

## ECONOMIC FUTURES WORKSHOP

# Kanabec County Minnesota

To learn more about Kanabec County's current economic situation and to explore opportunities for economic development, thirteen community leaders from Kanabec County participated in the University of Minnesota's Economic Futures Workshop on Tuesday, January 31, 2017 in Mora, Minnesota. This report, summarizing the workshop, is presented in partnership with the federally-funded EDA Center at the University of Minnesota-Crookston.<sup>1</sup>

### WHAT IS AN ECONOMIC FUTURES WORKSHOP?

The Economic Futures Workshop is designed to help community leaders look objectively at the state of their local economy. The workshop examines the interactions within an economy – among businesses and between businesses and consumers. Using information about how these linkages function, leaders can begin to understand the full implications of change on the local economy. The Futures Workshop can also help communities understand how efforts by different organizations can affect the economy.

The three and a half hour Futures Workshop provided a profile of the Kanabec County economy, an analysis of how nine selected industries interact, and a facilitated exploration and discussion of the industries.

### PROFILE OF THE CURRENT ECONOMY

In 2015, there were a total of 4,370 full-time, part-time, and seasonal jobs in Kanabec County.<sup>2</sup> The number of jobs in Kanabec County grew steadily between 2001 and 2007 with total number of jobs in the county rising to 4,600 in 2007. Consistent with the impacts of the Great Recession, Kanabec County lost jobs between 2008 and 2010. Minnesota as a whole has begun adding jobs post-recession, and Kanabec County has also added jobs. This pattern of job change (growth prior to Great Recession, decline during the recession, and growth post Great Recession) is similar to the changes in counties neighboring Kanabec County.

Chart 1 illustrates 2015 employment by industry in Kanabec County. The largest industry was government employing 17 percent of the workforce in Kanabec County. However, the definition of government is important here. The data source for the chart classifies employees at publicly owned facilities as government. Kanabec County's hospital, for example, is publicly owned, so those employees are in the government category. Employees of all public schools (K-12 and public higher education) are also in the government category. Of the approximately 1,200 government employees, about 300 were in public administration, or directly employed by the federal, state, or

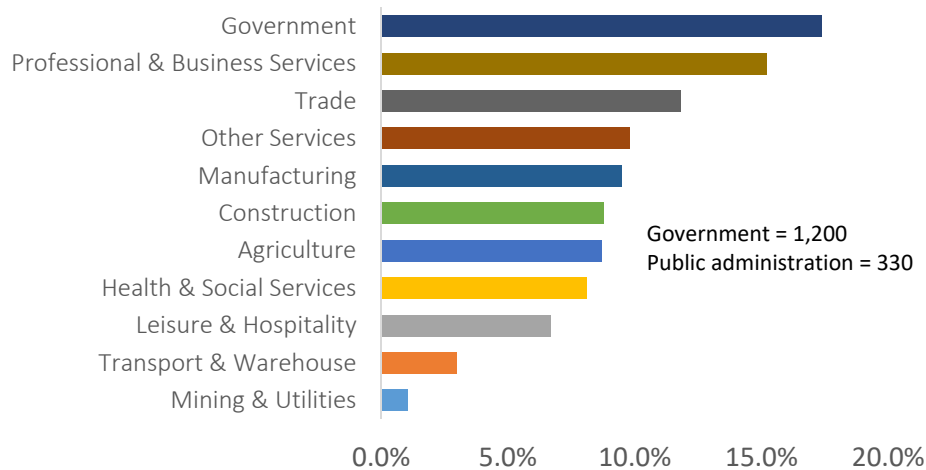
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<sup>1</sup> The EDA Center is one of a national network of University Centers funded by the U.S. Economic Development Administration, a bureau of the U.S. Department of Commerce. Learn more at <http://www.edacenter.org/>.

<sup>2</sup> Source: EMSI (Economic Modeling System) [www.economicmodeling.com](http://www.economicmodeling.com), based on QCEW data.

local (county, city, township) government. Professional and business services businesses employed 15 percent of all Kanabec County workers. Trade businesses (including both retail and wholesale) employed 12 percent.

Chart 1: Employment by Industry, Kanabec County, 2015



Source: IMPLAN

Industries adding the most jobs between 2001 and 2016 include government (280 new jobs, driven by growth at hospitals), health and social services (196 jobs), and arts, entertainment, and recreation (33 jobs). Industries shedding the most jobs in the same period include retail trade (-140 jobs), manufacturing (-137 jobs), and construction (-122 jobs).

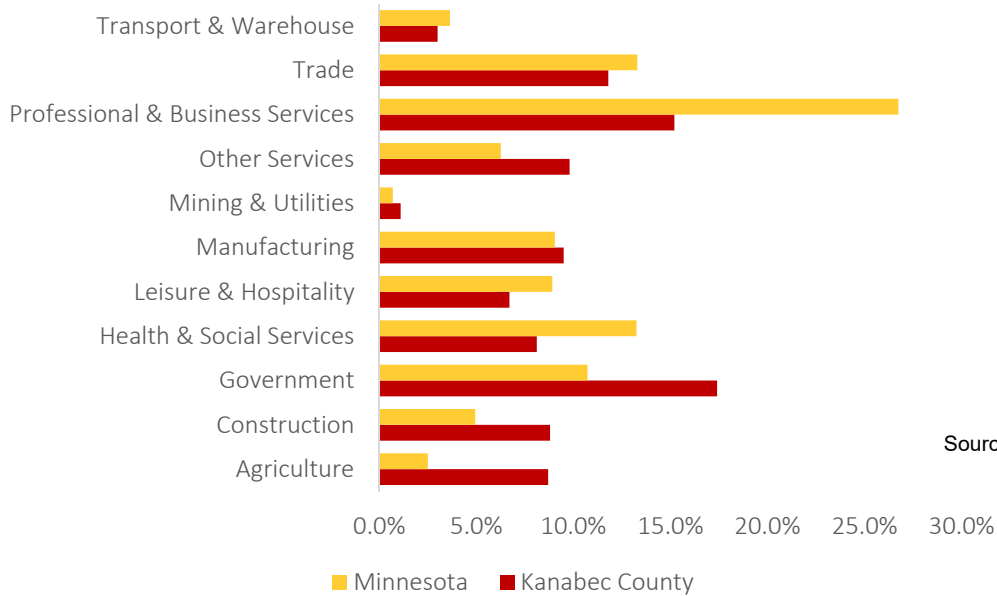
Employment by industry as compared to the average Minnesota county is shown in chart 2. Kanabec County has a higher percentage of its employment in the agriculture and forestry, construction, and other services industries. Kanabec County trails the average Minnesota county in percentage of employment in the professional and business services and health and social services industries.

