

Chapter 8

ECONOMIC DEVELOPMENT AND COMPETITIVENESS

What This Element Will Do.....	8-2
What Drives This Element.....	8-2
Demographic and Workforce Characteristics.....	8-2
Population & Household Growth.....	8-3
Household Income By Age.....	8-3
Occupations.....	8-4
Educational Attainment.....	8-4
Mobility and Migration.....	8-5
Consumer Expenditures.....	8-6
Retail Demand and Leakage.....	8-8
Employment and Wages.....	8-10
Historical and Forecast Employment.....	8-10
Resident Employment.....	8-10
Commuting Patterns.....	8-11
Employment Trends.....	8-12
Major Employers.....	8-13
Employer Interviews.....	8-14
Market Forecast Analysis.....	8-14
Available Business Financial and Technical Assistance.....	8-15
Tax Increment Financing.....	8-15
Tax Abatement.....	8-16
Revolving Loan Fund.....	8-16
Restoration, Opportunity, Sustainability, and Enterprise (ROSE) Loan.....	8-16
Local Technical Assistance.....	8-16
Scott County First Stop Shop/Open to Business.....	8-16
(Metropolitan Consortium of Community Developers)	
Dakota-Scott Workforce Development Board.....	8-17
Minnesota Department of Employment and Economic Development.....	8-17
Goals and Policies.....	8-17

ECONOMIC DEVELOPMENT AND COMPETITIVENESS

Growth is never by mere chance; it is the result of forces working together. – James Cash Penney

What This Element Will Do

This plan element guides economic competitiveness in Belle Plaine consistent with Thrive 2040. The foundation of this element is a belief that a thriving, engaged community with a diversified local economy and leadership which prioritizes a culture of creativity, entrepreneurship, and innovation is essential to the economic competitiveness of the City of Belle Plaine.

This element will: examine demographic and workforce characteristics, employment and wages, market conditions and forecast analysis, available incentive programs, and policies and goals Belle Plaine will commit to considering, analyzing, and implementing.

What Drives This Element

We believe a strong, diverse, and sustainable local economy with plentiful opportunities for creativity, entrepreneurship, equitable access, and free enterprise is essential to a healthy and prosperous Belle Plaine. We recognize and embrace the competitive and budgetary challenges associated with being a rural growth center in a metropolitan area. We are grateful for our core businesses, active Chamber of Commerce, and strong, independent business owners and operators. We acknowledge the economic contributions of previous generations, our agricultural roots, and the reality of a global, technical economy.

We are devoted to nurturing, growing, and sustaining long-term economic prosperity as the underpinning of a positive future for Belle Plaine. We define economic prosperity as a general feeling of successful economic well-being for all. We will strive to provide conditions in which every community member finds our City a distinct, flourishing place open to business opportunities for all with an abundance of available jobs, solid infrastructure, and a variety of places to live. We commit to strengthening the competitiveness of our region by identifying needs and challenges of our employers and workforce, providing competitive sites for growth, and by providing infrastructure and amenities needed to attract, retain, and grow businesses and a talented workforce.

Demographic and Workforce Characteristics

In 2016, Maxfield Research and Consulting was engaged by the Scott County Community Development Agency (CDA) to complete an update of the demand for commercial and industrial space in Scott County entitled “A commercial/Industrial Demand Analysis for Scott County, Minnesota”. Information collected for this analysis includes:

- Demographic and economic data;
- Employment data;
- Business growth and expansion;
- Information on current and projected market conditions for office, retail and industrial space in the County;
- Land availability for commercial and industrial development including a review of sites that are pad ready and those that would require additional infrastructure;
- Pending commercial and industrial development; and,
- Updated calculations of demand for commercial (office/retail) and industrial space in Scott County communities.

The Maxfield report informs this section of Destination 2040 and provides the basis for analysis of current and forecast market conditions in Belle Plaine.

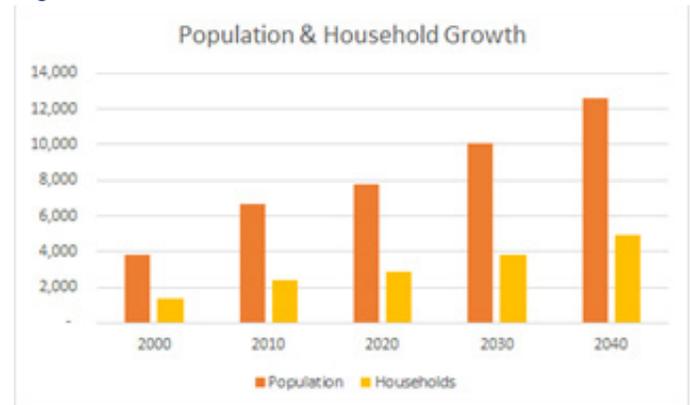
Population & Household Growth

Belle Plaine is expected to continue to add population and households over time. Figure 8.1 illustrates growth trends and growth forecasts.

The Maxfield Study notes growth within the Belle Plaine submarket, which primarily includes the City of Belle Plaine, is projected to experience the largest proportional increase in population of any submarket in Scott County from 2020 to 2030, growing by 24.7 percent.

The Belle Plaine submarket is also expected to experience the greatest proportional growth in households, calculated at 28.4 percent.

Figure 8.1



Household Income By Age

Household incomes in Belle Plaine by age group are illustrated in Table 8-1. The data includes actual statistics from 2015 and forecasts for 2020. The table was compiled by Maxfield Research and Consulting.

Median incomes are expected to continue to increase. Belle Plaine median incomes are higher than the Twin Cities Metropolitan Area average of \$67,795 (2015 data) but lower than the Scott County average of \$91,020 during the same time period. Belle Plaine has nearly the lowest median income of all cities in Scott County with New Prague averages being slightly lower.

Median income in Belle Plaine, as in other communities in Scott County, peaks for the 35-44 and 45-54 age groups.

Table 8-1

HOUSEHOLD INCOME BY AGE OF HOUSEHOLDER BELLE PLAINE SUBMARKET 2015 & 2020							
Total	Age of Householder						
	<25	25-34	35-44	45-54	55-64	65-74	75+
2015							
Less than \$15,000	182	9	32	22	30	22	33
\$15,000 to \$24,999	193	8	31	24	22	29	33
\$25,000 to \$34,999	236	9	32	37	35	45	34
\$35,000 to \$49,999	263	28	50	47	29	32	45
\$50,000 to \$74,999	551	15	108	122	123	99	63
\$75,000 to \$99,999	625	19	101	170	170	98	39
\$100,000 or more	788	5	123	313	197	90	41
Total	2,837	94	476	735	607	428	236
Median Income	\$74,793	\$44,714	\$70,438	\$89,865	\$81,975	\$66,143	\$52,863
2020							
Less than \$15,000	186	11	30	19	28	37	23
\$15,000 to \$24,999	151	9	23	19	15	21	27
\$25,000 to \$34,999	206	9	27	30	25	41	33
\$35,000 to \$49,999	262	34	47	41	24	32	34
\$50,000 to \$74,999	603	21	114	125	123	115	79
\$75,000 to \$99,999	815	31	129	205	209	141	60
\$100,000 or more	1,167	10	189	444	264	155	72
Total	3,390	124	560	883	689	543	330
Median Income	\$81,675	\$49,682	\$80,406	\$100,140	\$87,685	\$78,000	\$61,946
Change 2015 - 2020							
Less than \$15,000	4	2	-1	-3	-2	2	2
\$15,000 to \$24,999	-42	1	-7	-5	-7	-8	-5
\$25,000 to \$34,999	-29	-0	-4	-7	-10	-4	-1
\$35,000 to \$49,999	-1	6	-3	-6	-5	1	3
\$50,000 to \$74,999	53	5	7	3	0	17	17
\$75,000 to \$99,999	190	12	29	35	39	43	21
\$100,000 or more	378	4	66	131	67	66	32
Total	553	30	85	148	82	115	67
Median Income	\$6,882	\$4,968	\$9,968	\$10,275	\$5,710	\$11,857	\$9,083

