

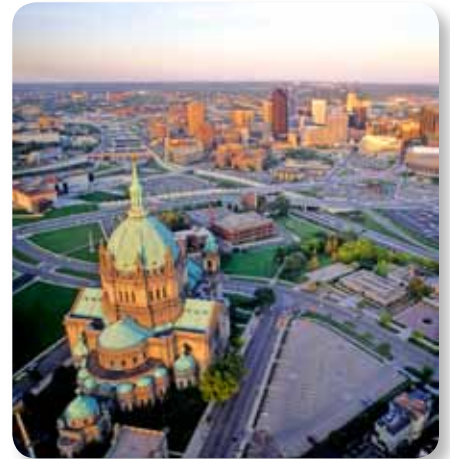
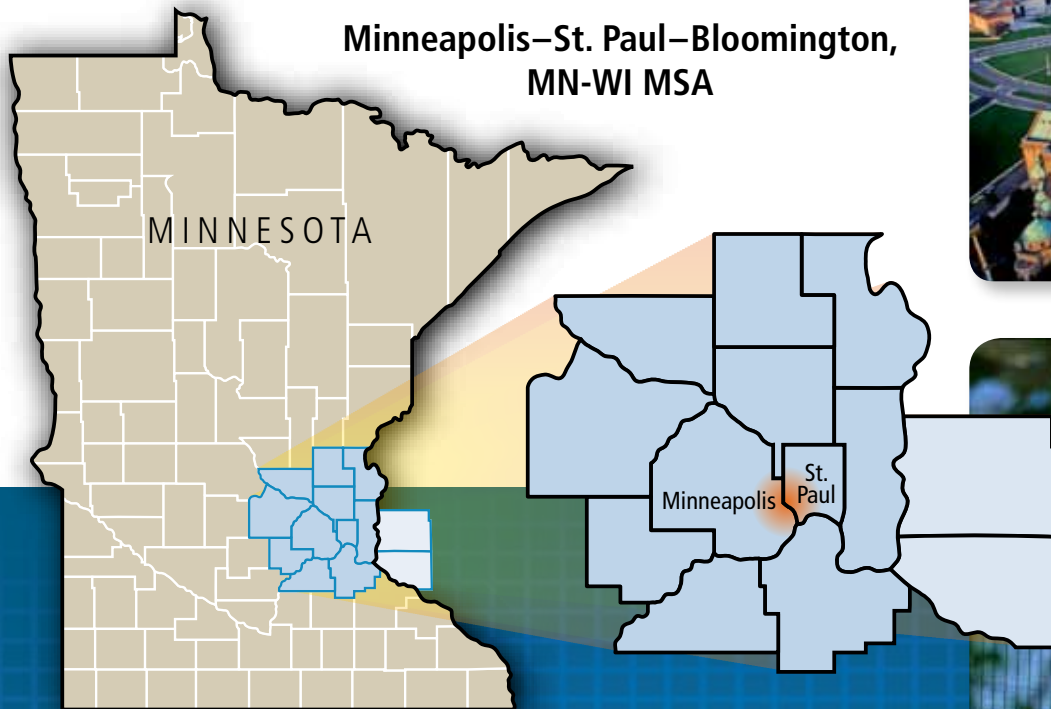
Why the Twin Cities?

MINNEAPOLIS-ST. PAUL



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Why the Twin Cities?



- Minneapolis-St. Paul **ranks among the top four “Best U.S. Cities for Business”** for 2009, according to MarketWatch.
- Minnesota is listed **among the Top States for Business 2009**, ranking sixth, according to a CNBC report that assessed cost of doing business, workforce, transportation, business friendliness, economy and cost of living.
- FierceBiotech ranked Minnesota **among the top five regions targeting biotech in the nation**, with an established reputation for developing bioscience incubators and funding R&D facilities.
- Minnesota’s **business taxes rank among the 16 lowest in the nation**, according to a report by Ernst & Young and the Council on State Taxation, 2009.
- Minnesota **is among the top five states nationwide in the 2010 Camelot Index**, according to State Policy Reports, based on our economy, health, education, crime, society and government.
- **Supportive state and local partners will assist your company** in securing the financial and workforce development resources for the project to be a success.
- Minneapolis-St. Paul **is one of the most logistics friendly areas nationwide**, according to Expansion Management, receiving five stars and ranking high in crucial indicators such as road conditions, trucking and warehousing.
- Minnesota’s **favorable income apportionment factors and the absence of a throwback provision reduce effective tax liabilities, benefiting companies with significant sales outside the state**. This makes the corporate income tax system in the state very competitive with others across the country.
- Minnesota **exempts personal property like inventory and machinery from the property tax**, resulting in a lower effective tax rate for businesses. As a result, businesses whose equipment and inventory values are high relative to the real estate value pay a lower effective tax than in states that impose such taxes.
- Minnesota’s **electric and natural gas services are dependable and moderately priced**, providing a competitive edge to businesses.
- The Twin Cities’ **quality of life is enviable**, as evidenced by a wide range of impartial rankings such as CQ Press’ ranking of Minnesota among the **top four most “Livable States,”** for more than a decade.

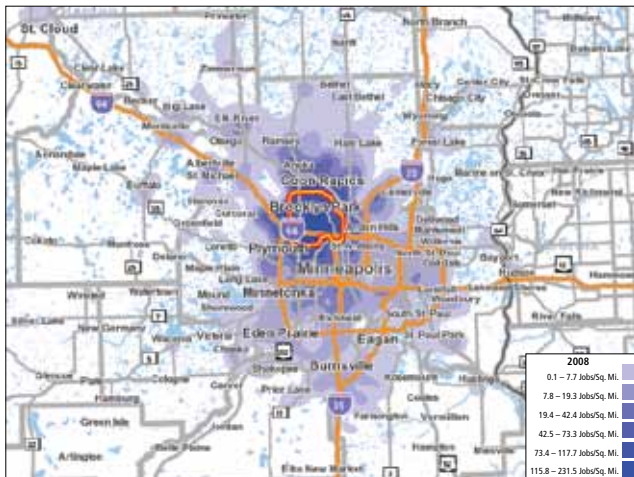
The Twin Cities offers a strong workforce, state and local support, and great communities that will help your firm achieve its goals for extraordinary growth and profitability.

Workforce



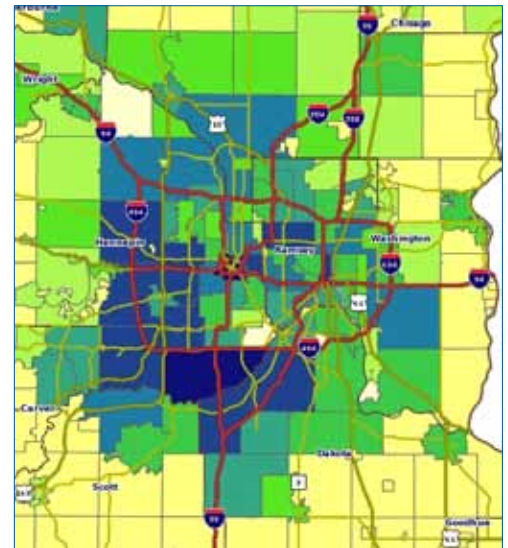
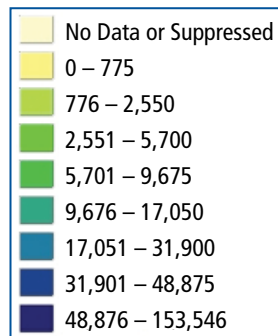
- The **Minneapolis-St. Paul area was third in this year's ranking of America's Best Cities for Young Professionals**, published by Forbes magazine, just behind Houston and Washington, D.C. Rounding out the list were New York, Boston, Dallas, Seattle, Denver, Atlanta and Austin.
- Minnesota **attracts people from across the country** at a higher rate than Illinois, California and New York. In 2008, the U.S. Census Bureau found that 1.9 percent of Minnesotans had come to the state within the last year.
- Workers stay in Minnesota. **Less than 1 percent of Minnesotans left the state** between 2007 and 2008, a smaller portion than those who left states such as New York, Massachusetts, Georgia and North Carolina.
- Minneapolis is among the **top 10 boom towns** with resilient economies, growing industries and lots of job potential, according to CBS News' Business Network.
- Minneapolis-St. Paul workers have **one of the nation's fastest commutes**, outperforming other big markets. The Twin Cities is the only top 20 metro on the list with a population of more than 3 million.

Where Workers Live Who Are Employed in the Brooklyn Park Area of the Twin Cities



- The Twin Cities outstanding commute time means **workers come from across the entire metro**. As an example, workers who commute to the Brooklyn Park area of the metro are shown on the map at left, and span the entire region.

