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- Profile Minnesota : our people, ou

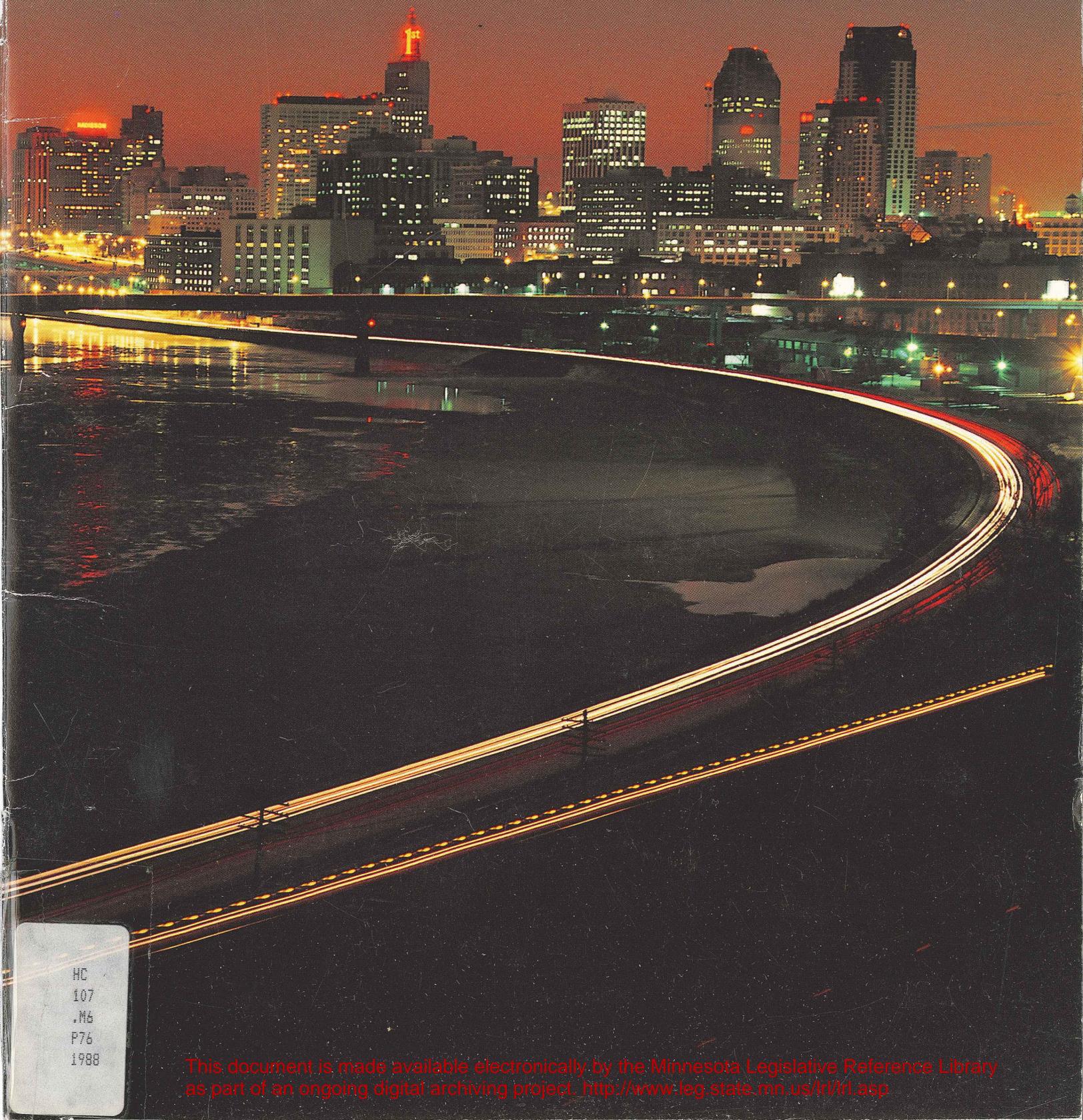


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# Profile Minnesota

Our People. Our Resources. Our Future.

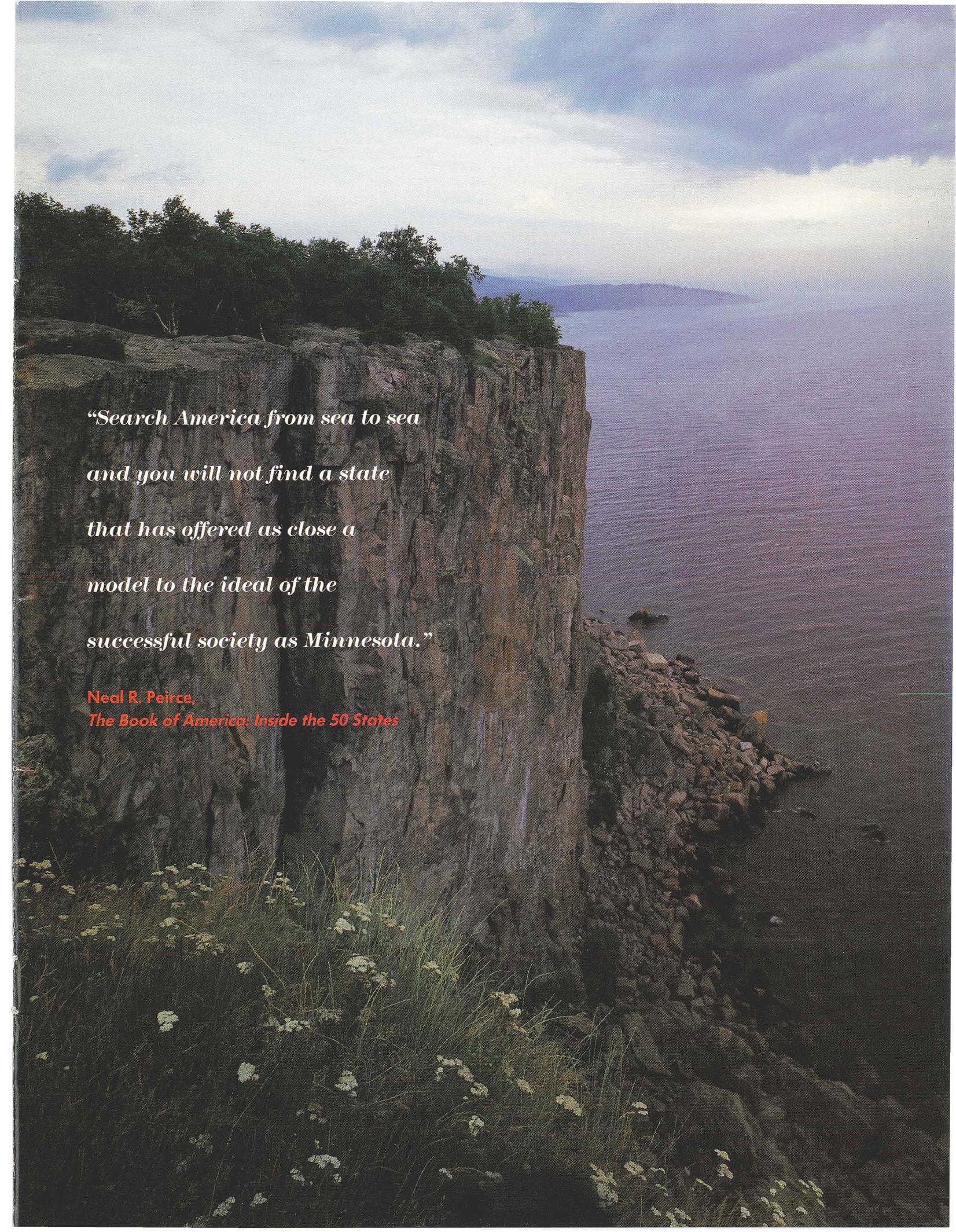


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**Cover: In Minnesota's capital city of St. Paul, restored historical buildings add old world charm to the modern skyline. Bordered by the Twin Cities' international airport and the Mississippi River, St. Paul offers easy access to markets around the world.**

**► Palisades Head on Lake Superior.**



*“Search America from sea to sea  
and you will not find a state  
that has offered as close a  
model to the ideal of the  
successful society as Minnesota.”*

**Neal R. Peirce,  
*The Book of America: Inside the 50 States***



FOSHAY

## Minnesota Is For Dreamers

Dreamers like M.J. Osborn, who knocked on the back doors of restaurants and hotels 65 years ago to offer a new commercial cleaning product called Soilax®. Dreamers like Harvey Benjamin Fuller, who accessed Minnesota's burgeoning milling industry 100 years ago to create a new, flour-based paste. Today, the dreams of Mr. Osborn and Mr. Fuller have grown into Ecolab Inc. and H.B. Fuller Company, two of 17 Minnesota companies on the *Fortune 500* industrial list.

In Minnesota, dreamers still challenge the future. Here, they find the ingredients that turn dreaming into doing: vast natural resources, skilled workers, a strong financial community, efficient transportation systems and a stable labor force. In Minnesota, dreams become reality.

Today's dreamers create supercomputers and sophisticated, technological products for Minnesota's array of high tech companies. They work in the publishing and printing industry, one of the state's fastest growing sectors.

Today's dreamers also work in service fields, developing some of the country's most progressive health care programs. They bring travelers to Minnesota to enjoy a week at the lake or a weekend in the Twin Cities. And like their ancestors, many of today's dreamers make their living from the land, in agriculture, mining, lumber and food processing.

