

Employment in the Twin Cities Region, 2000-2007

Introduction

This report covers employment levels in the region during a period of national recession and recovery. The most current data available are from the Current Employment Statistics series (CES) with nationwide data published through June 2008. The majority of findings in this report cover community-level job losses and gains, based on the Quarterly Census of Employment and Wages (QCEW), a dataset maintained by the Minnesota Department of Employment and Economic Development (DEED). This data series takes longer to compile and publish; therefore, the analysis in this report covers trends from second quarter 2000 through second quarter 2007.

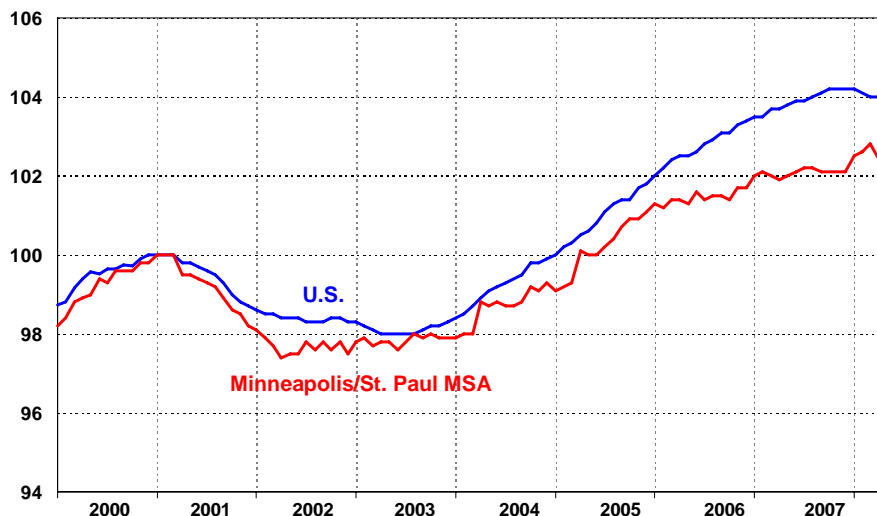
Summary

Regional employment fell off more than 2 percent during 2001 and 2002. It took until 2005 for employers to add jobs back to the region's previous peak. Subsequent growth in 2005 and 2006 was not as strong within the Minneapolis-St. Paul metropolitan statistical area (MSA) as the national average, according to seasonally adjusted CES data (see Figure 1). As of May 2008, the region was above its previous peak by 2.4 percent, compared to 3.9 percent for the U.S. as a whole.

For the 2000-2007 period, employment growth was substantially slower in most of the nation's other large metro areas, compared to their growth rates experienced during the 1990s. Only two of the nation's 25 largest MSAs increased their employment levels by more than 2 percent during 2000-2007. The Minneapolis-St. Paul MSA ranked 14th in its growth rate during this period at 0.5 percent. Despite the fact that slower job growth is not unique to the Twin Cities region, the widening margin between regional and national employment growth, and converging unemployment rates, will bear watching as more current data become available.

Figure 1

Nonagricultural employment, January 2000 – May 2008
Minneapolis-St. Paul MSA (indexed to January 2001)
(Seasonally adjusted)



Source: Minnesota DEED, Current Employment Statistics (CES).

rc141

The remainder of this report discusses local employment trends through second quarter of 2007. The data used to measure trends, QCEW data from DEED, represent a near-complete census of employment. The job count for second quarter 2007, approximately 1,631,400 jobs in the seven county Twin Cities region, was 23,500 above the comparable 2000 figure, or a 1.5 percent net gain. Annual growth over second quarter 2006 was slower than the previous year—with a net gain of 4,900 jobs compared to 27,600 (a 0.3 percent increase).

By far a larger portion of net job growth and net job declines are the result of existing firms expanding and contracting rather than from new firm start-ups and business dissolutions. But, in addition, start-up job creation has slowed in recent years. There has not been a clear upward trend in layoffs, but employers appear to be less likely to fill openings as turnover occurs. Comparisons of total wages paid with total employment suggest that employers may be tending to meet their labor needs by increasing the hours worked by part-time employees, rather than creating additional part-time positions.

Regional shifts in employment growth rates are likely to be due in part to the particular local industry sector mix. The Twin Cities region has historically had a well-diversified economy that has helped to buffer it somewhat from economic downswings. With this last business cycle, that has not necessarily been the case. Industry sector composition, and some of its impacts on local employment levels, is discussed in more detail later in this report.

In addition to real shifts in the region's employment picture, a change in data reporting also had a negative effect on the regional count. Beginning in 2005, some proprietorships previously required to have Unemployment Insurance were allowed to opt out. It is estimated that these businesses accounted for a decrease "on the books" of 6,000-8,000 jobs.

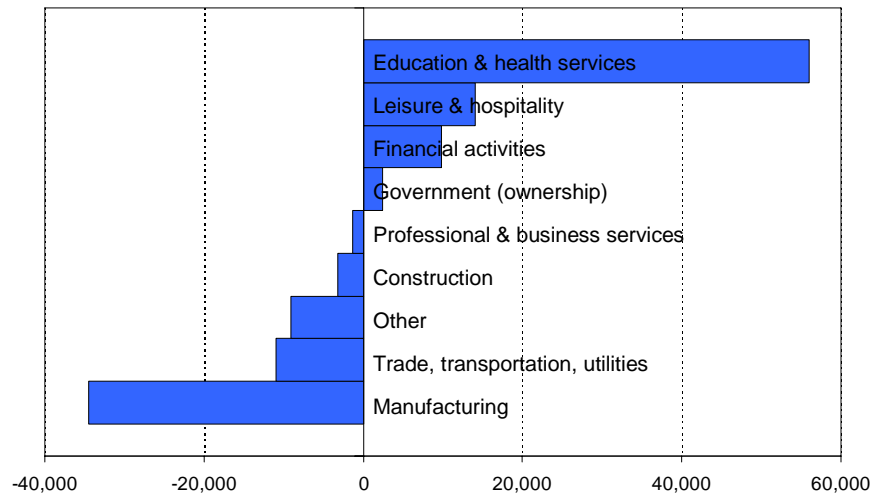
Trends by Industry Sector

Net change in employment levels from 2000 to 2007, among the major industry sectors, is depicted in Figure 2. The data used in the graph, and in this discussion, include only private sector jobs within each industry sector, with government sector jobs of all types counted separately.

