



GREATER MSP[®]

Minneapolis Saint Paul Regional Economic Development Partnership



PROSPER:

MOMENTUM IS BUILDING

Saint Paul City Council – Policy Session
January 11, 2017

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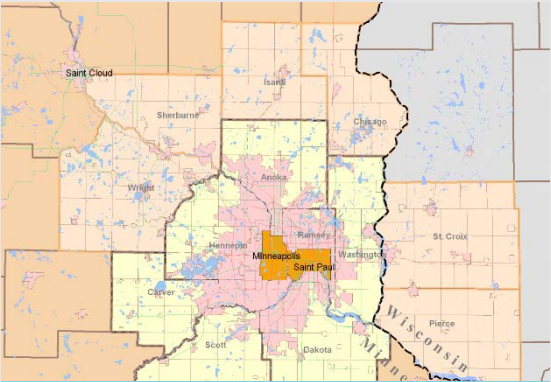
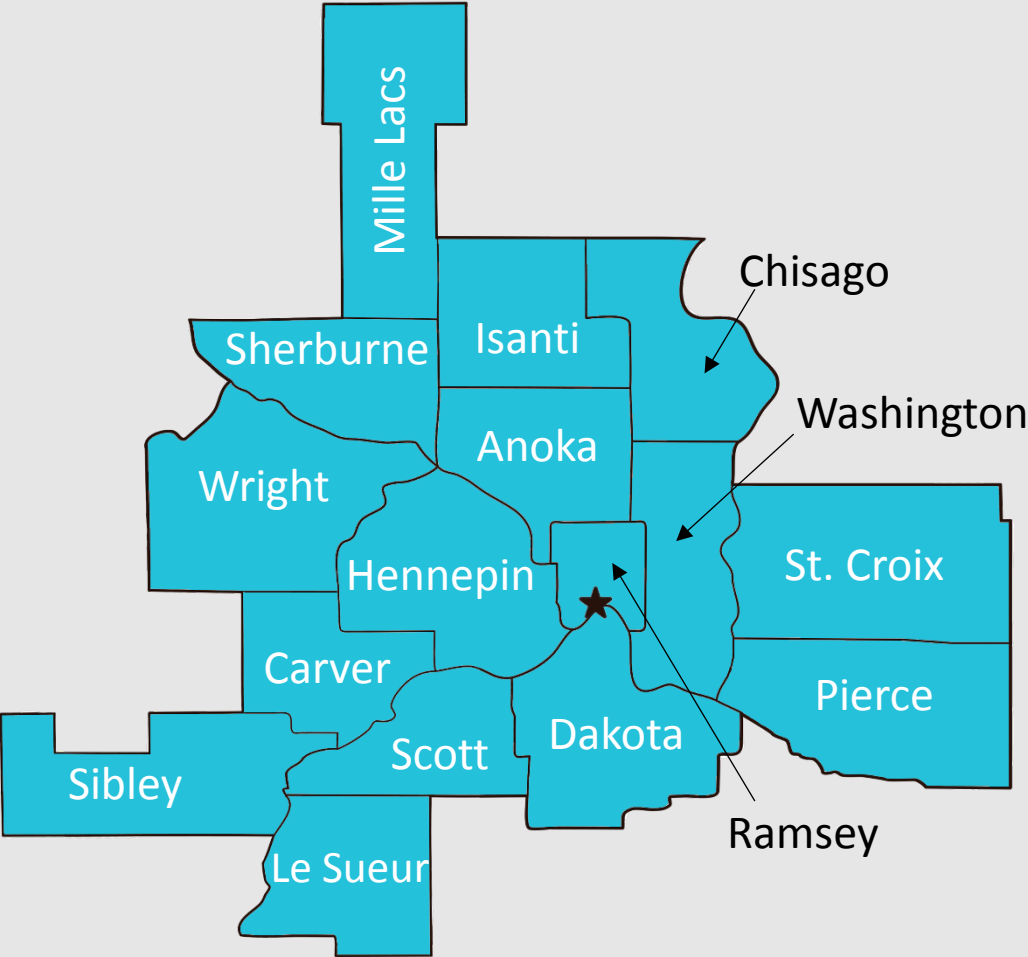
Carol Surface | Medtronic plc

Commissioner Jon Ulrich | Scott
County

Charles R. Vig | Shakopee
Mdewakanton Sioux Community



THE GREATER MSP REGION



16-COUNTY MSA



\$228 BILLION
IN GMP



48th LARGEST
GLOBAL ECONOMY



MORE THAN
3.4 MILLION PEOPLE



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**



REGIONAL SECTORS OF STRENGTH



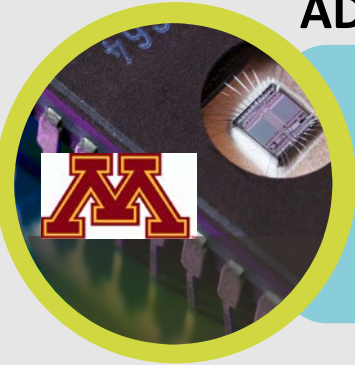
FINANCIAL SERVICES

- FINANCIAL ADVISORY
- BANKING
- INSURANCE



HEADQUARTERS & BUSINESS SERVICES

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



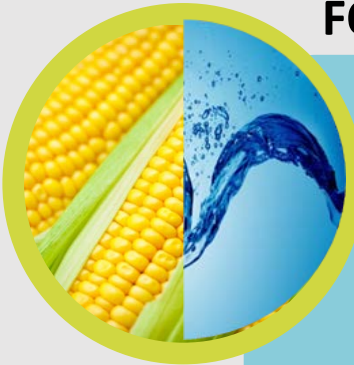
ADVANCED MANUFACTURING & TECHNOLOGY

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



HEALTH & LIFE SCIENCES

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



FOOD & WATER SOLUTIONS

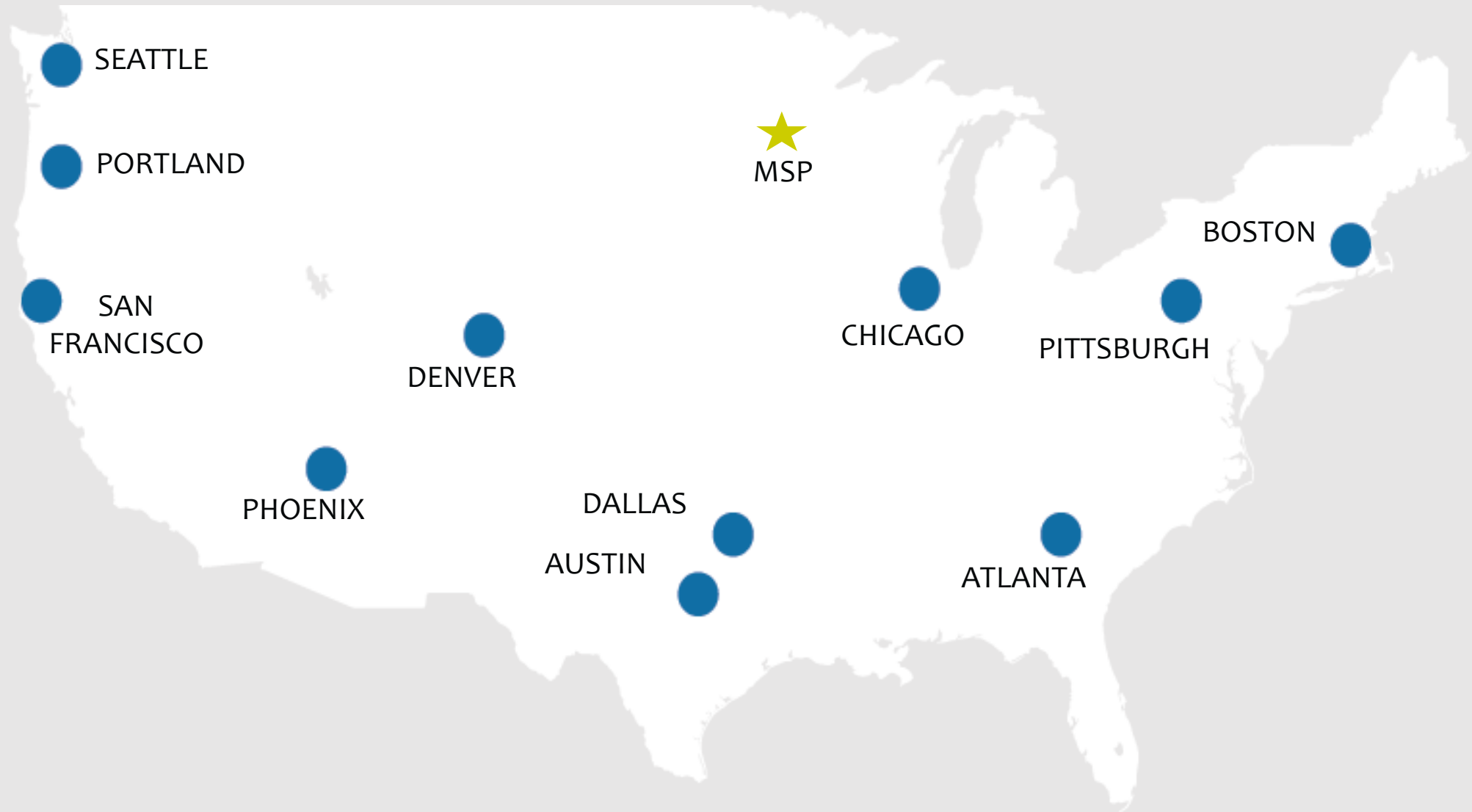
- FOOD PROCESSORS
- FOOD PRODUCTION
- AGRIBUSINESS
- NUTRITION
- WATER FILTRATION
- WATER PURIFICATION

