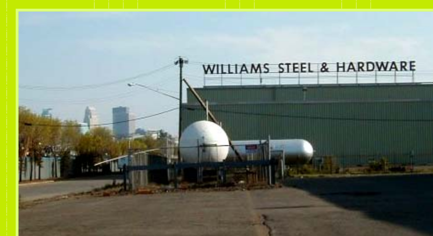
Upper Mississippi River Industrial Corridor Report



A Project of Hawthorne Area Community Council Business Committee and the University of Minnesota Center for Urban and Regional Affairs, Neighborhood Planning for Community Revitalization Program

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May 2004

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Background & Purpose

Background

The Upper Mississippi River Industrial Corridor Study was initiated by a question from the Hawthorne Area Community Council Business Committee, who in thinking about the future economic viability of the neighborhood, recognized they had little knowledge about the hundreds of businesses that line the Mississippi River within and surrounding Hawthorne's borders. Past studies of commercial areas in Hawthorne have been done by the community in the past, but a study of the businesses between Interstate 94 and the Mississippi River, an area we have termed the "industrial corridor", had not been done. The highway acted as a physical barrier to the rest of the community, preventing the neighborhood from recognizing the great assets the industrial corridor brings to the rest of the neighborhood.

However, while Hawthorne Area Community Council (HACC) begins to recognize the industrial corridor, the area is potentially being threatened by housing developers and other plans for recreational use of the shore along the Mississippi River. Industry,

Railroads and the scrap metal industry have a long history in Hawthorne. During the Great Depression, the scrap metal industry produced jobs for many in the community.

New housing developments are encroaching upon manufacturing territory on West River Road north of West Broadway.

housing and parks can all benefit Hawthorne; therefore HACC needs to evaluate its options to assure that the future of the area along the river, whether it is redeveloped or preserved, benefits the neighborhood and those who live in it.

Purpose

The Upper Mississippi River Industrial Corridor Study focuses on three areas: 1) assessing the value of the corridor to the community as an employer and neighbor; 2) understanding the perceptions of our communities to the businesses in the corridor; and 3) identifying community concerns on which HACC and the business community can work together to ensure the economic viability for the future.

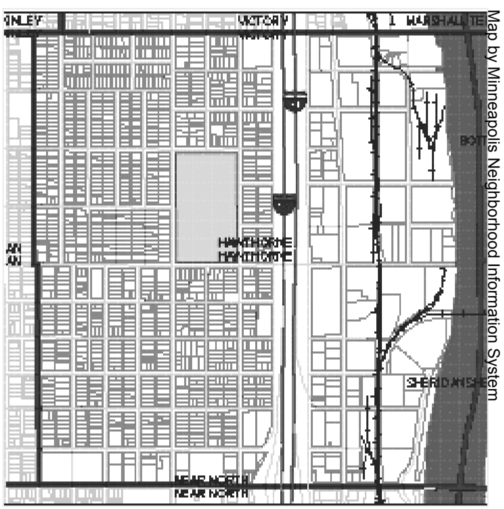
Questions range from descriptive characteristics such as size and type of business, to forecasting growth in the next three years and their opinions of conducting business in the corridor. The purpose of this study is to begin to build a common ground of understanding between Hawthorne and the corridor.

Hawthorne Neighborhood

Hawthorne Neighborhood is located along the western edge of the Mississippi River. Its northern and southern boundaries are Lowry Avenue and West Broadway, respectively, and it spans from the Mississippi river to Emerson Avenue North to the west. It covers approximately one square mile.

Within its border, Hawthorne is one of Minneapolis's more diverse communities. According to the 2000 U.S. Census, almost 80% of the community is of color or Native American, with growing African, Hispanic and Southeast Asian communities. Hawthorne is also a young community with over 45% of its population under the age of 18. It is home to over 1800 households, of which 64% are families with an average family size of 4.6 persons.

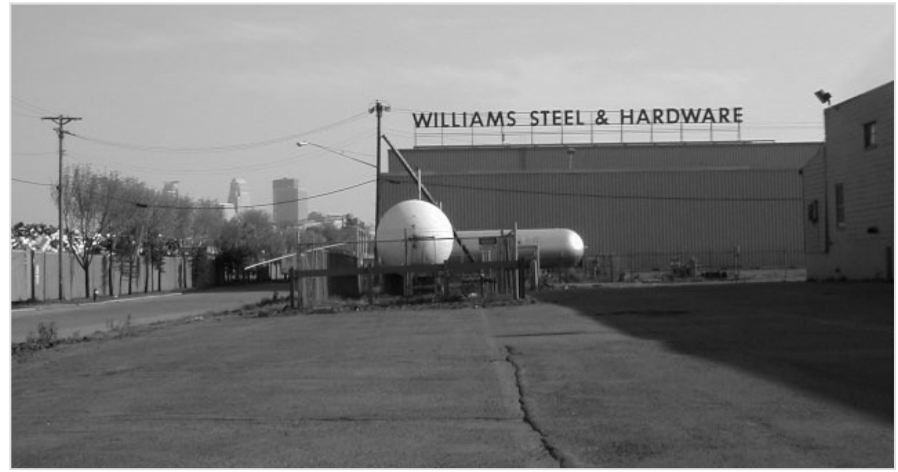
Economic development and planning is a priority in Hawthorne.



Map by Minneapolis Neighborhood Information System

Figure 1. Hawthorne Neighborhood map.

The poverty rate in the neighborhood, according to the 2000 U.S. Census, is 42.2%. The unemployment rate is 9.4%, over twice that of the City of Minneapolis, which has an unemployment rate of 4.2%. Also, education attainment is low, with 33.9% of Hawthorne residents over 25 without a high school diploma or GED. The overall rate in Minneapolis for not having a diploma is only 9.1%.



Williams Steel and Hardware, on North 2nd Street.

The diversity of Hawthorne brings many strengths and some challenges to the community. Identifying assets that can be networked between and among residents and businesses throughout the community will strengthen the community and benefit all those who live and work in the area.

Hawthorne Area Community Council

Hawthorne Area Community Council (HACC) has been the neighborhood association to represent Hawthorne residents since 1969. The mission of HACC is to improve the quality of life in the neighborhood by empowering residents to address the needs of the community. HACC is governed by a Board of Directors elected at HACC's annual meeting. Over the years, HACC has dedicated much of its resources to housing and neighborhood appearance.

