Overarching statewide strategy or region specific strategies

The State of Missouri and our state level economic development partners have a responsibility to help grow the entire state, but every region has unique strengths and needs. We have a choice—should we develop a statewide approach that provides consistent and equal support across the entire state or take a regional approach that builds unique strategies around each region’s specific opportunities and challenges?

Accelerating urbanization
Across the United States Urban regions are growing fastest.

Missouri Regional Employment and Wages – 2016 to 2017 Change

Missouri from 2010 to 2017
▲3.2%
Metro county population change
▼1.1%
Non-metro county population change


The ratio of retirees to workers is increasing.

2017 Retirees to Working Age Ratio
Number of residents age 65+ per 100 residents age 18-64

Retirees to working age Americans

<table>
<thead>
<tr>
<th>Year</th>
<th>Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>1980</td>
<td>19</td>
</tr>
<tr>
<td>2010</td>
<td>21</td>
</tr>
<tr>
<td>2017</td>
<td>25</td>
</tr>
<tr>
<td>2025</td>
<td>33</td>
</tr>
</tbody>
</table>

Source: Wall Street Journal Analysis of U.S. Census population figures, published June 21, 2018
Our big cities and towns tie us together.

73% of Missouri Counties lose Daytime Population as Workers Commute

Towns and cities across Missouri are focal points of regional trade:

- St. Louis
- Kansas City
- Springfield
- Columbia
- Jefferson City
- St. Joseph
- Hannibal
- Cape Girardeau
- St. Charles
- Joplin
- Rolla
- Kirksville
- Poplar Bluff
- Nevada
- Maryville
- West Plains
- Lake Ozark
- Moberly
- Branson
- Sedalia
- Sikeston
- Lebanon

Change in Daytime Population
Most Counties Lose Daytime Population as Workers Commute

Source: MERC analysis of U.S. Census 2012-2016
ACS commuting data
Missouri’s economy is incredibly diverse, so unlike some states, there’s no obvious industry to focus resources and economic development efforts toward. Many diverse economies like Missouri will still focus their efforts on a handful of key sectors or clusters. The alternative is to focus on creating broad economic growth and jobs across the economy, regardless of the industry or sector.

**We Are America – Diversified with Strong “Coastal” Economies**

**7th Most Diversified Economy**
Missouri has a broad portfolio of large industries

**2/3rd GDP in St. Louis & Kansas City**
Like the United States, Missouri has huge East and West Coast Global Economies

**We Are America – Workforce Mirrors the United States.**

**Workforce Employment by Occupation Group**
May 2015 Occupational Employment Survey, BLS

Source: MERIC analysis of BLS Occupational Employment and Wages, 2015
We Are the Midwest.

Selected Midwest Strengths
- Aerospace & Defense
- Automotive
- Transportation & Logistics
- Agribusiness
- Energy Solutions
- Life Sciences

Broad Competitiveness and Cluster Approach

**Broad Competitiveness:** Helping All Sectors with Competitiveness
- Broad Regulations, Policy Measures, and Retain/Attracting Talent
- Resources to: Infrastructure, Research & Development, Training

**Cluster Approach:** Focus Efforts on Clusters and Niches with Growth Potential
- Specific training, incentives, and branding for cluster industries that grow overall economy
- Resources to: Targeted industries and Specific Training

**Agribusiness**
**Financial Services**
**Information Tech.**
**Aerospace & Defense**
**Transp. & Logistics**
**Life Sciences**
**Automotive**
**Industrial Engineering**
**Healthcare**
**Energy Solutions**
**Extractives**
**Entertainment & Media**

**Bold Clusters** nearly same since year 2000
Raise Education Generally or Train for Specific Occupations

National research has shown that economies with higher education across the board tend to outperform economies with overall lower educational attainment. That said, other research points to specific gaps in low, middle and high-skill workers in specific occupations and industries. The question that we have to tackle is which is a better talent development strategy: raising the education level of all Missourians generally or training Missourians for specific occupations.

Higher Education is Good for All

Missouri Regional Percent of Population with Associates Degrees or More

Age 25 and above

Raising Education Levels
Good for Regional Economy

Adding one extra year to the average years of schooling among metro area employed is associated with a real GDP per capita increase of 10.5 percent and a 8.4 percent increase in per worker real wages.
- *A Matter of Degrees*, Milken Institute, 2013

Missouri Businesses have Concerns...

