

Manufacturing Better Business
Thinc.Green^{MSP} 2010–2012 Market Strategic Plan

ACKNOWLEDGEMENTS

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1.0 Executive Summary

Through the Mayors' Initiative on Green Manufacturing, Minneapolis Saint Paul has made a commitment to growing green jobs within the regional economy. Building on Phase I of the Initiative, and the findings of ancillary research inquiries during Phase II, this Market Strategic Plan ("Plan") positions Thinc.Green^{MSP} as the leading initiative to help retain, grow and attract green manufacturing businesses and jobs in the Minneapolis Saint Paul region.

The Plan reflects the evolving nature of Minneapolis Saint Paul's vision, experience and comparative advantages in manufacturing within the larger context of the global green economy. Committed to helping existing manufacturers become cleaner, supporting the growth of green

The Mayors' Initiative on Green Manufacturing began with the principle that investments in solving environmental challenges represent strategic economic and labor opportunities. During Phase II of the Initiative, project partners from labor, business, nonprofit and government sectors determined the best green manufacturing industries to pursue for the Minneapolis Saint Paul region; our collective efforts resulted in Thinc.Green^{MSP}, a private-public partnership to retain, grow and attract green jobs.

No course of action offers greater benefit than to pursue manufacturing opportunities in the green economy. Done well, Thinc.Green^{MSP} will be one of the most important economic development initiatives for Minneapolis Saint Paul in the coming decades.

—David Foster, Executive Director, Blue Green Alliance

manufacturers and attracting out-of-market manufacturers that are considering relocation, Thinc.Green^{MSP} will become the region's accepted private-public voice for green manufacturing.

As an action-based initiative driven jointly by industry, labor, advocacy groups and government, Thinc.Green^{MSP} will help Minneapolis Saint Paul create an integrated and robust set of tools to expedite economic expansion through green manufacturing. In order to create regional distinction, drive demand for green products and services, and realize tangible outcomes that stimulate momentum and support for continued innovation, Thinc.Green^{MSP} will leverage a series of high-profile, catalytic strategic initiatives in combination with an aggressive and coordinated ongoing marketing effort. These initiatives will drive the growth of local green manufacturers through government purchasing; implementing building standards and incentives; aligning industrial zones with green assets; providing financing to start-up companies; and a recognition program for green manufacturers.

Within the context of government partnership and business-friendly initiatives, Thinc.Green^{MSP} will become a unifying, regional green economic development brand; connect locally made green products with customers who want them; aggressively pursue and position at least one industry "vertical" to set the region apart; and spotlight Minneapolis Saint Paul as leaders in growing the green economy.

Together these efforts will position Thinc.Green^{MSP} as the primary thought and advocacy leader for a growth strategy in green manufacturing for the Minneapolis Saint Paul region.

2.0 Situation Analysis

The Minneapolis Saint Paul region is viewed as clean, rich in natural resources and strategically located with a strong public infrastructure system. Its people are nationally regarded as educated, cultured, industrious, socially progressive, physically active, hearty and healthy. Indeed, the Minneapolis Saint Paul region enjoys:

- A position among the greenest U.S. cities due to its national leadership in renewable energy, clean industry, bike-friendly culture, grassroots efforts in energy efficiency and clean energy, local food movement, and a thoughtful land use and regional development policy that encourages communities along transit corridors;ⁱ
- A promising concentration of firms in water, green chemistry and renewable energy that stand to benefit from the shift away from carbon technologies and resource scarcity;ⁱⁱ
- A healthy citizenry that has earned the state a second-place national ranking in life expectancy;ⁱⁱⁱ
- One of the most educated workforces in the United States with 91% of adults possessing a high school diploma and more than 30% boasting a college degree, placing Minnesota seventh nationally;^{iv}
- Even with several defections in recent years, a strong base of 19 Fortune 500 companies (in Minnesota), and a diversified foundation of regional employers that are stable sources of employment and leaders of key industrial sectors;^v
- Five companies listed on the 2009 Dow Jones Sustainability Index;^{vi} and
- A vaunted quality of life that will continue to attract creative class and entrepreneurial talent to maintain a dynamic local economy in the face of recessionary pressures.^{vii}

The “*Prairie Home Companion*” sensibility about the region and its citizenry—industrious, reliable and educated—has been an attractive draw for employers in the past. But as Minnesota takes aim at capitalizing on opportunities of a green infrastructure,^{viii} these qualities will not be enough. An effective marketing plan will need to do more than promote existing assets to retain, grow and attract manufacturing firms. A successful strategy must actually give employers a reason to locate and invest in the region.

Few economic issues are more important than strategies to increase our green manufacturing base. “The prevailing view of the past 25 years has been that the U.S. can thrive as a center of innovation and leave the manufacturing of the products it invents and designs to others. Nothing could be further from the truth,” said Harvard professor Gary Pisano, a national authority on this issue.^{ix} “Dividing R&D from manufacturing prevents a two-way transfer of knowledge, shortchanging the process of innovation. To cede manufacturing is to relinquish the opportunity to bear the progeny of the original innovation.” General Electric’s CEO Jeffrey Immelt echoed these sentiments, citing exemplar China, “They’ve been growing fast because they invest in technology and they make things. They have no intention of letting up in manufacturing in order to evolve into a service economy. They know where the money is and they aim to get there first. America has to get back in that game.”^x

Minneapolis Saint Paul will need to translate an aggressive, ambitiously scaled vision into reality if our region is to create significant green manufacturing jobs.

2.1 Market Description

As the 16th largest metropolitan area in the U.S.,^{xi} Minneapolis Saint Paul has the resources and critical mass to create locally produced green manufacturing jobs. But it must do so strategically; it cannot be all things to all people, so the region must be selective in how it competes for new industries, particularly during a time of uncertainty as to the economic performance of Minnesota manufacturers.^{xii} As research indicates,^{xiii} Minneapolis Saint Paul is in a fortuitous position for a prominent role in the emerging global green economy. Minnesota boasts more than 9,200 manufacturing companies that employ approximately 300,000 people,^{xiv} and Minneapolis Saint Paul is home to more than 4,600 manufacturers that employ more than 160,000 workers.^{xv}

The work of the Mayor's Initiative on Green Manufacturing identified more than two dozen industries for potential growth of a green employment based in the region. The subsequent work of the Blue Green Alliance and project partners suggests the best job creation opportunities exist in green chemistry, waste reclamation, solar and wind energy, transportation and water process technologies. Further research (see Appendix A) as part of this Plan identifies smaller niches, and includes water resources and energy efficiency as top priorities.

The Plan will concentrate on these industries to build a base of green jobs and products needed for green manufacturers. In time, the region will build national distinction as a green jobs driver in one or more of these industries.

2.2 Competitive Environment

In the emerging global green economy, people live and do business in ways that are good for the economy, the environment and the community. By creating more business opportunity for companies to grow locally and compete internationally, Minneapolis Saint Paul will establish its identity as an innovator, while also providing local residents access to good jobs. But to effectively accomplish this, Minneapolis Saint Paul needs to address two foremost market challenges that pit perception against reality:

- Minnesota suffers a reputation with some as being hostile to business; yet, the state lags behind competitor states in its willingness to promote jobs programs and provide meaningful “incentives” to job creation, and it has not produced a public sector remedy to fund these activities (See Appendix B) The state's current budgetary problems and projected revenue shortfall mean that great creativity will be required in developing such incentive and promotional programs, and in finding the funds to support them; and
- Some see the state as a leader that is plowing new ground in green, sustainable public policy and business innovation; yet, we still don't have a bold, strategic, statewide plan.

To overcome these challenges and create a sustainable competitive advantage, Minneapolis Saint Paul must do more than talk about its hospitality toward growing companies, supporting entrepreneurship, and valuing innovation; the region must continue to create a more green business-friendly environment that reflects these values, including demanding a stronger state government commitment to green job promotion and economic development.

