance**

**(F1) Provide gap financing through**

revolving loan funds

- Create additional revolving loan funds or foster the growth of existing funds that have the most lending expertise, best access to funding sources, and most experience delivering technical assistance to work with entrepreneurs and small businesses.
- Consider creating revolving loan funds for the purposes of financing broadband investments and financing business in the energy sector.

**Performance measure:**

The number of gap financing opportunities in the region grows and the lending criterion expands to cover broadband and energy related development.

**(F2) Provide tax benefits for businesses that move forward the triple bottom line; a balanced approach that considers environmental impacts, economic impacts, and impacts of actions on social vitality.**



- Create incentives (tax credits or licensure requirements) to promote expansion of broadband access into rural and remote geographies, in a strategic manner.
- Create more financial incentives for businesses that go out of their way to protect the environment, including the use of alternative energy sources.
- Provide more financial incentives to business and individuals that utilize alternative energy and efficiencies.
- Work with local governments to levy taxes for sustainable and renewable cost savings projects.
- Secure funding for a revolving loan fund that focuses on micro-lending with delivery of high volumes of technical assistance.

**Performance measure:**

The region offers additional financial incentives for businesses and individuals that protect the environment and/or use alternative energy.

**(F3) Expand business training and technical assistance**

- Provide loan and grant application writing workshops for small business entrepreneurs, As well as have professional grant writers available to assist in accessing startup funding.
- Involve local schools in future planning processes to create a thriving community, because young creative minds bring new ideas.
- Create "homestretch" classes for business to improve capital in our community's business and industries.
- Utilize county economic development organizations to acquire financing and to structure debt and capital financing of investment deals.

- Continue to work with Region Five Development Commission to access State and Federal dollars for start-up capital.
- Work on a regional scale with multiple economic development organizations, working together to apply for and create funding for regional programs.

**Performance measure:**

Communities have additional knowledge of the options available to them and know how to use those opportunities to improve community and individual economic decisions and impacts.

**(F4) Create a local angel investment pool to increase capital financing of local businesses:**

- Develop a process to obtain capital from individual businesses within the region's circle.
- Create greater knowledge and information to expand network capacity.
- Bring local venture capitalists and entrepreneurs to the same table, Encourage capitalists to provide capital financing for startup businesses.
- Encourage community development financial institutions to provide capital to local business.
- Develop greater private and public sector leveraging capacity and when offering risk-based lending, such as the revolving loan pools.

**Performance measure:**

Businesses have access to angel investment pools and capital for early stage investments.

**(F5) Promote "pilot programs":**

- Seek new financing options. Give preferred grant and award points to applicants seeking to expand education and training programs with multi-discipline impacts.

**Performance measure:**

Prioritized projects from the submitted CEDS projects have multi-discipline and multi-jurisdictional impacts. Pilot projects are encouraged as a way to scale model innovative ideas.

**Quality of Life**

**(Q1) Diverse workforce**

- Use data to track and identify areas in the region where newcomers are commonly locating.
- Research and map existing and planned services for newcomers in areas where they live and/or tend to be locating.
- Collaborate with local governments, schools, nonprofits, churches, and local businesses to identify and address gaps in services needed to incorporate newcomers into the social and work fabric of the region.

**Performance measure:**

We have identified and published necessary information for regional newcomers to identify planned services in their area.



# Communications

Prioritization of strategic projects, programs, and activities Through the Creating a Resilient Community planning process, project ideas were solicited from the Region and prioritized by a group of regional leaders, including private sector representatives, public officials, community leaders, private individuals, workforce development, higher education and economic development practitioners. A survey was sent to community stakeholders to solicit project ideas. This has been a successful process and used for the last four years with a very good response.

The survey encouraged respondents to think about the state and needs of the specific communities they worked in and represented. The importance of projects with multi-disciplinary and multi-jurisdictional impact was also stressed.

There were 16 respondents to this survey, all who met minimum criteria required to be evaluated. See **Appendix 2** for evaluation criteria.

The project submittals were evaluated using a score and rank process based on criteria established from the HUD/DOT/EPA Sustainable Communities grant, from EDA investment priorities, from perceived project feasibility and

some evaluator discretion.

Evaluators were sectioned into four groups of reviewers. Each group reviewed a set of four project submittals on September 2, 2014 at National Joint Powers Alliance in Staples. Evaluators shared their score and rank of each project with others that reviewed the same projects. This group identified TWO projects they believed to be the best, based on evaluation criteria to reach eight vital projects.

The four tables presented their top project ideas to the entire body of evaluators. Through group discussion



Resilient Community Planning

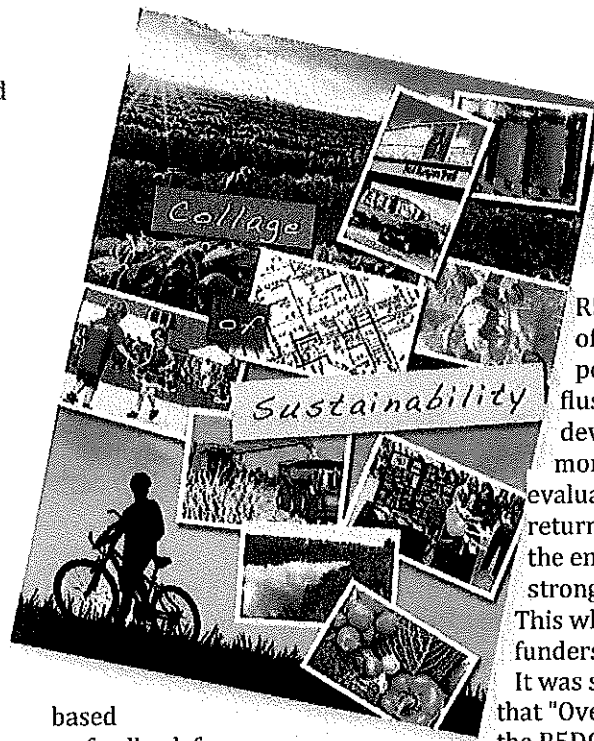
of the submitted projects an additional two projects were added to the list, for a total of ten priority projects. The ten projects presented to the large group are identified as vital projects. Agencies whom take leadership roles on each project are identified as well as the projects submitted including the prioritized "Vital projects" are indicated in **Appendix 3.**

### CEDS Action Plan

See **appendix 4** for status of recent grant submittals related to economic development projects and activities.

#### Geography of Development

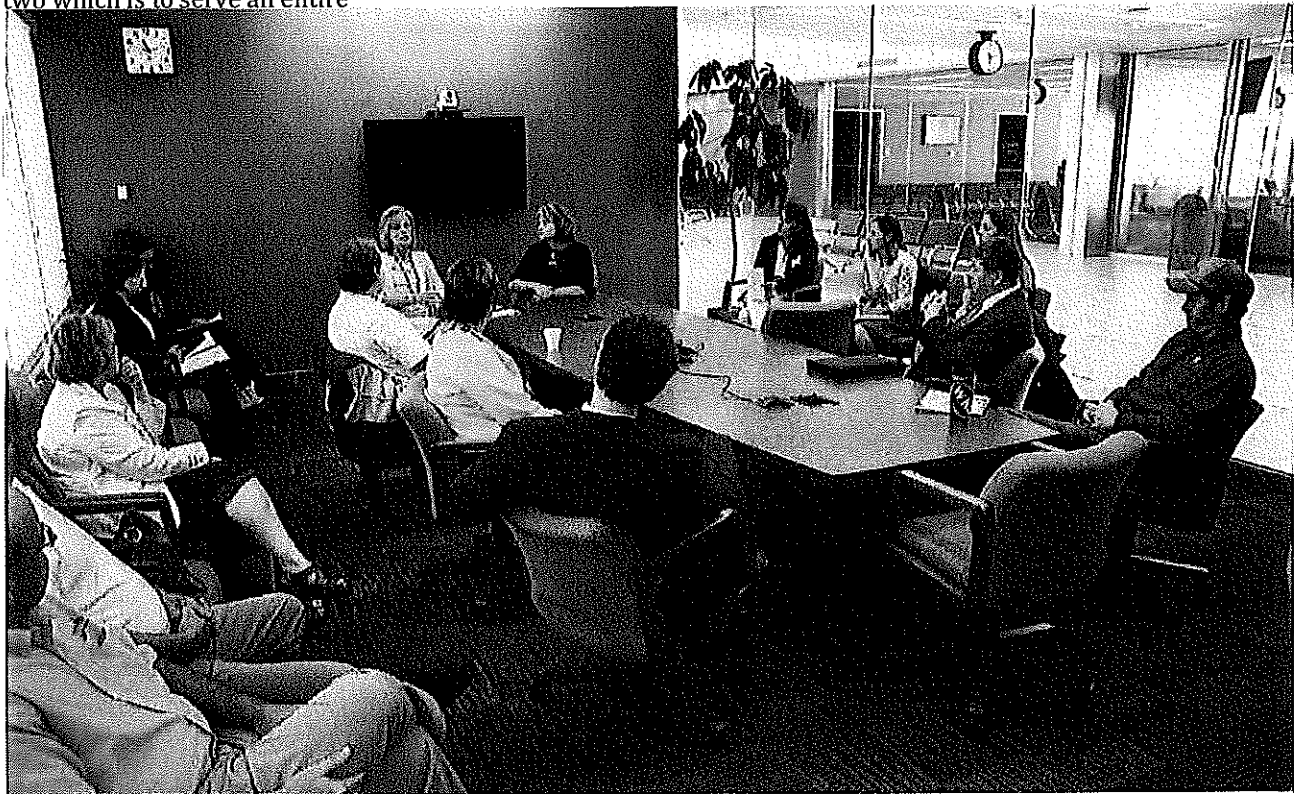
**Activities** - Although some of the project ideas submitted are focused on only a single jurisdiction within the region the reviewing committee has identified ways that these projects may be scaled more appropriately. For example, project three serves a single city, but the reviewing committee paired it with project two which is to serve an entire

