



Growing Jobs

October 16, 2012

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Growing Jobs

Performance Measure

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Introduction

With the national unemployment rate passing 9.9 percent in 2009 and hovering at 7.8 percent today, Minneapolis and cities around the country have focused increased attention on strategies to grow jobs and reduce unemployment.

In Minneapolis, the number of jobs had been declining since at least the year 2000, both in absolute numbers, and relative to the region, state, and U.S. Additionally, a stubborn unemployment gap persisted between the city and the region. To address these twin problems, the city has articulated economic development goals and strategies, and has developed a set of tools, referred to as “the toolbox”, **to support businesses that create jobs and those Minneapolis residents seeking jobs.**

While the City works to create a business environment that promotes job growth broadly, and supports all job seekers, our toolbox and our efforts are designed and directed towards providing support where it is most needed. Our work is guided by the principle that the City’s public resources should be invested in areas of market failure, for the purpose of reducing disparities and providing equitable opportunities.

The City’s five economic development goals and their measurable outcomes are:

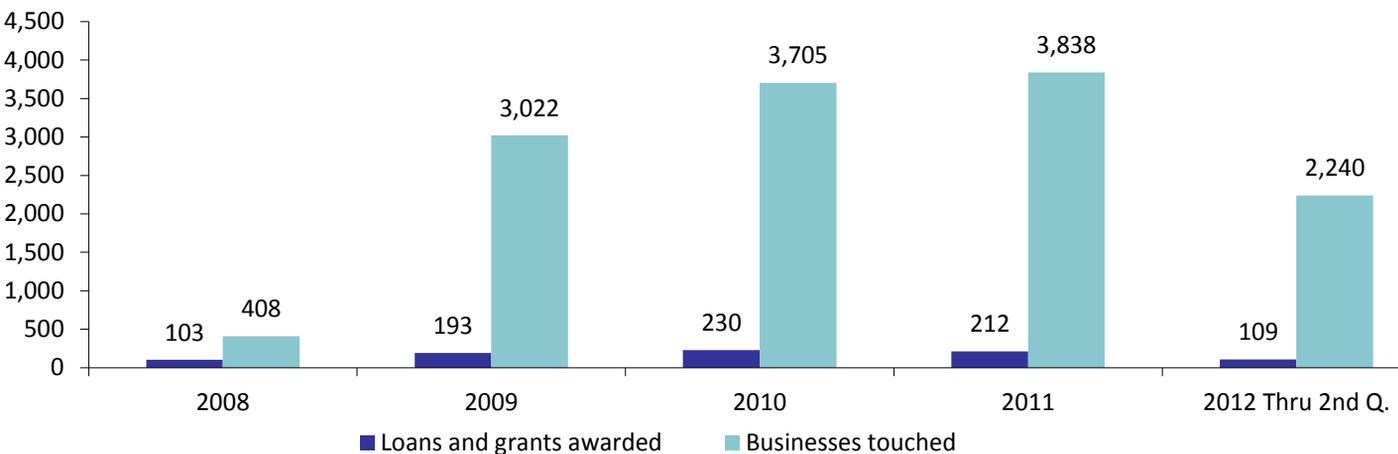
- Support Minneapolis businesses with the potential to grow jobs (outcome: Increased number of jobs added or retained)
- Make it easy to do business in the city (outcome: streamlined, clear regulatory and permitting processes and reduced licensing times)
- Increase the competitiveness of residents for available jobs (outcome: Increased METP training and placement numbers)
- Improve the vitality of our neighborhood commercial districts, which are home to nearly 50 percent of Minneapolis jobs (outcomes: business attraction, job growth, increased property tax values)
- Grow the property tax base, which supports vital city services to support further business and job growth (outcome: demonstrable property tax capacity growth).

While this report focuses on the City’s efforts, and specifically the efforts of a few Departments, growing jobs and preparing our future workforce are regional issues. To maximize the City’s and the region’s potential, the City needs to continue to strengthen its engagement with public, private and nonprofit partners throughout the region. Additionally, many aspects of the City enterprise’s work directly or indirectly create jobs or influences job creation. That work is not reflected in this report and should become a future focus for the City’s work.

The remainder of the report is arranged in two sections. The first section presents results of the strategies the City has implemented around the above five goals. The second section provides employment data and trends for the city, with comparisons to the region, state, and U.S.

Goal One

Support Minneapolis Businesses with the
Potential to Grow Jobs

Loans and Grants Awarded and Businesses Touched*

* "Touch" includes business visits, welcome postcards, and phone and email assistance to businesses.

Why is this measure important?

Businesses are the core job creators in any community and meaningful job growth is achieved through a combination of business attraction, retention and expansion. Attracting new businesses – both startups and those expanding from other parts of the region, US, or world – is a key element of supporting job growth in Minneapolis. Likewise, actively supporting existing businesses is demonstrated to be one of the most effective ways to retain jobs and support job creation in a community. Between 65 and 80 percent of new jobs are created by existing businesses.

What strategy (or strategies) are you using to achieve this goal?

The CPED economic development team actively works with businesses to start, stay, and grow in Minneapolis. We do this in a variety of ways. Some support is direct financial assistance - low interest loans for building acquisition or tenant improvements, loan guaranties for working capital and façade matching grants.

More recently-implemented strategies for business attraction, retention and expansion include calling on companies to thank them for doing business in Minneapolis and learn about their plans and needs, providing business consulting services to entrepreneurs through contracts with non-profit community development organizations and connecting Minneapolis businesses to intensive growth strategy courses. In addition, the new Greater MSP Regional Economic Development Partnership will assist City staff with retention and expansion efforts and will play a lead role in attracting businesses to invest in Minneapolis from other parts of the nation and the globe.

Outcomes

Through active outreach to Minneapolis businesses, economic development staff become a point of contact for businesses to help navigate City systems, make connections to other businesses, and celebrate successes - new contracts, a new location, added jobs. By intentionally developing relationships with businesses, staff are well-positioned to retain an expanding business that may be considering a location outside the city, land a new business spun off from an established company and establish connections between businesses that result in commerce, partnerships, and sector growth. In 2012, we landed 50 businesses (new or expanding) in Minneapolis as a direct result of outreach efforts.

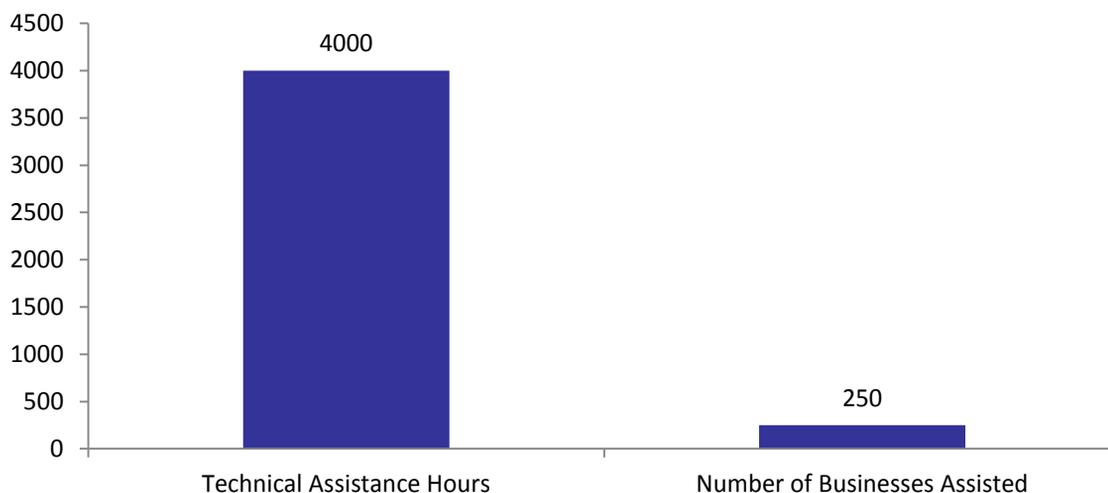
One example of this includes an early alert call we received from a major Minneapolis employer that they are beginning a strategic facilities evaluation process based on a 2014 lease expiration that could result in relocating or reconfiguring their Minneapolis footprint. The relationship leading to the call was established through a business visit last year.

Another example is the role that staff have played in recruiting tech tenants to CoCo and introducing tech businesses to each other, key sector organizations and thought leaders. The outcome; in one short year, not only is CoCo fully tenanted, but a substantial and growing high tech cluster has made the Grain Exchange home, building on the synergies of talent, innovation and collaboration spurred there. Some CoCo tenants have already expanded and leased there; W3i, tech companies and sector organizations, including JAMF and the MN High Tech Association, have recently moved in.

Accent Signage Systems is another example of outcomes from connections with businesses. In early visits to Accent, we found Reuven Rahamin to be an enthusiastic, creative innovator, committed to civic involvement, whose business was well-aligned with City goals—and growing. The City made Accent a two percent loan for expansion and improvements and shortly thereafter invited Reuven to join the Thinc.greenMSP Steering Committee and Export Subcommittee. There he shaped our thinking about how businesses identify triggers for new market opportunities in the green sector and gained an early alert about opportunities for Accent in South America where environmental policies favorable to his products had just been adopted. Staff shared Accent's success story with Finance and Commerce, leading to a full front and back page article on Reuven and Accent Signage. As a result of Reuven's work with the Mdewakanton Sioux, the tribe asked Reuven to help them with the development of a business concept in South Minneapolis. Reuven pulled in CPED, who connected the tribe with MEDA to provide start up advice through the City's new TAP program. Reuven was recently appointed by the Mayor to the Workforce Council, where he had already provided inspiration about hiring a diverse workforce. At the time of the tragic workplace shooting at Accent in September, the company had just secured major contracts, worked out a deal with another Thinc.greenMSP Steering Committee member, and was in the hiring process.



Technical Assistance Activity 2012-2013



Why is this measure important?

Technical assistance is a crucial component of growing and maintaining new and existing businesses, fostering entrepreneurship, and in turn creating jobs and thriving business districts. Technical assistance can be helpful to businesses at any stage – from start-ups to established businesses.

What strategy (or strategies) are you using to achieve this goal?

In early 2012, CPED gained Council approval for a new technical assistance program for entrepreneurs. The Program began after receiving feedback from small businesses that the lack of advice on business planning, financial and regulatory matters was a significant barrier to success in the City. Responses to the City's RFP resulted in contracts with six providers, offering a range of geographic coverage, ethnic and cultural focus and business services.

Examples:

- Simba Craftware, a gift shop located at Midtown Global Market, was struggling. After receiving one-on-one business coaching about merchandising and marketing, the owner reported a 349 percent increase in year over year sales.
- Tortilla maker, Tortilleria La Perla, experienced serious losses when corn and wheat flour prices tripled shortly after the owners opened a second facility. The business was in jeopardy of folding. Our partner, the Latino Economic Development Center, recommended raising prices and closing the company's original facility. The turnaround strategy worked, and the company is back in the black. Forty jobs were saved.

Some businesses are poised for dramatic growth in 2011-2012, both the Small Business Administration and the Hennepin County Workforce Investment Board offered mini-MBA programs at no cost to businesses selected through a competitive process. CPED got the word out to businesses through our networks, and a total of 25 Minneapolis businesses participated.

High Tech Jobs

Why is this important?

- The jobs of the future will be based on technology with emphasis on software and biology;
- Technology-based companies offer the potential for rapid growth;
- Software companies have low start-up costs, particularly relative to med-tech;
- Technology-based jobs are higher paying;
- Minneapolis and the metro area have a competitive advantage in B2B software and med-tech industry clusters; and
- The software industry is particularly well suited for Minneapolis proper, given Minneapolis' core-city characteristics, e.g. density, cool neighborhoods, transit, biking, walkability, central business district, University campus, arts, progressive values.

What strategies will you use to achieve this goal?

- 1) CPED will continue to actively engage the business community in this sector. Staff visited 21 technology companies in 2012 and we will continue our efforts to visit businesses, engage in industry networking events, track media announcements and introduce businesses to each other and to thought leaders.
- 2) CPED will continue to build relationships with key efforts and organizations including CoCo, Project Skyway, MOJO Minnesota, Minne*, TECHdotMN, The Collaborative, Minnesota Cup, Minnesota Science and Technology Authority, BioBusiness Alliance, Minnesota High Tech Association, Minnesota Angel Network and the University of Minnesota.
- 3) CPED will continue to coordinate with various regional and state-wide efforts including the Regional Allies, Regional Business Plan implementation and GreaterMSP.

Outcomes

- CoCo opened co-working space on the historic trading floor of the Minneapolis Grain Exchange. CoCo has sold about 400 memberships since opening in 2011 and the reserved workstations are fully occupied. In the first year, CoCo member companies hired at least 16 more employees and at least four CoCo member companies received outside investment. Business accelerator program, Project Skyway, graduated two cohorts of tech startups.
- The Grain Exchange is becoming the *Brain* Exchange. In addition to CoCo and Project Skyway, tech companies tenanting the building include JAMF Software (over 50 employees and growing), the Minnesota High Tech Association, Knowledge Visualization Systems and W3i. (W3i has 15 employees in CoCo, but is moving into space in the building that will hold 30 employees.)
- Thirty-two Minneapolis-based companies received private investment, totaling \$17,000,000, utilizing the State's Angel Investment Tax Credit program (approximately \$4.3 million in credits). This represents about 20 percent of all the companies that utilized the program and about 15 percent of the investment.
- Other notable equity raises for Minneapolis-based tech companies:
 - Code 42 raised \$52.5 million in venture capital in January 2012
 - Ability Network raised \$27 million in venture capital in May 2011
 - 8th Bridge raised \$10 million in venture capital in March 2011
 - Minneapolis-based SmartThings crowdfunded over \$1.2 million on Kickstarter in September 2012, the second highest in the Technology category ever.

Local Foods Jobs

Why is this a important?

Homegrown Minneapolis is an initiative of the City to improve the growth, sales, distribution and consumption of healthy, locally grown foods within the City and the surrounding region. Homegrown Minneapolis is bringing together key partners from local government, area businesses, community organizations, nonprofits, and residents to build a healthy, local food system. These efforts will support the shift to a more sustainable food system, ensure a more equitable distribution of food, expand access to healthy, locally grown food while reducing obesity and chronic disease and create jobs in the community.

What strategy (or strategies) are you using to achieve this goal?

Homegrown Minneapolis Food Council: Phase III of Homegrown Minneapolis was launched in early 2012 with the establishment of the Food Council, a diverse group from the Minneapolis community that develops policies and strategies to improve the growing, processing, promotion, distribution, consumption and composting of healthy, sustainable, locally grown foods in Minneapolis. CPED as a member of the Food Council supports the efforts to create economic opportunities for growers, processors and distributors of local food. In June, 2012 the Food Council adopted a Strategic Action Plan for 2012 that includes strategies for increasing opportunities for economic development around local food.

Homegrown Business Development Center: Established in 2011 by City staff in partnership with the Metropolitan Consortium of Community Developers, the Center provides financing and technical assistance to Minneapolis businesses that process and manufacture local food products. The purpose of the Center is to foster the development and expansion of business ventures that promote sustainable agriculture and food production within Minneapolis and the surrounding region. Providing these businesses with a program that addresses both financing and technical assistance issues filled an unmet need.

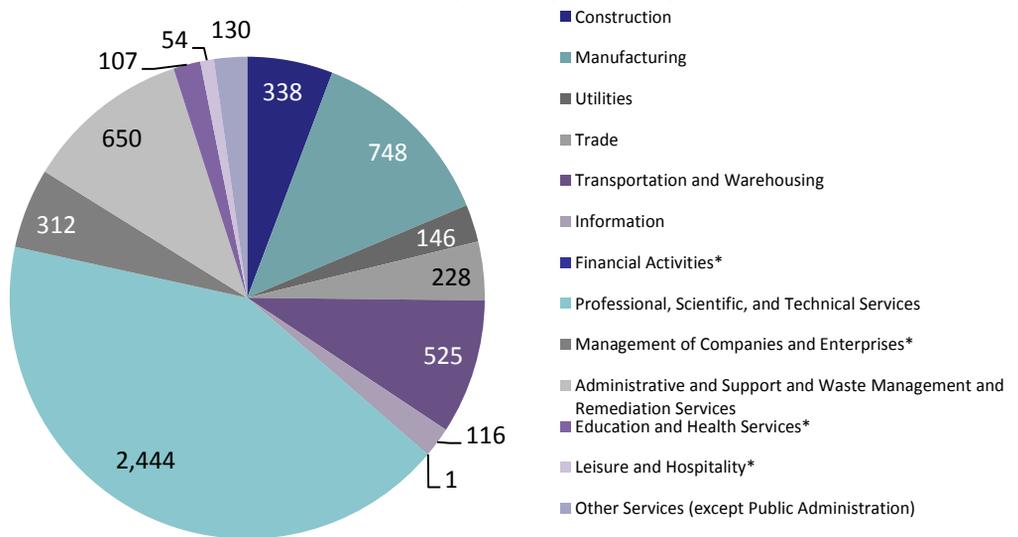
Other recent efforts include:

World Street Kitchen, Brothers Saed and Sameh Wadi own two food businesses in Minneapolis, including a popular food truck downtown. The Wadis, with financial assistance from the City, recently opened a new restaurant at 2743 Lyndale Ave. S., a property (The Greenleaf) developed with significant City investment through the Great Streets program and affordable housing finance programs.

The Left Handed Cook, is a start-up restaurant located in the Midtown Global Market. Chef Thomas Kim was able to open the restaurant with financial assistance and technical assistance from the City and the Neighborhood Development Center.

City staff are currently working with several local food entrepreneurs to identify expansion space including Mississippi Mushrooms, Bogart Loves Bakery, Boom Island Brewery, Common Roots Café, Butcher and the Boar, At Last! Gourmet, the Fish Guys, and Beez Kneez. Staff are also engaged in the work of the Carrot Initiative to recruit a food business to the 38th and Chicago food desert.

2010 Number of Green Jobs in Minneapolis, by Industry



Why is this measure important?

- The green/cleantech sector is a growing segment of our local economy. A recent Brookings study found that green jobs in our region grew about five percent annually from 2003 to 2010, through the recession, compared to an overall employment decline of about two percent in the metro area during that timeframe.
- Growing the green economy aligns with our City goals around building an eco-focused community, creating a healthy environment and sustainable future.
- Green businesses and companies that “green” their operations deploy energy and resource-saving solutions that improve their bottom line, thus increasing their global competitiveness and benefiting our local economy.
- Green collar jobs pay more on average than traditional jobs.
- There is a growing global demand for green products and services, which Minneapolis businesses can be well-positioned to supply with support through the Metropolitan Export Initiative.
- Green jobs provide a career ladder from entry level to highly skilled jobs.

Targets

- Thirty percent growth in green jobs by 2015 (adding net 2,171 to the 2010 baseline of 7,238 jobs).
- Achieve a net gain of 25 green manufacturing or services companies in Minneapolis by 2015.
- Create 30 jobs through building retrofit efforts by 2015, including City energy efficiency financing, Community Energy Services and related programs.

What will it take to meet the targets?

Regional Strategies

Thinc.GreenMSP - Minneapolis, in partnership with Saint Paul, launched Thinc.GreenMSP to develop practical strategies using municipal tools to support the growth of good, green manufacturing jobs. Staff in the two Cities are working with local industry leaders to develop policies and initiatives—in areas such as green purchasing, green building and export expansion—that will drive demand for locally-produced green and cleantech products and services and create jobs for green collar workers.

Additional Narrative on Next Page...

RENEW – A regional partnership, funded by the US Department of Labor, placed more than 580 workers into green credentialing programs in manufacturing, construction, building systems and renewable energy. More than 400 of these trainees have been placed in jobs. The program has received federal and state recognition for providing an effective pathway out of poverty and business-recognized credentials.

City/Local Strategies – Programs and Policies

Energy efficiency retrofits – The City’s goal is to help 50 percent of property owners improve their energy use in ten years. Strategies include: (1) Affordable financing to local businesses large and small to make energy efficiency upgrades; (2) Partnering with the Building Owners and Managers Association (BOMA) on the Kilowatt Crackdown, an energy retrofit competition among 86 large commercial building owners/managers in the metro area (68 buildings in Minneapolis); (3) providing financial support to the Center for Energy and Environment’s residential energy efficiency program, using a Department of Energy stimulus grant to the City. The program, Community Energy Services, has serviced over 5100 homes in Minneapolis and generated more than 20 jobs (including contractors).

Environmental Purchasing Policy (EPP) – The EPP has boosted demand for local product manufacturers and vendors e.g. Tennant Co. and Ecolab. Over 50 percent of all departmental cleaning supplies are now “Green Seal” certified or equivalent. The Thinc.Green initiative is working to strengthen the City’s EPP and incorporate a stronger emphasis on local procurement.

Green Building Policy – The City’s green building policy for our municipal facilities helps generate demand for local green building products, architectural services (LEED APs) and specialized contractor services. e.g. VAST and Wood from the Hood products at the LEED Platinum Hiawatha PW Facility. The Thinc.Green initiative is exploring policy options for expanding the City’s green building standards for private development projects.

Supporting new and expanding green businesses – CPED staff are working to support local green businesses through financing, site search assistance, direct purchasing, business-to-business networking connections and export opportunities. Key partners include the Cleantech Open, Minneapolis Regional Chamber of Commerce, BlueGreen Alliance, BioBusiness Alliance, Minnesota Cup, Enterprise Minnesota, Minnesota Precision Manufacturing Association and Minnesota High Tech Association.

Examples include:

Packet Power – business recruitment; relocation of a young and growing manufacturer of “smart” power cables to an industrial space in NE Minneapolis.

