



BUSINESS RETENTION & EXPANSION (BRE) SURVEY RESULTS

Hanover, MN

SEH No. HANOV 106687

December 2009

Table of Contents

	Page
1.0 Introduction	1
1.1 Overview	1
1.2 Study Area/Methodology.....	1
1.3 Survey Highlights	2
2.0 Compilation of Survey Responses	3
2.1 General Information	3
2.2 Business Sectors	3
2.3 Business Climate	5
2.4 Suppliers / Customers.....	10
2.5 Labor Data	10
2.6 Business Changes / Expectations / Plans	11
2.7 Miscellaneous	13

EXHIBITS

A. BRE Survey	14
B. Survey Respondents	21
C. Other Comments Verbatim Responses	22

Hanover Business Retention & Expansion Survey Results

Prepared for the Hanover Economic Development Authority (EDA),
Hanover, Minnesota

1.0 Introduction

1.1 Overview

The City of Hanover is situated at the eastern edge of Wright County, and a small portion of the City lies in western Hennepin County. It is approximately 20 miles from Minneapolis.

Hanover is situated in what can be referred to as a transition period – demographically and geographically. Demographically, the City’s population has grown from 1,355 in 2000 (U.S. Census) to 2,668 in 2008 (state demographer’s estimate) – an increase of 96% in just eight years. Geographically, the Twin Cities MSA has been growing westward and meeting the St. Cloud MSA in Wright County, with Hanover near the middle. Both MSAs are regional centers for economic and business activity and employment hubs.

The City of Hanover has an active seven-member Economic Development Authority (EDA) Board. One of the EDA’s major goals in 2009 was to identify challenges and opportunities facing Hanover businesses. Knowledge about Hanover’s economic position and business climate is needed for businesses and industries already located, or interested in locating, in Hanover. Thus, the EDA commissioned a Business Retention and Expansion (BRE) survey program.

1.2 Study Area/Methodology

The EDA created the survey instrument by looking at what other communities have used and combined that with additional information they wanted to obtain. They then reviewed the list of 48 Hanover businesses and determined which ones would receive a face-to-face visit and which ones would receive a mail survey. Visits were made with 14 businesses and surveys were mailed to the balance of the businesses (34).

Out of those two methods, completed surveys were received from 26 businesses, representing the views of 54% of Hanover businesses. The survey employed the “Skip-it Rule”, meaning the respondent was under no obligation to answer every question and could choose to skip questions. Thus, not every question received responses from each of the 26 respondents. This report details the responses received.

1.3 Survey Highlights

Key points from the survey:

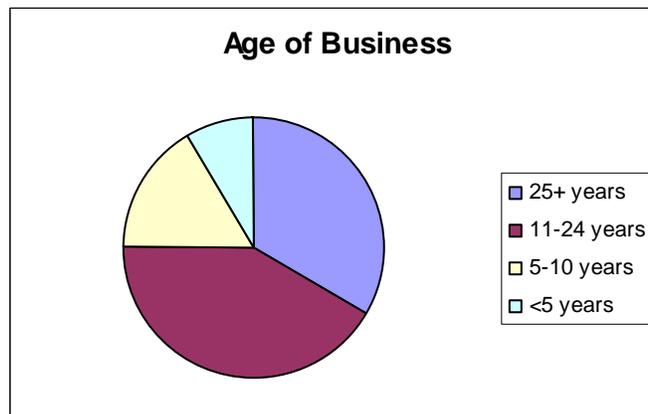
- Most of Hanover’s businesses are small (fewer than 10 full time employees) and are mature (in business for more than 15 years) companies.
- Just over half (54%) of the businesses started in Hanover. Of the 46% that relocated to Hanover, they may not have a sense of hometown and the EDA may need to work harder to retain those businesses.
- The largest classification of Hanover businesses is in the construction sector at 35% of all businesses. Further exploration could be done with these businesses to identify an opportunity for recruiting new businesses in related fields.
- Construction is also the industry that represents customers of Hanover businesses (five). It tied with local/residential for customer base of businesses.
- Most of the responding businesses (72%) reported the overall business atmosphere in Hanover was average to good.
- Given today’s economy, Hanover businesses are doing pretty well: 46% experienced increase in sales in the last 3 years; 17% stable sales; and 37% decreased sales.
- Five businesses indicated their existing facility is not adequate for future space needs. These businesses are highlighted to receive regular communication to ensure their expansion takes place in Hanover.
- Good features and services, as reported by the respondents, included labor force, location, and people.
- According to the respondents, features and services that have room for improvement include technical training programs, costs of doing business, too fee commercial/retail options in the City.
- Forty-eight percent of the businesses feel the overall business climate in Hanover is excellent or good.

