

## **Executive Summary**

It has been nearly 50 years since the Time cover story touting the "Minnesota Miracle" with Governor Wendell Anderson. At that time, Minnesota was recognized for outperforming other states: economic growth was above average and personal incomes were significantly increasing.

But 1973 is now a long time ago - and past achievements do not guarantee future success. Global competition has intensified. Mobility of capital is even more pronounced. Remote work has

increased the ability to work from anywhere. And technology has forever changed how we live, shop and work.

We have much to be proud of in Minnesota. We have a highly diverse industry base, a talented and hardworking workforce, beautiful natural resources and high innovation. But there are ways in which Minnesota no longer beats the competition.

Among this year's findings:

- Our economy shows mixed results. Despite historically low unemployment rate that shows Minnesotans are working hard,
  Minnesota's GDP and job growth have been below the national average for the past five years. The October jobs report showed
  positive progress as Minnesota exceeded the national job growth. This may be a short-term uptick as the state's November
  budget forecast predicts flat job growth in 2023 and 2024.
- The tax climate exacerbates the already-high cost of doing business, and makes us less competitive as 27 other states have reformed their tax codes to attract investment, talent and growth.
- Minnesota continues to be a hotbed of private-sector innovation and continues to support its high five-year startup survival rate.
- Ongoing strategic infrastructure investment has improved rankings in highway performance, and Minnesota has advantages in shipping and logistics, with total freight rail miles outperforming its size.
- The workforce continues to be a simultaneous strength and challenge. Our state has a high-quality workforce, but continues to wrestle with a historic worker shortage and low rate of migration into Minnesota from other states.

This year's Business Benchmarks report goes beyond the analysis of where Minnesota stands in economic categories. This year, we compare Minnesota to other states that are outpacing us in these categories. What are the trends that sets them apart? What intentional steps are they taking to help their economies grow?

Colorado, Indiana, North Carolina, Tennessee and Utah have all seen economic improvements in several categories. They have similarities to Minnesota in the size of their economy, industry strengths, populations, and natural and cultural amenities. Each of them has a story to tell, in making their state more affordable, improving their workforce, and becoming more competitive overall.

We also examined neighboring states Wisconsin, Iowa and South Dakota (North Dakota's recent history with the oil industry offers a less comparable analysis). Minnesota employers compete with the economic advantages enjoyed in these states every day. When considerations about growth or expansion are in play, businesses recognize Minnesota's quality workforce, but may choose a neighboring state because they offer a quality workforce and are more affordable.

There is no silver bullet for economic development. The growth of any state's economy depends on a complicated and diverse set of conditions, and it's the cumulative impact that decides whether an economy succeeds or lags behind its competition.

But singular decisions from business leaders and policymakers can make a huge impact on whether Minnesota is an attractive and affordable place to live, work and grow a business. We are providing this deeper comparative analysis to help understand the formula that goes into it.

Make no mistake - Minnesota is an exceptional place to live and raise a family, and start and grow a business. But the data tell us that the state is not living up to its economic potential. Understanding our competitive strengths and weaknesses can determine what is needed to regain our competitive edge.

We urge business and policy leaders alike to read this report and support policies and private sector-led efforts to get Minnesota growing again.



Doug Loon

President and CEO, Minnesota Chamber of Commerce



August 1973 TIME, Minnesota: A state that works



From a bygone era to reclaiming our competitive edge

EIGHTH ANNUAL

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## **Economy:**

## High costs and a worker shortage

he measure of a strong economy is complicated but can be boiled down to retaining and attracting businesses and workers and outpacing the competition. Minnesota's rankings in these indicators vary, but it falls in the bottom half of the nation in four out of six listed below. The state's historic low unemployment rate is a positive, but also shows the ongoing tightness of our labor market. Taking steps to make Minnesota more affordable for businesses and households and finding both near- and long-term workforce solutions will help the state improve its economy overall.

