Industry Opportunity Analysis, Created for the Northside Job Creation Team

Carlson Ventures Enterprise
Patricia Columbus-Powers,
Charlie Crawford,
Drew Reilly,
Anuradha (Anu) Shah,
Antariksh (AT) Tomer

Final Presentation,
December 9, 2016 – UROC – 12:00PM
Patricia Columbus-Powers

Patricia is an MBA student with a masters in Mechanical Engineering and has experience in design and fabrication at a fortune 100 company. She is starting her own fashion house.

Drew is an undergraduate student who is focusing on entrepreneurship. He is majoring in Entrepreneurial Management and Finance.

Anuradha Shah

Anu is an MBA student with a background as a healthcare provider and an entrepreneur. She is interested in strategy and marketing related roles within the healthcare market.

Antariksh is an MBA student focusing on strategy and marketing. He has previous experience in B2B industrial markets.

Charles Crawford

Charlie is a JD/MBA student with a background in criminal defense and civil litigation. He aspires to go on to work in a transactional legal setting working with start-ups.
## Agenda

December 9, 2016 (12:00PM – 2:00 PM)

<table>
<thead>
<tr>
<th>Activity</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>12:00PM</td>
</tr>
<tr>
<td>Research Methods</td>
<td>12:10PM</td>
</tr>
<tr>
<td>Recommendations</td>
<td>12:30PM</td>
</tr>
<tr>
<td>Questions and Discussion</td>
<td>1:00PM</td>
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</tbody>
</table>
Vision Statement
Northside Job Creation Team, NJCT

“We envision North Minneapolis as a community where residents reach their potential to find employment in living wage jobs. We recognize the benefit of employment opportunities in close proximity to job seekers and which are accessible by public transportation. This multiplies individual, community and regional economic stability.” – Robert J. Jones Urban Research and Outreach-Engagement Center, UROC, Northside Job Creation Team
Research Goals
Identify 7 – 10 entrepreneurial areas of opportunity for economic development in the Northside and Adjacent Communities.

General Industry Selection Criteria

<table>
<thead>
<tr>
<th>Capital Constraints</th>
<th>Low Capital Intensive</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Small Business</td>
</tr>
<tr>
<td></td>
<td>Will consider High capital intensive industries given justification</td>
</tr>
</tbody>
</table>

| Sustainable Employment       | Not easily subjected to Automation or Offshoring |

| Wages                        | Between $12 to $15 per hour – “living” wage    |
Industry Recommendation Selection Process

Research Timeline

- **Early December**: Final Report & Presentation
- **Late November**: Converge Findings: Secondary Research
- **Late October**: Midpoint Meeting
- **Early November**: Converge Findings: Primary Research - Industry Criteria
- **Late October**: Primary Research - Community Leaders (Stakeholders)
- **Mid October**: Preliminary List of Industries
- **Late September**: Secondary Research - Trending Industries

**Secondary Research:**
- Investor Organizations (e.g. Black Chamber of Commerce, NEON)

**Primary Research:**
- Community Leaders (Stakeholders)

**Converge Findings:**
- Industry List
## Research Methods, Primary & Secondary

### Areas of Research & Objectives

<table>
<thead>
<tr>
<th>Primary Research Areas</th>
<th>Secondary Research Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Primary Research Areas</strong></td>
<td>Use data from sources including:</td>
</tr>
<tr>
<td>• Personal Interviews with Community Leaders, Business Owners, and Lenders</td>
<td>• Previous NJCT Research Files</td>
</tr>
<tr>
<td></td>
<td><strong>Secondary Research Objectives</strong></td>
</tr>
<tr>
<td><strong>Primary Research Objectives</strong></td>
<td>• Business Journals</td>
</tr>
<tr>
<td>Identify Themes in the following: Types of successful businesses</td>
<td>• U.S. Bureau of Labor Statistics</td>
</tr>
<tr>
<td>• How and why they succeeded Hiring individuals</td>
<td>• U.S. Census Bureau Data</td>
</tr>
<tr>
<td>• Investments in training</td>
<td>• Industry Analysis Databases (e.g. IBIS, Hoovers)</td>
</tr>
<tr>
<td>• Particular Hurdles Community Strengths Locals’ needs (Product-Market Fit)</td>
<td>• Comparable Economic Development &amp; Community Initiatives</td>
</tr>
<tr>
<td>• Identify what has worked well, what has not, and why?</td>
<td><strong>Secondary Research Objectives</strong></td>
</tr>
<tr>
<td></td>
<td>• Collect data: Identify Industries</td>
</tr>
<tr>
<td></td>
<td>• Analyze Data: Identify Industries with High Future</td>
</tr>
</tbody>
</table>
Primary Research – Findings to Guide our Research
Entrepreneurial ecosystem

- Seeking out funding: Seed capital, personal investment
  - Credit History
  - Grants, City Money, CDFI, SBA
  - Foundations
  - Community Banking*

- Transportation to Job Sites
- Public Transportation
- Access to education / vocational training

- History of Failure
- Perceptions of Risk

- Unemployed Workforce is Not Highly Skilled – Access and Personal Investment Present Hurdles
  - Many in Area are Willing to Learn
  - Employers Do Not Always Train

- Connections to Community
  - Connections to Potential Employees
    - Interpersonal Conduct
    - Criminal Background

- Human Capital

Community businesses are sustainable.
Secondary Research – Findings

Low Employment Rates for Black American Communities
- Minnesota ranks 2nd Nationally (1st – Wisconsin)
- 2013 – US White unemployment 7% vs. 15.3% for Black males

