Keys to Economic Growth???

- Lower taxes?
- Less regulations?
- More incentives?
- Better roads?
- More marketing?
- Entrepreneurship/Small Business?
- Exporting?
8 Strategies

- Retain/Expand Existing Business
- Develop Workforce
- Promote Entrepreneurship
- Facilitate International Trade
- Develop Key Infrastructure
- Facilitate Innovation
- Improve Taxation and Incentives
- Improve Marketing/Attraction
MO Strategic Initiative for Economic Growth

- 7 Targeted Industry Clusters
  - Advanced Manufacturing
  - Energy Solutions
  - Information Technology
  - Bioscience
  - Health Sciences and Services
  - Transportation and Logistics
  - Financial and Professional Services
Definitions
Human Capital

Skills, talents, education, knowledge and experience that people use in their role as workers to produce goods and deliver services.

Source: “Knowledge in Cities” by Todd Gabe, Jaison R. Abel, Adrienne Ross, and Kevin Stolarick, Federal Reserve Bank of New York Staff Reports, no. 470, 2010
“Talent”

- Skilled individuals who:
  - Possess technical, managerial and innovative capabilities and knowledge.
  - Have attained higher levels of education.
- Key variable in attracting high technology industries and generating higher regional incomes.

Source: Richard Florida, *The Economic Geography of Talent, 2002*
Attributes of Talented People
St. Louis RCGA, 2011

- Post-secondary credentials, especially two- and four-year degrees.

- Applied skills:
  - Apply knowledge in a dynamic business setting, critical / analytical thinking, problem-solving, prioritization / focus, process improvement, decision-making.

- People skills.

- A record of continuous learning.

- An entrepreneurial attitude.
“Creative Class”

- Occupations in which individuals engage in complex problem solving that:
  - Involves a great deal of independent judgment and
  - Requires high levels of education or human capital.

*Source: Richard Florida, “Rise of the Creative Class”, 2004*
Creative Class –
“Super-Creative Core”

- Computer and math occupations;
- Architecture and engineering;
- Life, physical, and social science;
- Education, training, and library positions;
- Arts and design work;
- Entertainment, sports, and media occupations;
- Management occupations, business and financial operations, legal positions, healthcare practitioners, technical occupations, and high-end sales and sales management.

Source: Richard Florida, “Rise of the Creative Class”, 2004
Primary Businesses:

- Mostly competes/sells outside the local market.
- Also known as “Base” or “Traded” Companies.
- May include certain institutions (education, government, non-profit, military).
- Foundation of a local/regional economy.
- Brings new money in the community.
Which types of businesses and occupations are growing the most?
Projected Change in Employment, 2010-2020, BLS (in thousands)

- Health care and social assistance: 5,639
- Professional and business services: 3,809
- Construction: 1,840
- Retail trade: 1,769
- State and local government: 1,642
- Leisure and hospitality: 1,343
- Educational services: 819
- Other services: 819
- Transportation and utilities: 817
- Financial activities: 780
- Wholesale trade: 744
- Information: 140
- Mining: 25
- Manufacturing: -73
- Federal government: -372
## Projected MO Employment Growth by Industry Sector

### Primary Businesses; 2008-2018

<table>
<thead>
<tr>
<th>Industry</th>
<th>Number</th>
<th>Pct.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospitals</td>
<td>11,063</td>
<td>8.7%</td>
</tr>
<tr>
<td>Physicians Offices</td>
<td>8,441</td>
<td>21.4%</td>
</tr>
<tr>
<td>Home Health Care Services</td>
<td>6,220</td>
<td>39.7%</td>
</tr>
<tr>
<td>Colleges, Universities</td>
<td>5,867</td>
<td>10.0%</td>
</tr>
<tr>
<td>Services to Buildings and Dwellings</td>
<td>4,456</td>
<td>12.3%</td>
</tr>
<tr>
<td>Business Support Services</td>
<td>3,723</td>
<td>15.2%</td>
</tr>
<tr>
<td>Insurance Related Activities</td>
<td>3,414</td>
<td>14.5%</td>
</tr>
<tr>
<td>Other Health Practitioners</td>
<td>3,122</td>
<td>24.6%</td>
</tr>
<tr>
<td>Outpatient Care Centers</td>
<td>2,814</td>
<td>27.6%</td>
</tr>
<tr>
<td>Scientific Research and Development Services</td>
<td>2,600</td>
<td>25.3%</td>
</tr>
<tr>
<td>Management, Scientific, and Technical Cons. Serv.</td>
<td>2,283</td>
<td>24.4%</td>
</tr>
<tr>
<td>Offices of Dentists</td>
<td>2,028</td>
<td>15.3%</td>
</tr>
<tr>
<td>Depository Credit Intermediation</td>
<td>1,950</td>
<td>4.9%</td>
</tr>
</tbody>
</table>
# Largest Actual Employment Growth, Primary Companies, Missouri, 2006-2011