Wages in Kanabec County are lower than the Minnesota average. Kanabec County's average weekly wage across all industries was \$685 in 2015.<sup>3</sup> Minnesota's average weekly wage across all industries was \$1,030.<sup>4</sup> The Kanabec County wage difference could be attributed to lower overall wages or could be attributed to a higher number of part-time or seasonal jobs in the county which would lower the overall average wage.

<sup>3</sup> Wages include bonuses, stock options, severance pay, profit distributions, cash value of meals and lodging, tips, and other gratuities.

<sup>4</sup> Source: Quarterly Census of Employment and Wages (QCEW), MN Department of Employment and Economic Development, <http://mn.gov/deed/>.

Chart 2: Employment by Industry, Kanabec County versus Minnesota



**ANALYSIS OF INDUSTRIES**

On October 13, 2016, the Kanabec County Economic Development Authority (EDA) selected nine industries to be analyzed and discussed during the facilitated workshop. The input-output model IMPLAN was used in the analysis. In the end, due to the number of participants, the workshop focused on eight industries.

Note: these industries were selected to represent a diverse range of economic activities in Kanabec County. The workshop is designed to use these industries as examples.

- |   |  |
|---|--|
| Other amusement and recreation industries | Nursing and community care             |
| New residential construction              | Custom computer programming            |
| Beef cattle                               | Sheet metal work                       |
| Other plastics product manufacturing      | Retail trade, food and beverage stores |

**EXPLORATION AND DISCUSSION OF INDUSTRIES**

After reviewing the current structure of the Kanabec County economy, attendees divided into groups to explore the economic interdependencies of the selected industries. Each group was assigned two industries and asked to address the following four questions:

1. What surprises you about this information?
2. What information favors this industry in the region?

3. What information works against this industry in the region?
4. What could be done to support this industry in Kanabec County?

The small groups reported out to the full group their summary thoughts and considerations. (Notes from each industry are provided in appendix two).

## **KEY CONCLUSIONS**

Participants in the Kanabec County Futures Workshop put forth ideas to support each of the industries under discussion. The group then identified common themes across the ideas. These ideas were simply brought forth and discussed. They reflect the breadth and depth of the conversation. They were not vetted or voted on for implementation.

Common strengths:

- Quality of life is an asset to promote
- Diverse economy, not reliant on one industry
- Labor availability
  - May have lower wages, but offset by quality of life, people seem willing to make the trade-off
- Small, independently owned businesses, the entrepreneurial spirit is alive in Kanabec County
- Land availability

Common challenges:

- Broadband availability
- Exporting out goods/importing in supplies
- Transportation
- Wage disparity
- Unskilled/low skilled industries as employers
  - Can be a positive for businesses
  - Can be limiting career-wise
- Lack of locally available inputs

Potential Opportunities

- An additional grocery store
- New residential construction
  - Big benefits for residents / big economic impacts due to local purchases of supplies

- Caution: construction is a cyclical industry (based on the overall economy)
- Can make connection to affordable housing needs
- Explore potential to assist the Housing and Redevelopment Authority (HRA) in areas that align with EDA mission
- Employee Training
- Expand Broadband
- Expand on current efforts/successes by stimulating conversations
  - Ex. Diversity in business, grow in new ways
- Entrepreneurial spirit, encourage businesses

In wrapping up the workshop, participants were asked to categorize the meeting as a rose (this is a fully developed idea), a bud (something exciting and possible was launched), or a thorn (this caused pain). Following is a selection of the responses:

1. Bud/rose - shop local, this workshop supports how important it is
2. Rose - not losing as many jobs as I thought, keeping pace regionally
3. Rose - need to acknowledge our negatives, but dwell on our positives, we can change people's attitudes
4. Bud - identify resources I have not seen before
5. Bud - lot of potential, a lot of small businesses that could grow
6. Bud - spirit of entrepreneurship, opening SBDC office
7. Bud - prioritize ideas, we have a lot of potential, but we cannot do them all
8. Bud - this is good timing going into strategic planning

## **ACTION STEPS**

Following the workshop, each participant was asked to complete an action items worksheet. Participants were asked "what specific actions do you intend to take in the next few months?" Here are the responses.

- Recruit a beef processing plant
- Recruit a ready-mix plant
- Use quality of life as a marketing tool
- Continue to be a member of economic boards
- Encourage open mindedness to bring in businesses
- Continue to shop locally whenever possible
- Incorporate this into strategic planning opportunities

- Use this information in my elected position
- Discuss items heard today as it relates to EDA actions
- Narrow our focus to increase our chance for success
- Be a more outspoken advocate of economic development in our community
- Connect with our business community
- PR for EDA
- Understand industry perspective
- Use what I learned to help educate others
- Connect people to resources
- Spread the word
- Talk with people about their views
- Do more research on new housing opportunities
- Share the information with co-workers/community leaders
- Use this knowledge to help my township
- Be better involved in the EDA
- Work with county EDA to support and grow local businesses
- Share this information with others
- Support local businesses
- Pay more attention to how businesses affect the local economy
- Incorporate ideas/concepts into future work plans for regional Comprehensive Economic Development Strategy (CEDS)
- Participate/provide input to groups that further the concerns, i.e. East Central Housing Organization or workforce, economic development groups
- Put strategy to affordable housing which will promote construction
- Market what we have to ourselves and the outside world
- Refocus on broadband, continue to find capacity

### **WORKSHOP PARTICIPANTS**

Gene Anderson, County Commissioner

Patrick Christopherson, County Coordinator

Kathi Ellis, County Commissioner

Lisa Holcomb, Arthur Township/County Chief Deputy Recorder

Doyle Jelsing, EDA Chair

Dan Johnson, Mora EDA

Kelsey Johnson, County Administrative Assistance

Jack L'Heureux, Mora Mayor

Heidi Steinmetz, EDA Director  
Beth Thorp, City of Mora  
Sara Treiber, Mora City Council  
Bob Voss, East Central Regional Development Commission  
Jordan Zeller, East Central Regional Development Commission

### **EXTENSION STAFF**

The following University of Minnesota Extension staff participated in the planning, preparation, and presentation of the Economic Futures Workshop in Kanabec County.

Brigid Tuck, Economic Impact Analyst, Presenter  
Liz Templin, Extension Educator, Presenter  
Maryam Moeinian, Community Vitality Intern

### **APPENDIX ONE: DEFINITIONS OF TERMS**

Nine of Kanabec County's industries were analyzed to measure their economic linkages for the workshop. The results of the analysis are presented in this appendix. To allow for comparison, the analysis considers the economic impact of 100 jobs in each industry. This allows one to compare and contrast the types of impacts each industry has in the county. The IMPLAN model used in this analysis is linear; therefore, if a person wanted to consider the economic linkages of 10 jobs, it could be done by dividing the results for 100 job by 10.