High Employment Rates for Black American Communities
- Atlanta - 47% home ownership, 17% self-employed

Comparable initiatives - Internationally Spain’s Mondragon Corporation
- Started in 1956 as a university, it today boasts of partnerships with 261 companies and cooperatives

Within US, looked at Kansas, Cleveland and Brooklyn for similar initiatives
- Kansas – 20% of businesses are in healthcare and social assistance
Secondary Research – Findings

Other examples
• Cleveland Evergreen Initiative – Green Laundry + Solar Energy System + Hydroponics
• Sustainability and retaining earnings within the community are the key goal for all initiatives – Modeled on Mondragon’s Caja Laboral Bank

Fastest growing industries in MN include (2015)
18 Fortune 500 companies to be leveraged
• Bioscience – Mayo Clinic jobs
• Manufacturing – MN first in electromedical equipment jobs, 6th in high-tech jobs
• Data Centers – Infrastructure higher than national average
• Animal Science – National leader in livestock

Independent Initiatives – Combined efforts create advantageous resource pooling
Minneapolis – Dunwoody College of Technology, Thinc. Green
Evaluation Methods
Porter’s Five Forces & Real, Win, Worth

Porter’s 5 Forces

- Barriers to entry
- Power of Suppliers
- Competitive Rivalry
- Power of Buyers
- Threat of Substitute

Real-Win-Worth

REAL:
- Is the market real?
- Is the opportunity real?

WIN:
- Can we win in this market with this opportunity?

WORTH:
- Is the investment worth it?
- Does it make sense in the long-term?
Evaluation Methods
Cause & Effect Matrix - Scores

<table>
<thead>
<tr>
<th>Northside Job Creation Team, Industry Analysis</th>
<th>Projected Job Openings</th>
<th>Projected Growth</th>
<th>Living Wage</th>
<th>Top Wage</th>
<th>Capital Investment</th>
<th>Human Capital</th>
<th>Community Need</th>
<th>Competitive Advantage</th>
<th>Totals:</th>
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<tbody>
<tr>
<td>C&amp;E Matrix</td>
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<td>6</td>
<td>5</td>
<td>3</td>
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<td>Best Case (9):</td>
<td>1M + 320K + 75K + &lt; 45K</td>
<td>Above Average</td>
<td>$15 + $25 +</td>
<td>$12 + $20 + $10 + $15 + $&lt;10 &lt; $15</td>
<td>Low</td>
<td>SVP &lt; 4</td>
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<td>(6):</td>
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<td>Average</td>
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<td></td>
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<td>4 to 6</td>
<td>Moderate</td>
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<td>(3):</td>
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<td>Slow/No Change</td>
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<td>6 to 7</td>
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<td>9</td>
<td>6</td>
<td>9</td>
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<tr>
<td>Electrician</td>
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<td>3</td>
<td>9</td>
<td>9</td>
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<td>Contracted Food Services</td>
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<td>9</td>
<td>1</td>
<td>6</td>
<td>3</td>
<td>6</td>
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<tr>
<td>Technology- Lab Supplies</td>
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<td>Customer Service Call Center</td>
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<td>Janitorial Services</td>
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<td>9</td>
<td>6</td>
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<td>9</td>
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<td>Childcare</td>
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<td>1</td>
<td>3</td>
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<td>Community Banking</td>
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<td>1</td>
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<td>6</td>
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</table>

A Cause & Effect, C&E, Matrix is a tool to assess options based on determined criteria using a quantitative method. *This tool was one evaluation method used among others.*

Further detail can be found in the Appendix.
Industry Identification
By Need

<table>
<thead>
<tr>
<th>Need</th>
<th>Related Businesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community</td>
<td>• Community Banking</td>
</tr>
<tr>
<td></td>
<td>• Child Care</td>
</tr>
<tr>
<td></td>
<td>• Ambulance Drivers and Attendants</td>
</tr>
<tr>
<td></td>
<td>• Home Healthcare Aides</td>
</tr>
<tr>
<td></td>
<td>• Electrician</td>
</tr>
<tr>
<td>Businesses</td>
<td>• Contracted Food Services</td>
</tr>
<tr>
<td></td>
<td>• Lab Supplies</td>
</tr>
<tr>
<td></td>
<td>• Construction</td>
</tr>
<tr>
<td></td>
<td>• Customer Service Call Center</td>
</tr>
<tr>
<td></td>
<td>• Janitorial Services</td>
</tr>
<tr>
<td>Independent</td>
<td>• Landscaping Services</td>
</tr>
<tr>
<td></td>
<td>• Entertainment</td>
</tr>
</tbody>
</table>
Industry Recommendation
Healthcare Support Jobs – Home Aides/Attendants & Ambulance Drivers

<table>
<thead>
<tr>
<th>Stats</th>
<th>NJCT CVE C&amp;E Matrix Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Growth Rate: Very Fast (14% +)</td>
<td>• 279 (Top Score: ~280)</td>
</tr>
<tr>
<td>• Projected Job Openings: ~565K</td>
<td>• High scores in growth rate, community need, and low capital investment</td>
</tr>
<tr>
<td>• Pay Range: $10 to $45 hourly</td>
<td></td>
</tr>
</tbody>
</table>

Competitive Analysis
• Some experience is preferred
• Training can provide recognized apprenticeship

Real Win Worth
• Very high growth with aging population demands

Other Considerations
• Familiarity with basic medical equipment an added benefit – Choice of entrepreneur?
Industry Recommendation
Entertainment: Theaters, Movie Theaters, Comedy Clubs, Bowling Alleys

