

MINNESOTA'S MOMENT:

Roadmap for Equitable Economic Expansion

JUNE 30, 2022





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Governor Tim Walz Letter

My Fellow Minnesotans,

The state's economy is shifting in significant ways coming out of the COVID-19 pandemic. Nearly every facet of how we work has changed. Minnesota's economy is strong, and it is our duty to make sure economic opportunity is everywhere for all Minnesotans.

In September of 2021, I launched the Governor's Council on Economic Expansion. Bringing together 15 leaders in our state, along with three of my commissioners, I asked this Council to take on a big task: to seize a unique opportunity in a moment of disruption to imagine an economy that is equitable, inclusive, sustainable, resilient, and centered on Minnesota's greatest strength – our people.

I asked the Council to bring forward big ideas, not just for your government, but for Minnesota as a whole. Ideas that could build a new, equitable foundation for the economy.

The goal was clear – we must seize this moment to ensure prosperity for all Minnesotans. For us to compete in the coming decades, we have to boldly pursue economic expansion as only Minnesota can.

We must address ongoing racial and geographic inequities—disparities that have persisted across generations. Too many metrics reflect these disparities, including rates of unemployment, home ownership, business ownership, poverty, illness, and death. This economic insecurity harms both emotional and physical health. And it's holding our economy back from expanding.

Over the last nine months, the Council engaged many leaders and partners—including community leaders, businesses, workers, higher education institutions, nonprofits, and advocates—to gather input and better understand how we can build a more inclusive Minnesota economy. They explored key investments that government, business, and community can make to drive inclusive growth. And most importantly, they've brought a long-term vision to the work.

My hope is the roadmap they've built long outlasts my Administration – and that the ideas and advice you'll see in the coming pages do not sit on a shelf but are discussed, debated and engaged by leaders across the state to co-create a better future. We may not all agree on every component of how to grow Minnesota, but we can all agree our economy will expand only if we work as One Minnesota.

I'm grateful for the Council's work and excited to keep working towards expanding Minnesota's economy in the years to come.

Yours,

Governor Tim Walz



Message from the Council: Minnesota's Inflection Point

True inflection points are rare in society, only coming around once in a few generations. In the last three years, several events have placed Minnesota at an inflection point that will define the future of our economy.

The COVID-19 pandemic disrupted the global economy, accelerating and exacerbating many economic trends that have reshaped how we all live and work. The murder of George Floyd by a police officer in Minneapolis put Minnesota on the international stage and accelerated a global movement for racial justice and equality. Extraordinary technological advancements have changed the job market and economic horizon for every business and every person. And finally, Minnesota faces a historic workforce shortage, which amplifies the need to make investments that attract and retain people to live and work in the state.

In the wake of these events, the charge of the Governor's Council on Economic Expansion ("Council") was to advise Minnesota on how to catalyze progress toward an equitable, inclusive, sustainable, and resilient economy. In the pages that follow, you'll see a vision for the kind of economy Minnesota can have in 10 years, and a roadmap for how to get there.

We are asking Minnesotans to advocate for and invest in our recommendations to build an inclusive economy at the forefront of global growth. Making these investments will require the true collective will to engage in transformational change in our state. The time for collective action is now.

By many accounts, Minnesota's economy is strong. It has weathered the pandemic better than most states. But the economy's strengths are not evenly accessible to everyone

– and this is the key to true economic expansion. We must specifically focus on Black, Brown, Indigenous and all communities of color as well as historically and currently underserved communities ("Communities").

The racial disparities in Minnesota's economy are an existential threat to success as a state. The fact that racial disparities exist in Minnesota's economy is not new. The Council kept coming back to the fact that the disparities in our economy have not fundamentally changed in the last 30 years. Although Minnesota ranks near the top of dozens of national indicators for business and economic success "Minnesota exceptionalism" can be paralyzing. Performing well in rankings makes it easy to ignore that Black, Brown, Indigenous, and all people of color are being excluded from the benefits of a strong economy.

The COVID-19 pandemic disrupted the global economy and reshaped opportunity in Minnesota. In addition to taking the lives of more than 12,500 Minnesotans, the pandemic decimated many businesses and changed the labor force permanently.

Minnesota's labor market tightened as people have greater choice in what they do and where they live. At the same time, business startups spiked in Minnesota by almost fifty percent. Migration data shows us that people's choices of where to live and work expanded, and states are competing for business expansions and talent attraction more than ever. These trends have led to a uniquely competitive moment for talent and business growth. Future economic competitiveness hinges on the ability to open opportunities in Minnesota for Black, Brown, Indigenous and all communities of color.





Rapid technological advancement continues to reshape our state's economy at a furious pace that is upending how we do business. Automation is soaring, driven by new technology and record labor shortages. Technology startups that will be our country's next Fortune 500s are launching today at a pace faster than ever before in human history. Alongside these trends, the job skills needed a decade ago are very different from those needed today, and we must prepare our workforce with the skills they will need a decade from now.

Minnesota's workforce shortage amplified how individuals, especially women and people of color, take on an extended burden or work multiple jobs to take care of themselves, their households and their communities. These people are critical to the Minnesota economy, and this model is unsustainable. To make Minnesota an attractive place to live and work, and enable higher workforce participation, we must ensure the essential drivers such as child care, affordable housing, education and infrastructure, are in place to create healthy, vibrant families and communities from Roseau to Rochester.

A time for transformational thinking

Now is not a time for incremental thinking, making small changes in the long arc towards progress. Bold transformational changes are needed, especially in an economy that does not serve everyone. The pandemic gave us the latest example of this – when COVID struck, communities with the strongest economic foundations fared better. We must ensure all Minnesota communities are built and supported with strong economic foundations to weather the next storm. Incremental changes rarely build that kind of foundation.

This Council believes Minnesota must build the collective will to collaboratively address these challenges head on for transformational change. The opportunity is so clearly before us in this moment. Bringing business, government, nonprofit, philanthropy, labor, community leaders and advocates together is what this moment demands of us. Leaders must galvanize on all parts of the economic system we operate within, not just one or two.

The good news is, Minnesota has made transformational change before. For much of the twentieth century, Minnesota ranked below average on a host of economic metrics. But in the early 1970s, following growth trends

that gave Minnesota another inflection point, the state passed the now-famous "Minnesota Miracle" – a dramatic reshaping of state taxes for K-12 schools, reducing their dependence on local property taxes. Combined with a rapid growth in the super-computer industry, driven by several firms working together and building one of the hottest technology ecosystems in the country, Minnesota saw its economic and educational prospects soar.

Governor Wendell Anderson ended up on the cover of Time Magazine in 1973, holding a walleye next to the title of "The Good Life In Minnesota," and our state's economy has delivered many nation-leading outcomes ever since – at least for white Minnesotans.

If a similar publication featured our state 10 years from now, what would "The Good Life In Minnesota" look like? It might not be a white man in a fishing boat. It could be a Black entrepreneur on Lake Street who's created a dozen new jobs for people in her community. Or a startup founder in Willmar who created the next Minnesota "Unicorn." Or it could be a picture of all of us, working together towards a more equitable economy that works for everyone. Because that's what it's going to take to truly create a good life for every Minnesotan.

We hope the roadmap that follows will help us get to that point. Minnesota must meet the demands of this inflection point, and we have every reason to be optimistic that we can.

