

**AGENDA
ECONOMIC DEVELOPMENT AUTHORITY
REGULAR MEETING
CITY OF WYOMING, MINNESOTA
MARCH 14, 2022
6:00 PM**

CALL TO ORDER:

CALL OF ROLL:

DETERMINATION OF A QUORUM:

PLEDGE OF ALLEGIANCE:

OPEN FORUM:

"An opportunity for members of the public to address the City Council on items on/or not on the current agenda. Items requiring Council action maybe deferred to staff or Boards and Commissions for research and future Council Agendas if appropriate. You will be limited to three (3) minutes and we ask that you conduct yourself in a professional, courteous manner, and refrain from the use of profanity. Failure to abide by this policy may result in the loss of your privilege to speak".

APPROVAL OF MINUTES:

1. To consider approving the minutes of the "Regular Meeting" of the Wyoming, Minnesota City EDA for January 10, 2022

NEW BUSINESS:

2. To consider a \$250.00 contribution from the Wyoming EDA to the Initiative Foundation
3. To consider a contribution of \$5,000 to a Hwy 8 Strategic Framework study to be completed by HGKi
4. Chisago County Labor Assessment Review
5. To discuss a 2022 Work Plan - Goals and Marketing for the Wyoming EDA

COUNCIL REPORTS:

ADJOURN

**UNAPPROVED MINUTES
ECONOMIC DEVELOPMENT AUTHORITY
REGULAR MEETING
CITY OF WYOMING, MINNESOTA
JANUARY 10, 2022
6:00 PM**

CALL TO ORDER:

CALL OF ROLL:

On a Call of the Roll the following members of the Wyoming EDA were present:

EDA Members: Mayor Iverson, Council Member Schilling, Mike Soule, Eddie Prigge and Alex Bulmer

Also Present: Robb Linwood - City Administrator and Nancy Hoffman – Chisago County HRA/EDA

ABSENT: Buccanero

DETERMINATION OF A QUORUM:

PLEDGE OF ALLEGIANCE:

OPEN FORUM:

“An opportunity for members of the public to address the EDA on items not on the current Agenda. Items requiring EDA action maybe deferred to staff for research and future EDA Agendas if appropriate.”

1. Consider approving the minutes of the “Regular Meeting” of the Wyoming, Minnesota City EDA for December 13, 2021

A MOTION WAS MADE BY EDA MEMBER SCHILLING SECONDED BY EDA MEMBER SOULE TO APPROVE THE “REGULAR MEETING” MINUTES OF THE WYOMING, MINNESOTA ECONOMIC DEVELOPMENT AUTHORITY FOR DECEMBER 13, 2021

Voting Aye: Iverson, Schilling, Buccanero, Bulmer, and Sicheneder

Voting Nay:

Abstain: Soule

SCHEDULED BID LETTINGS: NONE.

SCHEDULED PUBLIC HEARINGS: NONE

CONSENT AGENDA:

Items under the “Consent Agenda” will be adopted with one motion; however, council members may request individual items to be pulled from the consent agenda for discussion and action if they choose.

ACKNOWLEDGE RECEIPT OF REPORTS OF OFFICERS, BOARDS, COMMISSIONS AND DEPARTMENT HEADS:

COMMUNICATIONS:

2. EDA Pertinent Documents

OLD BUSINESS:

3. To recognize former EDA member Steve Sicheneder for his years of service to the

Wyoming EDA

The EDA expressed their gratitude for Mr. Sicheneder's years of service for the EDA.

NEW BUSINESS:

4. Vote and Assign EDA positions for 2022

A MOTION WAS MADE BY MEMBER SOULE, SECONDED BY MEMBER SCHILLING TO NOMINATE LISA IVERSON AS EDA PRESIDENT FOR 2022.

Voting Aye: Iverson, Bulmer, Prigge, Schilling, and Soule

Voting Nay:

Abstain:

A MOTION WAS MADE BY MEMBER SOULE, SECONDED BY MEMBER IVERSON TO NOMINATE MIKE SOULE AS EDA VICE PRESIDENT FOR 2022.

Voting Aye: Iverson, Bulmer, Prigge, Schilling, and Soule

Voting Nay:

Abstain:

A MOTION WAS MADE BY MEMBER SCHILLING, SECONDED BY MEMBER IVERSON TO NOMINATE ALEX BULMER AS EDA PRESIDENT PRO TERM FOR 2022.

Voting Aye: Iverson, Bulmer, Prigge, Schilling, and Soule

Voting Nay:

Abstain:

A MOTION WAS MADE BY MEMBER SCHILLING, SECONDED BY MEMBER IVERSON TO NOMINATE ANDREW BUCCANERO AS TREASURER, EDDIE PRIGGE AS ASSISTANT TREASURER AND ROBB LINWOOD EXECUTIVE DIRECTOR AND SECRETARY FOR 2022.

Voting Aye: Iverson, Bulmer, Prigge, Schilling, and Soule

Voting Nay:

Abstain:

5. EDA Meeting dates for 2022

The EDA meets on the 2nd Monday of each month at 6:00PM. Throughout the year sometimes federal holidays conflict with EDA meetings and per Minnesota Statute it is not allowable to meet on those days. This year the only date that conflicts with the EDA's normally schedule meeting is October 10, 2022 which identified as Columbus Day according the Federal Holiday Calendar. Staff is recommending that this meeting to Tuesday, October 11, 2022 in its place.

A MOTION WAS MADE BY MEMBER SOULE, SECONDED BY MEMBER BULMER TO APPROVE THE MEETING DATES FOR 2022.

Voting Aye: Iverson, Bulmer, Schilling, and Soule

Voting Nay:

Abstain:

6. To consider approving the City Administrator's attendance at the 2022 Economic Development Association Conference not to exceed \$500.00

A MOTION WAS MADE BY MEMBER SOULE, SECONDED BY MEMBER BULMER TO APPROVE THE ATTENDANCE OF CITY ADMINSTRATOR ROBB LINWOOD AT THE 2022 EDAM WINTER CONFERENCE.

Voting Aye: Iverson, Bulmer, Schilling, and Soule

Voting Nay:

Abstain:

7. To begin discussions for 2022 Goals for the Wyoming Economic Development Authority

The EDA discussed the potential goals of 2022. The Selling of the city property was a success. They discussed school districts, available land. The EDA identified the following after discussion:

1. Look for opportunities for new businesses that fit in Wyoming
2. Business Recruitment/Retention
3. Marketing Plan
4. Review remaining land opportunities for development near I-35 and potential areas for Hwy

ADJOURN

A MOTION WAS MADE BY EDA PRESIDENT IVERSON ADJOURNED THE JANUARY 10, 2022 "REGULAR MEETING" OF THE WYOMING, MINNESOTA ECONOMIC DEVELOPMENT AUTHORITY MEETING AT 6:49PM

Voting Aye: Iverson, Bulmer, Schilling, and Soule

Voting Nay:

Abstain:



Request for EDA Action

Date: February 11, 2022

Presented to: EDA Members

Presented by: Robb Linwood, City Administrator

Department: Administration

Reference: Initiative Foundation Request

Method: New Business

Background Information:

The Wyoming EDA annually makes a contribution to the Initiative Foundation. For 2022 the Initiative foundation has made a funding request of \$250.00

Recommendation: To contribute \$250.00 to the Initiative Foundation for 2022

(320) 632-9255
405 First Street SE
Little Falls, MN 56345



ifound.org

June 9, 2021

Robb Linwood, City Administrator
City of Wyoming
PO Box 188
Wyoming, MN 55092-0188

Dear Mayor Iverson, City Council and Mr. Linwood,

For 35 years, the Initiative Foundation has focused on building strong local economies, vibrant communities, and a lasting culture of generosity in Central Minnesota. Our grant-making, lending, and programmatic activities support for-profit and nonprofit business growth, empower new entrepreneurs, address workforce shortages, and increase access to quality childcare for the region's workforce.

In Chisago County, we have provided a total of \$1,693,781 in grants to support nonprofit organizations and local government projects, as well as \$1,998,950 in business loans to secure 423 quality jobs.

In response to the COVID-19 crisis, the Foundation moved quickly to aid our local economies. In partnership with DEED, MDE, and many regional funders, the Foundation provided \$9,090,586 in emergency relief grants and \$1,340,000 in emergency relief lending throughout our 14-county region. These actions, along with our traditional community and economic development services, made 2020 our most impactful year ever, with total regional grantmaking approximately 5x a typical year.

The Foundation has historically generated a substantial return on the investment as local contributions make it possible for us to leverage additional resources from sources outside Central Minnesota. For every dollar we raise locally, we return an average of \$3.84 to the communities we serve in the form of grants, loans, and scholarships.

Financial support from cities and counties increases our capacity to spur economic development, creating and maintaining quality jobs in the region. We sincerely appreciate your past investment and look forward to your continued support in 2022.

We respectfully request that you consider allocating \$250 to the Initiative Foundation in your 2022 budget.

Please contact us if you have any questions or to request a presentation. We can present in person or facilitate an online option. If possible, after your budget for 2022 is finalized, please let us know your decision by signing and returning the enclosed confirmation form. Thank you for your consideration!

All the best,

Matt Varilek
President

Carl Newbanks
Grants and Development Manager

The Initiative Foundation is a 501c(3) nonprofit organization. All contributions to the Foundation are tax-deductible to the extent allowed by law. The Foundation owns and manages all financial contributions for the benefit of communities served in the 14-county region of Central Minnesota.



Powering Possible

Equal opportunity lender, provider and employer.

Page 6 of 70



Initiative Foundation at work in **CHISAGO COUNTY**

\$504,861

in local donations to the Initiative Foundation.

\$4.1 MILLION

returned to Chisago County in grants and loans.

Our Mission:

To empower people throughout Central Minnesota to build a thriving economy, vibrant communities and a lasting culture of generosity.

405 First Street SE
Little Falls, MN 56345
(877) 632-9255
ifound.org



Powering Possible

Return on Investment

For every local dollar contributed, the Initiative Foundation has invested **\$8.16** back into Chisago County.

Economic Impact

[1986 to present]

- Awarded 197 grants totaling **\$1.69 million**
- 38 loans totaling **\$2 million**
- Created or retained **423 quality jobs**
- **\$14.75 million** in outside capital leveraged
- Hosted **3** Partner Funds

CHISAGO COUNTY Investment Highlights

For a full listing of Initiative Foundation investments in Chisago County, Contact us at (877) 632-9255.

Grants Thriving Economy, Thriving Communities

Family Pathways	Food access in East Central Minnesota
The Cub Club Daycare	Essential worker & child care relief
Central Minnesota Housing Partnership	Willow Grove supportive housing development
Chisago County Economic Development Authority	Economic development strategizing during COVID-19 and beyond
Trinity Lutheran Church of North Branch	Viking Vittles food programs for school-age children
North Branch School District	School-age child care during COVID-19 pandemic

Business Financing Local Ownership, Quality Jobs

Deutschland Meats, Lindstrom	Service
Lakes Brewing Company, Chisago City	Brewery
Gustaf's Up North Gallery, Lindstrom	Retail

Charitable Funds Activating Generosity

Manufacturing Fund of Central Minnesota | Chisago Lakes ABC Initiative Fund | Betty and Larry Nelson Family Fund

Community Action The Power of Partnership

- Viking Vittles, coordinated by Trinity Lutheran Church in North Branch, is tackling local food insecurity by distributing take-home food to North Branch-area students for weekends and summer months. With grant support from the Initiative Foundation, an average of 125 backpacks containing two breakfasts, lunch and snack items were distributed weekly during summer 2020. A Care Closet has been added where kids can shop for food and other essential items to bring home.
- From firefighters to mental health professionals to public safety employees, essential workers made and continue to make important contributions during the COVID-19 pandemic. With support from an Initiative Foundation grant, staff with the North Branch school district's Youth Connections program were able to provide free care to the children of essential workers. The program is located in the North Branch Area Education Center and provides a safe and nurturing environment for youth.
- Being read to as a young child results in higher reading scores throughout elementary school. East Central Regional Library wants to make sure Central Minnesota kids are on track. With grant support from the Initiative Foundation, the 1,000 Books Before Kindergarten program is proving to be successful. Participants celebrate with prizes and events throughout the year.



Request for EDA Action

Date: February 11, 2022

Presented to: EDA Members

Presented by: Robb Linwood, City Administrator

Department: Administration

Reference: Hwy 8 Study Funding Request

Method: New Business

Background Information:

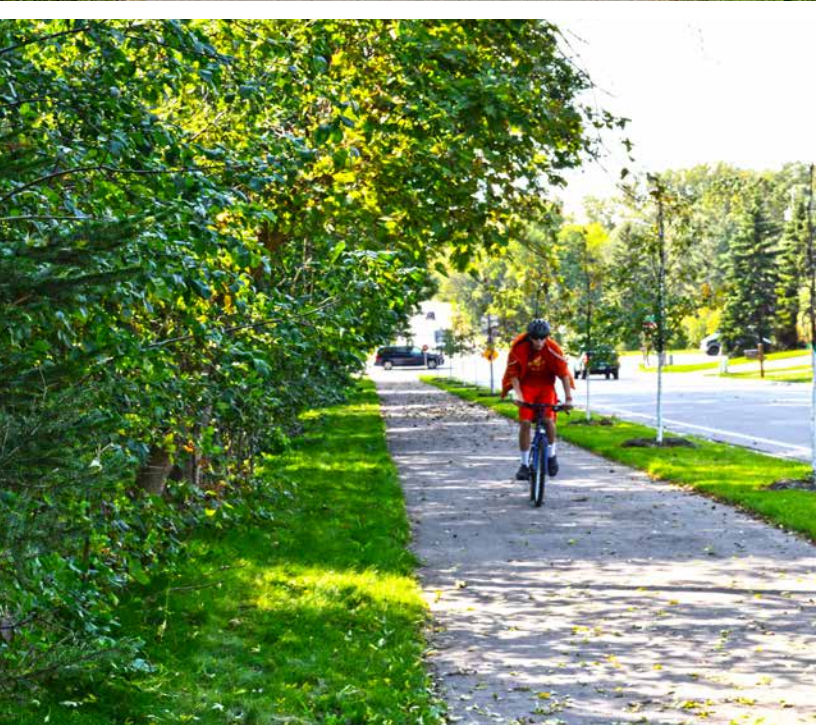
The Chisago County HRA-EDA solicited proposals for planning services for Hwy 8. Chisago County has been leading a project to identify a long-term solution to improve safety and mobility along US Highway 8. A project team is looking at options for a new corridor design, for safety and mobility while taking pedestrians and bicyclist needs into consideration. Plans for a safer, friendlier Highway 8 are underway. It is anticipated that the reconstruction will attract additional housing, commercial and industrial development. The question is how the highway reconstruction will affect the land use and how we can proactively plan together for strategic growth along the corridor.

The project area comprises the communities along US Highway 8 including Wyoming, Chisago City, Lindstrom, Center City, Shafer and Taylors Falls along with the townships of Chisago Lake, Franconia, and Shafer. Based on the work that has been completed for reconstruction of US Highway 8 and city/county comprehensive plans, they were seeking a consultant to provide planning services to consider a strategic framework, land use options and recommendations along the US Highway 8 corridor including retail hubs, industrial parks, housing, bike/pedestrian trails, infrastructure, and highway safety options. The intent of the project is to provide an overarching plan and recommendations for the corridor. The plan will be a tool for the county, cities, and townships as they consider developments along the corridor; promote collaboration among the communities; and to aid in fundraising for the highway reconstruction, infrastructure, bike trails, or other amenities along the corridor.

We did receive four proposals from different consultants for the project. After considerable discussion and review HGKI was selected as it was determined that they had performed significant work in the corridor previously, the substantial experience of the firm with similar projects and the detailed and thoughtful scope they presented for this project. The proposal has been attached for review.

As part of the study the Wyoming EDA would be a stakeholder and be able to provide feedback for the project. The cost of the study is \$38,000 and the Chisago County HRA/EDA has pledged \$18,000 to the study and will be seeking a grant from the Initiative Foundation from \$5,000 to \$10,000. The Chisago City EDA has pledged \$5,000 for the study and the City of Lindstrom has contributed \$1,000. The Chisago County HRA/EDA anticipates that the cities of Shafer, Center City and Taylors fall may participate as well. The City of Wyoming and Chisago City are the two cities that will receive the most benefit from the study and the county has asked if the Wyoming EDA will also pledge \$5,000 to the study.

Recommendation: To consider a contribution of \$5,000.00 from the Wyoming EDA to the Hwy 8 study to be completed by HKGI.



PROPOSAL AND QUALIFICATIONS FOR PLANNING SERVICES

HIGHWAY 8 STRATEGIC FRAMEWORK

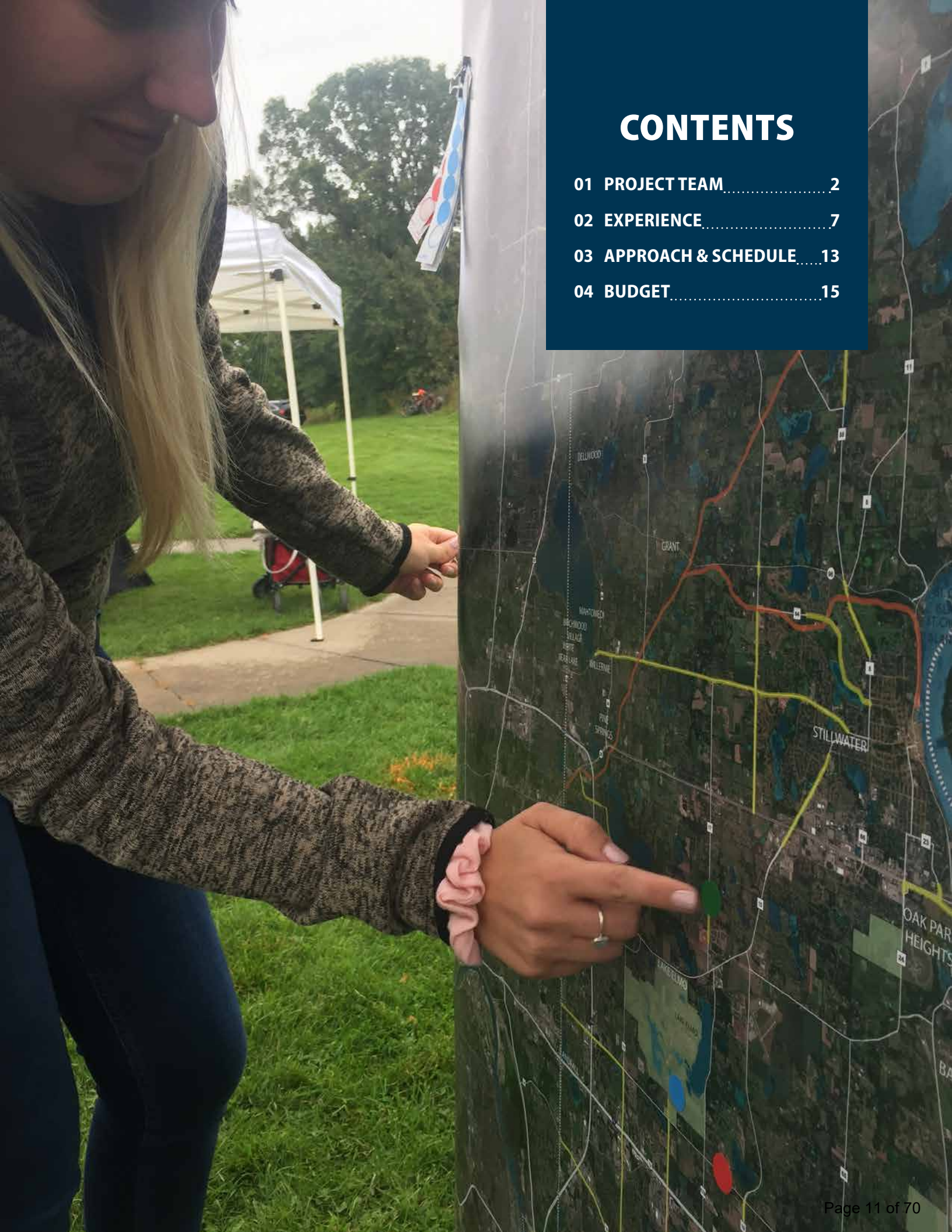
CHISAGO COUNTY, MINNESOTA



Prepared by HKGi
January 21, 2022

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**CREATING PLACES THAT
ENRICH PEOPLE'S LIVES**

January 21, 2022

Nancy Hoffman, Executive Director
Chisago County HRA-EDA
38871 7th Avenue
PO Box 815
North Branch, Minnesota 55056

Dear Ms. Hoffman and Members of the Selection Committee,

For forty years HKGi has provided planning services to public sector clients throughout the state, and since the firm's establishment land use planning services have been at the heart of our practice. We have helped dozens of communities understand the potential development and land use impacts associated with a host of evolving conditions, including highway and infrastructure improvements, growth pressures, changing economic conditions, and shifting demographics. HKGi's approach emphasizes exploring with the client and stakeholders as broad a set of potential scenarios and impacts as possible and discussing the advantages and disadvantages of them so that the land use plan that emerges is based on a thorough consideration of the issues and can serve as an effective guide for future decision makers and County staff.

