



# **MINNESOTA: WORLD COMPETITOR**

**A GREAT PLACE TO LIVE, VISIT AND DO BUSINESS.**

THE  
BIG  
PLAN

A PROFILE OF MINNESOTA'S DIVERSIFIED ECONOMY, STRONG CORPORATE PRESENCE,  
INTERNATIONAL VISIBILITY AND VERSATILE INFRASTRUCTURE.

# MINNESOTA: WORLD COMPETITOR

## MINNESOTA'S POPULATION 2000 ESTIMATES

|   |                  |
|---|------------------|
| Minneapolis/St. Paul Metropolitan Area* | 2,868,847        |
| Duluth Metropolitan Area*               | 200,528          |
| Saint Cloud Metropolitan Area           | 167,392          |
| Rochester Metropolitan Area             | 124,277          |
| Moorhead Metropolitan Area*             | 51,229           |
| <b>Total Minnesota Population</b>       | <b>4,919,479</b> |

- Minnesota is ranked first among Northeastern and Midwestern states in the rate of population growth between 1990 and 2000.
- The eleven-county Twin Cities metro area accounts for over 58 percent of the total Minnesota population.
- The Minneapolis-St. Paul metropolitan area, including areas in both Minnesota and Wisconsin, is the 15th largest metropolitan area in the country, and Minnesota is the 21st most populated state.

\* Minnesota portion of metropolitan areas only.

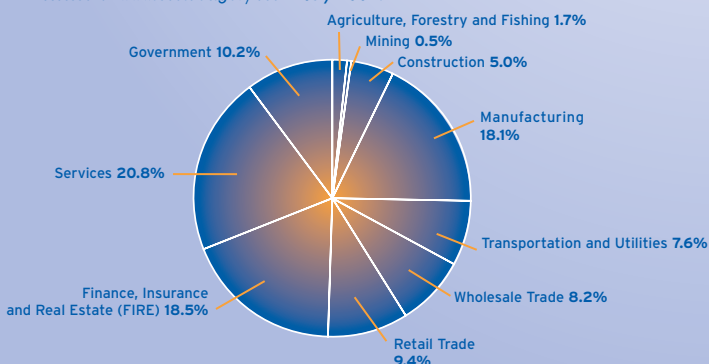
Note: Only metropolitan areas with over 50,000 Minnesota residents are included.

Source: US Census Bureau 2000 Population Tables: Accessed at [www.census.gov/population/cen2000/phc-t3/tab01.pdf](http://www.census.gov/population/cen2000/phc-t3/tab01.pdf) in April 2001.

## MINNESOTA'S 1999 GROSS STATE PRODUCT

|  | Minnesota<br>(millions) | Minnesota<br>Distribution | United<br>States<br>Distribution |
|--|-------------------------|---------------------------|----------------------------------|
| Agriculture, Forestry<br>and Fishing         | \$ 3,004                | 1.7%                      | 1.3%                             |
| Mining                                       | \$ 804                  | 0.5%                      | 1.2%                             |
| Construction                                 | \$ 8,585                | 5.0%                      | 4.5%                             |
| Manufacturing                                | \$ 31,319               | 18.1%                     | 16.1%                            |
| Transportation and Utilities                 | \$ 13,183               | 7.6%                      | 8.4%                             |
| Wholesale Trade                              | \$ 14,210               | 8.2%                      | 6.9%                             |
| Retail Trade                                 | \$ 16,310               | 9.4%                      | 9.2%                             |
| Finance, Insurance<br>and Real Estate (FIRE) | \$ 31,974               | 18.5%                     | 19.3%                            |
| Services                                     | \$ 35,994               | 20.8%                     | 21.3%                            |
| Government                                   | \$ 17,599               | 10.2%                     | 11.8%                            |
| <b>TOTAL</b>                                 | <b>\$ 172,982</b>       | <b>100.0%</b>             | <b>100.0%</b>                    |

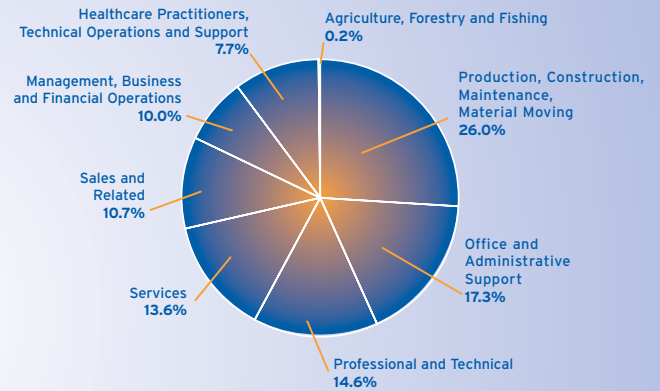
Source: Regional Accounts Data, US Department of Commerce, Bureau of Economic Analysis. Accessed at [www.bea.doc.gov/bea](http://www.bea.doc.gov/bea) in July 2001.