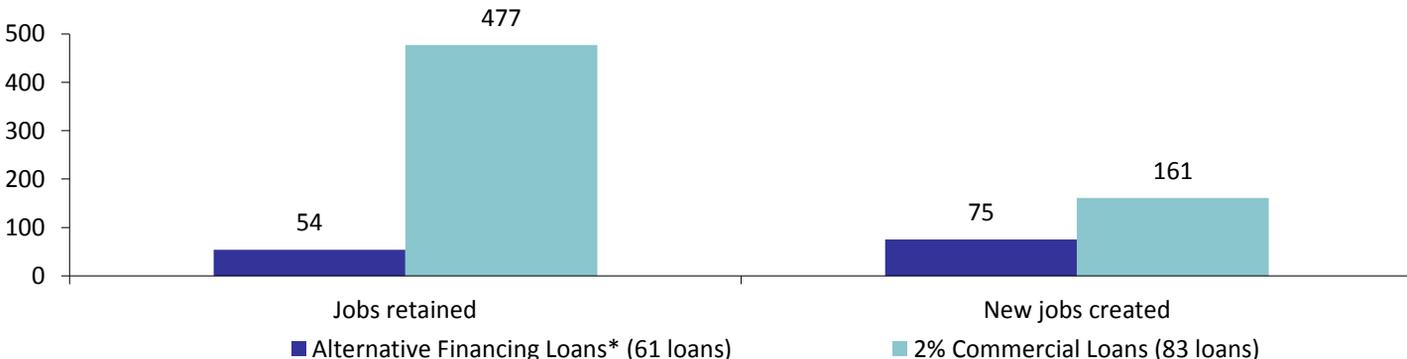
Accent Signage – provided low-interest financing to support expansion of a Minneapolis-based company that uses biobased materials and energy efficient LED lighting in the production of ADA-compliant interior signage.

QuadROI – connected this energy data software startup with local business accelerator and assistance opportunities e.g. Cleantech Open, MN Cup.

FUTURE SECTOR AREAS OF FOCUS

This section highlighted three areas of sector focus - high tech, food and green. In 2013, CPED will increase its focus on the healthcare sector, in partnership with the returning MnSCU career pathways coordinator, and on the creative economy, in partnership with the City’s Arts, Culture and Creative Economy Coordinator.

Jobs Created and Retained Through Business Loans to Immigrant Entrepreneurs (2008-2nd Quarter 2012)



* The Alternative Financing program was developed in partnership with the African Development Center as a Sharia-compliant business finance tool similar to the City's 2% loan program.

Why is this measure important?

Minneapolis' immigrant community is a sizable and growing market that is assuming a more significant role in our economy every day. It is also a population that, despite cultural challenges, is extremely ambitious toward entrepreneurship, building wealth, becoming entrenched in a new community and owning homes. The City can play a vital role in helping bridge the cultural gap; By supporting new businesses in the immigrant community, the City can help create jobs in a growing sector of our economy and foster self-sufficiency.

What strategy (or strategies) are you using to achieve this goal?

CPED utilizes a variety of tools to achieve this goal; financing for business expansions, building improvements and working capital, façade matching grants and support for organizations that provide business consulting, technical assistance on regulatory matters, workforce training assistance and networking opportunities, often in a culturally specific way.

Early on, CPED partnered with the African Development Center to work with the African communities to start and sustain successful businesses, build wealth and promote community reinvestment. Similar City- and foundation-supported business consulting and outreach work is conducted by the Latino Economic Development Center, as well as by organizations such as the Metropolitan Economic Development Association, the Neighborhood Development Center and the Metropolitan Consortium of Community Developers.

Through training, consultations, workshops, and providing business loans, these organizations are successfully illustrating how cultural competency and financial literacy can empower a community to be self-sufficient and active contributors to the local economy.

Business Loans to Immigrant Entrepreneurs (2008-2011)	City Funds	Private funds leveraged
Alternative Financing* (61 investments)	\$1,131,000	\$1,353,000
2% Commercial Loans (83 loans)	\$2,314,500	\$6,243,500
Total	\$3,445,500	\$7,596,500

2010 MSP Metro Export Data		
Category	Value	Rank Among Top 100 US Metros
Export Value	\$17.6 Billion	14th
Export Supported Jobs	117,200	15th
Export Growth Rate by Value*	11.60%	37th

Note: The Brookings Institution published prior export data for 2008 at the metro level, which was included in the 2011 Results-Jobs report. In the latest report published in 2012, Brookings adopted new methodologies for calculating regional service exports and export-supported jobs. The new methodologies will be employed for future analyses, but to date there are not longitudinal export data available at the metro level.

* 2009-2010

Why is this measure important?

Market opportunity and job growth

- Ninety-five percent of the world's consumers are outside the US and 87 percent of economic growth in the 21st Century is expected outside the US. Areas with strong market opportunity for Minneapolis goods and services are places with a rapidly-growing middle class and a priority placed on high quality goods including Brazil, India, China and the Middle East
- Export orders support business expansion and job growth. Estimates by the Brookings Institution and the International Trade Administration indicate that a job is created or retained for every \$150,000-\$180,000 in export orders
- Export -supported jobs are generally higher paying and more stable than jobs based solely on domestic markets

Demand

- Companies are seeking growth opportunities, but small- and medium-sized firms (responsible for 64 percent of net new jobs in the US) lack the resources to effectively explore market opportunities and vet partners
- Entry into new export markets is often haphazard for companies, with companies unaware of the public and private resources available to assist with exporting and defining a global strategy

Targets (adopted from the [MSP Export Plan](#))

- Double exports (dollar volume) from the MSP region between 2012 and 2017
- Increase the number of companies exporting and the markets to which they export
- Increase global fluency to secure long term global competitiveness

Additional Narrative on Next Page...

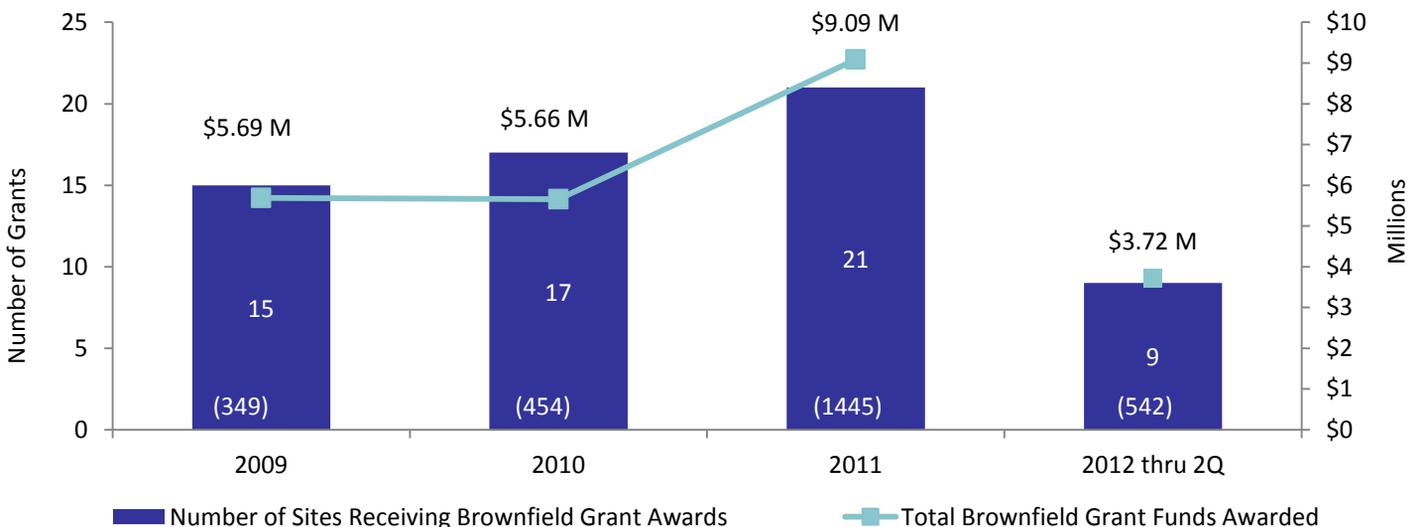
What strategies will you use to achieve this goal?

- **Regional Export Plan** - Together with the Minnesota Trade Office, the Brookings Institution and regional economic development partners, we developed an export plan for MSP which identified the three targets articulated above and implementation is under way. An early win resulting from the export plan work is the federal government decision to open a branch of the Export-Import Bank in Minneapolis. This new federal presence will provide better access for Minneapolis companies to export financing and order insurance.
- **Business visits** - CPED economic development staff ask all businesses with a tradable good or service whether they are exporting, and connect Minneapolis businesses with resources for obtaining market data, vetting international partners and obtaining financing. Seventy-six businesses in the Salesforce business relationships database are flagged as "international" indicating that staff have discussed international trade activity or plans with these Minneapolis companies.
- **Export programs** - Develop joint export programs, workshops and networking events. In early 2012, we partnered with the Minnesota Trade Office to present an exporting 101 workshop for businesses in North Minneapolis and partnered with the Trade Office and the Thinc.greenMSP initiative on a similar workshop specifically targeted to green economy businesses. Also this year, we partnered with Congressman Ellison's office to host a series of events connected with a visit from the Undersecretary of Commerce for Trade, Francisco Sanchez. Over 100 company representatives attended an export panel discussion at Minneapolis firm OATI.

Examples:

- In 2010, **Windrider**, a small Minneapolis sailboat manufacturer, was exporting to only two countries, the Netherlands and Canada. The company received an internet order from Australia that they didn't know how to assess, and mentioned it to CPED staff. We connected them with the local office of the US Commercial Service, a federal agency with trade officers stationed in over 70 countries worldwide, standing at the ready to vet exactly such orders. That original Australian buyer didn't pan out, but with US Commercial Service assistance, Windrider identified a credible Australian distributor and now is exporting to Australia, Chile, Thailand, France and Aruba, with plans for shipments to Brazil, Spain and China soon. The US Department of Commerce honored Windrider's growth through exports this year with an Export Achievement Award.
- Having discussed international expansion plans with Minneapolis marketing firm **Periscope**, staff were able to quickly tap their leadership for a small group meeting with the Vietnamese Ambassador when a short-notice invitation came through the St. Paul Chamber of Commerce.
- Seward area pediatric medical equipment manufacturer **PediaPals** recently inked a joint venture with a Turkish firm and sought financing tools to attract and support foreign investment in Minneapolis. Staff connected the company to a network pursuing EB5 immigrant investor strategies.
- Software development firm **JAMF** was planning to enter China with their wares when staff first met with them after renting out a floor of the Grain (Brain) Exchange. As part of the visit, staff asked about international markets and learned that JAMF was unaware of the federal and state resources available to vet partners and buyers and assess market opportunity and mitigate risk. Staff connected JAMF to the China expert at the Minnesota Trade Office.

**Number of Brownfield Sites and Total Grant Funds Awarded
(Number of New and Retained Jobs)**



Totals from last seven grant rounds Jan. 1, 2009- July 31, 2012:

- 1) Number of Sites receiving grants: 62
- 2) Total Brownfield Grant Funds Awarded: \$24.15 Million
- 3) New and Retained Jobs: 2,790

Why is this measure important?

Real estate development is one way that CPED supports business attraction and expansion and the resulting job growth, with brownfield grants being a significant means to support investment in Minneapolis.

Minneapolis is fortunate to have access to significant regional programs for brownfield remediation at the County, regional and state levels. Since 2004, these brownfield grants, totaling \$43.2 million, have cleaned up and reactivated 135 properties, covering over 340 acres within the city.

Brownfield grant-supported real estate development generates construction jobs (not calculated here due to challenges with estimating construction jobs especially for different types of construction projects). It also supports permanent jobs. In the past four years alone (2012 YTD includes awards from only the first of two grant rounds), brownfield grants total \$24.15 million have supported 62 business investments that created or retained 2,790 permanent jobs.

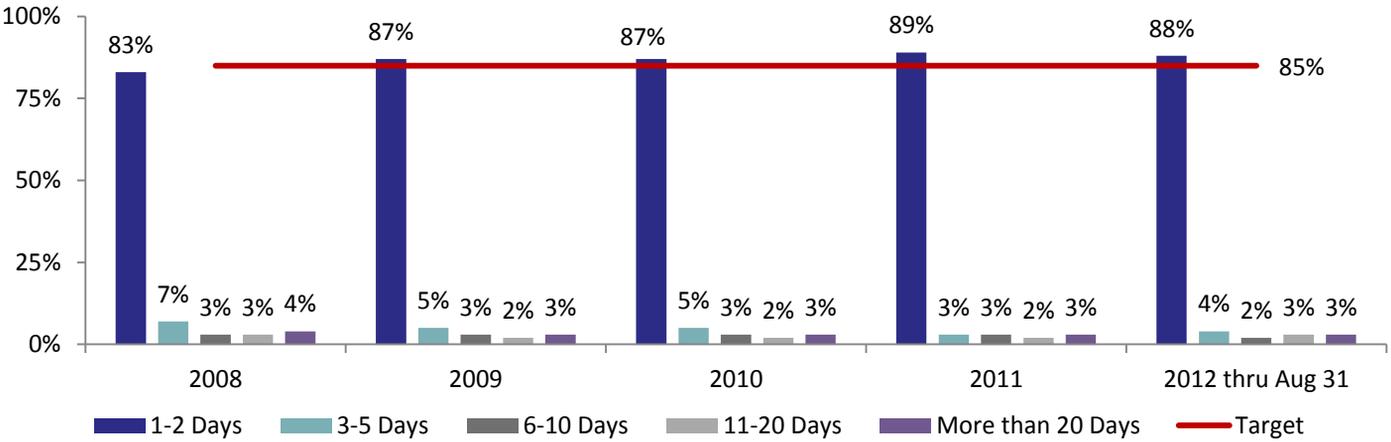
What strategies will you use to make progress?

- Dedicated staff knowledgeable about the grant programs are crucial to the continued success attracting brownfield grant resources to Minneapolis development projects. CPED devotes considerable staff resources to securing and managing brownfield and other development grants for Minneapolis projects (staff costs are defrayed through grant administration fees charged to developers).
- Staff are active participants with brownfield organizations, have developed significant expertise in the field and maintain positive relationships with others in the field.
- Staff continually seek additional grant sources to facilitate remediation and development – including recently securing a \$400,000 brownfield investigation grant from the Environmental Protection Agency.

Goal Two

Make it Easy to Do Business in the City

Number of Days to Issue Permits



Note: This chart includes New Building, Remodeling, Building Over the Counter, Soil Erosion, Wrecking, Plumbing, Mechanical, Elevator Street Use, Animal Control, Encroachment and Critical Parking.

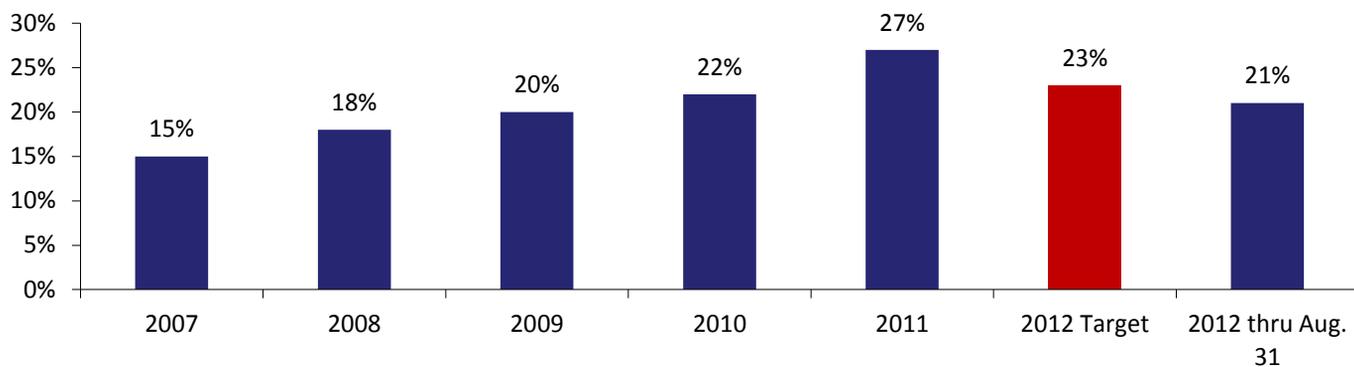
Why is this measurement important?

Time is money to our customers. The chart above is a measurement to identify how efficient Minneapolis Development Review is processing permits for its customers. Currently 88 percent of our customers are benefiting from one or two day service.

What will it take to achieve the target?

Minneapolis Development Review has established a target of 85 percent of permits to be issued in 1-2 days. We continue to reengineer our process to improve customer service. In 2011, Minneapolis Development Review partnered with Community Planning and Economic Development and Construction Code Service-Plan Review to complete concurrent reviews. The pilot group included projects that were completing the Preliminary Development Review process. With the success of the pilot group, we expanded concurrent reviews to include all commercial projects and new single family construction. This will reduce the overall number of days to review a plan. We are pleased with the success of this initiative and will continue to monitor the process.

Percent of Permits Processed via the Web (total)



Why is this measure important?

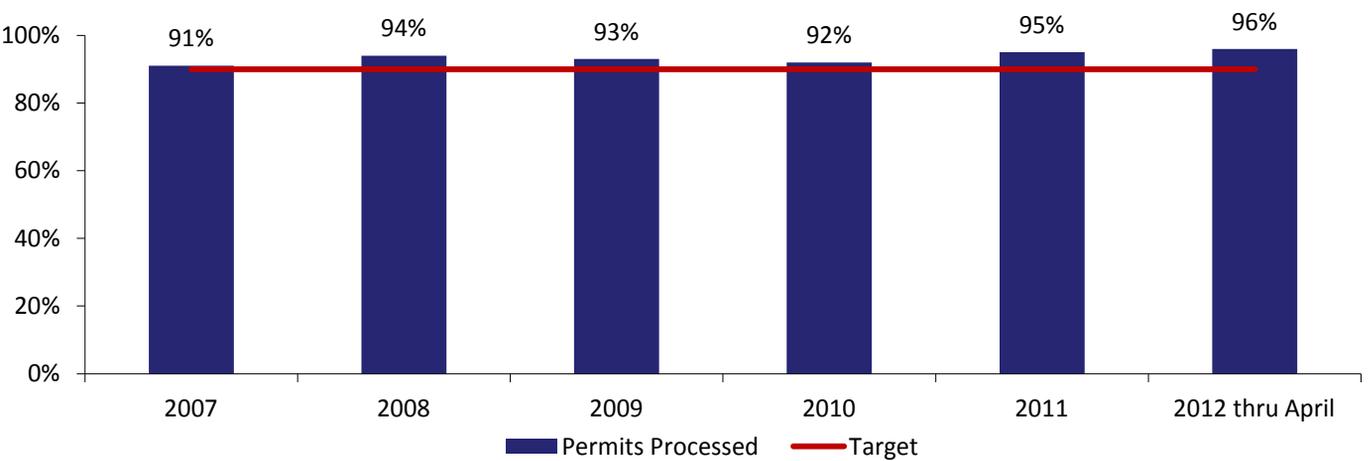
The ease and convenience of obtaining permits online enhances the services we provide our customers. Permits available online include street use, plumbing, and simple building permits on one and two dwelling unit properties. In September 2012, we expanded the online permits to include mechanical permits for furnace and air conditioner replacement. The majority of these permit applications are faxed in to Minneapolis Development Review and we anticipate a high number of these applications to be pulled online.

In 2011, the target for online permitting was changed to 23 percent. The number of permits processed via the web for the first half of 2012 is 22 percent. The decrease in the percent of online permitting can be attributed to 1,600 plumbing permits issued to Centerpoint Energy for meter change outs. These permits were issued by Minneapolis Development Review staff and could have been issued online. We continue to educate our customers to online permitting through quarterly promotions in the service center as well as expedited response to 311 cases associated with online permitting. Our customers would like the flexibility and convenience of electronic plan submission, but this is dependent on a new land management system with additional flexibility. The opportunities to expand online offerings include annual renewals such as rental licensing, competency cards and business licenses.

What will it take to achieve the target?

Minneapolis Development Review conducted a survey with the customers who do not use online permitting and found a variety of reasons why customers do not use the system including: credit card limits, limited knowledge of technology, hesitation to use the system, preferred faxing or mailing due to paper trail, internet interruptions and other technological problems or increased use of property flags such as historic preservation that deter them from using the system on a regular basis. Minneapolis Development Review will continue to educate its customers about online permits and promotions will be done quarterly. We also will assist our customers through 311 requests or when customers sign up to use the system.

Customer Satisfaction with Minneapolis Development Review (Percent Responding "good" or "excellent")



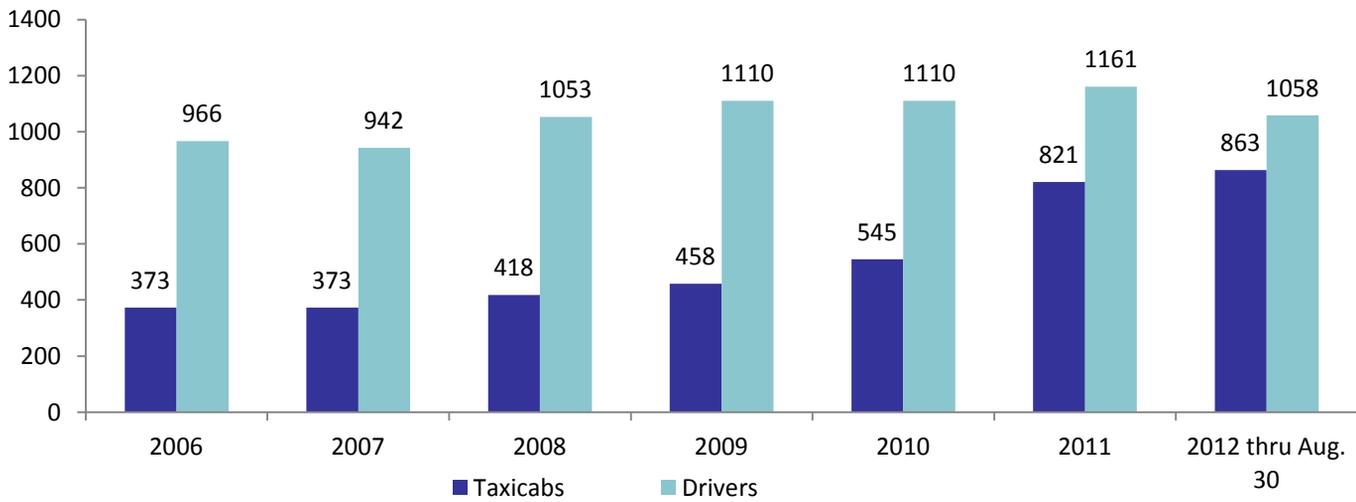
Why is this measure important?