### 2021

Ranked 26th 5.4%

National average: 5.9%

2021

Ranked 33rd 17%

National average: 23%

OCTOBER 2022

Ranked 15th 3.6%

National average: 3.4%

2021

Ranked 35th 6.5%

National average: 7.3%

2021

**Ranked 12th** \$96,493

National average: \$92,883

SEPTEMBER 2022

Ranked 1st 2.0%

U.S. rate: 3.5%

9

MINNESOTA RANKING: 1ST IS BEST

SPOT FROM 2020











## GROWTH IN STATE GDP

**ANNUAL EXPORTS** 

ANNUAL JOB GROWTH

ANNUAL PER CAPITA PERSONAL INCOME GROWTH

OUTPUT PER WORKING ADULT

UNEMPLOYMENT RATE



## Taxes:

## Perennially high costs inhibit growth

nflation and high costs are impacting consumers across the nation. But in some states, like Minnesota, businesses and families are experiencing a compounding effect from self-imposed headwinds like high tax rates. Minnesota's tax burdens continue to be among the highest in the nation, with the sixth-highest individual income tax rate and the corporate tax rate set to be highest in the nation by 2024. Other states - 27 states, to be exact - have reformed their tax systems in the last two years to become more attractive for business investment, talent and growth. The fact that these states took action on the heels of the pandemic amid all of its uncertainty shows that forward progress can be achieved. Inaction is also a choice and could make Minnesota's tax structure one of the least competitive in the nation.

MINNESOTA RANKING: 1ST IS HIGHEST COST

STATE BUSINESS TAX CLIMATE INDEX

2023

**Ranked 6th** 

SAME RANKING AS 2022

PASS-THROUGH AND INDIVIDUAL INCOME TOP TAX RATES

2022

**Ranked 6th** 9.85%



STATE AND LOCAL SALES TAX RATES

2022

**Ranked 17th** 7.49%



CORPORATE INCOME TAX RATE

2022

Ranked 3rd 9.8%



OVERALL STATE AND LOCAL TAXES PER CAPITA 2020

**Ranked 10th** \$6.507

National average: \$5,131



STATE GAS TAX

2022

Ranked 27th 30.6¢/gallon

National average: 38.66¢/gallon



## **Cost of doing business:**

### **Worrisome cost burdens**

ising costs and inflation are increasing challenges for businesses and households alike. Electricity costs have increased and health insurance rankings have bounced around in recent years, from middle of the pack in 2019 (23<sup>rd</sup> in the nation) to 38<sup>th</sup> in 2020, and now back up to 19<sup>th</sup>. The cost of doing business is aligned closely with the cost of living to create a business climate that fosters business growth and long-term talent pipeline.

#### MINNESOTA RANKING: 1ST IS HIGHEST COST

#### **ELECTRICITY**

(AVERAGE PRICE FOR INDUSTRIAL CUSTOMERS)

INDIVIDUAL HEALTH INSURANCE PREMIUM (EMPLOYER SPONSORED)

WORKERS'
COMPENSATION
PREMIUMS

UNEMPLOYMENT TAX RANKING

**COST OF LIVING** 

2022

#### Ranked 12th 9.09¢/kWh

National average: 7.92¢/kWh

2021

## **Ranked 19th** \$7,448

National average: \$7,380

2022

Ranked 12th 122% of median

National average 100%

2022

Ranked 17th

2020

**Ranked 20th** 98.6

National average: 100













## **Innovation:**

## Minnesota's uncashed lottery ticket

ccording to the Minnesota Chamber Foundation's report *Minnesota entrepreneurship: A turning point*, the state is advancing its long-held legacy of supporting startups, with a still-impressive rank of fourth overall in five-year business survival rate. There is no doubt Minnesota is a hotbed for knowledge-based innovation and research universities. However, the new employer business rate ranks in the bottom third, with other states offering more venture capital. Strengthening the state's startup ecosystem can provide essential infrastructure, including funding, networking, mentoring and technical assistance to support further entrepreneurship gains.

