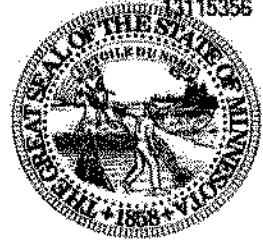


1175596800024



Office of the Minnesota Secretary of State
Minnesota Public Benefit Corporation / Annual Benefit Report
Minnesota Statutes, Chapter 304A



Read the instructions before completing this form
Must be filed by March 31
Filing Fee: \$55 for expedited service in-person, \$35 if submitted by mail

The Annual Benefit Report covers the 12 month period ending on December 31 of the previous year.
Notice: Failure to file this form by March 31 of this year will result in the revocation of the corporation's public benefit status without further notice from the Secretary of State, pursuant to Minnesota Statutes, Section 304A.301

1. Corporate Name: (Required) TRADE CENTER OF THE AMERICAS GPBC GBC

2. The public benefit corporation's board of directors has reviewed and approved this report.

3. In the field below, enter the information required by section 304A.301 subd. 2 or 3 for the period covered by this report, (see instructions for further information): Note: Use additional sheets if needed. (Required)

See attachment

4. I, the undersigned, certify that I am the chief executive officer of this public benefit corporation. I further certify that I have signed this document no more than 30 days before the document is delivered to the secretary of state for filing, and that this document is current when signed. I further certify that I have completed all required fields, and that the information in this document is true and correct and in compliance with the applicable chapter of Minnesota Statutes. I understand that by signing this document I am subject to the penalties of perjury as set forth in Section 609.48 as if I had signed this document under oath.

Silvia Ontaneda

Signature of Public Benefit Corporation's Chief Executive Officer

Silvia Ontaneda

Date (Must be dated within 30 days before the report is delivered to the Secretary of State for Filing)

Email Address for Official Notices

Enter an email address to which the Secretary of State can forward official notices required by law and other notices:
silvia@tradecamericas.com

Check here to have your email address excluded from requests for bulk data, to the extent allowed by Minnesota law.

List a name and daytime phone number of a person who can be contacted about this form:

Silvia Ontaneda 6514880412

Contact Name Silvia Ontaneda Phone Number

Entities that own, lease, or have any financial interest in agricultural land or land capable of being farmed must register with the MN Dept. of Agriculture's Corporate Farm Program.

Does this entity own, lease, or have any financial interest in agricultural land or land capable of being farmed?
Yes No



trade center of the americas

TO: Minnesota Secretary of State
Minneapolis December 22, 2021

2021 REPORT GENERAL PUBLIC BENEFIT CORPORATION REPORT (SOCIAL IMPACT AND SUSTAINABILITY BASED ON TRADE AND INVESTMENT OPPORTUNITIES)

Prepared by: Silvia Ontaneda, CHIEF EXECUTIVE OFFICER

Mission

The Trade Center of the Americas is a general public benefit corporation that promotes sustainable and inclusive economic growth by fostering international trade and investment opportunities for women and minority owned businesses, small and medium size companies and startups across North, Central and South America.

In order to make our business model sustainable, a percentage of our profits are allocated to support women owned startups and women entrepreneurs.

Vision

In partnership with the Minnesota business community, our vision is to become leaders on bridging the geographical and cultural gaps between the Midwest and the rest of the Americas and vice versa. At the Trade Center of the Americas we aim to connect our members by developing business opportunities through establishing personable business connections across the regions.

We leverage our cross cultural and trade expertise in order to increase the to help build an inclusive and sustainable trade and investment ecosystem.

Values

The TCA's values are integrity, diversity and inclusion, sustainability and innovation. It was established on the principles of the United Nations 2030 Sustainable Development Goals:

- #1 End poverty in all its forms
- #2 Zero Hunger
- #5 Gender Equality
- #8 Decent Work & Economic Growth
- #17 Partnerships for the Goals

Four Pillars of Our Business Model

Our four pillars of our business model are built to establish a community of trade actors by establishing the relationship and connecting them through:

- Four membership levels supported by a digital data platform that provides networking opportunities and business interconnectedness across regions.
- Cross-cultural business coaching, mentorship and consulting opportunities
- Matchmaking referrals to our members
- Public-Private-Partnerships (PPPs) established to facilitate open and transparent dialogues, between local and foreign governments, public and private sectors, corporations, grassroots organizations and all trade actors in the region.

