



Edina Live Well

Happy. Healthy. Purposeful.

MEDICAL AND WELL-BEING DESTINATION MARKETING STRATEGIC PLAN

EDINA CHAMBER OF COMMERCE

Edina, Minnesota, USA

June 2019

MEDICAL AND WELL-BEING DESTINATION MARKETING STRATEGIC PLAN

EDINA, MINNESOTA, USA

Edina Chamber of Commerce

This plan represents the culmination of two years of study, research, meetings and outreach by the Edina Chamber of Commerce into the development of a vibrant regional medical and well-being destination in Edina. The development of Edina as a medical and well-being destination location is supported by both the Edina Chamber of Commerce's Economic Development Strategic Plan and the City of Edina's Strategic Vision and Framework. The intent of the plan is to provide the Edina Chamber of Commerce and its Steering Committee a high-level roadmap to help position Edina as a regional hub for health and well-being, not only in products and services, but as a community.

June 2019

Plan Prepared by:



Plan Supported by:

Edina Chamber of Commerce, Edina, Minnesota



TABLE OF CONTENTS

1.0	Introduction	4
2.0	Planning timeline	5
2.1	Timeline.....	5
2.2	Edina's Strategic Vision and Framework (2014-15)	6
2.3	Edina Chamber of Commerce Economic Development Strategic Plan (2016-17)	7
2.4	Edina Chamber of Commerce Medical Cluster Focus Group (2017)	8
2.5	Bridging Between Vision and Planning – Nodes & Modes (2017).....	9
2.6	Supporting Research and Significant Findings	10
2.6.1	Industry Cluster and Economic Impact Analysis	10
2.6.2	Medical Destination Cluster Analysis.....	11
3.0	Edina's Well-Being Destination Initiative	12
4.0	Edina's Well-Being Cluster – Recommendations Framework	13
4.1	Engage Edina Community as a Model “Healthy Community”	14
4.2	Establish Edina as the ‘go-to’ Location to Pilot Medical and Well-Being Programs.....	15
4.3	Develop Medical Workforce Pipeline, including Local People	16
4.4	Build Partnerships with Education Institutions to Underpin Innovation.....	17
4.5	Pursue Medical Industry Cluster and Innovation Model and Potential.....	18
4.6	Align Economic Development Plans to Fast Track Cluster Development	19
5.0	Roadmap	20
6.0	Next Steps	21
7.0	Acknowledgements	22
8.0	About Future iQ	23
9.0	References	24
10.0	For More Information.....	24



1.0 INTRODUCTION

The Edina Chamber of Commerce is a membership organization comprised of a cross section of member businesses ranging from sole proprietors to large corporations and conglomerates. With nearly 400 members, the Chamber represents the voice of over 4,000 companies in Edina. (<https://www.edinachamber.com/about-us>) The decision by Chamber leadership two years ago to embark on the path to explore the viability of Medical and well-being industry cluster development was both bold and innovative and should be commended.

The Medical and Well-Being Destination Marketing Strategic Plan supports the initial goal of establishing Edina as a 'go-to' center for high quality medical and well-being services and industries. Implementation of the initiative will require innovative and creative approaches to health and well-being; success will require open minds and experimentation in the laboratory of real life. The hope is that successful industry cluster development will propel Edina to a national stage as a model "Healthy Community" in the United States and will continue to provide the quality of life standard of excellence expected by all Edina residents and visitors.

Edina is an affluent successful community and has the potential to become a nationally recognized medical cluster of excellence.

Edina's Well-Being Destination Goal:

Develop a fresh and innovative approach that sets Edina apart from all other communities by advancing the health and well-being of residents and visitors.

"Working together, the interrelated companies that make up a cluster create a business environment that enables all the participants to benefit from the competitive advantage that comes with communication, cooperation, and collaboration."

– Daniel M. Johnson, Leading Economic Development: A Toolkit for Public Officials and Civic Leaders, 2015.

