Where business and people prosper.
Just over a year ago, private and public leadership in our community came together to create a new future for our region. After much thoughtful analysis and discussion by the Itasca Project, we set out to unite the region in a coordinated economic development effort. The partnership we felt among leaders from many companies and from our cities and counties emboldened us to start the Minneapolis-Saint Paul Regional Economic Development Partnership (GREATER MSP).

We live in a great region, filled with smart people, great businesses, engaged leadership, and an outstanding quality of life. Yet our region’s job growth was lagging behind the national average and we weren’t realizing our fair share of economic expansion. In order to ensure our region’s future prosperity, we needed to reverse the job loss trajectory and bring new opportunity to the region. To do this required a shift in our approach to economic development.

GREATER MSP is poised to drive growth and expansion of the region’s economy by retaining, expanding, and attracting business and talent to the 13-county Greater MSP region. Political boundaries don’t determine business success. It is the assets of this community - a strong workforce, top education and research facilities, a well-planned infrastructure, and a drive for economic excellence - that define what we can offer businesses, and these transcend boundaries.

GREATER MSP will succeed because it is a best-in-class organization, led by an experienced staff and supported by a Board of business and public-sector leaders committed to coordinating business investment and creating jobs across the region. It plays a distinct role that will enhance the economic development efforts of other organizations and invigorate the Greater MSP business community.

And so GREATER MSP was formed, a new regional partnership to move our region from its longstanding position as the best kept secret in business to being recognized as a globally competitive region.

We’ve hit the ground running and we’re not looking back. But there is still much work to do and many opportunities to capture. We couldn’t have come so far so quickly without the shared vision of all our region’s leaders. We will work to make this an even more successful and vital community; one with both a great past and a bright future.

Sincerely,

Douglas Baker, Jr.
Chairman of the Board
Our vision is clear.

WE WILL BE RECOGNIZED as a globally leading economy.
Our mission is resolute.

GREATER MSP will accelerate job growth and capital investment in the Greater MSP Region by:

LEADING regional economic strategy development, aligning with regional partners to target key industry sectors for growth.

BRANDING AND MARKETING our region to business decision makers, site-location consultants, workers, and residents.

SERVING business clients as the region’s “one-stop shop” for retention, expansion, and recruitment projects.
Regional partnership is the key to accelerating our job growth and realizing significant new investment in our region. With tremendous help and insight from public and private partners throughout the 13-county Metropolitan Statistical Area (MSA), we are now serving the region with a straightforward vision and mission for our work together.

Our vision is clear: We see the Greater MSP region recognized as a globally leading economy. The key word in this statement is recognized. With a gross domestic product of $200 Billion, we are a significant global economic region - in fact if we were a country, we’d be the 44th largest in the world. We lead the world in both traditional strengths such as food production, agribusiness, and financial services, as well as new technology sectors such as medical devices, health services, education, and water quality. It’s time to make sure that the rest of the world’s investors, decision makers, talented workers, and others realize this, too.

GREATER MSP’s organizational mission is to accelerate job growth and capital investment in the region. It is only through this ongoing economic vitality and growth that we will continue to be a place where business and people prosper on a global scale.

In 2011, our work was focused in four areas:
First, in partnership with leaders and economic development practitioners from around the region, we developed an economic development strategy that leverages our region's business strengths and identifies the strongest opportunities for future growth.

Second, we developed a regional brand marketing strategy that promotes how this region drives business.

Third, we developed a protocol and pipeline to connect business expansion opportunities with regional and local resources and availabilities.

And finally, we built our organization’s operational infrastructure and started on the path to secure our financial future.

We accomplished much, but there is still much to do.

It has been an amazing year and I’ve loved every minute I’ve been here. I’m proud to call myself a Minnesotan, and I’m proud to represent GREATER MSP. We are starting to see the momentum build. We have only just begun to see how powerful our actions can be by working together and giving visibility to what makes this region great. I thank you for all your support and look forward to our continued partnership.

Yours in regional excellence,

Michael Langley
CEO, GREATER MSP
We are accountable.

GREATER MSP is a private-public partnership funded by business, and city and county governments. We are committed to producing a meaningful return on their investments. In early 2011, we received our 501(c)3 status and completed the formation of our organizational infrastructure - step one of this commitment.

GREATER MSP Board of Directors

CHAIR
Douglas Baker, Jr., Ecolab, Inc.

VICE CHAIR
Ken Powell, General Mills

SECRETARY
Richard Davis, US Bancorp

TREASURER
David MacLennan, Cargill, Inc.