Manufacturing is the only major industry sector that lagged its start-of-the-decade level by 2007, nationwide. In the Twin Cities region, manufacturing declined by a slightly lesser rate than the U.S. average, but the region began the decade with a slightly higher proportion of its job base in manufacturing. The net loss to the region between 2000 and 2007 was approximately 34,500 jobs. Locally as well as nationally, advances in technology and other process improvements are credited with increasing productivity so that output levels can be maintained with fewer workers.

Figure 2

2000-2007 Net Employment Change
Twin Cities 7 County Region



Source: Minnesota DEED, Census of Employment and Wages

At the other end of the continuum, employment in the education and health services sector expanded by more than 56,000 jobs, with a much more rapid growth rate than nationally. Both education and health services had strong growth rates—32 percent and 42 percent, respectively. But health services is by far the larger sector and contributed more in job growth—47,600 compared to 8,500 from educational services. These data refer to those jobs that are in the private sector—they do not include, for example, public education. In addition, a reporting change in health services was responsible for approximately 4,000 of the increase (jobs that had been previously counted as government sector jobs).

Professional and business services are a growing sector within the national economy. This sector includes activities such as legal, accounting, engineering, computer systems design and programming services, corporate offices and administrative support services. Nationally, employment in this industry sector declined more steeply than average in the downturn, but by 2007 was above its previous peak by more than 8 percent. Within the Twin Cities region, this sector made up a significantly larger share of employment than nationally and was hit harder in the downturn (dropped nearly 25,000 jobs), but by 2007 was just about back at its previous peak. Management Services, which encompasses corporate offices, and in which the Twin Cities has a stronger relative presence than the national average, dropped off the most during the economic slowdown. This may be a factor in the lingering “shortfall” from 2000 levels experienced by some of the developed suburbs that have concentrations of corporate headquarters.

The largest industry sector as categorized by the standard employment classification in the United States is Trade/Transportation/Utilities—making up 20 percent of employment in the region as well as nationally. Its greater relative size within the economy accounts for it having the second-largest decline within the region—it is short of the 2000 figure by a moderate 3.4 percent. Trade accounts for the majority of employment within this sector, and both retail and wholesale trade posted a small (1 percent) improvement over their 2000 level.

With continued stress on the air travel industry, Transportation employment remained below its 2000 level by 8,200 jobs.

The “Other” jobs category as used in Figure 2 includes those in Natural Resources, Information, and Other Services (repair services, personal services like barbers and dry cleaners, and membership organizations.). The Information sector includes technology-intensive telecommunications, data processing services as well as publishing; industries associated with high average wages and strong growth during the 1990s, prior to the dot.com bust. The region has a higher share of Information jobs than nationally, but employment has shrunk this decade by an estimated 8 percent. (Data for 2000 are not disclosable by DEED because they do not meet the requirements for protecting privacy of individual employers).

Construction employment in the region fell back during the recession, but grew between 2003 and 2005. With the mortgage crisis and housing market collapse, employment levels fell again. The regional loss between 2006 and 2007 was 6.6 percent, or 4.5 percent lower than the 2000 level.

The leisure and hospitality sector showed a 10 percent increase, contributing 14,000 jobs to the region’s employment growth (restaurants, hotels, etc). This is a faster growth rate than the regional population growth rate for 2000-2007. Finance was up by 9,800 jobs for an 8 percent increase.

Public education employment growth was relatively consistent through the period; 7.8 percent overall. Health services employment dropped by 5,800 jobs, or 43 percent. However, approximately 4,000 of this was due to a reclassification of some hospital employment from the government sector to nonprofit status; not real job loss. The remainder, or “public administration”, grew by less than 5 percent—a slower growth rate than for regional population.

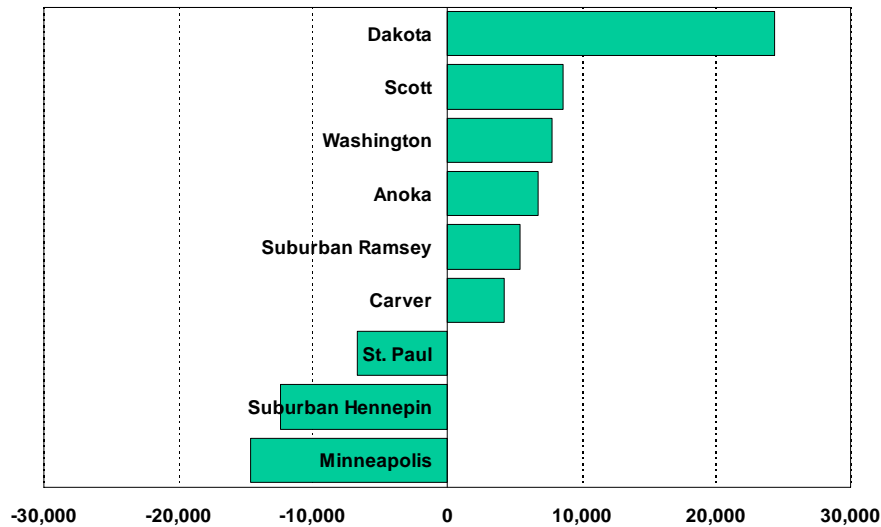
Central city and county trends

Within the region, trends have been mixed, with some areas showing consistent growth and others slower to recover to previous employment levels. The central cities of Minneapolis and St. Paul suffered deeper cuts in job base during the downturn, than did the suburbs. By second quarter of 2006, both cities were on the rebound, but employment levels slipped slightly again over the next year. Their combined total of 474,900 in second quarter 2007 was down 4.3 percent (21,300 jobs) when compared to 2000’s level, though it remained an improvement over 2005.