Methods

Identifying Businesses in the Corridor

Any business within the study area was eligible to be a part of the study. The study area boundaries included Dowling Ave. N and 31st Ave. NE to the north, Plymouth Ave. and 8th Ave. NE to the south, and Interstate 94 and the Burlington Northern Railroad made up the western and eastern boundaries respectively (Figure 2). Initial identification of businesses came from the *Coles Directory*, *Minneapolis Business Directory*, and the *Manufacturers' News, Inc.,* Minneapolis/St. Paul Metropolitan Area Manufacturers Database.

From the initial list of businesses identified through the directories, we eliminated an artists cooperative in Northeast, listings of private residences, and all neighborhood associations. The remaining businesses were then contacted via telephone to confirm their legitimacy and to collect contact information. Contacts were identified by requesting the name of the person in charge of hiring at the business location. Any phone numbers that were disconnected or found wrong were assumed to be no longer in business within the study area.

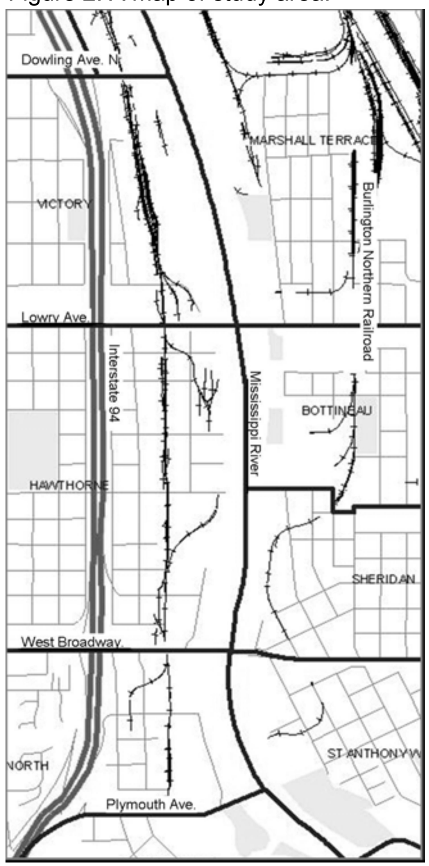


Figure 2. A map of study area.

The final list included 239 businesses, to whom the survey was mailed in September 2003. Each survey was then followed up by three telephone calls. The survey was also made available via email, fax or phone interview per respondent's request.

The Survey

Creation of the survey involved three steps: 1) stakeholders meeting, 2) literature review, and 3) community and faculty expert advisement.

In July 2003, a stakeholders meeting was held that included HACC Board and Business Committee members, Hawthorne residents, and representatives of associations that serve the Hawthorne community. The purpose of this meeting was to engage the community and learn what the community wanted to find out from the study. At this meeting, the stakeholders defined three research questions:

1) What are the businesses perceptions of the surrounding communities?
2) What value do these businesses bring to the community in jobs and future sustainability?
3) Are there any environmental concerns regarding their location?

A literature review of business needs assessments and community assessments was conducted to understand what has been done in respect to business surveys and examine the methods used. Surveys to these studies served as models for this study.

Lastly, community and University experts were consulted for best practices in engaging the business community and assuring strong methods that will produce useful information to the community.

Survey Response

The survey was sent out to 239 businesses and was returned by 98, giving a return rate of 41.4%. There were several reasons surveys were not returned. These reasons have been grouped into seven general categories (Figure 3). All businesses who received the survey were given three follow-up calls. During these calls, we were unable to contact 67% of the unreturned surveys, and therefore, do not have a reason for why they did not complete a survey. 12% of those who did not return a survey were small businesses or family businesses that did not do any hiring. Another 8% openly refused to participate in the study, while 6% had moved out of the study area and 2% were out of business.

Figure 3. Explanations for unreturned surveys.

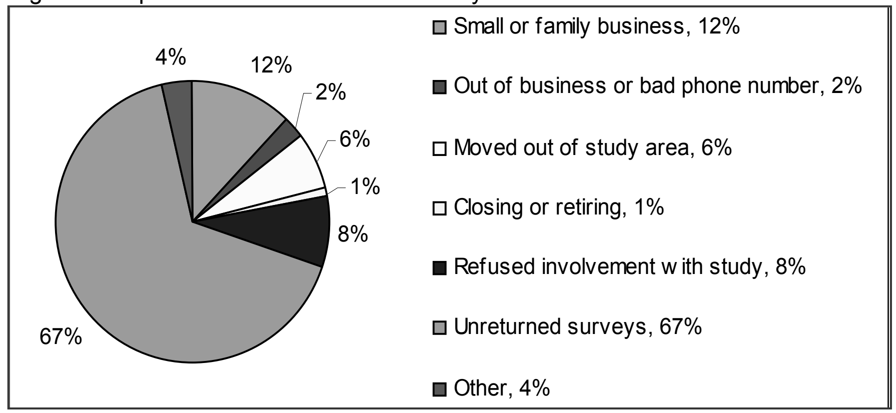


Table 1. Count breakdown of businesses who responded by SIC Major Division categories and geography.

Division	North	Northeast
C. Construction	4	3
D. Manufacturing	24	8
E. Transportation, Communications, Electric, Gas & Sanitary Services	3	1
F. Wholesale Trade	19	1
G. Retail Trade	8	5
H. Finance, Insurance, & Real Estate	0	1
I. Services	9	11
J. Public Administration	1	0
TOTAL	**68**	**30**

Of those 98 businesses that did respond to the survey, 68 were from North and 30 were from Northeast. The mailing had originally gone out to 155 businesses in North and 84 businesses in Northeast, giving return rates of 44.5% and 35.7% respectively.

Using the Standard Industrial Classification (SIC) system, businesses within the study area can be categorized into 8 major Divisions. A breakdown and definition of the divisions for completed surveys can be seen in Table 1. The North Minneapolis side of the study area was represented heavily by manufacturing and wholesale trade, making up 63.2% of the businesses who responded, while in Northeast side, services and manufacturing shared the top spots, representing over 63.3% of the respondents.

Complete data was not available to compare SIC codes of those businesses who responded to the survey and the entire study area; therefore it is not known if the respondents were representative of the study area and puts limitations on the generalizability of the data from this study.

Results

Reading the results section

The results section has been organized by using the exact questions from the survey. For most items, counts and medians were used for presenting data due to limitations in the data collection methods. These statistical measures were found more representative of the data than using averages or frequencies. Although frequencies or percentages were used, these proportions are only of those who responded to the survey, and represent small numbers; therefore they are not reliable in generalizing the whole community.

Q.1 How many employees currently work at this location?