Oftentimes these planning initiatives not only require input from community members and stakeholders likely to be directly impacted by any land use and infrastructure changes, but also require collecting input and promoting a shared vision across multiple governmental agencies. The Highway 8 Strategic Framework project will involve participation not only from Chisago County but from multiple cities and townships within the corridor. HKGi's planners are experienced at navigating projects involving several players, and at providing leadership to facilitate the creation of a shared vision and consensus for how to move forward.

As the qualifications section of this proposal demonstrates, HKGi has assisted many communities throughout the region in creating corridor and redevelopment plans that address land use, zoning, design, transportation, and connectivity issues. We strive to arm our clients with feasible, action-oriented plans and tools that match the community's vision and values and put the community in position to get the most benefit out of the changes it will experience in the future.

I will serve as Project Manager for the Highway 8 Strategic Framework project. For the past six years I have provided planning services to the City of Lindström and have developed a strong understanding of the corridor. Bryan Harjes will serve as the Principal in Charge and will provide outstanding leadership for the concept exploration of the project. If you have any questions about our proposal or would like to discuss this project in greater detail, don't hesitate to contact me at 612-252-7135 or via email at rita@hkgi.com. I look forward to speaking with you.

Sincerely,

A handwritten signature in black ink that reads "Rita Trapp".



Rita Trapp, AICP
Project Manager | Associate



612.252.7135



rita@hkgi.com

PROJECT TEAM



HKGi

HKGi was established in 1982 to provide community-based planning and landscape architecture services to clients throughout the Upper Midwest.

Our objective is to help clients build great places for people to live, work, and play. We achieve this objective by using a community-based approach that emphasizes listening to the ideas, needs, concerns and desires of community stakeholders, and then using that input as the foundation for our planning and design work.

Regardless of whether we are developing a comprehensive plan, creating a redevelopment master plan, or designing a key community amenity, our planning and design process emphasizes collaboration, listening to the community, exploring potential options with them, and creating plans and designs that are feasible, action-oriented, and inspire long-term community support for future implementation initiatives.

Resumes for each staff member are included on the following pages.



Planning
Landscape Architecture
Urban Design



612.338.0800



www.hkgi.com



800 Washington Ave. N., Suite 103
Minneapolis, Minnesota 55401

4 Certified Planners

9 Licensed Landscape Architects

7 Planners/Urban Designers

1 Communications Staff



COLLABORATE
LISTEN
EXPLORE
CREATE



Rita Trapp

AICP

Associate

 612.252.7135

 rita@hkgi.com

Rita will be the Project Manager for the HKGi team and will provide leadership for the engagement and the overall planning process.

She blends technical planning knowledge with exceptional communication and management skills to provide her clients with outstanding project leadership and efficient stakeholder engagement processes that result in planning strategies that reflect the community's values and needs.

Rita brings both breadth and depth of planning experience to this project. She has conducted more than two dozen high level land use and comprehensive plans, and has also conducted zoning ordinance and development review planning services. This experience means that she understands the impact that long-range planning direction and implementation policies can have on the community development process.

Rita also has worked with several municipal and county clients to develop grant applications. She has helped more than a dozen local government agencies secure over \$21 million in grant funding.

Relevant Project Experience

- » Land Use, Growth Area, Downtown, and General Planning Services | Lindström, MN
- » Downtown Plan | Forest Lake, MN
- » Western Shakopee/Jackson Township Land Use Master Plan | Shakopee, MN
- » Trunk Highway 14 Corridor Study | Minnesota Department of Transportation
- » Highway Corridors Transition Study | Shoreview, MN
- » NE Land Use Study | Eagan, MN

Years of Experience: 20

Education

B.S., Land Use Geography and Economics,
University of Wisconsin-Eau Claire

Registration

American Institute of Certified Planners -
Cert. #021555

Awards

2018 MN APA Excellence in Community
Engagement Award - Chanhassen Parks and
Recreation System Plan

2017 National APA President's Council
Leadership Award

2009 ASLA-MN Honor Award for Planning
and Research - Saint Paul Park and
Recreation Vision Plan



Bryan Harjes

PLA, LEED AP

Vice President

612.252.7124

bryan@hkgi.com

Bryan will design and land use planning leadership for this project and will play a critical role in exploration of potential land use and development concepts throughout the corridor.

Bryan's involvement in numerous award-winning projects attests to his expertise and creativity as an urban designer. He emphasizes high quality solutions that fulfill community needs such as enhancing connectivity and promoting sustainability and market and fiscal viability.

His creativity and ability to lead and facilitate idea generation are particularly effective in public workshop and charrette environments. His ability to work with the group to transform ideas into drawings enables participants to envision and evaluate potential development scenarios.

His participation in this project will enable Chisago County and its agency and community stakeholders to develop an in-depth understanding of the planning factors that will impact future development throughout the corridor.

Relevant Project Experience

- » CR50 Corridor Development Study | Lakeville, MN
- » County Road 101 Business Development Plan | Shakopee, MN
- » Northwest Small Area Plan | Inver Grove Heights, MN
- » Downtown Design Study | Lindström, MN
- » Downtown Plan | Forest Lake, MN
- » Rice Street Corridor Visioning | Ramsey County, MN
- » Highway Corridors Transition Study | Shoreview, MN
- » 105th Avenue Growth Area Plan | Maple Grove, MN

Years of Experience: 22

Education

Master of Landscape Architecture and
Bachelor of Environmental Design,
University of Minnesota

Registration

Landscape Architect, Minnesota, License No.
42954

Awards

2021 ASLA-MN Honor Award for Planning
and Urban Design - Minnehaha Parkway
Regional Trail Master Plan

2018 ASLA-MN Merit Award for Planning
and Urban Design - St. Louis River Estuary
National Water Trail Master Plan - Duluth-
Superior

2016 AIA Minneapolis Preservation Award
- Minnehaha Park Refectory Renovation,
Minneapolis

2015 ACEC-MN Engineering Excellence
Honor Award - Buffalo Commons, Buffalo,
MN

2014 APA-IA Innovation in Economic
Planning and Development Award - Merle
Hay Road Gateway Redevelopment Master
Plan, Johnston, IA



Lance Bernard

Associate

 612.252.7133

 lance@hkgi.com

Years of Experience: 19

Education

B.S. Community Development/Urban Affairs,
St. Cloud State University

Memberships/Affiliations

Legislative and Law Committee Co-Chair
for the Minnesota Chapter of the American
Planning Association

Engagements

Shared Parking: How Does it Work? –
Railvolution Conference, Denver, Colorado
(2017)

TOD and Districtwide Parking Forum –Metro
Transit (2016)

Comprehensive Planning and Public Health
Community Workshop – City of Eau Claire,
Wisconsin (2013)

Integrating Public Health Into the Planning
Process Trainings– Minnesota Department
of Health (2009 – 2011)

Lance will provide expertise related to bicycle-pedestrian and transportation planning. He will also provide important planning context related to his previous work on planning initiatives in Chisago County.

Lance's passion for serving communities is evident in his approach to collaboration and engagement with clients and stakeholders. The breadth of Lance's work has touched on all aspects of planning, including comprehensive plans, bicycle-pedestrian planning, long-range transportation plans, parking studies, downtown master plans, and assisting communities with implementation and funding for improvement projects.

In his work, Lance uses his data collection and analysis skills to ensure that planning initiatives have a strong evidence-based foundation, and he emphasizes creating plans with clear and effective implementation strategies. In recent years, he has used his grant writing skills to help his clients secure over \$250 million in grant dollars.

Relevant Project Experience

- » Bicycle-Pedestrian Plan | Washington County, MN
- » Shape Stearns 2040 Comprehensive Plan | Stearns County, MN
- » Land Use Plan | Foley, MN
- » Land Use Plan | Kanabec County, MN
- » Downtown Design Study | Lindström, MN
- » Hwy 25/10 Interchange | Sherburne County, MN
- » *Long Range Transportation Plan and Highway Development Review Manual | Chisago County, MN

**Project completed for previous employer*



Grace will provide design support including visualization and graphic design services.

She is a licensed landscape architect whose skills and experience include site and planting design, master planning, community engagement, graphic design, and visualization. She has provided design support for a corridor study in White Bear Lake and has also provided landscape architecture service on several park and site design and park system planning projects while at HKGi, including projects in Rochester, Hutchinson, St. Francis, and Rice County.

Grace brings an outstanding skill set to her project work including 3D visualization, digital illustration, and hand illustration, all of which enhance the capacity to create compelling visual communications materials for engagement and implementation efforts. She also has experience as a project manager and brings a collaborative spirit to the planning and design process.

Relevant Project Experience

- » Arts, Culture, Education Corridor Study | White Bear Lake, MN
- » Fire Station Site Design | Apple Valley, MN
- » SHIP Grant Writing | Anoka and Dakota Counties, MN
- » Downtown Development Review | Chanhassen, MN
- » Splash Pad Concept Plan | Hutchinson, MN
- » Park System Plan | Rice County, MN
- » Soldiers Field Master Plan | Rochester, MN
- » Park System Plan | St. Francis, MN

Grace Chryssomallis

PLA

Landscape Architect

612.252.7131

grace@hkgi.com

Years of Experience: 6

Education

Master of Landscape Architecture, University of Minnesota

Bachelor of Environmental Design, University of Minnesota

Registration

Landscape Architect, Minnesota
License No. 59088

Professional Awards

2019 Placemaking Award of Excellence -
Visionary Place Award for Stewart Indian
School Master Plan, ULI Nevada

Personal Accomplishments

2015 Student Commencement Speaker,
College of Design Bachelor's Graduate with
Distinction

Dean's List: Fall 2009, Fall 2010-Spring 2012,
Spring 2013

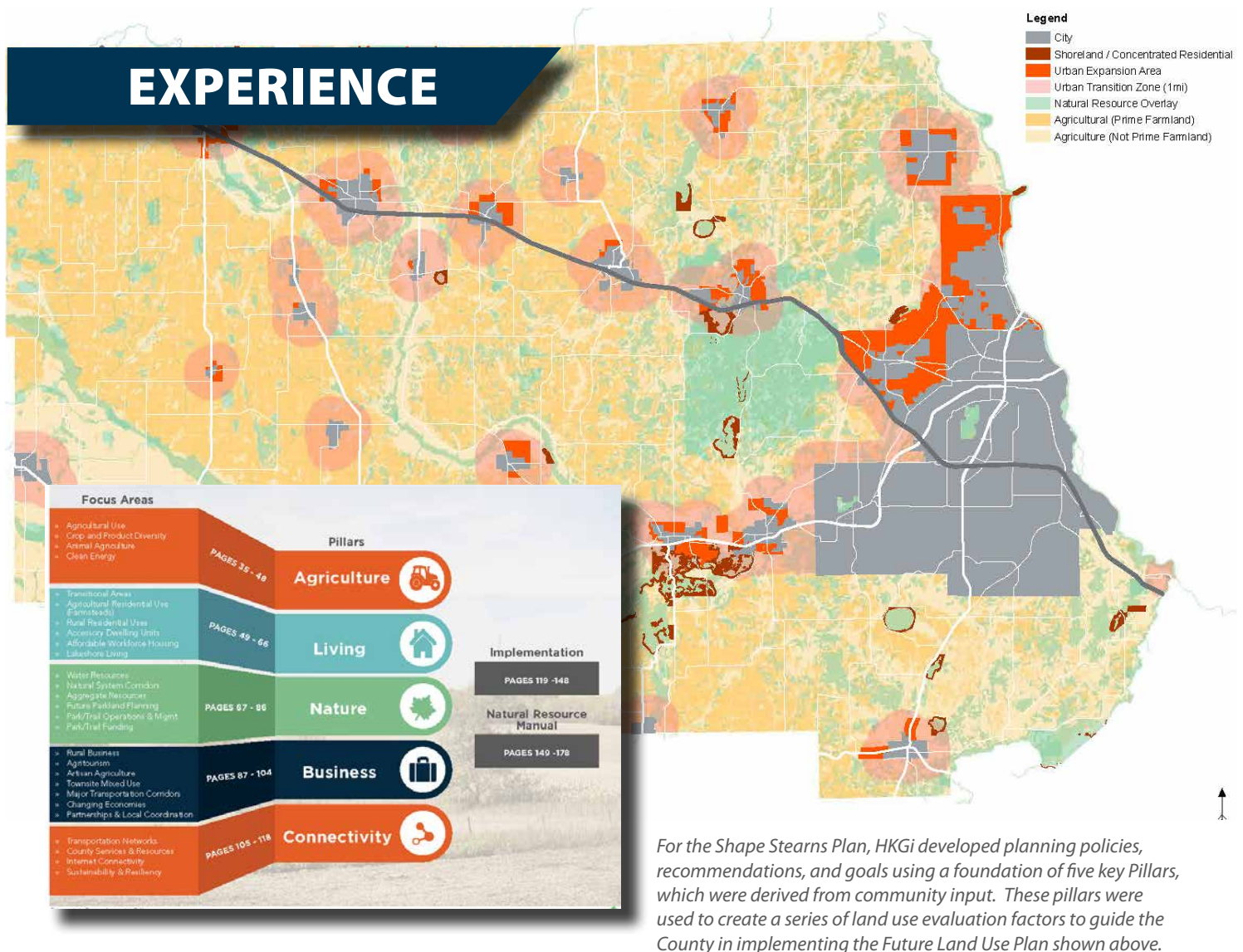
Professional Activities

Women in Landscape Architecture, MN
Chapter Co-Chair

Kimley-Horn Diversity & Inclusion
Committee Co-Chair

U of M Student Mentorship Program Mentor

EXPERIENCE



For the Shape Stearns Plan, HKGi developed planning policies, recommendations, and goals using a foundation of five key Pillars, which were derived from community input. These pillars were used to create a series of land use evaluation factors to guide the County in implementing the Future Land Use Plan shown above.

Shape Stearns 2040 Comprehensive Plan

Stearns County, Minnesota - HKGi led the planning process to update the county's Comprehensive Plan, which included a robust public engagement effort featuring visual communications, branding, and the creation of a user-friendly online plan that substantially improves accessibility of the plan for all residents and stakeholders. The plan is built around a framework of five pillars that the community indicated were key to planning for a predominantly rural county: Living, Agriculture, Nature, Business, and Connectivity. Elements typically found in comprehensive plans, such as Land Use, Transportation, and Parks are integrated throughout each of the chapters and are considered for the ways in which they impact each of the Pillars.

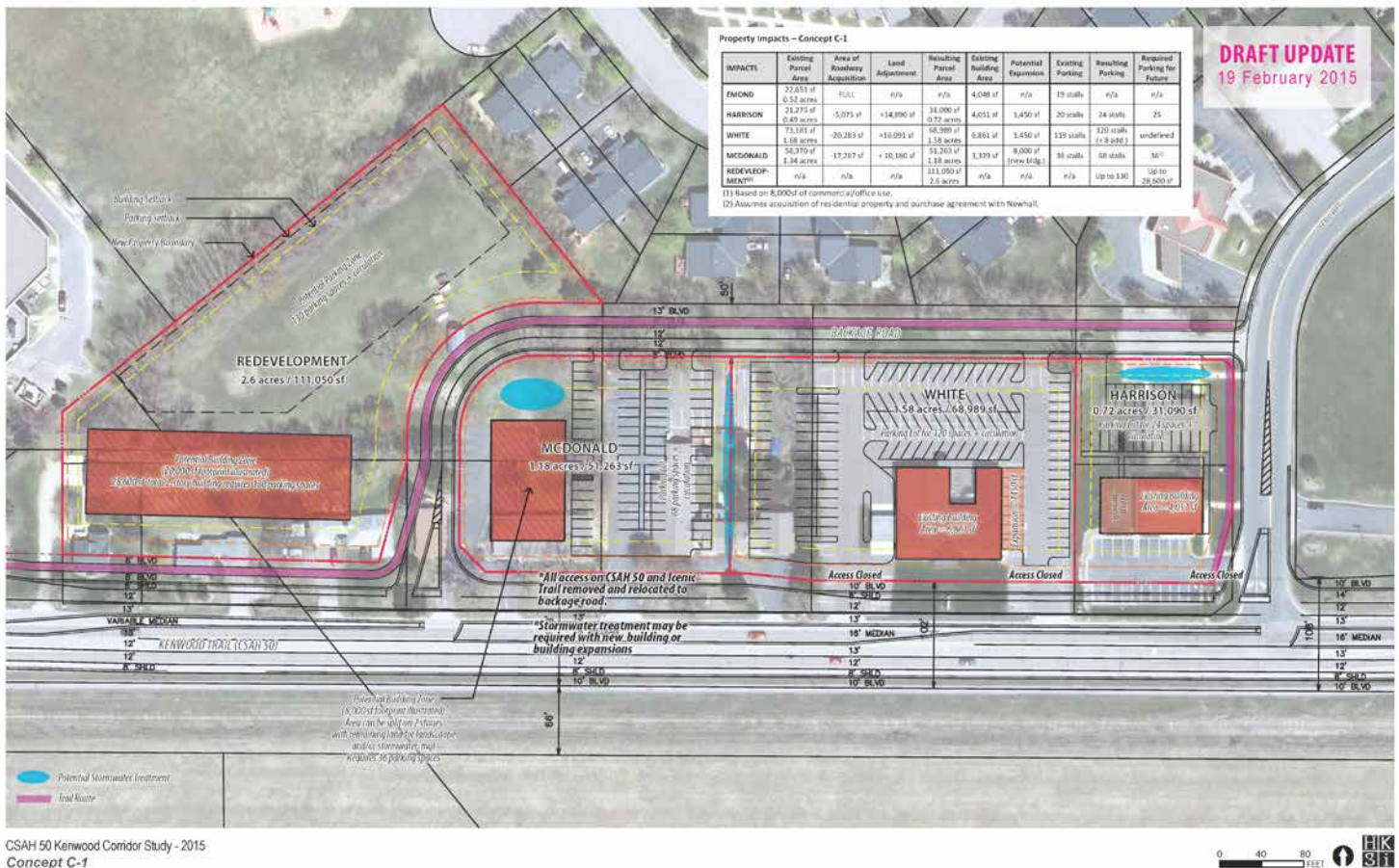
Land Use in the Plan includes a detailed series of evaluation factors to help guide County staff and leadership as they make future decisions regarding development throughout the county. This format also enables more direct discussion and consideration of the ways in which land use, transportation, parks and trails, economic development, natural resources, and other forms of connectivity impact one another.

REFERENCE

Angie Berg, Land Use Division
Supervisor
Stearns County
320-656-3613
angie.berg@co.stearns.mn.us

Recent County & Greater Minnesota Comprehensive and Land Use Plans

- » Kanabec County Land Use Plan
- » Benton County Comprehensive Plan
- » Dakota County Comprehensive Plan
- » Foley Land Use Plan
- » Sauk Rapids Comprehensive Plan
- » St. Michael Comprehensive Plan
- » Kasson Comprehensive Plan



CR50 Economic Development Study

Lakeville, Minnesota - HKGi conducted the work of a consultant team on this study, which explored redevelopment opportunities and potential site configurations for key parcels along CR50 in preparation for reconstruction into a four-lane divided roadway. The team reviewed current zoning and land uses; identified potential redevelopment opportunities; explored traffic, circulation and stormwater impacts for potential site configurations; provided roadway expansion cost estimates; and identified phasing strategies and funding mechanisms.

The preferred concept featured restricting access from CR50 and providing access via a new backage road behind several key parcels. A trail connection would be accommodated along the backage road and site reconfigurations would improve on-site circulation and parking. Acquisition of several parcels by the City would also facilitate a larger redevelopment project at the west end of the project area.