The pace of employment growth varied within the region. In suburban Hennepin County, gains in some communities were offset by losses in others for a net shortfall of 12,400 jobs in 2007 compared to 2000 (2.2 percent). A substantial share of the decline (9,400 jobs) occurred in the airport area with lingering weakness in the air travel industry. Employment in Dakota County has advanced consistently, even through the downturn, showing a net gain of about 24,400 jobs over the seven-year period (15.8 percent). Net gains in suburban Ramsey County and in the other four counties ranged from 4,200 to 8,700 (from 4 to 24 percent). With the exception of suburban Hennepin and Ramsey Counties, employment totals fell back slightly by second quarter 2007, compared to a year earlier, but the decreases were minor and employment levels were still higher than in 2005.

Figure 3

Net Employment Change, 2000-2007
Twin Cities Region



Source: Minnesota DEED, Quarterly Census of Employment and Wages file.

rc143

Scott County experienced the highest growth rate (25 percent) during 2000-2007, growing steadily throughout the period. Dakota County and Carver County, with overall growth rates of 15 percent, also grew largely unabated over this time. Washington County employment fell off in 2002, but its growth since then puts it 12 percent above the 2000 figure.

Trends within planning areas

At the trough of the last economic downturn in 2002, the region’s developed suburbs collectively had shed 27,000 jobs. They have added jobs back since that time, to just 18,500 fewer than the 2000 level (2.6 percent). Developing suburbs as a group actually grew throughout the period, and in 2007 were up 58,600 jobs, 15.7 percent higher than at the start of the decade. Despite losses during the last economic downturn, the central cities and developed suburbs have close to three-quarters of the region’s jobs—29 percent and 42 percent, respectively. (See Figure 4.) Their shares were slightly higher at the start of the decade—31 percent and 44 percent.

Rural centers are small towns with a historic role of providing basic community services to the surrounding population. Employment in this group of sixteen communities expanded slowly but consistently this decade, for an overall growth rate of 18.7 percent. Ninety percent of the gain was accounted for by the six largest rural growth centers: Belle Plaine and Jordan in Scott County, East Bethel and St. Francis in Anoka County, and Norwood Young America and Watertown in Carver County. However, rural centers and the rest of the region’s rural areas combined, accounted for less than 2 percent of the region’s job base. Table 1 provides planning area employment subtotals. Figure 7 on page 14 shows which communities are within each planning area.

Table 1

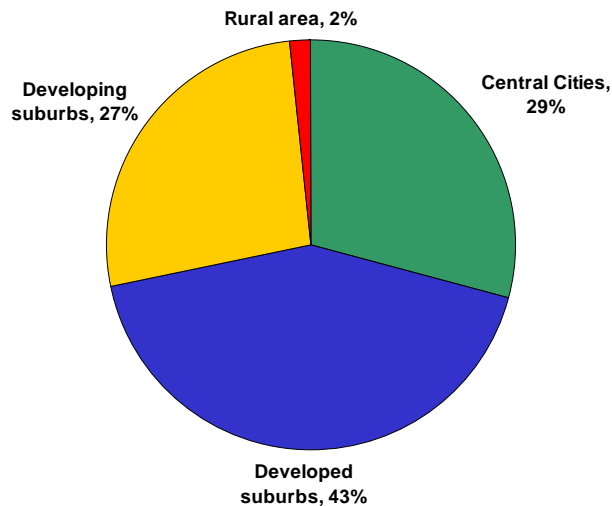
Twin Cities Regional Employment by Planning Area 2 nd Quarter 2000-2007							
	2000	2001	2005	2006	2007	2000-07 Change	Percent change
Central Cities	496,251	496,819	467,227	477,633	474,948	-21,303	-4.3
Developed Suburbs	709,258	703,096	686,818	687,600	690,781	-18,477	-2.6
Developing Suburbs	374,295	384,213	414,195	428,565	432,898	58,603	15.7
Rural Centers	9,451	9,560	10,708	11,075	11,218	1,767	18.7
Other Rural	14,177	13,601	16,365	17,572	16,967	2,790	19.7
Metro Council Regional Total	1,603,432	1,607,289	1,595,313	1,622,445	1,626,812	23,380	1.5
Unallocated*	1,654	1,887	592	852	1,250	-404	-24.4
Outside Council's Jurisdiction**	2,831	3,010	2,930	3,186	3,352	521	18.4
Seven County Total	1,607,917	1,612,186	1,598,835	1,626,483	1,631,414	23,497	1.5

*For a small percentage of employment, DEED was able to identify location by county but not by specific community.

**The following cities lie partially within one of the region's seven counties but are not designated as within the planning jurisdiction of the Metropolitan Council: Hanover, New Prague, Northfield, and Rockford.

For purposes of this report, the "Metro Council Regional Total" will be used in summary tabulations and analysis. The "Seven County Total" is the actual sum of the region's county data as published by DEED.

Figure 4

 Employment by Planning Area, 2nd Quarter 2007
Twin Cities Region


Source: Minn. DEED, Quarterly Census of Employment and Wages file.

Community-level trends

Local employment levels do not necessarily rise in a linear fashion even when the broader economy is in a period of expansion. A surge in new construction can lead to employment growth shortly after, or it can take some time for the new projects to be absorbed and for individual businesses to grow into surplus capacity. Firms vacating existing facilities can cause temporary shrinkage in local employment levels. Land being redeveloped for a new use may require substantial time for site clearance and preparation, particularly if it involves pollution clean-up. In addition, some developed areas have seen strong demand for new housing in recent years, which has meant a conversion of land from job-producing uses, to residential use.