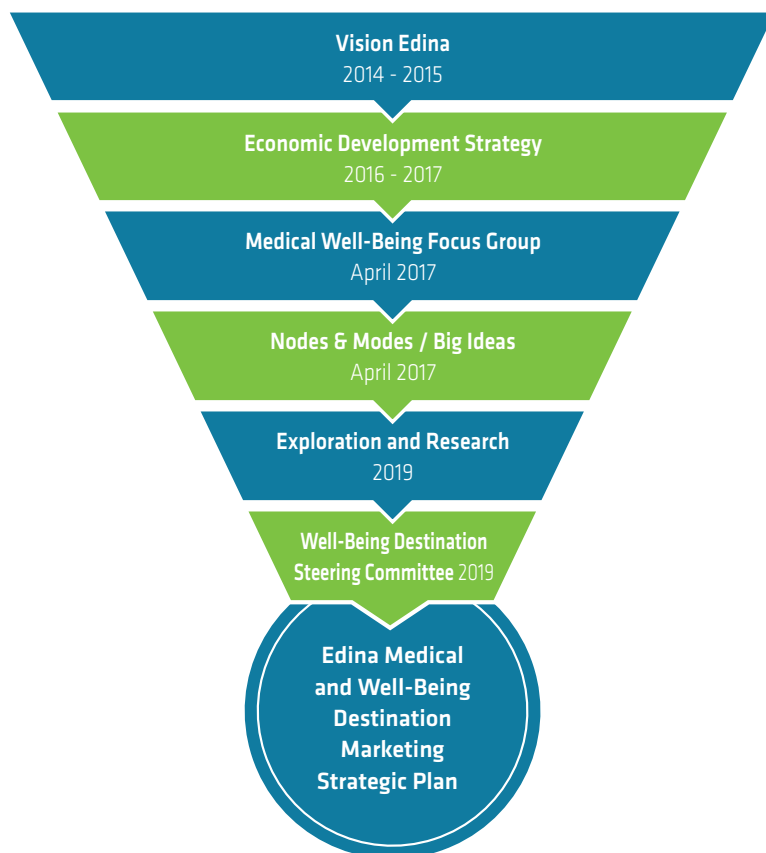


2.0 PLANNING TIMELINE

2.1 TIMELINE

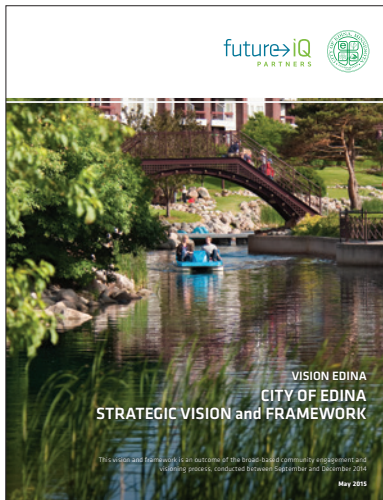
The Edina Chamber of Commerce's economic development initiative to develop Edina as a medical and well-being destination has been built on significant research, studies, visioning, community engagement, targeted focus groups, collaborative meetings and committee work. The process originally has its inception with the visioning process initiated by the City of Edina in 2015, which prompted the creation of the economic development strategy for the Edina Chamber of Commerce. That strategy contained key recommendations which are the foundation of the medical and well-being destination project. The medical and well-being destination initiative is now being led by the Chamber's Well-Being Destination Steering Committee that meets on a monthly basis. The Steering Committee is a collaboration of the medical community, government, business, Chamber staff and members, education, and community members.

Medical and Well-Being Cluster Development Timeline



The Edina Well-Being Destination initiative has gained significant momentum over the past two years. The concept has been strongly supported by community stakeholders.

2.2 EDINA'S STRATEGIC VISION AND FRAMEWORK (2014-15)

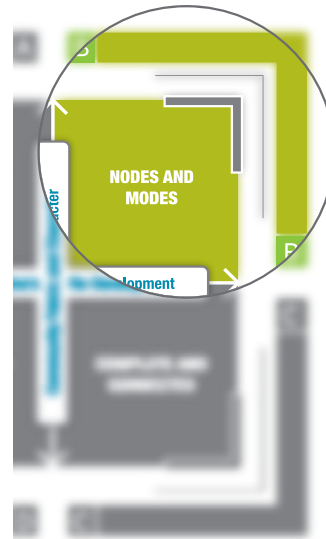


The City of Edina's current Strategic Vision and Framework, called Vision Edina, was created in 2015. From a strategic planning perspective, Vision Edina examined the challenges and opportunities that were identified as having the highest priority within the community. These included the community's stated desired features to be inclusive and connected; to maintain a "build-to-scale" development perspective; to pursue sustainable environment policies; to remain and build its status as being a community of learning; and to be future-oriented in its planning initiatives. The preferred future that emerged

from the visioning process was for the City to adopt a community-wide "Nodes and Modes" approach to community development.

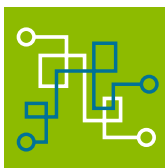
True to the vision, this approach was used in the development of the City's current draft of Edina's 2018 Comprehensive Plan.

The final strategic vision framework that emerged from Vision Edina included the recommendation that 'Edina should support the development of a start-up or entrepreneurial climate in the city and bring together key stakeholders to develop an integrated economic development strategy.' It was at this juncture that the Edina Chamber of Commerce stepped in to pursue this recommendation and to create for itself a more defined role in the city's economic development. Over time, this has resulted in the alignment of the City's Vision and an economic development strategy for the Chamber that is supported by Edina businesses and the community.(1)



PREFERRED SCENARIO: NODES AND MODES

- Built on clusters of development and connectivity



FutureInsight

DATA INSIGHTS:

- One of the strongest data points that emerged from Vision Edina community engagement was a call for more environmentally friendly practices of living and technologically driven services. This points to concern for quality of life, health and well-being for the community.
- The Live and Work strategic focus area of Vision Edina recommended that the community should support the development of an entrepreneurial climate in the city, including incubators and co-working spaces.

The Edina Chamber of Commerce and the City of Edina have emerged as key leaders in Edina's Medical / Well-Being Destination initiative.

2.3 EDINA CHAMBER OF COMMERCE ECONOMIC DEVELOPMENT STRATEGIC PLAN (2016-17)



The importance of the Edina medical cluster concept was highlighted during months of public engagement and analysis as part of the creation of an economic development strategy for the Edina Chamber of Commerce.

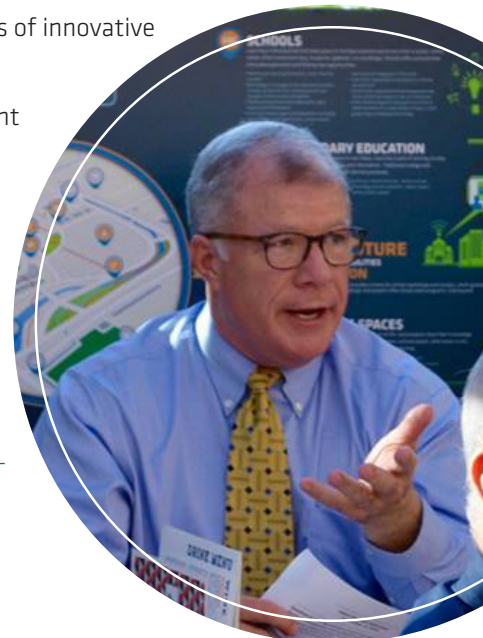
The shift to an industry cluster-focused approach supports the Chamber's services to its members by catering to the specific needs of industry-based partnerships. Most significant of the key recommendations for next steps was for the Edina Chamber of Commerce to pursue an intentional industry cluster-focused approach to economic development that incorporates healthcare, biosciences, and the ancillary leisure and hospitality clusters.

In early 2017, eight key high-level recommendations emerged from the economic development strategic planning process for the Edina Chamber of Commerce:

- The Edina Chamber of Commerce should pursue an intentional cluster approach to business attraction and development.
- Focus on existing Healthcare Services and Traded Goods clusters.
- Focus on emerging and evolving 'Bio-Sciences' and 'Leisure and Hospitality' clusters.
- Nodes should be designed and targeted with specific clusters and community integration in mind.
- The Edina Chamber of Commerce and the City should collaborate as conveners of innovative participatory planning 'design studios' to explore options – node by node.
- The Edina Chamber of Commerce should form and support a Community Talent Collaborative to better connect education and industry and promote the formation of a community talent pipeline.
- The Edina Chamber of Commerce should pursue the formation of an Edina Economic Vitality Council.
- The Edina Economic Vitality Council should focus on an intentional proactive business attraction and economic development approach.

