

An aerial photograph of a city skyline, likely Minneapolis, Minnesota, featuring a wide river (the Mississippi River) with several bridges, a dense urban core with numerous skyscrapers, and green spaces. The sky is blue with scattered white clouds. The text is overlaid on the left side of the image.

Ramsey County

Partner Dialogue

MARCH 17 2026



TARGET



Medtronic



BANK OF AMERICA



SUNRISE BANKS

McKinsey & Company



McGough



GREATER MSP

One Region. One Team.



SAINT PAUL MINNESOTA



Building a better working world



McKNIGHT FOUNDATION



CITY OF BLOOMINGTON MINNESOTA



Mission | *what*

The GREATER MSP Partnership accelerates economic growth, global competitiveness and inclusive opportunity for all in the Minneapolis-Saint Paul region.

Sectors | *who*



BUSINESSES



UNIVERSITIES



LOCAL GOV'TS



FOUNDATIONS

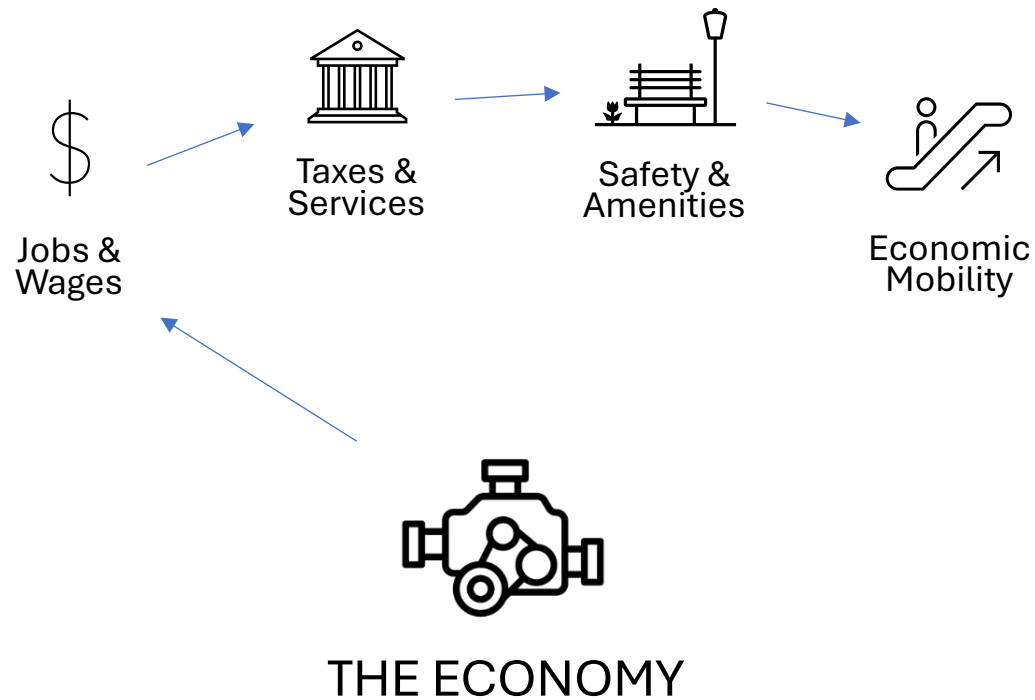
Value | *why*



TWO BIG IDEAS

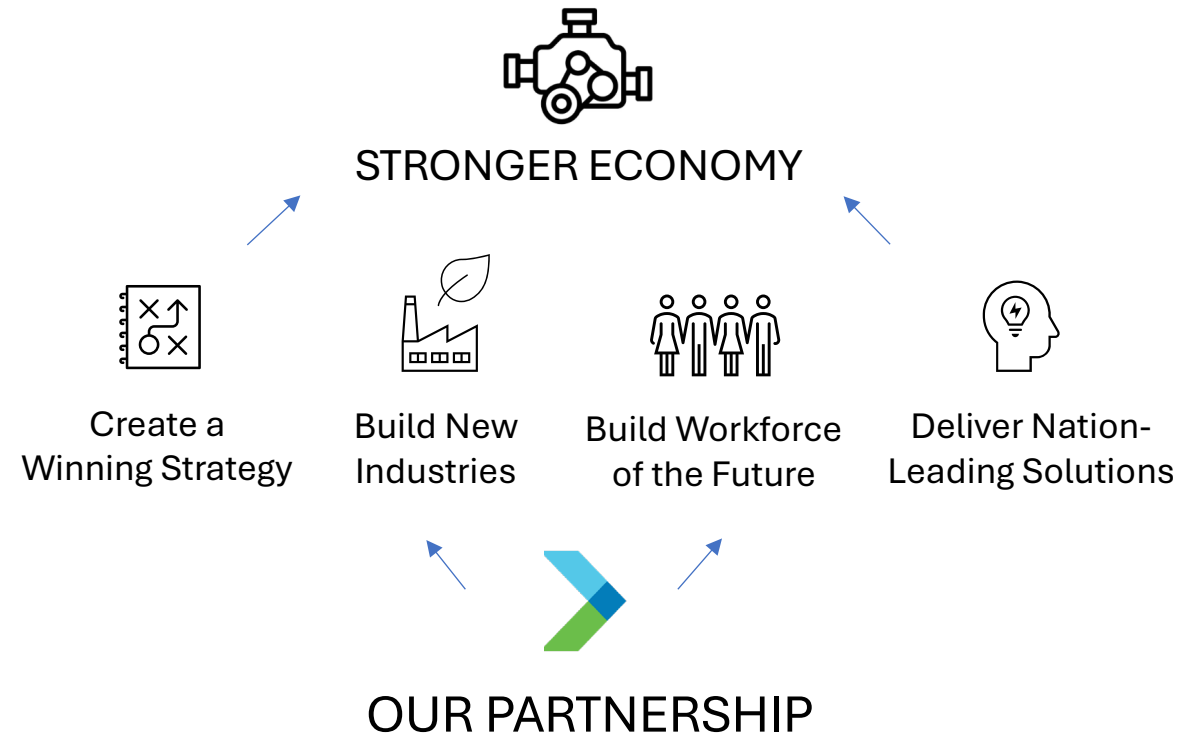
Economy = Opportunity Engine

We rely upon the region's economy to deliver quality of life & community success



Partnership = System

The GREATER MSP Partnership is a system designed to strengthen the region's economy



BUILDING THE NEXT ECONOMY

A bold strategy for growth, innovation & opportunity that responds to global demand

MED & HEALTH



Medical Tech
Bio Tech
Health & Wellness

CLEAN INDUSTRY



