GREATER MSP®

Minneapolis Saint Paul Regional Economic Development Partnership

REGIONAL STRATEGY HIGHLIGHTS

LEXINGTON June 8, 2017

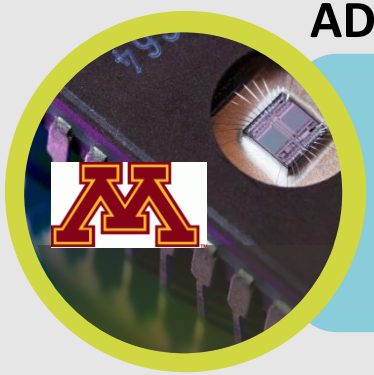
REGIONAL SECTORS OF STRENGTH

FINANCIAL SERVICES

- FINANCIAL ADVISORY
- BANKING
- INSURANCE

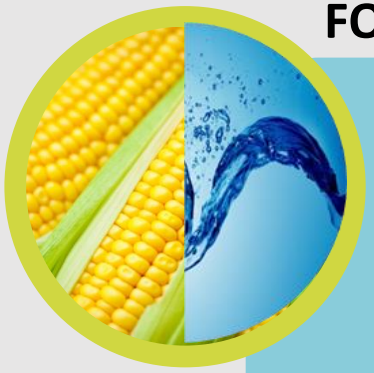
HEADQUARTERS & BUSINESS SERVICES

- CORPORATE HEADQUARTERS
- CREATIVE SERVICES
- PROFESSIONAL SERVICES
- DATA CENTERS



ADVANCED MANUFACTURING & TECHNOLOGY

- R&D CENTERS
- SOFTWARE/ IT
- ADVANCED MANUFACTURING
- ENERGY/RENEWABLES



FOOD & WATER SOLUTIONS

- FOOD PROCESSORS
- FOOD PRODUCTION
- AGRIBUSINESS
- NUTRITION
- WATER FILTRATION
- WATER PURIFICATION

HEALTH & LIFE SCIENCES

- BIO TECH
- HEALTHCARE PROVIDERS
- HEALTHCARE PAYERS AND IT
- MEDICAL DEVICES

REGIONAL STRATEGY

2014 – 2018

TELL OUR STORY

PRIORITIZE TALENT

BUILD GLOBAL SECTOR

GREATER MSP

Minneapolis Saint Paul Regional Economic Development Partnership

PROSPER: MOMENTUM IS BUILDING

STRATEGIC INITIATIVES

in execution phase July 2016

GREATER MSP™
Minneapolis Saint Paul Regional Economic Development Partnership

TELL OUR STORY

PRIORITIZE TALENT

MAKE IT. MSP.™
MINNEAPOLIS-SAINT PAUL

200+
partner organizations

BUILD GLOBAL SECTORS

MMMP
MINNESOTA MEDICAL MANUFACTURING PARTNERSHIP

MSP TRADE & INVESTMENT PLAN

DASHBOARD PROJECT DESCRIPTION

WHAT

A set of shared, objective metrics to track the Greater MSP region's overall success on critical economic, environmental and social outcomes.