<table>
<thead>
<tr>
<th>Company</th>
<th>Industry</th>
<th>Location</th>
<th>New Jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td>CERNER CORPORATION</td>
<td>Info Tech</td>
<td>Kansas City</td>
<td>1,000+</td>
</tr>
<tr>
<td>EDWARD D. JONES</td>
<td>Financial Services</td>
<td>St. Louis</td>
<td>600-1000</td>
</tr>
<tr>
<td>THOMSON REUTERS</td>
<td>Financial Services</td>
<td>St. Louis</td>
<td>600-1000</td>
</tr>
<tr>
<td>CONNECTICUT GENERAL LIFE</td>
<td>Financial Services</td>
<td>St. Louis</td>
<td>500-599</td>
</tr>
<tr>
<td>BURNS &amp; MCDONnell</td>
<td>Professional Services</td>
<td>Kansas City</td>
<td>500-599</td>
</tr>
<tr>
<td>US BANK</td>
<td>Financial Services</td>
<td>(Several)</td>
<td>500-599</td>
</tr>
<tr>
<td>MONSANTO COMPANY</td>
<td>Bioscience</td>
<td>St. Louis</td>
<td>500-599</td>
</tr>
<tr>
<td>YRC INC.</td>
<td>Logistics</td>
<td>Kansas City</td>
<td>500-599</td>
</tr>
<tr>
<td>GRAPHIC PACKAGING</td>
<td>Mfg - Packaging</td>
<td>KC and STL</td>
<td>400-499</td>
</tr>
<tr>
<td>VA MORTGAGE CENTER</td>
<td>Financial Services</td>
<td>Columbia</td>
<td>400-499</td>
</tr>
<tr>
<td>ADVANTAGE SALES &amp; MARKETING</td>
<td>Professional Services</td>
<td>St. Louis</td>
<td>400-499</td>
</tr>
<tr>
<td>STATE STREET BANK AND TRUST</td>
<td>Financial Services</td>
<td>Kansas City</td>
<td>300-399</td>
</tr>
<tr>
<td>ELSEVIER PRINTING</td>
<td>Mfg - Printing</td>
<td>STL, Linn</td>
<td>300-399</td>
</tr>
<tr>
<td>CENTENE</td>
<td>Healthcare Services</td>
<td>St. Louis</td>
<td>300-399</td>
</tr>
<tr>
<td>ROYAL OAK ENTERPRISES</td>
<td>Mfg - Charcoal</td>
<td>(Several)</td>
<td>300-399</td>
</tr>
<tr>
<td>STIFEL NICOLAUS &amp; CO INC</td>
<td>Financial Services</td>
<td>St. Louis</td>
<td>300-399</td>
</tr>
<tr>
<td>BOEHRINGER INGELHEIM</td>
<td>Bioscience</td>
<td>St. Joseph</td>
<td>300-399</td>
</tr>
<tr>
<td>JACK HENRY &amp; ASSOCIATES,</td>
<td>Info Tech</td>
<td>Monett, Spgfld.</td>
<td>300-399</td>
</tr>
<tr>
<td>PARAMOUNT APPAREL</td>
<td>Mfg - Apparel</td>
<td>Bourbon</td>
<td>300-399</td>
</tr>
<tr>
<td>MARITZ LOYALTY &amp; MOTIVATION</td>
<td>Professional Services</td>
<td>St. Louis</td>
<td>300-399</td>
</tr>
<tr>
<td>CON-WAY TRUCKLOAD INC.</td>
<td>Logistics</td>
<td>Joplin</td>
<td>300-399</td>
</tr>
</tbody>
</table>