Where Workers are Concentrated in the Minneapolis-St. Paul Metro Area



Your firm can tap into the Twin Cities' large pool of skilled workers and be assured of a growing supply of potential hires.

Workforce

- The Minneapolis-St. Paul metro **offers a labor pool of over 1.7 million workers.**

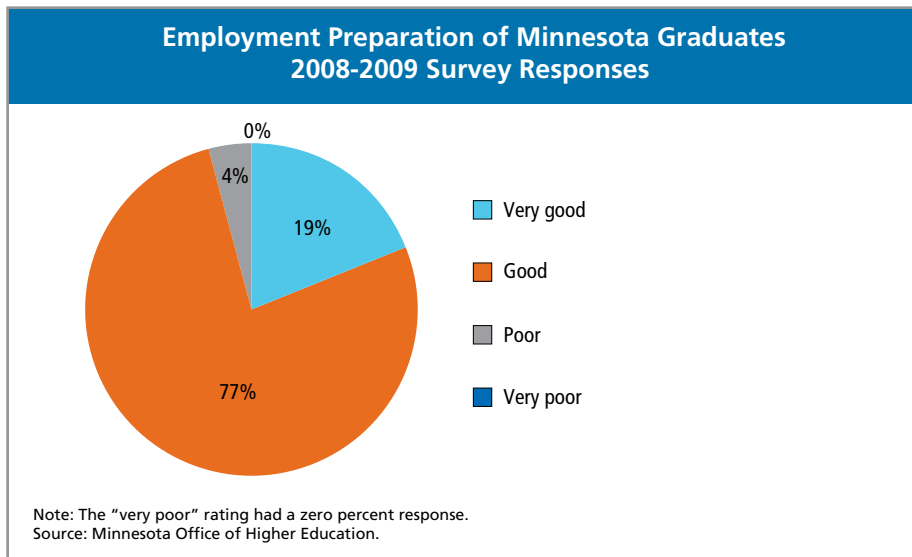
- Minnesota's hard-working ethic is reflected in the **fifth-highest labor force participation rate** in the nation.

Labor Force for Selected Metros	
Location	Employment
New York-Northern New Jersey-Long Island, NY-NJ-PA	8,277,610.00
Chicago-Naperville-Joliet, IL-IN-WI	4,332,198.00
Dallas-Fort Worth-Arlington, TX	2,927,566.00
Boston-Cambridge-Quincy, MA-NH	2,399,034.00
Atlanta-Sandy Springs-Marietta, GA	2,299,202.00
San Francisco-Oakland-Fremont, CA	2,047,357.00
Minneapolis-St. Paul-Bloomington, MN-WI	1,734,555.00
Austin-Round Rock, TX	768,189.00
Raleigh-Cary, NC	507,154.00
Cleveland, OH	37,816.00

Labor Force Participation Rates, 2009		
State	Labor Force Participation Rate	Rank
Minnesota	71.9%	5
Illinois	66.8%	22
Massachusetts	66.5%	23
Ohio	66.0%	25
Texas	65.8%	26
Georgia	65.7%	27
California	65.1%	31
North Carolina	64.2%	35
New York	63.2%	40
United States	65.4%	----

- The Twin Cities area is located in a state ranked as having the **second most competitive workforce** in the nation, according to the Beacon Hill Institute, 2008.

- According to Travel + Leisure's 2009 America's Favorite Cities Survey, **Minneapolis-St. Paul has the most intelligent citizens.**



- In 2009, about 96 percent of Minnesota employers were quite satisfied with the Minnesota graduates they had hired, rating them as very good or good.

Workforce

- Minneapolis-St. Paul is the **third-best U.S. major market for young professionals**, according to Forbes magazine.
- Minnesota is among the **top 10 most productive states per capita**.
Minnesota workers add more value to the products they produce than most other states.
 - ▶ 19 percent more than Ohio
 - ▶ 18 percent more than Georgia
 - ▶ 14 percent more than North Carolina
 - ▶ 8 percent more than Texas
 - ▶ 4 percent more than Illinois.
- Minneapolis-St. Paul has a **supply of selected scientific researchers** comparable to Chicago and exceeding Dallas, Atlanta, Austin, Raleigh and Cleveland.

Employment and Median Wages for Selected Biological and Chemical Science Occupations by Location								
Location	Microbiologists		Biological Scientists		Biochemists and Biophysicists		Biomedical Engineers	
	Employment	Wage	Employment	Wage	Employment	Wage	Employment	Wage
San Francisco-San Mateo-Redwood City, CA	360	\$87,020	450	\$77,660	890	\$90,570	510	\$101,260
Atlanta-Sandy Springs-Marietta, GA	460	\$84,470	510	\$70,390	**	**	160	\$66,060
Chicago-Naperville-Joliet, IL	310	\$64,180	340	\$69,880	**	\$71,660	**	\$58,830
Boston-Cambridge-Quincy, MA	1,000	\$65,110	920	\$44,100	1,970	\$93,640	960	\$89,500
Minneapolis-St. Paul-Bloomington, MN-WI	240	\$59,450	520	\$55,590	290	\$55,360	720	\$94,010
Raleigh-Cary, NC	**	\$41,870	170	\$60,110	**	**	**	**
New York-White Plains-Wayne, NY-NJ	470	\$78,590	360	\$76,770	800	\$87,880	350	\$76,100
Cleveland-Elyria-Mentor, OH	40	\$47,650	**	\$47,780	330	\$56,390	190	\$72,510
Austin-Round Rock, TX	150	\$42,540	**	**	**	\$65,680	130	\$59,790
Dallas-Plano-Irving, TX	50	\$43,570	170	\$66,560	30	**	80	\$65,960

** not available. Source: U.S. Bureau of Labor Statistics, Occupational and Employment Statistics, May 2009.

Employment and Median Wages for Selected Biological and Chemical Science Occupations by Location						
Location	Chemists		Chemical Engineers		Chemical Technicians	
	Employment	Wage	Employment	Wage	Employment	Wage
San Francisco-San Mateo-Redwood City, CA	1,100	\$87,270	70	\$86,140	650	\$55,270
Atlanta-Sandy Springs-Marietta, GA	870	\$72,170	120	\$65,370	560	\$33,850
Chicago-Naperville-Joliet, IL	1,450	\$64,430	710	\$80,640	1,210	\$40,780
Boston-Cambridge-Quincy, MA	2,090	\$85,430	560	\$87,540	930	\$51,190
Minneapolis-St. Paul-Bloomington, MN-WI	1,250	\$68,420	270	\$74,130	520	\$42,270
Raleigh-Cary, NC	840	\$56,430	120	\$81,810	200	\$37,930
New York-White Plains-Wayne, NY-NJ	2,310	\$75,740	290	\$92,400	1,340	\$43,600
Cleveland-Elyria-Mentor, OH	1,090	\$61,000	420	\$81,710	990	\$41,200
Austin-Round Rock, TX	480	\$45,820	**	\$74,760	370	\$44,260
Dallas-Plano-Irving, TX	730	\$70,010	360	\$76,860	970	\$42,460

** not available. Source: U.S. Bureau of Labor Statistics, Occupational and Employment Statistics, May 2009.

Workforce

- Minneapolis–St. Paul ranks **first in the nation and third in the world for human capital** economic activity, according to the World Knowledge Competitiveness Index 2008.
- Minneapolis–St. Paul is **among America’s Top Three Best Cheap Cities for 2009**, according to Forbes, and has one of the highest rankings for cultural activities.
- Salaries go far in the Twin Cities, and **the great work-life balance here creates productive workers**. Single-family housing costs in the Twin Cities for the fourth quarter of 2009, according to the National Association of Realtors, are about a third less than some comparable metro areas.
- Minneapolis-St. Paul has a **supply of selected computer-related professionals** that exceeds San Francisco, Austin, Raleigh and Cleveland.

