

¡Renacimiento!

An Impact Analysis of the Latino Economic Development Center and Lake Street

MPP Professional Paper

In Partial Fulfillment of the Master of Public Policy Degree Requirements
The Hubert H. Humphrey School of Public Affairs
The University of Minnesota

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5/11/2011

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Signature of Second Committee Member, certifying successful completion of professional paper	

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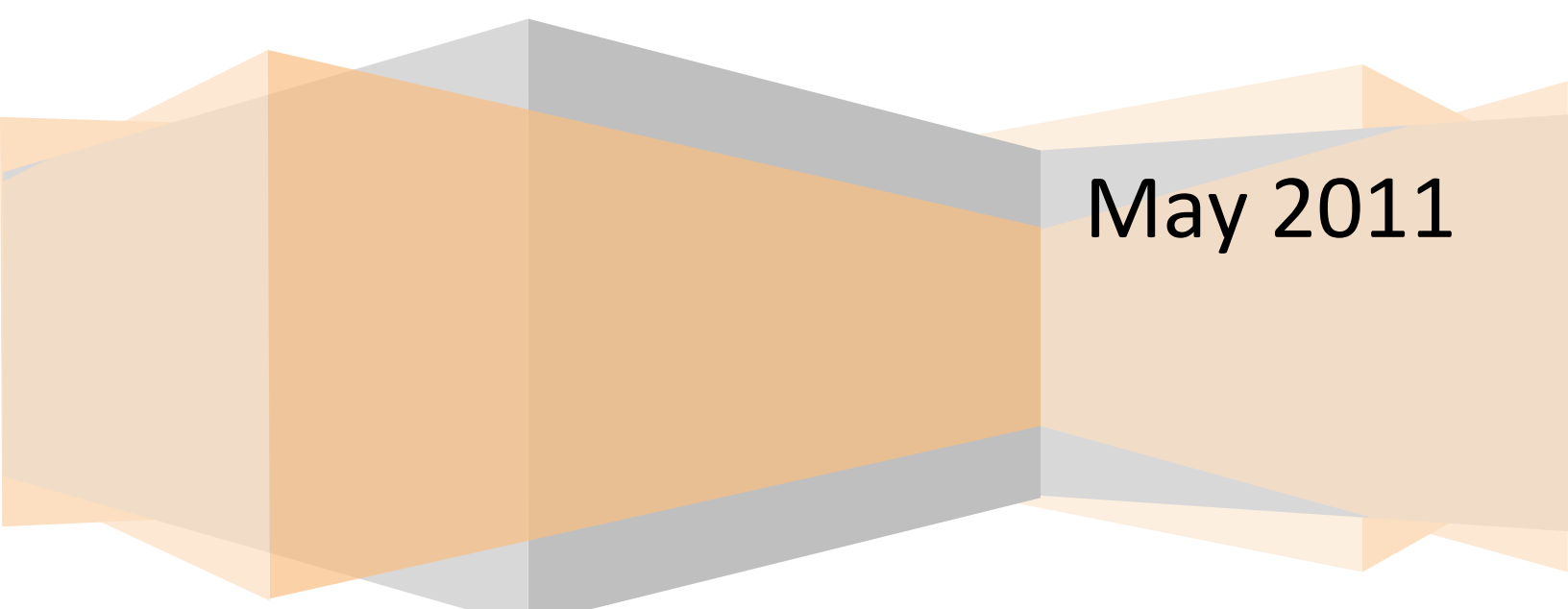
Margaret Lund, Capstone Instructor

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University of Minnesota Graduate Students:

Phil Bastron, Laura Paulsen, Jennifer Schuller, & Sarah Swingley



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Acknowledgements

Many people played important roles in allowing us to successfully complete this analysis. First of all, we would like to thank both Margaret Lund and Candace Campbell, our two capstone supervisors, for their guidance and help throughout the process of writing this paper. Their insights and personal experiences were valuable resources for our team.

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Finally, we would like to thank the business owners that took part in this study. Without their thoughtful responses, we would not have had the necessary information to complete the paper. Their participation is very much appreciated. This is especially true of Jose Payan, owner of La Perla Tortilleria. Mr. Payan invited us into his business for a tour that showed us what LEDC had helped them accomplish. He also took the time to sit down with us for an extended, in-depth discussion about how LEDC has helped both his business specifically and Lake Street in general. This discussion, as well as those with other Latino business owners, gave us a sense of the scope of LEDC's work.

Executive Summary

The Lake Street neighborhood of Minneapolis has historically had a reputation for crime and drugs. However, with the growth of immigrant businesses in the area, the community has earned a new image of growth and cultural vitality. Latinos have played a major role in this revival, largely by starting small businesses in the area. The Latino Economic Development Center exists to provide assistance to Latino businesses like these. A research team from the Humphrey School of Public Affairs collaborated with the Latino Economic Development Center (LEDC) to determine LEDC's role in the revitalization of the Lake Street neighborhood. Through the use of surveys of local Latino business owners and public parcel data, the research team was able to determine that by providing guidance and support to Latino business owners, LEDC has helped a number of the immigrant businesses in the area grow, thus contributing to the revival of Lake Street.

While LEDC is having a positive impact, there are some steps that they could take to increase their impact on Latino businesses and the community. The first recommendation is to reassess the needs of Latino business owners in the development of class curriculums and services provided. Our data indicated that Latino business owners are facing new challenges to growing their businesses, and a market exists for LEDC to expand its services. The second recommendation is to implement a more systematic data tracking procedure. LEDC has a lot of data and evidence to prove its impact on Latino businesses, but a more systematic way of tracking data would allow them to more easily find areas to improve internally and would help them appeal to funders. Finally, LEDC should improve communication with members and prospective members. Many Latino business owners are unaware of the services LEDC provides. By reaching more businesses, LEDC could play an even greater role in revitalizing Lake Street.

Resumen Ejecutivo

La calle Lake y sus alrededores en Minneapolis han tenido una historia y reputación llena de crímenes y drogas. No obstante, el crecimiento de negocios locales de inmigrantes ha traído una nueva imagen comunitaria de crecimiento y vitalidad cultural. Los latinos han tenido un papel importante en este renacimiento, en gran parte por abrir negocios pequeños como estos. Para cumplir el requisito de Capstone para el Humphrey School of Public Affairs, este equipo de investigación colaboró con el Centro para el Desarrollo Económico Latino (LEDC) para determinar el rol del centro en revitalizar el barrio del calle Lake. A través de encuestas de propietarios de negocios latinos y datos de la parcela publica, el equipo determinó que el LEDC ha ayudado a muchos negocios de inmigrantes en el área con consejos y apoyo, y así ha contribuido a la reactivación del barrio.

A pesar de que el LEDC tiene un impacto positivo en la comunidad, hay ciertos pasos que podría seguir para aumentar su impacto en los negocios latinos y la comunidad. La primera recomendación es reexaminar las necesidades específicas de los propietarios en el desarrollo de sus currículos y servicios. Los datos muestran que los propietarios se están enfrentando con nuevos obstáculos en crecer sus negocios, y hay una oportunidad para el LEDC de expandir sus servicios. La segunda recomendación es implementar un sistema más recta de organizar y examinar los datos. El LEDC tiene mucha información y evidencia de su impacto en los negocios latinos, pero un sistema mejor de examinar estos datos proveería una manera más fácil de buscar áreas para mejora y subiría su atractivo para los financieros. Finalmente, sugerimos que el LEDC mejore su comunicación con los miembros y miembros prospectivos. Muchos propietarios latinos no son conscientes del centro ni sus servicios. El LEDC podría tener un efecto más grande en revitalizar la calle Lake si conectara con más negocios.

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Introduction

The Latino Economic Development Center (LEDC) is a dynamic community development organization offering a range of business assistance services to Latinos in Minnesota. LEDC has offered loan packaging, technical assistance and small business training services to their member businesses since 2003 and is currently evaluating their services. Since then, LEDC has facilitated loans for hundreds of customers and now has a membership of nearly 80 businesses. While these numbers are impressive, LEDC and its funding partners are rightly interested in ensuring that the loan products and technical assistance delivered translate into real economic outcomes for the businesses and communities served by the agency.

Measuring the impact of the loans and technical support provided is critical to both planning future services and securing funding from investors. LEDC staff has noted anecdotal evidence of improvements in business strength and in neighborhood qualities, but no methodical studies of impact have been conducted. A data-derived assessment would supplement existing knowledge and identify any incorrect assumptions that affect LEDC's work.

As such, the goals of this project and report are two-fold. First, the research team designed the project to assess – as much as is possible – the impact of LEDC business services on economic development of a small area of Lake Street in Minneapolis. Surveys of LEDC member businesses are compared to other study area business data to

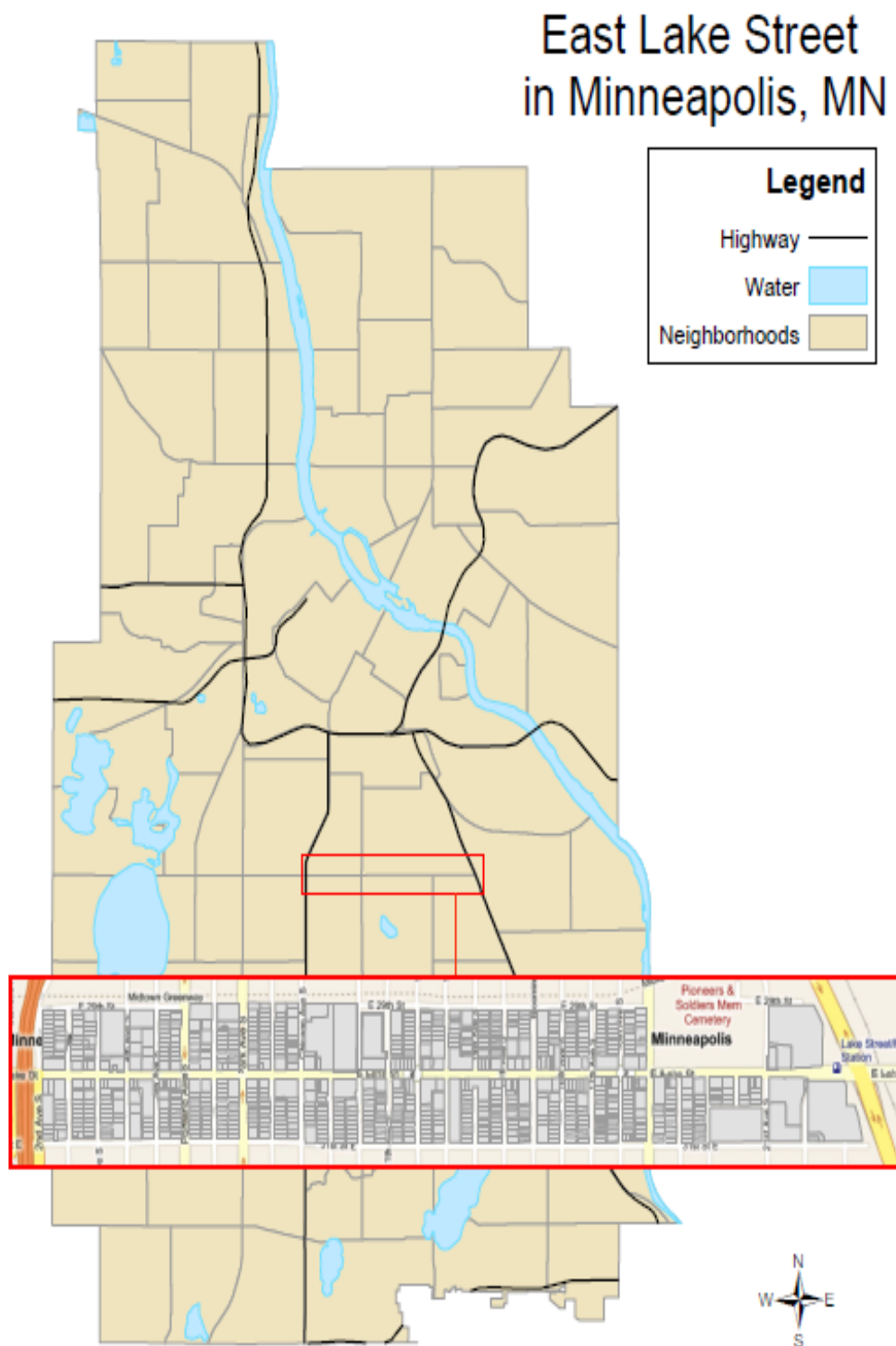
identify distinctions that may be attributed to the work of LEDC. However, as in most economic impact studies, attributing that change directly to LEDC's work is difficult to prove from data alone. Case studies, indirect connections, and scholarly research in other immigrant communities help to establish that connection.

Building from the process of the first goal, the project team also develops tools, metrics, and guidelines for LEDC to use to continue measuring their impact. The small-area assessment and template in this report are meant to provide the agency with a cost-effective mechanism to conduct reliable impact studies through repetition in other small areas and in future years.

Figure 1: Plaza Verde, current home of LEDC offices on Lake Street.



Figure 2: East Lake Street Study Area Map



Background

Putting research in context of time and place is critical to a full understanding of the data collected and development of meaningful recommendations. In the case of this project, two components provide the foundation for analysis:

- The Latino Economic Development Center (LEDC). The agency is the primary subject of analysis and agency requesting the study.
- East Lake Street, Minneapolis. A portion of Lake Street is the study area for this project and a primary service area of the LEDC.

Latino Economic Development Center

The Latino Economic Development Center emerged out of a small group of immigrants who formed a Latino congregation in 1994: Sagrado Corazón de Jesus (Sacred Heart of Jesus) in South Minneapolis. The new congregation immediately took on a social justice as well as a spiritual dimension. Recent Mexican immigrants worked in teams on educational, legal, and economic issues, and overcame many barriers to reach their goals. Over time, they realized that economic progress was imperative to strengthen the Latino community. LEDC was incorporated in 2003 with assistance from several local business development organizations. With the help of those organizations, LEDC worked to improve technical and leadership skills, which led to projects that are now the Cooperative Mercado Central, Plaza Latina and Global Market.¹

East Lake Street, Minneapolis

Lake Street in Minneapolis began in the late 1800s as a township section road. It had no businesses and few homes. Around the turn of the century, bicycling became very popular and was the primary use of Lake Street. The only area with any hope for development was Lake Street's intersection with Nicollet. This area really began to grow after an electric streetcar line reached Lake Street in 1890. A second line was completed in 1905. Finally in 1909 Lake Street was

Figure 3: Historic Lake Street Images.

Top - Lake Street at Nicollet, ca. 1926.

Bottom - Ingebretsen's Scandinavian Gifts.



¹ Latino Economic Development Center website. <http://www.ledc-mn.org>

paved making travel easier for wagons who had struggled to pass through in muddy conditions.

Several prominent businesses began to open on Lake Street in the early 1900s including Schatzlein's Saddle Shop, Ingebretsen's Scandinavian Gifts, and Sears Roebuck and Company. These businesses constitute the continuous attractions Lake Street has offered immigrants throughout the decades. The granddaughter of the original owner of Ingebretsen's simply states, "Rents were cheap, buildings were cheap... It was a place where immigrants coming in could find a place to start a business."ⁱ Scandinavian immigrants were one of the first groups to settle in the Lake Street area. As the second and third generations adapted to the new country and moved to the suburbs, a new wave of immigrants moved in. Latinos became the primary immigrant group in the Lake Street corridor in the early to mid 1990's.

Scope and Organization of Study

This impact analysis study of LEDC focuses on the area around the intersection of Lake Street and Bloomington Avenue. Located at this intersection is the Mercado Central, and this area is the center of Latino business activity in the Twin Cities. This is also the location of LEDC's headquarters. Many of LEDC's clients are based in this neighborhood, providing a good sampling of businesses with whom LEDC has and has not worked.

A second reason for choosing the Lake Street-Bloomington Avenue neighborhood is that this area has had a major revitalization over the past 20 years. What was once a hotbed of drug dealing and prostitution is now a bustling, vibrant community of successful Latino businesses. By studying LEDC's impact on the businesses in this area, the team is also trying to determine if LEDC has, in turn, had a hand in improving the safety and image of the neighborhood.

For this analysis, the research team uses three main data sources. First, the team referenced and analyzed scholarly and local expert perspectives. In this stage of the analysis, we were looking to develop a baseline for the impact that immigrants have had on the economy in Minnesota. The research of experts in this field allows the research team to make some connections and conclusions from our primary data sources. Secondly, the team analyzed public parcel data to track the development of businesses in the area through time. By mapping this parcel data, it allowed the researchers to look for trends in the area of study. Finally, an in-person survey for the Latino businesses in the Lake Street- Bloomington Avenue area was administered and translated by LEDC. This survey asks for not only statistical information about the types of services LEDC has provided, but also for qualitative assessments of LEDC's role. A blank survey form can be found in the toolkit at the end of this report, and a summary of the survey responses can be found in Appendix A. Additionally, a one-on-one, in depth interview of one business owner that worked with LEDC provides a case study to detail the specific tools and support provided by the agency.

Data for this report was collected from a variety of sources over a four-month period, occurring between January 2011 and April 2011.

Review of Scholarly and Expert Perspectives

In order to place the team's current research into historical and geographical context, the team sought out the perspectives of experts. Summarized below, these experts have detailed local knowledge or have conducted academic research on the impact of U.S. Latinos on the communities where they live.

Local Expert Assessment

During the early 1990s, Latino immigrants began to call the Lake Street corridor home. When Latinos first began to settle in Lake Street, the area was struggling in terms of both infrastructure and social issues. Those familiar with the area recall the conditions:

Well, those of us who know the history know that basically Lake Street was a ghost land. – Patricia Torres Ray, Minnesota Senator DFL

"A lot of troubled areas... prostitution, drugs... but I didn't care, I wanted to open my own business, so I jumped at the opportunity, so I opened in Mercado Central." - Manny Gonzalez, Owner of "Manny's Tortas"

Empty storefronts and many boarded up houses... drug trafficking, a lot of prostitution...it was an area with a lot of problems: prostitution, drugs...there were many accidents, people would pass by shooting... - Anonymous

Despite its challenges, the Latino community saw an opportunity to build a life for themselves and start their own businesses. They were able to take vacant and deteriorating buildings and develop successful companies. Supported by each other, the area began to turn around and conditions improved:

Lake Street had deteriorated quite a bit... has just come roaring back to life, largely because of phenomenal work by immigrant businesses... have made an enormous contribution to this city - RT Rybak, Mayor of Minneapolis

The Latino community came in and assumed a tremendous risk by renting and purchasing many of these buildings and then later on opening businesses that have contributed to the transformation and the evolution of a very depressed corridor into one of the most vibrant and most diverse business corridors of the city of Minneapolis. – Patricia Torres Ray (Minnesota Senator DFL)

In 1996, there were two Latino businesses on Lake Street. According to our internal survey, we have 300 businesses on Lake Street, a little bit less than 300. - Daniel Bonilla, Program Coordinator LEDC

Latino businesses invested their own money, often targeted Latino populations, and opened up restaurants, travel agencies, a lot of businesses on East Lake Street that continue to thrive today. - Gary Schiff, City Councilman (9th Ward)

You see more business, you see more residents, you see more events, and you see less crime. Critical, critical points to us revitalizing this commercial corridor. - Joyce Wisdom, Lake Street Council Director

For example, the current crime rate over the last 5 years decreased 40%. The amount of sales tax captured by the county increased 60%. Property value, we have buildings that cost 10 years ago, \$40,000, then the value went up to \$2 million. - Daniel Bonilla, Program Coordinator LEDC

Figure 4: Lake Street entrance of Mercado Central.



We have actually cleaned the neighborhood a lot. We went from being a neighborhood known for drugs, prostitution, and you know the bad things of the urban life to something that is flourishing and is growing and is more positive, more colorful, more diverse, and I think everybody appreciates that we have helped changed the neighborhood around Lake Street. - Juan Carlos Alaniz, LCN Media Company

Overall, it's just been an amazing period of investment and really an example of how inner city revitalization with immigrant equity, sweat equity, can really transform a neighborhood and set the city up for the next century. - Gary Schiff, City Councilman (9th Ward)

Many people come to the city of Minneapolis to visit the Global Market, to go to Mercado Central. We attract hundreds and hundreds of people who come to these markets and we owe that, really, to the Latino community. - Patricia Torres Ray (Minnesota Senator DFL)

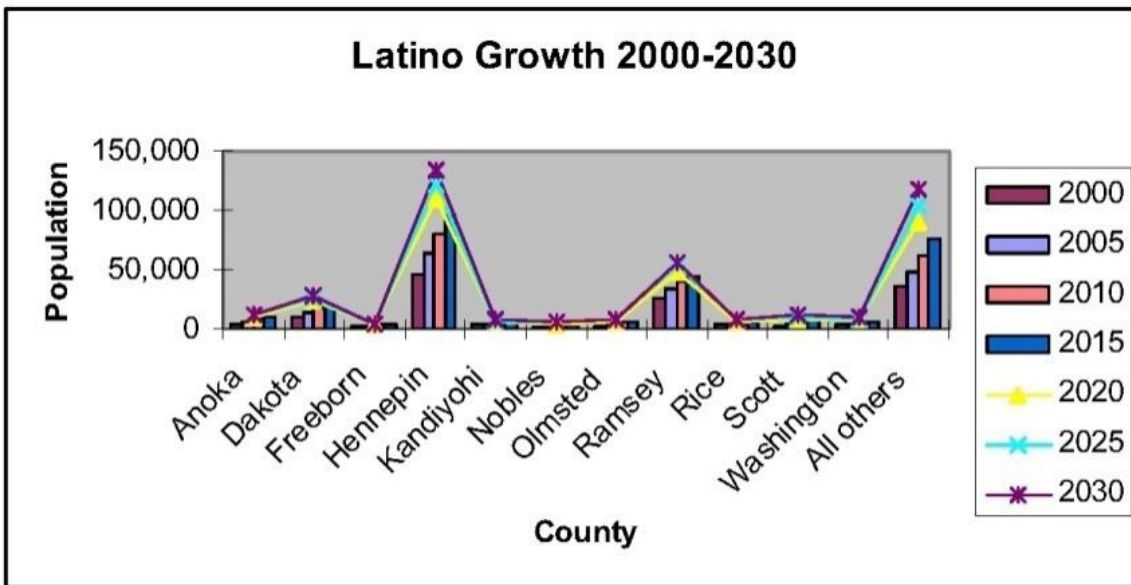
At lunchtime, I see all the energy in the market. I see a lot of people shopping, eating, and noise, and lots of people, and that was not here four years ago. It was a vacant building. It's not the same, so that gives me a sense of pride. You know, I feel good about what we're doing here. - Lorenzo Ariza, Restaurant Owner of A La Salsa

In 1994, the first four Latino businesses were established at 4th and Lake Street. Small business training programs began in 1996 for Latinos at a church in the nearby Whittier Neighborhood. This support helped the business community grow leading to the opening of Mercado Central in 1999. Most of the businesses are very small, but survive.