Other key findings included quantifying parking impacts and needs; building square footage impacts; and property acquisition needs for each of the three different scenarios the team explored.

HIGHLIGHTS

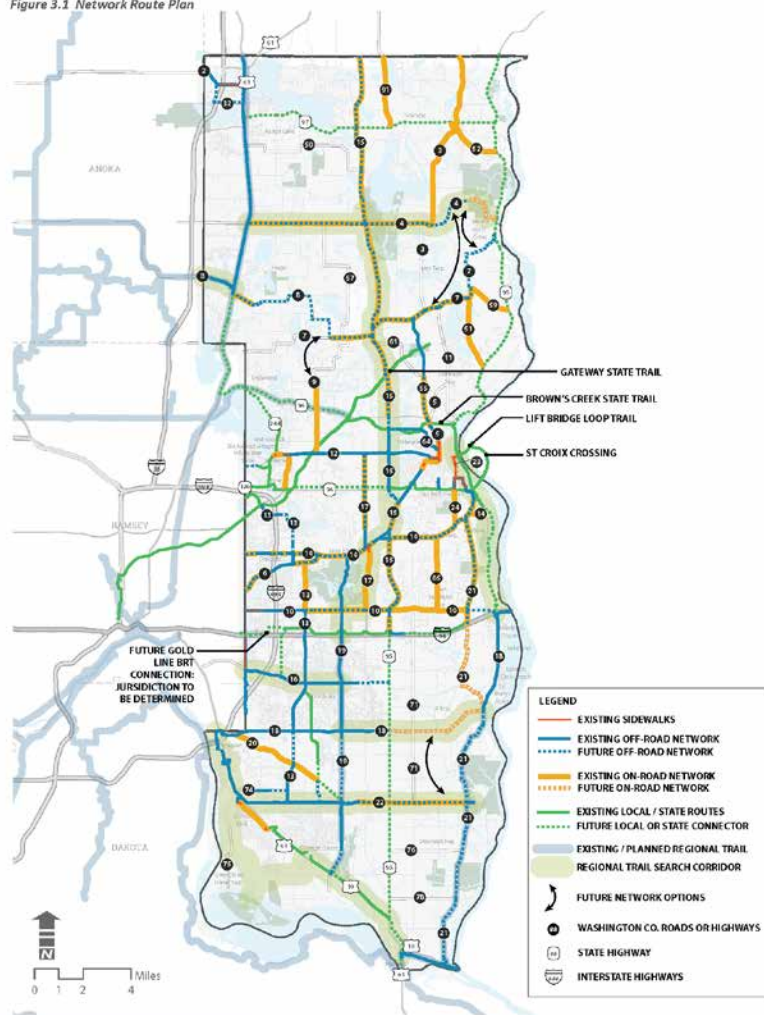
Proactive engagement effort included meeting with the property owners and neighborhood, commercial, and civic stakeholders.

Detailed site studies identified potential impacts in a variety of areas such as parking, access, circulation, and property acquisition

REFERENCE

Dave Olson, Director
Community and Economic
Development
City of Lakeville
dolson@lakevillemn.gov
952-985-4421

Figure 3.1 Network Route Plan



3-2 **move** WASHINGTON COUNTY BIKE AND PEDESTRIAN PLAN



Engagement included pop-up surveys, online interactive input, and awareness campaigns to spark interest and solicit greater input for planning efforts.

County Bike and Pedestrian Plan

Washington County, Minnesota - HKGi led the development of a Bicycle and Pedestrian Plan that will guide future investment decisions and prioritize initiatives to improve and enhance the County's bicycle and pedestrian network. In the initial phase of the project the planning team collected input from stakeholders from across the County. Engagement activities included pop-up meetings at community events such as the Tour de Hugo and a local bluegrass festival.

The planning team also conducted a detailed existing conditions analysis, which included analyses of Level of Comfort, trip orientation-destination, demographic/population trends, crash data, and demand.

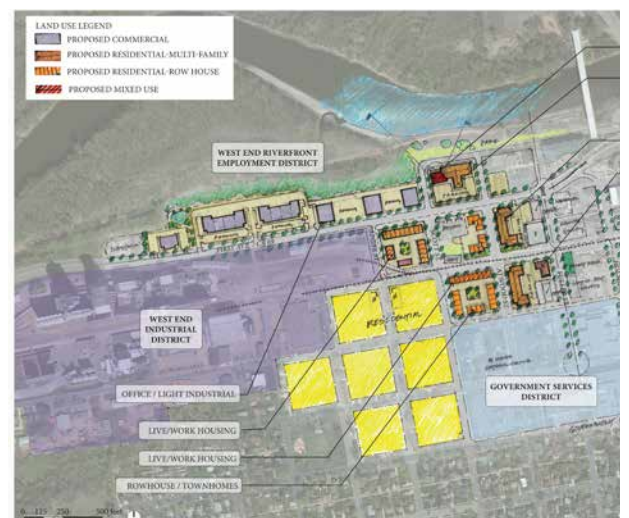
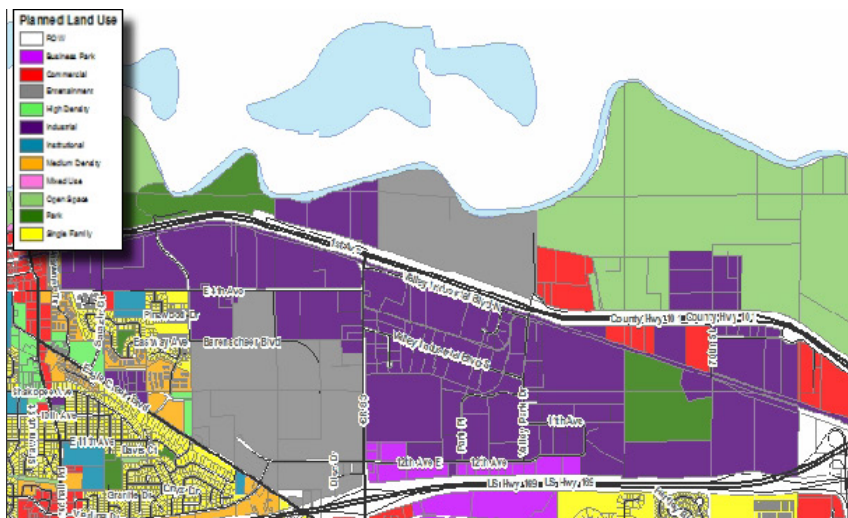
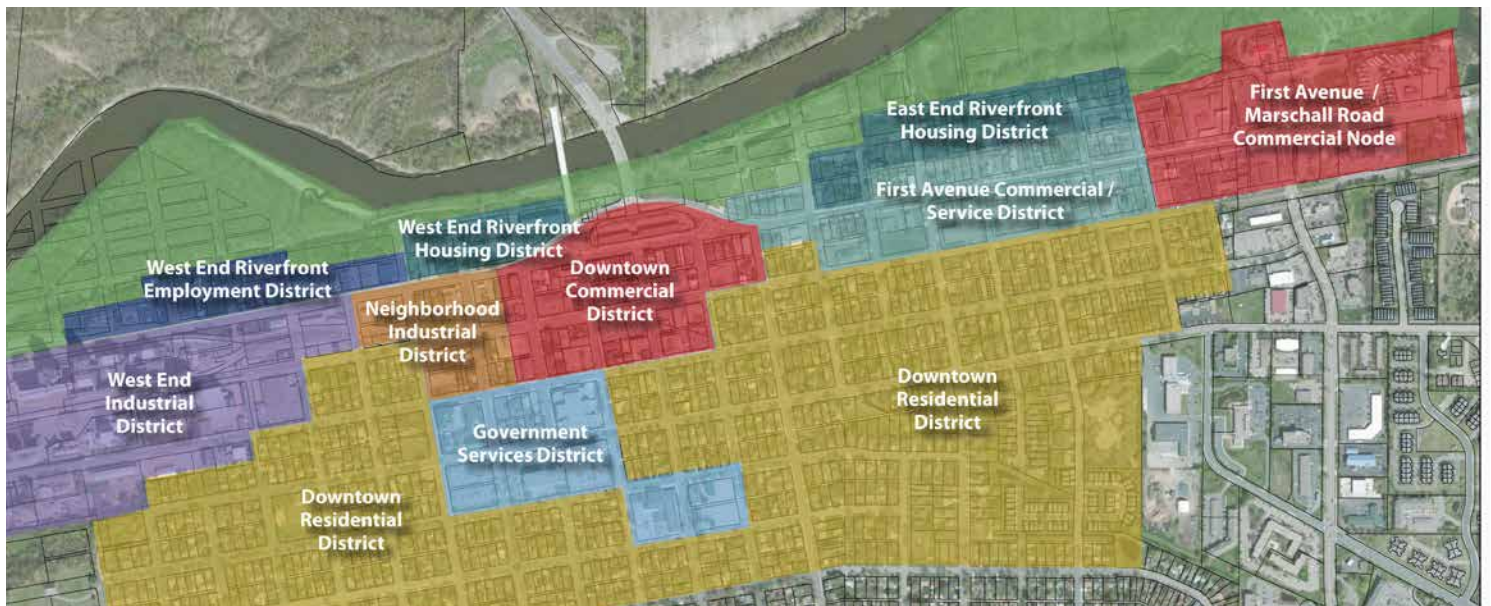
Following the initial phases, HKGi's planners used field work and GIS data to identify a hierarchy of existing routes and trails and also identified recommended new or improved routes. For each route the planning team also identified roadway, waterway, and rail crossings and safety treatments for each. Several regional trail search corridors were also identified along with recommended improvement projects prioritized by low cost/high benefits and those that will have the greatest impact on safety and usage of the network.

REFERENCE

Emily Jorgensen, Project Manager
Washington County
651-430-4338
emily.jorgensen@co.washington.mn.us

Recent Bike-Ped and Trail Plans

- » Woodbury Bike-Ped Plan
- » Farmington Bike-Ped Plan
- » Wright County Great River Regional Trail
- » Tri-City United Schools Czech Heritage Trail
- » Otter Tail County-Fergus Falls Glacial Edge Trail
- » E. Central Wis. Fox Cities to High Cliff Trail
- » Dakota County Greenways



CSAH 101 Corridor Marketing Plan

Shakopee, Minnesota - With the construction of the Highway 169 bypass south of Shakopee, traffic levels have dropped throughout the 101 corridor and many businesses have relocated or disappeared. HKGi worked with an engineering sub consultant to facilitate a transportation and land use corridor study to provide a vision for the future of the corridor from the high-speed highway landscape at the corridor's east end through its historic downtown at its western end.

The primary objective of the project was to explore a variety of roadway designs and corresponding future land uses for the corridor and build consensus among City, County, task force and public stakeholders for a future land use and development vision. The consultant team created redevelopment concepts for the two areas, the eastern highway and the western historic downtown. The plan included detailed priority action steps that outlined responsible parties for implementation, potential funding sources, and a listing of general cost expectations. The plan also included a decision-making checklist to help community planners and other leaders evaluate future development and redevelopment proposals.

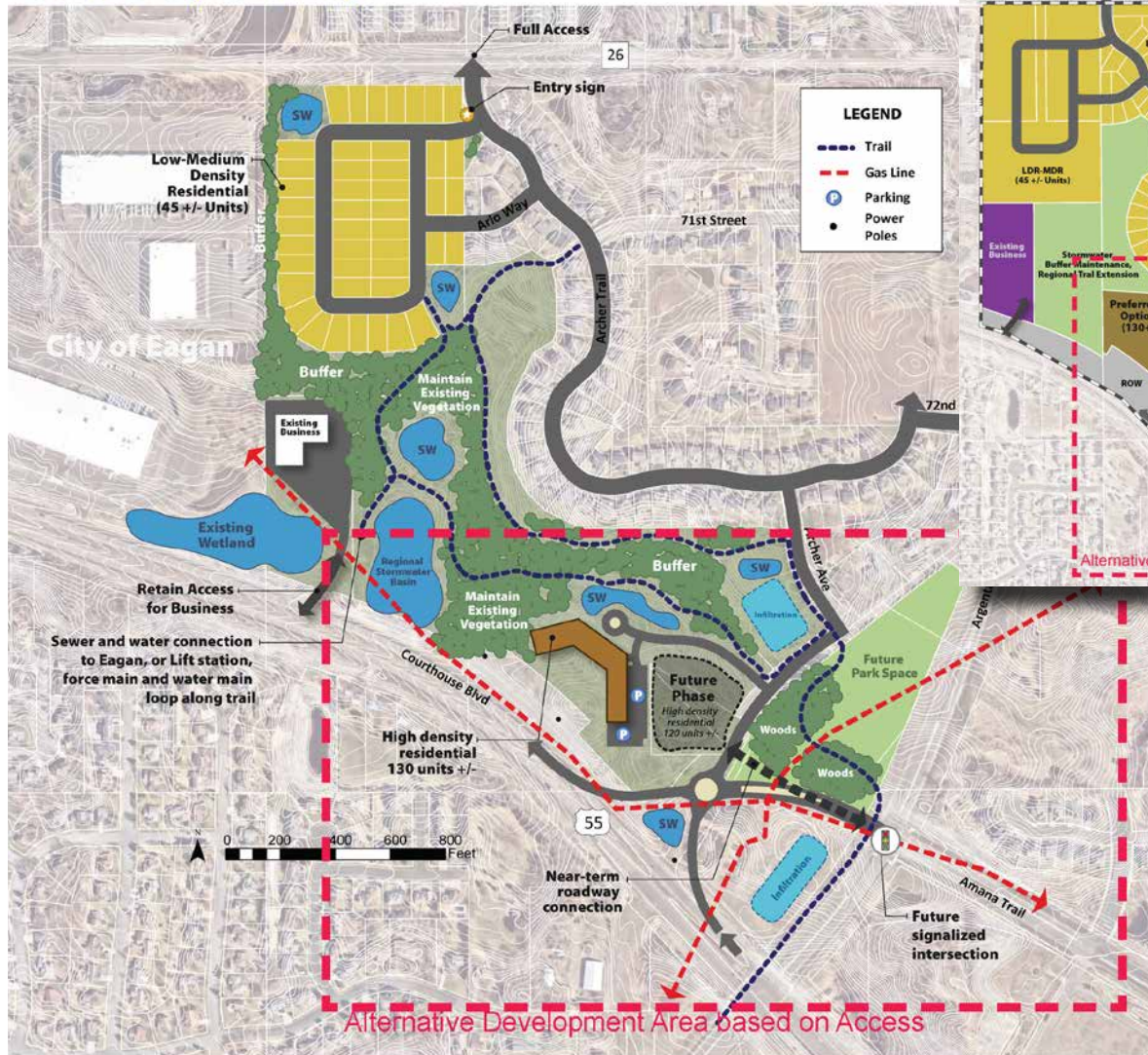
HIGHLIGHTS

Addresses land use and connectivity improvements through a corridor that includes highway, industrial, and downtown commercial development

Planning and engagement involved multiple stakeholders agencies at the County and City levels in addition to members of the general public, landowners, and business owners

Plan included strategies to guide land use but also to guide economic development and business outreach and marketing efforts

Preferred Development Concept



Small Area Neighborhood Planning

Inver Grove Heights, Minnesota - HKGi completed two small area planning studies for the City of Inver Grove Heights and its Northwest Planning Area, an environmentally sensitive area that presents challenges to development and the provision of adequate infrastructure. The first planning area consists of approximately 100 acres bounded by roadways to the east and south, the City of Eagan to the west, and a single-family neighborhood to the north. The planning team's challenge has been to identify a financially feasible development mix while providing adequate storm water treatment features, and parks and trails to serve the new and existing adjacent neighborhoods. Transportation access was key to enhancing financial feasibility for this area.

The second planning area is also approximately 100 acres in the Northwest Planning Area. The planning team's challenge in this area is to identify a development mix that will maximize City investment in the area, accommodate storm water management within a context of expanded roadways, and identify strategies for creating marketable development within a context of competing land uses.

HIGHLIGHTS

Small area planning for two 100-acre parcels of predominantly privately-owned land

Develop a storm water strategy for each parcel within a context of challenging topography and development constraints

Identify strategies for creating a desirable, marketable development program adjacent to competing land uses

Extensive engagement with land owners and surrounding neighborhoods

REFERENCE

Heather Rand, Executive Director
Inver Grove Heights EDA
hrand@invergroveheights.org

Community Planning Experience

Lindström, Minnesota

In Lindström, Minnesota, HKGi led the development of Lindström's Comprehensive Plan and subsequently has provided implementation assistance, which has included writing and revising the City's zoning ordinance and regulatory tools. HKGi has also provided a variety of other planning services to the City including a Downtown Design Study, Growth Area Planning, and development application reviews.

REFERENCES

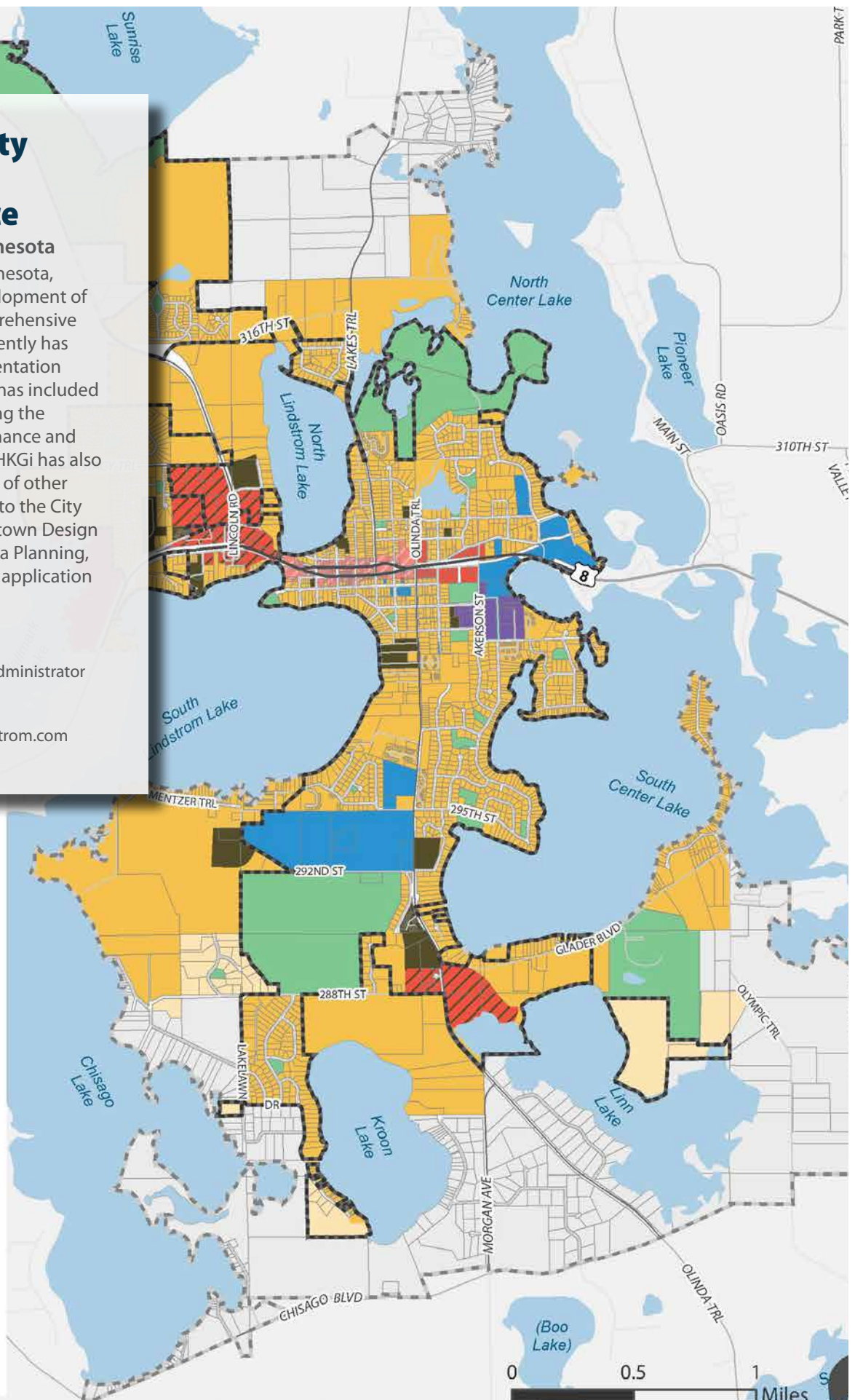
John Olinger, City Administrator
City of Lindström
651-257-0625
jolinger@cityoflindstrom.com

 Current Lindstrom City Limit

 Growth Area Boundary

Future Land Use

-  Large Lot Residential
-  Single Family Residential
-  Multi-Family Residential
-  Commercial
-  Mixed-Use
-  Central Business District
-  Public/Institutional
-  Business Park
-  Industrial
-  Parks & Open Space
-  Long Term Growth Area



APPROACH & SCHEDULE



Project Understanding & Approach

Connecting more than 9 communities and townships across southern Chisago County, US Highway 8 is a frequent choice and necessity for residents, employees, and visitors to reach their destinations. As the region's notability and desirability has increased, so too has the need for improvements on Highway 8 strengthened. Community conversations about Highway 8 often highlight concerns about mobility, safety, noise, and access.

