© 2015 Louisiana Economic Development

TALENTED LABOR POOL
Highly skilled, dedicated aerospace workforce

PRO-BUSINESS CLIMATE
Lowest business taxes for new manufacturing operations in the U.S., according to the Tax Foundation and KPMG

LED FASTSTART®
Comprehensive, customized workforce recruitment and training solution

ROBUST, TARGETED INCENTIVES
Competitive incentive package to offset relocation, equipment and facilities costs

ESTABLISHED AEROSPACE MARKET
Access to key resources and suppliers in Louisiana's proven and growing aerospace market

"Louisiana's custom-fit solution is enabling us to get our innovative new Bell 505 JetRanger X helicopter to market quickly and at a very attractive price point."

JOHN L. GARRISON, JR. | BELL HELICOPTER PRESIDENT & CEO

Bell Helicopter, an industry-leading producer of commercial and military manned and unmanned vertical lift aircraft, is utilizing Louisiana's custom-fit solutions to create an assembly facility for its new Short Light Single – a contemporary five-seat, single-engine turbine helicopter. What can Louisiana do for your business? Find out at **OpportunityLouisiana.com/CustomFit**.

LED | LOUISIANA ECONOMIC DEVELOPMENT

State of the States • Workforce Development Rankings • Site Selectors Survey • Digital Media

SITE SELECTION

January 2015

Location.
Amenities.
Flexibility.

SPECIAL INCENTIVES INCLUDING TAX NOW AVAILABLE!

Stamford, CT

RIVER BEND CENTER®

River Bend Center is our 40-acre business park strategically located in Stamford, Connecticut.

Standard amenities include generator and UPS power backup, full-service conference facilities, and on-site dining and catering.

For more information on leasing at River Bend Center contact us at (203) 359-7657 or visit us online at

www.riverbend1.com

Penta Group, Inc.

"Making It Happen" SM

SITE SELECTION

THE MAGAZINE OF CORPORATE REAL ESTATE STRATEGY AND ECONOMIC DEVELOPMENT

January 2015

VOLUME 60, NUMBER 1

CONTENTS

COVER STORY

66 WORKFORCE DEVELOPMENT

Is an anemic economic recovery stunting job growth and leaving employment openings vacant? Or is a lack of skilled workers stunting corporate expansion plans, contributing to the anemic recovery? Either way, states know they have much to do to deliver the workers their key industries require. A new ranking of state efforts in this area will help chart their progress.

FEATURES

18 SUPER SITES
Snapshots from the megasite family photo album reveal the heartbeats of neighboring — and neighborly — communities.

41 SITE SELECTORS SURVEY
Results confirm the enduring role of unique circumstances in site searches and solutions.

46 CREATIVE & DIGITAL MEDIA
Companies used to thinking outside the box are doing so where their facility locations are concerned.

53 CUSTOMER CONTACT CENTERS
How companies are winning the battle for call center talent, and which areas are winning capital investments in these facilities.

56 LOGISTICS HUBS
Field intelligence sheds light on global location, cost and workforce issues.

78 STATE OF THE STATES
The sixth annual State of the States Report includes a recap of legislative activity and data elements of interest to capital investors. Refer to this guide for location intelligence throughout 2015.

FOLLOW US!

siteselection.com

16 Site Selection is the official publication of **Conway Events.** Visit **www.redhotlocations.com**

10 IAMC INSIDER:
A letter from the chair; Spring Professional Forum in Palm Desert, Calif.; associate membership profile. Site Selection is the official publication of the **Industrial Asset Management Council.** Visit **www.iamc.org**

AREA SPOTLIGHTS

61 MIDWEST
Directors of state workforce development agencies weigh in on their efforts to rise to the challenge.

71 ALABAMA
A new Workforce Council will keep Alabama's workforce development programs in tune with industry needs.

128 MICHIGAN
A progress report on Michigan's Turnaround Plan and which areas are priorities for 2015.

132 NEW YORK
A look at which areas are benefiting from a new round of regional project funding in the Empire State.

134 OREGON
A game-changing trade case and three major corporate investments boost local and statewide economies.

138 IDAHO
New industry clusters are one result of a booming state business climate.

140 MAINE
Portland imports an ocean-industries cluster model from Iceland.

INTERNATIONAL UPDATE

26 NORTH AMERICAN REPORTS
How Michigan gained an 800-worker pork processing facility; Subaru doubles its New Jersey footprint; where wearables are designed; and skyscraper deals for Seattle and Nashville.

30 WORLD REPORTS
The Panama Canal project gets some giant new parts; Lima, Peru, adds to its business center credentials; a green economy takes shape in Central Africa; and a seat-warming plant for Macedonia.

INVESTMENT PROFILES

28 SAN BERNARDINO COUNTY, CALIFORNIA
35 GREATER KUALA LUMPUR, MALAYSIA
44 FLORIDA POWER & LIGHT
49 PORTUGAL

SPECIAL ADVERTISING SECTIONS

142 ADVANCED MANUFACTURING
151 MILITARY & DEFENSE
154 MISSION CRITICAL FACILITIES

DEPARTMENTS

4 EDITOR'S VIEW: Future Leaders Are Job One
6 STATEMENT OF OWNERSHIP
8 UNCONVENTIONAL WISDOM: DIY Site Research
159 INDEX TO ADVERTISERS

Future Leaders Are Job One

by MARK AREND
mark.arend@siteselection.com

Where will you focus your efforts on finding the talent you require for expansion in 2015? STEM majors? Millennials? Veterans? We know from our own research that most companies have definite plans to expand, and that many would have done so by now if they could find the workers they need. The cover story in this issue addresses this and the economic and competitiveness implications of a national skilled-labor shortage. For some insights on how locations are addressing this increasingly critical problem, see the Midwest Region and Alabama Spotlight reports adjacent to the cover story.

You will find much more analysis of workforce challenges and solutions in the year ahead as talent development and retention becomes the make or break business-success factor. The best business plan in the world is only as good as the people available and able to implement it.

Just as I was completing work on the cover story, I came across a new Cushman & Wakefield report, *Facing the Millennial Wave,* which makes some important points about how to "win the war for millennial talent" — a conflict most companies find themselves in of late. I'll draw your attention to just one point in the hope that you take the time to read the entire report.

According to C&W, companies are now basing their location strategies on access to the millennial demographic. Is that overstating the case?

"In our experience, certain companies are *absolutely* basing their location strategies on access to the millennial demographic," says Michael McDermott, C&W consulting manager and contributor to the report. "This strategy tends to be pursued by more forward-thinking companies or organizations that possess an established training or mentoring program. The thinking goes something like this: 'Millennials have grown up with technology and their aptitude for change is hard to match. We can teach them our processes and specific job skills.' Companies that target millennial talent are seeking not only to find candidates to fill a role, but also as *future leaders* to guide the company as their experiences develop."

There is more to targeting millennials than their demographic characteristics, adds McDermott. Finding the millennials with the right skills is the key, and that information will be more readily available in the year ahead than it has been to date. The market demands it.

Finally, millennials with the right skill sets are easy to find in the Atlanta, London, New York and Berlin offices of Conway and its events management, public relations and FDI consulting divisions. Several were honored at a recent company holiday event as Future Leaders, and some new millennials will begin work with us early in 2015. With so much new talent and energy driving our brands, you could say we're the only 60-year-old company that qualifies as a startup. That's how we're approaching the New Year.

On behalf of the Site Selection Magazine staff and the rest of our growing Conway organization, best wishes for a healthy and prosperous New Year.

Till next time,

Mark Arend
Editor in Chief

SITE SELECTION

CEO LAURA LYNE
President ADAM JONES-KELLEY
Executive Vice President RONALD J. STARNER
Senior Vice President DAVID EAST
Editor in Chief MARK AREND
Managing Editor ADAM BRUNS
Senior Editor PATTY RASMUSSEN
Deputy Editor/Custom Content CRYSTAL MEDLER
Art Director SCOTT LARSEN
Production Coordinator/Designer BOB GRAVLEE
Graphic Designer SEAN SCANTLAND
Graphic Designer RICHARD NENOFF
Graphic Designer TYLER DAWSON
Director of Research MAX BOUCHET
Editorial Database Manager KAREN MEDERNACH
Research Associate MANOA DANIEL
Research Associate ANDREW L. SMITH
Research Associate RAFAH ZAIGHAM

