



# Participant Engagement Guide

**APRIL 19, 2013**



## Acknowledgements

### Anthem & Regional Hero's Video

**MayKao Hang:** CEO, Wilder Foundation

*"We have the challenge as leaders to think about the perspective of people who are going to be here in 20 years."*

*"That's when this community will become more vibrant; when everyone feels invested in this place and in the people who live here."*

**Doug Baker:** CEO, Ecolab

*"Clearly, you've got to have a community where you can attract talent. That's the single most important factor, because without it you will never succeed long-term."*

*"We do not have a future that is secure. We have the opportunity of a great future, but we need to make sure we take steps to realize it."*

**Max Musicant:** Principal, The Musicant Group

*"In an era when people with means, even a relative amount of means, can literally live or work anywhere they want, we need to accommodate the sustainable lifestyles that people want."*

*"We need to reclaim our public spaces ... for people, because that's what cities are all about. They're about people."*

**Sondra Samuels:** CEO, Northside Achievement Zone

*"We need to have resources in the game and skin in the game and we have to be patient and look for long term solutions."*

*"All of the adults in the sandbox must agree to play well together for the sake of the future."*

## Acknowledgements

### Project Management Team

- |  |  |
|--|--|
| • BlueCross BlueShield of Minnesota                    | Michael Huber                                  |
| • Citistates Group                                     | Curt Johnson                                   |
| • Corridors of Opportunity                             | Mary Kay Bailey                                |
| • GREATER MSP  | Michael Langley, Kathy Schmidlkofer            |
| • The Itasca Project                                   | Beth Kessler, Julia Silvis                     |
| • Metropolitan Council                                 | Pat Born, Libby Starling                       |
| • Minneapolis/Saint Paul Regional Chambers of Commerce | Will Schroer                                   |
| • Mortenson Construction                               | Mathias Mortenson                              |
| • The Musicant Group                                   | Max Musicant                                   |
| • Regional Council of Mayors                           | Jim Hovland                                    |
| • ULI Minnesota  | Caren Dewar                                    |
| • United Properties                                    | John Breitingner                               |
| • Activ8   | Todd Firebaugh, Erik Gabrielson                |
| • Haberman   | Rich McCrackon, Megan Sheridan, Brian Wachtler |

### Financial Partners

- |                                      |                                     |
|--------------------------------------|-------------------------------------|
| • BlueCross BlueShield Minnesota     | • Metropolitan Council              |
| • Counties Transit Improvement Board | • The McKnight Foundation           |
| • GREATER MSP                        | • ULI Community Action Grant        |
| • The Itasca Project                 | • ULI Minnesota/Family Housing Fund |

### greatermsp<sup>ahead</sup> Design Team

## AGENDA

(Times Approximate)

### 8:00 Kick Off

greatermsp<sup>ahead</sup> Anthem Video

#### Framework for the Day

- **Caren Dewar:** Executive Director, Urban Land Institute Minnesota
- **Tom Fisher:** Dean of the College of Design, University of Minnesota

### 8:25 Adapting to the Speed of Change

#### Speaker – Jack Uldrich

*Renowned global futurist, independent scholar and author, Uldrich will discuss the powerful forces in play that are rapidly shaping a new reality for nearly everything we do.*

### 9:15 Participant Engagement #1

**Your Perspectives** – introduced by **Max Musicant:** Principal, The Musicant Group

What's important to you, what's working, what's changing, what are our key challenges?

### 10:00 Participant Engagement #2

greatermsp<sup>ahead</sup> Hero Video - **Doug Baker:** CEO, Ecolab

**Greater MSP Competitiveness** – introduced by **Mike Langley:** CEO, GREATER MSP

Make the case for why to locate, stay, and invest in the Greater MSP region

### 11:15 Break

*Engage with broader group, visit idea board, and tweet screen as lunch is served*

### 11:30 Insights – led by Mike Langley and Caren Dewar

# AGENDA

(Times Approximate)