PROSPER: MOMENTUM IS BUILDING

REGIONAL COMPETITORS

GREATER»MSP™

Minneapolis Saint Paul Regional Economic Development Partnership





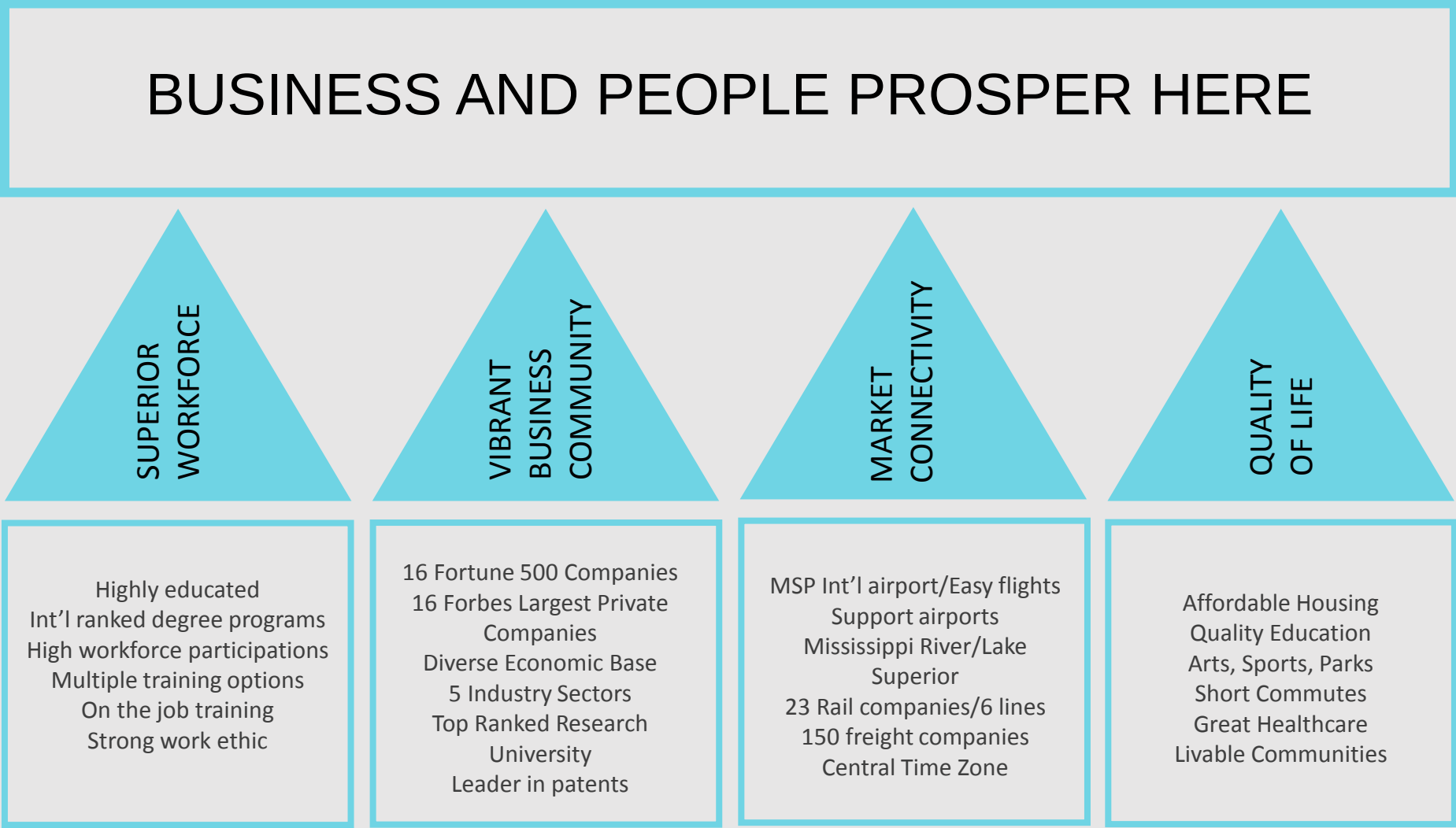
MARKETING

PROMOTION

BRANDING



GREATER MSP BRAND PLATFORM





EXTERNAL MARKETING STRATEGY AND TACTICS

Tell our region's story to target audience members outside the region in order to strengthen brand profile and attract businesses to the region.

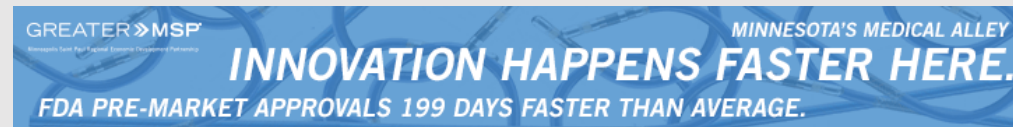
LEVERAGE GREATERMSP.ORG AS THE PRIMARY SOURCE OF CONTACT WITH SITE-SELECTORS, C-SUITE EXECS AND GENERAL PUBLIC

- Explore visit-to-lead software to create proactive lead generation from the website



LEVERAGE DIGITAL MARKETING TO DRIVE AWARENESS AND CONNECT TO PROSPECTS

- Focus on life science messaging in Boston and San Diego
- Focus on general business market messaging in Toronto, Chicago, Dallas, Atlanta



DISCOVER
GREATNESS
ON A
GLOBAL
SCALE

*Business and People
Prosper Here.*

GREATER MSP
Minneapolis Saint Paul Regional Economic Development Partnership



EXTERNAL MARKETING STRATEGY AND TACTICS

LEVERAGE COLLATERAL MATERIALS TO TELL A MORE COMPLETE STORY OF OUR REGION'S INDUSTRIES AND KEY ASSETS



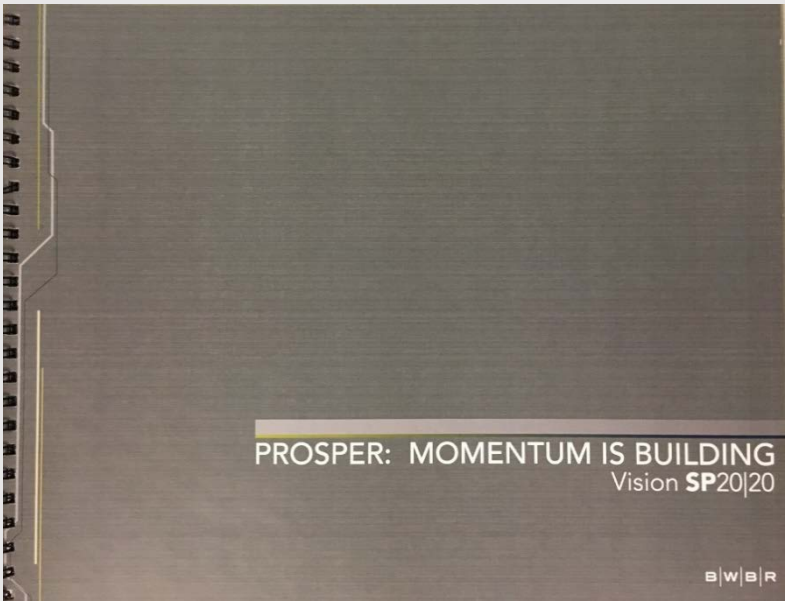
USE EMAIL MARKETING TARGETED TO SITE SELECTORS TO PROVIDE URGENT NEWS AND UPDATES ON REGION IN ORDER TO BUILD AWARENESS REGARDING BUSINESS ECOSYSTEM AND REGIONAL ASSETS

- Distribute to over 2,500 site selectors





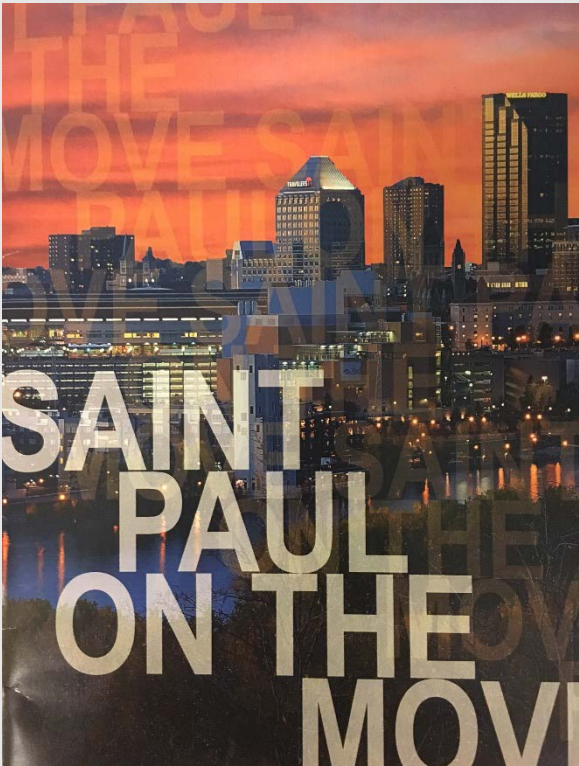
Marketing Materials for City of Saint Paul