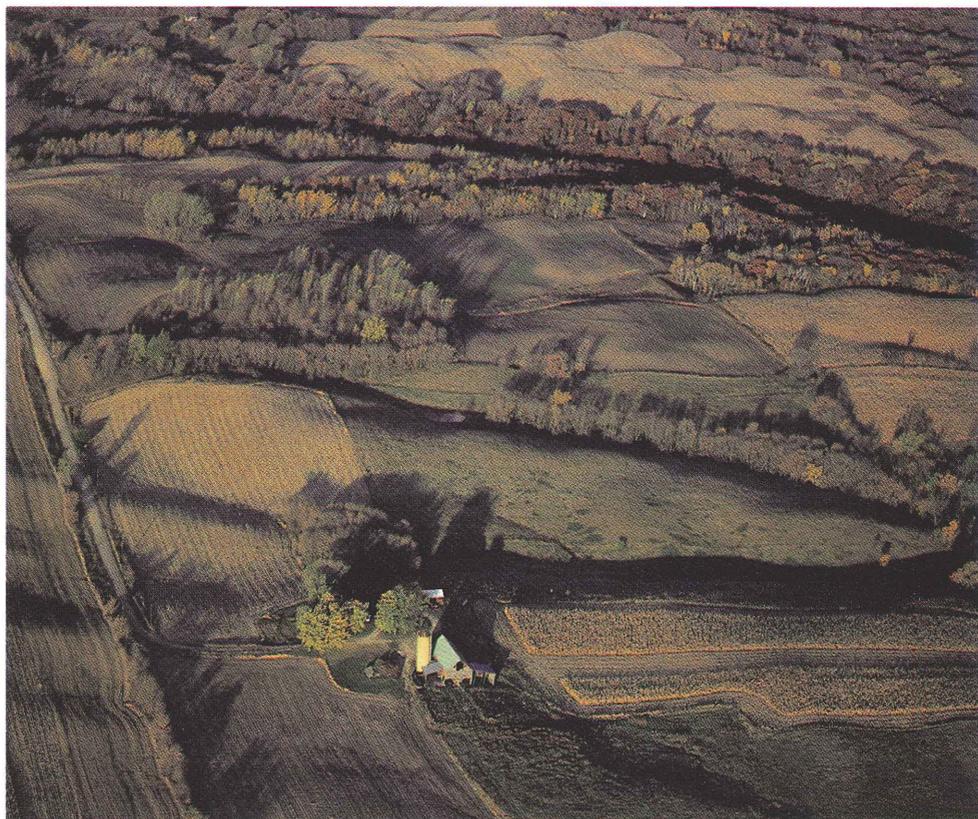
Today's dreamers have found that business is good in Minnesota — that we have the resources and the desire to help businesses grow.

You bring the dream. Minnesota can supply the rest.

**Across Minnesota, in our smallest towns and largest cities, we are prepared to meet the challenges of the future. Our rural development activities have become a national model for expanding economic opportunities in rural areas.**

◀ **The Piper Jaffray Tower in downtown Minneapolis.**

▶ **Southeastern Minnesota farmland.**



Maybe it's the atmosphere of creativity emanating from our rich, artistic community. Maybe it's our educational system, which encourages creative thinking. Or maybe it's the top priority Minnesota industry puts on research and development.

For whatever reason, Minnesotans are inventors. We're at the forefront in high technology research, creating such breakthroughs as the cardiac pacemaker and the supercomputer. We invent timely consumer products, such as 3M Company's Post-it™ brand notes and Pillsbury's Toaster Pastry™. In nearly every field, Minnesota has a reputation for innovation. We've amassed more patents per capita than 45 of 50 states.



Minnesota's long tradition of innovation traces back to the 1890s, when the state emerged as an industrial center. Entrepreneurs found a wealth of opportunities in Minnesota, as they found new ways to process and distribute our abundant supply of lumber, minerals and agricultural products. Among developments during this heady time was a new milling technology that paved the way for two Minnesota-grown corporate giants, Pillsbury and General Mills.

Creative people continue to choose Minnesota as their home. Their innovative thinking is encouraged by our business community, our educational institutions and our state government.

Minnesota industry devotes 2.46 percent of its gross state product to research and development — a level of support that even Japan can't match. Minnesota state government will add millions more to the state's research and development efforts through its Greater Minnesota Corporation. And at the University of Minnesota, research expenditures in 1987 exceeded \$185 million, ranking it among the top five public universities in the United States.

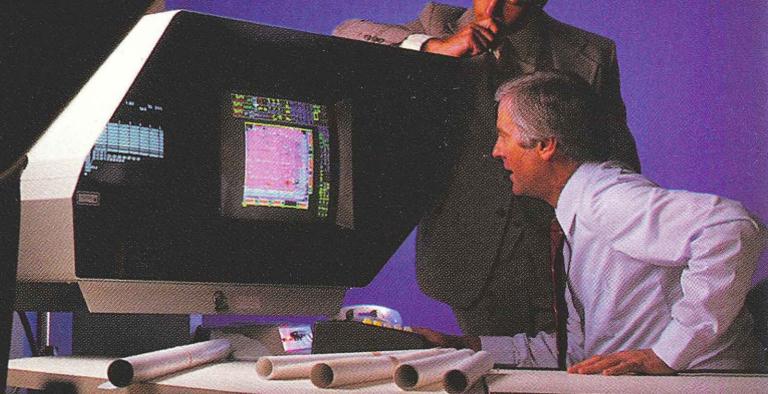
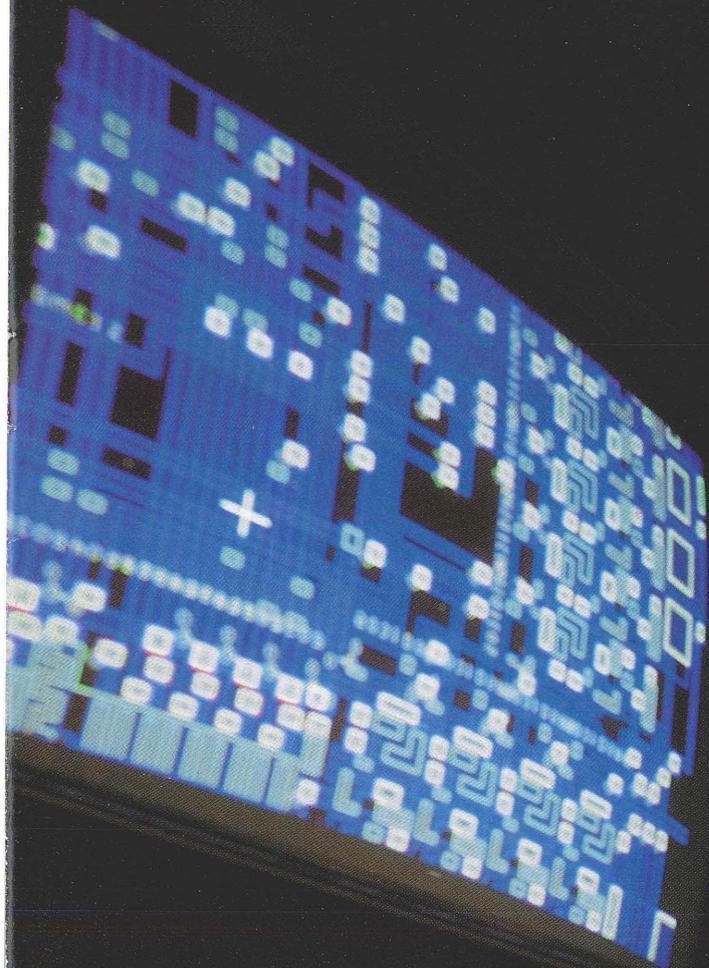
Bring your new ideas to Minnesota. There's always room for more.

## Innovation

**Innovation is welcomed in Minnesota — whatever the source. That's why cooperative relationships abound in our state. Business and education are frequent partners, and emerging companies with creative ideas often find support from Minnesota's established firms.**

◀ **Minnesota industries invest in research at a level that is nearly 60 percent above the national average.**

▶ **A Minnesota company employs computer-aided design of integrated circuits.**





## People

It's the determined look in our eyes. Our purposeful strides. Our smiles of accomplishment. You can tell you're dealing with exceptional people: Minnesotans.

We're the kind of people you want working for your business.

We are well educated. Nearly 91 percent of our high school students graduate, the highest rate in the country. Many complete advanced training. Among our strengths are the science and technology fields. Each year, Minnesota colleges and universities confer thousands of degrees in these areas. And the majority of our graduates stay here to work.

We have diverse skills, reflecting the state's broad-based economy. We are engineers and scientists, salespeople and factory workers, executives and tradespeople.

We combine our skills and education with a work ethic that says the job must get done, and done right. It's a combination that results in productivity that's nearly 10 percent above the national average, and in a labor force participation rate that is the fourth highest in the country.

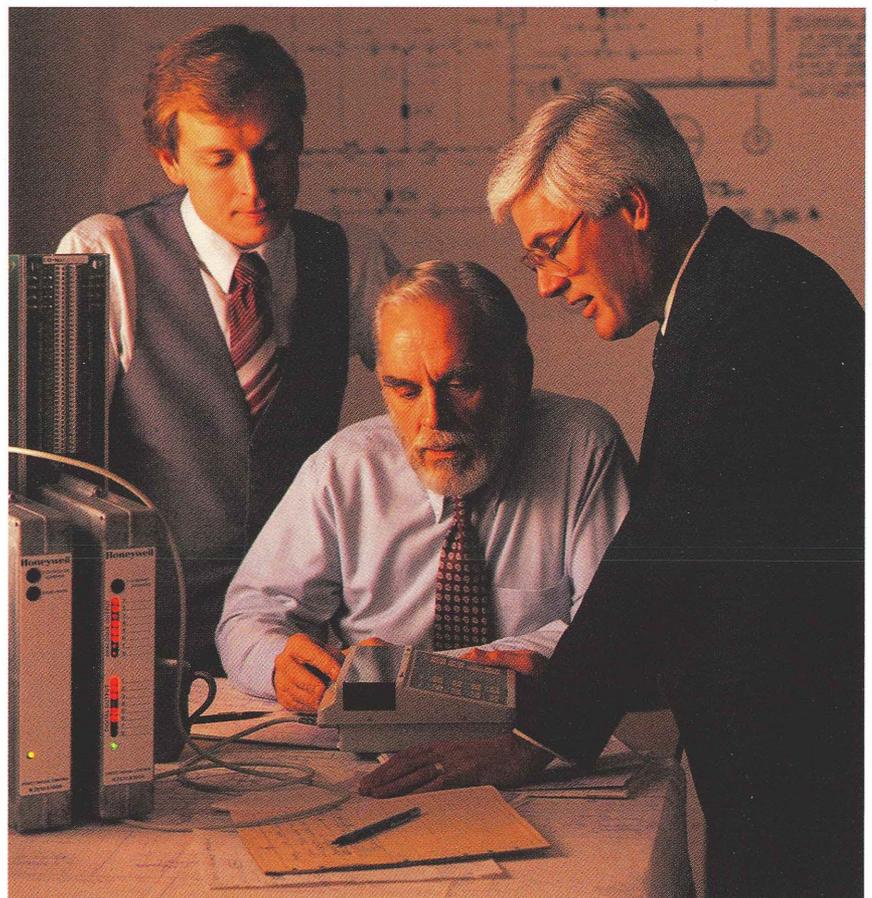
Quality work and high productivity don't carry a premium price tag in Minnesota. Annual wages are three percent below the national average. And in the manufacturing sector, hourly wages are very close to the national average.