GLOBAL SALES & MARKETING
Regional Director — Midwest US CATHY McFARLAND
Regional Director — Southeast US STEVE JABON
Regional Director — Northeast US MIKE GLENNON
Regional Director — Western US PAUL NEWMAN
Dir. of International Operations ANNE HARDY
Dir. of Business Development JUSTIN FALTOT
Dir. of Lead Generation LYNNE AULT
Director of Custom Content CHARLES FITZGIBBON
Associate Dir. of Custom Content PAUL TARRANTS
Australia & New Zealand PATRICK FRANZ, +64 21649321
Canada GREG SMITH & DAVID SEABERG, 905-625-9631
Germany OLIVER OBERMANN, +49 (0) 341 90 97 90 00
Korea CHUL LEE, +82 2 466 5595
India KAVAN BHANDARY, +91 22 401 47637
Malaysia Y.T. SIA, +603 5611 0101
Thailand STEVEN FONG, +66 2 651 9273
Japan HIROKO MINATO, +81 3 4455 3078
Lead Photographer SOO JONES-KELLEY
Staff Photographer HEATHER OVERMAN
Corporate Projects Manager MICHELLE ROY
Custom Content Marketing Coordinator LAUREN EUBANK
Marketing Assistant ANNIE MUNZA
Marketing Assistant CATHIE WENDT

BUSINESS DEPARTMENT
Chief Financial Officer DEBBIE PORTER
Chief Operating Officer SEAN LAUGHLIN
Accounting Assistant EMILY BISHOP

CIRCULATION
Circulation Manager JULIE CLARKE

DIGITAL TECHNOLOGY TEAM
Director of IT DAVID SODEN
Webmaster BEN YAWN
Webmaster Assistant MAREA GILES
Database Administration Manager DANIEL BOYER

ASSOCIATION MANAGEMENT SERVICES
MARLENE ALOISIO, MICHELLE BURKE, TATE GODFREY, RYA HAZELWOOD, PAULA KOROWIN, TY MELANCON, JOEL PARKER, CATHY PIERCE, JOY POOLER, BRENTON SCHULZE

The publishers believe that the information contained in this publication is accurate. However, the information is not warranted, and neither Conway Data, Inc., nor the Industrial Asset Management Council, assumes any liability or responsibility for actual, consequential or incidental damages resulting from inaccurate or erroneous information.
Site Selection incorporates Industrial Development.

PHONE: (770) 446-6996 • FAX: (770) 263-8825 • TOLL FREE: (800) 554-5686
EMAIL: editor@conway.com WEB: www.siteselection.com

CONWAY

MEMBER BPA WORLDWIDE BRAND REPORT

Site Selection (ISSN: 1080-7799) (USPS 003-063) is published six times a year in January, March, May, July, September and November by Conway Data, Inc., 6625 The Corners Parkway, Suite 200, Peachtree Corners, GA 30092 USA. Periodical postage paid at Peachtree Corners, Georgia, and additional mailing offices. Single issue: $20 plus shipping. Annual subscription: $95 in the United States; $135 to non-U.S. addresses. PRINTED IN USA.

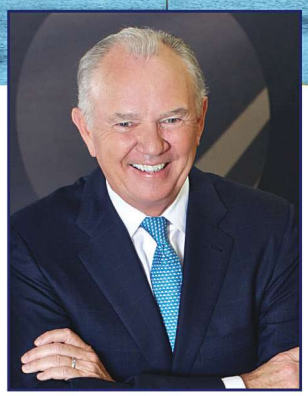
POSTMASTER: Send address changes to Site Selection, 6625 The Corners Parkway, Suite 200, Peachtree Corners, GA 30092 USA.
Site Selection Magazine has been registered in Canada Post.
Publication Agreement No. 40063731; Customer Agreement No. 2077787; Return undeliverable Canadian addresses to: Station A, P.O. Box 54, Windsor, ON N9A 6J5.

©2015 Conway Data, Inc.

Life. Less taxing...

for the Nation's Largest Automotive Retailer.

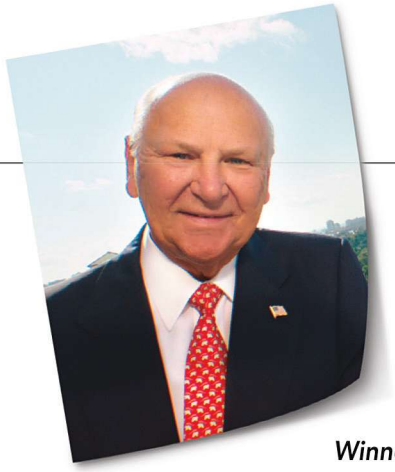
Photo by Ken Hudson. Info@ArtisanProMedia.com



"The vacation culture is what most people identify with Fort Lauderdale but behind that is a strong, vital business environment."

- Mike Jackson
Chairman and CEO
AutoNation

With no state income tax, relocating to Greater Fort Lauderdale is like getting an instant raise. More than 10%. Plus, with three major airports, three major seaports and seven executive airports in South Florida, you're at the gateway to the world. Join the over 150 corporations that have already made the move.



"Hey, it's not what you make. It's what you keep."

- Wayne Huizenga, Chairman, Huizenga Holdings

---

greater fort lauderdale alliance | broward county

Life. Less taxing.

Winner of Business Facilities 2014 and Inaugural 2012 Economic Development Achievement Awards in the Public/Private Partnership Category and 2013 Economic Development Excellence Award (Population greater than 500K) and honored as a Finalist for CoreNet Global's 2014 H. Bruce Russell Global Innovators Award

For relocation information: lesstaxing.com / 954.627.0134

Durant OK

Taking Progress to new heights!

- 600 Prime Acres Available for Development
- Tax Increment Finance Funding for Site Development
- New Market Tax Credits 39%
- Durant Workforce Campus Training Center for Industry
- 5 Year Property Tax Exemption for Manufacturing and Distribution
- Quality Jobs Cash Payment

Durant Industrial Authority

Ok-durant-org

580.924.4570

Statement of Ownership, Management and Circulation

(Required by the Act of August 12, 1970; Section 3685, Title 39, U.S. Code)

1. Publication title: Site Selection
2. Publication no.: 1080-7799
3. Filing date: Sept. 24, 2014
4. Issue frequency: Bi-monthly
5. No. of issues published annually: 6
6. Annual subscription price: US$95
7. Complete mailing address of known office of publication: Conway Data, Inc., 6625 The Corners Parkway, Suite 200, Peachtree Corners, GA 30092.
8. Complete mailing address of the headquarters of general business offices of the publisher: Conway Data, Inc., 6625 The Corners Parkway, Suite 200, Peachtree Corners, GA 30092.
9. Names and mailing address of publisher, editor and managing editor: Publisher: Conway Data, Inc., 6625 The Corners Parkway, Suite 200, Peachtree Corners, GA 30092. Editor: Mark Arend, 6625 The Corners Parkway, Suite 200, Peachtree Corners, GA 30092. Managing Editor: Adam Bruns, 6625 The Corners Parkway, Suite 200, Peachtree Corners, GA 30092.
10. Owner: Conway Data, Inc., 6625 The Corners Parkway, Suite 200, Peachtree Corners, GA 30092; Conway Family Partnership, 6625 The Corners Parkway, Suite 200, Peachtree Corners, GA 30092.
11. Bondholders, mortgagees and other security holders owning or holding 1 percent or more of total amount of bonds, mortgages or other securities: None.
12. N/A
13. Publication name: Site Selection
14. Issue date for circulation data below: September 2014

15A. Extent and nature of circulation; average number of copies each issue during preceding 12 months: (a) Total number of copies (net press run): 49,279. (b) Legitimate paid and/or requested distribution: (b1) Outside county paid/requested mail subscriptions: 25,328. (b4) Requested copies distributed by other mail classes through the USPS®: 275. (c) Total paid and/or requested circulation (sum of 15-b1 and 15-b4): 25,603. (d) Nonrequested distribution (by mail and outside the mail): (d1) Outside county nonrequested copies (includes samples, requests over 3 years old, requests induced by a premium, bulk sales and requests including association requests, names obtained from business directories, lists, and other sources): 19,986. (d3) Nonrequested copies distributed through the USPS® by other classes of mail (e.g., First-Class Mail, nonrequestor copies mailed in excess of 10% limit mailed at Standard Mail® or package service rates): 1,139. (d4) Nonrequested copies distributed outside the mail (including pickup stands, trade shows, showrooms, and other sources): 1,948. (e) Total nonrequested distribution (sum of 15-d1, 15-d3 and 15-d4): 23,073. (f) Total distribution (sum of 15c and 15e): 48,676. (g) Copies not distributed: 603. (h) Total (sum of 15f and 15g): 49,279. (i) Percent paid and/or requested circulation (15c divided by f times 100), 52.6%.

15B. Actual number of copies of single issue published nearest to filing date: (a) Total number of copies (net press run): 49,816. (b) Legitimate paid and/or requested distribution: (b1) Outside county paid/requested mail subscriptions: 24,515. (b4) Requested copies distributed by other mail classes through the USPS®: 279. (c) Total paid and/or requested circulation (sum of 15-b1 and 15-b4): 24,794. (d) Nonrequested distribution (by mail and outside the mail): (d1) Outside county nonrequested copies (includes samples, requests over 3 years old, requests induced by a premium, bulk sales and requests including association requests, names obtained from business directories, lists, and other sources): 20,588. (d3) Nonrequested copies distributed through the USPS® by other classes of mail (e.g., First-Class Mail, nonrequestor copies mailed in excess of 10% limit mailed at Standard Mail® or package service rates): 1,102. (d4) Nonrequested copies distributed outside the mail (including pickup stands, trade shows, showrooms, and other sources): 2,700. (e) Total nonrequested distribution (sum of 15-d1, 15-d3 and 15-d4): 24,390. (f) Total distribution (sum of 15c and 15e): 48,184. (g) Copies not distributed: 632. (h) Total (sum of 15f and 15g): 49,816. (i) Percent paid and/or requested circulation (15c divided by f times 100), 50.4%.