Vision **SP20|20**



The Ford Site
135 Acres of Opportunity



Saint Paul on the Move
Real Estate Brokers
Marketing Event



BUSINESS INVESTMENT



ATTRACTION

RETENTION

RESEARCH

EXPORT



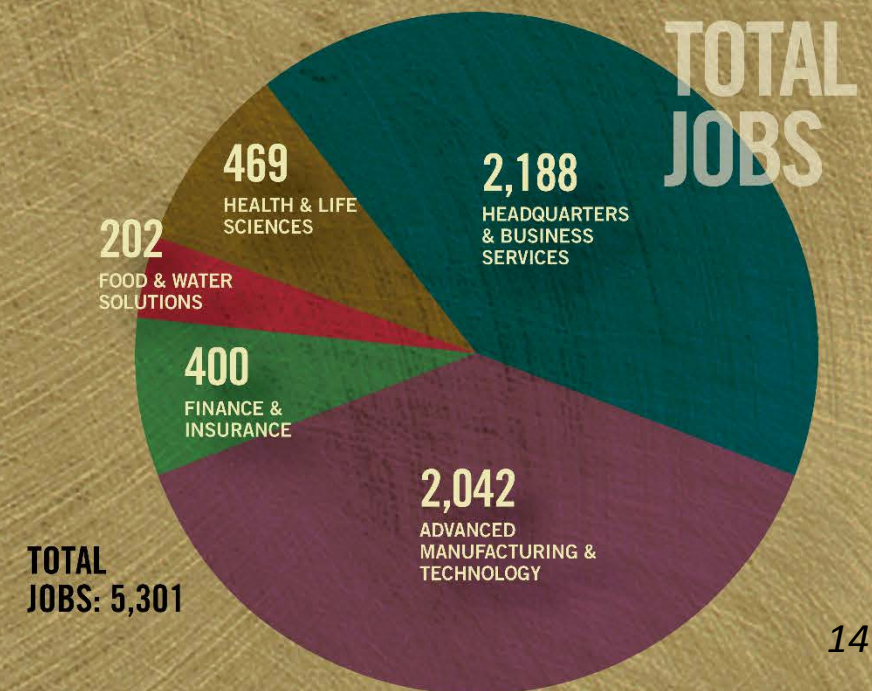
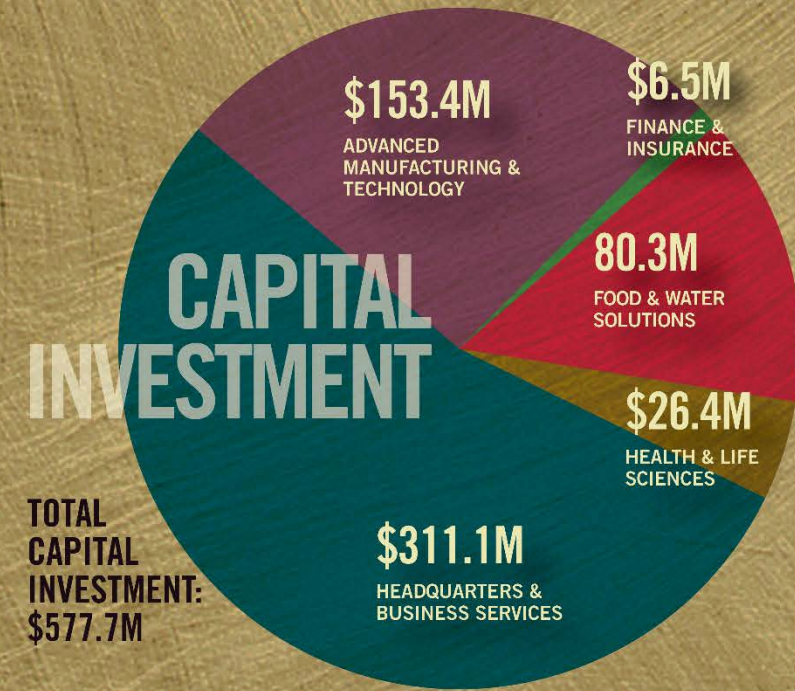
2016 Domestic Outreach & International Outreach



COORDINATED MARKET VISITS, TRADESHOWS, BROKER EVENTS

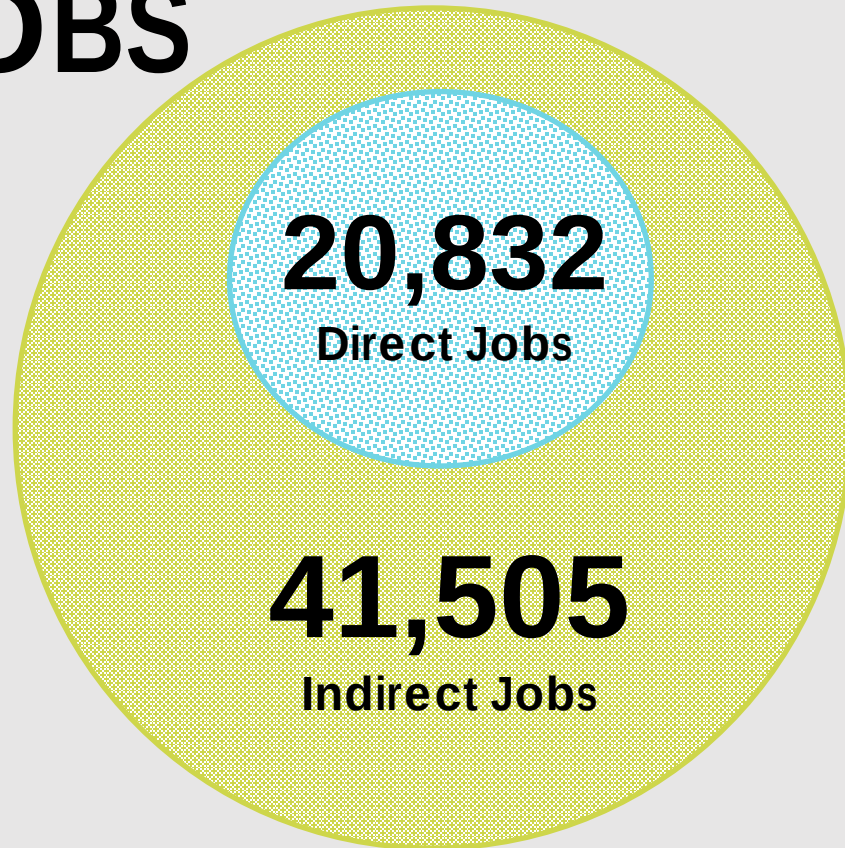
» Through 2015, the GREATER MSP organization has helped companies bring over 21,000 jobs and \$2.5B in capital investment to the region.

**2016 results are in the process of being tabulated*

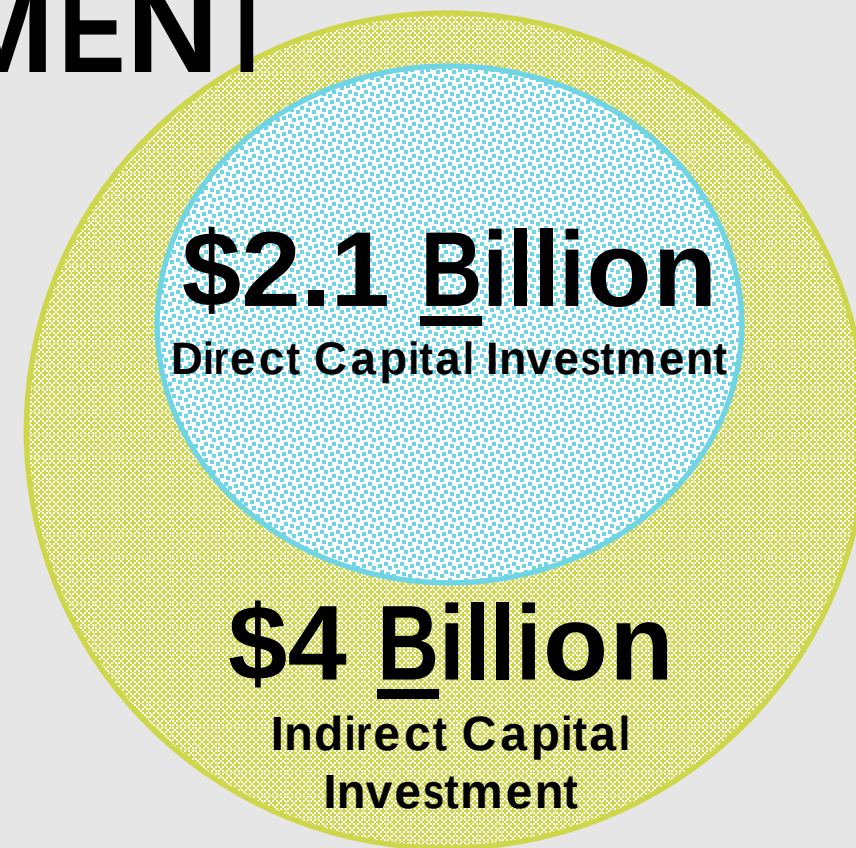


» GREATER MSP PARTNERSHIP 2012-2015 IMPACT

JOBS



INVESTMENT





City of Saint Paul Project Wins

Project Facility Type	Total Project Investment	Expansion SF	New Jobs (Est. w/i 5 yrs.)	Retained Jobs (Est.)
Comcast	\$3,000,000	125,000		700
Gerda	\$50,000,000	25,000	15	330
Regional US Headquarters	\$500,000	6,000	30	
Regional US Headquarters*	\$500,000	4,000	25	
Total	\$54,000,000	135,000	70	1030

**Anticipated in Q1 2017.*



Ramsey County Project Wins

City	Project Facility Type	Total Project Investment	Expansion SF	New Jobs (Est. w/i 5 yrs.)	Retained Jobs (Est.)
White Bear Township	Manufacturing	0	0	100	125
St. Paul	Manufacturing	\$50,000,000	0	15	330
Eagan	Call Center	\$250,000	28,000	165	0
Roseville	Warehouse/Distribution	\$1,410,000	85,000	200	0
White Bear Township	Manufacturing	\$7,000,000	17,000	80	0
New Brighton	Corporate HQ	\$30,676,000	112,000	205	191
St. Paul	Office	\$3,000,000	125,000	0	700
Shoreview	Commercial Service	\$6,514,000	60,000	250	150
Roseville	Regional/US HQ	\$15,000,000	35,000	69	20
Arden Hills	Manufacturing	\$120,000,000	145,000	300	0
St. Paul	Regional/US HQ	\$500,000	6,000	30	0
TOTAL		\$234,350,000	613,000	1414	1516