Minnesota workers are our most valuable resource. They could be yours, too.

**Minnesotans care about their work. That's why 29 firms on the *Fortune 500* industrial and non-industrial lists call Minnesota home. Our talented workers also contribute to the success of Minnesota's smaller firms, seven of which were named to *Inc.* magazine's 1987 list of the nation's fastest growing private companies.**

◀ **Minnesota companies enjoy access to a skilled labor force.**

▶ **More than 40,000 Minnesotans work in the computer industry.**



## Education

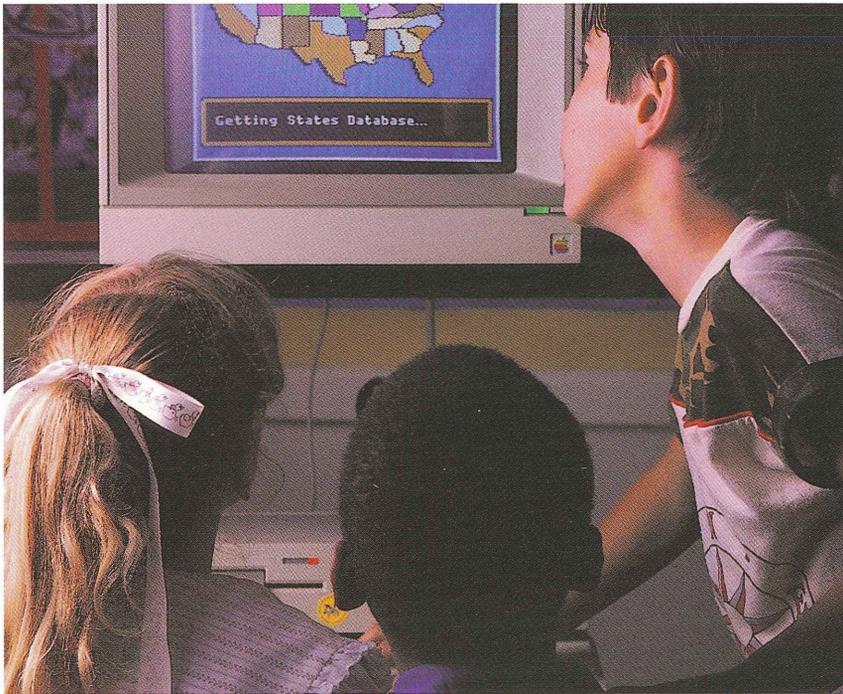
Our high school graduation rate is 20 percent higher than the national average. We have the third highest ACT college entrance exam scores. Our University of Minnesota programs in economics, psychology, architecture, geography and journalism are among the top 10 in the country. Five engineering programs — aerospace, agricultural, chemical, materials and mechanical engineering — also rank in the nation's top 10.

Still, we don't think that's good enough.

Where education is concerned, we keep trying to improve. We won't leave Minnesota's future to chance.

We want education that's up-to-date. So we develop new courses for our vocational/technical schools, courses such as robotics and laser technology, that meet industry's emerging needs. We want education that's accessible. So we offer classes at 90 public and private post-secondary educational institutions throughout Minnesota.

We want education that's challenging. So we provide high school students with accelerated classes, programs for the gifted and opportunities to enroll in college coursework. We want education that's cooperative. So we build beneficial ties between education and business with programs that encourage research agreements and facilitate technology transfers.



We want education that's top quality. So we've unveiled an ambitious campaign at the University of Minnesota, with a charge to achieve a top five ranking among U.S. public universities.

We're proud of the high marks we've already achieved. We're proud of the quality and commitment to education that they represent.

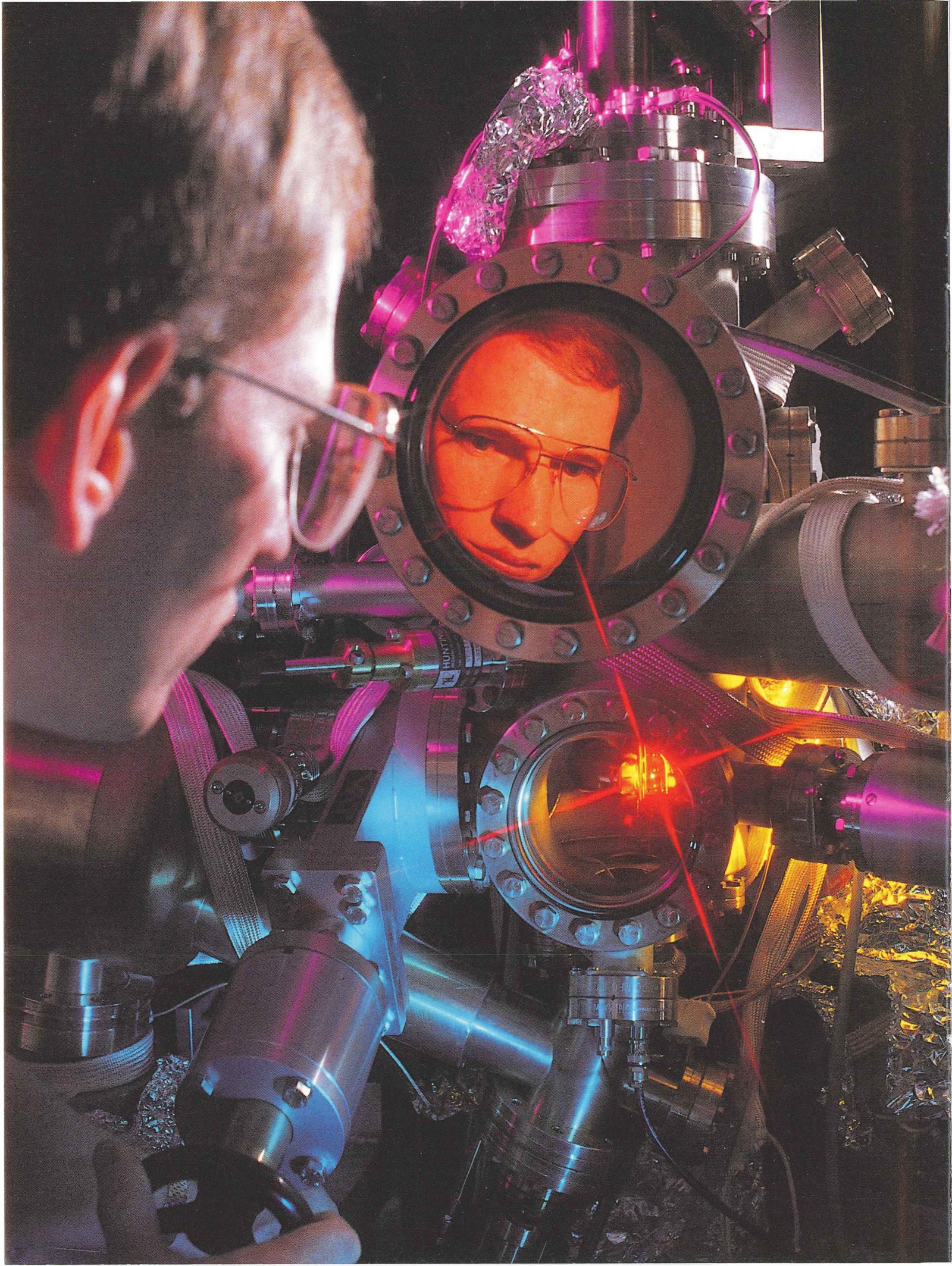
Today's emerging businesses — businesses like yours — depend on a highly educated work force. Come to Minnesota. We've been building one for years.

**At every level, from elementary school through college, Minnesota's educational system is known for innovation and effectiveness. The National Governors Association cited our planning process for technology in education as a model for the nation.**

◀ **Minnesota has the fourth highest computer/student ratio in the country.**

▶ **Graduation day at one of Minnesota's 90 post-secondary educational institutions.**





## High Technology

Not many states have a 40-year history in high technology. Forty years ago, few companies fit that description. An exception was Engineering Research Associates (ERA) of St. Paul, started in 1946 by William Norris. ERA evolved into Sperry Univac's computer systems division, and Norris went on to form Control Data Corporation.

From that beginning, Minnesota's high technology community has grown to include more than 1,800 firms representing 28 technology-intensive disciplines. They include Cray Research and Control Data/ETA Systems, the major producers of supercomputers in the United States. According to *Electronic Business*, Minnesota is also home to two of the three most profitable electronics companies in the country, Cray Research and Medtronic.

Minnesota's explosive growth in the high technology field provides an impressive example of what happens when our history of innovation combines with our strong educational system. And what happens when Minnesota businesses, educational institutions and government work together to foster industry growth. The Minnesota Technology Corridor, Minnesota Supercomputer Center, Minnesota High Technology Council and Minnesota Project Innovation represent a few of many cooperative efforts to facilitate high technology business development in Minnesota.