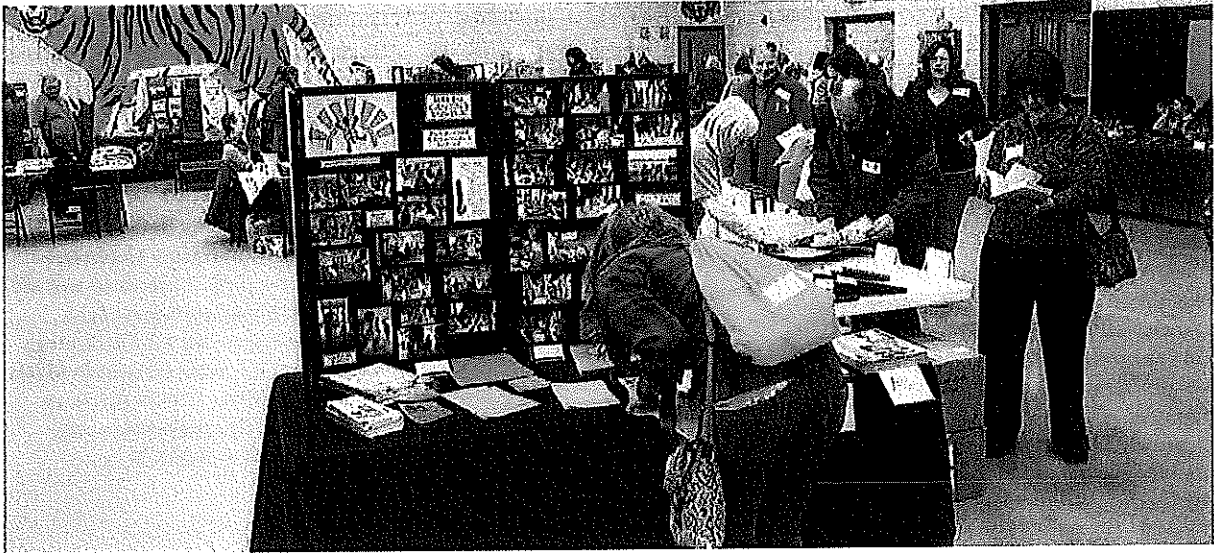


based on feedback from project proposers, evaluators, and the Commission staff. The goal of this is to maintain the flow of ideas and the multi-disciplinary and multi-jurisdictional work in the community.

A focus of this CEDS Action Plan is to promote those projects deemed as vital. It is perceived that with further development these projects will be viable funding options. The R5DC will solicit from each of these vital project proposers a white paper, flushing out more detail and developing the project idea more fully. Input from the evaluator group will be returned to project proposers to the ends of making projects stronger candidates for funding. This white paper will be taken to funders.

It was stated in the 2011 CEDS that "Over the next few months the R5DC staff, will work with the individuals and organizations with proposed vital projects to more fully develop their idea, market their idea with organizations in the Region, and seek funding opportunities as they become available."





Happy Dancing Turtle Conference, Pine River, Minnesota

*Region Five Development Commission has been awarded an application to USDA for the 2012 and 2013 'Vital Projects' We are looking forward to helping move those projects towards implementation!*

Another main focus of Local Action of this CEDS Action Plan is to support the local economic development goals through regional activities that add value to local work;

Several economic development organizations exist within the Region at varying scales. These organizations include the Cass County Economic Development Corporation (EDO), the Brainerd Lakes Area EDO, Community Development of Morrison County, the Todd County Development Corp., Wadena area EDO, Long Prairie EDO to name only a few. Most of our cities engage in economic development activities; our strategy is to assist in regional projects and strategies that these rural small communities could not succeed at alone.

The local Philanthropic foundations have been increasingly generous in supporting economic development activities. Continuing these relationships will be a significance part of this action plan. The local

foundations including: BUSH Foundation, Initiative Foundation, Blandin Foundation, Otto Bremer Foundation and others have all supported economic development activities/projects/programs over the last few years. Given the continued cuts at the federal level, our region sees the approach to nurture these relationships as practical and judicious.

#### **State Action & Partnerships**

**Projects** - The State of Minnesota's Department of Employment and Economic Development (DEED) has created a list of strategies and key actions related to their activities in the State. Obviously, many are similar to those of Region Five. In fact, DEED cites as one of their Key Actions the need to identify and support initiatives that strengthen regional economies. Along with this they wish to align program investments with state and regional strategies. DEED calls this creating a "culture of sustainable collaboration." The regional approach of Region Five that emphasizes collaboration across disciplines and jurisdictions parallels the State's strategies and actions well.

Several of the DEED programs are accessed and DEED frequently partners and funds projects within

the region.

DEED invests support in the Region through Minnesota Workforce Centers. These centers are located in Brainerd, Little Falls, and Wadena and support the workforce as one-stop locations for job seekers and businesses.

Region Five Development Commission is in early program development stages with the other Minnesota Regional Development Organizations to prepare a Greater MN Economic Development strategy. This rural statewide approach has the potential to collectively move the dial and advance DEED and MN RDO aligned strategies.

In addition to DEED, the other state agencies that have recently funded local economic development projects and programs include: Minnesota Department of Transportation, MN Dept. of Health, MN Dept. of Ag and the MN Housing and Redevelopment Authority.

#### **Federal Action & Partnerships**

In addition to the EDA relationship and accessing the Public Works funding for infrastructure improvement projects there have been several other federal agencies

who have funded economic development projects and several more who have been applied to. Some of these federal agencies include: Homeland Security, DOT, EPA, HUD, USDA Rural Development, HHS.

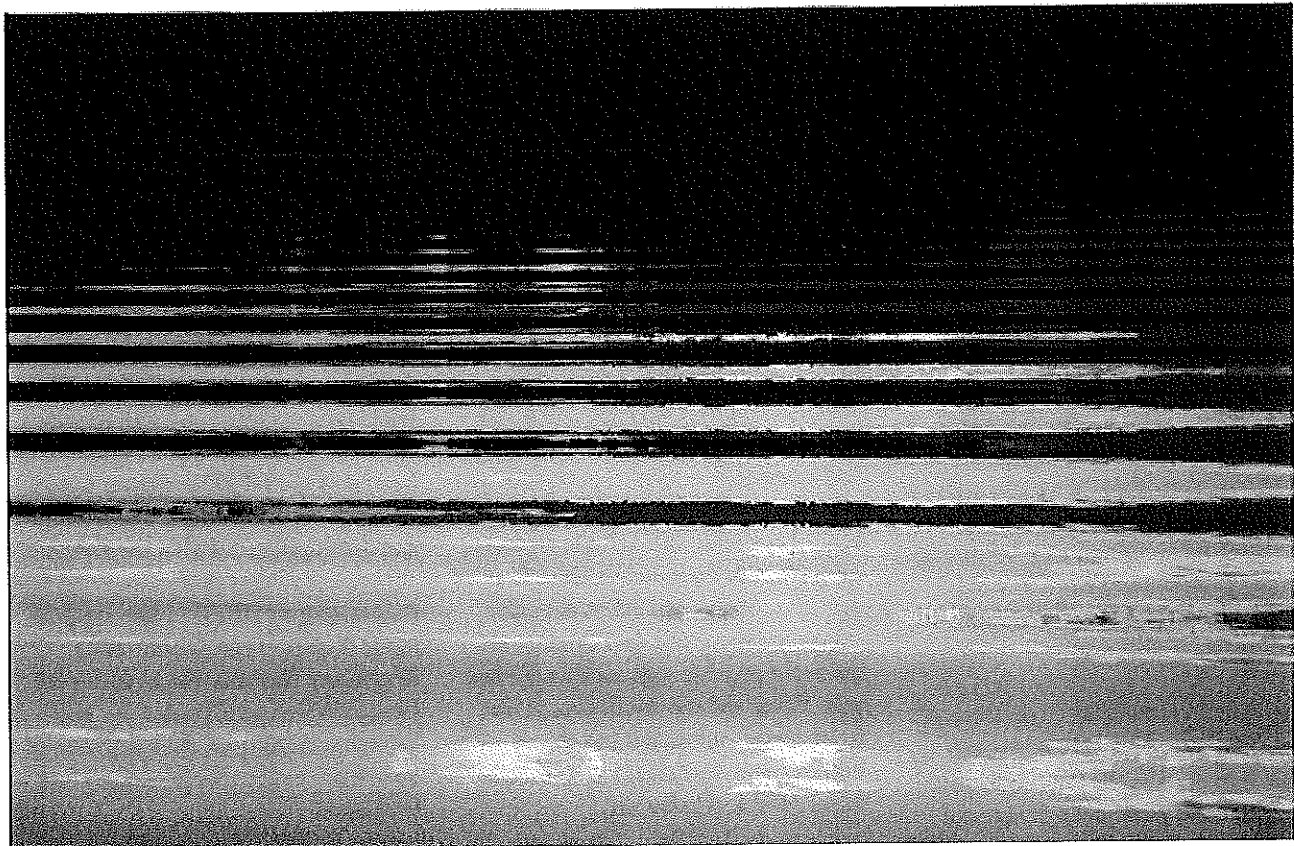
### **CEDS Approval Process**

See **appendix 5** as a visual of the CEDS Approval process and list of EDA Governing Body members and members of the CEDS Strategy Committee.

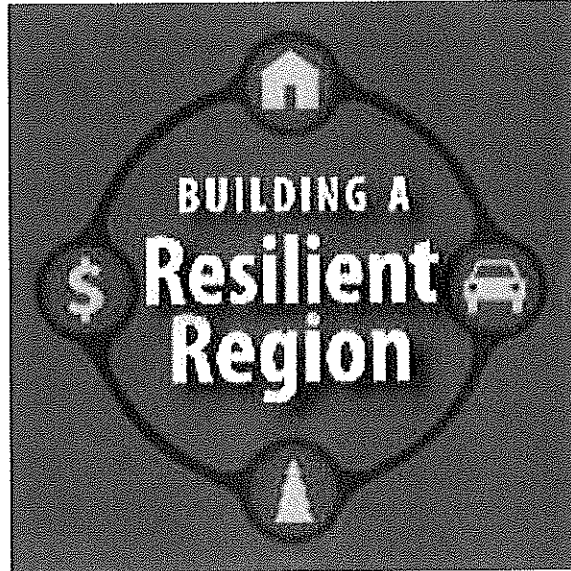
The North Central Economic Development Association is a 501c3 of the Region Five Development Commission and was established as a private sector group to oversee the program activities and provide industry best management practices to the Commissions Revolving Loan Funds. This group of 15 private sector individuals

meet with the 24 elected officials from Region Five Development Commission bi-annually to discuss the CEDS and to provide oversight. Together, these two groups are the EDA Governing Body. The EDA Governing Body totals 39 individuals representing the private and public sectors with geographic equity.

The EDA Governing Body created a separate CEDS Strategy committed to review the project proposals and to assist with implementation of the CEDS strategies. The CEDS Strategy Committee is comprised of individuals from the Resilient Region Advisory Board and additional private sector and non-profit individuals.