Literature Review: Economic Impact of Immigration

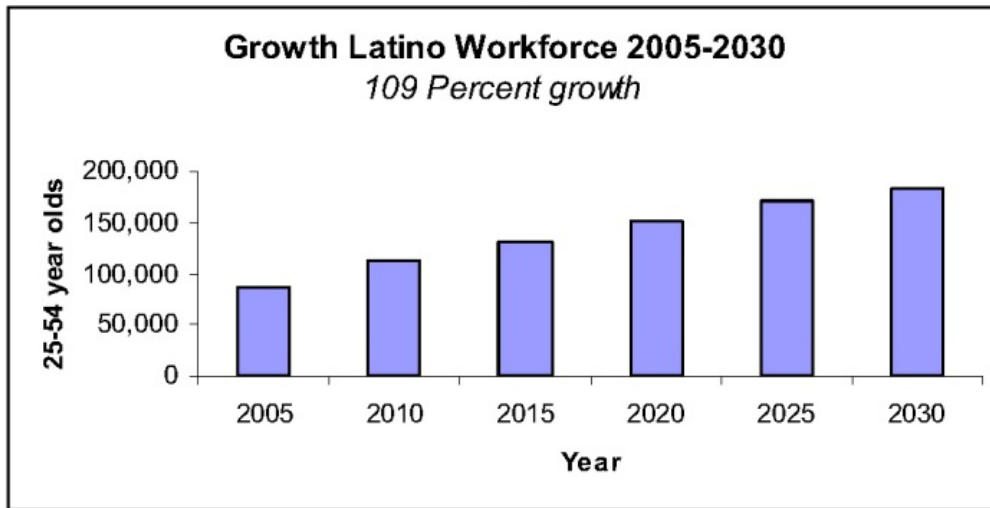
Immigrants are becoming an increasingly more significant portion of the population in Minnesota. According to the Minnesota Office of the Legislative Auditor, there were about 260,000 immigrants living in Minnesota at the time of the 2000 Censusⁱⁱ (OLA, 2006, pg. 2). This number represents about 5.3 percent of the population in Minnesota, and it also represents a growth over the past two decades. Between 1990 and 2000, the number of immigrants in Minnesota grew 130 percent. This is larger than the national average of 57 percent (OLA, 2006, pg.2). The US Census Bureau estimated “that about 71,000 of Minnesota’s total population increase of 213,000 (or about 33 percent) between 2000 and 2005 was due to international migration” (OLA, 2006, pg. 2).

Figure 5: Latino population growth in Minnesota



Source: Population projections, Minnesota State Demographer

Figure 6: Projected Latino workforce growth in Minnesota



Source: Population projections, Minnesota State Demographer

According to the 2000 Census, the country of origin with the largest number of Minnesota's foreign-born residents was Mexico, at about 41, 592 (OLA, 2006, pg. 4). This number accounts for 14 percent of Minnesota's immigrant population (OLA, 2006, pg.4). Additionally, Hispanics or Latinos of any race make up 2.9 percent of the total population in Minnesota (Census Bureau, 2000). The graph below, taken from a Chicano Latino Affairs Council (CLAC) report, shows that the Latino population in Minnesota, especially that in Hennepin county, will continue to riseⁱⁱⁱ (CLAC, 2009, pg. 9).

Immigrants in the United States play an important role in economic development. They play an important role in the labor force, as consumers, and as entrepreneurs. This is certainly true of Latinos in Minnesota, as well.

- Labor Force.** The overall median Latino age in Minnesota is 25, compared to 39 for the rest of the state (CLAC, 2009, pg.8). As a result of Latino immigrant's low median age, they will be an important part of Minnesota's future workforce. As the Baby Boomers begin to retire, Minnesota will have an increasing dependence on a young workforce. According to Fennelly, there will be a larger retiree population than children in elementary school by 2020^{iv} (Fennelly, 2009, pg. 5). This retirement can be somewhat offset by the immigrant population. Figure 6, taken from CLAC, shows a 109 percent growth in the Latino workforce between 2005 and 2030 (CLAC, 2009, pg. 9). Additionally, Fennelly states that "by one estimate, if immigrants were removed from the labor force, Minnesota would lose over 24,000 permanent jobs and \$1.2 billion in personal income" (Fennelly, 2009, pg. 1).

- Consumers:** Along with being an important part of the labor force, Latinos in Minnesota play an important role as consumers. According to Corrie, the buying power of Mexican Americans in Minnesota is an estimated \$944 million^v (Corrie, 2008, pg. 20). Corrie explains, “Mexican Americans as consumers play an important role in the Minnesota economy by buying goods and services and offering culturally specific goods and services” (Corrie, 2008, pg. 20). The Minneapolis- St. Paul metro area has been especially impacted by the Latino community. Figure 7 below shows the buying power of Mexican Americans in Minnesota broken down by county. CLAC states that “commercial corridors such as Lake Street in Minneapolis and Payne Avenue in St. Paul have experienced significant revitalization in part due to Latino commercial investment” (CLAC, 2009, pg. 11).

**Figure 7: Buying Power of Mexican Americans in Minnesota, 2000
(in \$Millions)**

Twin Cities Metro Area Counties		Other MN Counties with Mexican American Populations	
Hennepin	\$288	Olmsted	\$20
Ramsey	\$187	Rice	\$20
Dakota	\$78	Nobles	\$18
Washington	\$37		
Anoka	\$32		

Source: Corrie, B. (2008). Mexican Americans in Minnesota.

- Entrepreneurs:** Finally, Latino immigrants have had an important impact on Minnesota as business owners and entrepreneurs. According to Fennelly, Hispanic owned businesses in the state have grown 350% since 1990 (Fennelly, 2009, pg. 1). Corrie states that in 2007, there were 1609 Latino firms in Hennepin County with \$1.01 billion in revenue. These firms employed nearly 4000 people with an annual payroll of \$136 million (Corrie, 2010). Corrie further states that “there is a vibrant entrepreneurial energy in the Mexican American community. One can visibly see this...very dramatically on Lake Street in Minneapolis” (Corrie, 2008, pg.23).

Demographic and Economic Profile of Lake Street

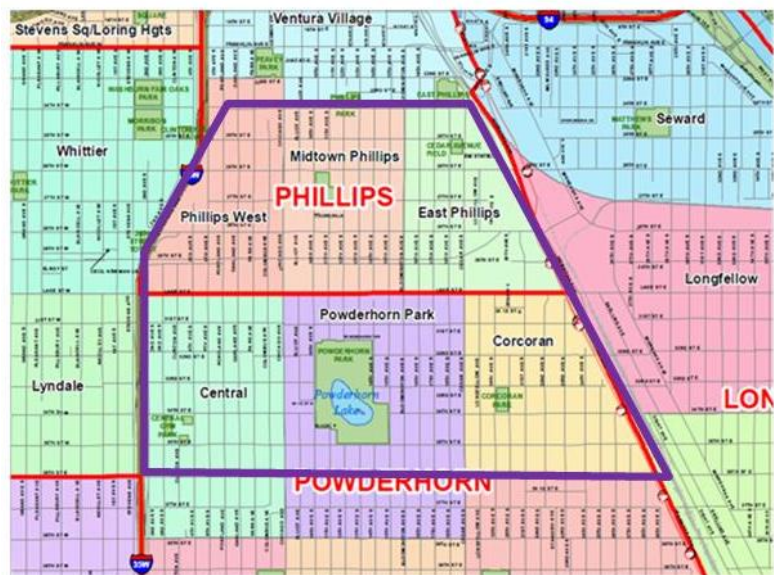
The City of Minneapolis Community Planning and Economic Development Department (CPED) created a customized market profile report for the Lake Street trade area. The boundaries for the 2.68 square mile trade are 24th Street on the North, Hiawatha Avenue on the East, 37th Street on the South, and Interstate 35W on the West (see Figure 8). Refer to Appendix D for the

full market profile including detailed demographic, income, market, and retail marketplace profiles, as well as a traffic count analysis.

The demographic and economic composition of the trade area is important because it helps to determine what types of businesses can be successful on Lake Street. It also indicates general economic growth of the area residents and businesses. Highlights of the trade area include:

- Population in 2010 is 34,946, growing at a rate of 0.8% annually.
- 33% of population in 2010 was Hispanic, compared to 22% in 2000.
- Average household size is 3 people, and the median age is 28 years.
- Incomes in general are rising, with the middle and upper income categories increasing the fastest at a rate of 17.7% annually.
- 23% of the population has no high school diploma, 47% have a high school diploma, 6% an associate's degree, 16% a bachelor's degree, and 8% a graduate degree.
- 42% single family housing units, 58% multi-family housing units.
- 27% of people do not have access to a vehicle.
- Retail sales leakage (sales leaving the area) is occurring in the categories of large grocery stores, electronics, gas stations, auto dealers, and department stores.
- Retail sales surplus (sales being drawn to the area) is occurring in the categories of limited service eating places, special food services, jewelry/luggage/leather goods, liquor stores, and auto parts/accessories/tires.
- In 2010, 86% of the population over 16 was employed, compared to 61% in 2000.
- 59% of the employed population works in the services industry followed by 11% in manufacturing and 9% in retail trade.
- Traffic counts on Lake Street average 20,000 vehicles per day.

Figure 8: East Lake Street trade area



Conclusions from Expert and Scholarly Perspectives

Immigrants positively affect Minnesota's economy in many ways. Latino immigrants are a large part of Minnesota's immigrant community, and the growth of Latino businesses has helped revitalize areas like Lake Street. Both empirical and anecdotal data supports this finding.

Public Data Analysis

To provide further context for individual business surveys, this report conducts a geographic analysis of all commercial properties located on Lake Street between Highway 35W and Hiawatha Avenue. Publically available property data was analyzed spatially as well as quantitatively. A series of maps was developed to illustrate changes in the overall Lake street business environment between 2005 and 2011. All maps referenced below are included immediately following the detailed insets.

Methodology

Hennepin County 2005 and 2011 parcel data was used to geographically identify: survey respondents, year of construction of all occupied commercial buildings, vacant parcels, estimated market values, and change in market value by growth rate and dollar value change.

As the focus of this report is LEDC's impact on strictly Lake Street, the Hennepin County parcel data was trimmed down to include the area contained within one block north and one block south of the Lake Street corridor. The data was further filtered by eliminating all non-commercial parcels; any parcel with either a primary or a secondary use as commercial was included. Finally, all commercial parcels were then separated into vacant and non-vacant categories for both 2005 and 2011. In order to analyze the impact of LEDC on the identified commercial properties, both LEDC member and survey respondent addresses were geocoded and matched with their respective parcels.

Maps were created using the parcel data categories that had potential to indicate economic change. A decrease in parcel vacancies over time can indicate economic growth, as can new construction. Changes in property market values over time can reveal investment or disinvestment in both physical structure and commercial use. Tying positive commercial changes to LEDC members and other Latino businesses can help show the positive impacts of the community on the Lake Street corridor.

Findings and Analysis

There are many positive changes taking place on the busy Lake Street commercial corridor. New buildings are being constructed, market values are increasing, and vacancies are down. Although LEDC members are clustered only around several locations, it is evident that they have had a positive impact on the corridor. LEDC has also played a larger role in several non-member catalytic developments. Data was not available to determine the larger Latino role on the corridor, but because such a large percentage of businesses are Latino-owned, it is likely that their positive impact is significant.

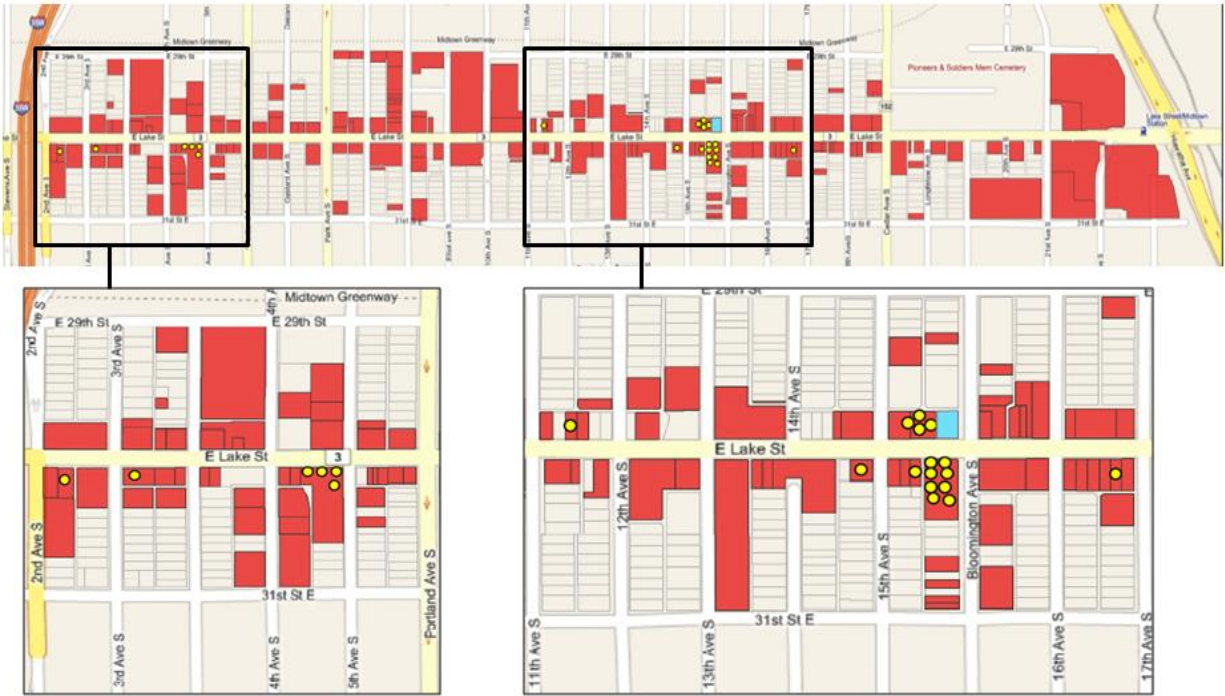
Map 1: 2011 Commercial Parcels and LEDC Members

This map simply identifies all commercial properties (in red) on Lake Street in 2011 along with the locations of LEDC's Lake Street members. LEDC is indicated in blue on the map and the members are represented by green dots. Commercial spaces rather evenly line the entire east/west corridor with several north/south radiations on Chicago, 4th, and Bloomington Avenues specifically.

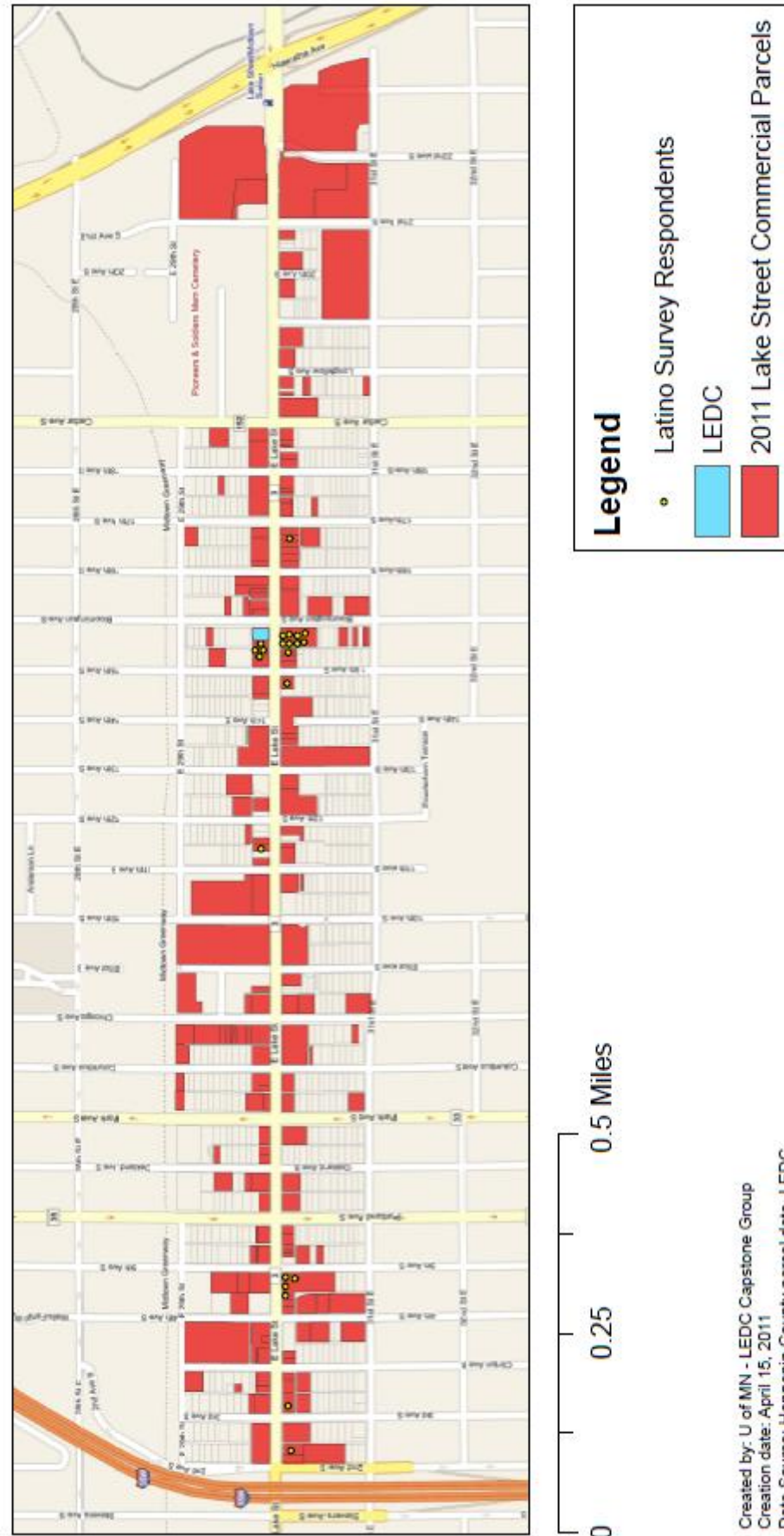


Map 2: 2011 Commercial Parcels and Latino Business Survey Respondents

Survey respondents (yellow dots) are clustered around two centers: 1) Bloomington Avenue and Lake Street (adjacent to LEDC), and 2) 4th and 5th Avenues and Lake Street. Both of these intersections are known Latino commercial hubs – Lake Plaza and the Mercado Central.



2011 Latino Business Survey Respondents



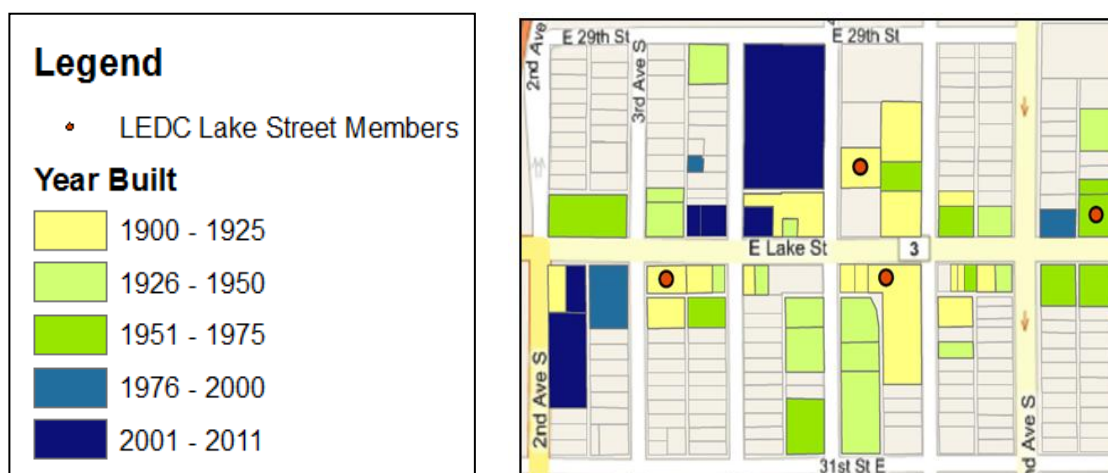
Map 3: Lake Street 2011 Commercial Property – Year of Construction

Using the parcel data from 2011, this map identifies what year all commercial properties were constructed, as well as where LEDC members are located. The vast majority of the Lake Street commercial structures were built prior to 1975. According to the map, 18 parcels have structures that were built from 1976 and 2000. Of these 18 parcels, only one currently houses an LEDC member. Many LEDC members are located in buildings that were built in the 1920s. This likely means that, although they are generally not constructing new buildings, members are restoring many of the historic buildings on the street and contributing to the revitalization of the area.