Source: MERIC estimates from QCEW
<table>
<thead>
<tr>
<th>Company</th>
<th>Date</th>
<th>Location</th>
<th>New Jobs</th>
<th>Industry Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Motors</td>
<td>2011</td>
<td>Wentzville</td>
<td>1,620</td>
<td>Mfg, Autos</td>
</tr>
<tr>
<td>Ford</td>
<td>2011</td>
<td>Kansas City</td>
<td>1,600</td>
<td>Mfg, Autos</td>
</tr>
<tr>
<td>Centene</td>
<td>2008</td>
<td>St. Louis County</td>
<td>836</td>
<td>Headquarters</td>
</tr>
<tr>
<td>IBM</td>
<td>2010</td>
<td>Columbia</td>
<td>700</td>
<td>Information Technology</td>
</tr>
<tr>
<td>NCO Customer Management</td>
<td>2008</td>
<td>St. Joseph</td>
<td>681</td>
<td>Services/Call Center</td>
</tr>
<tr>
<td>Hotels.com</td>
<td>2010</td>
<td>Springfield</td>
<td>525</td>
<td>Services/Call Center</td>
</tr>
<tr>
<td>Jet Midwest</td>
<td>2010</td>
<td>Kansas City</td>
<td>500</td>
<td>Mfg, Aircraft parts</td>
</tr>
<tr>
<td>Monsanto</td>
<td>2007</td>
<td>St. Louis County</td>
<td>475</td>
<td>Headquarters</td>
</tr>
<tr>
<td>Polymer Wood Technologies</td>
<td>2007</td>
<td>Lamar</td>
<td>474</td>
<td>Mfg, Wood Products</td>
</tr>
<tr>
<td>Sabreliner</td>
<td>2010</td>
<td>Perryville</td>
<td>421</td>
<td>Mfg, Aircraft Parts</td>
</tr>
<tr>
<td>Northstar Battery Company</td>
<td>2008</td>
<td>Springfield</td>
<td>400</td>
<td>Mfg, Batteries</td>
</tr>
<tr>
<td>Gallus Biopharmaceuticals</td>
<td>2010</td>
<td>St. Louis</td>
<td>360</td>
<td>Life Science/Bio-Technology</td>
</tr>
<tr>
<td>Orgill Inc.</td>
<td>2008</td>
<td>Sikeston</td>
<td>350</td>
<td>Warehouse/Distribution</td>
</tr>
<tr>
<td>USA 800</td>
<td>2009</td>
<td>St Joseph</td>
<td>350</td>
<td>Services/Call Center</td>
</tr>
<tr>
<td>Applebee's International</td>
<td>2011</td>
<td>Kansas City</td>
<td>340</td>
<td>Headquarters</td>
</tr>
<tr>
<td>ProEnergy Services</td>
<td>2011</td>
<td>Sedalia</td>
<td>309</td>
<td>Professional Services</td>
</tr>
<tr>
<td>Flex N Gate</td>
<td>2011</td>
<td>Kansas City</td>
<td>300</td>
<td>Mfg, Auto Supplier</td>
</tr>
<tr>
<td>VA Mortgage</td>
<td>2011</td>
<td>Columbia</td>
<td>300</td>
<td>Financial Services</td>
</tr>
</tbody>
</table>
### Missouri Top Industry Postings

<table>
<thead>
<tr>
<th>Industries with Top Postings</th>
<th>Number of Job Ads</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospitals</td>
<td>5,843</td>
</tr>
<tr>
<td>Banks</td>
<td>1,656</td>
</tr>
<tr>
<td>Health Practitioner Offices</td>
<td>1,389</td>
</tr>
<tr>
<td>Insurance Companies</td>
<td>1,295</td>
</tr>
<tr>
<td>Colleges / Universities</td>
<td>1,237</td>
</tr>
<tr>
<td>Hotels &amp; Other Accommodation</td>
<td>1,103</td>
</tr>
<tr>
<td>Scientific Research &amp; Dev. Services</td>
<td>871</td>
</tr>
<tr>
<td>Computer Systems Design</td>
<td>845</td>
</tr>
<tr>
<td>Security</td>
<td>801</td>
</tr>
<tr>
<td>Employment Services</td>
<td>744</td>
</tr>
</tbody>
</table>