Industry sectors experiencing a national or regional downturn can have a visible effect on employment levels in communities that have a concentration of businesses in those sectors. A small number of employers or even a single employer, if dominant enough in a community's job base, can cause volatility in the overall trend due to short-term shifts in staffing levels.

Some of the top-growth cities in Table 1 benefit from the availability of developable land, while others are fully developed but are seeing infill and redevelopment. The largest employment gains were seen in Maple Grove (11,618 jobs) and Eagan (9,422), though there were community-level increases of over 1000 jobs in each of the region's seven counties.

Maple Grove is an example of a community with a very large undeveloped contiguous supply of land, moving from use as a gravel mining operation. It has had significant retail growth in response to population growth in the area, as well as some large-scale office and R & D, and an emerging medical concentration. Eagan's residential growth was in the top tier in both the 1980s and 1990s. Its rapid job growth this decade has been both from formerly undeveloped land, and from higher density occurring with turnover in existing facilities. Another example of the availability of a large-scale site is the Dean Lakes area in Shakopee. Here the city is pursuing a vision of large-scale, mixed use development, strategically planned, with a focus on natural amenities. This land was made available for such development because it was formerly under single ownership.

Richfield's employment base was boosted during this period with the relocation of Best Buy into new corporate headquarters. At the same time, its relocation left a sizeable facility vacant for the short-term in its former home of Eden Prairie.

Growth rates for the 2000-2007 period are shown on Figure 5 on page 12. The pattern of job gains and losses in terms of absolute change is mapped on Figure 6.

Table 2
Cities with Net Employment Growth of 1000+
 Second Quarter 2000-2007

	2000	2007	Change	% Change	County
1 Maple Grove	18,309	29,927	11,618	63.5	Hennepin
2 Eagan	42,750	52,172	9,422	22.0	Dakota
3 Richfield	11,762	16,949	5,187	44.1	Hennepin
4 Woodbury	15,899	20,363	4,464	28.1	Washington
5 Shakopee	13,938	17,996	4,058	29.1	Scott
7 Blaine	17,434	20,960	3,526	20.2	Anoka/Ramsey
6 Lakeville	10,966	14,295	3,329	30.4	Dakota
8 Shoreview	9,938	12,982	3,044	30.6	Dakota
9 Inver Grove Heights	8,168	11,158	2,990	36.6	Anoka
10 Coon Rapids	21,682	24,638	2,956	13.6	Anoka
11 Savage	5,366	8,032	2,666	49.7	Scott
12 Saint Louis Park	40,696	43,293	2,597	6.4	Hennepin
13 Rogers	4,693	7,217	2,524	53.8	Hennepin
14 Arden Hills	12,326	14,613	2,287	18.6	Ramsey
15 Mendota Heights	8,549	10,777	2,228	26.1	Dakota
16 Apple Valley	12,106	14,202	2,096	17.3	Dakota
17 Brooklyn Park	23,692	25,603	1,911	8.1	Hennepin
18 Burnsville	31,765	33,658	1,893	6.0	Dakota
19 Chaska	10,955	12,702	1,747	15.9	Carver
20 Golden Valley	30,142	31,888	1,746	5.8	Hennepin
21 Lauderdale	360	1,976	1,616	448.9	Ramsey
22 Champlin	2,734	4,045	1,311	48.0	Hennepin
23 Lino Lakes	2,671	3,922	1,251	46.8	Anoka
24 Waconia	4,082	5,293	1,211	29.7	Carver
25 Rosemount	6,356	7,472	1,116	17.6	Dakota
26 Vadnais Heights	7,164	8,210	1,046	14.6	Ramsey
27 Ramsey	4,008	5,031	1,023	25.5	Anoka

Table 3
Cities with Net Employment Loss of 1000+
 Second Quarter 2000-2007

	2000	2007	Change	% Change	County
1 Minneapolis	308,127	293,485	-14,642	-4.8	Hennepin
2 Bloomington	104,548	91,044	-13,504	-12.9	Hennepin
3 Airport area	35,526	26,116	-9,410	-26.5	Hennepin
4 Saint Paul	188,124	181,463	-6,661	-3.5	Ramsey
5 Edina	52,991	48,419	-4,572	-8.6	Hennepin
6 Brooklyn Center	16,698	12,932	-3,766	-22.6	Hennepin
7 Minnetonka	51,276	47,571	-3,705	-7.2	Hennepin
8 Plymouth	53,491	51,426	-2,065	-3.9	Hennepin
9 Roseville	39,211	37,234	-1,977	-5.0	Ramsey
10 Fridley	26,257	24,429	-1,828	-7.0	Anoka
11 New Hope	13,565	11,759	-1,806	-13.3	Hennepin
12 Columbia Heights	6,397	4,980	-1,417	-22.2	Anoka
13 Crystal	5,638	4,341	-1,297	-23.0	Hennepin

Local industry sector trends

Older areas at the center of the region have historically had locational advantages for business: proximity to concentrations of available labor force, residential markets, and business-to-business markets and suppliers. However, land costs tend to increase with increasing density. Increasing density can also involve trade-offs in terms of traffic congestion. Some communities have concentrations of particular types of commercial and industrial development that are the long-standing legacy of their historic development pattern. But too, as communities develop, the kinds of businesses they attract and that prosper in that location can shift as the region's population grows and as industry-specific economic conditions change.

Job growth stemming from the demand for retail and services to serve expanding local markets can be seen in the data for individual communities. Apart from that, it is difficult from this data to identify common themes relating to relative growth rates and local industry composition. Generally speaking, manufacturing has been a declining employment sector, but the rate of decrease has not been uniform among communities. In some communities, manufacturing employment has increased. Professional and business services has stagnated or declined in some areas, and in others has accounted for much of local job growth.