Eleven parcels contain structures built between 2001 and 2011, one of which currently houses an LEDC member. The following series of maps display these newly built structures as well as the location of LEDC members, moving from the west end of the corridor to the east.

Newly Constructed Buildings between 2nd Ave S and Oakland Ave S:

- Mini strip mall at 2nd Avenue: LEDC provided assistance with the development of this building and it currently houses many Latino businesses
- AutoZone at Clinton Avenue: Members according to LEDC
- M&I Bank at Clinton Avenue: LEDC participates in many networking meetings with this bank and also provides referrals to the bank
- Cristo Rey High School at Clinton Avenue: LEDC was approached to help recruit students for this new high school



Newly Constructed Buildings between Columbus Ave S and 12th Ave S:

- Sheraton Hotel at Elliot Avenue
- Large public parking ramp at 10th behind the Midtown Global Market



Newly Constructed Buildings between 13th Ave S and Hiawatha Ave S:

- 2-story commercial and office building at 15th Ave: Plaza Los Lagos – building recently purchased by LEDC
- Hi-Lake large commercial development at Hiawatha: no LEDC involvement



Lake Street Commercial Property - Year of Construction



Created by: U of MN - LEDC Capstone Group
 Creation date: April 15, 2011
 Data source: Hennepin County parcel data

Map 4: Vacant Lake Street Commercial Parcels in 2005 and 2011

The red and orange colors on this map depict the 80 commercial parcels that were vacant in 2005, and the red and purple colors total the 72 vacant parcels in 2011. Red parcels were vacant in both years. Commercial vacancy rates in 2005 and 2011 were 32% and 26%, respectively, indicating economic improvement on the Lake Street corridor. A scan of the map reveals that there are significantly fewer purple parcels than orange parcels. This means all the orange vacancies were filled from 2005 to 2011 and only the purple parcels became newly vacant. LEDC members do not occupy any buildings that were vacant anytime since 2005.

Map 5: Estimated Market Value of Lake Street Commercial Properties in 2005 and 2011

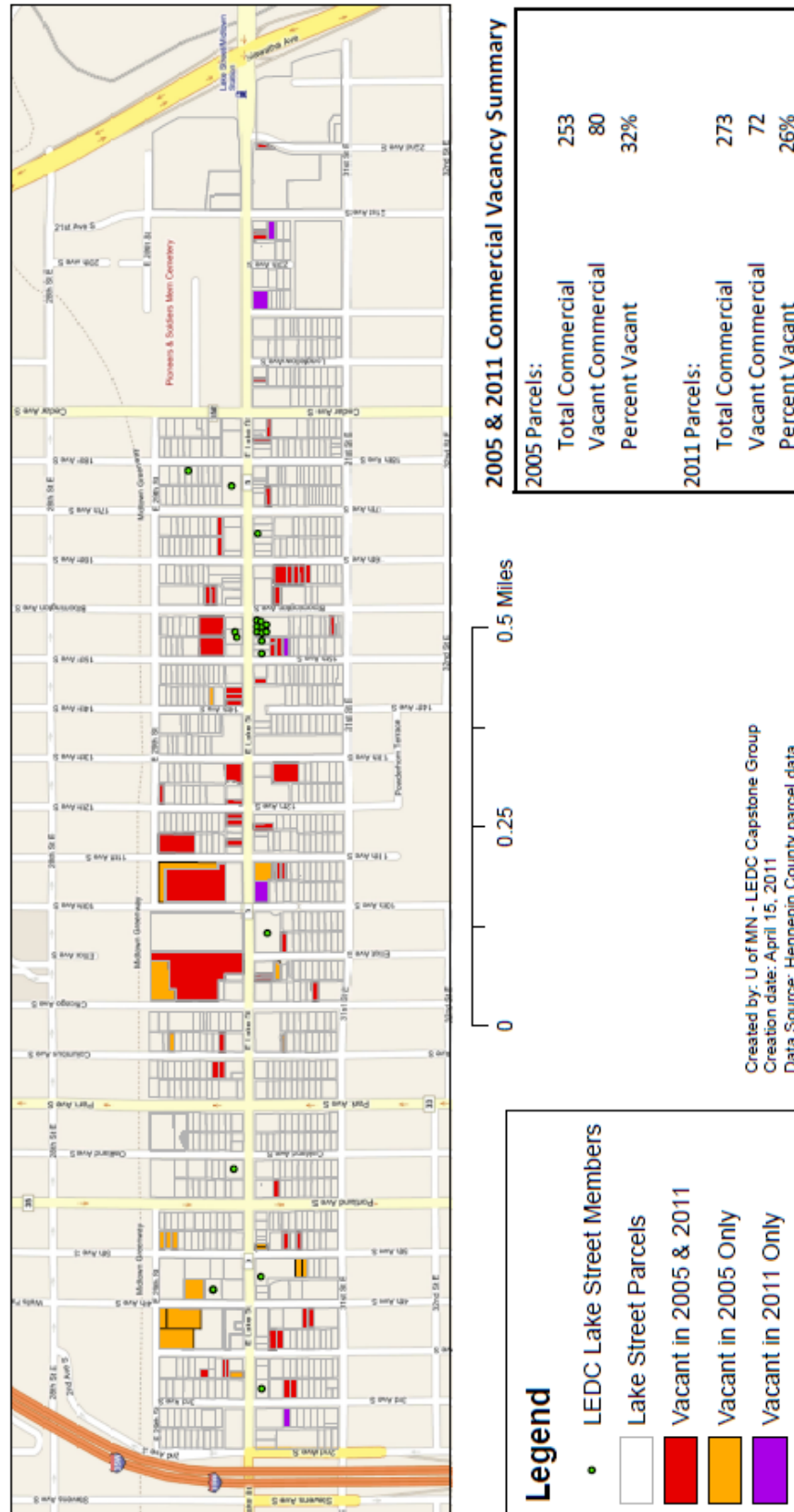
This map shows a side-by-side comparison of commercial building market values in 2005 and 2011. The color and value scale, with yellow being lowest in value and dark blue the highest, is the same for each map, which allows for easy comparison of value changes. It is very evident that there is a significant increase in higher value parcels from 2005 – 2011. In fact, average market value grew from \$195,000 in 2005 to \$810,000 in 2011 (see Figure 9). The total market value of all parcels on Lake Street went from \$39,250,000 to \$162,800,000, an increase of 315%. By comparison, the percent increase for parcels housing LEDC members was 37%. The high growth rate for the total of all parcels is influenced by the construction of new buildings. Because LEDC members often occupy older buildings, their market value growth rate was not as high, but it was still significant given a time of economic downturn.

Figure 11: Market Value of Parcels in Lake Street study area, 2005 and 2011

	2005 (\$)	2011 (\$)
All Lake Street Parcels		
Total Market Value	39,249,930	162,794,630
Average Market Value	195,273	809,924
LEDC Member Parcels		
Total Market Value	6,554,000	8,974,000
Average Market Value	546,167	815,818

Source: Hennepin County Parcel Dataset

Vacant Lake Street Commercial Parcels in 2005 and 2011



Map 6: Market Value Dollar Change from 2005 to 2011 of Lake Street Commercial Properties

It is difficult to compare changes in market value using the 2005 and 2011 individual market value maps because there are so many parcels to compare. The Market Value Change Map was created by simply subtracting the 2005 market value from the 2011 value to arrive at a dollar value increase or decrease. Value changes for all parcels ranged from -\$571,400 to \$32,000,000. According to the data, a full 37 parcels actually experienced a decline in value during this time period, which makes the top earners extra notable. Value changes for LEDC member parcels ranged from \$95,000 to \$3,900,000, with no decreases in value.

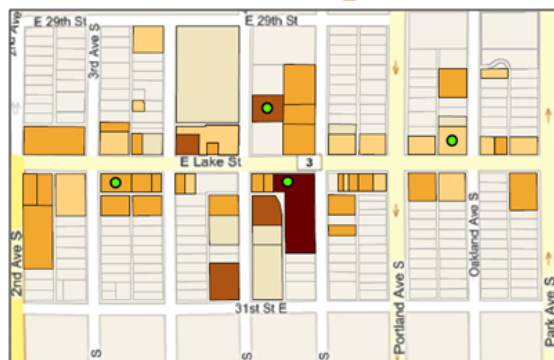
Map 7: Percent Market Value Change from 2005 to 2011 of Lake Street Commercial Parcels

Straight dollar value change is not always a reliable measure of performance because larger and more economically stable parcels would be expected to increase in value at high levels. In order to account for large relative increases in low-valued parcels, a percent market value change was completed. Because parcels with a market value of zero do not result in meaningful growth rate results, parcels that had a zero value in either 2005 or 2011 were omitted. However, parcels that were vacant in 2005 only are indicated on the map to show that there was growth at these parcels. Market value rate changes for all commercial parcels during this time period ranged from -69% to 2,790%. LEDC members saw market value rate changes from 19% to 990%, with no decreases.

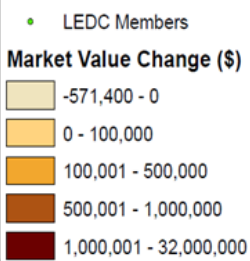
Following are parcel maps for market value dollar and percent change for the entire study area. These maps will make it possible to see the full picture of economic activity on the corridor. Included after the corridor maps are side-by-side comparisons of the dollar and percent change maps for small segments of Lake Street. These comparisons will make it clearer how each measure can reveal different information.

Market Value Change from 2005 – 2011 between 2nd Ave S and Park Ave S:

Market Value Change – Dollars



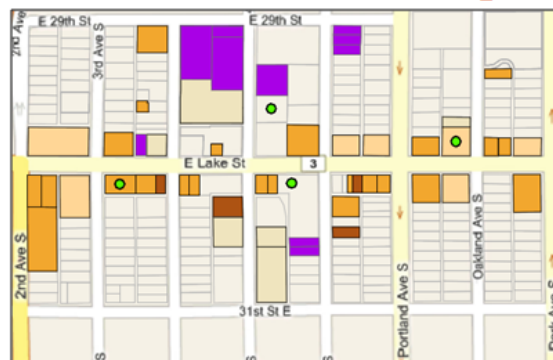
Legend



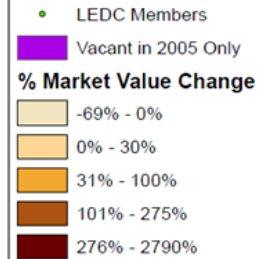
Dollar value increases over \$1 million:

• Lake Plaza – LEDC member tenant

Percent Market Value Change



Legend



Growth rates over 275%:

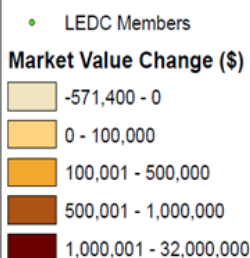
• none

Market Value Change from 2005 – 2011 between Park Ave S and 13th Ave S:

Market Value Change – Dollars



Legend



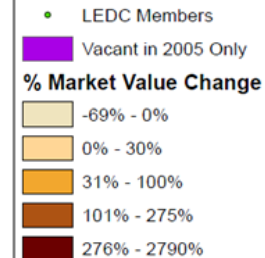
Dollar value increases over \$1 million:

• Sheraton Hotel & Midtown Exchange @ Elliot

Percent Market Value Change



Legend

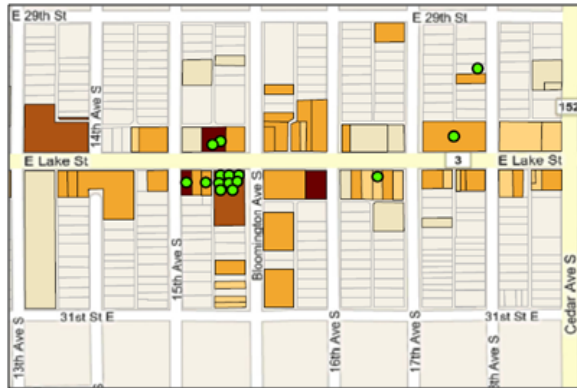


Growth rates over 275%:

• 2005 vacant parcels

Market Value Change from 2005 – 2011 between 13th Ave S and Cedar Ave S:

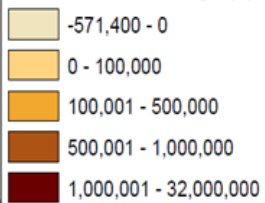
Market Value Change – Dollars



Legend

• LEDC Members

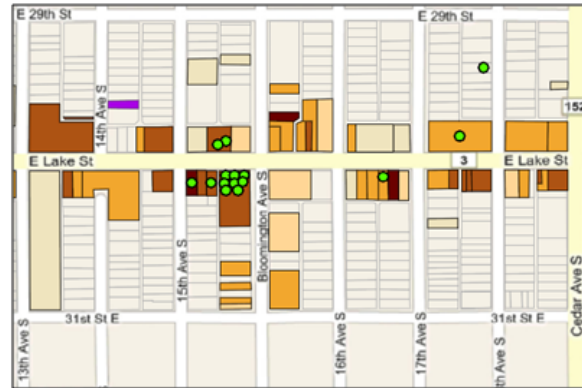
Market Value Change (\$)



Dollar value increases over \$1 million:

- Plaza Los Lagos
- LEDC building
- 2-story building at 16th Ave
- Hi-Lake @ Hiawatha

Percent Market Value Change

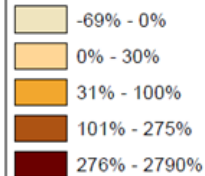


Legend

• LEDC Members

• Vacant in 2005 Only

% Market Value Change



Growth rates over 275%:

- 2005 vacant parcels
- Plaza Los Lagos
- Bloomington Ave.
- La Poblanita @ 17th (high LEDC involvement)

Market Value Change from 2005 to 2011 of Lake Street Commercial Properties

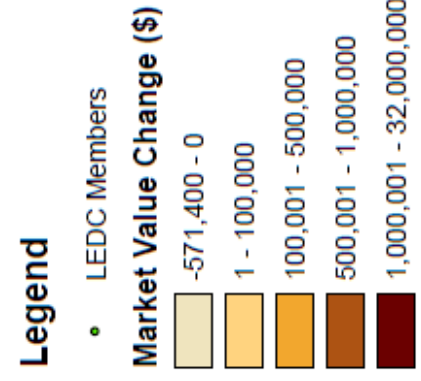


0 0.25 0.5 Miles

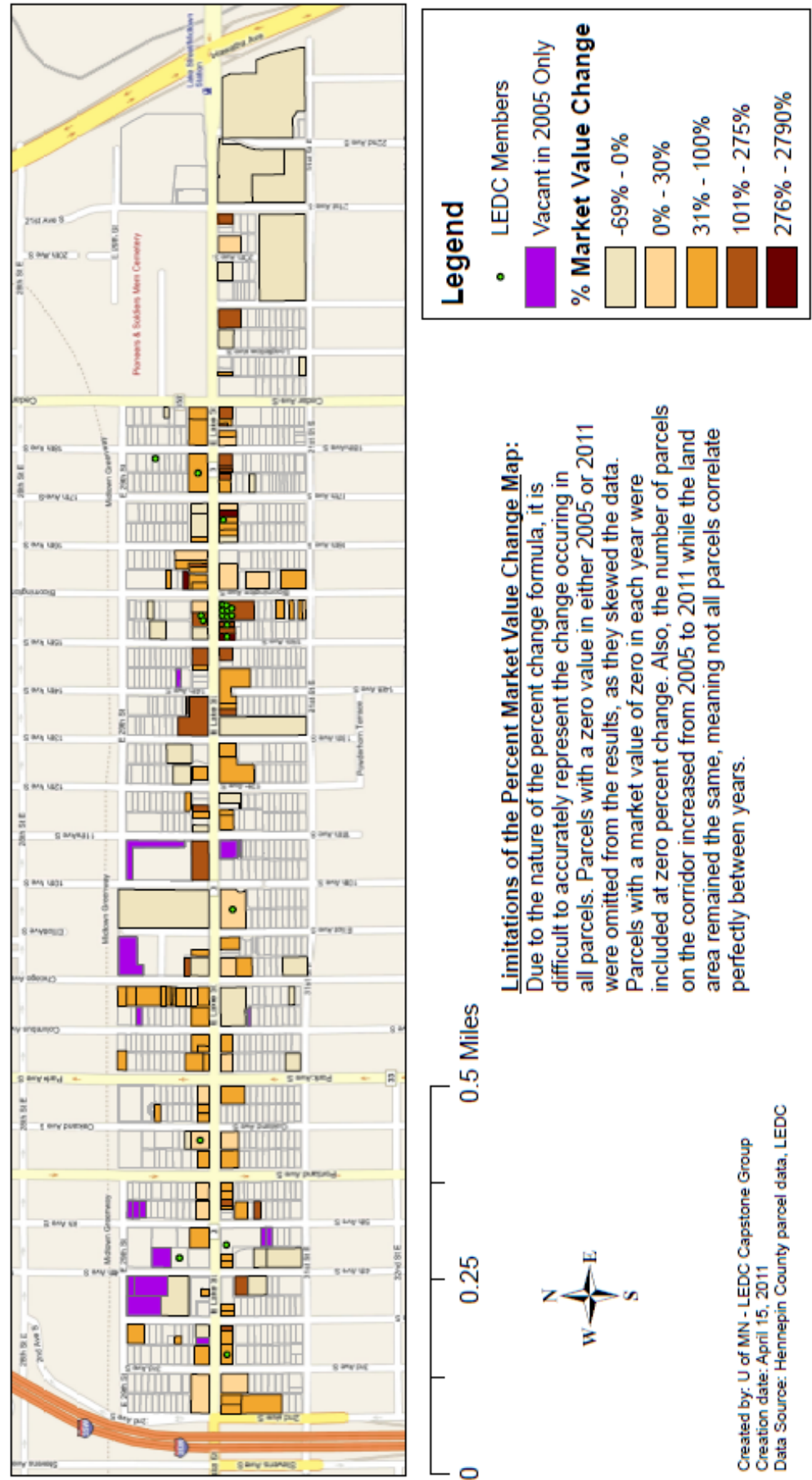


Limitations of the Market Value Change Map:
 Unlike the Percent Market Value Change Map, this map does account for parcels with a zero value in either 2005 or 2011. However, results displayed in this map may be skewed due to the fact that large parcels with a high market value will naturally have larger value increases than smaller parcels. For this reason, results of both the Percent Market Value Change and Market Value Change maps should be considered together in order to achieve the most comprehensive understanding of the market value change occurring along Lake Street.

Created by: U of MN - LEDC Capstone Group
 Creation date: April 15, 2011
 Data Source: Hennepin County parcel data, LEDC



Percent Market Value Change from 2005 to 2011 of Lake Street Commercial Parcels



Public Data Analysis Conclusions

Many positive changes are occurring on Lake Street. Between 2005 and 2011, a period of unusually challenging economic times, vacancies on the Lake Street study area decreased, a significant number of new buildings were constructed, and property market values went up. LEDC member properties fared quite well during this period, and all saw positive increases in their property market values. However, it is difficult to compare LEDC member performance to non-member performance given the data that is provided. Many non-member properties saw increases and trends similar to those occupied by members. The public data also does not reflect the non-member impact that LEDC has had on the corridor. LEDC was involved in a number of the newly constructed buildings in a variety of advisory and other less visible roles. The data also does not reflect the impact of the greater Latino population on the corridor, or LEDCs involvement or catalytic effect with non-member Latino businesses. Therefore, although this data proves to be a good starting point, further analysis is required to fully demonstrate the positive impacts LEDC has made.

Primary Data Collection: Interviews with Lake Street business owners

As noted previously, primary data collection through interviews with business owners provides a means to update and truth test broader studies of the area. It also results in findings specific to the needs of LEDC. This section describes the methodology and key findings from the survey conducted by the research team.

Methodology

In initial meetings between the research team and LEDC, the partners reached the conclusion that local Latino business owners would respond more willingly to a survey administered by LEDC staff. As a result, a university-trained intern named Jackie Galicia working with LEDC was the primary distributor of the surveys developed by the research team. The survey was written to collect both quantitative and qualitative data about 1) Latino business owners' familiarity with and experience with LEDC and their services, and 2) business strength and stability. Ms. Galicia was Mexican and spoke Spanish as her primary language, which gave her an additional advantage in communicating with the Latino business owners.