Sustainable Aviation Fuel
Bio-manufacturing
Industrial Decarbonization
Hydrogen hub and
Clean energy

NEXT GEN FOOD & AG



Protein Sustainability
Soil Health
Sustainable Plastics and
Material Science

DEEP TECH



Semiconductors &
Microelectronics
Cybersecurity
Data Centers
Hypersonics

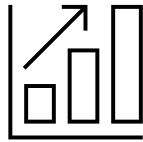
21ST CENTURY HQ ECONOMY



AI Integration
R&D facilities
Professional Services
Manufacturing Automation
Global Markets

ADVANCING COUNTY PRIORITIES

Bigger, faster & at lower cost than going it alone



County tax revenue
Expanding Commercial
Industrial Tax Base



Inclusive Opportunity
Creating good jobs, new
pathways & housing



Stronger Institutions
Cities, Higher Ed, Downtown,
Small Business*

SCALING RESULTS

Examples of the 50 large-scale projects currently underway



County tax revenue
BUSINESS EXPANSION

\$500 million+

ECOLAB Global R&D
center in Eagan



Inclusive Opportunity
GOOD JOBS

1000+ good jobs

Microelectronics
workforce partnership,
including Polar
Semiconductor



Stronger Institutions
SMALL BUSINESS

\$1 billion+

Corporate procurement from
small & medium sized
businesses across MN

B | Brookings Metro

SEIZING THE MOMENT FOR REGIONAL ECONOMIC TRANSFORMATION

St. Paul, MN | October 9th, 2025



What's driving the disconnect?



Fragmented local economies
with minimal coordination and
limited implementation
experience