2.0 Compilation of Survey Responses

2.1 General Information

Forty-five percent of the respondents began their business operation in Hanover. The average age of the responding businesses is 18 years.

Began Operation in Hanover		
Yes	When	No
13		11
5	25+ years ago	3
4	11-24 years ago	6
2	5-10 years ago	2
2	<5 years ago	0

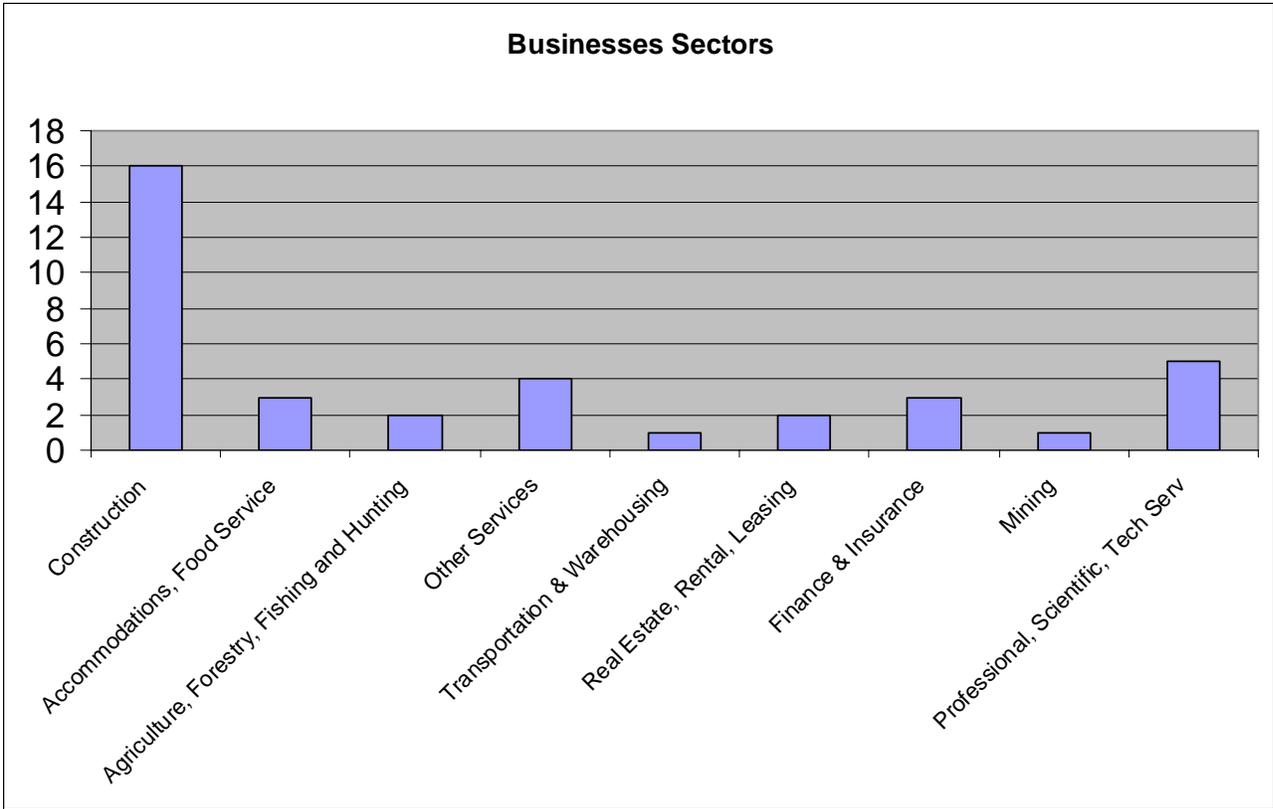


2.2 Business Sectors

The North American Industry Classification System (NAICS) has replaced the U.S. Standard Industrial Classification (SIC) system. NAICS was developed jointly by the U.S., Canada, and Mexico to provide new comparability in statistics about business activity across North America. Using the NAICS descriptions, responses from businesses in the survey, and knowledge of businesses not responding, the following table was created to illustrate the sectors represented by all Hanover businesses. Since universal knowledge of businesses was added, the total in the table is greater than the 26 responding businesses.