Cities adding more than 3,000 jobs 2000-2007

- **Maple Grove** (2000-07 net growth of 11,618 jobs): Growth was strong across industry sectors. Maple Grove has comparatively large shares of its job base in both trade / transportation / utilities and in manufacturing, with strong growth rates in both (77 percent and 87 percent, respectively). The 87 percent growth in manufacturing led to net growth of 2,900 jobs.
- **Eagan** (2000-07 net growth of 9,422 jobs): While Eagan is home to several large employers, growth has been from many sources. With expansion by Eagan's largest employer, legal information services provider Thomson West, the city's information sector added approximately 6,400 jobs while the professional/businesses services sector grew by 54 percent or 2,100 jobs.
- **Richfield** (2000-07 net growth of 5,187 jobs): Best Buy moved into its new corporate headquarters in Richfield in 2003, adding a significant number of jobs to Richfield. Additionally, education / health services and finance both added about 1,500 jobs each.
- **Woodbury** (2000-07 net growth of 4,464 jobs): Woodbury's education and health services sector expanded by 1,600 jobs. Medical services supplied the majority of that growth with the construction of Woodwinds Hospital in 2000 and the addition of a number of other medical facilities. During the 1990s, Woodbury added more households than any other community within the region, and continued strong residential growth has supported supporting rapid retail growth—over 1,000 jobs on net for a 30 percent growth rate. The leisure/hospitality sector also added over 1,000 jobs (a growth rate of 39 percent).
- **Shakopee** (2000-07 net growth of 4,058 jobs): All industry sectors grew in Shakopee except manufacturing where job growth was flat. Nearly half of the city's job growth was in trade / transportation / utilities, predominantly retail jobs responding in part to accelerating residential growth. Population growth has also led to growth in education and health services, and in county services (Shakopee is the county seat of Scott County).
- **Blaine** (2000-07 net growth of 3,526 jobs): Blaine saw strong growth rates across the board except in manufacturing. Trade / transportation / utilities accounted for nearly one-third of the city's growth with about 1,000 additional jobs.

- **Lakeville** (2000-07 net growth of 3,329 jobs): Lakeville's employment gains were widespread across industry sectors, with the exception of a shrinking manufacturing base. About 1,000 in job growth each came from and professional/business services.
- **Shoreview** (2000-07 net growth of 3,044 jobs): Shoreview's 1,400 additional jobs in trade / transportation / utilities offset a net loss of 800 jobs in professional and business services. The information sector appears to also have contributed over 1000 additional jobs.

Cities losing more than 2,000 jobs 2000-2007

- **Minneapolis** (2000-07 net loss of 14,642 jobs): As a major central business district, Minneapolis has a higher than average concentration of its employment base in professional/business services and in finance. However, both sectors lagged national performance. Professional/business services was off 1 percent and finance, 2 percent. This compares with national growth rates of 8 and 6 percent, respectively. Minneapolis' manufacturing sector is proportionally smaller than the U.S. average; but it shrunk by 27 percent during the decade.
- **Bloomington** (2000-07 net loss of 13,504 jobs): Bloomington's employment moved up in 2007 from 2006, albeit slightly. Professional/business services and finance make up significant proportions of the city's job base. In both sectors, 2007 employment remained appreciably below levels at the start of the decade (20 percent and 18 percent, respectively). Job numbers were down by 4,700 and 2,800. The information sector is a comparatively small sector, though it makes up a somewhat larger share of employment in Bloomington. Employment levels appear to be moving up again, but in 2007 were still off by 1,400.
- **Airport area** (2000-07 net loss of 9,410 jobs): One of the region's largest employment concentrations is the airport area. After its collapse following September 11, 2001, airport-area employment began to rally in 2003 but then continued to diminish, and, by 2007, was 27 percent below its year 2000 level. Weakness in the national economy and sharply increasing fuel costs have led to large airport-area job losses.
- **St. Paul** (2000-07 net loss of 6,661 jobs): St. Paul is particularly strong in its proportion of jobs in education and health services. Much of the losses in other sectors were offset by a gain of nearly 10,000 in this sector. As the Ramsey County seat and state capitol, it has a high proportion of government jobs. Shrinkage in the government sector amounted to 3,400 jobs (8.4 percent). Manufacturing jobs dropped sharply—40 percent of St. Paul's 2000 base, or 6,200 jobs. Professional business services and trade / transportation / utilities make up a smaller proportion of the employment pie than regionwide. But, whereas these sectors were approaching their pre-downturn levels by 2007 regionwide, in St. Paul they remained off by a larger margin. On net, trade / transportation / utilities accounted for 2,800 of employment loss and professional/business services, 2,400.
- **Edina** (2000-07 net loss of 4,572 jobs): A large share of job base is in professional and business services, which was still down by 4 percent. More than 3,000 of net loss was in trade / transportation / utilities. Retail is the larger sector but wholesale shed more jobs. The manufacturing sector's share is smaller than regionwide, but it slid 36 percent.
- **Brooklyn Center** (2000-07 net loss of 3,766 jobs): Brooklyn Center's employment base has contracted gradually throughout the decade for 3,800 fewer jobs in 2007 (a loss of 23 percent). A large part of the decline is in trade / transportation / utilities where the city has had a comparatively high concentration. Most of the 41 percent loss in this sector appears to have been in retail.
- **Minnetonka** (2000-07 net loss of 3,705 jobs): During the economic downturn, Minnetonka's net job loss was actually in excess of 5,000 but it has begun to recover. Professional and business services represent nearly twice as large a share of Minnetonka's employment as nationally (25 percent versus 13 percent), but

the city lost 24 percent of employment in this sector. Manufacturing also accounts for a relatively large share and declined by 36 percent (double the U.S. rate).

- **Plymouth** (2000-07 net loss of 2,065 jobs): At its lowest point, employment was off by 4,800 jobs but is on the rebound. By 2007, most of the remaining shortfall was due to the manufacturing sector, which was down 23 percent. Before the downturn, 28 percent of all jobs in the city were in manufacturing.