Cass County, Minnesota



## Appendix 1

### Regional Data



# COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

CEDS 2014

## Regional Data

### Social Characteristics -

Social measures of the Region differ from the State and Nation as well. The Region boasts a higher than average number of veterans than the State and the Nation. Veterans comprise a range of 12.4 percent of Morrison County to 15.8 of Cass County. In addition, Households in the Region are slightly smaller than households in other communities.

### 65 + with Income Below Poverty Level

- ◆ Cass 7.7%
- ◆ Crow Wing 9.3%
- ◆ Morrison 16.9%
- ◆ Todd 11.7%
- ◆ Wadena 20.2%

### Economic

#### Circumstances -

Poverty is a pervasive issue throughout non-metro Minnesota, including Region Five. The per capita income of individuals in the Region is 23,177 dollars according to the 2010 census, compared to the state average of 29,431 dollars. The population age 18-64 of Region Five living in poverty is 11.5 percent, 2.1 percent more than the state

average.

Even more alarming are the rates of children living in families of poverty. For example, in Cass, Todd, and Wadena Counties there are 23.8, 19.2, and 21.6 percent of children living in poverty, respectively. All three of these counties show a greater percentage of children living in poverty than the nation, which on average has 18.2 percent of its children living in poverty. The remaining two

counties, Crow Wing and Morrison have a smaller percentage of children living in families of poverty than the Nation, however, more than the State. Ultimately Region Five has a disproportionate amount of children in families living in poverty.

### Aging Population

In the next 20 years, it is projected that one in five people will be over the age of 65.

The average life expectancy of Minnesotans is 79.1 years

Age 65 + Living alone in 2010 is 9.1% or 24,896 of the elderly individuals

Figure 2. A Snapshot of Region Five Labor Market

	Average Weekly Wage 2010 (\$)	Labor Force July 2011	Unemployment July 2011 (%)
Region 5	581	88,842	8.50
Cass	484	14,849	9.0
Crow Wing	612	35,429	8.90
Morrison	584	18,887	8.30
Todd	583	13,148	6.90
Wadena	593	6,529	8.60

## WORKFORCE

As of July 2011 the unemployment rate in Region Five was 8.5 percent. The regional unemployment, like Minnesota's and the Nation's has seen a steady decrease, when adjusted for seasonal unemployment.

A snapshot of the Region Five labor market for July 2011 is depicted in Figure 2. Within

Region Five, Todd County has the lowest unemployment rate of 6.5 percent. The highest unemployment rate exists within Cass County at 9 percent. Wages in Region Five have increased 24.9 percent from 2000 to 2010.

**EDUCATION**

Region Five and the Nation have similar percentages of population with less than a High School Diploma or GED (Figure 3). However, Region Five has a greater percentage of the population with a High School Diploma or GED, about six percent more for men and 4 percent more for women. Comparing the Region to the Nation there are less people with Bachelor's, Master's, and Doctorate degrees but more people with

Associate degrees. Possibly contributing to different levels of educational attainment is the historic unavailability of advanced degree programs in the Region. Within the Region there exists only two year degree opportunities through Minnesota State Colleges and Universities. However, some four year opportunities are available in conjunction with other educational institutions out-

side of the Region. Region Five has three Minnesota State College and University Campuses, the Central Lakes Community College Campus at Staples, the Central Lakes Community College Campus at Brainerd, and the Minnesota State Community and Technical College in Wadena. Additional workforce development resources include the Rural Minnesota Concentrated Employment Program.

**July 2011 the unemployment rate in Region Five was 8.5%**

**Figure 3. Relative Educational Attainment by Location and Sex**

		Less than HS	HS Diploma	Associate's	Bachelor's	Master's/other Professional	Doctorate
Region Five	Men	41.3%	36.1%	6.7%	10.1%	5.4%	0.4%
	Women	40.2%	37.2%	8.2%	10.8%	3.4%	0.1%
Minnesota	Men	35.6%	28.3%	7.3%	19.1%	8.3%	1.3%
	Women	36.4%	29.3%	8.0%	19.1%	6.6%	0.5%
Nation	Men	40.5%	27.6%	5.8%	16.1%	8.6%	1.4%
	Women	40.8%	29.6%	6.8%	15.0%	7.2%	0.6%

**GEOGRAPHY**

Region Five is frequently a summer destination for recreation. Many people maintain weekend residences or rent lodgings for the purpose of escaping the metropolitan area and enjoying the beautiful natural endowments of the region: the lakes and the forests. These activities, although generating regional income, also create a greater demand for permanent infrastructure investments.

**AIRPORTS**

Prior studies of communities in the Region have identified over 30 airports, ranging from grass strips to full service airports. The Brainerd Lakes Regional Airport serves as a key transportation hub, with direct service provided by a handful of airlines including Mesaba Airlines. Services and maintenance facilities are also available for personal aircraft at this location.

**ROADS**

The region has several transportation routes that intersect the area. Major transportation routes include U.S. Highway 10 that runs through three of the five counties— Morrison, Todd and Wadena. Cass and Crow Wing counties are served by State Highways 210 and 371. Highway 371 serves as the main thoroughfare for tourists and vacationers traveling from the Twin Cities metro area to the Brainerd-Baxter micropolitan area and further north to the City of Walker.

**BUSINESS STATISTICS**

Region Five boasts a variety of industries. Some of the key industries are agricultural products, processed food, transportation logistics, and heavy equipment; the types of industries one might expect to be prevalent in rural Minnesota. However, it might be surprising to find out that the medical devices industry and information technologies are also important in the region.

Overall there has been a 5.4 percent growth in the number of establishments in the region and a 2.7 percent growth in the number of employees. The three biggest employers are 1) Education and Health Services with 16,200 employees on average throughout 2010; 2) Trade, Transportation and Utilities with 11,724 employees; and 3) Leisure and Hospitality with 8,401 employees. Since 2000 Education and Health Services has in-

creased employment by 26.2 percent making it the largest employer and fastest growing industry. The growth seen in Education and Health Services is second only to Natural Resources and Mining which employs only a small portion of the population. Financial Activities and Professional and Business Services have added a significant number of employees, approximately 6,000. However, Manufacturing, Construction, Other Services have all taken employment losses in the double digits. A 2008 analysis of Central Minnesota industries performed at the University Minnesota identified a number of regionally strong industry clusters. Two components were used in this analysis: the first is an analytical tool called a location quotient that identifies a region's share of employment in a particular industry compared to the Nation's share of employment in the same

industry. The second component is a cluster analysis using industry clusters identified by Michael Porter, a nationally renowned author and researcher in economic development. The industries are identified as clusters because they benefit from proximity, related processes and innovations, and intercommunication. It is hypothesized that clusters aid in business development.

Figure 4 depicts location quotients of basic industries in Central Minnesota; industries that generate wealth for the Region. For example, prefabricated enclosures exhibit the highest location quotient with a location quotient value of 4.5. Public investment in particular industries may be valuable for the Region, but factors other than clusters and location quotients need to be examined. Also important is whether or not an industry is growing or waning and its overall size. A large industry that is

growing on its own accord may not be ripe for investment. Although a small industry with a large potential market share to capture, but is not growing as fast as it could be may be a great place for public investment.

Prefabricated Enclosures	4.5
Building Fixtures, Equipment and Services	3.5
Processed Food	2.9
Heavy Machinery	2.8
Agricultural Products	2.7
Construction Materials	2.5
Power Generation	2.3
Medical Devices	1.6
Forest Products	1.6
Metal Manufacturing	1.5
Publishing and Printing	1.4
Production Technology	1.4
Motor Driven Products	1.3
Information Technology	1.2
Heavy Construction Services	1.1
Automotive	1.1

**RAIL**

Several communities maintain rail access. One community, the City of Staples, has an Amtrak rail stop. Throughout the region there are a handful of industrial parks that have access to rail siding.

**PUBLIC TRANSPORTATION**

In terms of public transportation, few communities are well served in the region. There are a handful of public buses and taxi companies that tend to serve the larger communities, like Brainerd and Baxter, leaving less-populated counties and communities in the Region without public transportation options.

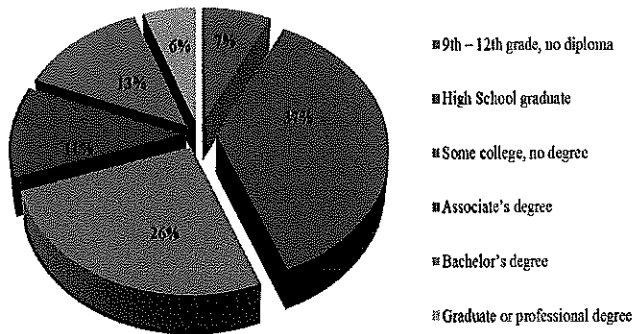
**ENVIRONMENTAL ISSUES AND REGULATIONS**

A significant source of development regulation is the relatively high proportion of water bodies in the northern counties of Region Five, namely Cass and Crow Wing Counties. Respectively 16 and 14 percent of their land is covered in surface waters, much larger than the State average of eight percent. Open water doesn't merely cause a regulatory burden. It's also a strong source for economic gain through tourism.