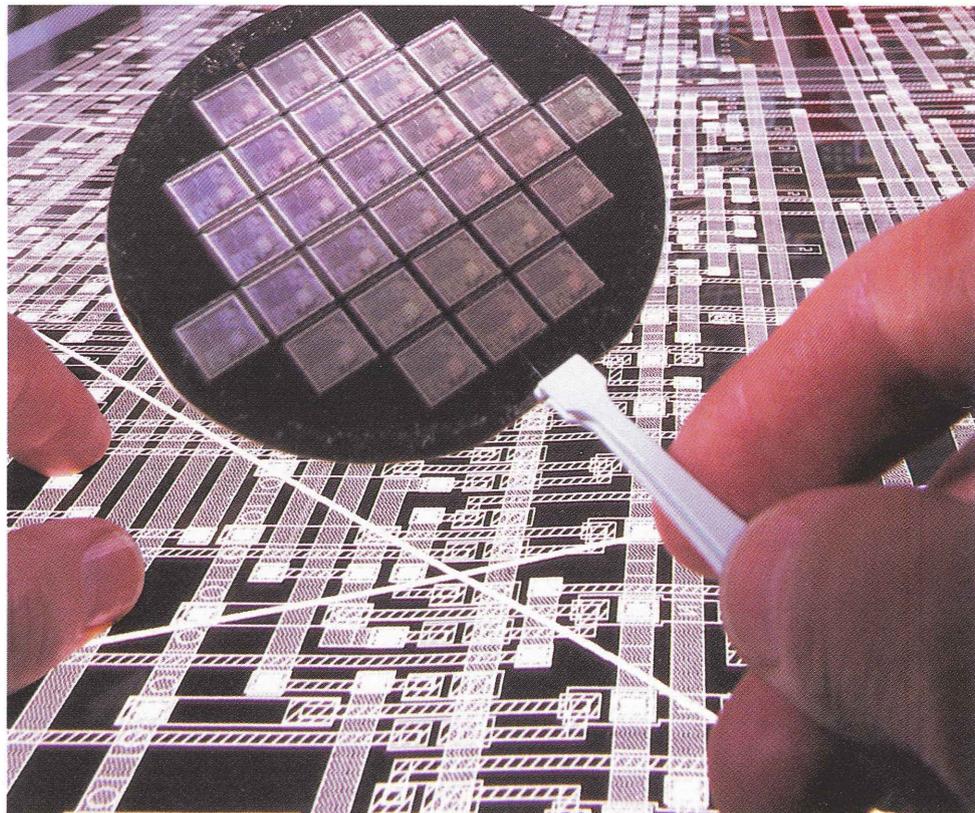
Recently, two independent studies listed Minnesota's business climate as one of the nation's most conducive to the growth of high technology industries.

We know 1,800 companies that aren't surprised.

**Minnesota's vigorous high technology community provides ample evidence of our ability to meet the needs of the future. Although few of the companies were in existence even 20 years ago, technology-intensive firms now employ more than eight percent of Minnesota's work force.**

◀ **A University of Minnesota professor conducts research with an inverse photoelectron spectrometer.**

▶ **Computer, peripheral equipment and related parts manufacturing contribute more than \$3.4 billion to Minnesota's economy each year.**



Other states are green with envy. It's partly because we have more than a million acres of clean, fresh surface water. And it's partly due to our underground water supply, which is just as impressive. The Twin Cities area alone boasts five large aquifers, capable of providing more than one billion gallons of water per day. But primarily, other states are envious because we're only using about 25 percent of all that water. That means we have plenty of water for industrial expansion. Unlike many states.



We're unlike many states in other ways that cut your cost of doing business.

Our electric rates are among the lowest in the nation. Land is plentiful, reasonable and readily available throughout the state, including ample selection in the Twin Cities area. Building costs are below the national average in three of our four largest metropolitan areas.

It may be a surprise to many, but Minnesota's central location reduces transportation costs for most firms. Our transportation costs are 11 percent below the national average, yet Minnesota companies benefit from a transportation system that's second to none.

Lake Superior and the St. Lawrence Seaway link our international port of Duluth to the Atlantic Ocean. The Mississippi River provides water transportation through America's heartland to New Orleans. Thirteen airlines serve the Minneapolis/St. Paul International Airport, and major trucking and rail systems cross the state to provide an efficient network of ground transportation.

Water. Energy. Land. Transportation. With access to resources like ours, you could become the object of envy, too.

## **Industrial Resources**

**Minnesota businesses find good values on important industrial resources. Transportation, water, energy and land are readily available in Minnesota, usually at a cost lower than other states.**

◀ **Northern State Power's Sherco 3 power plant in Becker, Minnesota.**

▶ **Duluth harbor on Lake Superior.**





Global trade flourishes in Minnesota, thanks in part to a central location that cuts travel time to key international destinations. Each year nearly \$5 billion in Minnesota products are exported via our efficient network of air, water, rail and road transportation.

▲ Northwest Airlines, with headquarters in Minnesota, is the fifth largest airline in the United States.

Below: Minnesota exports \$1.3 billion in agricultural products annually.



## A Global Marketplace

In many of today's industries, if you can't compete on a worldwide scale, you can't compete at all. Minnesota companies not only compete; they have a running start.

By the 1950s it was becoming commonplace for large Minnesota companies to engage in world trade. They could afford to. Easy access to the Mississippi River and to Duluth, the world's largest inland port, gave them an edge over counterparts in other mid-American states. Eighty-eight direct international flights each week now provide another avenue of transit for global-minded companies.

World trade blossomed during the last 10 years as Minnesota became a major exporter of manufactured products. Annual exports of nearly \$5 billion, including \$2 billion in computer equipment, have helped Minnesota enjoy a trade surplus, a rarity among the 50 states. Agricultural and food product exports contribute another \$1.6 billion, while electronics, ordnance and measuring device companies such as Honeywell and FMC export nearly \$800 million in products each year.

In 1987, Minnesota's world trade capabilities advanced another step with the opening of the Minnesota World Trade Center, one of only 13 world trade centers in the nation.

Each year, more businesses will utilize the services of the Minnesota Trade Office, housed in the World Trade Center. Because more and more businesses are realizing that their marketplace is the world.



## Financial & Business Services

Nothing can kill a good idea faster than lack of capital. In Minnesota, we're happy to say, ideas are flourishing. With six financial firms on the *Fortune 500* non-industrial list, we have the means to support an impressive level of entrepreneurial activity. Among those firms are Norwest Corporation and First Bank System, two of the largest bank holding companies in the country.

There are plenty of pathways to capital in Minnesota. In addition to the resources of our large banking community, we boast one of the best venture capital climates in the country. Individual investors, as well as venture capital firms, support Minnesota's growing companies.

The capital doesn't dry up when the big idea comes from a small business, either. We rank fifth in the nation and first among the 12 mid-American states in loans to small businesses.

In Minnesota, small businesses get the attention they need to grow. A host of programs, sponsored by businesses, government and private organizations, offer financial and consulting services to help small businesses become the thriving businesses of our future.

Businesses of all sizes enjoy access to high quality support services from such respected investment firms as Piper, Jaffray & Hopwood and Dain Bosworth. Our other business services are equally impressive. With more than 200 advertising agencies, and hundreds of national awards, Minnesota has earned a reputation as a hotbed of creative talent.

It doesn't matter whether your business is small, large or in between. It doesn't matter whether you need financial, managerial or creative services. Come to Minnesota and your business will get the attention it deserves.

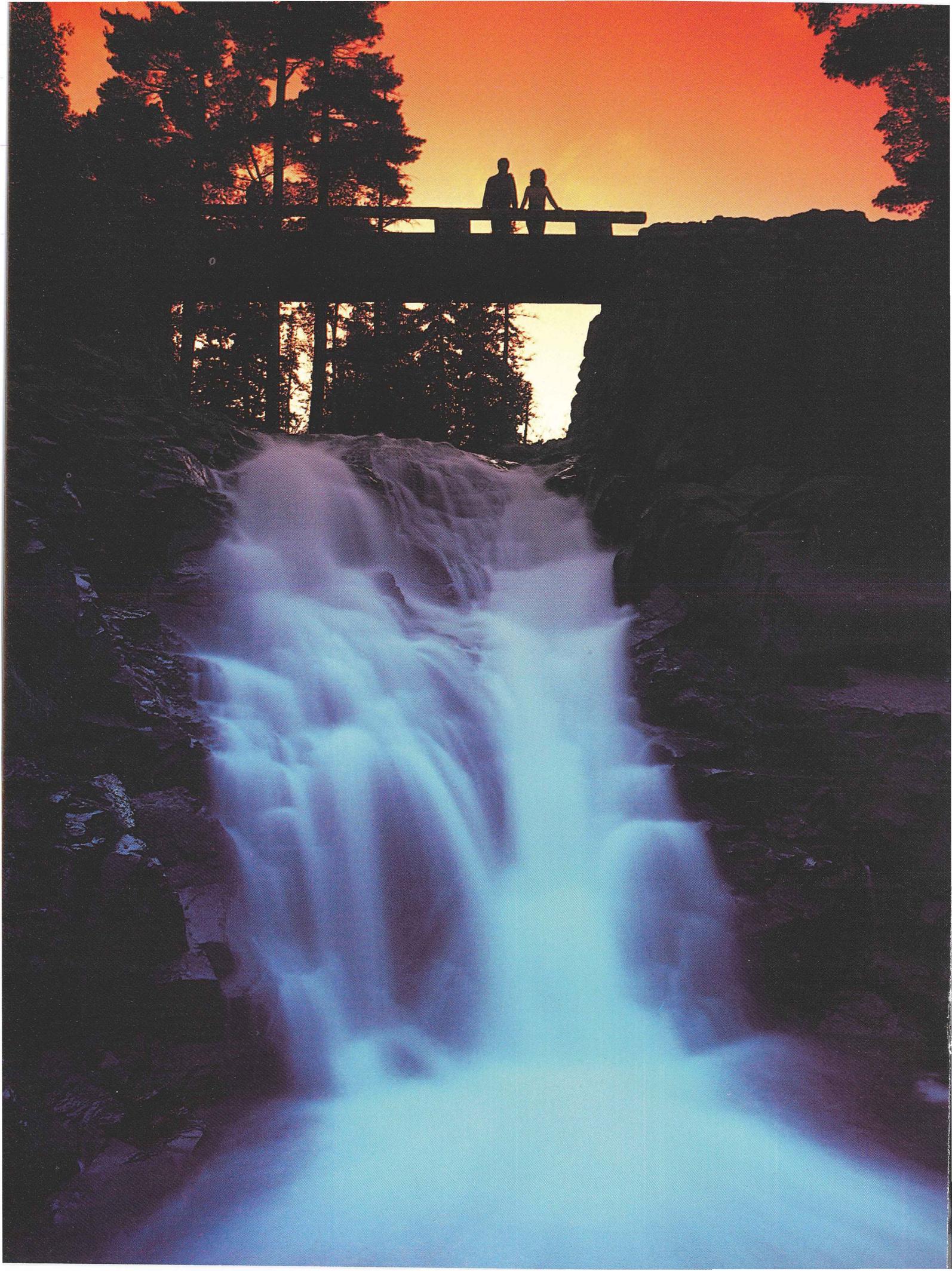
**In Minnesota, financial and business service firms have a genuine interest in helping new and existing businesses grow. They possess the resources and talent to help transform ideas into viable businesses.**