#### MINNESOTA RANKING: 1ST IS BEST

WORKFORCE TECHNOLOGY AND SCIENCE MILKEN INDEX

VENTURE CAPITAL PER CAPITA

BUSINESS 5-YEAR SURVIVAL

ENTREPRENEURSHIP NEW EMPLOYER BUSINESS RATE STARTUP ACTIVITY

PATENTS PER CAPITA 2020 WORSE

Ranked 7th

2021 **Ranked 24th** \$235

National average: \$992

2016-2021

Ranked 4th 55%

National average: 50%

2021

Ranked 32nd 0.12 per 100 people

National average: 0.15 per 100 people

2021

Ranked 7th 731/million people

National average: 518/million people



WORSE 15 SPOTS FROM 2020







## Infrastructure:

## Steady progress and well-positioned

nvestment in the state's transportation infrastructure is necessary for the efficient movement of people and goods. Minnesota has advantages in shipping and logistics, with total freight rail miles outperforming its size, an award-winning international airport and major shipping ports providing access to global markets. Because Minnesota is a high-cost state, businesses are willing to direct resources to ensure a sound system, but they also expect value for every dollar spent. Ongoing strategic investment has improved rankings, moving from near the bottom in overall highway rankings just over a decade ago to near the top third in the most recent measurement.

### TOTAL SCHEDULED

**FLIGHTS** 

TOTAL FREIGHT RAIL MILES

COMMUTE TIMES

OVERALL HIGHWAY PERFORMANCE

BROADBAND COVERAGE (100 MBPS ACCESS AT LEAST)

#### MINNESOTA RANKING: 1ST IS BEST

2022

Ranked 15th of 798 airports

136,089 flights

2020

Ranked 8th 4,233 freight rail miles

2020

Ranked 18th 23.8 minutes

National average: 26.9 minutes

2020

Ranked 18th

2022

Ranked 28th 91%

National average: 89%









A NEW MEASURE OF BROADBAND



## **Workforce:**

## Simultaneous strength and challenge

strong and talented workforce is a tenet of Minnesota's historical economic strengths. It is also critical for future success. Earlier this year, Minnesota simultaneously experienced a historically low unemployment rate and historically high worker shortage. The state has higher-than-average labor participation and consistently gains workers from overseas. But a negative net domestic migration means Minnesota is losing talent to other states. Test scores declined in Minnesota as well as the nation after COVID-19, while Minnesota saw a slight improvement in 8th-grade reading rankings - there was a concerning drop in 4th-grade reading scores (from 12<sup>th</sup> in 2019 to 28<sup>th</sup> in 2022). Minnesota's workforce is a well-established strength, but steps must be taken to align the talent pipeline with the needs of the future and improve student learning.