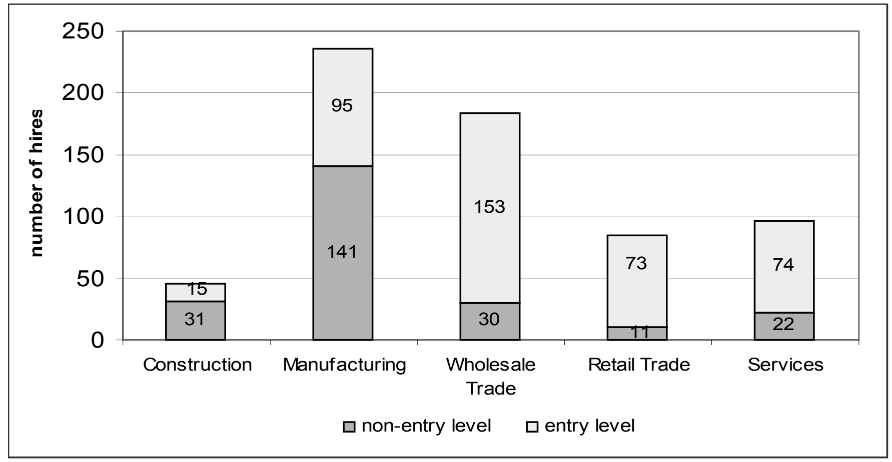
This question asked how many full-time, part-time and temporary employees the business employed at the location within the study area; therefore some businesses may be larger overall than indicated on the survey. Employer size was then estimated by adding the number of full-time employees and part-time employees only. Temporary employees were not included in this estimate.

Table 2. Estimated employer size of survey respondents.*

Estimated Number of Employees	North	Northeast	Relative Frequency
1-5	9	11	22.20%
6-10	20	6	28.90%
11-20	11	5	17.80%
21-50	13	0	14.40%
51-100	5	4	10.00%
101-200	4	0	4.40%
>200	1	1	2.20%
Total	*63*	*27*	*99.90%*

* Estimated employer size is a summed total of indicated full-time and part-time employees by employers who answered these questions (n=90).

Figure 4. Number of new hires per year within corridor, with entry level and non-entry level positions identified.



Of those who responded, the employer sizes ranged from 1 employee to 532. The general breakdown in employer size can be seen in Table 2. The median employer size was 10 employees, suggesting the study area contains mostly small businesses. 83.3% of responding companies had less than 50 employees.

Q.2 Are your non-management production positions union?

Employers responded yes or no to this question. This study identified twenty employers who had union positions; eighteen were in North, and only two were in Northeast.

Q.3 How many employees do you hire a year?

Ninety employers responded to this question. According to their responses, an estimated 662 new hires occur by these employers alone. Figure 4 shows in which industries these hires are attributed. Over half of the new hires occur in manufacturing and wholesale trade combined. Another 96 positions open up in the service sector per year. Of the new hires each year, approximately 424 are entry level, or 64.0%. Most of these entry level positions are again in warehouse trade and manufacturing with 153 and 95 positions, respectively.

Q.4 What were the hourly wages for non-management production workers in the past year?

We asked employers to estimate how many of their non-management employees' pay fell within specified ranges. We received 79 responses from employers on this question. Table 3 shows the distribution of positions by pay range.

Table 3. Count of non-management positions within specified pay range by region.*

	North *(%)*	Northeast *(%)*	Total *(%)*
$5.15-$9.72	27 *(1.8)*	10 *(1.0)*	37 *(1.5)*
$9.73-$11.99	257 *(17.4)*	53 *(5.3)*	310 *(12.5)*
$12.00-$14.99	463 *(31.3)*	108 *(10.8)*	571 *(23.0)*
$15.00-$24.99	532 *(35.9)*	756 *(75.4)*	1,288 *(51.9)*
$25.00 & up	201 *(13.6)*	76 *(7.6)*	277 *(11.2)*
TOTAL	***1,480 (100.0)***	***1,003 (100.1)***	***2,483 (100.1)***

* Only 79 businesses responded to this question. (North n=58, Northeast n=21)

Over half of the non-managerial jobs identified within this study paid between $15-$24.99 per hour. However, the median pay of North area employers fell within the $12-$14.99 per hour pay range, while Northeast median pay fell in the $15-$24.99 per hour range. Table 4 looks at pay by SIC Divisions. Manufacturing had the bulk of the higher paying jobs, employing 1,050 persons with a pay over $15 per hour; while wholesale trade followed in a distant second with 214 employed at $15 or above. The same table shows that 50.8% of the non-managerial jobs are in manufacturing with 1,236 jobs total. Second is wholesale trade, all of which were located in North Minneapolis, with 657 jobs (44.4% of the jobs identified in North Minneapolis).

Table 4. Count of non-management positions within specified pay range by SIC codes and region.*

	North			Northeast		
SIC Division	**<$15/hr** *(%)*	**≥$15/hr** *(%)*	**Total** *(%)*	**<$15/hr** *(%)*	**≥$15/hr** *(%)*	**Total** *(%)*
C. Construction	10 *(15.4)*	55 *(84.6)*	65 *(100.0)*	37 *(55.2)*	30 *(44.8)*	67 *(100.0)*
D. Manufacturing	171 *(30.4)*	391 *(69.6)*	562 *(100.0)*	15 *(2.2)*	659 *(97.8)*	674 *(100.0)*
E. Transportation, Communications, Electric, Gas & Sanitary Services	4 *(36.4)*	7 *(63.6)*	11 *(100.0)*	0	0	0
F. Wholesale Trade	443 *(67.4)*	214 *(32.6)*	657 *(100.0)*	0	0	0
G. Retail Trade	48 *(62.3)*	29 *(37.7)*	77 *(100.0)*	62 *(67.4)*	30 *(32.6)*	92 *(100.0)*
H. Finance, Insurance, & Real Estate	0	0	0	30 *(49.2)*	31 *(50.8)*	61 *(100.0)*
I. Services	71 *(65.7)*	37 *(34.3)*	108 *(100.0)*	17 *(28.8)*	42 *(71.2)*	59 *(100.0)*
J. Public Administration	0	0	0	0	0	0
Total	747 *(50.5)*	733 *(49.5)*	1480 *(100.0)*	161 *(16.9)*	792 *(83.1)*	953 *(100.0)*

Q.5 What benefits does your company provide to non-management production employees?