"Customer Focused, Performance-Driven and Outcome-Based," is the Minneapolis Development Review's motto. Minneapolis Development Review has achieved a 96 percent customer satisfaction rating year-to-date April 2012. In April 2012, Minneapolis Development Review discontinued its practice of distributing customer comment cards for every visitor to the Minneapolis Development Review Service Center.

What will it take to achieve these targets?

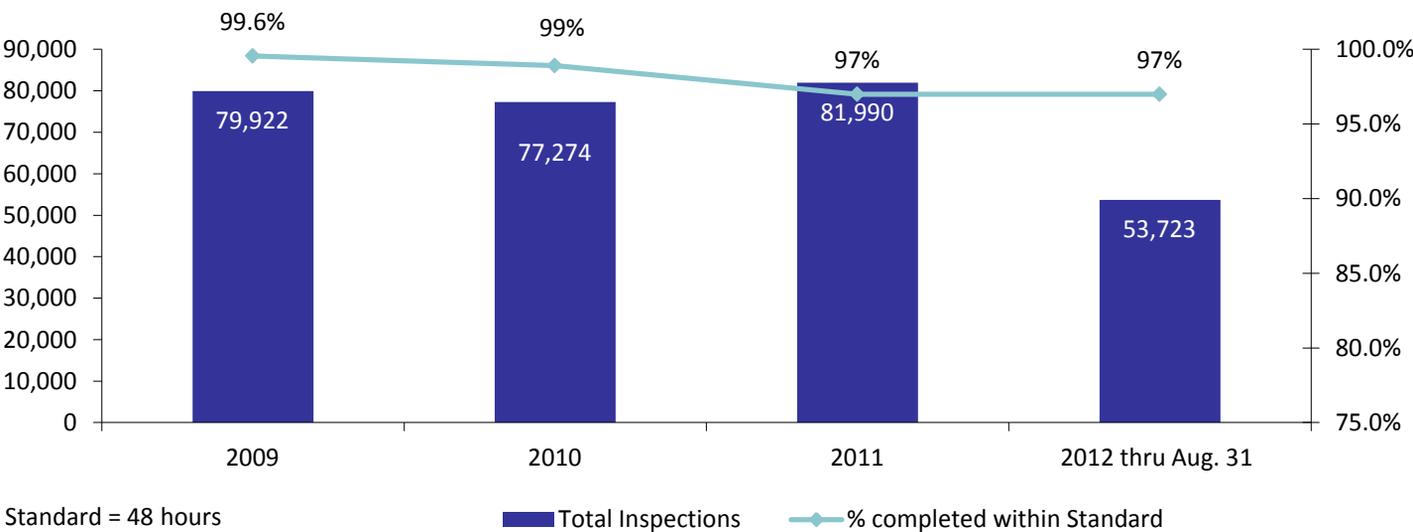
Customer comment cards are available in the service center but the volume has decreased significantly due to the recent changes in distributing comment cards. The department continues to explore other opportunities to solicit feedback from our customers.

Number of Licensed Taxicabs and Taxicab Drivers



The Minneapolis taxicab ordinance was amended so that beginning on January 1, 2011 there was no longer a restricted cap on the number of taxicab vehicle licenses. The chart above indicates that the number of taxicab vehicles doubled in just a few short years. This allowed many people to begin operating their own taxicab as a business, without having to buy a license at an inflated price.

Number of Construction Code Inspections Completed within Standard



Why is the measurement important?

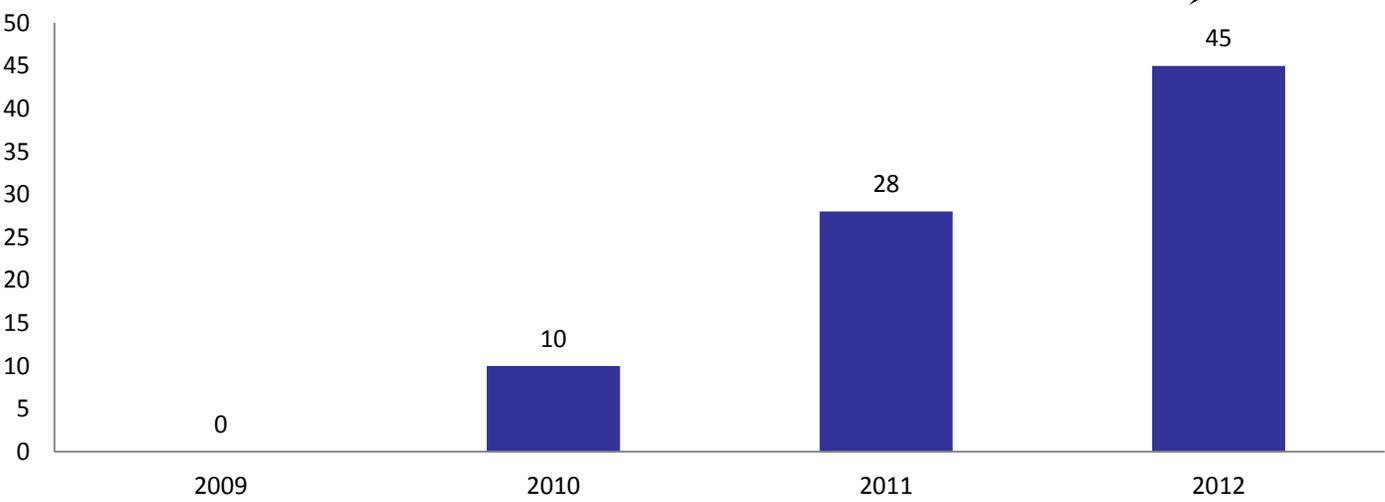
Construction schedules are challenging and delays can cause problems in maintaining the schedules and completing work in a timely manner. It is important to all customers to be able to keep projects on schedule whether it is a homeowner building a deck or a large commercial contractor building a new building. Customer satisfaction related to the inspection process can be greatly influenced by how efficiently the inspection process is completed. The goal of Construction Code Services (CCS) is to provide inspections for customers within 48 hours of the request for the inspection. CCS has achieved the goal of providing inspection service within 48 hours of the inspection request over our target of 96 percent of the time for several years.

What will it take to achieve the target?

The factors that influence the ability of CCS to achieve the goal of performing inspections within the set standard include time management by inspectors, adequate staffing levels and management by supervisors. Inspectors have numerous tasks to perform during a normal work day besides the main task of performing inspections. Providing them with the proper tools, training, technology and support they require, assists them in managing their time so they are able to perform inspections in a timely manner.



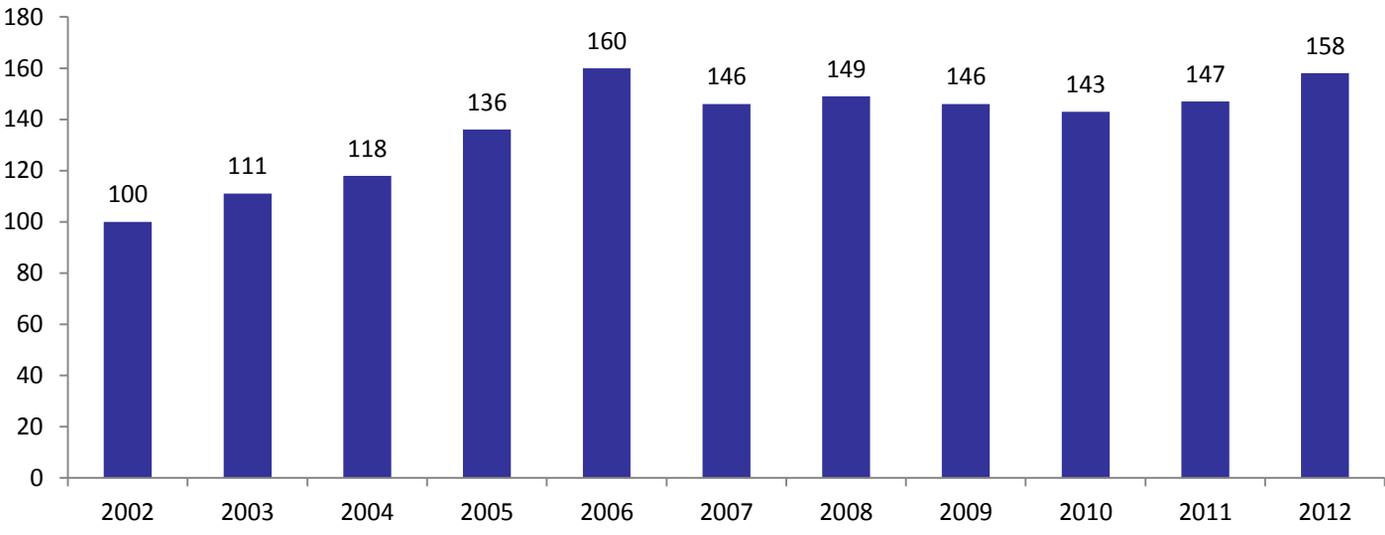
Mobile Food Vendor License History



In 2010 an ordinance was created to allow mobile food trucks to operate on the Nicollet Mall sidewalks of the City. In 2011 the ordinance was further amended to allow mobile food vendors to operate on the public streets. The success of the mobile food truck ordinance license program can be found in the chart above.

Continued on Next Page...

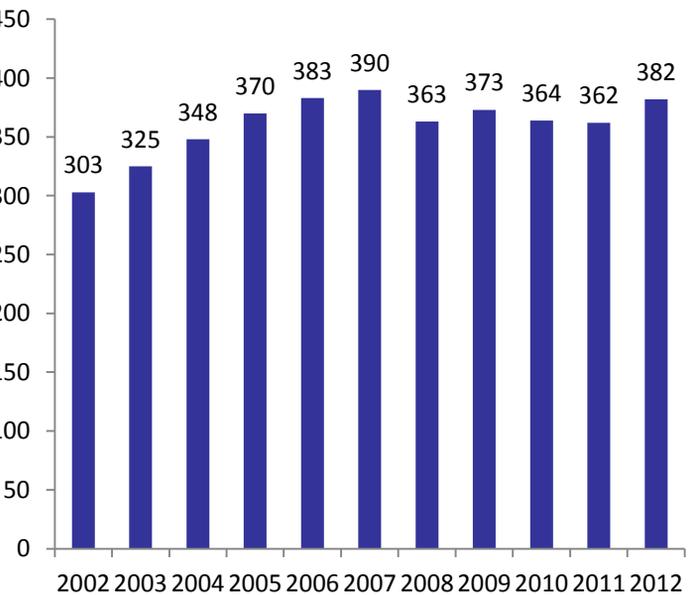
On Sale Wine and Strong Beer Restaurants



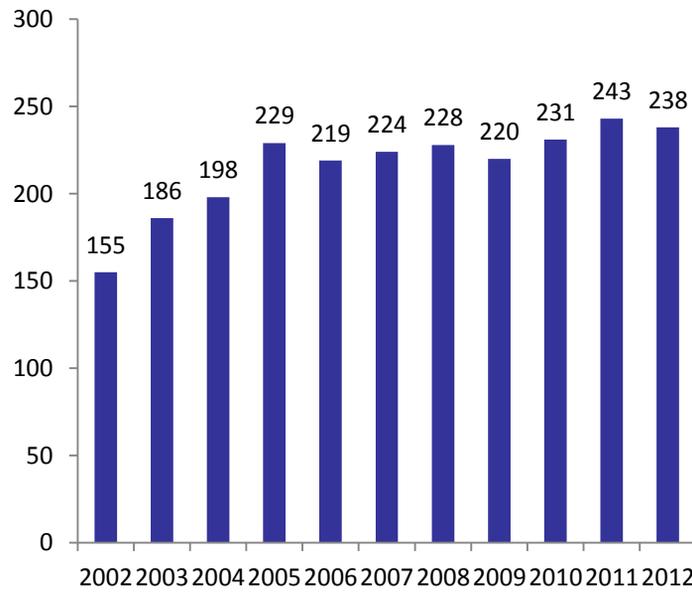
The ordinances that regulate the sale of alcohol are constantly under review to make sure that the code of ordinances is staying up to date with hospitality trends. The Minneapolis code of ordinances was recently amended to allow micro-breweries to operate tap rooms where they can sell the beer made on the premises directly to the public in an on sale fashion. The code of ordinances was also amended to allow these micro-breweries to operate without a restriction of being too close to a religious place of assembly. In the past year, six new microbreweries have established in Minneapolis, and more are planned.

Additional amendments to our alcohol beverage ordinances have allowed additional entertainment levels, and additional permissions to expand their premises for special events. These amendments were intended to keep our restaurants, taverns, and nightclubs competitive; and above all a safe destination for our residents and visitors. The charts below provide indicators that our on sale alcohol establishments are able to survive in what has been termed an unstable economy.

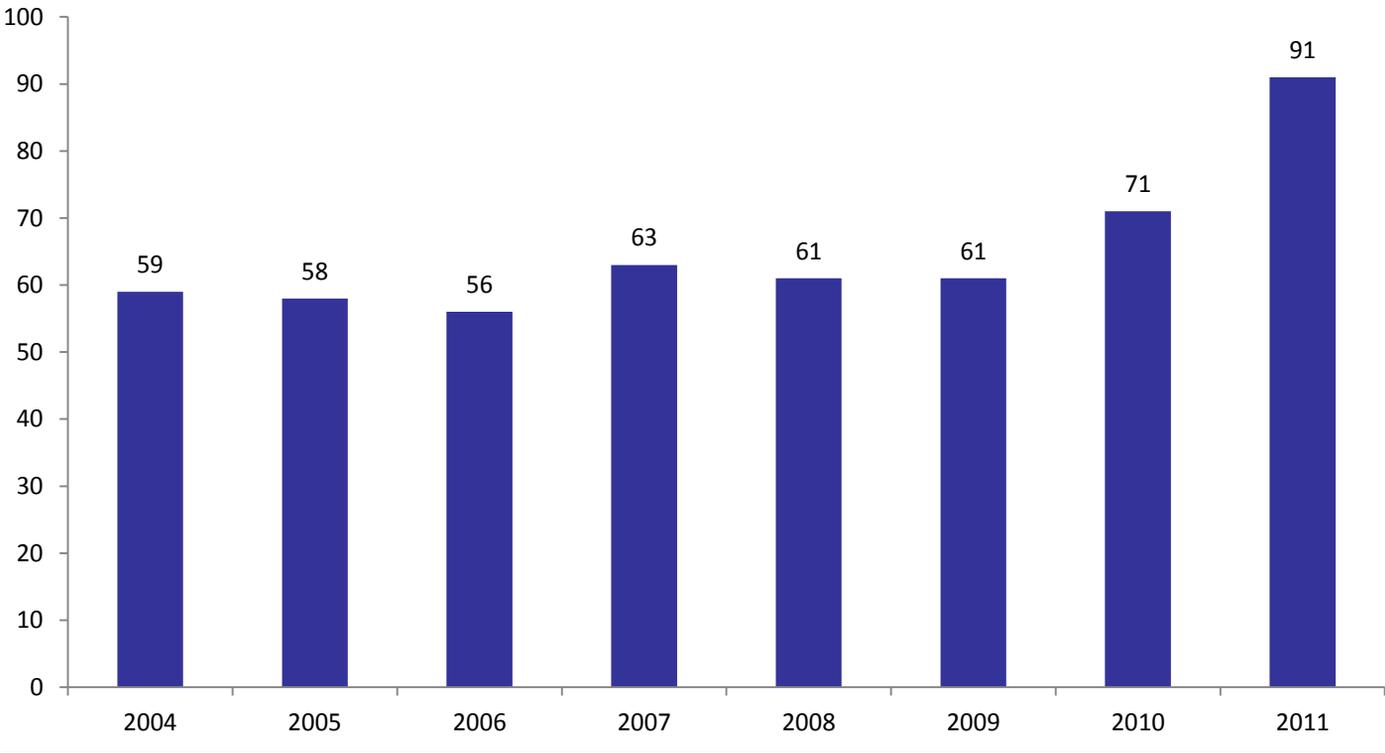
On Sale Liquor Establishments



Sidewalk Cafe Licenses

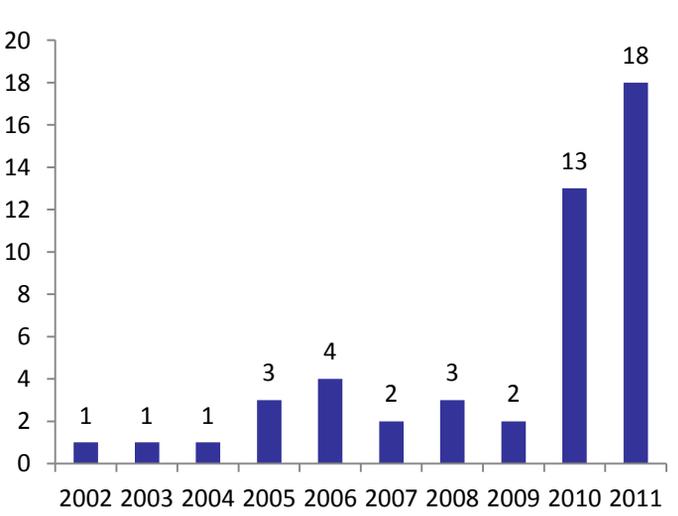


Commercial Block Event Permits

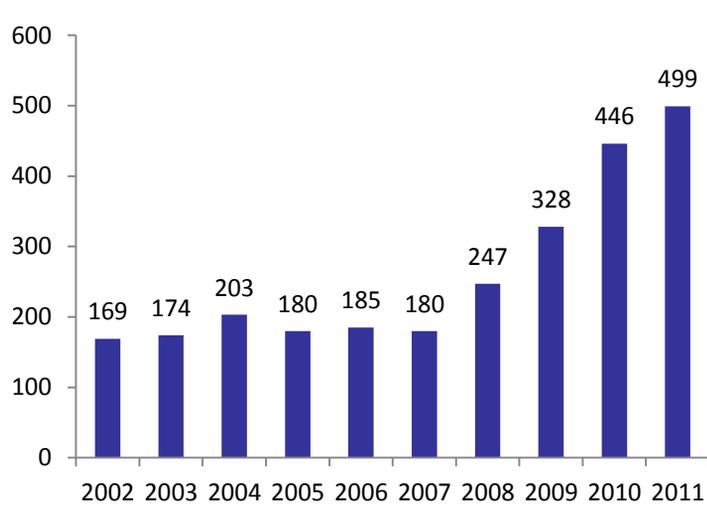


Special event permitting has been simplified by several business process improvements including use of on line permit applications, a block event review team, new ordinance amendments that permit liquor catering, on site recycling at events and administrative issuance of event licenses and permits. The following charts indicate the permit and license increases in this area.

Liquor Catering Services



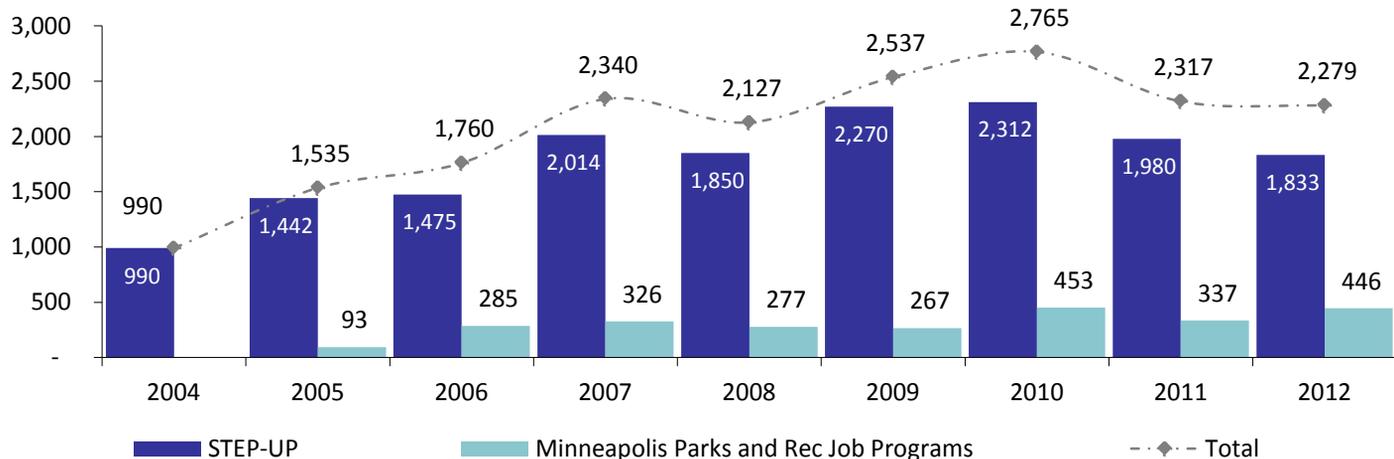
Short Term Food Permits



Goal Three

Increase the Competitiveness of Residents
for Available Jobs

Number of Youth in STEP-UP and MPRB Programs



Source: METP and MPRB Data Bases

Youth Job Placements/the Minneapolis Promise

Why is the measure important?

A substantial body of literature finds that summer employment during high school creates short- and long-term positive impacts on students' employability, wages and earnings, especially among those who do not go on to complete substantial post-secondary education. Employers make connections with and help shape the diverse workers of the future.

What strategy (or strategies) are you using to achieve this goal?