▶ **Minnesota serves as a regional financial center, ranking 10th in the nation in commercial and industrial loans issued.**

◀ **Between 1983 and 1986, commercial construction in the Twin Cities increased at twice the national rate.**







## Natural Resources

Minnesota's natural beauty is more than skin deep. The state's impressive timber stands, fertile soil, rich mineral resources and abundant water supply are building blocks for a variety of resource-based businesses that contribute billions of dollars to Minnesota's economy each year.

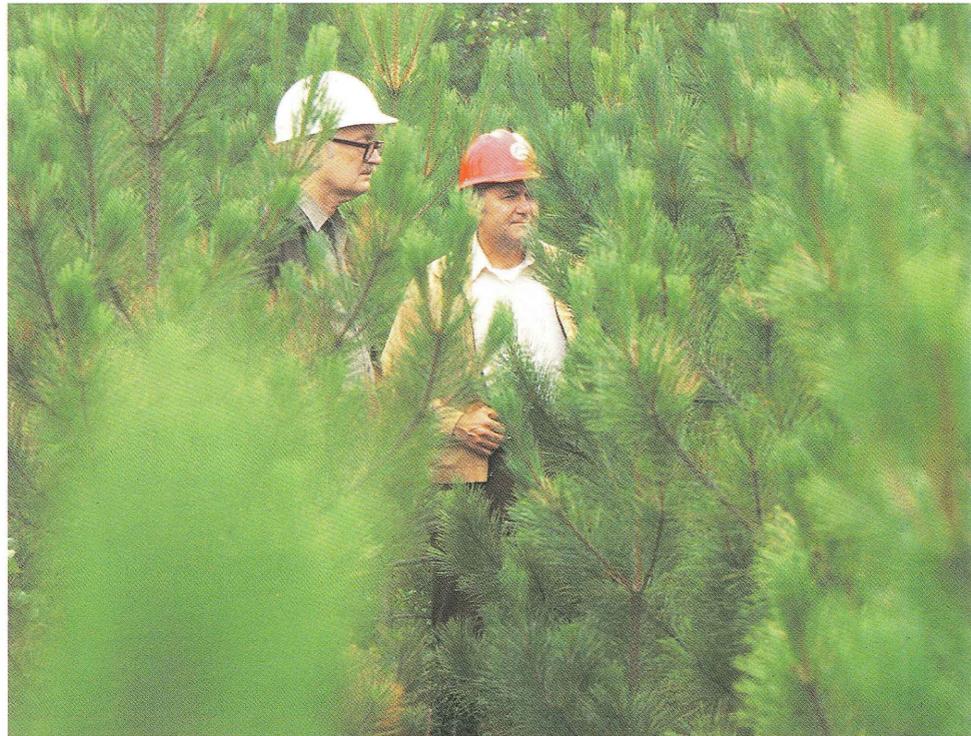
From the few scattered farms of brave pioneers, Minnesota's agricultural industry has grown into 20 million acres of productive farm land that generate more than \$7 billion annually. Food processors, including Land O'Lakes, International Multifoods and Hormel, make up nearly half of Minnesota's *Fortune 500* list. Many other firms — including Cargill, the largest agribusiness firm in the country — contribute to the state's top five ranking in agricultural exports. Access to the University of Minnesota's renowned agricultural research helps these companies stay on the leading edge of technology.

Fourteen million acres of commercial forestland supply Minnesota's \$2 billion timber industry. Nearly half that amount is generated by wood product manufacturing, including much of the paper used by Minnesota's fast-growing printing and publishing industry.

**Minnesota's natural resources present a rare combination: a land of breathtaking beauty, and a land where you can make a living. In addition to our \$5.3 billion tourist industry, resource-based industries add more than \$10 billion to Minnesota's economy.**

► **Foresters check a replanted pine forest.**

◀ **Sightseers at Amity Creek in the Duluth park system.**



Of course, Minnesota's natural resources can also be appreciated for their beauty alone. Sixty-three state parks and one national park showcase Minnesota's diverse natural beauty, a major drawing card for the state's \$5.3 billion tourism industry. Resort owners and wilderness outfitters are among the many private businesses that share in nature's bounty.

Minnesota's natural resources provide a spectacular view. And our beauty means business.

Our health and medical industry isn't unique. Not for Minnesota, anyway. As far as we're concerned, it's just one more world class, fast-growing industry.

We're leaders in innovative health care. We opened the first blood bank in the nation. We were among the first to embrace health maintenance organizations (HMOs), now a widespread system that promotes preventive care. We're home to the nationally respected Hazelden Foundation and the Johnson Institute, pioneers in the field of chemical dependency treatment.

We're leaders in the use of new, more comforting methods of patient care. Minnesota was home to the first post-operative recovery room and is a world leader in the use of birthing centers and hospices. Mayo Clinic has earned a worldwide reputation for excellence by exploring the causes and cures of disease, and by using education and research to provide better patient care.

We're leaders in new surgical techniques. The world's first open heart surgery, first bone marrow transplant, first successful pancreas transplant and first laser-enhanced surgery for clogged arteries were performed in Minnesota. As a result of its broad-based expertise in transplant surgery, the University of Minnesota Hospital has earned recognition as the world's busiest transplant center.

We're leaders in the medical device industry. We're home to more than 500 medical product companies, including Medtronic, 3M Company, Cardiac Pacemakers, LecTec Corporation and St. Jude Medical. We've become the world's leading producer of hearing aid devices, computer health care applications, transdermal and drug delivery materials, implantable devices and diagnostic imaging.

We plan to maintain this leadership through a continuing emphasis on research and development, and through cooperative efforts such as Medical Alley, a Minnesota organization dedicated to the advancement and growth of our health and medical industry.

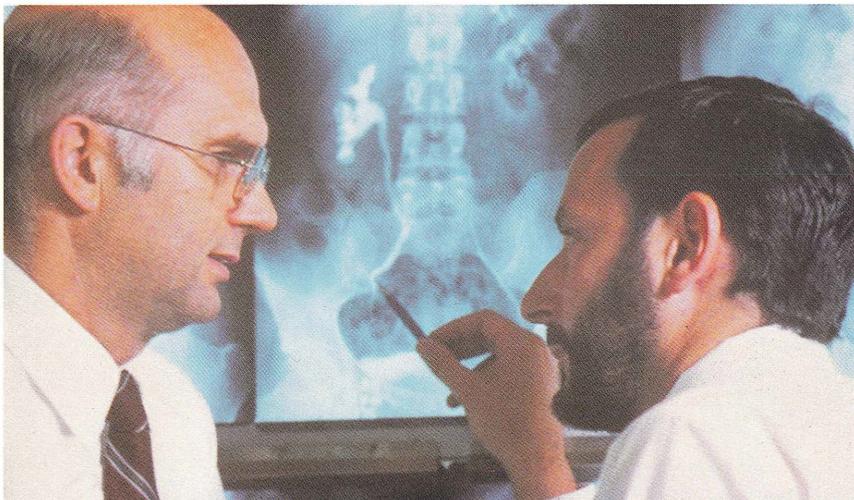
It's no wonder our life expectancy is the highest in the continental United States. Minnesota is a great state of health.

## Health

**Minnesota's fast-growing health and medical industry combines a respect and caring for people with a drive to create the best in life-saving and life-enhancing technology. A recent study named the Twin Cities one of the 10 healthiest metropolitan areas in the United States.**

► **Minnesota is a world leader in medical product development.**

◄ **Two doctors confer at Rochester's Mayo Clinic, the first multi-specialty group practice in the world.**



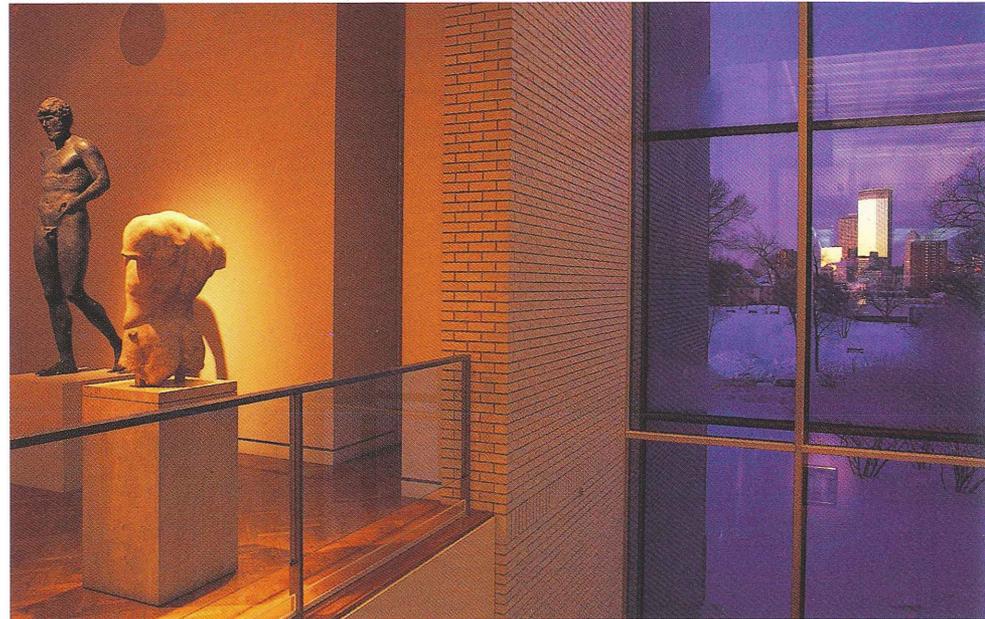




## Arts & Entertainment

It's easy to be entertained in Minnesota. On a typical December weekend in the Twin Cities, there are 29 plays, six dance programs, eight popular music concerts, two jazz concerts, six classical music concerts, 30 holiday music programs, three major art exhibits, 24 gallery shows and five comedy acts. Not to mention our local clubs, where jazz, rock, rhythm and blues, and folk musicians hold forth.

