PARTNERSHIP. It is what makes our region work. We go further and get more done when we leverage the talents of everyone. And together we will solve the world’s challenges for the next century. The impact of cross-organizational partnership is a unique aspect of our community. The pages that follow show a few examples of how we have come together to drive prosperity and improvement in the region. The work reflects the energy, efforts and ideas of many people and organizations. Together we make our region one where business and people prosper.

CENTER CITIES COMPETITIVENESS INITIATIVE
These partners are creating joint strategies and sharing resources to accelerate job growth and capital investment within Saint Paul and Minneapolis, with special focus on North and Northeast Minneapolis, and Midway and East Side of Saint Paul. The initiative produced a number of “firsts” in 2017 related to collaboration between the two urban cities. Included was a pilot project launched late in the year with local tech start-up Hoodstarter to crowdsourc development ideas for vacant properties from the residents and local leaders.

PARTNERS: City of Minneapolis, City of Saint Paul, Hennepin County, Ramsey County, Minneapolis Regional Chamber of Commerce, Saint Paul Area Chamber of Commerce

CCCI PARTNERSHIP HIGHLIGHTS
Created new marketing materials to drive private investment in North Minneapolis and Saint Paul’s East side
Made the pitch for investing in the Center Cities at a Minneapolis-Saint Paul open house for more than 100 real estate brokers, site selectors and developers
Conducted ward tours in Minneapolis and Saint Paul to identify development opportunities
Participated on the Mayor’s Innovation Cabinet in Saint Paul

REGIONAL INDICATORS DASHBOARD AND SUMMER WORKSHOP 2017 marked the third year of collaboration of 14 organizations to produce the MSP Regional Indicators Dashboard. More than 200 regional leaders attended this year’s release event, co-hosted by GREATER MSP and the Minneapolis Regional Chamber of Commerce.

The Dashboard has developed into a system for tracking progress, benchmarking peer regions and identifying areas that require joint action.

A couple of themes emerged from the data: the region must tell its story more aggressively, set goals for improvement, and embrace radical inclusion as an economic growth strategy.

PARTNERS: Itasca Project, Minneapolis Regional Chamber of Commerce, Saint Paul Area Chamber of Commerce, Minnesota Business Partnership, Minnesota Chamber of Commerce, Metropolitan Council, The McKnight Foundation, Regional Council of Mayors, Minnesota Compass

IMPORTANT DASHBOARD INSIGHTS
Indicators for the Greater MSP region are very strong, but their strength may signal tightness in the labor market.

The region is improving too slowly in key competitive areas, including educational attainment and racial inclusion.

In 2017, the team hosted a workshop event focused on:
Engaging more leaders and organizations in the Dashboard data
Exploring how organizations are using, and can use, the Dashboard to support their work
Discussing strategies to tackle the question of racial inclusion

“We exist together. We really do share a community; we share a common labor force; we share aspirations which are that we want everyone to thrive...”
Tim Welsh, Vice-Chairman of Consumer Banking Sales and Support, U.S. Bank
MAKE IT. MSP.®

Our region’s talent attraction and retention initiative moved into high gear in 2017.

MAKEITMSP.ORG  Traffic to makeitmsp.org is up more than 60% with thousands of new visitors each month.

Nearly 700 talent and HR leaders joined the MSP Talent Tips network to better attract and retain talent.

TECH  Our Tech recruiting team identified and communicated with more than 330,000 tech professionals this year in 10 U.S. markets and is now visiting those markets based on the insights they gathered online.

MSP HELLO  The MSP Hello team has welcomed more than 10,000 newcomers by connecting them to new online resources and each other at more than a dozen events in communities throughout the region.

PROFESSIONALS OF COLOR  The Professionals of Color team presented insights to thousands of regional leaders about the experiences people of color are facing in and out of the workplace.