Employment and Median Wages for Selected Computer Occupations by Location								
Location	Computer Programmers		Computer Software Engineers, Applications		Computer Software Engineers, Systems Software		Computer Systems Analyst	
	Employment	Wage	Employment	Wage	Employment	Wage	Employment	Wage
San Francisco-San Mateo-Redwood City, CA	3,580	\$95,520	10,820	\$105,560	7,280	\$111,450	7,250	\$92,880
Atlanta-Sandy Springs-Marietta, GA	5,510	\$75,080	9,760	\$88,940	7,370	\$85,910	20,160	\$81,070
Chicago-Naperville-Joliet, IL	15,620	\$71,710	12,280	\$89,760	13,970	\$93,270	14,000	\$74,720
Boston-Cambridge-Quincy, MA	7,220	\$89,070	14,430	\$100,140	18,920	\$98,820	13,490	\$86,820
Minneapolis-St. Paul-Bloomington, MN-WI	4,600	\$66,690	13,580	\$88,600	5,740	\$93,670	10,600	\$74,640
Raleigh-Cary, NC	2,930	\$76,130	4,230	\$85,150	2,490	\$87,770	3,680	\$73,770
New York-White Plains-Wayne, NY-NJ	24,950	\$74,790	21,730	\$97,020	11,170	\$99,560	25,090	\$86,050
Cleveland-Elyria-Mentor, OH	2,940	\$60,810	3,570	\$80,780	1,250	\$74,950	3,380	\$69,960
Austin-Round Rock, TX	5,110	\$72,500	6,730	\$89,750	5,660	\$96,620	8,640	\$72,580
Dallas-Plano-Irving, TX	10,100	\$80,150	13,210	\$95,420	12,750	\$95,010	15,230	\$82,390

Source: U.S. Bureau of Labor Statistics, Occupational and Employment Statistics, May 2009.

Employment and Median Wages for Selected Managerial Occupations by Location								
Location	General and Operations Managers		Human Resources Managers		Computer and Information Systems Managers		Sales Managers	
	Employment	Wage	Employment	Wage	Employment	Wage	Employment	Wage
San Francisco-San Mateo-Redwood City, CA	19,270	\$125,290	1,060	\$128,530	5,440	\$140,740	4,790	\$130,760
Atlanta-Sandy Springs-Marietta, GA	51,080	\$88,170	1,580	\$96,820	8,150	\$110,280	10,890	\$98,680
Chicago-Naperville-Joliet, IL	40,940	\$108,360	2,670	\$98,350	11,040	\$111,380	13,410	\$96,240
Boston-Cambridge-Quincy, MA	23,920	\$107,760	870	\$114,160	8,840	\$125,580	5,290	\$136,280
Minneapolis-St. Paul-Bloomington, MN-WI	20,930	\$100,360	2,000	\$104,870	8,090	\$113,260	7,120	\$103,780
Raleigh-Cary, NC	7,650	\$104,160	150	\$99,460	2,380	\$108,580	1,450	\$93,540
New York-White Plains-Wayne, NY-NJ	60,190	\$142,510	4,990	\$104,180	19,190	\$139,790	13,450	\$152,900
Cleveland-Elyria-Mentor, OH	6,180	\$102,090	530	\$103,010	1,650	\$107,080	2,250	\$104,970
Austin-Round Rock, TX	11,340	\$98,190	300	\$105,990	2,250	\$117,850	1,850	\$117,710
Dallas-Plano-Irving, TX	35,050	\$103,010	860	\$111,990	6,740	\$120,290	6,460	\$109,360

Source: U.S. Bureau of Labor Statistics, Occupational and Employment Statistics, May 2009.

Workforce

- **The Twin Cities has a strong, vibrant economy.** The state weathered the recent recession avoiding the extremes of the housing boom and bust.
- Minneapolis had the **smallest rise in unemployment** among the nation's largest metro areas, according to the U.S. Bureau of Labor Statistics.
- The Twin Cities has an incredible **manufacturing sector that encompasses 197,000 workers**, with an additional 138,000 elsewhere in the state. In addition, the state has over 71,000 workers in management of companies.

Employment and Median Wages for Selected Production Occupations by Location

Location	First Line Supervisors of Production and Operating Workers		Computer-controlled Machine Tool Operators		Structural Metal Fabricators		Production Workers, All Other	
	Employment	Wage	Employment	Wage	Employment	Wage	Employment	Wage
San Francisco-San Mateo-Redwood City, CA	1,790	\$63,570	210	\$50,040	50	\$43,100	610	\$29,640
Atlanta-Sandy Springs-Marietta, GA	9,610	\$50,370	690	\$34,790	1,750	\$32,590	4,560	\$20,210
Chicago-Naperville-Joliet, IL	18,610	\$55,920	4,670	\$35,880	1,320	\$39,120	18,370	\$28,260
Boston-Cambridge-Quincy, MA	4,650	\$60,550	830	\$40,240	400	\$38,670	640	\$20,920
Minneapolis-St. Paul-Bloomington, MN-WI	8,410	\$56,170	3,030	\$40,500	670	\$40,840	5,730	\$27,320
Raleigh-Cary, NC	1,690	\$51,380	190	\$30,090	**	\$32,980	230	\$45,980
New York-White Plains-Wayne, NY-NJ	10,940	\$58,170	730	\$36,080	970	\$37,490	2,980	\$28,770
Cleveland-Elyria-Mentor, OH	6,400	\$53,690	2,750	\$36,910	650	\$34,760	1,750	\$36,120
Austin-Round Rock, TX	2,550	\$53,080	640	\$24,500	270	\$30,930	450	\$23,030
Dallas-Plano-Irving, TX	8,700	\$52,840	970	\$32,770	2,650	\$28,230	1,780	\$20,010

** not available.

Source: U.S. Bureau of Labor Statistics, Occupational and Employment Statistics, May 2009.

Employment and Median Wages for Selected Business Operations Occupations by Location

Location	Compensation, Benefits, and Job Analysis Specialists		Human Resources, Training, and Labor Relations Specialists		Network and Computer Systems Administrators		Office and Administrative Support Occupations	
	Employment	Wage	Employment	Wage	Employment	Wage	Employment	Wage
San Francisco-San Mateo-Redwood City, CA	1,420	\$67,550	2,220	\$83,340	4,600	\$92,000	163,960	\$40,580
Atlanta-Sandy Springs-Marietta, GA	2,400	\$54,910	2,880	\$61,900	7,340	\$71,830	438,280	\$31,610
Chicago-Naperville-Joliet, IL	3,630	\$58,080	5,530	\$53,080	12,370	\$75,060	612,900	\$32,780
Boston-Cambridge-Quincy, MA	2,650	\$64,960	2,610	\$67,580	6,750	\$78,590	287,050	\$38,240
Minneapolis-St. Paul-Bloomington, MN-WI	1,880	\$58,610	4,960	\$61,320	8,250	\$71,690	280,260	\$34,420
Raleigh-Cary, NC	860	\$53,170	430	\$60,990	1,630	\$65,300	82,110	\$31,380
New York-White Plains-Wayne, NY-NJ	10,040	\$65,210	9,580	\$61,580	13,740	\$82,900	957,990	\$36,100
Cleveland-Elyria-Mentor, OH	890	\$54,690	3,260	\$42,380	3,050	\$59,730	175,620	\$30,630
Austin-Round Rock, TX	1,130	\$48,650	860	\$56,420	3,070	\$61,760	137,260	\$31,270
Dallas-Plano-Irving, TX	2,510	\$54,440	2,740	\$61,170	9,180	\$70,570	385,530	\$31,920

Source: U.S. Bureau of Labor Statistics, Occupational and Employment Statistics, May 2009.

Education



- Minnesota's population is one of the most educated in the nation.

Percentage of Population with Bachelor's Degrees and High School Diplomas, 2008

Metropolitan Area	Bachelor's Degrees	High School Diplomas
San Francisco-Oakland-Fremont, CA	43.4	86.9
Raleigh-Cary, NC	41.5	89.9
New York-Northern New Jersey-Long Island, NY-NJ-PA	35.2	83.8
Minneapolis-St. Paul-Bloomington, MN-WI	37.6	92.7
Dallas-Fort Worth-Arlington, TX	29.6	81.2
Cleveland, OH	27.0	88.0
Chicago-Naperville-Joliet, IL-IN-WI	33.0	85.5
Boston-Cambridge-Quincy, MA-NH	41.9	89.9
Austin-Round Rock, TX	38.2	86.5
Atlanta-Sandy Springs-Marietta, GA	34.6	87.3

Source: Ranking Tables, 2008 American Community Survey 1-Year Estimates, U.S. Census Bureau.

- Minneapolis-St. Paul ranked among the **top nine U.S. best college cities**, according to the College Destinations Index 2009-2010 from the American Institute for Economic Research.
- Minneapolis-St. Paul is within a two-hour drive to **15 of "America's Best Colleges,"** according to Forbes.
- Of the **over 272,000 high school students in Minnesota** in 2009-10, **nearly 149,000 (or 55 percent) were located in the Twin Cities.** Over 25,000 more students are located in the ring of counties surrounding the Twin Cities, 9 percent of the state total.
- Minnesota ranks **second among states** in the percentage of the population aged 25 years or older that has a high school diploma.