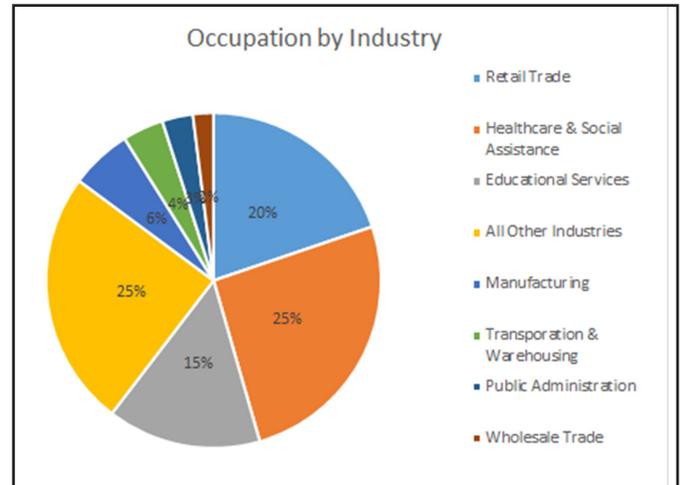
Sources: ESRI; US Census Bureau; Maxfield Research & Consulting, LLC

Occupations

Table 8-2 illustrates occupations of people age 25 years or older in Belle Plaine in 2016.

Occupations of residents provide information on the types of positions that are currently held and give an indication of the potential skills of the labor force in various industry sectors. The top three employment industries locally are: retail trade, healthcare and social assistance, and educational services. Nearly half of Belle Plaine residents work in the aforementioned industries.

Comparatively, occupations of all Scott County residents are more diffuse than that in Belle Plaine. Top industries for employment across the County include accommodations and food service (8%), manufacturing (6%), retail trade (5%), healthcare and social assistance (5%), educational services (5%), and construction (5%).



Educational Attainment

Table 8-2 is contained in the Maxfield Study “A Commercial/Industrial Demand Analysis for Scott County, Minnesota” completed in 2016. The Table illustrates the highest level of education attained in Scott County submarkets as of 2014. The Table represents only persons over 25 years of age. Maxfield notes resident education levels impact a population’s employment readiness and the potential skills match of local labor force participants to needs of local employers. Maxfield further notes:

- The educational attainment of Some College or Associate’s Degrees represented the highest proportion of the population in each submarket, except for Belle Plaine where high school graduate represented the

Table 8-2

EDUCATIONAL ATTAINMENT SCOTT COUNTY 2014									
	Belle Plaine MA		Elko-New Market MA		Jordan MA		New Prague MA		
	Number	Pct.	Number	Pct.	Number	Pct.	Number	Pct.	
Total Population 25 years and Over	5,287	100.0%	6,801	100.0%	4,972	100.0%	5,644	100.0%	
Less than high school graduate	198	3.7%	150	2.2%	289	5.8%	425	7.5%	
High school graduate	1,919	36.3%	1,546	22.7%	1,416	28.5%	1,487	26.3%	
Some college or associate's degree	1,739	32.9%	2,529	37.2%	1,737	34.9%	1,817	32.2%	
Bachelor's degree	1,086	20.5%	1,730	25.4%	1,162	23.4%	1,358	24.1%	
Graduate or Professional Degree	345	6.5%	846	12.4%	368	7.4%	557	9.9%	
	Prior Lake MA		Savage		Shakopee MA		Scott County		
	Number	Pct.	Number	Pct.	Number	Pct.	Number	Pct.	
Total Population 25 years and Over	21,513	100.0%	17,836	100.0%	25,684	100.0%	85,951	100.0%	
Less than high school graduate	824	3.8%	944	5.3%	1,980	7.7%	4,641	5.4%	
High school graduate	4,557	21.2%	3,296	18.5%	6,510	25.3%	20,370	23.7%	
Some college or associate's degree	7,150	33.2%	6,005	33.7%	7,546	29.4%	28,020	32.6%	
Bachelor's degree	6,690	31.1%	5,613	31.5%	6,910	26.9%	24,066	28.0%	
Graduate or Professional Degree	2,293	10.7%	1,978	11.1%	2,739	10.7%	8,853	10.3%	

Source: American Community Survey: 2010-2014

educational attainment of the greatest proportion of the population.

- Savage and Prior Lake reported approximately 42% of the population with a Bachelor’s Degree or higher. Belle Plaine was the only submarket to report less than 30% of the population with a Bachelor’s Degree or higher.

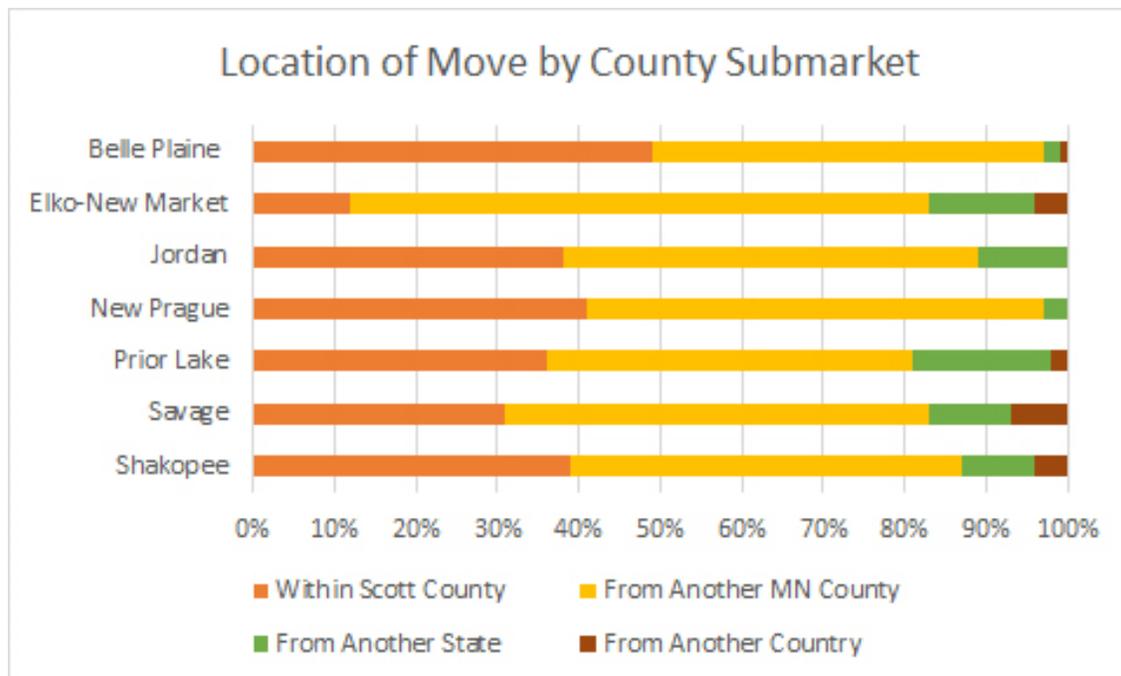
Mobility and Migration

The Maxfield Study also examined Scott County resident’s mobility and migration. Figure 8.2 illustrates where people moved from when they moved to various locations in Scott County. The study notes nearly 90% of Scott County residents did not move in the previous year (2014). Those that did move were most likely to move from a different county in Minnesota to Scott County.

