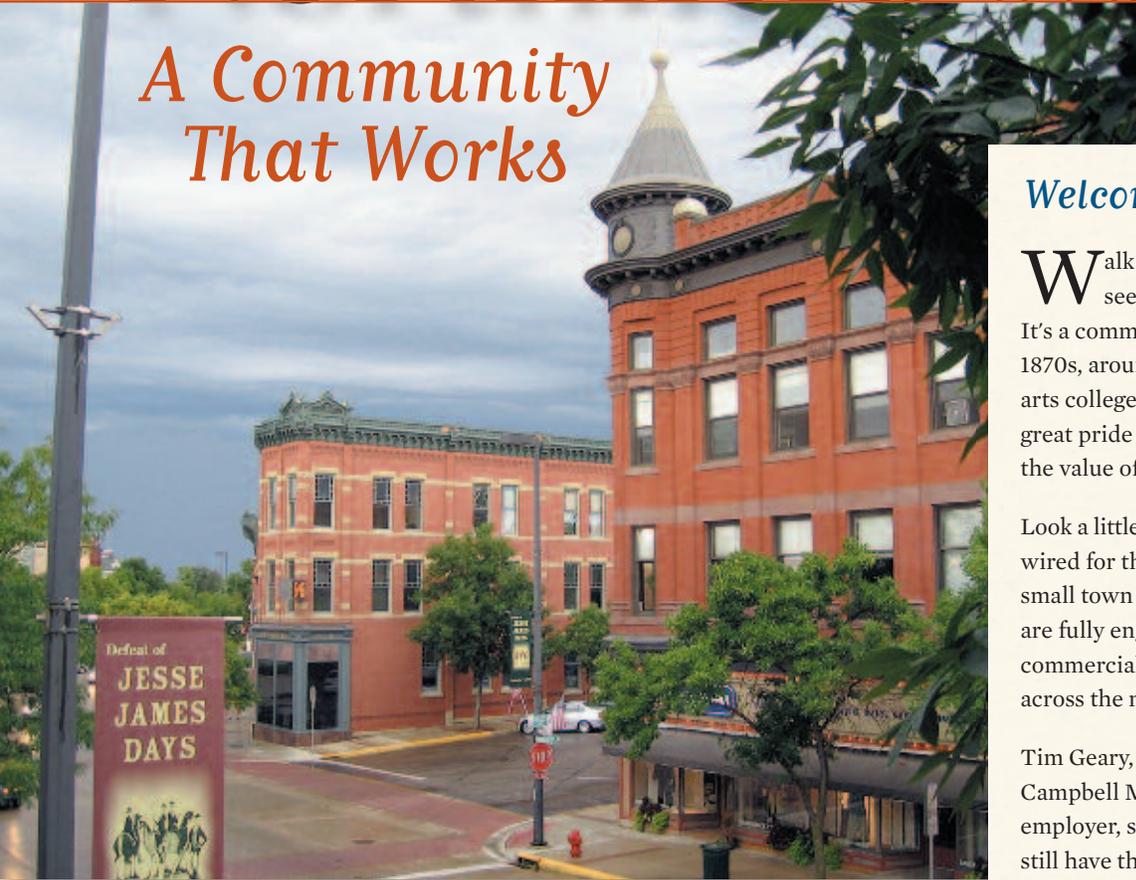


Northfield

MINNESOTA

A Community That Works



Welcome to Northfield!

Walk along Division Street and you'll see the historic side of Northfield. It's a community that came into its own in the 1870s, around the time our two fine, liberal arts colleges were founded. People here take great pride in that small town history, and to the value of knowing our neighbors.

Look a little closer and you'll find a community wired for the 21st century. We still hold to small town community values, but we also are fully engaged in building a thriving commercial sector that reaches customers across the nation, and around the world.

Tim Geary, Plant Manager of Malt-O-Meal's Campbell Mill, our largest commercial employer, said it best: "People in Northfield still have those old-fashioned rural values. They work hard, they work smart, and they get things done."