Ms. Galicia then began the process of reaching out to as many Latino business owners as she could on Lake Street, particularly in markets such as Mercado Central and Lake Plaza. She began with the four blocks surrounding the Lake Street- Bloomington Avenue intersection, which is home to both LEDC and the Mercado Central. Based on owner preference, she would either conduct the interview at that moment, set up an appointment to return for an interview, or leave the interview document with the owner to fill out at his/her leisure. Thirty-five business owners were approached for this survey, and of these 35, responses were received from twenty-two. The businesses represent a random pool of Latino businesses on Lake Street, and are representative of the types of businesses that exist in the area. All surveys were completed by an agreed upon date, at which point LEDC translated the responses into English for the research team to analyze.

Analysis of the survey data was completed by the research team in multiple steps. First, the research team inputted all of the survey responses uniformly into a Google Form, from which a spreadsheet was created. Second, the quantitative data collected in the survey was compiled and entered into graphical form for a more clear view of the variety of responses. For the qualitative data, responses were carefully read and trends were extracted for each survey question by the research team. The trends seen in the survey data were then compared with the parcel data collected, and conclusions were drawn about LEDC's impact on the Latino business community on Lake Street.

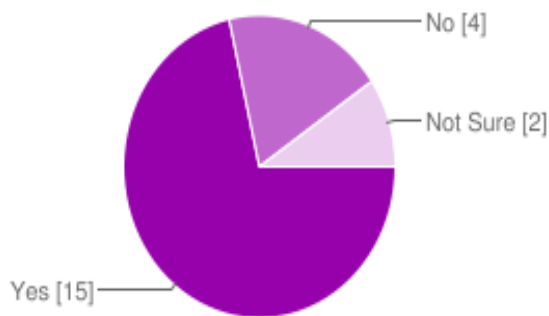
Results and Analysis

Responses to the face-to-face survey were received from twenty-two of the thirty-five Latino business owners approached (a 63 percent response rate). While the content of the responses

varied, nearly all were filled out thoroughly. Additionally, the type and size of businesses surveyed varied a great deal, from restaurants to beauty salons to sporting good stores. The responses seem to indicate that those business owners that have worked with LEDC have found their services useful in growing their business; however, there are needs for these businesses that LEDC is not sufficiently addressing. Furthermore, while some businesses surveyed have grown without the aid of LEDC, many of those that have worked with LEDC have credited them with helping grow their business.

Of the twenty-two business owners surveyed, fifteen answered that they were aware of the services that LEDC provides, while only four of the respondents stated that they were not

Figure 9: Survey responses to question: "Are you aware of the services provided by LEDC?"



aware of LEDC's services. This represents 68 percent of respondents answering that they are aware of LEDC's services. Similarly, when asked if they had worked with LEDC before, seventeen of the respondents answered that they had, while three claimed that they had not.

However, some of the statements made later in the interview revealed that even some of the business

owners who had worked with LEDC in the past were unclear about the services provided by LEDC. In response to the open ended question, "How could LEDC or other organizations improve their current services to better suit your business needs?", nine of the twenty two business owners replied with a statement revealing that they were not aware of the services LEDC provides or that they could improve the promotion of their available services. Of these nine, five of them had worked with LEDC in the past. Therefore, of the seventeen survey respondents that had worked with LEDC in the past, five of them, or about 29.4 percent, claimed that one way LEDC could improve its current services is by improving the promotion of their services.

The majority of the respondents, 17 out of 22, claimed that they had worked with another organization or independent consultant that provides services similar to LEDC. The services they used with these organizations are represented in Figure 10. The most common response for 'Other' was help with paying taxes, which was

"LEDC could improve by getting closer to business owners and promote more of its services."

—Latino Business Owner

mentioned seven times. Therefore, this survey question reveals that when these Latino business owners were using services at other organizations similar to LEDC, they were doing so most often for tax help and consulting.

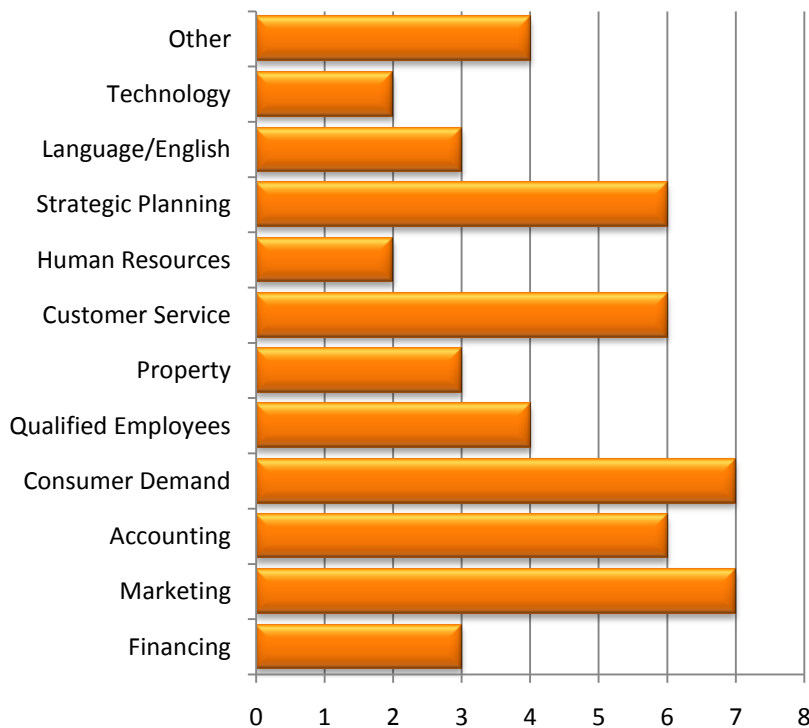
Another question that business owners were asked was “What is

the biggest challenge to growing or maintaining your business?” This question was intended to give LEDC a sense of what its constituents’ needs are for their businesses. As the graph in Figure 11 shows, the most common responses were Marketing and Consumer Demand, followed by Accounting, Customer Service, and Strategic Planning. Related to these findings, those surveyed were asked what new services could provide to help their businesses grow. In responding to this open-ended question, five business owners mentioned marketing, three mentioned human resources, and four mentioned technology or computing.

Figure 10: Survey responses describing services accessed through other agencies or individuals (n = 17)

Type of service	Respondents reporting use	
	(number)	(percent)
Business training & development	6	35%
Financing	6	35%
Licensing	3	18%
Consulting	11	65%
Registration of Business	5	29%
Other	17	100%

Figure 11: Responses to question, “What are the biggest challenges to growing or maintaining your business?” (n = 17)



Perhaps the most revealing responses came to the question of “Has LEDC or another organization helped your business grow?” Of the 17 survey respondents that have worked with LEDC, 16 of them revealed that LEDC has helped them grow. The qualitative data appears to back this up, as well. Of the 17 Latino businesses surveyed that have worked with LEDC, seven of them experienced sales growth between 2005 and 2010, eight maintained sales in that time period, one company experienced a decline in sales, and the other did not provide sales data for 2005. For example, one business reported 2005 annual sales of \$300,000-\$500,000, and grew annual sales to over \$1 million in 2010. The owner of this business told the interviewer:

“Yes, LEDC, NDC, and MCCD have helped my business grow. They have helped me in obtaining loans, which expanded my business. LEDC helped me to become a better business manager by providing counseling and business training and development.”

Even those businesses that did not experience growth in this time period claim that LEDC has helped their business. One business owner who maintained sales figures over the two time periods reveals, “Yes, [LEDC] has helped my business grow. All the classes I have taken have made it possible to improve my business administration.”

One way that LEDC has helped businesses grow is by helping them obtain loans. Of the 22 businesses surveyed, 17 had received a loan. Out of these 17, eleven of them claim that LEDC played a role in helping them obtain the loans. The loans were used for a number of different needs and were of varying sizes, but the most commonly cited uses were obtaining the business and obtaining equipment.

Some respondents had other opinions. For example, one business owner who had never worked with LEDC had sales of \$25,000-\$50,000 in 2005 and sales of \$300,000-\$500,000 in 2010, and stated that “No organization has helped my business grow; everything has been the result of my own initiative.” Therefore, while it is certainly possible to grow a business without the services of LEDC or similar organizations, those Latino businesses who have worked with LEDC have experienced positive business outcomes as a result.

“[LEDC] was an intermediary and advisor in obtaining the loan.”

-Latino Business Owner

“[The loan process] was very long- a lot of requirements in order to be eligible. [LEDC] helped with filling out the applications, amending contracts, and financial statements.”

-Latino Business Owner

Conclusions from Primary Data Collection

Although the sample size of the survey was small, some important trends did exist. First of all, it does seem as though businesses that have worked with LEDC attribute some of their growth to LEDC's services. The majority of businesses that worked with LEDC did experience growth, and LEDC played an important role in helping businesses obtain loans. Many of the survey respondents felt that LEDC could improve by promoting more of its services, and it appears that the most common challenge for these Latino businesses is marketing. Therefore, while it does seem that LEDC is having a positive impact on the growth of Latino businesses on Lake Street, there are opportunities for them to improve their communications with their clientele and to expand their services to reflect changing needs for these growing businesses.

Case Study:

LEDC and La Perla Tortilleria- A Successful Partnership

La Perla Tortilleria, a tortilla manufacturer in Minneapolis, Minnesota, began eleven years ago as a small, retail stand in the Mercado Central on Lake Street. The owner, Jose Payan, has known Ramon Leon and John Flory, two of LEDC's leaders, for over a decade. Mr. Payan gives a lot of credit to LEDC for helping his small business become a million dollar, 250-plus customer organization: "We now have over 250 customers, selling to grocery stores, distributors, and restaurants. Without LEDC, none of this would be possible- they helped us start the business, get loans, find the building, get equipment, do projections, and make business plans."

Mr. Payan believes that there are a number of benefits to being an LEDC member. He claims that LEDC has helped him as a business owner with many things: "When we need help with something, or we don't know how to do something, need training, they [LEDC] find a way to do it."

Along with helping La Perla grow as a business, Jose Payan recognizes what LEDC has done for the Lake Street area. "LEDC has helped a lot of small businesses open their doors. Lake Street was really bad- lots of drugs and prostitution- and you couldn't even walk down the street. When Latinos started opening small businesses with LEDC's help, they started to push the bad out. Now it looks like a different neighborhood."

Jose Payan speaks about the people at LEDC not only as business associates, but also as friends. He has an appreciation not only for what LEDC has done for his business, but also for his fellow Latino business owners and the Lake Street community. "LEDC has been a lot of help for Latinos," he states. Although La Perla is now incredibly successful, he still works with LEDC. "We are working with them on a project and they are helping us try to get loans." The words of this business owner help to show the effect that LEDC has had on the Latino community in Minneapolis.

Information and quotes taken from an interview with Jose Payan Sr., April 20, 2011.

Conclusions and Recommendations

From this analysis, the research group has formulated several conclusions. First, the limitations of this analysis did not allow the collection of sufficient data to identify the specific value of the Latino Economic Development Center's work in the revitalization of Lake Street. An overall increase in immigrant business has been the primary instigator of the revitalization of the neighborhood, and LEDC has been intimately involved with the development of these businesses. Feedback received from this project's surveys show that LEDC played a role in many businesses' success and therefore has indirectly contributed to improvement on Lake Street.

Additionally, LEDC has played a critical role in the creation—or rebirth—of anchor institutions along East Lake Street, including Mercado Central, Midtown Global Market, and Plaza Latina. The impact of these institutions goes beyond the individual businesses there by creating a new identity for the corridor, generating interest in potential customers, and increasing connections between the neighborhood and major decision-makers. These results for individual businesses and the corridor as a whole lead to a more basic conclusion: LEDC should continue its business development along the Lake Street corridor.

A second primary conclusion is that opportunities exist for LEDC to meet many market needs by strengthening and refining current practices. Based on the findings from the public data and surveys, the research team offers three recommendations for the LEDC. They represent small changes LEDC can make in continuing its well-received and effective services to Latino business owners, and they reflect two major themes: service provision and communicating successes. These recommendations are listed here and described in more detail below.

1. Identify and empower key staff to implement systematic data tracking in order to
 - Enable better program planning
 - Enhance impact assessment
 - Identify successes to share with others.

Potential actions include:

- a. Data gathering through service delivery.
 - b. Annual member survey.
 - c. Regular survey of wider neighborhood for comparison.
2. Communicate successes to funders, members and prospective members. Potential actions include:
 - a. Develop series of business profiles to tell story of neighborhood or community.
 - b. Identify key data points for measurement in each community.
 - c. Establish recognizable membership status for businesses.

3. Reassess needs of Latino businesses in developing content and schedules for classes.

Options for implementation include:

- a. Flexible class schedule or delivery mechanisms.
- b. Seek input on class offerings annually from members and other businesses.
- c. Create incentive program for class participants to refer other or generate content.

Tracking Data: The first recommendation regarding data tracking provides the underpinning to support the other two recommendations. Implementing systematic data tracking enables better program planning and impact assessment, and it provides the mechanism to identify successes worth promoting. In short, data tracking provides the evidence LEDC needs to make its case for future funding. While it has been observed that several surveys have been completed for LEDC in the recent past, a more systematic approach with specific measured variables would produce more valuable results. Using consistent questions and measurements allows for comparisons over time and provides an indicator to others—business owners and funders—of the systematic and intentional approach LEDC brings to its work.

To control costs, data gathering to measure impacts and effectiveness should be integrated into regular service delivery. Questions regarding business size and health or emerging technical assistance needs could be added to intake forms or membership forms without placing unreasonable demands on customers or staff. Membership renewals provide opportunity to update information as well. When feasible, efforts should be made to survey non-members and the wider neighborhood in order to comparatively measure effectiveness. While paper surveys can be expensive, using qualified interns or online survey tools, e.g. Survey Monkey, control costs and increase access to the survey. Examples of processes to accomplish this task are included in the Toolkit following the report.

Finally, to ensure this data is used to the agency's benefit—not just stored—one person or a small team should lead the effort. Their duties related to data tracking would be to 1) determine what is measured, 2) collect data to central database, and 3) report findings to internal and external audiences. Without assigning the task to specific people and providing some resources to complete the tasks, it is likely that data tracking will lose out to the demands of other program activities. Because the practice supports the long-term mission of LEDC, it should be recognized as a critical business activity in the agency.

Communicating Successes: The research team recommends that LEDC continue to improve and increase its communication with members and prospective members. As noted in the survey findings, many business owners were unaware of LEDC services that could increase their business success. Additionally, several respondents noted that, despite their membership, they had received little or no communication from LEDC recently. Proactive communication with

members – through phone calls, written updates in newsletters or email lists, or participation in community events – keeps LEDC in customers' minds, making them more likely to access and gain from LEDC services. Over the long-term, this can increase the stability and growth potential of member businesses and result in greater economic outcomes for the communities they serve. Direct promotion of LEDC services to prospective members can build base of small businesses for future growth.

Communications to this group should focus on the ability of LEDC to facilitate growth in existing member businesses, and thus may benefit from the data tracking noted above.

"Right now, I am doing well. However, they (LEDC) are no longer reaching out to me with new information. They are not connecting with me either by email or phone." –Latino Business Owner

LEDC could also communicate success through other activities that meet business needs. For example, because marketing was identified as a consistent concern for surveyed businesses, LEDC could coordinate a joint marketing activity in the Lake Street corridor. Holding a common open house day for participants or sharing ad space draws more attention to the businesses in the corridor and to LEDC's participation (so long as LEDC's materials or contact information are prominently displayed). Flyers, business fairs/open houses, or visits to businesses in the service area also present opportunities for prospective members to ask questions and consider LEDC as a partner. Additionally, creating a recognizable membership provides opportunity for business owners to become active LEDC ambassadors.

Communicating success—often—to funders and development partners is also critical to the long-term stability and growth of LEDC. Hard numbers and personal stories can be shared through newsletters, press releases, poster profiles, grant reports, and other means. These provide evidence that LEDC is very active in working toward its mission of transforming community by creating economic opportunity, which engenders confidence in investors and partners. This is especially important when LEDC staff members know that more is happening in the corridor than can be measured in public data sets. Creating its own reliable dataset fills in the gaps and provides LEDC stories to tell.

Realigning Services: The ability of LEDC to respond to customer needs is necessary to maintain its relevance on Lake Street. Early in the research project, LEDC staff described to the research team a sense that their clients' needs were changing, and this perception was confirmed and clarified by the survey. Based on this, the research team recommends that LEDC reassess the needs of Latino businesses specifically as it relates to development of content and schedules for classes. Surveys documented that member business owners desire a variety of business development classes, both in terms of topic and level. One example is a request for specialized courses in business technology, such as web site development. This may represent a key shift in

the member perspectives -- to look beyond their immediate Lake Street market. If LEDC can meet this need, either through direct provision or through partnership with another agency, the agency can support member businesses to expand their customer base without the high costs and restrictions of real estate based expansion.

Reassessing schedules for classes may also be helpful. Many respondents stated a desire to participate in training that remained unfulfilled due to the limited class times. A mix of day, evening and weekend classes would meet the needs of more members, but the research team recognizes the difficulty of balancing the needs of customers with the considerations of LEDC staff that desire a consistent schedule. If flexible scheduling is not feasible, another option is to record key courses that business owners could watch at different times, at LEDC's site, online, or by "renting" the DVD. A second alternative – or perhaps a complement to training – may be to facilitate a peer mentor network, much like alumni networks at universities. This may serve to build a sense of solidarity and ownership of key business skills, going beyond the simple development of individual businesses. It also enhances the identity of an LEDC community or brand.

Limitations

Due to the construct of the study and the available data sources, the team recognizes limitations of this study and recommends caution in applying the findings to the wider community.

Public Data and Mapping

As noted above, the number of survey responses and LEDC members relative to the number of commercial properties was minimal. This makes it difficult to identify reliable patterns in public data as well. Other limitations specific to the public data are as follows:

- The analysis assumes that all commercial uses were correctly classified in the parcel data. With active commercial corridors like Lake Street, data has a hard time keeping up with what is happening on the street.
- A number of large parcels house multiple uses or businesses, making it difficult to ascertain exactly what is responsible for market value changes. Year of construction may also not be appropriately represented on parcels with multiple buildings.
- Parcel files for 2005 and 2011 do not perfectly correlate. In 2005, there were 253 vacant and non-vacant commercial properties; this number increased to 273 in 2011. While this change is due in part to a change of use over the time period, it also appears that some boundaries were altered. This variation makes it difficult to make 1:1 comparisons from 2005 to 2011.
- Although Latino building ownership could have been a potentially good measure of LEDC impact on the corridor and ownership information was included in the parcel data, there was not a reliable way to determine which buildings were owned by Latinos.
- Maps indicating market value changes should be used together in order to arrive at the most accurate interpretation of results. While the percent market value change reflects the expected larger value increased on larger parcels, it significantly skews information for parcels that were vacant or had a zero value in either year. For this reason, these parcels were omitted from the percent change map. A dollar value change map was created in order to display these important changes in a more accurate manner.

Interviews

Although the research team feels that the survey respondents are an adequate approximation of Latino business owners in the Lake Street neighborhood, there were some limitations of the study. First of all, because of the relatively short time frame for data collection, only 35 businesses were approached. While we were able to get responses from 22 of these businesses, there were many Latino business owners in the area that were not heard. A more in depth study would gain from having a greater number of survey responses. Additionally, the

inability to survey businesses that had closed during the study period (therefore demonstrating less positive outcomes) may affect the results of the survey.

Another limitation of the study was the language barrier. The research team was English speaking, while the majority of the business owners spoke Spanish as a primary language. Therefore, the survey that was written in English by the research team had to be translated by LEDC into Spanish and the results had to be translated from Spanish back into English. Therefore, there could potentially have been some translation error. Additionally, this process meant that the research team did not directly communicate with the Latino business owners.

Final Thoughts

Overall, LEDC's work in the Lake Street corridor has contributed to the renaissance of the area. Continuing to support and develop businesses through its traditional means is a worthwhile goal for the agency. At the same time, LEDC has the opportunity to expand and enhance its success in the neighborhood by implementing a few key recommendations as noted in the report. The research team has provided a Toolkit following the report to aid LEDC in taking these actions and looks forward to seeing the results of LEDC's work in the future.

End Notes

ⁱ Minnesota Public Radio interview. <http://minnesota.publicradio.org/display/web/2006/05/09/ingebretsens>

ⁱⁱ Office of the Legislative Auditor. State of Minnesota. *Economic Impact of Immigrants*. May, 2006. pp. 1-35. Accessed March 1, 2011 from <http://www.auditor.leg.state.mn.us/ped/pedrep/ecoimpact.pdf>.

ⁱⁱⁱ Chicano Latino Affairs Council, State of Minnesota. *A Closer Look at Minnesota Latino Workforce and Business Development: Findings of CLAC's 2009 Community Visits*. 2009. pp. 1-36.

^{iv} Fennelly, Katherine and Huart, Anne. *The Economic Impact of Immigrants in Minnesota*. September, 2009. pp. 1-48. Accessed March 1, 2011 from <http://www.immigrationworksusa.org/uploaded/file/Net%20Economic%20Impact%20of%20Immigrants%20in%20MN%20report%20.pdf>.

^v Corrie, Bruce. *Ethnic Capitol and Minnesota's Future: Mexican Americans in Minnesota*. 2008. pp 1-81.