These pillars are designed to build a diverse and inclusive international trade community based on trust, integrity, respect for diversity, innovation and sustainability.

Short term goals (2020-2022)

- a. Launch the Trade Center of the Americas through the event (*virtual trade mission-September 2021*)
- b. Establish the relationship with chambers of commerce, trade associations, trade representatives, business and government leaders from Mexico, Brazil, Colombia, Ecuador, Peru and Uruguay
- c. Establish partnerships with Minnesota's organization(s) to establish the TCA as part of a Minnesota initiative to become a leader on trade and investment across the Americas based on the 2030 United Nations SDGs
- d. Develop the digital platform for the membership
- e. Hire 3 staff members (*bilingual cross cultural digital marketing specialist, membership recruiter, business development strategist*)
- f. Promote the Minnesota's business culture of commitment with corporate responsibility standards as well as the TCA's values in alignment with the 2030 United Nations Sustainable Development Goals.

Midterm goals (2021-2025)

- a. Virtual representations of the TCA in ten countries in the Americas
- b. Recruit representations from cities, foreign governments to promote their business agenda in Minnesota
- c. Recruit paid memberships in all the countries members
- d. Develop a platform that can provide reliable blockchain and supply-chain data access for all members.
- e.

Long Term goals(2030)

- a. Continue to develop and improve the short and midterm goals
- b. Expand markets and reach out to all countries in the Americas
- c. Minnesota leader of the Green Energy Initiative. logistical initiative to provide interconnectedness across the Americas (from the Patagonia to Canada).

2021 Goals and Accomplishments

January- March 2021

Despite COVID-19 travel restrictions, the Trade Center of the Americas team traveled to four countries in South America to establish connections and learn about ways of better serve women and minority owned organizations on promoting their export products to the US-Midwest

March-June 2021

The Trade Center of the Americas participated on the Target Minority Entrepreneur Cohort Program. This program provided guidance on business development strategies and mentorship from the Corporate Responsibility Team.

June-September 2021

The TCA organized three entrepreneurial mentorship webinars for Latin American entrepreneurs from Ecuador, Chile and Guatemala. The webinar reached out to 200 Latin American entrepreneurs and connected them with the Midwest ecosystem.

The TCA also participated in the closing of the first phase of the Target Entrepreneurship Cohort Program. As a result, the business plan as well as financial projections for the TCA were completed.

September-December 2021

The TCA participated and completed the ASCEND and TARGET Entrepreneurship Program. Both programs provided opportunities to establish the connections with other entrepreneurs. It also provided with mentorship and consulting on the development of the business plan for the blockchain technology marketplace.

Additionally, the TCA is working on drafting MOU agreements with three countries in Latin America for the coming year. The goals of these agreements are to provide mentorship, coaching and matchmaking opportunities to minority owned businesses and startups. Thus, we are partnering with the academia, health and ag organizations from the Midwest to build an inclusive ecosystem to support these startups.

Executive Summary:

The TCA has proved to be a successful economic and social impact business model. The goal of promoting trade and investment opportunities based on social impact and sustainable development practices will help contribute to a more inclusive and sustainable ecosystem. Our business model also demonstrates that, despite the challenges and the effects of COVID and its new variants, the TCA is not only needed, but required for building a more inclusive and sustainable global economy.

The TCA is based on the principles of the 2030 United Nations Sustainable Development Goals. Based on these principles, we followed data and research provided by global organizations and multilateral institutions.

The World Trade Organization and the International Trade Organization recognize international trade as an engine for inclusive economic growth and poverty reduction and an important means to achieve the Sustainable Development Goals. <https://unctad.org/topic/trade-analysis/trade-and-sdgs>

The UNCTAD, together with the ITC and WTO, updates the trade-related Global Indicators of the Sustainable Development Goals (SDGs) by providing extensive data that proves that bilateral and/or multilateral trade opportunities are the key to a sustainable ecosystems and shared prosperity.