We ask each of you to be a part of the broad public will we need to equitably expand the economy. History has shown Minnesota can do big things. History has its eyes on us, again. Let's summon the will and do the work to ensure we can all be proud of what it sees from this moment on.

Sincerely,

The Governor's Council on Economic Expansion





Executive summary

Background

The Governor’s Council on Economic Expansion (“Council”) was established to catalyze progress toward an equitable, inclusive, sustainable, and resilient economy.

During the first phase of the work, the Council was charged with recommending the following to the Governor and Lieutenant Governor by November 15, 2021:

- Immediate actions that can be taken by the public, private, and nonprofit sectors.
- Policy changes and investments for potential enactment during the 2022 legislative session, including recommendations on ways that Minnesota might leverage remaining American Rescue Plan dollars to advance equitable economic growth.

During the second phase, the Council was charged with accomplishing the following for the Governor and Lieutenant Governor by June 30, 2022:

- Submit a long-term roadmap for systemic change in the public, private, and nonprofit sectors that will achieve a more equitable, inclusive, sustainable, and resilient Minnesota economy.
- Solicit, receive, and respond to feedback from workers, families, and Communities that are representative of Minnesota and our Administration’s priorities for equity and inclusion.

Themes

The Council identified themes that guided discussions and provided the foundation for the recommendations and the top priorities in phase one and the vision in phase two. In order of priority, the themes include: housing, workforce, entrepreneurship and small business, child care, infrastructure and technology, health care, youth engagement and youth employment, and community.

Process

In phase two, the Council met from January until June 2022 to hear from many stakeholders; identify needs and possible solutions; and grapple with an economic legacy of racism, exclusion and disparities to develop a long-term vision for Minnesota’s economic future.



Vision for Minnesota in 10 years

The Council envisions a future for Minnesota in which the essential drivers are in place to create thriving communities and support businesses, a future in which every Minnesotan has access to holistic supports and health equity, where our people and communities drive equitable, inclusive, sustainable, resilient economic expansion. The Council distilled this vision into five statements we must aspire to as a state in the next decade to ensure Minnesota’s economy leads the nation – and works for everyone.

- Minnesota has the essential drivers in place to ensure economic prosperity for all Minnesotans.
- Minnesota is home to thriving communities where people want to live and work.
- Minnesota is nationally recognized as a top state to launch and grow a business.
- Minnesota invests holistically in its current and future workforce to remove systemic barriers to help everyone prosper and reach their full potential.
- Minnesota is a place where every person has the opportunity to attain their full health potential, and no one is disadvantaged from achieving this potential because of social position or other socially determined circumstances.



Roadmap

Economic expansion requires complex systemic change. The strategies to achieve the Council's vision of Minnesota's future are not stand-alone interventions but are instead a network of interwoven strategies with far-reaching effects.

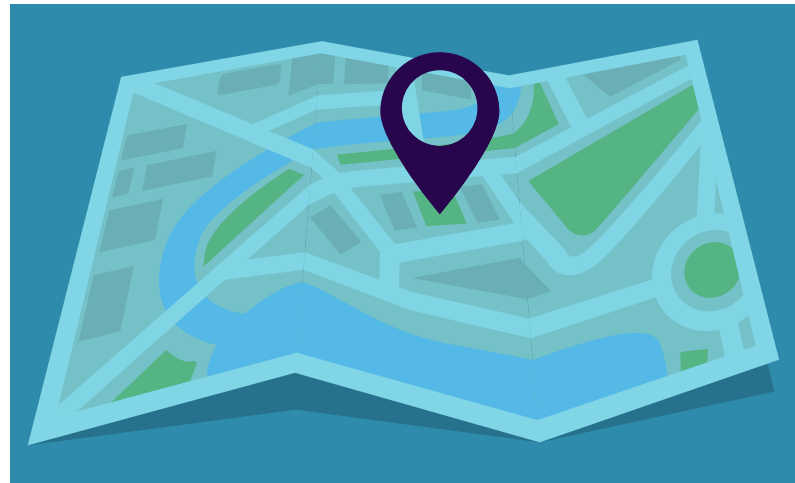
To achieve a more equitable, inclusive, sustainable, and resilient Minnesota economy, we must all commit to take action.

1. Commit to our people, as Minnesota's number one strength and the key to a prosperous future.
2. Commit to our communities, as the nexus point of growth and opportunity.
3. Commit to our businesses, as the engine that will write the next chapter of the global economy.
4. Commit to innovation, as the central dynamic needed to adapt to an ever-changing economic landscape.
5. Commit to infrastructure, as the foundation of all economic progress.

Actionable Strategies

Each of the commitments above was broken down into a series of actionable strategies, about which the report provides further detail:

- Support families and workers by improving the quality and accessibility of affordable child care.
- Improve K-12 education in Minnesota to ensure all children receive a high-quality education.
- Ensure every person in Minnesota has a home that is affordable.
- Create an equitable, effective and affordable health care system using a continuous improvement cycle to analyze disaggregated health data, co-create solutions and reform structures for whole-person health.
- Support a resilient Minnesota workforce with training programs and career ladders.
- Ensure voting rights and civic engagement opportunities for all Minnesotans.
- Foster safe communities.
- Invest in Minnesota's art, cultural and outdoor assets.
- Build an inclusive workforce and welcoming economic environment.



- Reduce barriers to job creation in Minnesota.
- Market Minnesota as a great place to live, work and start a business.
- Co-create solutions with communities throughout Minnesota to build local and state economies that work for everyone, throughout their lives.
- Invest in Minnesota's businesses and create equitable access to capital.
- Increase investment in the full continuum of housing and modernize housing policy making it easier to build high-quality and affordable housing.
- Invest in Minnesota's infrastructure and transportation.
- Achieve equitable access to affordable broadband Internet.

Many key partners, including tribal, state, and local governments; businesses; workers; higher education institutions; nonprofits; grassroots movements and communities have valuable insights that will help the state achieve these goals. This is the start of a conversation about co-creating solutions with Communities to effectively deal them into a shared economy that works for everyone.



Vision for Minnesota in 10 years

The Council envisions a future for Minnesota in which the essential drivers are in place to create thriving communities and support businesses—a future in which every Minnesotan has access to holistic supports and health equity, where our people and communities drive equitable, inclusive, sustainable, resilient economic expansion. The Council distilled this vision into five statements we must aspire to as a state in the next decade to ensure Minnesota’s economy leads the nation – and works for everyone.



Minnesota has the essential drivers in place to ensure economic prosperity for all Minnesotans.

Housing, child care, education, infrastructure, and broadband are crucial for Minnesotans to thrive. These essential drivers are the foundation for healthy, vibrant families and communities, and they play a critical role in ensuring that Minnesota remains economically competitive. Access to affordable housing, child care and quality education has not been broadly shared with all Minnesotans. Black, Brown, Indigenous and all communities of color have been disproportionately excluded from these building blocks of prosperity, as have people with disabilities.

Minnesota is home to thriving communities where people want to live and work.

At the foundation of economic expansion is a strong community. Building safe, healthy, welcoming spaces that attract engaged, talented people creates resilient communities with the ability to solve problems and withstand crises in the future. Strong communities are desirable to live in, create economic opportunity, build social fabric central to equity, and are force-multipliers on every dimension of economic expansion in Minnesota.

Strong communities are safe. They educate young people effectively. They have vibrant opportunities to explore the outdoors, and arts and culture. And people are civically minded and engaged. Put simply, strong communities develop the ability to solve problems, seize opportunity, and expand their economic opportunities.