Interpreting the results requires knowing several definitions. Those are included here.

#### **Output**

Output from the IMPLAN model is measured in dollars and is equivalent to total sales.

#### **Employment**

Employment includes full-time, part-time, and seasonal workers and is measured in annual average jobs. In other words, one job is one job regardless if it is full-time, part-time, or seasonal. Total wage and salaried employees as well as the self-employed are included in employment estimates in IMPLAN. Because employment is measured in jobs and not in dollar values, it tends to be a very stable metric.

#### **Average Weekly Wage**

The average weekly wage from the Quarterly Census of Employment and Wages is calculated by taking total wages paid and dividing by the total number of employees and by 52 weeks. Thus, industries with a higher number of part-time employees may have lower average weekly wages. Wages include bonuses, stock options, severance pay, profit distributions, cash value of meals and lodging, tips, and other gratuities. In some states, employer contributions to certain deferred compensations plans (such as 401(k)).

### **Direct Impact**

The direct impact is equivalent to the initial change in the economy. For this workshop, the direct impact is 100 jobs.

### **Indirect Impact**

The indirect impact is the summation of changes in the local economy that occur due to **spending for inputs** (goods and services) by the industry or industries directly impacted. For instance, if employment in a manufacturing plant increases by 100 jobs, this implies a corresponding increase in output by the plant. As the plant increases output, it must also purchase more of its inputs, such as electricity, steel, and equipment. As it increases its purchase of these items, its suppliers must also increase their production, and so forth. As these ripples move through the economy, they can be captured and measured. Ripples related to the purchase of goods and services are indirect impacts.

### **Induced Impact**

The induced impact is the summation of changes in the local economy that occur due to **spending by labor** - by the employees in the industry or industries directly impacted. For instance, if employment in a manufacturing plant increases by 100 jobs, the new employees will have money to spend to purchase housing, buy groceries, and go out to dinner. As they spend their new income, more activity occurs in the local economy. This can be quantified and is called the induced impact.

### **Total Impact**

The total impact is the summation of the direct, indirect and induced impacts

## **APPENDIX TWO: SUMMARY OF INDUSTRY EXPLORATION AND DISCUSSION**

During small group discussions, the participants answered the following questions about ten selected industries. The responses, shared with the large group, are summarized below.

### **Questions for Discussion**

1. What surprises you about this information?
2. What information favors this industry in the region?
3. What information works against this industry in the region?
4. What could be done to support this industry in Kanabec County?

### Other Recreation

1. Surprises?
  - a. Only \$0.5 million in output generated
  - b. Very low wage, only \$287 weekly, -- could be because of the number of part-time and seasonal jobs
2. Favors industry
  - a. Requires real estate (land) -- which we have
  - b. Grew 4 times over expected

- c. Location: we are “up north” recreation
- 3. Against industry
  - a. Recreation is subject to seasonal changes/weather
  - b. Promotional challenges, drawing people in
- 4. Support?
  - a. Encourage alternative use of existing resources
  - b. Stir the entrepreneurial pot

#### Sheet Metal Work

- 1. Surprises?
  - a. Only one establishment
  - b. Output generated
- 2. Favors industry
  - a. Availability of unskilled labor with some sheet metal experience
- 3. Against industry
  - a. Transportation
  - b. Location of raw materials
  - c. Competition for skilled labor
- 4. Support?
  - a. More fast food restaurants for the workers
  - b. Learn more about it

#### Residential Construction

- 1. Surprises?
  - a. High wages
- 2. Favors industry
  - a. This trade favors “outdoorsy” labor
  - b. Ready mix concrete available
  - c. Doesn’t require highly skilled labor
- 3. Against industry
  - a. Location to Metro where construction workers can earn higher wages
  - b. Economy - impacted by the general economy and interest rates
- 4. Support?
  - a. Respond to market conditions
  - b. Affordable housing connection
  - c. Financing

#### Custom Computer Programming

- 1. Surprises?
  - a. Surprised by how few employees
  - b. Higher induced number by higher paying jobs
  - c. Output seems low
- 2. Favors industry
  - a. Slowly getting better broadband, suffering for lack of it now
  - b. Very little competition
- 3. Against industry

- a. Globalism and interconnectivity means you do not have to be regional/local in order to do the work
- b. Lack of broadband
- 4. Support?
  - a. Improve broadband
  - b. Expose this career option through schools, etc.
  - c. Networking opportunities, social media

### Beef

- 1. Surprises?
  - a. Numbers of employees
  - b. \$ in output generated
- 2. Favors industry
  - a. Adding 100 jobs can result in 43 indirect/induced
  - b. County has an abundance of farmland (crops, pasture, etc.)
- 3. Against industry
  - a. Beef meat price volatility
  - b. Regulatory environment
- 4. Support?
  - a. Promote/facilitate breeding operations
  - b. Farm to table?
  - c. Federally inspected facility locally, add a meat locker
  - d. Local restaurants sell locally grown beef

### Nursing and Residential Care

- 1. Surprises?
  - a. Number of establishments seems low
- 2. Favors industry
  - a. Demographics
  - b. Increasing senior population
  - c. Hospital services growth
  - d. Drug culture / increasing need for drug rehab facilities
- 3. Against industry
  - a. Low average wages
  - b. Need for ongoing training programs
  - c. Housing for people in need of services
- 4. Support?
  - a. Workforce needs
  - b. Create training opportunities

### Other Plastics Product Manufacturing

- 1. Surprises?
  - a. Three plastics manufacturers
- 2. Favors industry
  - a. Available workforce/low-skilled
- 3. Against industry
  - a. Transportation

- b. Reliance on recreation industries for contracts
- c. Inputs outside of county
- 4. Support?
  - a. Recruit suppliers
  - b. Access to capital
  - c. Need local labor

### Grocery Stores

- 1. Surprises?
  - a. Ahead of national average in sustaining jobs
  - b. Total number of employees
  - c. Low wage businesses?
- 2. Favors industry
  - a. Convenient stop for tourism industry travelling “up north”
  - b. Slow but consistent growth
- 3. Against industry
  - a. Overall industry is shrinking
    - i. Low wages
    - ii. Automation (check out)
  - b. Outflow of residents with jobs outside the region so they buy their groceries regionally rather than locally
  - c. Lack of competition adds to consumer costs
  - d. Finite amount of groceries need to be purchased (economic inelasticity)
- 4. Support?
  - a. Competition
  - b. Competitive wages
  - c. More jobs locally reduce exodus of \$ from community