With engineering plans for Highway 8 underway to address these concerns, Chisago County is undertaking the development of this Strategic Framework to help guide future development and investment along the corridor. This framework will include evaluating how proposed highway improvements will impact or support the potential for future retail, industrial, and residential development. It also will recommend additional investments, policies, or studies needed to support desired land uses. The Strategic Framework is also intended to promote collaboration among the communities and support fundraising efforts for corridor investments. Chisago County should be commended for taking a proactive approach in planning for the long-term use of the Highway 8 Corridor.

HKGI's scope of work is based on the Request for Proposal and our experience in leading multi-jurisdictional planning projects. Our suggested approach incorporates additional meetings with the Technical Team and Steering Committee to provide an opportunity to further refine the concepts, as well as build support for the strategic framework's recommendations.

Proposed Scope of Work Task 1 - Understand What Exists

This task will focus on establishing a baseline understanding of the Highway 8 Corridor from which to identify concepts and ideas to explore. This will be accomplished by gathering GIS data to illustrate existing conditions, as well as reviewing existing plans and studies. These will be used to prepare a concept framework to facilitate discussion with the Technical Team and Steering Committee on issues and opportunities, key ideas, and potential concepts.

Deliverables

- » Illustrative diagrams of existing conditions and existing plans and studies
- » Meeting agendas, packet materials, and presentations

Task 2 - Explore Concepts and Ideas

Task 2 will focus on developing and refining concepts and ideas for the Highway 8 Corridor. HKGi will use the input received as part of Task 1 to create concepts that address land use, including housing, retail, and industrial; bike/pedestrian trails, infrastructure, and highway safety options. HKGi is recommending that the scope be expanded to include meetings with the Technical Team and Steering Committee to assist the HKGi Team in refining the concepts prior to their presentation to Stakeholders.

Deliverables

- » Illustrative concept sketches with precedent photos and key considerations
- » Meeting agendas, packet materials, and presentations

Task 3 - Prepare and Present Report

The project team will use the input from the Technical Team, Steering Committee, and Stakeholders to revise the concepts and prepare the Highway 8 Strategic Framework Report. This report will include the baseline information from Task 1, as well as the concepts and recommendations from Task 2. HKGi is again recommending that consideration be given to an additional meeting with the Technical Team and Steering Committee to review and provide input on the draft report prior to its presentation at a Stakeholder gathering.

Deliverables

- » Draft report
- » Final report
- » Meeting agendas, packet materials, and presentations

Schedule

	FEB	MAR	APR
Task 1 - Understand What Exists	 		
Task 2 - Explore Concepts and Ideas		  	
Task 3 - Prepare and Present Report			  

Meetings

 Technical Team

 Steering Committee

 Stakeholders

BUDGET



Proposed Budget

The table below provides our proposed fee for conducting the work outlined in the previous pages. If selected to conduct this planning process, one of our first tasks will be to work with the County to confirm or revise the work scope to ensure that the planning process fits the needs and objectives for this project, including budgetary expectations. Adjustments to the scope may impact the proposed budget.

	HOURS	FEE
Task 1 - Understand What Exists	75	\$8,250
Task 2 - Explore Concepts and Ideas	124	\$17,250
Task 3 - Prepare and Present Report	93	\$11,500
Project Expenses (mileage, plotting, etc.)		\$1,000
Total	292	\$38,000

HKGi Hourly Rates

Principal	\$180-240/hr
Associate	\$145-165/hr
Senior Professional	\$90-185/hr
Professional II	\$80-115/hr
Professional I	\$50-95/hr
Technical	\$50-70/hr
Secretarial	\$60/hr
Litigation Services	\$240/hr
Testimony	\$285/hr

Incidental Expenses

Mileage	Current Federal Rate/ Mile
Photocopying BW	15¢/page
Photocopying Color	\$1.00/page
Outside Printing	Actual Cost
Large Format Scanning	Actual Cost
B/W Bond Plots	\$5.00 each
Color Bond Plots	\$10.00 each
Photo Paper Color Plots	\$30.00 each



**CREATING
PLACES
THAT
ENRICH
PEOPLE'S
LIVES**



EDA Communication

Date: March 11, 2022

Presented to: EDA Members

Presented by: Robb Linwood, City Administrator

Department: Administration

Reference: Hwy 8 Study Funding Request

Method: New Business

Background Information:

Chisago County HRA/EDA in collaboration with Cushman and Wakefield recently complete a Labor Force Analysis for Chisago County. The purpose of the study was to develop an assessment of the County's labor force focused on supporting the County's drive to expand manufacturing, warehousing and supply chain businesses.

Target Areas included:

- Manufacturing
- Warehousing
- Supply Chain

Approach

- Identified the primary industries operating in Chisago County in the reassess of manufacturing, supply chain and warehousing
- Identified the top occupations for employment in Chisago County focused in areas of manufacturing, supply chain, warehousing
- Assessed and compared the volume, concentration, job growth and for these industries and occupations
- Developed groups of target industries and occupations for more detailed analysis
- Assessed the commuting patterns into and out of Chisago County for works within the target occupations

The assessment also will provide a labor analysis tool that will be helpful to the City of Wyoming and the entirety of the county. IF you would like to review the full presentation from Cushman and Wakefield it is available for review at the following link: <https://www.youtube.com/watch?v=gkWzFAqTHxo>

CHISAGO COUNTY LABOR CAPACITY ASSESSMENT

January 2022



**CUSHMAN &
WAKEFIELD**

C&W’s labor market capacity risk assessment identifies a ‘growth cap’ to categorize risk associated with future labor demand in the target industries.

- The assessment is based on historic employment data within targeted skills for manufacturing and warehousing/ supply chain to identify the point at which an employment increase causes the labor market to extend beyond a historic “normal” range.
- Capacity risk reflects the market’s ability to statistically support incremental jobs based on current market dynamics and the historical labor market performance.
- This method informs whether anticipated future industrial growth will encounter a capacity limitation for identified talent, which would warrant intervention from Chisago County in additional training, incentives or recruitment programs. Increments for each occupation profile is based on sample hiring needs for industrial users in the market.

Growth Cap
(before saturation)

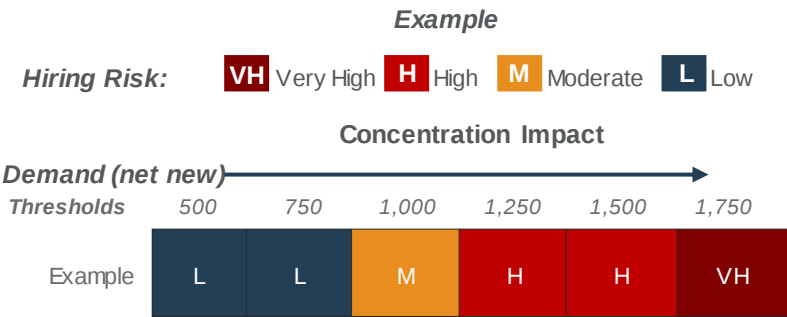
The growth cap limit is a reflection of the proportion of specific skills in an area relative to a base case (U.S.=1.0). The model tests hypothetical staffing additions against the historic performance of the market.

Labor Category Adjustment

The baseline threshold and job demand increments are adjusted based on the size of the labor market and typical annual hiring needs.

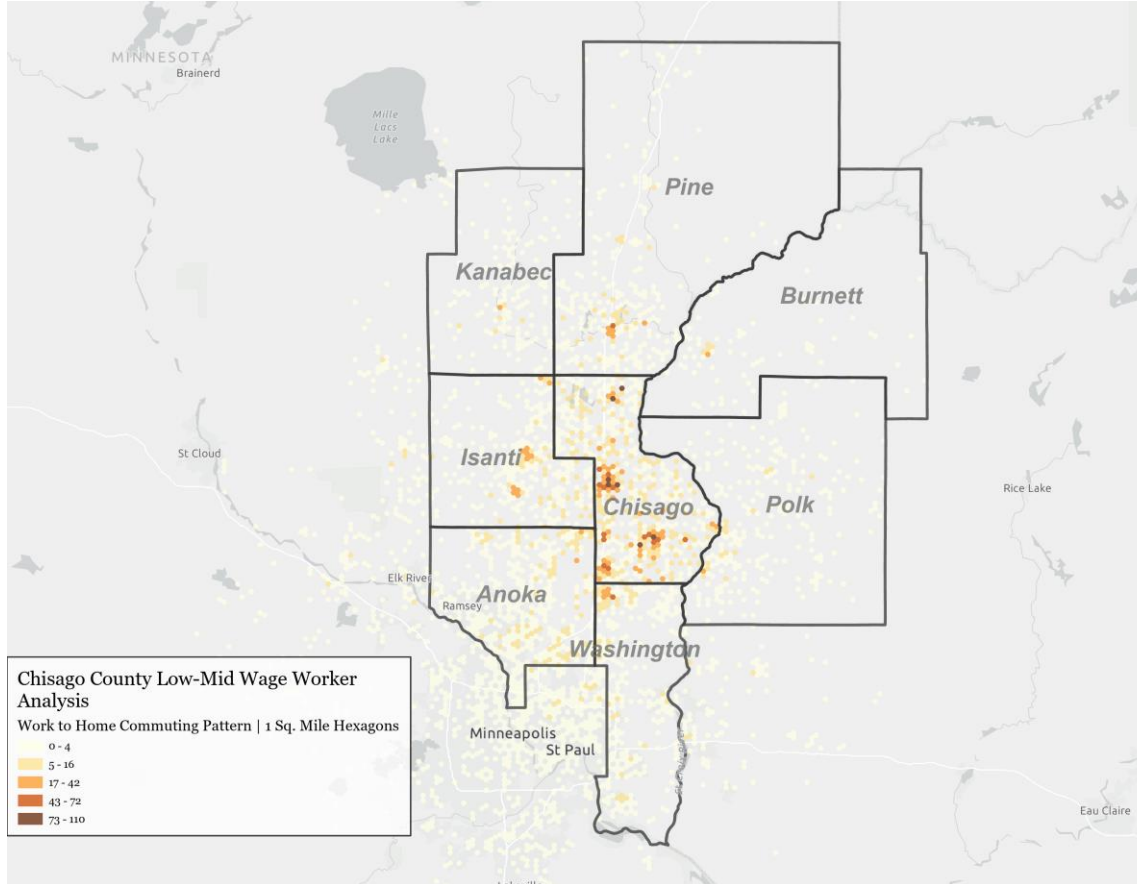
What it means for Chisago County

If the proportion of talent exceeds modeled norms, then an organization is more likely to experience stress in the local labor market for talent, resulting in expanded recruitment efforts or potential wage pressure.



LABOR MARKET - CAPACITY RISK ASSESSMENT METHODOLOGY

To better capture the potential labor supply entering Chisago County to work, we ran an additional capacity analysis to consider the combined labor pool of Chisago and the bordering counties.



- Due to a significant number of blue-collar workers entering Chisago County for work already, C&W also ran a capacity risk assessment for the bordering counties.
- These counties include Kanabec, Pine, Burnett, Isanti, Polk, Anoka, and Washington.
- Combined with Chisago, we assessed these counties as one area to determine what the greater area can support, not only just Chisago County's labor force.

Chisago County

The labor market in Chisago County is positioned to absorb additional manufacturing jobs before seeing any risk to labor capacity.

Net New Jobs in the Market	Risk
100	L
250	L
400	L
550	M
700	M
850	M
1,000	H
1,150	H
1,300	H
1,450	VH

The chart shows up to 850 new jobs can be added in Chisago County before we would expect the local labor market beginning to have challenges providing workers to fill the jobs.

Risk: VH Very High H High M Moderate L Low

Sources: Emsi, C&W Methodology

Expanded View with Neighboring Counties

The broader labor market which includes neighboring counties is well positioned to absorb additional manufacturing-oriented industrial facilities before seeing any risk to labor capacity.

When considering workers from neighboring counties, we estimate that up to 2,400 new manufacturing jobs can be added in Chisago County before we expect the local labor market beginning to have challenges providing workers to fill the jobs.

Risk: VH Very High H High M Moderate L Low

Net New Jobs in the Market	Risk
200	L
400	L
600	L
800	L
1,000	L
1,200	L
1,400	M
1,600	M
1,800	M
2,000	M
2,200	M
2,400	M
2,600	H
2,800	H
3,000	H
3,200	H
3,400	H
3,600	H
3.800	VH

Chisago County

The labor market in Chisago County is positioned to absorb additional warehousing and supply chain facilities before seeing any risk to labor capacity

Net New Jobs in the Market	Risk
100	L
250	L
400	M
550	M
700	M
850	H
1,000	H
1,150	VH

The chart shows up to 700 new jobs can be added in Chisago County before we would expect the local labor market beginning to have challenges providing workers to fill the jobs.

Risk: VH Very High H High M Moderate L Low

Sources: Emsi, C&W Methodology

Expanded View with Neighboring Counties

The broader labor market which includes neighboring counties is well positioned to absorb additional manufacturing-oriented industrial facilities before seeing any risk to labor capacity

When considering workers from neighboring counties, we estimate that up to 3,300 new warehousing/ supply jobs can be added in Chisago County before we expect the local labor market beginning to have challenges providing workers to fill the jobs.

Risk: VH Very High H High M Moderate L Low

Net New Jobs in the Market	Risk
300	L
600	L
900	L
1,200	L
1,500	L
1,800	M
2,100	M
2,400	M
2,700	M
3,000	M
3,300	M
3,600	H
3,900	H
4,200	H
4,500	H
4,800	H
5,100	VH

CURRENT LABOR MARKET DYNAMICS: LABOR FORCE PARTICIPATION

Civilian labor force participation rate, seasonally adjusted



Source: US Bureau of Labor Statistics

- **Competitive hiring market for employers**
 - According to the U.S. Bureau of Labor Statistics, there are 10.4 million total job openings as of September 2021: 333,000 in the construction industry, 897,000 in the manufacturing industry and 589,000 in transportation, warehousing, and utilities.
- **Participation rates still below pre-COVID levels**
 - The U.S. labor force participation rate plunged from 63.3%. As of October 2021, it stood at just 61.6% pre-pandemic to 60.2% in April 2020 and has been very slow to climb back.
- **Pandemic still impacting choice return to work**
 - Surveys show the primary reasons for not returning to work are largely due to the pandemic (i.e., either sick or caring for the sick, childcare, or company went out of business during the pandemic).

Source: Cushman & Wakefield, Nov 2021
GLOBAL SUPPLY CHAIN DISRUPTIONS - IMPLICATIONS
FOR INDUSTRIAL & LOGISTICS REAL ESTATE

HOUSING MARKET IN CHISAGO COUNTY

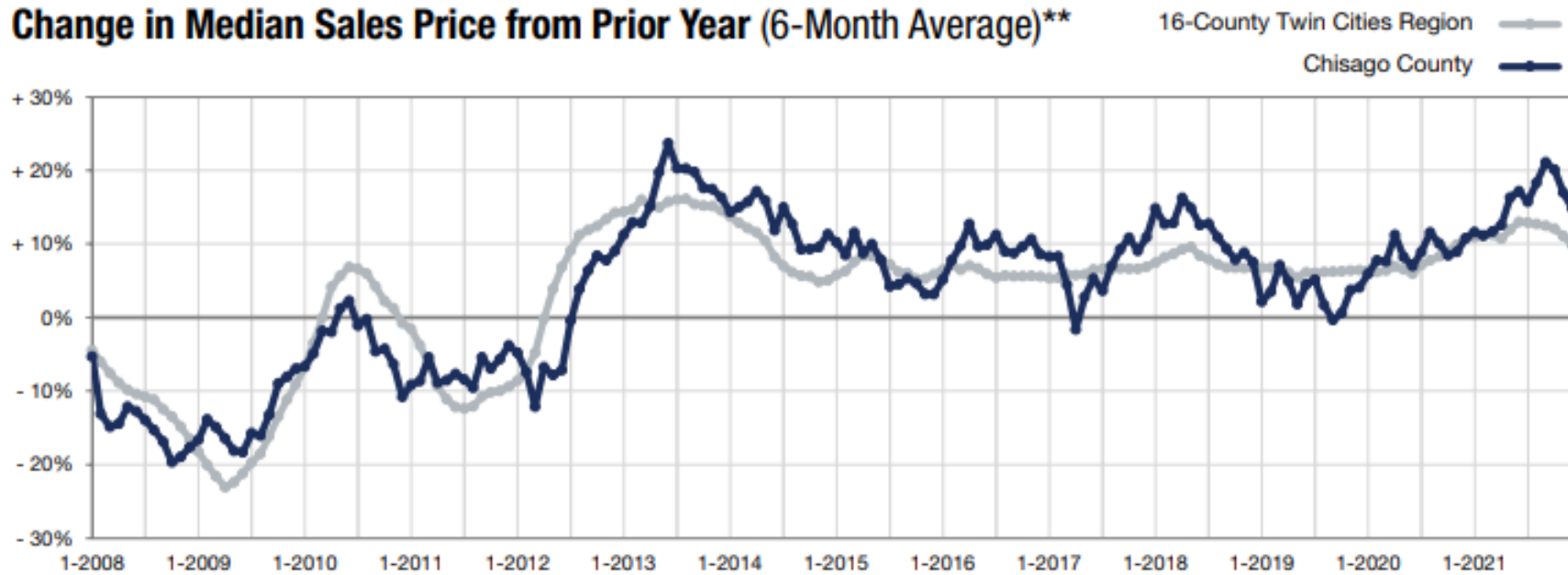
Chisago County Housing Data – December 2021

	December			Rolling 12 Months		
	2020	2021	+ / -	2020	2021	+ / -
New Listings	64	44	-31.3%	1,324	1,161	-12.3%
Closed Sales	89	82	-7.9%	1,134	1,049	-7.5%
Median Sales Price*	\$301,092	\$330,000	+ 9.6%	\$280,000	\$324,000	+ 15.7%
Average Sales Price*	\$335,869	\$370,059	+ 10.2%	\$304,510	\$351,804	+ 15.5%
Price Per Square Foot*	\$182	\$194	+ 6.7%	\$159	\$188	+ 18.2%
Percent of Original List Price Received*	100.0%	101.0%	+ 1.0%	99.7%	102.4%	+ 2.7%
Days on Market Until Sale	39	20	-48.7%	53	28	-47.2%
Inventory of Homes for Sale	100	82	-18.0%	--	--	--
Months Supply of Inventory	1.0	1.0	0.0%	--	--	--

* Does not account for seller concessions. | Activity for one month can sometimes look extreme due to small sample size.

Source: MINNEAPOLIS AREA REALTORS®

Chisago County Housing Data – December 2021



** Each dot represents the change in median sales price from the prior year using a 6-month weighted average.
This means that each of the 6 months used in a dot are proportioned according to their share of sales during that period.

Source: MINNEAPOLIS AREA REALTORS®

Current as of January 10, 2022. All data from NorthstarMLS. | Copyright ShowingTime.

Based upon the December 2021 report from MINNEAPOLIS AREA REALTORS®, over the past year:

- Chisago County home prices increased approximately 15%, compared to an 11.5% home price increase in the Greater Minneapolis Metro Area
- Chisago County inventory of for-sale listings dropped 12%, compared to a 24% drop in for-sale listings in the Greater Minneapolis Metro Area

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CHISAGO COUNTY LABOR FORCE ANALYSIS

December 2021

Chisago County HRA-EDA engaged C&W to develop an assessment of the County's labor force focused on supporting the County's drive to expand manufacturing, warehousing and supply chain businesses.