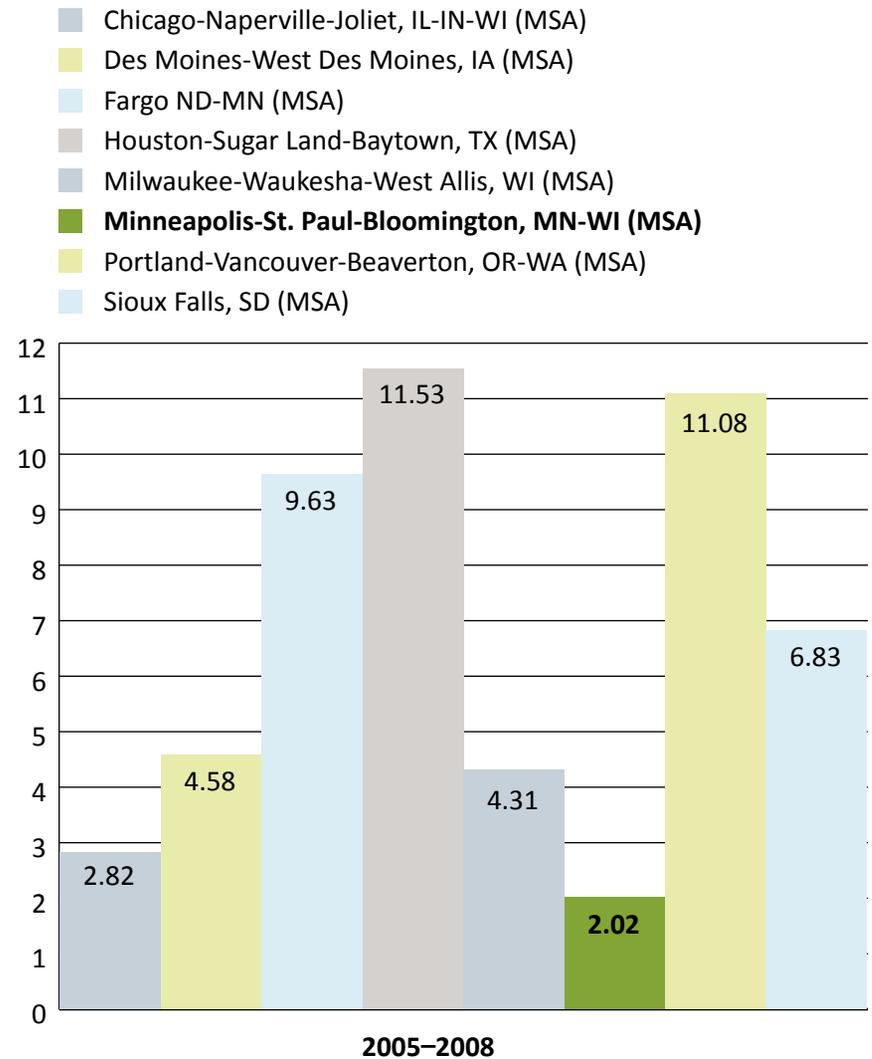
Businesses, entrepreneurs, and aspiring green sector talent have taken note of these perceived shortcomings, as have many consumers, who are a critical audience in making green economic development thrive, and who have high expectations for Minneapolis Saint Paul's future ambitions

in sustainability. As such, Minnesota’s policy environment is a point of contention that could impede Minneapolis Saint Paul’s competitiveness in the global green economy. Minneapolis Saint Paul needs to continue to drive a strong policy framework dedicated to green business opportunity and support.

Further evidence of the region’s competitive challenge is that Minnesota ranks 18th nationally, in terms of average price of electricity for both industrial and commercial users (an important index for manufacturers), but its closest Midwest neighbors are even more competitive.^{xvi} In addition, Minnesota ranks 10th nationally in energy efficiency and seventh nationally in natural gas prices for industrial users. While these indicators are encouraging, they are not factors in attracting jobs in a competitive Midwest, let alone nationally.

Manufacturing constitutes 14 percent of the United States’ Gross Domestic Product (GDP), and 11 percent of total employment in the United States.^{xvii} Minneapolis Saint Paul ranks 14th nationally in percentage of GDP and fifth in the national rankings of manufacturing regions. When isolating the manufacturing activity of Minneapolis Saint Paul and comparing the region with its competitors, the regional GDP has had an average annual growth rate of 4.15 percent since 2001. However, in recent years, the region’s growth has diminished considerably (see chart). In the period of 2005–2008, Minneapolis Saint Paul has had an average growth rate of 2.02 percent, whereas other regions—Portland, Oregon; Fargo, North Dakota and Des Moines, Iowa, for example—have experienced more rapid growth. This presents both an opportunity and an obstacle for green manufacturing, and suggests Minneapolis Saint Paul’s efforts need innovation and scale; incremental improvements are not the answer.

MANUFACTURING, AVERAGE ANNUAL GROWTH RATE



Source: 2009 U.S. Bureau of Economic Analysis

2.3 SWOT Analysis

During the months of June through December 2009, a series of interviews, stakeholder meetings and focus groups were conducted to identify economic development issues and opportunities for Minneapolis Saint Paul. A synopsis of Minneapolis Saint Paul's strengths, weaknesses, opportunities and threats (SWOT) for economic development follows:

STRENGTHS

- A strong legacy in green chemistry, water and machinery;
- Home to 19 Fortune 500 companies;
- An international reputation for a skilled, educated and productive workforce;
- Several established and globally competitive regional companies in green chemistry, wind construction, green building products, biofuels, water and water process technology;
- Emerging companies are already attracting investment in solar, green chemistry, biofuels and materials;
- Positioned among top metro regions for business, based on job growth, cost of business, cultural amenities, and others;^{xviii}
- A strong research and development pipeline;
- A large concentration of higher education and trade schools;
- Two city business centers in close proximity;
- Consumer and cultural ethos for green manufacturing;
- Diverse urban amenities (i.e., museums, theaters, restaurants, shopping, sports);
- Access to airports (international, regional and private);
- Light rail transit to accommodate workforce masses;
- Robust parks and recreational areas; and
- Consistently ranked among leading cities in "quality of life" surveys.

WEAKNESSES

- Minnesota's current state budget instability;
- Tax climate perceived to be high;
- Lack a one-stop portal of information and resources;
- University of Minnesota budget issues and ranking impact the ability to attract engineering and bio talent;
- Lack of early stage venture capital for business innovation;
- Lack of state policy action;
- Limited resources for marketing and economic development;
- Wind and solar energy segments are still young and emerging (even falling behind in wind);
- Lack a productive business rivalry that drives innovation;
- Small businesses have difficulty finding partners and resources;
- Gaps in the supply chain of target sectors;
- No regional or dual city agency; and
- Region has a reputation for being unwelcoming to new talent.

OPPORTUNITIES

- Local business community generally wants green leadership;
- Established companies available to mentor and be a resource for newer businesses;
- Abundance of green nonprofit organizations, academic and small business centers for strategic alliances and content;
- University of Minnesota has developed centers of excellence in an array of fields to tap for partnership and resources;
- Strong geographical import/export capabilities;
- Climate for the success of multiple types of renewable energy; and
- The federal stimulus package has created opportunities in green manufacturing.

THREATS

- Loss of current green manufacturers to other regions;
- Rapidly evolving technology in this emerging market requires constant attention;
- Difficult to determine the sub-sectors that will represent the next green market opportunities;
- Difficult to fill talent pipeline when current economy picks up;
- Potential for increasingly difficult tax climate;
- Legislature and executive branch might cause gridlock
- Lack of properly funded and marketed retraining programs for employees;
- The current economy makes financing for start-ups difficult;
- Uncertainty among business leaders about best renewable energy business priorities;
- No cohesive policy to drive green manufacturing; and
- Great variance in Internet usage among green manufacturers, including infrequent use of Web 2.0 technology.

2.4 The Partnership

MISSION: Thinc.Green^{MSP} is an action-based initiative—driven jointly by industry, labor, advocacy groups and government—dedicated to building jobs through green manufacturing.

FRAME OF REFERENCE: Thinc.Green^{MSP} is a private-public partnership focused in business and economic development.

POINT OF DISTINCTION: Thinc.Green^{MSP} spurs economic development in the Minneapolis Saint Paul region specifically through green manufacturing.

POSITIONING: Thinc.Green^{MSP} is a first-stop resource for answers and connections to support the development and growth of green manufacturers and related services in the region. It is also the recognized entity for green job promotion in private, public and nonprofit sectors.

TARGET MARKET SEGMENT: Thinc.Green^{MSP} targets manufacturers—with particular focus in green chemistry, water process technology, waste reclamation, and energy conservation and renewable generation technologies—who want to grow their businesses.

SERVICE OFFERING: Thinc.Green^{MSP}:

- Partners with corporate, labor, public, nonprofit and academic sectors to achieve long-term success in green manufacturing;
- Studies, develops and promotes initiatives to improve Minneapolis Saint Paul's competitive position in green manufacturing;
- Cultivates a green business-friendly environment that will make Minneapolis Saint Paul a more attractive choice for manufacturers;

- Advocates for stable, living wage employment in healthy workplace environments;
- Provides support to manufacturers by connecting them to resources they need to be successful;
- Engages in business recruitment to grow the manufacturing base in Minneapolis Saint Paul; and
- Serves as the unifying green economic development entity in Minneapolis Saint Paul.

ADVANTAGES: Thinc.Green^{MSP}:

- Serves as the public face of green job creation with a market-based branding, marketing and communications expertise;
- Offers access to best practices in environmental and labor policy to develop the necessary resources to expand green manufacturing in the Minneapolis Saint Paul region;

- Speaks the language of business to be more effective in business attraction and development;
- Provides a strong leadership commitment from city government and respected business leaders to deliver its mission; and
- Partners with organizations across public and private realms, to help overcome obstacles to green job creation.

3.0 Marketing Strategy

As a publicly created body with a heavy private sector role, and ongoing leadership of organized labor and environmental advocates, Thinc.Green^{MSP} stands on a multi-pronged platform that will allow it to help multiple jurisdictions create the critical mass necessary to generate new green jobs.

There are three communities of interest in the marketing plan: 1) existing manufacturers in the region (nearly 5,000); 2) green manufacturers in the region that were identified in research leading up to this report; and 3) out-of-market manufacturers considering relocation.