## APPENDIX THREE: INDUSTRY ANALYSIS SLIDES

### OTHER RECREATION: KANABEC COUNTY

- 53 employees (2016, EMSI)
- 6 establishments (2016, EMSI)
- \$0.5 million in output generated
- 63% of expenditures are for inputs
  - Real estate, advertisement, insurance
- 37% for labor
  - Average weekly wage: \$287 (2015, QCEW)
- This industry comprises establishments (except amusement parks and arcades and gambling industries) primarily engaged in providing recreational and amusement services. Examples include, riding stables, mini golf, golf courses, skiing, marinas

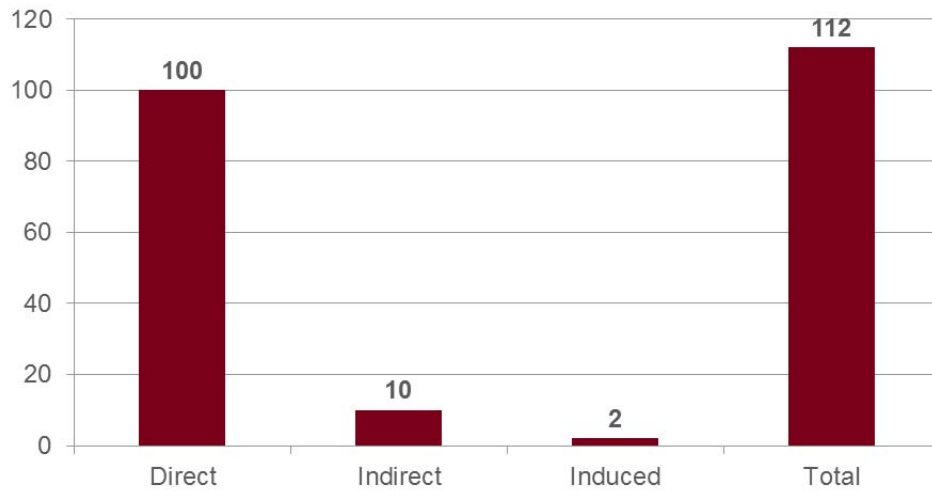
### OTHER RECREATION: INDUSTRY TRENDS

Jobs 2001	Jobs 2016	Change 2001-2016
23	53	30

National Growth	Industry Mix	Competitive Effect
2	4	23

**Bottom line:** The number of jobs in other recreation doubled between 2001 & 2016 in Kanabec County. This far outpaced growth expected given industry and national trends.

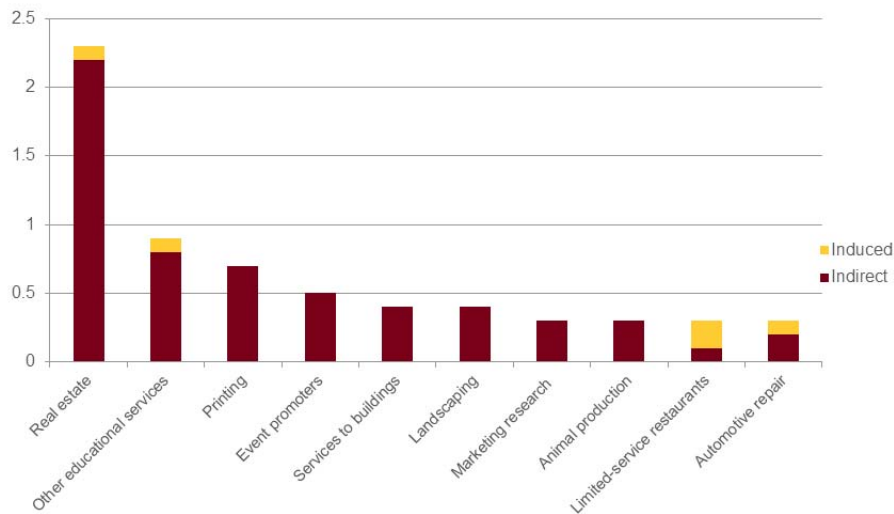
## OTHER RECREATION: KANABEC COUNTY



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## OTHER RECREATION: TOP INDUSTRIES IMPACTED



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# NURSING AND COMMUNITY CARE: KANABEC COUNTY

- 243 employees (2016, EMSI)
- 10 establishments (2016, EMSI)
- \$9.4 million in output generated
- 42% of expenditures are for inputs
  - real state, management consulting services, insurance
- 58% for labor
  - Average weekly wage: \$439 (2015, QCEW)
- This industry comprises establishments primarily engaged in providing inpatient nursing and rehabilitative services. The care is generally provided for an extended period of time to individuals requiring nursing care.

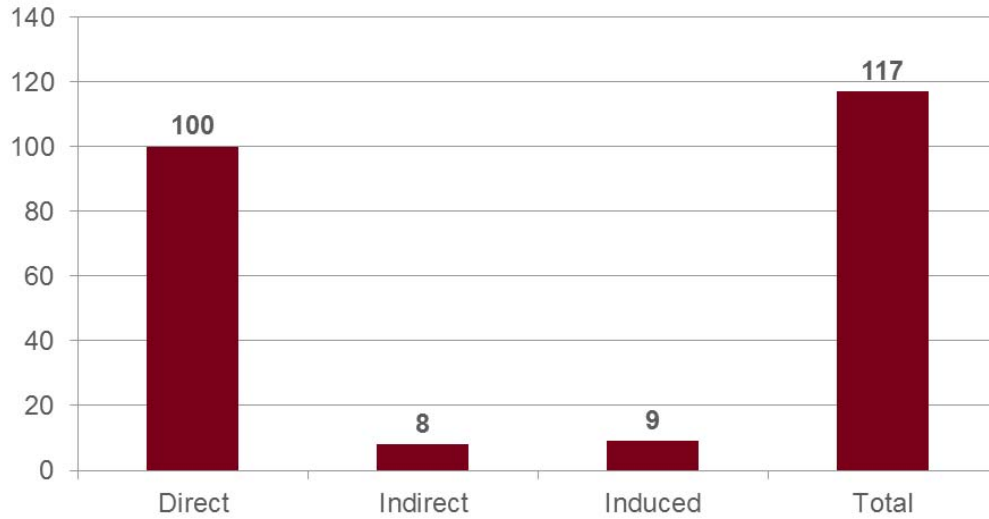
## NURSING AND COMMUNITY CARE: INDUSTRY TRENDS