Approach

- Identified the primary industries operating in Chisago County in the areas of manufacturing, supply chain and warehousing
- Identified the top occupations for employment in Chisago County focused in areas of manufacturing, supply chain and warehousing
- Assessed and compared the volume, concentration, job growth and for these industries and occupations
- Developed groups of target industries and occupations for more detailed analysis
- Assessed the commuting patterns into and out of Chisago County for workers within the target occupations

TARGET AREAS:

- **MANUFACTURING**
- **WAREHOUSING**
- **SUPPLY CHAIN**

CHISAGO COUNTY PROFILE

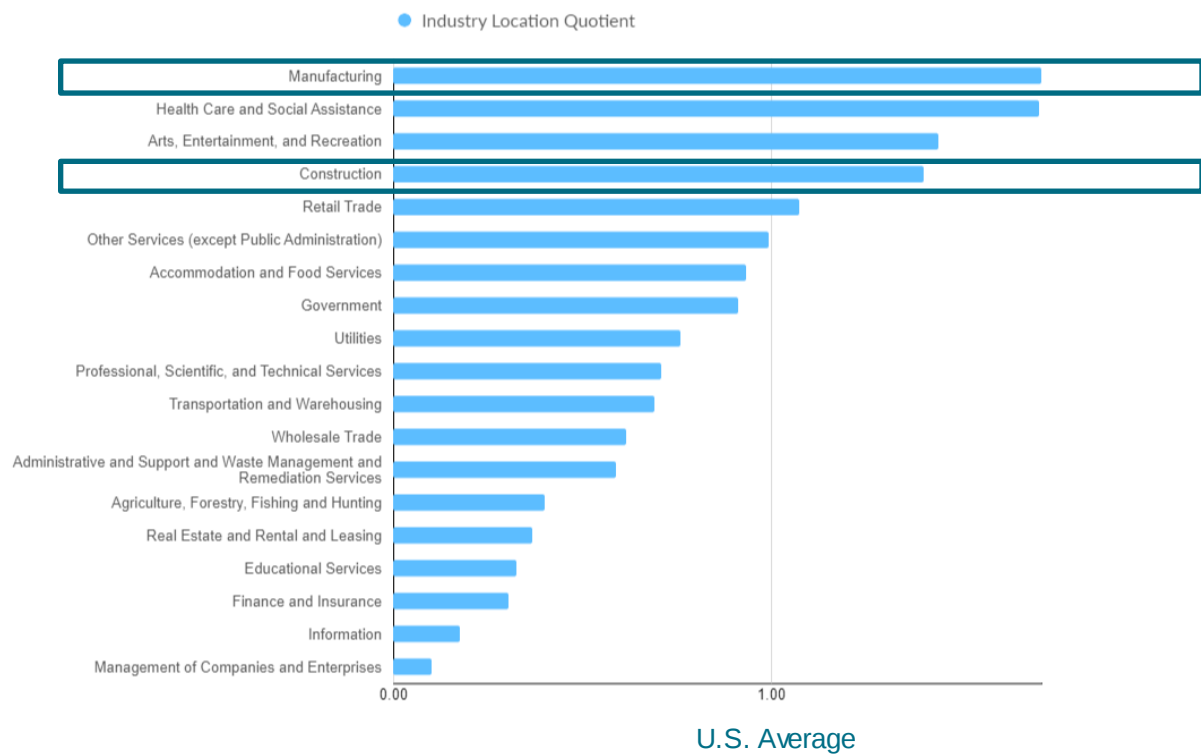
SELECTED TOP INDUSTRIES

- Chisago County has a critical mass of industries aligned to manufacturing, warehouse and supply chain/ distribution
- Current employers in these industries includes: Rosenbauer Minnesota, Polaris Industries, Plastech Corporation, Royal Concrete, Andersen Windows, Smith Metal Products, Branch Manufacturing and Viking Coca-Cola.
- Over the next 5 years, many of these industries are projected to experience double-digit growth within the County

Selected Top Industries Related to Manufacturing, Supply Chain & Warehousing (Jobs, LQ, Projected Growth)			
Industry	Jobs	Location Quotient	5 Yr Projected Growth
Heavy Duty Truck Manufacturing	530	140.67	25%
All Other Plastics Product Manufacturing	482	14.95	(12%)
Engineering Services	374	3.16	30%
Footwear Manufacturing	244	196.83	12%
Highway, Street, and Bridge Construction	238	5.88	21%
Site Preparation Contractors	209	3.45	10%
Electronic Shopping and Mail-Order Houses	206	3.47	1%
Machine Shops	192	6.37	4%
Finish Carpentry Contractors	177	5.99	31%
Residential Remodelers	140	1.80	13%
Testing Laboratories	137	6.98	25%
All Other Specialty Trade Contractors	132	2.21	(14%)
Couriers and Express Delivery Services	121	1.21	16%
School and Employee Bus Transportation	119	6.69	101%
Concrete Pipe Manufacturing	115	122.98	16%
Plumbing, Heating, and Air-Conditioning Contractors	101	0.71	(13%)
Electrical Contractors and Other Wiring Installation Contractors	92	0.77	8%
Showcase, Partition, Shelving, and Locker Manufacturing	89	20.42	4%
Sheet Metal Work Manufacturing	87	6.96	1%
Beer and Ale Merchant Wholesalers	86	6.83	25%
Source: EMSI			
Location Quotient is the level of specialization for the targeted skillset compared to the U.S. average (1.00). Higher values indicate a greater level of specialization and competition compared to the US average.			

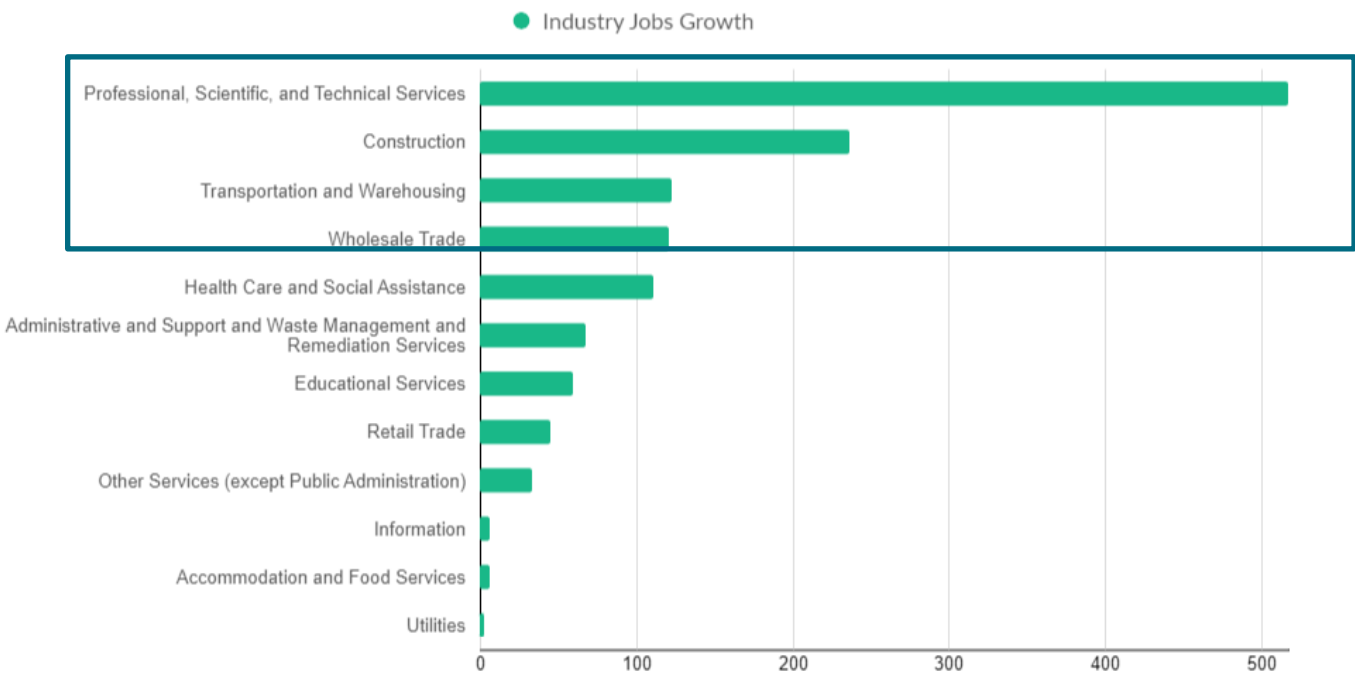
CHISAGO COUNTY LABOR MARKET OVERVIEW - INDUSTRIES

Top Industry Location Quotient



Source: EMSI

Top Growing Industries



Source: EMSI

Industry Specialization

- Chisago County is substantially more specialized for manufacturing and construction industries compared to the US average (LQ = 1.00 above) and to the State of Minnesota
- LQ for Manufacturing: Chisago County 1.72, State of Minnesota 1.33
- LQ for Construction: Chisago County 1.41, State of Minnesota 0.87

Industry Growth

- Over the past five years, the top growing industry segments include:
 - Professional, scientific and technical services (+155% in Chisago County vs. 6% in State of Minnesota)
 - Construction (+20% in Chisago County vs. 7% in State of Minnesota)
 - Transportation and Warehousing (+33% in Chisago County vs. 5% in State of Minnesota)
 - Wholesale Trade (+44% in Chisago County, vs. -6% in State of Minnesota)

CHISAGO COUNTY LABOR MARKET OVERVIEW - OCCUPATIONS

CHISAGO COUNTY PROFILE

SELECTED TOP OCCUPATIONS

- Chisago County’s workforce is highly specialized for manufacturing and engineering jobs
- Over the next 5 years, occupations related to manufacturing and engineering are growing

Selected Top Occupations Related to Manufacturing, Supply Chain & Warehousing (Jobs, LQ, Projected Growth)

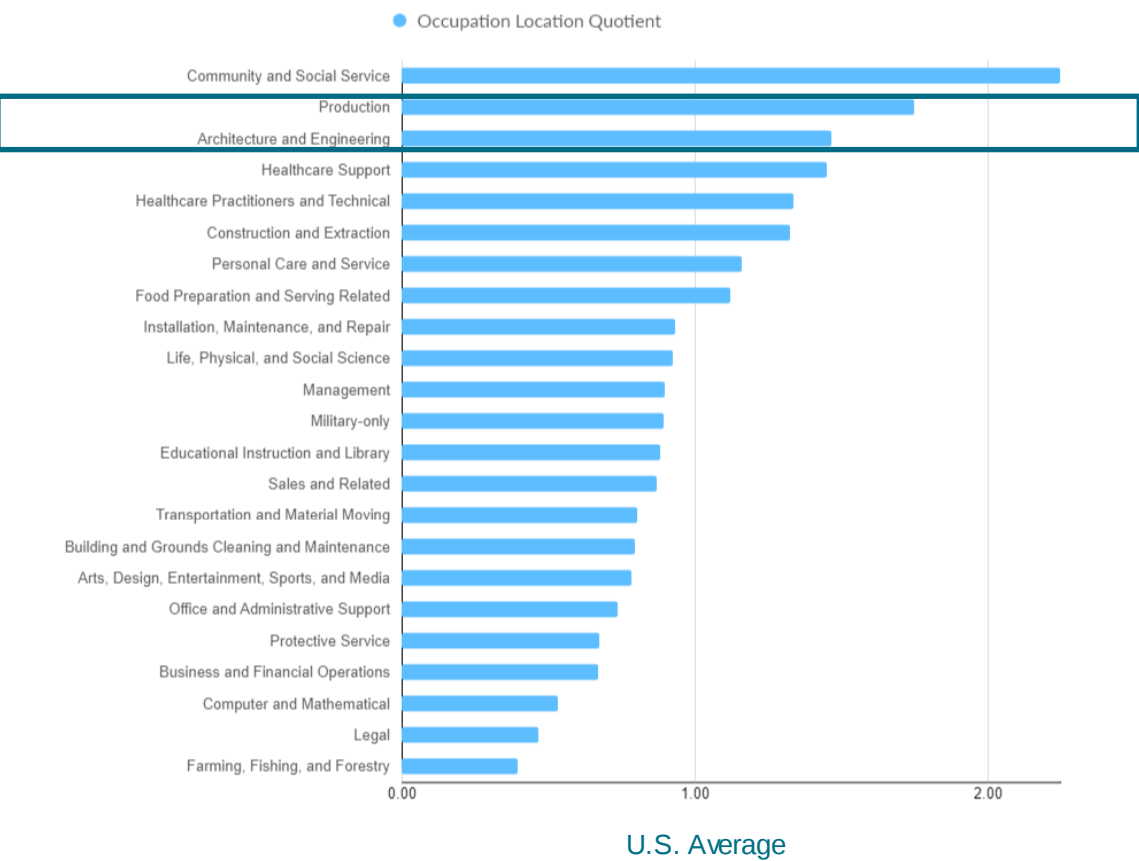
Occupation	Jobs	Location Quotient	5 Yr Projected Growth
Miscellaneous Assemblers and Fabricators	509	3.55	9%
Office Clerks, General	255	0.75	4%
Customer Service Representatives	223	0.68	6%
General and Operations Managers	220	0.79	10%
Heavy and Tractor-Trailer Truck Drivers	219	0.93	2%
Carpenters	212	1.77	8%
Construction Laborers	212	1.35	7%
Laborers and Freight, Stock, and Material Movers, Hand	211	0.63	16%
Stockers and Order Fillers	169	0.66	9%
Project Management Specialists and Business Operations Specialists, All Other	139	0.78	10%
Operating Engineers and Other Construction Equipment Operators	121	2.55	7%
Maintenance and Repair Workers, General	119	0.71	5%
Automotive Service Technicians and Mechanics	115	1.35	12%
Shoe Machine Operators and Tenders	106	210.59	8%
Machinists	104	2.51	7%
Light Truck Drivers	87	0.75	13%
Civil Engineers	86	2.36	26%
First-Line Supervisors of Production and Operating Workers	84	1.23	6%
Construction Managers	84	1.58	6%
Industrial Engineers	78	2.34	14%
Inspectors, Testers, Sorters, Samplers, and Weighers	76	1.21	3%
First-Line Supervisors of Construction Trades and Extraction Workers	76	0.98	6%
Shipping, Receiving, and Inventory Clerks	70	0.84	4%

Source: EMSI

Location Quotient is the level of specialization for the targeted skillset compared to the U.S. average (1.00). Higher values indicate a greater level of specialization and competition compared to the US average.

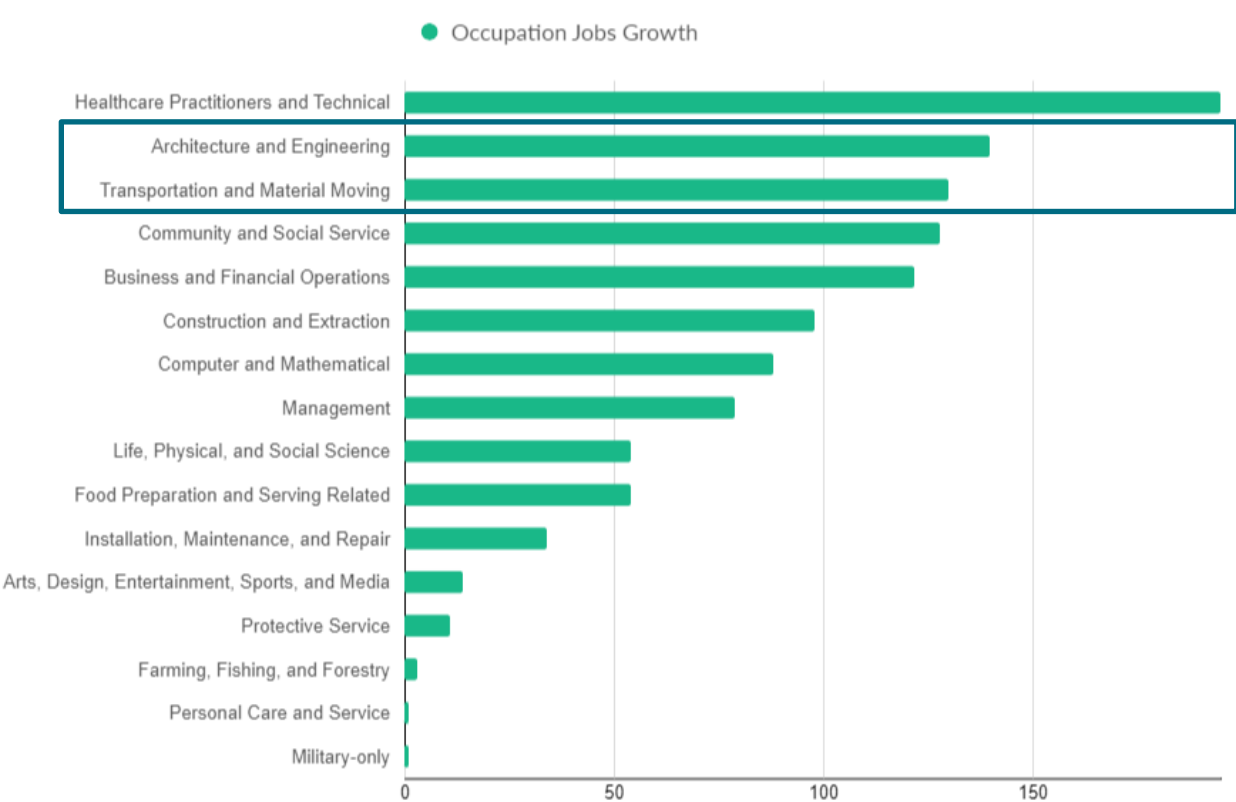
CHISAGO COUNTY LABOR MARKET OVERVIEW OCCUPATIONS

Top Occupation Location Quotient



Source: EMSI

Top Growing Occupations



Source: EMSI

Occupation Specialization

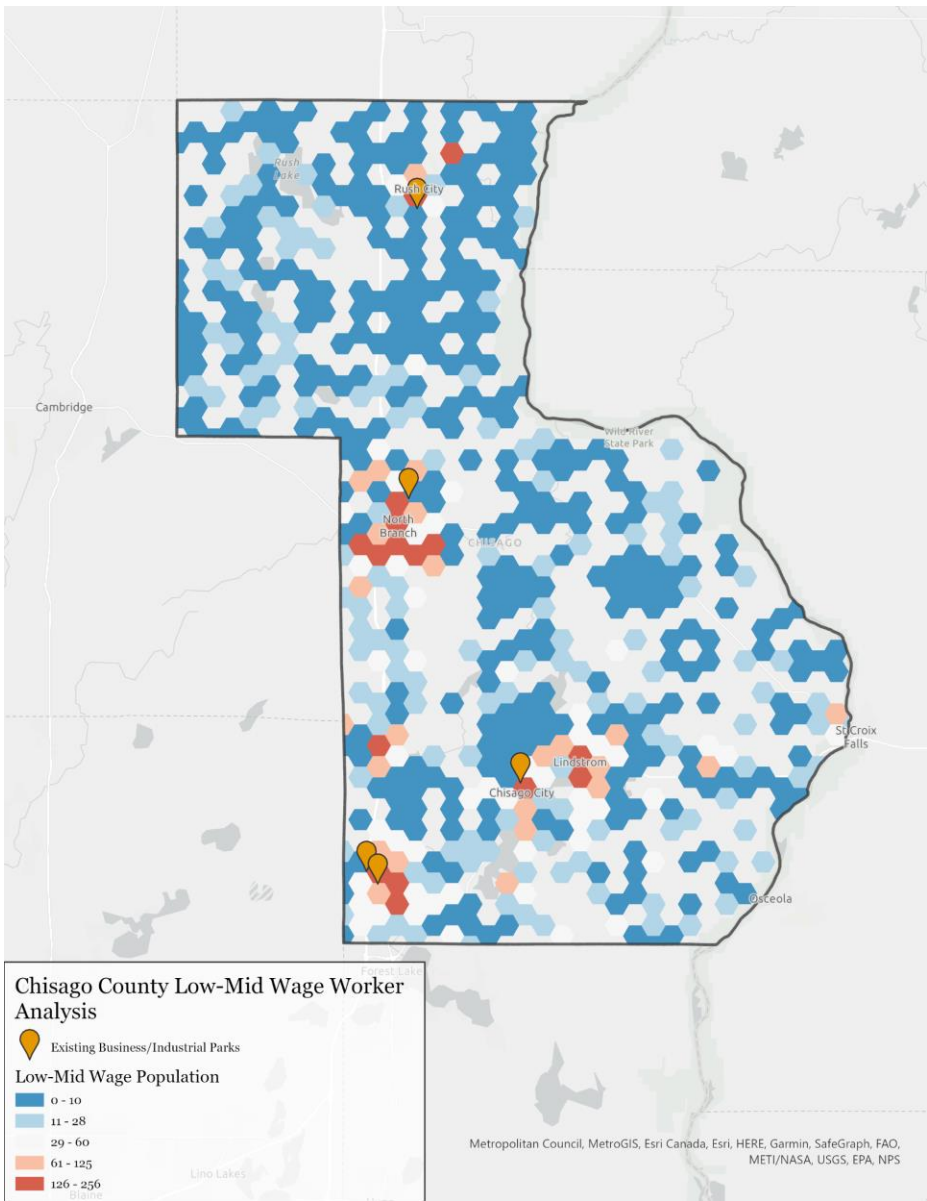
- Chisago County is substantially more specialized for Production and Architecture/Engineering compared to the US average (1.00 above) and the State of Minnesota
- LQ for Production: Chisago County 1.72, State of Minnesota 1.22
- LQ for Architecture & Engineering: Chisago County 1.41, State of Minnesota 1.11

Occupation Growth

- Over the past five years, some of the strongest growing occupations include:
 - Architectural and Engineering: 48% in Chisago County vs. 1% State of Minnesota
 - Transportation and Material Moving: 12% in Chisago County vs. 3% State of Minnesota

CHISAGO COUNTY DEMOGRAPHIC OVERVIEW

Low-Mid Wage Resident Population



Source: U.S. Census Bureau

Demographic Overview

- The primary workforce for the targeted industries and occupations in Chisago County is between the ages of 15 – 34
- Along with age, the workforce labor pool also includes residents earning less than \$3,333 a month, defined as “Low-Mid wage” residents

CHISAGO COUNTY PROFILE

WORKING AGE POPULATION

 **14,795**
WORKING AGE POPULATION
Population aged 15 - 34

Total population of working age population most likely to be employed in targeted industries.