### 8TH-GRADE READING SCORES

ON-TIME HIGH SCHOOL GRADUATION RATE

LABOR PARTICIPATION RATE

NET DOMESTIC MIGRATION

NE I INTERNATIONAL IMMIGRATION

#### MINNESOTA RANKING: 1ST IS BEST

2022

Ranked 18th 260 average

National average: 259

2019

Ranked 36th 84%

National average: 86%

AUGUST 2022

Ranked 6th 68.2%

National average: 62.4%

4/1/2020 TO 6/30/2021

**Ranked 42nd** (15,947) net loss

4/1/2020 TO 6/30/2021

Ranked 19th 4,213 gain



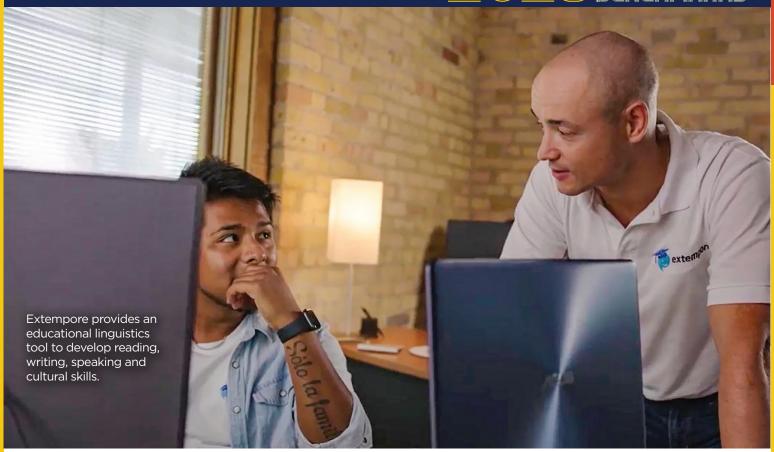








## BUSINESS BENCHMARKS







## 2023 BUSINESS BENCHMARKS

## Acknowledging a legacy of economic strength

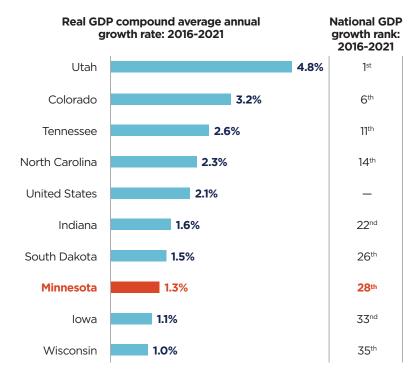
Minnesota's ranking on segments of the economy defines the state's relative strength. As previously stated, there are undeniable strengths of Minnesota's highly developed economy. The diverse base of industries, hardworking and educated workforce, industry leading companies, in addition to high innovation rates and abundant natural resources and cultural amenities. But the elements of our economy don't exist on their own - whether they give us a competitive advantage is dependent on the actions of other states as well.

Many affectionately reference the "Minnesota Miracle" to remember a time when Minnesota was outperforming other states: the development of the computer industry fueled above average-economic growth, and personal incomes were significantly increasing. According to the Minnesota Chamber Foundation's report *Minnesota 2030: A framework for growth*, the state continued that position of strength by outperforming the United States for more than three decades. State job growth exceeded the nation's for 27 out of those 35 years, and incomes grew alongside until reaching a peak in 2004. It was, without question, an important period for our state's economic growth.

But since 2005, Minnesota's economy has grown more slowly than the U.S., averaging just 1.4% real GDP growth and 0.7% job growth, compared to 1.8% and 1.2%, respectively, for the U.S.

Understanding the state's competitive strengths and weaknesses can determine what is needed to regain our competitive edge. States with either high-performing economies or that share regional traits can help understand where Minnesota can improve. In this report, comparison states include Colorado, Indiana, North Carolina, Tennessee and Utah (Utah has a smaller GDP and population but is a benchmark of top-performing growth). Neighboring states include Wisconsin, South Dakota and Iowa (North Dakota was excluded due to the volatile nature of the oil industry).

## **Comparison: GDP growth lags**



#### **Economy and business climate**

When it comes to overall economic performance, regional dynamics play a prominent role, with states in the Sunbelt and west experiencing more robust growth than Midwest states. Minnesota, Iowa and Wisconsin follow that trend, and consistently lag in the state rankings. But Indiana and South Dakota, each with low tax rates, are slightly above average, showing that Midwest states can outperform regional peers and



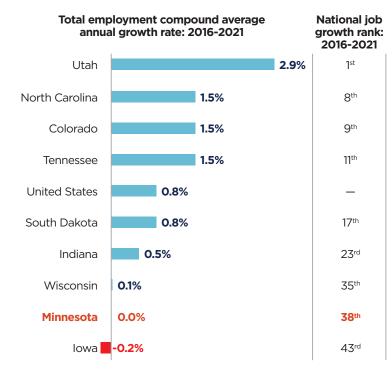
#### Indiana reformed its economic development

When Mitch Daniels took office as governor of Indiana in 2005, the state's economy was underperforming. Under his leadership, the state consolidated their economic development structure and narrowed its focus on attracting new private-sector jobs and investment. Since then, Indiana has seen \$31 billion in new investment and nearly 160,000 jobs as 1,390 companies have decided to make Indiana their home for business. Even on the heels of the COVID-19 pandemic, their job growth rate outperforms the national average.



### **Comparison:**

## **Employment stagnates** compared to peers



join the top half of states in major indicators. South Dakota actually increased its GDP and population post-pandemic.

Of the comparison states in this report, Colorado, Tennessee, North Carolina and Utah are in the top tier for economic growth. Tennessee's GDP growth is most impressive, jumping 9% in one year between 2020 and 2021, the most growth experienced in two decades.

#### Taxes and costs

There is a clear delineation between the economic performance of high-cost, high-tax states and its lower cost counterparts. Twenty-seven states have reformed their tax systems in the last two years, a step that makes them attractive to business investment, talent and growth. Twenty-five of those 27 states dropped their income or corporate tax rates, or both.