Jobs 2001	Jobs 2016	Change 2001-2016
152	243	91

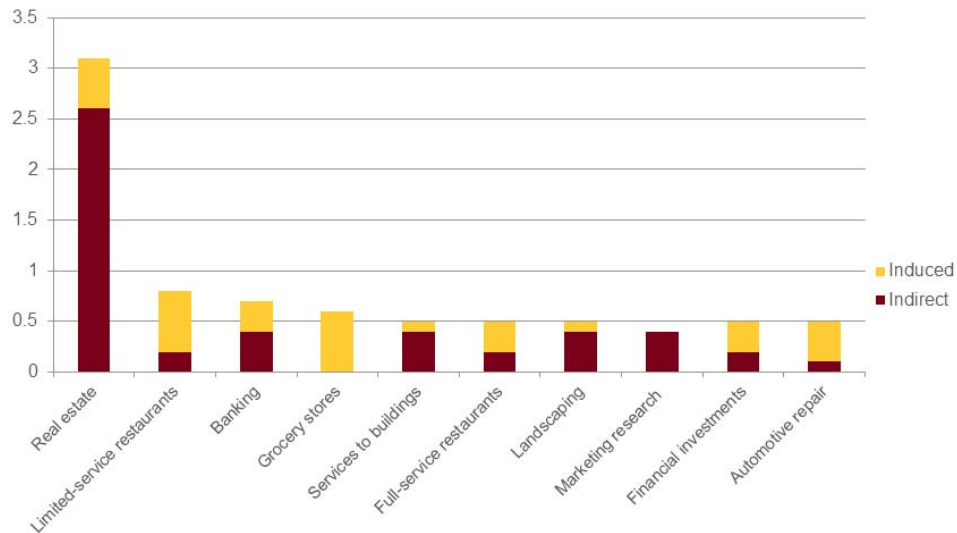
National Growth	Industry Mix	Competitive Effect
13	23	53

**Bottom line:** The number of jobs at nursing and community care facilities in Kanabec County grew by nearly 60% between 2001 & 2016, while nationally it grew by 24% which means Kanabec County had a rapid growth in this industry.

## NURSING AND COMMUNITY CARE: KANABEC COUNTY



## NURSING AND COMMUNITY CARE: TOP INDUSTRIES IMPACTED



## CONSTRUCTION, NEW RESIDENTIAL: KANABEC COUNTY

- 27 employees (2016, EMSI)
- 5 establishments (2016, EMSI)
- \$26.2 million in output generated
- 78% of expenditures are for inputs
  - Wholesale trade, ready mix concrete, architectural and engineering services
- 22% for labor
  - Average weekly wage: \$1,179 (2015, QCEW)
- This U.S. industry comprises general contractor establishments primarily responsible for the construction of new residential housing units.

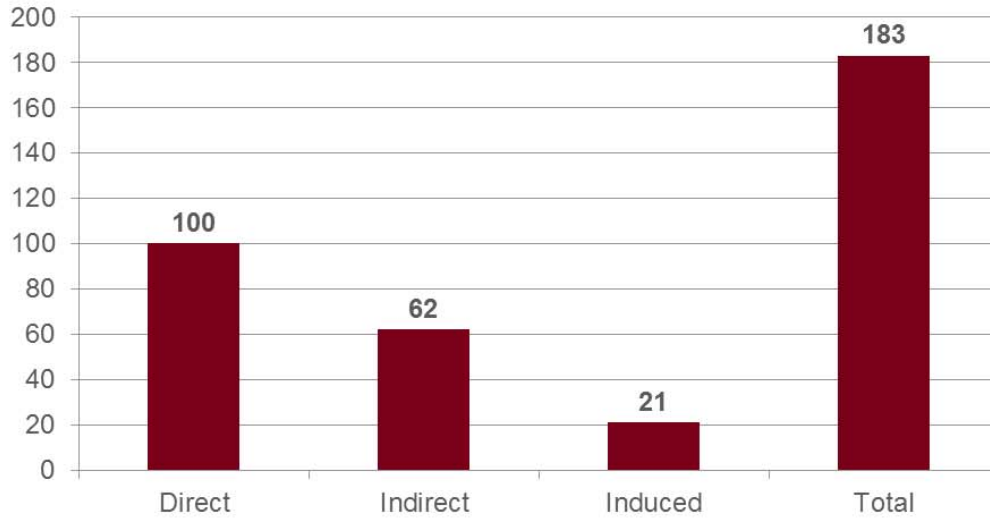
## CONSTRUCTION, NEW RESIDENTIAL: INDUSTRY TRENDS

Jobs 2001	Jobs 2016	Change 2001-2016
44	27	-17

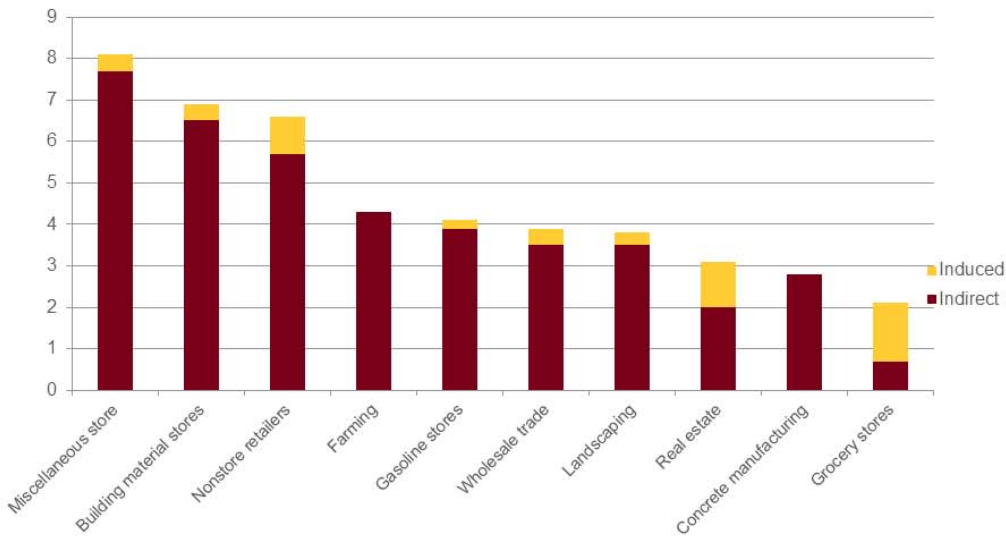
National Growth	Industry Mix	Competitive Effect
4	-3	-18

**Bottom line:** The number of jobs in construction of new residential structures dropped by about 40 percent between 2001 & 2016 in Kanabec County. While nationally the same sector added jobs at a rate of 1.6%

## CONSTRUCTION, NEW RESIDENTIAL: KANABEC COUNTY



## NEW RESIDENTIAL: TOP INDUSTRIES IMPACTED



# CUSTOM COMPUTER PROGRAMMING: KANABEC COUNTY

- <10 employees (EMSI 2016), 3 employees (IMPLAN 2015)
- \$0.36 million in output generated
- 66% of expenditures are for inputs
  - Employment services, real estate, office administrative services
- 34% for labor
  - Average weekly wage: \$780 (2015, QCEW)
- This U.S. industry comprises establishments primarily engaged in writing, modifying, testing, and supporting software to meet the needs of a particular customer.