Report prepared by: _____

Silvia Ontaneda
Chief Executive Officer
Trade Center of the Americas

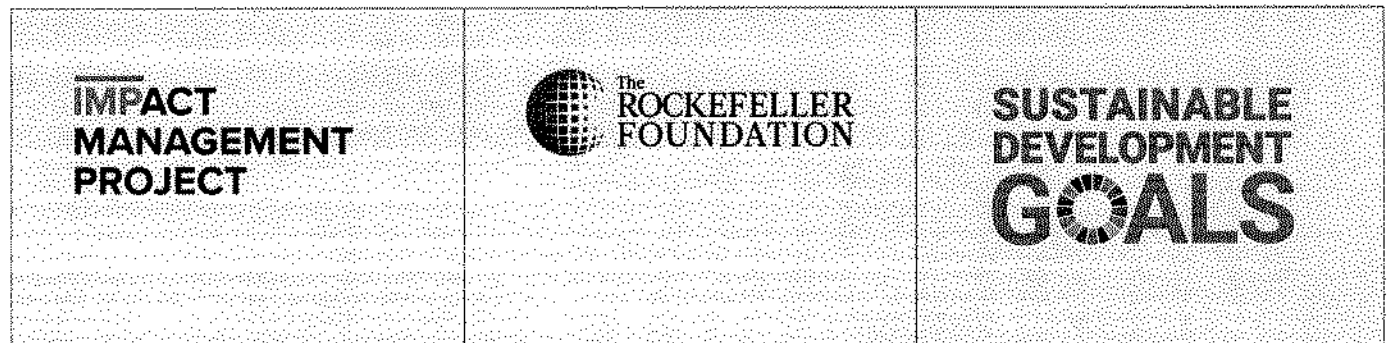
The World Trade Organization and the International Trade Organization recognize international trade as an engine for inclusive economic growth and poverty reduction and an important means to achieve the Sustainable Development Goals. <https://unctad.org/topic/trade-analysis/trade-and-sdgs>

Impact Baseline Report for Trade Center of America

MARCH 30, 2021

Ecotone Analytics developed the Impact Baseline Tool to classify organizational impact and enhance understanding of impact measurement and management.

The tool aligns an organization's impact strategy to:



Other considerations include:

- 8 priority areas of [GreaterMSP's](#) Regional Indicators
- [IMPLAN](#), an economic impact model

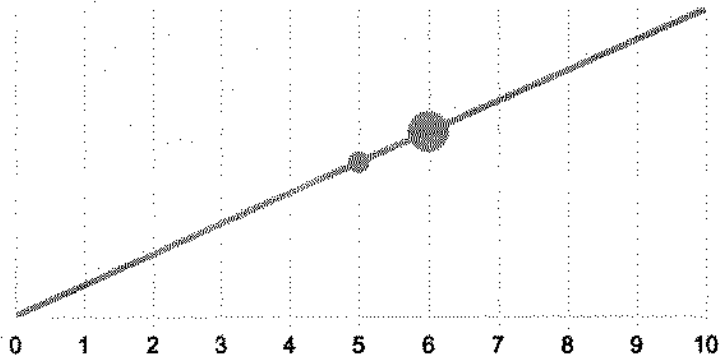
SUMMARY OF YOUR IMPACT

Current Rating of Active Impact Management¹

6

Compared to Peers:

5



Your Impact Measurement to Date:

Key strategic measures for managing impact	✓
Use of impact measures in strategic and tactical adjustments	✓
Developed a logic model	X
Created a theory of change/impact thesis	X
Data strategy and collection	✓
Data collection and analytics	✓
Impact evaluation	✓
Social return on investment	✓
Other impact measurement and management	X
Review of impact measures	Monthly

¹Your rating is based on the impact measurement in the table above and is compared to peers in your same impact area.