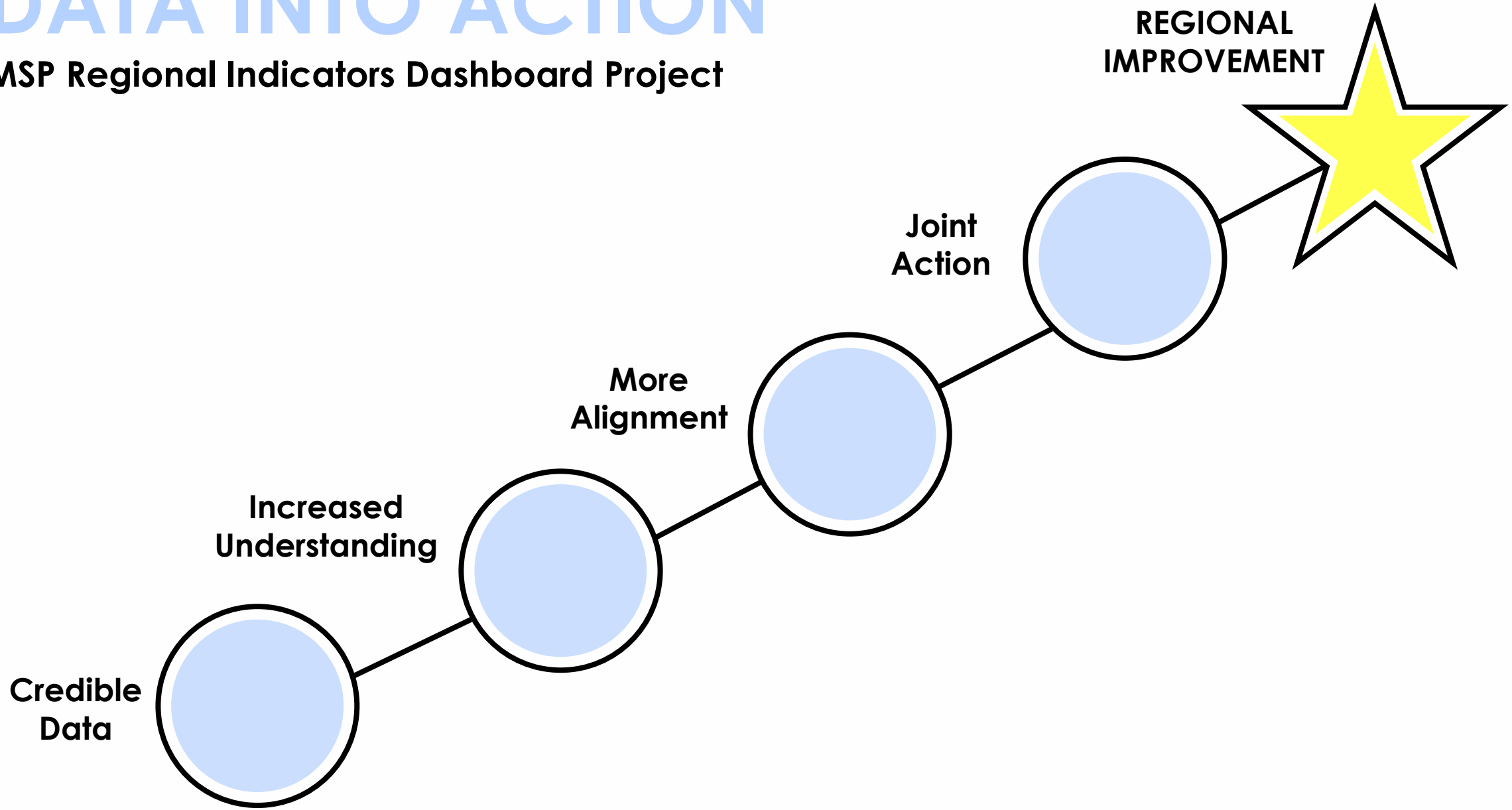
WHY

- **Clearer view of our competitive position** today & look ahead
- Shared definition of "competitiveness"
- Better **coordination** of existing work & more effective **priority-setting**
- **Enhanced accountability** for results
- Global best practice

THE PROJECT IS DELIVERING ON ITS ORIGINAL GOALS

DATA INTO ACTION

MSP Regional Indicators Dashboard Project



THE TEAM

MN PARTNERS

AMHERST H. WILDER FOUNDATION

MINNEAPOLIS REGIONAL Chamber of Commerce

MSP

ITASCAproject

METROPOLITAN COUNCIL

MINNESOTA COMPASS

Minnesota State Demographic Center

MINNESOTA Employment and Economic Development

THE PROCESS

14 months 2014-2015

50+ Partner Organizations

30 Stakeholder Input Sessions

25+ Dashboards Reviewed (US & Global)

1,000+ Potential Metrics Considered

BUILDING THE DASHBOARD

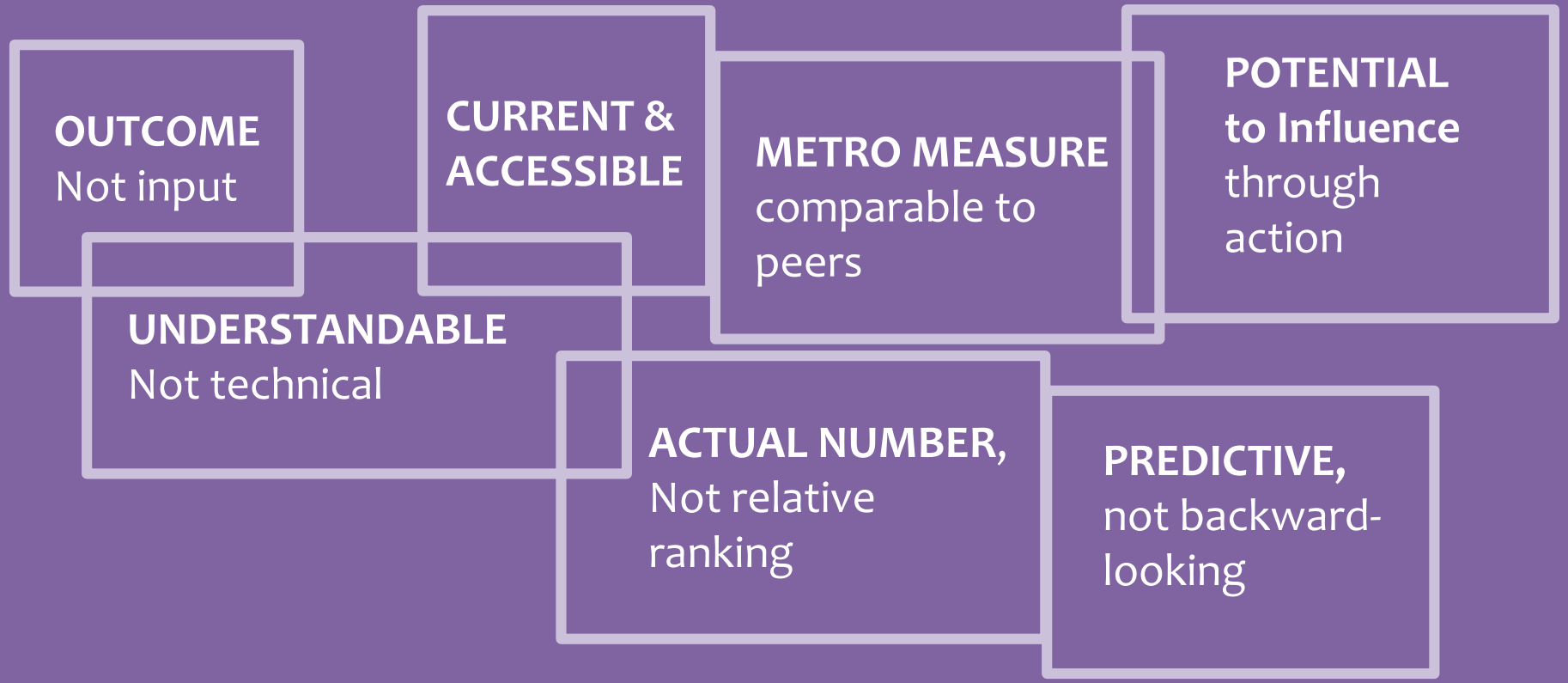
***CATEGORIES**: The new dashboard is a customized set of measurements most important to leaders in this region.*