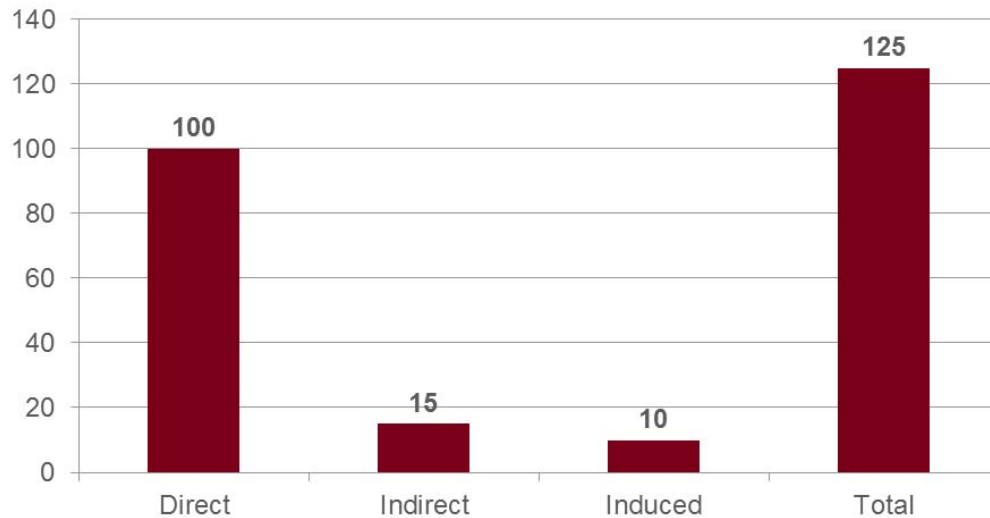
# CUSTOM COMPUTER PROGRAMMING : INDUSTRY TRENDS

Jobs 2001	Jobs 2016	Change 2002-2016
<10	<10	<10

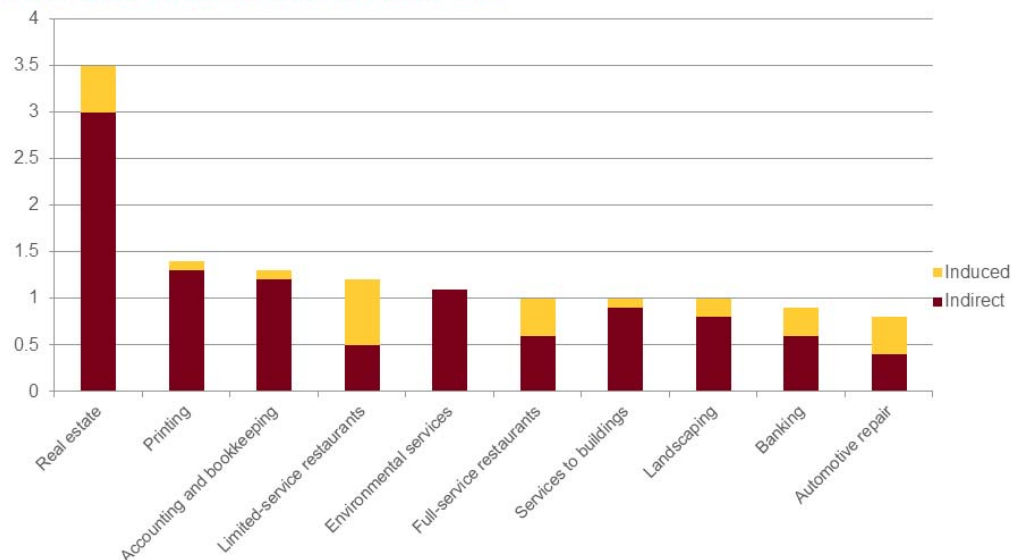
National Growth	Industry Mix	Competitive Effect
NA	NA	NA

**Bottom line:** There are not enough jobs in computer programming to calculate the shift-share analysis. Nationally, the industry added jobs at a rate of 48% between 2001 & 2016.

## CUSTOM COMPUTER PROGRAMMING: KANABEC COUNTY



## CUSTOM COMPUTER PROGRAMMING: TOP INDUSTRIES IMPACTED



## BEEF CATTLE: KANABEC COUNTY

- 184 employees (2015, IMPLAN)
- \$10.5 million in output generated.
- 74% of expenditures are for inputs
  - Beef cattle, animal food, wholesale trade
- 26% for labor
  - Average weekly wage: \$693 (2015, QCEW)
- This U.S. industry comprises establishments primarily engaged in raising and feeding cattle

## BEEF CATTLE: INDUSTRY TRENDS

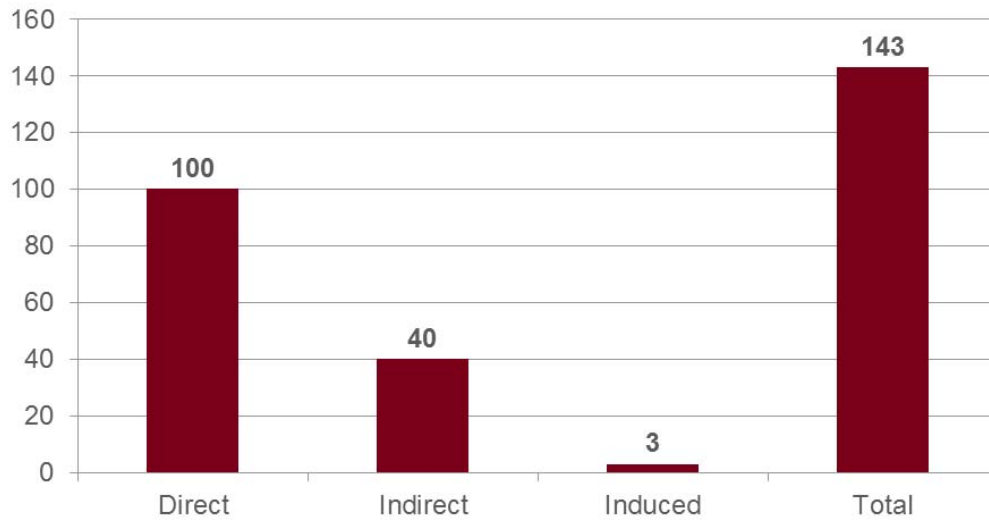
Jobs 2001	Jobs 2016	Change 2001-2016
37	13	-24