16. This statement of ownership will be printed in the January 2015 issue of this publication.
17. I certify that the above statements made by me are correct and complete: Debbie Porter, Director of Business & Finance, Sept. 24, 2014.

MCKINSEY & COMPANY CITES SHALE ENERGY AS ONE OF THE EMERGING GAME CHANGERS OF THE 21ST CENTURY.

GET THE WHOLE STORY AT
JOBS-OHIO.COM/GAMECHANGERS

NEED TREES?
GO TO THE FOREST

NEED SAND?
GO TO THE DESERT

NEED ENERGY?
GO TO OHIO.

Affordable, abundant energy, right under your feet–that's what you get when your business is in Ohio. The shale energy revolution has created an economic era that's powering profits for energy-intensive businesses. Discover how.

THE FUTURE IS HAPPENING IN OHIO. GET THERE FIRST.

Ohio

The DIY Approach To Site Research:

Tools You Can Use — For Free

by PATTY RASMUSSEN
patty.rasmussen@siteselection.com

Why pay someone else to do something you can do for yourself? We've compiled some of our favorite site research websites where anyone can mine for data — for free. Save those consulting fees for things only consultants can do.

US Cluster Mapping Tool

http://www.clustermapping.us/

The Harvard Business School and the US Economic Development Administration team up to offer a fantastic interactive tool for EDOs large, medium and small to find reams of statistics about the location of traded and local economy industry clusters. The site offers a glossary of terms and a FAQ page to help you get started but, as with most sites, the best way to learn how to use the tool is to use the tool.

US Census Bureau Glossary

https://www.census.gov/glossary/

The US Census Bureau's glossary widget gives users speedy access to short definitions of 1,500 terms, such as income, poverty, census tracts, metropolitan areas, US trading partners and more, with links to more information. The widget will update information as changes are made. The Census Bureau even provides a handy URL for embedding on your website.

ACT College and Career Readiness Report (2014 and previous years)

http://www.act.org/research/policymakers/cccr14/

The ACT site offers loads of information about the state of the future workforce (taken as a whole and state by state) as measured by the highly regarded ACT, a research-based nonprofit providing solutions in education and workforce development.

US Energy Information Administration's Flickr Photostream

https://www.flickr.com/photos/eiagov/

Check out this photo stream for information in the form of high-res graphics, graphs, maps and more related to any energy sector in the US.

DSIRE

http://www.dsireusa.org/

The Database of State Incentives for Renewables & Efficiency (DSIRE) is a terrific site with information on incentives and policies that support renewables and energy efficiency in the United States. DSIRE is currently operated by the N.C. Solar Center at N.C. State University, with support from the Interstate Renewable Energy Council, Inc., and is funded by the US Department of Energy.

Newgeography

http://www.newgeography.com/

Newgeography is a joint venture of Joel Kotkin and the Praxis Strategy Group. The site offers an annual ranking of "Best Cities for Job Growth," in overall growth as well as information and manufacturing jobs. I regularly stop what I'm doing to read the daily posts sent from this website. I love it for its thought-provoking, engaging content. Usually what I read on Newgeography in the morning is what I end up talking about at the dinner table that night.

Eurostat statistical service

http://ec.europa.eu/eurostat

Eurostat is the statistical office of the European Union. Its mission is to be the "leading provider of high quality statistics on Europe." First time visitors to the site should click on the "Help" tab, then click on "First Visit" topic to get an overview of how to use the site.

World Bank Open Data

http://data.worldbank.org/

The Open Data website offers free access to comprehensive, downloadable indicators about development in countries around the globe. The site also provides access to World Bank Live — live discussions open to participants worldwide.

The Pew Charitable Trusts

www.pewtrusts.org

Driven by the mission to help create a more informed and participatory public, the Pew Charitable Trusts website provides a host of information and analysis on everything from the environment to healthcare, from public policy to arts and culture.

McKinsey Global Institute

http://www.mckinsey.com/insights/mgi/research

A global management consulting firm that serves businesses, governments, NGOs and nonprofits, McKinsey & Co.'s Global Institute website shares research on topics including finance, productivity and labor.

Milken Institute

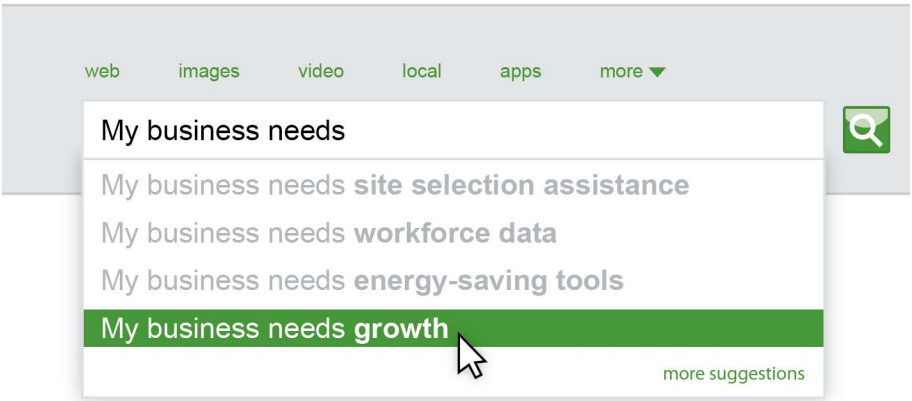
http://www.milkeninstitute.org

The nonprofit Milken Institute seeks to "improve lives around the world by advancing innovative economic and policy solutions." Once on the site, click on the "Publications" tab to find downloadable reports and links to even more data sites.

National Geographic

www.nationalgeographic.com

By definition, this is the place to go for location-based intelligence, from coverage of ecosystems to community profiles and reports on megaprojects around the world. Growing data resources combine with the magazine's superior writing and stunning photography to deliver insights about places that you won't get anywhere else.



Powerful results.

Safe, reliable and reasonably priced energy powers people's lives and bolsters the regional economy. With more than 10,000 suppliers, investment in utility modernization, direct and indirect job creation, and an average annual economic impact of $8.6 billion,* Ameren is proud to be one of the many businesses working hard to nurture stronger communities.

Because we believe an energy provider should provide more than energy:
We should be a resource for life.

Get results at Ameren.com/EcDev.

Ameren
FOCUSED ENERGY. For Life.

IAMC
Industrial Asset Management Council
insider
www.iamc.org
January 2015

2014-2015 IAMC BOARD OF DIRECTORS

Chair
Kevin Dollhopf
Hanesbrands Inc.

Vice Chair
Samantha Turner
Weyerhaeuser Company

Treasurer
Russell Burton
PepsiCo

Secretary
Mark Eichkorn
Caris Life Sciences

Past Chair
Roger Nesti
Kellogg Co.

Gig Codiga
Genetech, Inc.

Ron Grossmann
Novartis Pharmaceutical Corp.

Ken Hagaman
Anixter Inc.

Laura Harvey
Rexel Holdings USA Corp.

Jennifer Lantz
Wilson Economic Dev. Council

Stephen Kozarits
Transwestern

Paul Lucy
North Dakota Dept. of Commerce

Marc Morisseau
Dal-Tile Corp./Mohawk Industries

Mike Wolff
Project Solutions Group

Steven Zeller
Donaldson Company, Inc.

Mark Your Calendar . . .

What's Your IAMC Elevator Speech?

Communicating IAMC's value and brand

Within one minute (a typical elevator ride), we need to be able to say who we are, what we do and how we can be a resource to the listener before the attention span is broken.

We spoke last time about the powerful core principles of IAMC. But what are they, and how quickly can they be communicated and understood?

1) **IAMC is Industrial:** Executives from industrial companies think differently than those from other companies; it's a unifying theme for IAMC.

2) **IAMC is balanced:** Actives, Service Providers, Economic Developers — we fight hard to balance membership and attendance at events, and this balance creates value.

3) **IAMC is a "no sales" environment:** Relationships and connections come first, salesmanship some other time. Just relax.

I work in the consumer packaged goods industry, where the value of a brand is everything, and a brand communicates value. My employer Hanes is known around the world as a leading marketer of everyday basic apparel under strong brands — these brands mean value and create significant customer loyalty.

By the same token, when anyone in the corporate real estate business hears "IAMC," they should immediately know the value proposition and why they need to belong and stay. We want them to think these principles: industrial, balance and no sales. That's the IAMC brand.

This is the messaging we're taking to the IAMC Local and International meetings as we reach out and connect with more and more industry executives. Whether you're at a Local event in Philadelphia or an IAMC International meeting in Singapore, the brand and value proposition are the same: industrial, balance and no sales.