- **Economy**
- **Business Vitality**
- **Talent**
- **Education**
- **Infrastructure**
- **Environment**
- **Livability**

Equity *throughout*

BUILDING THE DASHBOARD

METRICS: Rigorous set of criteria used to select metrics to populate categories. Data should be:



11 PEER REGIONS

Competitive Benchmarking

VITAL STATS

GROSS DOMESTIC PRODUCT

$228B

RANK: 7
TREND: INCREASING

TOTAL JOBS

1.9M

RANK: 6
TREND: SAME

UNEMPLOYMENT RATE-ANNUALIZED[6]

3.9%

RANK: 1
TREND: DECREASING

POPULATION

3.5M

RANK: 8
TREND: INCREASING

POPULATION GROWTH

1.1%

RANK: 8
TREND: SAME

LABOR FORCE PARTICIPATION RATE

72.2%

RANK: 1
TREND: SAME

MEDIAN HOUSEHOLD INCOME

$67,194

RANK: 4
TREND: SAME

TOP TIER TAX RATES

This data is for Minnesota

CORPORATE TAX

9.8%

RANK: 2
TREND: SAME

PERSONAL INCOME TAX[7]

9.85%

RANK: 3
TREND: SAME

POPULATION 55 YEARS +

24.0%

RANK: 8
TREND: INCREASING

POPULATION OF COLOR

22.0%

RANK: 10
TREND: SAME

Rank: 1=Largest, 12=Smallest.

THE DASHBOARD

ECONOMY

GROSS REGIONAL PRODUCT PER CAPITA	VALUE OF EXPORTS	EMPLOYMENT GAP WHITE-OF COLOR (AGED 16-64 YRS)	PERCENT OF FEMALES AGED 16-64 YRS WORKING	JOB QUALITY: PERCENT OF JOBS THAT ARE FAMILY SUSTAINING[1]	JOB QUALITY: YEARLY PERCENT CHANGE IN JOBS
$65,852	$23.7B	13.0 PERCENTAGE POINTS	74.6%	66.6%	1.8%
RANK: 6 TREND: SAME	RANK: 5 TREND: BETTER	RANK: 12 TREND: BETTER	RANK: 1 TREND: SAME	RANK: 6 TREND: BETTER	RANK: 9 TREND: SAME

BUSINESS VITALITY

AVERAGE WEEKLY WAGE	ESTABLISHMENTS SURVIVING 5 YEARS OR MORE *This data is for Minnesota*	PATENTS ISSUED PER 1,000 WORKERS	LOANS UNDER $1M TO BUSINESSES FROM LENDING INSTITUTIONS *This data is for Minnesota*	INNOVATION CAPITAL: ANNUAL AMOUNT OF VENTURE CAPITAL *This data is for Minnesota*	INNOVATION CAPITAL: STTR/SBIR FEDERAL DOLLARS[2]
$1,044	54.8%	1.92	$3.8B	$368M	$30M
RANK: 5 TREND: BETTER	RANK: 4 TREND: BETTER	RANK: 5 TREND: BETTER	RANK: 9 TREND: BETTER	RANK: 10 TREND: BETTER	RANK: 6 TREND: WORSE

TALENT

NET MIGRATION OF 25-34 YEAR OLDS	PERCENT OF POPULATION EMPLOYED IN ADVANCED INDUSTRIES[3]	NUMBER OF H1-B VISAS REQUESTED PER 1000 WORKERS	PERCENT OF FOREIGN-BORN POPULATION AGED 16-64 WORKING	TALENT AVAILABILITY: POPULATION 25+ WITH ASSOCIATE'S DEGREE OR HIGHER	TALENT AVAILABILITY: POPULATION 25+ WITH A BACHELOR'S DEGREE OR HIGHER
+2,150 PEOPLE	9.2%	2.4	72.0%	47.0%	37.0%
RANK: 8 TREND: WORSE	RANK: 8 TREND: SAME	RANK: 7 TREND: —	RANK: 5 TREND: BETTER	RANK: 3 TREND: BETTER	RANK: 6 TREND: BETTER

1. *Annual wage > $31,000, or 130% of poverty for a household of 4, as per USDA's requirements for SNAP benefits.*
2. *Small Business Technology Transfer (STTR) The Small Business Innovation Research (SBIR)*
3. *As defined by Brookings, industries are advanced if a greater share of their workforce is STEM oriented than the U.S. average (21 percent) and their R&D spending is at least $450 per worker.*