In addition to analyzing where people moved from, the Maxfield Study also reviewed the age ranges of those who moved.

Maxfield reports that among all age groups in Scott County, those aged 18-24 were most likely to move (20.6% moved in 2014) and they were the most likely to report a move from a different county in Minnesota to Scott County. Mobility reached nadir in the 45 to 54-year-old age group with only slightly more than five percent reporting a move. The percentage of persons moving over aged 55 again increases reaching eight percent in those age 75 and over. Those age 75 and over were most likely to report a move to a different state (23%).

Figure 8.2



Consumer Expenditures

Maxfield's Study "A Commercial/Industrial Demand Analysis for Scott County, Minnesota" analyzed data obtained from ESRI based on Consumer Expenditure Surveys from the Bureau of Labor Statistics to illustrate average expenditures per household in Scott County submarkets. Maxfield further defined a Spending Potential Index (SPI) based on submarket households spending versus the national average of 100 percent. SPI over 100 indicate submarket consumers spend more than the national average on the applicable spending category. SPI of less than 100 indicate Belle Plaine residents spend less than the national average on the applicable spending category.

As illustrated in Figure 8.3, average annual expenditures across all categories are lower in the Belle Plaine area than the Twin Cities Metropolitan Area average.

Figure 8.3

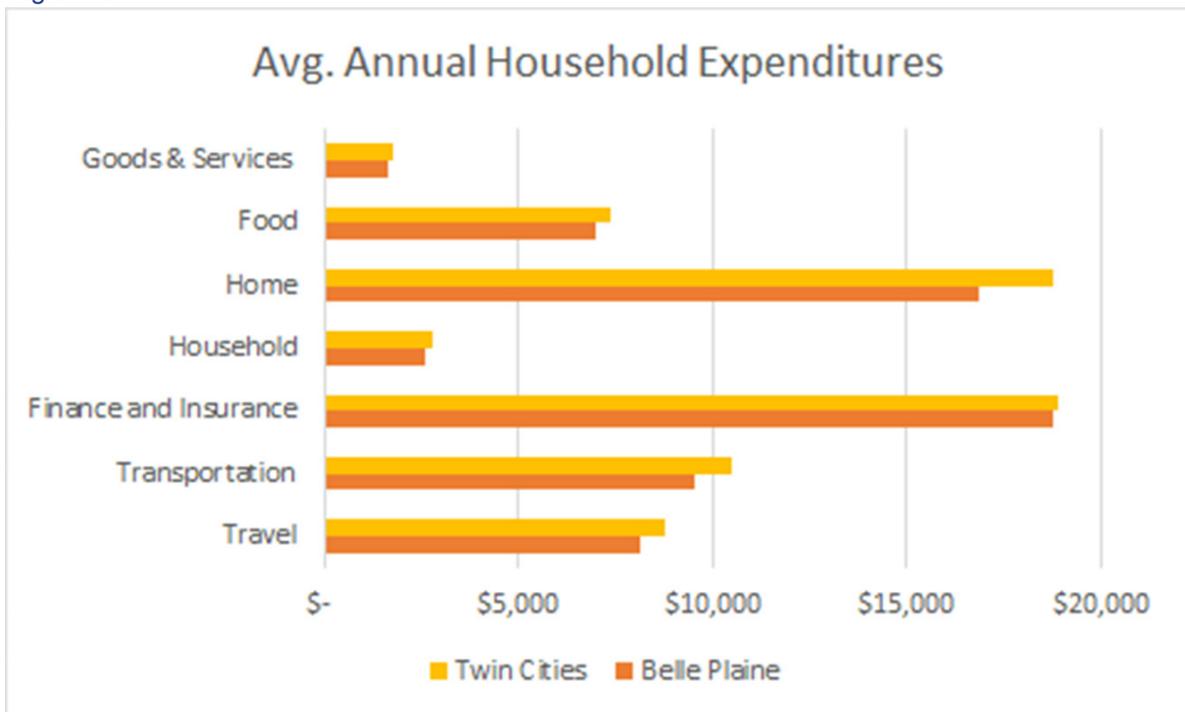


Table 8-3 illustrates spending by category in the Belle Plaine area as included in the Maxfield Study. The table reveals that, while below or close to the SPI for the Twin Cities Metro Area, Belle Plaine spending still tops the national average in nearly every examined category. SPI in Belle Plaine was the highest for child care and home mortgages or rents. Spending on home goods accounted for the larger outlay per household (\$18,765) followed by finance/insurance costs. Total average annual household expenditures in Belle Plaine are \$64,485.