Compared to others in the same impact area, your organization considers:

- Organization Location **Less**
- Organizational Supply Chain **More**
- Transportation **Less**
- Vendors/Suppliers Used **Less**
- Waste Production **Less**

Why is this important?

Developing a logic model, tracking impact data, and creating an impact strategy are essential to understanding and evaluating organizational programmatic impact. This information is key to managing both the positive and negative impacts an organization is contributing to.

Key organizational functions

- Contributions improvement
- Alignment of outcomes with program mission
- Policy/management and measure decision-making
- Multi-stakeholder and multi-benefit strategic collaboration
- Data strategy

To see where these answers came from, refer to: *Measuring Impact - 1 - 3*

IMPACT MANAGEMENT PROJECT

WHAT YOU SHARED IN THE IMPACT SHOWCASE SURVEY:

WHAT

The outcome(s):

[Blank]

Value to stakeholder(s):

The goal is to make Minnesota a leading state for corporate responsible practices, in alignment with the United Nations 2030 Sustainable Development Goals in trade and investment opportunities. Create trade and investment jobs vacancies that can benefit from a hands on experience for minority and underrepresented communities, through our WeTrade curriculum Build a network of members and communities of trade actors from across the Americas based upon trust, reliability and social impact. Create and expand reliable and efficient supply chain ecosystems.

WHO

Impacted stakeholder(s):

Women, Indigenous people, communities of color, startups and small companies.

Location of service(s):

Internationally

Target audience(s) / group(s) served:

Women, minority owned startups, small and medium size companies, farmers, producers, indigenous communities, and the society at large. Consulting in international trade with our target audience to revolutionize supply chain and create social impact not only in Minnesota, but across the three Americas.

HOW MUCH

Number of participants:

26 to 100

Length of program engagement:

1 Week

CONTRIBUTION

Pending Additional Ecotone Impact Analysis

THE 5 DIMENSIONS OF IMPACT:

WHAT

What outcome occurs in period? How important is the outcome to the people (or planet) experiencing it?

WHO

Who experiences the outcome? How under served are the affected stakeholders in relation to the outcome?

HOW MUCH

How much of the outcome occurs-across scale, depth and duration?

CONTRIBUTION

What is the enterprise's contribution to the outcome accounting for what would have happened anyway?

IMPACT RISK

What is the risk to the people and planet that impact does not occur as expected?

Impact Management Project: Creative Commons Attribution-No Derivatives

Why is this important?

The Impact Management Project (IMP) is a global initiative that helps organizations build on their existing work to measure, compare and report impact on environmental and social issues. The IMP framework has developed a set of five dimensions of impact in order to help build consistency across companies and organizations. It is the most comprehensive framework available to date and helps to provide a common language for organizations to compare and report on their impact. The IMP framework is a key tool for organizations to measure, compare and report on their impact. It is a key tool for organizations to measure, compare and report on their impact. It is a key tool for organizations to measure, compare and report on their impact.

Impact of COVID-19 pandemic:

It's been extremely challenging to introduce the business model of the TCA virtually. Also, people don't get the concept of building a coalition of companies, associations, organizations in order to establish the membership model. Not all the small and medium size companies are familiar with the Sustainable Development Goals and it's been challenging to introduce the concept via Zoom. Although Zoom has been very helpful, people still want to wait until they can meet in person. The TCA scope of action is international. It requires travel and meetings in person with businesses in other countries. Due to travel restrictions and safety measures, we haven't been able to travel. Zoom has been helpful for our goal of reaching out to companies. However, things move very slow. Our data platform includes a video and traceable information about our members. We haven't been able to develop this component due COVID (no meetings in person). We haven't been able to meet with sponsors for our Virtual Trade Mission (the launching event for the TCA). This has caused us to postpone it several times. We are looking for partners. However, establishing the relationships with potential business partners have been very difficult. People do not return phone calls or don't answer emails. It seems that in-person meetings are expected in order to establish these relationships.

Extent of beneficiary engagement in design:

Yes, the beneficiaries were included in the services design process

Received feedback adapted strategy based on it?