## CIVILIAN LABOR FORCE BY OCCUPATION

| Occupation  | 1999<br>Labor Force<br>(thousands) | Distribution  |
|---|------------------------------------|---------------|
| Production, Construction,<br>Maintenance, Material Moving     | 670                                | 26.0%         |
| Office and Administrative Support                             | 446                                | 17.3%         |
| Professional and Technical<br>Services                        | 377                                | 14.6%         |
| Services  | 351                                | 13.6%         |
| Sales and Related   | 276                                | 10.7%         |
| Management, Business<br>and Financial Operations              | 258                                | 10.0%         |
| Healthcare Practitioners,<br>Technical Operations and Support | 199                                | 7.7%          |
| Agriculture, Forestry and Fishing                             | 4                                  | 0.2%          |
| <b>TOTAL</b>  | <b>2,581</b>                       | <b>100.0%</b> |

Source: Occupational Employment Statistics, US Department of Labor, Bureau of Labor Statistics. Accessed at [www.bls.gov/oes/1999/oes\\_mn.htm](http://www.bls.gov/oes/1999/oes_mn.htm) in February 2001.



## ECONOMIC PERFORMANCE

|  | Minnesota | United<br>States |
|--|-----------|------------------|
| Inflation-adjusted gross state<br>product, growth rate 1990-99         | 43.3 %    | 34.7 %           |
| Unemployment rate, 2000  | 3.3 %     | 4.0 %            |
| Per capita personal income, 1999                                       | \$30,793  | \$28,542         |
| Inflation adjusted per capita<br>personal income, growth rate, 1990-99 | 20.1 %    | 14.3 %           |

- Minnesota's economy grew 25 percent faster than the U.S. economy between 1990 and 1999.
- Minnesota was ranked 11th nationally in per capita income in 1999, up from 14th in 1995.
- Minnesota's 2000 annual average unemployment rate was the 16th lowest in the nation.
- Minnesota was ranked the "Most Livable State" from 1997 to 2001 and the 2nd "Healthiest State" in 2001 by Morgan Quitno Press.

Source: Local Area Unemployment Statistics, Minnesota Department of Economic Security, Office of Research and Statistics.

Regional Accounts Data, Bureau of Economic Analysis Department, US Department of Commerce. Accessed at [www.bea.doc.gov/bea](http://www.bea.doc.gov/bea) in July 2001.

## CORPORATE PRESENCE

- Minnesota is ranked 9th nationally, with 16 *Fortune 500* headquarters located in the state.
- According to *CityBusiness*, Minnesota's 25 largest multinational companies in 2000 derived about 25 percent of their total revenues (\$25.3 billion) from non-US revenues.
- Minnesota's ten largest multinational companies accounted for 88 percent of the total 2000 foreign revenue generated by the largest 25 multinational companies.
- For six of the past seven years, the Corporation for Enterprise Development has placed Minnesota on the Honor Roll of its Development Report Card for the states, a publication that assesses each state's economy and potential for future growth based on more than 70 data measures.

## MINNESOTA'S ROADS, RAILWAYS AND WATERWAYS

|                               |                  |
|-------------------------------|------------------|
| Interstate Highways           | I-35, I-90, I-94 |
| Miles of Streets and Highways | 131,100          |
| Active Railroad Track Miles   | 4,606            |
| State Trunk Highway Miles     | 11,900           |
| Fiber-optic Cable Miles       | over 21,000      |

- Minnesota truckload shipments can reach most US destinations in three days or less.
- Minnesota has four major Great Lakes ports which shipped and received 67.8 million tons of commodities and freight in 1999.
- Minnesota's river system consists of 231 miles of navigable waterways.
- Minnesota has four intermodal freight yards, where truck trailers and containers piggyback on trains. Two of these yards are located in northern Minnesota and two are in the Minneapolis-St. Paul area.
- Minnesota has 45 rail/water intermodal facilities, which are located primarily in the Twin Cities and southeastern regions of the state.

Source: Minnesota Department of Transportation.