Source: MERIC – “Real Time Labor Market Summary”
Higher Skill Jobs = Faster Growing

<table>
<thead>
<tr>
<th>Skill and Education Level</th>
<th>Employment 2010</th>
<th>Employment 2012</th>
<th>Percent Change</th>
<th>Openings Total</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low Skill Jobs</td>
<td>1,040,520</td>
<td>1,062,970</td>
<td>2.1%</td>
<td>333,595</td>
<td>47,502</td>
</tr>
<tr>
<td>Short-Term On-the-Job Training</td>
<td>1,040,520</td>
<td>1,062,970</td>
<td>2.1%</td>
<td>333,595</td>
<td>47,502</td>
</tr>
<tr>
<td>Middle Skill Jobs</td>
<td>1,251,460</td>
<td>1,279,990</td>
<td>2.3%</td>
<td>320,732</td>
<td>65,752</td>
</tr>
<tr>
<td>Moderate-Term On-the-Job Training</td>
<td>522,930</td>
<td>524,090</td>
<td>0.8%</td>
<td>131,472</td>
<td>24,853</td>
</tr>
<tr>
<td>Long-Term On-the-Job Training</td>
<td>205,050</td>
<td>207,030</td>
<td>0.9%</td>
<td>51,888</td>
<td>8,149</td>
</tr>
<tr>
<td>Work Experience in a Related Field</td>
<td>226,330</td>
<td>227,940</td>
<td>0.7%</td>
<td>51,445</td>
<td>4,966</td>
</tr>
<tr>
<td>Postsecondary Vocational Award</td>
<td>171,920</td>
<td>180,470</td>
<td>5.0%</td>
<td>46,273</td>
<td>12,351</td>
</tr>
<tr>
<td>Associates Degree</td>
<td>125,230</td>
<td>140,460</td>
<td>12.2%</td>
<td>39,654</td>
<td>15,433</td>
</tr>
<tr>
<td>High-Skill Jobs</td>
<td>569,280</td>
<td>611,550</td>
<td>7.4%</td>
<td>175,313</td>
<td>49,358</td>
</tr>
<tr>
<td>Bachelor's Degree</td>
<td>355,370</td>
<td>384,950</td>
<td>8.5%</td>
<td>110,559</td>
<td>33,033</td>
</tr>
<tr>
<td>Bachelor's Degree Plus Work Experience</td>
<td>102,470</td>
<td>103,080</td>
<td>0.8%</td>
<td>30,046</td>
<td>3,982</td>
</tr>
<tr>
<td>Masters Degree</td>
<td>42,550</td>
<td>47,810</td>
<td>12.6%</td>
<td>14,344</td>
<td>5,362</td>
</tr>
<tr>
<td>Doctoral Degree</td>
<td>33,520</td>
<td>37,600</td>
<td>12.3%</td>
<td>10,512</td>
<td>4,129</td>
</tr>
<tr>
<td>First Professional Degree</td>
<td>35,370</td>
<td>38,110</td>
<td>7.7%</td>
<td>9,852</td>
<td>2,852</td>
</tr>
<tr>
<td>Total Jobs</td>
<td>2,861,260</td>
<td>2,954,510</td>
<td>3.3%</td>
<td>829,640</td>
<td>162,612</td>
</tr>
</tbody>
</table>

Source: MERIC, 2010-2012 Missouri Long-term Occupational Projections
Job Trends

- B.A or better
- Some College/ A.A. degree
- High School

1973 | 2007 | 2018
---|---|---
Projected - Georgetown
Which areas have had the best economic growth?
People 25 Years+ with Bachelor’s+