To learn more about the Edina Chamber of Commerce's Economic Development Strategic Plan, please visit: <https://future-iq.com/project/economic-development-plan-edina-minnesota/>

Any strategic agenda for cluster development must include site selection, local engagement, upgrading the cluster (infrastructure support) and working collaboratively.(2)



2.4 EDINA CHAMBER OF COMMERCE MEDICAL CLUSTER FOCUS GROUP (2017)

On April 7, 2017, as a first step in following through on the Chamber's new Economic Development Strategic Plan, Future iQ facilitated the Edina Chamber of Commerce Medical Cluster Focus Group as a concerted effort to bring together local medical industry experts to discuss how Edina could build a more significant medical industry cluster and become a regional destination for the medical industry. There was consensus among attendees that Edina has an existing substantial medical cluster and could significantly expand this scope. Key discussion points from the focus group meeting were as follows:

- The size of the potential cluster is substantial – in the order of 3-4 times larger than the existing cluster.
- Growth potential is in services with a significant upside in technical area
- There is no apparent rival location, but inaction would see the investment go elsewhere giving this development a sense of urgency.
- Medical cluster provides a logical, good fit for the focus of the local education system
- The corridor down France from Hwy 62 south to Hwy 494 and west to Pentagon Park was identified as the ideal 'medical cluster corridor'. This could then be extended across to the 70th and Cahill area.
- City collaboration and partnership in this development is critical.

Based on input from the medical experts that attended this focus group session, below were the recommendations for next steps provided by Future iQ to the Edina Chamber of Commerce:

- Given the sense of urgency highlighted at the focus group, the Chamber should immediately form a Medical /Wellness working group and approach the City of Edina for funding to pursue the further development of a medical cluster in Edina.
- The Edina Chamber of Commerce should develop a comprehensive strategic plan to expand the medical cluster / wellness ecosystem within Edina.
- The Chamber to work with the City and developers to develop a plan to attract medical / bioscience business to the target corridor.
- The Chamber to work with the City to develop a 'fast track' approval system for medical / wellness businesses to establish themselves in Edina.
- The Chamber needs to build an outreach and marketing strategy to attract and retain businesses that will form the medical / wellness district. This should include events that will bring attention to Edina as a medical / wellness destination.
- The Chamber should build an educational component into the medical / wellness development strategy and work with Edina public schools and other educational institutions to provide continuity from local education to careers and workforce development in medical / wellness fields.
- In support of the community's stated desire to be a community of excellence, the Chamber should seek to include the development of centers of excellence in specialty care as well as medical incubators to pursue innovation and entrepreneurship in medical product and wellness development.

Most significantly, there is a sense of urgency around the development of Edina's medical / well-being industry.



2.5 BRIDGING BETWEEN VISION AND PLANNING – NODES & MODES (2017)



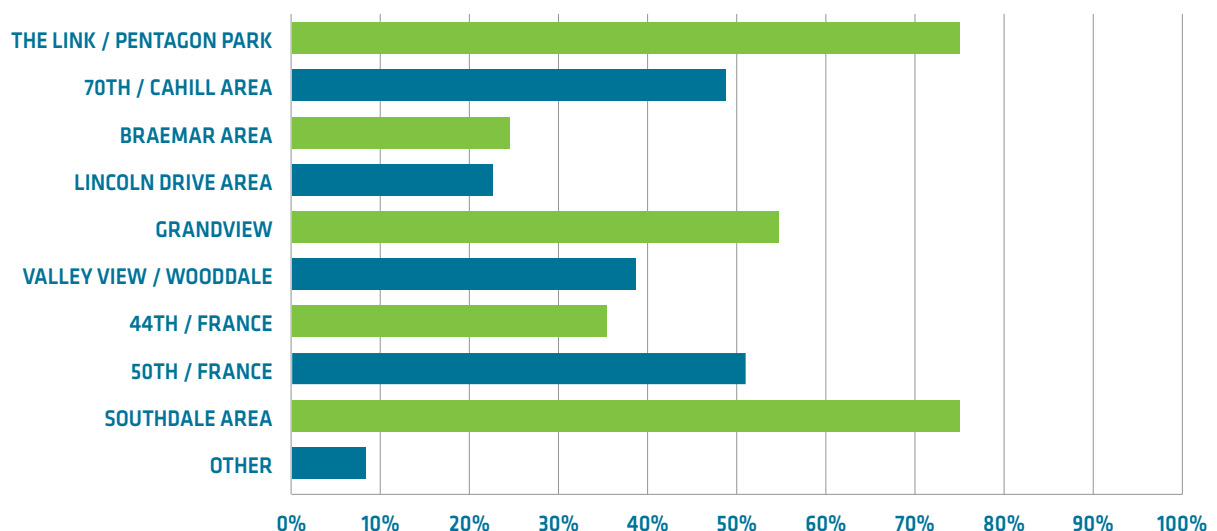
In 2018, Future IQ was contracted by the City of Edina to facilitate the linking of the City’s visioning process to the update of Edina’s 2018 Comprehensive Plan. The aim of the sessions was to help community members transition from the aspirational nature of the vision to the practical realities of the comprehensive planning process. The first bridging session consisted of a “Big Ideas’ Workshop to gather community thoughts about ideas that express the preferred future, “Nodes and Modes” concept into the future design of the City. The second session was a participatory mapping workshop that explored the Nodes and Modes concept as it related to the redevelopment and small area planning in the Comprehensive Plan. For more information on these sessions, please visit: <https://future-iq.com/project/nodes-modes-city-edina-usa-2017/>.