<table>
<thead>
<tr>
<th>Stats</th>
<th>NJCT CVE C&amp;E Matrix Score</th>
</tr>
</thead>
</table>
| • Growth Rate: **Very Fast** (14% +)  
• Projected Job Openings: ~124K  
• Pay Range: $11 to $33 hourly | • **265** (Top Score: ~280)  
• Scores high in growth, low barriers to entry, and human capital requirements |

**Competitive Analysis**
• Low barriers to entry  
• Little specialization needed  
• Could draw business from North Loop area

**Real Win Worth**
• Limited Entertainment options in Northside presents opportunity

**Other Considerations**
• Could result in jobs just under living wage target
## Industry Recommendation

**Contracted Food Services**

### Stats
- **Growth Rate:** Fast (9 to 13%)
- **Projected Job Openings:** ~1.4M
- **Pay Range:** $9 to $23 hourly

### Competitive Analysis
- Quotas for minority owned business contracts
- Moderate skill & experience.

### Real Win Worth
- Similar business operate under the radar in N.MSP community.
- Few competitors in Northside.

### Other Considerations
- Potential to target North Loop.
- Compliance.

### NJCT CVE C&E Matrix Score
- **259** (Top Score: ~280)
- Scores high in human capital and industry growth projections.
## Industry Recommendation
Business to Business, B2B, Services & Supply Contracts, Lab Supplies

### Stats
- Growth Rate: **Very Fast** (14% +)
- Projected Job Openings: ~130K
- Pay Range: **$18 to $21** hourly

### Competitive Analysis
- Low barriers to entry.
- Scalable.
- Moderate skill & experience.

### Real Win Worth
- Sustainable model linked to bigger industry ecosystem.
- Few competitors in Northside.

### Other Considerations
- Local corporations willing to minority source.

### NJCT CVE C&E Matrix Score
- **255** (Top Score: ~280)
- Scores high in living wage and industry growth projections.
## Industry Recommendation
Construction, Home Carpentry, and Specifically, Electricians

### Stats
- **Growth Rate:** Fast (5 to 14%)
- **Projected Job Openings:** ~1.12M
- **Pay Range:** $13 to $25 hourly

### Competitive Analysis
- Low to Medium barriers to entry
- Moderate skill & experience
- Residential is Fragmented

### Real Win Worth
- Unique product in higher demand for local production
- Few competitors in Northside

### Other Considerations
- Contractors must be mobile
- Vocational or on-the-job training

### NJCT CVE C&E Matrix Score
- **243** (Top Score: ~280)
- Large number of job openings with growth
- Higher wages, higher need
Industry Recommendation
Landscaping Services

Stats
• Growth Rate: **Average (5 to 8%)**
• Projected Job Openings: ~**295K**
• Pay Range: **$12 to $18** hourly

Competitive Analysis
• Low barriers to entry
• Medium threat of substitution
• Moderate skill & experience

Real Win Worth
• Local owned businesses can fair well in this area

Other Considerations
• Potential customers: corporate community and small businesses.
  • Includes arborists.

NJCT CVE C&E Matrix Score
• **240** (Top Score: ~280)
• Due to “living” wages and low capital investment.
Industry Recommendation
Customer Service Representatives, Call Centers

Stats

- Growth Rate: **Fast (9 to 13%)**
- Projected Job Openings: ~**890K**
- Pay Range: **$11 to $42** hourly

Competitive Analysis

- Low barriers to entry

Real Win Worth

- High number of Data Centers and Fortune-500 companies in MN support the demand
- Creates opportunities for better job transition

Other Considerations

- Success will depend partly on the ability to contract with larger firms

NJCT CVE C&E Matrix Score

- **240** (Top Score: ~280)
- High scores in growth-rate, overall number of jobs, and moderates skill-set need
Industry Recommendation
Janitorial Services

Stats
- Growth Rate: **Average (5 to 8%)**
- Projected Job Openings: ~**605K**
- Pay Range: **$9 to $19** hourly

Competitive Analysis
- Low capital investment needed
- No specific skills or experience required

Real Win Worth
- High industry growth with few major players make it easy to enter the industry
- Few competitors in Northside

Other Considerations
- Dishwashers have highest growth

NJCT CVE C&E Matrix Score
- **238** (Top Score: ~280)
- High scores in jobs created, low capital investment needed, and human skill-set needs.
**Industry Recommendation**
Childcare: Daycares and Similar Facilities

<table>
<thead>
<tr>
<th>Stats</th>
<th>NJCT CVE C&amp;E Matrix Score</th>
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</thead>
</table>
| • Growth Rate: **Average (5 to 8%)**  
• Projected Job Openings: ~**440K**  
• Pay Range: **$10 to $17** hourly | • **229** (Top Score: ~280)  
• Scores high in job openings, growth, low barriers to entry and community need |

**Competitive Analysis**

- Low barriers to entry  
- Moderate skill & experience  
- Community benefit to working parents

**Real Win Worth**

- Large market exists in Northside Community

**Other Considerations**

- Some licensing needed
Industry Recommendation
Community Banking

Stats
• Growth Rate: **Average (5 to 8%)**
• Projected Job Openings: ~75K
• Pay Range: **$13 to $30** hourly

Competitive Analysis
• Medium amount of competition
• Able to work with community Relationship-based
• Lower turnover, more flexibility

Real Win Worth
• Enables consumers easier access to banking options and alternative source for loans
• Few consumer banking competitors in Northside