MO: 25.2%
Projected Job Growth, 2010-2020, Based on All Factors

1. Washington DC
2. Bethesda, MD
3. Colorado Springs, CO
4. New York, NY-NJ
5. El Paso, TX
6. Springfield, MA
7. Baton Rouge, LA
8. Tacoma, WA
9. Baltimore, MD
10. San Antonio, TX

Source: US Bureau of Economic Analysis
Pct. change in real GDP per capita, 2001-2010

Top Gainers
Larger Metros
27% Durham, NC
26% San Jose, CA
24% Portland, OR
12% Washington, DC
12% Austin, TX
10% New York
9% Pittsburg, PA
9% Boston, MA
8% Seattle, WA
7% Oklahoma City
6% Milwaukee, WI
Economic Growth - Key Factors
Major Factors Influencing Economic Growth

Source: Consensus of Economic Reports.

- Human Capital/Education/Talent
- Productivity/Technology/Innovation
- Natural resources (energy, others)
- Infrastructure
- Financial Capital
- Ease of Doing Business/Sound Economic Policy/Political Stability
# 2011 Site Selection Factors Survey

<table>
<thead>
<tr>
<th>Site selection factors</th>
<th>Very Important %</th>
<th>Important %</th>
<th>Minor Consideration %</th>
<th>Of No Importance %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labor</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Availability of skilled labor</td>
<td>57.0</td>
<td>28.9</td>
<td>13.2</td>
<td>0.9</td>
</tr>
<tr>
<td>Availability of unskilled labor</td>
<td>16.7</td>
<td>28.7</td>
<td>37.0</td>
<td>17.6</td>
</tr>
<tr>
<td>Training programs</td>
<td>14.4</td>
<td>42.3</td>
<td>31.5</td>
<td>11.7</td>
</tr>
<tr>
<td>Labor costs</td>
<td>54.1</td>
<td>36.9</td>
<td>5.4</td>
<td>3.6</td>
</tr>
<tr>
<td>Low union profile</td>
<td>52.7</td>
<td>22.7</td>
<td>14.5</td>
<td>10.0</td>
</tr>
<tr>
<td>Transportation/Telecommunications</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Highway accessibility</td>
<td>64.6</td>
<td>32.7</td>
<td>2.7</td>
<td>0.0</td>
</tr>
</tbody>
</table>
1. Workforce skills
2. State and local tax structure
3. Transportation infrastructure
4. Flexibility of incentive programs
5. Availability of incentives
6. Utility infrastructure
7. Land/building costs and supply
8. State economic development strategy
9. Permitting and regulatory structure
10. Higher education resources
**Figure 14: What is the most important consideration when selecting a geography?**

- Access to qualified talent: 27.8%
- Lower cost environment: 26.2%
- Regulations more conducive to business performance: 19.0%
- Access to customers: 17.5%
- Proximity to educational/research institutions: 2.4%
- Access to materials: 1.6%

Figure 10: Given the change in the economy and business environment, which of the following will be most important to your company’s future business success during the next 3-5 years?

- High skilled, flexible workforce: 68%
- New product innovation: 48%
- Increased market share: 38%
- Low cost producer status: 29%
- Increased customer service orientation: 24%
- Increasing sales outside the U.S.: 22%
- Supply chain integration with suppliers or customers: 21%

6 “P”s of Site Selection
Primary Companies

- Proximity
  - Markets/customers; Suppliers; Raw Materials/Natural Resources; Other Facilities of the Company; Required transportation; or Research institutions.

- People
  - Number with needed skills within drive-time radius; KeyTalent;
  - Graduates in area institutions applicable to needs.

- Place
  - Quality of Life to recruit/retain key talent.

- Product
  - Available/applicable building and/or site; plus required infrastructure.

- Perception
  - Community cooperation and support; and reasonable regulations.

- Price
  - Lowest overall cost, plus incentives.

Source: IEDC Now Article (Downing), 2008
“Education is the single most important factor in driving economic growth.”

CEO for Cities

“Technology has been a key driver of economic growth over the last two decades, fueling the innovation and entrepreneurship that are crucial to long-term economic development and prosperity.