NAICS Code		
Code #	Industry	# Businesses
11	Agriculture, Forestry, Fishing and Hunting	2
21	Mining	1
22	Utilities	0
23	Construction	16
31-33	Manufacturing	7
42	Wholesale Trade	0
44-45	Retail Trade	1
48-49	Transportation and Warehousing	1
51	Information	0
52	Finance and Insurance	3
53	Real Estate and Rental and Leasing	2
54	Professional, Scientific, and Technical Services	5
55	Management of Companies and Enterprises	0
56	Administrative and Support and Waste Management and Remediation Services	1
61	Educational Services	1
62	Health Care and Social Assistance	0
71	Arts, Entertainment, and Recreation	0
72	Accommodation and Food Services	3
81	Other Services (except Public Administration)	2
92	Public Administration	1

The graph above and on the next page shows the two-digit NAICS representation of Hanover businesses. Construction is the top sector represented with 35% of businesses, manufacturing is a distant second with 15%, and Professional Services is third with 11%. Outside of these three sectors, representation of other sectors is limited.



2.3 Business Climate

Businesses were provided a list of community features and asked to rank Hanover as a place for their business, related to that feature. The rating scale provided was excellent, good, average, poor, or very poor.

Feature	Excellent (%)	Good (%)	Average (%)	Poor (%)	Very Poor (%)
Availability of Skilled Labor	25	60	15	0	0
Availability of Unskilled Labor	33	28	39	0	0
Worker Stability	47	43	10	0	0
Worker Productivity	19	47	34	0	0
Wage Rates	21	42	37	0	0
Proximity to College/University	27	13	40	13	7
Technical Training Programs	8	23	15	31	23
Highway Accessibility	9	55	22	0	14
Proximity to Major Markets	23	40	32	5	0
Proximity to Service Suppliers	12	41	41	6	0
Proximity to Raw Materials	13	47	33	7	0
Availability of Credit	33	33	27	7	0
Availability and Cost of	19	13	25	43	0

Feature	Excellent (%)	Good (%)	Average (%)	Poor (%)	Very Poor (%)
Land					
Availability and Cost of Buildings	13	6	62	19	0
Environmental Regulations	12	41	41	6	0
Housing Cost and Availability	21	21	47	11	0
Local Taxes	4	17	49	17	13
Crime Rate	19	47	24	5	5

Using these results, below are the community features that ranked high and could be promoted in marketing efforts. The top three features are related to labor force. This is key for recruiting businesses that need reliable, skilled labor.

Feature	% Excellent / Good
Worker Stability	90%
Availability of Skilled Labor	85%
Worker Productivity	66%
Availability of Credit	66%
Low Crime Rate	66%
Highway Accessibility	65%
Wage Rates	63%
Proximity to Major Markets	63%

Below are the community features that ranked low and could be looked at for improvement, if possible. One note, local taxes typically show up as ranking poorly in every City's BRE surveys.

Feature	% Poor / Very Poor
Technical Training Programs	54%
Availability and Cost of Land	43%
Local Taxes	30%
Proximity to Colleges / Universities	20%
Availability and Cost of Buildings	19%

The businesses were asked to list what they felt are the greatest strengths and weaknesses of the City of Hanover.

Greatest Strengths:

<u>Item</u>	<u># Responses</u>
Location	14
People	9
Small Town	5
Quiet	3
Growth	3
City Hall	3
Outside Storage Allowed	2
<tax rate Hennepin County	2
Labor	2
Co Rd 19	1
Good Environ't for Home Business	1
Industrial Park Potential	1
Diverse Housing	1
Improved Political Climate	1
River	1
Telecommunications	1

Greatest Weaknesses:

<u>Item</u>	<u># Responses</u>
Too Few Comm./Retail Businesses	6
Cost (taxes, land, building)	5
Getting On Co. Rd. 19	3
No Highway Access	3
Removed From Metro	2
Housing	1
Electrical Outages	1
High Speed Internet	1
No Incentives	1
Law Enforcement	1
No Place for Youth	1
Limited Room for Growth	1
Slow Weekends	1
Signage for Industrial Park	1

Overall Business Atmosphere

Most of the responding businesses (72%) stated they felt the overall business atmosphere in Hanover was average to good. Twelve percent stated it is excellent, 16% said poor, and no one said it was very poor.