15% of Missouri business owners say High Schools prepare students for the workforce

42% of Missouri business owners say Colleges prepare students for the workforce

52% of St. Louis businesses say Shortage of Skilled Workers is the biggest barrier to expanding employment for the 3rd year in a row
Missouri Service Jobs are Growing Fastest

### History
2006 – 2016 Employment Growth Rates

<table>
<thead>
<tr>
<th>Category</th>
<th>2006 – 2016 Employment Growth Rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goods Producers</td>
<td>-15%</td>
</tr>
<tr>
<td>Private Services</td>
<td>+7%</td>
</tr>
<tr>
<td>Government</td>
<td>-1%</td>
</tr>
</tbody>
</table>

### Future
2016 – 2026 Projected Growth Rates

<table>
<thead>
<tr>
<th>Category</th>
<th>2016 – 2026 Projected Growth Rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goods Producers</td>
<td>+2.5%</td>
</tr>
<tr>
<td>Private Services</td>
<td>+8.7%</td>
</tr>
<tr>
<td>Government</td>
<td>+1%</td>
</tr>
</tbody>
</table>


Middle Skilled Workers are Needed Everywhere

- 4 out of 7 Functional business areas needed middle-skills to meet skill shortages in St. Louis.

Middle Skill:
Typically requires training/education after High School but less than 4-Year Degree.

<table>
<thead>
<tr>
<th>Functional Business Area</th>
<th>Low Skill %</th>
<th>Middle Skill %</th>
<th>High Skill %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skilled Trades</td>
<td>11%</td>
<td>45%</td>
<td>44%</td>
</tr>
<tr>
<td>Manufacturing Maintenance</td>
<td>6%</td>
<td>49%</td>
<td>28%</td>
</tr>
<tr>
<td>Information Technology</td>
<td>29%</td>
<td>30%</td>
<td>21%</td>
</tr>
<tr>
<td>Business Management</td>
<td>36%</td>
<td>28%</td>
<td>21%</td>
</tr>
<tr>
<td>Accounting/Finance</td>
<td>33%</td>
<td>43%</td>
<td>43%</td>
</tr>
<tr>
<td>Customer Service</td>
<td>6%</td>
<td>39%</td>
<td>55%</td>
</tr>
<tr>
<td>Patient Care</td>
<td>67%</td>
<td>21%</td>
<td>12%</td>
</tr>
</tbody>
</table>

St. Louis Community College State of the Workforce 2017 Survey
Maximize Economic Growth or Maximize Social Impact

An important part of our strategy will be defining our ultimate objectives, but there are many different ways that we can measure our impact, each suggesting a different strategy. We can look at high-level macroeconomic indicators that measure our sheer output, like Gross State Product or total jobs that are being created. We could also measure success by evaluating the impact on the people and communities of Missouri by tracking wage growth or social outcomes like decreases in poverty and crime rates.

**Gross State Product Goes Up Faster than Jobs**

*Missouri Manufacturing GDP and Employment Growth*

![Graph showing Missouri Manufacturing GDP and Employment Growth from 2009 to 2017. The graph indicates that Real GDP grows 13% while Jobs only grow 4%.*

**Missouri Manufacturing Productivity**

GDP grows 13%  
Jobs only 4%

**Many of the Top In-Demand Jobs are In Services and Different Skill Levels**

*Fastest Growing Jobs through 2026: Increase of More than 10%*

- Personal Care Occupations
- Computer & Math Occupations
- Life, Physical, & Social Science Occupations
- Healthcare Support Occupations
- Healthcare Practitioners & Technical Occupations
- Construction Occupations

Sources: MERIC employment projections for 2016-2026 estimates.
Other Measures are important but Less Details or Measurement Issues

Wages Differ by Region

Welder

2016 Average Annual Pay

$43K in Kansas City
$34K in Northeast Region
$31K in South Central Region

Crime Rates, Housing Costs, Poverty Rates, Minority Statistics, etc.
only hard to get at timely and detailed levels

Sources: Bureau of Labor Statistics for Occupational Wages and Unemployment Rates