Yes, we gather feedback regularly

Participant barriers to traditional success / access:

5+

*To see where these answers came from, refer to:
Organizational Overview - 3, 4, 5, 9, and 11
Measuring Impact - 7 - 12*

INCLUSIVE ECONOMY INDICATORS

WHAT YOU SHARED IN THE IMPACT SHOWCASE SURVEY:



EQUITABLE

Have you found the need to explore new revenue streams this year?

Coronavirus pandemic has disrupted planned/potential new sources

Have you found a need to explore borrowing this year?

Yes

Difference(s) from traditional business or non-profit:

The TCA is a general public benefit corporation that is based on the following United Nations 2030 SDGs' principles: SDG#1: No poverty Accelerating trade and investment between North, Central and South America will provide opportunities to sustainable poverty reduction. Trade generates higher living standards through greater productivity and better prices in the marketplace. SDG#5: Gender Equality According to a the CEPAL (Latin American Economic Center of the UN), 70% of women in Latam are leading agro-ecological production in the region. Trade creates opportunities for women's employment and economic development. Through trade, job opportunities for women have increased significantly causing better payed jobs. SDG#8: Decent Work and Economic Growth Trade-led inclusive economic growth enhances income-generating capacity, which is one of the essential prerequisites for achieving sustainable development. There are several US government organizations that provide support to achieve this goal. SDG#10: Reduced Inequalities Trade and investment reduce inequalities by the exchange of products, taking into account the fact that developing countries can greatly benefit from advance technology for maximize production. In the other hand, Minnesota and other US states can benefit from reliable supply chains from other countries. SDGs#17: Partnerships for the Goals (Public-Private Partnerships) Provide a forum for open and transparent dialogues across sectors and bridging the political, business and cultural gaps between regions. This business model is unique and is intended to provide corporations with socially responsible opportunities. Corporations can demonstrate their commitment to an inclusive economy, where underrepresented communities are able to engage in sustainable development practices by taking action and by participating in the global economy.

Inclusivity and equity within your organization:

[Blank]

HOW DOES THE INCLUSIVE ECONOMIES FRAMEWORK DESCRIBE THE CHARACTERISTICS TO AN INCLUSIVE ECONOMY?

Inclusive Economy

Expand opportunities for more broadly shared prosperity, especially for those facing the greatest barriers to advancing their well-being.

EQUITABLE

- *Upward mobility for all.*
- *Reduction of inequality.*
- *Equal access to public goods and ecosystem services.*

PARTICIPATORY

- *People are able to access and participate in markets as workers, consumers, and business owners.*
- *Market transparency and information symmetry.*
- *Widespread technology infrastructure for the betterment of all.*

For more information: Benner, C. & M. Pastor. (2016). Inclusive Economy Indicators: Framework & Indicator Recommendations.

PARTICIPATORY

Legal Status of your Organization:

- Public Benefit Corporation (for-profit entity)

Briefly describe your revenue streams or model:

Four levels of membership levels Consulting based on sliding scale fees Fees from the match making referral services (connecting offer and the demand). Sponsorship opportunities

How SEMSP can help you engage others:

We are looking to partner with an organization that is in alignment with our vision and our values. We are looking for pro bono consulting opportunities to help us apply for grants. There are several internship opportunities for social media and digital marketing We need funding to establish a more efficient digital data platform

INCLUSIVE ECONOMY INDICATORS

CONTINUED

WHAT YOU SHARED IN THE IMPACT SHOWCASE SURVEY:

GROWING

Growing skills and talent:

Passion for creating social impact through business opportunities
Willingness to learn about international trade based on sustainable development practices
Avid learners
Positive and inquisitive attitude
Ability to travel

Identified desire / need for training and education:

Masters' or PhD

SUSTAINABLE

Continued focus on prioritizing people and planet:

- Frequently discussed internally among staff (meetings or regular communications, etc.)
- Consistently incorporating new knowledge into strategy

Contracted sustainability expertise:

No

Integration of environmental practices:

[Blank]

Environmental Impact Considerations:

Organizational Supply Chain

5 - Impact is factored into business decisions/model

Waste Production

1 - Impact not considered at this time

Transportation

1 - Impact not considered at this time

Vendors / Suppliers Used

4 - Impact highly considered

Organization Location (i.e. if you own a restaurant or coffee shop)

4 - Impact highly considered

HOW DOES THE INCLUSIVE ECONOMIES FRAMEWORK DESCRIBE THE CHARACTERISTICS TO AN INCLUSIVE ECONOMY?