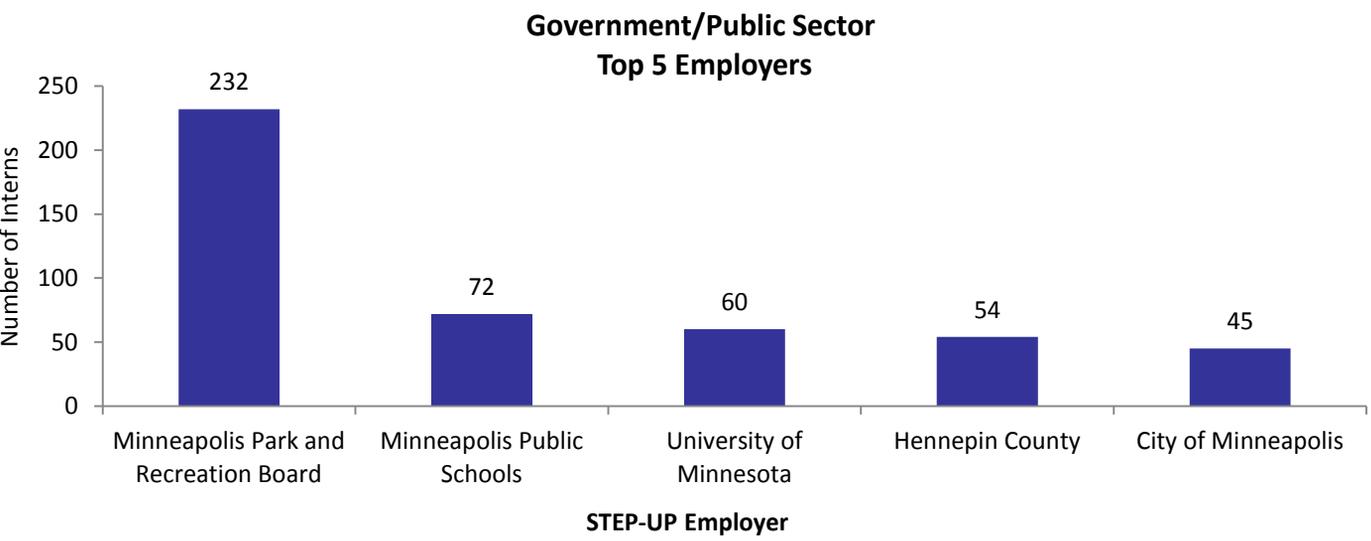
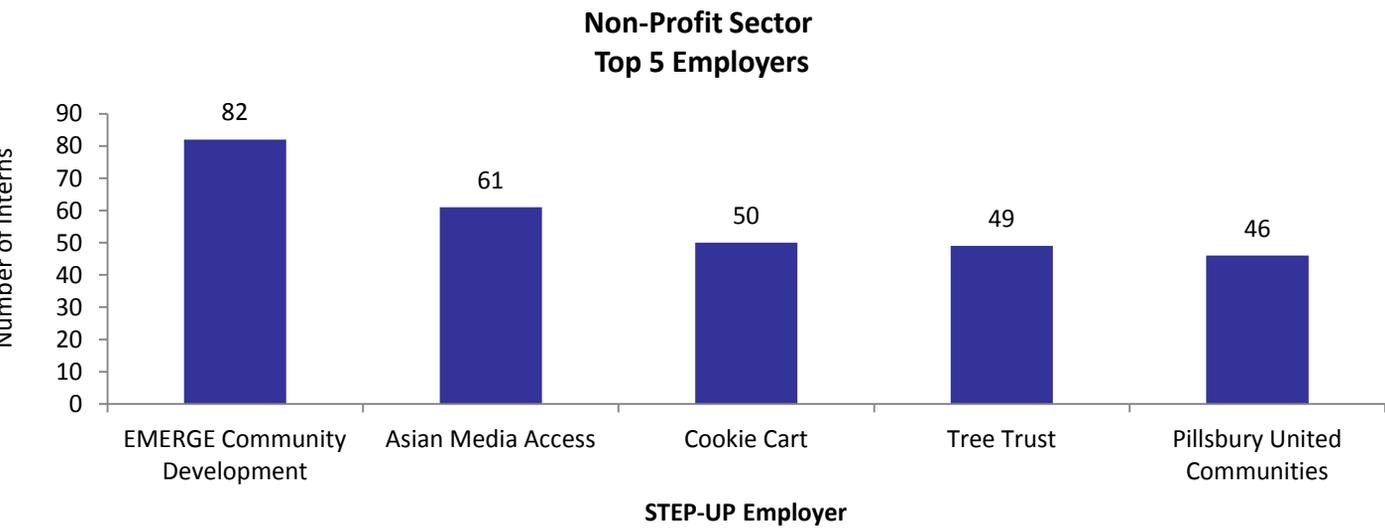
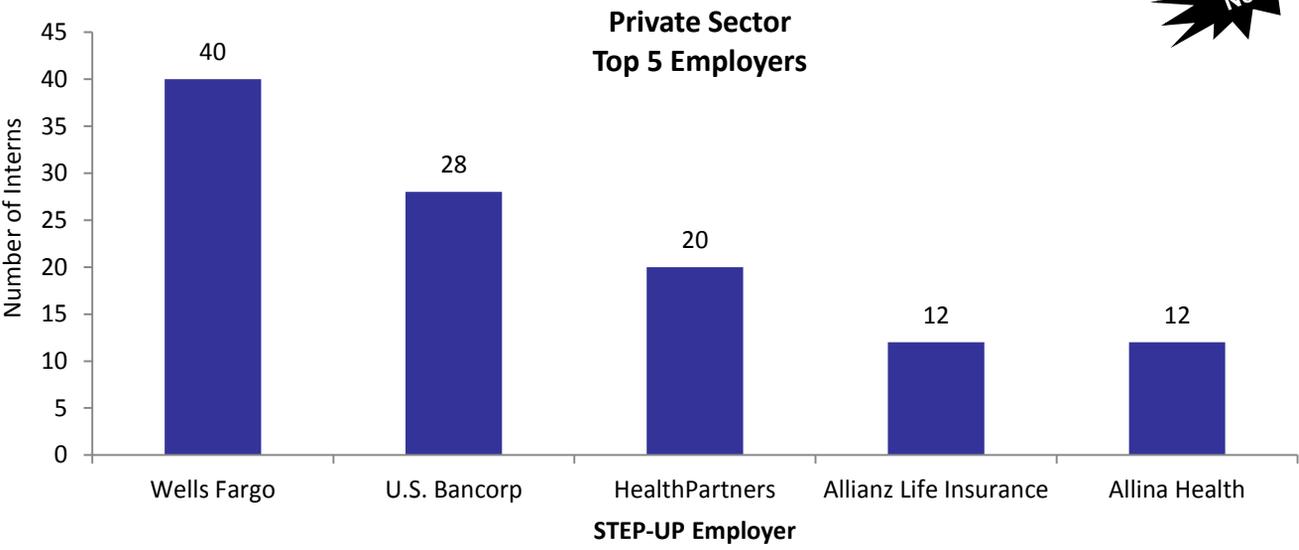
STEP-UP is the City's primary youth employment strategy. STEP-UP's mission is to *Prepare youth for success in the workforce by offering quality work and training experiences* and strives to see that all Minneapolis youth are work ready. To achieve this, STEP-UP focuses on youth development, through training and work experience and on economic development, by identifying economic sectors with projected employer demand. This approach is key to developing a competitive pool of talent that will attract companies and help existing companies expand. In 2012, STEP-UP launched a sector strategy to create career pipelines in Health Care, Finance, Legal, and Outdoor Careers. Also, new in fall 2012, STEP-UP will offer a year-round option for youth interested in specific career pathways.

In January, 2012, The White House invited Mayor Rybak and Hashim Yonis, a former STEP-UP intern and University of Minnesota graduate, to speak at the kick off of the Administration's new summer-jobs initiative. STEP-UP was highlighted as an exceptional model of private sector engagement, non-profit partnership and governmental leadership.

STEP-UP is the employment component of the broader strategy for preparing the future workforce in Minneapolis--the Mayor's *Minneapolis Promise* initiative, involving the City of Minneapolis, AchieveMpls, the Minneapolis Community and Technical College and the University of Minnesota. This program offers summer jobs, career and college counseling and access to higher education. Results since 2004 include over 14,000 summer jobs as part of STEP-UP, increased graduation rates and college entrance rates and nearly 1,000 college scholarships for Minneapolis high school graduates.

In 2012, the City's Civil Rights department launched the Urban Scholars program, a college level internship program that recruits diverse Minneapolis students to work for the City of Minneapolis – a further step in creating a clear pathway from first job to career success. In its first year, eight college students gained exposure and experience working for various City Departments.

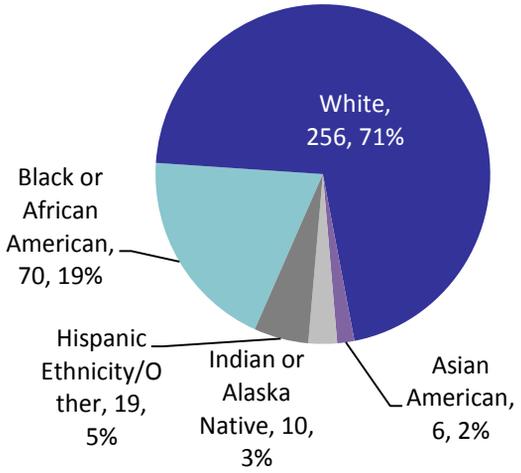
Additional Data on Next Page...



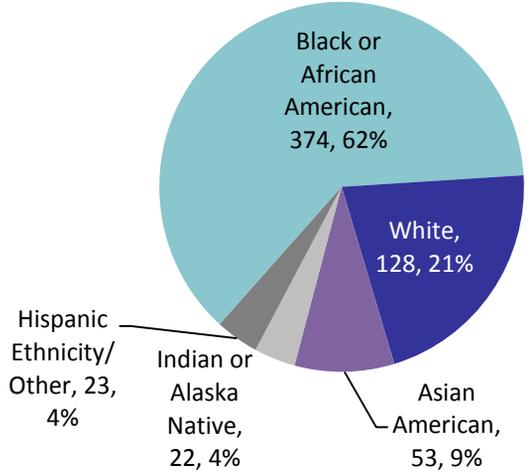
Minneapolis Adult Worker Placements



Dislocated Worker Placements 2011



Adult Worker Placements 2011



METP Adult and Dislocated Worker Job Placements

Why is the measure important?

As CPED works to support businesses that create jobs, we also seek to help our residents prepare for and become competitive for those jobs. Being competitive often involves learning new substantive and soft skills, as well as learning how to successfully find and land job opportunities.

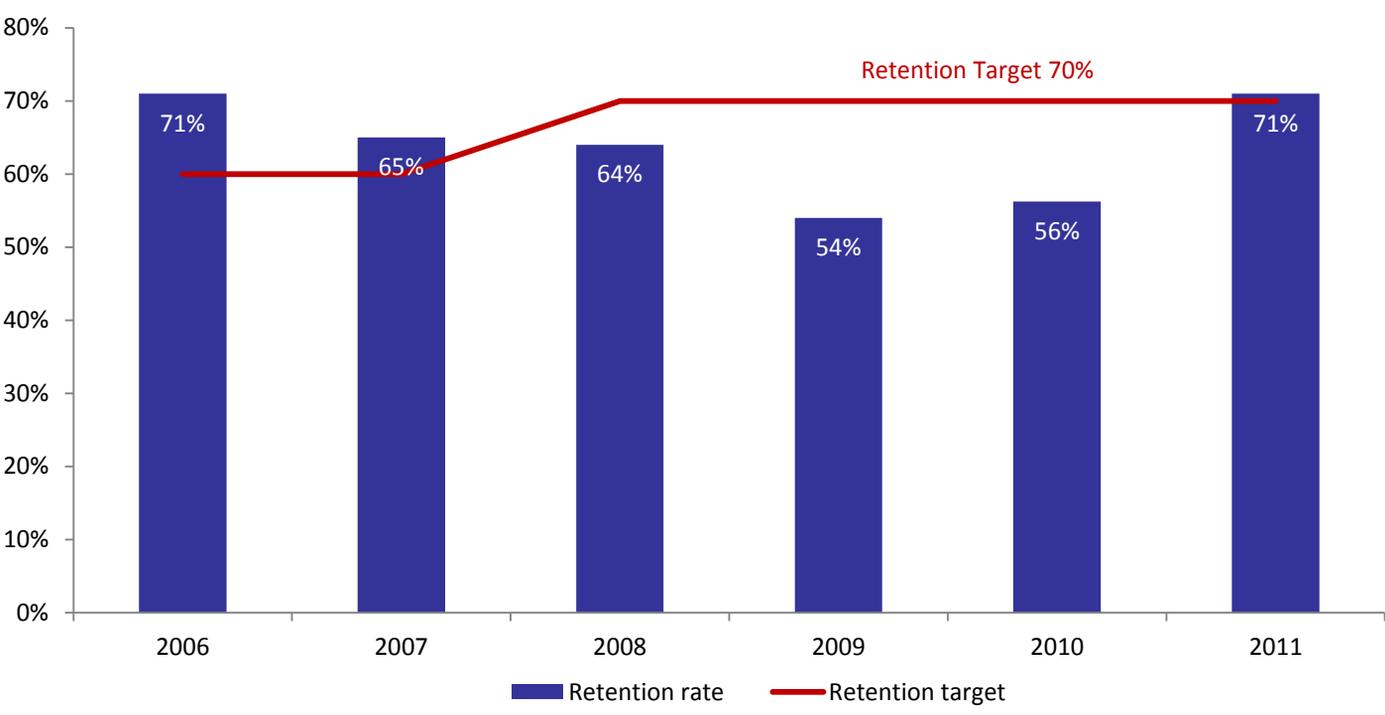
What strategy (or strategies) are you using to achieve this goal?

METP partners with twelve community-based partners to work with unemployed residents to help them quickly and successfully reenter the workforce. The individual strategies used with unemployed persons are varied but often include training, career exploration, work readiness training and resume building.

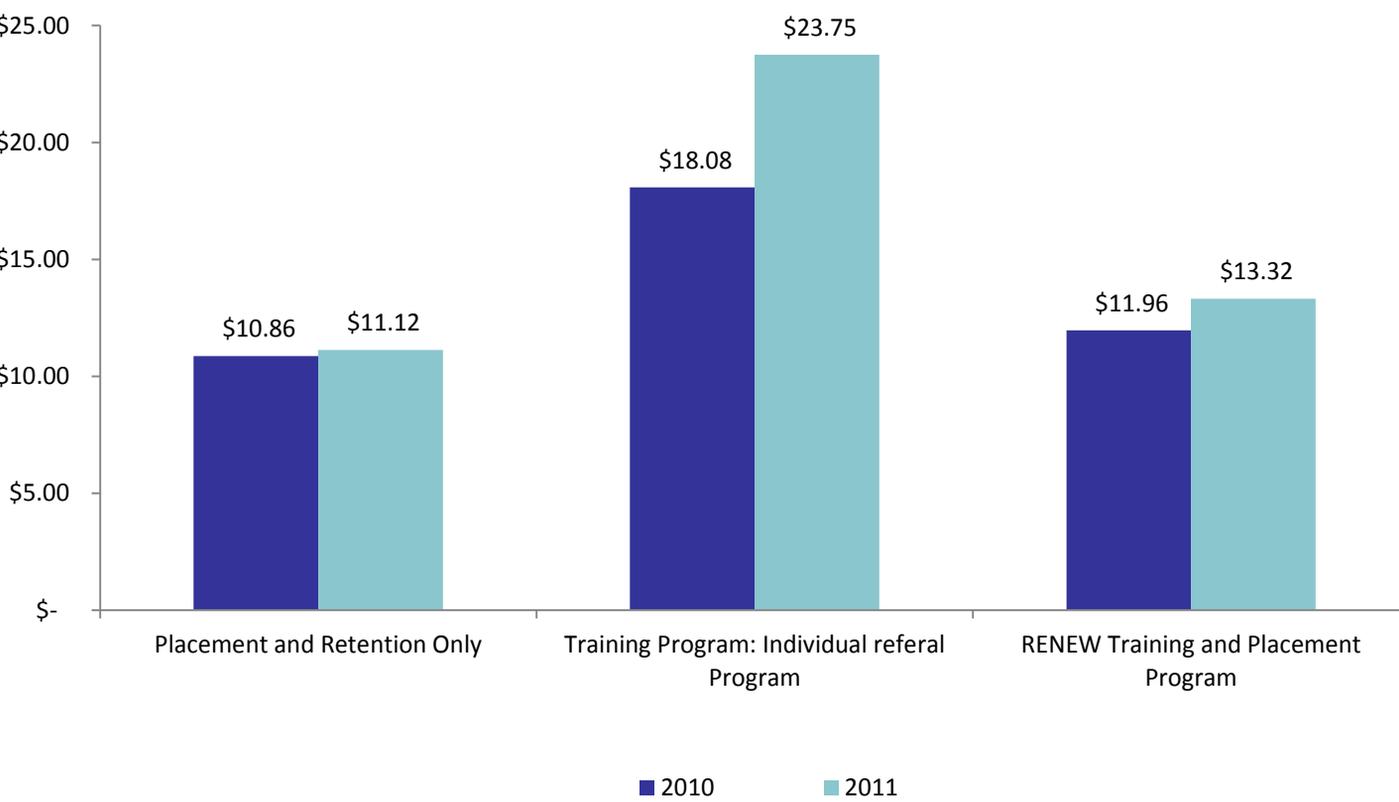
A focus on the one-year job retention rate is one of several programmatic indicators of long-term employment success used by the City's job placement programs for low-income Minneapolis residents. The economic recession had a devastating impact on retention rates for many low-income workers, especially for those individuals in entry level positions. Given this challenge, METP responded in 2011 by developing pre-placement job training, including both short-term credentialing and longer-term degree granting programs for low-skilled individuals, and on post-placement participant follow up. The strategy worked, increasing retention and wage rates by allowing newly trained individuals to enter the workforce in a stronger position.

Additional Data on Next Page...

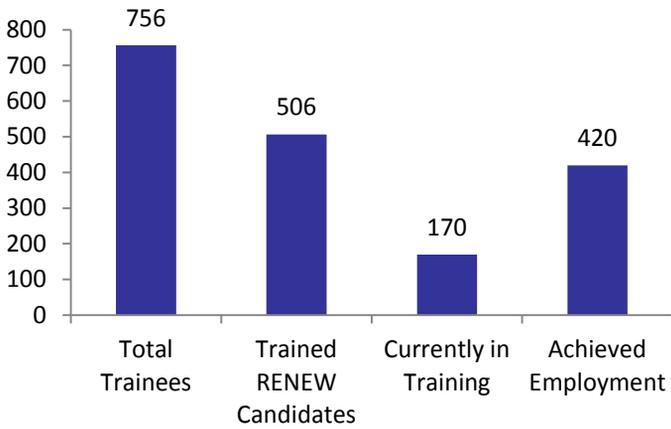
Adult Worker Placement 1 Year Retention Rates



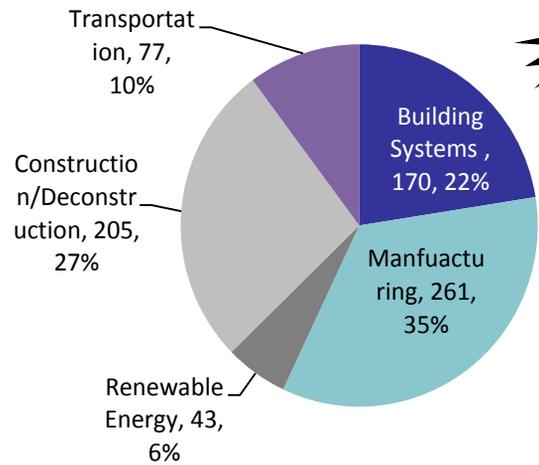
Average Wage at Placement



RENEW Training Participation, Certification Rate and Employment



RENEW Total Trainees, by Industry Sector



Why is the measure important?

Helping a job seeker find success in the labor market requires CPED to work closely with employers to make sure the supply and demand equation is balanced. City of Minneapolis Employment and Training Program uses two core strategies to improve connections between employers and resident job seekers; the RENEW training and employment program and Workforce Plans.

What strategy (or strategies) are you using to achieve this goal?

RENEW Minneapolis engages business in workforce planning and development, meeting industry demand for a skilled workforce while developing technical skills pathways to employment for Minneapolis residents. RENEW mobilizes the collective strengths of the City of Minneapolis Workforce Council, neighborhood-based employment service providers, labor and professional organizations and education and training institutions to proactively engage the business community in planning job training and candidate selection. RENEW outreach teams have connected to more than 200 employers, identified 305 training-related job openings and engaged businesses in dialogue specific to the valuable training participants receive through this program. In total, 84 percent of all credentialed candidates have secured employment: 420 RENEW trainees are working. In addition to job opportunities, business engagement provides RENEW with direct, “on the ground” intelligence related to available occupations, in-demand workforce competencies or skills gaps and employers’ current and future hiring trends. This data is captured and transferred to employment service providers, informing not only the availability of training offerings, but also the initial career counseling to participants through RENEW. Connections to business ensure RENEW training is based on current industry information, is scheduled according to participant training demand, and aligned with strong job placement outcomes.

Since the redevelopment of the long-defunct Sears Building in South Minneapolis, CPED has aggressively pursued a strategy of Workforce Plans that aim to grow good-paying jobs for Minneapolis residents. This strategy increases the diversity of the construction industry’s workforce through the use of voluntary workforce plans with developers and contractors. Minneapolis Workforce Plans are focused around the central concept that public funding given to a private business for economic development should result in an increased number of jobs for Minneapolis residents. To date, eleven Workforce Plans have been executed. The City of Minneapolis Civil Right Department assists CPED to monitor these workforce agreements at quarterly meetings.