Enrollment in Twin Cities Metro Area Colleges and Universities, 2008

PRIVATE		PUBLIC	
College	Enrollment	College	Enrollment
Augsburg College	4,019	University of Minnesota - Twin Cities	51,659
Carleton College	2,011	Metropolitan State University	7,361
St. Catherine University	5,277	Anoka Technical College	2,260
Hamline University	5,166	Anoka Ramsey Community College	9,210
McCalester College	1,996	Century College	10,489
St. Olaf College	3,099	Dakota County Technical College	2,978
University of St. Thomas	10,852	Hennepin Technical College	6,236
Bethel University	4,370	Inver Hills Community College	6,188
Concordia University	2,816	Minneapolis Community and Technical College	10,591
St. Marys University	5,498	Normandale Community College	10,092
		North Hennepin Community College	7,421
		St. Paul College	5,929

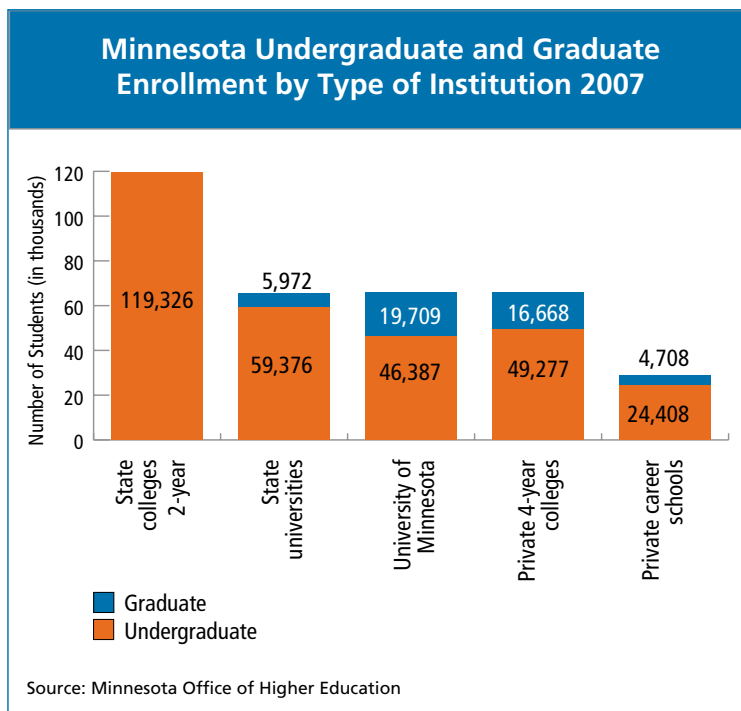
Source: Preliminary Minnesota Postsecondary Enrollment Census for Fall 2009, Minnesota Office of Higher Education, Nov. 2009.

The Twin Cities is a magnet for people from throughout the country, drawing talented graduates and skilled, educated workers.

Education



- Minnesota's highly skilled labor force starts preparing early. Minnesota's eighth-grade students rank **second nationwide in NAEP math** scores.
- Minnesota ranked **fifth in the nation in human capital** investment, according to a 2008 Milken Institute study.
- Minneapolis-St. Paul ranks **fourth in the nation in the education power index**, a measure of educational attainment.
- **Cities in Minnesota are among the most literate in the nation with Minneapolis ranking third and St. Paul seventh**, according to the "America's Most Literate Cities, 2009" report by Central Connecticut State University
- The young, single and college educated stay in the Twin Cities. Over 66 percent told the U.S. Census Bureau they stayed in the area over five years
- **Minnesota's average ACT composite score of 22.7 was the highest in the nation** among the 27 states in which more than half the college-bound students took the test in 2009. Only 7 percent of seniors take the SAT but they had a mean grade point average of 3.68 and 76 percent ranked in the top 20 percent of their high school.



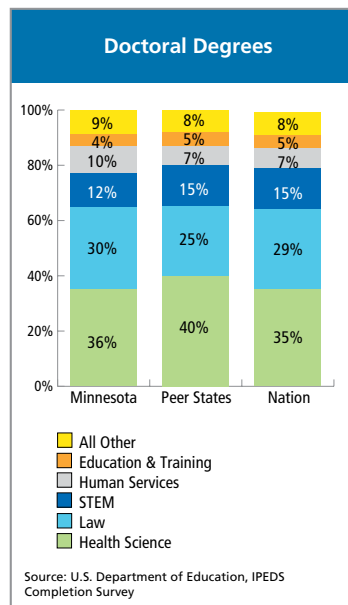
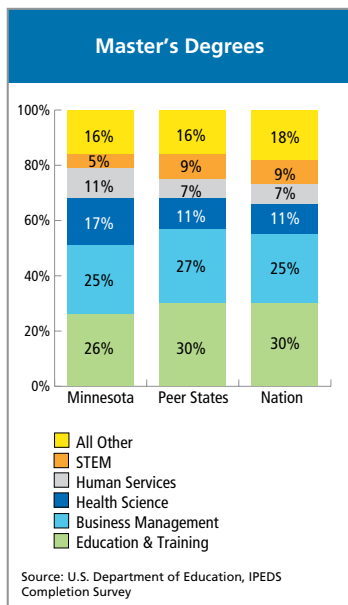
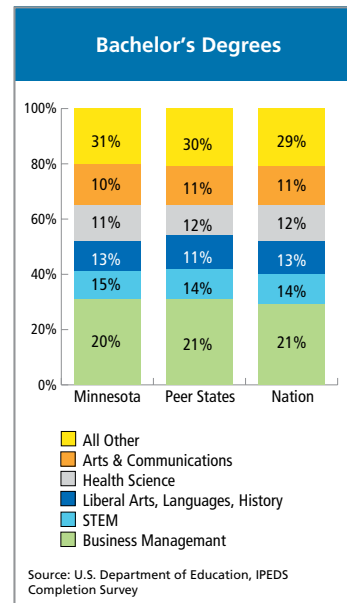
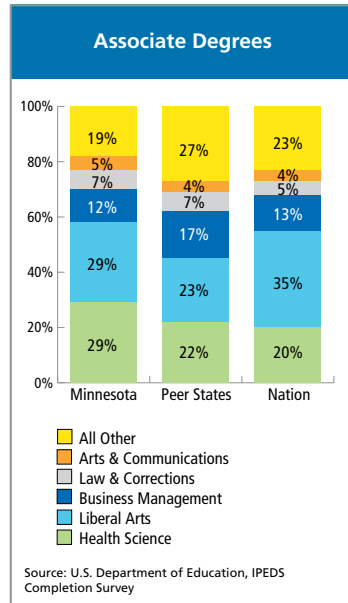
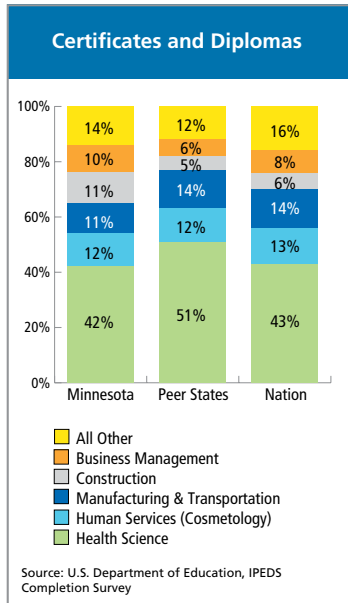
College Enrollment Overview

- In fall 2007, there were **397,059 students enrolled** in all types of postsecondary institutions in the state.
- Minnesota ranked **ninth in the nation with 68 percent** of the state's high school graduates enrolling in college directly from high school in 2006.
- The area's college participation rate is notably strong, since the state also has one of the highest high school graduation rates in the nation.

The state's higher education sector is a critical driver in building and maintaining a competitive workforce.

Education

Awards Conferred by Minnesota Institutions Compared to Peer States and the Nation by Level of Award 2006-2007



College Graduates

- In 2006-2007, **over 78,000 college degrees were awarded** in Minnesota, about 95 percent of those within a couple hours of the Twin Cities.
 - ▶ 14,700 certificates and diplomas less than two years in length
 - ▶ 16,100 associate degrees
 - ▶ 32,700 bachelor's degrees
 - ▶ 11,300 master's degrees
 - ▶ 3,300 doctoral degrees in both research and professional fields (such as law, medicine, theology)
- If Minnesota were a nation, it would be ranked fifth (behind Canada, Russia, Japan and North Korea) in the percent of population age 25 to 34 with an associate degree or higher.
- Over 1,000 engineering degrees were awarded by the University of Minnesota-Twin Cities alone, for a total of over 2,300 across the state.
 - ▶ Associate Degree: 718
 - ▶ Bachelor's Degree: 1,132 (685 at U of MN Twin Cities)
 - ▶ Master's Degree: 340 (230 at U of MN Twin Cities)
 - ▶ Doctoral Degree: 125 (all at U of MN Twin Cities)

Logistics

- An efficient and ever-growing freight system is essential for Minnesota businesses. **The state is home to 21 Fortune 500 companies, including 20 in the metro, and 32 Fortune 1,000 companies**, 12 of which are in the metro.
- Prominent companies such as **Supervalu, CHS, General Mills, Land O'Lakes, Hormel Foods, Polaris Industries, Target, Nash Finch, Best Buy, Cargill, C.H. Robinson and Toro** are headquartered in the state.
- Minnesota is a **global competitor** that exports to nearly 200 countries, ranking ninth for outbound interstate shipments. Two-thirds of all freight tonnage moving in Minnesota crosses the state's borders.
- Minnesota was **ranked among the top 12 states for transportation infrastructure** by CNBC for 2009.