A combination of public initiatives will be the centerpiece of an aggressive, ongoing marketing effort to be executed with an alliance of public and private supporters. With these businesses—friendly public and private initiatives—Thinc.Green^{MSP} will be an information resource, welcome wagon, product promoter, relationship builder and regional brand manager for green jobs. These deliverables will be accomplished through public affairs to build coalitions, public advocacy media relations and online marketing through a robust Web presence that becomes the recognized source of information, referrals, assistance and advocacy on behalf of concerned businesses.

3.1 Marketing Objectives

This Plan is guided by the following Marketing Objectives to create a more integrated and robust set of tools to capitalize on opportunities in the green global economy:

Develop Thinc.Green^{MSP} as the unifying green economic development entity in the Minneapolis Saint Paul region

Identify and position at least one industry that can set the region apart in green manufacturing

Cultivate an adaptive, efficient and green business-friendly environment through multi-sector activation

Connect locally made green products with customers

Spotlight Minneapolis Saint Paul's efforts as thought leaders in green manufacturing in ways that retain, grow and attract manufacturing

Leverage and market government actions to stimulate regional demand for green products and services

3.2 Target Audiences

Target audiences include the following:

- Thinc.GreenMSP Founders and Board of Directors, and allies/stakeholders, including many of those mentioned in Acknowledgements for this Plan;

- Government Officials:

- State Agencies and Offices:

- Department of Employment and Economic Development
- Department of Commerce

- Minnesota Pollution Control Agency
- Governor’s Office

- City Officials:

- Minneapolis Saint Paul
- Regional Council of Mayors
- League of Minnesota Cities
- Other city officials

- Other:

- Metro counties
- State legislators
- Congressional delegation

- Minnesota-based business development and workforce readiness organizations (examples listed below):

- Organized labor initiatives

- Chambers of Commerce (including MetroMSP.org)

- BioBusiness Alliance of Minnesota

- Minnesota Renewable Energy Marketplace

- The Itasca Project

- Brookings Institution’s Metropolitan Business Planning Initiative

- Regional Competitiveness Project (led by Regional Council of Mayors)

- Green Economy Partnership

- Science and Technology Strategy Project Committee

- Minneapolis and Saint Paul economic development agencies

- Mayor’s Economic

- Development Advisory Team

- JumpStart

- MeetMinneapolis

- Issue Media Group

- Minnesota Business Partnership

- Minneapolis Saint Paul-based Industry Organizations/Associations, such as:

- Minnesota Manufacturers’ Coalition

- Midwest Manufacturers’ Association

- U.S. Green Building Council—Mississippi Headwaters Chapter

- BOMA Greater Minneapolis/Saint Paul BOMA (Building Owners and Managers Association)

- Minnesota Precision Manufacturing Association

- Economic Development Association of Minnesota

- Minnesota Water Quality Association

- Enterprise Minnesota Manufacturers

- Wind on the Wires

- Minnesota Solar Energy Industries Association

- Minnesota Renewable Energy Society

- Midwest Renewable Energy Association

- Minneapolis Saint Paul-based Fortune 500 and other major corporations (examples listed below):
 - Renewable Energy/Energy Efficiency: Xcel Energy, 3M, Donaldson Corporation
 - Water Process Technology: Pentair, 3M, Ecolab, Tennant Company, Toro, Siemens Water Technologies, GE Water & Process Technologies, Dow Chemical Co.
 - Green Chemistry: 3M, Ecolab, Valspar, Aveda
 - Waste Reclamation (extended product responsibility): Target, Best Buy, General Mills, Land O’Lakes, SUPERVALU, Medtronic, Mosaic, Aveda, Cargill
- Manufacturing firms located currently in the Minneapolis Saint Paul region;
 - Manufacturing firms to retool and exemplify job-creating value of Thinc.Green^{MSP}
 - Green manufacturers
- Small businesses and entrepreneurs in target industry sectors;
- Select out-of-market manufacturers;
- Investment Community;
- Colleges and universities;
- Local and national media; and
- Funders to implement Plan.



NAME: Thinc.Green^{MSP}

TAGLINE: Manufacturing Better Business

BRAND PERSONALITY/TONE

The Thinc.Green^{MSP} brand is forward-thinking and focused on partnership, innovation and continuous improvement. These traits are reflected through brand expressions that are fresh, contemporary, action-oriented, optimistic, collaborative and easily navigable (see Appendix C).

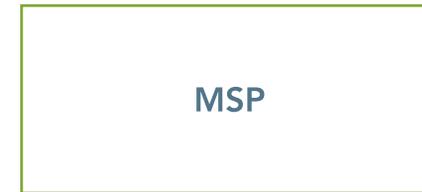
The working name for this initiative is Thinc.Green^{MSP}, designated by the Steering Committee of the Mayors' Initiative on Green Manufacturing. The name reflects three key characteristics:



1. The use of "inc." emphasizes the initiative's focus on business development;



2. The gear image juxtaposed with the flower reflects collaboration, forward movement and an industrial feel to clearly establish a focus on the manufacturing sector of green business; and



3. The superscripted "^{MSP}" signifies a regional effort that could become a model replicable in other markets if success is achieved within the Minneapolis Saint Paul region, giving the region pioneering status.

KEY MESSAGES

- Thinc.Green^{MSP} partners with private, public and academic sectors to maximize success in green manufacturing for Minneapolis Saint Paul.
- Thinc.Green^{MSP} leads initiatives to improve Minneapolis Saint Paul's manufacturing base.
- Thinc.Green^{MSP} creates a green business-friendly environment that will make Minneapolis Saint Paul a more attractive choice for manufacturers, suppliers and related services.
- Thinc.Green^{MSP} collaborates with business, labor, advocacy and government initiatives to foster sustainable, living wage employment in the manufacturing sector.

3.4 Marketing Mix

Thinc.Green^{MSP} will succeed through a targeted marketing campaign that employs both traditional and innovative marketing tools—including a public affairs strategy aimed at key policy influencers—to build public awareness, support and participation for its mission, as well as a national brand. In addition, Thinc.Green^{MSP} will execute select strategic initiatives intended to drive both supply and demand for green manufacturers in our region.

	Phase I: Leadership / Public Policy / Network Development	Phase II: Public Launch	Phase III: Business Outreach
TIMELINE	2010	2010–2011	2011–2012
OBJECTIVE	Brand Awareness	Market Penetration	Market Growth
PRIMARY AUDIENCES	Local/State Government; Industry Associations; Target Corporations; Business Development/Workforce Readiness Organizations; Existing Manufacturers; Green Manufacturers; Out-of-Market Manufacturers; Target Industry Sector Businesses; Media	Phase I primary audiences, plus Investment Community	Phase I and II primary audiences, plus Other Metro Areas; Advocacy Groups; Prospective Global Manufacturers; Higher Education
PRIORITIES	Announce Thinc.Green ^{MSP} ; Plan Leadership, Plan Funding and Staffing; Begin Legislative Messaging; Identify Target Industry Sectors; Plan Web Presence	Launch Thinc.Green ^{MSP} ; Solidify Funding; Define Legislative Agenda; Establish Target Industry Sectors; Expand Web Tools; Build Brand Through Partner Organizations	Expand Thinc.Green ^{MSP} ; Extend Funding; Define Best Practices; Execute Target Industry Plans; Build Out Target Industry Sectors; Seek National Profile; Expand Web Reach
TACTICS	Identity; Public Affairs; Direct Marketing; Earned Media; Collateral Materials	Public Affairs; Direct Marketing; Earned Media; Online Marketing; Collateral Materials	Public Affairs; Direct Marketing; Earned Media; Online Marketing; Collateral Materials; Events/Programming; Sponsorship; Paid Media

Phase I: Leadership / Public Policy / Network Development / Public Awareness (Soft Launch)

Pursue strategies to develop relationships with business influentials to fund the initiative, begin brand building with stakeholders, develop marketing materials, and support an agenda for legislative and public policy action.

STRATEGIES

- Position Thinc.Green^{MSP} among key stakeholders as recognized entity for green manufacturing growth;
- Build network within business, government, academic, investment and nonprofit sectors;
- Announce city cooperation with shared programs in direct marketing support of selected policies;
- Engage targeted industry segments; and
- Establish benchmarks to measure progress.

TACTICS

Identity

- Develop Positioning Statement;
- Secure endorsement of Thinc.Green^{MSP} strategic initiatives by Minneapolis Saint Paul Mayors and City Council leadership;
- Refine logo, tagline and visual palette to create clear and memorable brand for Thinc.Green^{MSP}; and
- Secure necessary trademarks, servicemarks and copyrights.

Public Affairs

- Cultivate relationships with key government officials and policy makers to expand awareness of Thinc.Green^{MSP};
- Identify legislative “advocate” in each House to carry torch on behalf of green manufacturing development in Minnesota;
- Align with advocates to pass job creation legislation;
- Seed Web content for political, environmental and policy bloggers to advocate for green jobs; and
- Align with coalitions that advocate beneficial policies.