Minneapolis Workforce Plans

Company	Ryan Companies US, Inc – Midtown Exchange Project (May 2004)	Coloplast Corporation, Kraus-Anderson Construction Company – Coloplast Corporate Headquarter	Kraus-Anderson Construction Company, University of Minnesota Children’s Hospital – Fairview Construction Project	Knutson Construction Services, Children’s Hospital – Expansion/Ambulatory Care Center/Parking Ramp Project (May 2008)	McGough Construction, Artspace Project Inc., Minnesota Shubert Performing Arts and Education Center Project (July 2009)
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Local Hiring Goals

Local Residents	Project Goal: 30 Achieved: 45	Project Goal: 10 Achieved: 12	Project Goal: 30 Achieved : 37	Project Goal: 30, Achieved: 31	Project Goal: 30 Achieved: 6
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Construction Employment Goals in percentages

Skilled Minority	Project Goal: 15% Achieved: 16.8%	Project Goal: 11% Achieved: 11.1%	Project Goal: 11% Achieved: 11.47%	Project Goal: 11% Hospital Goal: 15% Achieved: 14.4%	Project Goal: 15% Achieved: 16.2%
Unskilled Minority	Project Goal: 20% Achieved: 20.8%	Project Goal: 11% Achieved: 21.8%	Project Goal: 11% Achieved : 20.17%	Project Goal: 11% Hospital Goal: 20% Achieved: 16.3%	Project Goal: 15% Achieved: 16.3%
Female	Project Goal: 5% Achieved: 6.8%	Project Goal: 6% Achieved: 7.7%	Project Goal: 6% Achieved: 6.10%	Project Goal: 6% Hospital Goal: 6% Achieved: 4.8%	Project Goal: 6% Achieved: 5.4%

Construction Subcontracting Goals in percentages

Minority-Owned Businesses	Project Goal: 13% Achieved: 14%	Project Goal: 9% Achieved: 9.2%	Project Goal: 5% Achieved: 7.09%	Project Goal: 13% Achieved: 8.2%	Project Goal: 10% Achieved: 10.5%
Women-Owned Businesses	Project Goal: 11% Achieved: 16%	Project Goal: 8% Achieved: 8.1%	Project Goal: 5% Achieved: 7.15%	Project Goal: 11% Achieved: 13.2%	Project Goal: 11% Achieved: 12.8%

Increase Competitiveness of Residents for Jobs; Connections Between Employers and Resident Job Seekers

Minneapolis Workforce Plans

Current Projects

Company	Lund Martin Construction Inc., City of Minneapolis, Parking Ramp B Improvements and Modifications (August 2009)	Central Roofing Company/City of Minneapolis Convention Center (April 2010)	American Academy of Neurology (AAN) /Mortenson Construction Co. - Construction of office building (December 2010)	Cedar Riverside - Sherman Associates./Knuts on Construction Co. - Rehabilitation of Cedar Riverside Housing (December 2010)	American Swedish Institute/Adolfson & Peterson Construction (February 2011)	Orchestra Hall Addition and Renovation Project/Mortenson Construction (June 2012)
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Local Hiring Goals

Local Residents	Project Goal: 8 Achieved: 3,732 hours	Project Goal: 2 Achieved: 315 hours	Project Goal: 10 MPLS Residents Achieved: 10	Project Goal: 90 MPLS Residents Achieved: 119	Project Goal: 10 MPLS Residents Achieved: 8	Project Goal: 10 MPLS Residents Achieved:
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Construction Employment Goals in percentages

Skilled Minority	Project Goal: 12% Achieved: 9.9%	Project Goal: 15% Achieved: 41.9%	Project Goal: 15% combined Achieved: 15%	Project Goal: 15% Achieved: 17.8%	Project Goal: 11% Achieved: 10.12%	Project Goal: 11% Achieved:
Unskilled Minority	Project Goal: 13% Achieved: 26.8%	Project Goal: 11% Project Goal: NA		Project Goal: 15% Achieved: 23.5%		
Female	Project Goal: 8 to 6% Achieved: 6.5%	Project Goal: 6% Achieved : 3.8%	Project Goal: 6% Achieved: 7%	Project Goal: 8% Achieved: 6%	Project Goal: 2.49%	Project Goal: 7%

Construction Subcontracting Goals in percentages

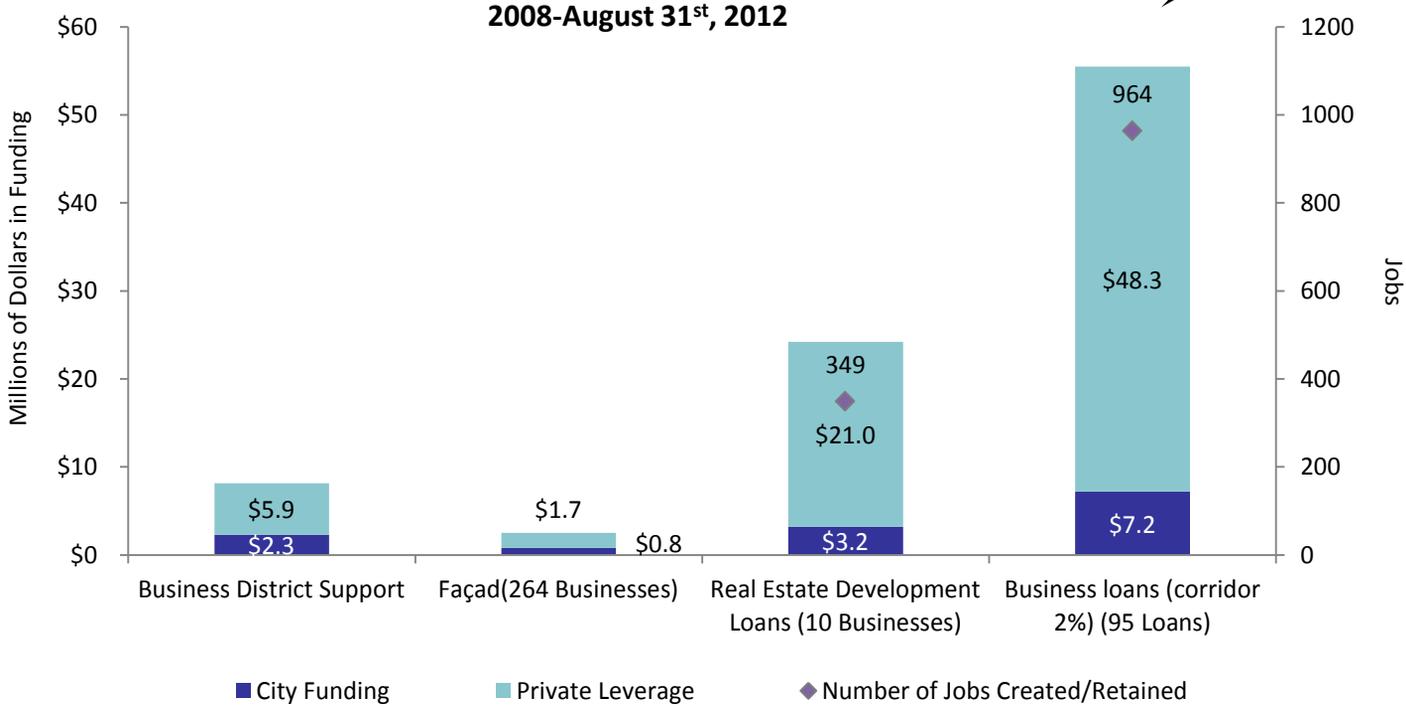
Minority-Owned Businesses	Project Goal: 7% Achieved: 16.5%	Project Goal: 7% Achieved: 7.02%	Project Goal: 10-15% combined WMBE Achieved: 15%	Project Goal 10% Achieved: 11.8%	Project Goal: 10% Achieved: 14%	Project Goal: 10% - 15% Achieved:
Women-Owned Businesses	Project Goal: 9% Achieved: 9%	Project Goal: 8% Achieved : 8.41%		Project Goal 8% Achieved: 15.5%		

Goal Four

Improve the Vitality of Our Neighborhood
Commercial Districts—Great Streets



Great Streets Investments, by Program
2008-August 31st, 2012



What is the Great Streets program and what does it mean for jobs?

The Great Streets program was created by the City Council in 2007 to support businesses and investment in our neighborhood commercial districts. Our business districts are the front door of our neighborhoods and the key to their individual identity. Neighborhood commercial districts offer the amenities and convenience goods that make for a vibrant urban fabric – residents surveyed value nearby groceries, hardware and restaurants.

Placemaking is an important aspect of the program, but there are significant jobs located in our commercial districts as well, and neighborhood businesses contribute to property and sales taxes. In 2010, almost exactly half of all Minneapolis jobs (139,550 of 280,561) were located in neighborhood business districts.

Neighborhood retailers face many challenges:

- Macroeconomic forces give an edge to big box stores and malls in the suburbs – economies of scale for purchasing and distribution, carefully managed retail mix;
- Crime and safety (real and perceived);
- Parking (again, real and perceived); and
- Small operations – small staffs, often one or two people, without diversified expertise in buying, marketing, lease negotiations, etc.

The Great Streets program was developed to put a thumb on the scale in Minneapolis to counterbalance these forces acting against neighborhood retailers and to spur private investment.

Additional Narrative on Next Page...

The Great Streets program is designed to support a variety of strategies and to encourage creativity and highly-localized implementation by business associations and other community organizations. In studying commercial revitalization strategies while developing the program, we learned that even in a single commercial district, success often took different forms, resulting from different strategies. There is no magic bullet, but we found the following approaches to be effective, in isolation or in concert:

- Business district support
 - Business recruitment
 - District marketing and branding
 - Workshops on social media
 - Other district-wide supports
- Façade improvement matching grants
 - Examples: Blackbird Café, Guse Green Grocer, Hub Bicycle Co-op
- Real estate development
 - Examples: Chicago Avenue Fire Arts Center, Kindred Kitchen, Seward Co-op
- Business loans
 - Specifically the corridor 2% loan program cross marketed under the Great Streets umbrella with other neighborhood commercial district tools including the façade grants and real estate development loans (often all three are used together)
 - The corridor 2% loan program is also promoted as a tool for Great Streets-supported business recruitment efforts

Overarching Program Outcomes

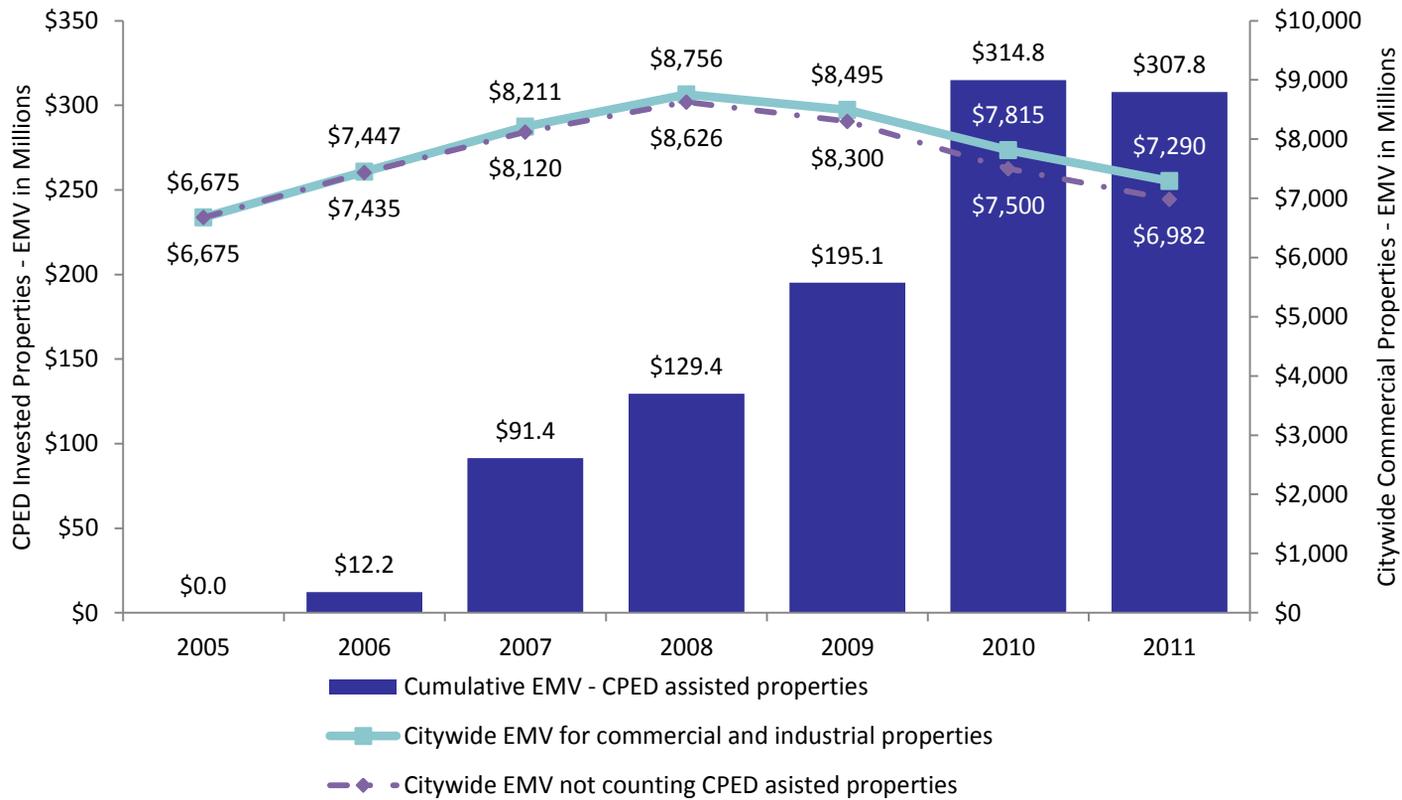
- Sixteen million dollars invested in façade matching grants, grants to support business districts, and real estate and business loans; \$112 M in private investment leveraged;
- Highly visible physical improvements;
- Properties redeveloped using Great Streets real estate financing – derelict, vacant properties before – now have a taxable value of \$5.7 M and generate \$234,500 annually in property taxes; and
- Over 1200 jobs created or retained in neighborhood business districts.

In 2012, the Great Streets program was awarded the Excellence in Economic Development Award by the International Economic Development Council.

Goal Five

Grow the Property Tax Base

Impact of CPED Business Investments on City Commercial Tax Base 2005 to 2011



Sources: CPED & Assessor's Office, CPED-Research March 2012

Note: Some properties assisted in multiple years. Cumulative EMV reflects unduplicated amounts.

Why is this measurement important?

Sustaining and growing the city tax base has long been a part of the City's and CPED's overall economic development strategy. A healthy tax base provides a critical financial foundation for all local government revenue and all local government services. In turn, provision of quality city infrastructure and services supportive of business attracts further business and continues the upward virtuous spiral. CPED economic development programs are focused on growing the commercial/industrial portion of the City's tax base, and as indicated in the above graph, the department's efforts have made a discernible difference.

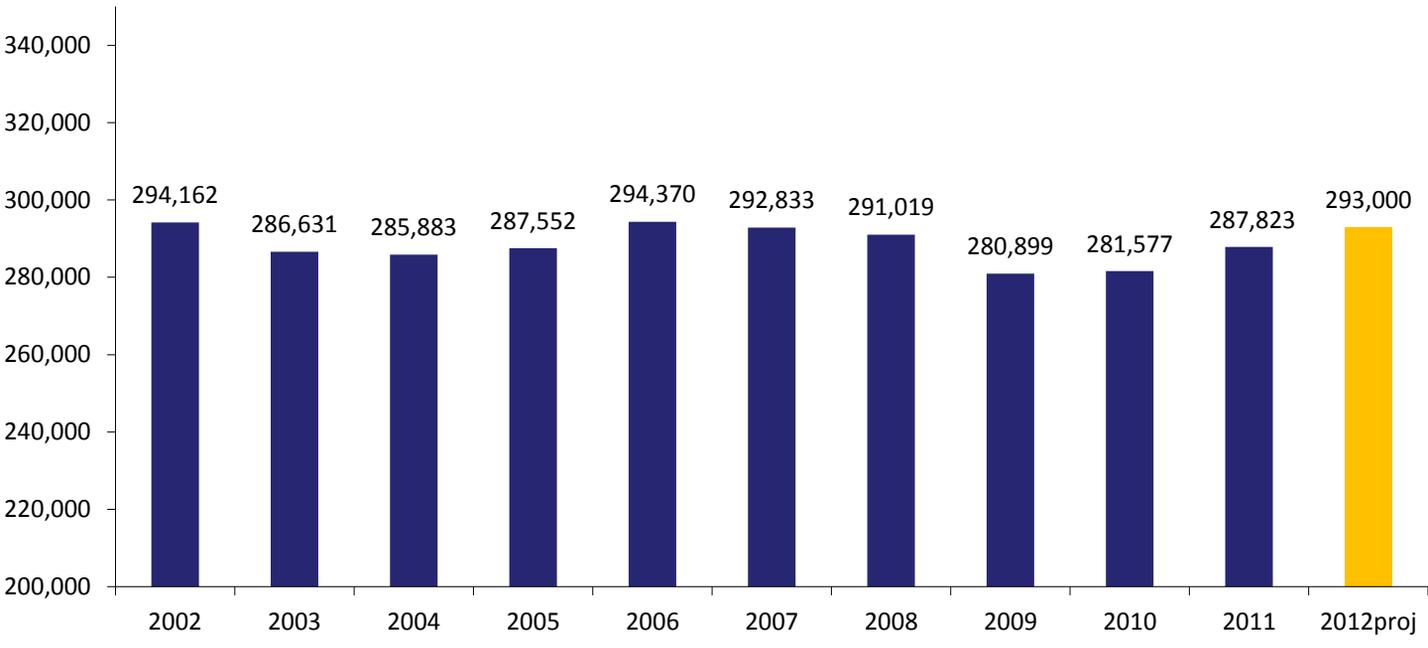
What will it take to achieve the target?

CPED's business support toolbox has proven effective in retaining businesses and attracting capital investment. Continued application of existing tools at present levels should lead to similar results going forward. To increase the tax base more dramatically, CPED and the City need to focus on three key opportunity areas:

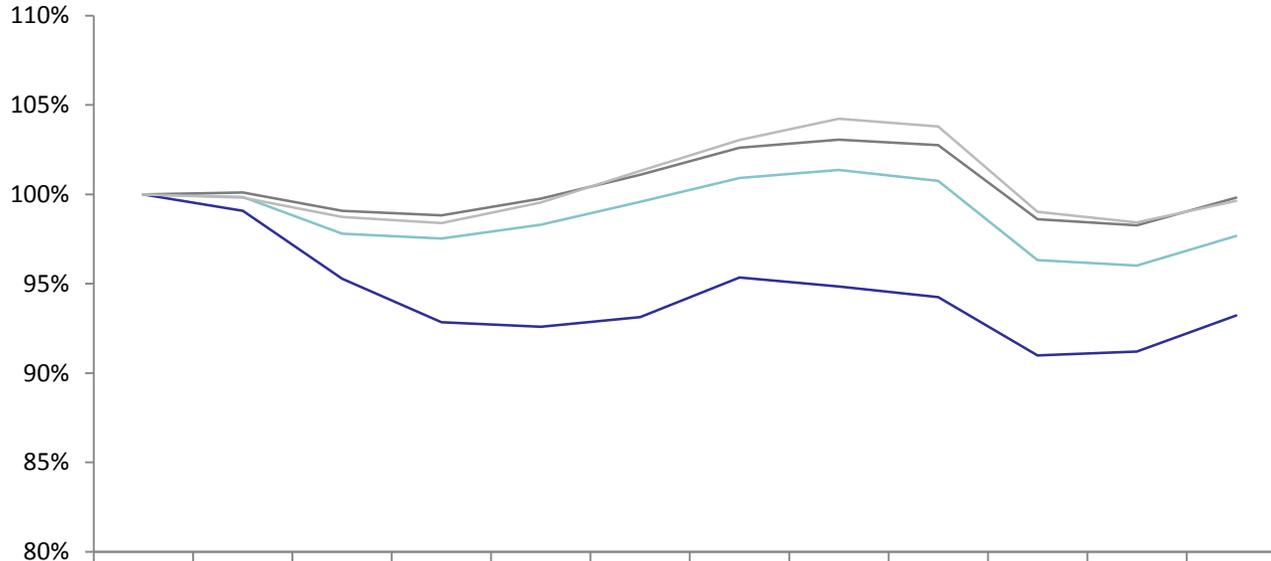
- Attracting high quality investment to the most challenged areas of the City, especially North Minneapolis, where the property values are the lowest and the investment opportunities are plentiful;
- Attracting high quality investment to the City's existing and emerging "signature" sites, including the Vikings Stadium area, Upper Harbor Terminal, Bassett Creek Valley, and Southeast Minneapolis Industrial area, among others; and
- Attracting high quality investment to transit corridors.