Commuting Times			
Metropolitan Area	Population (2008)	Average commuting time to work (minutes)	Rank
Cleveland-Elyria-Mentor, OH	2,094,051	23.82	13
Minneapolis-St. Paul-Bloomington, MN-WI	3,237,612	24.13	16
Raleigh-Cary, NC	1,090,408	25.18	27
Austin-Round Rock, TX	1,654,100	25.41	29
Dallas-Fort Worth-Arlington, TX	6,301,085	26.77	38
Boston-Cambridge-Quincy, MA-NH	4,544,705	28.50	45
San Francisco-Oakland-Fremont, CA	4,260,236	28.66	46
Atlanta-Sandy Springs-Marietta, GA	5,385,586	30.80	49
Chicago-Naperville-Joliet, IL-IN-WI	9,515,636	31.08	50
New York-Northern New Jersey-Long Island, NY-NJ-PA	18,968,501	34.55	52

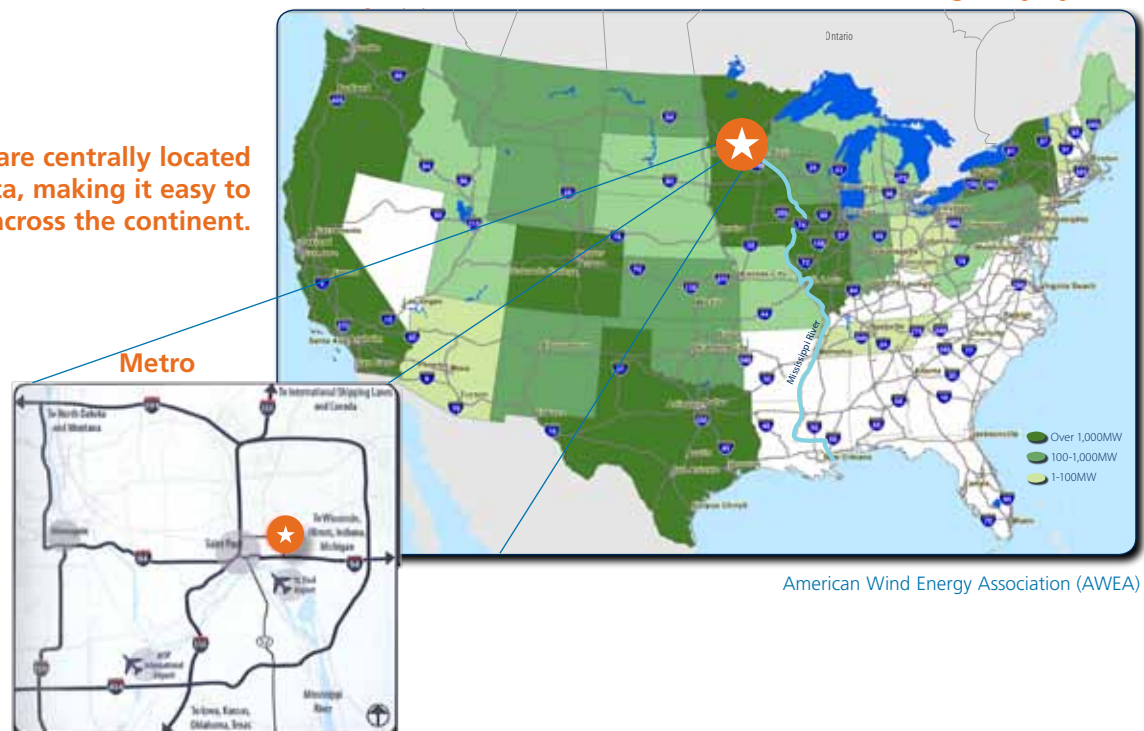
Source: Business First ranking of 52 major markets.

Highways and Trucking

- The Minneapolis-St. Paul metro is considered one of the **largest trucking centers in the United States** and is a hub for more than 150 motor freight companies that provide overnight and four- to five-day delivery throughout the country.
- Businesses in Minneapolis-St. Paul have quick, efficient access to workers with some of the **quickest commute times in the nation** — and **the fastest commute time for a metro of over 3 million**.

Interstate Highway System

The Twin Cities are centrally located in North America, making it easy to ship across the continent.



American Wind Energy Association (AWEA)

As the headquarters to many prominent companies, Minnesota has tremendous transportation networks.

Logistics

Rail

- Six rail lines in the state are integrated with both the U.S. and Canadian railway systems, offering competitive rates to companies that use rail service.
- Rail accounts for about 33 percent of freight tonnage in Minnesota. **Twenty-three railroad companies and three private industries** haul rail freight in the state.

River Shipping

- Minneapolis-St. Paul is served by two waterway systems — the **Mississippi River and the Great Lakes/St. Lawrence Seaway**. These bodies of water provide a low-cost and effective means of transporting goods.
- The Mississippi River system connects Minnesota with 17 states and the international port of New Orleans. Barge tows and diesel towboats haul a wide range of commodities.
- The **Port of Duluth**, an international seaport, is located two hours north of the Twin Cities. It is the western terminus of the Great Lakes/St. Lawrence Seaway and connects the region to the East Coast and world markets beyond.



Major Railroads



American Wind Energy Association (AWEA)

Metro



Your firm would be connected to U.S. and global locations through top-notch infrastructure and logistical advantages.

Logistics

Airports

- Minneapolis-St. Paul International Airport (MSP) was recognized as the **Best Airport in North America** among airports serving between 25 million and 40 million passengers a year in 2009, and ranks as the **third Best Airport in the World** in that size category, according to Airports Council International.
- There are 14 airports in Minnesota that support scheduled air cargo operations. An additional 18 airports provide on-demand charter operations for air cargo.
- Minneapolis-St. Paul International is **among the top cargo operations airports in the country**, ranking 23rd with 1.2 billion pounds of landed cargo.
- MSP airport serves **148 nonstop markets**, including 122 domestic and 26 international markets, ranking second for non-stop markets per capita in the nation.
- MSP ranked **12th in the country and 15th in North America in passenger traffic**, serving 32 million people, according to Airports Council International.

Ranking of Major Airport On-Time Arrival Performance Year-to-Date Through April 2010		
Rank	January 1 - April 30, 2010	%
10	Minneapolis/St. Paul, MN (MSP)	81.86
12	Chicago, IL (MDW)	81.23
13	Dallas/Ft. Worth, TX (DFW)	80.70
16	Atlanta, GA (ATL)	78.58
18	Chicago, IL (ORD)	77.74
24	Boston, MA (BOS)	74.21
26	New York, NY (JFK)	73.87
27	New York, NY (LGA)	73.53
28	San Francisco, CA (SFO)	71.04

Source: U.S. Bureau of Transportation Statistics.

Selected Non-Stop Destinations from MSP Airport



Minneapolis-St. Paul International Airport offers safe, efficient and reliable access to customers and suppliers.

Transportation



Northstar Commuter Rail Line

- Northstar, **Minnesota's first commuter rail line**, provides fast, convenient, hassle-free service in one of the region's fastest growing and most congested corridors. The 40-mile line operates between Big Lake and downtown Minneapolis, with stops in Elk River, Anoka, Coon Rapids and Fridley.

Light Rail

- The 12-mile Hiawatha line, **linking downtown Minneapolis, the Minneapolis-St. Paul International Airport and the Mall of America**, provided 10 million rides in 2008, an average of 30,500 per weekday.
- The Twin Cities long-range transportation plan calls for developing additional bus and rail "transitways" in six corridors by 2020. The plan includes construction of the region's second light rail transit line in the Central Corridor between **downtown St. Paul and downtown Minneapolis**, connecting there with the Hiawatha light rail line and the Northstar commuter rail line.

Hiawatha Line Light Rail



Northstar Commuter Rail Line



Central Corridor Light Rail



The 11-mile Central Corridor light rail line between St. Paul and Minneapolis will open for passenger service in 2014.