Direct Marketing

- Create staff position to be shared between Minneapolis Saint Paul as unprecedented move to engage partnerships at grassroots level;
- Form grass-top alliances with trade/government association partners and state agencies jointly;
- Meet with related entities (e.g., Regional Council of Mayors, The Itasca Project, Minnesota Renewable Energy Marketplace) to determine best approach for targeted industry sectors;
- Identify traditional industry supporters from Chambers of Commerce and other business organizations; and
- Implement senior-level tree-tops engagement with corporate executives and elected officials.

Collateral Materials

- Create Thinc.Green^{MSP} Fact Sheet to be used as flyer for preliminary outreach to business and government leaders;
- Distribute “From the Desks of the Mayors” memo that announces Thinc.Green^{MSP} and describes strategic initiatives, and challenges other jurisdictions to jointly pursue initiatives.
- Create Thinc.Green^{MSP} Presentation as standard leave-behind; and
- Develop materials targeted to policy makers in support of Thinc.Green^{MSP}'s strategic initiatives;

Phase II: Public Launch

Execute strategies to bring greater recognition and support beyond the internal network to a larger audience.

STRATEGIES

- Publicly launch Thinc.Green^{MSP} as collaboration offering assistance and information to support green manufacturers;
- Secure financial investment from business leaders, and funding from government and foundations;
- Brand Minneapolis Saint Paul as “green” to attract firms likely to benefit from this distinction;
- Endorse select jobs-related legislation;
- Develop strategic plans for showcasing targeted industry segments; and
- Create buy-in from existing Minneapolis Saint Paul green manufacturers.

TACTICS

Public Affairs

- Cultivate deeper relationships with key government officials and policy makers;
- Create official “Green Jobs Day” and promote through media and direct marketing channels;
- Promote Thinc.Green^{MSP} on Web sites and e-mail databases of trade/government association partners, NGOs and state departments;
- Develop relationships with existing companies in targeted industries;
- Enlist traditional industry supporters from business-related organizations;
- Hold “State of Manufacturing Address” with local government leader to clarify needs;
- Host meetings for Mayors to visit select businesses;
- Identify and engage “flight risks” for help on key issues; and
- Secure national manufacturing spokesperson to elevate profile.

Direct Marketing

- Accelerate meetings with current manufacturing base and major corporations in target industry sectors;
- Develop greater and more visible presence at manufacturing sector events (e.g., conferences and conventions);
- Reach out to existing manufacturer groups for partnership; and
- Draft “Call to Action” letter with coalition of signatories to improve business promotion funding.

Earned Media

- Create Media Kit for Thinc.Green^{MSP}
- Host joint press conference to announce Thinc.Green^{MSP} in partnership with key leaders:
 - Secure endorsement of Thinc.Green^{MSP} from national organizations (e.g., Blue Green Alliance)
 - Host “virtual” press conference call featuring key businesses following launch to drive media interest
- Reinforce partnership’s thought leadership through Opinion-Editorial column that underscores importance of green manufacturing through strategic initiatives;
- Develop core media relations program to regularly distribute press releases;
- Reach out to national publications/resources (trade, business and consumer) to spotlight partnership;
- Identify and secure media partners to follow and spotlight progress;
- Develop earned media plan for trade publications in targeted sectors; and
- Host periodic green job Webinars.

Online Marketing

- Web Portal—Create Thinc.Green^{MSP} Web portal (see Appendix D) to drive awareness and expansion of Minneapolis Saint Paul’s manufacturing base while also connecting to select partner Web sites (e.g., <http://mngreenjobs.com> or <http://www.metromsp.org>);
- E-mail Marketing—Manage growing green manufacturing community by sending e-mail marketing blasts to Thinc.Green^{MSP} constituents related to programming, strategic initiatives and policy updates;
- Pitch-Kit-In-A-Box—Develop turn-key, automated online pitch kit (either PDF or process) for quick response to requests for information from prospective green manufacturing businesses that includes information such as: incentive programs, cost of doing business, and consumer market prospectus to demonstrate local demand;
- Social Networking—In addition to enabling networking among Thinc.Green^{MSP} community through Web portal, join communities of interest in multiple social networking tools:
 - LinkedIn—Grow targeted sectors through creation of select groups
 - Facebook—Drive consumer demand for locally manufactured products
 - YouTube—Create and distribute videos of green manufacturers; and
- Carbon Footprint Dashboard—Produce visual representation of Minneapolis Saint Paul’s commitment to carbon-contained future by providing ongoing measurement of region’s baseline energy consumption and carbon emissions.

Collateral Materials

- Post Thinc.Green^{MSP} Fact Sheet on Web portal for external use; and
- Distribute “Opinion Leader” memos that roll out strategic initiatives and challenge other jurisdictions to jointly pursue initiatives;
- Create trade show booth for Thinc.Green^{MSP} that utilizes and spotlights products manufactured in Minneapolis Saint Paul; and
- Produce brochure to help state agencies establish higher profiles at job conferences.

Phase III. Business Outreach

Carry out most marketing strategies and tactics to build awareness, provide outreach, formulate and/or change opinions about, and grow the green manufacturing base in Minneapolis Saint Paul.

STRATEGIES

- Reinforce Thinc.Green^{MSP} as responsive entity for assistance and information to foster green manufacturing growth;
- Encourage long-term investment from business leaders, and start-up funding from government, foundations and investment banks;
- Promote best practices for incentives and mandates;
- Execute strategic plans for growing targeted industry segments;
- Create storytelling opportunities about successful Minneapolis Saint Paul green manufacturers;
- Coalesce active community of green manufacturers, workers, trade associations, academia, government, investors, media and nonprofit organizations;
- Utilize Web portal as primary vehicle for green jobs news, education and promotion; and
- Integrate green jobs strategies with state, national and global trade organizations.

TACTICS

Public Affairs

- Advance private-public alliances with key government officials and policy makers;
- Produce annual report;
- Conduct public opinion surveys to gauge awareness and support of Thinc.Green^{MSP};
- Advocate trade missions to specific markets in partnership with state and national organizations;
- Connect with University of Minnesota's "The Minnesota Cup" to bring assistance to green manufacturing entrepreneurs; and
- Create smartphone application that enables search of Minneapolis Saint Paul-endorsed green businesses;
- Host green manufacturing forums for general public education, in concert with existing entities (e.g., The LEAD Project, Chambers of Commerce); and
- Actively promote national green business certification programs.

Direct Marketing

- Distribute targeted e-mail blasts and e-newsletter to target audiences:
 - Develop schedule of topics with focus on continuous reader engagement
 - Drive traffic to Thinc.Green^{MSP} Web portal
 - Consider purchasing e-mail lists representing target markets
- Build viral, direct marketing campaign by developing easy mechanism for referring friends and business contacts (e.g., entering names, forwarding e-mail, circulating YouTube video); and
- Arm Thinc.Green^{MSP} ambassadors and allies with tools to visit new firms and support existing manufacturers.

Earned Media

- Execute press conferences at key points that spotlight continued impact of Thinc.Green^{MSP};
 - Drive increased sponsor participation by hosting joint press events for each new company recruited to the region
- Expand core press release program to national media markets;
- Draft Opinion-Editorials that respond to current political and economic climate and encourage immediate bipartisan, cross-disciplinary action (authored by partnership leaders and/or policy makers);
- Use large business marketing lists for outreach to prospects;
- Leverage corporate partner media offices to reach prospects;
- Identify third parties to place Opinion-Editorials or react to relevant news stories through ghost-written or co-authored Letters to the Editor;
- Identify green rankings and proactively blitz ranking organizations and outlets with information about Minneapolis Saint Paul green manufacturing activity to boost select rankings (e.g., SustainLane or Monocle);
- Create Thinc.Success Videos (video “success stories”)—online green manufacturer case studies, features and profiles of green workers—to enhance national and local media pitches about the green jobs in Minneapolis Saint Paul and economic impact of Thinc.Green^{MSP}; and
- Utilize Issue Media Group and similar organizations as ongoing outlets to tell green manufacturing success stories and green manufacturing growth.

Online Marketing

- Web Portal—Provide ongoing updates and content generation;
- E-mail Marketing—Continue schedule of e-mail marketing blasts to Thinc.Green^{MSP} community;
- Social Networking—Engage new communities of interest through social networking tools;
 - LinkedIn—Grow target sectors through LinkedIn Groups
 - Facebook—Drive consumer demand for green products and services in Minneapolis Saint Paul
 - YouTube—Create and distribute YouTube videos of green manufacturers
- Devise and execute guerilla marketing and grassroots tactics throughout three-year campaign to maintain enthusiasm and support for Thinc.Green^{MSP};
 - Produce branded mash-up video to detail accomplishments of Thinc.Green^{MSP} and distribute virally
 - Spotlight action stories on YouTube, Facebook and partner Web sites
- Secure Thinc.Green^{MSP} feature and/or link on partner Web site(s); and
- Work with Visible Strategies or similar company to create Web-hosted strategy mapping and reporting framework:
 - Build clear and consistent, fact-based information dissemination structure
 - Create stakeholder investment/involvement (participatory democracy) during process.

Collateral Materials

- Distribute city-driven memos that challenge other jurisdictions to jointly pursue initiatives; and
- Spotlight Thinc.Green^{MSP} and Mayors' commitment to thought leadership in green manufacturing through open-air, multimedia displays (i.e., mash-up video, photography, interviews on interactive

screens) that convey factual and anecdotal information about job-creating potential of green manufacturing (consider artist installation and/or locally manufactured commissioned technology and experiential display).