NJCT CVE C&E Matrix Score
• **225** (Top Score: ~280)
• Although scoring low, overriding need for finance options.
• Branches offer low number of jobs, yet there are benefits from enabling small and medium size businesses, solo entrepreneurs, and consumers.
Evaluating Target Industries
Capital Investment, Living Wages, and Projected Job Openings

Projected Growth:
- Very Fast (14%+)
- Fast (9% to 13%)
- Average (5% to 8%)

Low Living Wage
- Contracted Food Services 1.4M
- Customer Service 890K
- Janitorial Services 605K
- Childcare 440K
- Entertainment 10K

High Living Wage
- Construction 1.12M
- B2B Supplies 130K
- Landscaping Services 295K
- Healthcare Support 565K
- Community Banking 75K

Low Capital Investment
- Capital Investment

High Capital Investment
- Very Fast (14%+)
- Fast (9% to 13%)
- Average (5% to 8%)
Entrepreneurial Hurdles and Support
Entrepreneurs take risk and need support to become successful
Identified necessary skills to highlight:

Assumptions:
• Entrepreneurial spirit and skills
• Business Idea

Workforce:
• Personal:
  • Life-long learning
  • Expertise and proficiency – know it or know where to go
• Employees:
  • Invest in Training, Ability to train, Train someone to train others
  • Flexibility

Financing:
• Capability and capacity to manage raising capital
• Financial planning with needs
• Know where to take certain risks and how to reduce others

Networking:
• Mentorship
• Building a Community Network
• Use Incubator Spaces
Questions & Discussion
Appendix
Appendix

Contents

A1 – Primary Industry List
A2 – Summarized Learnings from Primary Research
A3 – Summarized Learnings from Secondary Research
A4 – Evaluation Methods, Cause & Effect Matrix – Scores
A5 – Evaluation Methods, Cause & Effect Matrix – Detailed Information
A6 – Industry Recommendation, Healthcare
A7 – Industry Recommendation, B2B Supplies
A8 – Industry Recommendation, Construction
A9 – Industry Recommendation, Customer Service
A10 – Industry Recommendation, Janitorial Services
A11 – Industry Recommendation, Community Banking
A1 - Primary Industry List
List was a preliminary lens to filter out our industries for the C&E Matrix

- **Administrative** – Human Resources and Benefits Administration
- **Animal Sciences** – Bee Keeping/ Animal Trainers/ Animal care-takers
- **Financial** – Community Banking
- **Food/ Agriculture** – Grocery Stores/ Urban Farming/ On-the-Go Food stores Franchise/ Cafeteria Franchise/ Food supplies/ Street vendors/ Contracted Food Services
- **Services** – Bike Repair and similar repair shops/ Paper supplies/ Home Services (Painting, yard clean-up, snow shovel)/ Janitorial
- **Technology Service** – Customer Service Representatives / Call Center Support/ Internet Cafes/ Manufacturing
- **Other Technology** – Data Centers/ Wind-power Turbine technicians/ Lab Supplies
A1 - Primary Industry List
List was a preliminary lens to filter out our industries for the C&E Matrix

- **Other Manufacturing industries** – Cleaning compounds and soaps/ Military supplies
- **Retail/ Construction** – Plumbing/ Electrical/ Home Construction
- **Healthcare** – Therapy Assistants/ Medical Secretaries/ Home Health Aides
- **Childcare Centers**
- **Pet Care Homes**
- **Corporate** - Wellness Services
- **Recreation workers**
- **Transportation** – Consumer Transportation/ Business Transportation/ UPS similar businesses
- **Vocational Education**
A2 – Summarized Learnings from Primary Research

Primary Research - “Here is what we heard”
This document contains an organized list of what we have heard in our primary research interviews. These interviews include conversations with local business owners, community leaders, and finance professionals in the Minneapolis-St. Paul metropolitan area. Our objective in conducting these personal interviews was to (1) get insight on where opportunities and strengths lie and (2) discover factors that may inhibit entrepreneurs from starting businesses in the North Minneapolis community which is not revealed in high-level secondary research methods. These interviews help inform and guide our recommendations based on real-world experiences and demand.

Access to Capital
Access to loans and start up capital is an issue for many small businesses. Usually when entrepreneurs start a business, they get initial start-up and growing capital from friends and families before going to the bank. This may be the first $50,000 to $100,000 to get the business started and/or even secure a small business loan.

Entrepreneurs may face extra hurdles when trying to get funds invested in N. Minneapolis.
- Entrepreneurs do not always enjoy a strong credit history or have property they can put up as collateral for a loan.
- Hear that banks may not locate in the North Minneapolis community or actively reach out due to misconceived notions about the opportunity the community presents.
- Business ideas given current capital constraints:
  - Business opportunities with lower barriers to entry allow for more affordable lending
  - Less focus on industries that require expensive real estate.
  - Focus on occupations where they can leverage existing technology or other intellectual property without high capital needs.

Some suggested solutions and resources that specifically help small businesses:
- Seek Small Business Association Loans, CDFIs, Grants, Angel Investors
- Accessing alternative forms of lending can be difficult, time-consuming, and discouraging.

Big banks are difficult to deal with because of their unilateral terms. Community banks and credit unions tend to be more flexible and responsive to small businesses.
- Community Banks are relationship-based. Although they stick to fundamentals of banking, they are more likely to work with the customer, some terms are more flexible.
- Relationship may include sitting down annually with the business, reviewing financial needs, and help provide the chance for the business to make an informed decision.
Employees / Human Capital

Employees are often considered a business’s greatest asset. For a business to benefit from this the most, they need to have trained and skilled talent. Problem for many businesses is finding, attracting, and training a workforce ready to start a jobs that have prerequisite education levels, certifications, or learned skills.