Eighty-four employers responded to questions regarding benefits offered to their employees. Of those 84 who responded, 80 (95.2%) offer some form of benefits (Figure 5). Health insurance, paid vacation, life insurance and a retirement plan are offered by most responding employers, 83.3%, 82.1%, 56.0% and 53.6% respectively. While paid sick leave, disability insurance and bonuses are offered by less than half of the respondents, 46.4%, 42.9% and 39.3% respectively. Only 66 employers answered whether or not benefits are offered to part-time employees, and of those respondents, only 23 (34.8%) do offer part-time staff benefits.

Q.6 Where do your employees live?

This question asked employers to estimate the percentage of employees who live within three different areas of the metro: in North Minneapolis, in Minneapolis but outside of North, and outside of Minneapolis. These percentages were then applied to the estimated number of employees at the business (Q.1) to create a count of the employees living in the three given areas.

Eighty-nine businesses responded to this question, totaling an estimated 2,870 employees (Figure 6). We found that of these 2,870 employees, very few live in North Minneapolis. In fact, most jobs were filled by non-Minneapolitans. Only 249 (8.7%) of the employees live in North Minneapolis, and 552 (19.2%) employees live in Minneapolis, but outside of North. This means an estimated 2,069 (72.1%) positions at these businesses have gone to persons who live outside of Minneapolis.

Figure 5. Types of benefits offered by employers.

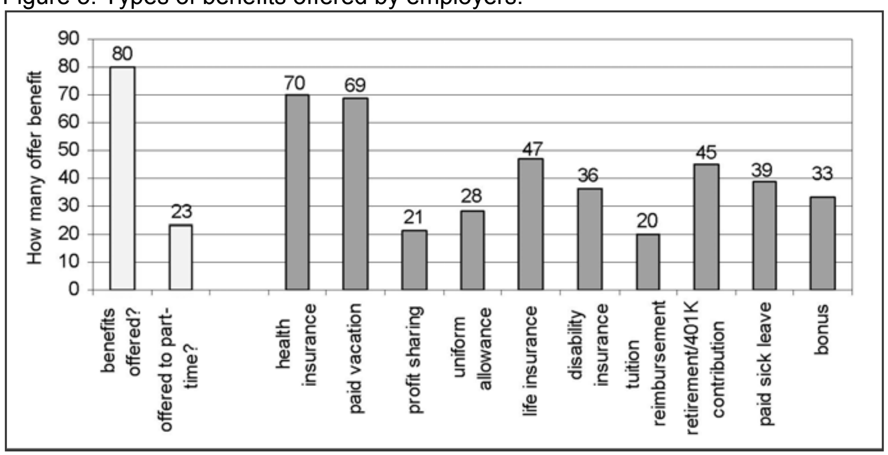
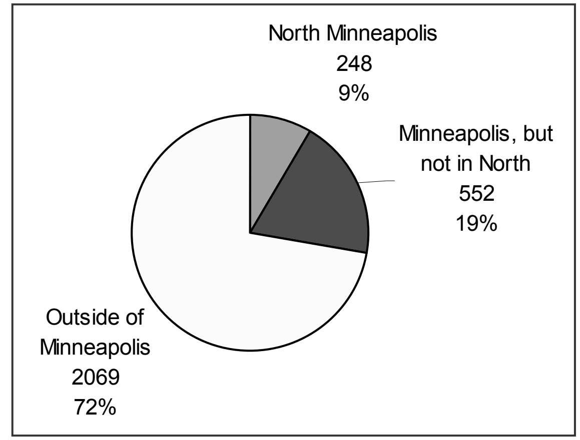


Figure 6. Chart of the number and percentage of employees working in the study area who live in North Minneapolis, in Minneapolis but outside of North, or live outside Minneapolis.



Q.7 What was your employee turnover rate for the past year?

We asked employers to estimate their turnover rate for the past year. Eighty-four employers responded to this question, giving a broad variance in rates. The range began with a -10% turnover rate due to growth, and went up to 150% in a small business with constant turnover. The average rate was 12.0% overall for those who answered the question.

Most employers did not cite an explanation for their turnover, but of those who did offer a reason, attendance was the primary issue. Six employers recognized that their work was undesirable and felt that explained their turnover, while one employer cited the neighborhood as a deterrent for people to want to work for them.

Table 5. Average turnover rates of respondents by SIC Divisions and regions.

	North	Northeast
C. Construction	15.7%	20.0%
D. Manufacturing	9.0%	7.3%
E. Transportation, Communications, Electric, Gas & Sanitary Services	20.0%	--
F. Wholesale Trade	13.7%	1.0%
G. Retail Trade	15.0%	11.0%
H. Finance, Insurance, & Real Estate		2.0%
I. Services	24.1%	6.0%
J. Public Administration	--	--

-- no response in this category

Q.8 How easy or difficult is it for you to find qualified employees?

Businesses were given a four point scale of difficulty to define how easy or difficult it is for them to find qualified employees. The choices were “Very Easy”, “Somewhat Easy”, “Somewhat Difficult” and “Very Difficult”. Overall, employers found it difficult to find qualified employees with 69% of respondents choosing either very difficult or somewhat difficult. 20 employers did find it somewhat easy to find qualified workers, while only 6 of 84 employers found it very easy.

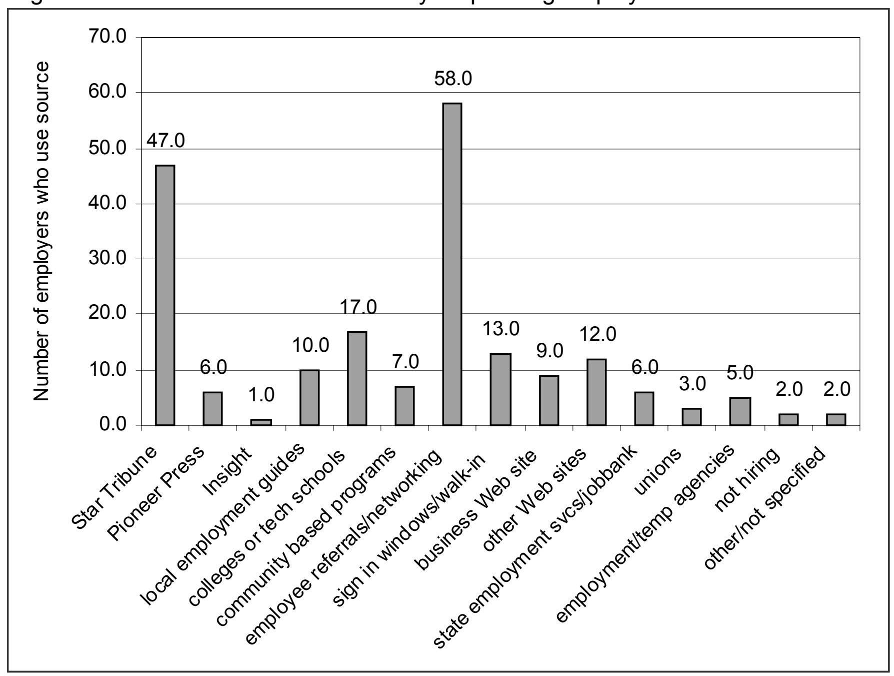
Q.9 What resources are you currently using to locate new employees?