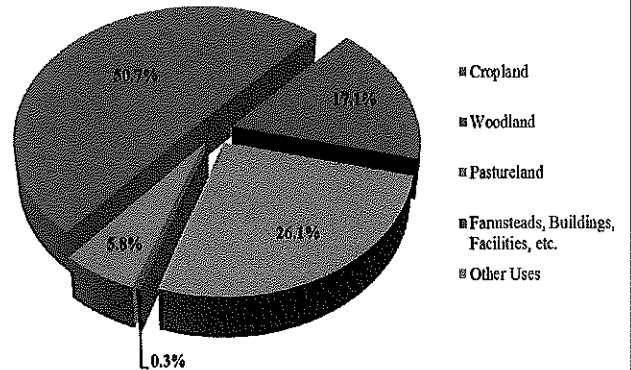


# Data at a Glance

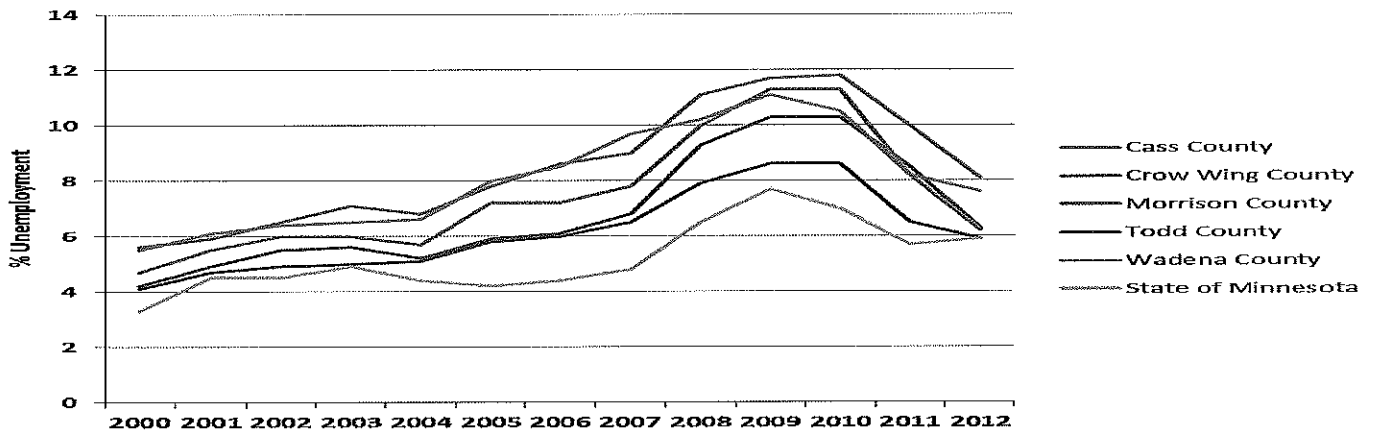
## Educational Attainment for Region 5, 25+ years



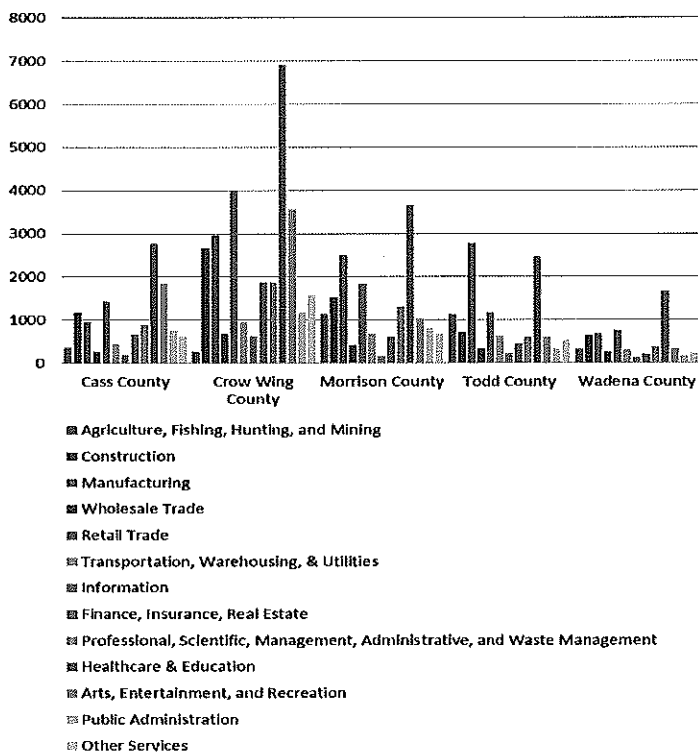
## Land Use in Region 5 Farms



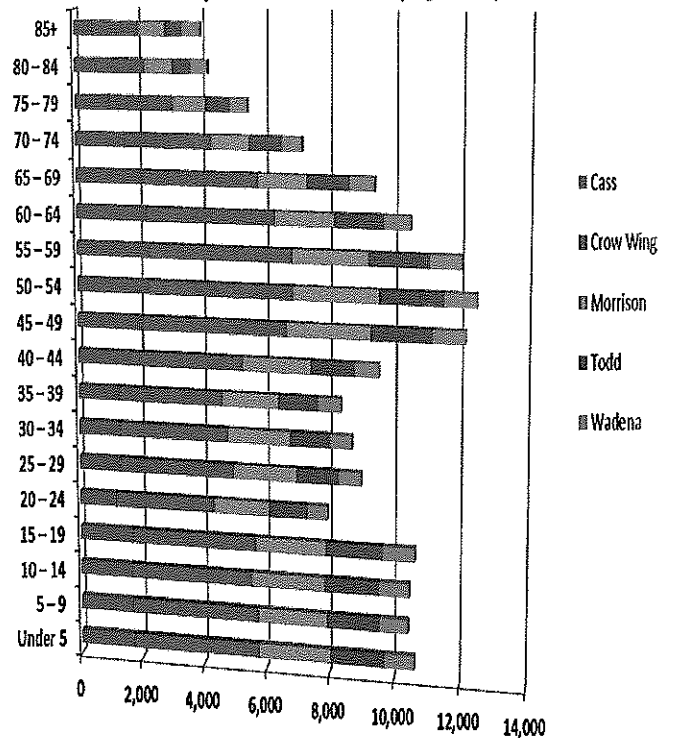
## Regional Unemployment vs. Minnesota



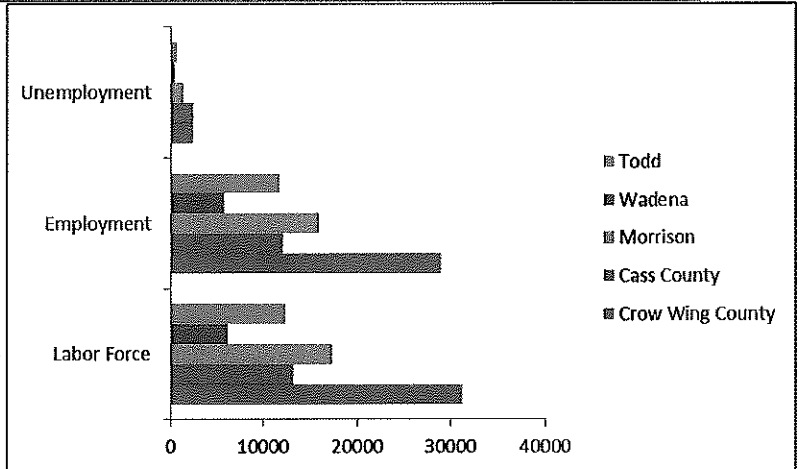
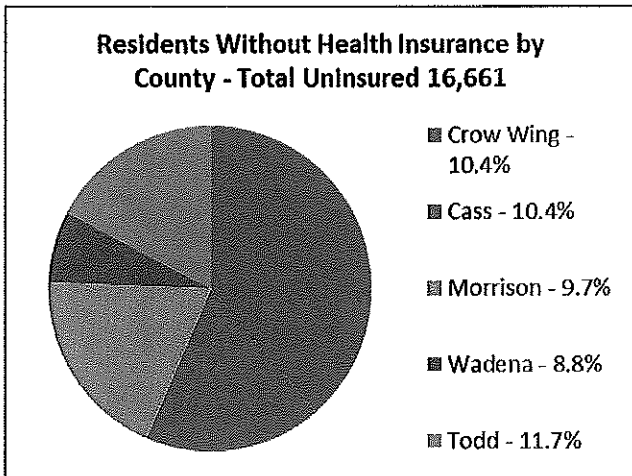
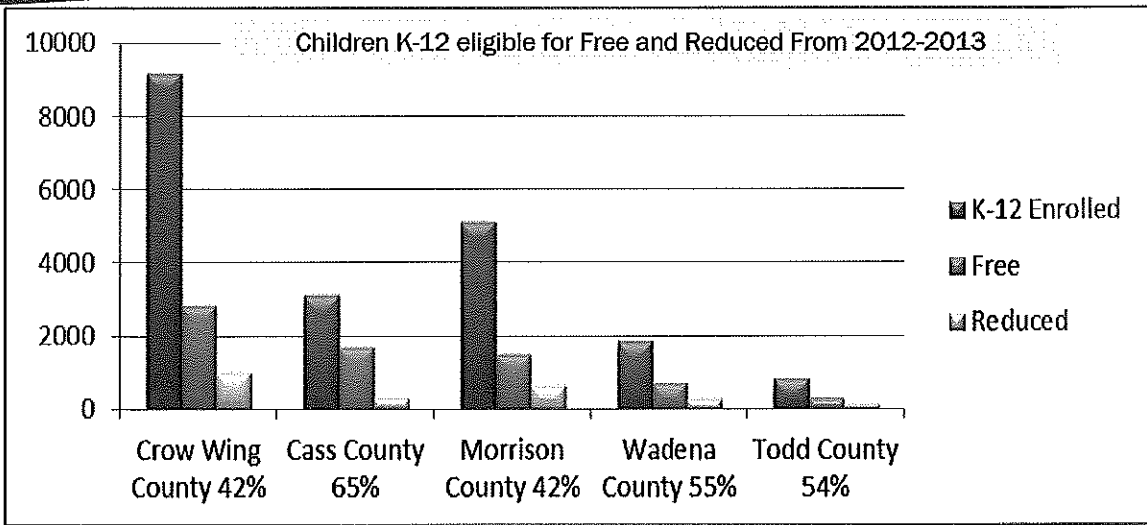
## Employment by Industry