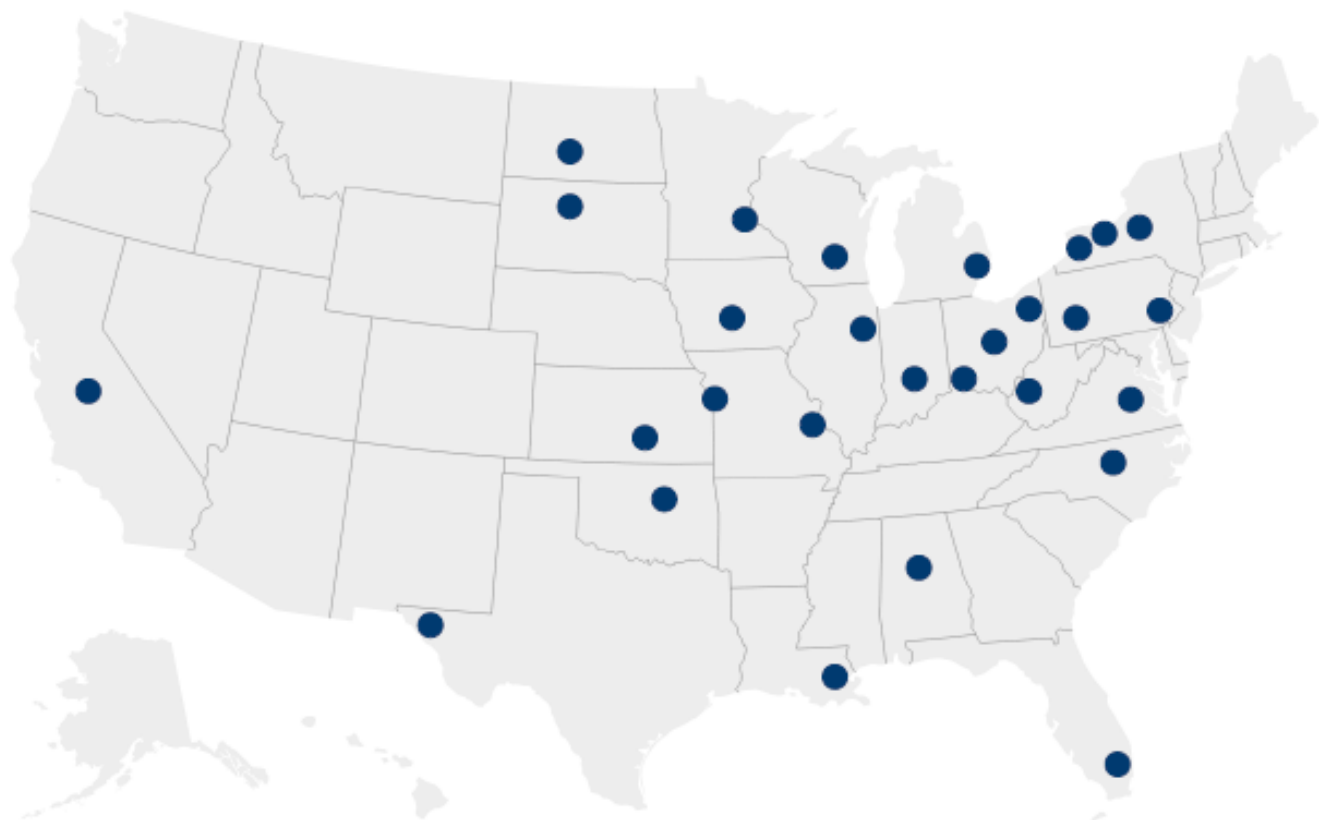


Decreased civic engagement
from CEOs due to globalization,
shortened tenures, and
competing time pressures



Shifting social and political
conditions driven by
polarization and movement
towards scarcity mindsets

Brookings Metro has worked with 28 regions across the country



Across these regions, cross-sector coalitions are working to:

- ✓ **Create good jobs**
- ✓ **Boost productivity**
- ✓ **Expand economic mobility**

Leadership towards economic transformation requires shifts in focus, investment, and alignment

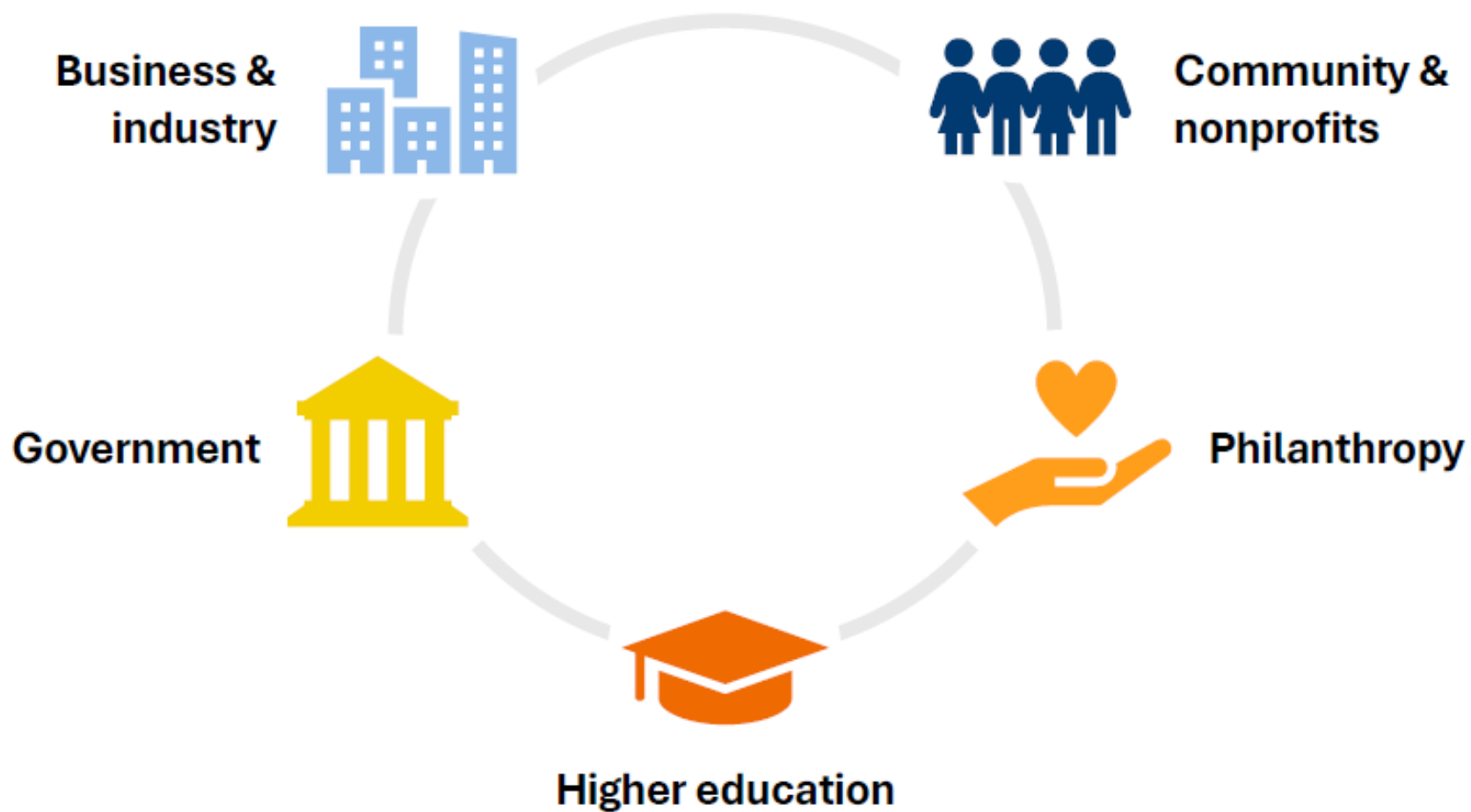
regional economic transformation

noun

the process of shifting a region's economy toward **higher-value industries and better jobs**, boosting productivity and helping more people move up the economic ladder