During the development of the Edina Chamber of Commerce’s Economic Development Strategic Plan, stakeholders were surveyed about the importance of industry cluster development, which industry clusters would help business in Edina, and which ‘Nodes’

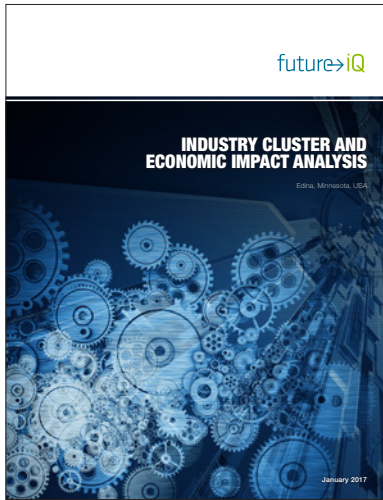
should be developed to pursue this development. Over half of the respondents ranked the development of the Health Care Sciences and Services industry the most highly important cluster to develop, and nearly that many considered the Health Care Sciences and Services industry the most helpful for their business. The two ‘Nodes’ considered the best for development were the Link/Pentagon Park area and the Southdale area. These two areas form the corridor recommended for development into a medical and wellness district by the medical experts convened by the Chamber in April 2017.

The corridor down France from Hwy 62 south to Hwy 494 and west to Pentagon Park has been identified by both medical experts and community members as the ideal ‘medical cluster corridor’.

Based on input from interviews, meetings, focus group sessions and the Think Tank workshop about wanting to develop nodes and modes in Edina, where do you think they should be?



2.6 SUPPORTING RESEARCH AND SIGNIFICANT FINDINGS



Two primary data analysis reports have been produced for this project. The first report studied the potential for industry cluster development in Edina, and what types of cluster development, if any, would be most beneficial for the community. The second report took a deep dive into the health care industry in Edina and compared statistics with 12 Midwest communities identified at the February 2019 meeting of the Chamber's Steering Committee as comparable communities with existing medical / well-being industry clusters. Below are brief summary results from these two studies.

The driving principle of cluster development is collaboration. The level of collaboration needed to support the further development of Edina's industry clusters will depend heavily on an array of partners in the public and private sectors.

2.6.1 INDUSTRY CLUSTER AND ECONOMIC IMPACT ANALYSIS

The results from the Industry Cluster and Economic Impact Analysis showed three clusters to have significant growth potential in Edina:

- Health Care Services and Sciences Cluster
- Traded Goods Cluster
- Bioscience Technology Cluster

The report concluded that the Edina local economy provides a fertile ground for both the growth of the existing clusters as well as the development of additional future clusters due to the outsize influence that it plays within the local region. It also recommended that the Chamber's economic development strategy should also consider some enhancements, including:

- The growth of the prominent industry clusters is driven largely by local spending behavior and drawing from a regional catchment. An increase in the community's visibility through strong leadership could expand this scope.
- The promotion of any future industry cluster depends on the engagement of partners in education, government and industry. The Edina Chamber of Commerce can play a vital role in this development by coordinating partnerships.
- The Pentagon Park development represents the strongest opportunity to expand an already prominent industry cluster such as health care sciences and services or see the formation of a potential new industry cluster such as bioscience technology.
- An industry cluster approach can serve to connect community assets by fostering a strong entrepreneurial base to support the emerging clusters and to build greater connectivity among firms within and across clusters.



2.6.2 MEDICAL DESTINATION CLUSTER ANALYSIS



On February 22, 2019, the Edina Chamber of Commerce Steering Committee met to revisit progress made on the health / well-being initiative thus far and to further define its goals and objectives. One of the objectives that emerged was to determine how big the existing healthcare cluster in Edina is compared to other medical hubs, specifically in the Midwest. Attention was placed on examples for cardiac, orthopedics, oncology, aging, plastic surgery, dental and mental health services. The committee identified 12 cities in the Midwest known to have significant existing medical / well-being industry clusters and requested that the report show Edina in comparison to these cities based on NAICS codes (a standard industry classification system).

The Medical Destination Cluster Analysis Report shows Edina as if not more competitive in certain industry areas with cities that are considerably larger itself. The comparable cities were as follows:

- Chicago, IL
- Des Moines, IA
- Iowa City, IA
- Kansas City, KS
- Kansas City, MO
- Madison, WI
- Milwaukee, WI
- Minneapolis, MN
- Omaha, NE
- Rochester, MN
- Sioux Falls, SD
- Wausau, WI



DataInsight

DATA INSIGHTS:

- Of note are the comparable numbers between Edina and Rochester in the following areas: Number of Establishments for the Offices of Other Health Practitioners (83 vs. 54 respectfully); the Number of Establishments for Outpatient Care Centers (19 vs. 7 respectfully); and, the Number of Establishments for Health and Personal Care Stores (43 vs. 39 respectfully).
- Edina also has a relatively high Number of Establishments for Medical, Dental, and Hospital Equipment and Supplies Merchant Wholesalers for a city its size.

The data supports the Chamber's economic development strategy to adopt an industry cluster focus on growing businesses and services associated with health care services and sciences, traded goods, and bioscience technology.





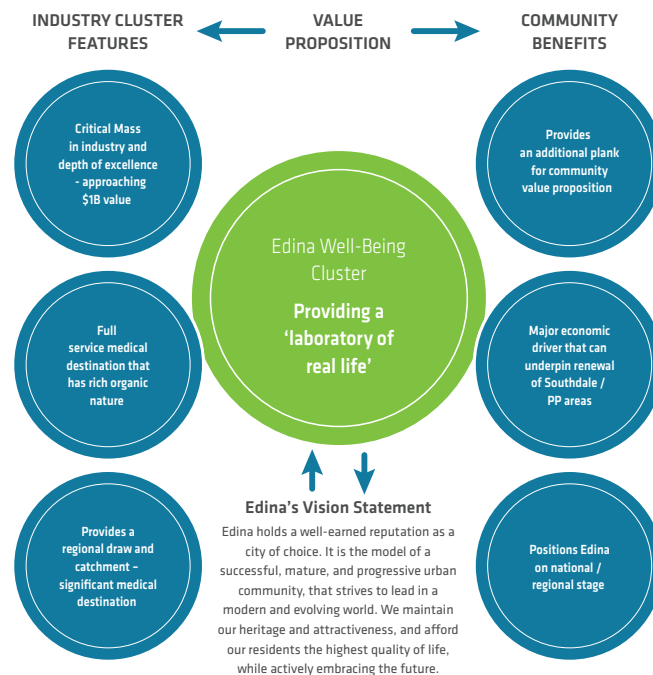
The success of the well-being destination initiative will require stakeholders of this initiative to work collaboratively and proactively to pursue the goal of making Edina into a renowned well-being destination location.