Minnesota is nationally recognized as a top state to launch and grow a business.

Minnesota’s ability to create and sustain good-paying jobs is an important factor in creating an economy that works for all. Being a top state for employers to launch and grow their businesses facilitates the retention and attraction of new corporations, entrepreneurs and other job creators. Job creators bring quality employment opportunities and make wealth creation possible.

Minnesota invests holistically in its current and future workforce to remove systemic barriers to help everyone prosper and reach their full potential.

Current data shows that a disproportionate number of women and Black, Brown, Indigenous, and all communities of color in Minnesota take on an extended burden or work multiple jobs to take care of themselves, their households and their communities. This workforce model is unsustainable. It reduces the potential economic gain for individuals and the workforce output of Minnesota as a whole. Comprehensive support for the health and well-being of Minnesotans is necessary as part of an inclusive workplace, and all people need the opportunity to achieve their career goals. Minnesota must reduce barriers for career entry and advancement, provide career ladders and support alternative pathways for success. Equitable access to jobs with a livable income, health care, retirement and other benefits is key to supporting Minnesota’s workforce.



Minnesota is a place where every person has the opportunity to attain their full health potential and no one is disadvantaged from achieving this potential because of social position or other socially determined circumstances.¹

Minnesota has a reputation as a leader in the nation for healthy outcomes and quality. However, data continues to show disparities continue for low-income communities and Black, Brown, Indigenous, and all communities of color:

- Minnesota ranked #1 in the nation by AARP in 2018 for services for seniors and spends more per person on people with disabilities than the vast majority of states.² However, the state still has enormous disparities from that reality for people experiencing poverty and Black, Brown, Indigenous, and people of color.
- Minnesota is seventh nationally for overall health³ yet 68.4 of every 10,000 people of color experience homelessness compared with 6.2 of every 10,000 white people.⁴
- Minnesota's health care system ranks third in the nation⁵ yet American Indian/Alaskan Native, Black/African American, and Hispanic/Latino patients have significantly lower rates of optimal care.⁶

To expand and grow Minnesota's economy, it is vital that everyone who wants to join the workforce is mentally and physically healthy enough to do so. The disparities in health outcomes for low-income communities and Black, Brown, Indigenous, and all communities of color in Minnesota are indicators of the work we have yet to do for this to become a reality. Further, Minnesota can no longer assume what we currently do or have tried in the past will change outcomes. Minnesota needs to turn to the Communities impacted to drive solutions that work for them. Solutions have long been tried but have not achieved reductions in disparate outcomes.⁷



Roadmap

Economic expansion requires complex systemic change. The strategies to achieve the Council’s vision of Minnesota’s future are not stand-alone interventions but are instead a network of interwoven strategies with far-reaching effects.

To achieve a more equitable, inclusive, sustainable, and resilient Minnesota economy, we must all commit to take action.

1. Commit to our people, as Minnesota’s number one strength and the key to a prosperous future.
2. Commit to our communities, as the nexus point of growth and opportunity.
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Commit to our people

Support families and workers by improving the quality and accessibility of affordable child care

- Provide funding to incentivize an increase in needed child care programs, including extended hours care, culturally and linguistically affirming care, rural care, and infant care. Allow families to use funding for alternative care options such as family, friend and neighbor care.
- Expand the Child Care Assistance Program and Early Learning Scholarship program to forecasted programs ensuring all eligible families can receive access to the programs.
- Expand child care business and provider supports:
 - Create an operational subsidy for licensed family child care to support diverse business models.
 - Expand initial capital investments and create a regional child care facility fund for licensed family child care and licensed child care centers to open or expand capacity.
- Offer tax credits or loan forgiveness programs for child care providers, early childhood teachers, and the child care work force. Use these programs to invest in Communities and expand opportunities for rural providers and providers founded and operated by Black, Brown, Indigenous and all people of color. This includes expanding T.E.A.C.H. scholarships, so aspiring early childhood professionals can pursue the profession.
- Expand investment in family, friend and neighbor child care networks to support the pipeline for licensed family child care.
- Create a dedicated revenue stream for funding, such as a dedicated tax for early childhood education, infrastructure or capital dollars.
- Continue to fund and expand the One Stop Assistance Network to support child care businesses with regional staff to assist providers in navigating business startup and licensing processes.
- Simplify and coordinate the governance system, partnering with counties, tribal nations and private business. Streamline policy and regulations to ensure children and families are safe, while still meeting the needs of child care providers.
- Increase access to Head Start programs to promote school readiness of infants, toddlers, and preschool-aged children from low-income families.
- Establish policy to incentivize businesses to open and support child care for employees.
- Implement fully refundable child tax credit to help families cover the cost of care.





“Minnesotans take pride in stepping up and being helpful to friends, family and complete strangers. Many people help each other in “un-official” ways and often that help is more useful than what any organized service provider can deliver.”

*– Ruth Sherman, executive director,
Community Resource Connections*

Improve K-12 education in Minnesota to ensure all children receive a high-quality education

- Support communities in creating solutions for their unique problems, and make it easier for communities to lead efforts to make education fit the needs of their children.
- Invest in and fund the public school system to ensure every child in Minnesota has access to a high-quality education, including a strong literacy curriculum
- Reduce barriers for equitable open enrollment, such as transportation.
- Encourage school districts and charter schools to pursue solutions and remove barriers to implementing STEM education as a career pathway to prepare students for the 21st century workforce.
- Ensure all students have access to robust mental health supports.
- Re-examine hiring and retention practices to create a workforce of teachers that look like the students they serve. Consider policies focused on hiring and retaining teachers who are Black, Brown, Indigenous, and teachers of color.
- Make a collaborative commitment to identify and pursue actions that increase State accountability to ensure all Minnesota children receive a high quality public education.
- Help families identify the school that best supports their student by increasing the visibility and expanding the use of the Minnesota Report Card.
- Foster stronger partnerships between schools and the students, families and communities they serve.
- Support successful charter schools and encourage them to share their best practices.
- Make Minnesota the number one state in the nation for teacher pay.

- Cap class size at 25 students in every school so that all students receive quality support to thrive.
- Reduce licensing barriers for teachers entering the profession in Minnesota and for teachers who need to be relicensed from other states.
- Review and implement policy options that have proved effective in other states, such as reducing class sizes; investing in advanced teacher training; and increasing pathways and retention for new teachers, especially teachers who are Black, Brown, Indigenous and all teachers of color to enter the field.

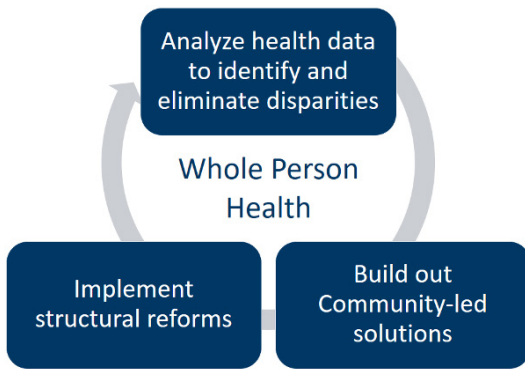
“The idea that some lives matter less is the root of all that’s wrong with the world.”

– Dr. Paul Farmer

Ensure every person in Minnesota has a home that is affordable.