Table 8-3

ESTIMATED HOUSEHOLD EXPENDITURES BY SELECTED PRODUCT TYPE

	Belle Plaine Area		TC Metro	SPI*
	Total (\$000's)	Avg/Hhld	Avg/Hhld	
Goods & Services				
Apparel & Services	\$ 6,856	\$ 2,281	\$ 2,497	113
Entertainment & Recreation	\$ 9,997	\$ 3,326	\$ 3,553	114
Nonprescription Drugs	\$ 397	\$ 132	\$ 146	106
Prescription Drugs	\$ 1,311	\$ 436	\$ 476	104
Eye Glasses & Contact Lenses	\$ 296	\$ 98	\$ 107	110
Personal Care Products	\$ 1,468	\$ 489	\$ 532	112
Child Care	\$ 1,675	\$ 557	\$ 553	132
School Books & Supplies	\$ 571	\$ 190	\$ 205	116
Smoking Products	\$ 1,159	\$ 385	\$ 455	94
Computer Hardware	\$ 609	\$ 203	\$ 221	117
Computer Software	\$ 46	\$ 15	\$ 17	117
Pets	\$ 1,798	\$ 598	\$ 631	112
Food				
Food at Home	\$ 16,447	\$ 5,472	\$ 6,004	110
Food Away from Home	\$ 10,585	\$ 3,521	\$ 3,826	114
Alcoholic Beverages	\$ 1,728	\$ 575	\$ 644	112
Home				
Home Mortgage Payment/Rent	\$ 32,762	\$ 10,899	\$ 10,597	127
Maintenance & Remodeling Services	\$ 6,217	\$ 2,068	\$ 2,112	118
Maintenance & Remodeling Materials	\$ 1,273	\$ 424	\$ 416	117
Utilities	\$ 16,156	\$ 5,375	\$ 5,776	110
Household Furnishings, Equipment, & Operations				
Household Textiles	\$ 299	\$ 99	\$ 107	114
Furniture	\$ 1,717	\$ 571	\$ 617	116
Rugs	\$ 87	\$ 29	\$ 31	119
Major Appliances	\$ 998	\$ 332	\$ 337	117
Small Appliances	\$ 159	\$ 53	\$ 58	112
Housewares	\$ 285	\$ 95	\$ 103	113
Luggage	\$ 33	\$ 11	\$ 12	120
Telephone & Accessories	\$ 241	\$ 80	\$ 89	112
Lawn & Garden	\$ 1,370	\$ 456	\$ 474	112
Moving/Storage/Freight Express	\$ 210	\$ 70	\$ 79	110
Housekeeping Supplies	\$ 2,323	\$ 773	\$ 845	110
Financial & Insurance				
Investments	\$ 24,257	\$ 8,069	\$ 9,435	108
Vehicle Loans	\$ 8,362	\$ 2,782	\$ 2,940	114
Owners & Renters Insurance	\$ 1,561	\$ 519	\$ 532	112
Vehicle Insurance	\$ 3,770	\$ 1,254	\$ 1,347	112
Life/Other Insurance	\$ 1,408	\$ 468	\$ 494	113
Health Insurance	\$ 11,305	\$ 3,761	\$ 4,008	111
Transportation				
Cars & Trucks (net outlay)	\$ 7,231	\$ 2,406	\$ 2,477	116
Gasoline & Motor Oil	\$ 10,286	\$ 3,422	\$ 3,637	111
Vehicle Maintenance/Repair	\$ 3,486	\$ 1,160	\$ 1,248	112
Travel				
Airline Fares	\$ 1,632	\$ 543	\$ 584	119
Lodging	\$ 1,639	\$ 545	\$ 578	118
Vehicle Rental	\$ 86	\$ 28	\$ 30	119
Food & Drink on Trips	\$ 1,543	\$ 513	\$ 544	117

Retail Demand and Leakage

The Maxfield Study includes detail on retail sales in Scott County in 2015. Relevant information for the Belle Plaine area pertaining to retail demand (potential sales) and retail supply to consumers (retail sales) is presented, along with a calculated 'gap' between supply and demand. Table 8-4 is included in the Study. Please note a positive surplus/leakage factor represents "leakage" of retail opportunities out of the area. A negative factor represents surplus sales, meaning more customers are drawn to local retailers from outside of the Belle Plaine area.

The table illustrates leakage in most retail categories. The "general merchandise stores" category experiences total leakage of retail sales outside of Belle Plaine. The study notes most of those sales are likely occurring in other locations in Scott County or near to Scott County. The City has a surplus in "miscellaneous retailers, gasoline stations, and food & beverage categories.

Table 8-4

RETAIL DEMAND AND POTENTIAL LEAKAGE

	Belle Plaine Area		TC Metro	Surplus/Leakage Factor
	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap (Demand- Supply)	
Summary Totals				
Total Retail Trade & Food & Drink (NAICS 44-45, 722)	\$4,975,946	\$3,568,811	\$1,407,135	16.5
Total Retail Trade (NAICS 44-45)	\$4,490,437	\$3,316,383	\$1,174,054	15.0
Total Food & Drink (NAICS 722)	\$485,509	\$252,428	\$233,081	31.6
Motor Vehicle & Parts Dealers	\$1,054,093	\$748,776	\$305,318	16.9
Automobile Dealers	\$855,798	\$665,440	\$190,358	12.5
Other Motor Vehicle Dealers	\$131,001	\$59,212	\$71,789	37.7
Auto Parts, Accessories & Tire Stores	\$67,295	\$24,124	\$43,171	47.2
Furniture & Home Furnishing Stores	\$127,119	\$83,150	\$43,970	20.9
Furniture Stores	\$83,804	\$61,614	\$22,190	15.3
Home Furnishings Stores	\$43,316	\$21,536	\$21,780	33.6
Electronics & Appliance Stores	\$208,916	\$26,585	\$182,331	77.4
Bldg Materials, Garden Equip. & Supply Stores	\$234,554	\$87,371	\$147,183	45.7
Bldg Materials & Supplies Dealers	\$192,366	\$75,836	\$116,530	43.4
Lawn & Garden Equipment & Supply Stores	\$42,188	\$11,535	\$30,653	57.1
Food & Beverage Stores	\$753,409	\$1,437,619	(\$684,210)	(31.2)
Grocery Stores	\$636,475	\$673,319	(\$36,844)	(2.8)
Specialty Food Stores	\$43,932	\$38,833	\$5,098	6.2
Beer, Wine & Liquor Stores	\$73,003	\$725,467	(\$652,464)	(21.1)
Health & Personal Care Stores	\$289,313	\$59,392	\$229,921	65.9
Gasoline Stations	\$331,866	\$509,220	(\$177,354)	(21.1)
Clothing & Clothing Accessories Stores	\$188,145	\$19,672	\$168,473	81.1
Clothing Stores	\$145,013	\$7,560	\$137,453	90.1
Shoe Stores	\$29,707	\$8,238	\$21,469	56.6
Jewelry, Luggage & Leather Goods Stores	\$13,425	\$3,873	\$9,552	55.2
Sporting Goods, Hobby, Books & Music Stores	\$142,357	\$38,518	\$103,838	57.4
Sporting Goods, Hobby, Musical Instru Stores	\$118,903	\$33,510	\$85,393	56.0
Book, Periodical & Music Stores	\$23,453	\$5,008	\$18,445	64.8
General Merchandise Stores	\$877,411	\$0	\$877,411	100.0
Department Stores Excluding Leased Depts.	\$712,740	\$0	\$712,740	100.0
Other General Merchandise Stores	\$164,671	\$0	\$164,671	100.0
Miscellaneous Store Retailers	\$182,519	\$295,611	(\$113,092)	(23.7)
Florists	\$7,708	\$17,214	(\$9,505)	(38.1)
Office Supplies, Stationery & Gift Stores	\$27,027	\$5,112	\$21,915	68.2
Used Merchandise Stores	\$22,655	\$4,272	\$18,383	68.3
Other Miscellaneous Store Retailers	\$125,130	\$269,014	(\$143,884)	(36.5)
Nonstore Retailers	\$100,734	\$10,470	\$90,264	81.2
Electronic Shopping & Mail Order Houses	\$81,663	\$10,470	\$71,193	77.3
Vending Machine Operators	\$5,323	\$0	\$5,323	100.0
Direct Selling Establishments	\$13,748	\$0	\$13,748	100.0
Food Services & Drinking Places	\$485,509	\$252,428	\$233,081	31.6
Full Service Restaurants	\$276,340	\$129,859	\$146,480	36.1
Limited Service Eating Places	\$183,725	\$105,951	\$77,774	26.8
Special Food Services	\$11,450	\$902	\$10,548	85.4
Drinking Places - Alcoholic Beverages	\$13,995	\$15,716	(\$1,721)	(5.8)

Source: Maxfield Research & Consulting; ESRI

2015 dollars. Supply (retail sales) estimates sales to consumers by establishments, sales to businesses are excluded. Demand (retail potential) estimates the expected amount a retail establishment. Leakage/surplus factor measures the relationship between supply and demand at ranges from +100 (total leakage) to -100 (total surplus). A positive value of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area.