## 11:45 Prosperity in the 21<sup>st</sup> Century – over lunch

greatermsp<sup>ahead</sup> Hero Video - **MayKao Hang**: CEO, Wilder Foundation

**Introduction – Sue Haigh**: Chair, Metropolitan Council, and President, Twin Cities Habitat for Humanity

**Speaker – Colonel Mark “Puck” Mykleby**

*Former Special Strategic Assistant to the Joint Chiefs of Staff, Mykleby is part of a group of influential military and national security leaders who have redefined sustainability as a national security strategy.*

## 12:35 Break

*Engage with broader group and pick up dessert*

## 1:00 Participant Engagement #3

greatermsp<sup>ahead</sup> Hero Video - **Max Musicant**: Principal, The Musicant Group

**Our Future** - – introduced by **Tom Fisher**

*Solve for challenges we are facing now and “what if” scenarios to enable the Greater MSP region to thrive amid significant change*

*Identify actions you can take in the near-term to begin creating our future*

## 3:00 Insights and Next Steps – led by Caren Dewar and Tom Fisher

greatermsp<sup>ahead</sup> Hero Video- **Sondra Samuels**: CEO, Northside Achievement Zone

## 4:00 Cocktails & Hors D'Oeuvres

## INTRODUCTION

### Overview

Thank you for joining us for this important event. You are sharing this day with individuals who care deeply for the future of the Greater MSP region. We have designed the day to engage you in thinking about the region in a global context – how are we competing today and what will it take to prosper in a future that will assuredly be different than the past.

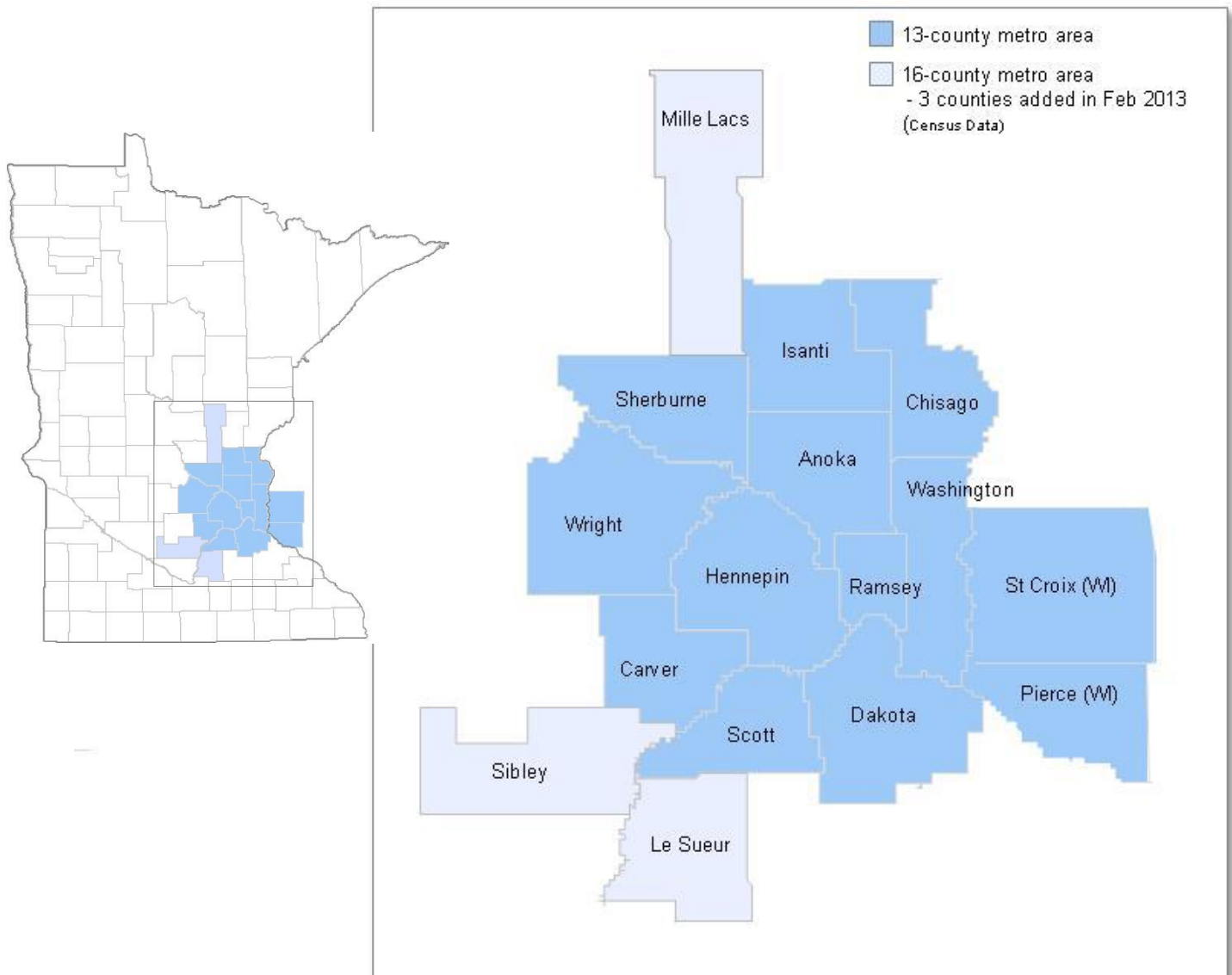
*Sustainable regional success on a global scale requires a broad coalition of public and private leaders who share a vision and the commitment to act on it.* In those communities that thrive, we have seen a common set of characteristics:

- **A strong brand and image** – how a region thinks about itself and presents itself to the world
- **A culture of excellence** – in education, health, and quality of life – that fosters and attracts a workforce capable of supporting a strong, vibrant economy
- **A spirit that encourages risk-taking and innovation, enabling continuous reinvention and adaptation**
- **Infrastructure that facilitates connection and access** – to each other and the region's assets
- **A commitment to preserve and regenerate regional resources and assets**
- **Social equity that recognizes the value of everyone to participate and thrive in a healthy economy**

This region has a great legacy and foundation to build upon. With the incredible acceleration in the pace of change, our ability to thrive in the future will, more than ever, require purposeful intent and effective collaboration. Today is a step in this ongoing journey.

Our goal is to create a partnership that can live beyond this event. We have developed a set of experiences to heighten your awareness of the opportunities and challenges we face, as well as an understanding of the leaders and capabilities we have to address them. A strong community benefits from diversity of skill and perspective and is able to coalesce, act, learn fast, and adapt.

## GREATER MSP REGION



## INTRODUCTION

### Teamwork

Today you will be working with your team – your tablemates – throughout the day. Your team will engage in a series of three engagements designed to build on each other as follows:

1. We are asking you, as a diverse group of leaders, to come together, build relationships, and collaborate, leveraging your distinct perspectives and capabilities.
2. This guide frames the goals and outlines steps for each of the three exercises.
3. In addition to this guide, each team has a data packet that provides key information and projections regarding the region. At this point, we only have projections for a 7-county subset of the 16-county Greater MSP region. This 7-county data is used to provide directional context for your discussions and exercises.
4. We will have multiple ways to capture your ideas throughout the day:
  - a. There is an “Insight Gatherer” on your team who will capture and share your team’s work for use later in the day and to provide follow-up to you post-meeting.
  - b. There is a designated “Tweeter” at your table who will share relevant ideas with – or seek insights from – other teams during the course of the day to extend the circles of collaboration. Any participant can tweet at #ULIMN.
  - c. There are post-it notes on each table – please jot items that you consider noteworthy and post them on the idea board for others to see.
5. To get the most out of this day, we encourage you to be present, open, and connected. Your team is counting on you. We are counting on you!



## TEAM ENGAGEMENT #1

### Building relationship and awareness

#### Your goals for this dialogue

This first team dialog is intended to establish a baseline of understanding and awareness that will support your subsequent work during the day. Get to know your team members – and reveal enough of yourself for them to get to know you. Be curious as you listen to your team members – what has shaped their perspectives; what's most important to them and why.

**Time Allotted:** 30-45 minutes

#### Discussion

1. Introduce yourselves – your name and why you chose to come today
2. Discuss the following questions
  - a. What trends about our future are most surprising? Disconcerting? Exciting?
  - b. What aspects of the region are most important to you? Why?
  - c. What do you think is really working in this region? What do you love about Greater MSP?
  - d. What do you think requires the most attention? What keeps you up at night?