GROWING

- *Increasing good job and work opportunity.*
- *Improving material well-being.*
- *Economic transformation for the betterment of all.*

SUSTAINABLE

- *Social and economic well-being is increasingly sustained over time.*
- *Greater investments in environmental health and reduced natural resource usage.*
- *Decision-making processes incorporate longterm costs.*

Why is this important?

The Rockefeller Foundation developed a framework for understanding characteristics of an inclusive economy, equitable, particularly in terms of sustainable development. Alignment to the Financial Institutions Growth Indicators will help measure some of the key elements of an inclusive economy. The framework is available at www.rockefellerfoundation.org.

To see where these answers came from, refer to:
Measuring Impact - 4
Organizational Overview - 2, 6, and 12
Revenue Model - 1, 4, and 5
Sustainability / Environmental Practices - 1 - 9
Talent / Employee - 6, 23, and 28

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

WHAT YOU SHARED IN THE IMPACT SHOWCASE SURVEY:

SUSTAINABLE DEVELOPMENT GOALS

United Nations Sustainable Development Goals (UN SDGs) Impacted:

- 1 - No Poverty
- 5 - Gender Equality
- 8 - Decent Work and Economic Growth
- 10 - Reduced Inequalities
- 17 - Partnership for the Goals

Strategy for UN SDGs:

Please refer to question No. 2

Why is this important?

There are the blueprint established by the United Nations to achieve a better and more sustainable future for all and include 17 global goals. The issues are equally relevant and make a difference in the lives of everyone.

For more information on UN SDGs:
un.org/sustainabledevelopment

Department of Economic and Social Affairs - Sustainable Development. (2021). United Nations Sustainable Development Goals. United Nations.

To see where these answers came from, refer to: Measuring Impact - 5 and 6

SOCIAL ENTERPRISES

WHAT YOU SHARED IN THE IMPACT SHOWCASE SURVEY:



**SOCIAL
ENTERPRISE
MSP**

SOCIAL ENTERPRISES

Proportion of Earned Revenue to Grants/Donations:

30% grants/donations, 70% earned revenue

What stage of enterprise is your organization at?

MVP: Have first product or service offering

Social Aspect of Organization:

- **Sourcing** - Organizations that develop their programs by how they make their products or services.
- **Sharing** - Organizations that exist to share some or all of their profits with charitable organizations or causes.
- **Staffing** - Organizations that exist to employ people who have traditionally experienced barriers to mainstream employment.

Why is this important?

Social Enterprises are purpose-driven, practical and innovative ways for all to best support social entrepreneurs in their journey to creating social impact and building sustainable business models. Social Enterprise MSP provides a platform for organizations to operate with autonomy, freedom and innovation, with awareness of social impact and ability to access the tools of social enterprises industry.

The social aspect of the organization can be categorized in different ways – by selling, sourcing, and/or sharing, hiring practices, investment, and leadership. Many organizations can be one or more of these components. The categories are:

- **Selling** - Organizations that make their impact through what they sell or to whom they sell it.
- **Sourcing** - Organizations that develop their programs by how they make their products or services.
- **Sharing** - Organizations that exist to share some or all of their profits with charitable organizations or causes.
- **Staffing** - Organizations that exist to employ people who have traditionally experienced barriers to mainstream employment.

For more information: Ochs, J. & Brown, B. (2013). Present at the Creation: The Emergence of Social Business, Impact Investing, and the Fourth Sector in Minnesota. Socentia.

To see where these answers came from, refer to:
Organizational Overview - 7 and 10
Revenue Model - 3

GREATER MSP

WHAT YOU SHARED IN THE IMPACT SHOWCASE SURVEY:



Why is this important?