Given a list of popular recruitment sources, employers were asked to identify the different means in which they recruit new employees. The most identified recruitment method was networking and word-of-mouth from current employees, with 74% of the respondents listing this method. Advertising in the *Star Tribune* was the next most common recruitment tool with 47 of the respondents using this method. Only 13 employers used community-based or state employment programs and only 17 recruited from four-year colleges, community colleges or technical schools. Ten employers did indicate that they recruited by putting a sign in the window; however only two employers said they hire walk-ins. The distribution of recruitment methods and types of methods can be seen in Figure 7.

Q.10 How do you currently train employees?

We asked employers if the provide in-house training or other training for their positions. 82 of the eighty-seven employers who responded to this question offer in-house training, which includes

Figure 7. Recruitment methods used by responding employers.



one-on-one trainings by supervisors or coworkers and departmental trainings. Five employers will send their employees to computer classes or professional seminars for training. Six employers did not offer any type of training.

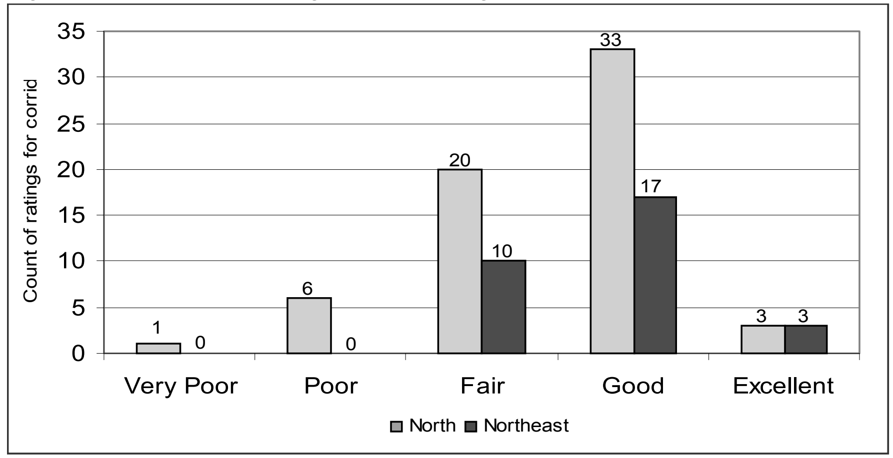
However, fourteen employers stated that training will be required for new technologies in their industries. The types of training expressed in our survey included digital printing, LED signs, graphic arts, computers and machine operations and programming.

Q.11 Does your business expect to grow or downsize in the next 3 years?
Sixty-four of the 98 businesses who returned a completed survey said they would grow in the next three years. While in a later question that asked "Do you expect changes in the size of your workforce in the next three years?" only 37 employers said that they expected to increase the size of their workforce. Only one business anticipated downsizing in the next three years, and that business was a service agency.

Q.12 Does your business expect to move or close in the next three years?
Fifteen businesses plan to move from the Upper Mississippi area in the next three years. Five of those businesses were in Northeast and ten were in North. Eight businesses are moving due to building issues: their lease is running out, their building is out-dated, or they need room to expand. Other reasons cited for moving include crime, disputes with neighborhood associations, and high city taxes.

Only one business plans to close in the next three years, but only because the owner wants to sell it, not for explicit external reasons.

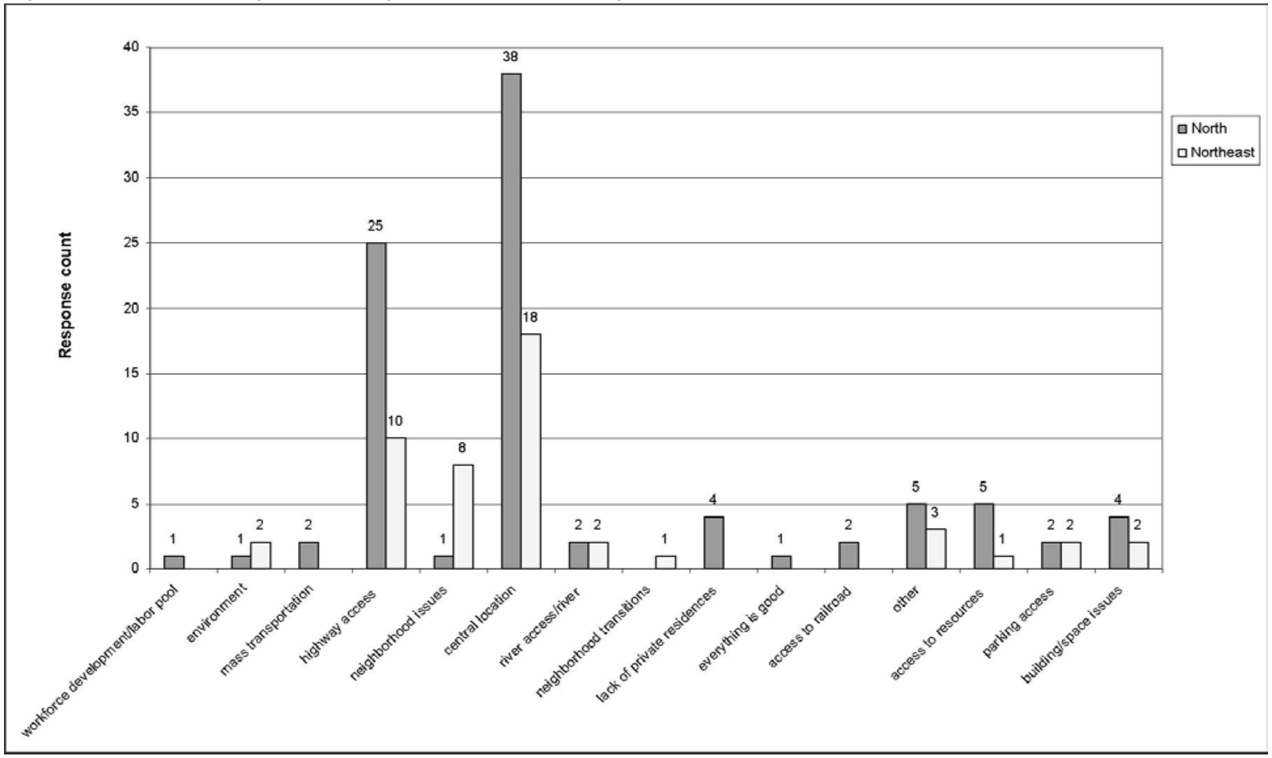
Figure 8. Distribution of ratings for conducting business in corridor.