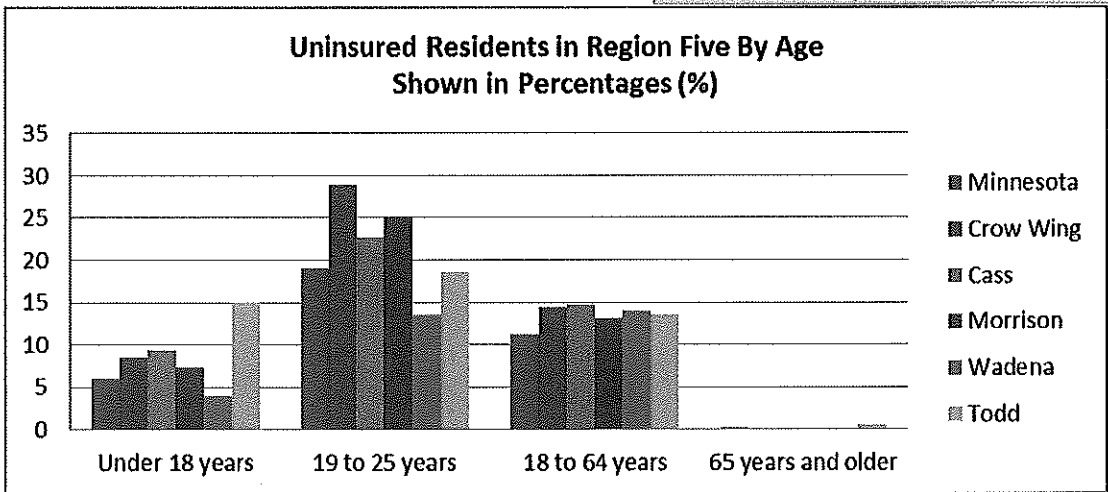
## Population Distribution by Age Group



# Data at a Glance



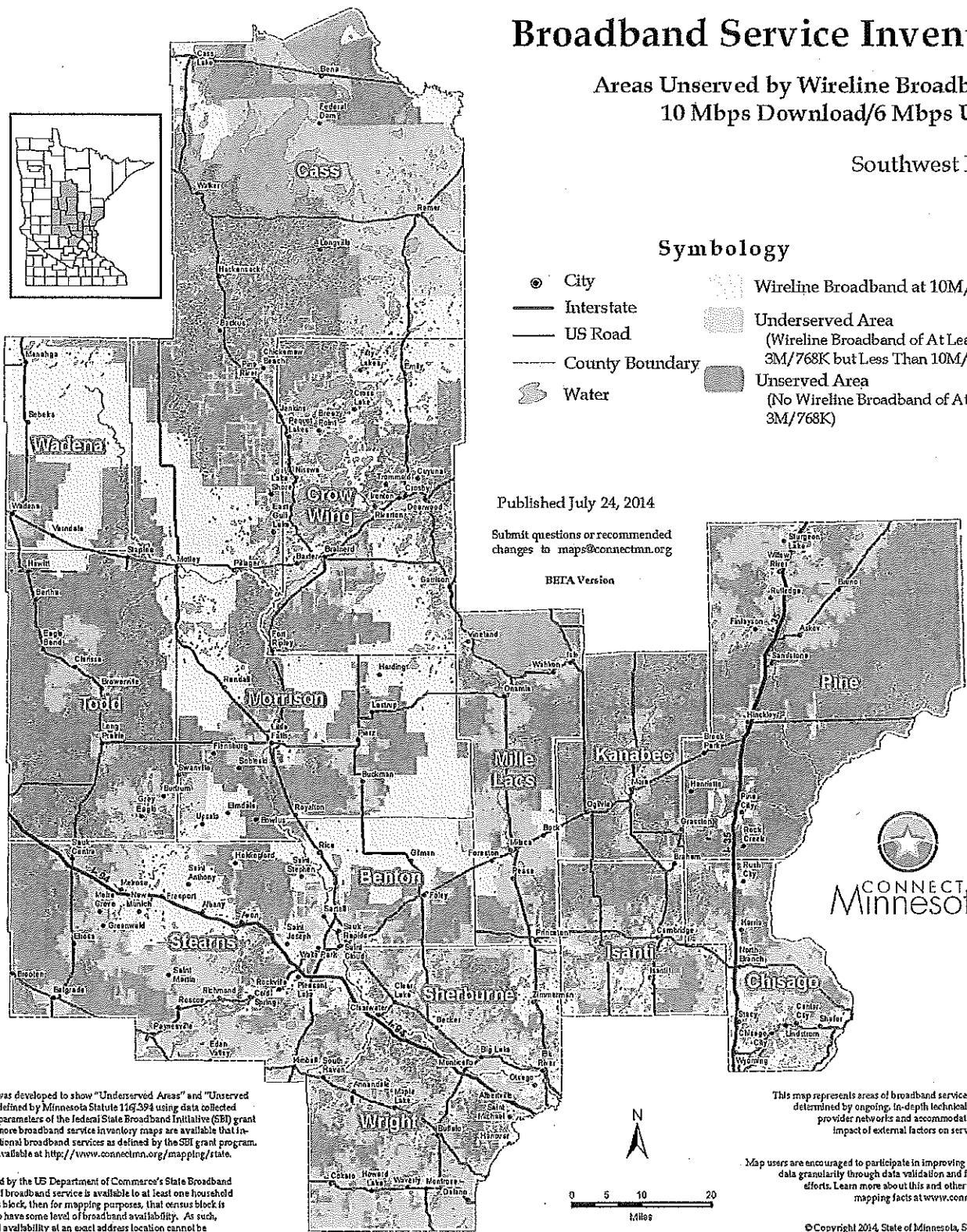
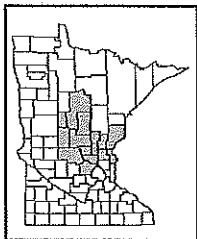
County	Labor Force	Employment	Unemployment	Unemployment Rate
Cass	13,255	12,041	1,214	9.20%
Crow Wing	31,309	28,929	2,380	7.60%
Morrison	17,306	15,994	1,312	7.60%
Todd	12,410	11,676	734	5.90%
Wadena	6,234	5,801	433	6.90%
Minnesota	2,963,358	2,825,408	9,984,000	4.70%



# Broadband Service Inventory

Areas Unserviced by Wireline Broadband at  
10 Mbps Download/6 Mbps Upload

Southwest Region



## Symbology

- City
- Interstate
- US Road
- County Boundary
- ☪ Water
- ☐ Wireline Broadband at 10M/6M
- ☐ Underserved Area (Wireline Broadband of At Least 3M/768K but Less Than 10M/6M)
- ☐ Unserviced Area (No Wireline Broadband of At Least 3M/768K)

Published July 24, 2014

Submit questions or recommended changes to [maps@connectmn.org](mailto:maps@connectmn.org)

BETA Version

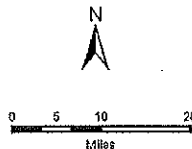


This map was developed to show "Underserved Areas" and "Unserviced Areas" as defined by Minnesota Statute 116.394 using data collected under the parameters of the federal State Broadband Initiative (SBI) grant program; more broadband service inventory maps are available that include additional broadband services as defined by the SBI grant program. Maps are available at <http://www.connectmn.org/mapping/state>.

As required by the US Department of Commerce's State Broadband Initiative, if broadband service is available to at least one household in a census block, then for mapping purposes, that census block is reported to have some level of broadband availability. As such, broadband availability at an exact address location cannot be guaranteed. Providers supplying more specific data than census block are displayed as such.

This map represents areas of broadband service availability determined by ongoing, in-depth technical analysis of provider networks and accommodations for the impact of external factors on service quality.

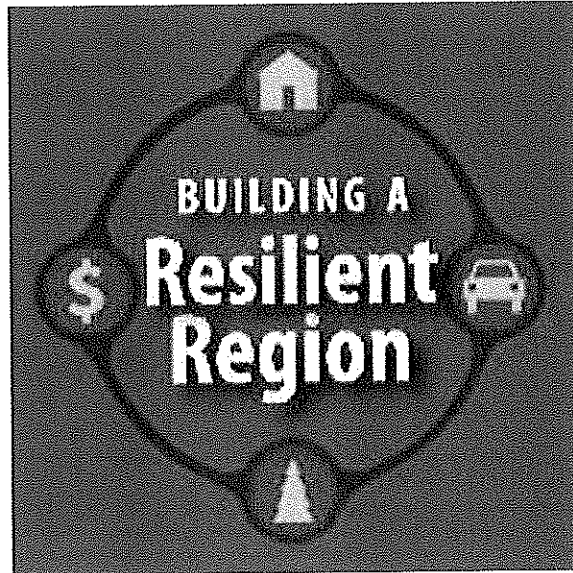
Map users are encouraged to participate in improving broadband data granularity through data validation and field testing efforts. Learn more about this and other broadband mapping facts at [www.connectmn.org](http://www.connectmn.org).



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## Central Region

1. Connectivity rates (% households) for counties in region at state speed goals:
  - Todd 4%
  - Pine 24%
  - Cass 27%
  - Kanabec 29%
  - Wright 29%
  - Sherburne 35%
  - Crow Wing 41%
  - Mille Lacs 44%
  - Morrison 45%
  - Wadena 45%
  - Isanti 55%
  - Benton 63%
  - Stearns 71%
  - Chisago 71%
  
2. Trends that are particularly dependent upon or impacted by the availability of high quality broadband infrastructure in the region:
  - a. Manufacturing
  - b. Agriculture
  - c. Tourism
  
3. Active broadband projects in the region:
  - a. Region 5 Development Commission (Resilient Region and Virtual Highway Project)
  - b. Kanabec Broadband Initiative (KBI)
  - c. Leech Lake Band of Ojibwe
  - d. Annandale RFP



## Appendix 2

### Evaluation Criteria



# Statements of Common Understanding<sup>1</sup>

## **Conflict of Interest**

Reviewers are expected to disclose conflicts of interest, which include personal and/or professional relationships with Resilient Region/CEDS Project Proposal applicants, and will absent themselves from making proposal recommendations, funding decisions, or final endorsement of proposals whenever a conflict exists.

## **Records Management**

Applications, budgets and attachments, review sheets, and letters of agreement are the property of the Region Five Development Commission. Reviewers should use due discretion in their commentaries and discussions. All applications and related materials must be returned to Region Five Development Commission for retention or processing.