Appendices

A. Summary of Business Owner Interviews

ID	LEDC Member?	Startup Year	Profitable?	Employees	2005 Annual Sales	2010 Annual Sales	Growth	Aware of LEDC	Worked with LEDC
A	Yes	2002	Yes	0-5	\$0 - \$25,000	\$25,000 - \$50,000	Yes	Yes	Yes
B	Yes		Yes	0-5	\$0 - \$25,000	\$25,000 - \$50,000	Yes	Yes	Yes
C	Yes	1999	Yes	31-50	\$500,000 - \$1,000,000	\$1,000,000+	Yes	Yes	Yes
D	Yes	1999	Yes	31-50	\$300,000 - \$500,000	\$1,000,000+	Yes	Yes	Yes
E	Yes	2004	Yes	6-10	\$25,000 - \$50,000	\$100,000 - \$300,000	Yes	Yes	Yes
F	Yes	2007	Yes	0-5	\$25,000 - \$50,000	\$25,000 - \$50,000	No	Yes	Yes
G	Yes	2007	Yes	0-5	\$25,000 - \$50,000	\$25,000 - \$50,000	No	Yes	Yes
H	Yes	2006	Yes	6-10	\$25,000 - \$50,000	\$25,000 - \$50,000	No		Yes
I	Yes	2008	Yes	0-5	\$0 - \$25,000	\$0 - \$25,000	No	Yes	Yes
J	No	2003	Yes	0-5	\$0 - \$25,000	\$100,000 - \$300,000	Yes	Yes	Yes
K	No	2006	Yes	0-5	\$25,000 - \$50,000	\$300,000 - \$500,000	Yes	No	No
L	No	2002	Yes	0-5	\$0 - \$25,000	\$25,000 - \$50,000	Yes	Yes	Yes
M	No	2003	Yes	0-5	\$0 - \$25,000	\$25,000 - \$50,000	Yes	No	No
N	No	1999	Yes	0-5	\$0 - \$25,000	\$0 - \$25,000	No	Yes	No
O	No	2008	Yes	0-5	\$100,000 - \$300,000	\$100,000 - \$300,000	No	Yes	Yes
P	No	1999	Yes	0-5	\$0 - \$25,000	\$0 - \$25,000	No	Yes	Yes
Q	No	1999	Yes	11-20	\$300,000 - \$500,000	\$300,000 - \$500,000	No	Yes	Yes
R	No	2010	No	0-5	\$25,000 - \$50,000	\$25,000 - \$50,000	No	Yes	Yes
S	No	1999	Yes - not this year	6-10	\$50,000 - \$100,000	\$25,000 - \$50,000	Loss	No	
T	No	2006		0-5	\$25,000 - \$50,000	\$0 - \$25,000	Loss	Not Sure	Yes
U	No	2010	Yes	0-5		\$25,000 - \$50,000	N/A	Not Sure	Yes
V	No	2006	Yes	11-20			N/A	No	

B: Survey Instrument

Latino Economic Development Center (LEDC) – Business Development Survey

Business Name:

Interview Date:	Interviewee Name:	Business Owner:
Startup Year:	Business Address:	
Type of Customer: (circle one) Individual / Business to Business	Is the Business Profitable? Yes / No	Business Type or Product:
Number of Employees: <input type="checkbox"/> 0 – 5 <input type="checkbox"/> 6 – 10 <input type="checkbox"/> 11– 20 <input type="checkbox"/> 21 – 30 <input type="checkbox"/> 31 – 50 <input type="checkbox"/> 50+	2005 Annual Sales: <input type="checkbox"/> \$0 - \$25,000 <input type="checkbox"/> \$25,000 - \$50,000 <input type="checkbox"/> \$50,000 - \$100,000 <input type="checkbox"/> \$100,000 - \$300,000 <input type="checkbox"/> \$300,000 - \$500,000 <input type="checkbox"/> \$500,000 - \$1,000,000 <input type="checkbox"/> \$1,000,000+	2010 Annual Sales: <input type="checkbox"/> \$0 - \$25,000 <input type="checkbox"/> \$25,000 - \$50,000 <input type="checkbox"/> \$50,000 - \$100,000 <input type="checkbox"/> \$100,000 - \$300,000 <input type="checkbox"/> \$300,000 - \$500,000 <input type="checkbox"/> \$500,000 - \$1,000,000 <input type="checkbox"/> \$1,000,000+

1. Are you aware of the services provided by the Latino Economic Development Center (LEDC)?

Yes | No | Not sure

2. Have you worked with LEDC before?

Yes | No

If Yes, in what year? _____ Or, how long ago? _____ years

What service(s) did you use? (check all that apply)

- | | |
|--|---|
| <input type="checkbox"/> Business training & development | <input type="checkbox"/> Consulting |
| <input type="checkbox"/> Financing | <input type="checkbox"/> Registration of business |
| <input type="checkbox"/> Licensing | <input type="checkbox"/> Other: _____ |

3. Have you worked with another organization or independent consultant that provides services similar to LEDC? (e.g. accountant, attorney, business registration)

Yes | No

If Yes, in what year? _____ What Organization/Person? _____

What service(s) did you use? (check all that apply)

- | |
|--|
| <input type="checkbox"/> Business training & development |
| <input type="checkbox"/> Financing |
| <input type="checkbox"/> Licensing |
| <input type="checkbox"/> Consulting |
| <input type="checkbox"/> Registration of business |
| <input type="checkbox"/> Other: _____ |

4. If you received a loan from any organization (e.g. LEDC, MCCD, NDC) or bank please provide the following:

Lender:	Year Loan Received:	Loan Amount:
---------	---------------------	--------------

What were the loan funds used for?

Did LEDC play a role in obtaining the loan? If so, what role?

5. If you took a class from any organization please provide the following:

Organization that provided class:	Type / Name of Class:	Year Class was Taken:
-----------------------------------	-----------------------	-----------------------

How did the information you learned in the class benefit your business?

6. What are the biggest challenges to growing or maintaining your business? (check all that apply)

7. Has LEDC or another organization helped your business grow? How?

- | | |
|--|---|
| <input type="checkbox"/> Financing | <input type="checkbox"/> Human Resources |
| <input type="checkbox"/> Marketing | <input type="checkbox"/> Strategic Planning |
| <input type="checkbox"/> Accounting | <input type="checkbox"/> Language/English |
| <input type="checkbox"/> Consumer Demand | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Qualified Employees | Other (please specify): |
| <input type="checkbox"/> Property | |
| <input type="checkbox"/> Customer Service | |

8. Have you branched out to another location not on Lake Street? Where?

9. How could LEDC or other organizations improve their CURRENT SERVICES to better suit your business needs?

10. What NEW SERVICES could LEDC or other organizations and consultants provide to help you grow your business?

This survey is being conducted in an effort to help local businesses like yours, therefore, we appreciate any additional comments you would like to share.

C. Survey Summary Handout

HUMPHREY SCHOOL
OF PUBLIC AFFAIRS
UNIVERSITY OF MINNESOTA
Driven to DiscoverSM

¡Renacimiento!

An Impact Analysis of the
**Latino Economic
Development Center**
on the
Lake Street Business
Community,
2005-2010



Executive Summary

The Lake Street neighborhood of Minneapolis has had a history and reputation for crime and drugs. However, with the growth of immigrant businesses in the area, the community has earned a new image of growth and cultural vitality. Latinos have played a major role in this revival, largely by starting small businesses in the area. The Latino Economic Development Center exists to provide assistance to Latino businesses like these. To complete the Capstone Requirement for the Humphrey School of Public Affairs, this research team collaborated with the Latino Economic Development Center (LEDC) to determine LEDC's role in the revitalization of the Lake Street neighborhood. Through the use of surveys of local Latino business owners and public parcel data, the research team was able to determine that by providing guidance and support to Latino business owners, LEDC has helped a number of the immigrant businesses in the area grow, thus contributing to the revival of Lake Street.

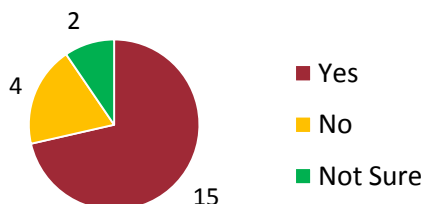
While LEDC is having a positive impact, there are some steps that they could take to increase their impact on Latino businesses and the community. The first recommendation is to reassess the needs of Latino business owners in the development of class curriculums and services provided. Our data indicated that Latino business owners are facing new challenges to growing their businesses, and a market exists for LEDC to expand its services. The second recommendation is to implement a more systematic data tracking procedure. LEDC has a lot of data and evidence to prove its impact on Latino businesses, but a more systematic way of tracking data would allow them to more easily find areas to improve internally and would help them appeal to funders. Finally, LEDC should improve communication with members and prospective members. Many Latino business owners are unaware of the services LEDC provides. By reaching more businesses, LEDC could play an even greater role in revitalizing Lake Street.



Survey Results

Survey responses were received from 22 of the 35 businesses approached. The information provided was very thorough and exceedingly valuable for the analysis.

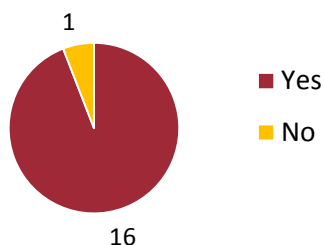
Are you aware of the services provided by LEDC?



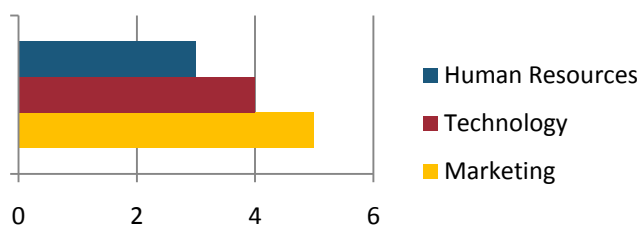
Most common services utilized from organizations *other* than LEDC:

- Tax Help
- Consulting
- Financing
- Business training and development

Has LEDC helped your business grow?



What new services could help your business grow?



Looking at 2005 to 2010 sales of the 17 businesses that has worked with LEDC, 7 had a growth in sales, 8 maintained sales figures, and only 1 reported a loss.

Quotes from survey participants:

“Yes, LEDC, NDC, and MCCD have helped my business grow. They have helped me in obtaining loans, which expanded my business. LEDC helped me to become a better business manager by providing counseling and business training and development.”

“Yes, LEDC has helped my business grow. All the classes I have taken have made it possible to improve my business administration.”

Thank You!

A heartfelt “Thank you!” is extended to all the businesses who participated in the survey. The analysis team appreciates your willingness to share this information. This project could not have been successful without you. The team wishes you all the best and your continued success.

A complete version of the analysis can be obtained by contacting LEDC at (612) 724-5332

D: BAO Trade Area Report for East Lake Street

Demographic Profile

	2000	2010	Projected to 2015	Annual Rate of Change
Population	32,016	34,946	36,003	0.8%
Households	10,402	10,946	11,212	0.5%
Average Household Size	3	3	3.13	0.3%
Median Age	27.1	27.9	28.4	0.3%
Children (0-19)	36.3%	33.8%	32.6%	-0.7%
Seniors (65+)	6.3%	6.5%	7.5%	1.3%
Population Density (per sq mi)	10,193	11,126	11,462	0.8%
Middle Income Households (\$50k-\$75k)	1,764	2,072	2,226	1.7%
Middle Income Households / sq mile	562	660	709	1.7%
Middle and Upper Income Households (>\$50k)	1,039	2,819	3,794	17.7%
Middle and Upper Income Households / sq mile	331	897	1,208	17.7%
Median Household Income	\$29,789	\$45,053	\$54,762	5.6%
Average Household Income	\$37,597	\$55,663	\$65,241	4.9%
Household Per Capita Income	\$12,469	\$17,732	\$20,635	4.4%
Total Housing Units (2000, 2009, 2014)	11,014	12,121	12,603	1.0%
Owner Occupied Housing Units	41.4%	38.1%	37.4%	-0.7%
Renter Occupied Housing Units	53.0%	52.2%	51.6%	-0.2%
Vacant Housing Units	5.6%	9.7%	11.0%	6.9%

Real Estate

Median Home Value, 2010	\$102,636
Median Home Value, 2000	\$82,224
Annual Rate of Change, Median Home Value	
Single-family Units, 2000	42%
Multi-family Units, 2000	58%

Education (ages 25 and older)

No High School Diploma	22.9%
High School Diploma or Some College	47%
Associate Degree	5.6%
Bachelor's Degree	16.5%
Graduate or Professional Degree	8%

Transit

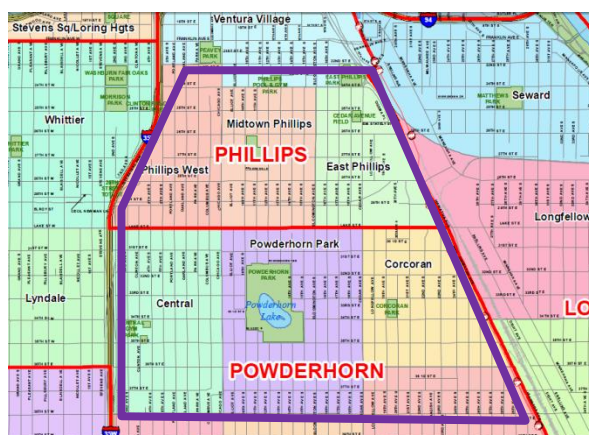
Average Daily Traffic Volume	20,000
Households <u>without</u> access to a vehicle (2000)	26.6%
Total Number of Bus Lines (number high frequency)	

Daytime Population

Employees, all industries	19,879
Businesses, all industries	960

Spending Potential Index

Average amount spent by area households compared to national average (national average = 100)	
Apparel and Services	61
Computers and Accessories	85
Education	86
Entertainment/Recreation	79
Food at Home	86
Food Away from Home	85
Health Care	74
Household Furnishing and Equipment	68
Investment	64
Retail Goods	76
Shelter	85
TV/Video/Sound Equipment	84
Travel	74



Trade Area: 2.68 square miles, outlined in purple, centered on Lake Street in South Minneapolis

Marketplace Profile

These numbers are ESTIMATES, based on general assumptions, including a national assumption that a certain percentage of dollars are spent at online retailers.

	Retail Potential (area residents' spending, regardless of location)	Retail Sales* (spending at stores within area, regardless of shopper's residence)	Leakage / (Surplus)**	Number of Businesses (in area)
4413 - Auto Parts, Accessories and Tire Stores	\$1,893,229	\$5,100,464	(\$3,207,235)	6
4421 - Furniture Stores	\$3,433,161	\$4,565,920	(\$1,132,759)	5
4422 - Home Furnishings Stores	\$1,997,598	\$2,270,870	(\$273,272)	5
443 - Electronics and Appliance Stores	\$6,580,363	\$557,872	\$6,022,491	2
4441 - Building Material and Supplies Dealers	\$5,607,195	\$3,547,532	\$2,059,663	7
4442 - Lawn/Garden Equipment and Supplies Stores	\$1,001,615	\$0	\$1,001,615	0
4451 - Grocery Stores	\$32,969,269	\$17,650,977	\$15,318,292	26
4452 - Specialty Food Stores	\$1,142,893	\$1,526,164	(\$383,271)	19
4453 - Beer, Wine and Liquor Stores	\$2,864,426	\$7,386,957	(\$4,522,531)	2
446 - Health and Personal Care Stores	\$5,737,998	\$3,864,294	\$1,873,704	7
447 - Gasoline Stations	\$28,998,999	\$11,599,366	\$17,399,633	2
4481 - Clothing Stores	\$6,788,967	\$9,570,020	(\$2,781,053)	26
4482 - Shoe Stores	\$739,753	\$1,179,652	(\$439,899)	3
4483 - Jewelry, Luggage and Leather Goods Stores	\$685,895	\$4,099,997	(\$3,414,102)	15
4511 - Sporting Goods/Hobby/Musical Instrument Stores	\$1,381,358	\$1,877,659	(\$496,301)	9
4512 - Book, Periodical and Music Stores	\$1,216,724	\$919,261	\$297,463	5
4521 - Department Stores Excluding Leased Depts.	\$14,379,763	\$80,461	\$14,299,302	1
4529 - Other General Merchandise Stores	\$10,537,570	\$11,601,962	(\$1,064,392)	5
4531 - Florists	\$381,142	\$314,691	\$66,451	4
4532 - Office Supplies, Stationery and Gift Stores	\$506,950	\$1,478,775	(\$971,825)	8
4533 - Used Merchandise Stores	\$121,902	\$1,067,411	(\$945,509)	4
4539 - Other Miscellaneous Store Retailers	\$2,635,531	\$2,239,290	\$396,241	8
7221 - Full-Service Restaurants	\$20,053,412	\$18,684,478	\$1,368,934	54
7222 - Limited-Service Eating Places	\$9,911,161	\$14,075,684	(\$4,164,523)	14
7223 - Special Food Services	\$2,635,945	\$7,317,887	(\$4,681,942)	2
7224 - Drinking Places - Alcoholic Beverages	\$928,575	\$1,116,505	(\$187,930)	3

* When retail sales are positive, but there are zero businesses in the area, the sales figures can be attributed to other area businesses that have a different primary classification.

** The leakage/surplus figures represent the difference between retail potential and retail sales. When the number is negative it is "surplus" and provides evidence that businesses sell more than area residents are likely spending, (i.e. shoppers come from outside the area). When the number is positive it is "leakage" and is evidence that residents spend more than local businesses sell (i.e. residents leave the area to spend their money).



LEDC
Area: 2.68 Square miles
Custom Polygon

Total Businesses:	960
Total Employees:	19,879
Total Residential Population:	34,946
Employee/Residential Population Ratio:	0.57

	Businesses		Employees	
	Number	Percent	Number	Percent
Agriculture & Mining	10	1.0%	47	0.2%
Construction	39	4.1%	385	1.9%
Manufacturing	20	2.1%	253	1.3%
Transportation	23	2.4%	112	0.6%
Communication	14	1.5%	32	0.2%
Utility	4	0.4%	5	0.0%
Wholesale Trade	26	2.7%	271	1.4%
Retail Trade Summary	260	27.1%	1,292	6.5%
Home Improvement	9	0.9%	46	0.2%
General Merchandise Stores	7	0.7%	19	0.1%
Food Stores	48	5.0%	116	0.6%
Auto Dealers, Gas Stations, Auto Aftermarket	15	1.6%	103	0.5%
Apparel & Accessory Stores	29	3.0%	78	0.4%
Furniture & Home Furnishings	17	1.8%	30	0.2%
Eating & Drinking Places	71	7.4%	514	2.6%
Miscellaneous Retail	64	6.7%	386	1.9%
Finance, Insurance, Real Estate Summary	55	5.7%	194	1.0%
Banks, Savings & Lending Institutions	19	2.0%	92	0.5%
Securities Brokers	5	0.5%	5	0.0%
Insurance Carriers & Agents	5	0.5%	16	0.1%
Real Estate, Holding, Other Investment Offices	26	2.7%	81	0.4%
Services Summary	459	47.9%	17,144	86.2%
Hotels & Lodging	1	0.1%	1	0.0%
Automotive Services	26	2.7%	69	0.3%
Motion Pictures & Amusements	25	2.6%	355	1.8%
Health Services	105	10.9%	13,904	69.9%
Legal Services	4	0.4%	1	0.0%
Education Institutions & Libraries	21	2.2%	836	4.2%
Other Services	277	28.9%	1,978	9.9%
Government	11	1.1%	126	0.6%
Other	38	4.0%	19	0.1%
Totals	959	100.0%	19,879	100.0%

Source: Business data provided by Infogroup, Omaha NE Copyright 2010, all rights reserved. Esri forecasts for 2010.



LEDC
Area: 2.68 Square miles
Custom Polygon

Total Businesses:	960
Total Employees:	19,879
Total Residential Population:	34,946
Employee/Residential Population Ratio:	0.57

	Businesses		Employees	
	Number	Percent	Number	Percent
Agriculture, Forestry, Fishing & Hunting	0	0.0%	0	0.0%
Mining	0	0.0%	0	0.0%
Utilities	0	0.0%	0	0.0%
Construction	41	4.3%	385	1.9%
Manufacturing	19	2.0%	217	1.1%
Wholesale Trade	25	2.6%	266	1.3%
Retail Trade	184	19.1%	755	3.8%
Motor Vehicle & Parts Dealers	12	1.2%	86	0.4%
Furniture & Home Furnishings Stores	7	0.7%	18	0.1%
Electronics & Appliance Stores	6	0.6%	7	0.0%
Bldg Material & Garden Equipment & Supplies Dealers	9	0.9%	46	0.2%
Food & Beverage Stores	45	4.7%	149	0.7%
Health & Personal Care Stores	11	1.1%	70	0.4%
Gasoline Stations	3	0.3%	17	0.1%
Clothing & Clothing Accessories Stores	42	4.4%	96	0.5%
Sport Goods, Hobby, Book, & Music Stores	15	1.6%	45	0.2%
General Merchandise Stores	7	0.7%	19	0.1%
Miscellaneous Store Retailers	24	2.5%	199	1.0%
Nonstore Retailers	2	0.2%	2	0.0%
Transportation & Warehousing	14	1.5%	98	0.5%
Information	30	3.1%	103	0.5%
Finance & Insurance	30	3.1%	116	0.6%
Central Bank/Credit Intermediation & Related Activities	20	2.1%	95	0.5%
Securities, Commodity Contracts & Other Financial Investments & Other Related Activities	5	0.5%	5	0.0%
Insurance Carriers & Related Activities; Funds, Trusts & Other Financial Vehicles	5	0.5%	16	0.1%
Real Estate, Rental & Leasing	31	3.2%	92	0.5%
Professional, Scientific & Tech Services	66	6.9%	314	1.6%
Legal Services	7	0.7%	12	0.1%
Management of Companies & Enterprises	0	0.0%	0	0.0%
Administrative & Support & Waste Management & Remediation Services	39	4.1%	157	0.8%
Educational Services	24	2.5%	857	4.3%
Health Care & Social Assistance	153	15.9%	14,597	73.4%
Arts, Entertainment & Recreation	17	1.8%	358	1.8%
Accommodation & Food Services	72	7.5%	515	2.6%
Accommodation	1	0.1%	1	0.0%
Food Services & Drinking Places	71	7.4%	514	2.6%
Other Services (except Public Administration)	166	17.3%	898	4.5%
Automotive Repair & Maintenance	22	2.3%	62	0.3%
Public Administration	11	1.1%	126	0.6%
Unclassified Establishments	39	4.1%	24	0.1%
Total	961	100.0%	19,879	100.0%

Source: Business data provided by Infogroup, Omaha NE Copyright 2010, all rights reserved. Esri forecasts for 2010.