## MINNESOTA'S MAJOR INDUSTRIES

| SIC Code | Industry                                     | 1999 Establishments | 1999 Employment  | 1990-99 Percent Change in Employment | 1997 Value of Shipments (millions) |
|----------|--|---------------------|------------------|--------------------------------------|------------------------------------|
| 35       | Industrial Machinery and Computers           | 1,789               | 78,434           | 1.2%                                 | \$ 11,981                          |
| 27       | Printing, Publishing, and Allied Industries  | 1,714               | 55,350           | 6.6%                                 | \$ 6,893                           |
| 20       | Food and Kindred Products                    | 566                 | 52,894           | 7.1%                                 | \$ 15,651                          |
| 38       | Scientific Instruments                       | 439                 | 40,944           | 23.7%                                | \$ 5,637                           |
| 34       | Fabricated Metal Products                    | 890                 | 36,798           | 6.7%                                 | \$ 5,786                           |
| 36       | Electronic Equipment, (except computers)     | 434                 | 34,610           | 15.4%                                | \$ 5,567                           |
| 26       | Paper and Allied Products                    | 152                 | 29,665           | -13.2%                               | \$ 4,200                           |
| 24       | Lumber and Wood Products, (except furniture) | 710                 | 21,509           | 26.9%                                | \$ 2,963                           |
| 30       | Rubber and Misc. Plastics Products           | 452                 | 19,614           | 30.9%                                | \$ 2,913                           |
| 37       | Transportation Equipment                     | 249                 | 15,043           | 32.6%                                | D                                  |
|          | <b>All Manufacturing Industries</b>          | <b>9,195</b>        | <b>439,369</b>   | <b>1.2%</b>                          | <b>\$ 78,725</b>                   |
| 80       | Health Services                              | 6,433               | 243,705          | 20.0%                                | \$ 9,660 *                         |
| 82       | Educational Services                         | 3,362               | 187,048          | 22.2%                                | \$ 328                             |
| 73       | Business Services                            | 11,466              | 175,511          | 84.4%                                | \$ 10,151                          |
| 83       | Social Services                              | 4,494               | 75,339           | 46.1%                                | \$ 1,646 *                         |
| 87       | Engineering and Management Services          | 6,258               | 47,868           | 38.1%                                | \$ 4,874                           |
| 79       | Amusement and Recreation Services            | 2,446               | 42,973           | 74.7%                                | \$ 1,803                           |
| 86       | Membership Organizations                     | 2,514               | 32,211           | 26.0%                                | \$ 917 *                           |
| 70       | Hotels and Other Lodging Places              | 1,491               | 29,908           | 22.5%                                | \$ 1,520                           |
| 72       | Personal Services                            | 3,780               | 25,882           | 2.8%                                 | \$ 992                             |
| 75       | Automotive Repair, Services, and Parking     | 3,377               | 22,939           | 30.9%                                | D                                  |
|          | <b>All Service Industries</b>                | <b>53,318</b>       | <b>922,066</b>   | <b>1.2%</b>                          | <b>\$ 43,403</b>                   |
|          | <b>All Industries</b>                        | <b>150,780</b>      | <b>2,550,791</b> | <b>22.5%</b>                         |                                    |

\* Only includes value of services not subject to tax.

Note: Ten largest Manufacturing and Service Industries (based on 1999 employment) are shown.

D: Data withheld to avoid disclosure of proprietary information.

Source: US Department of Labor, Bureau of Labor Statistics, 2000.