CEO
Michael Langley, GREATER MSP

Mary Brainerd, HealthPartners
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Benjamin Fowke, Xcel Energy, Inc.
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Virginia Hubbard Morris, Hubbard Broadcasting
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Mayor R.T. Rybak, City of Minneapolis
Commissioner Rhonda Sivarajah, Anoka County

GREATER MSP Board of Directors

Our first Board members, most from the Itasca Project’s job growth task force, agreed unanimously on the need for a robust Board of seasoned leaders from both the public and private sectors and from across the 13-county Greater MSP region.

Today, our Board of Directors reflects our region’s diversity and unique assets. Members represent businesses from a wide range of industries and geographies, and include four county commissioners, and the mayors of Minneapolis and Saint Paul. All are fully committed to the region’s business community and its economic success.

Partnership Advisory Council

Established by the organization’s bylaws, this Council advises and supports the GREATER MSP Board of Directors. It is chaired by members of the Board, and includes more than 50 economic development partners, practitioners, investors, and organizations involved in economic development functions from throughout the Greater MSP region.

Advisory Council working groups oversee and ensure the success of our operational protocol, marketing, and regional product improvement.
GREATER MSP professional team

In 2011, we hired our CEO, Michael Langley, a nationally recognized economic development leader, and staffed four organizational teams: Strategy & Research, Marketing & Communications, Business Investment, and Operations.

Joel Akason
Director, Business Investment

Sara Perlman Barrow
Director, Investor Relations

Carolyn Bates
Research Analyst

Sara Benedict
Human Resources, Generalist

Michael Brown
Vice President, Marketing & Communications

Gene Goddard
Director, Business Investment

David Griggs
Vice President, Business Investment

Michael Langley
CEO

Mary Jo Lewis
Executive Assistant to Michael Langley

Micki Mathieson
Accounting Manager

Ted Mondale
Vice President, Strategy & Research

Amy Quaintance
Administrative Assistant

Kathy Schmidtkofer
Executive Vice President

Gita Sitaramiah
Director, Marketing & Communications

Julia Spencer
Investment Associate

Val Vannett
Director, Strategy & Research

“As an investor in GREATER MSP, Woodbury is now part of a global marketing and outreach program.”

- Mary Giuliani Stephens, Mayor, City of Woodbury
LONG-RANGE GOALS

It’s time for aggressive objectives.

TO ACHIEVE OUR MISSION, we’ve set aggressive five-year goals and developed the strategies to reach them.

Five-year goals
Priority-one is to change our region’s job-growth trajectory, outpace the U.S. rate of employment growth, and meet or exceed job-growth rates of competing, high-performing peer groups.

By 2016, GREATER MSP will support the creation of 100,000 new jobs in the Greater MSP region. Our direct activity will stimulate a “margin of excellence” of 25,000 of these jobs.

A total increase of 100,000 jobs in GREATER MSP

By 2016, GREATER MSP will support the creation of 100,000 new jobs in the Greater MSP region. Our direct activity will stimulate a “margin of excellence” of 25,000 of these jobs.

Second, we seek significant returns on our investors’ funding.

For every $1 invested, we will realize:
☐ $50 in new payroll
☐ $100 in increased gross regional product
KEY INDUSTRY SECTORS

Research drives our focus.

To create our regional economic development strategy, eleven roundtable meetings were held with economic development partners throughout the region (one in each Minnesota county). Together, we assessed opportunities and assets for job growth and business investment. This input, combined with analysis conducted by McKinsey & Company, identified five key industry sectors that offer our top growth opportunities. By focusing on these sectors, we expect to see the greatest return on our efforts. In each, our region boasts significant strength in knowledge base, workforce quality, industry infrastructure, and research capabilities.

HEALTH AND LIFE SCIENCES
Bio-tech industries, healthcare providers and payers, IT providers, and medical device companies.

HEADQUARTERS AND BUSINESS SERVICES
Corporate headquarters, creative and professional services, and data centers.

FOOD AND AGROBUSINESS
Food processing and production, agrichemicals, and seed production.

INNOVATION AND TECHNOLOGY
R&D centers, software and IT development, advanced manufacturing, and traditional and renewable energy development.

FINANCIAL SERVICES AND INSURANCE
Financial advisory and insurance companies.
In 2011, we launched a new brand identity, “Prosper”, in an effort to galvanize the region on a single path toward growth. This platform is based on the insight that our region as a whole owns a proud heritage of sustained prosperity that continues to benefit the companies and people who call it home.

We launched our campaign in October of 2011 and have delivered more than 24 million media impressions. We doubled the average number of views to our website (5,759 per month) and our videos were viewed more than 50,000 times on YouTube.
PRINT/OUTDOOR ADVERTISING
We highlighted industries and companies that prosper here by showcasing the talented workforces that drive their success.