Just a few weeks ago, we completed yet another successful pair of IAMC events, the first a Local meeting in Cleveland, Ohio, in the US, and the second an International program in Birmingham, UK.

January is an exciting time for IAMC — the board of directors and committee co-chairs will meet to begin development of the IAMC education strategic plan. This will help coordinate all events, including Professional Forum, Local and International programming, other educational efforts, and content for periodical publications and white papers.

We will also launch our new Council organization, which will streamline the work of committees

The big guns choose Fort Worth.

Fort Worth, Texas. Everything is bigger here, including business. We attract the brightest talent and the innovative companies that value them with a no-nonsense yet dynamic environment for work and play. Whether it's the home of the world's most advanced fighter jets from Lockheed Martin Aeronautics, or the center for the Barnett Shale gas play, Fort Worth has the ideal location and resources to make business happen. With our can-do attitude and easy access to worldwide transport, it's no wonder companies like Lockheed, Alcon, GE Manufacturing Solutions, Bell Helicopter, BNSF Railway, American Airlines and many other leading brands have found Fort Worth the perfect place to land. Contact David Berzina at 817-338-3391 or visit **fortworthchamber.com.**

Fort Worth CHAMBER

by grouping those with similar functions within five strategic Councils: Education & Research, Events, Leadership, Membership and Operations. The purpose is to simplify IAMC's governance for more effective and efficient leadership and communication.

The Palm Desert Professional Forum will be fantastic! Please help IAMC deliver a registration of 100-plus corporate real estate executives for the first time ever. That's one of our main goals for the Professional Forums in 2015. Remember, balance is one of our powerful principles that creates the IAMC brand — so let's make the brand sizzle.

Best Regards,
Kevin Dollhopf, IAMC Chair

Attention Active Members: Make Plans Now To Attend the Palm Desert Research Roundtable

IAMC Professional Forum
CALIFORNIA
PALM DESERT
April 25-29, 2015

As an Active member, when the company hires a new CEO, COO or CFO, how should you (or your boss) brief him to ensure he knows your department's full capabilities and value?

If you're not sure, plan to attend the Palm Desert Research Roundtable, which will share best practices for accomplishing this.

Research Roundtables are special IAMC programs exclusively for Active (end-user) members offered at each Professional Forum.

The Research Roundtable at the upcoming Palm Desert Forum is scheduled for Sunday, April 26, 2015, from 8:00 a.m., when breakfast is served, to 10:30 a.m. A noon lunch is also provided. Note: You'll need to arrive Saturday to participate because of the breakfast start time the next morning.

The topic for Palm Desert is "How to explain the value of corporate real estate expertise to new corporate leadership." This was proposed, among other topics, at the Sept. 2014 Québec City Forum. We sent the entire proposed-topics list to all Active members and asked them to rate the value to them of each. The Palm Desert topic emerged as the top-rated.

Sharon Krohn

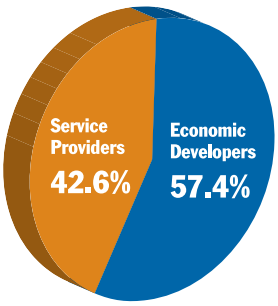
Executive Coach Sharon Krohn has been confirmed as a presenter. She works with executives across the management spectrum, and helps her clients draw from their own experience, empowering them to achieve their potential.

The Research Roundtable programming team is led by Denis DeCamp, Akzo Nobel; Bob Franksen, USG Corp.; and Greg Saylor, Kimberly-Clark.

Associate Members Key To Active Members' Success

While IAMC focuses its programs on the Actives' needs, their work is accomplished in significant part by the Associates, three-fifths of whom are economic developers and two-fifths of whom are service providers. Associate membership belongs to the company or organization, whereas Active membership belongs to the individual.

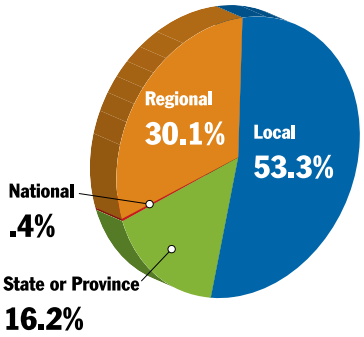
Association Member Distribution

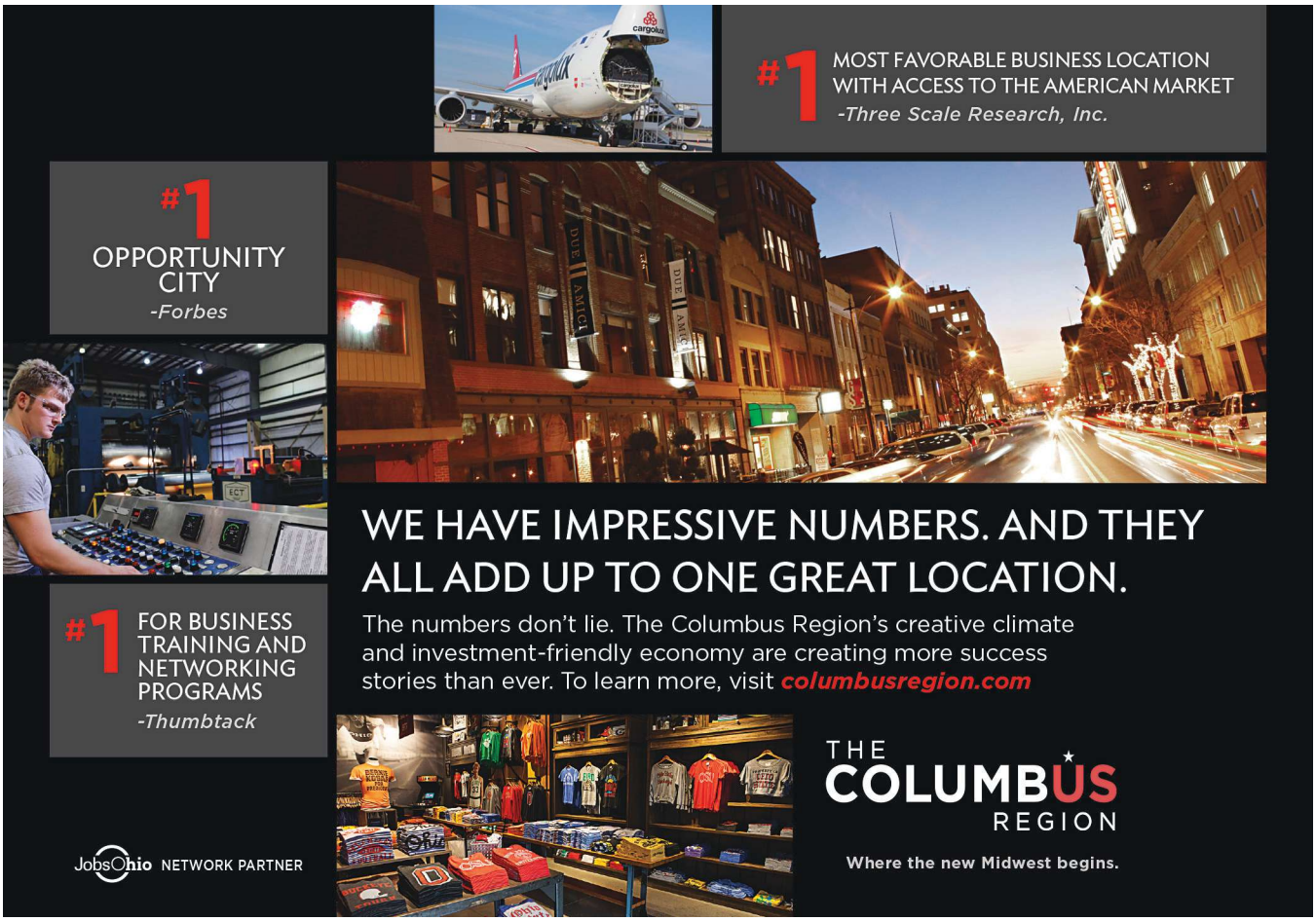


There are unique and vital roles Associate members play in IAMC. The quality, service scope and geographic coverage of the Associate members represent important reasons Active members join and stick with IAMC. Through dues, Professional Forum attendance fees and sponsorships, the Associate membership provides a significant majority of IAMC's revenues. And because they place a very high value on professional networking to market their services, Associate representatives make for enthusiastic committee members.

IAMC's 230 Economic Developer (ED) members run the gamut of jurisdiction sizes from local town and county units, to multi-county and MSA-coverage organizations, to full states and provinces, to national-scope organizations. ED members work in 44 of the 50 US states, and 37 state-level EDs belong to IAMC. This is important, because Active members tell us they often begin site searches at the state ED level. (See p. 41 for relevant survey results on this very topic.)