1997 Economic Census, US Department of Commerce, Bureau of the Census.

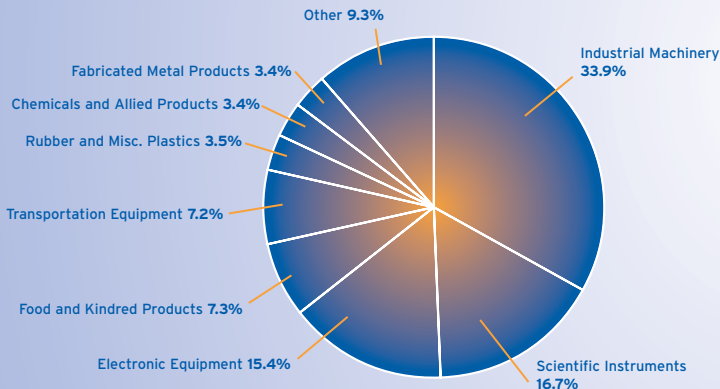
## MINNESOTA'S MANUFACTURED EXPORTS

### By Industry, 2000

| SIC Code | Industry                      | Value of Merchandise (millions) | Distribution  |
|----------|-------------------------------|---------------------------------|---------------|
| 35       | Industrial Machinery          | \$ 3,455                        | 33.9%         |
| 38       | Scientific Instruments        | \$ 1,701                        | 16.7%         |
| 36       | Electronic Equipment          | \$ 1,572                        | 15.4%         |
| 20       | Food and Kindred Products     | \$ 740                          | 7.3%          |
| 37       | Transportation Equipment      | \$ 730                          | 7.2%          |
| 30       | Rubber and Misc. Plastics     | \$ 352                          | 3.5%          |
| 28       | Chemicals and Allied Products | \$ 348                          | 3.4%          |
| 34       | Fabricated Metal Products     | \$ 347                          | 3.4%          |
|          | Other                         | \$ 945                          | 9.3%          |
|          | <b>TOTAL</b>                  | <b>\$ 10,191</b>                | <b>100.0%</b> |

- In 2000, Minnesota's top three manufactured export industries—industrial machinery, scientific instruments, and electronic equipment—accounted for about 66% (\$6.7 billion) of the total value of manufactured exports.

Source: US Department of Commerce, Bureau of the Census and University of Massachusetts at Amherst (MISER).



### Top Markets, 2000

| Rank | Country                           | MN Exports (millions) | Market Share  | Percent Change 1995-2000 |              |
|------|-----------------------------------|-----------------------|---------------|--------------------------|--------------|
|      |                                   |                       |               | MN                       | U.S.         |
| 1    | Canada                            | \$ 2,441              | 24.0%         | 2.2%                     | 40.5%        |
| 2    | Japan                             | \$ 898                | 8.8%          | 13.4%                    | 5.1%         |
| 3    | China (incl. Hong Kong)           | \$ 585                | 5.7%          | 86.8%                    | 23.5%        |
| 4    | United Kingdom                    | \$ 549                | 5.4%          | 25.7%                    | 42.9%        |
| 5    | Germany                           | \$ 496                | 4.9%          | 15.0%                    | 29.5%        |
| 6    | Netherlands                       | \$ 439                | 4.3%          | 13.9%                    | 41.4%        |
| 7    | Ireland (except Northern Ireland) | \$ 424                | 4.2%          | 415.4%                   | 88.3%        |
| 8    | Mexico                            | \$ 390                | 3.8%          | 152.8%                   | 143.8%       |
| 9    | France                            | \$ 382                | 3.7%          | 70.7%                    | 44.9%        |
| 10   | Philippines                       | \$ 342                | 3.4%          | 740.8%                   | 77.2%        |
|      | Rest of World                     | \$ 3,246              | 31.9%         | 9.3%                     | 19.6%        |
|      | <b>TOTAL</b>                      | <b>\$ 10,191</b>      | <b>100.0%</b> | <b>24.0%</b>             | <b>36.9%</b> |

Source: US Department of Commerce, Bureau of the Census and University of Massachusetts at Amherst (MISER).

## FOREIGN DIRECT INVESTMENT IN MINNESOTA

### By Industry, 1998

| Source of Foreign Direct Investment          | Employment of Affiliates | Gross Value <sup>4</sup> (millions) |
|--|--------------------------|-------------------------------------|
| Manufacturing                                | 42,300                   | \$ 3,608                            |
| Information                                  | 8,000                    | \$ 1,350                            |
| Wholesale Trade                              | 5,700                    | \$ 1,186                            |
| Finance and Insurance                        | 3,800                    | \$ 257                              |
| Retail Trade                                 | 2,200                    | \$ 103                              |
| Professional, Scientific, Technical Services | 1,300                    | \$ 112                              |
| Real Estate, Rental and Leasing              | 500                      | \$ 1,120                            |
| Other  | 16,700                   | \$ 2,606                            |
| <b>TOTAL</b>                                 | <b>80,500</b>            | <b>\$ 10,343</b>                    |

### By Region, 1998

| Source of Foreign Direct Investment | Number of Affiliates <sup>3</sup> | Employment of Affiliates | Gross Value <sup>4</sup> (millions) |
|-------------------------------------|-----------------------------------|--------------------------|-------------------------------------|
| Europe                              | 497                               | 53,300                   | \$ 5,577                            |
| –UK                                 | 135                               | 19,700                   | \$ 1,343                            |
| –Germany                            | 116                               | 10,800                   | \$ 1,138                            |
| –France                             | 60                                | 6,300                    | \$ 5,577                            |
| Canada                              | 100                               | 19,600                   | \$ 3,427                            |
| Asia/Pacific                        | 179                               | 4,600                    | \$ 979                              |
| –Japan                              | 149                               | 3,100                    | \$ 877                              |
| Rest of World                       | 40                                | 3,000                    | \$ 364                              |
| <b>TOTAL</b>                        | <b>816</b>                        | <b>80,500</b>            | <b>\$ 10,343</b>                    |