	From “traditional”	To “transformational”
Shift in focus	Goal is job creation	Goal is inclusive growth
	Project-centric approach	Market-shaping strategies
	Top-down decision-making	Broad, diverse coalitions
Shift in investment	Fragmented funding	Co-investment
Shift in alignment	Siloed org-level delivery	Aligned delivery across orgs
	Performance measurement	Performance management

It takes a team to transform





MAY 2024 | BLOOMINGTON

**Polar Semiconductor
announces \$525M expansion**



AUGUST 2025 | PLYMOUTH

Philips \$31M expansion



JANUARY 2026 | ROSEMOUNT

**North Wind announces \$1.4B
\$1.4B aerospace testing
facility**

From disinvestment to co-investment



Corporate

PsiQuantum, IBM, Diraq | \$1B+

Federal government

DARPA | \$160M

Philanthropy

Local philanthropies | <\$3M

Local government

Chicago/Cook County | \$10M

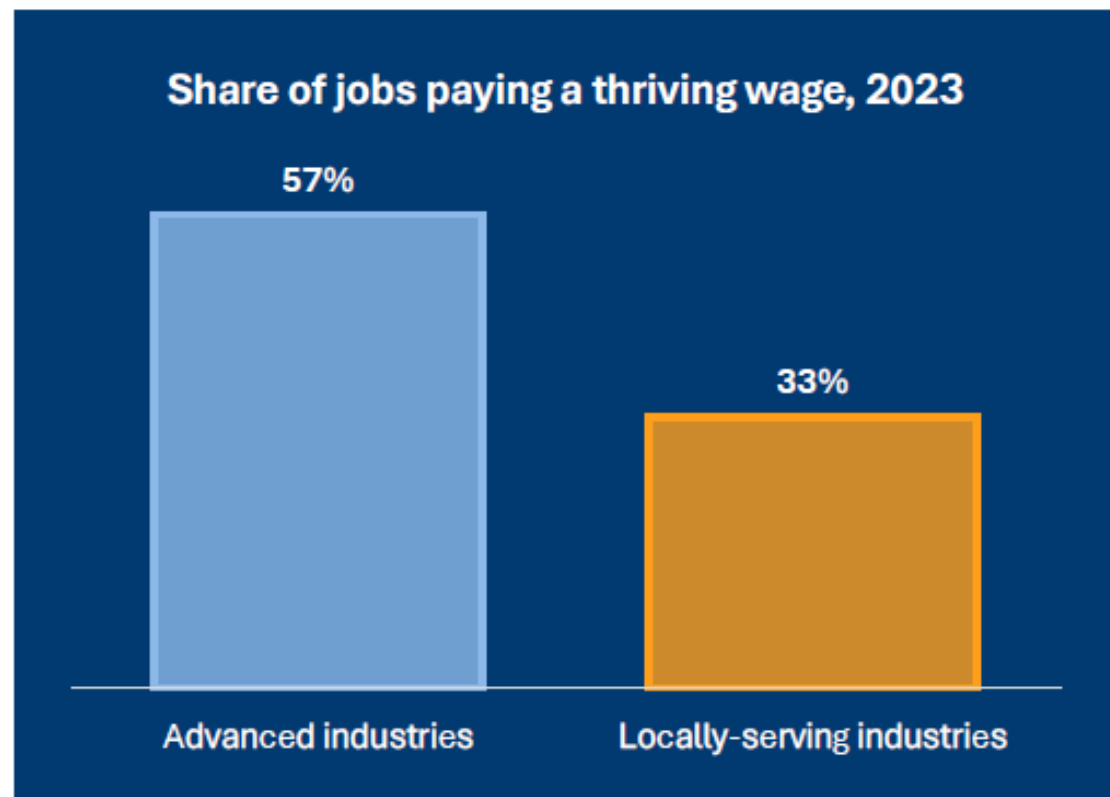
State government

State of Illinois | \$500M

Co-Investment in quantum computing led by Innovate Illinois

Regions must grow good jobs and address cost of living to generate economic mobility

Good jobs



Cost of living



Housing



Childcare



Transportation



Energy

Source: Brookings analysis of U.S. Census Bureau, Economic Policy Institute, University of Washington, and Lightcast data.