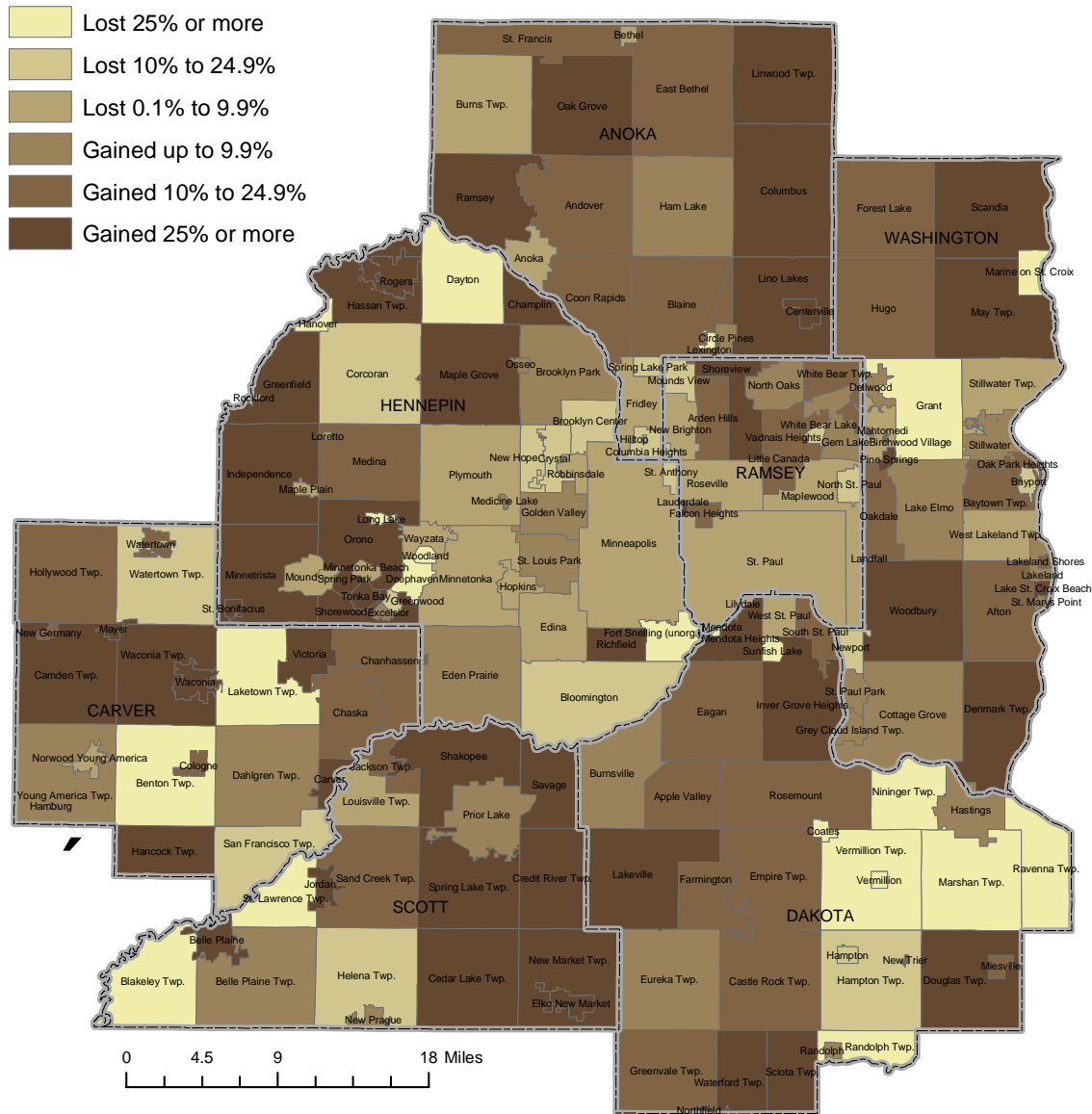
Table 4 provides employment counts for each year from 2000 to 2007, by community and county. Due to data confidentiality requirements, some local area data could not be disclosed by DEED. In these instances employment was estimated by Metropolitan Council. Values for 2000 for the cities of St. Paul and Maplewood have also been estimated to account for a data reporting change made after 2000. Therefore some statistics (with asterisk) are different than those published by Minnesota DEED. Figure 8 illustrates the distribution of regional employment by community, for second quarter of 2007.

Data source

Data used in this report come from the Quarterly Census of Employment and Wages Program (QCEW). All employer establishments covered under the Unemployment Insurance System are required to report wage and employment statistics quarterly to the Minnesota Department of Employment and Economic Development. The data therefore represent a near-complete census of employment (97 percent statewide). Self-employed people and some other workers are not covered; federal government establishments are picked up by the QCEW reporting system. Some data may differ from previously published figures due to revisions made by DEED. The QCEW data are subject to revision for up to six calendar quarters.

The data presented in this report cover the second quarter of each year. Employment levels show seasonal variation throughout the year, but second quarter data are most likely to approximate the overall average employment level for the year. All of the quarterly data from Minnesota DEED, including industry detail and wages, can be accessed at www.deed.state.mn.us/lmi/tools/qcew.htm. For a more complete description of the data, see www.deed.state.mn.us/lmi/tools/qcew/about.htm. The Bureau of Labor Statistics of U.S. Department of Labor collects data from Minnesota and the other states and makes it available on its web site at www.bls.gov/cew/.