## TEAM ENGAGEMENT #2

### Critical thinking in current context

#### Your Goal for this Exercise

Put your perspectives of the Greater MSP into action. Make your case to attract or retain a business or resident. Gain clarity on the current state of the region – our assets and our gaps relative to other regions that are likewise seeking to thrive in an increasingly competitive, global economy.

**Time Allotted:** 60-75 minutes

#### Logistics

Each team will be assigned one of the scenarios outlined below. You will spend the first half of the session developing your story and proof points. You will then partner with another team. They are whom you are attempting to retain or have relocated to the Greater MSP. You, in turn, are the audience for your partner team. Your Insight Gatherer will direct you to your partner team.

#### Scenarios

**Scenario 1 (Attract):** A growing data services company located in the San Francisco Bay area is considering locating a 250-person telephone call center in either the Greater MSP or Chicago region.

**Scenario 2 (Attract):** Three recent electrical engineering grads from MIT, who developed a promising start-up business concept while in school, are seeking to plant a flag and launch the business in either the Greater MSP or Seattle region.

**Scenario 3 (Attract):** A Shanghai-based consumer electronics company is seeking to establish a 750-person distribution center to fulfill wholesale orders from retailers across the U.S. They are considering the Greater MSP or the Austin, Texas region.

**Scenario 4 (Attract):** Two graphic artists who currently live in Williamsburg, Brooklyn are seeking to move to either the Greater MSP or Toronto region.

**Scenario 5 (Retain):** A Greater MSP-based biotech engineer is considering a move to the San Diego region.

**Scenario 6 (Retain):** A Greater MSP-based medical devices company is planning to build a 500-person manufacturing plant, either in the Greater MSP or in the Kansas City region.

**Scenario 7 (Retain):** A University of Minnesota senior, contemplating where to live and seek employment, is considering staying in the Greater MSP or moving to the Denver region.

**Scenario 8 (Retain):** A mid-sized Greater MSP marketing firm, with increasing business in Asia, is considering moving its headquarters to the Portland, OR region.

Comparison Regions for Greater MSP												
		Population	Pop Growth Rate	Land area (square miles)	Population / Square Mile	% pop over 65	% single-person HH	% owner-occupied	% commute < 30 minutes	% drive alone	% using transit	% pop with BA or higher
Metro area												
Austin		1,716,289	37.3	4,224	406	8	27	59	64%	75.5	2.5	39.9
Chicago		9,461,105	4.0	7,212	1,312	11	27	66	50%	71.0	11.4	34.0
Denver		2,543,482	16.7	8,369	304	10	29	64	60%	76.2	4.4	38.3
Kansas City		2,009,342	10.9	7,857	256	12	28	68	70%	83.0	1.2	32.7
Portland		2,226,009	15.5	6,684	333	11	27	62	67%	71.4	6.2	35.2
San Diego		3,095,313	10.0	4,200	737	11	24	54	68%	76.2	3.1	33.9
Seattle		3,439,809	13.0	5,894	584	11	28	62	58%	70.2	8.3	37.3
Toronto		5,583,064	9.0	2,751	2,029	13	24		48%		29/16	
Greater MSP		3,348,859	10.5	6,063	552	11	28	71	65%	78.2	4.7	38

Sources for U.S. 2010 U.S. Census and ACS 2011 3-year community estimates

Sources for Toronto 2011 Statistics Canada Census and 2010 General Social Survey - Transit Use = Toronto Metro / Neighboring Metros

## Exercise - Make your case for the Greater MSP region

1. ***Develop your case:*** Using the knowledge, perspectives and expertise of your team, create the story for why here
  - a. What do you think your audience most cares about in making their decision – what are the most relevant attributes to them?
  - b. What do you think are the biggest benefits for locating in the Greater MSP region relative to the competing region?

2. ***Make your case:*** At the 30-minute mark, pair up with your partner team to share your story with each other and address the following questions (Your Insight Gatherer has team pairings.)
  - a. Were you compelled by the case you were able to make for Greater MSP – would you have been convinced to stay or locate here? Were you compelled by your partner team’s story?
  - b. What were the strongest elements of each case? Why?
  - c. What were the weakest links in each case? Why? What other questions did you have at the end?
  - d. In telling or listening to the stories, what words or phrases resonated most powerfully?