We want to get things done for you. In these pages you'll find an introduction to our community, to the resources we bring to the table, and to some of the people, companies and organizations that make this a great place to build a business. Whether you are considering a software start-up, or looking for a place to relocate an existing business, Northfield is a community that will work for you.

Mary Rossing

MARY ROSSING, MAYOR



Location, Location, Location

Northfield is located on the edge of the 16th largest metropolitan area in the U.S.



Malt-O-Meal's Ames Mill

All of the benefits of a major city, with the safety and comfort of a small town. That's Northfield's story. Just 35 miles south of Minneapolis-St. Paul, with convenient access on Interstate 35, Northfield is within easy reach of customers, suppliers and an entire marketplace of services and resources.

THE NORTHFIELD MARKET AREA

Northfield is not your typical small town. With two of the nation's best liberal arts colleges, the community boasts a highly educated and skilled workforce, a high level of community engagement, and a widely diversified commercial and industrial base. The town's roots are in agriculture and milling — still reflected in Malt-O-Meal's two manufacturing plants — but its future is in new technologies. From flexible circuits to software to transportation

and logistics, Northfield has a solid business base in a wide range of industries.

Northfield is also a commercial and cultural hub for surrounding communities and townships. The market area stretches south to Faribault, east to Cannon Falls, west to Lonsdale, and north to the southern Twin Cities suburbs, drawing a commercial base that includes nearly 39,000 consumers.

To stimulate economic growth and development, Northfield has more than 500 acres of land for commercial and light industrial expansion, demonstrating the community commitment to sustaining a healthy and growing economy.

THE TWIN CITIES

Often rated among America's most livable metropolitan areas, Minneapolis-St. Paul is home to nearly 3 million people, 34 Fortune 1000 corporations, a top research university, and industry-leading companies. With agricultural processing giants like Cargill and General Mills, retail household names Target and Best Buy, and innovators in manufacturing and medical technology like 3M and Medtronic, the Twin Cities are the economic engine of the upper Midwest. The metro area draws people and resources that are easily reached from Northfield.



The Minneapolis skyline

RICE AND DAKOTA COUNTIES

Northfield straddles the border of Rice and Dakota counties. The northern edge of town is in Dakota County, officially part of the seven-county Twin Cities metropolitan area. This offers substantial benefits to companies in certain industries. The majority of the community is located in Rice County, a rural county that enjoys favorable tax rates and economic development opportunities designed to stimulate and sustain rural economies.

By the numbers, Northfield is a great place to locate a business.¹

POPULATION

City of Northfield: 19,859²
Northfield Trade Area: 38,899

DEMOGRAPHICS (Northfield Trade Area)

Median Age: 32.9 years
Population 18+: 77.3%

Race/Ethnicity:
White: 94%
Hispanic/Latino: 4.6%
All other: 1.4%

Educational Attainment:
High School Graduate or Equivalent: 29.3%
Some College or Associate Degree: 28.4%
Bachelor's Degree: 20.1%
Graduate or Professional Degree: 13.4%

Households:
Family Households: 73.5%
Non-family Households: 26.5% (Single Person Households: 20.8%)
Owner-occupied Housing: 76.2%
Median Year Householder Moved In: 1994
Median Home Value: \$250,324
Median Household Income: \$71,077
Average Household Net Worth: \$535,488

¹ All figures from a University of Minnesota Extension Service Market Area Profile (2009), unless otherwise noted.

² 2007 U.S. Census Bureau estimate.



Diversified Local Economy

Northfield has a broad industrial and commercial base.

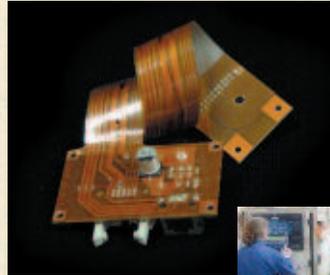
HIGHLY EDUCATED WORKFORCE

A strong public education system — including traditional schools and innovative charter schools — make this an attractive place to raise a family. Northfield is also home to two of the nation's leading liberal arts colleges — Carleton and St. Olaf. Students, faculty, staff and alumni contribute to one of the best-educated communities in the region. Combine that with the traditional values, ingenuity and work ethic of a resourceful rural community, and you've got a can-do workforce capable of meeting almost any employment need.