LAUNCH EVENT AT PANTAGES THEATER
We introduced our organization and our business and marketing strategies to the region to help engage partners to work and invest with us, and to become ambassadors for the region. We promoted the event with more than 1 million media impressions.

GREATER MSP WEBSITE
Our website, www.greatermsp.org, highlights our regional assets and creates a single destination for prospects to learn about our area. In just over two months, we had 14,398 unique visitors, 17,625 total visits, and 41,950 page views.

SOCIAL MEDIA
We launched the GREATER MSP Facebook site, Twitter feed and YouTube channel, which are already raising awareness across the U.S. and building regionalism at home.

YOUTUBE
Several videos showcasing the Greater MSP region were completed and are enticing viewers to learn more about our region. Find them at YouTube/greatermsp.

COLLATERAL
We finished our first regional brochure, which is being distributed in 2012. It is also available at www.greatermsp.org.

OUTREACH
In 2011, GREATER MSP team members began ambitious outreach efforts, promoting our region and initiating relationships with business leaders and site-selection consultants worldwide. Visits included Charlotte, Chicago, Atlanta, and Portland; as well as Tokyo and Harbin, China. Our teams also met with delegations from Japan, France, Winnipeg, Thailand, and Austria.
2011 PROJECT COMPLETIONS

We’re proud to play our part.

GREATER MSP IS COMMITTED TO DRIVING JOB GROWTH through a mix of attracting new companies to the region, retaining companies who have options to grow elsewhere, and helping companies located in the region to expand. In every case, our success is due to the great work of our partners.

We believe that 80% of job growth will come through retention/expansion efforts and 20% will come through attraction.

Though only operational for a few months in 2011, GREATER MSP was successful in partnering with regional economic development organizations to realize job growth in the region. We're confident that these wins represent just the beginning of what's to come.

Attraction

Five 9’s LLC will develop and own The Connexion, a Multi-Tenant, carrier-neutral data center in Eagan. The result of a concerted effort led by the City of Eagan to attract data centers, this new data center will add Tier 3 Data Center space to this underserved market to accommodate corporate data centers, colocation and cloud companies, and disaster recovery end users. Additionally, the new data center will bring high capacity connectivity and enhance the region’s broadband infrastructure. GREATER MSP, working with DEED, was able to help the company leverage key provisions of the recently passed Data Center Incentive legislation and help it make contacts in the region.

Retention

Polaris made key product acquisitions in 2011 with the purchase of North Carolina based Indian Motorcycles and North Dakota based GEM. When it needed to consolidate its administrative and showroom space, GREATER MSP was able to assist Polaris in its initial site search, resulting in a new lease of 30,000 square feet of secure space in Plymouth.
SUCCESS DATA

FIVE 9’S LLC
Jobs Created: 25 to 50
Square Footage: 138,000
Capital Investment: $50 million to $75 million

POLARIS INDUSTRIES INC.*
Jobs Created: 80
Square Footage: 30,000
Capital Investment: $500,000

UNISON COMFORT TECHNOLOGIES*
Jobs Created: 83
Square Footage: 30,000
Capital Investment: $12,500,000

CHART, INC.
Jobs Created: 100
Square Footage: 141,000
Capital Investment: $4 million

POLAR SEMICONDUCTOR, INC.*
Jobs Created: 300
Square Footage: 98,000
Capital Investment: $90,000,000

PRIME THERAPEUTICS*
Jobs Created: 300
Square Footage: 100,000
Capital Investment: N/A

*Data based on estimates provided.
Expansions

Prime Therapeutics realized an opportunity to grow and saw great promise in the region’s workforce. With three locations in the area, the company needed more space, and found it in a nearby vacant building. GREATER MSP partnered with DEED to create a financial assistance package to help cover the costs of facility renovations.

Chart, Inc., located in New Prague, needed to expand its operations to meet growing demand. With operations in many locations throughout the US, the company had many options. A critical factor in its decision was the ability to find available workforce. When a location couldn’t be found in New Prague, GREATER MSP helped find a location in Owatonna that met the company’s operational needs, and we informed the company about workforce availability. Working with DEED, GREATER MSP was able to help the company access Minnesota Investment Funds and JOBZ funds to aid in the expansion.
Polar Semiconductor, Inc. wanted to double production of its high performance automotive and electronic IC products at its Bloomington facility. GREATER MSP worked with the company and the city to allow Polar to acquire sewer access credits. This saved the company considerable expense and time, and allowed for timely acquisition of building permits.