Brookings Institute
“Knowledge-based industries and young professionals will be the most important drivers of future economic growth, with communities having high concentrations of both likely to be more prosperous.”

Michigan Future, “Pathways to Prosperity”
The “Skills Gap”
Workers with average skills doing an average job used to earn an average lifestyle.

- **60%** of high school dropouts are unemployed.
- Employed dropouts earn an average of $23,400 compared to $33,500 with a diploma and $54,700 for four-year college graduates.

Only **2/3** of Americans have family incomes higher than their parents.

- **42%** of persons born into the bottom income quartile remain there as adults.
Educating Our Way to a Better Future

Gates Foundation

http://www.youtube.com/watch?feature=player_embedded&v=k0QTA5e1zhs
In Missouri and Kansas, of 100 students that begin high school...
According to the Education Equality Project:

“On average, an American student drops out of high school once every 26 seconds.”
70% of the 75 that graduate go on to some kind of post-secondary education within two years.
Of the 52 that go on to college, 30-40 will graduate with either an associates or bachelors degree by their mid-twenties.
Can You Do The Math?

84,000 STEM grads

185,000+ STEM jobs

- KS + MO: 100,000 high school seniors
- 20% STEM
- 60% finish
Survey of Manufacturers
Deloitte & Mfg. Institute, 2011

- 67%
  - Reporting a moderate to severe shortage of available, qualified workers.

- 56%
  - Anticipating the shortage to grow worse in the next three to five years.

- 5%
  - Current jobs unfilled due to a lack of qualified candidates

60% of jobs (and growing) require at least an associate’s degree but only 40% of Americans obtain an A.A. or B.A. by the age of 27.
“We have a long-term work force challenge, not just Cerner but broader, facing the knowledge economy.”

“We need the creative skills and problem-solving skills that will determine the economic value of the future.”

Laura Evans, Talent Strategist, Cerner Corporation
Talent as the Driver of Economic Development
For every innovative job created, five more non-innovative jobs get created.

Education levels will determine which cities thrive in the future.
Talent – Essential to building an Entrepreneurial Ecosystem:

- Talent Provides:
  - A pool of potential entrepreneurs;
  - Skills to entrepreneurial companies;
  - A source for ideas and innovations that provides the foundation of an entrepreneurial climate.

Source: Kauffman Foundation
Why Talent Matters

“The war for talent is the #1 competitive issue facing companies in the U.S.”

“There is a strong correlation between college graduates and per capita income. The more graduates a region retains, the higher per capita income the region achieves.”

- Brookings Institution
### Missouri Talent-Heavy Companies/Institutions

#### St. Louis
- Boeing
- Monsanto
- Danforth Plant Sciences
- Washington University
- Emerson
- Centene
- St. Louis Univ.

#### Kansas City/St. Joseph
- Stowers Center
- MRI Global
- Cerner
- Burns and McDonnell
- HNTB
- Hallmark
- American Century
- H&R Block
- UMB Bank
- Commerce Bank
- Children's Mercy Hospital
- Boehringer Ingelheim
- State Street Bank

#### Columbia/JC
- Mizzou
- Shelter Ins.
- State Farm Ins.
- ABC Labs

#### Springfield
- Mercy Health
- Cox Health
- MO State

- Univ. Hospital
- VA Hospital
- Central Bank
- Cap. Region
Quality of Place
“Live First, Work Second,” consultant Rebecca Ryan notes just how important lifestyle is to next generation workers:

75% surveyed said that finding a “cool city” was more important to them than finding a “good job.”
Place is becoming more relevant to the global economy and our individual lives.

The choice of where to live, therefore, is not an arbitrary one.

- It is arguably the most important decision we make, as important as choosing a spouse or a career.

In fact, place exerts powerful influence over the jobs and careers we have access to, the people we meet and our “mating markets” and our ability to lead happy and fulfilled lives.
Sense of Place

What is Place?