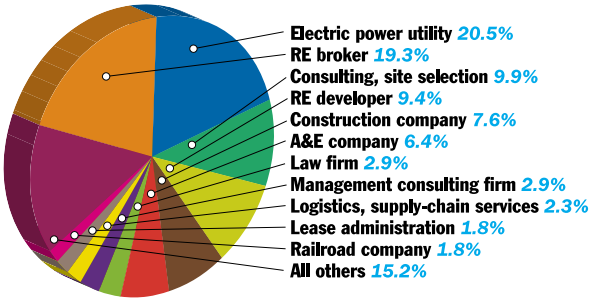
Economic Development Member Geographic Scope



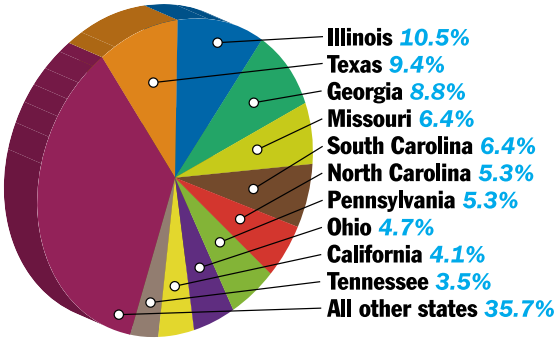


Don't mess with Texas! With 52 Economic Developer members, Texas surpasses by a factor of four the next ranking state. Eight of the United States' 10 largest states are represented in the top-10 states ranked by number of IAMC Economic Developer members.

Service Provider Members by Service Type



Top 10 US States for Service Provider Members

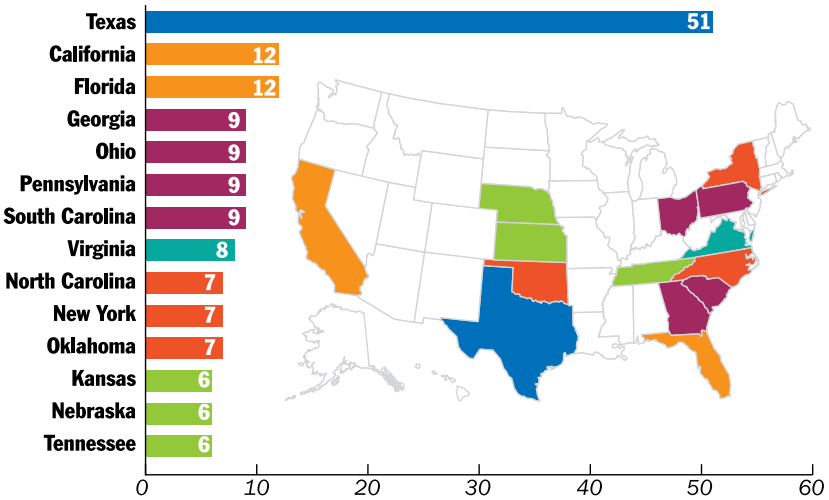


Turning to the 170 Associate-member Service Providers (SPs), we see something of a surprise in that the most common service category is delivering electric power. That's important, but most would likely guess the top category would be real estate brokerage, which comes in a close second. They are followed by site selection consulting, real estate development and construction services.

While the Service Provider companies tend to have a national or global service scope, the states of Illinois, Texas and Georgia are home to over a quarter of SP-designated representatives. This is IAMC lexicon for the lead person for each Service Provider.

IAMC's roughly 400 Associate members represent a competitive advantage for the organization. Their geographic coverage extends over the entire US, and for the large Service Providers is global. The Active members can find virtually any service they might need within the Associate membership. — *Joel Parker*

Top States for Economic Development Member Organizations



WELCOME HOME THE BRAVE

Contact us at: findwwp.org

DUTY ★ HONOR ★ COURAGE ★ COMMITMENT ★ INTEGRITY ★ COUNTRY ★ SERVICE

WOUNDED WARRIOR PROJECT®

©2013 Wounded Warrior Project, Inc. All Rights Reserved.

هيئة الشارقة للاستثمار والتطوير
SHARJAH INVESTMENT AND DEVELOPMENT AUTHORITY

redhotlocations.com

356 business leaders from
36 countries participated in
The WORLD FORUM for FDI 2014.

Will you be there this year?

SPONSORS:

TESTIMONIALS

"The attendance was impressive and the contacts were rich."
— Gopal, Executive Director, Tata Sons

"I really enjoyed participating in the overall conference and social networking events. I've been referencing some of the insights I gained from the other panel discussions, which validates for me that it was time well spent."
— Robert Mankowski, Vice President, Product Management, Bentley Systems

"The World Forum was a fabulous event, so well organized and welcoming, lending itself to some very worthwhile networking all round."
— Jacob Azran,CEO, Blue I Water Technologies

HEADLINE SPEAKERS

Tony Fernandes, Founder of Air Asia

Sir Tim Berners-Lee, Inventor of the World Wide Web

The Rt. Hon. the Lord Mandelson, Policy guru and eminent Labour politician

Frank Gardner, Award winning BBC Security Correspondent

February 8-10, 2015

Sharjah, United Arab Emirates

For sponsorship opportunities please contact Anne Hardy at +1 770 325 3412, email: ahardy@conway.com

worldforumforfdi.com

Small Towns On the Hunt

Snapshots from the megasite family photo album.

by ADAM BRUNS
adam.bruns@siteselection.com

The 2,500-acre Research Forest Tract in Georgia's Effingham County is just north of Savannah, home to the Georgia Ports Authority's Garden City Terminal. Here, the 8,500-unit container ship Arnold Maersk makes its way up the Savannah River past historic River Street and the city's charming downtown squares.

Photo by Stephen Morton courtesy of Georgia Ports Authority

New sites and past project candidates alike, many with updated and certified infrastructure or unique rail and highway advantages, are among the pages of 1,000-acre-plus sites in the US and abroad listed in Site Selection's 11th annual Super Sites chart, available at *www.siteselection.com* beginning in January 2015.

What the charts can't tell you is the stories behind those parcels, couched in small-town history, land deal negotiations and, usually, an agricultural legacy.

Here we present a few glimpses of the communities whose hearts beat alongside the megasites. Each of those sites in turn holds the promise of quickening its town's economic development pulse.

Ohio Triangle

The Midwest Mega Commerce Center goes by the Star Wars-like moniker M2C2, but the only special effect its neighbors want to see is a fusillade of jobs.

Situated near the two four-lane limited access highways U.S. Route 35 and Interstate 71, M2C2, at 1,517 acres, is the largest parcel certified by the State of Ohio's Job Ready Sites program. Zoned industrial, and with all utilities on site, it's under option by the Fayette County Commissioners. Phase 1 environmental and archaeological work is completed. The site has access to Norfolk Southern and CSX via on-site rail siding. And its infrastructure has capacity of 1 million gallons per day for both water and sewer service.

One of Ohio's perennial strengths is its large family of decent-sized cities and towns. In M2C2's case, three of those cities are within an hour's drive: Columbus, Dayton and Cincinnati. They're not exactly small, but their charms are many.

"Greene County is an excellent place for business. Located on I-20 allows easy access to business hubs of Atlanta and to the Port of Savannah. Training from GA's acclaimed Quick Start program supports our emerging labor needs. Most of all, the lifestyle is unbeatable with the amenities of Lake Oconee and small town charm of Greensboro. I could not imagine making a better choice of location for my business or my family."

- Ayal Latz, President at a2b Fulfillment, Inc.

Smart Business Grows In Greene!

MEGA site

1,600 acres recently released for Mega Site development. Qualifies for Georgia Mega Site incentives. Located only 1/4 mi. from I-20.

Greene County Regional Airport boasts a 5,500-ft runway with full ILS capability. Runway expansion set to begin in 2015. Conveniently located just 5 mi. from Greensboro Industrial Park and Interstate 20.

Port of Savannah located less than 200 mi. from Greensboro. Additionally, close proximity to Port of Charleston, Port of Brunswick and Port of Jacksonville makes a breeze out of logistics planning.

Greene County, Ga
Economic Development

Valerie Duvall
Director, Economic Development
O: 706 454-7022 | C: 706 817-6698
vduvall@greenecountyga.gov

Greene County Government
1034 Silver Drive, Suite 201
Greensboro, GA 30642

www.GreeneCountyGa.gov

As part of the area's annual Balloons, Blues & BBQ event, balloons prepare to launch at Tolen Creek Park in Parsons, Kan., near the Great Plains Industrial Park. Photo courtesy of City of Parsons

Farther west, the Van Wert Mega Site is located along Interstate-quality US Route 30 some 35 miles from I-75 to the east and 35 miles from I-69 to the west. Served by AEP Ohio and Dominion East Ohio Gas, the site is part of AEP's Quality Sites program, in partnership with respected consultants McCallum Sweeney, and is undergoing certification for the state's Ohio Job Ready Sites program. Water, sewer, fiberoptics and a new rail spur make the 1,600-acre site one of two shovel-ready mega industrial sites in the State of Ohio, with land options secured through 2022. Fort Wayne, Ind., and Lima, Ohio, are each a bit over half an hour away. But as reported in a Nov. 2014 Site Selection Investment Profile of Northwest Ohio, in addition to its own family of incentives, Van Wert — whose slogan is "Welcome Home" — has its own charms.