2.18%
GROWTH 2021 - 2026
U.S. Average = -0.11%

Chisago has healthy growth in working age population, greater than the U.S. average.

Source: ESRI



TARGET INDUSTRY PROFILES

To understand the strengths of Chisago County’s labor pool C&W identified target industries where continued growth equating to jobs and industrial demand should be prioritized.

Approach

- Identified the primary industries operating in Chisago County and the surrounding areas¹ in the areas of manufacturing, supply chain and warehousing.
- Assessed and compared the volume, concentration, job growth and average earnings for these industries in Chisago County to other counties in the surrounding area.
- Categorized the industries into groups with similar process, material and skillset requirements.
- Each of these target industry groups was analyzed to develop a target job skills profile, the total volume of jobs, the concentration and the top companies hiring within the industry type.

Job Skills

- For each targeted industry, C&W created a target job skills profile to reflect the key skillsets required for jobs in each of the target industries.
- Defining key job profiles will allow for analysis of the regional labor pool’s ability to support long-term industry growth.

TARGET INDUSTRIES:

- **HEAVY MANUFACTURING**
- **PRODUCT MANUFACTURING**
- **SUPPLY CHAIN**

Notes:

1. For the purposes of this report, the surrounding areas were categorized into a Regional group. This Regional Group includes the 15 counties in the Minneapolis-St. Paul MSA, plus 4 additional neighboring counties to Chisago County. They are:
 - Minnesota Counties: Anoka, Carver, Chisago, Dakota, Hennepin, Isanti, Kanabec, Le Sueur, Mille Lacs, Pine County, Ramsey, Scott, Sherburne, Washington, Wright
 - Wisconsin Counties: Burnett, Pierce, Polk , St. Croix

Chisago County has a strong base of Heavy Manufacturing is which has been growing over the past five years. Heavy trucks, sheet metal, and other related manufacturing is a particular strength.

Industries Comprising Heavy Manufacturing (6-digit NAICS):	
• Heavy Duty Truck Manufacturing (336120)	• Sheet Metal Manufacturing (332322)
• Machine Shops (332710)	• Showcase, Partition, Shelving and Locker Manufacturing (337215)
• Motor and Generator Manufacturing (335312)	• Bolt, Nut, Screw, Rivet, and Washer Manufacturing (332722)
• Mechanical Power Transmission Equipment Manufacturing (333613)	

Target Job Skills Profile for Heavy Manufacturing	
Miscellaneous Assemblers and Fabricators	51-2098
Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	51-4081
Industrial Engineers	17-2112
First-Line Supervisors of Production and Operating Workers	51-1011
Laborers and Freight, Stock, and Material Movers, Hand	53-7062
Machinists	51-4041
Inspectors, Testers, Sorters, Samplers, and Weighers	51-9061
Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	51-9124
Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	51-4031
Computer Numerically Controlled Tool Operators	51-9161

Source: C&W Methodology and Emsi

CHISAGO COUNTY PROFILE

JOBS IN THE HEAVY MANUFACTURING INDUSTRY



962

TOTAL JOBS
in Heavy Manufacturing (2021)

Total jobs in the industry have grown 80% over the past 5 years compared to a 2% decline nationally

16.80

CONCENTRATION
U.S. Average = 1.00

Chisago is specialized in the heavy manufacturing industry

TARGET SKILLS IN THE WORKFORCE



1,262

TOTAL JOBS
With Skill Profiles Aligned with Heavy Manufacturing (2021)

Total jobs with the target skills profile are projected to grow 9% over the next 5 years

1.70

CONCENTRATION
U.S. Average = 1.00

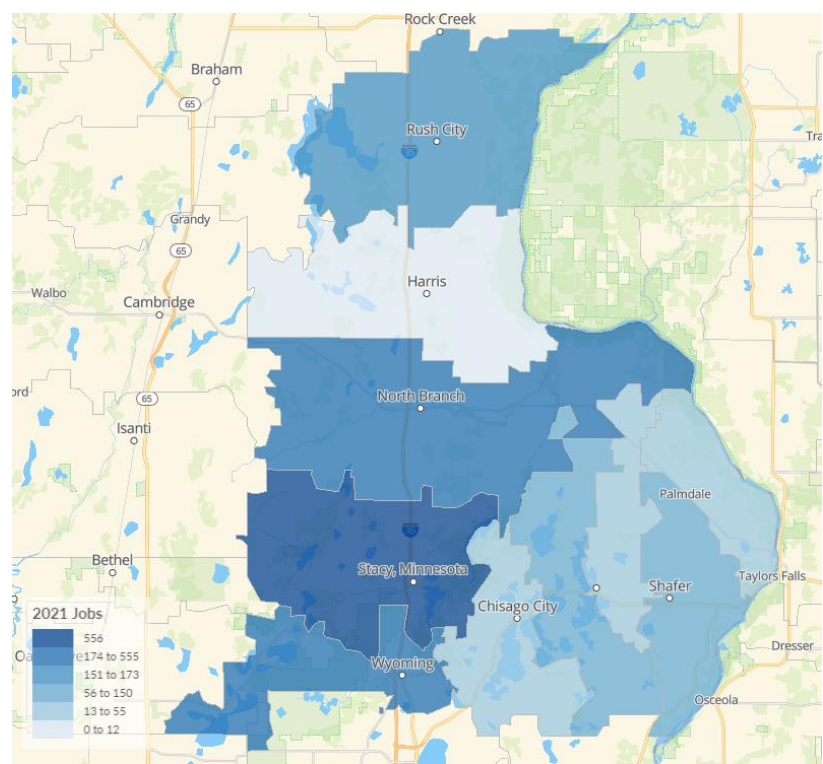
Chisago is specialized with target skills for the heavy manufacturing industry

HEAVY MANUFACTURING – JOB SKILL PROFILES

The following represent companies actively hiring target skillsets for Heavy Manufacturing Companies, and their largest market concentrations. The list was developed based on job postings for target skillsets as well as top companies in the industry.

CHISAGO COUNTY

5 Year Growth Rate For Target Skill Profiles: 14%

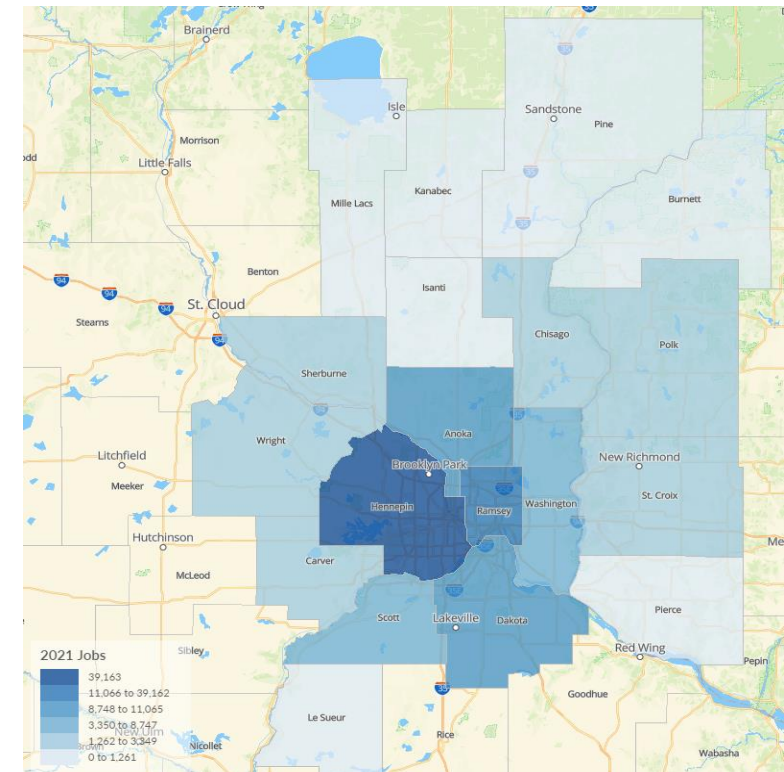


Source: Emsi

In Chisago County, heavy manufacturing is clustered in the Stacy, Wyoming and North Branch Areas

REGIONAL VIEW

5 Year Growth Rate For Target Skill Profiles: 0%



Source: Emsi

In region, the majority of the heavy manufacturing is found in Hennepin and Ramsey counties.

Target Talent Map shows the location of target talent within the County and Region

The most active companies in the Region hiring talent with skillsets aligned for Heavy Manufacturing are Amazon, FedEx, Boston Scientific, UPS, and Medtronic.

PRODUCT MANUFACTURING

The Product Manufacturing Industry in Chisago County is driven by manufacturing of footwear, concrete pipes, stationary products and plastic products.

Industries Comprising Product Manufacturing (6-digit NAICS):	
• All Other Plastics Manufacturing (326199)	• Footwear Manufacturing (316210)
• Concrete Pipe Manufacturing (327332)	• Other Animal Food Manufacturing (311119)
• Stationery Product Manufacturing (322230)	

Target Job Skills Profile for Product Manufacturing	
Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	51-4072
Miscellaneous Assemblers and Fabricators	51-2098
Crushing, Grinding, and Polishing Machine Setters, Operators and Tenders	51-9021
Inspectors, Testers, Sorters, Samplers, and Weighers	51-9061
First-Line Supervisors of Production and Operating Workers	51-1011
Industrial Engineers	17-2112
Shoe Machine Operators and Tenders	51-6042
Paper Goods Machine Setters, Operators, and Tenders	51-9196
Laborers and Freight, Stock, and Material Movers, Hand	53-7062
Helpers--Production Workers	51-9198

Source: C&W Methodology and Emsi

CHISAGO COUNTY PROFILE

JOBS IN THE PRODUCT MANUFACTURING INDUSTRY



902

TOTAL JOBS

in Product Manufacturing (2021)

Total jobs in the industry have grown 27% over the past 5 years compared to a 3% decline nationally

23.30

CONCENTRATION

U.S. Average = 1.00

Chisago is specialized in the product manufacturing industry

TARGET SKILLS IN THE WORKFORCE



1,160

TOTAL JOBS

With Skill Profiles Aligned with Product Manufacturing (2021)

Total jobs with the target skills profile are projected to grow 9% over the next 5 years

1.67

CONCENTRATION

U.S. Average = 1.00

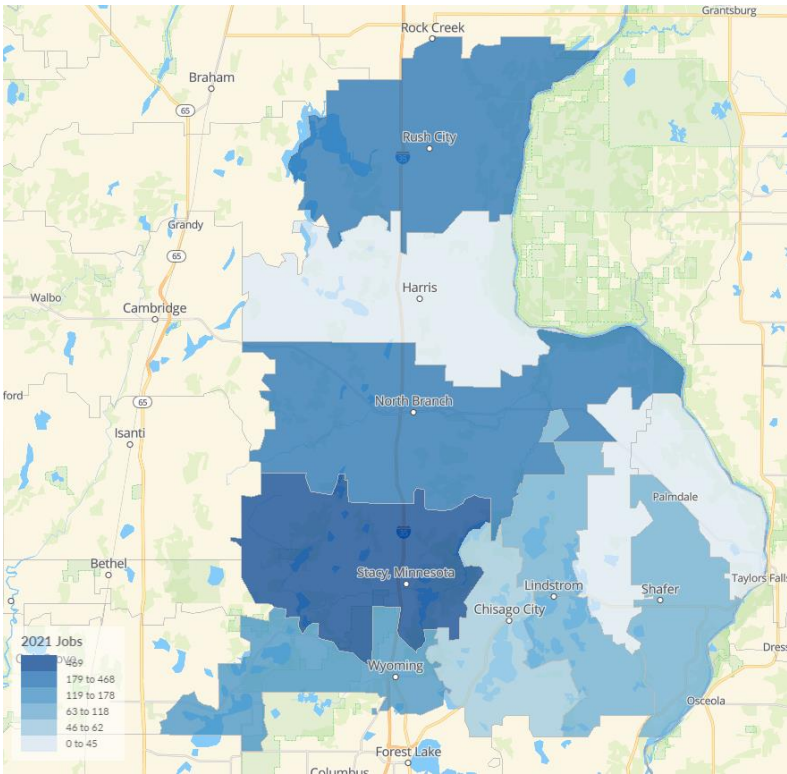
Chisago is specialized with target skills for the product manufacturing industry

PRODUCT MANUFACTURING – JOB SKILL PROFILES

The following represent companies actively hiring target skillsets for Product Manufacturing Companies, and their largest market concentrations. The list was developed based on job postings for target skillsets as well as top companies in the industry.

CHISAGO COUNTY

5 Year Growth Rate For Target Skill Profiles: 9%

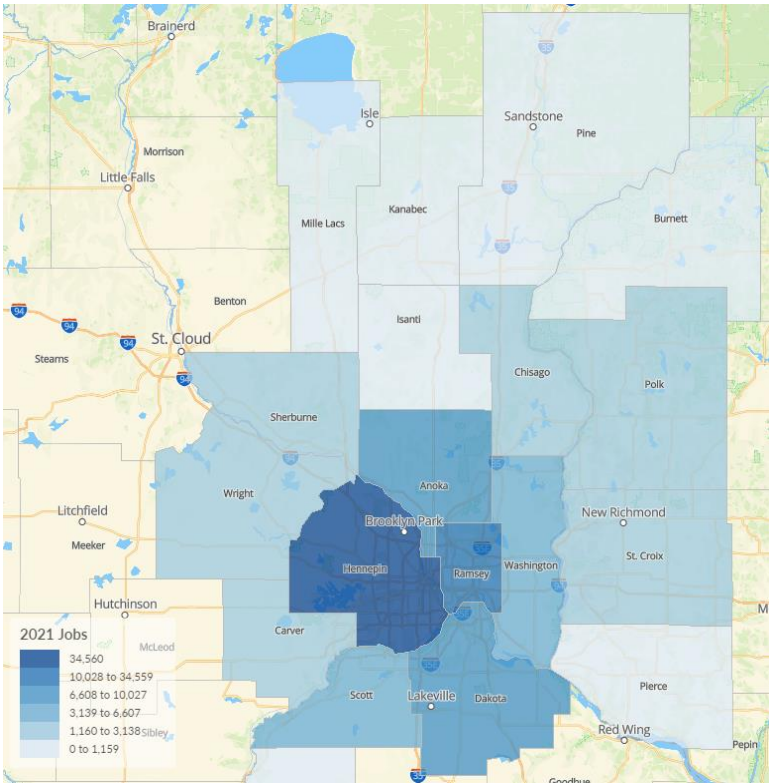


Source: Emsi

In Chisago County, product manufacturing is clustered in the Stacy, Wyoming, Rush City, and North Branch Areas

REGIONAL VIEW

5 Year Growth Rate For Target Skill Profiles: -1%



Source: Emsi

In region, the majority of the product manufacturing is found in Hennepin and Ramsey counties.

Target Talent Map shows the location of target talent within the County and Region.

The most active companies in the Region hiring talent with skillsets aligned for Product Manufacturing are Amazon, FedEx, Boston Scientific, UPS, and Medtronic.

Chisago County has a small, but growing, presence of supply chain industry and labor.

Industries Comprising Supply Chain (6-digit NAICS):	
• Rail Transportation (482110)	• Couriers and Express Delivery Services (492110)
• General Freight Trucking, Long Distance, Less than Truckload (484122)	• Electronic Shopping and Mail Order Houses (454110)
• General Freight Trucking, Long Distance, Truckload (484121)	

Target Job Skills Profile for Supply Chain	
Laborers and Freight, Stock, and Material Movers, Hand Light Truck Drivers	53-7062
Heavy and Tractor-Trailer Truck Drivers	53-3033
First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	53-3032
Shipping, Receiving, and Inventory Clerks	53-1047
Stockers and Order Fillers	43-5071
Order Clerks	53-7065
Packers and Packagers, Hand	43-4151
General and Operations Managers	53-7064
Industrial Truck and Tractor Operators	11-1021
	53-7051

Source: C&W Methodology and Emsi

CHISAGO COUNTY PROFILE

JOBS IN THE SUPPLY CHAIN INDUSTRY



460

TOTAL JOBS
in Supply Chain (2021)

Total jobs in the industry have grown 45% over the past 5 years compared to 18% nationally

1.85

CONCENTRATION
U.S. Average = 1.00

Chisago is not specialized for the supply chain industry

TARGET SKILLS IN THE WORKFORCE



1,118

TOTAL JOBS
With Skill Profiles Aligned with Supply Chain (2021)

Total jobs with the target skills profile are projected to grow 9% over the next 5 years

0.73

CONCENTRATION
U.S. Average = 1.00

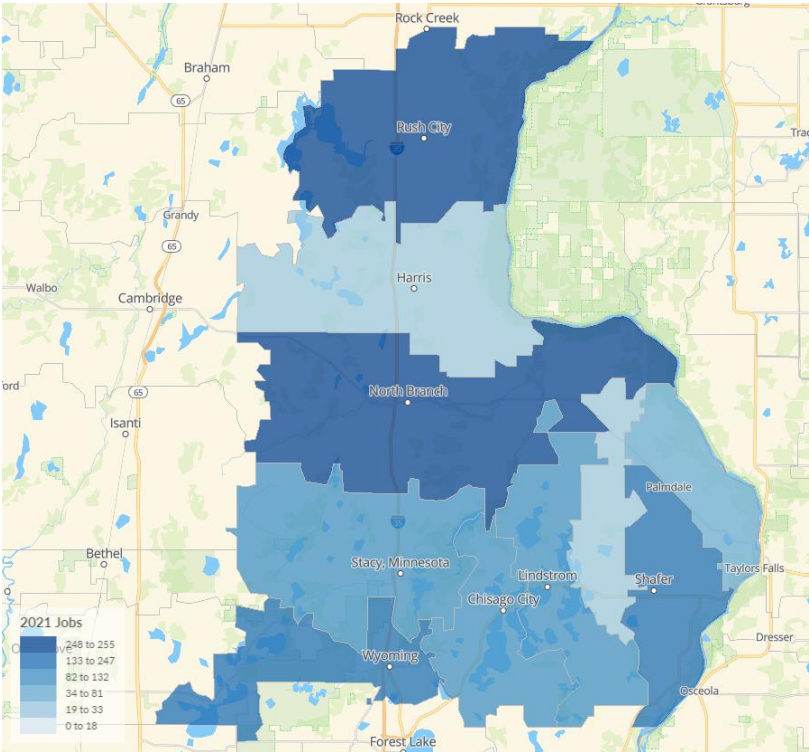
Chisago is specialized with target skills for the Supply Chain industry

SUPPLY CHAIN – JOB SKILL PROFILES

The following represent companies actively hiring target skillsets for Supply Chain Companies, and their largest market concentrations. The list was developed based on job postings for target skillsets as well as top companies in the industry.