Business Costs



Minnesota Business Taxes are Very Competitive

- **Minnesota's business taxes rank among the 16 lowest in the nation**, according to a report by Ernst & Young and the Council on State Taxation, which assessed business taxes as a share of private sector gross state product for fiscal year 2009. Minnesota's tax ranking was better than that for California, Texas, New York, Ohio and Illinois.
- **Minnesota is among the Top States for Business 2009, ranking sixth overall**, according to a CNBC report. That report found that Minnesota's economic competitiveness was better than such states as California, Pennsylvania, New Jersey, New York, Ohio, Georgia, North Carolina, Massachusetts and Illinois.

Corporate Income Tax

- **Minnesota's lack of a throwback rule** (sales to states without income taxes "thrown back" to the taxing state for apportionment purposes) **reduces net income, and a generous carryforward period helps reduce tax liabilities.**

Corporate Income Tax					
State	Corporate Income Tax Rate	Apportionment Formula (sales/property/payroll)	Throwback Rule	Carryforward	R&D Credit
Minnesota	9.80%	87/6.5/6.5*	No	Yes (0 back, 15 forward)	Yes
Ohio	40% of the greater of (1) 5.1% on 1st \$50,000 of net income and 8.5% on net income in excess of \$50,000; (2) 4 mills times net worth up to \$150,000 max; or (3) fixed dollar minimum tax of \$50/\$1,000.	Triple weighted sales	No	Yes (0 back, 20 forward)	Yes
California	8.84%	Three factor, double-weighted sales; May elect single-sales factor beginning in 2011.	Yes. For combined reporting groups is avoided if any group member has nexus with destination state.	Yes: 2010=0 back, 20 forward; 2011=2 back (50% NOL deduction limit), 20 forward; 2012=2 back (75% NOL deduction limit), 20 forward; After 2012=2 back, 20 forward	Yes
Texas	Margin tax of 1% or .5% on lesser of 70% of total revenues or 100% of gross receipts after deductions; subject to other discounts.	One-factor gross receipts	No	No (0 back, 5 forward for reports due prior to 2008)	Yes
Illinois	4.8% (plus 2.5% personal property replacement tax)	One-factor sales	Yes	Yes (0 back, 12 forward)	Yes
Massachusetts	Pay an excise tax equal to the greater of the following: (a) \$2.60 per \$1,000 of value on tangible property not taxed locally or net worth, plus 9.5% on net income attributable to state sources; or (b) minimum tax of \$456.	Three factor, double-weighted sales	Yes	Yes (0 back, 5 forward)	Yes
Georgia	6.00%	One-factor sales	No	Yes (2 back, 20 forward)	Yes
New York	Tax on greatest of 7.1% of entire net income with adjustments (6.5% for qualified in-state mfgers); 1.5% alternative min tax base; 0.15% per dollar of allocated capital (up to \$350,000 for qualified in-state mfgers or \$10 mill for others); or a fixed min tax between \$25 and \$5,000.	Three factor, double-weighted sales	No	Yes (2 back (1st \$10,000 of loss), 20 forward)	No**
North Carolina	6.9% plus a 3% surcharge	Three factor, double-weighted sales	No	Yes (0 back, 15 forward)	Yes

*Minnesota is phasing in a single sales apportionment by 2014.

**There is an R&D credit for property and other related incentives.

Source: 2010 State Tax Handbook, CCH Inc. A Practical Guide to Research and Development Tax Incentives, Second Edition, CCH Inc. State websites.

Because of Minnesota's favorable tax provisions, bottom-line tax liability is very competitive.

Business Costs

- Minnesota has **one of the lowest tax burdens**, according to the 2009 Forbes report “America’s Most Beastly Tax Burdens,” **ranking 11th lowest** in the nation.

Sales and Use Tax

- **Minnesota exempts capital equipment used in the manufacturing process from the sales tax, and there are several other major exemptions for businesses, including fees for equipment installation and repair, and most services.** Also exempted are utilities, chemicals and gases used in industrial production. In Minnesota, only certain services are taxable.

Sales and Use Tax				
State	State Sales and Use Tax Rate	Maximum Local Sales Tax Rate	Total State and Local Sales Tax Rate	Tax on Manufacturing Machinery
Illinois	6.250%	3.5% (Chicago)	9.750%	No
California	7.250%	2.25% (San Francisco)	9.500%	Yes
New York	4.000%	4.875% (New York)	8.875%	No
Texas	6.250%	2.0% (Dallas)	8.250%	No
Georgia	4.000%	4.0% (Atlanta)	8.000%	No**
Minnesota	6.875%	0.9% (Minneapolis), 0.75% (St. Paul)	7.775%	No*
Ohio	5.500%	2.25% (Cleveland)	7.750%	No
North Carolina	5.750%	2.0% (Raleigh-Durham)	7.750%	No
Massachusetts	6.250%	0% (Boston)	6.250%	No

*Refunded.

**Only “new and expanded industry” is exempt.

Source: 2010 State Tax Handbook, CCH Incorporated.



Business Costs



Commercial and Industrial Property Tax

- **Minnesota exempts personal property like machinery and inventory from the property tax**, resulting in a lower effective tax rate for real and personal property. As a result, businesses whose equipment and inventory values are high, relative to their real estate value, pay a lower effective tax rate than in states that impose such taxes.

Property Tax Base			
State	Tax on Personal Property	Tax on Intangible Property	Tax on Inventories
Minnesota	No	No	No
Ohio	Yes	No	No
California	Yes	No	No
Texas	Yes*	No**	Yes
Illinois	No	No	No
Massachusetts	Yes	No	Yes***
Georgia	Yes	No	Yes
New York	No	No	No
North Carolina	Yes	No	No

*Only income-producing personal property is taxable.

**Certain intangibles of insurance companies and savings and loans are taxable.

***Unincorporated businesses only.

Source: 2010 State Tax Handbook, CCH Incorporated.

- **The effective tax rate for industrial businesses in Minneapolis (1.294 percent) is lower than those of other cities** in the Midwest such as Detroit (2.723 percent); Kansas City (2.158 percent); and Des Moines (1.740 percent).

Property Tax on a \$2.5 Million-Valued Urban Industrial Property, Payable Year 2009				
State	City	Net Tax	Effective Tax Rate	Rank
Texas	Houston	\$63,093	2.52%	3
Georgia	Atlanta	\$39,689	1.59%	13
New York	New York City	\$38,837	1.55%	16
Minnesota	Minneapolis	\$32,342	1.29%	24
Illinois	Chicago	\$28,331	1.13%	32
Massachusetts	Boston	\$27,110	1.08%	33
California	Los Angeles	\$23,188	0.93%	38
North Carolina	Charlotte	\$22,430	0.90%	39
Ohio	Columbus	\$22,226	0.89%	40
United States		\$33,276	1.33%	---

Business Costs

Workers' Compensation Insurance

- Minnesota's workers' compensation **costs are 30 percent below** the median total cost per claim among a 15-state sample, according to a 2010 report by the non-profit Workers Compensation Research Institute (WCRI).
- Employers generally arrange workers' compensation coverage with private insurers at a market rate. Minnesota's insurance industry is very competitive, allowing for substantially reduced market-rate premiums.

Workers' Compensation Insurance			
State	Overall Cost per \$100 (rank)	Office Worker Cost per \$100 (rank)	Mfg Assembly Cost per \$100 (rank)
Minnesota	\$2.33 (24)	\$0.26 (41)	\$6.71 (11)
Ohio	\$3.32 (3)	\$0.40 (20)	\$9.19 (3)
California	\$2.72 (13)	\$0.64 (5)	\$3.51 (41)
Texas	\$2.61 (17)	\$0.39 (21)	\$8.77 (4)
Illinois	\$2.79 (10)	\$0.34 (27)	\$5.91 (13)
Massachusetts	\$1.39 (49)	\$0.13 (51)	\$2.87 (47)
Georgia	\$2.29 (25)	\$0.32 (34)	\$5.68 (16)
New York	\$2.55 (19)	\$0.33 (30)	\$7.66 (5)
North Carolina	\$2.43 (22)	\$0.46 (17)	\$3.72 (33)

Source: Oregon Workers' Compensation Premium Rate Ranking 2008, March 2009, Oregon Dept of Consumer and Business Services.

Unemployment Insurance Tax

- Minnesota companies with the most favorable employment histories received an unemployment insurance base tax rate of 0.5 percent in 2010.



2008 Unemployment Insurance Tax		
State	Tax Rate as Percent of Total Wages	Average State Tax Per Worker at Tax Base
Minnesota	0.73%	\$393
Ohio	0.63%	\$230
California	0.69%	\$284
Texas	0.27%	\$107
Illinois	0.77%	\$354
Massachusetts	0.97%	\$472
Georgia	0.35%	\$127
New York	0.53%	\$292
North Carolina	0.79%	\$335

Source: ETA 205 Unemployment Insurance Service, Employment and Training Administration, U.S. Department of Labor.