- Indiana, Utah and Colorado have both corporate and individual rates under 5%.
- South Dakota has no corporate or individual tax rate.
- Tennessee doesn't have an income tax, and their corporate tax rate is 6.5%, considerably lower than Minnesota's 9.86%.
- Iowa recently lowered their individual income tax rate to a flat 3.9% and slashed their corporate rate from 9.8% to 5.5% (with phase-in and triggers).

Other costs make a difference too, with industrial electric costs higher in Minnesota than in all of the comparison states in this report - Colorado, Indiana, North Carolina, Tennessee, Utah, Iowa, South Dakota and Wisconsin. Each of those states also have lower health care premiums than Minnesota for single coverage, with the exception of Indiana.

#### Innovation

The strength of private-sector innovation in Minnesota has long-driven its economic growth. But other states are showing their relative strength and surpassing Minnesota in many categories. Colorado and Utah are in the top 10 for venture capital per capita, with Colorado at \$1,121 and Utah at \$1,211. That's nearly five times more than Minnesota's \$235 per capita.

South Dakota, North Carolina, Colorado and Utah's new entrepreneurship rates are in the top 15 of the nation.



#### North Carolina affirms its legacy as a tax reform leader

North Carolina has been a leader in pro-growth, structurally sound state tax systems for nearly a decade. Prior to 2013, the state ranked low in affordability competitiveness. That year, lawmakers passed a massive reform bill focused on simplifying and reducing their state taxes. The economic impact of these changes has attracted investment, and led to job creation and wage growth. And they keep making themselves more affordable. In 2021 policymakers further reduced the flat income tax rate and will eventually phase out their corporate tax altogether.



#1 is highest cost

	Business tax climate	Corporate tax rate	Individual tax rate	Overall tax state/local	Electricity industrial	Health insurance	Cost of living
Minnesota	6th	3rd 9.8%	6th 9.85%	10th \$6,507	12th 9.09 c/kwh	19th \$7,448	20th/98.6
Colorado	30th	41st 4.55%	35th 4.55%	17th \$5,668	16th 8.31 c/kwh	41st \$6,909	11th/102.9
Indiana	42nd	38th 4.9%	40th 3.23%	31st \$4,707	15th 8.32 c/kwh	15th \$7,635	31st/92.5
North Carolina	41st	45th 2.5%	31st 4.99%	41st \$4,209	41st 6.48 c/kwh	36th \$7,130	38th/91.8
Tennessee	37th	24th 6.5%	NONE	51st \$3,719	47th 6.30 c/kwh	45th \$6,741	36th/92.2
Utah	43rd	40th 4.85%	32nd 4.95%	34th \$4,467	45th 6.34 c/kwh	49th \$6,707	25th/95.3
Iowa	13th	10th 8.4%	17th 6.0%	21st \$5,434	39th 6.65 c/kwh	40th \$6,999	45th/91.0
South Dakota	49th	NONE	NONE	35th \$4,466	21st 8.06 c/kwh	24th \$7,338	42nd/91.5
Wisconsin	24th	14th 7.9%	8th 7.65%	23rd \$5,269	20th 8.22 c/kwh	32nd \$6,254	28th/93.2

#### Infrastructure

Higher taxes and costs don't necessarily translate to better infrastructure outcomes. Four of the comparison states in this report rank better in highway performance than Minnesota: North Carolina, Tennessee, Utah and South Dakota. These other states also have strong broadband infrastructure and large airports for the flow of goods and commerce. Even though Minnesota has a major international airport, ranking 12<sup>th</sup> best in the nation, North Carolina and Colorado have more flights than Minnesota.

#### Workforce

A strong and talented workforce is a key ingredient of any state's success. As previously discussed, Minnesota has grown its population over the past five years, but this is principally from international immigration and struggles to bring workers from other states. In 2021, Minnesota actually lost 15,947 workers to other states.

By comparison, North Carolina, Tennessee, Utah and Colorado were among the top 15 states for domestic migration.