EDUCATION

STUDENTS ACHIEVING READING STANDARDS *This data is for 14-county area*	STUDENTS ACHIEVING MATH STANDARDS *This data is for 14-county area*	3-YEAR GRADUATION RATE AT 2-YEAR INSTITUTIONS *This data is for Minnesota*	6-YEAR GRADUATION RATE AT 4-YEAR INSTITUTIONS *This data is for Minnesota*	TALENT PIPELINE: PERCENT OF HIGH SCHOOL STUDENTS GRADUATING ON TIME (WHITE) *This data is for 14-county area*	TALENT PIPELINE: PERCENT OF HIGH SCHOOL STUDENTS GRADUATING ON TIME (OF COLOR) *This data is for 14-county area*
3RD GRADE 57.8% TREND: SAME 10TH GRADE 61.9% TREND: SAME	8TH GRADE 62.0% TREND: BETTER 11TH GRADE 52.0%	55.4%	62.0%	81.1%	68.0%
		RANK: 1 TREND: BETTER	RANK: 6 TREND: BETTER	TREND: BETTER	TREND: BETTER

INFRASTRUCTURE

PERCENT OF POPULATION THAT HAS ACCESS TO ADVERTISED BROADBAND SPEEDS OF 1GB OR HIGHER	NUMBER OF DIRECT ROUTES OUT OF MSP AIRPORT	PERCENT OF HIGHWAY MILES RATED IN GOOD CONDITION *This data is for 8-county area*	ROADS CONGESTED DURING PEAK TRAVEL TIMES	JOB ACCESS: AVERAGE NUMBER OF JOBS REACHABLE WITHIN 30 MINUTES BY PUBLIC TRANSIT OR WALKING	JOB ACCESS: PERCENT OF POPULATION WITH COMMUTES LESS THAN 30 MINUTES
5.3%	133	65.0% RANK: — TREND: SAME PERCENT OF BRIDGES STRUCTURALLY DEFICIENT OR FUNCTIONALLY OBSOLETE *This data is for Minnesota* 12.3% RANK: 1 TREND: WORSE	35.0%	17,651	64.8%
RANK: 6 TREND: —	RANK: 5 TREND: BETTER		RANK: 2 TREND: SAME	RANK: 7 TREND: —	RANK: 1 TREND: WORSE

ENVIRONMENT

PER CAPITA WATER USAGE	NUMBER OF DAYS THAT AIR QUALITY WAS "UNHEALTHY FOR SENSITIVE GROUPS"	ENERGY RELATED CARBON DIOXIDE EMISSIONS PER CAPITA *This data is for Minnesota*	ENERGY COMPETITIVENESS: ENERGY COST[4]	ENERGY COMPETITIVENESS: PERCENT OF ELECTRICITY THAT IS NON-CARBON[4]
127 GAL/DAY	2 DAYS/YEAR	17.1 METRIC TONS	8.7 CENTS/ KWH	45.1%
RANK: 4 TREND: SAME	RANK: 2 TREND: BETTER	RANK: 7 TREND: BETTER	RANK: 6 TREND: WORSE	RANK: 1 TREND: BETTER

LIVABILITY

PERCENT OF POPULATION THAT IS OBESE	NUMBER OF VIOLENT CRIMES PER 100K RESIDENTS	PERCENT OF POPULATION 16+ WHO VOLUNTEERED PAST YEAR *This data is for 13-county area*	AVERAGE PERCENTAGE OF HOUSEHOLD INCOME SPENT ON HOUSING PLUS TRANSPORTATION[5]	SHARED PROSPERITY: POVERTY RATE (WHITE)	SHARED PROSPERITY: POVERTY RATE (PEOPLE OF COLOR)
23.9%	274	34.8%	49.0%	6.0%	24.0%
RANK: 5 TREND: SAME	RANK: 3 TREND: BETTER	RANK: 1 TREND: WORSE	RANK: 4 TREND: —	RANK: 1 TREND: SAME	RANK: 10 TREND: SAME

4. *This data is for each metro's largest electric utility*
5. *HUD model based on median household income*

ONE INITIATIVE, TWO TEAMS

PROJECT TEAM

MSP
MINNESOTA COMPASS
MINNESOTA Employment and Economic Development
MINNESOTA DEMOGRAPHIC CENTER
ITASCAproject
MINNESOTA PHILANTHROPY PARTNERS
Minneapolis City of Lakes

NEW

REGIONAL COMPETITIVENESS WORKING GROUP

MSP
MINNESOTA CHAMBER of COMMERCE
SPACC SAINT PAUL AREA CHAMBER OF COMMERCE
MINNEAPOLIS REGIONAL Chamber of Commerce
THE McKNIGHT FOUNDATION
ITASCAproject
MINNESOTA BUSINESS PARTNERSHIP
METROPOLITAN COUNCIL
RCM Regional Council of Mayors

REGIONAL COMPETITIVENESS WORKING GROUP

2016

Working together to drive continuous regional improvement

USE | PUT DASHBOARD TO WORK IN YOUR OWN ORGANIZATIONS

ANALYZE | MEET AS A WORKING GROUP TO FIND THE STORIES IN THE DATA

TRACK | COMPETITIVENESS ISSUES NOT MEASURED IN DASHBOARD

COMMUNICATE | ANALYSIS, QUESTIONS, PRIORITIES TO OUTSIDE GROUPS AND LEADERS

ACT | TAKE OR DIRECT ACTION IN RESPONSE TO DATA & ANALYSIS

MSP

ITASCA*project*

RCM Regional Council of Mayors

SPACC Saint Paul Area Chamber of Commerce

Minneapolis Regional Chamber of Commerce

Metropolitan Council

Minnesota Chamber of Commerce

The McKnight Foundation

Minnesota Business Partnership

EARLY **IMPACT**

IT'S BEING USED

Companies, nonprofits, foundations, chambers of commerce and other groups are putting the Dashboard to work in their organization.