Utilities



- Utilities are **exempted from sales tax** in Minnesota, a great savings for those companies with heavy utility costs.
- Utility providers in the Twin Cities include Xcel Energy, CenterPoint Energy, Dakota Electric, Great River Energy and local municipalities.

Electricity Cost

- Minnesota's **low electricity costs** give you a competitive advantage. Minnesota's low rate is comparable to areas with a far smaller supply of skilled workers.
- The average electricity price for industrial consumers in Minnesota is **8 percent lower** than the national average, and 23 percent lower for commercial consumers.

Electricity Average Retail Price for Industrial Customers, 2009

State	Cents per Kilowatthr	Rank
North Carolina	5.93	20
Georgia	6.13	22
Minnesota	6.28	24
Ohio	6.69	28
Texas	6.99	32
Illinois	7.53	35
New York	9.71	40
California	10.46	44
Massachusetts	11.61	46
U.S. Average	6.84	

Source: U.S. Department of Energy, Energy Information Administration.

Electricity Average Retail Price for Commercial Customers, 2009

State	Cents per Kilowatthr	Rank
Minnesota	7.87	16
North Carolina	7.92	17
Illinois	8.31	23
Georgia	8.89	26
Ohio	9.59	32
Texas	9.84	34
California	13.73	43
New York	15.4	48
Massachusetts	17.8	50
U.S. Average	10.21	

Source: U.S. Department of Energy, Energy Information Administration.

Utilities



Natural Gas Cost

- The natural gas price for industrial consumers in Minnesota was **among the 10 lowest** in the nation for 2009.
- Natural gas is mostly supplied by pipelines entering the state from Canada and North and South Dakota. The state ships over four-fifths of the natural gas it receives to Iowa and Wisconsin, on the way to other markets in the Midwest.

Natural Gas Average Retail Price for Industrial Customers, Annual 2009		
State	Price (Dollars per Thousand Cubic Feet)	Rank*
Texas	4.08	2
Minnesota	5.71	10
California	6.54	20
Georgia	7.27	21
Illinois	7.29	22
North Carolina	8.3	26
Ohio	9.88	34
New York	10.82	36
Massachusetts	16.15	41
U.S. Average	5.27	

*Among those states with available data.
Source: U.S. Department of Energy, Energy Information Administration.

Natural Gas Average Retail Price for Commercial Customers, Annual 2009		
State	Price (Dollars per Thousand Cubic Feet)	Rank*
California	7.67	7
Minnesota	7.93	9
Texas	8.15	10
Illinois	8.71	11
Ohio	10.63	24
New York	10.9	26
North Carolina	11.5	31
Georgia	11.61	32
Massachusetts	na	na
U.S. Average	9.75	

*Among those states with available data.
Source: U.S. Department of Energy, Energy Information Administration.

- **Utility Assistance from MetCouncil Environmental Services (MCES)** — There are many ways MCES could help companies evaluate their wastewater discharge and improve overall processes including:
 - ▶ Providing historical information including discharge volumes, strength charge amounts (which are based on chemical oxygen demand and suspended solids concentrations), and oils/grease concentrations.
 - ▶ Evaluating wastewater generating activities for potential reductions in volume and constituents.
 - ▶ Reviewing viable wastewater pretreatment options such as dissolved air floatation (solids and O/G reductions) and wastewater cooling/phase separation (O/G reduction).
 - ▶ Helping to establish a relationship with the Minnesota Technical Assistance Program (MNTAP), a free resource funded by the state through the Minnesota Pollution Control Agency. General Mills had previously received assistance from MNTAP for its facility.
 - ▶ Helping to establish a relationship with the Retired Engineers Technical Assistance Program (RETAP), a free resource.

Quality of Life



Quality of Life

- Minneapolis is **one of the world's top 25 most livable cities**, according to a 2008 report by the British Journal, Monacle. Minneapolis is among top cosmopolitan cities such as Paris, Barcelona and Amsterdam.
- In 2008, a **Travel & Leisure/CNN poll found that Minneapolis-St. Paul was among the top three cities in the nation** for cleanliness, most intelligent people, safety, friendly people and affordability. Travel & Leisure also named Minneapolis one of the top biking cities in the world, one of only three in the U.S. that made the list.
- Minneapolis is one of **America's best long-term real estates bets, ranking fourth nationwide, according to Forbes**. The magazine evaluated the 40 largest metropolitan areas, using 25 years of data from the National Association of Home Builders.
- Minneapolis was **called the "Design City" by Newsweek** due to stunning buildings such as the Guthrie Theater, the Minneapolis Central Library, the Walker Arts Center and the Minneapolis Institute of Arts.
- Minneapolis is the **Safest City In America** according to Forbes magazine.
- Minneapolis was rated among the **top 10 Fun Cities** by Portfolio.com.
- The Twin Cities is among the **top eight cities for live music/concerts and bands**, according to Travel & Leisure magazine.

Quality of Life Indicators

- **No other state in the nation has five cities among the top 20 in Money Magazine's annual list of America's Top 100 Best Places to Live.** All five are located in the Twin Cities. Eden Prairie is ranked first in the nation, Plymouth 11th, Woodbury 13th, Eagan 15th, and Apple Valley at 20th.
- Minnesota is the **healthiest state in the country**, according to 2008 annual rankings by CQ Press. The state has been among the top five states since 1996 and among the top three since 2006.
- **Minneapolis and St. Paul rank first and second, respectively, in land dedicated to parks.** According to Trust for Public Land, 16.6 percent of Minneapolis is parks while the percentage for St. Paul is 14.7 percent.
- According to the 2009 Forbes' Most Wired Cities report, Minneapolis **ranks seventh among the 30 most wired cities in the country.** Across Minnesota, more than 76 percent of individuals use the Internet, ranking fourth in the nation.
- Minneapolis ranked as the **third Most Fit City in America** by the American College of Sports Medicine Fitness Index.
- Minneapolis-St. Paul is among the **top three Best Cities for Working Mothers**, according to Forbes, ranking far above such cities as San Francisco (15th), Raleigh (18th), Chicago (23rd), Boston (24th), Dallas (29th), Atlanta (31st) and Cleveland (34th).

International and U.S. magazines are saying what Minnesotans already know: The state is one of the best places to work and live.

Quality of Life

Attractions



- Minneapolis-St. Paul **ranks among the top seven cities nationwide for recreational opportunities**, according to Places Rated Almanac. The Twin Cities have more than 150 golf courses, about 63,130 acres of recreation areas, 192,000 acres of lakes and rivers, nearly 150 professional sporting events annually, more than 530 movie theater screens, two zoos and three amusement parks.
- **The Mall of America features over 400 stores and more than 2.5 million square feet of shopping.** It draws more visitors than any other tourist attraction in the country.
- The Twin Cities area offers a **wide variety of family entertainment**, including the Minnesota Zoological Gardens, Como Zoo and Conservatory, the Children's Museum, and the Science Museum of Minnesota.
- **More than 8 million people visit Minnesota's state parks annually.** Minnesota's state park system includes 72 state parks and recreation areas, eight waysides, one state trail and 54 state forest campgrounds and day-use areas totaling 267,000 acres.

Hospitals by the Numbers

- The **Twin Cities metro has 29 hospitals.** There are a total of 151 hospitals across in the state with over 16,000 licensed beds.
- Major healthcare systems in the Twin Cities include:
 - ▶ Allina Hospitals & Clinics
 - ▶ Children's Hospitals and Clinics of Minnesota
 - ▶ Fairview Health Services
 - ▶ HealthEast Care System
 - ▶ North Memorial
 - ▶ Park Nicollet
- The system with the **greatest number of hospitals is Allina Hospitals and Clinics** with 11 hospitals and 2,645 licensed beds.
- The hospital with the largest number of staffed beds in the state is **Mayo Clinic, Rochester** with 2,175 licensed beds.

Climate by the Numbers

- There are an average of 196 sunny or partly sunny days per year in the Twin Cities.
- The Twin Cities averages 32 inches of rain and 52 inches of snowfall each year.

Twin Cities Average Monthly Temperature

	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.
Avg. High	22°	28°	39°	56°	69°	79°	83°	81°	71°	59°	41°	27°
Avg. Low	4°	10°	22°	36°	48°	58°	63°	61°	51°	40°	25°	12°

Source: Minnesota Climatology Working Group.

Cultural attractions, outdoor recreation, affordable housing, safe streets and an educated labor force make the state one of the most livable places in the country.