LEDG

Area: 2.68 Square miles

Custom Polygon

Summary	2000	2010	2015
Population	32,016	34,946	36,003
Households	10,402	10,946	11,212
Families	6,033	6,015	6,059
Average Household Size	3.00	3.11	3.13
Owner Occupied HUs	4,559	4,619	4,709
Renter Occupied HUs	5,843	6,327	6,503
Median Age	27.1	27.9	28.4

Trends: 2010-2015 Annual Rate	Area	National
Population	0.6%	0.76%
Households	0.48%	0.78%
Families	0.15%	0.64%
Owner HHs	0.39%	0.82%
Median Household Income	3.98%	2.36%

	2000		2010		2015	
Households by Income	Number	Percent	Number	Percent	Number	Percent
< \$15,000	2,337	22.5%	1,494	13.6%	1,313	11.7%
\$15,000 - \$24,999	2,031	19.6%	1,219	11.1%	931	8.3%
\$25,000 - \$34,999	1,539	14.8%	1,518	13.9%	1,308	11.7%
\$35,000 - \$49,999	1,665	16.0%	1,826	16.7%	1,639	14.6%
\$50,000 - \$74,999	1,764	17.0%	2,072	18.9%	2,226	19.9%
\$75,000 - \$99,999	648	6.2%	1,455	13.3%	1,548	13.8%
\$100,000 - \$149,999	303	2.9%	1,039	9.5%	1,667	14.9%
\$150,000 - \$199,000	64	0.6%	213	1.9%	401	3.6%
\$200,000+	24	0.2%	112	1.0%	178	1.6%
Median Household Income	\$29,789		\$45,053		\$54,762	
Average Household Income	\$37,597		\$55,663		\$65,241	
Per Capita Income	\$12,469		\$17,732		\$20,635	

	2000		2010		2015	
Population by Age	Number	Percent	Number	Percent	Number	Percent
0 - 4	3,067	9.6%	3,450	9.9%	3,566	9.9%
5 - 9	3,177	9.9%	2,994	8.6%	3,148	8.7%
10 - 14	2,800	8.7%	2,474	7.1%	2,678	7.4%
15 - 19	2,584	8.1%	2,852	8.2%	2,367	6.6%
20 - 24	3,074	9.6%	3,667	10.5%	3,612	10.0%
25 - 34	6,040	18.9%	6,194	17.7%	6,893	19.1%
35 - 44	4,777	14.9%	4,563	13.1%	4,387	12.2%
45 - 54	3,124	9.8%	3,909	11.2%	3,733	10.4%
55 - 64	1,375	4.3%	2,562	7.3%	2,901	8.1%
65 - 74	823	2.6%	1,056	3.0%	1,477	4.1%
75 - 84	678	2.1%	666	1.9%	690	1.9%
85+	497	1.6%	558	1.6%	550	1.5%

	2000		2010		2015	
Race and Ethnicity	Number	Percent	Number	Percent	Number	Percent
White Alone	12,273	38.3%	10,964	31.4%	10,602	29.4%
Black Alone	8,480	26.5%	9,505	27.2%	9,938	27.6%
American Indian Alone	2,417	7.5%	2,569	7.4%	2,547	7.1%
Asian Alone	2,179	6.8%	2,201	6.3%	2,202	6.1%
Pacific Islander Alone	32	0.1%	57	0.2%	62	0.2%
Some Other Race Alone	4,354	13.6%	6,960	19.9%	7,831	21.8%
Two or More Races	2,280	7.1%	2,691	7.7%	2,820	7.8%
Hispanic Origin (Any Race)	7,308	22.8%	11,680	33.4%	13,285	36.9%

Data Note: Income is expressed in current dollars.

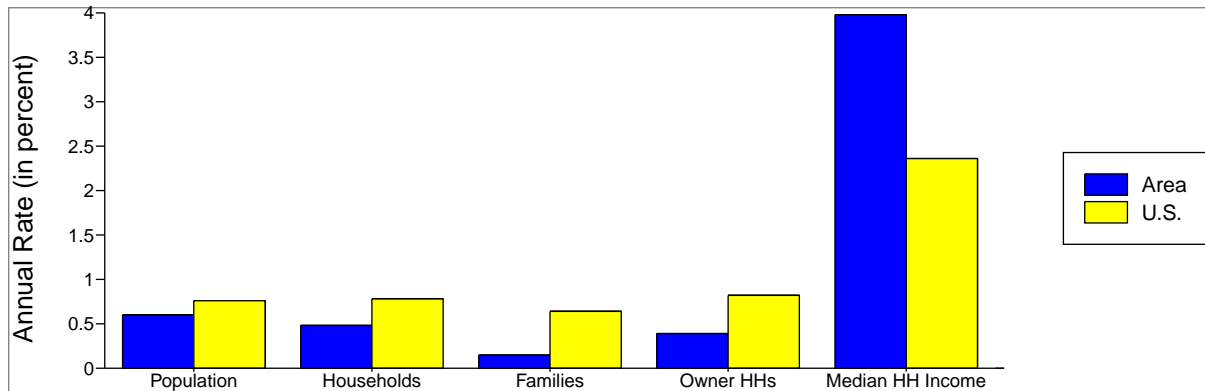
Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. Esri forecasts for 2010 and 2015.

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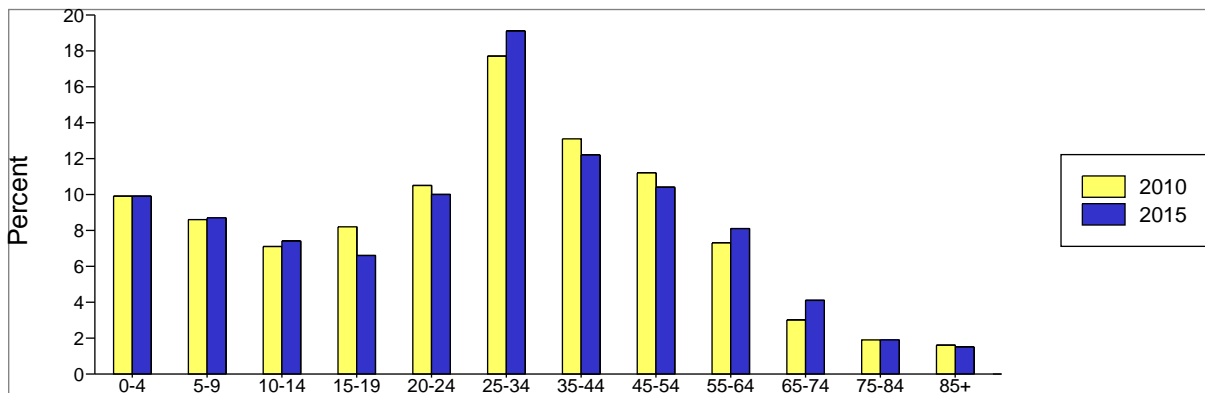
Area: 2.68 Square miles

Custom Polygon

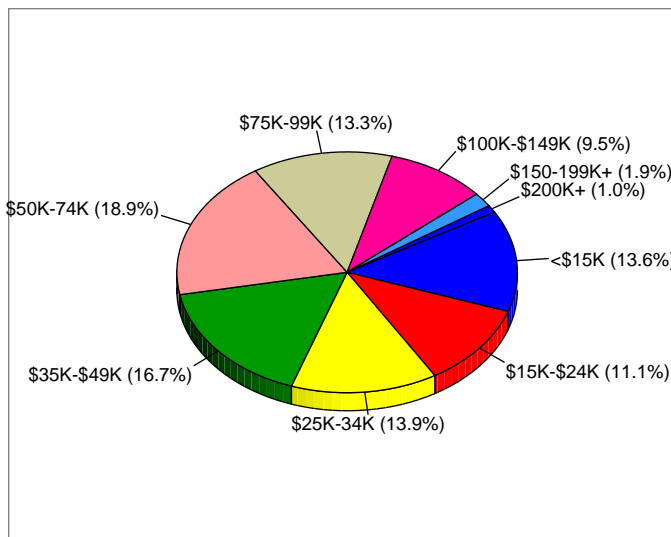
Trends 2010-2015



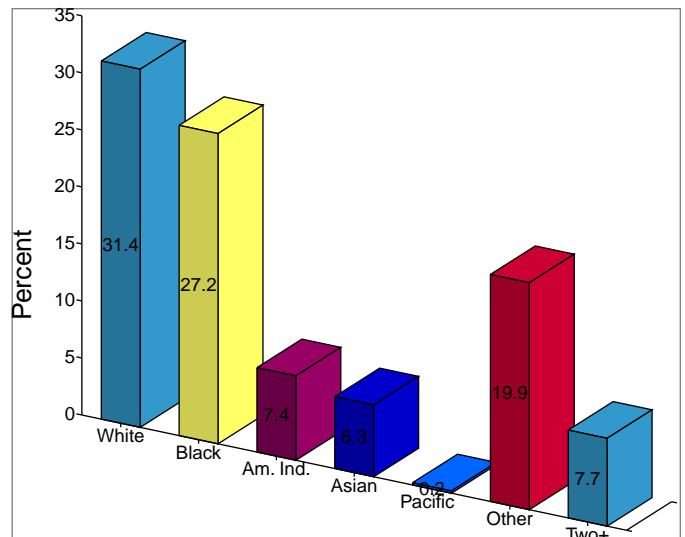
Population by Age



2010 Household Income



2010 Population by Race



2010 Percent Hispanic Origin: 33.4%

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2000 Total Population	32,016
2000 Group Quarters	859
2010 Total Population	34,946
2015 Total Population	36,003
2010 - 2015 Annual Rate	0.6%



2000 Households	10,402
2000 Average Household Size	3
2010 Households	10,946
2010 Average Household Size	3.11
2015 Households	11,212
2015 Average Household Size	3.13
2010 - 2015 Annual Rate	0.48%
2000 Families	6,033
2000 Average Family Size	3.82
2010 Families	6,015
2010 Average Family Size	4.02
2015 Families	6,059
2015 Average Family Size	4.06
2010 - 2015 Annual Rate	0.15%



2000 Housing Units	11,014
Owner Occupied Housing Units	41.4%
Renter Occupied Housing Units	53.0%
Vacant Housing Units	5.6%
2010 Housing Units	12,121
Owner Occupied Housing Units	38.1%
Renter Occupied Housing Units	52.2%
Vacant Housing Units	9.7%
2015 Housing Units	12,603
Owner Occupied Housing Units	37.4%
Renter Occupied Housing Units	51.6%
Vacant Housing Units	11.0%

Median Household Income

2000	\$29,789
2010	\$45,053
2015	\$54,762

Median Home Value

2000	\$82,224
2010	\$102,636
2015	\$116,534

Per Capita Income

2000	\$12,469
2010	\$17,732
2015	\$20,635

Median Age

2000	27.1
2010	27.9
2015	28.4

Data Note: Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by total population. Detail may not sum to totals due to rounding.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. Esri forecasts for 2010 and 2015.

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2000 Households by Income

Household Income Base	10,375
< \$15,000	22.5%
\$15,000 - \$24,999	19.6%
\$25,000 - \$34,999	14.8%
\$35,000 - \$49,999	16.0%
\$50,000 - \$74,999	17.0%
\$75,000 - \$99,999	6.2%
\$100,000 - \$149,999	2.9%
\$150,000 - \$199,999	0.6%
\$200,000+	0.2%
Average Household Income	\$37,597

2010 Households by Income

Household Income Base	10,948
< \$15,000	13.6%
\$15,000 - \$24,999	11.1%
\$25,000 - \$34,999	13.9%
\$35,000 - \$49,999	16.7%
\$50,000 - \$74,999	18.9%
\$75,000 - \$99,999	13.3%
\$100,000 - \$149,999	9.5%
\$150,000 - \$199,999	1.9%
\$200,000+	1.0%
Average Household Income	\$55,663

2015 Households by Income

Household Income Base	11,211
< \$15,000	11.7%
\$15,000 - \$24,999	8.3%
\$25,000 - \$34,999	11.7%
\$35,000 - \$49,999	14.6%
\$50,000 - \$74,999	19.9%
\$75,000 - \$99,999	13.8%
\$100,000 - \$149,999	14.9%
\$150,000 - \$199,999	3.6%
\$200,000+	1.6%
Average Household Income	\$65,241

2000 Owner Occupied HUs by Value

Total	4,570
<\$50,000	12.2%
\$50,000 - 99,999	58.8%
\$100,000 - 149,999	24.0%
\$150,000 - 199,999	3.5%
\$200,000 - \$299,999	1.0%
\$300,000 - 499,999	0.2%
\$500,000 - 999,999	0.2%
\$1,000,000+	0.1%
Average Home Value	\$89,056

2000 Specified Renter Occupied HUs by Contract Rent

Total	5,835
With Cash Rent	98.2%
No Cash Rent	1.8%
Median Rent	\$511
Average Rent	\$503

Data Note: Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest, dividends, net rents, pensions, SSI and welfare payments, child support and alimony. Specified Renter Occupied Housing Units exclude houses on 10+ acres. Average Rent excludes units paying no cash rent.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. Esri forecasts for 2010 and 2015.

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2000 Population by Age

Total	32,016
Age 0 - 4	9.6%
Age 5 - 9	9.9%
Age 10 - 14	8.7%
Age 15 - 19	8.1%
Age 20 - 24	9.6%
Age 25 - 34	18.9%
Age 35 - 44	14.9%
Age 45 - 54	9.8%
Age 55 - 64	4.3%
Age 65 - 74	2.6%
Age 75 - 84	2.1%
Age 85+	1.6%
Age 18+	66.8%

2010 Population by Age

Total	34,945
Age 0 - 4	9.9%
Age 5 - 9	8.6%
Age 10 - 14	7.1%
Age 15 - 19	8.2%
Age 20 - 24	10.5%
Age 25 - 34	17.7%
Age 35 - 44	13.1%
Age 45 - 54	11.2%
Age 55 - 64	7.3%
Age 65 - 74	3.0%
Age 75 - 84	1.9%
Age 85+	1.6%
Age 18+	69.6%

2015 Population by Age

Total	36,002
Age 0 - 4	9.9%
Age 5 - 9	8.7%
Age 10 - 14	7.4%
Age 15 - 19	6.6%
Age 20 - 24	10.0%
Age 25 - 34	19.1%
Age 35 - 44	12.2%
Age 45 - 54	10.4%
Age 55 - 64	8.1%
Age 65 - 74	4.1%
Age 75 - 84	1.9%
Age 85+	1.5%
Age 18+	70.0%

2000 Population by Sex

Males	50.8%
Females	49.2%

2010 Population by Sex

Males	50.9%
Females	49.1%

2015 Population by Sex

Males	50.9%
Females	49.1%

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. Esri forecasts for 2010 and 2015.

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2000 Population by Race/Ethnicity

Total	32,015
White Alone	38.3%
Black Alone	26.5%
American Indian Alone	7.5%
Asian or Pacific Islander Alone	6.9%
Some Other Race Alone	13.6%
Two or More Races	7.1%
Hispanic Origin	22.8%
Diversity Index	85.3

2010 Population by Race/Ethnicity

Total	34,947
White Alone	31.4%
Black Alone	27.2%
American Indian Alone	7.4%
Asian or Pacific Islander Alone	6.5%
Some Other Race Alone	19.9%
Two or More Races	7.7%
Hispanic Origin	33.4%
Diversity Index	89.9

2015 Population by Race/Ethnicity

Total	36,002
White Alone	29.4%
Black Alone	27.6%
American Indian Alone	7.1%
Asian or Pacific Islander Alone	6.3%
Some Other Race Alone	21.8%
Two or More Races	7.8%
Hispanic Origin	36.9%
Diversity Index	90.8



2000 Population 3+ by School Enrollment

Total	30,081
Enrolled in Nursery/Preschool	1.8%
Enrolled in Kindergarten	2.5%
Enrolled in Grade 1-8	16.2%
Enrolled in Grade 9-12	6.4%
Enrolled in College	4.2%
Enrolled in Grad/Prof School	1.0%
Not Enrolled in School	67.9%

2010 Population 25+ by Educational Attainment

Total	19,507
Less than 9th Grade	12.2%
9th - 12th Grade, No Diploma	10.7%
High School Graduate	27.3%
Some College, No Degree	19.7%
Associate Degree	5.6%
Bachelor's Degree	16.5%
Graduate/Professional Degree	8.0%

Data Note: Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. Esri forecasts for 2010 and 2015.

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2010 Population 15+ by Marital Status

Total	26,027
Never Married	49.4%
Married	34.0%
Widowed	4.9%
Divorced	11.7%



2000 Population 16+ by Employment Status

Total	22,409
In Labor Force	66.4%
Civilian Employed	60.5%
Civilian Unemployed	5.9%
In Armed Forces	0.0%
Not in Labor Force	33.6%

2010 Civilian Population 16+ in Labor Force

Civilian Employed	86.2%
Civilian Unemployed	13.8%

2015 Civilian Population 16+ in Labor Force

Civilian Employed	88.8%
Civilian Unemployed	11.2%

2000 Females 16+ by Employment Status and Age of Children

Total	11,210
Own Children < 6 Only	8.1%
Employed/in Armed Forces	4.4%
Unemployed	0.9%
Not in Labor Force	2.8%
Own Children < 6 and 6-17 Only	10.1%
Employed/in Armed Forces	5.3%
Unemployed	0.6%
Not in Labor Force	4.2%
Own Children 6-17 Only	17.2%
Employed/in Armed Forces	10.1%
Unemployed	1.4%
Not in Labor Force	5.7%
No Own Children < 18	64.6%
Employed/in Armed Forces	34.7%
Unemployed	3.3%
Not in Labor Force	26.6%



2010 Employed Population 16+ by Industry

Total	14,110
Agriculture/Mining	0.2%
Construction	3.6%
Manufacturing	10.7%
Wholesale Trade	2.8%
Retail Trade	8.7%
Transportation/Utilities	3.7%
Information	1.8%
Finance/Insurance/Real Estate	7.4%
Services	58.9%
Public Administration	2.3%

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. Esri forecasts for 2010 and 2015.

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2010 Employed Population 16+ by Occupation

Total	14,109
White Collar	50.6%
Management/Business/Financial	8.8%
Professional	20.6%
Sales	9.3%
Administrative Support	11.9%
Services	28.5%
Blue Collar	20.9%
Farming/Forestry/Fishing	0.2%
Construction/Extraction	4.0%
Installation/Maintenance/Repair	1.8%
Production	8.9%
Transportation/Material Moving	6.0%



2000 Workers 16+ by Means of Transportation to Work

Total	13,197
Drove Alone - Car, Truck, or Van	50.8%
Carpooled - Car, Truck, or Van	20.5%
Public Transportation	18.6%
Walked	3.7%
Other Means	2.7%
Worked at Home	3.7%

2000 Workers 16+ by Travel Time to Work

Total	13,195
Did Not Work at Home	96.3%
Less than 5 minutes	1.6%
5 to 9 minutes	7.1%
10 to 19 minutes	33.1%
20 to 24 minutes	18.6%
25 to 34 minutes	23.2%
35 to 44 minutes	4.4%
45 to 59 minutes	3.6%
60 to 89 minutes	2.8%
90 or more minutes	1.8%
Worked at Home	3.7%
Average Travel Time to Work (in min)	23.3

2000 Households by Vehicles Available

Total	10,413
None	26.6%
1	41.8%
2	22.5%
3	6.4%
4	1.5%
5+	1.1%
Average Number of Vehicles Available	1.2

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. Esri forecasts for 2010 and 2015.