1. Information includes information services, broadcasting and telecommunications, publishing, motion pictures.
2. Finance excluding depository institutions.
3. Affiliates with joint investors from multiple countries are counted more than once.
4. Gross Book Value of Property, Plant, and Equipment of Affiliates.

Source: 1998 Operations of US Affiliates of Foreign Companies, preliminary, US Department of Commerce, Bureau of Economic Analysis, 2000.

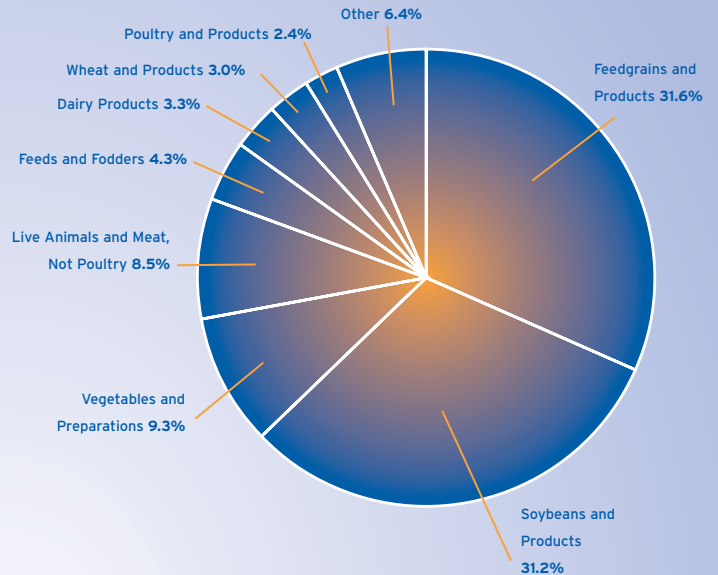
## MINNESOTA'S AGRICULTURAL EXPORTS

### By Commodity 1999 (in Millions)

|                                    |                   |
|------------------------------------|-------------------|
| Feedgrains and Products            | \$ 689.6          |
| Soybeans and Products              | \$ 681.4          |
| Vegetables and Preparations        | \$ 204.4          |
| Live Animals and Meat, Not Poultry | \$ 184.9          |
| Feeds and Fodders                  | \$ 94.0           |
| Dairy Products                     | \$ 73.2           |
| Wheat and Products                 | \$ 64.5           |
| Poultry and Products               | \$ 51.7           |
| Other                              | \$ 141.0          |
| <b>TOTAL</b>                       | <b>\$ 2,184.7</b> |

- Minnesota is the seventh largest exporter of agricultural commodities among all states.
- Minnesota is the third largest exporter of dairy products and soybeans and products.

Source: US Department of Agriculture, Economic Research Service, 2000.



## EXPORT SALES OF US METROPOLITAN AREAS

(Millions of Dollars)

| Rank | Metro Area                   | 1993      | 1997      | 1998      | 1999      |
|------|------------------------------|-----------|-----------|-----------|-----------|
| 1.   | Seattle-Bellevue-Everett, WA | \$ 23,816 | \$ 27,006 | \$ 34,003 | \$ 32,356 |
| 2.   | San Jose, CA                 | \$ 16,172 | \$ 29,057 | \$ 26,112 | \$ 28,256 |
| 3.   | Detroit, MI                  | \$ 16,781 | \$ 25,967 | \$ 27,005 | \$ 28,008 |
| 4.   | New York, NY                 | \$ 28,193 | \$ 29,083 | \$ 26,578 | \$ 24,485 |
| 5.   | Los Angeles-Long Beach, CA   | \$ 20,014 | \$ 25,816 | \$ 25,555 | \$ 23,905 |
| 6.   | Chicago, IL                  | \$ 14,447 | \$ 23,210 | \$ 22,929 | \$ 21,144 |
| 7.   | Houston, TX                  | \$ 12,285 | \$ 18,596 | \$ 19,119 | \$ 18,968 |
| 8.   | Minneapolis-St. Paul, MN-WI  | \$ 9,004  | \$ 12,007 | \$ 11,652 | \$ 12,401 |
| 9.   | Miami, FL                    | \$ 8,264  | \$ 12,692 | \$ 12,943 | \$ 11,942 |
| 10.  | Boston, MA-NH                | \$ 6,472  | \$ 9,571  | \$ 9,556  | \$ 10,427 |