*I have read these statements of common understanding and I will conduct my work accordingly.*

**Name/Signature:**

---

**Date:** \_\_\_\_\_

<sup>1</sup>Adapted, with permission, from materials developed by the Initiative Foundation

Project Name \_\_\_\_\_

REVIEWERS CRITERIA : use to review and score each application.	Rating Scale	Score
<b>HUD/EPA/DOT</b>	<b>MAX POINTS</b>	
<b>1. Regionally-focused, Inclusive, &amp; Cross-Discipline Project.</b> <i>Highest priority will be given to projects that are cross-disciplinary – in that they address Housing, Transportation, Economic Development (energy, local foods, broadband, emerging high growth sectors) and Land Use</i>	1	
<b>2. Addresses Regional Issues Identified by the Resilient Region Plan.</b> <i>Projects must address at least one of the 27 Key Regional Issues. Highest priority will be given to projects that address multiple issues.</i>	1	
<b>EDA:</b>		
<b>3. Collaborative Regional Innovation.</b> <i>Initiatives that support the development and growth of innovation clusters based on existing regional competitive strengths. Initiatives must engage stakeholders; facilitate collaboration among urban, suburban and rural (including Tribal) areas; provide stability for economic development through long-term intergovernmental and public/private collaboration; and, support the growth of existing and emerging industries.</i>	1	
<b>4. Public/Private Partnerships.</b> <i>Investments that use both public and private sector resources and leverage complementary investments by others government/public entities and/or non-profits.</i>	1	
<b>5. National Strategic Priorities.</b> <i>Initiatives that encourage job growth and business expansion in clean energy; green technologies; sustainable manufacturing; information technology (e.g., broadband, smart grid) infrastructure; communities severely impacted by automotive industry restructuring; natural disaster mitigation and resiliency; access to capital for small and median sized and ethnically diverse enterprises; and, innovations in science, health care and alternative fuel technologies.</i>	1	
<b>6. Global Competitiveness.</b> <i>Investments that support high-growth businesses and innovation-based entrepreneurs to expand and compete in global markets.</i>	1	
<b>7. Environmentally-Sustainable Development.</b> <i>Investments that encompass best practices in “environmentally sustainable development,” broadly defined, to include projects that enhance environmental quality and develop and implement green products, processes, and buildings as part of the green economy.</i>	1	
<b>PROJECT FEASIBILITY:</b>		
8. Ordinances are in place to support the idea.	1	
9. Project already included in Comprehensive Plan	1	
10. Uses one of the preferred Metrics to evaluate success.	1	
11. State of “readiness” – project is a “must-have”.	1	
12. There is a source of matching funds for this project. “Yes confirmed”	1	
13. There is a committed group of people or agency poised for implementation of this project?	1	
14. Budget is adequate for proposed activities.	3	
<b>GUT CHECK:</b>		
15. Has the organizational capacity to carry out the project.	2	
16. Potential to address broad economic recovery issues.	2	
<b>Total Pints</b>	<b>20</b>	

## CEDS/Resilient Region

### Vital Projects Selection Process

There are 16 projects to be evaluated.

The project submittals will be evaluated using a score and rank process based on criteria established from the HUD/DOT/EPA Sustainable Communities grant, from EDA investment priorities, from perceived project feasibility and some evaluator discretion.

- Evaluators will be separated into 4 groups of reviewers
- Each group will have a set of 4 project submittals to review
- Each person will share their score and rank of each project with others at the table
  - You will fill in the points summary form
- Identify, as a group/table your top TWO projects, based on evaluation criteria.

For a total of 8 priority projects at 2 per table

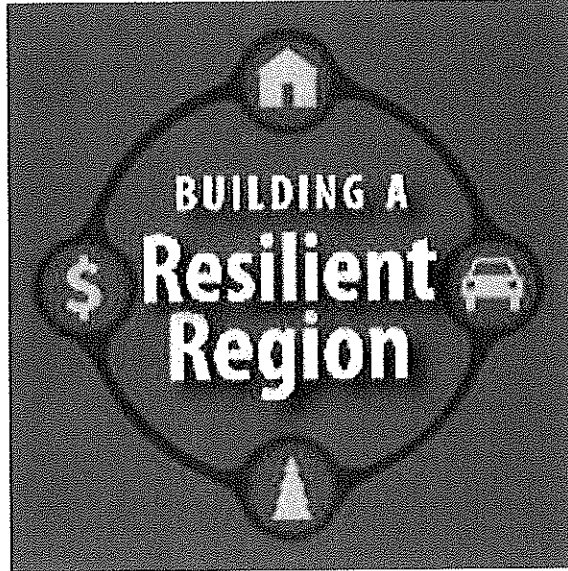
- The Five tables then present their top two project ideas to the entire body of evaluators.
- The eight ideas presented to the large group are identified as vital projects.
- Discussion on whether two more projects make the cut.
- Agencies whom take leadership roles on each project will be identified



# 2014 Vital Project Selection Process

- 2014 Vital Projects**
- Round Table Forum
  - Camp Ripley Veterans State Trail – Marketing Plan
  - IT Computer Camp
  - Local Food Innovation
  - Food Youth Biz
  - Enhances Tech Services Initiative
  - Camp Ripley Veterans State Trail
  - Virtual Highway Infrastructure
  - Ag Resilient Communities
  - Live Open Science
  - TEDx





## Appendix 3

## Project List



Region Five Development Commission: Comprehensive Economic Development Strategy

2011-2014 Project List

2011 Projects	Responsible Party	Vital	Notes	ED Focus	Projected Number of Jobs Created
Phase II of Eagle Bend Senior Center	Todd County				
Cross Lake Communications and Support	Cross Lake	X	Regional Branding: These two projects are in overlapping jurisdictions and involve making technology a cluster in the region and advertising technology availability.	X	5
Crow Wing Technology Services cluster plan	Brainerd Lakes Area Economic Development Corporation			X	10
Crow Wing Entrepreneurial Initiative	Brainerd Lakes Area Economic Development Corporation	X	Two projects submitted by the same party with similar goals and programming that dovetails together well. BLAEDC should be in contact with SCORE who already does similar work with retired executives.	X	5
Crow Wing Retired Executives Board	Brainerd Lakes Area Economic Development Corporation			X	2
Staples Broadband Network	Staples Economic Development Authority			X	2
Hunt Utilities and Habitat High performance house	Hunt Utilities Group	X	Should be in contact with project 24.		
Self-sustaining PC's for People	Region Five Development Commission				
CLC Inter-Campus public transit	Region Five Development Commission				

Regional Trail Hub	City of Brainerd	Should work with project 20.	X	1
Employment Research/Survey	Idyourworld@gmx.com		X	0
Bridges Workplace Connection	Bridges Career Academies and Workplace Connection		X	3
Municipal Wastewater Technical Assistance	Region Five Development Commission			
Regional Marketing	Region Five Development Commission	This involves project involves the concepts of 4, 5, and 19 inclusive of other industries at a regional scale.	X	1
Regional Brownfield Assessment and Feasibility Study	Region Five Development Commission		X	1
Platte River Trail to Soo Line Trail	City of Royalton	Should work with project 10 and 20.	X	1
Local Foods Distribution System	Region Five Development Commission	A retail expansion could operate in conjunction with project 19.	X	5
Staples Depot Renovation	Staples Historical Society		X	1
Local Arts Building	City of Menahga	This project should be taken to a regional scale for marketing and sale of local arts/culture including food.	X	3
Connect Paul Bunyan Trail to the Sioux Line Trail	Morrison County Community Development Commission	Should work with project 10 and 16.	X	2
Early Warning Sirens	Morrison County Emergency Management			
School Renovation for Senior Community	City of Eagle Bend			
ATV Trails for Summer Use	Timothy Township			
Crow Wing HRA Development with Habitat for Humanity	Crow Wing County HRA	Should be in contact with project 7.		

Industrial Park, Incubator, Micro Lending, Senior Housing, Workforce Development	Cass County Economic Development Corporation	X	Focusing on micro-lending for small businesses.	X	10
<b>2012 Project</b>					
<b>Wadena County Growing Up Healthy Kids and Communities Partnership</b>	<b>Responsible Party</b> Wadena County Public Health		<b>Vital</b>	<b>Notes</b>	<b>Projected Number of Jobs Created</b>
<b>Shop Local- Shop Brainerd Lakes</b>	Brainerd Lakes Chamber				
<b>Prairie Bay Presents: Side Dish</b>	Prairie Bay Grill and Catering				
<b>Seasonal Lots in City Park</b>	City of Menahga				
<b>High School Career Advising</b>	RMCEP, Inc.	X		As schools face ever-increasing budget cuts, it becomes difficult for rural high schools to provide thorough career counseling or college awareness programs. This program is designed to fill this gap and provide career counseling and guidance to youth in a holistic manner to help increase the likelihood of self-sufficiency through making quality career and post-secondary choices.	5
<b>Connectivity</b>	Karl Samp Consulting Services				
<b>Brownfield Redevelopment Training</b>	Region Five Development Commission	X		Brownfield Redevelopment Training is a project that will train qualified individuals within the region to advance their training of how to mitigate community projects.	3
<b>Empower the Energy Theme Implementation with AmeriCorps</b>	RREAL/Conservation Corps of Minnesota				

<b>Volunteer</b>				
<b>Bridges Workplace Connection- Student Business Tours</b>	<b>Bridges Workplace Connection/ Brainerd Lakes Chamber</b>	<b>X</b>	<b>The Workplace connection would like to fund 25 student tours of area businesses. This has been proven to increase the students awareness of careers, understanding of post-secondary connections, and local job opportunities.</b>	<b>X</b> <b>2</b>
<b>Recreating Local Foods Distribution Resiliency throughout the Region</b>	<b>Neighborhood Farm Marketplace &amp; Cooperative</b>	<b>X</b>	<b>This project addresses the ability of growers to effectively work as a collaborative to create markets and strategies in order to sell their commodities and engage buyers and the significant cultural and communication barriers between the Latino, Amish, and female growers to effectively take their product to viable markets and receive a fair price.</b>	<b>X</b> <b>2</b>
<b>Crow Wing County Talent Community</b>	<b>DEED</b>	<b>X</b>	<b>The project focuses on connectivity between the employer and the job seeker - easy real time access to connect local talent to local employers thus improving wealth within our rural community thus, the Crow Wing County Talent Community.</b>	<b>X</b> <b>5</b>
<b>BLAEDC "Executive" Program Initiative</b>	<b>BLAEDC</b>			<b>X</b> <b>2</b>
<b>Todd County Home Extension Study Group History</b>	<b>Todd County Historical Society</b>			
<b>Northern Pacific Railroad Depot Renovation, Staples</b>	<b>Staples Historical Society</b>			<b>X</b> <b>1</b>
<b>Carbine House</b>	<b>Crow Wing County Historical Society and Museum</b>			



City Water/Sewer Upgrade on Main and 1st Street	City of Menahga	
"Sounds of Spirit Lake"	BR&E Committee—Concerts	
Frisbee Golf in City Park	City of Menahga	
Small Cities Development Program-Comprehensive Rehabilitation	Central Minnesota Housing Partnership	X 2
Active Transportation Investments	Region Five Development Commission	X In order to combat obesity in communities with high health inequities, we intend to increase opportunities for regular physical activity by addressing community design for safe non-motorized transportation modes (Active Transportation). Active Transportation integrates physical activity into daily routines such as walking or biking to destinations such as work, school, errands, or parks.
Ensuring Affordable Housing by Stabilizing Operating Costs through Solar Energy	Brainerd HRA/ RREAL	X In an effort to demonstrate the potential for renewable energy to increase the affordability of housing through the long-term reduction of operating costs, this project will deploy 4 supplemental solar heating systems, 2 domestic solar water heating system and 1 grid-tied solar electric system at Brainerd HRA households. The systems will be monitored and the costs and benefits will be widely disseminated to the HRA community, other affordable housing agencies, affordable housing advocates, and policy-makers.
PC's for People Brainerd Affiliate	PC's for People Brainerd Affiliate	