SUMMER INTERNSHIP EVENT  Employers worked together through Make It. MSP. to welcome and connect over 700 summer interns at U.S. Bank Stadium.

TWIN CITIES STARTUP WEEK  Make It. MSP. partners helped scale Twin Cities Startup Week to more than 150 events attended by 15,000+ people, spreading the word throughout the country and flying in dozens of job seekers to experience the event and connect with local employers.

PARTNERS: Best Buy, Bush Foundation, Ecolab, General Mills, HealthPartners, Knight Foundation, Land O’Lakes, Medtronic, Pohlad Companies, Smiths Medical, Target, UnitedHealth Group, U.S. Bank, Wells Fargo, Xcel Energy

“With Make It. MSP. we’re working to ensure our region will have the human capital we all need to be successful.”

Bill Gray, President, Uponor North America
“In order for individuals, businesses and communities to be strong we need to make sure we are working together.”

Shawntera Hardy, Commissioner, Department of Employment and Economic Development

TRADE AND INVESTMENT INITIATIVE Exports and foreign direct investment (FDI) offer our region unique opportunities for growth. With over 80% of the world’s purchasing power residing outside the U.S., foreign markets provide a fertile opportunity for growth. The Trade and Investment Initiative ramped up efforts to connect partners from our region with prospects around the globe. Highlights include:

- Provided export assistance to 50 companies including referrals to 70 potential distributors, buyers and service providers, and assistance with STEP grants
- Relaunched World Trade Month Luncheon event for 220 people following 5 year hiatus
- Partnered to organize and sponsor 5 trade networking events for over 400 people
- Led a service export and FDI promotion mission to meet with over 100 representatives in Galway, Manchester and London

PARTNERS: JPMorgan Chase & Co., Minnesota Trade Office, U.S. Commercial Service, Minnesota District Export Council, Global Minnesota, Minnesota Department of Agriculture, Medical Alley

Promoted exports and FDI at medical device trade shows in the Middle East, China and Germany
Organized and promoted Trans-Atlantic cooperation events with German medical device companies and associations in Germany and the U.S.
Hosted 25 foreign ambassadors through the U.S. State Department’s Experience America program
Launched the MSP Exports newsletter

“What makes the best partnership is when we are able to make greater progress together than you would alone”

Julie Sullivan, President, University of St. Thomas

REGIONAL AIR SERVICES PARTNERSHIP A strong airport that provides global connectivity is, and will continue to be, crucial for our region’s health. MSP tops many of the rankings for efficiency, operation, and customer experience. This year the region formed the Regional Air Services Partnership with 27 private sector partners to evaluate opportunities for future enhancements and services to maintain the airport’s leadership position. A survey fielded in 4th quarter will gather insight into future corporate travel needs allowing the MAC to partner more effectively with airlines on future business strategies. The corporate air travel work is complemented by work with the tourism travel sector to evaluate the entire portfolio of air service options.


JetBlue announced new service between MSP and Boston in 2018

WATER SUMMIT The Minnesota Water Technology Summit was held for the fourth year in 2017. Created by a cohort of representatives from the region’s many water businesses, the summit provided attendees with a discussion of water reuse, smart water solutions and global water opportunities.

PARTNERS: 3M, Dow, Ecolab, Faegre Baker Daniels, Lenz Consulting, Metropolitan Council, Minnesota Trade Office, MN Drive, Pentair, Uponor
2017 Completed Regional Projects

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Location</th>
<th>Estimated Investment</th>
<th>Total Jobs</th>
<th>Estimated Indirect Jobs</th>
<th>Estimated Wages and Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phone 4.0</td>
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<td>Jabil</td>
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</table>

**Total Jobs:** 1,955

**Estimated Investment:** $194M

**Estimated Wages and Benefits:** $194M

**Indirect Jobs:** 3,962

**Capital Investment:** $135M
SUPER BOWL / MSPINNOVATION.ORG In February 2018, the eyes of the world will be on the Greater MSP region as it plays host to Super Bowl LII. Millions of viewers and fans will be able to see and experience our region in new and often surprising ways.