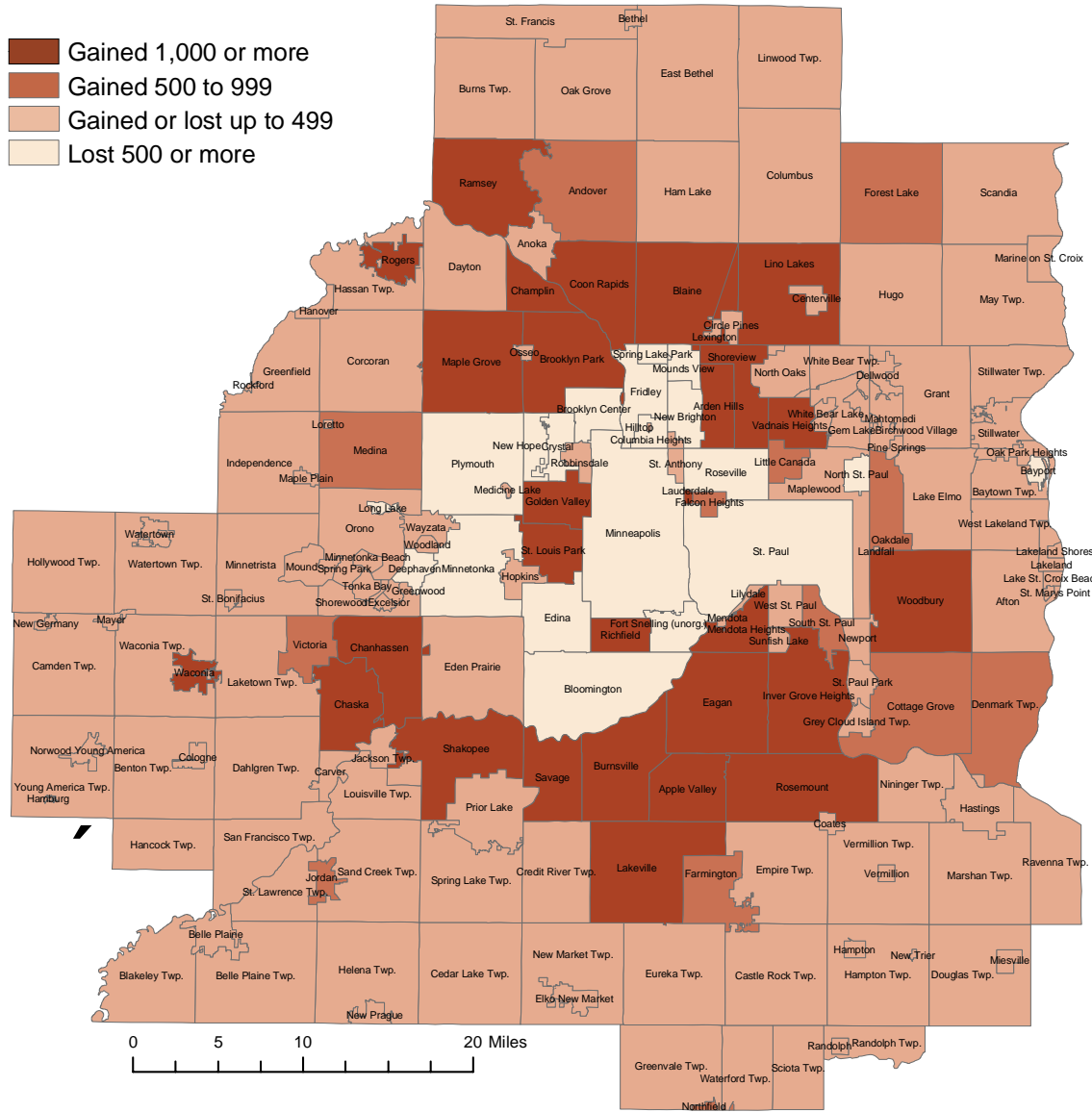
Figure 5
Percent Change in Jobs, Twin Cities Region
2nd Quarter 2000-2007



Source: Quarterly Census of Employment and Wages, Department of Employment and Economic Development.

conley/338
 4/2/08

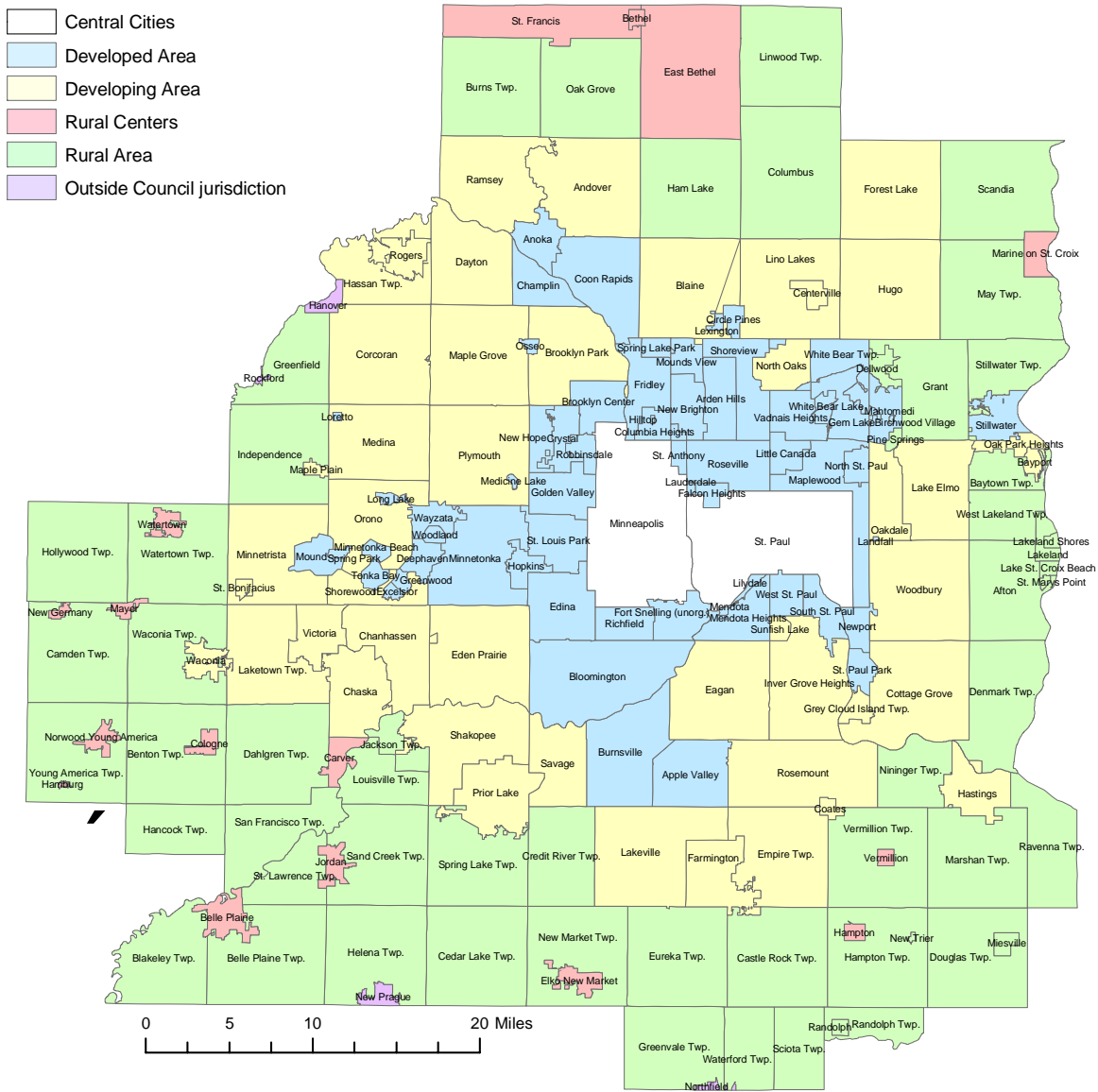
Figure 6
Change in Number of Jobs, Twin Cities Region
2nd Quarter 2000 - 2007