CHISAGO COUNTY

5 Year Projected Growth Rate for Target Skill Profiles : 9%

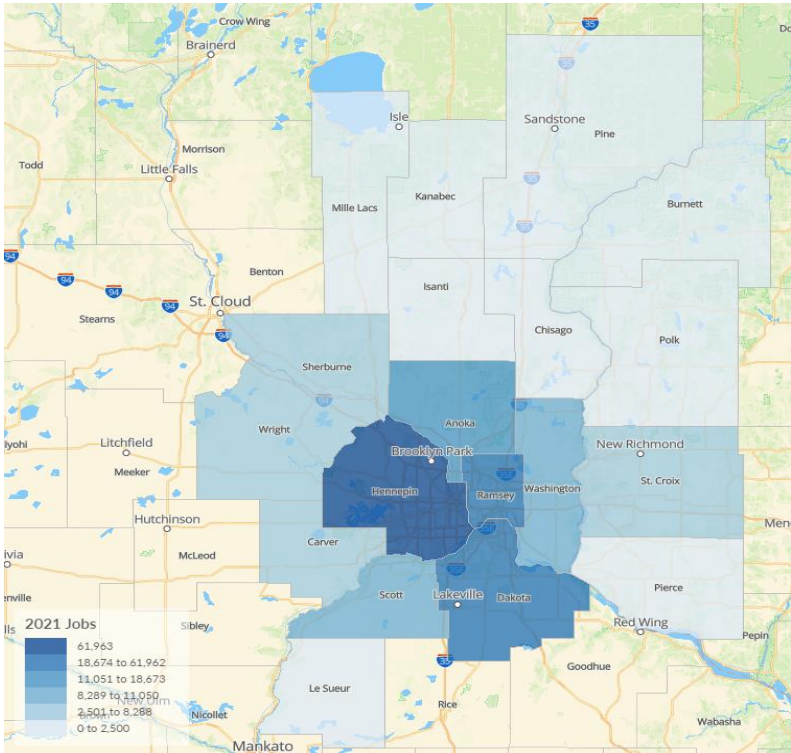


Source: Emsi

In Chisago County, supply chain is clustered in the Rush City, Wyoming, and North Branch Areas

REGIONAL VIEW

5 Year Growth Rate: 1%



Source: Emsi

In the region, the largest volume of supply chain is found in Hennepin, Dakota and Ramsey counties.

Target Talent Map shows the location of target talent within the County and Region.

The most active companies in the Region hiring talent with skillsets aligned for Supply Chain are Roehl Transportation, Amazon, US Xpress, C.R. England and Door Dash.

Chisago County’s workforce is aligned with the target skills for the warehousing jobs. Many of the manufacturing and supply chain industry segment include warehousing-type positions.

Target Job Skills Profile for Warehousing	
Stockers and Order Fillers	53-7065
Laborers and Freight, Stock, and Material Movers, Hand	53-7062
Industrial Truck and Tractor Operators	53-7051
Heavy and Tractor-Trailer Truck Drivers	53-3032
Packers and Packagers, Hand	53-7064
Shipping, Receiving, and Inventory Clerks	43-5071
First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	53-1047
Maintenance and Repair Workers, General	49-9071
Transportation, Storage, and Distribution Managers	11-3071
Light Truck Drivers	53-3033
Production, Planning, and Expediting Clerks	43-5061

CHISAGO COUNTY PROFILE

TARGET SKILLS IN THE WORKFORCE



1,043

TOTAL JOBS

With Skill Profiles Aligned with Warehousing (2021)

Total jobs with the target skills profile are projected to grow 8% over the next 5 years

0.73

CONCENTRATION

U.S. Average = 1.00

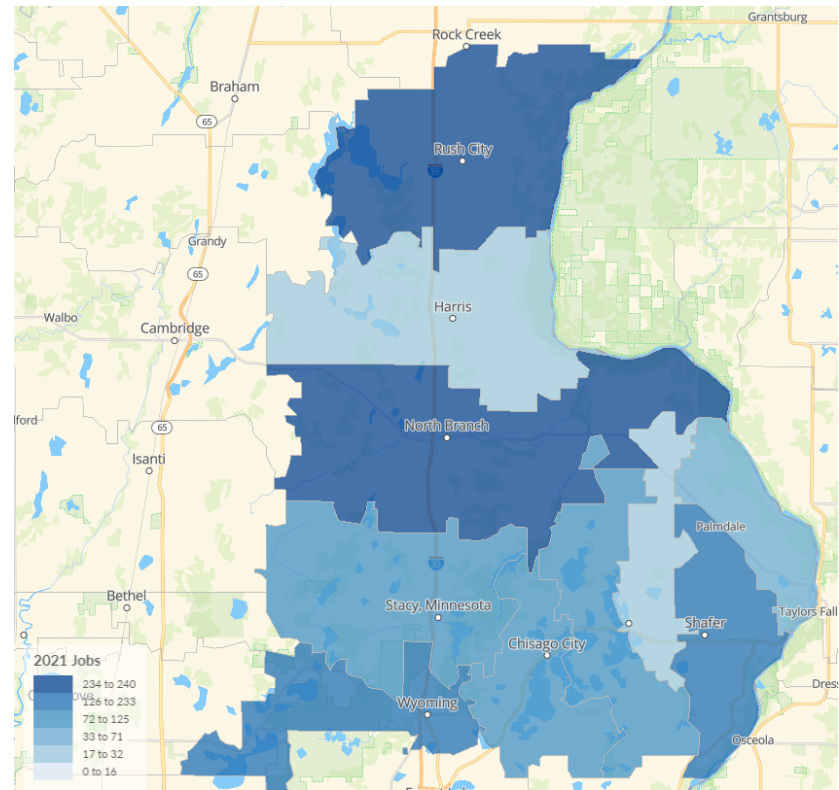
Chisago is less specialized for Warehousing jobs, but has a substantial workforce with these types of skills.

WAREHOUSING – JOB SKILL PROFILES

The following represent companies actively hiring the target skillsets for Warehousing Companies, and their largest market concentrations. The list was developed based on job postings for target skillsets as well as top companies in the industry.

CHISAGO COUNTY

5 Year Growth Rate: 8%

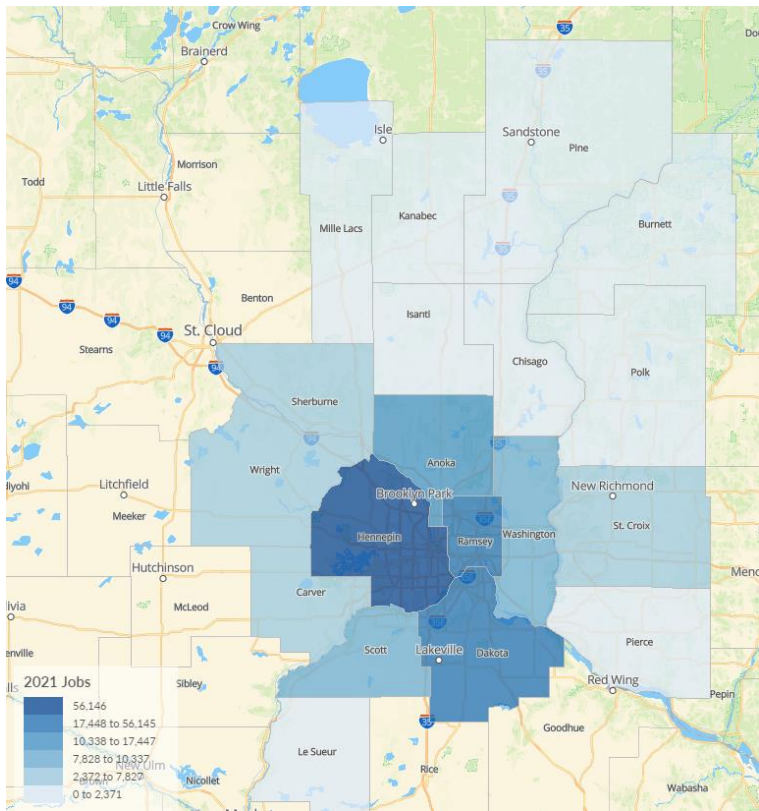


Source: Emsi

In Chisago County, warehousing is clustered in the Rush City, Wyoming, and North Branch Areas

REGIONAL VIEW

5 Year Growth Rate: 1%



Source: Emsi

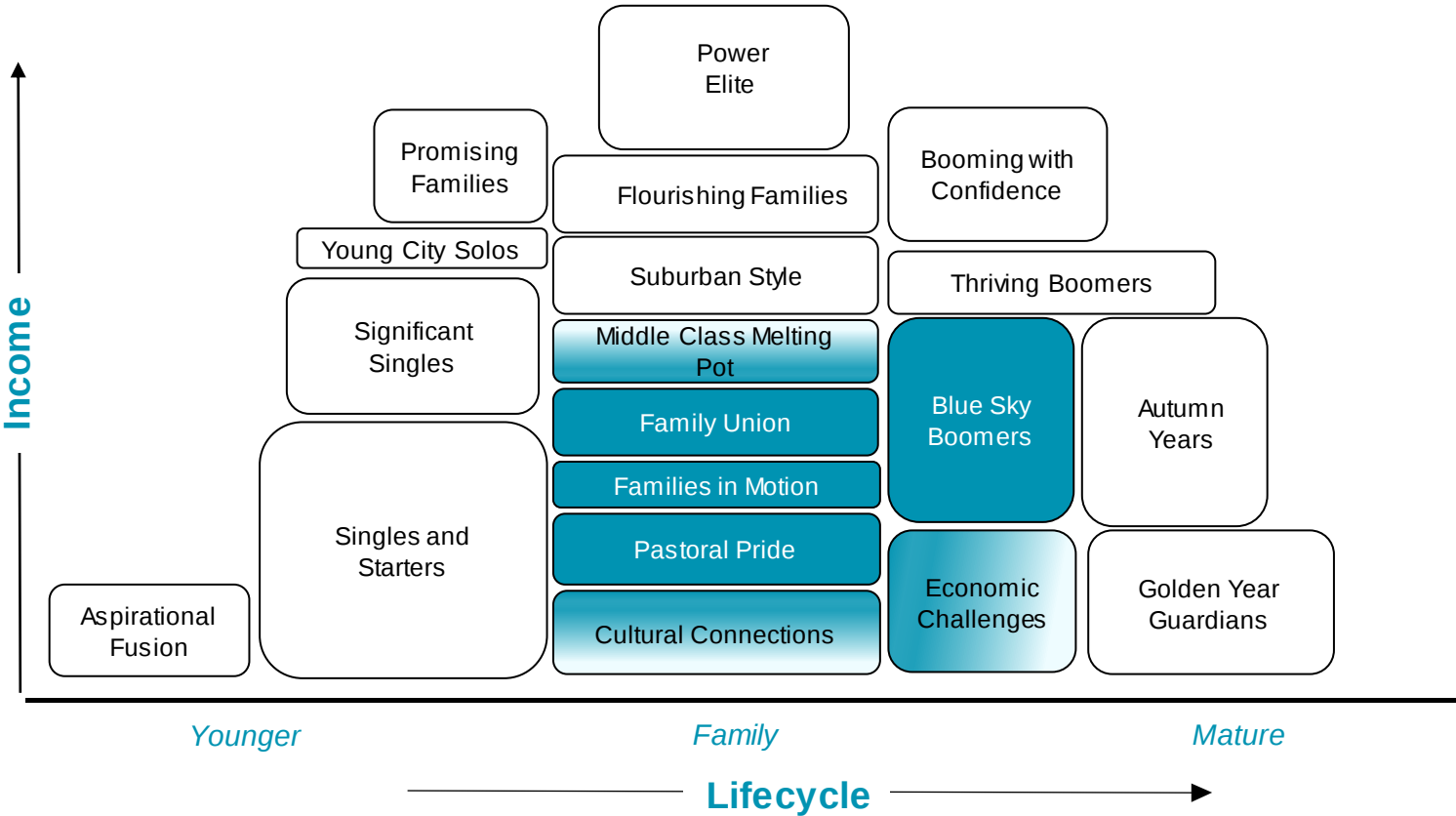
In region, the largest volume of warehousing is found in Hennepin, Dakota and Ramsey counties.

Target Talent Map shows the location of target talent within the County and Region

The most active companies in the Region hiring talent with skillsets aligned for Warehousing are Roehl Transportation, Amazon, US Xpress, C.R. England and Door Dash.

Targeted Demographics of the Civilian Labor Force, Ages 16+

The following target segments (highlighted in teal) represent the civilian population (ages 16+) that exhibit traits of manufacturing/ warehouse/distribution center workers and are selected to quantify depth and concentration of the labor force.



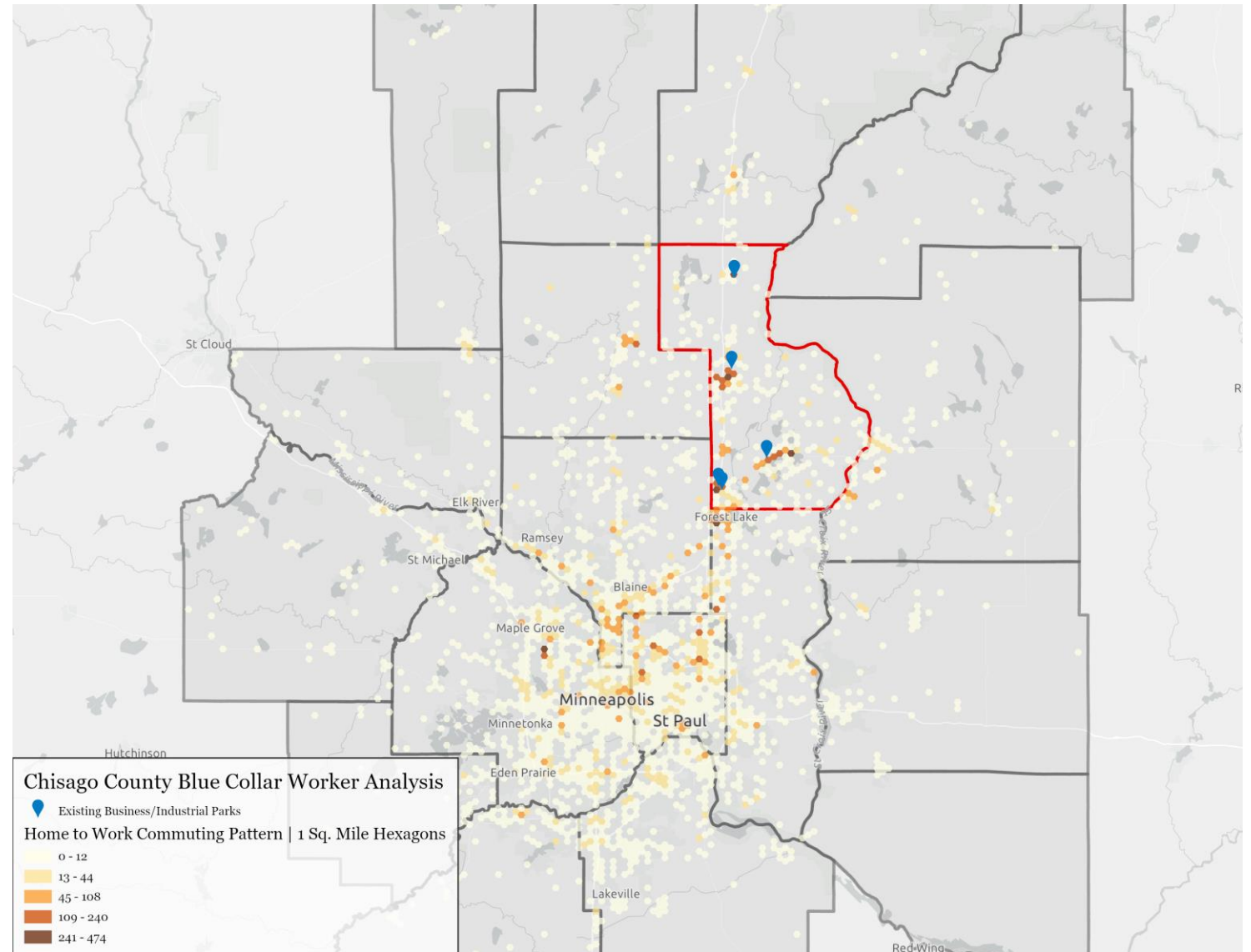
Targeted Demographic Summary	
Characteristic	Description
Household Income	Lower Midscale (\$25,000 - \$45,000)
Education	High School, Some College
Occupation	Blue Collar, Service
Householder Age	25 - 64

Data Source: 2018 Experian Information Solutions, Inc. Experian defines working age as those aged 16 to 64.

Workplace Locations of Blue Collar Workers that Reside in Chisago County

Home to Work Commuting Pattern

- The map to the right illustrates the workplace locations of persons employed in blue-collar occupations that live in Chisago County.
- Large concentrations are found in the Chisago industrial parks
- Many residents however are commuting into the Minneapolis metro area.