3.0 EDINA'S WELL-BEING DESTINATION INITIATIVE

Edina's community vision includes a strategic focus area that seeks to maintain the highest quality of life for all Edina residents and visitors. Both an aging and growing city, community needs are becoming more diversified and planning for the future is becoming even more important for community leaders. The Chamber's well-being destination initiative seeks to provide a value proposition to the community that will propel the city to a position of leadership on both national and regional levels in the medical and well-being industry. Implementation of the initiative provides an opportunity for renewal of the community as a model for health and well-being in the 'laboratory of real life'.

FAST FACT:

The median age of Edina residents is 44.5 years.
(3) This is about 25% higher than the figure in the Minneapolis-St. Paul-Bloomington MN-WI Metro Area which is 36.6 years. (4)



"As we look toward the future of healthcare, there are four industry-level changes that could disrupt healthcare value pools as they exist today: modernized transaction and data infrastructure; radically more efficient medical supply chain; faster, more effective therapy development; and new, personalized, and intuitive healthcare ecosystems."

- Shubham Singhal and Stephanie Carlton, *The era of exponential improvement in healthcare?*
McKinsey and Company, May 2019.



Edina as a 'laboratory of real life' will seek to build a happy, healthy and purposeful community for all residents and visitors.

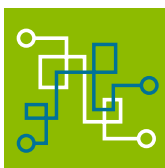
4.0 EDINA'S WELL-BEING CLUSTER – RECOMMENDATIONS FRAMEWORK

The recommendations framework for Edina's well-being cluster development aims to provide a pathway to establishing Edina as an international and nationally known well-being destination location. The recommendations have emerged from significant research, study and stakeholder input and are meant to be realistic, comprehensive and implementable. The implementation process has been broken into six strategic action areas, approved by the Chamber's Steering Committee. Future iQ recommends that the Steering Committee establish a working group for each strategic action in order to allow for adequate focus and energy to progress each area.

Edina Wellness Cluster – Recommendation Framework

FAST FACT:

The health care industry in the State of Minnesota is a rapidly growing industry. Output generated in the State increased from \$5.3 billion in 1991 to \$16.7 billion in 2014.



FutureInsight

FUTURE INSIGHTS:

- As macro trends of mass urbanization and demographic change impact communities across the United States, Edina's well-being destination initiative will enable the community to leverage these impacts for the benefit of the community.
- The national healthcare trend of lowering spending costs in the insurance industry will require a reorientation of traditional inpatient care to outpatient care and more preventative, well-being services.

4.1 ENGAGE EDINA COMMUNITY AS A MODEL “HEALTHY COMMUNITY”

In 2018, the World Happiness Report examined subjective well-being (SWB) of OECD countries and reported that the U.S. is in the midst of a complex and worsening public-health crisis involving epidemics of obesity, opioid addiction, and major depressive disorder. Where the reasons for this crisis are many, the concluding discussion stated that the challenge of well-being is a matter of both high politics, economics and the sum of individual and community-based efforts.(5) The Chamber’s initiative to strategically market Edina as a medical / well-being destination counteracts the growing public-health crisis in the country. By proactively engaging community stakeholders and investment in this effort, Edina has the potential to pivot away from the crisis to become a model ‘Healthy Community’ on a national level.

Becoming a model ‘Healthy Community’ is a natural extension of Edina’s stated intent to be a community of excellence for all residents and visitors.

Strategic Action Recommendations:

- Develop an online health/wellness component to engage residents, businesses and visitors
- Establish a loyalty program to reward utilization of the online component
- Proactively publish health / well-being data of interest
- Advertise health/well-being discounts, events or experiences

FAST FACT:

Expenditures for home health care in Minnesota increased by an average of 11% from 1991 to 2014.



VALUE TO RESIDENTS AND VISITORS:

- Information is power. By proactively publishing health information and developing an online health/wellness component, Edina will be providing an invaluable educational self-help service to residents, businesses and visitors.
- The healthier a community is, the fewer crisis services are necessary. There are tremendous economic advantages to being a healthy community, and this opens up opportunity for investment in other amenities and services.

4.2 ESTABLISH EDINA AS THE 'GO-TO' LOCATION TO PILOT MEDICAL AND WELL-BEING PROGRAMS

By establishing itself as the 'go-to' location to pilot medical and well-being programs, Edina will build its reputation as a leader in healthcare industry innovation and development. This in turn will support the Chamber's industry cluster approach to economic development and serve to contribute to the transformation and rejuvenation of the local economy. Many associated industries will benefit from this reorientation most specifically the retail and hospitality industries.

Strategic Action Recommendations:

- Partner with insurance industry to bring health industry programming to Edina
- Market Edina as a location for health industry headquarters
- Sponsor events that draw attention to Edina as a center for well-being (Medical Summits, Purpose with a Paycheck, charitable Walks and Runs, etc.)



New partner alliances will provide the Chamber of Commerce with access to new knowledge and resources for its members.

FAST FACT:

Edina's relatively high number of outpatient care centers places it on the cutting edge of the trend to move patient's out of long hospital stays. In 2012, Edina had 19 outpatient care centers.(6)



VALUE TO RESIDENTS AND VISITORS:

- By establishing itself as a 'go-to' location to pilot medical / well-being programs, Edina can build its relevancy to the greater health industry by supporting the development of new areas of expertise needed to help prepare for and cope with new and emerging conditions.
- Partnering with insurance companies that support new and innovative ways to research and promote individual health and well-being programs will place Edina as a place to go for healthy living and experimental treatments.

4.3 DEVELOP MEDICAL WORKFORCE PIPELINE, INCLUDING LOCAL PEOPLE

Increasingly, a skilled workforce shortage is one of many critical issues facing communities across the country. This is largely driven by an aging workforce, limited immigration and a robust growing economy. Closing this gap will require proactive and innovative approaches that include public-private and cross-sector collaboration. To preempt this shortage and to support a growing Edina Medical and well-being industry, the following strategic actions are recommended.