Strengths of the community

- The community is seen as having the ability and similar base of skills to learn a new skill set as people in surrounding areas with the same level of education. Access to training and education becomes a barrier for higher paying jobs absent coordination with local schools.
- The Northside Community brings diverse perspectives that surrounding communities do not have. This is learned through different life experiences and connections with other communities.
  - E.g. Large local company in town shifted to minority-owned design and marketing firms who are better able to understand consumer demands who fall outside the dominant culture in the U.S..

Providing training to workers (and proximity issue)

- Considering that the Northside community has the ability to learn, yet lack the same access surrounding communities have to vocational education opportunities, something needs to be done on a business level to address this issue. In-house training programs can help address this disparity. It requires businesses to make an investment of time and money. In the past, local community leaders have had light manufacturing companies willing to invest in education.
- Also should consider pipeline programs that have qualified candidates right out of the colleges and vocational schools in town.
- Employees don’t always come into the workplace with a clear understanding with the distinction of appropriate behaviors in the workplace vs. outside the workplace. For example, showing up late. Part of training in these workers requires an investment of time in developing soft skills.
A2 – Summarized Learnings from Primary Research

What prevents people in the community from getting or holding jobs

● Geographical and Transportation logistics
  ○ Individuals often need a personal vehicle to get to work. Public transportation is not always readily accessible.
  ○ If it’s a job that does not consistently meet in one location, people need to own a personal vehicle because it’s not always on public transportation routes. Personal vehicles are expensive to maintain.

● Many lack the requisite education levels for living wage jobs

● Connection to local employers becomes an issue when prospective employees can’t easily get themselves in front of an employer.

● “Social capital” is both an issue for employers and prospective employees. Employers don’t always have the ability to make those connections and find people who want to work for them. At the same time, prospective employees don’t always know who is willing to hire in the area.

● There is some concern over the expectations of employees who don’t live up to employers’ standards. The employers should invest time and patience into making sure their employees understand and learn from the role.

● Previous criminal history creates a bias or risk towards continuing employment

Observations on Business in the Community

Businesses that have worked in the recent past:

● Light manufacturing in the metro area has done well to employ line workers. For example, local medical device companies have many line workers.

● Services like custodian and janitors have done well in the Minnesota, partly through their ability to unionize.

● Construction boom benefits the community because it employs people in good paying jobs without requiring a four year degree.

● Some areas in trade that are up-and-coming:
  ○ Electricians. Rooftop solar arrays are becoming more popular. Electric car charging stations will need a larger infrastructure of charging stations.
  ○ Plumbing. Water conservation and infrastructure efforts are on the horizon.
  ○ Conservation. Heating, industrial, and infrastructure replacement all have incentives by the utilities to use less through installing more efficient fixtures.

● “Green-Collar” jobs
  ○ Demand for environmentally-friendly solutions to everyday needs of conscientious consumers is increasing. For example, Mulberry Dry Cleaners.
A2 – Summarized Learnings from Primary Research

- Restaurants have done well, especially along Broadway Avenue.
- Home health care providers have done well after organizing with the city and having the right support with funding.
- Entrepreneurs who are patient, willing to learn, and well-practiced are the ones who will get funding and overcome the perceptions or narrative about them.

Where others see opportunity in the Northside Community and surrounding areas

- Business to Business (B2B) support for growing neighborhoods such as the North Loop
- Businesses that require affordable space
- Electrician-focused jobs due to increasing demand and prevalence of affordable solar panels and electric cars. Will need more skilled labor for installing and maintaining solar arrays; labor in installing car charging stations; residential; and overall infrastructure.
- Home health care aides and CNA’s are trending and needed. It can scale well when done right. While the baby boomer generation is starting to see more need for this help, so are the number of jobs.

What is lacking in North Minneapolis

- Retail that is close to the community. Residents often have to go to surrounding cities to go to places for clothing, hardware stores, grocery stores, or even sit down restaurants.
- Resources for entertainment such as recreation centers or performance studios. Could have artist spaces.
- Need for consumer-friendly banking such as community banks or credit unions. These organizations are more likely to have favorable terms and NOT take advantage of customers.
- Access to daycare is another community business that would help working parents who work during the day.
- Anchor businesses that have supporting businesses and complementary businesses that bring consumers to one area.
A3 – Summarized Learnings from Secondary Research


Notes:
1. The worst states’ list is topped by Wisconsin and Minnesota followed by Rhode Island.
2. The top-3 best states include:
   • Atlanta – 17% self-employed, Median Household Income of $41,803
   • Raleigh, NC – 12.8% self-employed, Median Household Income of $42,285
   • Washington – 15% self-employed, Median Household Income of $64,896

3. Mondragon Corporation details - http://www.mondragon-corporation.com/ - Have an in-house Vocational Training University and an Incubator program to support the 261 companies
4. Kansas – 86% Black businesses operate in the following sectors:
   • Health care and social assistance - 19%
   • Other services (except public administration) - 14.3%
   • Administrative and support and waste management/remediation services - 13.7%
   • Retail trade - 10.2%
   • Real estate and rental and leasing - 8%
   • Professional, scientific and technical services - 8%
   • Arts, entertainment and recreation - 6.8%
   • Construction - 6.1%
A3 – Summarized Learnings from Secondary Research
Continued

• Comparable initiatives:
  1. Evergreen Initiatives – focused on creation of Green, sustainable businesses
  2. Similar example in Brooklyn – Co-operative named “Center for Family Life” focused on repair, child care and cleaning
  3. Another example is the Economic Development Commission in Arkansas – helps to run multiple businesses in security systems, service/repair, elderly home care, express delivery, fitness centers, home-made sauces and spices