INDUSTRIAL SUCCESSES

From breakfast cereal to custom-designed flexible circuits and automation systems, Northfield is home to more manufacturing companies than meet the eye. Malt-O-Meal's two manufacturing plants and related distribution centers reflect a 90-year tradition of homegrown industry. But in the shadow of Northfield's largest employer are innovative businesses with a global reach:

- **All Flex**, an industry leading, low- to medium-volume manufacturer of polyimide and polyester flexible printed circuits
- **Cardinal CG**, an innovative manufacturer of advanced residential glass and solar technology products
- **Multek Flexible Circuits**, a leading producer of flexible interconnects for the automotive and medical device industries
- **Northfield Automation Systems**, a world leader in roll-to-roll, thin-film manufacturing automation



Flexible circuit produced by All Flex



Multek slitting machine for flexible printed circuits



ID Insight

EMERGING SOFTWARE BUSINESSES

Downtown Northfield offers reasonably priced office space and a rich talent pool of math and computer science students and recent college graduates. Software start-ups and rapidly growing firms are finding success attracting talent and capital.

- **Monster Games**, an independent producer of video games for the Nintendo Wii and other platforms
- **ID Insight**, providing fraud prevention solutions to the financial services industry
- **SpeechGear**, an innovator in instant translation systems
- **StrataPoint**, developer of GPS-based data systems for natural resource management

TRANSPORTATION AND LOGISTICS

With easy access to daily rail service and the Interstate highway system, Northfield is a convenient hub for a wide variety of distribution services.

- **McLane**, a regional grocery and foodservice supply chain provider
- **Upper Lakes Foods**, a premier food service supplier to restaurants, churches and other establishments
- **Taylor Truck Line**, a national transportation logistics company
- **Perkins Specialized Transportation Contracting**, one of the nation's leading "superload" specialists

LABORSHED

The Northfield laborshed reaches well beyond the borders of the community. The majority of workers live in Rice County, while substantial numbers commute from Dakota and surrounding counties. Between the local population and the Twin Cities metropolitan area, Northfield businesses are able to meet virtually any need for highly skilled or specialized workers.

For families relocating to Northfield, commuter bus and van services to the Twin Cities metropolitan area offer flexibility to people whose careers require access to a large number of potential employers.



Northfield's largest employers are highly stable companies and organizations, in recession-resistant industries like breakfast cereal production, education, and healthcare.

MAJOR EMPLOYERS (2008)

Malt-O-Meal Company	861
St. Olaf College	830
Carleton College	690
Northfield Hospital	542
Northfield Public Schools	500
McLane Company	450
Multek Flexible Circuits	430
Cardinal CG	140

RELATED BUSINESSES AND INDUSTRIES

As a regional commercial center, Northfield has an established base of businesses and professional services to support almost any manufacturing or service need, from agricultural implements to banking and legal services, engineering to fabrication prototyping, healthcare to higher education.

EMPLOYMENT BY INDUSTRY

Agriculture	2.6%
Construction	7.4%
Manufacturing	12.4%
Wholesaling	3.1%
Retailing	8.1%
Transportation/Utilities	5.1%
Information	1.7%
FIRE	4.3%
Services (includes education)	53.1%
Public Administration	2.2%

STATE, REGIONAL AND FEDERAL INCENTIVES AND PROGRAMS

Job Opportunity Building Zone (JOBZ)

State administered tax incentives and credits for businesses creating jobs that increase the economic diversity of the city.

Job Skills Partnership

Privately administered grants to support training programs and educational infrastructure to support the employment needs of businesses located in or moving to the state.