We have more live theaters per capita than any metropolitan area outside of New York City. We can accommodate more comedy fans than any other city. And during the summer months, cities and towns all over Minnesota offer additional choices at festivals, open-air concerts and summer repertory theaters.



Long a center of cultural activities, Minnesota has also gained a national reputation for film, video and music production in recent years. Thanks in part to Minneapolis-born superstar Prince and his new production facility, Paisley Park, Minnesota musicians now achieve top production values and national recognition without leaving home.

► An exhibit from the Minneapolis Institute of Arts' permanent collection.

◄ Prince in a scene from his concert-movie, "Sign o' the Times."

But more than quantity, Minnesota's entertainment scene is characterized by quality — the Guthrie Theater, a Tony Award winner for its contributions to regional theater; respected art museums such as the Walker Art Center, the Minnesota Museum of Art and the Minneapolis Institute of Arts; and the Minnesota Orchestra and the Saint Paul Chamber Orchestra, two critically acclaimed orchestral groups. Organizations such as the Playwrights' Center and the Composers Forum keep Minnesota's arts scene fresh by encouraging the production of new works.

People across the United States associate Minnesota with the best in popular entertainment as well. National entertainers with Minnesota connections include rock superstar Prince; Grammy award-winning producers Jimmy "Jam" Harris and Terry Lewis; author and humorist Garrison Keillor of "Prairie Home Companion"; Broadway playwright August Wilson, a Pulitzer Prize winner for "Fences"; comedian Louie Anderson; The Jets, a family pop group; "Peanuts" cartoonist Charles Schulz; and folk-rock legend Bob Dylan.

Whether you prefer the classical or the popular, Minnesota is a very entertaining place to be.

## Sports & Recreation

A solitary paddler can travel for miles in the Boundary Waters Canoe Area and not see another human being. You're more likely to see a moose, a bald eagle or a black bear.

The more gregarious Minnesotan can join other fans to cheer for a favorite team — one for every major professional sport, including the 1987 World Champion Minnesota Twins in baseball, the Vikings in football, the North Stars in hockey, the Strikers in indoor soccer, and the Minnesota Timberwolves, who will play their first NBA game in 1989.

Minnesotans also show a great affinity for organized amateur sports. More than one million are members of amateur athletic associations, topping all other states in the number of participants per capita. Some reach the pinnacle of amateur sports: Minnesotans in the 1988 Winter Olympics included Jill Trenary, the 1987 U.S. Ladies Figure Skating champion; speed skater Nick Thometz; and six members of the U.S. Hockey Team. In recognition of our strong commitment to organized amateur athletics, Minnesota has been named host of the 1990 U.S. Olympic Sports Festival.

Of course, there's ample opportunity for those who pursue recreation in a less formal fashion. At parks across the state, including 67,000 acres in the Twin Cities area, groomed trails entice hikers, bikers and horseback riders. More than 10,000 lakes and rivers provide a setting for canoeing, swimming, sailing and fishing. When the snow flies, many Minnesotans enjoy downhill and cross-country skiing, snowmobiling, ice skating and ice fishing. Others prefer the thrill of a fast toboggan shooting down a snowy hill.

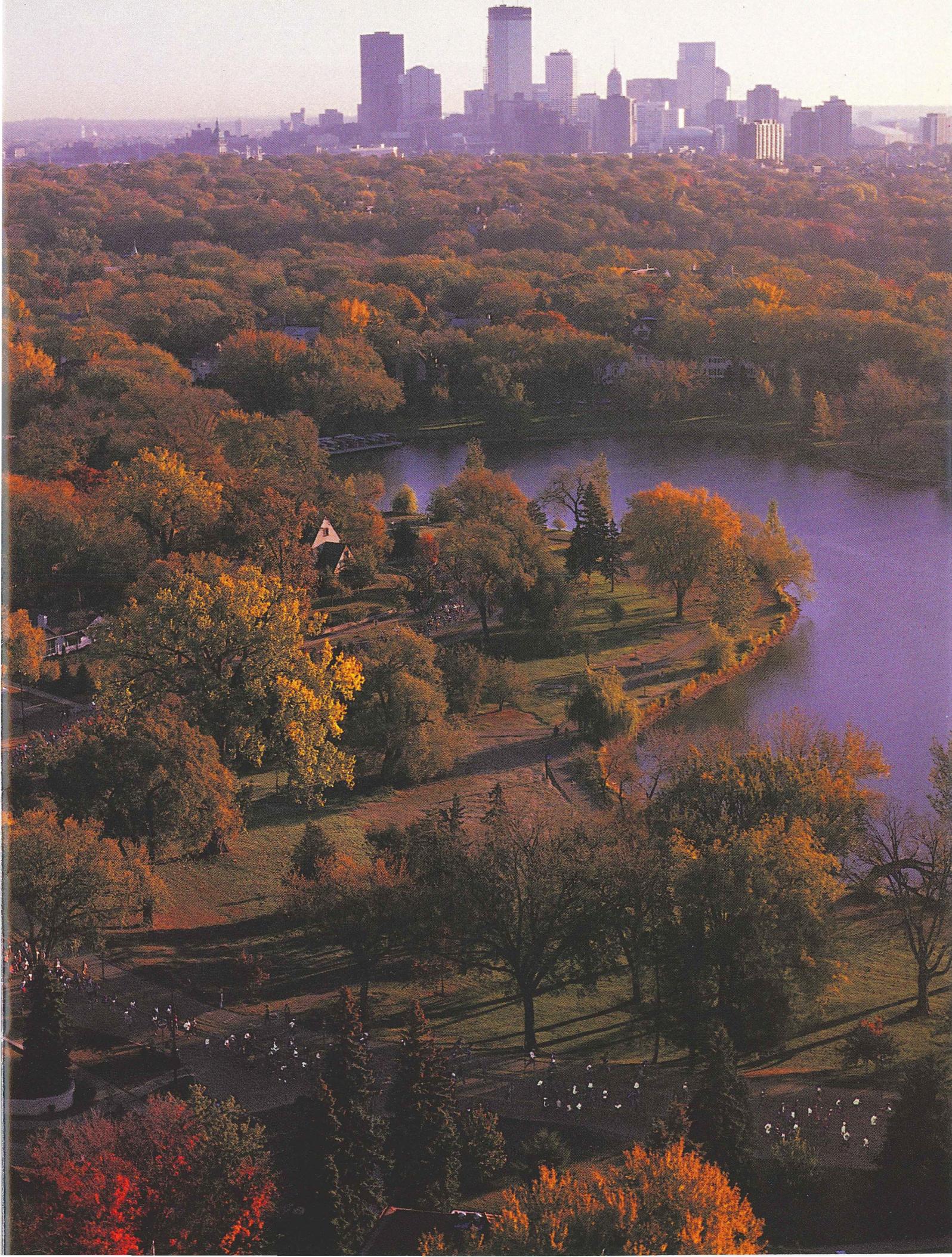
From the serious athlete to the armchair quarterback, Minnesotans make good sports.

**Fresh air, clean water and well-tended public lands make outdoor recreation a pleasure in Minnesota. The Twin Cities Marathon is nationally recognized as the most scenic major marathon in the United States.**

► **The Twin Cities Marathon winds past Lake of the Isles.**

◄ **With more than a thousand miles of groomed ski trails, cross-country skiing has become one of Minnesota's most popular winter sports.**







ATTA  
BOY,  
TWINS

WORLD'S LARGEST

ATTA BOY, TWINS

## Community

Some people see only the snow, and wonder why we want to live in Minnesota.

We live in Minnesota because it can provide all the advantages of big city life, with few of the hassles. In the Twin Cities, our crime rate is lower than 21 of the 30 largest metropolitan areas; we have an average commute of only 17 minutes; and our cost of living is eighth lowest among 30 major metropolitan areas.

We like the wide open spaces. With one of the lowest population densities in the nation, we rarely feel crowded.

**When Minnesotans get together, the result is always positive. At the Minnesota Twins World Series victory celebration, half a million fans awed the nation with a demonstration that combined enthusiasm with civic pride. In more normal times, Minnesotans turn that energy toward community projects.**

► **A stable home environment is important to Minnesotans.**

◀ **The Minnesota Twins parade through downtown Minneapolis and St. Paul after their World Series victory.**



We even like the snow. The changing seasons rev us up, give us a reason to take a fresh look at life four times a year.

We live in Minnesota because there's a sense of community, a concern for others that makes Minnesota a good place to live and work. It shows in our compassionate social service system and our stable family environment. We have a 71 percent home ownership rate, a divorce rate lower than 47 of the 50 states, and the lowest teenage pregnancy rate in the country.

It shows in our charitable giving. Minnesota's Keystone Club is a national symbol of corporate giving — 69 firms that donate five percent of their pretax earnings to charity. It shows in our neighborliness to newcomers, in our helpful attitude to someone in need.

We live in Minnesota because it celebrates home.

## Government

There's a delicate balance that governments try to achieve, between meeting public needs and distributing public funds in a fiscally responsible manner. And there are always disagreements about the exact point at which that balance is achieved. But Minnesota comes close.