• Trends identified as growth areas include exporting, clean energy, green industries and information technology. These industries are projected to have higher job growth rates than average rates
• Minority businesses usually start small and lack the capacity to obtain large contracts. Hence, as a next step, they look for strategic partnerships for better contract negotiations
• US Bureau of Labor Statistics identified the following industries where job hires exceeded job opening rates (2014) – Construction, Retail Trade, Transportation and Utilities, Mining and Logging, Real Estate and Rental, Professional and Business Services, Arts, Entertainment and Recreation, and Accommodation and Other Food Services.
• Minnesota specific industries (some statistics are from 2012):
  1. Bioscience - Minnesota is one of seven states that added more than 5,000 bioscience jobs between 2001-2010. Five of the 18 Fortune 500 companies in Minnesota have operations in food or beverage production
  2. Manufacturing - Manufacturing is the No. 2 employer in the state of Minnesota. Minnesota ranks first in the nation in electromedical equipment jobs with 13,338 and sixth in total high-tech employment with 46,057 employees
  3. Data Centers - The state’s climate keeps buildings cool naturally, and that means that data centers save money on cooling, a major cost. Infrastructure is in place, as DSL and satellite Internet use in Minnesota are higher than the national average
  4. Animal Science - Minnesota is a national leader in livestock and livestock products, ranking as the top state for the number of turkeys raised; third in hogs and pigs; sixth in red meat production; sixth in milk cows and seventh nationwide for milk production
## A4 – Evaluation Methods

### Cause & Effect Matrix - Scores

<table>
<thead>
<tr>
<th>Northside Job Creation Team, Industry Analysis</th>
<th>Projected Job Openings</th>
<th>Projected Growth</th>
<th>Living Wage</th>
<th>Top Wage</th>
<th>Capital Investment</th>
<th>Human Capital</th>
<th>Community Need</th>
<th>Competitive Advantage</th>
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<td><strong>(6):</strong></td>
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</table>
# A5 – Evaluation Methods

## Cause & Effect Matrix – Detailed Information

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</tr>
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<tbody>
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<td><strong>Fast Food</strong></td>
<td>1,364,600</td>
<td>Faster than average (9% to 13%)</td>
<td>$8</td>
<td>$23</td>
<td>Moderately High</td>
<td>&lt; 4</td>
<td>Interviews</td>
</tr>
<tr>
<td><strong>Home Healthcares Aides</strong></td>
<td>554,800</td>
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<td>$10</td>
<td>$45</td>
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<td>Interviews</td>
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<td>Interviews</td>
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<td>$33</td>
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<td>Interviews</td>
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<td>$23</td>
<td>Moderately Low</td>
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<td>Interviews</td>
</tr>
<tr>
<td><strong>Technology- Lab Supplies</strong></td>
<td>130,000</td>
<td>Much faster than average (14% or higher)</td>
<td>$19</td>
<td>$20</td>
<td>Moderately High</td>
<td>6 to 7</td>
<td>Interviews</td>
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<td>$42</td>
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<td>Interviews</td>
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<td>4</td>
<td>Interviews</td>
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<td>$19</td>
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<tr>
<td><strong>Ambulance drivers and attendants</strong></td>
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<td>Much faster than average (14% or higher)</td>
<td>$10</td>
<td>$27</td>
<td>Low</td>
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<td>Interviews</td>
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<td>$18</td>
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<td>Interviews</td>
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<td>104,000</td>
<td>Decline (-2% or lower)</td>
<td>$11</td>
<td>$45</td>
<td>High</td>
<td>5 to 6</td>
<td>Interviews</td>
</tr>
<tr>
<td><strong>Urban Livestock (beepkeeping)</strong></td>
<td>57,500</td>
<td>Decline (-2% or lower)</td>
<td>$11</td>
<td>$31</td>
<td>Low</td>
<td>4</td>
<td>Interviews</td>
</tr>
</tbody>
</table>
A5 – Evaluation Methods
Cause & Effect Matrix – Detailed Information, Continued