Minnesota Community Capital Fund Loan

Privately administered loan fund to finance large-scale business infrastructure investment (land, buildings, improvements, equipment and working capital).

Small Business Loans and Certified Development Company Loans

Small Business Administration guaranteed loan funds to support capital, refinancing and operating expenses (7a) or fixed asset projects (504).

Southern Minnesota Initiative Fund

Privately administered grants to support projects that increase employment or volunteer service within target populations; support biomedical, bioagricultural or renewable energy; or support entrepreneurs.

LOCAL INITIATIVES

Downtown Revolving Loan Funds

Economic Development Authority administered loan funds to support physical improvements to buildings, purchase of equipment, working capital, and related activities to strengthen businesses and increase the potential for additional employment within the Northfield C-1 and C-2 commercial zones.

Master Development Fund Loans

City administered loan funds for property acquisition, construction, site improvements and working capital.

Tax Increment Financing

City administered tax assistance for property acquisition, site development and extension of public utilities for industrial, manufacturing and warehouse businesses.

Tax Abatement

City administered tax assistance for projects providing employment, redevelopment or the finance of public infrastructure.

Clement F. Shear Micro Grants

Economic Development Authority administered grant funds to support small businesses poised to grow within the community.

Economic Development Partnerships & Services

CAN-DO, WILL-DO ATTITUDE

Northfield has a powerful combination of public and private organizations to help businesses thrive. The city's economic development staff works closely with an independent Economic Development Authority charged with providing the resources — land and buildings, technical assistance, and access to professional services — to strengthen the local economy. From JOBZ applications seeking tax abatements, to applications for grants and project-based loans, Northfield's focus is on helping businesses get up and running.



BUILDING BUSINESSES ONE AT A TIME

City staff, together with a network of elected officials, citizen volunteers and development partners, welcome the opportunity to work with individual businesses to identify the right strategies for relocations, start-ups, and expansions. From the development of large-scale business parks, to finding existing locations and buildings for smaller businesses, Northfield is a community that supports its own.



NORTHFIELD ENTERPRISE CENTER

One of the city's primary business development partners is the Northfield Enterprise Center (NEC). The NEC provides consulting services and technical expertise to start-ups and growing businesses interested in relocating to or expanding in Northfield. NEC consultants evaluate products, services and markets, and assist with business and financial planning. The organization maintains a network of experienced professionals providing a full range of support services: accounting, legal, banking, real estate, marketing, and consulting.

Case Study: Perkins Specialized Tr



"Even though our business is primarily about precision engineering and planning, sometimes good business decisions start with an accident," says Neil Perkins, president of Perkins Specialized Transportation Contracting. He noticed a "for sale" sign on a building in the Riverview Industrial Park while on a motorcycle ride through Northfield on a sunny Sunday afternoon. A call to the realtor on Monday morning confirmed that the price was reasonable, and that the property qualified for Minnesota's JOBZ program to stimulate economic development in rural areas.

"I was not familiar with JOBZ," says Perkins, "but with the city's help, we qualified for tax exemptions that made the economics of moving work for us." The move has been a JOBZ success. In the three and a

Local Investors and Business Partners

Building a business takes patience, persistence, partners... and capital.

ANGELS AND BANKERS

Northfield's greatest asset is its strong network of civic-minded business leaders. One of the most powerful economic development resources is 3C Capital Partners, an angel investment fund with nearly three dozen local members. 3C makes crucial early investments at the points of greatest leverage in helping fledgling businesses position themselves for growth. As part of the RAIN Fund Network, 3C also provides access to other investors and investment funds for projects that require funding beyond the available local resources.

Business financing isn't left to angels alone. Northfield's banks and Economic Development Authority work closely with new and expanding businesses to explore all available sources of financing, loan guarantees and grants. With the incentives and tools provided at the local, county and state levels, Northfield takes an active role in promoting local businesses.