Our lauded educational system, our efficient network of transportation and our social service programs cannot be achieved without cost. But the cost has been going down in recent years. In 1988, a family of four with an income of \$50,000 will pay 20 percent less in state income taxes than it did four years earlier.

We've cut costs to businesses, too. In 1987, the marginal corporate tax rate was lowered by more than 20 percent. Reforms in our unemployment compensation system will also result in lower costs for most Minnesota businesses. We've created a balanced tax system that fairly apportions contributions from corporate, personal income, sales and property taxes.

Because we laid important groundwork in earlier years, our tax cuts have had little effect on the services we provide. And we have improved our fiscal stability. In 1987, Standard & Poor's upgraded the state's credit rating to AA+. To protect us from future tax increases, we created a reserve that's more than 2.5 times the national average. We've achieved these successes with efficiency; Minnesota boasts one of the lowest ratios of state employees per capita in the nation.

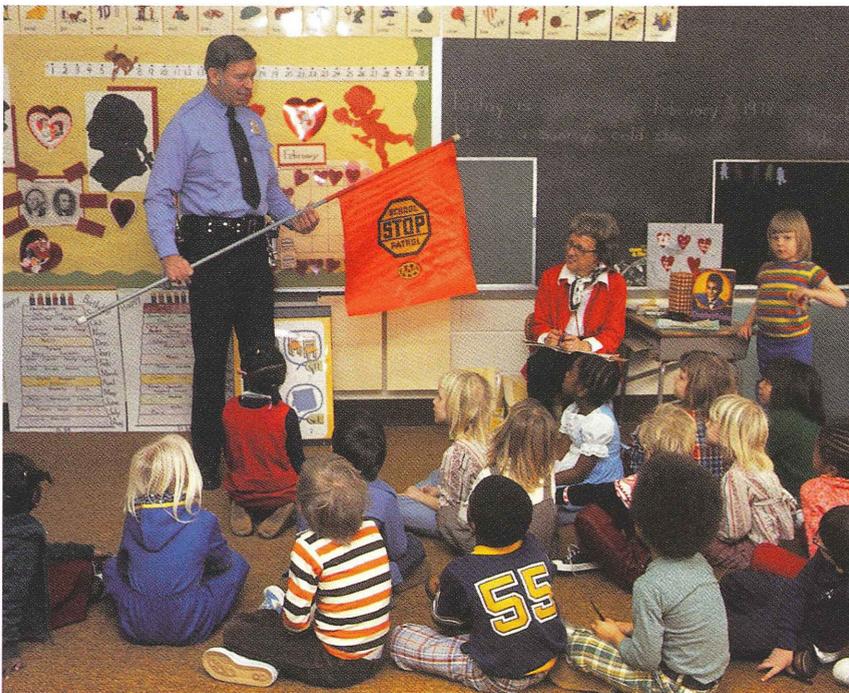
We've increased the effectiveness of public dollars by forming partnerships with educational institutions, private foundations, businesses and government bodies to promote economic development.

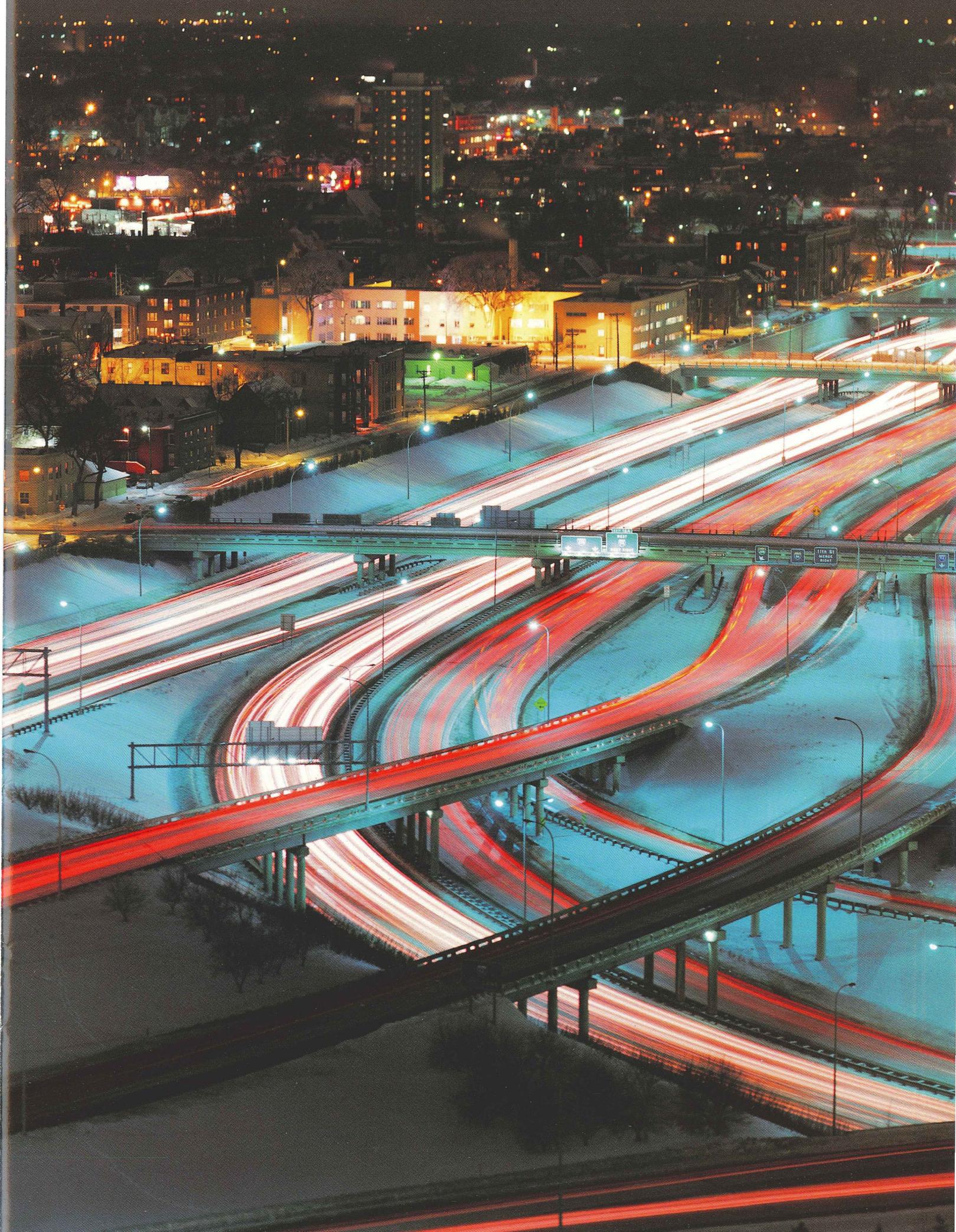
In Minnesota, we're all aiming toward the same goal: a prosperous, well-balanced way of life for Minnesota, its citizens, and its businesses.

**Minnesota's infrastructure of transportation, education, health and other government services provides a solid base from which the state can grow.**

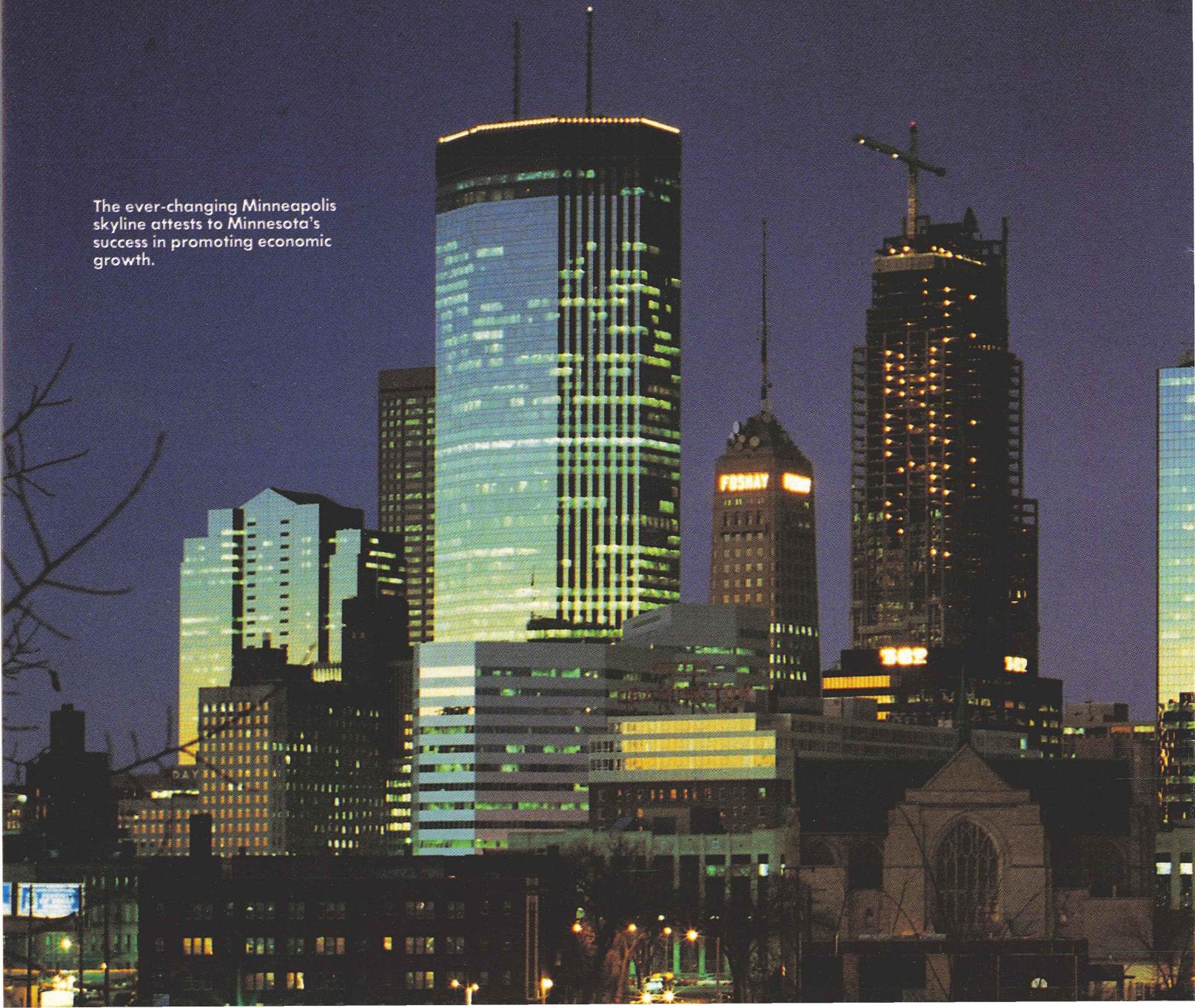
► **The Twin Cities area is a national leader in urban traffic control.**

◀ **A police officer visits a Minnesota classroom.**





The ever-changing Minneapolis skyline attests to Minnesota's success in promoting economic growth.