National Growth	Industry Mix	Competitive Effect
3	-5	-23

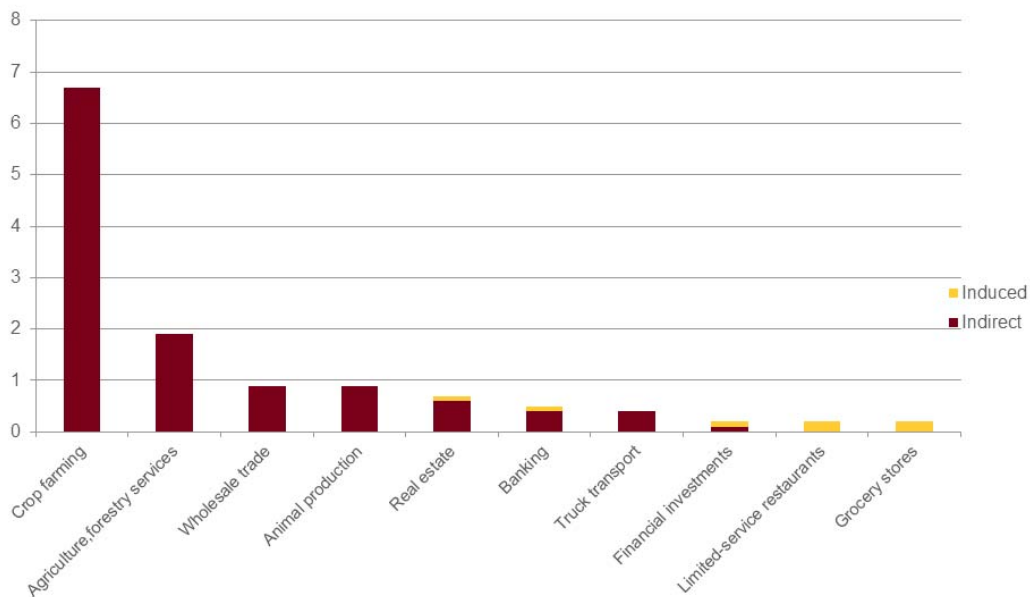
**Bottom line:** The number of jobs in animal production (not specific to beef) dropped by about 65% between 2001 & 2016. Nationally, the industry also decreased the number of jobs, but at a slower rate. Thus, the county lost more jobs than expected given trends.

\*\*These are jobs covered by the unemployment insurance program, therefore, does not include independent farmers.\*\*

## BEEF CATTLE: KANABEC COUNTY



## BEEF CATTLE: TOP INDUSTRIES IMPACTED



# SHEET METAL WORK: KANABEC COUNTY

- 19 employees (EMSI 2016)
- 1 establishment (EMSI 2016)
- \$6.5 million in output generated. (IMPLAN 2015)
- 70% of expenditures are for inputs
  - Iron products, aluminum sheets, wholesale trade
- 30% for labor
  - Average weekly wage: \$896 (2015, QCEW)
- This U.S. industry comprises establishments primarily engaged in manufacturing sheet metal work (except stampings).

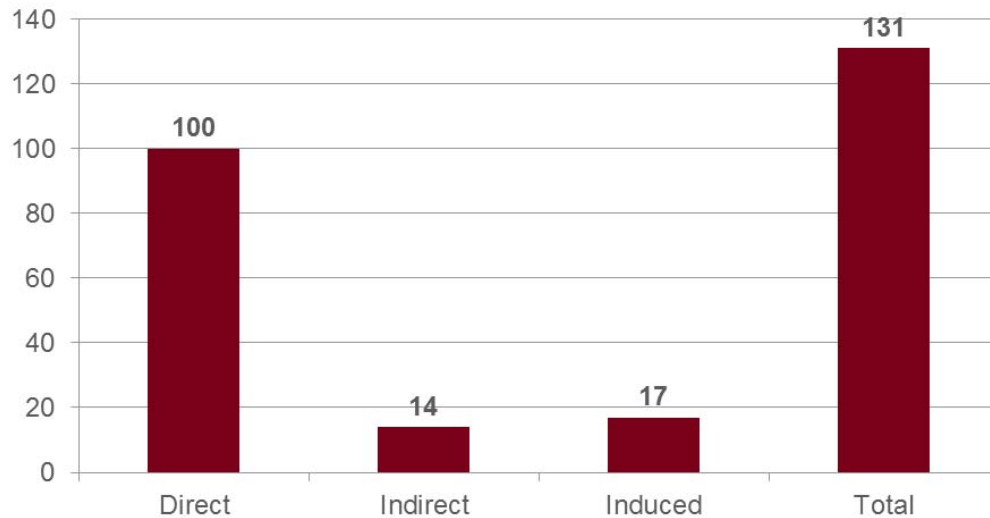
## SHEET METAL WORK : INDUSTRY TRENDS

Jobs 2001	Jobs 2016	Change 2001-2016
64	19	-45

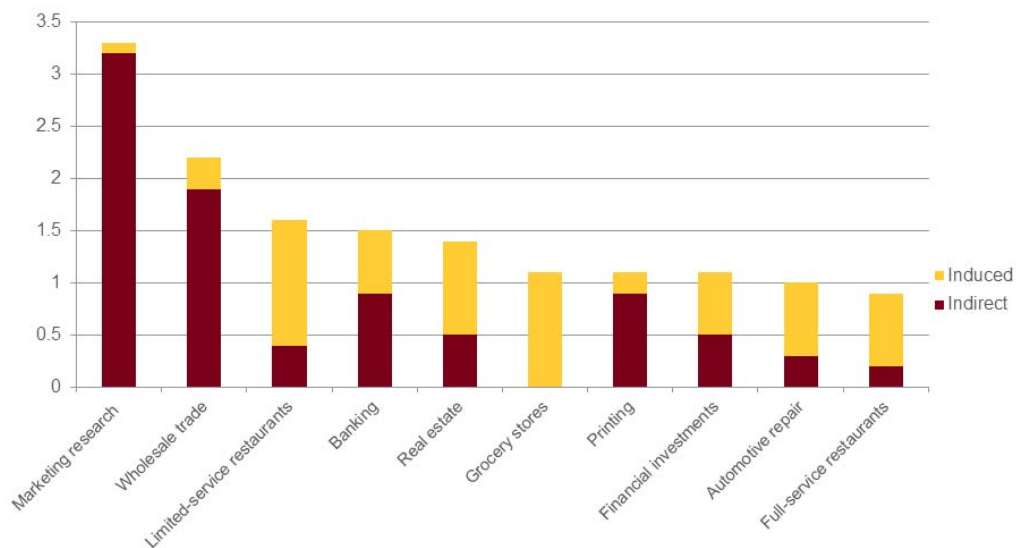
National Growth	Industry Mix	Competitive Effect
6	-7	-44

**Bottom line:** This industry provided 19 job opportunities in Kanabec County but it has dropped by 70 percent since 2001. Nationally this industry is losing its employees by 2 percent.