- Expand supplemental income supports that families and individuals can use for housing costs.
- Provide increased support for integrated services to link housing with employment health and education supports.
- Strengthen financial and homebuyer assistance for Black, Brown, Indigenous and all people of color as a means of increasing homeownership and reducing Minnesota’s nation-leading homeownership disparity gap.
- Increase state resources for full range of housing needs, including the development of new housing, the preservation of existing affordable housing and resources to help people pay for their housing costs.





Create an equitable, effective and affordable health care system using a continuous improvement cycle to analyze disaggregated health data, co-create solutions, and reform structures for whole-person health.

- Disaggregate health data to identify and eliminate disparities in our system. Use available data to look for disparities between racial and ethnic groups, socioeconomic groups, and other demographic breakdowns.
 - Whenever possible, disaggregate data for physical health, mental health, addiction services, and social determinants to better understand health disparities.
 - Publicly recognize persistent patterns and disparate outcomes. Connect with Communities experiencing persistent disparities to generate solutions.
- Ensure health care meets the needs of all through co-created solutions and Community-led services
 - Engage with Community up front instead of at the end. Listen to understand Community needs.
 - Align state funding sources for maximum impact, centering on the local needs of communities. Shift funding from a one-size-fits-all approach to a community-centered, needs-based model.
 - In the short term, invest in Community-based efforts to eliminate disparities by carving out grants and contracts dollars in health, mental health, substance use disorder services, and social determinants. Add technical assistance staff to the Minnesota Department of Health (MDH) and the Department of Human Services (DHS) to support providers in these Communities and neighborhoods in applying for, competing for, and utilizing state grants and contracts money.

- In the long-term, structurally change grant and contracts processes to reflect Community needs.
- Utilize Minnesota expertise to combat health disparities. Minnesota has numerous resources and local experts who have historically tracked and measured health outcomes for populations across Minnesota. Examples, MDH Health Equity Report (2014), SHADAC, Wilder – Compass.
- Integrate culturally relevant tribal healing principles into evidence-based practice methods as driven by tribal communities.
- Reform structures for whole-person health, including equity and health-related social needs.
 - Support a fuller health care continuum, including behavioral and mental health services:
 - Improve and expand private insurance coverage for mental health and addiction services.
 - Improve Medicaid rates for mental health and addiction services.
 - Improve worker training for and pipeline into careers in mental health and addiction services.
 - Reduce licensure barriers, making it easier for qualified individuals to become licensed.
 - Create career pathways for people working in the industry to become licensed mental health and addiction professionals.
 - Invest in coordinated-care models that link the health care and justice systems to community-based providers, coordinating the care for those impacted by mental health and addiction issues.
 - Peer support models.
 - Build a health care workforce that is reflective of and prepared to serve all Minnesota communities.
 - Build a culturally competent and reflective workforce.
 - Work to equip people in low-income communities and Black, Brown, Indigenous, and all communities of color for employment opportunities in health, mental health, additional services, and social determinants of health.





- Establish community health workers as a reimbursable service under Medicaid and private insurance.
- Draw on the recommendations in the [“Building Racial Equity into the Walls of Minnesota Medicaid”](#) report to improve racial equity in Minnesota’s Medicaid program.
 - Focus on action that is aligned with what’s happening in low-income communities and Black, Brown, Indigenous, and all communities of color, at DHS and at the legislature.
 - Use DHS’s levers with managed care organizations and providers to ensure our Medicaid members have access to inclusive networks and services. Include lessons learned from COVID-19 regarding technology in an equitable and just fashion.
 - Ensure creative and innovative solutions are used to get resources to low-income communities and Black, Brown, Indigenous, and all communities of color that need them and have been historically and currently underserved.
 - Collaborate across state agencies to address the economic conditions within Communities and support all the internal assets the Communities have developed in a way that invests in the lessons learned and tools developed.

“Of all the forms of inequality, injustice in health care is the most shocking and inhumane.”
— Rev. Dr. Martin Luther King Jr

Support a resilient Minnesota workforce with training programs and career ladders

- Address workforce shortages by building career ladders that allow people to advance in their fields. Make it easier for people to move from para-professional careers to professional roles by reducing licensure barriers and recognizing related service experience. This strategy is particularly relevant for areas prone to workforce shortages including: child care, education, and health care professions.
- Prepare Minnesota students for their careers or further education. In coordination with labor organizations, employers and the education system, give students access to the skills they will need to succeed:

- Invest in Career and Technical Education (CTE) in high school to prepare students for non-college track jobs, where we’re severely lacking workers. Create a statewide CTE advisory committee made up of business leaders and labor organizations; create 50-50 matching grants at the state level to incentivize CTE program development locally and invest in marketing these careers to parents and students who might benefit.
- Add Computer Science (CS) as a high school graduation requirement in Minnesota. Computer skills are a growing need and demand for these skills is forecasted to increase. Minnesota is currently last in the nation in CS education. We must fund programs and teacher training in these areas.
- Create opportunities accessible to all by providing free community college, allowing more people access to high-quality, in-demand careers.
- Enable the state to cover some support related expenses such as transportation, housing and child care after eligible people complete a workforce training program.
- Eliminate the public benefits cliff, where people lose all benefits once reaching an income threshold, with gradual reductions in service to encourage additional workforce participation.
- Prioritize upskilling, reskilling, training, workforce development, and Community-led solutions to address overall employment/underemployment gaps especially for Black, Brown, Indigenous and all communities of color as well as historically and currently underserved communities.
- Align and coordinate state programs that provide adult basic education and work readiness services. Collaborate with labor organizations to reduce confusion and duplicative efforts and make it easier for people to access programs that best meet their needs.





- Expand Minnesota’s One Stop network in northern Minnesota to create a Workforce One initiative that serves tribal communities.
- Invest in growing green jobs in Minnesota by supporting business innovation and through training programs that prepare our workforce for clean economy jobs, such as new clean energy technology development.
- Pursue solutions that support Minnesota’s frontline workers to receive living wages with benefits that make these critical roles strong and attractive employment options in our labor market.

*“College tuition and college admissions policies are workforce policies.”
– Susan Brower, Minnesota State Demographer*



**COMMIT TO OUR PEOPLE –
IF MINNESOTA’S COMMITMENT TO
PEOPLE IS SUCCESSFUL, IN 10 YEARS
WE WILL SEE:**

Decreased unemployment and underemployment, especially for people of color, indigenous communities, women, rural residents, veterans, immigrants, and people with disabilities

Improved salaries of educators and those in reimbursed caring professions, such as child care workers, to among the best in the nation.

Increased diversity in teaching professionals and other professional ranks

A significant increase in the number of students who graduate with computer science credits and pursue STEM degrees.

Elimination of disparity gaps in healthcare and education (graduation rates, reduction of addressable deaths, quality life years, and beyond)

Decreased mortality and morbidity from mental health and addictive substance issues

Commit to our communities

Ensure voting rights and civic engagement opportunities for all Minnesotans



- Protect and strengthen voter rights and increase access to voting by expanding polling locations in underrepresented communities and use of mail-in ballots.
- Create voting materials and make civic engagement opportunities accessible for all Minnesotans with culturally specific translation services throughout the state.
- Promote cost-neutral volunteerism by developing tax incentives to encourage expanded participation.
- Ensure stability and personal safety for volunteers so that they can contribute towards a robust and inclusive civic engagement in Minnesota, especially for people and communities who are traditionally underrepresented.