Unison Comfort Technologies, a manufacturer of innovative commercial and industrial HVAC systems, wanted to acquire its headquarters building. GREATER MSP worked with the City of Minneapolis and the state to make public infrastructure improvements made the location more efficient for the company.

“The programs that GREATER MSP offered helped my client bridge a significant financial hurdle in order to expand in Eagan. Its quick response was extremely helpful and greatly appreciated in bringing this transaction together.” - Raymond J. Reese, Senior Vice President, CBRE, Inc.
There’s no telling what we’ll do together.

In 2011, GREATER MSP partnered with Resource Development Group to help lead our investment development process. More than two dozen business and public leaders stepped forward to support the organization’s formation and start-up. Our aim was to raise $2.8 million for 2011 operations. We exceeded our goal by raising nearly $3.0 million. We are grateful to these companies, cities and counties for joining us to advance the region.

ANNUAL BUDGET ALLOCATION GOAL

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drive Regional Collaboration</td>
<td>10%</td>
</tr>
<tr>
<td>Marketing and Branding</td>
<td>50%</td>
</tr>
<tr>
<td>New Business Development</td>
<td>20%</td>
</tr>
<tr>
<td>Existing Industry Support</td>
<td>20%</td>
</tr>
</tbody>
</table>

In October 2011, we launched a three-year, $15 million investment campaign that will fully fund GREATER MSP in its efforts to stimulate regional economic development.

“Successful fundraising depends on leadership’s ability to create a shared vision for the campaign.”

- Rob Radcliff, Resource Development Group
With the collective efforts of GREATER MSP and its supporters, businesses and people around the country - and the world - will want to learn more about what makes this such a great place to live and do business.”

- Laura Oberst, Executive Vice President, Wells Fargo Bank
Prime Therapeutics adds jobs in the south metro.

“GREATER MSP allows all of us to sit at the table together and to think regionally and globally to ensure our continued growth and success.”

- Mike Opat, Chair, Hennepin County Board of Commissioners

2011 INVESTORS

Andersen Corporation
Capital City Partnership
Cargill, Inc.
Carlson
C.H. Robinson Worldwide, Inc.
Ecolab
General Mills
Great River Energy
HealthPartners
Hubbard Broadcasting, Inc.
Land O’ Lakes, Inc.
Medtronic, Inc.
Mortenson Construction
The Mosaic Company
Nelson Tietz and Hoye, Inc.
Pentair, Inc.
Target Corporation
US Bancorp
Wells Fargo Bank
Xcel Energy, Inc.
Anoka County
City of Apple Valley
City of Belle Plaine
City of Bloomington
City of Burnsville
City of Chaska
City of Eagan
City of Edina
City of Elko New Market
City of Jordan
City of Lake Elmo
City of Minneapolis
City of New Prague
City of Prior Lake
City of Rosemount
City of Saint Paul
City of Savage
City of Shakopee
City of Woodbury
Dakota County
Hennepin County
Ramsey County
Scott County
Washington County

IN-KIND INVESTORS

Capital City Partnership
General Mills
General Office Products
Economic Development Services, Inc.
H. Larson Photography
Haberman & Associates
Haskell’s
Hubbard Broadcasting, Inc.
Itasca Project
KPMG LLP
McKinsey & Company
McGrann Shea Carnival Straughn and Lamb
Metropolitan Airports Commission
Minneapolis Foundation
Minneapolis Regional Chamber of Commerce
Minnesota State Chamber of Commerce
Minnesota Wild
Nelson Tietz & Hoye, Inc.
Padilla Speer Beardsley, Inc.
Phillips Distilling Company
Sage Hunter
St. Croix Promotions
Sullivan Cotter and Associates, Inc.
Tunheim
Wells Fargo Bank
Unisys
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Kim Lindquist, City of Rosemount
Mark Lofthus, Minnesota Department of Employment and Economic Development
Scott Marquardt, Southwest Initiative Foundation
Tim Mulcahy, University of Minnesota
David Olson, Minnesota Chamber of Commerce
Ewald Petersen, Commissioner, Sherburne County
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Gary Shelton, Scott County
John Sullivan, Carver County
Anders Tollsten, Tolridge, Inc.
Dale Wahlstrom, Lifescience Alley/Bio Business Alliance of Minnesota
Charlie Weaver, Minnesota Business Partnership
Gene Winstead, Mayor, City of Bloomington
David Wright, US Bancorp

Heartfelt thanks.
“It was time for our region to come together and celebrate our strengths and market them to the world.”

- Christopher Policinski, CEO and President, Land O’ Lakes, Inc.