## Investing In Our Future

The business world is changing. Traditional industries that rely on low-skilled labor are being replaced by technology-intensive industries that require research, ingenuity and adaptability to rapid change. Worldwide marketing has become commonplace — and necessary — for many industries.

Minnesota has changed, too. We've invested in research and development, in education, in transportation, in creating a quality of life that attracts and retains quality people. We've developed our state's resources to meet the challenges of the future.

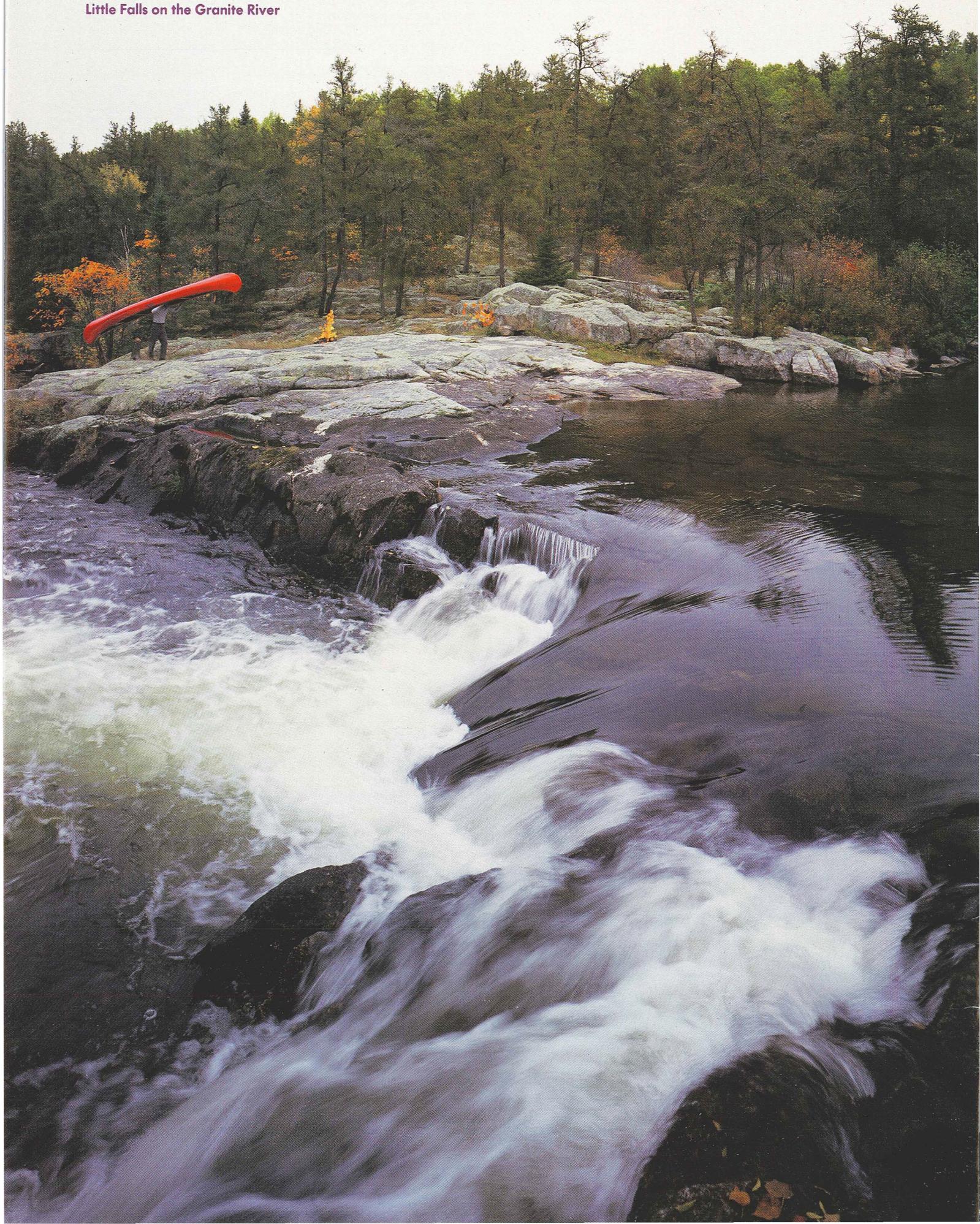
We're reaping economic benefits from these investments. Manufacturing jobs increased at a rate that's twice the national average. Personal income grew by 22.4 percent between 1983 and 1986. Employment in high tech industries increased by 11 percent.

We're getting national attention for our efforts. In a study by the Committee for Economic Development titled *The New Economic Role of the American States*, Minnesota was one of seven states featured as having a successful economic development program. The study concludes that states that invest in high quality public services are the most successful in fostering economic growth.

In Minnesota, we have a history of making such investments — investments that secure our future. And yours, if you choose to join us.



Little Falls on the Granite River



**We Invite You  
To Become  
A Part Of  
Minnesota's Future.**

If you are interested in expanding an existing business or starting a new business in Minnesota, the Department of Trade and Economic Development can provide assistance. We also offer a complete array of services for international businesses interested in expanding in Minnesota. Our new publication, *Resource Minnesota*, describes financial, technical and information assistance available to businesses through the State of Minnesota. To request a copy of *Resource Minnesota* or for additional information, contact:

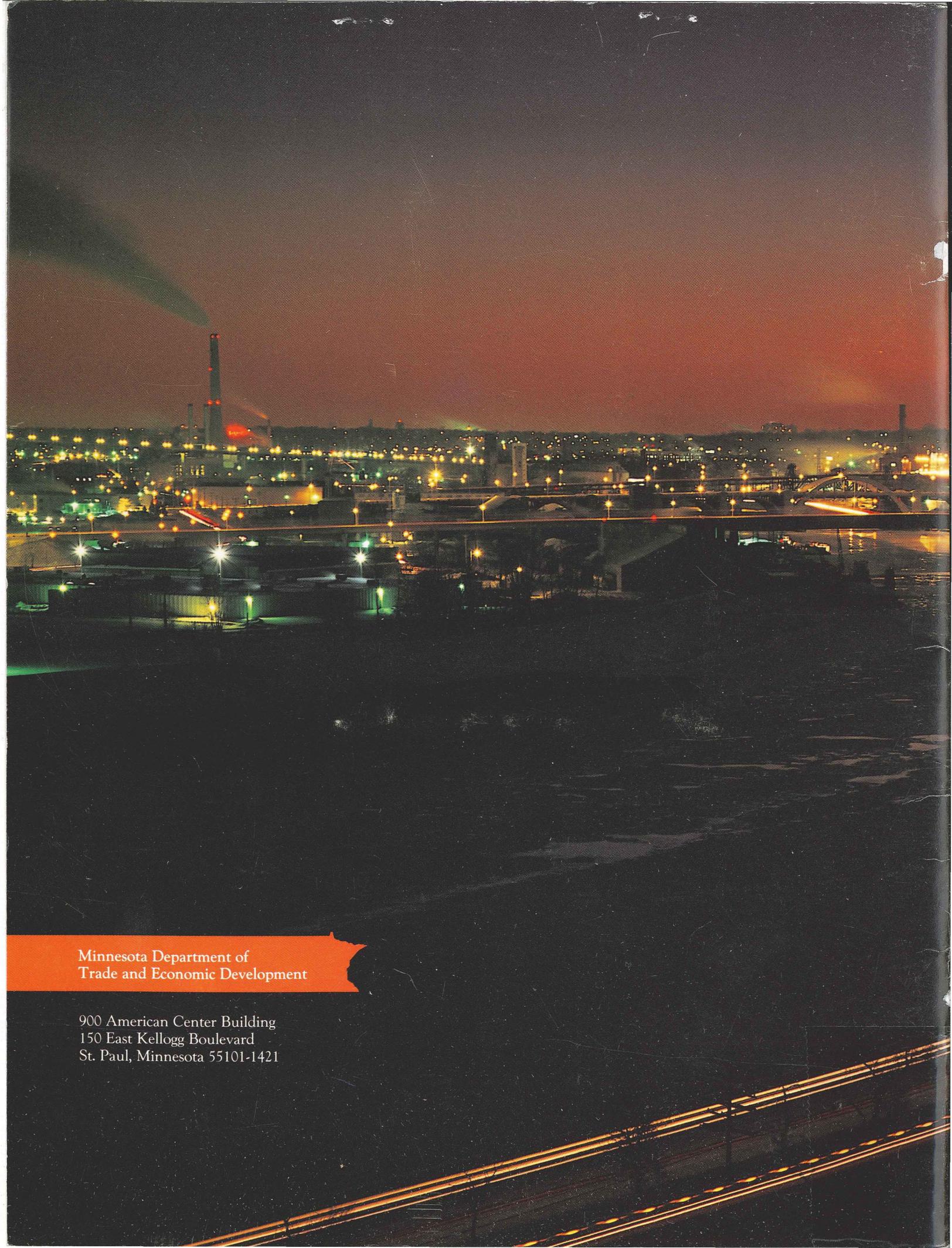
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