The result is more alignment among these organizations and initiatives.

ITASCAproject

northside funders group

RealTime Talent
Using data to build the world's best workforce

SPACC
SAINT PAUL AREA CHAMBER OF COMMERCE

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MINNEAPOLIS-SAINT PAUL

MINNEAPOLIS REGIONAL Chamber of Commerce

THOMSON REUTERS

CATHOLIC CHARITIES
of St. Paul and Minneapolis

THE McKNIGHT FOUNDATION

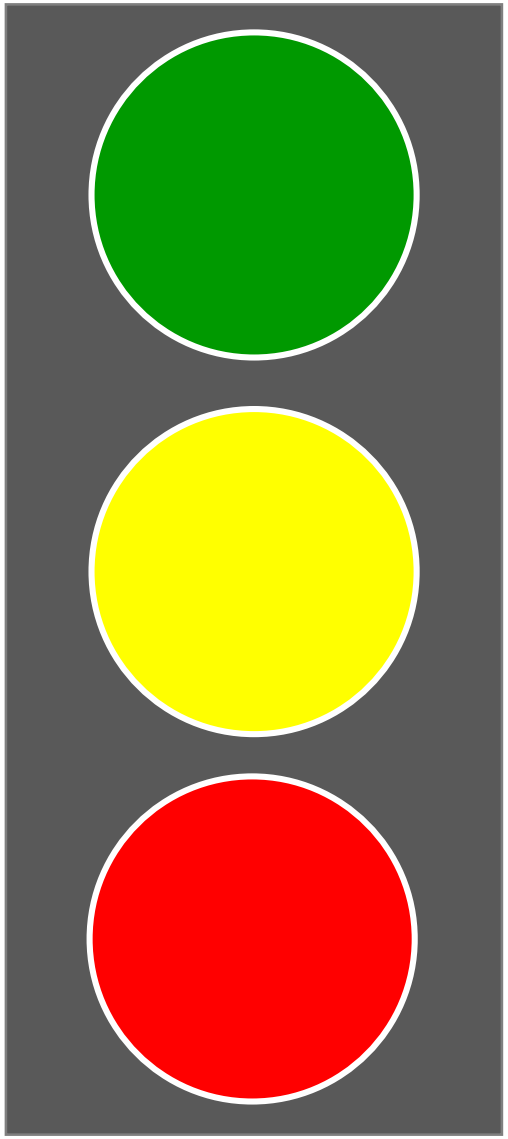
NATIONAL INTEREST

13 U.S. regions reach out to learn about the MSP Indicators Dashboard

2017

RESULTS

2017 STOPLIGHT ANALYSIS



Great and Getting Greater	51%
Fair but Middling	35%
Poor and Warrants Action	14%

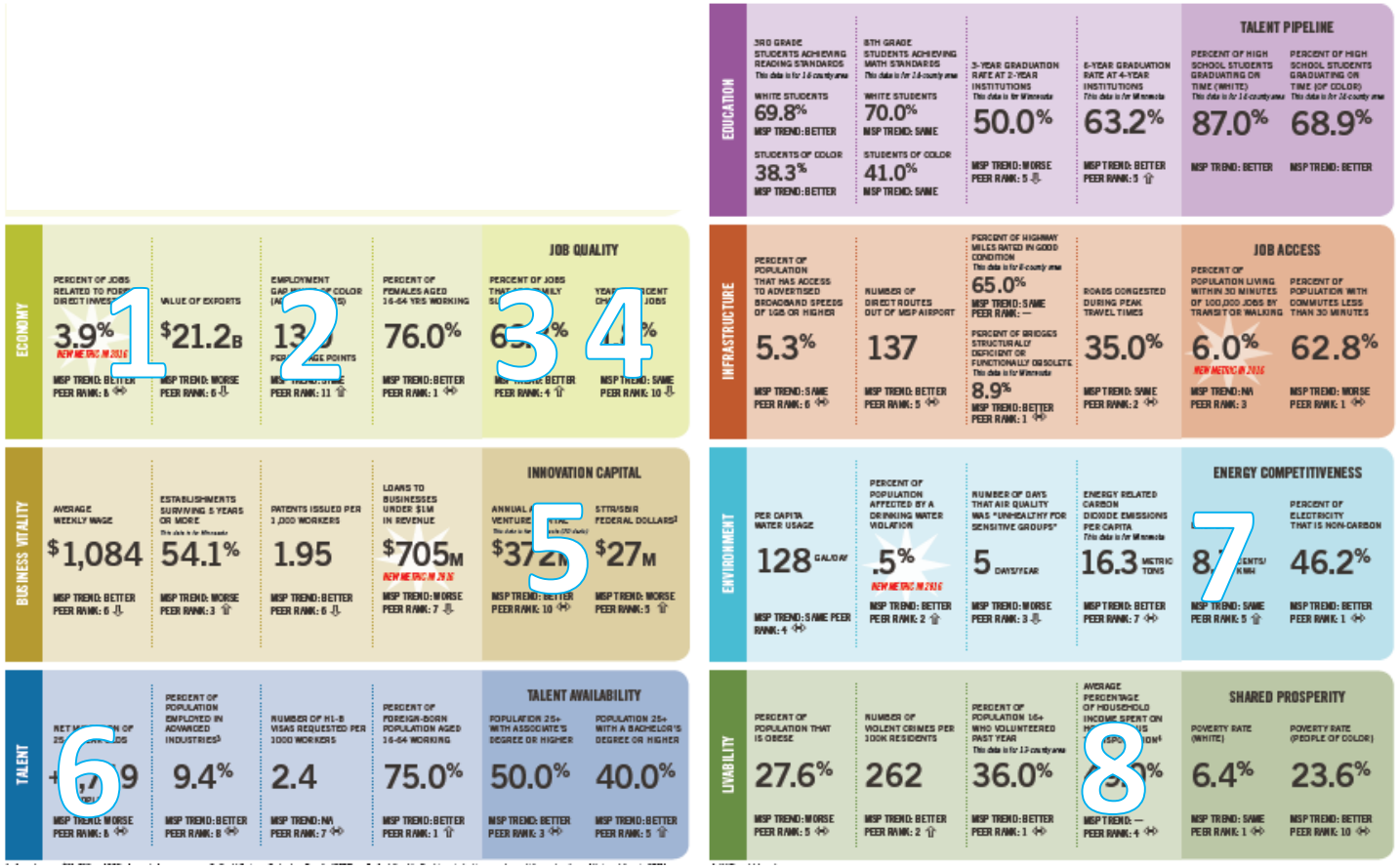
PEER RANK

	2017		2016		2015	
Top Peers	San Francisco, CA	4.63	San Francisco, CA	4.29	San Francisco, CA	4.32
	Seattle, WA	5.00	Seattle, WA	4.47	Seattle, WA	4.58
	Boston, MA	5.03	Boston, MA	4.84	Boston, MA	4.79
	Minneapolis-St Paul	**5.13**	**Minneapolis-St Paul**	**4.87**	**Minneapolis-St Paul**	**5.09**
Close Rivals	Austin, TX	6.11	Portland, OR	6.55	Austin, TX	5.59
	Denver, CO	6.11	Atlanta, GA	6.63	Portland, OR	6.47
	Portland, OR	6.22	Chicago, IL	6.74	Denver, CO	6.53
			Dallas, TX	6.75		
			Denver, CO	6.84		
			Austin, TX	6.84		
More Distant	Dallas, TX	6.86	Pittsburgh, PA	8.42	Dallas, TX	7.11
	Chicago, IL	7.03	Phoenix, AZ	9.35	Chicago, IL	7.14
	Atlanta, GA	7.61			Atlanta, GA	7.32
	Pittsburgh, PA	8.55			Pittsburgh, PA	8.63
	Phoenix, AZ	8.95			Phoenix, AZ	9.39

THE BIG **QUESTIONS**

BIG QUESTIONS

What are the strategic questions for our region that are being raised by the Dashboard data?



1. Where is the global economy creating opportunities and headwinds for our region?
2. Why is our region so successful at including women and immigrants in the workforce but not racial minorities?