Greater MSP has identified 8 priority areas to monitor for long-term success and regional economic competitiveness. Using the data shared in the survey, we can identify structural barriers and opportunities for innovation and business enterprise transitions in the regional economy.

An inclusive economy means equitable opportunity for all to participate. While it does not address how inclusive a particular organization's culture is or whether individuals feel empowered within an organization, disaggregating data by race/ethnicity can be an important, lagging indicator for inclusion efforts and for recognizing structural barriers and systemic inequity.

For more information, visit greatermsp.org/regional-indicators-2020

SOCIAL ENTERPRISES

Average Wage of Employees:

N/A

Compared to GreaterMSP's 2020
Average Weekly Wage: \$1,207

Race / Ethnicity of Leaders on your Team

- Hispanic: 1

Race / Ethnicity of Founder/CEO/Executive Director:

- Black or African American:
- Hispanic: 1

What is the gender identity of your founder(s)?

- Female: x

Does the founder(s) identify as LGBTQAI+?

- Yes:
- No: x

Is the founder(s) the child of an immigrant?

- Yes:
- No:

Is the founder(s) an immigrant?

- Yes: X

Is the founder(s) a military veteran?

- Yes:
- No: X

Is the founder(s) living with any disabilities? [Blank]

What is the race/ethnicity of your CEO?

Hispanic

What is the gender identity of your CEO?

Female

Does the CEO identify as LGBTQAI+?

No

Is the CEO the child of an immigrant?

Yes

Is the CEO an immigrant?

Yes

Is the CEO a military veteran?

No

Is the CEO living with any disabilities?

No

Race / Ethnicity of employees:

- Caucasian: 1
- Hispanic: 2
- Other: 1

Related to GreaterMSP's 2020

Employment Gap White -- of Color (Aged 16-64): 9%

GREATERMSP

WHAT YOU SHARED IN THE IMPACT SHOWCASE SURVEY:



BUSINESS VITALITY

Founded

April/2020 but it was preceded by a similar organization called the South American Trade Forum (Established in 2008 to 2019)

Related to GreaterMSP's 2020 Establishments
Surviving 5 years: 54.8%

Related to GreaterMSP's 2020
New Establishments: 9,492

INFRASTRUCTURE

Working Remotely and In-Person:

- In Person: 1
- Remote: 1

Related to 2020 Population That Has Access to Advertised Broadband Speeds of 1gb or Higher: 26.3%

LIVABILITY

Employee Volunteering Strategy:

[Blank]

How Often Employees Volunteer:

Monthly

Related to GreaterMSP's 2020 Population 16+ Who Volunteered Last Year: 49.1%

Cost of Living Adjustment:

[Blank]

Related to GreaterMSP's 2020 Cost-Burdened Households: 29.6%

Why is this important?

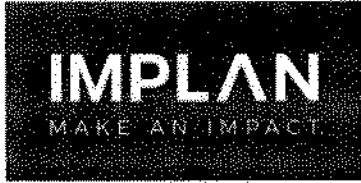
GreaterMSP has identified 8 priority areas to improve for the region's economic health and economic competitiveness. Using this set of shared metrics, organizations can better understand and compare their performance as well as compare themselves to the regional average.

GreaterMSP tracks the proportion of the population with access to broadband speeds of 1gb or higher. While digital inclusion efforts have been ongoing, the Covid-19 pandemic accelerated the need for digital connection. We asked organizations whether their employees were working remotely or in-person to allow for deeper engagement with those in-person organizations to understand what they need to be successful in-person or what resources they and those already remote need to transition successfully to remote work.

*To see where these answers came from, refer to:
Organizational Overview - 8
Talent / Employees - 4, 7 - 27*

REGIONAL ECONOMIC IMPACT

WHAT YOU SHARED IN THE IMPACT SHOWCASE SURVEY:



REVENUE

Total annual revenue:

We do not have a revenue at this time because the company was established in April 2020

EMPLOYEES

Full-time employees:

1 (unpaid)

Temporary or seasonal workers:

3 Interns

Independent contractors:

N/A

Total annual employee compensation:

N/A

Why is this important?