Employment and Wages

A plentiful, available, and appropriately trained labor supply is essential to helping businesses grow, innovate, and increase productivity. Maxfield Research & Consulting's Study for Scott County entitled, "A Commercial/Industrial Demand Analysis for Scott County, Minnesota" provides a snapshot of the existing workforce in Scott County and major employers.

Historical and Forecast Employment Table 8-5

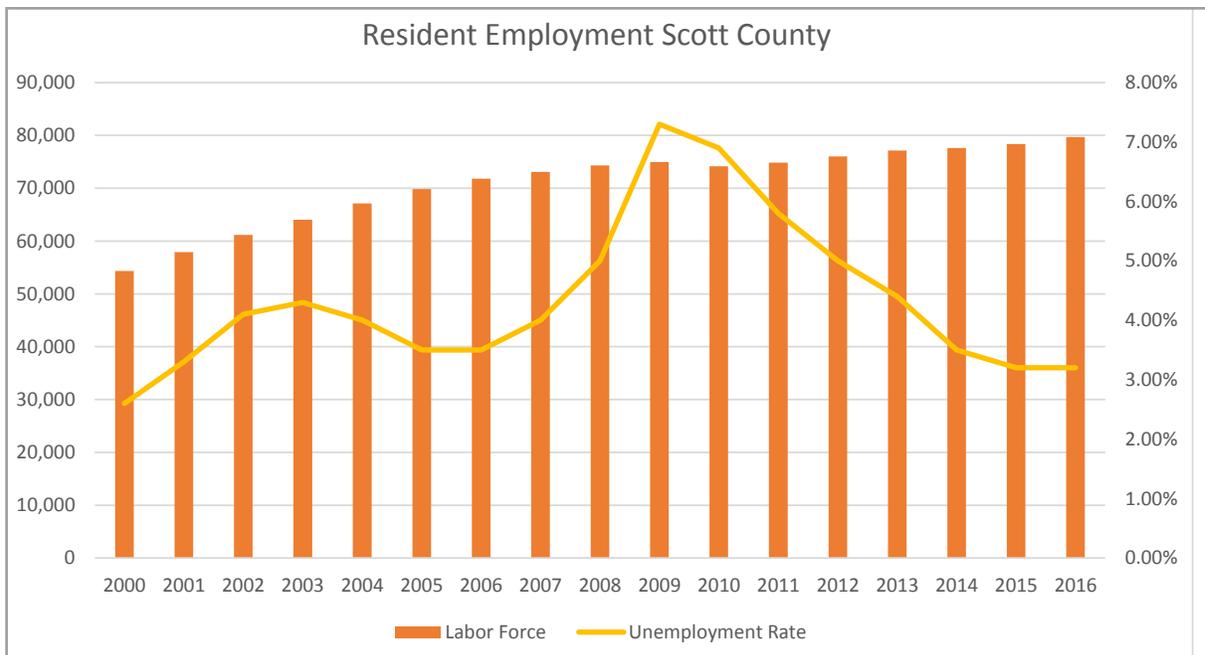
Table 8-5 illustrates historic and forecast employment for Belle Plaine and Scott County. Historic statistics are sourced in data from the Minnesota Department of Employment and Economic Development. Forecasts are per Metropolitan Council allocation. The vast majority of existing and forecast jobs in Scott County are located in Shakopee, Savage, and Prior Lake.

Year	Belle Plaine	Scott County
2000	1,428	34,980
2010	1,847	41,545
2015	1,670	45,960
2020	2,600	54,900
2030	2,950	61,990
2040	3,300	68,440

Resident Employment

Figure 8-4 below illustrates the number of employed persons living in Scott County and annual unemployment rate average from 2000 thru August of 2016. The information is based on statistics included in the Maxfield Study. The chart illustrates the impact of the Great Recession in Scott County from 2009-2011. Local data sources, including building permit activity and employment statistics, indicate the height of the recession in Belle Plaine extended thru 2012.

Figure 8-4



Commuting Patterns

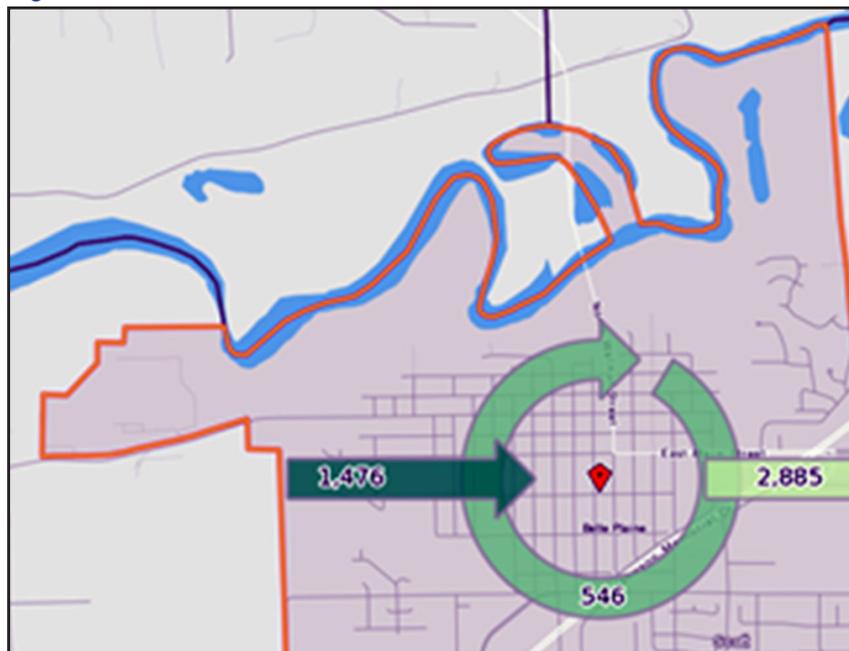
Table 8.6 and Figure 8.5 illustrate commute patterns to and from Belle Plaine in 2015 and are sourced from the U.S. Census. More employees leave the City for jobs in other locations than drive to the City for employment from other communities.

Table 8-6

Inflow / Outflow Job Counts	
Employed in Belle Plaine	2,022
Employed in City, live elsewhere	1,476
Employed in City, live in City	546
Living in Belle Plaine	3,431
Live in City, work elsewhere	2,885
Live in City, work in City	546

Workers aged 30 to 54 are most likely (64.7%) to work outside of the City limits. Most workers (60%) working outside of the City earn more than \$3,333 per month. Of workers commuting to Belle Plaine for work, most (50%) are aged 30 to 54 and a slight majority (37.3%) earn \$1,250 or less per month.