3. What is a family-sustaining wage in this region and how do benefits factor in?
4. What sectors are generating new jobs, where is job growth declining?
5. How is the region performing on innovation & entrepreneurship? Why is this important?
6. How many more net migrants do we need to be top quartile and what could trigger that improvement?
7. Is our low-carbon energy a rising competitive advantage?
8. How do we maintain relative affordability in housing? Is it at risk?

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MINNEAPOLIS-SAINT PAUL

GREATER MSP

Minneapolis Saint Paul Regional Economic Development Partnership

GREATER MSP HISTORY, VISION AND MISSION

VISION

The Greater MSP Region is ***recognized as a globally leading economy*** where business and people prosper.

MISSION

Accelerate job growth and capital investment in the Greater MSP region.

JOB RETENTION, EXPANSION, & ATTRACTION

REGIONAL ECONOMIC DEVELOPMENT STRATEGY

MARKETING, BRANDING, & PROMOTION

GREATER MSP

Minneapolis Saint Paul Regional Economic Development Partnership

REGIONAL ECONOMIC DEVELOPMENT STRATEGY

TELL OUR STORY

PRIORITIZE TALENT

BUILD GLOBAL SECTORS

2014-2018

THE CHALLENGE

Improving talent retention & attraction in the Minneapolis-Saint Paul Region

WORKFORCE EQUATION

Low Unemployment + High Workforce Participation

Racial Disparities + Increasing Diversity

Moderate Attraction + Falling Organic Growth

114,000 Potential MSP Worker Shortage 2020

REGIONAL TALENT PIPELINE

The most competitive regions are working together to improve talent development **AND** retention & attraction.

The strategy analysis revealed there is **no regional collaboration** focused on the retention & attraction of professional talent.

Our region needs a bigger net to **RETAIN** the skilled talent emerging from the early stages of the pipeline.