Services

Businesses were provided a list of services and asked to rank Hanover as a place for their business, related to that service. The rating scale provided was excellent, good, average, poor, or very poor.

Service	Excellent (%)	Good (%)	Average (%)	Poor (%)	Very Poor (%)
Street Maintenance / Drainage	17	48	22	13	0
Water and Sewer	22	59	14	5	0
Police Protection	13	39	43	0	4
Fire Protection	65	25	5	5	0
Emergency Medical Services	42	36	11	11	0
Health Care Facilities - surrounding area	16	32	20	21	11
Electricity Cost and Reliability	9	39	30	13	9
Natural Gas Cost and Reliability	10	29	41	10	0
Telecommunications Services	14	32	40	5	9
Solid Waste Disposal	19	47	24	10	0
Zoning and Permitting	14	29	38	19	0
Code Enforcement	5	51	33	11	0
Public Schools	28	61	11	0	0
Financial Institutions	42	26	27	5	0
Child Care	25	50	25	0	0
Higher Education Institutions - surrounding area	6	24	11	35	24
Local Business Organization	19	38	24	13	6
Local EDA	33	22	28	17	0

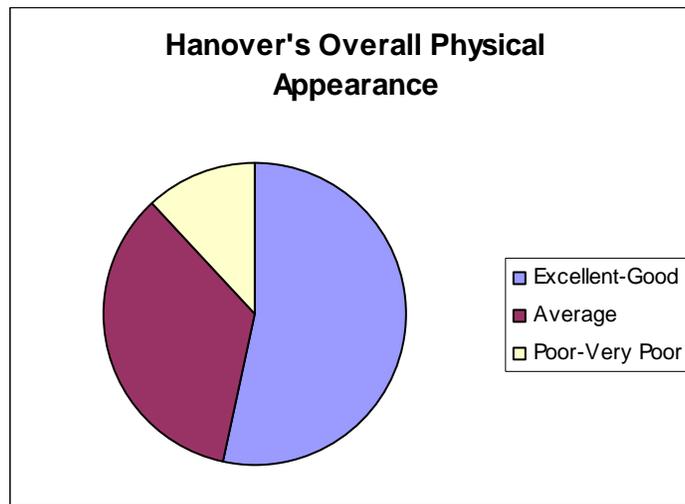
Using these results, below are the services that ranked high and could be promoted in marketing efforts.

Service	% Excellent / Good
Fire Protection	90%
Public Schools	89%
Water and Sewer	81%
Emergency Medical Services	78%
Child Care	75%
Financial Institutions	68%
Solid Waste Disposal	66%
Street Maintenance / Drainage	65%

Below are the services that ranked low. The EDA, City Council, and other commissions of the City could review this list, along with the low-ranking features list and weaknesses, to determine where improvements could be made.

Service	% Poor / Very Poor
Higher Ed. Institutions	59%
Health Care Facilities	32%
Electricity Cost and Reliability	22%
Zoning and Permitting	19%
Local Business Organization	19%

Respondents were also asked to rate Hanover’s overall physical appearance. Fifty-four percent stated it was good or excellent, 35% said it was average, and 12% said it was poor or very poor.



A related question was how important is beautification of the community; the results:

How important is beautification of the community to you?	
Very important	24%
Important	44%
Neutral	28%
Not important	4%

One last question in this section was, “What represents the best of Hanover?” The top vote getters with the corresponding number of mentions were:

Friendly People	12
Rural / Small Town	11
River	9
Bridge	5
River Inn	4
Civic Organizations / Events	4
Access to City Hall	4

Taxes and Hilltop burgers even received mentions!

2.4 Suppliers / Customers

This section was included to learn more about Hanover businesses and specifically to see if a cluster of like customers or suppliers could be targeted in business recruitment efforts.