Events/Programming

- Thinc.Tanc Breakfast Club—Create opportunity for green manufacturers to share information, collaborate, celebrate success stories, provide tours of green manufacturing plants, and hear presentations from established and emerging green manufacturing business leaders, stakeholders, academia, policy makers and nonprofit organizations;
- Thinc.Institute—Collaborate with academic centers of excellence and green business to turn ideas into innovation; conduct survey of national news, and pitch results as stories to local and national media, as content for industry blogs and Web portal;
- Thinc.Green^{MSP} Trade Missions—Promote green goals in business and state-organized trade missions to explore new business opportunities in green manufacturing;

- Thinc.Speakers Series—Tap industry influencers to speak at targeted events to represent Thinc.Green^{MSP}, to promote and educate audiences about Minneapolis Saint Paul green manufacturing industry; Brown Bag Lunch & Learns with businesses interested in green manufacturing opportunities, as well as locally hosted events (e.g., the PUSH Institute, TED Twin Cities, Chamber of Commerce and The Collaborative);
- Thinc.Drinc MeetUps—Host networking events to connect local suppliers and manufacturers (no agenda, no speaker, no sponsors);
- Thinc.Green^{MSP} Awards Program—Develop annual awards program to recognize critical leadership, innovations and unlikely partnerships in green manufacturing; and
- Participate in established trade, industry and job fairs and conferences.

Sponsorship

Sponsorship is a credibility-enhancing channel that can raise incremental income and provide a platform for establishing awareness of, as well as a branding tool for, corporate partners to realize value of their investment in Thinc.Green^{MSP}.

- Leverage media relationships and newsworthiness of Thinc.Green^{MSP} sponsor partners by assisting in announcement of their sponsorship to the media; and
- Work with large sponsors to help build and execute marketing strategy to promote their involvement (leveraging communications channels, contacts, etc.).

4.0 Strategic Initiatives



Minneapolis Saint Paul is widely recognized as a center for creative talent and entrepreneurial activity due to its culture and progressive urban character, as well as thriving printing, marketing communications and performing arts industries. The region is also recognized for thoughtful policies in transit, land use, bicycling, high density development, green building and recycling. Minneapolis Saint Paul will garner further merit through a series of high-profile, catalytic strategic initiatives that: (1) bring a distinctive presence to the region through innovative policy; (2) elevate the marketing plan from a theoretical document to a tangible, outcome-driven plan; and (3) drive demand for locally produced green products and services.

The following strategic initiatives, if pursued, will create demand for locally made green products, bring necessary public policies into focus and become a strategic tool for building alliances and funding this Plan. They will also distinguish the region as an innovator in local self-reliance.

Strategic Initiative 1: “Buy Green”

LOCAL GOVERNMENT GREEN PURCHASING PARTNERSHIP

Maximizing consumer, business-to-business and local government demand for locally made green products is the heart of this Plan, for without a strategy to create scale, the success of marketing efforts will be diminished. One of the promising ideas for developing a green manufacturing economy in Minneapolis Saint Paul is the adoption of a local government green purchasing policy to prioritize the use of vendors and suppliers that make “green” products and provide green services locally.

Working with Minneapolis Saint Paul and other jurisdictions—Hennepin County and the State of Minnesota have existing purchasing policies for consideration—Thinc.Green^{MSP} will initiate and recommend a master green purchasing policy for all local governments in the region, and eventually extend the model to other sectors (e.g., higher education and healthcare). Fostering preferred partner arrangements with locally based companies will present creative, innovative demand; reduce costs through bulk purchasing; spur continued growth of local businesses; create powerful relocation and job retention incentives for select businesses; and create national branding for regional cities.

The City of Minneapolis has a purchasing policy in place that will be used as a baseline source of modeling for this initiative. Minneapolis Saint Paul city personnel will develop this program in Q2/2010, to be able to announce it in joint fashion as the first of several concrete steps to drive local demand for green manufacturing.

Action Items

Convene key Minneapolis Saint Paul city staff

Review and refine existing policies

Roll out program template

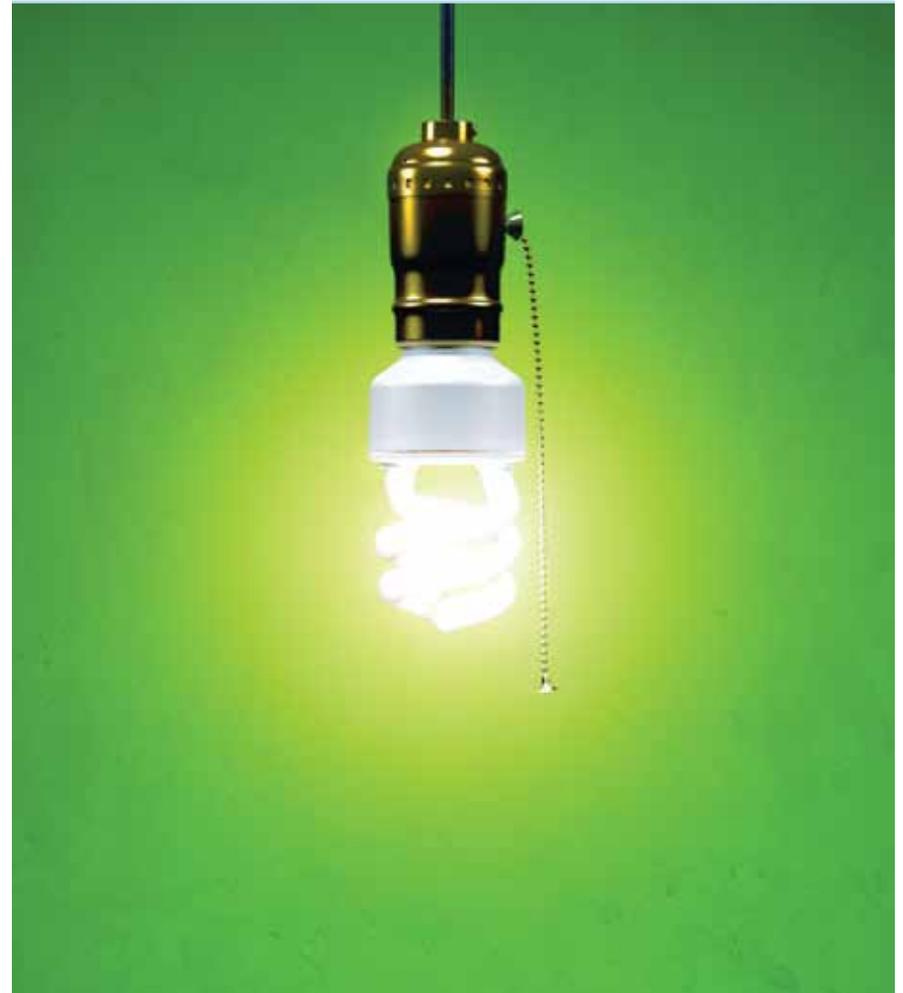
Build local government alliances to expand partnership

Develop collateral to explain and expand initiative

Expand database of green manufacturers

Create awareness campaign in regional municipalities

Execute media relations to drive results



Strategic Initiative 2: “Green Town”

INCENTIVES FOR THE BUILT ENVIRONMENT

An important opportunity for creating demand for manufacturers, vendors and suppliers of green products and services resides in adopting a fortified green standard for the built environment. Thinc.Green^{MSP} supports local and state actions to utilize the aggressive building model recently enacted by the City of Saint Paul, coupled with incentives for locally made green products to supply the construction industry.

Thinc.Green^{MSP} will convene the participating agencies and key decision makers to develop and enact this initiative. Examples of potential built environment standards and incentives include:

- Government:
 - All development-related street and office lighting must use higher-efficiency products (provided local sourcing is available);
 - All municipal parking garages to install solar panels and other green applications (e.g., electric vehicle charging stations); and
 - Include any public sports facility in the policy as well as other industries that receive significant taxpayer support.
- Business:
 - All new and retrofitted buildings must perform to higher standards; and
 - Products made and installed by locally based companies when practical.
- Residential:
 - Reduce energy use in 100,000 Minneapolis Saint Paul homes by 50% by 2020.

Action Items

Convene Minneapolis Saint Paul staff

Review and refine existing policies and laws

Define and document inventory criteria

Determine legislative needs

Take inventory of potential local products and services

Develop collateral to explain and expand initiative

Build alliances as construction and development groups

Expand inventory of green manufacturers

Market program to government- and building-related industries



Strategic Initiative 3: “Re:Purpose”

MATCHING EXISTING INDUSTRIAL ZONES WITH GREEN ASSETS

While the economic development strategy of establishing designated green commercial “districts” has fallen somewhat out of favor, a green business park (industrial or otherwise) holds regional branding value if used as a showpiece for innovation in an industry vertical (e.g., water) or as a jobs incubator. Moreover, the presence of a private-public incubator for clean industries is frequently a category of consideration in national rankings of green communities. A “green business park” that has scale and innovation in its design and composition will express a public commitment to attracting new businesses, drawing attention to smart growth assets (e.g., transit) and offering superior space to companies that seek to create synergies with other compatible businesses. With the potential of public incentives to locate in such a park, as well as government services to assist companies considering re-location, an eco-industrial site can become an attractive magnet to draw new enterprises into the region or allow existing companies to locate to a district that offers expanded space and business synergies.