- Metropolitan area export sales data includes only manufactured products and non-manufactured goods, such as minerals and unprocessed agricultural commodities. This data is based on the exporter's shipping or sales location, which is not necessarily the same as the export's production location. The data is best used as an indication of international sales activity, for example export sales and distribution offices, in a local area.
- Twin Cities exports comprised \$8.4 billion in manufactured products exports and \$4.0 billion in non-manufactured (excluding services) exports.
- Between 1993 and 1999, Twin Cities exports increased by 37.7 percent (or \$3.4 billion increase in value), compared to 46.5 percent for all 253 metro areas.

Source: US Department of Commerce, International Trade Administration.  
Accessed at [www.ita.doc.gov/td/industry/otea/metro/](http://www.ita.doc.gov/td/industry/otea/metro/) in January 2001.

## MINNEAPOLIS-ST. PAUL INTERNATIONAL AIRPORT STATISTICS

### Airport Statistics, 2000

|  |              |
|--|--------------|
| Average # of Daily Departure Flights               | 699          |
| Average # of Daily Departure International Flights | 37           |
| Total Aircraft Movements                           | 523,014      |
| Passengers Handled                                 | 36,688,159   |
| Cargo (including US mail)                          | 369,888 tons |

- The Minneapolis-St. Paul (MSP) International Airport is one of the largest and most heavily used in the United States. It is the 14th busiest in the world based on total passengers and the 7th busiest based on aircraft movements.
- MSP has non-stop or direct flights to 175 cities in the US, 9 in Canada, 4 in Europe, 2 in Asia and 10 in the Caribbean and Latin America.
- In the last five years, MSP has closed for a total of only 3½ hours due to snow and ice.

Source: Unpublished data, US Department of Transportation.

Unpublished data, Metropolitan Airports Commission.

Airports Council International, "The Worlds Busiest Airports (Traffic Data)."

### Average Monthly Non-stop International Flights

|                       | 1995       | 1996       | 1997       | 1998         | 1999         | 2000         |
|-----------------------|------------|------------|------------|--------------|--------------|--------------|
| Mexico                | 7          | 9          | 19         | 19           | 20           | 23           |
| Canada                | 535        | 738        | 773        | 872          | 864          | 857          |
| Europe                | 127        | 129        | 125        | 141          | 176          | 183          |
| Asia                  | 3          | 11         | 61         | 60           | 42           | 51           |
| Caribbean             | 1          | 0          | 2          | 3            | 4            | 5            |
| <b>TOTAL FLIGHTS*</b> | <b>672</b> | <b>888</b> | <b>979</b> | <b>1,095</b> | <b>1,105</b> | <b>1,118</b> |

- Between 1993 and 2000, scheduled non-stop flights per month to international destinations increased 161 percent.
- Measured by the number of enplaning, deplaning, and connecting passengers, international passenger activity at the MSP International Airport has increased by 424 percent since 1990, to 1.8 million total international passengers in 1999.
- Travel between the US and Canada increased dramatically after the "Open Skies" Agreement of 1995.
- Minnesota received approximately 487,000 Canadian overnight visitors in 1999.

\* Numbers may not sum due to rounding.

Notes: Passenger activity is based on airport fees collected from international passengers and includes both arriving and departing passengers.

Scheduled direct flights include non-stop, same plane and same flight number with intermediate stops prior to final destination.

Source: Unpublished data, Metropolitan Airports Commission, US Department of Transportation, Minnesota Department of Trade and Economic Development.

## TOURISM

|   | 1995             | 1996   | 1997                   | 1998          | 1999                                 |
|---|------------------|--------|------------------------|---------------|--------------------------------------|
| Tourism Employment                                  | 66,695           | 66,395 | 68,215                 | 74,320        | 74,690                               |
| Tourism-Supported Employment                        | 47,660           | 45,330 | 46,575                 | 50,645        | 51,402                               |
| Tourism-Related Gross Receipts/Sales (billions)     | \$ 7.0           | \$ 6.9 | \$ 7.2                 | \$ 8.0        | \$ 8.3                               |
| Contribution of Tourism to State Economy (billions) | \$ 3.9           | \$ 3.8 | \$ 4.0                 | \$ 4.5        | \$ 4.7                               |
| <b>Origin</b>                                       | <b>Minnesota</b> |        | <b>Other US States</b> | <b>Canada</b> | <b>International, (excl. Canada)</b> |
| <b>Travelers, 1999 (thousands of trips)</b>         | <b>10,734</b>    |        | <b>12,102</b>          | <b>487</b>    | <b>238</b>                           |

Source: TIA, TravelScope Survey 1994-99, D. K. Shifflet Survey 1999, US Department of Commerce, US Department of Transportation, Metropolitan Airports Commission, Revised REMI Model.