Raw Materials Mentioned by Respondents

- Steel
- Aluminum
- Gasoline (2x)
- Rock (3x)
- Landscape Supplies
- Pipe
- Wood (2x)
- Building Products
- Aggregate (2x)
- Computers
- Copper
- Food and Beverage

The point of origin for these raw materials was predominantly from the 11-county metropolitan area. In two instances, Hanover was mentioned. Seven mentioned other states (three of them from Wisconsin), and one mentioned greater Minnesota.

When asked what industry makes up the majority of customers, the responses were varied. Four did receive multiple responses: construction (5), local/residential (5), commercial (4), government (4). Some other industries that were mentioned include healthcare, professional consulting firms, and auto/marine dealers.

Four businesses indicated a supplier or customer of theirs could benefit from a Hanover location; however, they only listed types of businesses. These include:

- Bakery
- Building Materials
- Lumber / Hardware Store
- Fast Food / Retail / Exercise

2.5 Labor Data

The next chart shows what the current employee count is for full-time and part-time employees, according to the survey respondents. The total number of employees reported by the 26 businesses is just over 200. This shows that most (60%) of Hanover businesses are very small, with 10 or fewer employees.

Current Full-Time Employees						
Employee Count	1-10	11-25	26-50	50-99	100-200	200+
# of Businesses	13	8	1			

Current Part-Time Employees					
Employee Count	1-5	6-10	11-25	26-50	50+
# of Businesses	12	4			

Thirty-two percent of respondents expect their number of employees to increase in the next three years. Half of those answering this question expect their employee count to remain the same. Only 18% expect their employee count to decrease in the next three years.

Number of employees increase, decrease, stay the same in next 3 years.	
Increase	32%
Decrease	18%
Stay the same	50%

Most employees live just outside of city limits, but less than 15 miles away. A fair number (36%) live more than 15 miles away.

Where Employees Live	
In City	15%
Outside the City, but within 15 miles	48%
15+ miles	37%

The fact that 37% of employees will travel more than 15 miles to work in Hanover is an indicator of higher than average wages.

Labor Supply

When asked if the local labor supply was adequate for their staffing needs, 95% of responding businesses said yes. Further more, no business reported difficulty in recruiting new employees.

Compensation

The average wage paid to employees of Hanover businesses is \$15.93. Most businesses provide benefits to their full time employees but not part-time positions. The most prevalent benefits included health insurance, vacation, and 401(k) or similar retirement plans.

2.6 Business Changes / Expectations / Plans

The future appears stable for Hanover businesses as most reported their sales or profits remained the same in the last three years and 65% expect them to remain the same in the next three years. Although 27% reported decrease in the last three years, only one expects sales to decrease in the next three years.

Seven of the eight businesses that are predicting increase in sales also predict an increase in employees. One business will be adding employees although sales will remain stable. One indicated a need for more land, six need more building space, and seven will be investing in equipment.

For the most part, Hanover businesses will stay where they are in the next three years. There is one home business moving their place of residence and hence their business. Four businesses indicated they have expansion plans in two – three years from now and unsure if they'll stay in Hanover. They prefer to stay in Hanover, but it will depend on space availability. These businesses will be put on a monitoring list so the EDA can assist them as they get closer to expansion planning.

Sales Increased, Decreased, Stayed Same Last 3 Years	
Increased	9 – 35%
Decreased	7 – 27%
Stayed Same	10 – 38%

Sales Increase, Decrease, Stay Same in Next 3 Years	
Increase	8 – 31%
Decrease	1 – 4%
Stay Same	17 – 65%

Expansion Plans	
Yes	13
No	11
Maybe	2
Already Did	4

Expansion to Include	
New/Additional Building	6
Additional Employees	8
Additional Equipment	7
New/Additional Land	1

What impact will that have on number of employees?	
No Change	17
Add Employees	8
Reduce Employees	1

Hanover businesses are responding to change. Eleven, or 42% of respondents, have either increased their products, services, and or geography in the last three years or intend to do so in the next three years.

2.7 Miscellaneous

Businesses were provided an opportunity to add additional comments. Individual comments were categorized by similar themes and are shown below. The verbatim comments, as reported in the survey or the meeting, are included in the appendix section.