Strategic Action Recommendations:

- Initiate a health industry workforce development Chamber sub-committee to address creative ways to develop a workforce pipeline for the Edina well-being industry cluster
- Work with local industry to host job fairs for students and residents centered around the medical /well-being job market
- Develop industry mentorship programs with area schools

Creative solutions for workforce development will be needed to support Edina's new health/well-being industry cluster.

FAST FACT:

Each day, Edina 'grows' by 23,000 people (net) due to workers entering. Only about 2,800 Edina residents also work in Edina and about 18,000 Edina residents work somewhere else. (7)



VALUE TO RESIDENTS AND VISITORS:

- Internships benefit both companies and the participating individuals. Interns are given the opportunity to learn experientially while at the same time contributing to a company's workforce needs. Internships often lead to job placement, again benefitting both employer and individual.
- As society ages, it is important to provide life-long learning opportunities for all ages. Creating educational programming to support part-time employment for Edina's active retirement community would positively impact quality of life for this cohort and provide much needed additional skilled workforce.

4.4 BUILD PARTNERSHIPS WITH EDUCATION INSTITUTIONS TO UNDERPIN INNOVATION

One of the first steps in creating an educational environment that supports local industry is to convene both players with the purpose of knowledge-sharing. Future iQ recommends that the Chamber convene such a meeting as soon as possible and incorporate the strong partnerships that currently exist into future planning. Edina Public Schools is already building partnerships in the community. One example is the Edina Curriculum Resources and Programs (CRP) Volunteer program that has brought over 800 career speakers to EPS resulting in students in grades K-12 hearing from community experts. The Chamber has also reached out to Mankato State's Edina facility to build an educational skills-training partnership that could support the medical / well-being industry. This move would bridge well with the current EHS learning program that occurs over the summer at the Mankato State facility.

As new types of jobs are created to replace outdated forms of employment, there will be a heightened requirement for education systems to equip students and worker with necessary new skills.

Strategic Action Recommendations:

- Convene potential educational partners and industry on a regular basis to coordinate goals and opportunities for collaboration
- Support industry internship programs for area students and residents of all ages
- Encourage curriculum development that supports industry needs

FAST FACT:

In Winter 2018, Edina hosted a Personalized Learning Conference for over 100 educators from the metro and out-state highlighting Edina's successes in this area.



VALUE TO RESIDENTS AND VISITORS:

- Edina is a well-educated community and has positioned itself as a premier educational location. Expanding educational opportunities in the medical / well-being area will enhance the value proposition of education for the community at all stages of life.
- In May 2019, EHS hosted its first ever exchange program with 18 South Korean students. The value of such new innovative cultural exchange enriches all lives involved and serves to build international goodwill and healthy outward looking communities.

4.5 PURSUE MEDICAL INDUSTRY CLUSTER AND INNOVATION MODEL AND POTENTIAL

The Edina Chamber of Commerce Steering Committee has determined that the best way to build Edina's medical / well-being industry cluster is to use a "Cluster Hub" model approach. In this model, the Chamber will serve as the primary driver of the cluster, pushing the local economy towards a shared vision, acting as the thought leader and convener, coordinating existing assets, ensuring a collaborative environment, managing its own programs and initiatives to fill important gaps in the system, and strengthening and championing the case for the cluster locally and in targeted regional markets.(8) The Chamber has already begun this process by empowering the Steering Committee to pursue this cluster approach.

Acceleration of technological advancements and the speed of change cannot be underestimated in the health / well-being industry, giving a sense of urgency to Edina's industry cluster development.

Strategic Action Recommendations:

- Pursue the creation of a medical industry incubator / hub in Edina
- Convene regional industry leaders to brainstorm healthcare innovation opportunities
- Proactively invite healthcare industry leaders to pilot innovative programs in Edina
- Work with the City of Edina to provide incentives for health/well-being start-ups in the City

FAST FACT:

The Center for Drug Evaluation and Research in the Food and Drug Administration (FDA) approves double the average annual number of novel drugs as it did a decade ago.(9)



VALUE TO RESIDENTS AND VISITORS:

- Being a place where innovation occurs attracts creative thinkers and youth. The Chamber's initiative to host an incubator and encourage start-ups in the medical / well-being industry will attract and retain such a skilled workforce.
- Pursuing a medical industry cluster and innovation model of economic development will increase quality of life in Edina as more people are able to live and work in the city.

4.6 ALIGN ECONOMIC DEVELOPMENT PLANS TO FAST TRACK CLUSTER DEVELOPMENT

Cluster hub development required collaboration by all key community stakeholders. Clear messaging needs to be developed with which to promote the initiative, and significant economic incentives may be used to attract and retain industry cluster businesses. A strong partnership between the Chamber and the City of Edina will signal to interested businesses that Edina is a good risk for business development. Future iQ would recommend this partnership establish a 'fast-track' approval system to encourage cluster development.

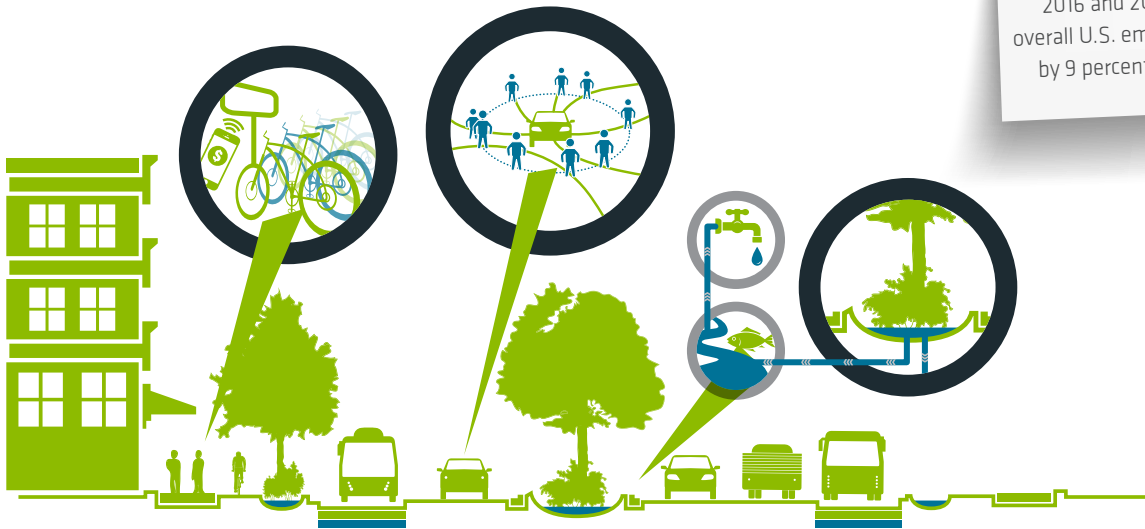
Building a diversified ecosystem approach to cluster hub development will spread risk and provide more long-term security for Edina's health / well-being destination location.