- Character
- The Built Environment
- Diversity
- Amenities

“Urban leaders need to emphasize talent and those aspects of cities that make them attractive to talented workers”

- CEOS for Cities “Young and Restless in a Knowledge Economy”
What the Y&R want in a city

“How Portland Competes for Talent”

1. Open the circle and welcome newcomers.
2. Welcome new ideas.
3. Encourage diversity.
4. Create a place where people can be themselves.
5. Let young people live their values and create a new history.
7. Take care of the basics (clean, safe, etc.)
8. Be the best at something.
9. Sell your regional assets.
10. Know what you want and be willing to take risks to achieve it.
On a 1-5 scale, with 5 being “highly desirable,” rate the following attributes of a community according to your personal needs.

A  Available job opportunities
B  Safety/Low crime
C  Attractive housing options
D  Great restaurants
E  Outdoor recreational activities
F  Proximity to family and friends
G  Arts and culture
H  Nightlife
I  Great shopping
J  Accessible public transit
K  Ethnic/cultural diversity
L  Great schools, K-12
M  Family entertainment

22-35 year olds vs. 36-50 year olds
America's Best Cities for Hipsters
Travel and Leisure Magazine, April, 2012

1. Seattle
2. Portland, OR
3. San Francisco
4. Austin, TX
5. Baltimore
6. NYC
7. Miami
8. San Juan
9. Charleston
10. Kansas City

Cities are ranked from 1 to 10, with 1 being the best.
Millions of economic development dollars spent on boosting arts and culture have been wasted.

- It’s the other way round, where successful cities develop a rich culture which attracts talented workers from other cities.
- A good quality of life does help fuel existing economic growth by helping attract talent.
- It’s not a growth engine all by itself and failing communities won’t get anywhere by throwing economic development dollars to improve the art and culture scene.
Retaining and recruiting outstanding associates is mission-critical to Jack Henry’s ongoing success ...

134 acre campus houses Jack Henry’s headquarters in Monett, Missouri

Enterprise-wide information and transaction processing platforms … automating approx. 1,500+ banks
Strategies for Talent Retention/Recruitment
Matching Talent and Jobs

Urbanophile

- Attracting generic “creative class” or talent won’t work.
- Focus on the community’s niches, segments, or clusters.

Talent-Industry Relationship

- Competitively Advantaged Talent Segments (ex-Employment)
- Competitively Advantaged Industry Segments (ex-Labor)
- Sweet Spot
Communities strengthen their talent pool by:

- Providing a welcoming environment for all kinds of people:
  - Different racial, ethnic, religious, social and national backgrounds).

- Integrating entrepreneurship training into secondary and post-secondary education systems.

- Creating strong elementary and secondary schools.
  - Especially STEM disciplines (science, technology, engineering and math).

- Using post-secondary assets to attract and retain students

Source: IEDC “Unlocking Entrepreneurship”, 2011
Communities strengthen their talent pool by:

- Recruiting skilled workers.
- Finding innovative ways to deepen the existing talent base.
- Building local amenities to attract and retain talent.
- Building social networks to embed talent in the social, economic and political life of the community.

Source: IEDC “Unlocking Entrepreneurship”, 2011
Lessons Learned – Talent Attraction/Retention
Washington State

- Communities cannot wholly fill the talent pipeline with existing education and training institutions.
  - Immigration reform.
- Employers need all the help they can get when trying to attract technical and professional workers from outside the area.
- Helping companies fill key positions promotes business retention and competitiveness.
  - Filling these positions is somewhat similar to creating new jobs in your community (esp. if these positions go unfilled or are hard to fill).
- With baby boomer retirement unfolding both talent development and attraction are critical.
Atlanta is winning the talent war.

Atlanta leads the nation in its gain in overall U.S. market share of college-educated 25- to 34-year-olds – the most coveted demographic in the nation.

They are known as the “Young and Restless.” And every city is competing for them.
Talent Development
CEOs for Cities

- http://vimeo.com/41372550#
Recommendations: Competing for Talent

CEOs for Cities

- Make people the focus of economic development.
  - Footloose workers, particularly college-educated 25 to 34 year-olds, rather than footloose firms will become the critical drivers of regional economic growth.

- Become a city where women and ethnically diverse young people can achieve their goals.
  - “Is opportunity available for people like me?”