Greater Growth

EXPANDED TAX BASE

MORE GOOD PAYING JOBS

INCLUSIVE OPPORTUNITY

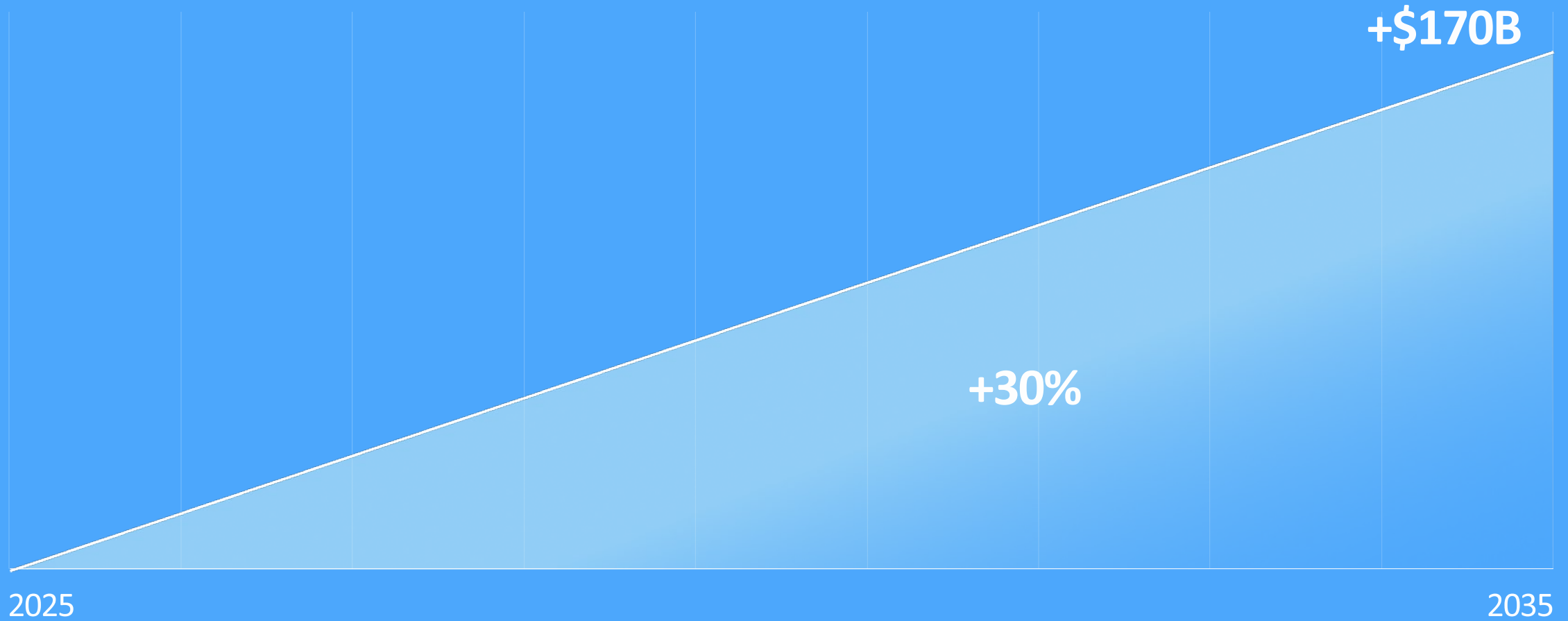
ALIGNED TO STRATEGY

INNOVATIVE SOLUTIONS

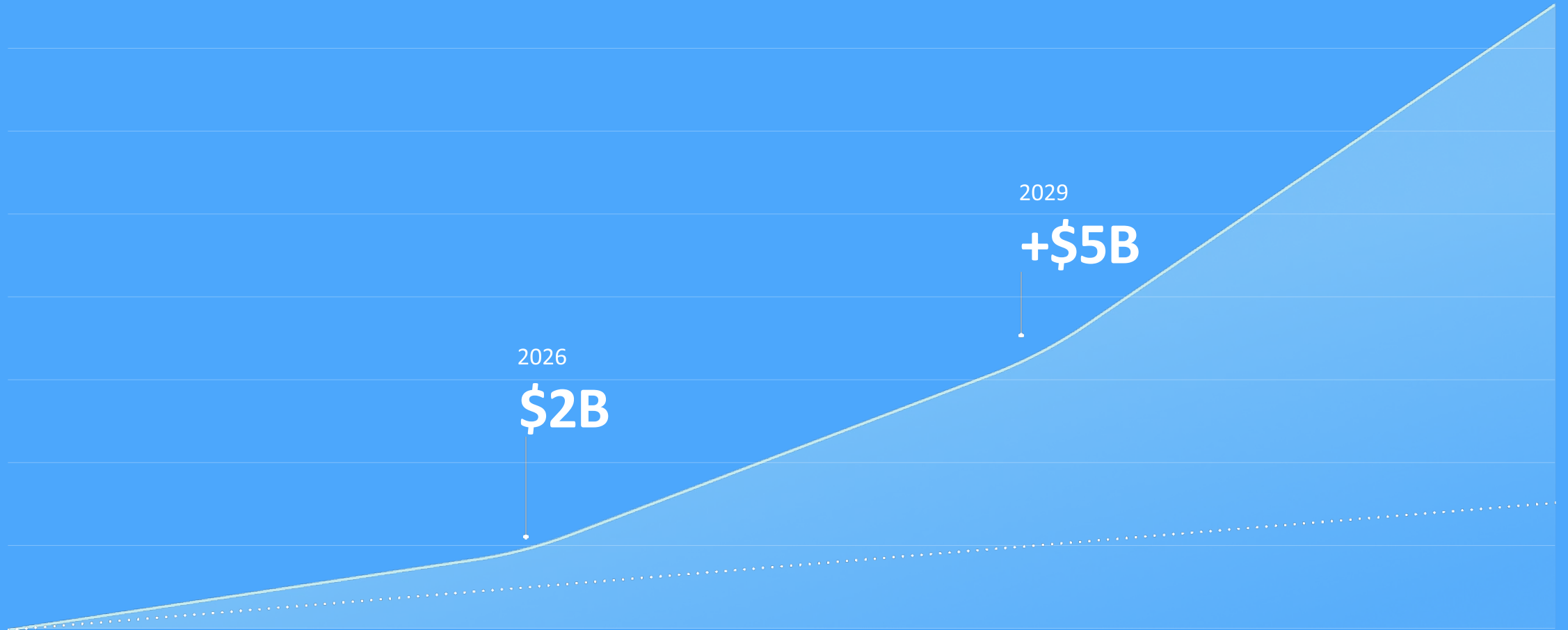
TOP-10 PERFORMANCE

NEXT26

Top 10 by 2035



Three-Year Milestones



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Protein Sustainability
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DEEP TECH