Our region needs a stronger magnet to **ATTRACT** degreed and creative talent into our workforce from outside of our state.

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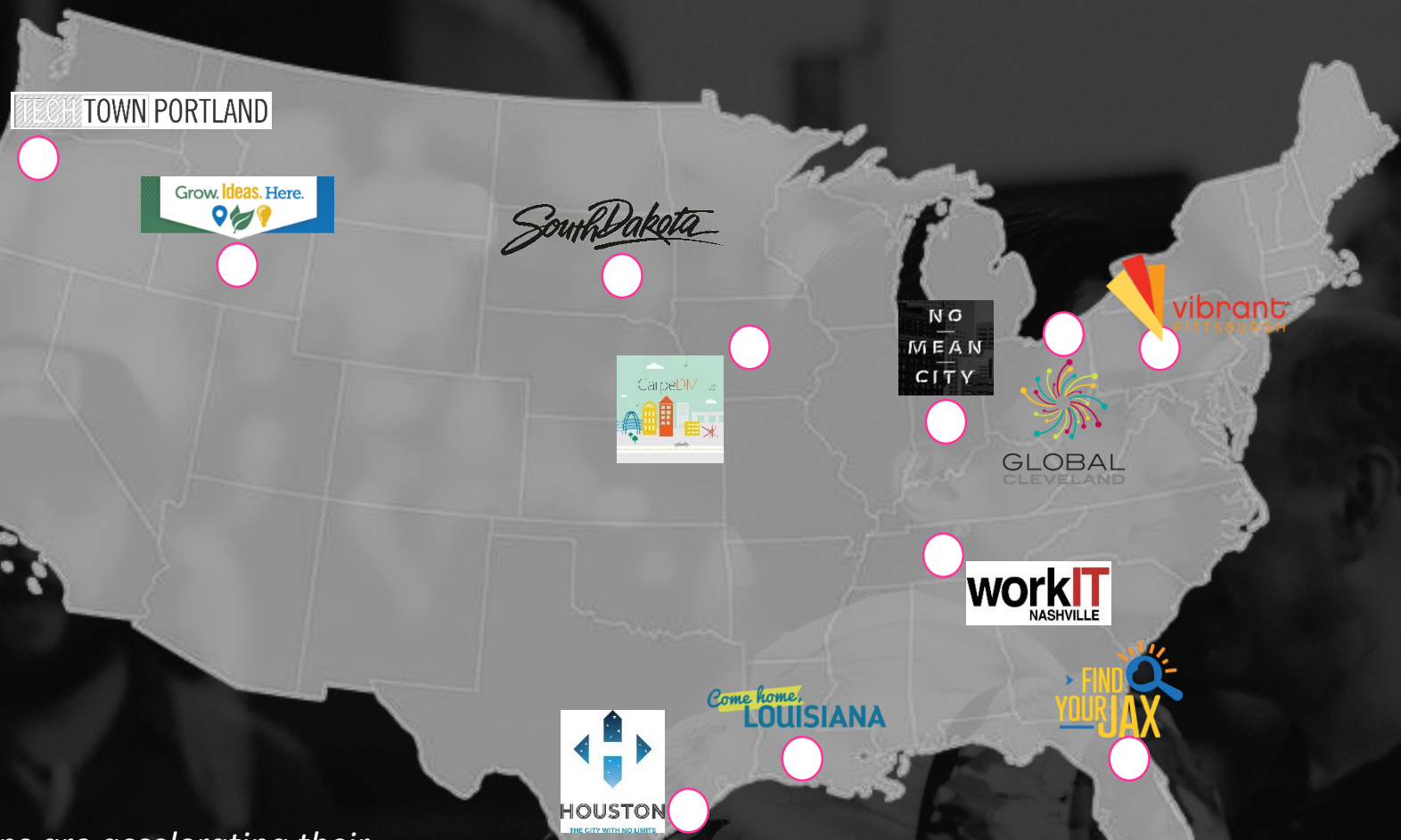
Competing to retain and attract top talent



**U.S. states and regions are accelerating their talent migration efforts, experimenting with new solutions, and studying each other*

RISING TO THE CHALLENGE

The MSP approach to a complex challenge

TALENT TASK FORCE

GREATER MSP convened a cross-sector, cross-generational Talent Task Force in 2014 to: develop the case for action on retention and attraction; create a new brand that speaks to talent; and chart a course for action.

Doug Baker, CEO, Ecolab

Bert Colianni, CEO, Pohlad Companies

Michael Langley, CEO, GREATER MSP

Jen Ford Reedy, President, Bush Foundation

Myles Shaver, Professor, Carlson School of Business

Julie Sullivan, President, University of St. Thomas

Jamie Millard, Executive Director, Pollen

Adam Maikkula, Curator, Minneapolis Global Shapers

Margaret Murphy, President 1to1, Olson

Jay Gabler, Digital Editor, The Current/Classical MPR

David Zelaya, Multicultural Center, University of Minnesota

Jennifer Shofner, Talent Acquisition Manager, Ecolab

Shelly Fossen, Group Manager Talent Acquisition, Target

Orinthia Montague, Interim VP for Student Affairs, Normandale Community College

ASSUMPTIONS

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What it will take to succeed