Q.13 How do you rate the corridor and surrounding neighborhoods as a place to conduct business?
Businesses were given five rating options to conducting business within the study area: "Excellent", "Good", "Fair", "Poor" and "Very Poor". Overall, the corridor was rated Good, with 56 of the 93 businesses responding to the question giving it a Good or Excellent. The distribution of ratings by North and Northeast can be seen in Figure 8.

Q.14 What are the strengths or advantages to having your business here?
This question was open-ended and allowed for great variance in responses. Each business was able to give more than one response; therefore there were a total of 142 responses, which have been sorted into fifteen different categories. Figure 9 shows the fifteen different categories and the number of businesses, broken down by region.

Figure 9. Cited advantages to having one's business along the Upper Mississippi River industrial corridor represented.



The greatest advantages cited included the central location of the area to the greater metro area, and access to the highway. Additionally, North businesses cited access to resources and a lack of private residences in the area as advantages. Northeast tended to like the neighborhood overall.

Q.15 What are the challenges or disadvantages to having your business here?

This question was also open-ended and allowed businesses to give more than one response. There were 112 responses given to this question, and these responses were sorted into sixteen categories. Figure 10 shows these responses broken down by response category and region.

The most outstanding concern is crime and safety. This came out more strongly on the North side of the river rather than the Northeast side. Concerns of crime and safety included graffiti, burglary, theft, and vagrancy. Otherwise concerns were fairly similar between the North and Northeast areas.

Both areas cited neighborhood issues as a concern. This included a feeling that neighborhood associations were barriers to growing their business and the general reputation of the community for crime and violence impacted their ability to attract customers.

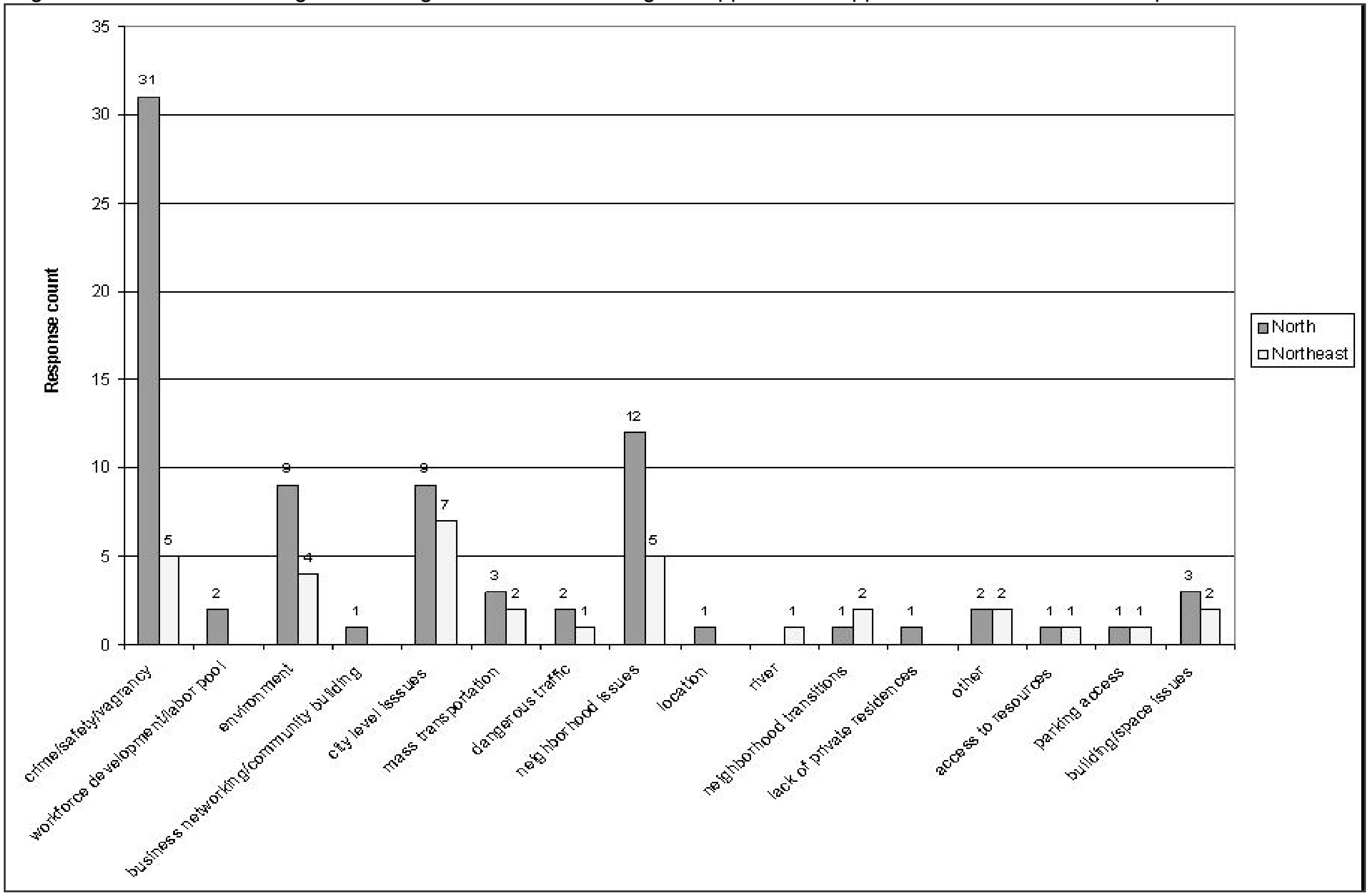
Environmental concerns cited included road quality, lack of greenery, building facades and a desire for increased street lighting.

A strong concern regarding city taxes was expressed in the survey. Many businesses stated high city taxes as a disadvantage to having their business in the area. In fact, two businesses who plan to move in the next three years cited city taxes as their reason for moving.

Results

Additionally, one owner believed the city was using taxes to rid manufacturing from the area so that more residences could be built along the river. Three businesses expressed concern about increasing residences and the potential closing of the Upper Harbor Terminal.