NORTHFIELD AREA CHAMBER OF COMMERCE

The Northfield Area Chamber of Commerce actively promotes local business development and expansion, serving as an essential link between the business community and the city, county and neighboring jurisdictions. Through its members, meetings and public forums, the Chamber is a pro-business advocate on a wide range of key business issues from local annexations and zoning to transportation planning, business retention and marketing initiatives.



Transportation Contracting



A Perkins project, behind a standard tanker.

Half a year since relocating to Northfield, Perkins' firm has grown from 16 employees to more than 60.

Almost all of Perkins' business involves moving "superloads" from point to point. "We could literally be located anywhere. Northfield offers us access to a talent pool, and it's a great place to live," says Perkins. The complex engineering and fabrication of custom-designed trailers enables the company to haul anything from power generation equipment to the molds for jumbo jet wings.

Even in a down economy, the company is thriving and planning to expand its building and add staff. "Our direct competitors are located along the gulf coast, so once we hire and train, there's little risk of losing our people to the competition," says Perkins with a smile.

NORTHFIELD DOWNTOWN DEVELOPMENT CORPORATION

The Northfield Downtown Development Corporation (NDDC) promotes a vibrant and vital downtown, serving as an advocate for downtown businesses and building owners. Through its marketing and promotional activities, along with its organization and sponsorship of a wide variety of public activities and festivals, the NDDC brings people downtown and encourages the community to celebrate — and support — Northfield. Behind the scenes, the NDDC works with the City, the Economic Development Authority, the Chamber of Commerce, and community organizations to address public policy and other important issues — including transportation, parking, business growth and retention, and marketing Northfield.



LOCAL BANKS AND CREDIT UNIONS

(all addresses in Northfield, MN 55057, unless indicated)

Citi Financial Services, Inc.
1500 Clinton Lane, Suite H
507-645-2516
www.citi.com

Community Resource Bank
1605 Heritage Drive
507-645-4441
www.community-resourcebank.com

First National Bank of Northfield
329 Division Street
507-645-5656
www.firstnationalnorthfield.com

Frandsen Bank & Trust
715 Stafford Road North
Dundas, MN 55019
507-645-8825
www.frandsenbank.com

Premier Bank Minnesota
112 E 5th Street
507-645-4418
www.PremierBanks.com

US Federal Credit Union
660 Professional Drive
507-650-4510
www.usfed.org

Twin Cities Federal
2423 Highway 3 South
507-664-3840
www.tcfbank.com

Wells Fargo Bank
700 Water Street Street
507-663-7300
www.wellsfargo.com

New Business Development Opportunities

From infill to greenfield, Northfield has space for almost any business.

REAL ESTATE SERVICES

(All addresses in Northfield, MN 55057, unless indicated)

APPRAISALS

Northfield Appraisal, Inc.
1283 Bollenbacher Drive
507-645-7260
www.northfieldappraisal.com

REALTORS

Coldwell Banker South Metro
1080 Highway 3 South
507-663-1234
www.coldwellbankernorthfield.com