Topic	Number of Responses
Crime	5
Costs	4
Council/Community	4
Infrastructure	2
Compliments	2
Other businesses	2
State/Federal Politics	1
Regulation/Zoning Issue	1

EXHIBIT A

HANOVER BUSINESS RETENTION AND EXPANSION SURVEY

Business Overview

Company Name: _____

Company Address: _____

Phone: _____ Fax: _____

Contact: _____ Title: _____

Other Key Officials in this Establishment:

Owner
Plant Manager
Personnel Officer

1. What year did your business start operation? _____ If different, what year did it commence in Hanover? _____

2. Where are your principal market areas located? (Circle all that apply and specify locations below, e.g., city, state, country)

Local Regional National International

3. What product(s) or service(s) does your firm provide?

4. What category does your primary business activity fall into? (Circle one)

- | | |
|---|--------------------------------------|
| a) Ag. Services | g) Services |
| b) Construction | h) Finance, Insurance or Real Estate |
| c) Manufacturing | i) Nonprofit |
| d) Transportation, Communications, Public Utilities | j) Tourism/ Hospitality |
| e) Wholesale Distribution | k) Government |
| f) Retail | l) Other |

Elaborate on above category: _____

5. Are total company sales over the past 2-3 years? (Circle one) increasing stable decreasing

6. Why? _____

7. Is new technology emerging that will change your company's product or how it is produced? (Circle one)

Yes No

8. If yes, please explain:

9. Is your firm locally owned? (Circle one) Yes No

10. If not locally owned, where are your corporate headquarters located? _____

11. Do you have multiple locations? (Circle one) Yes No

12. If yes, where are the other locations?

13. Are your company's current facilities adequate for expected future operations (3-5 years)? (Circle one)

Yes No

14. If not, why not?

19. Do you own or lease this facility? (Circle one) Own Lease

20. If leased, when does lease expire? _____

Business Climate

21. Based on the following factors, please grade Hanover as a place for your company to do business: (Circle one for each)

A) Excellent		B) Good				C) Average				D) Poor				F) Very Poor			
a)	Availability of Skilled Labor	A	B	C	D	F	b)	Availability of Unskilled Labor	A	B	C	D	F				
c)	Worker Stability	A	B	C	D	F	d)	Worker Productivity	A	B	C	D	F				
e)	Wage Rates	A	B	C	D	F	f)	Proximity to Colleges/Universities	A	B	C	D	F				
g)	Technical Training Programs	A	B	C	D	F	h)	Highway Accessibility	A	B	C	D	F				
i)	Proximity to Major Markets	A	B	C	D	F	j)	Proximity to Service Suppliers	A	B	C	D	F				
k)	Proximity to Raw Materials	A	B	C	D	F	l)	Availability of Credit	A	B	C	D	F				
m)	Availability and Cost of Land	A	B	C	D	F	n)	Availability and Cost of Buildings	A	B	C	D	F				
o)	Environmental Regulations	A	B	C	D	F	p)	Housing Cost and Availability	A	B	C	D	F				
q)	Local Taxes	A	B	C	D	F	r)	Crime Rate	A	B	C	D	F				

22. Please rank in order the three factors you would consider the greatest strengths of Hanover as a location for your business and the three factors you would consider the greatest weaknesses. (Specify by corresponding letters above if the response comes from the list)

Strengths (Rank from 1 - 3)

1. _____

Weaknesses (Rank from 1 - 3)