# MINNESOTA'S MAJOR EMPLOYERS



| Organization   | MN Employment | Description  |
|--|---------------|--|
| <b>High-technology products</b>                                    |               |  |
| 3M Company   | 18,179        | Spectrum of products for industrial, commercial and consumer uses.                                       |
| IBM Corporation*   | 7,200         | Software developer. Manufacturer of the AS/400 family of business computing systems.                     |
| Honeywell Inc.*  | 7,000         | Automation and control systems for industry, homes and aviation applications.                            |
| Medtronic Inc.   | 5,696         | World's leader in medical technology (implantable and interventional therapies).                         |
| ADC Telecommunications Inc.  | 4,781         | Supplier of voice, video and data systems for telecommunications networks.                               |
| Seagate Technology Inc.*   | 3,725         | World's largest independent computer disk-drive manufacturer.  |
| Hutchinson Technology Inc.   | 2,545         | World's largest producer of suspension assemblies, a component of disk drives.                           |
| Guidant Corp. Cardiac Rhythm Mgmt. Group*                          | 2,500         | Manufacturer of heart pacemaker defibrillator devices and related products.                              |
| <b>Food processing</b>   |               |  |
| Hormel Foods Corp.   | 7,167         | Multinational producer of fresh and processed meat and food products.                                    |
| Cargill Inc.   | 5,111         | Worldwide operations. Trading and processing of agricultural commodities.                                |
| General Mills Inc.   | 3,785         | Fortune 500 company. Strategic alliances in Europe, Latin America, China.                                |
| Pillsbury  | 3,227         | Subsidiary of General Mills Inc.   |
| ConAgra Inc.*  | 3,000         | Includes 6 companies in Minnesota, such as Sipco and Hunt-Wesson Inc.                                    |
| <b>Health-care services and management</b>                         |               |  |
| Mayo Foundation  | 23,376        | Comprehensive medical care and education in the medical sciences.  |
| Allina Health System   | 22,454        | Integrated health-care system of hospitals and health plans, in four states.                             |
| Fairview Health Services   | 18,700        | Statewide integrated health-care system, including nursing homes and clinics.                            |
| HealthPartners   | 9,634         | Largest managed health-care organization in Minnesota: 800,000 members.                                  |
| HealthEast Care System   | 6,918         | Provider of acute, tertiary, and long-term health services.  |
| Park Nicollet Health Services<br>(formerly HealthSystem Minnesota) | 6,607         | Provider of a system of integrated health-care services.   |
| Evangelical Lutheran Good Samaritan Society*                       | 5,796         | Largest non-profit long-term care provider in the U.S., with 240 facilities in 26 states.                |
| REM Inc.   | 5,000         | Provider of health care services, including seniors, disabilities, home health care, and rehabilitation. |
| CentraCare Health System   | 4,930         | Health care delivery system offering a full range of hospital, clinic and nursing services.              |
| <b>Financial and insurance services</b>                            |               |  |
| Wells Fargo & Co. (includes former Norwest Bank)*                  | 13,938        | Diversified financial services company offering retail banking in 21 states.                             |
| U.S. Bancorp   | 12,515        | Provides financial services to businesses and households in 24 states.                                   |
| American Express Financial Advisors*                               | 7,716         | Long-term financial planning services, "Employer of the Year 1998." **                                   |
| Prudential Insurance Company of America*                           | 4,000         | Largest insurance company in the U.S. with two major sites in Minnesota.                                 |
| TCF Financial Corporation  | 3,400         | Operates in Minnesota, Illinois, Wisconsin, Colorado and Michigan.                                       |
| The St. Paul Cos.  | 2,958         | Fortune 500 company. On "100 Best Companies for Working Mothers" ( <i>Working Mother</i> ).              |
| <b>Other manufacturers</b>   |               |  |
| Taylor Corporation   | 6,517         | Includes Carlson Craft which controls 50% of U.S. wedding stationery market.                             |
| West Group   | 5,396         | Publisher of over 1,000 print and over 400 CD-ROM business and legal information titles.                 |
| Andersen Corporation   | 4,824         | Manufacturer of complete line of vinyl clad windows and patio doors, marketed internationally.           |
| <b>Retail</b>  |               |  |
| Target Corp.   | 35,047        | Multistate general merchandise retailer, including Marshall Field's, Target, and Mervyn's.               |
| Wal-Mart Stores Inc.*  | 11,925        | General merchandise retail and wholesale stores (Sam's Club).  |
| Supervalu  | 8,600         | Fortune 500 company. The nation's largest food distribution and 10th largest retailer company.           |
| Best Buy Co. Inc.  | 6,500         | Fortune 500 company. Leading specialty retailer in the U.S. (electronics).                               |
| Fleming Cos. Inc.*   | 5,549         | Doing business as Rainbow Foods, with 41 supermarkets in Minnesota.                                      |
| Holiday Companies  | 5,000         | Diversified wholesale and retail sale of food and sporting goods (Gander Mountain).                      |
| Perkins Family Restaurants   | 4,600         | Chain of retail restaurants.   |
| <b>Other employers in services and in the public sector</b>        |               |  |
| State of Minnesota   | 55,294        | State government and state colleges and universities (excluding University of Minnesota system).         |
| U.S. government  | 35,047        | Federal government.  |
| University of Minnesota  | 29,498        | Public university with 4 campuses and an enrollment of nearly 60,000.                                    |
| Northwest Airlines   | 21,301        | World's 4th largest passenger airline by revenue passenger miles.  |
| Carlson Companies  | 9,000         | Travel, marketing and hospitality services, employing 147,000 people worldwide.                          |
| Qwest (formerly US West)*  | 7,000         | A provider of Internet-based data, voice, image and multimedia communications.                           |
| Federated Direct (formerly Fingerhut Co.)                          | 6,019         | Second largest consumer catalog and direct mail marketer in the U.S.                                     |
| Doherty Employment Group   | 5,800         | Employment agency. 4th largest woman-owned business in the Twin Cities.                                  |
| United Parcel Service*   | 5,467         | Air courier and parcel delivery services worldwide, with 2 major hubs in Minnesota.                      |
| Xcel Energy (formerly Northern States Power Co.)                   | 5,419         | Operates in 12 states, providing energy-related products to 3 million customers.                         |
| Little Six Inc. (Shakopee Mdewakanton Sioux)                       | 4,461         | Owens Mystic Lake Casino, the largest gaming facility in the Upper Midwest.                              |