Source: Quarterly Census of Employment and Wages, Department of Employment and Economic Development.

conley/336
 4/2/08

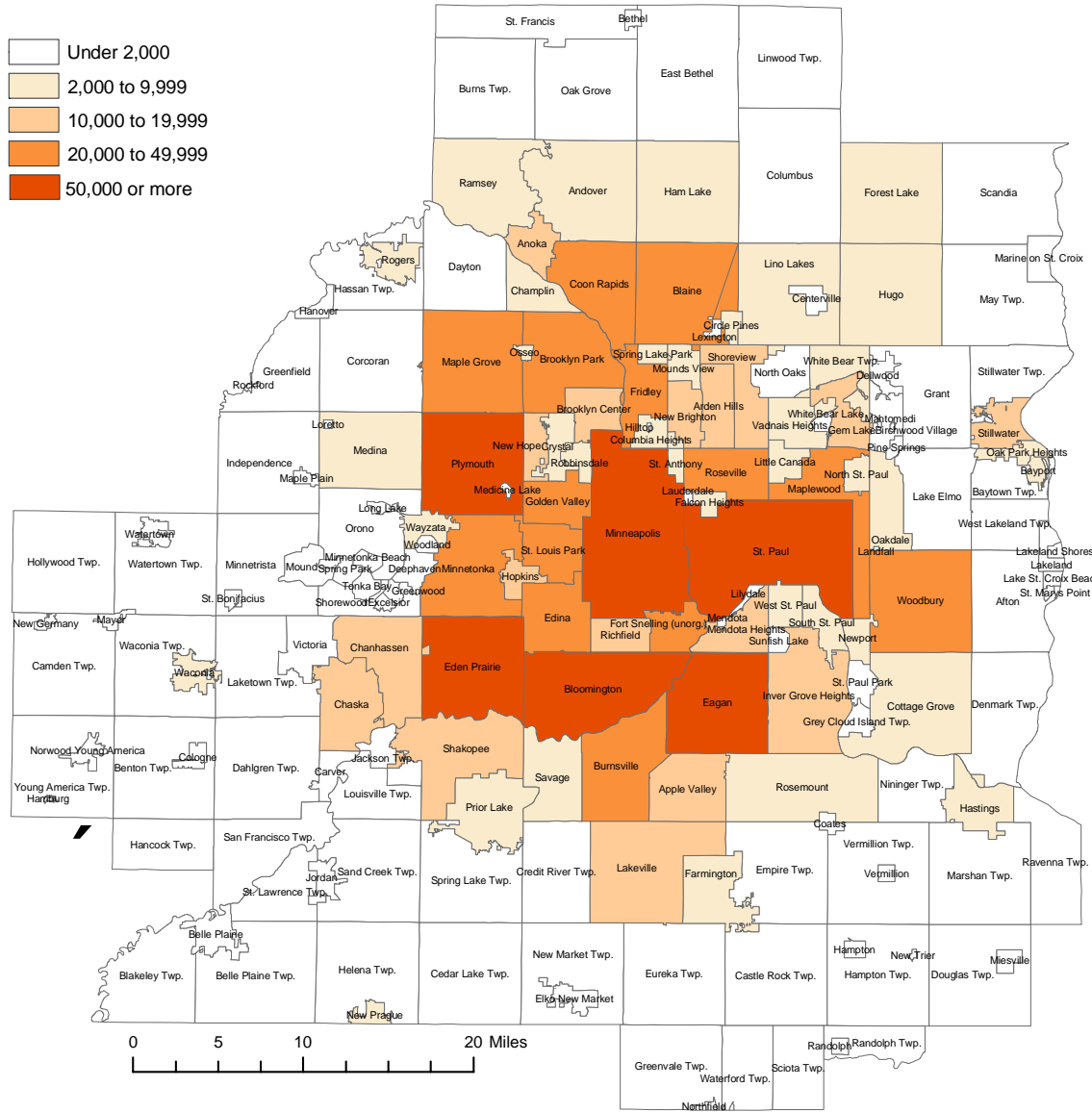
Figure 7
Twin Cities Metropolitan Area
Regional Framework 2030 Planning Areas*



*Generalized to whole municipalities.

conley/316
 4/2/08

Figure 8
Number of Jobs by Community, Twin Cities Region
2nd Quarter 2007



Source: Quarterly Census of Employment and Eages, Department of Employment and Economic Development.

conley/339
 4/2/08