Figure 8.5



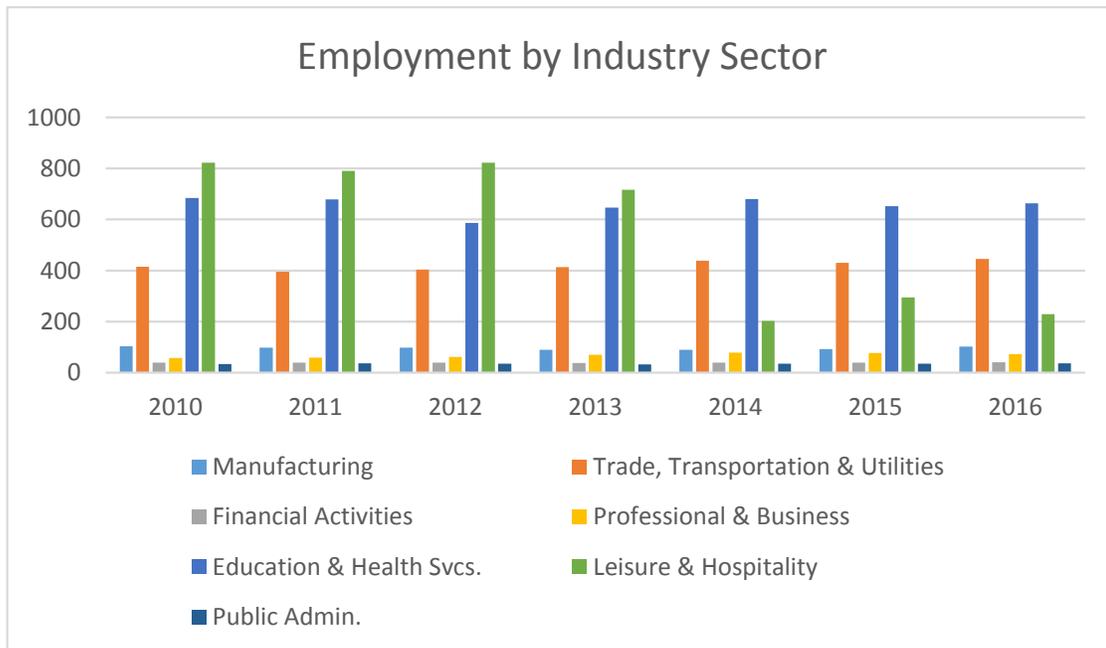
Employment Trends

Table 8-7 and Figure 8.6 illustrate jobs in Belle Plaine which are covered by unemployment insurance. The data is from the Minnesota Department of Employment and Economic Development (Quarterly Census of Employment and Wages - QCEW) and covers the years 2010-2016. Self-employed individuals and farm jobs are typically not included in the QCEW survey. Manufacturing, finance, and public administration jobs have remained relatively steady over the examined time period. Leisure and hospitality jobs dropped radically from 2013 to 2014, without a clear explanation or observance.

Table 8-7

	2010	2011	2012	2013	2014	2015	2016
Manufacturing	103	98	98	89	90	93	102
Trade, Transportation & Utilities	415	396	404	413	439	430	445
Financial Activities	39	39	39	38	39	40	41
Professional & Business	58	59	61	70	78	77	73
Education & Health Services	684	679	587	647	680	652	664
Leisure & Hospitality	823	790	823	717	203	295	229
Public Administration	34	36	35	33	35	35	37

Figure 8-6



Major Employers

Table 8-8 illustrates major employers in Belle Plaine.

Table 8-8

Establishment	# of Employees
Emma Krumbee's General Store	200
Cambria	200
The Lutheran Home of Belle Plaine	143
Belle Plaine Public Schools	108
Coborn's Superstore	100
Kingsway Retirement Living	50
Kingsway Ministries LLC	50
McDonalds	43
Subway	43
Bell Pharmaceuticals	40
Dairy Queen	26
Stier Bus	25
Belle Plaine Cooperative	25
State Bank of Belle Plaine	25

Employer Interviews

Maxfield Research surveyed representatives of the largest employers in Scott County between April and May of 2016. Findings from those interviews are included in the Maxfield Study. Highlights follow:

- There are a significant number of employers with a long tenure in Scott County (20 or more years).
- Newer employers in the County are consumer and service oriented, such as grocery stores and fitness centers, primarily serving the resident population.
- The tendency to commute shifts depending on the job category. Several employers reported that employees in management positions are more likely to commute from further away. However, employees in lower level or service positions are more likely to live in the community or a nearby community.
- For employer hiring needs, the proximity to the larger Metro Area offers a deeper labor pool. At the same time, employers have to compete for employees with the larger market, which can increase the time and money spent on recruitment.
- Outside of Shakopee, many employers reported that a lack of local shopping, eating and activity choices can deter relocation.

- Several employers reported a lack of public transportation. This creates a challenge for employee retention, particularly in service and retail jobs.
- Approximately one-third of employers surveyed noted most of their employee training is conducted by corporate offices or union officials. Therefore, they did not feel they would seek training opportunities outside their current situations.
- Some survey respondents expressed interest in training opportunities offered by a community or technical college. A school district official also commented that the addition of a community or technical college would offer a benefit to high school students in the area for dual enrollment and technical training.
- Employers expressed interest in additional training offerings, particularly in their specialized fields of health care, production, and business management.
- Some employers participating in a survey noted they were interested in management and leadership training for existing employees. In addition, courses that could help employees stay up-to-date on changing technology and regulations were suggested.
- Healthcare service training was a specified need. Senior living and health care employers reported a shortage of qualified and interested job seekers. The addition of an education facility that could increase the pool of qualified applicants and offer the opportunity for employers to partner with the program was of particular interest.
- Employers suggested a variety of training delivery options, depending on their needs and field. For health care fields, employers preferred instructor-led training for credit. Those interested in leadership training were open to a combination of instructor or online training that could be credit earning or non-credit earning.

Market Forecast Analysis

The Maxfield Research and Consulting Study also presents and analyzes information relating to the condition of the commercial and industrial real estate markets and the potential for development in Scott County. The information includes analysis by sub-area for potential new commercial/industrial development. The study includes the following forecasts for retail, office, and industrial space in Belle Plaine.

Table 8-9

	Year			
	2015	2020	2030	2040
Retail				
Trade Area Households	2,837	3,390	4,350	5,390
Total Retail Space Demand (SF)	201,509	243,760	320,560	407,068
Growth in Retail Demand	0	42,252	76,800	86,508
Office				
Total Office Space Demand (SF)	68,544	102,786	117,190	135,830
Growth in Office Demand	0	34,242	14,403	18,641
Industrial				
Total Industrial Space Demand (SF)	149,270	298,540	298,540	746,350
Total Industrial Land Demand (Acres)	14	27	27	69

Available Business Financial and Technical Assistance

The City of Belle Plaine provides local business assistance as well as information/access to regional and state assistance programs. Following are some programs available at the time of writing of this narrative.