<table>
<thead>
<tr>
<th>Northside Job Creation Team, Industry Analysis</th>
<th>Competitive Advantage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Northside Job Creation Team, Industry Analysis</strong></td>
<td></td>
</tr>
<tr>
<td>Cause &amp; Effect Matrix</td>
<td></td>
</tr>
<tr>
<td><strong>Weight:</strong></td>
<td></td>
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<tr>
<td>Best Case (3)</td>
<td></td>
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<td>(6)</td>
<td></td>
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<tr>
<td>(3)</td>
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<tr>
<td>Least Ideal Case (1)</td>
<td></td>
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<tr>
<td><strong>Fact Food</strong></td>
<td></td>
</tr>
<tr>
<td>Moderate</td>
<td></td>
</tr>
<tr>
<td><strong>Home Healthcares Aides</strong></td>
<td></td>
</tr>
<tr>
<td>Weak - May need a recognized apprenticeship that can be provided by training</td>
<td></td>
</tr>
<tr>
<td><strong>Electrician</strong></td>
<td></td>
</tr>
<tr>
<td>Moderate - High up-coming demand for electricians. Local workers know area better.</td>
<td></td>
</tr>
<tr>
<td><strong>Entertainment</strong></td>
<td></td>
</tr>
<tr>
<td>Moderate</td>
<td></td>
</tr>
<tr>
<td><strong>Contracted Food Services</strong></td>
<td></td>
</tr>
<tr>
<td>Moderate - Quotas for Minority Owned Business Contracts</td>
<td></td>
</tr>
<tr>
<td><strong>Technology Lab Supplies</strong></td>
<td></td>
</tr>
<tr>
<td>Moderate</td>
<td></td>
</tr>
<tr>
<td><strong>Construction</strong></td>
<td></td>
</tr>
<tr>
<td>Moderate - Quotas for Minority Owned Vendors</td>
<td></td>
</tr>
<tr>
<td><strong>Landscaping Services</strong></td>
<td></td>
</tr>
<tr>
<td>Strong - Local owned business</td>
<td></td>
</tr>
<tr>
<td><strong>Customer Service Call Center</strong></td>
<td></td>
</tr>
<tr>
<td>Weak - Depends on the ability to negotiate with the larger firms</td>
<td></td>
</tr>
<tr>
<td><strong>Janitorial Services</strong></td>
<td></td>
</tr>
<tr>
<td>Moderate - Dishwashers specifically have the highest growth.</td>
<td></td>
</tr>
<tr>
<td><strong>Ambulance drivers and attendants</strong></td>
<td></td>
</tr>
<tr>
<td>Weak - Ambulance ownership would need additional investment (cx. oxygen cylinders, BP monitors.) Can be an opportunity if multiple hospital contracts can be set up.</td>
<td></td>
</tr>
<tr>
<td><strong>Childcare</strong></td>
<td></td>
</tr>
<tr>
<td>Weak</td>
<td></td>
</tr>
<tr>
<td><strong>Community Banking</strong></td>
<td></td>
</tr>
<tr>
<td>Moderate - Able to work with locals, make the connections, able to bridge communication gap. Not so unilateral terms and conditions.</td>
<td></td>
</tr>
<tr>
<td><strong>Vocational Education Teachers, Postsecondary</strong></td>
<td></td>
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<tr>
<td>Strong - Location as advantage over other current education opportunities</td>
<td></td>
</tr>
<tr>
<td><strong>Wellness Services</strong></td>
<td></td>
</tr>
<tr>
<td>Moderate</td>
<td></td>
</tr>
<tr>
<td><strong>Catering</strong></td>
<td></td>
</tr>
<tr>
<td>Moderate - Niche areas for food: Regional / International Cuisine</td>
<td></td>
</tr>
<tr>
<td><strong>Admin Assistants, not legal, medical, or executive</strong></td>
<td></td>
</tr>
<tr>
<td>Moderate - Location as advantage. Businesses that have customer-facing front - better connection with community.</td>
<td></td>
</tr>
<tr>
<td><strong>Logistics / Trucking</strong></td>
<td></td>
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<tr>
<td>Weak - Highest living wage at moderate SVP range</td>
<td></td>
</tr>
<tr>
<td><strong>Recreation workers</strong></td>
<td></td>
</tr>
<tr>
<td>Weak - Carries risk as most of these jobs are artistic. Residential Advisors is the opportunity with highest growth.</td>
<td></td>
</tr>
<tr>
<td><strong>Repair Services</strong></td>
<td></td>
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<tr>
<td>Strong - Employees in these occupations need anywhere from a few months to one year of working with experienced employees. A recognized apprenticeship program may be associated with these occupations</td>
<td></td>
</tr>
<tr>
<td><strong>Technology / Window power</strong></td>
<td></td>
</tr>
<tr>
<td>Weak</td>
<td></td>
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<tr>
<td><strong>Cashiers</strong></td>
<td></td>
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<tr>
<td>None - Small number of jobs from community banks</td>
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<tr>
<td><strong>Food (Cafe) Franchise</strong></td>
<td></td>
</tr>
<tr>
<td>Moderate - Can be a part of recreation opportunities such as fitness centers, parks, game zones</td>
<td></td>
</tr>
<tr>
<td><strong>Urban Farming</strong></td>
<td></td>
</tr>
<tr>
<td>Moderate - Little or no previous work related skill, knowledge, or experience is needed for these occupations, Local govt support</td>
<td></td>
</tr>
<tr>
<td><strong>Military Supplies</strong></td>
<td></td>
</tr>
<tr>
<td>Weak</td>
<td></td>
</tr>
<tr>
<td><strong>Manufacturing - machine feeders and offbearers</strong></td>
<td></td>
</tr>
<tr>
<td>Weak - Durable goods manufacturing, accommodation and food services are the ones with highest job openings.</td>
<td></td>
</tr>
<tr>
<td><strong>Urban Livestock (beeskeeping)</strong></td>
<td></td>
</tr>
<tr>
<td>None - Fresh produce, less spoilage, local produce</td>
<td></td>
</tr>
</tbody>
</table>
A6 – Industry Recommendation, Healthcare
Healthcare Support Jobs – Home Aides/Attendants & Ambulance Drivers

A booming population that increasingly needs healthcare services makes these opportunities attractive.

Home Health Aides:
• Job openings – 554,800 (2014-2024)
• Work values required – Relationship, Support and Independence
• Close proximity required for most activities. Hence, service orientation and social perceptiveness are important traits to have. The presence of such skills within the Northside community provide a good opportunity within these roles

Ambulance Drivers and Attendants:
• Job openings – 9,800. Although the overall number is much smaller than the home health aides, the growth rate is much faster than average industries
• If services can be contracted through hospitals and/or other provides, the investment capital becomes minimal
A7 – Industry Recommendation, B2B Supplies
Business to Business, B2B, Services & Supply Contracts, Lab Supplies

Related B2B supply ideas :: Distribution/Logistics Anderson Dubose :: provide paper and food supplies to over 500 McDonald's and Chipotle Restaurants in Ohio, Pennsylvania, New York and West Virginia. This was a $28 million project that resulted in a 158,000 square-foot, state-of-the-art flow-through Distribution Center

Cartridge refilling :: Black owned supplying to Staples (Chicago area)
A8 – Industry Recommendation, Construction
Construction, Home Carpentry, and Specifically, Electricians

Construction, on a high level, has a lot of well-paying jobs that are in demand. The growth rate ranges from average to high, depending on the selected role.