- Openness and engagement are key to rooting talent in place.
  - Places with a sense of possibility and opportunity, where the circle is open, where new ideas are welcomed are more likely to attract and retain young adults.
Investing in higher education is important, but it won’t solve the problem.

- Places that invest in higher education without protecting or improving those assets that attract and retain talented graduates may see the benefits of their investment simply leave town.

Vibrant urban neighborhoods are an economic asset.

- Close-in neighborhoods with higher density, mixed uses, walkable destinations, lively commercial districts and interesting streets can make a region more competitive for talented workers.
- Good public services, including transit, schools and parks, make close-in neighborhoods even more appealing.
Columbia Talent Magnet Project
Recommendations

Create A Unified Regional Vision

- Make collaboration a requirement – “Collaborate or die”
- Focused investments – “Invest in the best; drop the rest”
- Build a roadmap for talent, map your talent assets
- Create an environment where all ideas are welcomed – Diversity

*Can you count your community’s strategic vision(s) on one hand?*
Columbia Talent Magnet Project

Recommendations

Develop a new cadre of young leaders:

- Create a vehicle to identify & invest in young leaders
  - 20 under 40, Leadership Columbia, Leaders of the Future
- Invest in programs to accelerate leadership development
  - Mentoring, P2P, networking events
- Infuse young talent into all elements of your community
  - YP board placement, volunteer matching systems
- Give a voice to YPs in your community
  - Mayor’s Emerging Leaders Council, Young Professionals Orgs

"If your existing leadership was suddenly transported to Mars, how deep is your bench?"
Connect “Next Gen” to The Community:

- Identify and strengthen information resources
  - “Welcome to _______” one stop shop
  - Partner with universities and companies to engage new arrivals

- Connect students to the business community
  - Regionally adopted internship programs
  - Focus on a simple, easy to follow tool for connections
  - Drive commitments from the business community

- Connect students/YPs to the civic community
  - Reconnect with in town and out of town graduates
  - Build programs that expose students to key assets early

Get them “invested” early and you reduce “brain drain” in the long run (think time value of $$)
Columbia Talent Magnet Project

Recommendations

Enhance Communications Vehicles:

- Integrate next generation issues into all regional marketing
  - Engage your young professionals, artists, entrepreneurs – what matters to them?
  - Build “talent” into the platform of your regional marketing activities
- Invest in the tools that the next generation uses
  - Social Networks, blogs, community portals, web-based marketing
  - Take your “brand” on the road (virtually)
- Facilitate interaction & engagement
  - Make it easy to find out what’s great about your community
  - One stop shop for social, volunteer, culture, arts, etc...

If they don’t know you’re a great place to live, learn, work, and play...why would they come
Foster an Entrepreneurial Environment

- Build a community of entrepreneurs
  - Web-based community AND physical “place to go”
  - Build a dynamic platform

- Make entrepreneurship pervasive throughout
  - Infuse entrepreneurship into the arts, culture, and non-profit
  - Accelerate start up activity by broadening the scope of focus
  - Focus on infusing entrepreneurship into education & supporting young entrepreneurs

- Build a roadmap for entrepreneurship
  - Identify missing elements in your community and build them
  - Create a one stop resource for all start up needs
  - Draw the map, connect the dots, highlight the path

Does your community have an entrepreneurial spirit? Good! Does it have the infrastructure to support an explosion of entrepreneurship?
Conclusion
Conclusion

1. Don’t stop your current activities.

2. Innovation, Talent, and Workforce Quality are the primary drivers of long-term economic growth.
   - Talent drives innovation.

3. Quality education and Quality of Place fuels talent attraction/retention.
Talent Retention/Recruitment Strategies

- Missouri:
  - Certified Work Ready Communities.
  - Innovation Campus
  - Pathways to Prosperity Project (DESE)

- Quality of Place:
  - Jefferson City: “Transformation”

- Talent Recruitment/Retention:
  - Kansas City: “America’s Creative Crossroads”
  - Springfield, STL RCGA
Talent Attraction and Retention

MEDC SPRING CONFERENCE
2012

https://docs.google.com/file/d/0B9EVTkDGaolUVU14SVp1UjdHbXc/edit

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