City of Saint Paul Additional Project Activity

Project Facility Type

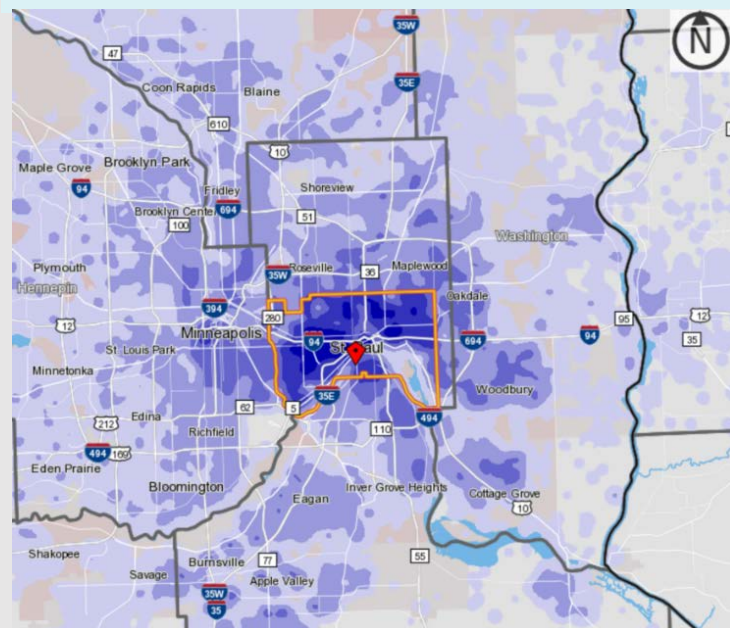
Notes

- | | |
|---|--|
| <ul style="list-style-type: none">• Call Center | GREATER MSP was contacted by company. Saint Paul location considered, ultimately choose suburban location. |
| <ul style="list-style-type: none">• Law Firm – back office services | GREATER MSP was contacted by site consultant. Saint Paul location considered, and Saint Paul was included in NDA. Company ultimately choose Minneapolis. |
| <ul style="list-style-type: none">• IT Firm | GREATER MSP was contacted by Broker. Project is still active and Saint Paul Is still being considered. |
| <ul style="list-style-type: none">• Logistics/Warehousing – office services | GREATER MSP was contacted by a site consultant. Saint Paul was considered. Company choose to locate outside of MN. |



SAINT PAUL RESIDENT AND WORKFORCE FLOWS

WHERE DO SAINT PAUL WORKERS LIVE?



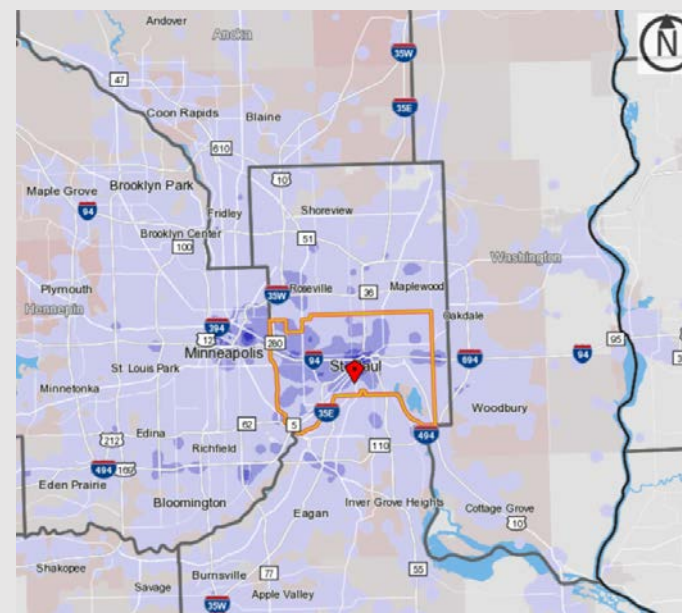
Jobs Counts by Places (Cities, CDPs, etc.)
Where Workers Live - All Jobs

	Count	Share
<u>All Places (Cities, CDPs, etc.)</u>	173,409	100.0%
St. Paul city, MN	42,897	24.7%
Minneapolis city, MN	16,912	9.8%
Woodbury city, MN	5,756	3.3%
Maplewood city, MN	4,400	2.5%
Eagan city, MN	4,203	2.4%
Oakdale city, MN	3,216	1.9%
Roseville city, MN	3,153	1.8%
Cottage Grove city, MN	3,094	1.8%
Inver Grove Heights city, MN	2,873	1.7%
Bloomington city, MN	2,386	1.4%
All Other Locations	84,519	48.7%

- The highest proportion of Saint Paul's daytime workforce lives in the City of Saint Paul
- Saint Paul employers also draw on nearby communities like Minneapolis, Woodbury, Maplewood, Eagan, Oakdale, and others for the nearly 130,512 jobs that are not filled by Saint Paul residents

Source: U.S. Census Bureau Local Employment – Household Dynamics 2014

WHERE DO SAINT PAUL RESIDENTS WORK?



Jobs Counts by Places (Cities, CDPs, etc.)
Where Workers are Employed - All Jobs

	Count	Share
<u>All Places (Cities, CDPs, etc.)</u>	135,795	100.0%
St. Paul city, MN	42,897	31.6%
Minneapolis city, MN	25,337	18.7%
Bloomington city, MN	6,379	4.7%
Roseville city, MN	4,409	3.2%
Maplewood city, MN	4,191	3.1%
Eagan city, MN	3,854	2.8%
Woodbury city, MN	2,215	1.6%
Edina city, MN	2,085	1.5%
St. Louis Park city, MN	1,526	1.1%
Golden Valley city, MN	1,513	1.1%
All Other Locations	41,389	30.5%

- Nearly one-third of all Saint Paul's employed resident base works in the city
- Saint Paul residents also commute to employers based in Minneapolis, Bloomington, Roseville, Maplewood, and others for employment

Source: U.S. Census Bureau Local Employment – Household Dynamics 2014

- **Nearly 93,000 Saint Paul residents, or 68 percent of all employed residents leave the city for work; the share of Saint Paul residents commuting to work in other communities increased by 3.3 percentage points between 2004-2014, even though the number of jobs in Saint Paul grew by 1.9 percent during this time period.**
- **A regional approach to economic development has benefitted Saint Paul's workforce and increased employment opportunities for residents – the percentage of employed Saint Paul residents that do not work in either Saint Paul OR Minneapolis increased by 9.5% between 2004-2014, even though both core-cities have experienced significant job growth during this time period.**

RESEARCH: Request for Information (RFIs)

GREATER MSP assists communities in formally responding to RFI/RFP's:

- Community profiles, labor shed statistics, tax & finance information, utility rates, educational attainment data, commute patterns, industry overview, quality of life, etc.

GREATER MSP Invest. Grow. Prosper.

WHY THE GREATER MSP REGION?

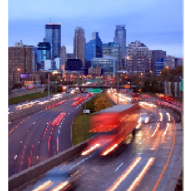
The region offers the best mix of human resources, infrastructure, technology and security—critical variables for business productivity and success— ranking among the top five states in the U.S. for long-term competitiveness.

Economic Rankings



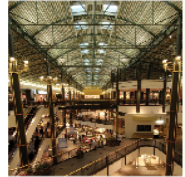
- Minneapolis-St. Paul ranks among the top 3 large "Best Cities for Business" according to MarketWatch.
- According to the Beacon Hill Institute, the Minnesota ranks among the top 2 states for the workforce and seventh for technology and public safety.
- KPMG estimates that a Minneapolis business location provides a 1.7% cost advantage relative to the U.S. average – cheaper than Chicago, Detroit, Denver, D.C., Portland, San Diego, Boston, Seattle, and San Francisco.
- Minnesota's business taxes rank among the 14 lowest in the nation according to Ernst & Young, 2011.
- Minneapolis ranks among Kiplingers "10 Best Cities to Start a Business," 2012.

Workforce Rankings



- Minneapolis-St. Paul is America's third-best city for young professionals, according to 2010 rankings by Forbes.
- The region is among the top 2 regions in the nation for high-skill employee concentration, according to the Wells Fargo Economics Group.
- Minnesota is among the top two most competitive states in human resources, according to 2011 rankings by the Beacon Hill Institute.
- Minneapolis is among the top 3 "Most Literate Cities" in the U.S., 2010, according to Central Connecticut State University.
- The Daily Beast ranked the brainpower of Minneapolis-St. Paul region eighth nationally.
- The Greater MSP region and Rochester are national brain trusts with high concentrations of young, college-educated people – an attractive asset to existing and expanding businesses (Business Journal)

Quality of Life



- 10 Minneapolis-St. Paul metro area cities have recently been named among Money magazine's "Best Places to Live."
- Sperling's named Minneapolis-St. Paul one of the "Best Cities to Relocate to in America," among the top 8 nationally.
- The Greater MSP region leads the country in health and fitness, according to the American College of Sports Medicine.
- The region is home to five major league sports teams, two of America's 100 Greatest Golf Courses, the most land dedicated to parks in any metro in the U.S., orchestras and art museums.
- Minnesota ranks among the top 3 states in the nation for overall well-being according to Gallup.