# SHEET METAL WORK: KANABEC COUNTY



# SHEET METAL WORK: TOP INDUSTRIES IMPACTED



## OTHER PLASTICS PRODUCTS MANUF.: KANABEC COUNTY

- 130 employees (EMSI 2016)
- 3 establishments
- \$8.7 million in output generated (IMPLAN 2015)
- 86% of expenditures are for inputs
  - Plastics materials, wholesale trade, plastics packaging materials
- 14% for labor
  - Average weekly wage: \$727 (2015, all manufacturing, QCEW)
- This U.S. industry comprises establishments primarily engaged in manufacturing plastics products.

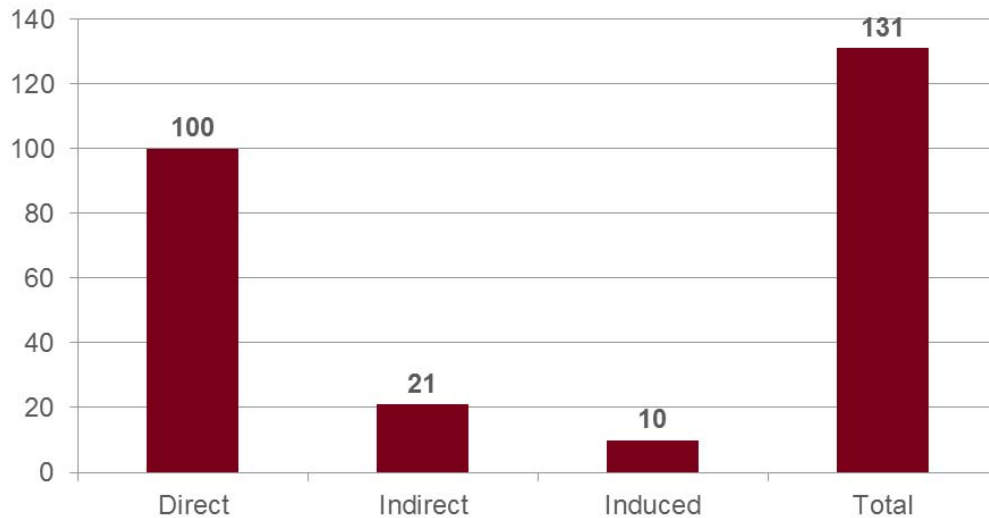
## OTHER PLASTICS PRODUCTS MANUF.: INDUSTRY TRENDS

Jobs 2001	Jobs 2016	Change 2001-2016
323	130	-193

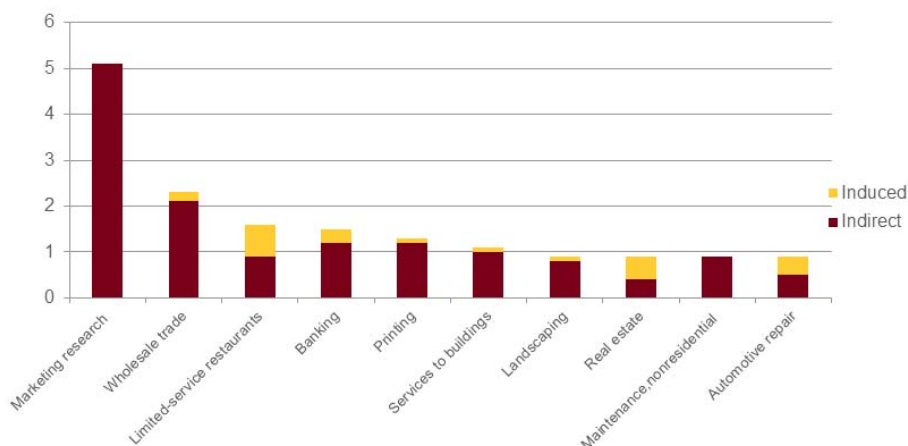
National Growth	Industry Mix	Competitive Effect
28	-111	-110

**Bottom line:** The number of jobs in other plastics products manufacturing dropped by 60 percent between 2001 & 2016 in Kanabec County. Nationally, the industry shed jobs as well. However, Kanabec County's rate exceeded the national rate.

## OTHER PLASTICS PRODUCTS MANUF.: KANABEC COUNTY



## OTHER PLASTICS PRODUCTS MANUF.: TOP INDUSTRIES IMPACTED



# RETAIL-GROCERY STORES: KANABEC COUNTY

- 188 employees (EMSI 2016)
- 4 establishments
- \$10.4 million in output generated (IMPLAN 2015)
- 37% of expenditures are for inputs
  - Real estate, storage services, electricity transmission
- 63% for labor
  - Average weekly wage: \$324 (QCEW 2015)
- This industry comprises establishments generally known as supermarkets and grocery stores primarily engaged in retailing a general line of food, beverage, and vegetables.

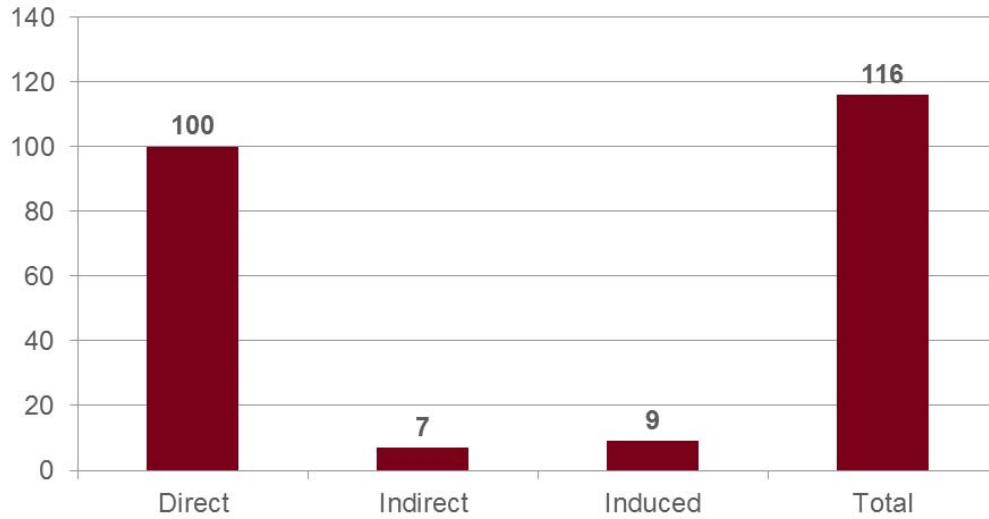
# RETAIL-GROCERY STORES: INDUSTRY TRENDS

Jobs 2001	Jobs 2016	Change 2001-2016
174	188	14

National Growth	Industry Mix	Competitive Effect
15	-8	7

**Bottom line:** The number of jobs in food and beverage stores in Kanabec County grew slightly between 2001 & 2016. Meanwhile, grocery stores nationally shed jobs, thus Kanabec County outperformed industry expectations.

## RETAIL-GROCERY STORES: KANABEC COUNTY



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