Tax Increment Financing

The EDA/City will consider tax increment financing assistance (TIF) for larger redevelopment, housing, and economic development projects based on a demonstrated need for assistance with clearly defined public benefits. Job and wage goals apply to projects assisted with TIF and the City typically only considers 'pay-as-you-go' arrangements. The City will determine the potential appropriate percentage of taxes available to the project, the term length, and whether or not interest will be paid on a TIF note. TIF and tax abatement may be 'stacked' for qualifying projects. Projects potentially qualifying for TIF include those that:

- Increase, enhance, or diversify the City's tax base (pursuant to the Act, an increase in tax base cannot be the only goal required for a business subsidy).
- Induce investment in revitalization and redevelopment corridors as identified in the Comprehensive Plan.
- Increase and/or retain diversity of jobs available within the City of Belle Plaine. Preference will be given to higher wage jobs with benefits such as health insurance. Job retention may only be used as a goal in cases where job loss is specific and demonstrable.
- Leverage additional, unsubsidized private development directly or indirectly related to the development receiving a business subsidy.
- Diversify the existing housing stock and/or facilitate the presence of a complete housing supply including a variety of housing values, types, and sizes suitable for all incomes, ages, and abilities.
- Remove blighting conditions or support redevelopment of underutilized properties.
- Retain and support adaptive uses for properties of historical significance.
- Support projects providing needed improvements such as transportation or utility infrastructure that would be completed in conjunction with the development receiving a business subsidy.
- Offset increased costs of development due to soil correction, site remediation, asbestos or other contaminant removal, and the like.
- Facilitate projects which improve the quality of life by providing desirable environs, providing desired goods or services, and/or addressing an unmet demand.
- Support projects that contribute to the implementation of other public policies, as adopted from time to time by the City, such as quality urban or architectural design, energy planning, efficiency in local government operation, gains in community resiliency, social equity, economic prosperity, stewardship, sustainability, and/or livability.

Tax Abatement

The EDA/City will consider tax abatement assistance for large and medium sized redevelopment, housing, and economic development projects based on a demonstrated need for assistance with clearly defined public benefits. Job and wage goals often apply to projects assisted with abatement and the City typically only considers 'pay-as-you-go' arrangements. The City will determine the potential appropriate percentage of taxes available to the project and term length. TIF and tax abatement may be 'stacked' for qualifying projects. Projects potentially qualifying for abatement are similar to those potentially qualifying for TIF.

Revolving Loan Fund

The EDA has a local revolving loan fund (RLF) available to assist with projects of all sizes. RLF proceeds can be used for property acquisition, real property improvements, and acquisition of fixed assets. RLF proceeds can't be used for working capital. Term lengths vary from maximums of seven years for fixed assets to ten years for real property with typically below market interest rates. RLF assistance may not exceed forty percent of the project and an equity position is required. RLF loans are often paired with loans from conventional lead lenders, Small Business Association (SBA) projects, and projects with loans through Scott County Open to Business Metropolitan Consortium of Community Developers (MCCD) loans.

Restoration, Opportunity, Sustainability, and Enterprise (ROSE) Loan

The EDA has established the Restoration, Opportunity, Sustainability, and Enterprise (ROSE) Façade Loan program. The program provides financial support for improvements to commercial properties in Belle Plaine. Qualifying improvements must be visible from public streets and sidewalks and must result in credible and lasting value for the property. The program further supports retaining and restoring important features of historic structures, although not all projects need to be historic in nature to qualify. Through the ROSE Program, property owners and business operators may receive forgivable loans provided the projects and activities meet the designated criteria. Forgivable loans may be granted from 20% - 50% of eligible project costs depending on the nature of the project itself, with higher-value projects meeting all criteria receiving a greater match.

Local Technical Assistance

Technical assistance, including but not limited to, navigating the local development review process, business education/outreach programs, networking, site identification/listing, and general business assistance is available through the Community Development Department (CDD), often in partnership with the Belle Plaine Chamber of Commerce. Referral services to other local, regional, and state programs are also available through the CDD.

Scott County First Stop Shop/Open to Business (Metropolitan Consortium of Community Developers)

The First Stop Shop (FSS) is an economic development resource housed within the Scott County Community Development Agency (CDA) and created by the Scott County Association for Leadership and Efficiency (SCALE) to assist the cities and townships of Scott County.

FSS was created to improve the ability of Scott County communities to quickly respond to business requests and refine a collaborative approach economic development. FSS provides a variety of economic development support ranging from counselling to grants. Services offered include: comprehensive data collection and management, site selection assistance, customer service education and training, process improvement, research and marketing assistance, assistance with funding identification, and connections to an extensive network of resources. FSS partners with numerous resource agencies including: Scott County Public Library, Metropolitan Consortium of Community Developers, and Greater MSP, a regional development partnership to further business outreach and development.

FSS contracts with MCCD/Open to Business for services. The Open to Business program helps new and early stage businesses access the technical assistance they need to grow and prosper. MCCD's experienced team provides the advice and counseling to clients, helping them achieve their entrepreneurial goals. MCCD also provides small business loans for emerging entrepreneurs who face challenges in accessing the commercial banking system. Since 2003, MCCD had loaned over \$6.7 million to over 550 entrepreneurs for business start-up or expansion projects in the Twin Cities area.

Dakota-Scott Workforce Development Board

The Dakota-Scott Workforce Center Development Board oversees employment and training programs in Dakota and Scott Counties. With a strong commitment to serving both employers and job seekers, the Board is a leader in developing innovative programs through Workforce Centers in West Saint Paul, Burnsville and Shakopee. The Workforce Centers help job seekers find employment, businesses find workers, and community members at any life stage in any life situation explore and plan careers.

Minnesota Department of Employment and Economic Development

The Minnesota Department of Employment and Economic Development (DEED) provides a robust array of financial and technical assistance to businesses and entrepreneurs. Programs are itemized on DEED's website and available through the Community Development Department at City Hall.

Goals and Policies

We envision a healthy, diversified, and expanding local economy and a culture of entrepreneurship, collaboration, and innovation. We will work with our local and regional partners to attract/create a suitably skilled workforce, provide suitable housing, and bolster economic competitiveness by promoting our high quality of life. We will invest in needed infrastructure, provide appropriate land resources, and embrace new ideas for diversifying the tax base.

To achieve our vision, we are committed to the following goals and policies.

EC 1. A strong, diversified, and sustainable local economy.

- 1.1. Embrace and establish meaningful strategies to retain and encourage growth of existing businesses including, but not limited to, business retention and expansion efforts, business incentive programs, and community capacity building.
- 1.2. Increase flexibility and adaptability in land use and other regulatory practices to support and nurture mixed use and innovative developments providing essential infrastructure is made available.

- 1.3. Address public facility needs of businesses and general economic development as identified in the capital improvement plan updated on an annual basis.
- 1.4. Prioritize and, as needed, incentivize well-designed and efficient development on infill lots, redevelopment of underutilized parcels, adaptive reuse of existing structures, and rehabilitation of existing structures.
- 1.5. Focus development efforts in appropriate planning areas, including but not limited to:
 - 1.5.1. Redevelopment, increased residential density, and adaptive reuse of historic structures in the Downtown.
 - 1.5.2. Small concentrations of commercial retail and service businesses possibly mixed with or in close proximity to civic amenities and multiple family housing in Neighborhood Commercial Centers.
 - 1.5.3. Concentrations of automobile-oriented commercial businesses generally located near Highway 169 and 25 and dependent on high volumes of vehicular traffic.
 - 1.5.4. Mixes of mix of business center, corporate headquarter, research, corporate office, and quasi commercial/light industrial uses in designated employment centers.
 - 1.5.5. Accommodate quasi-industrial and industrial businesses which provide employment opportunities and needed uses which may generate more noise, light, odors, or truck traffic that would be appropriate in an Employment Center in Traditional Industrial Centers.
- 1.6. Strongly represent City interests at county and regional levels relative to multi-model transportation systems, business recruitment/expansion, and equal opportunity.
- 1.7. Monitor and update buildable lands inventory to ensure adequate short and long-term supply of improved industrial and commercial land.
- 1.8. Promote and invest in quality of life, livability, and environmental quality initiatives (with all three components in a project simultaneously, if possible) as economic assets.
- 1.9. Redefine the image of Belle Plaine as business friendly community.
- 1.10. Identify and reduce barriers for local growth and redevelopment:
 - 1.10.1. Identify barriers in the City's development review process. Create a panel of local builders, developers, business leaders, finance professionals, City staff, and other interested parties to identify barriers in the regulatory procedure.
 - 1.10.2. Streamline development review and permitting processes for speedier processing of applications.
 - 1.10.3. Provide clear and objective standards for development reviews that provide for a quick and predictable approval process with reduced amount of uncertainty.
 - 1.10.4. Consider adopting a local procurement policy that will give preference to local vendors, when all other factors are equal.
 - 1.11. Continue to nurture, fortify, and develop long-term and active working relationships between business organizations (especially the Chamber of Commerce), community groups, public agencies, and elected leadership.