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2000 Households by Type

Total	10,402
Family Households	58.0%
Married-couple Family	27.5%
With Related Children	18.1%
Other Family (No Spouse)	30.5%
With Related Children	23.2%
Nonfamily Households	42.0%
Householder Living Alone	29.9%
Householder Not Living Alone	12.2%
Households with Related Children	41.3%
Households with Persons 65+	13.5%

2000 Households by Size

Total	10,402
1 Person Household	29.9%
2 Person Household	23.9%
3 Person Household	14.3%
4 Person Household	11.6%
5 Person Household	7.8%
6 Person Household	4.9%
7+ Person Household	7.6%

2000 Households by Year Householder Moved In

Total	10,411
Moved in 1999 to March 2000	29.2%
Moved in 1995 to 1998	34.1%
Moved in 1990 to 1994	13.3%
Moved in 1980 to 1989	11.2%
Moved in 1970 to 1979	5.4%
Moved in 1969 or Earlier	6.8%
Median Year Householder Moved In	1997



2000 Housing Units by Units in Structure

Total	11,002
1, Detached	37.9%
1, Attached	4.1%
2	19.6%
3 or 4	13.3%
5 to 9	5.0%
10 to 19	9.9%
20+	9.9%
Mobile Home	0.3%
Other	0.0%

2000 Housing Units by Year Structure Built

Total	10,998
1999 to March 2000	0.6%
1995 to 1998	1.1%
1990 to 1994	0.9%
1980 to 1989	4.5%
1970 to 1979	8.5%
1969 or Earlier	84.3%
Median Year Structure Built	1933

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing.

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Top 3 Tapestry Segments

1.	City Dimensions
2.	Inner City Tenants
3.	Aspiring Young Families



2010 Consumer Spending shows the amount spent on a variety of goods and services by households that reside in the market area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue.

Apparel & Services: Total \$	\$15,884,420
Average Spent	\$1,451.16
Spending Potential Index	61
Computers & Accessories: Total \$	\$2,048,400
Average Spent	\$187.14
Spending Potential Index	85
Education: Total \$	\$11,429,198
Average Spent	\$1,044.14
Spending Potential Index	86
Entertainment/Recreation: Total \$	\$27,897,637
Average Spent	\$2,548.66
Spending Potential Index	79
Food at Home: Total \$	\$42,066,393
Average Spent	\$3,843.08
Spending Potential Index	86
Food Away from Home: Total \$	\$30,001,564
Average Spent	\$2,740.87
Spending Potential Index	85
Health Care: Total \$	\$30,085,992
Average Spent	\$2,748.58
Spending Potential Index	74
HH Furnishings & Equipment: Total \$	\$15,364,991
Average Spent	\$1,403.71
Spending Potential Index	68
Investments: Total \$	\$12,165,362
Average Spent	\$1,111.40
Spending Potential Index	64
Retail Goods: Total \$	\$206,204,514
Average Spent	\$18,838.34
Spending Potential Index	76
Shelter: Total \$	\$146,046,859
Average Spent	\$13,342.49
Spending Potential Index	85
TV/Video/Audio: Total \$	\$11,441,301
Average Spent	\$1,045.25
Spending Potential Index	84
Travel: Total \$	\$15,383,098
Average Spent	\$1,405.36
Spending Potential Index	74
Vehicle Maintenance & Repairs: Total \$	\$8,303,048
Average Spent	\$758.55
Spending Potential Index	80

Data Note: The Spending Potential Index represents the amount spent in the area relative to a national average of 100.

Source: Consumer Spending data are derived from the 2005 and 2006 Consumer Expenditure Surveys, Bureau of Labor Statistics. Esri.

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Area: 2.68 Square miles

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Summary Demographics

2010 Population	34,946
2010 Households	10,946
2010 Median Disposable Income	\$36,182
2010 Per Capita Income	\$17,732

Industry Summary

	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	\$217,285,377	\$144,726,682	\$72,558,695	20.0	251
Total Retail Trade (NAICS 44-45)	\$183,756,284	\$103,532,128	\$80,224,156	27.9	178
Total Food & Drink (NAICS 722)	\$33,529,093	\$41,194,554	\$-7,665,461	-10.3	73

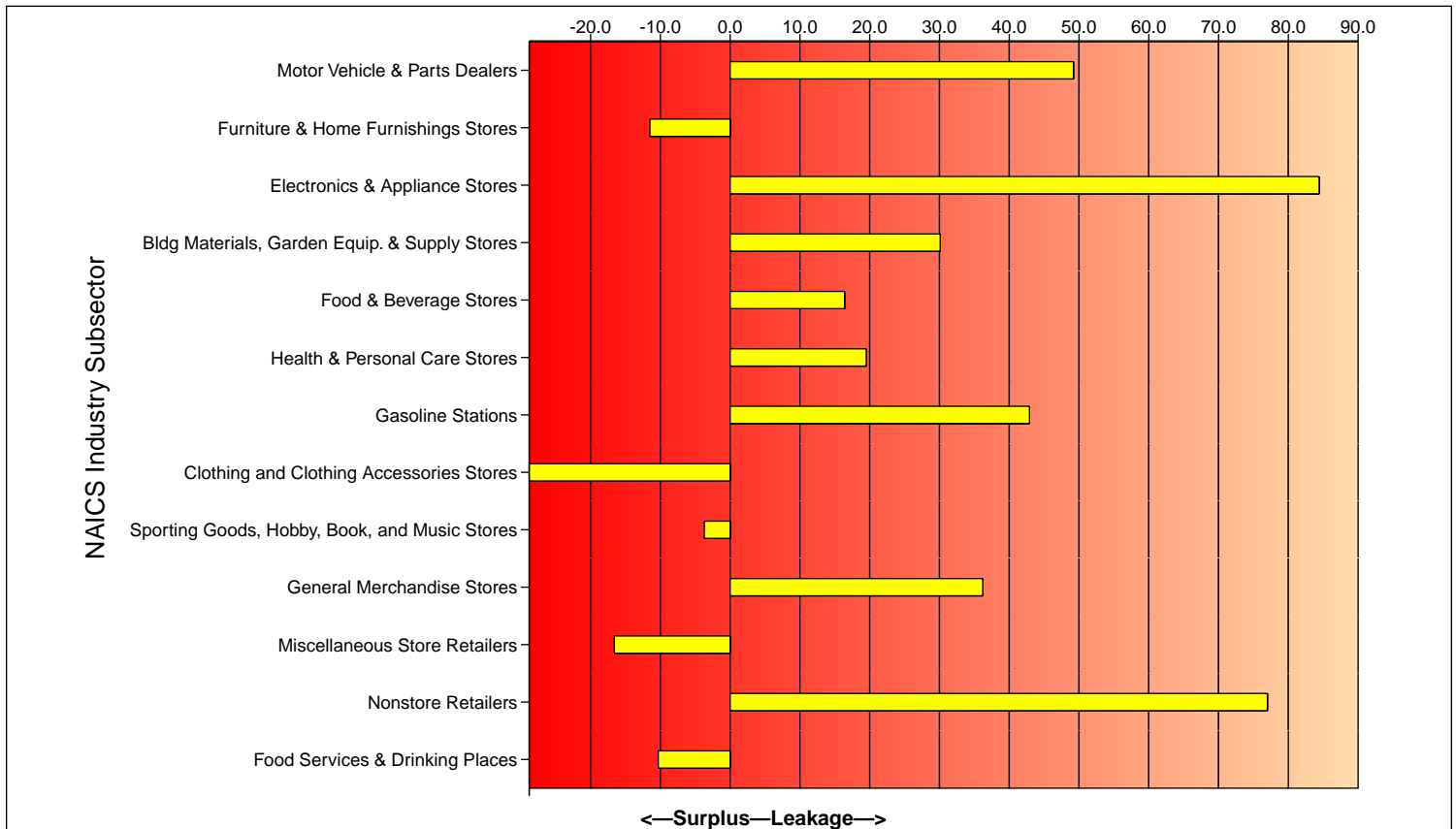
Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers (NAICS 441)	\$43,201,141	\$14,722,260	\$28,478,881	49.2	13
Automobile Dealers (NAICS 4411)	\$38,949,091	\$4,377,598	\$34,571,493	79.8	6
Other Motor Vehicle Dealers (NAICS 4412)	\$2,358,821	\$5,244,198	\$-2,885,377	-38.0	1
Auto Parts, Accessories, and Tire Stores (NAICS 4413)	\$1,893,229	\$5,100,464	\$-3,207,235	-45.9	6
Furniture & Home Furnishings Stores (NAICS 442)	\$5,430,759	\$6,836,790	\$-1,406,031	-11.5	10
Furniture Stores (NAICS 4421)	\$3,433,161	\$4,565,920	\$-1,132,759	-14.2	5
Home Furnishings Stores (NAICS 4422)	\$1,997,598	\$2,270,870	\$-273,272	-6.4	5
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	\$6,580,363	\$557,872	\$6,022,491	84.4	2
Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	\$6,608,810	\$3,547,532	\$3,061,278	30.1	7
Building Material and Supplies Dealers (NAICS 4441)	\$5,607,195	\$3,547,532	\$2,059,663	22.5	7
Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	\$1,001,615	\$0	\$1,001,615	100.0	0
Food & Beverage Stores (NAICS 445)	\$36,976,588	\$26,564,098	\$10,412,490	16.4	47
Grocery Stores (NAICS 4451)	\$32,969,269	\$17,650,977	\$15,318,292	30.3	26
Specialty Food Stores (NAICS 4452)	\$1,142,893	\$1,526,164	\$-383,271	-14.4	19
Beer, Wine, and Liquor Stores (NAICS 4453)	\$2,864,426	\$7,386,957	\$-4,522,531	-44.1	2
Health & Personal Care Stores (NAICS 446/NAICS 4461)	\$5,737,998	\$3,864,294	\$1,873,704	19.5	7
Gasoline Stations (NAICS 447/4471)	\$28,998,999	\$11,599,366	\$17,399,633	42.9	2
Clothing and Clothing Accessories Stores (NAICS 448)	\$8,214,615	\$14,849,669	\$-6,635,054	-28.8	44
Clothing Stores (NAICS 4481)	\$6,788,967	\$9,570,020	\$-2,781,053	-17.0	26
Shoe Stores (NAICS 4482)	\$739,753	\$1,179,652	\$-439,899	-22.9	3
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	\$685,895	\$4,099,997	\$-3,414,102	-71.3	15
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	\$2,598,082	\$2,796,920	\$-198,838	-3.7	14
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	\$1,381,358	\$1,877,659	\$-496,301	-15.2	9
Book, Periodical, and Music Stores (NAICS 4512)	\$1,216,724	\$919,261	\$297,463	13.9	5

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' 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. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector.

Sources: Esri and Infogroup

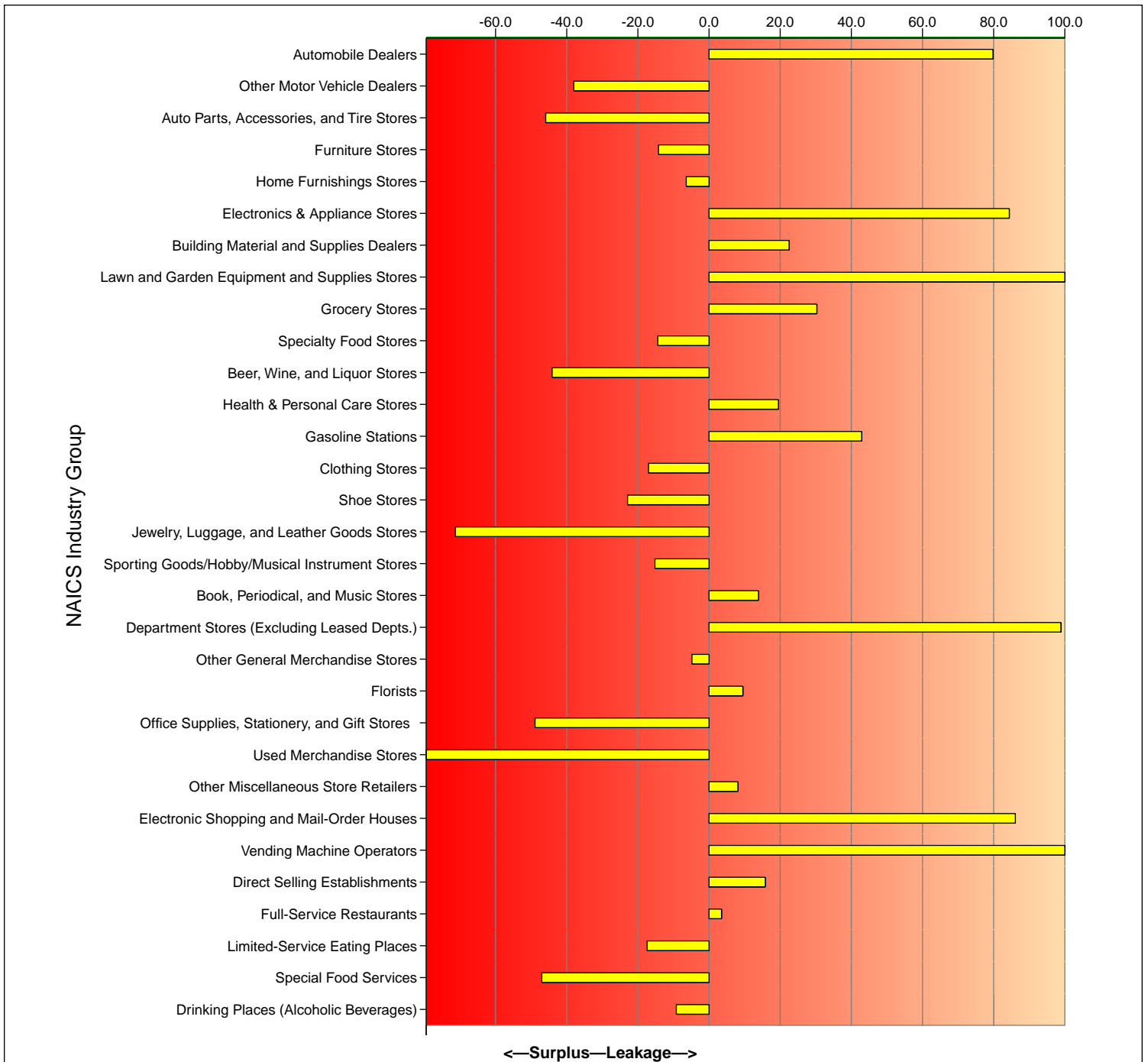
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Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
General Merchandise Stores (NAICS 452)	\$24,917,333	\$11,682,423	\$13,234,910	36.2	6
Department Stores Excluding Leased Depts. (NAICS 4521)	\$14,379,763	\$80,461	\$14,299,302	98.9	1
Other General Merchandise Stores (NAICS 4529)	\$10,537,570	\$11,601,962	\$-1,064,392	-4.8	5
Miscellaneous Store Retailers (NAICS 453)	\$3,645,525	\$5,100,167	\$-1,454,642	-16.6	24
Florists (NAICS 4531)	\$381,142	\$314,691	\$66,451	9.5	4
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	\$506,950	\$1,478,775	\$-971,825	-48.9	8
Used Merchandise Stores (NAICS 4533)	\$121,902	\$1,067,411	\$-945,509	-79.5	4
Other Miscellaneous Store Retailers (NAICS 4539)	\$2,635,531	\$2,239,290	\$396,241	8.1	8
Nonstore Retailers (NAICS 454)	\$10,846,071	\$1,410,737	\$9,435,334	77.0	2
Electronic Shopping and Mail-Order Houses (NAICS 4541)	\$8,417,036	\$628,450	\$7,788,586	86.1	1
Vending Machine Operators (NAICS 4542)	\$1,353,322	\$0	\$1,353,322	100.0	0
Direct Selling Establishments (NAICS 4543)	\$1,075,713	\$782,287	\$293,426	15.8	1
Food Services & Drinking Places (NAICS 722)	\$33,529,093	\$41,194,554	\$-7,665,461	-10.3	73
Full-Service Restaurants (NAICS 7221)	\$20,053,412	\$18,684,478	\$1,368,934	3.5	54
Limited-Service Eating Places (NAICS 7222)	\$9,911,161	\$14,075,684	\$-4,164,523	-17.4	14
Special Food Services (NAICS 7223)	\$2,635,945	\$7,317,887	\$-4,681,942	-47.0	2
Drinking Places - Alcoholic Beverages (NAICS 7224)	\$928,575	\$1,116,505	\$-187,930	-9.2	3

Leakage/Surplus Factor by Industry Subsector

Sources: Esri and Infogroup

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Leakage/Surplus Factor by Industry Group

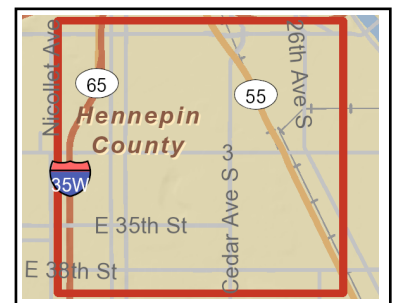
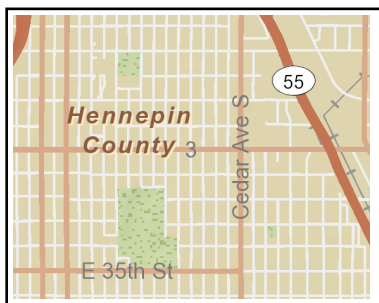
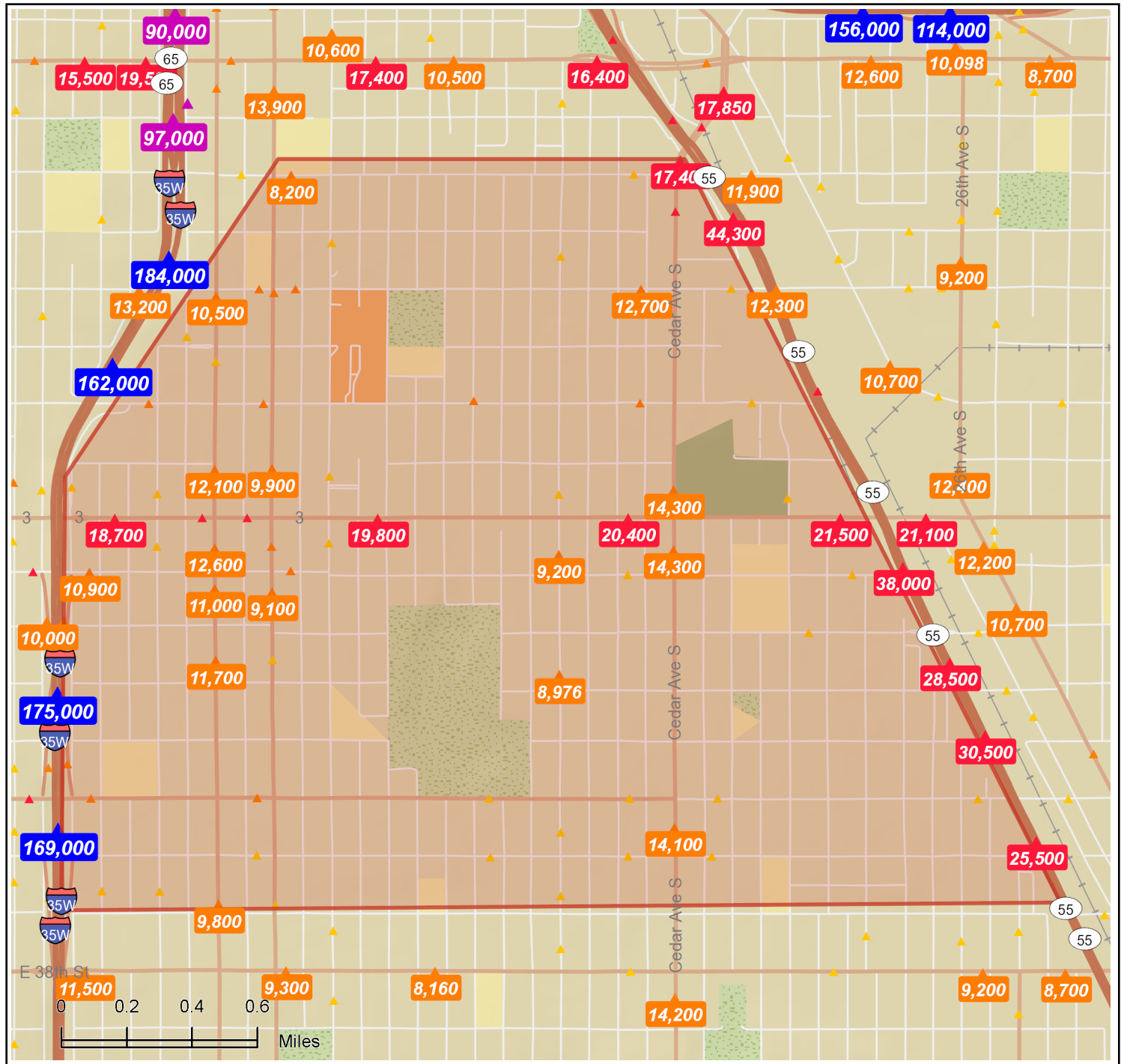


Sources: Esri and Infogroup

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Area: 2.68 Square miles

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Source: © 2010 MPSI (Market Planning Solutions Inc.) Systems Inc. d.b.a. DataMetrix®

Renacimiento: The Toolkit

As a supplement to the Renacimiento report, this toolkit is designed for LEDC in its efforts to track data and communicate its successes. While not exhaustive, it identifies strategies to meet the objectives and goals laid out in the report. The components of this toolkit are as follows:

- Survey tools and methods
 - Business Development Survey
 - Loan Client Survey
- Public Data Analysis

Tips for communicating findings from these data sources are noted at the end of each tool description.

Business Development Survey

Goal: Gather data on individual businesses in LEDC service areas in order to evaluate growth trends and usefulness of existing or proposed LEDC services.