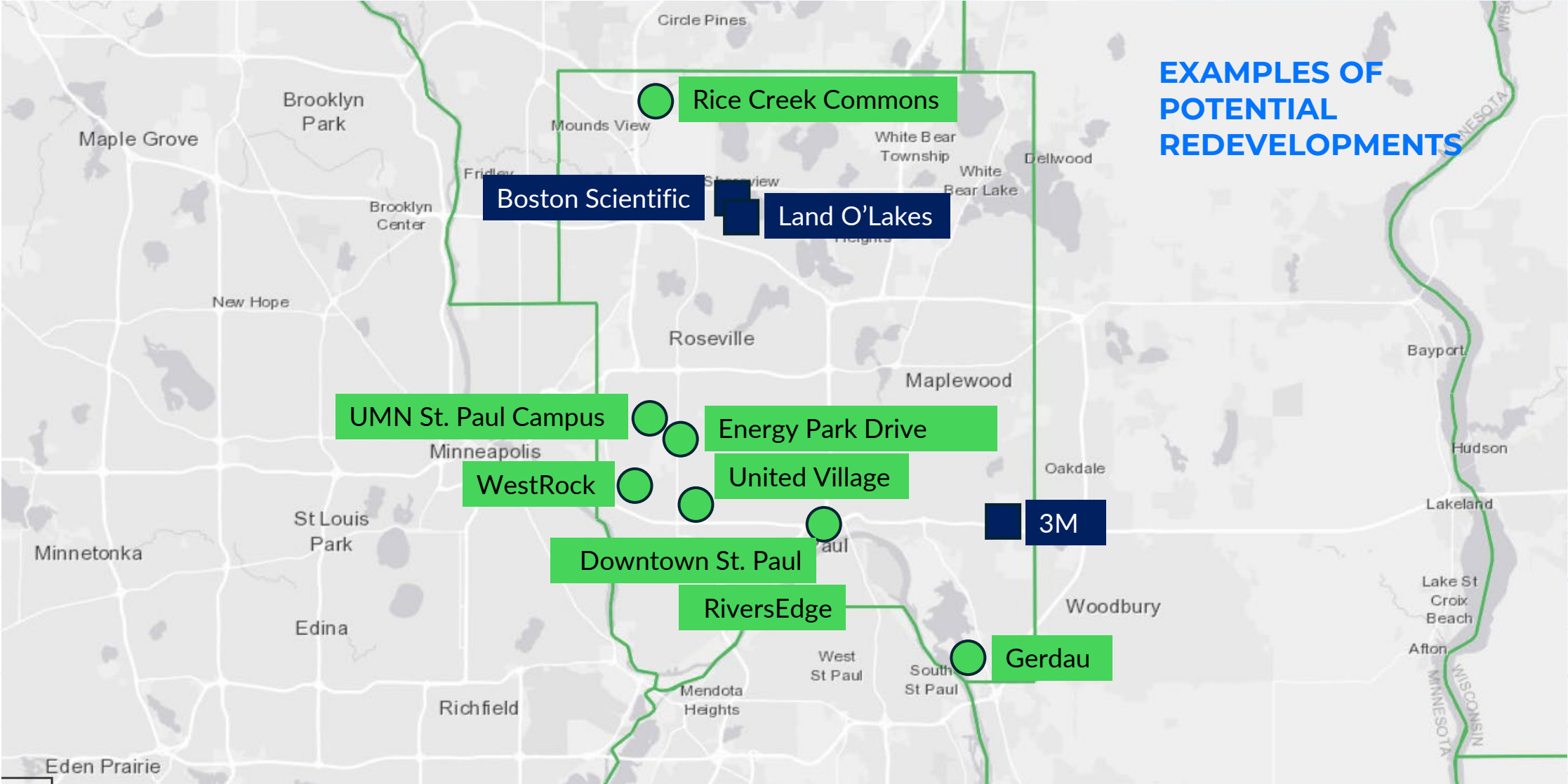
Semiconductors &
Microelectronics
Cybersecurity
Data Centers
Hypersonics

21ST CENTURY HQ ECONOMY



AI Integration
R&D facilities
Professional Services
Manufacturing Automation
Global Markets

Ramsey County | Site Opportunities



AREA STRATEGIES

HOW WE WORK

HOW TO GO FASTER

We can deliver even bigger results by focusing on specific geographies where it's possible to execute multiple projects as part of an "area strategy." Below are real examples we are eager to advance but are not yet activating because the alignment of key leaders and organizations, and sufficient pool of financial resources do not yet exist.

Each of these area-strategies would deliver thousands of good jobs, tens of millions of new investment and millions in additional state and local tax revenue by "growing the pie." Complex action of this scale requires deep partner commitment and several hundred thousand dollars of dedicated resources. The Minnesota CHIPS Coalition (focused on semiconductors and heavily concentrated in Bloomington) is an example of what's possible. The CHIPS coalition has secured over \$500 million & generated over 750 good jobs since the effort began in early 2024.