Figure 10. Cited disadvantages to having one's business along the Upper Mississippi River industrial corridor represented.



Study Limitations

This study has some important limitations to consider. The results section is meant only to describe those businesses which responded to the survey and not the entire study area. Although issues such as crime and safety, neighborhood image and road conditions were cited frequently enough that those results may be reliable, other comments had such small numbers that we cannot differentiate between significant and insignificant data that may or may not represent the general community.

Additionally, there was no data available to compare the demographics of the study participants to those who did not participate. Having such a comparison would allow us to check if the responding businesses were representative the community as a whole. Without the comparison, the validity of any generalizations about the entire corridor from the data of this study is compromised.

The Upper Mississippi River Industrial Corridor Study attempted to learn more about the businesses within the corridor. Questions we sought to answer included: What value does the corridor bring to Hawthorne? How do the businesses within the corridor perceive the surrounding communities? And what are their areas of concern on which HACC and the businesses can work together to strengthen our communities?

What value does the corridor bring to Hawthorne?

We found that the corridor has many employment opportunities, including entry level positions and training opportunities. The pay of those who responded of the survey is above living wage, with the median wage being over $15 per hour, and almost all employers offered benefits.

However, Hawthorne and North residents do not appear to be

Bauer Brothers, Inc.

AVHQ

benefiting from these employment opportunities. While unemployment is over 9% in the neighborhood, over 90% of the jobs in the responding businesses are going to persons living outside of North, and over 70% of the jobs are going to persons outside of Minneapolis. This may partially be attributed to recruitment methods by the employers. Over half of the employers depended on word-of-mouth referrals from their current employees to fill open positions. If most of the employees live outside of North, then most likely the referrals leave north as well.

How do the businesses within the corridor perceive the surrounding communities?

Businesses identified the corridor as an ideal place to conduct business. Its location to the greater metro area is central for both themselves and their customers. Additionally it provides easy access to the highway, river and railroads.

Conclusion

However, many businesses were concerned about graffiti, crime, and vagrancy in the community, along with the general reputation of the area which many believed have an impact on their business.

"... the area scares a lot of people."

"...[W]orry about making your neighborhoods safe to live in, then we would be more open to bridging the gap [between businesses and the community]. Until then, I am more comfortable with the current status."

"Neighborhood has discouraged some at time of interview."

Ideas from the respondents on altering the negative image and perceived problems within the surrounding communities included street cleaning, increasing the greenery in the area, addressing dangerous traffic spots in the area, and increase police patrols in the corridor.

"Keep neighborhood areas clean or clean them up. Provide adequate parking and support alternative transportation. Continue "greening" the river area."

"We need more patrols."

Packaging Corporation of America

Graco

To increase finding qualified employees, one employer suggested a community program that creates qualified people and another encouraged a vocational training program or educational program in the community.

Are there areas of concern on which HACC and the businesses can work together to strengthen our communities?
Businesses offered valuable feedback and visions to the redevelopment of the area in the survey. Areas of concern, as seen in Figure 10, include city policy issues, roadways, crime and safety, and the development that may be threatening their future.

"I think keeping the area clean keeps it inviting to all customers."

"Road/boulevard improvement would greatly improve the image in this area."

Conclusion

"More understanding of roles businesses/industries play in the community. Less rigidity in permitting by the city."

"Make the city have a business friendly environment. The city should assign one person as a contact to resolve any issues with the city instead of the multitude that exists today. (We have given up and are moving to New Hope.)"

"Appearance of area, gang tags, homeless and high crime are all factors that drive business away."

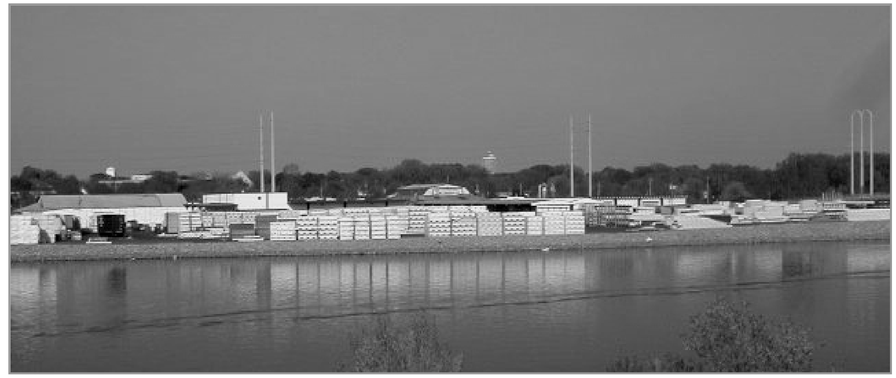
"If developers want to develop something, let them go directly to property owners, not to the city first, leaving property owners in limbo."

HACC and its committees currently work on the environment, crime prevention, and graffiti cleanup. They hope to work with the businesses along the industrial corridor in developing cooperative ways of addressing additional concerns of the businesses.

Interest was expressed by some businesses to be more informed about neighborhood programs, insinuating a desire to increase the sense of community in the corridor and create a network throughout the corridor.

"Keep us aware of community programs which could help with labor, recruiting and any financial incentive (i.e. for hiring or leases) which may be available."

Sherer Lumber Co.



A lumber yard along the eastern shore of the Mississippi River in the corridor.

"[Encourage] businesses in the area to buy from their neighbors, if possible."

"Provide us with information on other local business interest that we could draw from to help us grow."

"Attract more business to the area."

It is hoped that this report will help inform the Hawthorne community about the industrial corridor and begin a dialogue between the businesses and neighborhood organization.

For more information contact:

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Appendix A

Hawthorne Area Community Council

2944 Emerson Avenue North · Minneapolis, MN 55411 · Tel: 612.529.6033 ·Fax: 612.529.0218

Dear ____________,

Interstate 94 is invaluable, connecting North Minneapolis to the greater metro area, however it has become a barrier to the development of relationships between the businesses east of the highway and the communities west of it. Hawthorne Area Community Council (HACC) Business Committee recognizes this, and wishes to bridge the gap between the industrial corridor *on both sides of the Mississippi River* and the neighborhoods of which the businesses are a part. The North Minneapolis Industrial Corridor Needs Assessment survey is a first step in building new relationships within the community.

Hawthorne Area Community Council has represented Hawthorne Neighborhood in North Minneapolis since 1969. Currently we are updating the economic development planning goals and objectives of our Neighborhood Revitalization Plan, and would like to expand community involvement through getting to know you and other surrounding businesses in our neighborhood. **It is our goal that through this study we will be able to develop a plan that will cooperatively support and grow your business, the corridor, and our communities together**.