## TEAM ENGAGEMENT #3

### Planning for our future

#### Your Goal for this Exercise

Develop specific priorities for how the Greater MSP can prosper over the long-term in a rapidly changing environment. Identify how we can anticipate and respond to major shifts in external market forces.

**Time Allotted:** 1:45-2:00

#### Logistics

Each team will work with the set of data provided for the table and will be assigned one of the scenarios outlined below.

You will spend the first half of the session developing your perspective on how the Greater MSP can address the challenges outlined in your scenario. You will then partner with another team, which is addressing the same scenario. You will share perspectives on what needs to be created and the shifts that will need to be made for the region to thrive.

The Insight Gatherer assigned to your table will provide you with your scenario and partner team.

#### Challenges to Address

Each team will focus on an important element contributing to how effectively the Greater MSP region will compete and prosper in a global economy. We have purposefully outlined a set of scenarios that represent challenges – things that could trip us up. In some cases, we are asking you to consider a “what if” scenario to amplify implications and think beyond current issues. In other cases, we are already experiencing the “what if” scenario, but have yet to develop cohesive solutions and action plans to address them.

The **six scenarios** are outlined below with additional detail provided for each beginning on the next page:

**Scenario 1:** No net workforce growth – how do we retain and attract the workforce we need to compete globally and grow economically?

**Scenario 2:** Explosive population growth – how do we provide infrastructure to support rapid growth?

**Scenario 3:** Depletion of water resources – how do we preserve and harness our resources to support regional growth?

**Scenario 4:** Black swan (outlier) event – how do we build resilience and adaptability into our infrastructure to support continuity over time?

**Scenario 5:** Leverage of technology and innovation – how do we position the region to thrive amid shifts in how we live and work?

**Scenario 6:** Silver tsunami and unhealthy lifestyles – how do we create communities of health and wellbeing that support our residents and a more competitive economy?

## Challenges to Address

### 1. No net workforce growth

Greater MSP employment is projected to grow by 570,000 from 2010-2040, assuming a 37% growth rate versus a national employment growth rate of 31%. Accompanying this job growth will be 893,000 additional residents or 31% growth; two-thirds of this population growth is expected to come from natural growth (births outpacing deaths) with the remaining one-third from international migration – net domestic growth is projected to be negative.

**The composition of those moving into the Greater MSP region is changing dramatically – more will be people of color and more will speak English as a second language.**

*On a national level, the large group of “millennials” (currently ages 18-30) will drive both the housing market and the fast-growing innovation economy for the foreseeable future. They are gravitating toward metros and small cities and making location decisions based primarily on their idea of quality of life, which includes affordable housing and good transit options in the places they want to be – career often follows lifestyle choice.*

**What if our projected international migration shifts to other markets – and we are faced with no net workforce growth?**

**Objective:** Identify solutions to retain and attract the domestic and international workforce we need to compete globally and grow our economy

### 2. Explosive population growth

Funding to maintain existing infrastructure (i.e., roads, bridges, sewer systems, the electrical grid) is already stressed in the Greater MSP region. These maintenance costs constrain our possibilities for future expansion.

Over the next 30 years, the projected population growth reflects an increase of 893,000 people or about 458,000 households. At this level of household growth, about 16,000 new housing units would be needed per year in the region.

Planning for this combination of stressed funding and growth represents challenges in the base case.

**What if external factors (e.g., climate change leading to flooding of coastal cities) drive substantially more migration to the Greater MSP region – two to three times projections – while funding for infrastructure is reduced?**

**What are the implications for our resources, for where jobs are located, for transportation, for housing, for the electrical grid, for preparing our workforce?**

**Objective:** Identify solutions to support rapid, outsized growth

### 3. Depletion of water resources

*Some would argue that water is the “oil of the 21<sup>st</sup> century.” Access right skirmishes are increasing, as development has in many cases followed expansion of the electrical grid without sufficient planning regarding the water supply.*

**Although the Greater MSP region would seem to have abundant fresh water, our current approach to water supply is unsustainable.** *Ground water, which had accounted for approximately 20% of water used in 1950, now accounts for more than 70%. This use pattern is depleting our aquifers, forcing investment in deeper wells, increasing the risk of polluting our water supply, and decreasing our resiliency to water supply problems.*