Appendix

Jobs in Minneapolis - Annual



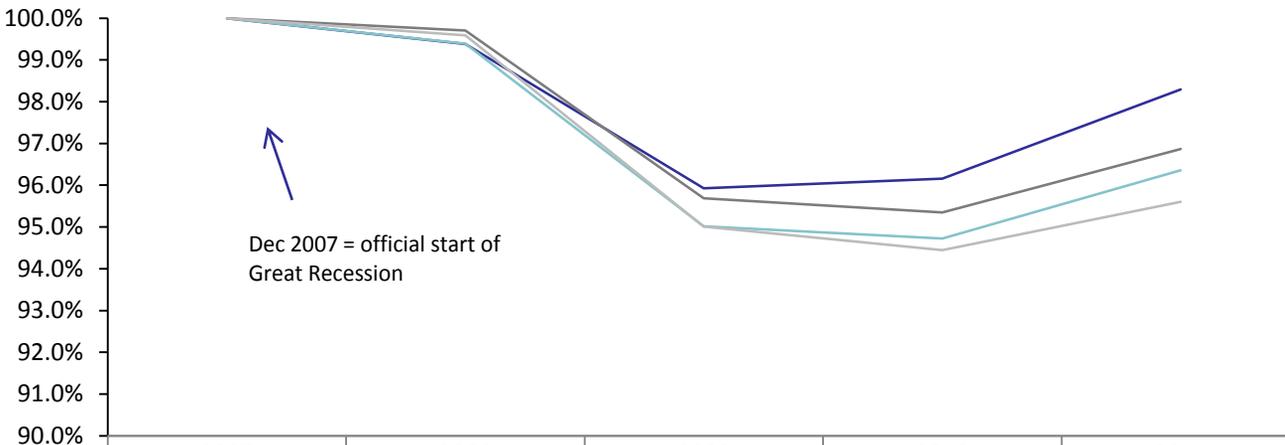
Jobs percentage change 2000 to 2011 2000=100%



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
— Minneapolis	100.0%	99.1%	95.3%	92.8%	92.6%	93.1%	95.3%	94.8%	94.3%	91.0%	91.2%	93.2%
— Metro area	100.0%	99.8%	97.8%	97.5%	98.3%	99.6%	100.9%	101.4%	100.8%	96.3%	96.0%	97.7%
— Minnesota	100.0%	100.1%	99.1%	98.8%	99.8%	101.1%	102.6%	103.0%	102.7%	98.6%	98.3%	99.8%
— US	100.0%	99.8%	98.7%	98.4%	99.5%	101.3%	103.0%	104.2%	103.8%	99.0%	98.4%	99.6%

Source: DEED-QCEW
CPED Research, September 2012

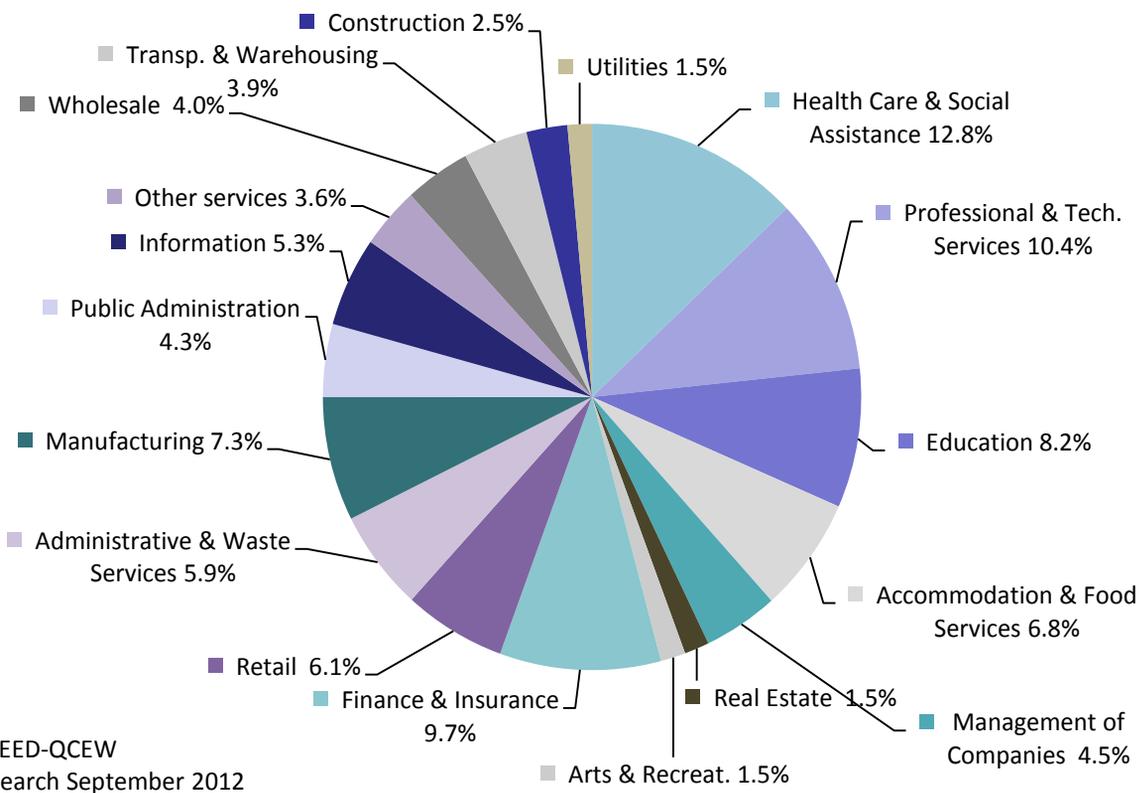
Jobs Percentage Change 2007-2011 2007=100%



	2007	2008	2009	2010	2011
— Minneapolis	100.0%	99.4%	95.9%	96.2%	98.3%
— Metro area	100.0%	99.4%	95.0%	94.7%	96.4%
— Minnesota	100.0%	99.7%	95.7%	95.3%	96.9%
— US	100.0%	99.6%	95.0%	94.4%	95.6%

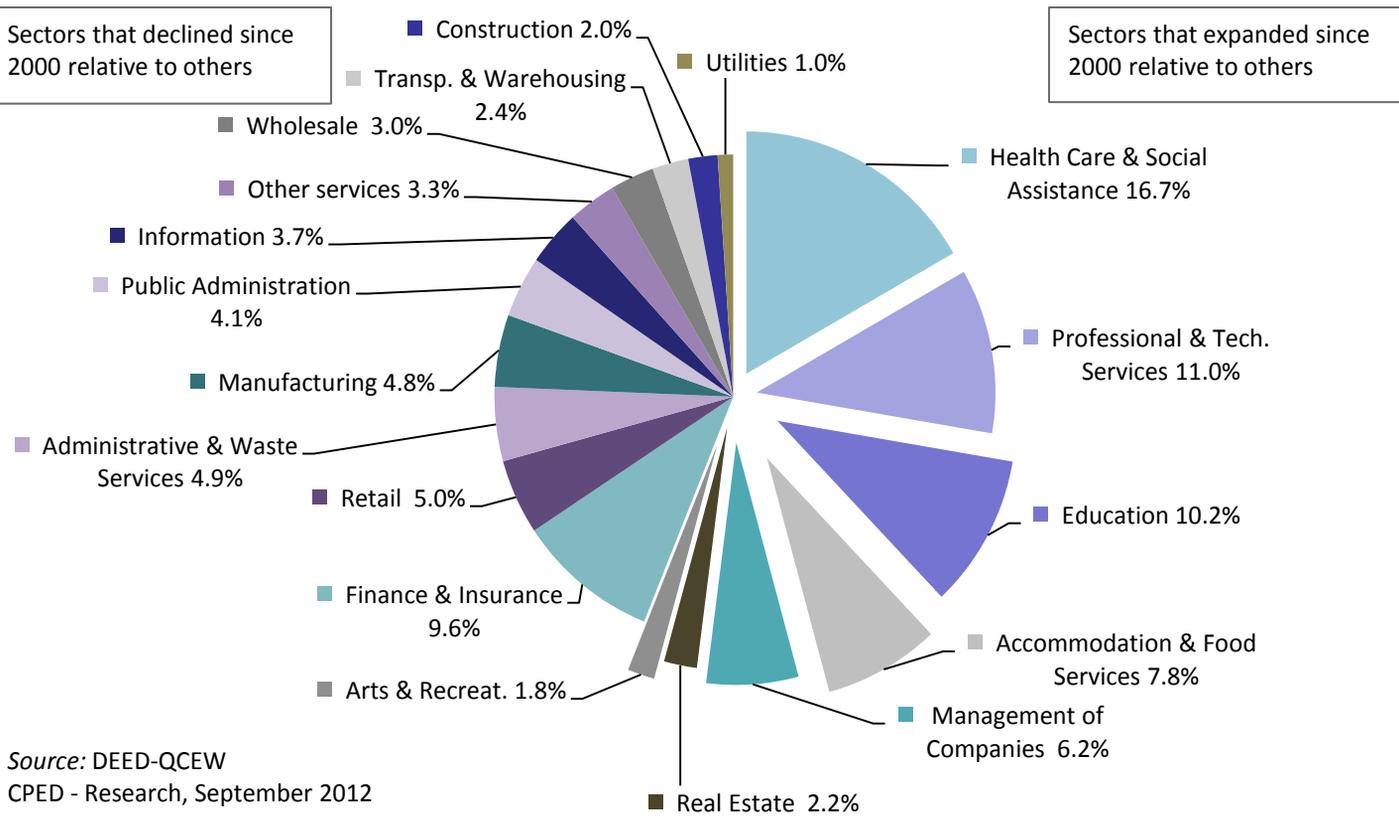
Source: DEED-QCEW
CPED Research, September 2012

Minneapolis: Employment by Economic Sectors - 2000 = 308,760



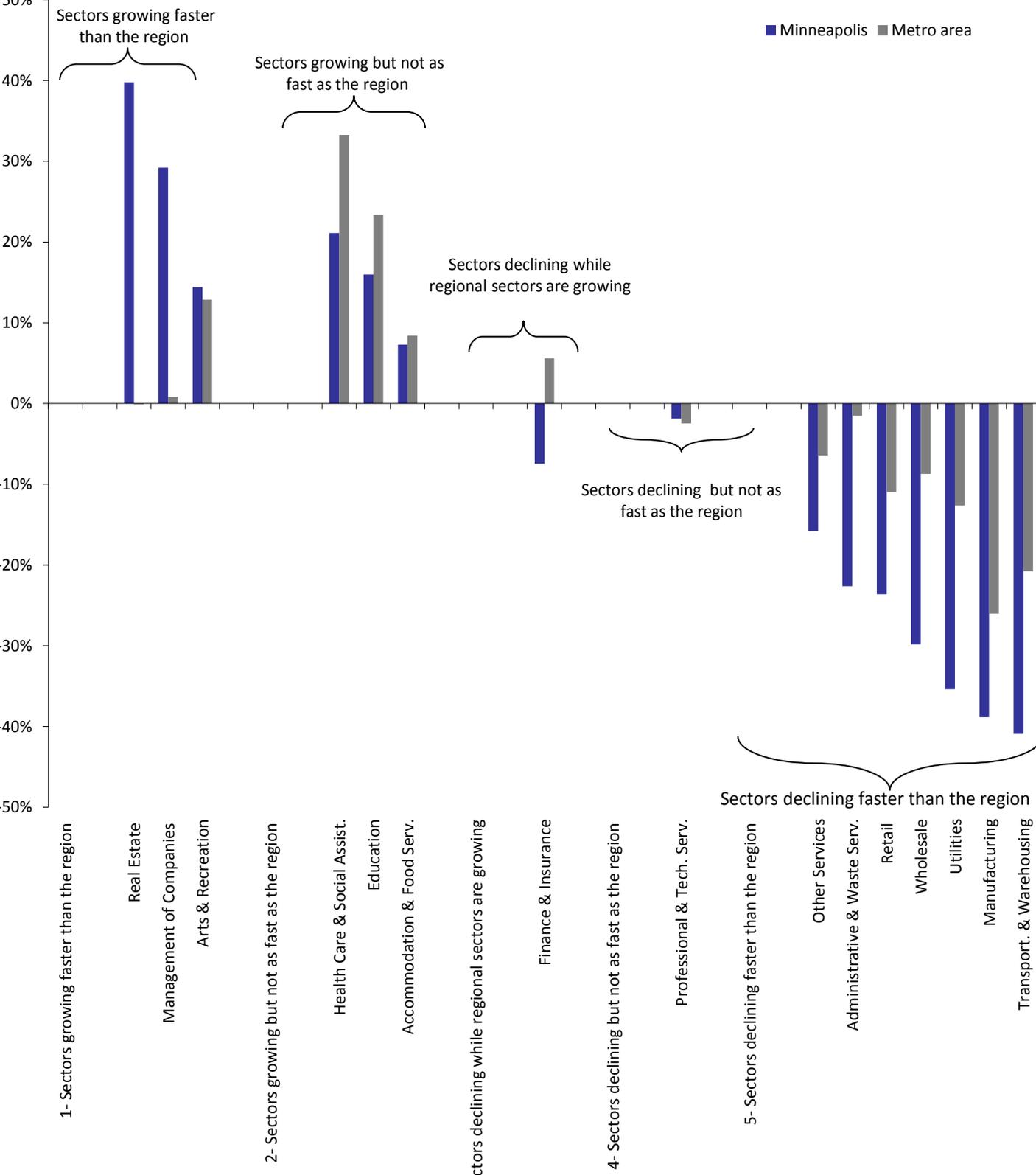
Source: DEED-QCEW
CPED-Research September 2012

Minneapolis: Employment by Economic Sectors - 2011 = 287,820



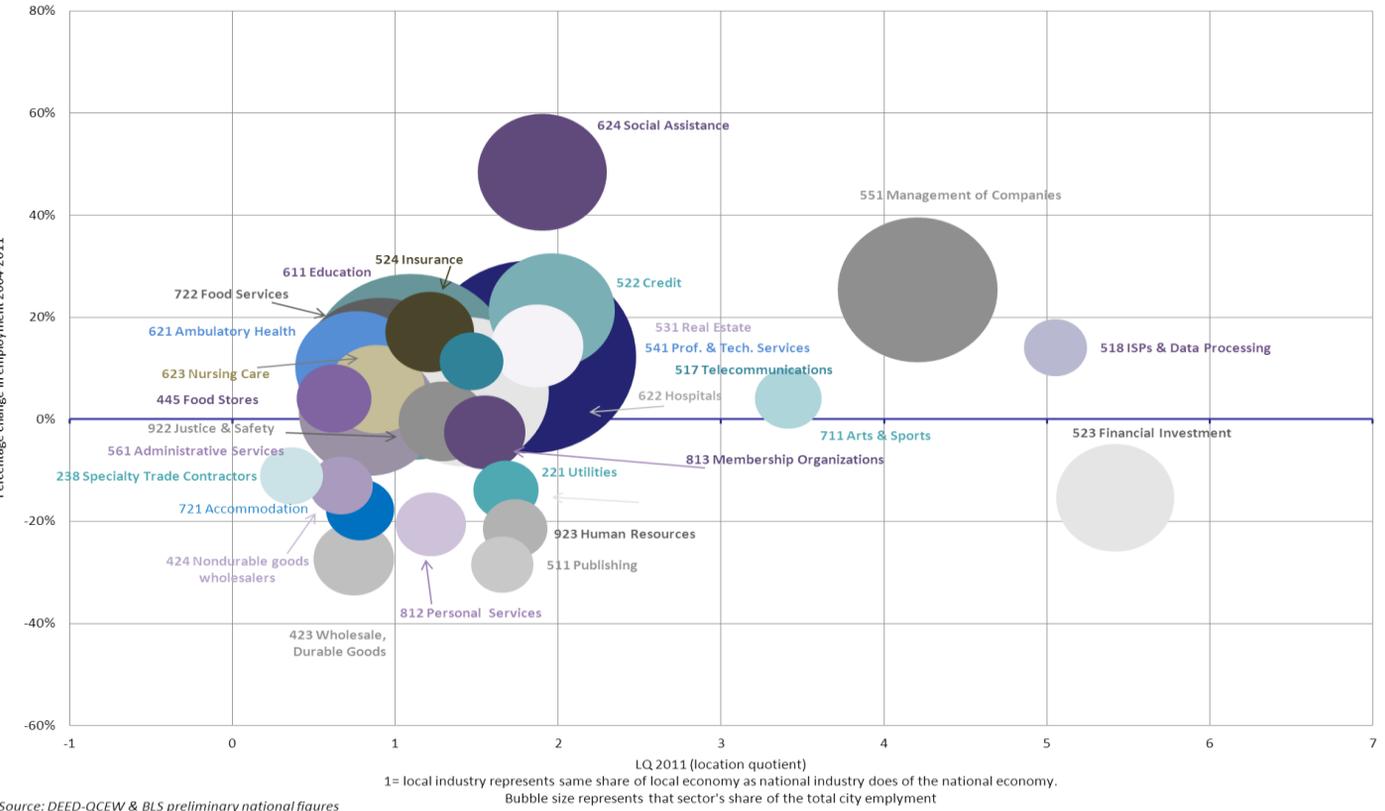
Source: DEED-QCEW
CPED - Research, September 2012

Gainers and Losers: Percentage Growth or Decline by Sector in Number of Jobs Between 2000 and 2011

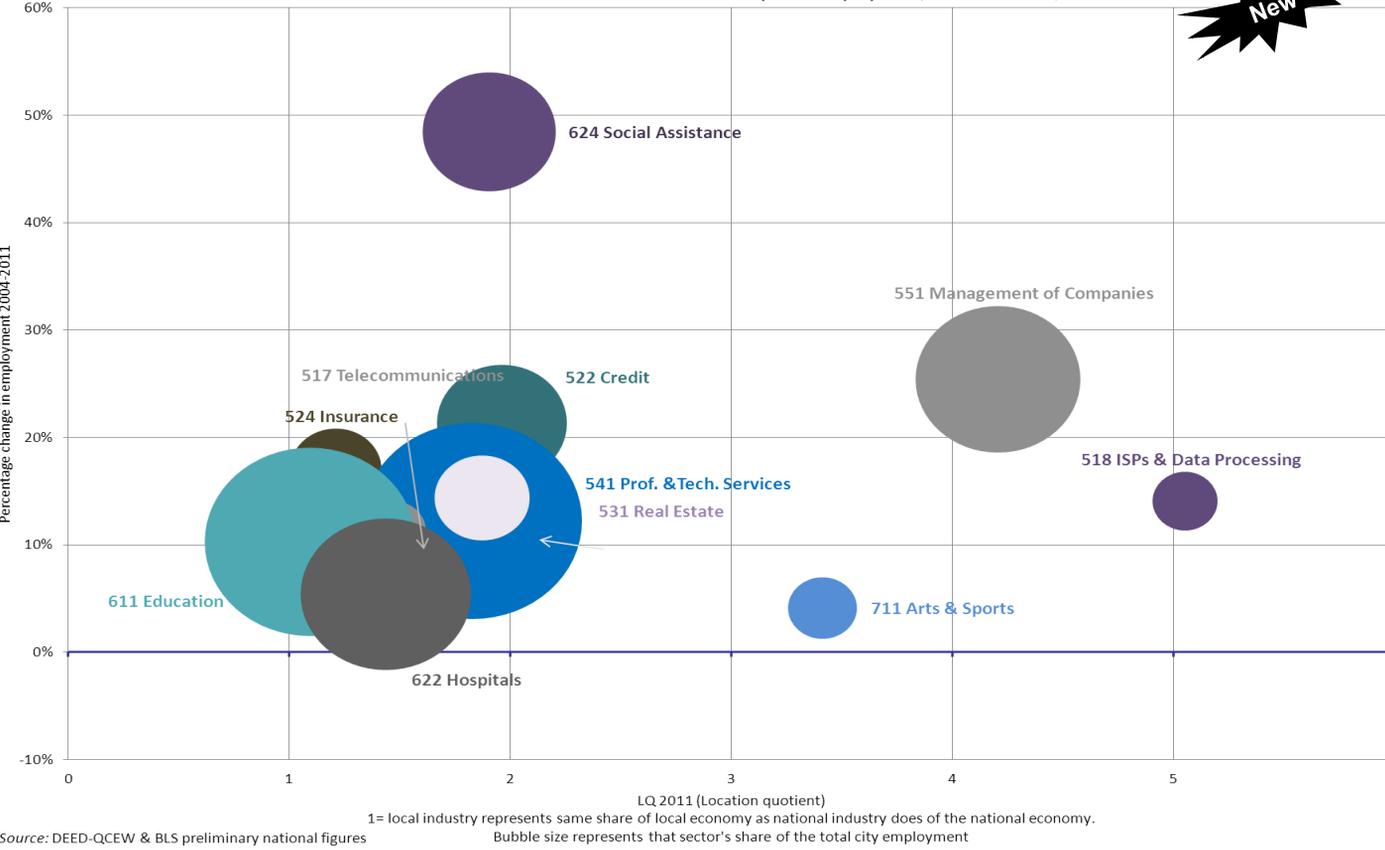


Source: DEED-QCEW, 2000 and 2011 CPED-Research, September 19, 2012

Minneapolis Jobs as a Function of Employment Size, Concentration and Change 2004-2011
Industries with One Percent or More of City Total Employment

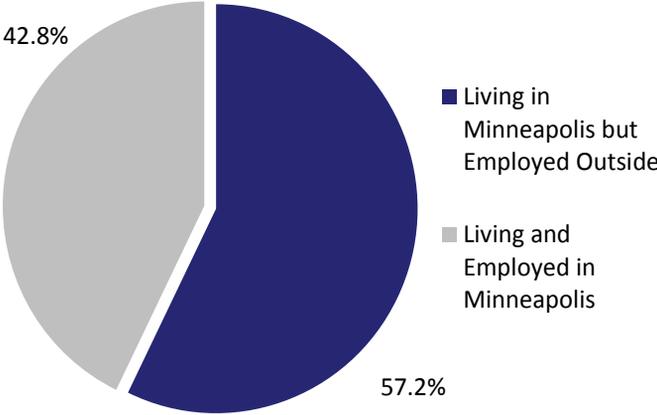


Minneapolis Jobs as a Function of Employment Size, Concentration and Change 2004-2011
Industries with One Percent or More of the City Total Employment, Growth and LQ



Where Minneapolis Residents Work, 2010

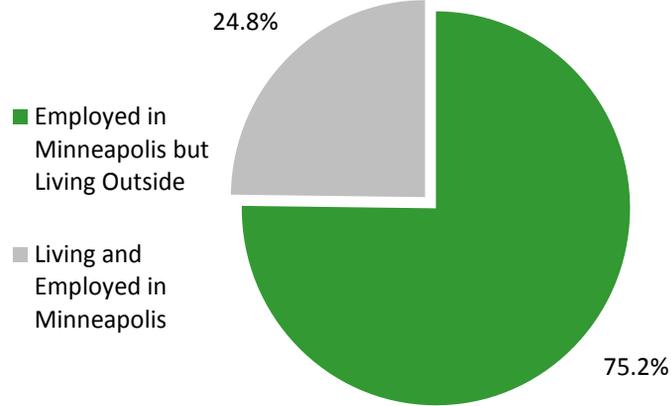
Total: 156,650 Employed Residents



Source: U.S Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Primary Jobs , 2nd Quarter 2010)

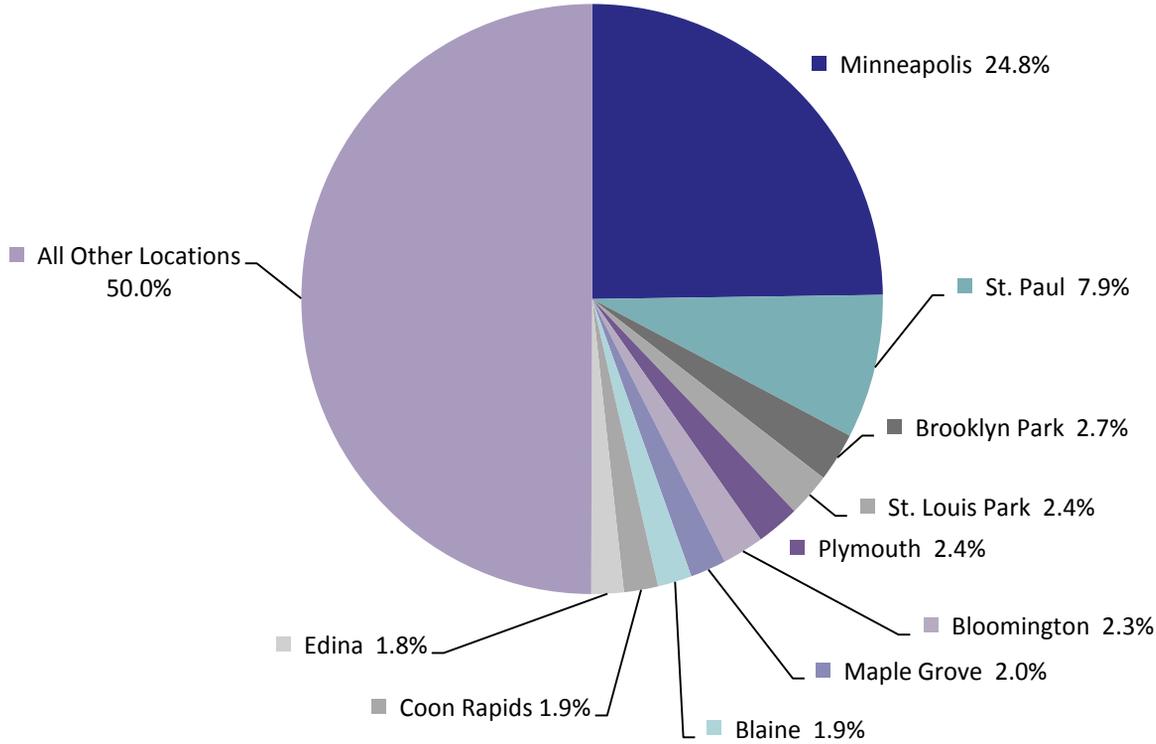
Where Minneapolis Workers Live, 2010

Total: 270,810 Workers



Source: U.S.Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Primary Jobs, 2nd Quarter 2010)