"It's a rail town," Austin Consulting's Jonathan Gemmen told us, noting Van Wert's strong set of employers and quality school system, which just built a new high school. "Just over two years ago, when I made my first visit, I was pleasantly surprised at what I saw, and the sense of community for a town that size. It's helpful when you talk about bringing in plant managers and executives to get a large operation started up. This site has done the homework, and they're well positioned."

STAMP of Approval

The Western New York Science and

The Mid-West Mega Commerce Center

M2C2.biz is Mega . . .

Mega Ready - Ohio's largest certified Job Ready Site, perfectly suited for all types of industrial development, dual rail access and utilities are in place

Mega Work Force - Less than one hour from Ohio's major metro areas of Columbus, Dayton & Cincinnati

Mega Centralized - 140 million people are within one days travel making the M2C2 ideal for servicing Midwest, Northeast, Great Lakes regions

Mega Land Available - Over 1600 acres prepared for immediate development

Technology Advanced Manufacturing Park (WNY STAMP) is located in the town of Alabama, N.Y., five miles north of the New York State Thruway (Genesee County). The site sits halfway between Buffalo and Rochester, and is near perennial top-performing micropolitan Batavia. STAMP spans 1,250 contiguous acres and is designed for semiconductor, biotechnology, and advanced manufacturing projects.

Attributes include the ability to access over 500 MW of power from 345kV bulk transmission circuits owned by the New York Power Authority, hydropower rates at approximately $0.035 kWh delivered from Niagara Falls, access to a 24" high-pressure natural gas line owned by the Empire Pipeline, access to major water resources from the Great Lakes, and access to a population of 2.1 million. Proximate to the site are six universities with over 17,000 engineering professionals enrolled, and five community colleges with over 53,000 students enrolled.

The Final Generic Environmental Impact Statement for the entire park has been completed, as well as re-zoning of the land to reduce environmental permitting times for perspective tenants. In the 2014-15 New York State budget STAMP was awarded $33 million for infrastructure to support client requirements. The STAMP site has been validated as a regional priority project by the Finger Lakes Regional Economic Development Council.

The first unit train pulls into the Swan Industrial Park in Cheyenne, Wyo.
Photo courtesy of Granite Peak Development

You Are in Kansas After All

When the Kansas Dept. of Commerce sent out the call to its communities in response to this publication's survey for new or updated megasites, among the respondents was a parcel bordering Hill City, Kan., along a one-to-two-mile stretch of

Ohio's Largest Certified Shovel Ready Site

Prime development sites are available now at:

The Mid-West Mega Commerce Center
c/o Fayette County Commissioners
133 South Main Street, Suite 401
Washington Court House, OH, Ohio 43160
email: info@fayette-co-oh.com

OHIO CERTIFIED Job Ready Site

VIDEO

WEB

Visit us at:

www.M2C2.biz

Photo courtesy of Hillwood

"With thousands of acres, you can do some things maybe a lot of people can't do."

— Bill Burton, *Senior Vice President, Hillwood, on the AllianceTexas (pictured)*

Highway 283 in northwestern Kansas. Hill City, home to around 2,000 people, was named for real estate man W.R. Hill. The town's Oil Museum pays tribute to the leading industry of the past. And an abundance of quail, ducks and pheasant call to hunters from the surrounding fields.

That same call sounds down in the southeastern corner of the state. Labette County was named a few years ago as one of the top whitetail deer hunting areas in the nation by Outdoor Life magazine, in part because of the nearly 14,000 acres (6,800 of them developable) at Great Plains Industrial Park (GPIP), the name given to the site of the former Kansas Army Ammunition Plant that was on the 2005 Base Realignment and Closure (BRAC) list. Within the park's boundary the Kansas Department of Wildlife and Parks owns 3,000 acres and manages more than another 6,000 acres of unique Kansas habitat — native prairie grasses and wildflowers, wetlands and woodlands. Nearby are Big Bill

- Land options secured
- Flat topography
- Immediate access to 4-lane US 30, connected to I 69 and I 75
- Rail on-site
- Regional airport within 1 mile
- International airport within 35 miles
- JRS certified (2014)
- Fiber & utility ready

For more information, call 419.238.2999 or visit us online at www.whyvanwert.org

Welcome Home
Van Wert • Ohio
Economic Development Group

The Van Wert Economic Development Group
515 East Main Street, Van Wert, Ohio 45891

Lake, with some of the clearest water in the state, and the Neosho River's catfish and paddlefish.

Within GPIP there are 106 miles of existing roadways, 30 miles of rail and existing water and wastewater treatment plants. Ready access by rail to the Port of Catoosa (in Oklahoma) and nearby I-44 provides for ease of shipping domestically and internationally. And as a symbol of regional partnership the park doesn't have many rivals, as it's promoted by the Joplin Regional Partnership, consisting of three counties in Southwest Missouri, three in Southeast Kansas, and one in Northeast Oklahoma.

Development in Parsons has benefited from the realignment of US Highway 400 north of town. The town itself has been rebuilt since a tornado in 2000, and every year plays host to a Balloons, Blues and BBQ event.

Western Spread

The Swan Ranch Industrial Park in Wyoming, located four miles north of the Colorado border, in 2014 welcomed its first unit train, consisting of 133 crude cars coming in on the Union Pacific Railroad for loading. The rail expansion project now connects the UP and BNSF railroads to the park. "This 4,000-acre development primarily serves the heavy industrial and energy segments," said Scott Sutherland, director of real estate at Granite Peak Development, in a release. Total investment in infrastructure at the park now exceeds $100 million. "The property borders are impressive as well — Interstate 25, Interstate 80, the Union Pacific and the Burlington Northern Santa Fe."

According to Randy Bruns, the CEO of Cheyenne LEADS, "Wyoming's rating as the friendliest place to do business combined with our historically low tax rate and the capacity of the Swan Ranch are creating a perfect storm for economic development in the area."

Most urgently, the park is at a prime location to serve oil & gas needs, whether moving crude oil trains or railcars full of frac sand, in Colorado and Wyoming.

In Texas sits the megasite dream that sites everywhere aspire to: The 18,000-

"Wyoming's rating as the friendliest place to do business combined with our historically low tax rate and the capacity of the Swan Ranch are creating a perfect storm for economic development in the area."

— Randy Bruns, *CEO, Cheyenne LEADS*

New York State is Nanotechnology

STAMP *(Western NY Science and Technology Advanced Manufacturing Park) is New York's 1250 acre mega-site campus for semiconductor and advanced manufacturing projects.*

WESTERN NEW YORK
Stamp
SCIENCE & TECHNOLOGY ADVANCED MANUFACTURING PARK

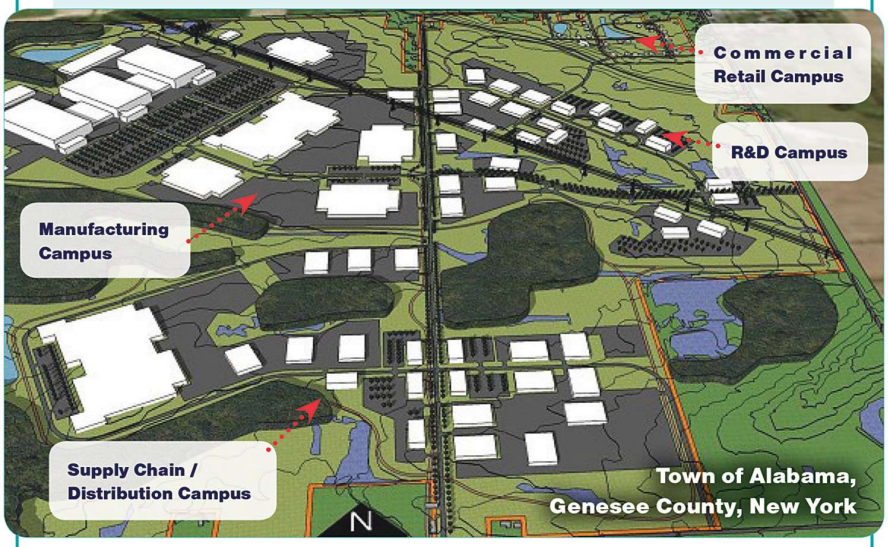
500MW+ electric capacity

12 million gpd water and sewer

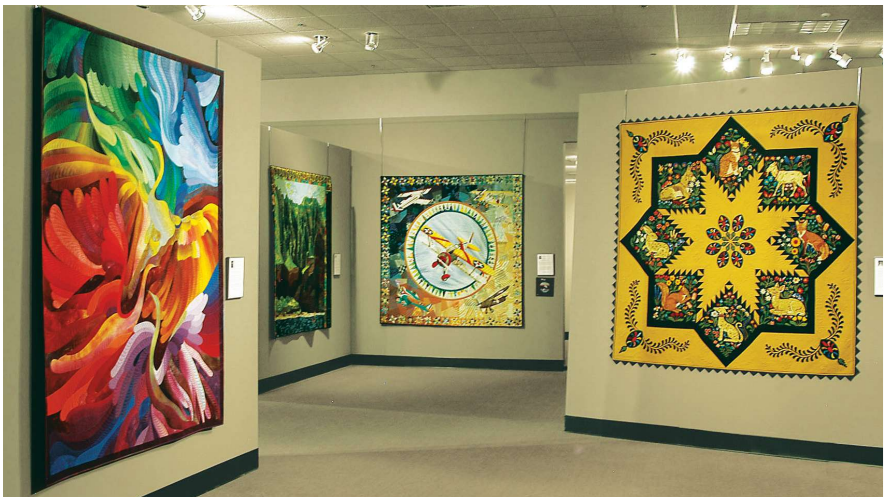
Available low cost hydro-electric power ~$.035 kWh delivered

Labor shed = 2.1 million population

17,000 engineers enrolled regionally



VISIT WWW.WNYSTAMP.COM TO LEARN MORE.