WORKFORCE

Business Occupations

Description	2011 Jobs	Median Annual Earnings	Entry-Level Earnings (10 th Percentile)	Experienced Earnings (75 th Percentile)
Marketing Managers	5,408	\$76,890	\$38,544	\$115,798
Sales Managers	8,728	\$71,151	\$38,544	\$115,798
Financial Managers	10,281	\$114,400	\$73,986	\$148,232
Accountants and Auditors	18,280	\$62,941	\$44,741	\$76,898
Database Administrators	2,236	\$80,912	\$49,009	\$100,443
Computer Support Specialists	9,798	\$51,147	\$34,008	\$63,066
Representatives, Wholesale and Manufacturing, Technical and Scientific Products	6,574	\$83,946	\$51,709	\$110,573
Bill and Account Collectors	5,994	\$36,587	\$24,856	\$44,470
Bookkeeping, Accounting, and Auditing Clerks	22,127	\$39,042	\$26,758	\$46,800
Payroll and Timekeeping Clerks	2,686	\$44,325	\$29,390	\$51,355
Customer Service Representatives	32,519	\$37,648	\$24,939	\$45,594
Receptionists and Information Clerks	14,156	\$30,118	\$19,227	\$36,404
Data Entry Keyers	3,423	\$29,978	\$21,299	\$38,536
Total	142,084	\$56,722	\$36,774	\$71,074

Manufacturing Occupations

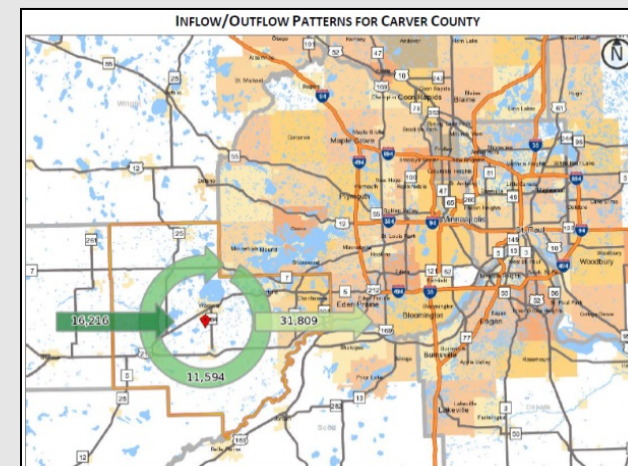
Description	2011 Jobs	Median Annual Earnings	Entry-Level Earnings (10 th Percentile)	Experienced Earnings (75 th Percentile)
General and Operations Managers	23,492	\$98,883	\$52,290	\$145,296
Industrial Production Managers	3,749	\$96,990	\$64,022	\$127,109
Architectural and Engineering Managers	3,734	\$125,549	\$87,298	\$152,734
Electrical Engineers	3,275	\$84,906	\$59,696	\$103,875
Industrial Engineers	3,459	\$81,411	\$56,292	\$98,238
Materials Engineers	151	\$78,250	\$55,744	\$93,309
Mechanical Engineers	4,015	\$79,348	\$54,662	\$97,906
Engineers, All Other	1,997	\$85,758	\$58,157	\$102,398
Electrical and Electronics Drafters	382	\$54,891	\$37,856	\$66,622
Mechanical Drafters	1,862	\$55,141	\$39,832	\$68,078
Electrical and Electronics Engineering Technicians	2,208	\$55,382	\$36,838	\$64,438
Industrial Engineering Technicians	2,052	\$54,894	\$39,426	\$64,314
Mechanical Engineering Technicians	1,091	\$56,014	\$39,478	\$68,869
Engineering Technicians, Except Drafters, All Other	1,041	\$53,373	\$34,446	\$61,627
Operating Engineers and Other Construction Equipment Operators	3,800	\$46,014	\$36,776	\$68,097
First-Line Supervisors of Production and Operating Workers	7,913	\$53,602	\$36,317	\$69,853
Electrical and Electronic Equipment Assemblers	2,803	\$29,786	\$20,550	\$35,381
Electromechanical Equipment Assemblers	3,257	\$31,886	\$24,523	\$35,381
Team Assemblers	10,042	\$29,476	\$20,218	\$35,688
Assemblers and Fabricators, All Other	12,853	\$27,186	\$17,271	\$36,400
Total	94,469	\$64,374	\$43,578	\$79,647

Source: OCEW Employees, Non-OCEW Employees & Self-Employed - ENI 2012.3 Class of Worker.

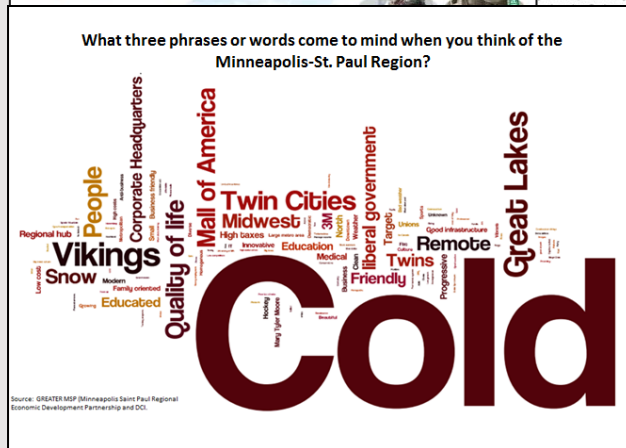


INCENTIVES AND Metropolitan Area Only Additional or necessary			
1 of 2 Please provide details regarding POTENTIAL INCENTIVES PROGRAMS specifically applicable to the project and specifications. Include incentives available to the project and specifications.			
Year of Incentive	Name of Incentive	Estimated Potential Value	Description of Incentive and Estimated Potential Value
Example	Existing Street	\$1,000,000 per year	Additional information on qualifications, standards, and application timing attached
Example	Job Creation Fund	Up to \$1,000,000	Legislation has been introduced for the creation of a new program called the Job Creation Fund. The legislation will be approved in the 2013 session and operational for projects after that date. The overall goal of the program will be to allow for the reimbursement of a set amount for each project and the amount \$1,000,000. Up to \$1,000,000 for a single investment and up to \$1,000,000 in job creation value based upon the project meeting the final criteria of the program.
Example	MSP	\$100,000	This program is based upon the project parameters and maximums established. If the project meets the job creation goals and capital expenditures. The program requires a minimum of 100 jobs in expenditures with the application being through the local community. Generally, this program is meeting requirements from the state legislature which should be completed by June 2013. Should the project fail to meet the requirements of the state then the loan would be null and void.
Example	Financial incentives or loaned financing including development loans	Based on project needs	Possible Economic Development Fund for the City of Minneapolis. The program is designed to provide financial assistance to the city, county, or school district, or all three entities combined. The loan document would be used to pay for public improvements that benefit the property, require and ensure loan, reimbursement of improvements made to the property, and other development goals.
Example	Value-Added Tax Exemption on Building Materials, Equipment, Furniture and IT	Dependent on expenditures	The special legislation would be used to reduce the expenditures for increased for the project. The program legislation would be introduced and possibly be enacted by the legislature based upon the timing of the project.
Example	Infrastructure improvements	Public Infrastructure Grants	The City would apply to the MSP Department of Engineering and Economic Development (DEED) to obtain the use of public infrastructure. Grants of up to \$1 million are available in total with roads, water/sewer lines or other public infrastructure improvements on behalf of the project. This fund will be applied at this time and applications are accepted at any time.
Example	Training	Job Skills Training	The project would be eligible for up to \$100,000 per training project in job training grants. The program would work with an approved training provider to provide a public higher education institution to apply for the funds. The program would be eligible to apply for additional training grants provided that the program is completed. This fund is not available for the remainder of the state's fiscal year. It would require an appropriation from the legislature for each round in the fall of 2013, 2014 and half of 2015.
Example	Other incentives	Special Legislation	GREATER MSP is willing to pursue local and state funding options that are currently available in order to secure the project.
2 of 2 Please provide information on the following TAX OBLIGATIONS in your community (please include formulas)			
Year Obligation	Total Obligation Year	Example	
Business/Personal Tax (State & Local)	5.8% state, plus minimum tax ranging from \$1 to \$5,000 based on property, personal, and sales or services attributable to state income.	81.0% state - 5.5% local	
Real Property Tax	Minnesota example monthly and manufacturing equipment from property taxes.	Between .8% and .82% with no cap, amount of 20%	
Personal Property Tax	Minnesota example (Estimated Example Tax Rate: 4.8% - 5.0% Value of Personal Property) Real Property Tax (Estimated Example Tax Rate: 4.8% - 5.0% Value of Personal Property)	Between .8% and .82% with no cap, amount of 20%	
Sales Tax (State & Local)	7.00% (6.8% State - 0.2% minimum local)	81.0% state - 5.5% local	

Please attach Supporting Program information to support inputs above, as appropriate.



Workforce & Labor Shed Analysis



Other factors are considered
other location.

made by carriers to decrease the latency on the long-haul networks by optimizing, modernizing or
modernizing. The paths can also be straightened to decrease the distances and the effective
distance. Normally, when an optimization effort is undertaken, the metro and long-haul fiber is streamlined

design could be implemented to further reduce latency to approximately 15% lower than the
latency route would be expensive to implement but could be done based on the route analysis.
a mix of available carriers and represents an average available latency.

NEF | www.NEFiber.com | 877.DK.FIBER

Operations & Research

Business Operations Analysts	P	3403	2.5%	Monthly		Annual		Monthly Mean	Annual Mean	Variance	Standard Deviation
				Hourly	Monthly	Hourly	Monthly				
Operations Research Analysts	P	3403	2.5%	\$17.42	\$654.09	\$17.42	\$654.09	\$17.42	\$654.09	\$0.00	\$0.00
Total											

Employment Est.

Business Operations Analysts	Operations Research Analysts	Total
3403	3403	6806

Financial Projections

Business Operations Analysts	P	3403	2.5%	Monthly		Annual		Monthly Mean	Annual Mean	Variance	Standard Deviation
				Hourly	Monthly	Hourly	Monthly				
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Total											

Employment Est.