HACC is conducting this study with the support of the University of Minnesota's Center for Urban and Regional Affairs. This survey is an attempt to understand your experience conducting business in the corridor and in its surrounding neighborhoods and learn what your concerns are regarding workforce development, particularly in North Minneapolis.

The survey should only take 15 minutes of your time. We greatly appreciate your participation. Information provided by you will be used by the researcher and HACC only. Information identifying yourself or your business will not be included in any reports of the study.

If you have any questions or concerns regarding this survey and project, please contact our Research Assistant, Nancy Pomplun at 612-529-6033 or email her at nancyp@hawthornecommunity.org. If you are not the appropriate person to fill out the survey, please forward it to the appropriate person, or contact Nancy Pomplun.

Thank you for your time.

Sincerely,
Mindy Odegard
American Iron
HACC Business Committee Chair

Upper Mississippi River Industrial Corridor Needs Assessment
Consent Statement

Thank you for taking part in the Upper Mississippi River Industrial Corridor Needs Assessment. We ask that you read the information in this box and ask any questions you may have before agreeing to be in the study.

This study is being conducted by Hawthorne Area Community Council and Neighborhood Planning for Community Revitalization, a program of the University of Minnesota Center for Urban and Regional Affairs. The purpose of this study is to assess the businesses in the industrial corridor and better understand your experience as an employer in the corridor.

By completing and returning this survey, you are agreeing to be in this study. Unreturned surveys will be followed-up by our researcher with a phone call.

Information provided by you through this survey will be made available only to the researcher and Hawthorne Area Community Council. No information identifying yourself or your business will be included in the report, nor will it be made available to the public.

Your decision whether or not to participate will not affect your current or future relations with Hawthorne Area Community Council or the University of Minnesota. If you decide to participate, you are free to withdraw at any time without affecting those relationships.

The researcher conducting this study is Nancy Pomplun. You may ask her any questions you have now or later. You may contact Nancy via email nancyp@hawthornecommunity.org or phone 612-529-6033.

If you want to talk to someone other than the researcher contact Vanessa Abanu at Neighborhood Planning for Community Revitalization at 612-625-5584.

Thank you for your participation in this survey.

Business Name: ____
Address: ____
City: _________________________ State: _______________ Zip: ______________
Name of person filling out survey: ____
Position: ____
Phone: ____________________ Email: ____________________________________

1. What are the major products offered by your company?
   Major product or service? ____
   SIC code? __________________

2. Does your business expect to grow or downsize in the next 3 years? (check one)
   ☐ grow ☐ downsize ☐ stay the same
   Please explain your response.

3. Does your business expect to move or close in the next 3 years? (check one)
   ☐ move ☐ close ☐ neither
   3a. What factors are influencing this prediction? (check all that are appropriate)
   - ☐ crime/vandalism
   - ☐ environmental concerns
   - ☐ lease expiration
   - ☐ labor shortages
   - ☐ transportation problems
   - ☐ low work productivity
   - ☐ rigid code enforcement (including ordinances and building codes)
   - ☐ no land for expansion
   - ☐ building & equipment out-dated for current needs
   - ☐ conflict with neighborhood
   - ☐ increase or decrease in demand for product
   - ☐ addition or subtraction of product lines
   - ☐ no change in operations
   - ☐ Other (specify) ___________________________

   3b. Please explain your response.

4. How do you rate the corridor and surrounding neighborhoods as a place to conduct business? ☐ Excellent ☐ Good ☐ Fair ☐ Poor ☐ Very Poor
   4a. What are the strengths or advantages to having your business here?
   4b. What are the challenges or disadvantages to having your business here?

5. Typically, how many employees do you hire in a year? ________________________
   5a. How many of these positions were entry-level? ____________________

6. Are your non-management production positions **union** positions? ☐ Yes ☐ No

7. How many employees currently work at this location?
   Full-time ____________ Part-time ________________ Temporary _____________
   7a. Do you expect changes in the size of your workforce in the next 3 years? (e.g. a shift from part-time to full-time, an increase in temporary positions, increase or decrease overall, etc.)

8. What was your employee turnover rate for the past year? _________%
   8a. Please explain nature of problem with employee retention, *if applicable.*

9. What were the **hourly wages** for non-management production workers this past year? Please estimate the number of positions within each pay range.
   $4.25-$5.14/hr __________________ $12.00-$14.99/hr ______________________
   $5.15--$9.72/hr _________________ $15.00-$24.99/hr ______________________
   $9.73-$11.99/hr _________________ $25.00 & up/hr ________________________

10. What benefits does your company provide to non-management production employees?
    - ☐ health insurance
    - ☐ paid sick leave
    - ☐ disability insurance
    - ☐ profit sharing
    - ☐ uniforms/uniform allowance
    - ☐ life insurance
    - ☐ paid vacation time
    - ☐ bonus
    - ☐ tuition reimbursement
    - ☐ retirement/401K contribution

    10a. Are these benefits available to part-time employees? ☐ Yes ☐ No

11. Where do your employees live? Please estimate percentages.
    55411 or 55412 zip codes in Minneapolis _______%
    Rest of Minneapolis (not including above zip codes) _______%
    Outside of Minneapolis _______%
    Check total (should equal 100%) __100__%

12. What resources are you currently using to locate new employees?
    - ☐ Ad in Star Tribune
    - ☐ Ad in Pioneer Press
    - ☐ Ad in Insight News
    - ☐ Ad in local employment guides
    - ☐ 4-year, community or technical schools
    - ☐ community-based employment program
    - ☐ referrals from existing employees
    - ☐ sign in window or outside of business
    - ☐ business Web site: ____________________
    - ☐ other Web site: _______________________
    - ☐ other: _______________________________

13. How easy or difficult is it for you to find **qualified** employees?
    ☐ Very Easy ☐ Somewhat Easy ☐ Somewhat Difficult ☐ Difficult
    13a. Please explain your response.

14. How do you currently train employees? (check all that apply)
    - ☐ We do not provide employee training.
    - ☐ In-house training (one-on-one by supervisor or co-worker, classes by training department, etc.)
    - ☐ Other (please indicate where) ____

15. Are there any major technical innovations on the horizon in your industry that might affect your company? ☐ Yes ☐ No ☐Not Sure
    If yes, what type of training will be necessary?

16. We have covered a lot of issues. Help us set some priorities by listing one or two key issues we should work on to help all of our existing businesses grow and expand.

Thank you for taking the time to complete this survey. The information you provide will help build relationship throughout our community.