Key Measurements: Annual sales (\$), number of employees, capital investments/property improvements, LEDC services used, satisfaction with LEDC services, services sought elsewhere

Methodology: Surveys are a structured way to collect information using questionnaires. Typically, surveys are conducted through the mail (surface or electronic) or by phone.

1. Form team for designing and implementing the survey. Elements for this team to consider when planning a survey are target population, sampling, distribution, questionnaire design, data analysis and management.
2. Determine study area and compile list of respondents.
3. Draw sample (if used) and produce contact list.
4. Determine timeline for survey and how many follow-ups you will do with non-respondents.
5. Develop questionnaire and introductory script. Determine whether survey will be administered or whether respondents will fill out the questionnaire on their own.
6. Train interviewers if appropriate.
7. Pilot test questionnaire with individuals similar to target respondents. Modify if needed.
8. Print questionnaires.
9. Call respondents on contact list to set survey/interview time. Track respondents who decline to participate or cannot be reached.
10. Deliver surveys to respondents and conduct interviews. Collect data in spreadsheet or other preferred program.
11. Conduct follow-up round of interviews if necessary to reach desired number of respondents.
12. Summarize response rate.
13. Code and tabulate questionnaires.
14. Analyze and interpret data.
15. Report findings (see section below for more detail).

Tips: Improve the outcome of the survey process by considering the following suggestions.

- Be clear about the purpose of the survey and the information you want to collect. The question you want to answer should drive the method.
- Carefully craft the questions and format the questionnaire so it is concise and attractive. A detailed guide to developing good questions is available from the University of Wisconsin Extension Service: <http://learningstore.uwex.edu/Assets/pdfs/G3658-02.pdf>.
- Pilot test the questionnaire with individuals similar to the survey respondents.
- Prepare the cover letter to include purpose and use of the survey, identification with LEDC, and asking respondents for their valuable assistance – how important their response is to the success of the survey.

- Assure confidentiality of respondents' answers and identity.
- Mailed surveys are best used...
 - To collect standardized information from large numbers of individuals,
 - When face-to-face meetings are inadvisable, or
 - When privacy is important or independent opinions and responses are needed.

Options for subsequent data collection

Alternative #1: Administered Survey

Repeat second round of in-person surveys with additional respondents in study area using process described above. Select study area based on a recognized geographic boundary, e.g. a neighborhood, or a specific program need, e.g. an area identified in a grant proposal.

Alternative #2: Mail Survey (can be incorporated into annual member survey)

The following guidelines are based on Dillman's Total Design Method.

1. Form team for designing and implementing the survey.
2. Compile list of respondents.
3. Draw sample (if used).
4. Produce mailing labels, numbered sequentially. Determine how many follow-ups you will do and prepare that many sets of mailing labels: first mailing, reminder card, follow-ups and master list.
5. Develop questionnaire.
6. Pilot test questionnaire and modify.
7. Develop cover letters and postcard. (Typically, there is the initial cover letter, a reminder postcard and follow-up cover letter or letters.)
8. Print questionnaires, letters and postcards. Prepare envelopes.
9. Number questionnaires sequentially.
10. Stuff and send first mailing. Match number on questionnaire with number on master mailing list. Include postage-paid return envelope.
11. After one week, mail reminder postcard.
12. Remove names of respondents from subsequent sets of mailing labels.
13. After three weeks, stuff and send second cover letter and questionnaire to non-respondents.
14. After five weeks, stuff and send third cover letter and questionnaire (as appropriate).
15. Summarize response rate.
16. Code and tabulate questionnaires.
17. Analyze and interpret data.
18. Report findings.

Supplies needed include questionnaires, letters, postcards, envelopes, postage-paid stamped return envelopes.

Alternative #3: Telephone Survey

The following guidelines are based on Dillman's Total Design Method.

1. Form team for designing and implementing the survey.
2. Compile list of respondents and draw sample (if used).

3. Develop questionnaire.
4. Pilot test questionnaire and modify.
5. Develop introduction.
 - a. Identify yourself by full name and organization, LEDC.
 - b. Establish that correct respondent is on the phone.
 - c. State the purpose of the call and assure confidentiality.
6. Duplicate questionnaires.
7. Write telephone numbers on questionnaires.
8. Train interviewers, as appropriate.
9. Collect data.
10. For a business survey, the best times to call are between 8 a.m. and 4 p.m. on weekdays. For surveys of individuals (e.g. customers), the best times to call are between 4 and 9 p.m. on weekdays, 10 a.m. and 4 p.m. Saturdays (no Sundays).
11. Summarize response rate.
12. Code and tabulate questionnaires.
13. Analyze and interpret data.
14. Report findings.

Alternative #4: Collection through Service Delivery

- Modify intake and/or membership form to include 1-3 key tracking questions:
 - Annual sales
 - Number of Employees
 - Recent capital investments or property improvements
- Schedule annual phone calls or online survey to members to determine potential technical assistance needs for year and update key business financial data.

Communicating findings: Reporting results to staff and board should include a summary of the activity and the key findings as well as a detailed report for those who request it. Additionally, reporting the results back to the survey respondents creates a feedback loop and may elicit further information and discussion. A one-page summary of findings for the *Renacimiento* survey is included in the Appendices and could be used as a template for further communications.

Cautions: Response rate often is low in mail surveys unless care is taken in preparation and there is persistent follow-up. Since those who reply may not be typical of the population, care is needed in interpretation of the results. Be sure to identify the sample size (number of respondents) in your report and cite the limitation if it is small. If you collect a series of small samples over time, however, and results are consistent, you can speak with more confidence about the findings of the survey and generalize the results to the wider population represented by respondents. In addition, even small samples can yield important data or material for marketing. Open-ended questions that show strong consistency in the answer and inform action are especially useful. For example, if 70% of respondents report need for technology assistance without being prompted by a check box answer, this would indicate a strong desire for the service.

Latino Economic Development Center (LEDC) – Business Development Survey

Business Name:

Interview Date:	Interviewee Name:	Business Owner:
Startup Year:	Business Address:	
Type of Customer: (circle one) Individual / Business to Business	Is the Business Profitable? Yes / No	Business Type or Product:
Number of Employees: <input type="checkbox"/> 0 – 5 <input type="checkbox"/> 6 – 10 <input type="checkbox"/> 11– 20 <input type="checkbox"/> 21 – 30 <input type="checkbox"/> 31 – 50 <input type="checkbox"/> 50+	2005 Annual Sales: <input type="checkbox"/> \$0 - \$25,000 <input type="checkbox"/> \$25,000 - \$50,000 <input type="checkbox"/> \$50,000 - \$100,000 <input type="checkbox"/> \$100,000 - \$300,000 <input type="checkbox"/> \$300,000 - \$500,000 <input type="checkbox"/> \$500,000 - \$1,000,000 <input type="checkbox"/> \$1,000,000+	2010 Annual Sales: <input type="checkbox"/> \$0 - \$25,000 <input type="checkbox"/> \$25,000 - \$50,000 <input type="checkbox"/> \$50,000 - \$100,000 <input type="checkbox"/> \$100,000 - \$300,000 <input type="checkbox"/> \$300,000 - \$500,000 <input type="checkbox"/> \$500,000 - \$1,000,000 <input type="checkbox"/> \$1,000,000+

1. Are you aware of the services provided by the Latino Economic Development Center (LEDC)?

Yes | No | Not sure

2. Have you worked with LEDC before?

Yes | No

If Yes, in what year? _____ Or, how long ago? _____ years

What service(s) did you use? (check all that apply)

- | | |
|--|---|
| <input type="checkbox"/> Business training & development | <input type="checkbox"/> Consulting |
| <input type="checkbox"/> Financing | <input type="checkbox"/> Registration of business |
| <input type="checkbox"/> Licensing | <input type="checkbox"/> Other: _____ |

3. Have you worked with another organization or independent consultant that provides services similar to LEDC? (e.g. accountant, attorney, business registration)

Yes | No

If Yes, in what year? _____ What Organization/Person? _____

What service(s) did you use? (check all that apply)

- | | |
|--|---|
| <input type="checkbox"/> Business training & development | <input type="checkbox"/> Consulting |
| <input type="checkbox"/> Financing | <input type="checkbox"/> Registration of business |
| <input type="checkbox"/> Licensing | <input type="checkbox"/> Other: _____ |

4. If you received a loan from any organization (e.g. LEDC, MCCD, NDC) or bank please provide the following:

Lender:	Year Loan Received:	Loan Amount:
---------	---------------------	--------------

What were the loan funds used for?

Did LEDC play a role in obtaining the loan? If so, what role?

5. If you took a class from any organization please provide the following:

Organization that provided class:	Type / Name of Class:	Year Class was Taken:
-----------------------------------	-----------------------	-----------------------

How did the information you learned in the class benefit your business?

6. What are the biggest challenges to growing or maintaining your business? (check all that apply)

- | | | |
|--|--|---|
| <input type="checkbox"/> Financing | <input type="checkbox"/> Qualified Employees | <input type="checkbox"/> Strategic Planning |
| <input type="checkbox"/> Marketing | <input type="checkbox"/> Property | <input type="checkbox"/> Language/English |
| <input type="checkbox"/> Accounting | <input type="checkbox"/> Customer Service | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Consumer Demand | <input type="checkbox"/> Human Resources | |

Other (please specify):

7. Has LEDC or another organization helped your business grow? How?**8. Have you branched out to another location not on Lake Street? Where?****9. How could LEDC or other organizations improve their CURRENT SERVICES to better suit your business needs?****10. What NEW SERVICES could LEDC or other organizations and consultants provide to help you grow your business?**

This survey is being conducted in an effort to help local businesses like yours, therefore, we appreciate any additional comments you would like to share:

Latino Economic Development Center (LEDC) – Survey Respondent Contact Log

[illegible]

Loan Client Survey

Goal: Gather data on recipients of LEDC business loans in order to evaluate longer-term health of the business and the usefulness of existing or proposed LEDC services.

Key Measurements: Annual sales, number of employees, capital investments/property improvements, loan amount(s), primary use of loan, LEDC lending services used, satisfaction with LEDC lending services, lending services sought elsewhere

Methodology: The following guidelines are based on Dillman's Total Design Method.

1. Form team for designing and implementing the survey.
2. Compile list of respondents.
3. Draw sample (if used).
4. Produce mailing labels, numbered sequentially. Determine how many follow-ups you will do and prepare that many sets of mailing labels: first mailing, reminder card, follow-ups and master list.
5. Develop questionnaire.
6. Pilot test questionnaire and modify.
7. Develop cover letters and postcard. (Typically, there is the initial cover letter, a reminder postcard and follow-up cover letter or letters.)
8. Print questionnaires, letters and postcards. Prepare envelopes.
9. Number questionnaires sequentially.
10. Stuff and send first mailing (match number on questionnaire with number on master mailing list). Include postage-paid return envelope.
11. After one week, mail reminder postcard.
12. Remove names of respondents from subsequent sets of mailing labels.
13. After three weeks, stuff and send second cover letter and questionnaire to those who have not responded.
14. After five weeks, stuff and send third cover letter and questionnaire (as appropriate).
15. Summarize response rate.
16. Code and tabulate questionnaires.
17. Analyze and interpret data.
18. Report findings.

Supplies needed include questionnaires, letters, postcards, envelopes, postage-paid stamped return envelopes.

Tips: Improve the outcome of the survey process by considering the following suggestions.

- Be clear about the purpose of the survey and the information you want to collect. The question you want to answer should drive the method.
- Carefully craft the questions and format the questionnaire so it is concise and attractive. A detailed guide to developing good questions is available from the University of Wisconsin Extension Service: <http://learningstore.uwex.edu/Assets/pdfs/G3658-02.pdf>.

- Pilot test the questionnaire with individuals similar to the survey respondents.
- Prepare the cover letter to include purpose and use of the survey, identification with LEDC, and asking respondents for their valuable assistance – how important their response is to the success of the survey.
- Assure confidentiality of respondents' answers and identity.
- Mailed surveys are best used
 - To collect standardized information from large numbers of individuals,
 - When face-to-face meetings are inadvisable, or
 - When privacy is important or independent opinions and responses are needed.

Options for subsequent data collection

Alternative #1: Mail Survey (can be incorporated into loan payment communications)

The following guidelines are based on Dillman's Total Design Method.

1. Form team for designing and implementing the survey.
2. Compile list of respondents.
3. Draw sample (if used).
4. Produce mailing labels, numbered sequentially. Determine how many follow-ups you will do and prepare that many sets of mailing labels: first mailing, reminder card, follow-ups and master list.
5. Develop questionnaire.
6. Pilot test questionnaire and modify.
7. Develop cover letters and postcard. (Typically, there is the initial cover letter, a reminder postcard and follow-up cover letter or letters.)
8. Print questionnaires, letters and postcards. Prepare envelopes.
9. Number questionnaires sequentially.
10. Stuff and send first mailing. Match number on questionnaire with number on master mailing list. Include postage-paid return envelope.
11. After one week, mail reminder postcard.
12. Remove names of respondents from subsequent sets of mailing labels.
13. After three weeks, stuff and send second cover letter and questionnaire to non-respondents.
14. After five weeks, stuff and send third cover letter and questionnaire (as appropriate).
15. Summarize response rate.
16. Code and tabulate questionnaires.
17. Analyze and interpret data.
18. Report findings.

Supplies needed include questionnaires, letters, postcards, envelopes, postage-paid stamped return envelopes.

Alternative #2: Online Survey

Follow process noted in mail survey, but utilize online survey tool such as Survey Monkey. The tool includes functions for reminders, and basic summary statistics of findings that can be downloaded to spreadsheet or database programs.

Communicating findings: Reporting results to staff and board should include a summary of the activity and the key findings as well as a detailed report for those who request it. Additionally, reporting the results back to the survey respondents creates a feedback loop and may elicit further information and discussion. A one-page summary of findings for the *Renacimiento* survey is included in the Appendices and could be used as a template for further communications.

Cautions: Response rate often is low in mail surveys unless care is taken in preparation and there is persistent follow-up. Since those who reply may not be typical of the population, care is needed in interpretation of the results. Be sure to identify the sample size (number of respondents) in your report and cite the limitation if it is small. If you collect a series of small samples over time, however, and results are consistent, you can speak with more confidence about the findings of the survey and generalize the results to the wider population represented by respondents. In addition, even small samples can yield important data or material for marketing. Open-ended questions that show strong consistency in the answer and inform action are especially useful. For example, if 70% of respondents report need for technology assistance without being prompted by a check box answer, this would indicate a strong desire for the service.

Latino Economic Development Center (LEDC) – Loan Client Survey

You are invited to participate in a survey to measure the impact of the Latino Economic Development Center (LEDC) on the Lake Street area. You were selected as a possible participant because you have done business with LEDC. We invite you to read this form and ask any questions you may have.

The records of this study will be kept private. In any report we might publish, we will not include any information that will make it possible to identify you. Research records will be stored securely and only researchers will have access to the records.

Participation in this study is voluntary. Your decision whether or not to participate will not affect your current or future relations with the LEDC. If you decide to participate, you are free to not answer any question or withdraw at any time without affecting those relationships.

John Flory, Special Projects Director
 Latino Economic Development Center
 john@ledc-mn.org
 612-724-5332

Please fill out the survey and return in the enclosed envelope to LEDC at:

1516 E. Lake Street #201, Minneapolis, MN 55407.

Business Name: _____

Current Date:	Your Name & Position:	Business Owner:
Startup Year:	Business Address:	
Type of Customer: (circle one) Individual / Business to Business	Is the Business Profitable? Yes / No	Business Type or Product:
Number of Employees: <input type="checkbox"/> 0 – 5 <input type="checkbox"/> 6 – 10 <input type="checkbox"/> 11– 20 <input type="checkbox"/> 21 – 30 <input type="checkbox"/> 31 – 50 <input type="checkbox"/> 50+	2005 Annual Sales: <input type="checkbox"/> \$0 - \$25,000 <input type="checkbox"/> \$25,000 - \$50,000 <input type="checkbox"/> \$50,000 - \$100,000 <input type="checkbox"/> \$100,000 - \$300,000 <input type="checkbox"/> \$300,000 - \$500,000 <input type="checkbox"/> \$500,000 - \$1,000,000 <input type="checkbox"/> \$1,000,000+	2010 Annual Sales: <input type="checkbox"/> \$0 - \$25,000 <input type="checkbox"/> \$25,000 - \$50,000 <input type="checkbox"/> \$50,000 - \$100,000 <input type="checkbox"/> \$100,000 - \$300,000 <input type="checkbox"/> \$300,000 - \$500,000 <input type="checkbox"/> \$500,000 - \$1,000,000 <input type="checkbox"/> \$1,000,000+

11. In what year, or how long ago, did you do business with LEDC?

Year(s): _____ Or, how long ago? _____ years

12. What service(s) did you use? (check all that apply)

- | | |
|--|-------------------------------------|
| <input type="checkbox"/> Business training & development | <input type="checkbox"/> Licensing |
| <input type="checkbox"/> Financing | <input type="checkbox"/> Consulting |

☐ Registration of business

☐ Other: _____

13. Have you worked with another organization or independent consultant that provides services similar to LEDC? (e.g. accountant, attorney, business registration)

Yes | No

If Yes, in what year? _____ What Organization/Person? _____

What service(s) did you use? (check all that apply)

☐ Business training & development

☐ Consulting

☐ Financing

☐ Registration of business

☐ Licensing

☐ Other: _____

14. Please provide the following information for any business loans you received from LEDC, similar organizations (e.g. MCCD, NDC), or a bank:

Lender: LEDC	Year Loan Received:	Loan Amount:
Lender:	Year Loan Received:	Loan Amount:
Lender:	Year Loan Received:	Loan Amount:
Lender:	Year Loan Received:	Loan Amount:

What were the loan funds used for?

Did LEDC play a role in obtaining the loan? If so, what role?

How satisfied were you with LEDC's lending process? (Please circle a number 1-10)

1 2 3 4 5 6 7 8 9 10
 Not Satisfied Somewhat Satisfied Very Satisfied

How satisfied were you with your overall experience with LEDC? (Please circle a number 1-10)

1 2 3 4 5 6 7 8 9 10
 Not Satisfied Somewhat Satisfied Very Satisfied

How could the lending process and/or your overall experience with LEDC be improved?

15. If you took a class from any organization please provide the following:

Organization that provided class:	Type / Name of Class:	Year Class was Taken:
-----------------------------------	-----------------------	-----------------------

How did the information you learned in the class benefit your business?

16. What are the biggest challenges to growing or maintaining your business? (check all that apply)

- | | | |
|--|--|---|
| <input type="checkbox"/> Financing | <input type="checkbox"/> Qualified Employees | <input type="checkbox"/> Strategic Planning |
| <input type="checkbox"/> Marketing | <input type="checkbox"/> Property | <input type="checkbox"/> Language/English |
| <input type="checkbox"/> Accounting | <input type="checkbox"/> Customer Service | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Consumer Demand | <input type="checkbox"/> Human Resources | |

Other (please specify):

17. Has LEDC or another organization helped your business grow? How?**18. Have you branched out to another location not on Lake Street? Where?****19. How could LEDC or other organizations improve their CURRENT SERVICES to better suit your business needs?****20. What NEW SERVICES could LEDC or other organizations and consultants provide to help you grow your business?**

This survey is being conducted in an effort to help local businesses like yours, therefore, we appreciate any additional comments you would like to share:

Public data study area assessment

Goal: Review wider trends in neighborhood to identify emerging needs, compare to LEDC clients, or provide a baseline for future study.

Key Measures: Estimated market values of properties, year built, business surplus/leakage, number of businesses, annual change in sales

Methodology: At least annually, collect, review, and summarize findings from public data sources.

- Identify changes in population profile and in number of businesses and their sales in the Lake Street corridor. Source: Business Analyst Online report requested annually from City of Minneapolis (Kelly Hoffman @ CPED: Kelly.Hoffman@ci.minneapolis.mn.us). See *Renacimiento* Appendix D for 2010 report.
 - Compare to LEDC clients in study area based on industry composition and changes in sales over the period.
 - Review Surplus/Leakage data and list three areas of possible expansion and three areas of caution for LEDC clients.
- Review changes in estimated market value in corridor. Source: Hennepin County Parcel Dataset (through MetroGIS or through UMn-CURA).
 - Select baseline year to compare to current year and request parcel data only for study area.
 - Find average, median, and range of changes in market value for parcels in study area.
 - Cross reference parcel list with current and past LEDC membership lists to identify businesses that have utilized LEDC services during the study period.
 - Find average, median, and range of changes in market value for LEDC clients in study area.
- Supplement public data with local knowledge.
 - Use pictures and project-specific data from program files to explain changes in particular locations.
 - Create running list of Latino-owned businesses in the study area (by address or parcel ID number) to easily identify businesses/properties that stand out in public data.

Tips: Keep records of the data requests made to public agencies so they are easily replicable for future requests. Use public data sources to define baselines and to provide background for LEDC-specific stories.

Reporting findings: Summarize findings in a one-page format for clients, staff, and funders, acknowledging sources of data in your reports. (See Renacimiento Appendix C for example.) Distribute through annual meetings, classes, and the LEDC website. Second, consider mapping findings to demonstrate geographic distribution or concentration. This can be done easily using a simple mapping service like BatchGeo (<http://batchgeo.com/>). BatchGeo allows users to simply paste a spreadsheet with address information and other location-specific data into its interface, and it creates a map that can be printed or saved. Data that could be included in the spreadsheet include annual sales, market value, owner, or LEDC membership status.