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Total											

Employment Est.

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Financial Projections

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				Hourly	Monthly	Hourly	Monthly				
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Total											

Employment Est.

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3403	3403	6806

Financial Projections

Business Operations Analysts	P	3403	2.5%	Monthly		Annual		Monthly Mean	Annual Mean	Variance	Standard Deviation
				Hourly	Monthly	Hourly	Monthly				
Operations Research Analysts	P	3403	2.5%	\$17.42	\$654.09	\$17.42	\$654.09	\$17.42	\$654.09	\$0.00	\$0.00
Total											

Employment Est.

Business Operations Analysts	Operations Research Analysts	Total
3403	3403	6806

Financial Projections

Business Operations Analysts	P	3403	2.5%	Monthly		Annual		Monthly Mean	Annual Mean	Variance	Standard Deviation
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Employment Est.

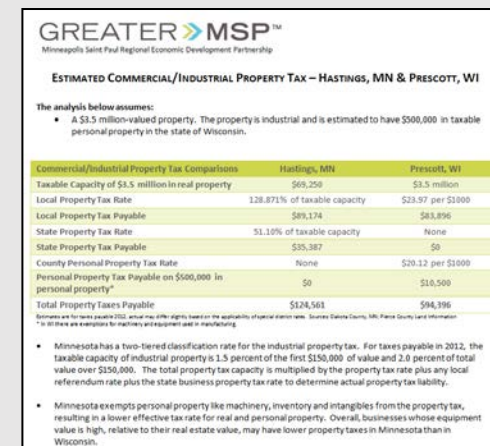
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Employment Est.

Business Operations Analysts	Operations Research Analysts
------------------------------	------------------------------



Business Costs Comparison



RESEARCH: Saint Paul Examples

- GMSP created talking points to inform a Downtown St. Paul walking tour for a delegation of officials from Bellevue Washington.
- Labor shed analysis for Project Nomad; PED staff utilized data and maps in presentations to the company.
- Supporting research for the Center Cities Initiative.
- Content for *Saint Paul on the Move*
- Development and Content for *Saint Paul 2020*



Business Retention & Expansion Regional Program

PREVENT LOSS OF BUSINESSES & JOBS AND IDENTIFY BUSINESS EXPANSIONS

ADVANCED WARNING	DATA SHARING	PROACTIVE SOLUTIONS	SOLVE BARRIERS	RELATIONSHIP BUILDING
Provide community leaders with advanced warnings about problems that can lead to business closings	Analyze data collected through business visits and report key findings to decision makers	Develop proactive intervention and creative solutions	Leverage resources to efficiently and effectively solve business barriers	Build solid relationships



MSP INSIDER

GREATNESS ON A GLOBAL SCALE. YOUR LATEST RECAP

Students Tour Boston Scientific, Coloplast, Smiths Medical and Olympus and are featured in Minnesota Medical Manufacturing Partnership video

Osseo School District students exploring medical manufacturing careers toured Greater MSP companies as part of Minnesota Manufacturing Week last month. Local Channel 12 covered the student tours.

REGIONAL BUSINESS RETENTION AND EXPANSION

Have you connected with any of these companies? Click here for the [2016 BR | E Med Tech list](#). Please email Megan Livgard at megan.livgard@gretermmsp.org if you have completed a visit to any of the companies on the list.

If you are wondering what companies to visit in your community, we would suggest prioritizing these companies and utilizing the [Medical Manufacturing Sector questionnaire](#).

[List of Completed Business Visits in the Region from January-October.](#)

QUARTERLY PUBLICATION TO REGION



Attraction Efforts

GREATER MSP is representing our partners and the region nationally and internationally. Here are some of the engagements we have scheduled.

- **Dusseldorf | Medica**
2016 Trade Show. Nov. 16-19
- **Washington, D.C. |**
International Investment
Dinner. Nov. 30
- **Chicago | Mid-America**
Economic Partnership Summit



Site Request Broadcast Updates

Project 203 | Fortune 500
company seeks new
warehouse/distribution
facility. Site chosen.
Undergoing due diligence. Q2
2017 purchase.

Project 311 | Battery
Manufacturer Seeking New
Manufacturing, Storage and
Testing Location. Project on
hold.

Project 367 | Site Selector
Seeks Distribution Center Site.
Project on hold.

Project 490 | Company Seeks



GREATER MSP BR|E ASSISTANCE

- Host and facilitate annual County Collaboration meetings.
 - Attendance includes cities, county, DEED Workforce, Community and Technical colleges, and Chambers.
- Communicate key information between multiple organizations to strengthen the local and regional economy.
 - Examples: loss of jobs, executive changes, venture capital secured, mergers/acquisition, etc.
- Assist in identifying key sectors and businesses to visit.
 - ***Annual list provided to City of Saint Paul each year from 2013-2016.***
- Provide a Common Question Survey for visits.
 - ***Assist Saint Paul staff in entering collected into Salesforce.***



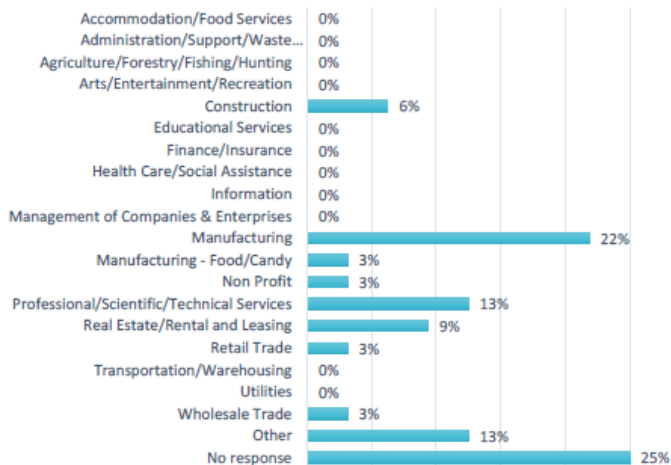
GREATER MSP BR|E ASSISTANCE

- Collect, track, and analyze business visit data.
 - Provide aggregate and comparative reports.
- Assist in solving business concerns and barriers in collaboration with local partners.
 - ***Example: Worked with staff to connect with a company that was bought by a venture capital firm from Chicago.***
- ***City of Saint Paul has a Salesforce License through GREATER MSP.***
 - ***Web based economic development tool – track projects, BR|E visits, communicate with other organizations including chambers and the State.***
- ***Participate in monthly Saint Paul ED Partners meetings with the City, Port Authority, Chamber, DEED Workforce, MN State.***
- ***Provide customized BR|E reports to communities and publish an Annual Regional BR|E Report, includes data from Cities, Counties, Chambers, GREATER MSP, & DEED.***

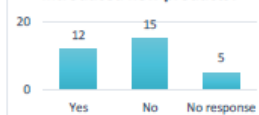
Report based on 32 BRE Surveys completed during 2014

Business Details

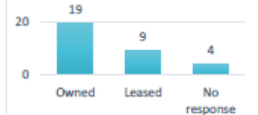
Primary Business Sector



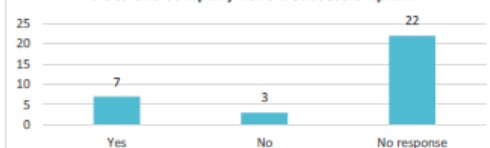
Has this company introduced new products?



Is this facility owned or leased?



Does this company have a succession plan?



Status of Company Sales Over Past Year



946 Saint Paul businesses were visited from 2014 through 2016.

OVER 2,700 VISITS IN 2015 THROUGHOUT THE STATE

GREATER MSP, Grow! Minnesota (Minnesota Chamber of Commerce) and the Minnesota Department of Employment and Economic Development (DEED) conducted over 2,700 Business Retention and Expansion (BRE) and workforce-focused visits designed to retain companies and help them to prosper in the region. We provide direct assistance to businesses and track data on several leading economic indicators. These findings provide insights into current business conditions in the region and will help inform our collective efforts to improve the regional economy this coming year. This report provides a topline summary. More data is available at greatermsp.org.

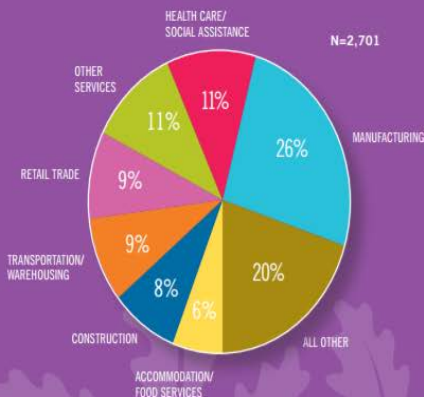
For more information on BRE Contact:
MEGAN BARNETT-LIVGARD
Business Retention & Expansion Manager
651-287-5812
megan.livgard@greatermsp.org

Minnesota
Department of Employment and Economic Development

GREATER MSP
Minneapolis Saint Paul Regional Economic Development Partnership

MINNESOTA
CHAMBER of
COMMERCE
GROW MINNESOTA!