*“A person’s vote is their voice and power, voting is connected to every issue – all roads lead to the ballot box”
– Steve Simon, Minnesota Secretary of State*

Foster safe communities

- Ensure public safety and law enforcement officers reflect the communities they serve and have the necessary training, funding and accountability to foster safe communities.
- Implement Community-led solutions, relationship building activities and collaborative partnerships to ensure all Minnesota communities are safe.
- Expand the definition of public safety beyond policing and invest significantly more resources in social programs developed by the people most impacted, grow the capacity of communities to address the root causes of crime.
- Encourage business, nonprofit, and government engagement and collaboration to keep communities safe.



“In order to build trust and legitimacy, we need to engage the public during times of non-crisis.”
– James L. Franklin, Chief of Police,
City of Rochester

Invest in Minnesota’s art, cultural, and outdoor assets

- Create a Minnesota Equity Outdoors Fund to create safe and welcoming places that encourage people of all backgrounds to access the outdoors and visit new areas.
- Ensure Minnesota’s legacy funds are used as intended, as a supplement to traditional funding sources such as bonding and general fund dollars, rather than being used to replace them over time.
- Increase investment in infrastructure and conservation, especially in Greater Minnesota.
- Enhance coordination between Minnesota Department of Natural Resources, Tribal Partners, Minnesota Department of Employment and Economic Development (DEED) and Explore Minnesota Tourism to better coordinate activities, promote the outdoors in new ways, and help the sector increase engagement with historically and currently underserved people.



COMMIT TO OUR COMMUNITIES – IF MINNESOTA’S COMMITMENTS TO COMMUNITIES ARE SUCCESSFUL, IN 10 YEARS WE WILL SEE:

- Voter participation increase, with significant growth in participation of underrepresented populations
- Easy access to affordable, high-quality child care, particularly for low-income communities
- Easy access for every Minnesotan to outdoor recreation, green spaces and arts and culture, especially in underserved communities.
- Increased trust in police through advancement of just, community-driven, relationship-based safety initiatives
- A decrease in violent crime and an increase in self-reported sense of belonging, particularly in historically marginalized groups



- Increase social incentive programs and stronger safety nets for independent artists and contractors.
- Build interdisciplinary and intersectional skills by ensuring all K-12 students have exposure to the vibrant art culture in Minnesota and ensure all schools have an arts curriculum.

Commit to our businesses

Build an inclusive workforce and welcoming economic environment

- State agencies and local government units review and implement changes to the intentionality of language and inclusion of Black, Brown, Indigenous, and all communities of color in policy development and economic growth.
- Expand public-private partnerships to provide education and support along with social networks and mentors to entrepreneurs or small business owners to increase their chances of success.
- Foster workplace inclusivity and belonging by providing services to help businesses and non-profits to collaborate with labor organizations and the workforce to develop programs and services that strongly address needed systemic changes. These services should especially focus on mid-sized employers that see the need and can impact immediate change to support their staff. Invest in supporting and scaling organizations and programs that currently excel in inclusivity work and supporting the workforce.
- Dramatically grow the number of businesses owned by Black, Brown, Indigenous, and people of color in the state by strengthening the ecosystem of culturally tailored technical assistance and expanding access to capital, including creating spaces to support micro-businesses and creative businesses.



- Center Communities in contracts, hiring, and resource allocation to build wealth in historically and currently underserved Communities.

“We need to address livability by supporting programs in communities of color so that they have time to build. We need to invest in youth and sit in tables with communities that you want to serve,”

*– Jolene Jones, Make Voting A Tradition
Minnesota Coordinator, Native American
Community Development Institute.*

Reduce barriers to job creation in Minnesota

- Foster a culture in state and local government that embraces and supports job creators. Formalize that support with advocates inside of government to reduce the challenges of navigating government interaction. Wherever possible, simplify regulations and eliminate regulatory obstacles for all small businesses.
 - Fund 50-100 client-facing navigator positions across the state in partnership with Community-based organizations.
 - Promote existing “front door” efforts to support enterprises of all sizes.
- Provide training and assistance focused on compliance with regulations and business logistics. Scale by employing a larger ecosystem of providers. Provide access to direct accounting and legal services from existing service providers.
- Expand collaboration with established Minnesota employers to identify growth opportunities and areas for public and private partnerships.
- Establish a \$160M closing fund with an agile governance structure to increase the availability of business incentives for firms considering starting in or relocating to Minnesota.
- Invest in microbusinesses (1-10 employees (including the owner)) to support and sustain a growing and healthy BIPOC entrepreneurial ecosystem.

Market Minnesota as a great place to live, work and start a business

- Invest \$3.5 million upfront and \$15-20 million per year in marketing the state to employers and to employees in in-demand categories.
- Create a marketing advisory council to provide strategic direction and feedback on Minnesota marketing and business attraction efforts.
- Invest in marketing Minnesota as a great place to live and do business by highlighting arts, the outdoors, and culture in the state.
- Create or expand existing events to create an internationally known arts, culture, and outdoors festival to bring people to the state. Get business, government, and community collaborating to use the event to attract talent to the state.



COMMIT TO OUR BUSINESSES – IF MINNESOTA’S COMMITMENTS TO BUSINESS ARE SUCCESSFUL, IN 10 YEARS WE WILL SEE:

A significant expansion of Minnesota’s labor force and incoming talent flows

The birth of new Fortune-500 companies that start, build, and find success here

An increase in Minnesota startups, including the formation of several “unicorn” companies (\$1B valuation)

Increase in business ownership of those in historically underrepresented communities

Increase business revenue creation and community ESG re-investment

A clear impression among businesses and talent outside Minnesota about the opportunity and value in our economy



Commit to innovation

Co-create solutions with Communities throughout Minnesota to build local and state economies that works for everyone

- Support and retain the existing workforce by listening to Community-identified issues and developing Community-led solutions focused on solving problems.
- Co-create solutions that provide a continuity of support throughout people’s lives including health care, transportation, child care, career mentoring and retirement planning.
- Scale public-private partnerships that create supports for workers (e.g. splitting costs, financial supports, policy supports, access to essential drivers).
- Partner with Minnesota’s 11 federally recognized Tribal nations, as well as urban and non-reservation communities on economic and workforce development to ensure Tribes and Minnesota’s American Indian’s are included in the current and future economy.



*“We all see huge benefits when our workforce reflects the diversity of our communities.”
– Corie Barry, CEO of Best Buy Co. Inc.*

Invest in Minnesota’s businesses and create equitable access to capital

- Seek \$1 billion in new investments in Minnesota headquartered venture capital and private equity funds by encouraging all public pension funds in Minnesota to create a plan to reinvest 3-5% of their assets in funds that focus on Minnesota headquartered startups and scale-ups.

- Increase staff and grant funding to expand LaunchMN, an existing statewide collaborative effort to accelerate the growth of startups and amplify Minnesota as a national leader in innovation.
- Create a consistent and sustainable angel tax credit of up to \$30M per year.
- Provide up to 100, \$100K per year startup grants per year to qualified entrepreneurs with a focus on historically underserved, first-time entrepreneurs.