An organization may provide jobs and purchase goods and services. This creates an economic impact that extends beyond its own operations, and there can be local or regional implications depending on where and how much hiring and purchasing occurs. Understanding this relationship between an organization's direct activities and the potential indirect and induced economic impact is important as it can inform decision making for investing in local communities.

*To see where these answers came from, refer to:
Revenue Model - 2
Talent / Employees - 1 - 5*

RECOMMENDATIONS

FOR IMPACT MEASUREMENT AND MANAGEMENT

SUMMARY RECOMMENDATIONS

1. Create a logic model and identify key metrics that align with your goals
2. Identify success
3. Track social impact metrics
4. Review and report on impact metrics frequently
5. Pick a few core metrics to track with partners
6. Consider the impact frameworks shared above

GOAL-SPECIFIC RECOMMENDATIONS

See the next pages for how these recommendations relate to:

- Fundraising
- Communication
- Strategy
- and Partnerships

FOR FUNDRAISING

Quantifying impact and tracking Key Performance Indicators (KPIs) is essential to supporting positive outcomes and mitigating negative ones. Investors, organizations, and individuals are increasingly demanding transparency and accountability in this impact measurement and management.

Recommendations:

Create a logic model and identify key metrics that align with your goals - these can serve as talking points for investors, demonstrating your strategy and sophistication as well as elevating how you'll leverage their support. This increases the speed and extent funders

understand your work by connecting the dots for them. It also helps funders recognize how their funding priorities align with your work.

RECOMMENDATIONS FOR IMPACT MEASUREMENT AND MANAGEMENT

FOR COMMUNICATION

As a social enterprise, commitment to social impact is integral to your business, startup, or nonprofit, which is why it's important to create strong messaging around your impact goals.

Recommendations:

Identify success - The Impact Management Project Five Dimensions of Impact is a great classification system that helps put handles around what it is you're doing. Review your responses and create concise statements for each section. These short statements can be a great way to communicate with partners, community members, policy makers, etc. about the work you're doing. Use these to grab people's attention via social media or newsletters, and as they demonstrate interest, share additional details and materials.

Review and report impact metrics frequently - Creating an intentional space to design and implement strategies based on results supports continuous improvement. Sharing these results and designed solutions can increase accountability and ultimately increase brand value as consumers are increasingly aligning their purchasing decisions with values.

FOR STRATEGY

An impact statement or a commitment to social and environmental impact can serve as the foundation of your data strategy. By determining what success looks like and identifying key metrics around it, whether the data is quantitative or qualitative, an organization can monitor impact and impact performance, ultimately mitigating negative outcomes and improving positive ones.

Recommendations:

Track social impact metrics - Collecting and analyzing mission-specific metrics can help your organization continuously align your work and goals. This outcomes-focused evaluation can help

identify additional needs, understand program or organization benefits, and signals of value creation.

RECOMMENDATIONS FOR IMPACT MEASUREMENT AND MANAGEMENT

FOR PARTNERSHIPS

Research demonstrates how important diversity, especially diversity across multiple dimensions (race/ethnicity, socioeconomic, education and career history, etc), is to social and financial success. Evidence also suggests that communicating and coordinating across individuals to institutions can diversify and strengthen coalitions. Impact metrics are a great way to build these partnerships as they can help individuals and organizations unite around one clear mission, collaborate on data tracking and evaluation, and win support from broad set of stakeholders.

Recommendations:

Consider the Impact Frameworks shared above - Which indicators, measures, or models are most relevant to your work? Are your current partners also tracking these indicators?

Pick a few core impact metrics with partners - Discuss these metrics with your team and partners, regardless of their impact area, to determine what capacity you have to track them. Considering these measures together can help build accountability, understand community or regional level change, and ultimately support ecosystem change.



Work Item 1311535600036
Original File Number 1175596800024

STATE OF MINNESOTA
OFFICE OF THE SECRETARY OF STATE
FILED
05/02/2022 11:59 PM

Steve Simon

Steve Simon
Secretary of State