Where Workers Live Who Are Employed in Minneapolis by Places, 2010

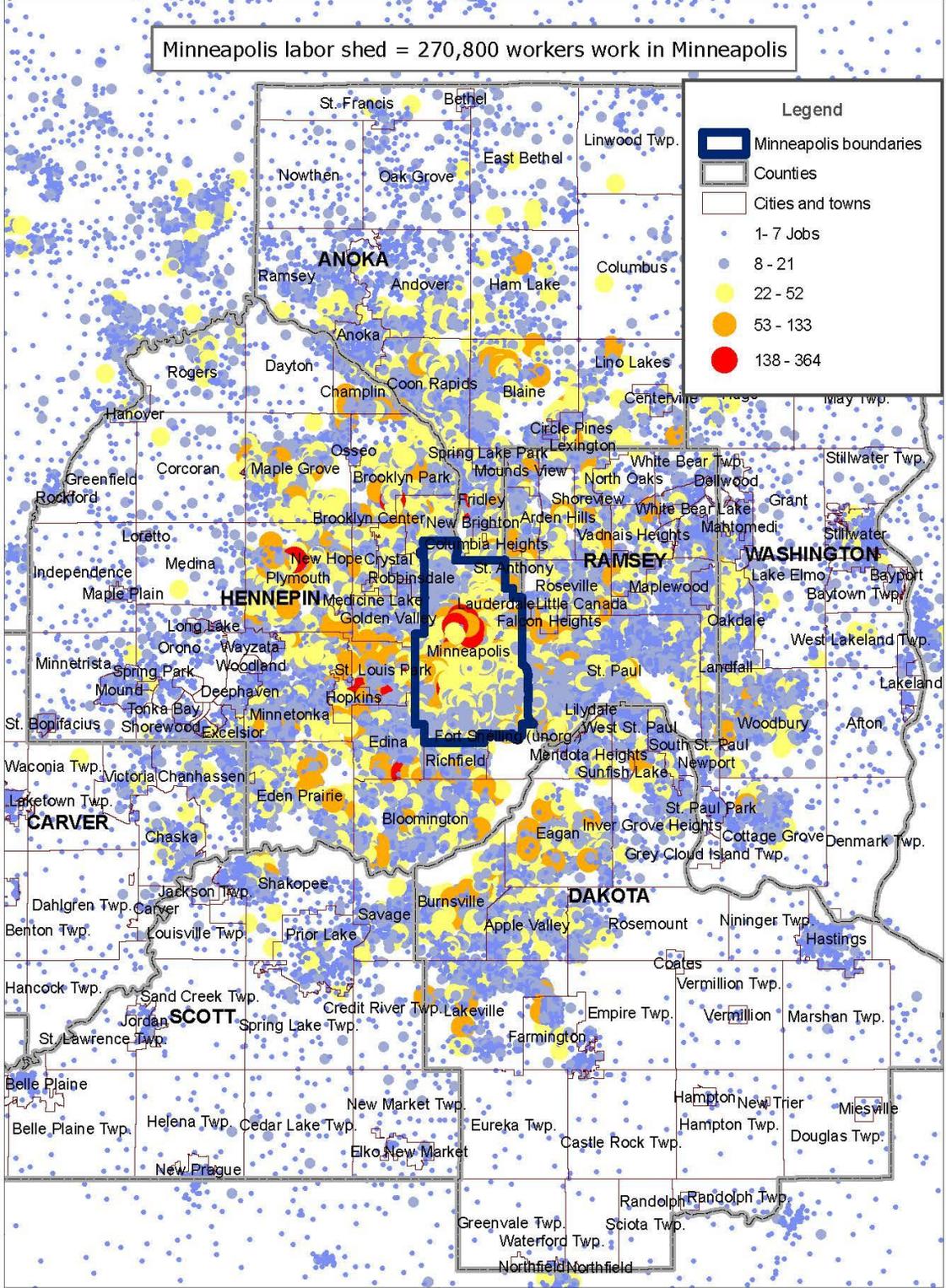


Source: Census Bureau, Origin-Destination Stats, 2Q 2002 to 2Q 2010 CPED-Research, Sept. 7, 2012

MINNEAPOLIS 2010 LABOR SHED

Work to home destination

Where Minneapolis workers live



Source: U.S. Census Bureau, LED OnTheMap
Origin-Destination Database
Beginning of Quarter Employment, 2nd Quarter 2010

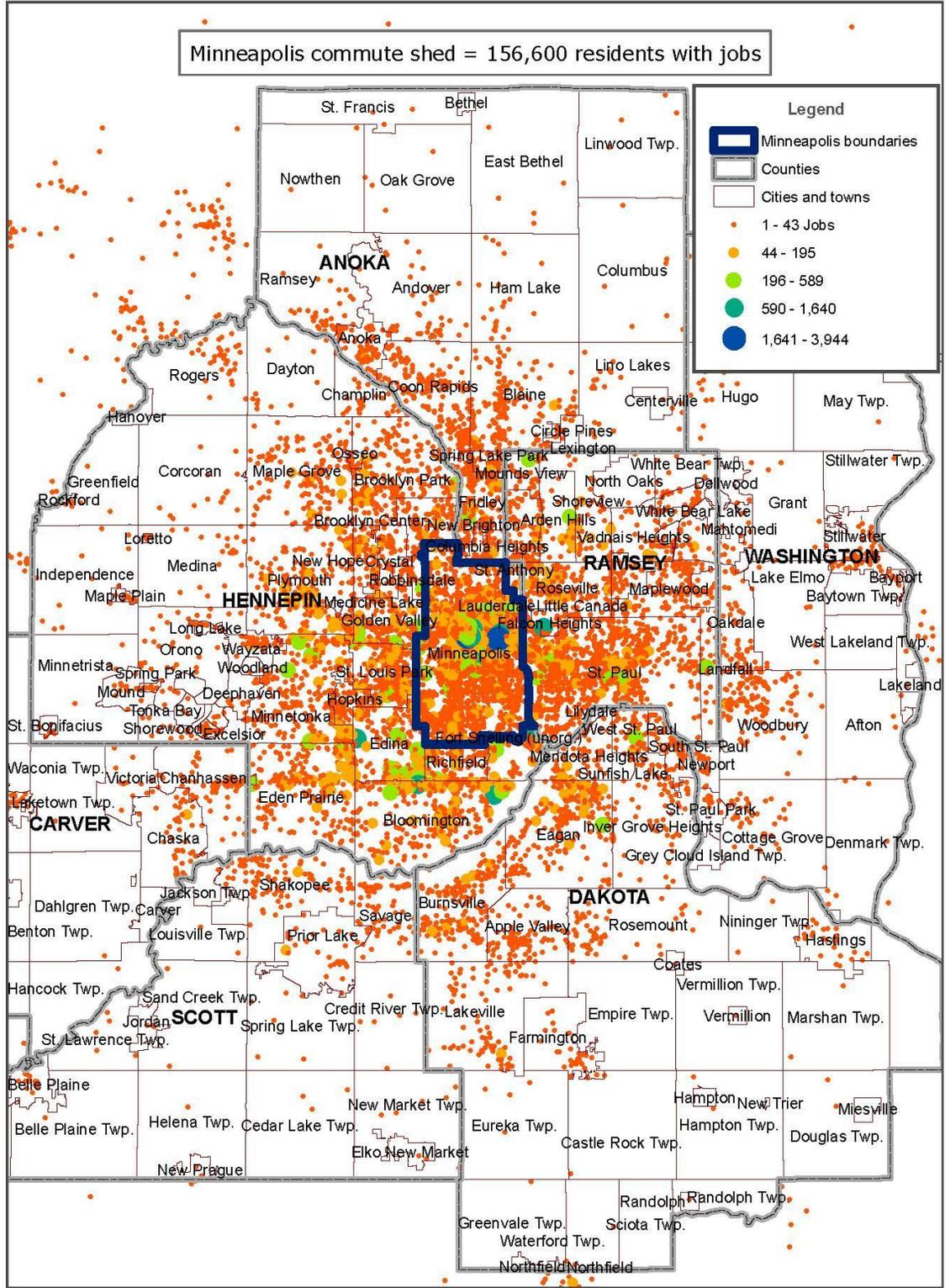
CPED-Research, September 2012

MINNEAPOLIS 2010 COMMUTE SHED

Home to work destination

Where Minneapolis residents work

Minneapolis commute shed = 156,600 residents with jobs



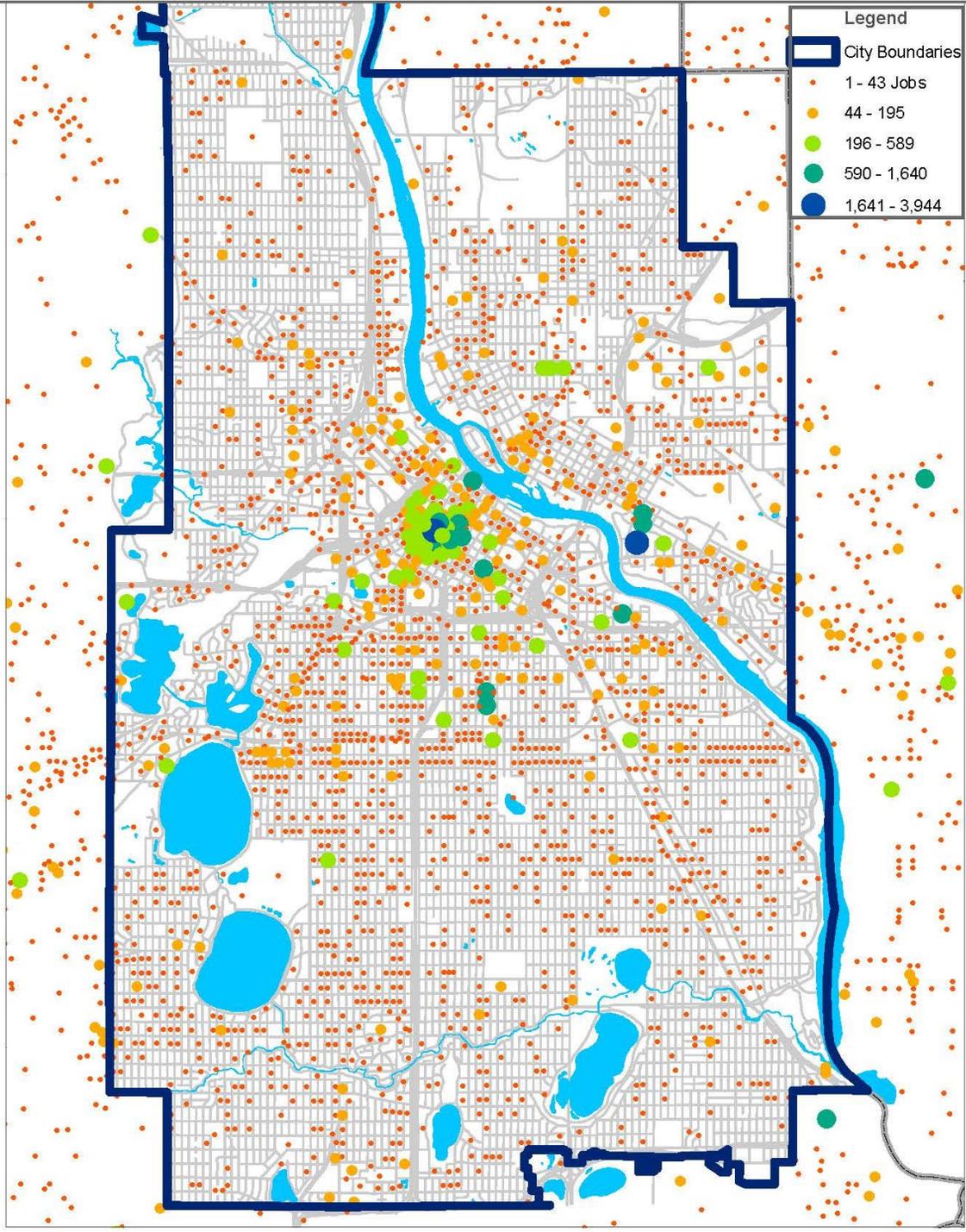
Source: U.S. Census Bureau, LED OnTheMap
Origin-Destination Database
Beginning of Quarter Employment, 2nd Quarter 2010

CPED-Research, September 2012



MINNEAPOLIS 2010 COMMUTE SHED Home to work destination Where Minneapolis residents work

Minneapolis commute shed = 156,600 Minneapolis residents with jobs; 67,000 residents work and live in the city



1:80,000

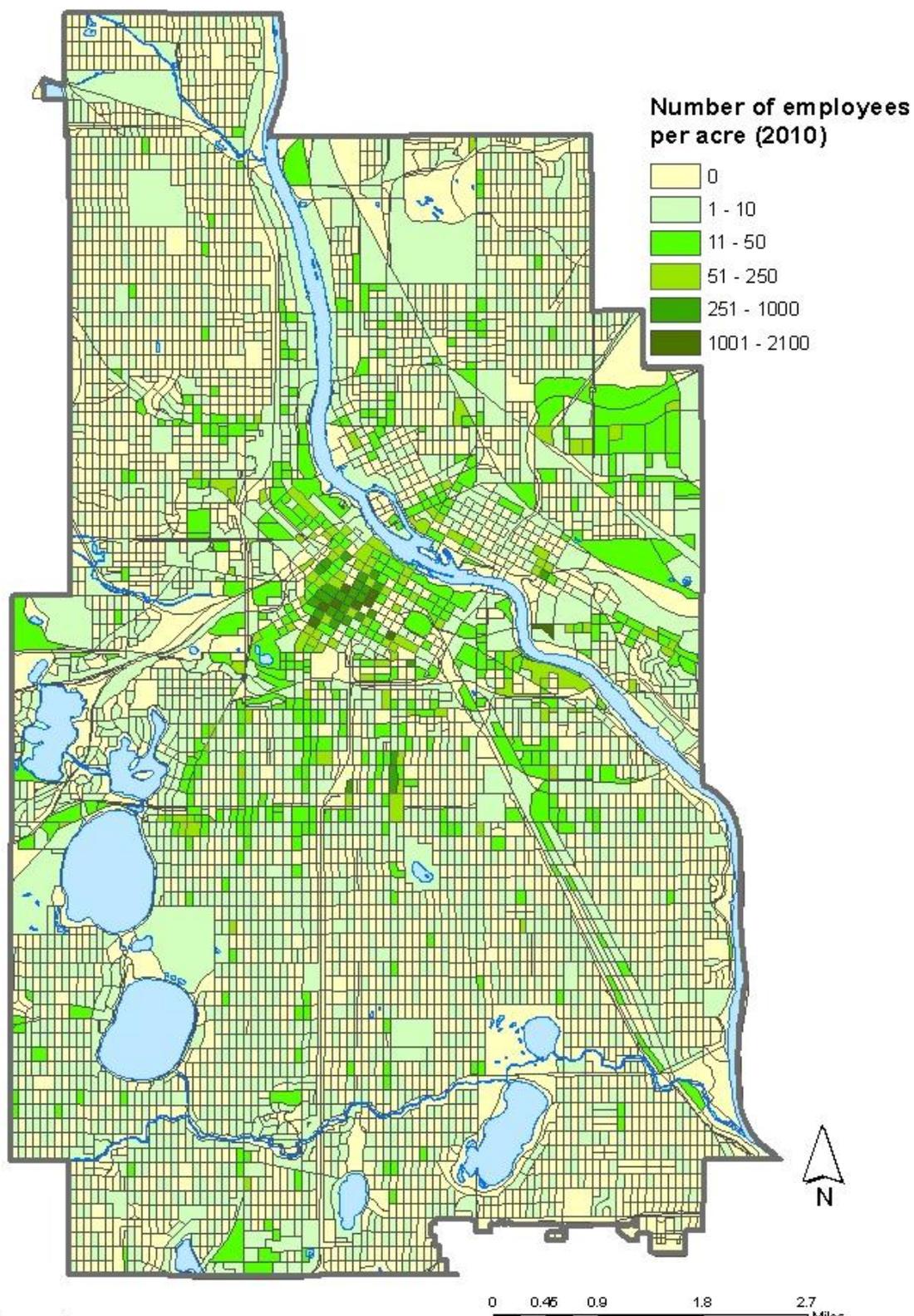


Source: U.S. Census Bureau, LED OnTheMap
Origin-Destination Database
Beginning of Quarter Employment, 2nd Quarter 2010

CPED-Research, September 2012



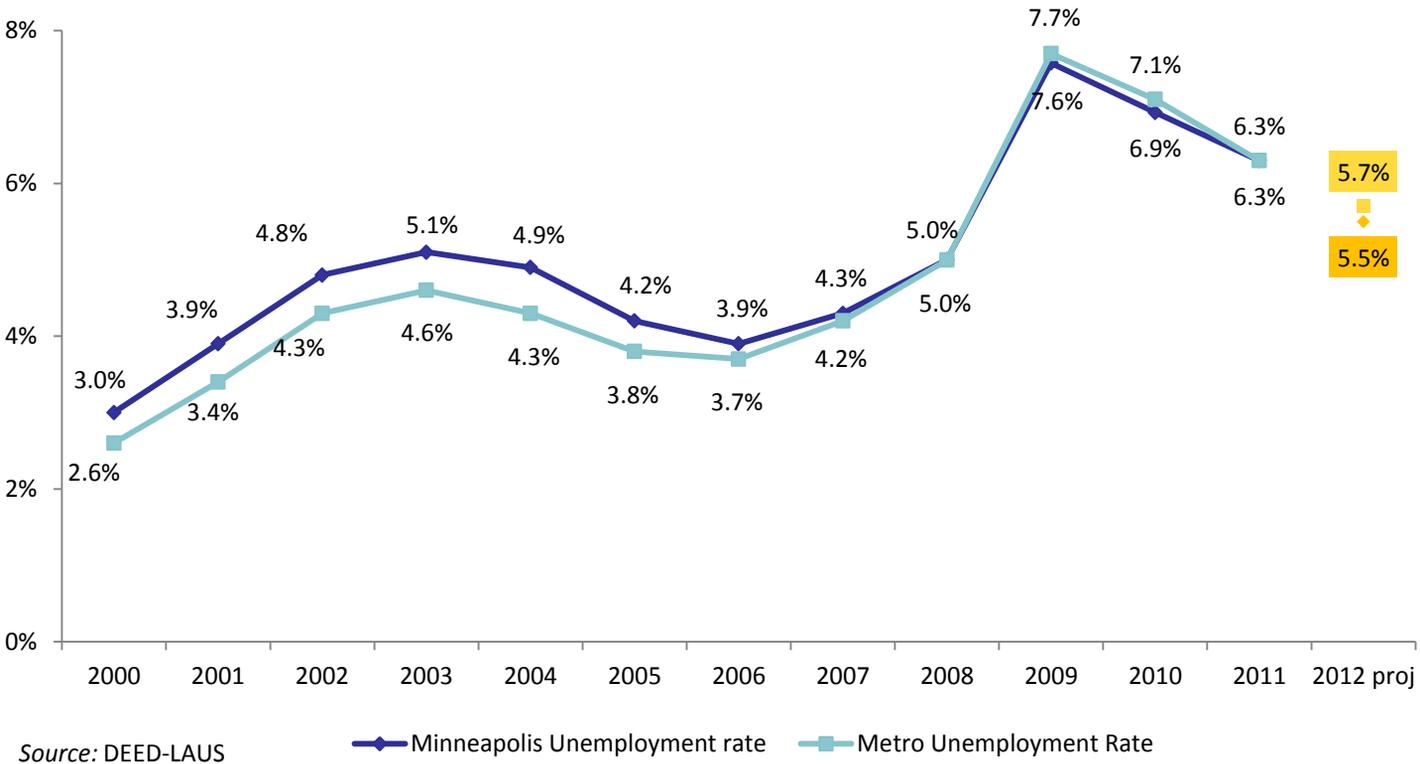
Employees per Acre, Displayed by Census Block (2010)