COMMIT TO INNOVATION – IF MINNESOTA’S COMMITMENTS TO INNOVATION ARE SUCCESSFUL, IN 10 YEARS WE WILL SEE:

An increase in Minnesota startups, including the formation of several “unicorn” companies (\$1B valuation)

An increase in entrepreneurship of historically underserved first time entrepreneurs

Strong relationships between state government and Minnesota’s tribal nations that have led to dozens of initiatives that grow tribal economies across the state

A significant number of new public-private partnerships designed to tackle the key issue of our time, in particular economic equity

Significant expansion in automation, leading to increased productivity rankings in Minnesota’s business environment



Commit to infrastructure

Increase investment in the full continuum of housing and modernize housing policy making it easier to build high-quality and affordable housing.

- Rethink and streamline land use policy and regulations that serve to limit density and increase the costs of building new affordable housing. Establish higher density requirements and ease zoning restrictions. Require affordability in all new developments and encourage transit-oriented developments that connect multi-family housing to transit and job centers to create affordable housing at scale.
- Advance design and production innovations that reduce construction costs. Eliminate widely varying design requirements that serve to increase per-unit construction costs; standardize construction designs, modular construction opportunities and more streamlined permitting.
- Increase investment at all levels of government to build housing for low-income households. Utilize state housing infrastructure bonds and local bonding authority, existing state production programs and concessionary financing that can reduce overall project costs.

Invest in Minnesota’s infrastructure and transportation

- Provide sustainable, long-term revenue and encourage a dedicated local option for transportation taxes, recognizing that federal assistance may be limited and other state and local funds are required.
- Effectively meet the infrastructure needs in the state by providing flexible funding solutions directly to communities to empower decisions to occur at the local level.
- Allow residents the ability to monitor levels of deferred maintenance. Local governments should communicate status of declining systems to residents who can then ask elected officials about the plans to improve and maintain infrastructure.

- Continue to support Safe Routes To Schools, which encourages multi-modal means of transportation – biking, walking, rolling, bus, transit and automobile.
- Implement asset management programs to allow local government entities to prioritize limited funding based on overall community need.

Achieve equitable access to affordable broadband Internet

- Ensure every child has access to the Internet, appropriate hardware, training and online learning.
- Provide affordable access to broadband Internet, appropriate hardware, and training for every person in Minnesota to expand digital equity and access to government services, health care, jobs, community resources, and social connection.
- Drive economic competitiveness for Minnesota and enable communities throughout the State to attract and retain residents and businesses by providing affordable broadband access.



COMMIT TO INFRASTRUCTURE – IF MINNESOTA’S COMMITMENTS TO INFRASTRUCTURE ARE SUCCESSFUL, IN 10 YEARS WE WILL SEE:

All Minnesota businesses and households have access to high-speed broadband Internet

.....
Increased home ownership, particularly by those who have historically faced disparity gaps

.....
Decrease the percentage of Minnesotans who are cost-burdened with their housing

.....
Minnesota nationally recognized as a transportation leader that supports the workforce



Conclusion

The Council believes that together, as the people of Minnesota, we can achieve an equitable, inclusive, sustainable and resilient economy. This report is not the end. It is a point along a journey of change. This roadmap tells us where we want to go and strives to call in people, businesses, non-profits, labor organizations and many others to help us get there. We realize this report is not comprehensive of every issue impacting the economy. Yet our hope is that it advances the conversation on the transformational change needed to build an economy that works for every Minnesotan.

In the words of the late Senator Paul Wellstone, “We all do better when we all do better.”



Appendix

Council members

- Jeff Ettinger, Current Chair of Hormel Foundation, Former Chairman of the Board and CEO, Hormel (Co-Chair)
- Paul Williams, President and CEO, Project for Pride in Living (Co-Chair)
- Scott Burns, Co-Founder and CEO, Structural
- Brett C. Carter, Executive Vice President and Chief Customer and Innovation Officer, Xcel Energy
- Joe Fowler, President, Minnesota Building and Construction Trades Council
- Jodi Hubler, Vice Chair, Medical Alley Board of Directors
- Brenda Hilbrich, Executive Vice President, SEIU Healthcare Minnesota
- Neel Kashkari, President and CEO, Federal Reserve Bank of Minneapolis
- Marcus Owens, Principal Consultant/Owner, Nawe Inc.
- Tuleah Palmer, President and CEO, Blandin Foundation
- Joo Hee Pomplun, Executive Director, Alliance for Metropolitan Stability
- Nonoko Sato, Executive Director, Minnesota Council of Nonprofits
- Traci Tapani, Co-President, Wyoming Machine
- Bharti Wahi, Deputy Assistant Commissioner, DHS Children and Family Services
- Penny Wheeler, Former CEO, Allina Health

Executive Sponsors:

- Commissioner Steve Grove, Minnesota Department of Employment and Economic Development
- Commissioner Jodi Harpstead, Minnesota Department of Human Services
- Commissioner Roslyn Robertson, Minnesota Department of Labor and Industry

Phase one recap

The Governor’s Council on Economic Expansion (“Council”) was established to catalyze progress toward an equitable, inclusive, sustainable, and resilient economy. During the first phase of the work, the Council was charged with recommending the following to the Governor and Lieutenant Governor by November 15, 2021:

1. Immediate actions that can be taken by the public, private, and nonprofit sectors.
2. Policy changes and investments for potential enactment during the 2022 legislative session, including recommendations on ways that Minnesota might leverage remaining American Rescue Plan dollars to advance equitable economic growth.

Guiding principles

The Council identified principles to guide the process for choosing phase one recommendations. They also worked to bring an equity lens to their decision-making process by considering how recommendations might benefit or burden Minnesotans and any unintended consequences that might result from a recommendation. The Council’s guiding principles are outlined below:

- Using one-time dollars effectively.
- Driving equitable outcomes for those who face systematic barriers.
- Amplifying and scaling programs that are successful, in particular, those that are community-developed.



- Investing in innovation that enhances impact.
- Accelerating systemic long-term changes.
- Addressing multiple needs.

Themes

The Council identified eight themes that consistently emerged as they analyzed what they heard during phase one. The themes guided discussions and provided the foundation for the recommendations and the top priorities. In order of priority for phase one recommendations, the themes included: housing, workforce, entrepreneurship and small business, child care, infrastructure and technology, health care, youth engagement and youth employment, and community.

Top Priorities

The Council identified five top priorities, aligned with guiding principles, that will have the most impact on Minnesota's progress toward an equitable, inclusive, sustainable, and resilient economy. They are:

- Produce new affordable housing
- Workforce skilling, reskilling and upskilling through industry partnerships
- Create a BIPOC small business ecosystem investment package
- Ensure broadband access throughout Minnesota
- Investments in opportunity youth workforce

While the council highlighted the top five priorities, the recommendations included additional ideas to drive Minnesota's economic expansion for the Governor and Lieutenant Governor's consideration.

Tribal Engagement

The Council acknowledges Tribal nations as governments with unique values and experiences. Tribal nations as well as urban and non-reservation communities are important partners in economic expansion. The Council engaged with Melanie Benjamin, Mille Lacs Band of Ojibwe; Jolene Jones from Little Earth Protectors and the Native American Community Development Institute; and Brigid Tuck and Rani Bhattacharyya on a report from the University of Minnesota Extension Service called "Economic Contribution of American Indian Health Care Spending in Northwest Minnesota," as part of the Phase 2 process.