Strategic Action Recommendations:

- Partner with the City of Edina to proactively bring industry cluster business to Edina on a 'fast-track' approval system
- Identify funders to cultivate relationships and collaboration
- Develop a clear 'ask' to Foundations
- Encourage development that supports healthy lifestyle (transportation infrastructure, sustainability, health, etc.)

FAST FACT:

The Bureau of Labor Statistics projects that employment for R & D in biotechnology will increase by 19 percent between 2016 and 2026, outpacing overall U.S. employment growth by 9 percentage points.(10)



VALUE TO RESIDENTS AND VISITORS:

- Collaborating with the City of Edina on building a health / well-being industry cluster will be key to asserting collective strength of purpose in the Edina's economic development.
- Residents can only benefit by infrastructural development that supports healthy lifestyles. This orientation in the long-term will promote healthier residents, more sustainable options, and a more resilient community to face emerging macro trends.



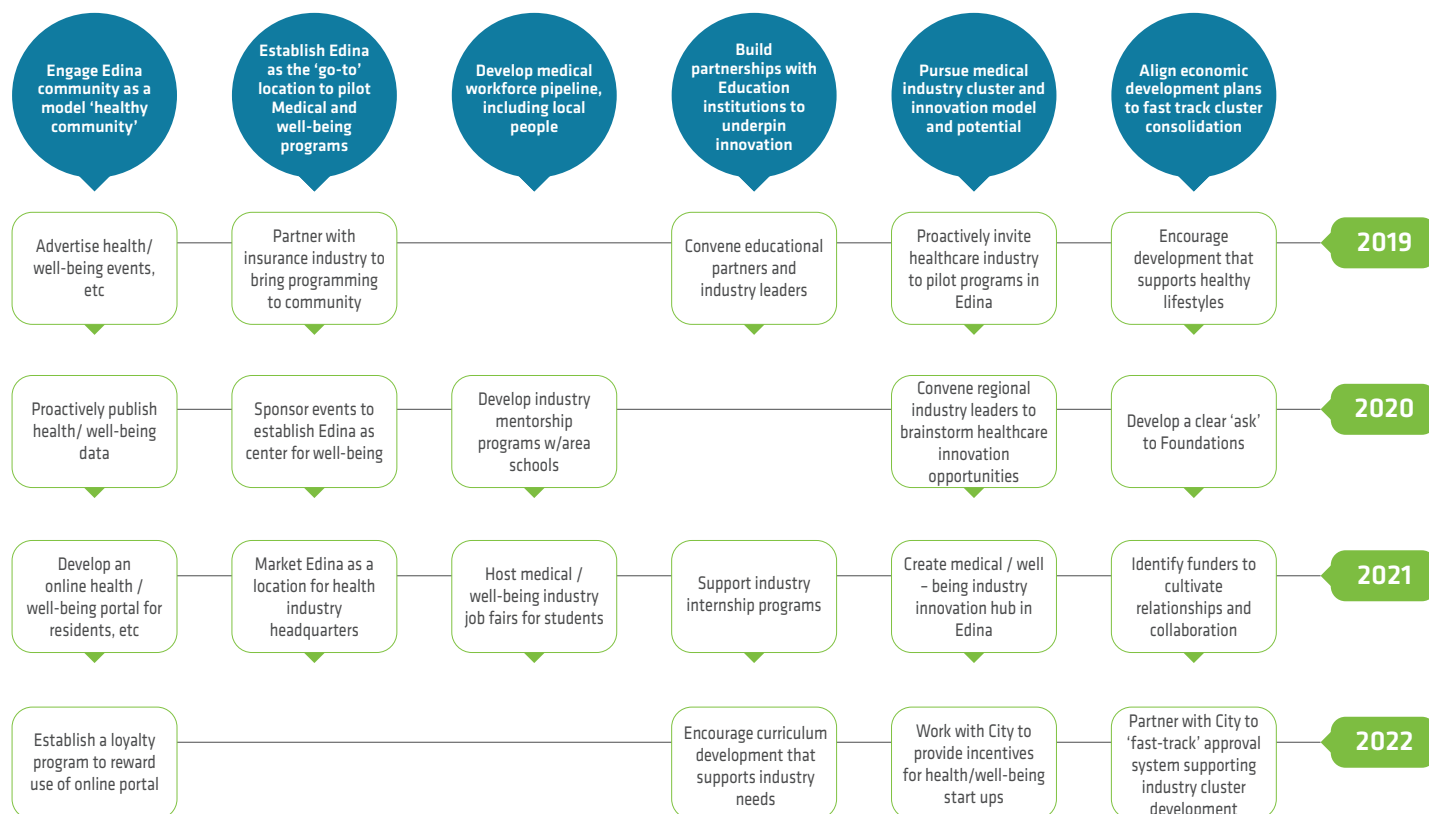
5.0 ROADMAP

The Edina Chamber of Commerce Medical / Well-Being Destination Location project planning process collected many great ideas for strategic action. These have been imbedded in the strategic action areas and resulting recommendations. During the process, Steering Committee members were asked about their perceived sense of urgency for implementation and priorities. Key points to note include:

- Steering Committee members identified the six strategic action areas were of similar priority.
- There was a preference for a proactive planned approach.
- There was a sense that actions needed to be taken sooner rather than later so as not to miss the window of opportunity provided.