<p><b>BLAEDC Advanced Manufacturing Initiative</b></p>	<p><b>Brainerd Lakes Area Economic Development Corporation (BLAEDC)</b></p>	<p><b>X</b></p>	<p><b>2</b></p>
<p>This project addresses the growing advanced manufacturing sector that has more than 120 manufacturing companies within Crow Wing County – most of which are healthy and growing by adding jobs or expanding their facilities. Manufacturing is a high priority and has support from local manufacturers, the business community, municipal bodies and college programs that are training the young workforce for this sector. Crow Wing County is poised for growth and is actively seeking manufacturers that are looking for a market in which to expand or relocate.</p>			
<p><b>BLAEDC Tech Services Initiative</b></p>	<p><b>Brainerd Lakes Area Economic Development Corporation</b></p>	<p><b>X</b></p>	<p><b>3</b></p>
<p><b>BLAEDC Executive Initiative</b></p>	<p><b>Brainerd Lakes Area Economic Development Corporation</b></p>	<p><b>X</b></p>	<p><b>2</b></p>
<p><b>Little Falls Local Food Hub</b></p>	<p><b>Community Development of Morrison County</b></p>	<p><b>X</b></p>	<p><b>5</b></p>
<p>This project is a local food hub where local growers can bring their food and have it distributed to customers. The need that is addressed is that local institutions such as schools, hospitals and restaurants would like to purchase local foods, farmers would like to find more value added crops to produce and the food would be fresher and healthier for the customers.</p>			
<p><b>Todd County Broadband Initiative</b></p>	<p><b>Todd County Development Corporation</b></p>	<p><b>X</b></p>	<p><b>3</b></p>
<p><b>Crow Wing Township Safe Room</b></p>	<p><b>Crow Wing Township</b></p>	<p><b>X</b></p>	<p><b>3</b></p>
<p>Crow Wing Township wishes to construct a safe room to protect vulnerable populations in the township from severe weather event such as tornados. This project addresses one of the three</p>			

primary human needs: Shelter.

Re-habilitation of historic Ironton City Hall	City of Ironton							
Franchising Bridges	Bridges Workplace Connection					X		1
Little Falls Area Recreation Complex	City of Little Falls							
Little Falls Community Schools Vegetable Garden-to-Cafeteria	Little Falls Community Schools ISD #482	X					This project is a 1.5 acre vegetable garden of which the majority of the produce will be used in the Little Falls Community Schools Food Service program. We are partnering with the Franciscan Sister Little, our project is the Little Falls Community Schools Organic Vegetable Garden-to-Cafeteria program. As Morrison County is currently ranked as the 82nd county (out of 87) in the state in terms of its residents' health, we feel that raising and producing fresh vegetables for our students to eat is an avenue towards impacting the overall health of the citizens of Morrison County.	
City of Brainerd Civic Center ADA Accessibility Improvement	City of Brainerd							
Morrison County Tourism Project	City of Royalton	X					The cities of Morrison County have determined ways to work together to improve tourism potential which will have an impact on economic development for our county and region.	2
Mt. Nebo Park Project	City of Hewitt	X					Mt. Nebo is located between the cities of Hewitt and Wadena. Nebo is the highest point in Todd, Wadena, Crow Wing and Morrison counties at 1540 feet above	1

<p>sea level. Our project is exploring the possibility of creating a public park at Mt. Nebo. This park would allow ski and sledding access to the mountain, horse, bike and hiking trails, plus camping and other recreational possibilities. The Nebo park will address the need for healthier lifestyle recreational opportunities for citizens in our region.</p>	<p>Our rural region has limited access to high speed internet. The so-called "digital divide" is evidenced throughout our region, with some locations serving virtually unlimited access to the internet, while other areas there are little or no access available. This limited, inconsistent connectivity negatively impacts Health Deliver, Business and Education opportunities, and many other areas. All 11 Resilient Region themes have included a recommendation or action step that requires connectivity, or assumes connectivity will have a positive impact.</p>	<p>X</p>	<p>X</p>	<p>4</p>
<p><b>Virtual Highway Project</b></p>	<p>Resilient Region Connectivity Champions</p>	<p>X</p>	<p>X</p>	<p>4</p>
<p><b>Channel Park Fishing Boardwalk</b></p>	<p>City of Breezy Point</p>	<p></p>	<p></p>	<p></p>
<p><b>Camp Ripley Veterans State Trail</b></p>	<p>Camp Ripley Veterans State Trail</p>	<p>X</p>	<p>X</p>	<p>3</p>
<p></p>	<p>Camp Ripley Veterans State Trail is the missing link between the Paul Bunyan Trail and the Soo Line Trail. Once connected it will create the world's longest continuous paved trail. This project addresses the need of recreation, tourism development and economic development.</p>	<p></p>	<p></p>	<p></p>

2014 Project	Responsible Party	Vital	Notes	ED Focus	Projected Number of Jobs Created
Greater Minnesota Rising	Minnesota Rising			X	2
Local Food Innovation Center	Hunt Utilities Group	X	We envision a local food innovation center focused on the question of how to get more food grown locally and eaten locally.		
Roundtable Forums for the Advancement of Regional Food Systems	Hunt Utilities Group	X	In collaboration with University Extension and AURI, we will establish a series of food system roundtables that engage key stakeholders, produce actionable results, and inform those engaged in food systems research. This would be a statewide collaboration of vested stakeholders working to scale-up regional food systems including entrepreneurship, production, distribution, processing, food safety, nutrition, and cooking skills.	X	2
TEDxMNLakes Project	Pine River Area Foundation	X	The TEDxMNLakes Project is designed to benefit the Resilient Region by prompting participating communities, organizations, and individuals to expand the conversation and connection on the Resilient Region's championed themes. The TEDxMNLakes Project will provide a platform for creative, innovative people and ideas for the benefit of change makers and inspired thinkers from our region and beyond, expanding the dialog within our regional community through ideas and concepts that foster all aspects of resilient living.	X	

<p><b>Agriculturally Resilient Communities (ARC)</b></p>	<p><b>Hunt Utilities Group</b></p>	<p><b>X</b></p>
<p>The project will define the attributes of a site based walkable community development that incorporates small-scale food production into and co-existing with a residential neighborhood. The housing focus will be structures that are affordable to build, own, and operate ("high performance"); micro-housing, single family, duplex, multi-family, multi-use (owner's home and small business). Food production would range from small container and raised bed gardens, traditional backyard gardens, community gardens, and commercial scale high-tunnels, market gardens, and small livestock production.</p>	<p><b>X</b></p>	<p><b>X</b></p>
<p><b>Crowd Source Solutions (AKA Live Open Science)</b></p>	<p><b>Hunt Utilities Group</b></p>	<p><b>X</b></p>
<p>This project is to develop the tools that will foster collaborative problem-solving skills required for the workforce of the future; connecting students (K-12 through college) into a live and highly interactive process of addressing real problems with real solutions. With the right web platform, Minnesota research and development can harness the creative power of the world to drive innovation locally. Through this process students can participate and become aware of the challenges and, more important, the opportunities that exist in an "open source" approach to creative effective problem solving.</p>	<p><b>X</b></p>	<p><b>X</b></p>
<p><b>Food Youth Biz</b></p>	<p><b>Happy Dancing Turtle</b></p>	<p><b>X</b></p>
<p>This project is to educate young adults about the food system, the value of locally grown food, and overall food security. Through this process students become aware of the economic opportunities in sustainable agriculture</p>	<p><b>X</b></p>	<p><b>1</b></p>

and local food systems.

**Operation Community Connect      Tri-County Community Action**

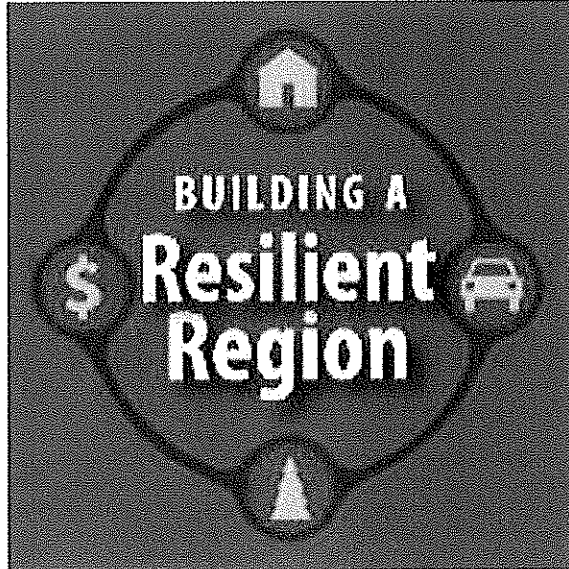
<p><b>Camp Ripley Veterans State Trail Marketing Plan</b></p>	<p>City of Little Falls</p>	<p>X</p>	<p>X</p>	<p>3</p>
<p>The Camp Ripley Veterans State Trail (CRVST) through Little Falls; a very important 32 mile missing link between 6 other existing bike trails. When the CRVST is completed it will become part of the longest, continuous paved off-road bike trail in the world! The trail would not only impact Little Falls and Central Minnesota, but create the "link" that would connect many Minnesota communities to each other. The City of Little Falls will need to complete several miles of the "missing link".</p>				
<p><b>Enhanced Tech Service Marketing and Branding Initiative</b></p>	<p>Brainerd Lakes Area Economic Development Corp</p>	<p>X</p>	<p>X</p>	<p>5</p>
<p>A cluster of professional and technical companies, in addition to our fiber infrastructure have created an opportunity to support and grow the technology services sector and workforce for our area. The Tech Services Workforce Development Committee formed four strategies to achieve this goal: Marketing and branding, Workforce and training, Infrastructure, and Economic Development.</p>				
<p><b>EXEC Connect - Strategy Development and Pilot</b></p>	<p>Brainerd Lakes Area Economic Development Corp</p>	<p>X</p>	<p>X</p>	<p>1</p>
<p><b>IT Computer Immersion Camp</b></p>	<p>Bridges Workplace Connection</p>	<p>X</p>	<p>X</p>	<p>2</p>
<p>Research and develop an "IT Computer Career Immersion" linking the key elements (technical skills, foundational skills, business experience) of the Bridges Program. The Career Immersion activity is the next step in the career exploration process. It would bring together students</p>				

from all sites, one week event of tours, speakers and personal development activities. It not only provides a total career experience but creates a career support system for future questions.