In early June, Commissioners and Co-chairs joined a weekly Tribal partners call to discuss how to advance the conversation around economic expansion with Tribes and Tribal communities. This call led to the inclusion of a specific strategy around a workforce development center focused on Tribal communities, among other suggestions for how to best engage the 11 Federally recognized Tribal Nations in Minnesota as well as urban and non-reservation communities. Throughout the summer and into the fall, Commissioners will work with individual Tribes during ongoing consultation and pursue additional engagement with tribal communities to discuss opportunities to co-create community-based solutions. This ongoing co-creation with Tribes and urban and non-reservation communities is mentioned a few places in the roadmap.



Stakeholders engaged and public engagement summary

The Council engaged many key partners—including state, and local governments, businesses, workers, higher education institutions, nonprofits, grassroots movements, and Communities. These groups have added valuable insights that helped inform this document.

During phase two, the Council met biweekly from January 31 to June 6, 2022. During that time the Council heard from leaders and groups to inform the recommendations in the roadmap. Many of these meetings occurred in small groups or individual outreach to allow for in-depth conversations. The Council spoke with the following people, groups and organizations outside of Council meetings as part of ongoing subcommittee engagement:

- Sue Abderholden, NAMI Minnesota
- John Magnuson, Minnesota Association of Resources for Recovery and Chemical Health
- Anne Mavity, Minnesota Housing Partnership
- Juila Silvis, Itasca Project
- Stephanie Brown, Urban Land Institute
- Tawanna Black, Center for Economic Inclusion
- Renay Dossman, Neighborhood Development Center
- Warren McClean, Northside Economic Opportunity Network
- Alfredo Martel, Meda
- Elaine Rasmussen, Social Impact Strategies Group
- Erin Bailey, Minnesota’s Children’s Cabinet
- Cathy Connet, Sofia Fund
- Frank Juskulke, Medical Alley Association
- Dr. Paul Cambell, Brown Venture Group
- Neela Mollgaard, LaunchMN
- Jeff Stoebner, AVI Systems
- Doug Campbell, Airborne Athletics
- Michael Strommen, PD Instore
- Lynnea Atlas-Ingebretson, Girl Scouts River Valleys
- Commissioner Strommen, Minnesota Department of Natural Resources
- Jill C. Sims, National Marine Manufacturers Association
- Katy Friesz, Winnebago Industries Foundation
- Steve Simon, Minnesota Secretary of State
- Ruth Sherman, Community Resource Connections
- Jolene Jones, Little Earth Protectors and the Native American Community Development Institute
- Chief Jim Franklin, City of Rochester Police Department
- Charlie Weaver, Minnesota Business Partnership
- Amy Roberts, Code.org
- Mauri Friestleben, Minneapolis North High School
- Brandon Lunak, Moorhead Area Public Schools
- The Governor’s Public Engagement Advisors
- Representatives from the Business Resource Collective



Process Overview and Meeting Schedule

Phase One

Meeting Date/Time	Purpose
September 15 10:00 a.m. to 12:00 p.m.	<p>Objective: Kick-off Council and discuss process, hear Council member introductions and priorities, and learn Minnesota’s population forecast.</p> <ul style="list-style-type: none"> • Governor and Lieutenant Governor kick-off • Council member introductions and process orientation • Presentation by Susan Brower, Minnesota State Demographer: Minnesota’s population for the next 10 years
September 20 2:00 to 4:00 p.m.	<p>Objective: Understand the impact of the pandemic’s effect on the economy.</p> <ul style="list-style-type: none"> • Presentation: Minnesota’s economic future <ul style="list-style-type: none"> ▶ Cameron Macht, DEED Labor Market Information Office ▶ Kweilin Ellingrud, McKinsey & Company • Panel: Pandemic’s effects on Minnesota’s economy <ul style="list-style-type: none"> ▶ Marv Calvin, Mayor of Willmar ▶ Renay Dossman, Neighborhood Development Center ▶ Ruby Lee, CLUES • Small and large group discussions
September 27 2:00 to 4:00 p.m.	<p>Objective: Understand the impact of the pandemic’s effect in BIPOC communities, and identify values, guidelines, and restrictions the Council should hold as it continues to work toward recommendations.</p> <ul style="list-style-type: none"> • Panel: Pandemic’s impact on BIPOC communities <ul style="list-style-type: none"> ▶ Marcus Owens, African American Leadership Forum ▶ Bo Thao-Urabe, Coalition of Asian-American Leaders ▶ Ryan Mulso, LatinoLEAD ▶ Kelly Drummer, Migizi • Presentation: Guidelines and restrictions for spending ARP funds <ul style="list-style-type: none"> ▶ Ahna Minge, Minnesota Management and Budget • Small and large group discussions
October 4 2:00 to 4:00 p.m.	<p>Objective: Understand how current employers view the challenges and opportunities of Minnesota’s economic future.</p> <ul style="list-style-type: none"> • Panel: Current employers’ views of Minnesota’s economic future <ul style="list-style-type: none"> ▶ Dave Doherty, DigiKey ▶ Ann Holder, Marani Health ▶ Doug Loon, MN Chamber of Commerce ▶ Nawal Noor, Noor Companies • Insight talk: Equity in the Economy - Tawanna Black, Center for Economic Inclusion • Small group discussions
October 11 2:00 to 4:00 p.m.	<p>Objective: Discuss a summary of the priorities and values identified by the Council with the entities named in the Executive Order, identify equitable economic growth opportunities, and determine any additional content or viewpoints needed to be able to move toward making recommendations.</p> <ul style="list-style-type: none"> • Panel: Meet with representatives from entities named in the Executive Order <ul style="list-style-type: none"> ▶ Governor’s One Minnesota Council on Inclusion and Equity: Chris Taylor, Chief Inclusion Officer ▶ Governor’s Community Council on Inclusion and Equity: Crystal Fairchild, Deputy Inclusion Officer ▶ Governor’s Children’s Cabinet: Erin Bailey, Assistant Commissioner and Executive Director of the Children’s Cabinet • Presentation: ARP priorities identified by the Departments of Employment and Economic Development and Human Services • Small group discussions • Identify guiding principles



Meeting Date/Time	Purpose
October 18 2:00 to 4:00 p.m.	<p>Objective: Understand the impact of the pandemic’s effect in underrepresented communities, confirm guiding principles, and identify themes for recommendations.</p> <ul style="list-style-type: none"> • Confirm guiding principles • Panel: Economic insight and viewpoints from groups and communities identified by the Council <ul style="list-style-type: none"> ▶ Melanie Benjamin, Mille Lacs Band of Ojibwe ▶ Brenda Hilbrich, SEIU Healthcare Minnesota ▶ Marcus Pope, Youthprise • Introduction to mapping of priorities and themes • Small group discussions • Review next steps for providing input
October 25 2:00 to 4:00 p.m.	<p>Objective: Synthesize ideas from council members and commissioners and begin to come to consensus on our recommendations.</p> <ul style="list-style-type: none"> • Small group discussions to refine ideas for recommendations • Large group report out
November 1 2:00 to 4:00 p.m.	<p>Objective: Review ranked ideas, further synthesize ideas, and prioritize ideas for recommendations.</p> <ul style="list-style-type: none"> • Small group discussions to refine ideas for recommendations • Large group report out
November 8 2:00 to 4:00 p.m.	<p>Objective: Discuss the detailed recommendations and what to present to the Governor and Lieutenant Governor.</p>
November 15 2:00 to 4:00 p.m.	<p>Objective: Approve the final version of recommendations, plan the presentation to the Governor and Lieutenant Governor, and discuss phase two meeting structure.</p>
December 1 1:00 to 2:00 p.m.	<p>Objective: Present recommendations to the Governor and Lieutenant Governor.</p>