There are a number of possible sites for green development that have been under discussion or consideration in both major cities. It should be stated that the Ford Plant in Saint Paul would become an enormous, job-intensive green industry site, should the automaker, or another, commit to manufacturing “green” vehicles there. Minneapolis Saint Paul should re-double efforts to convince the state to assert renewed leadership and vigor into discussions for a green Ford manufacturing plant. There are a number of other sites for potential green eco-industrial parks, including:

- **University Corridor:** This is the premiere example of Minneapolis Saint Paul’s commitment to a green economy and can be leveraged through multiple project partners;
- **3M:** This is Saint Paul’s most logical site for re-development under the mantle of green manufacturing;



- **Energy Park:** Ahead of its time, Energy Park serves as a well-established example of an eco-industrial park and its achievements should be marketed more aggressively;
- **Shoreham Yards:** A designated Industrial Business Park Opportunity Area as well as a Potential Growth Center for Minneapolis, Shoreham Yards offers assets that are hard to find elsewhere in Minneapolis, including: a sizeable parcel of land, neighborhood redevelopment interest, proximity to existing high-tech companies, and access to brownfield clean-up funds;
- **Ford Plant:** Corporate inaction and public gridlock have parked the concept of a re-tooled Ford Plant, but the facility remains a prime location for a new generation of green auto manufacturing. Saint Paul has already extensively pursued opportunities. These efforts should be re-doubled with aggressive alliances with other regional partners and aggressive state leadership;
- **University Research Park:** The University Research Park is strategically located near the Minneapolis Saint Paul border, the University of Minnesota and the University Enterprise Laboratory where technologies are being developed and research conducted to create the next generation of green businesses. This site offers potential for Thinc. Green^{MSP} to explore future synergies, increase the high-technology industrial workforce, and develop relationships with nontraditional allies in the biking /walking advocacy community (a possible partnership exists with the Minneapolis Park and Recreation Board's Grand Rounds system as part of this site's development); and
- **Minneapolis North Industrial Park:** Located near the emerging North Loop neighborhood, and along the Mississippi River, this site can capitalize on a flurry of recent manufacturing interest, and a developer interested in green development to secure new businesses. In addition, the Minneapolis Park and Recreation Board is acquiring land to connect pathways that provide added value through workforce transportation choices. Establishment of a green industrial park is a strategy that would

bring distinction and, potentially, employment into the Minneapolis Saint Paul region.

Action Items

Convene Minneapolis Saint Paul staff

Draft Minneapolis Saint Paul priorities in site development

Convene relevant business and trade organizations

Develop marketing plan and materials for select sites

Develop legislative agenda

Solicit businesses for locating at sites

Engage trade associations (builders, housing, developers, office buildings) to help market

Engage advocacy groups to mobilize grassroots campaign

Strategic Initiative 4: “Thinc.Green^{MSP} Early Stage Financing”

FINANCE PROGRAM THROUGH LOCAL INVESTMENT BANK

One of the core components of developing a green manufacturing base in Minneapolis Saint Paul is private start-up funding to seed businesses seeking to locate and/or grow within the region. Working with a leading financial house in Minneapolis Saint Paul, the cities will establish a “preferred partner” relationship in which the investment partner will develop creative, innovative and affordable financing options exclusively for Thinc.Green^{MSP} businesses. In exchange, the bank will become the provider of record for the partnership and work with the cities’ financial experts to craft favorable loan programs and other incentives for select green manufacturing projects.

Minneapolis Saint Paul’s existing “Energy Savings Made Easy” (ESME) Energy Bank provides a framework upon which the Thinc.Green^{MSP} Early Stage Financing concept is modeled. Thinc.Green^{MSP} Early Stage Financing will be added to existing finance strategies to provide a “one-stop” resource for determining the loan program best suited to early-stage start-ups. Thinc.Green^{MSP} Early Stage Financing offers the flexibility to create new vehicles to leverage public investment with new private capital, while accommodating start-ups with different needs. It also provides the lending institution with a marketing vehicle to spotlight contributions to the green economy.

Minneapolis Saint Paul economic development personnel will determine the details of this program. Thinc.Green^{MSP} will then partner with the investment bank to design and market the program aimed at qualified green manufacturers of all sizes throughout Minnesota and nationally.

Action Items

Convene Minneapolis Saint Paul staff

Refine Minneapolis Saint Paul financing needs

Engage potential investment bank

Develop legislation as needed with banking partner

Solidify details of investment program

Develop and commence marketing communications plan



Strategic Initiative 5: “Thinc.Leader”

RECOGNITION PROGRAM FOR LOCAL BUSINESSES

Thinc.Green^{MSP} will establish a program to encourage manufacturers to voluntarily “green” their operations to accepted green standards, either under existing certifications such as ISO 14001 or Green Globe, or through their own operational efficiencies.

Green Globe uses a series of indicators to benchmark key aspects of environmental and social performance of an enterprise in a given sector. ISO 14001 is a standard for environmental management systems that applies to any size business.

Thinc.Green^{MSP} will develop a regional program to recognize voluntary corporate environmental stewardship for companies pursuing a chosen certification or for internal operations improvement that demonstrates cleaner, safer and greener practices within their business.

The program will be open to all manufacturing companies in the region, including those that achieve operational excellence in “dirty” manufacturing; as well as green manufacturers, for their contributions in growing the green economy by achieving extraordinary progress toward sustainability in their products, processes and business operations. Separate criteria will be established for each group: overall manufacturing and green manufacturing companies.

The program will achieve two important brand and marketing goals; bring distinction to companies that might benefit from this recognition; and create a communication vehicle to burnish the Minneapolis Saint Paul brand.

The Thinc.Green^{MSP} recognition program will highlight the excellence within the Minneapolis Saint Paul manufacturing community by distinguishing good companies from good marketing, making it easier for consumers and investors to support these companies. Because the



program will include a legitimate analysis of green criteria against green corporate behavior, the program will encourage some manufacturers to take positive steps toward reducing their environmental footprints at the source, and providing models and examples of business advantage for other manufacturers to emulate.

A public recognition program to acknowledge the authentic efforts of the region's manufacturers will become a valued tool in attracting and keeping good corporate stewards; it will also bring added legitimacy to Thinc.Green^{MSP} as the aspirational thought leader in the creation of green jobs in the Minneapolis Saint Paul region.

The program will be created over several years, with a gradual implementation that allows Thinc.Green^{MSP} to establish the program's legitimacy first, with modest recognition of one or two companies in its first year, and eventually with a developed program of eligibility and compliance benchmarks and standards, nominations from outside entities and, possibly, a strategic alliance with an existing environmental awards program.

Action Items

Convene Minneapolis Saint Paul staff

Review select certifications

Establish criteria and process

Verify program elements with third-party sources

Announce 2010 program to manufacturing base

Create communications plan to promote program to all manufacturers

Conduct review of applicants

Host awards event

Set benchmarks for continuous progress

5.0 Funding & Ownership

There is no current budget or funding source to implement this Plan. The Plan therefore includes a marketing component aimed at potential funders to execute it. The Plan identifies the following funding goals:

- Raise sufficient funding to fully execute the Plan over a three-year period, including:
 - Sufficient resources to staff Thinc.Green^{MSP} for a three-year period;
 - An appropriate balance of public and private financial support;
 - Revenue to meet any growth in Thinc.Green^{MSP}'s scope; and

Fundraising efforts will proceed based on the following mix:

- Secure government start-up funding;
- Recruit executive partners by soliciting the companies in industries that are most likely to benefit from Thinc.Green^{MSP};
- Identify partners from labor unions and professional associations;
- Create sponsorship packages for Thinc.Green^{MSP} in the water, energy waste and chemistry sectors;
- Consider membership tiers that offer incentives to higher levels of financial support without precluding any company or individual access;
- Secure in-kind support in lieu of cash;
- Seek foundation and government grants;
- Pursue project-specific funding for strategic initiatives; and

- Offer tools to support turnkey fundraising efforts:
 - Utilize the Web portal to solicit corporate and individual charitable giving;
 - Offer advertising on the Thinc.Green^{MSP} Web portal; and
 - Create an online store where information is available for purchase (e.g., industry guides; a media directory; a compendium of information such as economic, health care, recreation, education, cultural; regional maps; core cluster databases).

Near-term funding needs include:

- Thinc.Green^{MSP} staffing (manager and administrative support);
- Direct marketing (e-mail marketing software, customer relationship management software, recruitment visits);
- Marketing materials (brochures, newsletters, presentations, booth, photos);
- Press materials (media kit, press releases);
- Web portal;
- Programming and events;
- Vendor costs to staff and professional services firms to execute the plan;
- Conference/trade show registration and sponsorship;
- Industry memberships; and
- Advertising.