**What can we do in the Greater MSP region to preserve and harness this valuable natural resource? What are the implications for our industries, for our residents?**

**Objective:** Identify solutions to strengthen smart water use and support a globally competitive, growing region

### 4. “Black Swan” event

**Flu epidemics, flooding and storms have demonstrated that crises can overwhelm communities’ ability to respond.** *Hurricane Sandy showed the breadth of impacts on a region. Ocean and river water flooded streets, filling road and subway tunnels and disconnecting communities. Parts of Lower Manhattan were without power for days and areas in Long Island and New Jersey lost power for weeks. Runways at regional airports were submerged and more than 15,000 flights were cancelled. Amtrak trains were cancelled too. Access to gas was restricted. When New York University hospital’s backup generator failed, patients had to be evacuated in the middle of the hurricane.*

*Senior citizens and one-person households – which represent a large share of future projected growth in the Greater MSP region – are often most at risk in these scenarios due to their isolation from family members and others in the community. Survival in these cases has proven to be more a function of social capital than financial capital.*

**What if a large-scale crisis were to hit the Greater MSP region within the next few decades?**

**Objective:** Identify solutions to build resiliency and adaptability for the region



## 5. Leverage of technology and innovation

**Technological innovation has fundamentally altered how we live and work and continues to shift lifestyles and business models. The pace of learning is accelerating.** *The most nimble entrepreneurs have learned how to move fast, learn from failures, and innovate new solutions. The risk averse or those holding onto past norms are quickly losing out in the new economy.*

**The Internet has globalized marketing activities, and micro-printing and other new technologies are likely to fundamentally alter manufacturing.** *Large-scale systems are becoming more neural and fragmented. These 21<sup>st</sup> century changes are leading to multiple activities taking place together – living, making, marketing – yet our 20<sup>th</sup> century model for building and zoning separates them.*

**What can we do to foster innovation and be viewed as a leader in leveraging these technological advances for those who live and work here?**

**Objective:** Identify solutions to build the region that can best leverage technological advances for its residents and businesses and innovate new ones

## 6. Silver tsunami and unhealthy lifestyles

The U.S. spends more on health care per person than any other nation – and we face an aging population with more health issues and increasing health issues in the general population.

**The percentage of seniors in our region is projected to grow from 11% of the population in 2010 to 21% in 2040.** *The Alliance for Aging Research reports that by age 65 nearly nine out of ten Americans will have at least one chronic condition. Additionally, communities throughout our region are recognizing the need to address basic issues impacting quality of life for seniors, such as loss of balance and isolation.*

**Obesity rates in Minnesota are on pace to increase from 26% to almost 55% by 2030.** *Obesity and related health issues can be traced to prior policy and investment decisions – i.e., a focus on infrastructure that supported driving versus walking; subsidies of certain food products leading to shifts in agriculture and eating habits. In recent years, the region has taken leadership positions in supporting healthy activities, such as biking, and has spawned restaurant entrepreneurs (“foodies”) who have raised consciousness regarding food sourcing.*

**How can we improve quality of life and foster health across the Greater MSP region?**

**Objective:** Identify solutions to support the health and wellbeing of our residents and enable a competitive regional economy



3. **How would you finance these top 5 priorities** – recognizing that there will be financial constraints, what trade-offs would you make to ensure your solutions are funded?

4. **To accomplish these top 5 priorities, what actions do we need to take?**

- a. What would need to change to support achievement of these priorities – e.g., rules, regulations, policies, approaches, mindsets?

- b. What kinds of partnerships would need to be formed to support these actions?

5. **At the 45-minute mark, pair up with partner group to discuss and refine your solutions.** (Your Insight Gatherer has team pairings.) Compare your answers and determine the single set of priorities and actions that would emerge as the recommendations for both groups.
  - a. **Risks** – identify the biggest risks
  - b. **Priorities** – identify top 5
  - c. **Funding Implications** – identify the most compelling funding solutions or trade-offs for consideration
  - d. **Actions** – identify the most important partnerships and changes necessary to make your priorities happen
  - e. What one action can each of you take to support the shifts that need to take place?