Phase Two

Meeting Date/Time	Purpose
January 10 2:00 to 4:00 p.m.	<p>Objective: Kick-off Phase Two of the Council to discuss the desired state of Minnesota in 10 years and develop a shared vision.</p> <ul style="list-style-type: none"> • Visualize the future to guide the Council’s approach to Phase Two
January 31 2:00 to 4:00 p.m.	<p>Objective: Finalize a vision statement and identify who the Council needs to hear from and what the council needs to learn while crafting the long-term roadmap.</p> <ul style="list-style-type: none"> • Identify information needs • Discuss next steps to inform a timeline
February 14 2:00 to 4:00 p.m.	<p>Objective: Revisit and discuss Minnesota’s demographic and economic forecast. Complete engagement and process design.</p> <ul style="list-style-type: none"> • Minnesota’s Demography, presentation by Susan Brower, State Demographer • Minnesota’s Economy, presentation from Oriane Casale, Labor Market Information Office, Department of Employment and Economic Development • Small group discussion reflecting on presentations • Overview of Council’s new Microsoft Teams tool, engagement plan, and process documents in a large group discussion • Large group discussion



Meeting Date/Time	Purpose
February 28 2:00 to 4:00 p.m.	<p>Objective: Understand other approaches and frameworks for 10-year economic planning in Minnesota.</p> <ul style="list-style-type: none"> • Insight talks <ul style="list-style-type: none"> ▶ Kweilin Ellingrund, McKinsey ▶ Joo Hee Pomplun, The Alliance ▶ Craig McDonnell, Assistant Commissioner, Minnesota Pollution Control Agency • Small group discussion • Subcommittee work: Finalize vision statements
March 14 2:00 to 4:00 p.m.	<p>Objective: Subcommittee led meeting. Understand current barriers to health equity, supporting the caring professions, and medical innovation.</p> <ul style="list-style-type: none"> • Panel <ul style="list-style-type: none"> ▶ Ellie Garrett, Department of Human Services Population Health Team ▶ Brigid Tuck and Rani Bhattacharyya on a report from the U of M Extension Service called “Economic Contribution of American Indian Health Care Spending in Northwest Minnesota.” ▶ Commissioner Harpstead on “The Caring Professions Workforce” and its implications for supporting “health writ large” • Subcommittee report out: “Why does this matter?” • Small group discussion
March 28 2:00 to 4:00 p.m.	<p>Objective: Subcommittee led meeting. Discuss current strengths and strategies around holistic support of BIPOC communities.</p> <ul style="list-style-type: none"> • Panel <ul style="list-style-type: none"> ▶ Daniel Bustillo, Executive Director, Healthcare Advancement Program – HCAP ▶ Dr. Barbara Doyle, Director of Workforce Development, Urban League Twin Cities ▶ Louis King, CEO, OIC of America ▶ Denise Butler, Associate Director and Director of Economic & Community Development at African Career, Education and Resource • Large group discussion • Subcommittee work on the roadmap
April 11 2:00 to 4:00 p.m.	<p>Objective: Subcommittee led meeting. Understand strategies to realize the vision that Minnesota is nationally recognized as a top state to start, grow and expand a business.</p> <ul style="list-style-type: none"> • Subcommittee work on the roadmap • Business supports panel <ul style="list-style-type: none"> ▶ Doug Baker, Executive Chairman of the Board of Directors at Ecolab ▶ Corie Barry, CEO of Best Buy Co. Inc. ▶ Rod Young, CEO and President of Delta Dental • Small group discussion • Subcommittee work on the roadmap
April 25 2:00 to 4:00 p.m.	<p>Objective: Subcommittee led meeting. Understand strategies to realize the vision that Minnesota is the healthiest, greenest, safest, most equitable place for communities to thrive.</p> <ul style="list-style-type: none"> • Small group warm-up – Elements of thriving communities with guest speakers <ul style="list-style-type: none"> ▶ Seena Hodges, president of the board of trustees, Walker Art Center ▶ Sondra Samuels, president and CEO, Northside Achievement ▶ Steve Simon, secretary of state, State of Minnesota ▶ Sarah Strommen, commissioner, Minnesota Department of Natural Resources • Speaker panel • Subcommittee roadmap scope sharing • Subcommittee shared learning



Meeting Date/Time	Purpose
May 9 2:00 to 4:00 p.m.	<p>Objective: Subcommittee led meeting. Understand strategies to realize the vision that Minnesota will have the essential drivers in place to ensure economic prosperity for all Minnesotans.</p> <ul style="list-style-type: none"> • Essential drivers panel <ul style="list-style-type: none"> ▶ Eric Jolly, president and CEO, Saint Paul & Minnesota Foundation ▶ Tim Penny, president and CEO, Southern Minnesota Initiative Foundation ▶ MayKao Hang, vice president and founding dean, Morrison Family College of Health at St. Thomas • Subcommittee work on the roadmap
May 23 2:00 to 3:00 p.m.	<p>Objective: Public engagement and town hall planning and review of the roadmap format.</p> <ul style="list-style-type: none"> • Public engagement approach and website • Prep for the virtual town hall • Roadmap format
June 6 2:00 to 4:00 p.m.	<p>Objective: Review Town Hall Feedback. Revisit overall priorities and discuss draft roadmap.</p> <ul style="list-style-type: none"> • Large group discussion
June 27 2:00 to 4:00 p.m.	<p>Objective: Prepare final presentation.</p> <ul style="list-style-type: none"> • Large group discussion
End of June/Early July	<p>Objective: Present recommendations to the Governor and Lieutenant Governor.</p>

Staff support

- Angelette Engelke, business analyst, Minnesota IT Services
- Elizabeth Frosch, chief of staff, Minnesota Department of Employment and Economic Development
- Marcela Goldschmidt, strategic analytics coordinator, Minnesota Department of Human Services
- Eric Lightner, communications specialist, Minnesota Department of Employment and Economic Development
- Molly Hauck, modernization change management coordinator, Minnesota Department of Human Services
- Carrie Krueger, performance coordinator, Minnesota Department of Human Services
- Nicholas A Petersen, deputy director of Enterprise Insight and Strategy, Minnesota Department of Human Services
- Jenny Poole, strategic projects coordinator, Minnesota Department of Human Services
- Elizabeth Scherber, strategic planning coordinator, Minnesota Department of Human Services
- Amy Schrempp, director of customer innovation, Minnesota Department of Employment and Economic Development
- Stacy Twite, chief of staff, Minnesota Department of Human Services
- Annie Welch, director of Projects and Planning, Minnesota Department of Labor and Industry
- Deanne White, management analyst III, Minnesota Department of Employment and Economic Development



Endnotes

- ¹ Centers for Disease Control. National Center for Chronic Disease Prevention and Health Promotion. <https://www.cdc.gov/chronicdisease/healthequity/index.htm>. Last accessed May 10, 2022.
- ² AARP, The Commonwealth Fund, SCAN Foundation, 2020.
- ³ America's Health Rankings, 2019.
- ⁴ Minnesota Compass Disparities Overview.
- ⁵ 3rd nationally in health care access, quality and outcomes (The Commonwealth Fund, 2019).
- ⁶ Minnesota Health Care Disparities Report, 2020.
- ⁷ For example, MDH report on Health Equity, 2014.