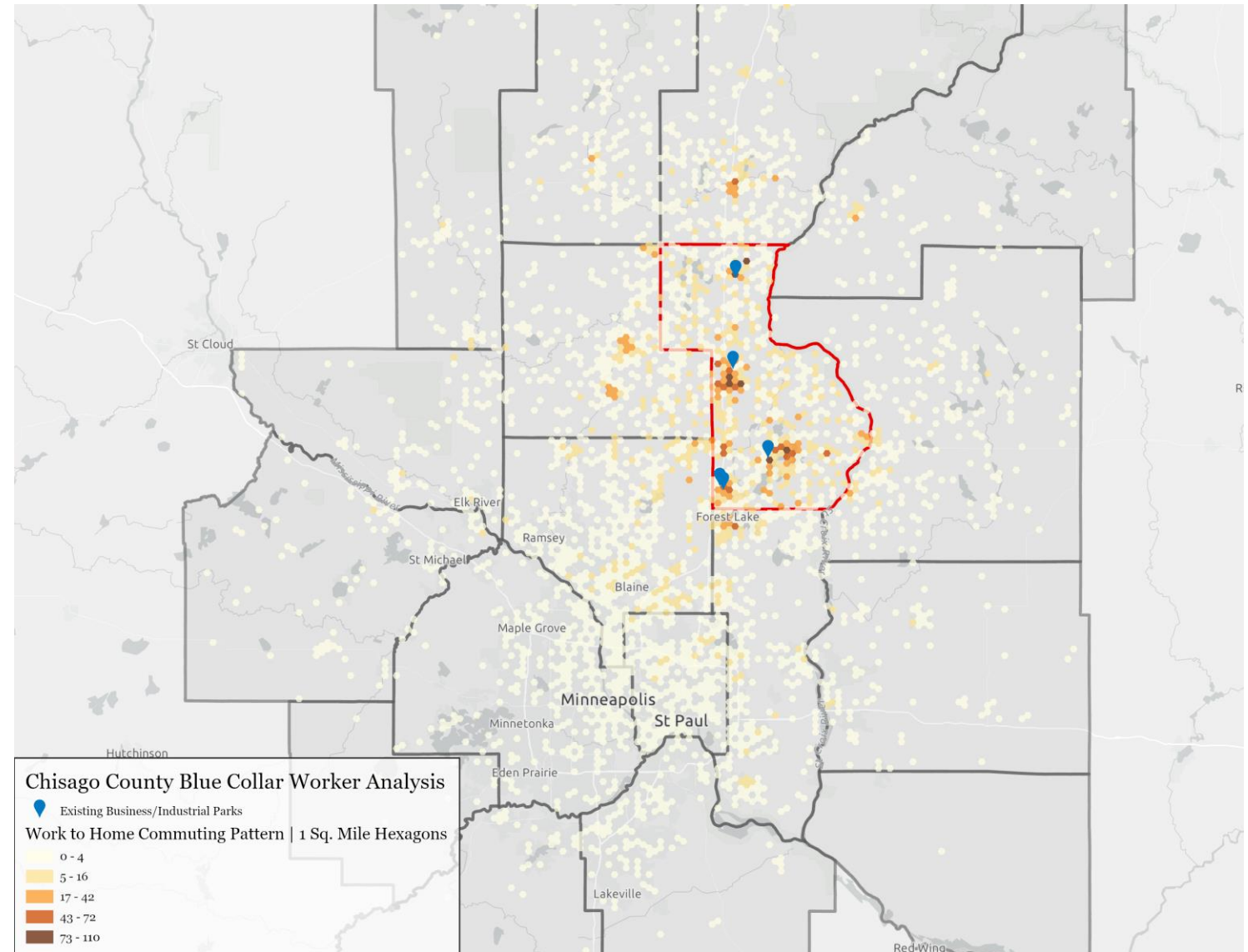


Source: U.S. Census Bureau

Residence Locations of Blue Collar Workers that Work in Chisago County

Work to Home Commuting Pattern

- The map to the right illustrates resident locations of persons employed in blue collar occupations who work in Chisago County
- Chisago appears to attract workers in a radius around the county to a larger extent than pulling workers from Minneapolis



Source: U.S. Census Bureau



INDUSTRY AND TARGET LABOR DETAIL

HEAVY MANUFACTURING PERFORMANCE BY NAICS CODE

		Heavy Duty Truck Manufacturing (336120)	Machine Shops (332710)	Motor and Generator Manufacturing (335312)	Mechanical Power Transmission Equipment Manufacturing (333613)	Sheet Metal Manufacturing (332322)	Showcase, Partition, Shelving and Locker Manufacturing (337215)	Bolt, Nut, Screw, Rivet, and Washer Manufacturing (332722)		TOTAL
Jobs 2021	Chisago County, MN	530	192	87	0	27	89	40		966
	Region	587	8,654	1,857	293	4,559	769	232		16,950
	U.S. Average	33,666	269,984	35,976	13,336	112,389	39,042	35,011		539,409
Historical Growth Rate (17'-21')	Chisago County, MN	35%	(3%)	(9%)	0%	18%	(11%)	n/a		19%
	Region	50%	1%	(1%)	(9%)	(3%)	(23%)	(32%)		(1%)
	U.S. Average	14%	(4%)	2%	2%	2%	(16%)	(11%)		(3%)
Projected Growth Rate (21'-26')	Chisago County, MN	25%	4%	1%	0%	30%	4%	18%		19%
	Region	28%	5%	(5%)	(1%)	0%	(8%)	(30%)		2%
	U.S. Average	14%	3%	3%	5%	2%	(2%)	(6%)		2%
Location Quotient	Chisago County, MN	140.67	6.37	6.96	0.00	18.31	20.42	10.17		16.80
	Region	1.37	2.51	4.04	1.72	3.18	1.54	0.52		4.90
	U.S. Average	1.00	1.00	1.00	1.00	1.00	1.00	1.00		1.00
Average Earnings	Chisago County, MN	\$66,631	\$70,819	\$61,461	n/a	\$55,683	\$57,816	\$68,379		\$64,710
	Region	\$69,122	\$83,514	\$114,822	\$83,905	\$76,469	\$67,446	\$75,528		\$83,786
	U.S. Average	\$82,352	\$68,578	\$90,951	\$80,304	\$68,316	\$61,948	\$77,976		\$71,253

Source: Emsi

¹Region includes the following countries: Anoka County, MN, Carver County, MN, Chisago County, MN, Dakota County, MN, Hennepin County, MN, Isanti County, MN, Kanabec County, MN, Le Sueur County, MN, Mille Lacs County, MN, Pine County, MN, Ramsey County, MN, Scott County, MN, Sherburne County, MN, Washington County, MN, Wright County, MN, Burnett County, WI, Pierce County, WI, Polk County, WI, St. Croix County, WI

²Location Quotient is the level of specialization for the targeted skillset compared to the U.S. average (1.00). Higher values indicate a greater level of specialization and competition compared to the US average.

HEAVY MANUFACTURING – KEY POSITIONS IN THE MARKET

	Chisago County					Regional				Typical Entry Level Education	Work Experience Required		Average Annual Openings
	Total Jobs 2021	5 Yr. Project Growth (2021-2026)	Avg. Hourly Earnings	Location Quotient		Total Jobs 2021	5 Yr. Project Growth (2021-2026)	Avg. Hourly Earnings	Location Quotient				
Industrial Engineers	78	14%	\$44.60	2.34		8,278	4%	\$46.62	2.17	Bachelor's degree	None		791
First-Line Supervisors of Production and Operating Workers	84	6%	\$29.90	1.23		7,645	2%	\$33.45	0.97	High school diploma or equivalent to 2 yr certification	Less than 5 years		843
Miscellaneous Assemblers and Fabricators	509	9%	\$16.81	3.55		20,035	(4%)	\$18.42	1.22	High school diploma or equivalent to 2 yr certification	None		2,582
Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	56	1%	\$18.52	2.74		3,550	(2%)	\$20.50	1.52	High school diploma or equivalent	None		427
Machinists	104	7%	\$23.29	2.51		7,694	3%	\$25.72	1.63	High school diploma or equivalent to 2 yr certification	None		944
Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	50	13%	\$18.60	3.16		2,331	3%	\$20.69	1.29	High school diploma or equivalent to 2 years	None		378
Inspectors, Testers, Sorters, Samplers, and Weighers	76	3%	\$20.80	1.21		7,057	(5%)	\$22.97	0.98	High school diploma or equivalent to 2 yr certification	None		1,017
Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	46	5%	\$18.91	2.76		2,632	4%	\$20.88	1.39	High school diploma or equivalent to 2 yr certification	None		354
Computer Numerically Controlled Tool Operators	46	2%	\$21.38	2.78		3,651	(1%)	\$23.89	1.92	High school diploma or equivalent to 2 yr certification	None		539
Laborers and Freight, Stock, and Material Movers, Hand	211	16%	\$16.98	0.63		27,706	1%	\$18.80	0.73	No formal educational credential	None		4,420
Heavy Manufacturing Position Summary	1,262	9%	\$20.61			90,580	0%	\$23.75					12,296

PRODUCT MANUFACTURING PERFORMANCE BY NAICS CODE

		Other Animal Food Manufacturing (311119)	Footwear Manufacturing (316210)	Stationery Product Manufacturing (322230)	All Other Plastics Product Manufacturing (326199)	Concrete Pipe Manufacturing (327332)		TOTAL
Jobs 2021	Chisago County, MN	61	244	0	482	115		902
	Region	559	256	747	8,674	137		10,413
	U.S. Average	36,600	11,078	15,038	288,384	8,371		359,471
Historical Growth Rate (17'-21')	Chisago County, MN	41%	73%	0%	1%	128%		26%
	Region	(1%)	63%	16%	(2%)	(27%)		0%
	U.S. Average	4%	(19%)	(14%)	(4%)	8%		(4%)
Projected Growth Rate (21'-26')	Chisago County, MN	25%	12%	0%	(12%)	16%		1%
	Region	14%	12%	(1%)	(7%)	2%		(5%)
	U.S. Average	4%	(14%)	(8%)	(6%)	6%		(5%)
Location Quotient	Chisago County, MN	14.88	196.83	0.00	14.95	122.98		23.30
	Region	1.28	1.81	3.89	2.36	1.28		5.85
	U.S. Average	1.00	1.00	1.00	1.00	1.00		1.00
Average Earnings	Chisago County, MN	\$44,717	\$75,578	\$0	\$62,878	\$56,485		\$64,217
	Region	\$103,874	\$72,287	\$77,192	\$69,996	\$58,809		\$72,228
	U.S. Average	\$77,033	\$58,871	\$68,048	\$68,424	\$81,699		\$69,255

Source: Emsi

¹Region includes the following counties: Anoka County, MN, Carver County, MN, Chisago County, MN, Dakota County, MN, Hennepin County, MN, Isanti County, MN, Le Sueur County, MN, Mille Lacs County, MN, Pine County, MN, Ramsey County, MN, Scott County, MN, Sherburne County, MN, Washington County, MN, Wright County, MN, Pierce County, WI, Polk County, WI, St. Croix County, WI

²Location Quotient is the level of specialization for the targeted skillset compared to the U.S. average (1.00). Higher values indicate a greater level of specialization and competition compared to the US average.

PRODUCT MANUFACTURING – KEY POSITIONS IN THE MARKET

	Chisago County					Regional					Typical Entry Level Education	Work Experience Required		Average Annual Openings
	Total Jobs 2021	5 Yr. Project Growth (2021-2026)	Avg. Hourly Earnings	Location Quotient		Total Jobs 2021	5 Yr. Project Growth (2021-2026)	Avg. Hourly Earnings	Location Quotient					
Industrial Engineers	78	14%	\$44.60	2.34		8,278	4%	\$46.62	2.17		Bachelor's degree	None		791
First-Line Supervisors of Production and Operating Workers	84	6%	\$29.90	1.23		7,645	2%	\$33.45	0.97		High school diploma or equivalent to 2 yr certification	Less than 5 years		843
Miscellaneous Assemblers and Fabricators	509	9%	\$16.81	3.55		20,035	(4%)	\$18.42	1.22		High school diploma or equivalent to 2 yr certification	None		2,582
Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	57	(10%)	\$16.39	3.24		2,517	(4%)	\$17.66	1.26		High school diploma or equivalent to 2 yr certification	None		326
Shoe Machine Operators and Tenders	106	8%	\$18.12	210.59		116	7%	\$18.05	2.02		High school diploma or equivalent to 2 yr certification	None		31
Crushing, Grinding, and Polishing Machine Setters, Operators, and Tenders	<10	n/a	n/a	1.84		400	1%	\$21.88	0.94		High school diploma or equivalent to 2 yr certification	None		67
Inspectors, Testers, Sorters, Samplers, and Weighers	76	3%	\$20.80	1.21		7,057	(5%)	\$22.97	0.98		High school diploma or equivalent to 2 yr certification	None		1,017
Paper Goods Machine Setters, Operators, and Tenders	<10	n/a	n/a	0.33		1,305	(7%)	\$18.94	1.03		High school diploma or equivalent to 2 yr certification	None		224
Helpers--Production Workers	27	3%	\$15.43	1.02		3,200	(4%)	\$17.18	1.04		High school diploma or equivalent	None		658
Laborers and Freight, Stock, and Material Movers, Hand	211	16%	\$16.98	0.63		27,706	1%	\$18.80	0.73		No formal educational credential	None		4,420
Product Manufacturing Position Summary	1,160	9%	\$20.01			78,259	(1%)	\$23.32						10,959

SUPPLY CHAIN PERFORMANCE BY NAICS CODE

		Electronic Shopping and Mail-Order Houses (454110)	Rail transportation (482110)	General Freight Trucking, Long-Distance, Truckload (484121)	General Freight Trucking, Long-Distance, Less Than Truckload (484122)	Couriers and Express Delivery Services (492110)		TOTAL
Jobs 2021	Chisago County, MN	206	103	71	< 10	121		503
	Region	6,923	2,118	6,819	3,170	10,430		28,662
	U.S. Average	529,792	207,738	635,826	274,028	898,492		2,545,876
Historical Growth Rate (17'-21')	Chisago County, MN	11%	9%	15%	n/a	41%		17%
	Region	(3%)	(10%)	(10%)	4%	22%		3%
	U.S. Average	11%	(7%)	2%	2%	43%		15%
Projected Growth Rate (21'-26')	Chisago County, MN	1%	9%	7%	n/a	16%		7%
	Region	(4%)	(6%)	(4%)	1%	4%		(1%)
	U.S. Average	13%	(4%)	1%	2%	10%		6%
Location Quotient	Chisago County, MN	3.47	4.43	0.99	0.06	1.21		1.85
	Region	1.02	0.80	0.84	0.91	0.91		0.88
	U.S. Average	1.00	1.00	1.00	1.00	1.00		1.00
Average Earnings	Chisago County, MN	\$52,027	\$99,710	\$77,433	n/a	\$67,426		\$68,664
	Region	\$86,402	\$101,444	\$82,253	\$80,865	\$53,229		\$74,459
	U.S. Average	\$94,224	\$101,346	\$69,462	\$80,214	\$55,230		\$73,477

Source: Emsi

¹Region includes the following countries: Anoka County, MN, Carver County, MN, Chisago County, MN, Dakota County, MN, Hennepin County, MN, Isanti County, MN, Kanabec County, MN, Le Sueur County, MN, Mille Lacs County, MN, Pine County, MN, Ramsey County, MN, Scott County, MN, Sherburne County, MN, Washington County, MN, Wright County, MN, Burnett County, WI, Pierce County, WI, Polk County, WI, St. Croix County, WI

²Location Quotient is the level of specialization for the targeted skillset compared to the U.S. average (1.00). Higher values indicate a greater level of specialization and competition compared to the US average.

SUPPLY CHAIN LABOR – KEY POSITIONS IN THE MARKET

	Chisago County					Regional					Typical Entry Level Education	Work Experience Required		Average Annual Openings
	Total Jobs 2021	5 Yr. Project Growth (2021-2026)	Avg. Hourly Earnings	Location Quotient		Total Jobs 2021	5 Yr. Project Growth (2021-2026)	Avg. Hourly Earnings	Location Quotient					
General and Operations Managers	220	10%	\$55.48	0.79		29,913	2%	\$63.17	0.95		Bachelor's degree	5 years or more		2,832
Order Clerks	16	(7%)	\$16.66	1.12		1,803	(10%)	\$18.90	1.12		Some college, no degree	None		303
Shipping, Receiving, and Inventory Clerks	70	4%	\$17.46	0.84		8,984	(4%)	\$19.86	0.94		High school diploma or equivalent	None		949
First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	41	13%	\$26.45	0.74		4,985	2%	\$30.05	0.78		High school diploma or equivalent	Less than 5 years		743
Heavy and Tractor-Trailer Truck Drivers	219	2%	\$25.40	0.93		21,798	2%	\$27.57	0.81		Postsecondary nondegree award	None		2,847
Light Truck Drivers	87	13%	\$21.72	0.75		10,954	4%	\$22.53	0.83		High school diploma or equivalent	None		1,445
Industrial Truck and Tractor Operators	33	11%	\$20.76	0.43		5,770	1%	\$23.53	0.67		No formal educational credential	None		882
Laborers and Freight, Stock, and Material Movers, Hand	211	16%	\$16.66	0.63		27,706	1%	\$18.80	0.73		No formal educational credential	None		4,420
Packers and Packagers, Hand	52	5%	\$12.71	0.74		5,655	(2%)	\$14.46	0.70		No formal educational credential	None		973
Stockers and Order Fillers	169	9%	\$14.41	0.66		28,443	0%	\$16.38	0.98		High school diploma or equivalent	None		5,185
Supply Chain Position Summary	1,118	9%	\$26.25			146,012	1%	\$29.45						20,579

Source: Emsi

WAREHOUSING – KEY POSITIONS IN THE MARKET

	Chisago County					Regional				Typical Entry Level Education	Work Experience Required	Average Annual Openings
	Total Jobs 2021	5 Yr. Project Growth (2021-2026)	Avg. Hourly Earnings	Location Quotient		Total Jobs 2021	5 Yr. Project Growth (2021-2026)	Avg. Hourly Earnings	Location Quotient			
Transportation, Storage, and Distribution Managers	13	8%	\$49.63	0.81		2,048	2%	\$54.79	1.11	High school diploma or equivalent	5 years or more	247
Production, Planning, and Expediting Clerks	28	6%	\$24.18	0.66		4,135	2%	\$26.74	0.86	High school diploma or equivalent	None	477
Shipping, Receiving, and Inventory Clerks	70	4%	\$17.79	0.84		8,984	(4%)	\$19.86	0.94	High school diploma or equivalent	None	949
Maintenance and Repair Workers, General	119	5%	\$22.27	0.71		15,217	2%	\$24.76	0.79	High school diploma or equivalent	None	1,602
First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	41	13%	\$26.95	0.74		4,985	2%	\$30.05	0.78	High school diploma or equivalent	Less than 5 years	743
Heavy and Tractor-Trailer Truck Drivers	219	2%	\$25.88	0.93		21,798	2%	\$27.57	0.81	Postsecondary nondegree award	None	2,847
Light Truck Drivers	87	13%	\$22.13	0.75		10,954	4%	\$22.53	0.83	High school diploma or equivalent	None	1,445
Industrial Truck and Tractor Operators	33	11%	\$21.16	0.43		5,770	1%	\$23.53	0.67	No formal educational credential	None	882
Laborers and Freight, Stock, and Material Movers, Hand	211	16%	\$16.98	0.63		27,706	1%	\$18.80	0.73	No formal educational credential	None	4,420
Packers and Packagers, Hand	52	5%	\$12.95	0.74		5,655	(2%)	\$14.46	0.70	No formal educational credential	None	973
Stockers and Order Fillers	169	9%	\$14.68	0.66		28,443	0%	\$16.38	0.98	High school diploma or equivalent	None	5,185
Warehousing Position Summary	1,043	8%	\$20.53			135,696	1%					19,769

Source: Emsi

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Request for EDA Action

Date: February 11, 2022

Presented to: EDA Members

Presented by: Robb Linwood, City Administrator

Department: Administration

Reference: 2022 Work Plan Discussion/Goals/Marketing

Method: New Business

Background Information:

As part of the continuing work for the EDA's 2022 Work Plan/Goals and Marketing effort we wanted to discuss with the group about the focus of our efforts in 2022. As part of this a SWOT (strengths, weaknesses, opportunities and threats) could be reviewed about the city and its economic development. Secondly I have some suggested areas of focus for the group to review and receive feedback. These don't need to be the focus of the work plan or marketing efforts, but a good place to start and build off of.

STRENGTHS – Advantages Wyoming has (in no particular order).

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WEAKNESSES – disadvantages Wyoming has that we may or may not be able to remedy.

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OPPORTUNITIES are defined as being potential areas for economic Development that have not yet been taken advantage of.

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THREATS are events that could seriously impair Wyoming's economy, tax base or job base if they were to occur

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The Second Component of the discussion can talk about areas of focus and how we want to work on these or potential marketing efforts depending on the topic.

- **Business Retention and Expansion** – Maintaining a systematic visitation program with Wyoming's existing businesses, providing outstanding customer service and doing everything within our power to help our local companies succeed and grow.
 - BR&E is the number one source for economic activity and growth in a community
 - Up to 90% of community growth comes from existing companies
 - Very inexpensive
 - Most effective activity in creating new jobs
 - Excellent marketing opportunity when owners and manager of businesses share what a great community they reside in.

Strategies and Actions???

- **Skilled Workforce** – What can we do to grow our own skilled workforce locally by engaging high school students and educating them about opportunities provided at local tech colleges for training and education. Chisago HRA/EDA is working to complete a Labor study that will be shared with this group.
 - Businesses and especially manufacturers indicate a server shortage of skilled workers
 - Available skilled workforce is driving factor of a business's looking to expand or relocate

Strategies and Actions???

- **Business Attraction** – How do we gain a competitive advantage vs other communities of having our businesses expand here and new businesses locate here.

Key Factors:

- Skilled workforce
- Available land
- Gap financing
- Attractive community
- Collaborative – (County, City, ECRDC, County HRA/EDA, business community)
- What type of businesses do we want to attract and where can we locate them

Strategies and Actions??

- **Downtown Redevelopment** – maintaining an attractive area as a part of community that reinforces that it is a great place to live
 - Downtowns can be a reflection of how the community sees itself
 - Typically independently owned businesses that keep profits in town
 - Do we have areas of priority or opportunities?
- **Workforce Housing – How we develop and look for new opportunities**
 - According to the Urban Land Institute (ULI), Workforce Housing is defined as housing affordable to households earning between 60 and 120 percent of area median income (AMI). Workforce housing targets middle-income workers which includes professions such as police officers, firefighters, teachers, health care workers, retail clerks, and the like. Households who need workforce housing may not always qualify for housing subsidized by the Low-Income Housing Tax Credit (LIHTC)
 - Chisago County has developed a housing trust fund
 - Affordable housing is essential to a flourishing business base, especially manufacturing

Strategies and Actions?

Marketing Efforts

- Work on updating EDA website to ensure good information
- More Social media presences and the continued use of constant contact
- Site selectors are utilizing city's web pages for information
- Community image and reputation matter
- Branding is important to set us apart

Strategies and Actions?