Crow Wing County HRA			
Redevelopment Plan for Brainerd Oaks			
Virtual Highway Infrastructure Project	Resilient Region Connectivity Champions	X	X
			1
<p>This proposal focuses on the infrastructure needs for Broadband that have yet to be met. It moves from planning and data gathering to implementation. The goal established by the Resilient Region plan calls for 95% of the households in the five-county area to be served.</p>			

Crow Wing County	
County State Aid Highway (CSAH) 3 Safety Improvements	Comfort Keepers
Taking Care of our Elderly	





## Appendix 4

# Status of Economic Development Project Submittals



# 2014 VITAL PROJECTS LIST



Local Food Innovation Center; Hunt Utilities Group



Roundtable Forums for the Advancement of Regional Food Systems; Hunt Utilities Group



TEDxMNLakes Project; Pine River Area Foundation



IT Computer Immersion Camp; Bridges Workplace Connection



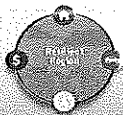
Agriculturally Resilient Communities (ARC); Hunt Utilities Group



Enhanced Tech Service Marketing and Branding Initiative; Brainerd Lakes Area Economic Development Corporation (BLAEDC)



Camp Ripley Veterans State Trail; City of Little Falls



Virtual Highway Infrastructure Project; Resilient Region Connectivity Champions Group



Food Youth Biz; Happy Dancing Turtle



Crowd Source Solutions; Hunt Utilities Group

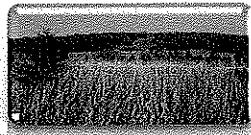
# 2013 VITAL PROJECTS LIST



Morrison County Tourism Project; City of Royalton



Little Falls Community Schools Vegetable Garden-To-Cafeteria;  
Little Falls Schools ISD #482



Mt. Nebo Park Project; City of Hewitt



Little Falls Local Food Hub; Community Development of  
Morrison County



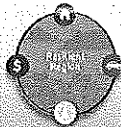
Crow Wing Township Safe Room; Crow Wing Township



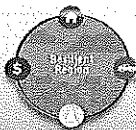
BLAEDC Advanced Manufacturing Initiative; Brainerd Lakes  
Area Economic Development Corporation (BLAEDC)



Camp Ripley Veterans State Trail; Camp Ripley Veterans State  
Trail Group (LF)



Virtual Highway Project; Resilient Region Connectivity  
Champions Group



Resilient Region Five County Public/Private Health  
Partnership; Resilient Region Health Care Champions

# 2012 VITAL PROJECTS LIST



High School Career Advising; RMCEP



Brownfield Redevelopment Training; Region Five



Bridges Workplace Connection-Student Business Tours;  
Bridges Workplace Connection/Brainerd Lakes Chamber



Recreating Local Foods Distribution Resiliency throughout the  
Region; Neighborhood Farm Marketplace & Cooperative



Crow Wing County Talent Community; DEED



Scattered Site Redevelopment; Central Minnesota Housing  
Partnership



Season Extension of Local Food Production through Solar  
Thermal Applications; Happy Dancing Turtle  
Foundation/RREAL



BLAEDC's "Tech Services" Initiative; BLAEDC



Ensuring Affordable Housing by Stabilizing Operating Costs  
through Solar Energy; Brainerd HRA/ RREAL



Active Transportation Investments; Region Five

# 2011 VITAL PROJECTS LIST



BLAEDC's Executive Initiative; BLADC



Crow Wing Entrepreneurial Initiative; BLADC



Micro Lending for Small Business; NCEDA



Staples Depot Renovation; Staples Historical Society



Local Foods Distribution System; Region Five



Expansion of Bridges Workplace Connection; Bridges Career Academies



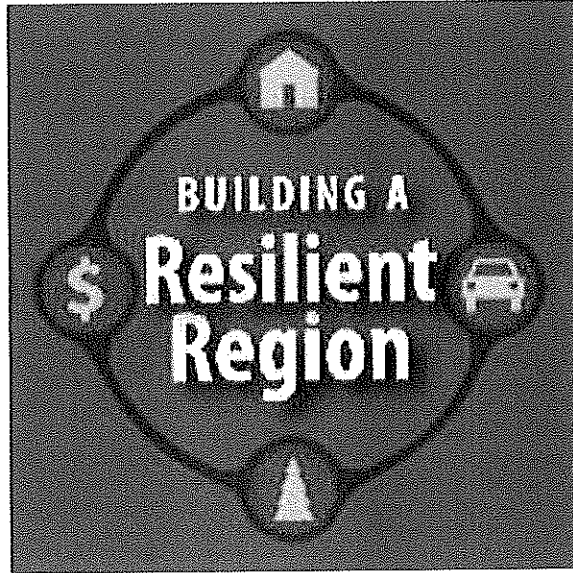
Expansion of High Performance Energy Efficiency Housing; Hunt Utilities Group



Arts Sector Expansion; Region Five Development Commission



Connect Paul Bunyan Trail to the Soo Line Trail; Morrison County Community Development Commission



## Appendix 5

### List of Governing Body and CEEDS Strategy Committee Members



## 2014 EDD Governing Body

304.2 ©(2) The District Organization must demonstrate that its governing body is broadly representative of the principal economic interests of the Region, including the private sector, public officials, community leaders, representatives of workforce development boards, institutions of higher education, minority and labor groups, and private individuals. In addition, the governing body must demonstrate the capacity to implement the EDA-approved CEDS.

It should be noted that the Governing Body was formed to represent all major interests in the community. Membership includes both private and public sector representatives, along with public leaders. Membership also comes from those populations traditionally considered to be under-represented. A list of members follows. **This is the Governing Body of the Economic Development District (the EDD)** and is comprised of the NCEDA Full Corporation and the Full Region Five Development Commission. This group meets bi-annually to review the CEDS as the tool that informs and implements the economic development strategy of the region.

Dave Pritchett	Public leadership-City of Brainerd
John Benson	Public Leadership-Cass County Town Boards
Rosemary Franzen	Public Leadership-Crow Wing County Commissioner
Bob Kangas	Public Leadership-Cass County Commissioner
Brian Lehman	Public Leadership-Crow Wing County Municipalities
Joel Quance	Public Leadership-Todd County Municipalities
Ron Noon	Public Leadership-Wadena County Commissioner
Duane Johnson	Public Leadership-Morrison County Commissioner
Katy Botz	Public Leadership-Region Five School Boards
Bill Kern	Public Leadership-Wadena County Town Boards
Alan Perish	Public Leadership-Todd County Town Boards
Barb Becker	Public Leadership-Todd County Commissioner
Sharon Ballou	Public Leadership-Region Five School Boards
Paul Nieman, Jr.	Public Leadership-Morrison County Town Boards
Mark Platta	Public Leadership-Crow Wing County Town Boards
Chris Hadfield	Employment and Training Sector-Higher Education
Diane Jacobson	Public Leadership-SWCD- Soil and Water Conservation
Andrea Lauer	Public Leadership-Morrison Co. Municipalities
John Poston	Public Cass Co. Municipalities
David Anderson	Public Leadership-Wadena County Municipalities
Kim Nagel	Public Leadership-Tribal
Craig Nathan	MN Workforce Dev. Rep.
Steve Hall	Camp Ripley Rep
Chuck Parins	Public Leadership – Morrison County

Jim Sabas	Public
Nathan Mathews	Public
Dean Uselman	Public
Bill Palmer	Private
Bruce Heilman	Private
Jon Vetter	Private
Bonnie Lampert	Private
Ronald Bieganek	Private
Daniel Beach	Private
William Stearns	Private
Terri Kobliska	Private
Virginia Knudson	Private
Mark Hanson	Private
Dan Bullert	Private
Rick Utech	Public
Scott Watland	Private
Tiffany Hirschey	Private
Frank Lamb	Private
Steve Hanson	Public
Bob Voss	Public

## 2014 CEDS Strategy and Resilient Region Project Planning Form – Review Committee

It should be noted that the CEDS Strategy Committee reviews all of the regions submittals for projects. Membership includes both private and public sector representatives, along with public leaders. Membership also comes from those populations traditionally considered to be under-represented. A list of members follows. This group convenes to review the project planning forms and to prioritize projects.

303.2 Strategy Committee means the committee or other entity identified by the Planning Organization as responsible for the development, implementation, revision or replacement of the CEDS for the Planning Organization.

303.6 (1) CEDS Strategy Committee. The Planning Organization must appoint a Strategy Committee. The Strategy Committee must represent the main economic interests of the Region, including the private sector, public officials, community leaders, private individuals, representatives of workforce development boards, institutions of higher education, minority and labor groups, and others who can contribute to and benefit from improved economic development in the relevant Region. In addition, the Strategy Committee must demonstrate the capacity to undertake a collaborative and effective planning process.

### **CEDS Project Review Committee 2014 – Strategy Committee**

#### **Private**

Bob McLean	Hunt Utilities Group, Community Leader
Stacey Stockdill	EnSearch Inc., Private Sector/Private Individual
Tim Rice	Lakewood Hospital, Private Sector/Healthcare
Jason Edens	Private Sector/Energy, Community Leader

#### **Public**

Katherine Machendanz	Todd County Public Health
Sandy Voigt	R5DC and Workforce Investment Board
Steve Voss	MNDOT
Larry Lundblad	Higher Education
Andrea Lauer	Public Official
Tad Erickson	CWC Planning and Zoning, Community Leader
Cheryal Lee Hills	R5DC, Community Leader

#### **Non-profits**

Carol Anderson	Morrison County EDO, practitioner
Sheila Haverkamp	Crow Wing County EDO, practitioner
Mark Hanson	Wadena County EDO, practitioner
Rick Utech	Todd County EDO, practitioner
Gail Levenson	Cass County EDO, practitioner
Jaime Villalaz	Latino EDO
Jennifer Bergman	HRA/ Housing
Pam Mahling	West Central Telephone, connectivity
Dank Frank	Initiative Foundation, philanthropic agency community leader
Todd Holman	Nature Conservancy/Natural Resources, Community Leader
Deanna Hemmesch	CMHP/Housing, Community Leader
Anna Gruber	NJPA/ Cities and Counties Specialist, Community Leader
Craig Nathan	Rural MN CEP/WIB
Chad Coquette	NJPA, Community Leader

The strategy committee is comprised of representatives from the Resilient Region Advisory Board to ensure connection of the CEDS to the HUD Sustainable Communities Regional Plan, the "Resilient Region Plan" as well as additional economic development practitioners, and private sector individuals.