GROWING MINNESOT



#1 is best

	Overall population	Domestic net migration	8th-grade reading scores	Overall highway ranking	Airport flights	Venture capital per capita	Entrepreneurship rates new employers
Minnesota	22nd 5.7 M	42nd (15,947)	18th 260	18th	12th	24th \$235	32nd 0.12
Colorado	21st 5.8 M	14th 20,034	7th 263	27th	4th	7th \$1,121	13th 0.16
Indiana	16th 6.8 M	19th 14,615	15th 261	32nd	35th	38th \$68	41st 0.11
North Carolina	9th 10.5 M	4th 106,884	39th 256	5th	5th	20th \$342	13th 0.16
Tennessee	16th 6.9	6th 73,742	32nd 258	10th	25th	31st \$145	32nd 0.12
Utah	30th 3.4 M	9th 36,084	3rd 265	6th	17th	6th \$1,211	6th 0.20
Iowa	31st 3.2 M	31st (1,161)	18th 260	22nd	84th	40th \$64	41st 0.11
South Dakota	46th 895,376	24th 5,566	9th 262	9th	116th	29th \$188	13th 0.16
Wisconsin	20th 5.9 M	26th 2,508	9th 262	26th	56th	34th \$88	46th 0.10

## BUSINESS BENCHMARKS





Colorado has a low jobless rate and high labor participation, similar to Minnesota. But they've also experienced sharp gains in employment, specifically in leisure and hospitality, professional and business services.

One way to build a workforce is attracting workers from other states; another is to build a long-term talent pipeline at home. Most states are struggling with a post-pandemic downward trend in test scores among their students. Regionally, Wisconsin and South Dakota have better 8<sup>th</sup>-grade reading scores than Minnesota (tied for 9<sup>th</sup> best in the nation, compared to Minnesota at 18<sup>th</sup>). Students in Colorado and Utah scored high in both 8<sup>th</sup>- and 4<sup>th</sup>-grade reading, scoring near the top of the nation, compared to Minnesota, which ranks 28<sup>th</sup>.

#### **Takeaways for Minnesota**

Lagging other states in economic growth rates may not be a significant concern for Minnesota in the short-term (so long as absolute levels are high). But slow growth over time can erode the state's relative advantage and may not maintain the strength of our economy, in the future as we have achieved over the past few decades. A strong and growing economy requires a strong and growing private sector. Fewer opportunities for private sector growth can erode the high quality of life. Minnesota should address policies creating a roadblock to private sector growth and undermining investment, entrepreneurship, talent recruitment and retention.



#### Tennessee's growth attracts investment, workers

Tennessee seems to have a winning combination of low costs and high opportunity. They are one of the fastest-growing economies in the nation, with a surge in GDP and an increasing number of business startups. This momentum means more jobs, higher wages and a population that is expected to grow by 1 million people by 2040.





## Minnesota Chamber: Let's grow together

The Minnesota Chamber of Commerce has provided a voice – the collective voice – for businesses for more than 110 years. They have fostered their vision of a future for business that improves the lives of all Minnesotans by successfully shaping Minnesota's economy and helping businesses thrive and grow within the state.

## The average Chamber member stays for more than 30 years. What's your why?

Bret Weiss, President and CEO, WSB

"My why is leadership development. They have a fundamental commitment to developing relationships and delivering content through specific programs that drive business excellence... My membership in the Minnesota Chamber is one of the most important investments I make every year."

Brooke Lee, CEO, Anchor Paper Co.

"My why is empowerment. Being ahead of the information curve [during the COVID-19 pandemic] enabled me to lead my business from the front and make key decisions in a timely manner. Thank you, Minnesota Chamber of Commerce, for empowering us to raise our voices and be heard."

Kelly Larson, CFO, Summit Brewing Company

"My why is reliability. The Minnesota Chamber was there for Summit as a growing company in so many ways during the COVID-19 pandemic. But it's not just during times of a pandemic.

during the COVID-19 pandemic. But it's not just during times of a pandemic when we value our membership. I understand the importance of the work the Minnesota Chamber does, which makes our membership an investment we will make every year."