Edina Realty

1281 Bollenbacher Drive
507-645-4491
www.edinarealty.com

Land Vista LLC

205 South Water Street
952-292-2370
www.landvista.net

Team Trebelhorn, RE/MAX

Advantage Plus
1842 Kennedy Court
507-645-9596
www.teamtrebelhorn.com

Tradition Realty

800 Heywood Road
612-481-3802
www.traditionrealty.com

PROPERTY MANAGERS

E & J Management Company
1403 Heritage Drive, Suite E
507-645-4118

Land'Sake

1300 Bollenbacher Drive
507-663-7100

Osborne Properties

4210 W. Old Shakopee Road
Bloomington, MN 55437
952-881-8166
www.krausanderson.com

Peterson Property & Management Company

801 Highway 3 North
612-749-0921

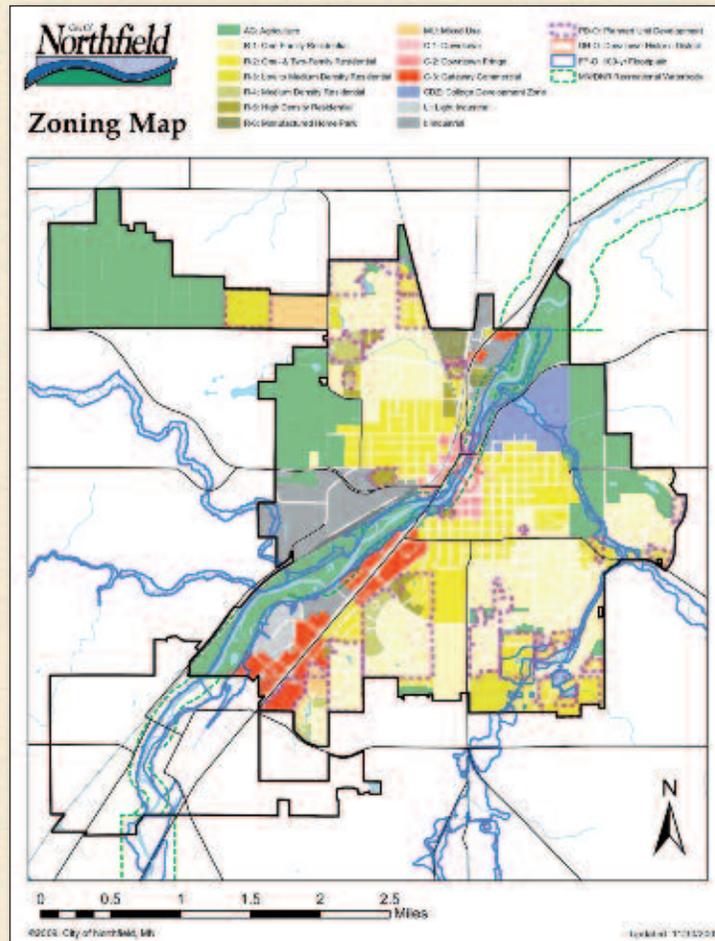
INFILL OPPORTUNITIES

Northfield offers a wide range of available buildings and development properties. From office and retail space in the historic downtown, to commercial property with convenient highway access along Highway 3, to industrial spaces in the Riverview Industrial Park, Northfield offers flexibility and competitive prices for buildings, land, and rents.

Many available properties are listed in the Minnesota Department of Employment and Economic Development's Positively Minnesota website (www.mnpro.com). For information on smaller properties, or to discuss a specific need, Northfield's Economic Development Department is available to help.



Central Building, downtown Northfield



GREENFIELD DEVELOPMENT

In addition to space in the Riverview Industrial Park, Northfield has more than 500 acres of prime development land in the northwest corner of the city. With access to Dakota County on County Road 23 to the north, and direct frontage on Highway 19 to the south, this business park is within convenient reach of Interstate 35, offering easy access to Minneapolis-St. Paul and beyond.

UTILITY SERVICES

Electricity and natural gas service to Northfield are provided by Xcel Energy. The Xcel Windsource program is available to businesses committed to sustainable energy use. Water and sewer services are provided by the City of Northfield, at rates well below those of the Twin Cities metro area.

Basic telephone and high-speed Internet services are provided by a variety of companies, including Qwest, Hickory Tech, Charter Communications, and Jaguar Communications.

Quality of Life in Northfield



COMMUNITY IDENTITY

Northfield is a uniquely balanced community. In the language of the Claritas PRIZM® system, it is Big Fish, Small Pond, Country Squires, and Fast-Track Families. Bottom line: Northfield is an engaged, well-educated, active, family-oriented community.

CIVIC ENGAGEMENT

City government is organized under a council/manager system. Citizen involvement is extremely active through standing boards and commissions, as well as ad hoc, issue-oriented task forces. Commercial and industrial development are guided by citizen boards including the Economic Development Authority, the Planning Commission, the Heritage Preservation Commission, and the Environmental Quality Commission.