SAINT PAUL

Sub-regional strategy

- WestRock redevelopment
- Downtown Cybersecurity campus
- UofMN St. Paul Campus Bio-build
- Gerdau steel redevelopment
- Snelling/University tech zone

GROUNDBREAK COALITION

Sub-regional strategy

- Downtown St. Paul
- Downtown Minneapolis
- Northside Forward (Mpls)
- Snelling/University/Midway
- Brooklyn Park

NORTHEASTERN MN

Industrial Decarbonization

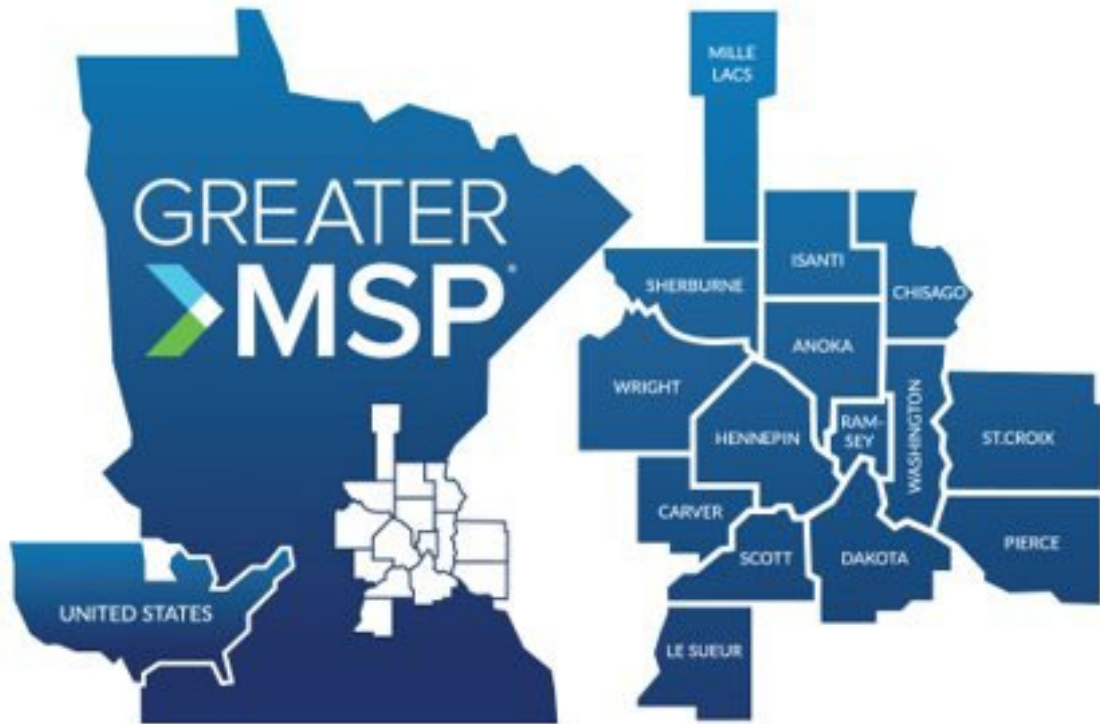
- Global Clean Port (Duluth)
- Pulsar Helium discovery
- SAF (from wood waste)
- Green Methanol
- Green Ammonia

SOUTH-WEST-NORTH MN

Bio-Manufacturing

- Bio-plastics
- Next-gen bio-fuels
- Advanced & novel crops
- Bio-chemicals
- Bio-pharma / pharma inputs

FUNCTIONS | HOW



1

INDEPENDENT ANALYSIS

of the region's economy

2

STRATEGY

to drive growth & innovation

3

EXECUTION

of the strategy at scale

2025 PERFORMANCE

ECONOMIC OUTCOMES

\$2.4 billion
OF NEW INVESTMENT
SECURED

21
DEALS WON

2,400
NEW GOOD JOBS

LEADING INDICATORS

42
NEW "DEAL"
STARTS

\$1.4 billion
IN US D.O.D.
INVESTMENT IN 2025

Airbus
GLOBAL ENTITY ALIGNS
WITH OUR STRATEGY

62
EARNED MEDIA
STORIES

7
COUNTRY PARTNERS
EMERGING

\$400K
IN 2026
INVESTOR ASKS

NEW CAPABILITY

Scoreboard

New integrated
regional goal-setting
framework

Protein Catalyst

New global strategy
launched by MBOLD

Sunset

Phased out Itasca
Project, Forge North &
Make It MSP

Workforce

Developed new sector-
partnership model
(microelectronics)

Civic Exchange

Successful pilot of new
learning forum for
regional leaders

2025 BIG PICTURE

The enterprise strengthened throughout the year across many categories that matter to long-term success. Leadership from Board & other executives is powering the progress.



Higher Ambitions



We are setting goals based on what's necessary, then working to make it possible

Bigger Results



We are “winning” together in more ways & at a greater scale

Expanding Geography



We are building with partners around the state, and in high priority countries

Strengthening Reputation



Trust & credibility continues to increase, evident by media coverage & partner outreach

Expanding Partnership



The number of active partner organizations grows every month, across all sectors

Clearer Strategy



Sharper focus on medtech, agtech, cleantech & digital tech as key growth drivers

Scaling Innovations



MN SAF Hub & MBOLD are now genuinely international operations

2026 TOPLINE PROGRESS

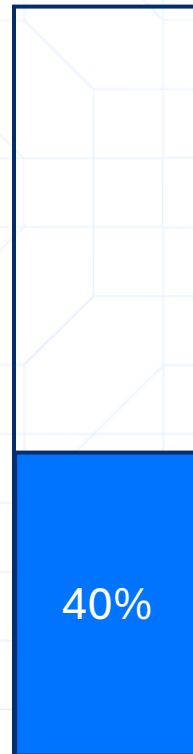
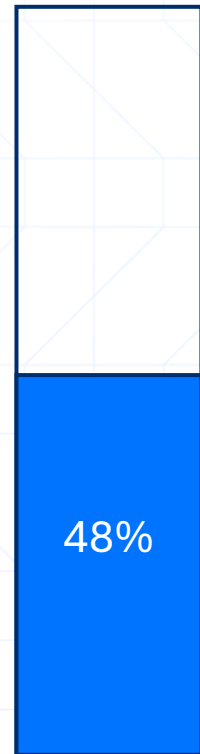
2025 was the highest year ever for capital investment in GREATER MSP's history, and the best year for jobs for our partnership since 2015.