We are Minnesota's largest broad-based business organization representing more than 6,300 companies – and more than half a million employees – throughout Minnesota. The Chamber builds on its legacy as a voice for business by advancing public policy that grows jobs and the economy, and providing valuable services to members so they stay and grow in Minnesota. A business climate that allows for innovation and forward-thinking leadership will help grow the strength of Minnesota's economy for future generations.

FOR MORE INFORMATION ABOUT MEMBERSHIP



# Minnesota Chamber business services: Your opportunity to grow

**Business insurance** protects your company from losses that occur during the course of normal business, property damage, legal liability and employeerelated risks.

**Employee benefits** make you more competitive. The Minnesota Chamber has been a trusted partner in offering low-cost benefits for nearly 50 years.

**NEW!** ChamberHealth is high-quality, affordable health insurance for small and mid-sized employers.



- Benefits may include access to:
- Lower premiums
- Features and benefits typically available only to large employers.
- Local doctors, hospitals and providers
- An employee benefit to attract and retain top workers





Minnesota Chamber Marketplace

Trust in US.

**Economic data from the Minnesota Chamber:** 

## **Empowering Minnesota's economic future**

Understanding Minnesota's economic future is key to its long-term success. The Minnesota Chamber Foundation and Grow Minnesota! program play a critical role in strengthening the business environment to improve the lives of all Minnesotans through economic research.

### Minnesota: 2030

A forward-thinking report providing a framework for economic growth in Minnesota.



### Minnesota Entrepreneurship: A turning point

A study on trends in entrepreneurship in Minnesota and steps to support business and job creation.



### Grow Minnesota! data

Real-time private-sector data from the state's premier business assistance program.



### Thank you, Chamber Federation

Minnesota Chamber advocacy is further bolstered by the 40-plus partners who are unified as the Minnesota Chamber Federation - local chambers of commerce that adopt and advocate for your top legislative priorities.

Albert Lea Freeborn County Chamber of Commerce

Alexandria Lakes Area Chamber of Commerce

**Anoka Area Chamber of Commerce** 

**Apple Valley Chamber of Commerce** 

**Austin Area Chamber of Commerce** 

Bemidii Chamber of Commerce

**Brainerd Lakes Chamber** 

**Burnsville Chamber of Commerce** 

**Cloquet Chamber of Commerce** 

**Cuyuna Lakes Chamber of Commerce** 

**Dakota County Regional Chamber of Commerce** 

**Duluth Area Chamber of Commerce** 

East Grand Forks/Grand Forks Chamber of Commerce

**Eden Prairie Chamber of Commerce** 

**Elk River Area Chamber of Commerce** 

Fargo Moorhead West Fargo Chamber of Commerce

Faribault Area Chamber of Commerce & Tourism

Fergus Falls Area Chamber of Commerce

Glenwood Lakes Area Chamber of Commerce

**Grand Rapids Area Chamber** 

Greater Mankato Growth Inc.

**Greater Stillwater Chamber of Commerce** 

Hastings Area Chamber of Commerce & Tourism Bureau

Hermantown Area Chamber of Commerce

**Hibbing Area Chamber of Commerce** 

**Hutchinson Area Chamber of Commerce** 

**International Falls Chamber of Commerce** 

Lake County Chamber of Commerce

Lakeville Area Chamber of Commerce & CVB

Laurentian Chamber of Commerce

Litchfield Chamber of Commerce

Marshall Area Chamber of Commerce

MetroNorth Chamber of Commerce

New Ulm Area Chamber of Commerce

Northfield Area Chamber of Commerce

Owatonna Area Chamber of Commerce and Tourism

Pipestone Area Chamber of Commerce

Redwood Falls Area Chamber of Commerce

**River Heights Chamber of Commerce** 

**Rochester Area Chamber of Commerce** 

Saint Cloud Area Chamber of Commerce

Shakopee Area Chamber

Southwest Metro Chamber of Commerce

**Twin Cities North Chamber of Commerce** 

Waconia Chamber of Commerce

Waseca Chamber of Commerce

White Bear Area Chamber of Commerce

Willmar Lakes Area Chamber of Commerce

Winona Area Chamber of Commerce

**Woodbury Area Chamber of Commerce** 

Worthington Area Chamber of Commerce



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