\*Corporate headquarters is not located in Minnesota

\*\*Minnesota State Council on Disability, Minneapolis Rehabilitation Center.

Source: Corporate Report Fact Book 2001, Table: Employer 100 (August 2000).



The Minnesota Department of Trade and Economic Development is the state of Minnesota's principal economic development agency, with programs promoting business expansion and retention, workforce development, international trade, community development and tourism. The mission of the department is to employ all available state government resources to facilitate an economic environment that produces net new job growth in excess of the national average and to increase nonresident and resident tourism revenues.

*The department consists of four divisions:*

#### **BUSINESS AND COMMUNITY DEVELOPMENT**

The Business and Community Development (BCD) division provides a variety of financial and technical services to businesses, communities and economic development professionals. This division administers programs which provide assistance on financing, technical assistance, location assistance, capacity building and infrastructure financing.

#### **MINNESOTA TRADE OFFICE**

The Minnesota Trade Office (MTO) is the export and foreign investment development division for the state of Minnesota. It provides information, education, counseling and financial services to Minnesota businesses. The MTO's principal goal is to promote, facilitate and deliver international business export assistance and services to Minnesota businesses.

#### **MINNESOTA OFFICE OF TOURISM**

The Office of Tourism promotes the state's tourism industry to increase nonresident and resident tourism revenues. It markets Minnesota's products and services that relate to travel, conducts organizational partnerships, and offers tourism information through a statewide network of travel information centers, publications, and "Journey," Minnesota's personalized travel planning service. To increase tourism revenues, the office generates travel to and tourism within the state, provides information to travelers and supports the state's communities and tourism industry.

#### **WORKFORCE DEVELOPMENT**

The Workforce Development Division comprises several programs and resources that provide job skills training and support services to unemployed and dislocated workers; financial assistance for businesses seeking to upgrade the skills of their workforce; grants to help ease a critical shortage of workers in the health and human services industry; and short-term, no interest loans to businesses for training new or existing employees.

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