RiverportWest Intermodal Park in Paducah offers direct access to the Ohio River and service from three rail carriers. Among its other attributes, Paducah, with a population of 25,000, is home to the National Quilt Museum.
Photo courtesy of Kentucky Dept. of Tourism

acre AllianceTexas development in Fort Worth, 25 years old and — just like most humans that age — only about half developed.

Bill Burton, Hillwood's senior vice president who's been there from the beginning, describes how his team has gradually added airport and intermodal infrastructure, and is working now on a particular need in the marketplace for heavy-load rail. But even as transportation and labor concerns are foremost in prospects' minds, "we still have to be competitive on the real estate," he says.

"Fortunately, we're not land-constrained. We've had the benefit of owning our land without any debt. So we use our real estate and our flexibility in real estate to our advantage … with thousands of acres, you can do some things maybe a lot of people can't do."

Aiming for that level of prosperity without quite so many acres is Gulf Inland Logistics Park in Dayton, Texas. Gulf Inland's direct connection to the BNSF Railway and Union Pacific Railroad provide tenants access to over 15 trains a day and one of the largest railcar storage facilities for plastic pellets in the world. On average over 1,000 railcars per day pass through the park.

"Starting sometime in 2015 the Grand Parkway (State Route 99) toll road through Dayton (Third Loop around Houston, Texas) will start construction at the western edge of this industrial park and intersecting US-90 at Gulf Inland's northwest boundary," writes Courtland Holman, executive director of Dayton Community Development Corp. "Construction is supposed to end by 2019/2020."

Farther east sits the 12,000-acre TexAmericas Center, which boasts 3 million sq. ft. of office, manufacturing, warehouse and storage space. It's part of a larger parcel of 40,000 acres that used to be home to the Lone Star Army Ammunition Plant (closed by the 2005 round of BRAC) and the Red River Army Depot (reduced and then realigned by the 1995 and 2005 rounds of BRAC).

Located along the I-30 corridor just west of Texarkana, TexAmericas Center is within 300 miles of the Gulf of Mexico and sits near the crossroads of several rail systems, including the Kansas City Southern, Union Pacific and Texas Northern and Northeast Railroads.

Like its fellow BRAC-related properties in Kansas, it's also open to guns and bows, with 8,900 acres available for hunters with permits to pursue deer, wild turkey, squirrel and feral hogs.

Yes, it's a great site for hunting. But like its brethren across the country, it's also a site on the hunt. ▼

10 TAX-FREE YEARS
FOR YOUR CLIENT'S BUSINESS

& AN INFRASTRUCTURE THAT CAN MOVE GOODS AROUND THE BLOCK OR ACROSS THE GLOBE.

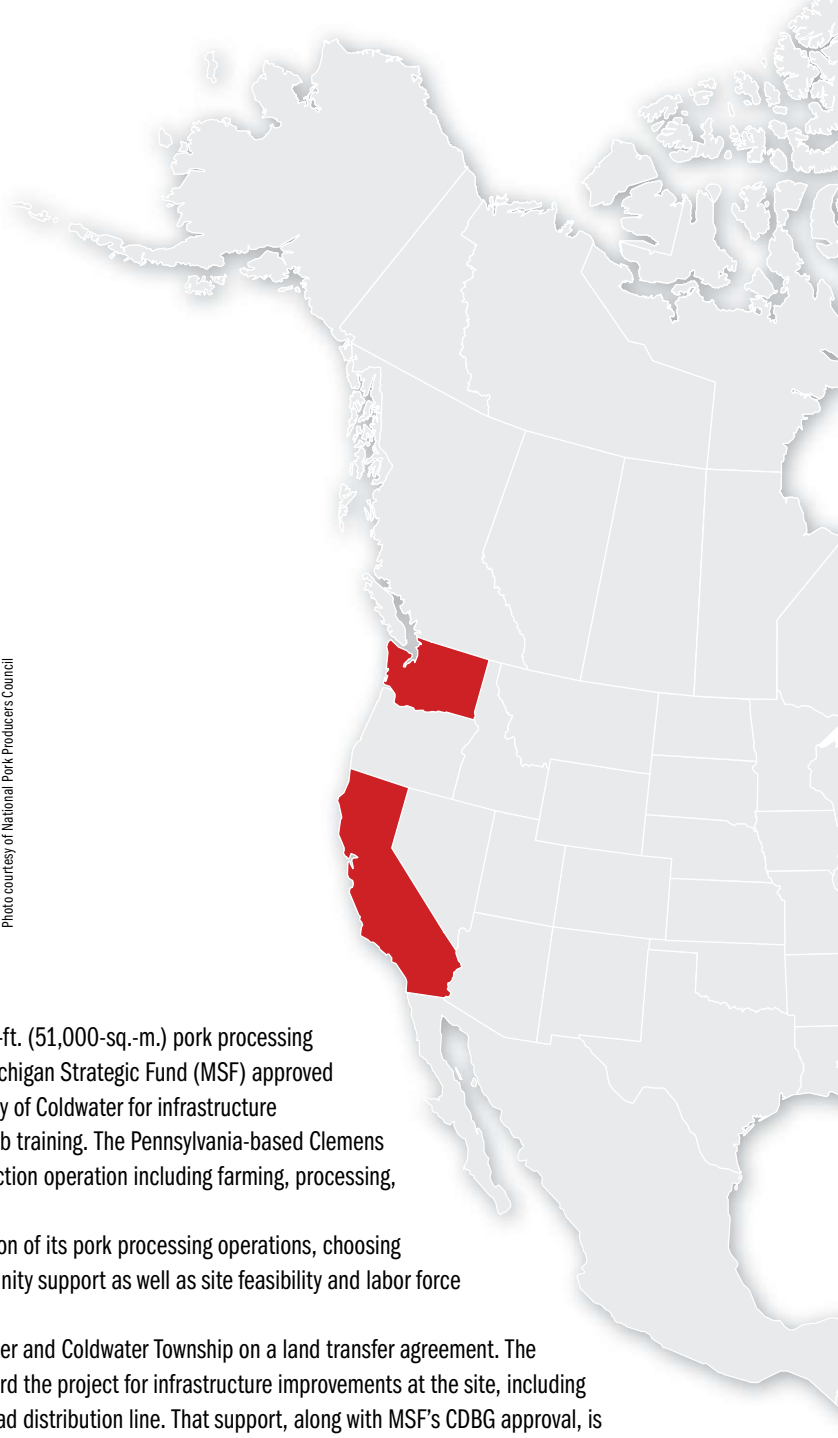
START-UP NY is making it easier than ever for businesses to grow in New York. With no taxes for 10 years, access to world-class university resources, an international transportation network, and a skilled workforce from the most top-tier universities in the country, your clients have the resources they need to build their business UP.

Find out if your client's business qualifies at
startup.ny.gov

START UP NY

by PATTY RASMUSSEN
patty.rasmussen@siteselection.com

Photo courtesy of National Pork Producers Council



Coldwater Goes Whole Hog

Clemens Food Group is investing $250 million in a new, 550,000-sq.-ft. (51,000-sq.-m.) pork processing facility in Coldwater, Mich., that will create about 800 jobs. The Michigan Strategic Fund (MSF) approved $12.5 million in Community Development Block Grant funds for the City of Coldwater for infrastructure improvements, land acquisition, workforce development and on-the-job training. The Pennsylvania-based Clemens Food Group is a sixth-generation, family-owned integrated pork production operation including farming, processing, transportation and logistics. The company has 2,200 employees.