The GREATER MSP partnership is working to leverage this opportunity to tell the region’s story. Our region is a leader in innovation, though often doesn’t receive the recognition it deserves. In partnership with MN Cup and other organizations, we will host The Start-Up Capital of the North Showcase for journalists in the days leading up to the Super Bowl. Mspinnovation.org was created to highlight key stories of innovation for the region (and provide fodder for journalists). A media tour to New York in November has already garnered millions of media impressions.

AMAZON In September, Amazon shook the economic development world by releasing a request-for-proposal for a second headquarters location in North America. With 50,000 new jobs and $5 billion capital investment over 15-20 years at stake, the Greater MSP partnership jumped into action. Working with DEED, the partnership identified multiple sites to meet Amazon’s needs and multiple insights as to why our region would be Amazon’s HQ2’s perfect home. None of us could have completed this alone. Our partnerships delivered a complete and comprehensive proposal to Amazon. We are still awaiting feedback, but we know we are stronger because we worked together.

“Partnerships are about agility - being able to tackle more complex issues and bigger opportunities...”

Scott Burns, CEO, Structural

STRATEGIC PLAN UPDATE/BOARD RETREAT
This summer the GREATER MSP Board launched an effort to accelerate the current regional economic development strategy and strengthen the regional partnership overall. The executive-level task force created to do this work interviewed over 100 investors and stakeholders and looked at other leading economic development organizations from around the country to learn from their experiences. A special thanks to McKinsey & Co. who helped support the process.

New strategic opportunities were identified and approved by the Board at its September retreat:

- Create and introduce a bolder regional vision in 2018
- Clarify the work of the Partnership and the roles of the Board, Partner Advisory Council, staff and partner organizations
- Build a clear strategic plan for the organization
- Enhance communications to drive regional alignment and partnership
MARKETING UPDATES Branding and promoting the region has been a core competency for the partnership since its inception. Marketing truly demonstrates where our region is stronger by combining resources and talent than if we worked individually.

REDESIGN OF GREATERMSP.ORG Our website is often the starting point for businesses looking to potentially expand their business into our region. The refresh started in 2016 and was completed in 2017. It offers a fresh look at our region, streamlined access to data and more thorough overview of opportunities. With 60,000 visitors to the site, this is our best opportunity to make a good impression. The site also saw significant activity around the world as our region’s representatives traveled to tell our story.

EXPO WEST FOOD SHOW The Minnesota Department of Agriculture and Grow North led a group of Minnesota Food companies to the Expo West. GREATER MSP went along and produced this brochure on the region’s food ecosystem.

WORTH MAGAZINE Minneapolis-Saint Paul was selected as one of its destination cities for 2017. A partnership of over a dozen organizations worked to create an insert to tell the region’s story to the influential audience of business owners and investors.

MED DEVICE EUROPE New guidelines and regulations in Europe will make it more difficult for med-tech companies to gain clearance for new devices. These three collateral pieces highlight our region’s leadership in getting products to market faster by clearing FDA hurdles.

ADVERTISING What is the secret sauce that makes our region so great? These print ads explain it to site selectors, location consultants around the world and business leaders in our region. Digital versions have proven to be some of the most effective we have seen so far.
“We need to work together to shape a clear vision and a sustainable plan to propel us into the future...”

Richard Davis, Executive Chairman, U.S. Bancorp

INVESTORS In 2017, Six new investors joined the GREATER MSP partnership. Over 150 organizations from both private and public sectors invest in the Greater MSP region. None of the work of the partnership would be possible without their contribution of time, talent and finances.

Thank you for your support and partnership.

ARPwave, LLC
BNSF Railway
Korn Ferry
Loucks
The PNC Financial Services Group, Inc.
The Saint Paul and Minnesota Community Foundations