The Thinc.Green^{MSP} Market Strategic Plan will guide development of the partnership and its ability to serve the manufacturing community. Minneapolis and Saint Paul will jointly own, manage and implement all Thinc.Green^{MSP} operations, and utilize external resources (e.g., Blue Green Alliance and GreenMark) to develop a plan to secure funding and industry leadership for Thinc.Green^{MSP}, and begin implementing the strategic initiatives. Each city will allocate staff to provide oversight for day-to-day activities of the partnership and manage outreach to related regional initiatives (e.g., The Regional Council of Mayors, The Itasca Project).

5.1 Conclusion

Designing and implementing the Market Strategic Plan to help create green manufacturing jobs in the Minneapolis Saint Paul region may appear to be a quixotic undertaking. After all, jobs are created only when employers determine a business rationale for hiring staff, not because it is the “right thing to do.” Even so, there is a powerful school of thought that believes sustainability can be a jobs driver and actually accelerate employment when strategically deployed.

This Plan assumes green manufacturing has two elements: the upgrading of all existing manufacturing to a higher environmental standard in operations and corporate conduct; and growing industry segments that make and sell products for the green economy. Creating higher operational standards for all 4,600 product makers in the region would be, in itself, a major victory for green job transformation, urban quality of life and worker rights. Coupled with an increase in green product manufacturing and leading edge policies and practices, it would signal a pioneering strategy available to the manufacturing sector nationwide.

The idea that increased manufacturing activity will actually create less pollution, drive higher employment and nurture a more vital urban core is a counterintuitive vision that a few years ago would have appeared to be in direct conflict with itself. But because of organizations such as the Blue Green Alliance and forward-thinking local governments in the Minneapolis Saint Paul region, there is a belief that one—creating employment—leverages the other—a more healthful work and living environment. This Market Strategic Plan seeks to help these and other organizations achieve both.

6.0 Appendices

Appendix A: Research

During the last three months, a high-level review of opportunities and challenges in green manufacturing for Minneapolis Saint Paul was performed. Professionals from industry, advocacy and legislative positions were interviewed. The collective belief is that greater attention to green economic development should be driven by a consortium of both public and private leadership.

Below is a list of the personnel who were interviewed as part of the research to inform the Market Strategic Plan, which also synthesized the previous work of Steering Committee members from Phase II of the Initiative:

- Government Officials:
 - State Senator Ellen Anderson;
 - State Representative Jeremy Kalin;
 - Offices of: Senator Larry Pogemiller (Chief of Staff and Legislative Aide); Senator Jim Metzen (staff);
 - Minneapolis City Staff: Mayor R.T. Rybak, Chief of Staff Jeremy Hanson, Policy Aide Cara Letofsky, Director of Economic Policy and Development Cathy Polasky;
 - Saint Paul City Staff: Mayor Chris Coleman, Chief of Staff Ann Mulholland, Sustainability Coordinator Anne Hunt, Economic Development Manager Ellen Muller;
 - Minnesota Department of Employment and Economic Development: Clean Tech/Renewable Energy Specialist Jennifer Hawkins; and

- Minnesota Pollution Control Agency Sustainable Industrial Development staff member Tim Nolan.

- Private Industry:
 - Louis Smith, Smith Partners;
 - Julie Esch, Mortenson;
 - David Miel; and
 - Doug Pierce, Perkins and Will.
- Advocacy Groups:
 - Bill Blazer, Minnesota Chamber of Commerce;
 - David Morris, Institute for Local Self Reliance; and
 - Jack Hugin, Minnesota Environmental Initiative.

Below is a compilation of key themes that emerged from interviews:

- Collaborative leadership from private industry and public sector is essential, and there are a number of existing organizations to harness as resources for the establishment and growth of Thinc.Green^{MSP};
- Minneapolis Saint Paul needs a more visible entity to effectively address the concerns of companies wanting to locate in the region and/or recruit industry to the region;
- Minneapolis Saint Paul should pursue efforts as part of a larger, regional initiative to create critical mass, especially the Regional Council of Mayors;
- Angel investments are a high priority;

- Leading industry sectors include: Water, Energy (energy efficiency is the leading opportunity, then renewable generation) and Green Chemistry;
- There is no unified vision about whether to pursue a narrow and deep focus in leading sectors or adopt a broad-based approach that is focused on job creation;
- The region is conducting similar initiatives in a disparate manner; greater coordination is needed;
- Strategies to drive both supply and demand (subsidies and mandates) are necessary;
- The marketing plan should focus heavily on developing stronger networks with existing initiatives and entities; and
- Net job creation trumps green job specificity at the state legislature.

Appendix B: Comparison of State Business Incentives

Whereas select border and competitor states offer a robust array of business incentives (tax credits, financing, geographic), Minnesota lags. The following graph illustrates the number of business incentive programs of select border and competitor states; however, it should be noted that this graph is focused on all incentive programs, not just “green” programs^{xix}:

State	Number of Incentive Programs
Wisconsin	48
Missouri	42
Ohio	40
Georgia	34
Iowa	26
Michigan	26
Colorado	22
North Dakota	22
Minnesota	12
South Dakota	8

Source: The Council for Community and Economic Research (C2ER) State Incentive Database

Currently, when looking at state economic development dollars available for new businesses within the same group of states, Minnesota fares well except for job creation credits:

State	Business Loans	Job Creation Credits	Employee Training Funds
Iowa	Loans/grants up to \$1 million	Tax benefits for businesses growing/modernizing/locating in distressed geographic area	Free training for expanding businesses, up to 50% reimbursement
Ohio	Loans up to \$1 million	Job creation tax credit (refund income tax withholding)	Training expense reimbursement
North Dakota	Loans up to \$15 million	Tax credits for businesses generating new income into state; zone-specific tax benefits	
Minnesota	Loans up to \$500,000; \$5 million federal/state average	JOBZ tax benefits	\$400,000 matching grants for job skills
Missouri		Tax withholding credits for new jobs; zone-specific tax credits	Training programs and funds
South Dakota	Loans up to \$5,000/job or 45% project; \$5 million loans (bond proceeds)		Training grants up to 50% costs
Colorado	Up to \$5,000 per job	Zone-specific tax incentives/bonuses	\$800 training grant per employee
Wisconsin	Loans up to \$250,000; \$15 million average	Zone-specific tax credits	Training grants up to 50% costs
Georgia	\$2 million loan average from 1/3 tobacco proceeds	Job creation tax credits	Training tax credits for 50% costs (\$1,250/worker/year)
Michigan		Tax credits for new/retained/ expanded/ zone-specific business	Up to 30% training program match

Source: C2ER, state Web sites and personal correspondence with state offices

Appendix C: Thinc.Green^{MSP} Style Guide

LOGO

To maintain the integrity of our logo, leave a minimum margin space on all sides equivalent to the height of the superscript in the logo.



COLOR

Primary color palette



PMS 377
45/0/100/25
119/160/46



PMS 5405
60/20/0/50
54/101/129

Secondary color palette



PMS 158
0/65/100/0
244/121/32



PMS 202
0/100/80/50
139/0/24



PMS 584
10/0/100/5
225/220/13



PMS 545
10/0/0/0
225/244/253



PMS Warm Gray 11
23/32/31/64
94/81/78

TYPEFACES

Primary: Avenir

The quick brown fox jumps over the lazy dog.
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Secondary: Garamond

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The quick brown fox jumps over the lazy dog.
The quick brown fox jumps over the lazy dog.
The quick brown fox jumps over the lazy dog.

The Thinc.Green^{MSP} Web portal will be an information hub and reduce the logistics required to explore green business opportunity in the Minneapolis Saint Paul region.

While the investment to get the site up and running will be significant from both timing and cost standpoints, it will pay off by reducing overall administrative costs as the number of phone calls to secure answers, and the time to provide answers, will be diminished through automating portions of the information dissemination process. Sample features include:

- Online forums /exchange directory to connect business owners with each other, identify potential supply partners;
- Videos of local success stories;
- Blog articles from industry leaders;
- Spotlight local educational and networking events, industry innovations;
- Provide links to in-depth information about policy, starting a green business, green certification programs, and manufacturing job postings.

The site will also direct prospective green manufacturing businesses, investors and talent to the appropriate resources; for example, it will direct companies interested in expansion within or relocation to the Minneapolis Saint Paul region to www.metromsp.org. It will also connect manufacturers that inquire about certification or business greening opportunities with online resources.

The Thinc.Green^{MSP} Web portal will be custom designed and developed to manage the unique needs of the partnership, while also eliminating duplication by linking to other resources. A portion of the development time will be donated from the recommended design and development agency.

As the Thinc.Green^{MSP} Web portal grows in visibility, it will offer advertising space.

PHASE I

In addition to (16) content pages and overall functionality, Phase I will unveil the Thinc.Green^{MSP} Directory (e.g., “Points of Light” map). This is an interactive directory that is based on geography and industry. As members complete profiles, a visual map of the Minneapolis Saint Paul region highlights locations and industries. This directory includes a search function that allows members to search by name, industry, location, and a description of the company.