COMMUNITY SERVICE ORGANIZATIONS

From established service clubs like Rotary, Lions, Sertoma and the League of Women Voters, to the VFW, American Legion and Elks, there are a dozen ways to get involved. Northfield is served by more than 25 churches, covering all of the major religious denominations.

There are summer youth sports leagues for baseball, soccer, basketball, tennis, as well as a full roster of school sports programs. A growing YMCA provides family programs and recreation activities for younger children.

HOUSING

Two-thirds of Northfield's residents own their homes, which have a median value of about \$250,000. The city offers approximately 2,500 units of residential rental housing, with a vacancy rate of only four percent. This is a very stable community.

SCHOOLS

The Northfield Public Schools provide an excellent comprehensive K-12 education through three traditional elementary schools (one of which offers a Spanish immersion program), a middle school and a high school. The district also sponsors an elementary charter school (Prairie Creek) and a secondary charter school (ArtTech). There are two Montessori schools and a K-8 parochial program at St. Dominic's Catholic Church. Northfield students consistently out-perform state and national standards.

Two nationally ranked private colleges — St. Olaf and Carleton — attract nearly 5,000 bright and active students. The colleges' efforts to link students to local businesses and organizations through internships and volunteer service are a valuable contribution to the quality of community life.



ARTS AND CULTURE

There is always something to do in Northfield. College events are open to the public, providing concerts, plays, exhibits, and lectures that are not typical for a community of Northfield's size. In addition, a wide variety of non-profit organizations create a rich tapestry of programs for artistic expression and entertainment, from music and theater to dance and history.

ANNUAL COMMUNITY EVENTS AND FESTIVALS

Spring-Summer

Community Memorial Day Celebration
Taste of Northfield
Junebug Music Festival
Crazy Daze
Fourth of July Celebration
Rice County Fair
Vintage Band Festival
Theater in the Park
Dakota County Fair

Fall-Winter

Defeat of Jesse James Days
Veterans' Day Celebration
Turkey Trot
Winter Walk
St. Olaf Christmas Festival
Jingle Bell Run

ARTS AND CULTURAL ORGANIZATIONS

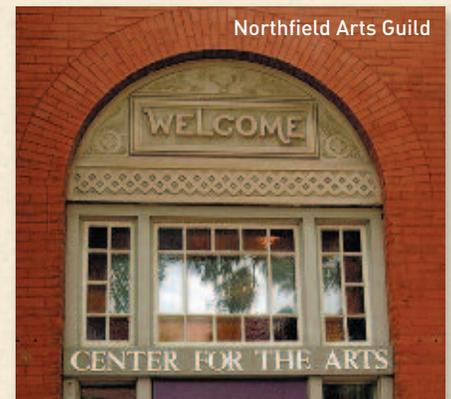
Northfield Arts Guild
www.northfieldartsguild.org

ArtOrg
artorg.info

Riverwalk Arts Quarter
www.riverwalkartsquarter.com

Northfield Historical Society
www.northfieldhistory.org

Cannon Valley Elder Collegium
cvec.org

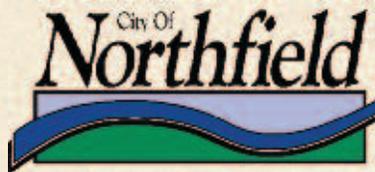


Northfield, Minnesota

is situated along the banks of the Cannon River in the rich agricultural region of southeastern Minnesota. The city is bursting with vibrant culture, esteemed academics, celebrated arts, progressive technology, innovative businesses, and a cherished history. The City of Northfield, the Northfield Economic Development Authority and a wide-ranging professional community are committed to helping current and prospective businesses obtain the resources necessary for success.



Northfield's Bridge Square



CITY OF NORTHFIELD

ECONOMIC DEVELOPMENT DEPARTMENT

801 Washington Street Northfield, MN 55057

Phone: 507-645-3018 | <http://www.ci.northfield.mn.us/business> | Email: eda@ci.northfield.mn.us

Economic Development Director:

Jody Gunderson | 507-645-3018 | Jody.Gunderson@ci.northfield.mn.us