EC 2. Make Belle Plaine a leader in entrepreneurship, creativity, innovation, and environmental sustainability.

- 2.1. Reimagine Belle Plaine as a City of creative and innovative entrepreneurs. Tap into and nurture creativity and entrepreneurial spirit in unconventional ways.
- 2.2. Recognize and truly appreciate Belle Plaine's cultural resources, including but not limited to: existing social networks, institutions, art organizations, traditions, historic resources, and creative people as important contributors to the City's economic vitality.
- 2.3. Promote Downtown as a place for innovative and emerging businesses to expand or locate.
- 2.4. Encourage programs that promote sustainable business practices such as recycling, green building practices, investment in clean energy, commute reductions, and adaptive reuses of

- aging buildings
- 2.5. Work with Scott County First Stop Shop to investigate the potential for a public incubator facility that fosters innovation and business startups.
- 2.6. Identify and promote successful entrepreneurial efforts.
- 2.7. Position Belle Plaine as welcoming and conducive to starting a new business.
- 2.8 .Expand tourism attractions and destinations:
 - 2.4.1. Capitalize on the presence of Tatiana Fields in Belle Plaine.
 - 2.4.2. Capitalize on the presence of the Minnesota River.
 - 2.4.3. Improve signage to various attractions in the community.
 - 2.4.4. Market cultural and historic attributes on website listings that cater to outdoors, river fishing, river boating, camping, off-beat, unique, and unusual attractions.

EC 3.A highly trained and well educated local work force that effectively competes for meaningful and productive employment, earns a living wage, and meets the needs of businesses.

- 3.1. Participate in SCALE 50 X 30 collective impact project to increase opportunities for persons who live in Scott County to work in Scott County.
- 3.2. Support and participate in countywide and regional efforts to ensure business employment needs and trends are in line with educational curriculums.
- 3.3. Make information on work skills development and available jobs accessible to all community members at no cost.
- 3.4. Monitor key indicators of a healthy workforce including but not limited to: labor force participation rates, open employment positions, gaps in skills, job classes with persistent openings, ... unemployment, and local and regional efforts.
- 3.5. Identify gaps in talent needs of local businesses. Collaborate with interested partners to develop strategies fill said gaps.

EC 4.A vibrant Downtown that offers a range of employment, retail, housing, cultural, and entertainment opportunities for all.

- 4.1. Actively pursue opportunities to increase residential density within and in close proximity to Downtown.
- 4.2. Identify the needs of employees in the Downtown to make the area more attractive to employees.
- 4.3. Prioritize mixed use development/redevelopment projects for the Downtown.
- 4.4. Invest in a catalyst project that can serve as an additional Downtown anchor.
- 4.5. Make measurable gains in connecting Downtown businesses to the Minnesota River, adjacent trail facilities, and area neighborhoods.
- 4.6. Address barriers to 'lingering' in the Downtown such as lack of benches, interesting storefronts for viewing, and special interest features (e.g. bring back the 'giraffe').
- 4.7. Improve wayfinding to and within Downtown.
- 4.8. Protect the scale and historic character of Downtown and encourage appropriate redevelopment.
 - 4.8.1. Implement Design Manual standards.
 - 4.8.2. Continue to target façade rehabilitation within the Downtown.
 - 4.8.3. Meet with Downtown property and business owners on a regular basis to promote rapport and identify impediments to a healthy, thriving Downtown.
- 4.9. Enhance walkability and bikability within and to Downtown.

EC 5.A Twin Cities regional economy that competes effectively and prospers in the global economy.

- 5.1. Embrace the facts that a competitive region positively impacts economic prosperity in all member communities and that a non-competitive region negatively impacts all member communities.
- 5.2. City leaders and decision makers should share knowledge and information about local economic conditions, strengths, and challenges with regional partners so as to broaden the understanding of regional economic activity, strengths, and challenges.
- 5.3. City leaders and decision makers should openly receive information and grow in understanding of regional economic issues as a means to support regional efforts to plan and provide competitive sites for economic growth and items needed to attract, retain, and grow healthy businesses and a talented workforce.
- 5.4. Promote an understanding of primary factors that influence regional economic performance (defined by Greater MSP with assistance from the Humphrey Institute and built upon by the Metropolitan Council), including but potentially not limited to:
 - 5.4.1. Key industry clusters in the seven county metropolitan region: finance and insurance; advanced manufacturing; information technology; headquarters and advanced business services; health, science, and water technology; food manufacturing and wholesaling; and freight and logistics.
 - 5.4.2. Real estate requirements and preferences of key industry sectors.
 - 5.4.3. Sites for economic development, including identification of sites that meet site location criteria of the region's key industry clusters and that offer accessible employment opportunities to the region's population.
 - 5.4.4. Identification of freight transportation and logistics facilities and corridors and other infrastructure facilities that provide critical links between the region's key industry clusters and the global economy. Identification of problem areas and opportunities to strengthen system efficiency and regional economic competitiveness.
 - 5.4.5. Analysis of the occupations associated with traded industry sectors and the geography of these occupations in the seven-county metro area by worksite and resident location.
 - 5.4.6. Identification and mapping of industries and respective occupations that provide living wage employment and wage improvement opportunities for populations with limited educational attainment and how they relate to areas of concentrated poverty. Analysis and action to document presence of training programs and workforce services that can prepare workers for entry into key industry sectors.
- 5.5. Embrace a regional approach to promoting the development/preservation of freight modes and connections to provide effective movement of goods within the region and fluid access to national and international markets.
- 5.6. Support regional airport facility investments to keep pace with market needs and maintain the region's economic vitality.

EC 6. Establish and maintain housing, transportation, communication, and utility systems supporting and fostering quality development.

- 6.1. Lead in coordination of infrastructure investment strategies with government, business, and local institutions so as to be knowledgeable of planned improvements and to help ensure cost-effective, integrated infrastructure investments.
- 6.2. Support efforts to establish workforce housing.
- 6.3. Implement the capital improvement plan and scheduled investments in transportation and utilities.
- 6.4. Foster communication with end users regarding current and future technology infrastructure needs as a means to help ensure adequate access to needed telecommunications infrastructure.