- Sustained effort over many years
- Need employers + community
- Must have multiple interventions
- Leverage existing resources
- Innovate and scale fast
- Find problems with markets

A network-based initiative, not a new organization

5 GOALS

Improve Social Inclusion

Support Innovative Talent

Connect Talent to Community

Connect Talent to Employers

Close Near-term Talent Gaps

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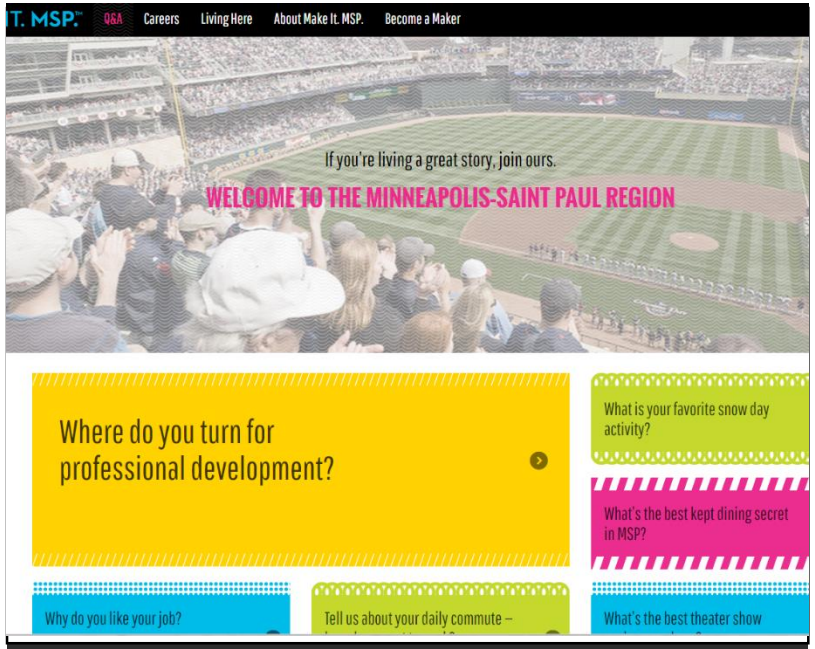
SHORT TERM



Digital platform

Recruiter toolkit

New Insights

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MEDIUM TERM

Welcoming and onboarding newcomers

Retaining professionals of color

Attracting technology talent

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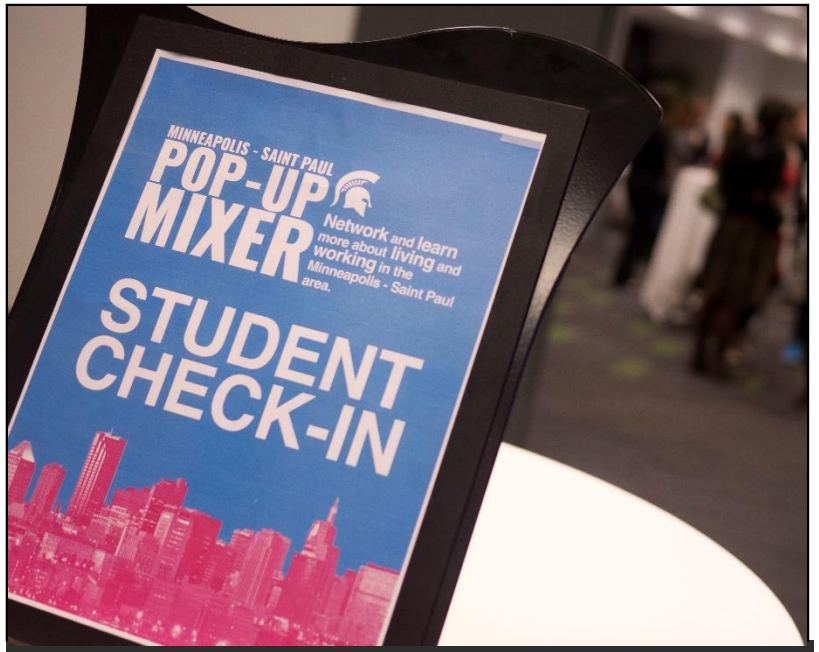
LONG TERM

Startup ecosystem strategy



Higher education partnerships

PR strategy and perception analysis

2017 OPPORTUNITIES

Overview of the second year of implementation

Medtronic

ECOLAB

usbank

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ENTERPRISE TEAM

UNITEDHEALTH GROUP®

MAKE IT.
MSP.™

RECRUITERS

- Talent Tips e-update
- Talent Insights report
- Refreshed website and tools coming this summer

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INTERNS

- Building relationships beyond Minnesota
- E-updates and content for MSP interns
- Joint event for Make It. MSP. investors

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MAKE IT. MSP.™

TECH

- Webpage live at makeitmsp.org
- National marketing
- Recruiter workbook
- MSP tech ambassador group

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MSP HELLO

- Project homepage
- Newcomer events
- Neighborhood guide and partner toolkit coming this summer

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PROFESSIONALS OF COLOR

- Research live at makeitmsp.org
- MSP Mingle event series expanding
- Developing regional strategy in 2017

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NEW PROJECTS

- Talent Tips e-updates for recruiters
- Joint MSP intern strategy
- Out of market visits to key regions

. . . and we're just getting started.

- Good data – reviewed jointly - Customized solutions – constantly communicated