3-YR GOALS

2025-2027

5,000
Jobs

\$5B
Cap Invest



KEY METRICS



2,405

new & retained
good jobs



\$2B

capital
investment



20

deal wins



42

new project
starts

2025 SUCCESS STORIES

Many GREATER MSP projects are complex efforts that span multiple years. The positive impacts take time but are now surfacing. Some are nationally-significant wins worth celebrating and all are stories worth telling.

CHIPS Coalition

After 3 years of effort, we achieved our goal of securing \$1 billion of new private & federal investment to grow MN's semiconductor industry with 6 total expansions and attractions (to date)

BioMADE

We assisted in winning a U.S. DOD pilot facility called BioMADE that will anchor a new bio-manufacturing industry in the state that could be worth billions of dollars and thousands of jobs.

Project Falcon

In November, we succeeded in a three-year effort to secure \$1.4 billion in U.S. DOD funding for a hypersonic testing facility. This asset will be the center of a new industry in Minnesota. A \$3billion+ aerospace campus is now envisioned.

Forward Fund

This \$400m state funding mechanism was created in 2023 to compete & win strategic economic projects. The Fund has helped MN win an estimated \$3.2 billion in private investment (an 8x return on investment – so far).

Blending Facility

In early 2026 Minnesota's SAF economy will begin when the blending facility near the airport starts operation, attracting SAF made across the US to MSP int'l airport. This will be America's only SAF blending facility outside California.

Trade Missions

In the last 2 years, GREATER MSP partnered with the MN Trade Office on investment missions to Canada, The Netherlands, Denmark/Norway & Switzerland/Germany. These missions are generating new projects for our deal pipeline and advancing our strategies in SAF, MedTech & MBOLD.

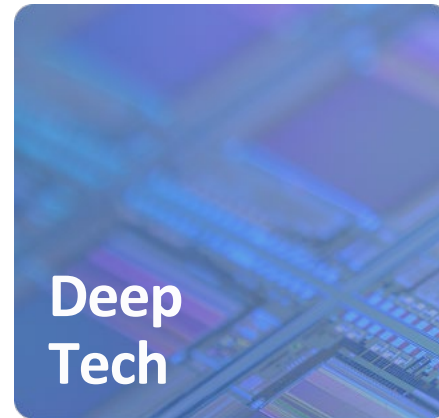
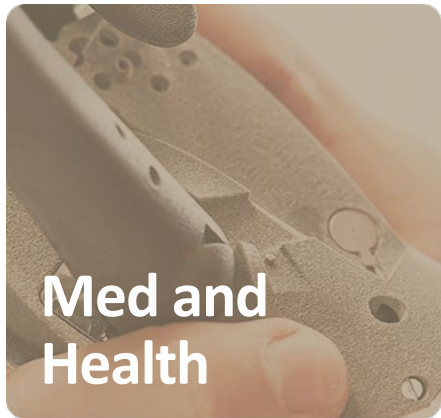
Business Bridge

An innovative collaboration among 15 large MN-based companies to grow the state's economy & increase supply chain resilience by purchasing from MN-based suppliers. This year's data revealed these firms spent \$12 billion in the state, equal to 2.5% of MN's total GDP.

COMPETE25

In August, GREATER MSP held a new event we called COMPETE to release the 2025 MSP Indicators Dashboard. Over 400 regional leaders attended, and the event garnered 4 media stories.

Building the Next Economy



Purpose Driven Economy

Med and Health



Create the next global frontier of health technology

Clean Industry



Lead North America's transition to a clean economy

Next Gen Food & Ag



Feed 9 billion people in face of climate change

Deep Tech



Use advanced digital technologies to solve real problems

21st Century HQ Economy Economy



Innovating to maintain industry leadership

2026 OBJECTIVES

JOBS & CAP INVESTMENT

- \$1.7billion capital investment won
- 1,700 jobs won

LEVERS

- Land one \$1bn+ deal
- Build signature growth fund (capital)
- Engage top 100 global deal leads
- Build portfolio of 5 “impact” sites
- Introduce “missions” frame to the world
- Establish sector partnership as new MN talent model
- Identify top 20 key occupations in key sectors & industries

PARTNERSHIP

- Rally region & leaders around 10yr transformation aim.
- Achieve budget, incl \$600k+ new investor revenue
- Develop global bridge framework agreement
- Develop inter-regional strategic compact
- Strengthen professional staff team with next 3 key hires
- Put national foundation funding plan in motion
- Create AI strategy & engagement plan
- Improve state cost & regulatory policy framework
- Recruit 5 more CEOs/executives into leadership roles
- Clarify how the partnership works with new “Playbook”