These jobs are necessary for the upkeep of the homes in the community and infrastructure. This community has a lot of residential space, many of which are older buildings that require maintenance.

| Helpers—Carpenters: $13.41/hr | Growth rate: Average (5% to 8%) |
| Construction Laborers: $15.34/hr | Growth rate: Fast (9% to 13%) |
| Construction Carpenters: $20.24/hr | Growth rate: Average (5% to 8%) |
| Sheet Metal Workers: $21.99/hr | Growth rate: Average (5% to 8%) |
| Rough Carpenters: $20.24/hr | Growth rate: Average (5% to 8%) |
| Helpers—Electricians: $13.81/hr | Growth rate: Much faster than average (14% or higher) |
| Electricians: $24.94/hr | Growth rate: Much faster than average (14% or higher) |
| Helpers—Carpenters: $13.41/hr | Growth rate: Average (5% to 8%) |
| Construction Laborers: $15.34/hr | Growth rate: Fast (9% to 13%) |
| Construction Carpenters: $20.24/hr | Growth rate: Average (5% to 8%) |
| Sheet Metal Workers: $21.99/hr | Growth rate: Average (5% to 8%) |
| Rough Carpenters: $20.24/hr | Growth rate: Average (5% to 8%) |
| Helpers—Electricians: $13.81/hr | Growth rate: **Much faster than average** (14% or higher) |
| Electricians: $24.94/hr | Growth rate: Much faster than average (14% or higher) |
A9 – Industry Recommendation, Customer Service
Customer Service Representatives

- Business Support Services have one of the highest level and concentration of employment
- In Minneapolis, 41,410 jobs were generated in this sector in 2015 i.e. 22 out of every 1000 people were employed
- Basic activities include – interacting with customers (over telephone/ in-person), resolve customer problems, and complete contract forms. Some degree of computer related activities are a part of the job.
- It is an Enterprising, Social and Conventional opportunity - Enterprising occupations frequently involve starting up and carrying out projects. These occupations can involve leading people and making many decisions. Sometimes they require risk taking and often deal with business. Social occupations often involve helping or providing service to others. Conventional occupations frequently involve following set procedures and routines
A10 – Industry Recommendation, Janitorial Services

Janitorial Services

Source: Hoovers.com

- Commercial Real Estate occupancy drives demand for this service
- A highly fragmented industry, 50 large companies generate about 30% of the total industry revenues
- Environment friendly and sustainable cleaning practices are more sought with the harmful effects of traditional cleaning chemicals
- Some regulation, especially if medical waste is encountered
A11 – Industry Recommendation, Community Banking
Community Banking

The growth rate for jobs in banking is low overall. Although this industry faces more automation, there is still a need for a customer-facing front in customer service, and approving loans. Benefits come from enabling small and medium size businesses, solo entrepreneurs, and consumers.

Although this scored low in our evaluation method, we found an overriding need for finance options.

- Tellers: $12.70/hr  Growth rate is in low decline
- Loan Interviewers: $18.13/hr  Growth rate is faster than average (9% to 13%)
- Loan officers: $30.49/hr  Growth rate is average (5% to 8%)
A12 – Entrepreneurial Hurdles and Support
Entrepreneurs take risk and need support to become successful

Looking forward to the NJCT’s future work in having an educational component to help and encourage business development in this community, we have collected a series of recommendations to keep in mind. These are something all entrepreneurs need to keep in mind, but will have to especially keep in mind for starting a business here.

Assumptions:
• We assume that the individuals chosen for this project have the requisite skills and spirit to start a business.
• We assume that the entrepreneur has the business idea.

Workforce:
• The entrepreneurs will have to be life-long learners. In this technological age, they cannot be set in old ways. When starting these businesses, they have to be willing to become an expert and proficient in the everyday tasks that are central to their business.
• Entrepreneurs will have to be willing and able to invest time and allocate funds to training their employees as a longer-term investment. At the same time, entrepreneurs will have to remain flexible in hiring individuals that need more training or don’t have ready access to reliable transportation.

Financing:
• One thing we have heard about entrepreneurs is that it’s not necessarily a problem of financial literacy or a complete lack of funding. These both are important things to keep in mind. But, it’s more a struggle in having the capability and capacity to manage raising capital. They need to have the market projections and business plan well-developed and ready.
• Part of this requires entrepreneurs to know where to go in order to obtain the necessary funding that is willing to lend to them or know someone who will pay for equity in the business.
• This requires planning for the financial needs and balancing out the risks they face with their line of work.

Networking
• The term “networking” is often thrown around in loose terms without much thought behind it. We want to focus on the ability and knowledge of how important it is to make those connections. These connections are made between businesses, community groups, and through their employees.
• Mentorship is essential for any entrepreneur starting out. Although there are resources available through the resources here, the entrepreneurs need to know how important it is to learn from other entrepreneurs, especially the ones who have started businesses in the same community.
• Lastly, incubator spaces are great ways to get early resources and find collaborative spaces in order to learn about all these points. It works for some, others it may not. It’s part of building a network to learn from that is key here. An incubator or accelerator space is one way to learn.