1. _____

2. _____ 2. _____

3. _____ 3. _____

23. How would you rate the business climate in Hanover? (Circle one)

A) Excellent B) Good C) Average D) Poor F) Very Poor

24. How would you rate the overall business climate in this State? (Circle one)

A) Excellent B) Good C) Average D) Poor F) Very Poor

25. Based on the following community services, please grade Hanover as a place for your company to do business:

A) Excellent		B) Good			C) Average			D) Poor			F) Very Poor		
a)	Street Maintenance/Drainage	A	B	C	D	F	b)	Water and Sewer	A	B	C	D	F
c)	Police Protection	A	B	C	D	F	d)	Fire Protection	A	B	C	D	F
e)	Emergency Medical Services	A	B	C	D	F	f)	Health Care Facilities – surrounding area	A	B	C	D	F
g)	Electricity Cost and Reliability	A	B	C	D	F	h)	Natural Gas Cost and Reliability	A	B	C	D	F
i)	Telecommunications Services	A	B	C	D	F	j)	Solid Waste Disposal	A	B	C	D	F
k)	Zoning and Permitting	A	B	C	D	F	l)	Code Enforcement	A	B	C	D	F
m)	Public Schools	A	B	C	D	F	n)	Financial Institutions	A	B	C	D	F
o)	Child Care	A	B	C	D	F	p)	Higher Education Institutions – surrounding area	A	B	C	D	F
q)	Local Business Organization	A	B	C	D	F	r)	Local Economic Development Authority	A	B	C	D	F

26. Would you like additional information concerning any of the following? (Circle Yes or No for each)

Business management	Yes	No	Local taxes	Yes	No
Strategic business planning	Yes	No	Selling to government	Yes	No
Total quality management	Yes	No	Employee benefits	Yes	No
Financing programs	Yes	No	Recycling for business wastes	Yes	No
Marketing strategies	Yes	No	e-business	Yes	No
Labor training/staff development	Yes	No	International Trade	Yes	No

Mentoring	Yes	No	Other(specify)	Yes	No
State taxes	Yes	No			

27. What programs or services do the city/county/state currently offer to help to make your company more competitive?

28. What programs or services should the city/county/state offer to help make your company more competitive?

29. How has Hanover changed in the past 10-20 years? How have these changes affected your business (positively or negatively)?

30. What kinds of changes, if any, would make this location more appealing to your company as a business location?

31. How would you characterize Hanover’s physical appearance and overall image? (Circle one)

- A) Excellent B) Good C) Average D) Poor F) Very Poor

32. If not good or excellent, what areas need improving (be specific: entrances, public spaces, downtown, industrial, other)?

33. How important is beautification of the community to you? (Circle one)

- A) Very Important B) Important C) Neutral D) Not Important

34. What five things represent the best of Hanover?

1. _____
2. _____
3. _____
4. _____
5. _____

Suppliers/Customers

What raw materials or other components are used to create or produce your product or service and where do they come from? *(Please specify point of origin by city, state, and supplier)*

35. Raw Materials or Other Components

36. Point of Origin *(Specify city, state, and supplier)*

37. In what industries are your major customers? _____

38. What region makes up the largest percentage of your sales (local, regional, national, international)?

39. Are there suppliers or customers that would benefit by being located closer to this facility? *(Circle one)* Yes No

40. If yes, list the companies and location:

Labor

41. How many full-time employees (40 hours/week) do you typically maintain at this location? *(Circle one)*

0-9 10-19 20-49 50-99 100-249 250-499 500+

42. How many part-time employees (less than 40 hours per week) do you typically maintain at this location? _____

43. Are the projected employment needs for this location? *(Circle one)* increasing stable
decreasing

44. Is the labor supply at this location adequate to fulfill your current and future needs? *(Circle one)*
Yes No

45. Do you have any difficulty recruiting new employees? *(Circle one)* Yes No
(If No, go to question 43)

46. If yes, which categories of employees are you finding difficulties? _____

47. Please indicate where most of your employees live. *(Estimate percentage to the nearest 10%, total should equal 100%)*

(a) Hanover _____% (b) Within 15 miles (outside Hanover) _____% (c) more than 15 miles _____%

48. What is the average starting hourly wage paid to employees in each category? _____

49. Which of the following benefits are available to your full-time and part-time employees? (Please check all that apply)

	Category	Full-time	Part-time		Category	Full-time	Part-time
(a)	Health insurance			(g)	Profit sharing		
(b)	Life insurance			(h)	Tuition reimbursement		
(c)	Disability insurance			(i)	Retirement/401 K contribution		
(d)	Paid vacation time			(j)	Uniforms/uniform allowance		
(e)	Paid sick leave			(k)	Child care/dependent benefits		
(f)	Bonus			(l)	Other (specify)		

Business Changes/Expectations/Plans

50. Has your business expanded at this location within the last three (3) years? (Circle one) Yes No (If No, go to)

51. If yes, what was the nature of the expansion? (Please fill in appropriate responses on blanks)

Employees (Number)	Land (Acreage)	Building (Square Footage)	Equipment (Investment)	Sales (Percent Increase)	Other (Specify)
			\$		