PHASE II

In Phase II, the events calendar will become a centralized, smart calendar showing members an aggregate of local green manufacturing group events. Approved stakeholder organizations can post and update their event information directly to the calendar. Members are able to register for events and can be notified of new events and event changes.

PHASE III

In Phase III, Thinc.Green^{MSP} will launch an Innovations page, Q&A page and (optional) slightly revise the landing page design to allow for banner ads from our key sponsors and stakeholders. The Innovations page will host three interactive programs. The “Opportunities” (think craigslist.com) will allow members to post or find opportunities, challenges, resources and supplies. Information can be searched, for example, by New, Industry, Expertise or Location. The Innovations page will also be home to the “Thinc.Green^{MSP} Success” short video clips. These professionally produced clips will highlight innovations from select local green manufacturers. Finally, members will be able to “Share Your Story” by submitting innovation success stories to be featured as case studies.

The Answers page will allow members to Ask/Answer a Question (Latest, Popular, By Industry, By Expertise), or participate in online forums.

Web Portal Site Map

PHASE I OVERALL FUNCTIONALITY INCLUDES:

Page: Landing Page

- Join Us (become a free member, build your profile)
- Thinc.Green^{MSP} Directory (e.g. “Points of Light map”)

An interactive directory that is geography- and industry-based. Members complete their profiles, which populate a visual map of the Minneapolis Saint Paul region. This directory includes a search function based on name, industry, location.

- Donate
 - Overview of ways to contribute or donate
 - Donations
 - Membership
 - Sponsorship
- RSS feeds of top industry news
- Banner Ads (Optional in Phase III)

Page: About Us

- About
 - Mayors
 - Thinc.Green^{MSP} Staff
- Board of Directors
- Speaking / Education

- Directory
- Employment Opportunities (links)
- Contact Us
- Membership / Partnership Organizations (links)
- Green Your Business

Page: Minneapolis Saint Paul Green Manufacturing

- Overview of Minneapolis Saint Paul Green Manufacturing
- Manufacturing
- Green Directory
- Feature Water Process Technology
- Feature Green Chemistry
 - Feature Wind Energy
 - Feature Solar Energy
 - Feature Waste Reclamation

Page: Changing Policy

- Purchasing Policy
- Built Environment
- Target Sectors
- Green Manufacturing

Page: Retooling for Greener Business

- Transforming a business to green (links)
- Green Certification (links)

Page: Retraining For Green Manufacturing

- Workforce Development
- Education and Training (links)

Page: Innovations (Phase III)

Page: Answers (Phase III)

Page: Small Business Resources

- Minnesota North Star (link)
- Small Business Administration Minnesota (link)
- Positively Minnesota (link)
- SCORE Minnesota (link)

Page: Consider Minnesota (Relocating to)

- Why Us? (Downloadable PDF “Pitch Kit”)
 - Community Data (stats, demographics, advantages)
 - Green Biz directory
 - Climate
 - Colleges / Universities
 - Communications
 - Education
 - Employment Costs
 - Employment Taxes
 - Government Services / Policies
 - Job Growth
 - Land Area
 - Largest Employers
 - Manufacturing
 - Medical Care
 - Nationally Recognized Companies

- New Construction / Renovation
- Per Capita Income
- Population
- Real Estate
- Recreation Facilities
- Retail Sales
- Tax Structure (local and state)
- Transportation
- Utilities
- Workers’ Compensation
- Workforce
 - Demographics
 - Growth
 - Jobs in Minneapolis Saint Paul Region
 - Labor Force Employment Growth
 - Labor Market Characteristics
- Economy
 - Businesses in Minneapolis Saint Paul Region
 - Construction
 - Finance, Insurance & Real Estate
 - Manufacturing
 - Retail
 - Services
 - Transportation, Communications, Public Utilities
 - Wholesale Trade

- Education
 - Colleges / Universities
- Utilities & Telecommunications
 - Business Support Services
 - Electricity
 - Natural Gas
 - Telecommunications
 - Wastewater
 - Water
 - Utility Tax
- Transportation
 - Air Travel / Cargo
 - Industrial Parks
 - 50 / 100-mile Radius Map
 - Interstate Highway System
 - Rail Connections
 - Waterways
 - Public Use Port Terminals
- Incentives
 - Grants / Loan Programs
 - Incentives (state and local)
 - Tax Credits
- Downtown (Minneapolis / Saint Paul)
 - Fast Facts
 - Real Estate
- Quality of Life
 - Rankings
 - Annual Events
 - Attractions
 - Climate
 - Fire Protection
- Housing Costs
- Library
- Medical Care
- Museums
- Performing Arts
- Recreation
- Shopping
- Sports
- Transportation
- Tourism
- Utility Services
- Zip Code Information

**Page: Resource Hub
(possible replacement with
metromsp.org)**

- Online Presentations
- Job Postings (links)
- Geography-based, Cluster-based Directory
- Travel/Hospitality/Housing/ Services
- Export/Import
- Site / Building Services
- Business License Information
- Investing in Minnesota
- Economic Development Resources
- E-Traveler: e-newsletter from Explore Minnesota
- Green Network: organizations, agencies, companies, individuals in sustainable community efforts
- Volunteerism Opportunities
- Meet Minneapolis

- News Releases
- Green Manufacturing News / Issues
- Minneapolis Downtown Council
- St. Paul Capitol City Partnership
- Small Business: financial assistance / procurement with state - Environmental Topics: water quality, green building, updates related to permitting, educational opportunities, legislation

**Page: Calendar
(Phase I = Thinc.Green^{MSP} events,
Phase II = Centralized Event
Calendar with features)**

**Page: Spotlight Programs &
Events**

- Thinc.Institute
 - Overview of program, current projects
 - Submit request to have business challenge reviewed
 - Submit enrollment application to participate
- Thinc.Tanc
 - Overview of program, upcoming events
 - Sponsorship Information, request (e-mail link)
 - Event Page

- Thinc.Green^{MSP} Speakers Series
 - Overview of program
 - Request a speaker to visit your group (e-mail link)
 - Profiles of available speakers (PDF)
- Thinc.Drinc Happy Hour
- Thinc.Green^{MSP} Trade Mission

Page: Press Room

- Press Releases
- Articles (links)
- From Our Partners (RSS feeds)
- Photo Gallery
- Media Kits
- Video Content
- Media Contacts

Page: Blog (TBD)

Page: Site Map

PHASE II

Page: Centralized Event Calendar

Integrated calendar allows members to see an aggregate of local green manufacturing group events. Approved stakeholder organizations can post and update their event information directly to the Thinc.Green calendar. Members are able to register for events and can be notified of new events and event changes.

PHASE III

Page: Innovations

- **“Opportunities”** (think ‘craigslist.com’) An interactive format where members post or find opportunities, challenges, resources and supply requests. Anyone can view this page. Only members are allowed to post content. Browse by: New, By Industry, By Expertise, By Location
- **“Be A Success” Videos**
A series of professional short video clips showcasing local green manufacturing innovation success stories. Videos to be featured online, promoted via e-newsletter and shown at Thinc.Green^{MSP} events.
- **“Share Your Story”**
Members submit innovation success stories. Select entries are chosen and their story is captured in a professional video short and promoted through e-mail articles and at events.

Page: Answers

- Ask a Question
- Answer a Question (Latest, Popular, By Industry, By Expertise)
- Articles
- Forums (Categories: Getting Started, Policy and Change, Retooling for Green Manufacturing, Green Funding and Investment, Education & Training)
- Blog

Optional Design/Function:

Banner Ads

- Revise design to allow for banner ads from key sponsors or stakeholders

Endnotes

- I. America's 11th and 12th ranked greenest city, *Popular Science*, Feb. 2008; Ranked 7th in the 2008 SustainLane US City Rankings
- II. "What Business Wants," Ellen Watters, July 2009
- III. Harvard University Initiative for Global Health and the Harvard School of Public Health, 2006
- IV. Minneapolis Regional Chamber Development Foundation, 2009
- V. Minneapolis Regional Chamber Development Foundation, 2009
- VI. Dow Jones Sustainability Index, November 2009
- VII. *The Monocle* Global Quality of Life Survey, 2009
- VIII. U.S. Environmental Protection Agency, 2009
- IX. "Restoring American Competitiveness," *Harvard Business Review*, July-August 2009, Gary P. Pisano and Willy C. Shih
- X. Personal communication from Jeffrey Immelt, *Wall Street Journal*, July 2009
- XI. 2008 U.S. Census Bureau
- XII. 2009 "Minnesota Manufacturing Business Conditions Survey," Minnesota Department of Employment and Economic Development
- XIII. "Making it Green in Minneapolis Saint Paul," CDC and Associates, 2008; "What Business Wants," Ellen Watters, July 2009
- XIV. Minnesota Department of Employment and Economic Development, 2009
- XV. "What Business Wants," Ellen Watters, 2009
- XVI. 2008 Minnesota Department of Employment and Economic Development
- XVII. 2009 U.S. Bureau of Economic Analysis
- XVIII. 2009 *Forbes* List of "Best Places for Business and Careers"; 2008 *MarketWatch's* "Best Metro for Business"
- XIX. 2009 C2ER State Incentive Database



The Most Livable
City in America

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ALLIANCE