The following roadmap lays out a high-level sequencing of action. The sequencing of action recommendations on the timeline are notational and should be developed further during the implementation phase. Additional strategic action areas and recommendations should be added as determined appropriate.

Proposed roadmap and timeline





The Chamber's Medical / Well-Being Destination Strategic Marketing Plan represents a pivot to proactive industry cluster development as its primary tool of economic development.

6.0 NEXT STEPS

The Edina Chamber of Commerce's Medical and Well-Being Destination Strategic Marketing Plan lays out an extensive community and stakeholder driven plan, underpinned by objective data analysis. The plan has been developed over the course of two years of study and built on open and transparent public participation and thoughtful and constructive dialogue.

This initiative has indeed been championed by passionate and dedicated community and industry leaders, and without them this initiative would not have succeeded. The steps outlined in this plan corroborate these traits, and at the Chamber's Steering Committee meeting in May 2019, has outlined first steps as follows:

1. Pursue a branding initiative for the cluster-hub
2. Convene an Education subcommittee to pursue educational partnerships and workforce pipeline development
3. Explore the development of a local Innovation Incubator in Edina
4. Convene a Well-Being subcommittee focused on post treatment and preventative programs
5. Explore options for an online portal for easy access for visitors and residents

“Become the bridge, the link, the facilitator of dialogue that can lead to greater competitiveness for your cluster industries.”

– Daniel M. Johnson, Leading Economic Development: A Toolkit for Public Officials and Civic Leaders, 2015.





7.0 ACKNOWLEDGEMENTS

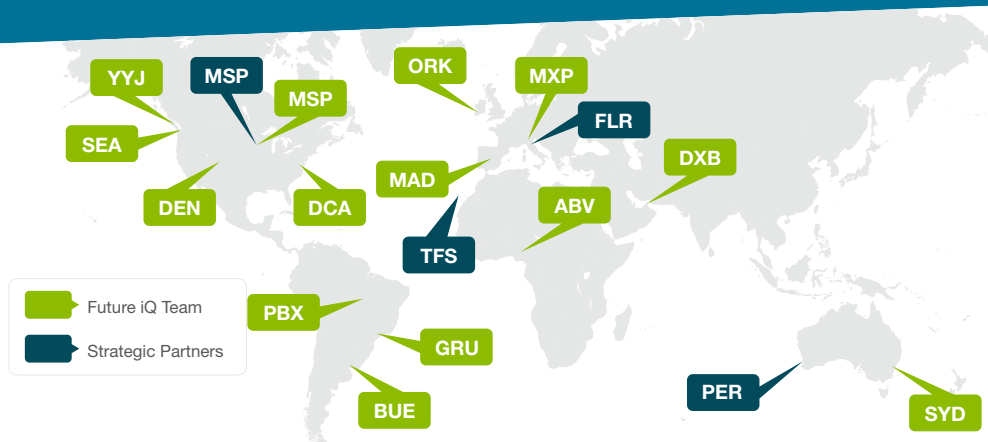
The Edina Chamber of Commerce Staff, Board of Directors, Steering Committee and Members have thrown themselves behind this initiative since the project's beginning. Their passion and interest ensure that this effort will continue to thrive. This dedication is reflective of the deep commitment they have to the future of Edina and local industries. Future iQ would like to acknowledge the substantial support from Chamber Staff and Steering Committee members. Their outstanding support throughout the project was greatly appreciated.

Steering Committee Members

- Val Burke, Edina Public Schools
- Louise Dickmeyer, Minnesota State University Mankato
- Mary Edwards, Fairview Health
- Robb Gruman
- Don Hutchison, Chamber/Explore Board
- Aaron Johnson, TCO
- Terry Lewis, New York Life/Eagle Strategies
- Scott Neal, City of Edina
- Jim Nelson, Retired-Eberhardt Advisors
- Tom Norman, MNSU-Mankato
- Dr. Clifford Steer, Medical College
- Lori Syverson, Edina Chamber of Commerce
- Scott Tankenoff, Hillcrest Development
- Christian Vaillancourt, Microsoft Technology Center
- Dean Williamson, Frauenshuh
- Dr. Mark Steffen, Blue Cross Blue Shield
- David Beurle, Future iQ
- Heather Branigin, Future iQ

“Teamwork is the ability to work together toward a common vision.
The ability to direct individual accomplishments toward organizational
objectives. It is the fuel that allows common people to
attain uncommon results.”

– Andrew Carnegie



8.0 ABOUT FUTURE IQ

Future iQ specializes in applying innovative tools and approaches to assist cities, organizations, regions and industries shape their economic and community futures. With nearly two decades of experience, the company has a global clientele spanning three continents. To learn more about Future iQ, and our recent projects visit www.future-iq.com or by email at info@future-iq.com

REPORT PREPARED BY:



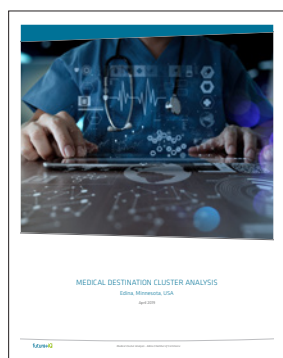
David Beurle
CEO, Future iQ



Heather Branigin
VP Foresight Research

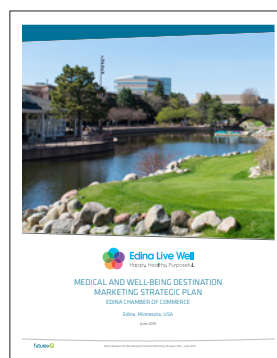
FOR MORE DETAILS, AND TO ACCESS ADDITIONAL REPORTS, PLEASE VISIT:

<https://future-iq.com/project/medical-well-destination-strategic-marketing-plan-edina-minnesota-2018/>



**Medical Destination
Cluster Analysis**
Edina, Minnesota, USA

April 2019



**Medical and Well-Being
Destination Marketing
Strategic Plan**
Edina, Minnesota, USA

June 2019

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10.0 FOR MORE INFORMATION

For more information, please contact:

Lori Syverson, President

Edina Chamber of Commerce & Explore Edina
3300 Edinborough Way
Edina, MN 55435

Phone: 952-806-9063

Email: lori@edina.org