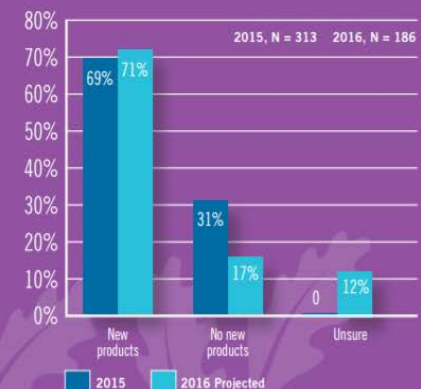
VISITS BY INDUSTRY



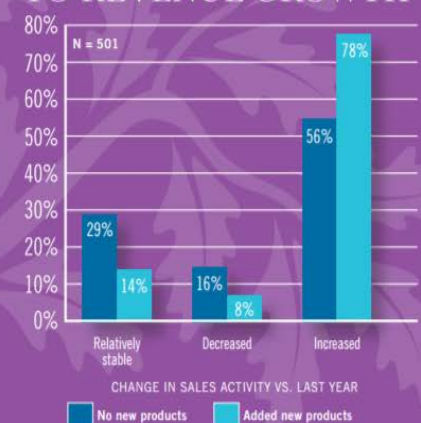
SALES ACTIVITY OVER THE PAST 3 YEARS



BUSINESSES IN GREATER MSP INNOVATE AT A HIGH RATE



NEW PRODUCTS LEAD TO REVENUE GROWTH





MINNESOTA MEDICAL MANUFACTURING PARTNERSHIP



Greater MSP | St. Cloud | Mankato | Rochester

An *Investing in Manufacturing Communities Partnership* designated community by the U.S. Department of Commerce

Vision - This region will be the global leader in manufacturing of medical technology in order to meet the world's changing needs.

- Public/Private partnership - Governed by Memorandum of Understanding.
- Minnesota is one of the world's largest medical device clusters. Leading innovation, along with top medical technology companies drive this industry sector in the region.
- The MMMP region contains a rich ecosystem of talented professionals and academics, resulting in numerous start-ups that spur the local economy.
- Saint Paul serves on Research & Innovation Committee.



METROPOLITAN EXPORT INITIATIVE



- Started in 2011 with support from Brookings Institution
- Included the State of Minnesota, Minneapolis, Saint Paul, GREATER MSP, Minneapolis USEAC, and many other partners
- Initial progress made and strategies outlined
- Funding by J.P. Morgan Chase Foundation to continue work
- GREATER MSP coordinates export services with Minnesota Trade Office, U.S. Commercial Services, MN Department of Agriculture, Midwest Global Trade Association

REGIONAL STRATEGY

2014 – 2018

TELL OUR
STORY

PRIORITIZE
TALENT

BUILD GLOBAL
SECTORS

STRATEGIC INITIATIVES

GREATER»MSP™

Minneapolis Saint Paul Regional Economic Development Partnership

in execution phase September 2016

TELL OUR
STORY

REGIONAL
INDICATORS
DASHBOARD

REGIONAL
COMPETITIVENESS
WORKING GROUP



PRIORITIZE
TALENT

MAKE IT. MSP.™
MINNEAPOLIS-SAINT PAUL

200+

private, public, nonprofit
and academic organizations
are engaged in executing
one or more of these
strategic initiatives.

BUILD GLOBAL
SECTORS

MMMP
MINNESOTA MEDICAL
MANUFACTURING PARTNERSHIP

MSP TRADE &
INVESTMENT
PLAN

Water
Technology
Summit

MSP REGIONAL INDICATORS DASHBOARD 2016

ULI Minnesota
Regional Council of Mayors

ITASCA*project*

M MINNESOTA BUSINESS PARTNERSHIP

THE MCKNIGHT FOUNDATION


METROPOLITAN
COUNCIL

GREATER » MSP
Minneapolis Saint Paul Regional Economic Development Partnership

SP@CC

SAINT PAUL AREA CHAMBER OF COMMERCE

MINNEAPOLIS
REGIONAL Chamber of Commerce
Bloomington Chamber of Commerce
Northeast Minneapolis Chamber of Commerce

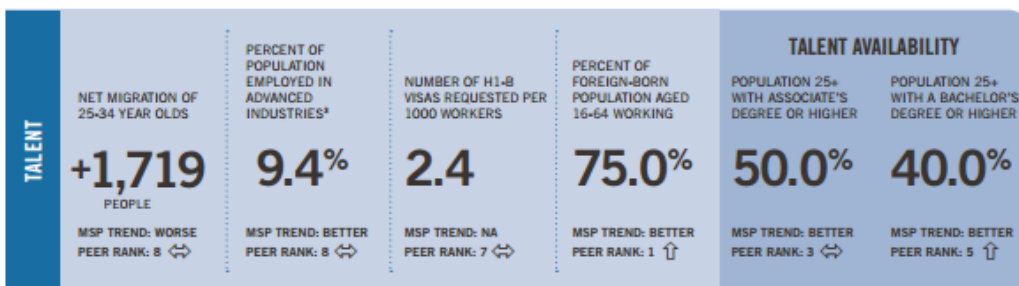
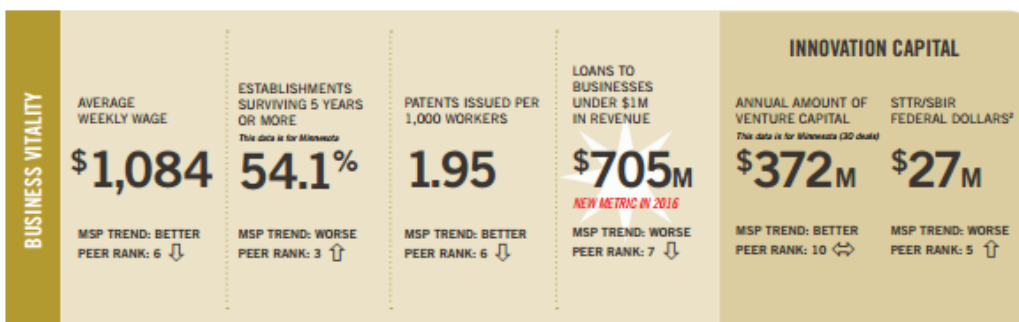
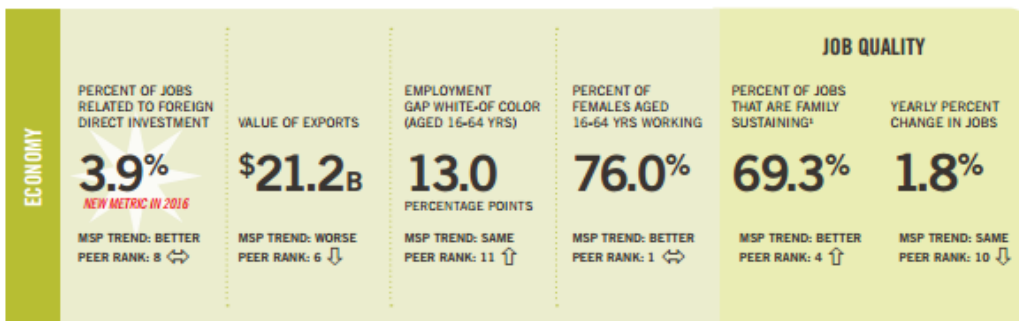
**MINNESOTA
CHAMBER of
COMMERCE**

Support for this work has been provided by Minnesota Philanthropy Partners through the Living Cities Integration Initiative.

THIS REGIONAL INDICATORS DASHBOARD is a set of shared metrics that tracks the region's change on critical economic, environmental, and social outcomes. Measuring change in the areas that matter most for continued long-term success will help improve our region's economic competitiveness. 2016 is the second year of this effort.

MSP TREND: Reflects change between most current data available and the last prior data available. All data reflects the 16-county metropolitan statistical area (MSA) unless otherwise indicated.

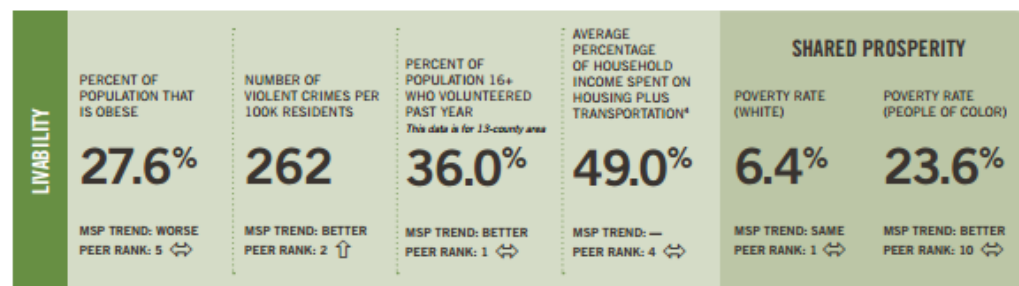
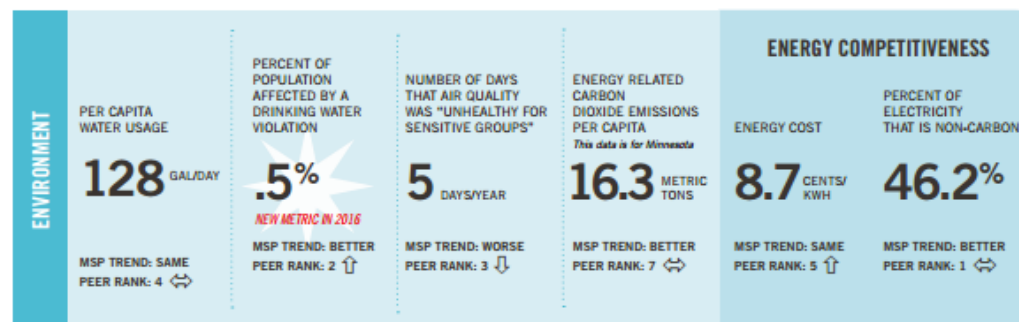
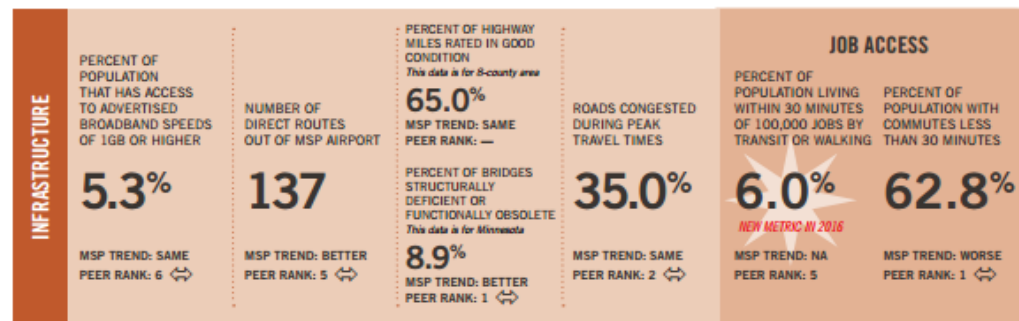
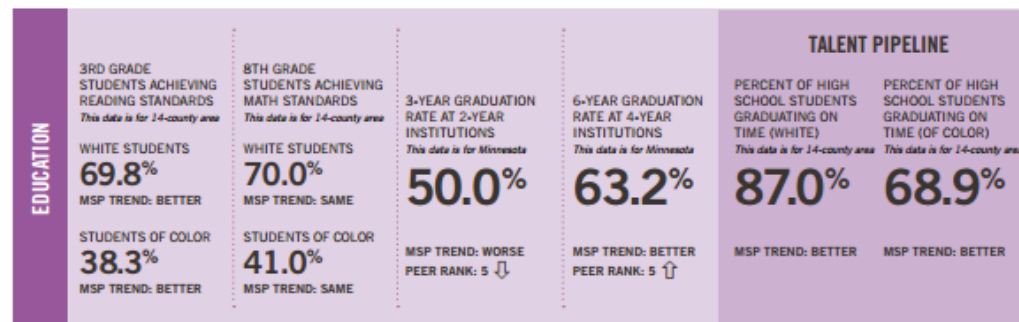
PEER RANK: 1=BEST, 12=WORST The 11-peer regions are listed on the reverse of this document.
PEER TREND: (ARROW) Denotes change in MSP performance relative to previous year's peer ranking.