52. Have you reduced your business operation in the last three (3) years? (Circle one) Yes No

53. If yes, what was the nature of the reduction? (Please fill in appropriate responses on blanks)

Employees (Number)	Land (Acreage)	Building (Square Footage)	Equipment (Investment)	Sales (Percent Increase)	Other (Specify)
			\$		

54. What changes are expected for this location for the next three (3) years? (Please fill in appropriate responses on blanks)

Employees (Number)	Land (Acreage)	Building (Square Footage)	Equipment (Investment)	Sales (Percent Increase)	Other (Specify)
			\$		

55. Are the following projected utility needs for this facility: a) increasing b) stable c) decreasing?
(Circle a, b, or c for each)

Water	Sewer	Electricity	Natural Gas	Telecommunications
a b c	a b c	a b c	a b c	a b c

56. Do you expect to consolidate or relocate this facility in the next 3 years? (Circle one) Yes No
(If No, go to question 59)

57. If yes, for what reason(s) is a consolidation or relocation expected?

58. Where would you anticipate the consolidation or relocation to take place? _____

59. What new products/services have been introduced at this location during the last three (3) years?

60. What new products/services are anticipated at this location in the next three (3) years?

Miscellaneous

Would you be interested in a business recycling program? (Circle one) Yes No

The EDA is creating a web site – please provide your web site address if you would like a link to ours.

Is there anything you would like to add that we have not addressed?

**Please return to City Hall by Friday, July 17, 2009,
using the enclosed self-addressed stamped envelope.**

*Thank you for your cooperation with our Business Retention and Expansion Strategies visitation program.
We appreciate the time you have given us and the contribution your firm is making to our local economy.
We cannot promise to solve the concerns you mentioned, but we will promise to try.
If we can help you in the future, please call Hanover City Hall at 763.497.3777.*

EXHIBIT B**RESPONDENTS**

Below is a list of companies that received personal interviews and a list of those that responded via a mailed survey.

Interview:	
Company	Representatives
1. Pearson Brothers	Todd Bartels
2. Burschville Construction, Inc.	Jim Schendel
3. Caprice Doorcraft	Brenda Brosvick
4. PHS West Inc.	Dan Cummings
5. Roy C. Inc	Dave Boilly
6. Maverick Construction	Bryan Reitzner
7. Tom Thumb	Jon & Matt Hanson
8. Miller Trucking & Landscape	Georgine Miller
9. Hilltop Bar	Dean & Rose Daugherty
10. Treehouse Childcare	Pat Fevrett
11. T&S Trucking	Tom Sleypen
12. RJ Star & Wizards Products	John Schlumberger

Mail Survey:	
Company	Representatives
13. CRAG Enterprises	
14. Comfort Matters	
15. Kothrade Excavating	
16. JPC Custom Homes	
17. Kaul Design Group	Joe Kaul
18. Robeck Electrical Contractors	
19. CP Properties	
20. RJ Belanger & Assoc.	
21. DDS Roll-offs; Resource Recovery/Transfer	
22. Bankwest	Randy Whitcomb
23. Gail's Excavating	
24. West Air Heating & Cooling	
25. River Inn	
26. Brown Woodworking	

EXHIBIT C

“OTHER COMMENTS” VERBATIM RESPONSES

- Experienced vandalism; would like summer hours pushed later into evening.
- Lower taxes.
- City willing to listen over the years, no complaints.
- Taxes too high.
- Please talk to our local, state and federal people to reduce spending.
- Drainage b/w RJ Star and Roy C culvert.
- Noticing more sheriff patrol.
- Not comfortable putting things outside.
- Have had gas tanks siphoned, theft.
- Would like city to list local service trades and use local when needed.
- Other businesses unfriendly.
- Thank you for asking our opinion.
- Need growth in business / industrial sector for more jobs .
- Too many power outages.
- Speeding on River Road.
- Access charge high.
- Brick/better standards don't work in small town.
- Taxes are going to put a lot of businesses out of business .
- Always liked the community.
- Impressions of self-serving interests (council) at one point in history.