State and Local Assistance



Financial Assistance

- **Minnesota's Office of Business Development has a program with financing of up to \$1 million.** Depending on the number of jobs added to Minnesota within two years of the plant's opening, the Minnesota Investment Fund could provide for fixed assets such as machinery and equipment. Availability of this program depends on the funding the department has at any given time in its fiscal year.
- The Minnesota Agricultural and Economic Development Board may make **direct loans for land, building expansion or acquisition of equipment** on a statewide basis to support business expansions. Typical terms of the loan are a maximum of \$500,000, up to 10-year amortization at an interest rate of 3 percent, and jobs created must pay at least \$11.66 per hour. The program provides up to a maximum of \$5 million in fixed asset financing to a business and generally requires that 20 percent of project costs be privately financed.

Larger loans are financed through the issuance of industrial development bonds. Interest rates are the market rate for similar securities at the time bonds are sold. Rates are fixed for the term of the loan. Real estate loans are for a maximum of 20 years. Equipment loans are for a maximum of 10 years.
- **Minnesota Job Skills Partnership** — Minnesota companies have extensively used the Job Skills Partnership Program through educational partners in Minnesota to create and implement training programs. DEED will eagerly pursue any options that call for customized training.

The maximum grant is \$400,000, which is awarded to the educational institution to help underwrite the cost of developing curriculum and delivering it. Training can be done on your premises. Access to the full available grant depends upon formulation of the training package that would use the full amount and be matched by your company with a cash or in-kind contribution.
- **Local Energy Improvements Financing Program (LEIF) — Local communities can provide low-interest loans that enable property owners to retrofit their buildings with cost-effective energy improvements.** The loan cannot exceed 10 percent of the assessed value of the property and owners will pay back the loan through a special tax assessment not to exceed 20 years.
- **Job Opportunity Building Zone (JOBZ) benefits** — Several Minneapolis-St. Paul area communities can offer substantial tax savings through Minnesota's JOBZ program. Eligible companies can qualify for the following tax exemptions by expanding or locating within one of the JOBZ areas:
 - ▶ Corporate franchise tax
 - ▶ Income tax for operators or investors, including capital gains tax
 - ▶ Sales tax on goods and services used in the zone if the goods and services were purchased during the company's period of eligibility
 - ▶ Property tax on commercial and industrial improvements but not on land
 - ▶ Wind energy production tax
 - ▶ Employment tax credit for high-paying jobs

Actual benefits are determined by the exact nature of your business expansion, as well as its effective date. JOBZ benefits accrue from the date that your business qualifies and continue until Dec. 31, 2015.

State and Local Assistance



Financial Assistance

■ **Tax Increment Financing** — In Minnesota, cities and development authorities may use tax increment financing to help finance costs of real estate development. TIF uses the increased property taxes that a new real estate development generates to finance up-front costs of the development. In Minnesota, TIF is used as an incentive to:

- ▶ Encourage developers to construct buildings or other private improvements.
- ▶ Pay for public improvements, such as streets, sidewalks, sewer and water, and similar public infrastructure improvements that are related to the development.

The city, county or development authority uses TIF to pay qualifying costs — land acquisition, site preparation and public infrastructure, for instance — incurred for the project. There are three basic financing techniques used to finance up-front costs:

- ▶ **Bonds.** The authority or municipality (city or county) may issue its bonds to pay these up-front costs and use increments to pay the bonds back. Often, extra bonds are issued to pay interest on the bonds (“capitalizing” interest) until increments begin to be received.
- ▶ **Interfund loans.** In some cases, the authority may advance money from its own funds (e.g., a development fund or sewer and water fund) and use the increments to reimburse the fund.
- ▶ **Pay-as-you-go financing.** The developer may pay the costs with its own funds. The increments, then, are used to reimburse the developer for these costs. This type of developer financing is often called “pay-as-you-go” or “pay-go” financing.

Minnesota authorizes development authorities to use TIF. These authorities are primarily housing and redevelopment authorities, economic development authorities, port authorities and cities.

■ **Tax Abatement** — Cities, counties and school districts may use tax abatement to help finance certain economically beneficial projects. Property taxes are forgiven for a period of time to allow the project to cash flow. Or the taxes are captured for a period of time and an up-front payment is made by the political subdivision to help the project cover start-up costs.

City councils, county commissions and school boards may grant a current or prospective abatement of the taxes imposed by the political subdivision on a parcel of property, which may include personal property and machinery, or defer payment of taxes and abate the interest and penalty that otherwise would apply, if:

- ▶ It expects the benefits of the proposed abatement to at least equal the costs to the political subdivision, and it finds that doing so will advance the public good in several ways, including increasing or preserving tax base, providing employment, redeveloping blighted areas or constructing new public facilities.

At least 50 percent of the payroll of the operations of the business that qualify for abatement must be for employees engaged in one of the following lines of business or any combination of them: manufacturing, agricultural processing, mining, research and development, warehousing or qualified high technology.

State and Local Assistance



Financial Assistance

- **Foreign Trade Zones** — Currently there are eight General Purpose Zone sites in Minnesota including six in the Minneapolis/St. Paul area (FTZ#119) one site in Duluth (FTZ#51) and one site in International Falls (FTZ#259).

The locations for the sites are as follows:

- ▶ Minneapolis Convention Center
- ▶ St. Paul
- ▶ Eagan Industrial Park
- ▶ The Greater Airport Bloomington Site
- ▶ Mid-City Industrial Park
- ▶ Seaway Port Authority of Duluth
- ▶ International Falls
- ▶ Bloomington Central Industrial Area
- ▶ Subzones

While it is easier and less expensive for a company to realize benefits by utilizing the General Purpose Zones in the Twin Cities area, any company in Minnesota can apply to make its existing facility a Subzone of FTZ #119.

FTZs can help business by minimizing duty payments.

- **The Innovative Business Development Public Infrastructure Program** provides grants to local governmental units on a competitive basis statewide for up to 50 percent of the capital cost of the public infrastructure necessary to expand or retain jobs.

The projects must be publicly owned infrastructure related to new development, including projects that target manufacturing, technology, warehousing and distribution, research and development, innovative business incubator, agricultural processing; or industrial, office, or research park development that would be used by an innovative business.

Funds from this program can also be used for land acquisition and preparation, telecommunications, bridges, parking ramps, demolition, hazard remediation, pre-design, construction, equipment and furnishings.

- **The Minnesota Office of Business Development partners with MetCouncil Environmental Services** to work with companies to lower their overall sewer access charges (SAC) through SAC transfers from communities or by lowering the up-front cost by amortizing the expense over a 10-year period at 2 to 4 percent interest.

Production or assembly operations within a Foreign Trade Zone can result in significant savings for a business.

State and Local Assistance



Positively Minnesota

- **Minnesota's Office of Business Development** coordinates metro area projects in concert with the many local community and economic development partners in the area. Go to www.MNPRO.com for helpful site selection information.
- **Industry Specialists** — Provide information to businesses in targeted industries on financial programs, supply sources, business planning assistance, trade opportunities, strategic partners and venture partners. In addition to technical assistance with proposed projects, specialists actively market Minnesota and provide information on markets, technologies, buildings and sites, transportation and other Minnesota advantages in response to your inquiries and at industry gatherings (www.PositivelyMinnesota.com/bizdev/industryspecialists.htm).
- **MetroMSP** — MetroMSP.org is a powerful economic development and site selection tool covering the 11-county Minneapolis/St. Paul region. It has two sides that are seamlessly linked so users can go back and forth with ease.
 - ▶ The static, narrative side makes a business case for locating or expanding in the MSP region (MetroMSP.org).
 - ▶ The interactive, data side makes it easy for users to identify the ideal site on which to locate or expand a business in the 11-county region (MSPProspector.com).
- **DEED Business Service Specialists Support** — These specialists are your personal connection to a comprehensive statewide network of information and resources, including:
 - ▶ Recruitment — Provide help with posting vacancies online via MinnesotaWorks.net, sourcing applicants, interviewing and other services.
 - ▶ Connect you with WorkForce Center staff that can advise on job fair participation — booth logistics for easy resume collection, networking and conducting all-important first interviews.
 - ▶ Training — Identify state and local resources for basic and customized training.
 - ▶ Planning and Consulting — Offer information about state financing options, employment law, income tax credits, hiring incentives and business workshops.
- **Minnesota Trade Office** — The Minnesota Trade Office (MTO) promotes and assists in the expansion of exports that contribute to the growth of the Minnesota economy. The MTO's services are tailored for new exporters as well as experienced international companies, and include education and training, information and marketing, and counseling.

The MTO also sponsors and coordinates trade missions to targeted countries, including missions led by the governor. Participating companies find these events an excellent way to establish trade contacts and gain firsthand knowledge of new markets.



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