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.



4. HUD model based on median household income



- » The City of Saint Paul is making big, long-lasting decisions that affect the region's competitiveness, including in the areas of transportation planning, housing, and workforce
- » GREATER MSP is identifying important "customers" for the region's future and conducting unprecedented efforts to listen to their needs, wants, concerns and ideas
- » Some of these "consumer insights" may help inform your comprehensive planning process

MAKE IT. MSP.TM

MINNEAPOLIS-SAIN T PAUL

REGIONAL 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

Closing a gap in regional action



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

The 2013 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.

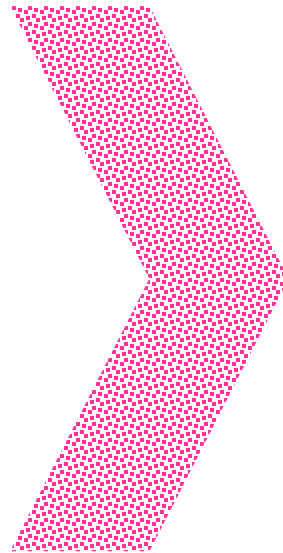


Our region needs a stronger magnet to **ATTRACT** degreed and creative talent into our workforce from outside of our state.

ASSUMPTIONS

What it will take to succeed

- Sustained effort over years
- Employers + community
- Multiple interventions
- Leverage existing resources
- Innovate and scale fast
- Find problems with markets



Make It. MSP. will be a **network**,
not a traditional organization



CORPORATE & COMMUNITY PARTNERS

2015-2016

MAKE IT. MSP.™
MINNEAPOLIS-SAINT PAUL



MAKE IT. MSP.[®]

DELIVERING RESULTS, BUILDING MOMENTUM

After just one year of execution, Make It. MSP. is a highly-productive collaboration of learning and action. The initiative has a light, sustainable infrastructure that is growing partners, answering critical questions and producing solutions.

PARTNERS

100

organizations

NETWORK

1200

individuals

USERS

500*

active employers

INSIGHTS

5000

customer insights

MAKE IT. MSP.®

EXECUTING ON MULTIPLE TIME HORIZONS

SHORTTERM

0-12 months

TOOLS & INSIGHT TO
SUPPORT EMPLOYERS

makeitmsp.org

MIDTERM

1-3 years

BUILD & STRENGTHEN
PIPELINES

*regional strategy to improve
retention of professionals of
color, tech*

LONGTERM

3-7 years

STRENGTHEN MSP
BRAND & IMAGE

national PR strategy

Q. What perceived quality is most important to the talented people around the U.S. we want to attract?

A. *Lifestyle:* Housing cost
Career: Entrepreneurial culture

Q. What regions of the U.S. are high potential targets for attraction? And low potential?

A. *High:* Detroit, Wash. DC, Chicago
Low: Portland, Pittsburgh, Phoenix

Q. What is our region's unique value proposition to tech workers?

A. Quality of life; ability to work on personal side-projects outside of work; ability to make global impact

Q. What are the top barriers to improved retention of professionals of color?

A. Lack of culturally specific places and amenities, diversity in leadership teams, integrated D&I efforts, etc.

Q. What can we do to increase the chance newcomers to the region will stay?

A. Facilitate social connections among newcomers, provide credible peer-reviewed info for pre-, post- arrival

MSP PERCEPTION ANALYSIS

MSP PERCEPTION ANALYSIS

TECH TEAM INTERVIEWS & SURVEY

CONNECT MSP SURVEY & FOCUS GROUPS

MSP WELCOME SURVEY & FOCUS GROUPS

MAKE IT. MSP. [®] INNOVATION & LEARNING

ISSUE

INNOVATION

LEARNING

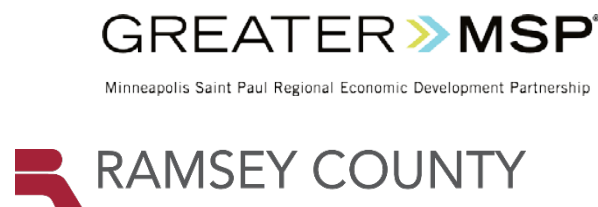
OUTDOORS - How can we showcase our outdoor assets? - How do we take on winter? - How do we leverage the four seasons?	 4Play: regional outdoor play day sponsored by Knight Foundation	Focus efforts on content capture & sharing
US MARKETS - How might we visit other markets? - Who will our partners be? - How do we drive participation?	 Chicago market visit built around Minnesota Wild game	How best to engage partners in outreach – build around planned and existing events
NEWCOMERS - How do newcomers want to be engaged? - Can we organically build a list & network? - Which online channels will be effective?	 Newcomer Nosh: Volunteer-run series at local restaurants	Use Meetup.com & other existing platforms to reach newcomers and build lists
TARGETING - How do we build a prospect list? - How can we test messages across regions? - Who will respond to our efforts?	 Twin Cities Startup Week: Jobseeker fly-in program	Identified target audiences in target locations, such as prospective boomerangs in Washington D.C.
COMMUNITY - How can we engage/leverage YP groups? - Where is mission overlap in community? - Can partners help explore frontier issues?	 Makers Hub collaborative of 25+ community organizations	Community groups have limited capacity – make them partners but don't expect them to drive the work

CENTER CITIES

COMPETITIVENESS INITIATIVE



Accelerating job growth and
capital investment



MINNESOTA PHILANTHROPY PARTNERS

NEW STRATEGIC FRAMEWORK

The partners established four shared strategic goals that provide scope and focus to the Center Cities Competitiveness Initiative as we work to increase capital investment and job creation in the East Side and Midway communities of Saint Paul and in North and Northeast Minneapolis . The partners committed to working together in new and innovative ways, to achieve the following:

GOAL #1

BUILD THE BRAND

Capitalize on the unique brand of each city to strategically target talent and businesses

GOAL #2

BUSINESS RETENTION & EXPANSION

Grow jobs with effective BR&E effort targeting economic sectors of opportunity

GOAL #3

CREATE MARKET-READY SITES

Increase inventory of clean, shovel-ready sites

GOAL #4

CLOSE MORE DEALS

Increase job creation and capital investment transactions

2017 Q1 and Q2 Deliverables

In quarters three and four of 2016 we began building an inventory of current projects and available properties, inclusive of publicly owned parcels. The ward tours with the Councilmembers, PED staff and the Saint Paul Port Authority are integral to this effort. Partners also completing a draft website to clarify and streamline processes for businesses development in the center cities and PED is working toward integration of Salesforce to meet BRE goals and ensure expansion opportunities are addresses.

GOAL #1

BUILD THE BRAND

Marketing collateral for the Saint Paul and Minneapolis, highlighting key assets completed in Q1.

Two broker/site selector events will be hosted in 2017

GOAL #2

BUSINESS RETENTION & EXPANSION

Finalize a shared process for BRE and integrated updated DSI processes in Q2

GOAL #3

CREATE MARKET-READY SITES

Shared site inventory process

Partner with regional leaders to test collaboration on assembly of a key development opportunity

GOAL #4

CLOSE MORE DEALS

Testing a public private model to address funding gaps for market-challenged areas

» GREATER MSP Winter Investor Meeting | 2017 Economic Outlook

**SAVE
THE
DATE**

**2017
GREATER MSP
WINTER INVESTOR
MEETING**

TUESDAY, FEBRUARY 28, 2017
7:30 - 9:30 AM
PROGRAM BEGINS AT 8 AM

**LOEWS MINNEAPOLIS HOTEL
STONE ARCH BALLROOM
601 NORTH 1ST AVENUE
MINNEAPOLIS, MN 55403**

Invitations will be emailed in January.

GREATER » MSP®
Minneapolis Saint Paul Regional Economic Development Partnership



Thank you for your partnership!

PROSPER: MOMENTUM IS BUILDING