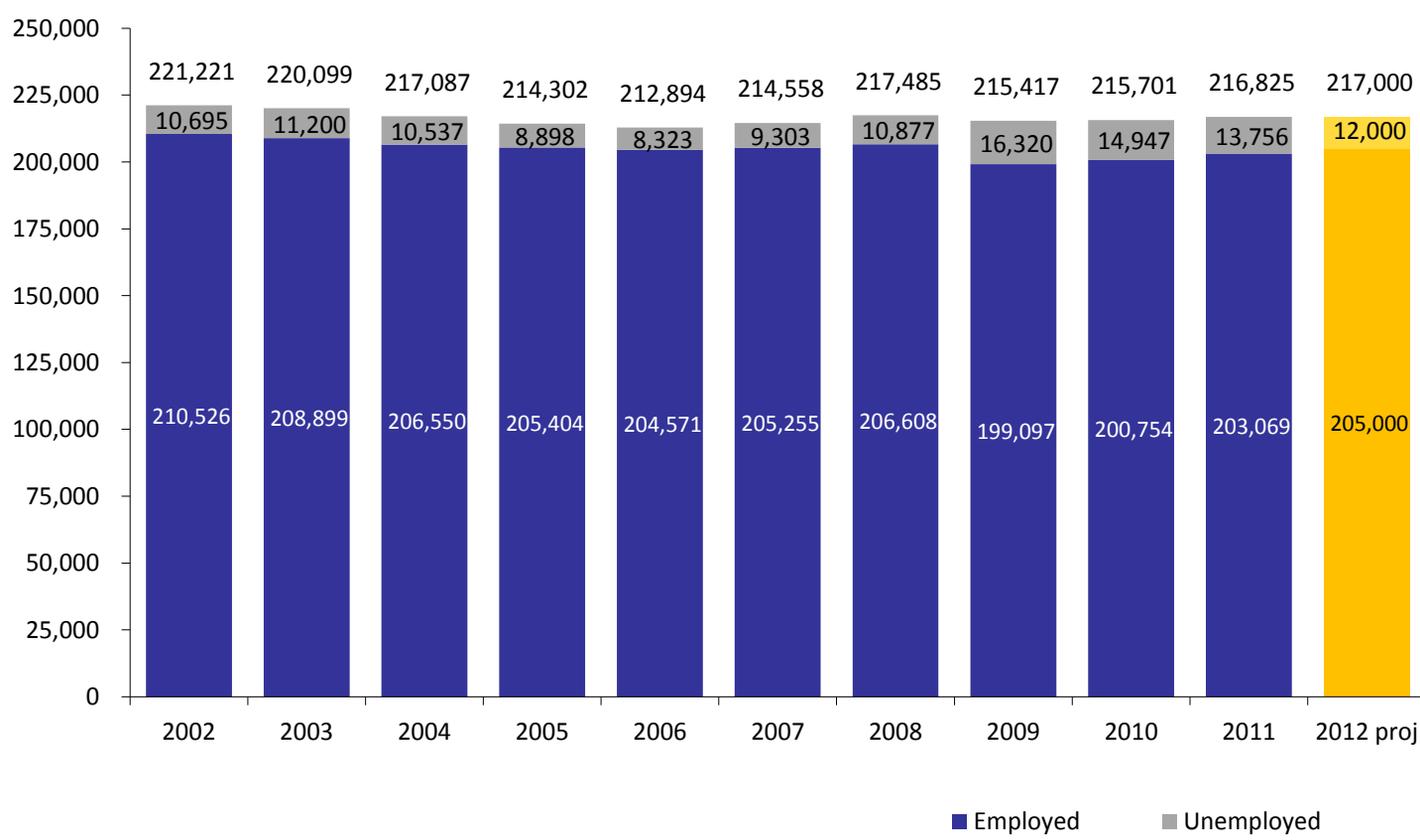
CPED Research
January 12, 2012

Data Source: Minnesota Department of Employment and Economic Development

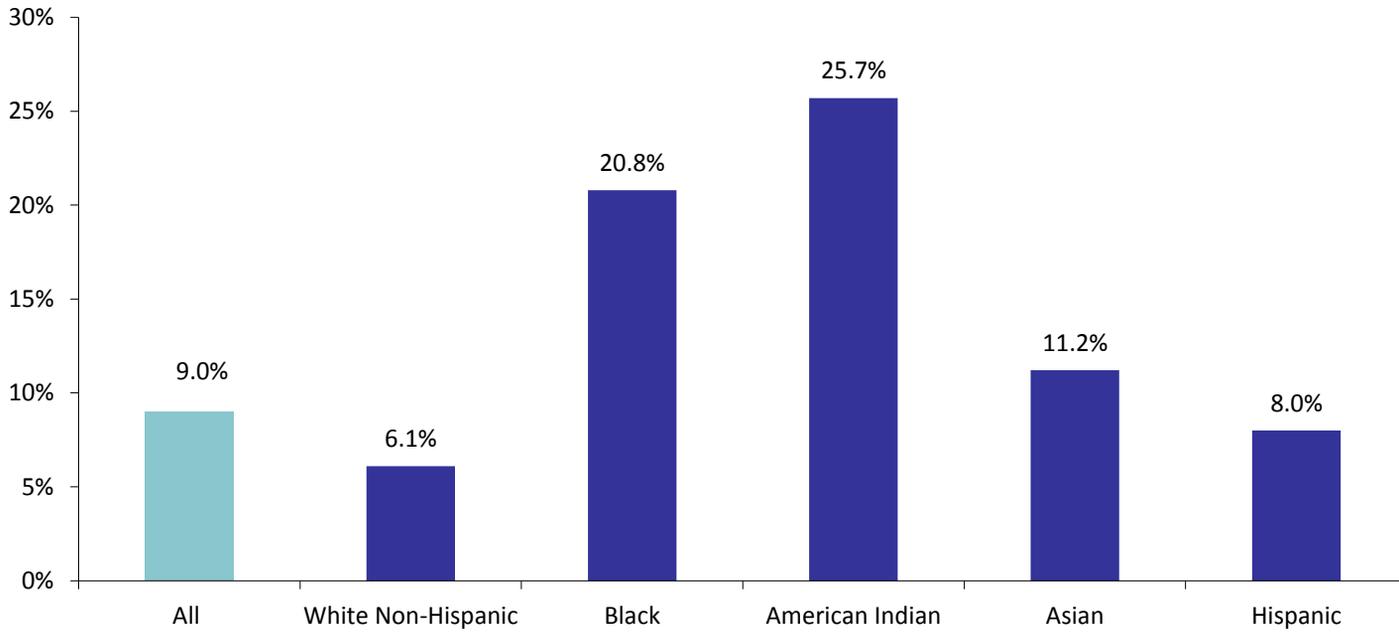
Minneapolis and Metro Unemployment Rate



Minneapolis Labor Force, by Employed and Unemployed



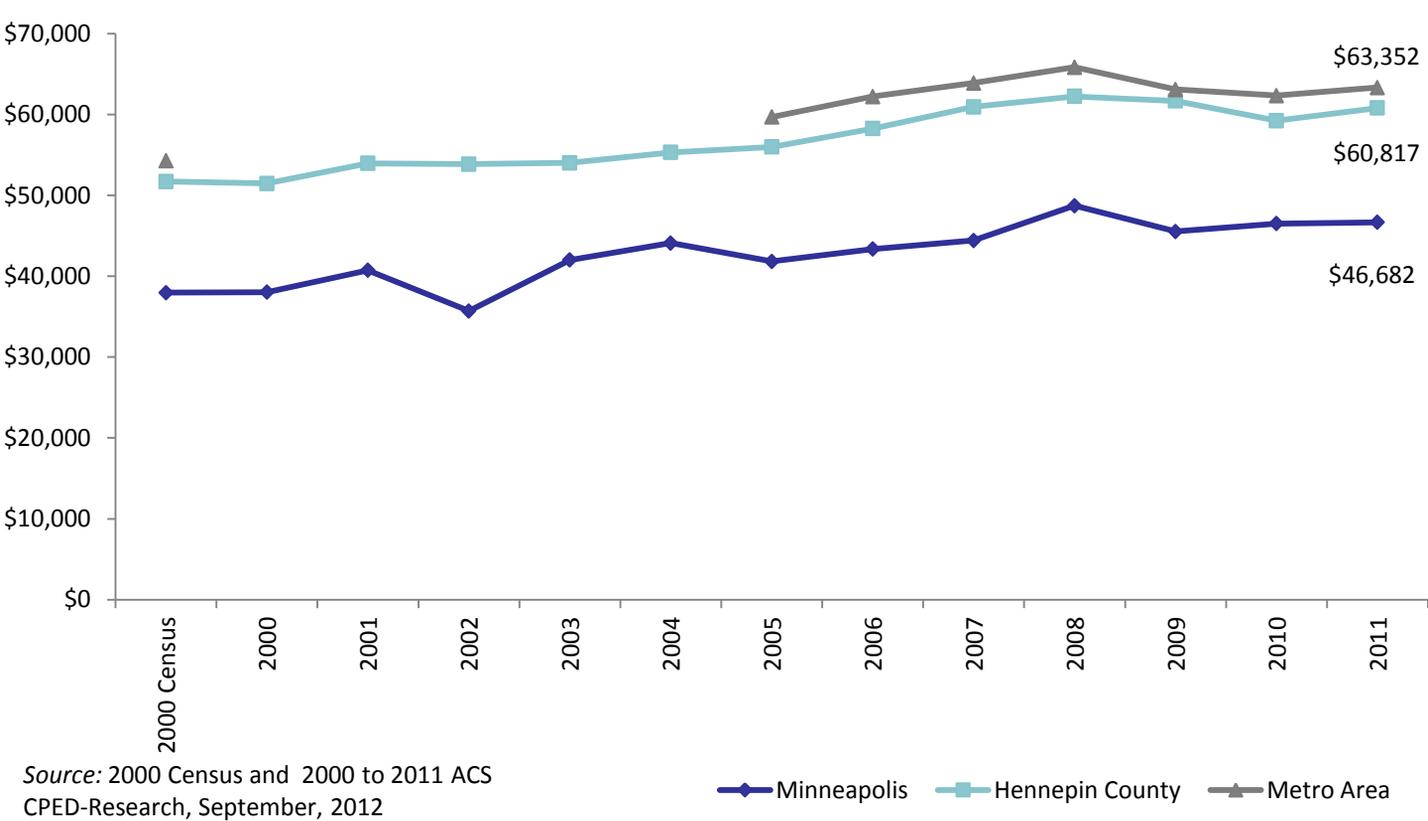
Unemployment Rate, by race/ethnicity 2006-2010 Averages



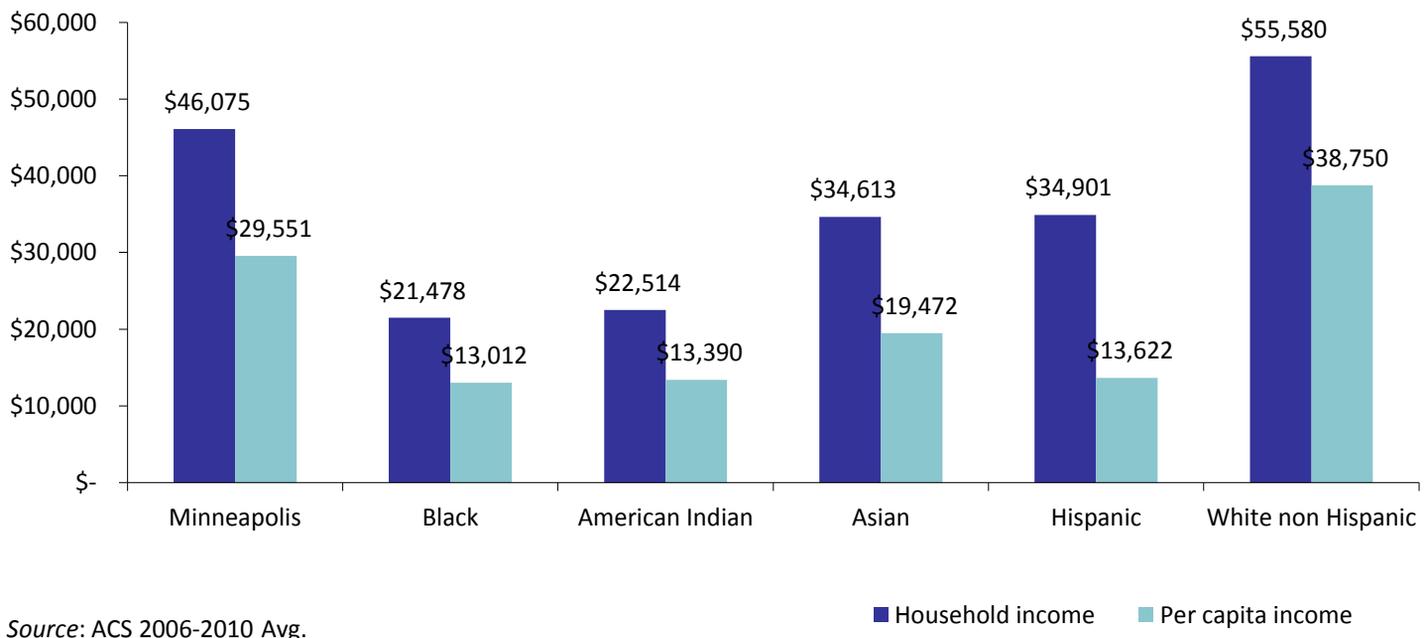
*Figures based on American Community Survey five year averages, 2006-2010

Note: It is necessary to use five year averages for this graph because sample size of some minority communities are too small for accurate data collection and are left unreported on a year to year basis.

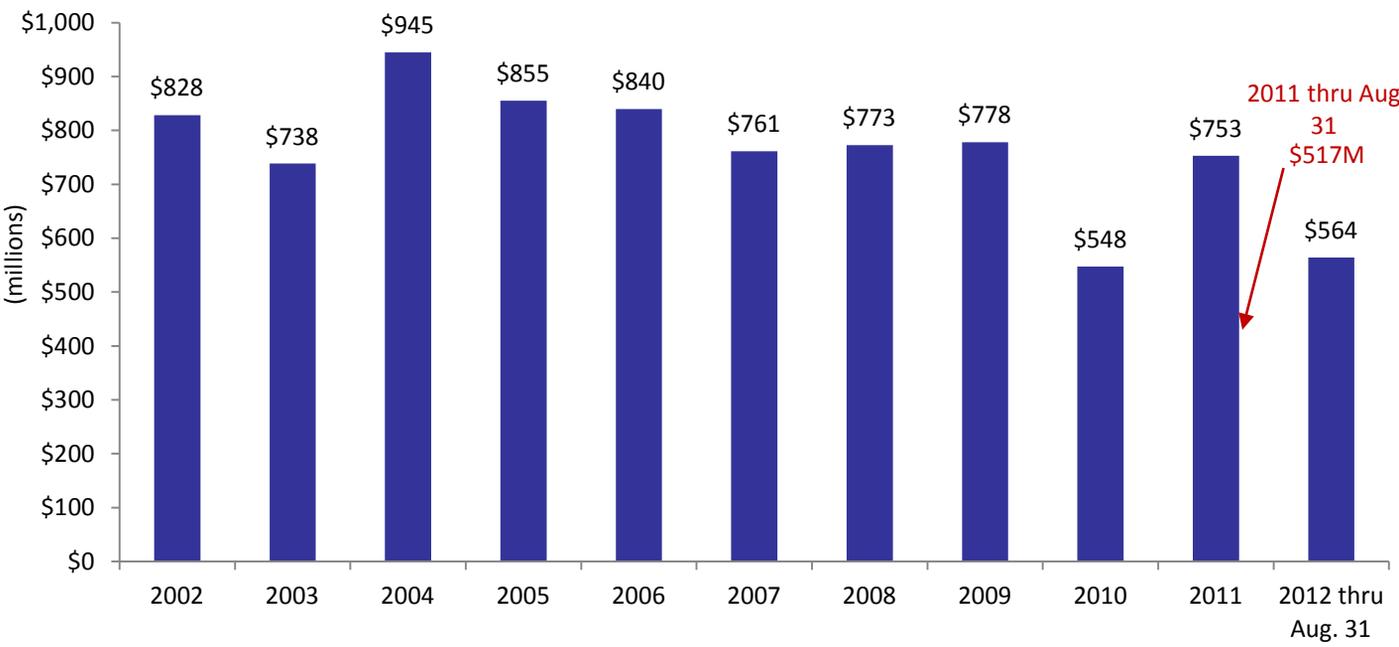
Annual Median Household Income Minneapolis, Hennepin County and the Twin Cities Metro Region (in Adjusted Dollars)



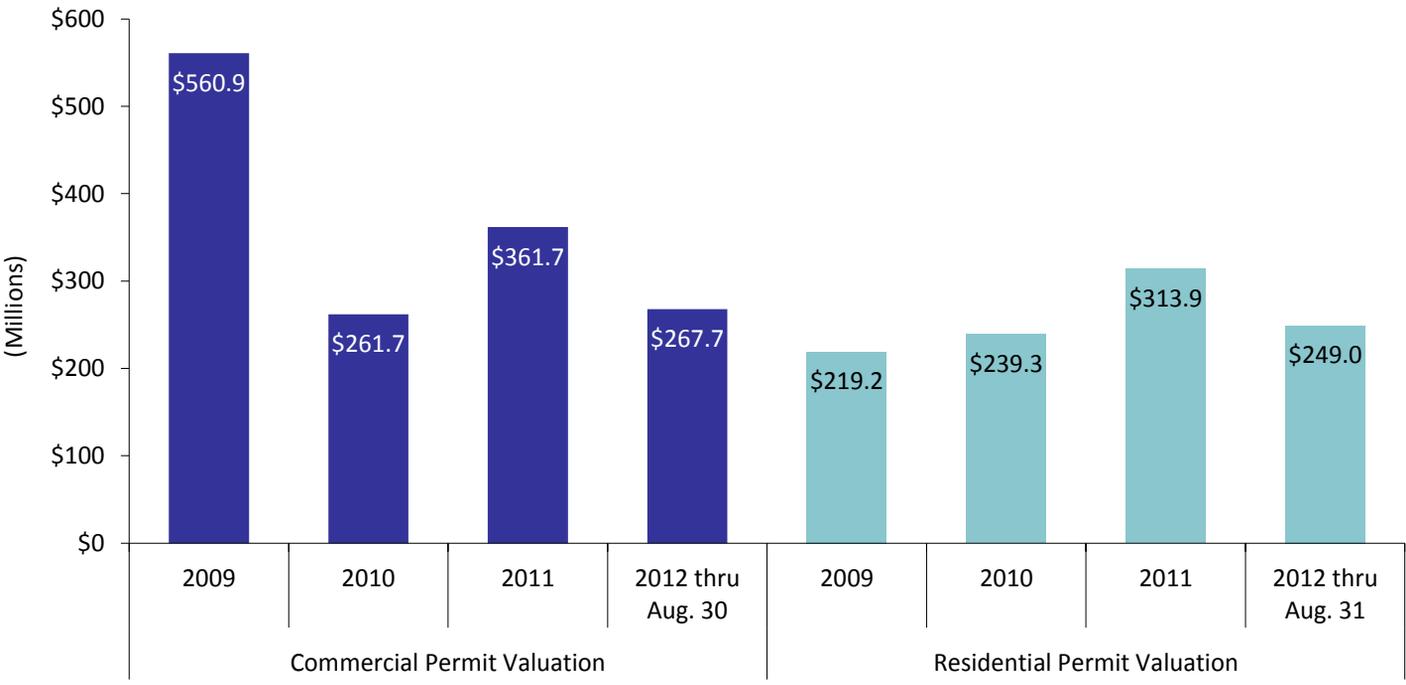
Median Household Income and per Capital Income in the Past Twelve Months (in 2010 Inflation-Adjusted Dollars)



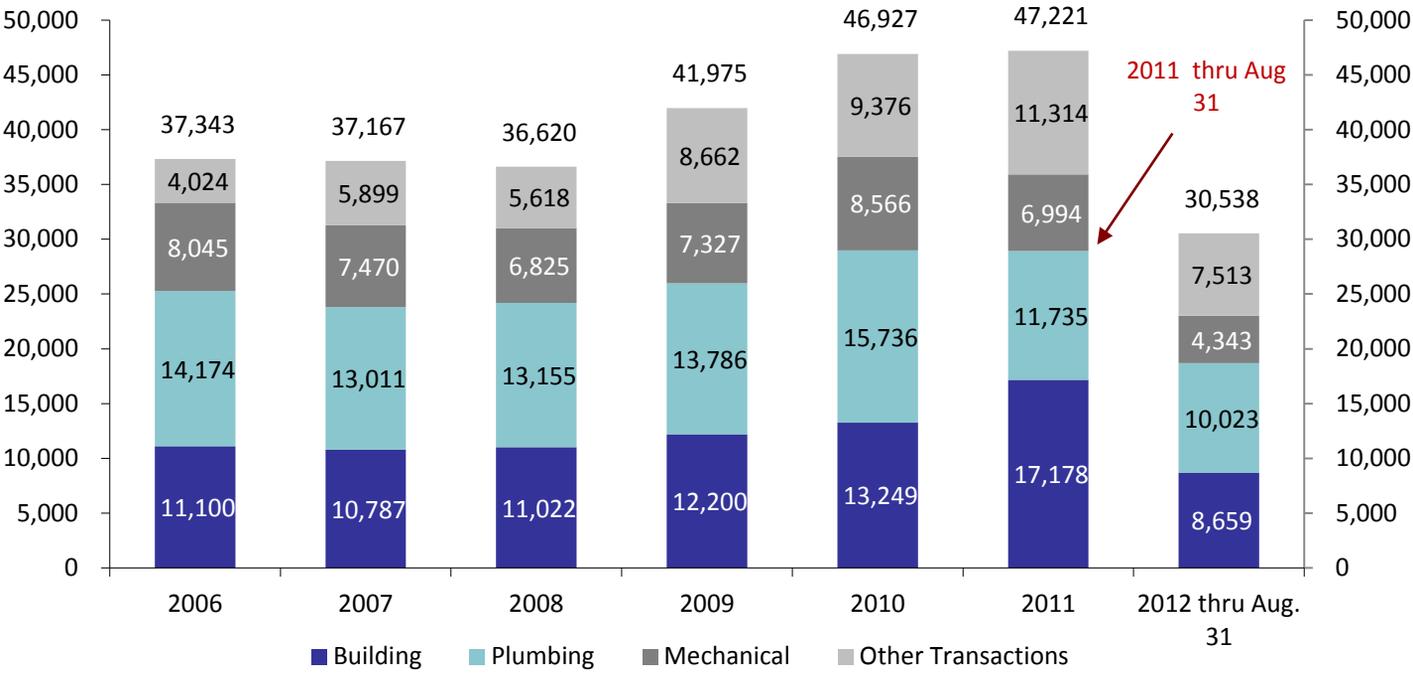
Citywide Value of Building Permits



Building Permit Valuation



Number of Permits & Other Transactions Issued by Type



Building Permits Issued