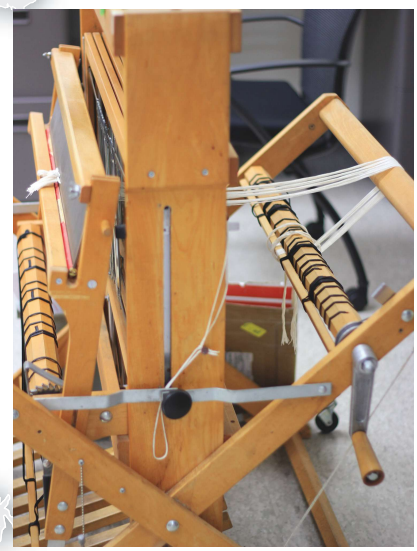
Clemens considered both Michigan and Ohio for a Midwest expansion of its pork processing operations, choosing Michigan for the location of the facility based on the state and community support as well as site feasibility and labor force preparedness.

A key to the success of the project was the collaboration of Coldwater and Coldwater Township on a land transfer agreement. The transfer will allow the City of Coldwater to contribute $4.5 million toward the project for infrastructure improvements at the site, including water and sewer main extensions and a new municipal electric overhead distribution line. That support, along with MSF's CDBG approval, is part of an overall package of local and state support that will total $55 million. This also includes nearly $16 million in tax savings as a result of the recently approved personal property tax reform.

Subaru's corporate headquarters has been in New Jersey since 1969. Photo courtesy of PRNewsFoto/Subaru of America, Inc.

Twice as Nice

Subaru of America, Inc., one of the fastest-growing automobile companies in the US, will double the size of its Cherry Hill, N.J., headquarters at a new facility in nearby Camden. More than 500 employees and contractors in sales, marketing, service and administration will move to the new location. "We are very excited to be moving this project forward as we seek to bring all our corporate employees together on one site, in a first-class facility," said CEO Tom Doll. The 250,000-sq.-ft. (23,225 -sq.-m.) facility is slated to be completed by the end of 2016 or early 2017, pending approval from the New Jersey Economic Development Authority.



A loom helps TE Connectivity's new Wearables Lab experiment with developing new solutions for state-of-the-art wearable products that require embedded electronic systems in textiles. Photo courtesy of TE Connectivity

You're Wearing That?

Switzerland-based **TE Connectivity** opened the TE Wearables Lab in Menlo Park, Calif., in November 2014. The company focuses on creating wearable technologies in the consumer, medical, industrial and defense sectors. TE's team of engineers, scientists and customers will use the new lab as a collaboration center during the design process. "Providing our customers with a Wearables Lab allows us to enhance our role as a strategic partner," said James O'Toole, president of Consumer Solutions for TE Connectivity. "We seek to truly iterate and collaborate – engaging earlier in the process – to support customer innovation with the goal of delivering the best antennas, smart connectivity solutions and sensors." The TE Wearables Lab team is also exploring innovations around wireless power and conductivity across textiles, plastics and other materials.

Guess They Like the Coffee

Photo by Soo Jones-Kelley

Online and mobile real estate marketplace **Zillow, Inc.** is expanding its national headquarters in an iconic building in downtown Seattle. The company will occupy five additional floors in the Russell Investments Center, providing an additional 113,470 sq. ft. (10,541 sq. m.) of office space. With the expansion, Zillow will become the largest tenant in the 42-story building. "This is an exciting time at Zillow," said Spencer Rascoff, the company's CEO. "We continue to hire the best and brightest to support our record growth. At the same time, we've maintained our startup-like culture where we think big, move fast and everyone has an impact." The company employs more than 1,100 people nationally, with 750 at the Seattle headquarters. Zillow currently has more than 120 open positions in Seattle.

Photo courtesy of Nashville Convention & Visitors Corp.

'Nashville Prevailed'

Bridgestone Americas announced plans to relocate the company's headquarters to a newly constructed facility in downtown Nashville, expected to be completed in mid-to-late 2017. The 514,000-sq.-ft. (47,452-sq.-m.), 30-story building is valued at $232.6 million and will create 607 new jobs in Davidson County. The headquarters will combine employees from its current Nashville location as well as three business units located out of state. "We received world-class receptions and very competitive offers from several major cities," said Gary Garfield, CEO and president of Bridgestone Americas. "At the end of the day, Nashville prevailed. The city offers a great quality of life and low business costs, with a reasonable cost of living for our teammates. Locating here makes perfect sense, given Bridgestone's existing strong presence in and deep ties to Nashville and Middle Tennessee."

COUNTY OF
SAN BERNARDINO
ECONOMIC DEVELOPMENT AGENCY

Good Works Bear Fruit

In San Bernardino County, Calif., access to skilled labor leads to multiple company expansions.

by RON STARNER
ron.starner@siteselection.com

Well-trained, experienced workers are the principal reason behind the expansion of several manufacturing companies in San Bernardino County, Calif., according to the corporate executives presiding over the recent investment decisions.

From aircraft components to casual outdoor furniture, the products being made in places like Apple Valley and Ontario are being fashioned by some of the best talent found anywhere in Southern California, these business leaders say.

Roberto Brand, president of aerospace parts manufacturer Telexca Inc., says that "we now have about 40 skilled technicians in composites for aircraft. We have managed to recruit and train technicians very well. Our customers have been very impressed that we can make the products in question at high quality and at a very competitive price."

Nearly two decades after first opening his own small shop in a leased 1,000-sq.-ft. building in Hesperia, Brand now operates Telexca out of a 21,000-sq.-ft. facility in Apple Valley. He is planning to add another 10,000 sq. ft. and hire additional skilled labor in 2015.

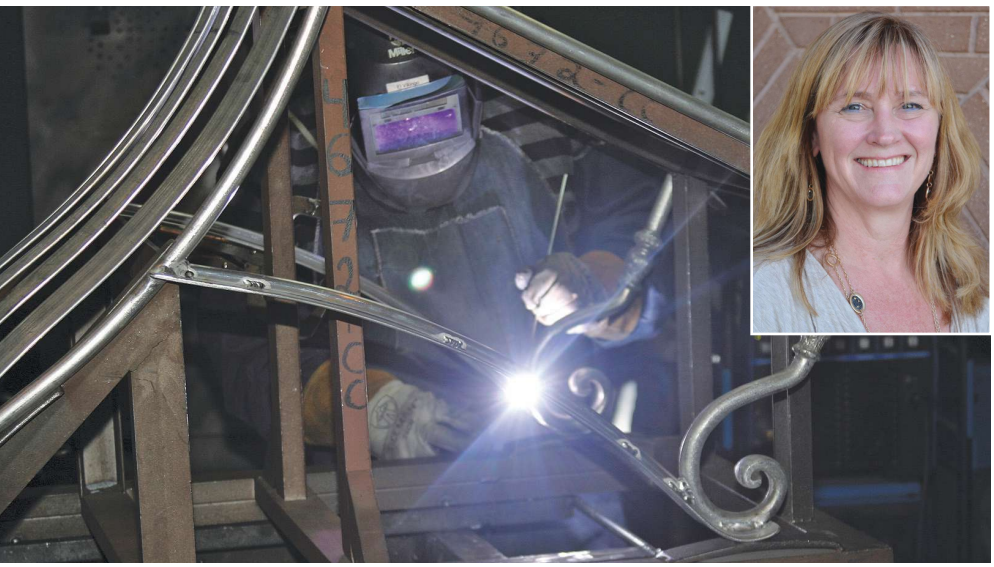
"It has taken us about 20 years to get to be known by the major companies," says Brand, who "retired" in 1993 as manager of materials and process lab for Hughes in Fullerton, Calif., before launching Telexca. "We are now doing business with four major tier-one suppliers in the aerospace industry."

Brand says he is proudest of the fact that "there has never been a problem of us being in compliance with the FAA. We have been surveyed by Pratt & Whitney and others. They approve of our methodology."

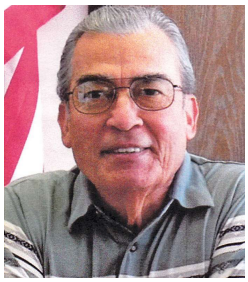
The results are people-driven, Brand says. "We make an investment with our people, and that investment pays off long-term. All of this really goes back to the community. It gives us a very high comfort level to know that we are located in just the right place. We don't have to worry about the source of our future workers. We know where they are and we know we can train them."

Furniture Maker Hits Paydirt

Terri Lee Rogers, president of OW Lee Company Inc., says that



Terri Lee Rogers (inset), president of outdoor furniture maker OW Lee, says San Bernardino County is "probably one of the best places to manufacture in all of California."
Photo courtesy of OW Lee Company Inc.



"It gives us a very high comfort level to know that we are located in just the right place. We don't have to worry about the source of our future workers."

— **Roberto Brand**, *president of Telexca Inc.*

access to a qualified workforce in San Bernardino County has enabled her outdoor furniture company to grow in Ontario.

"Access to a good workforce is a key factor behind our success here," she says. "Labor is important. Costs are good here too. We are able to run our business profitably within the state of California due to our location in Ontario."

OW Lee was founded in Pasadena in 1947 and moved to Azusa in 1961 before ultimately relocating to Ontario in 1991. The company currently employs 140 people and occupies 97,000 sq. ft. but plans to purchase an additional 57,000 sq. ft. for expansion across the street.

"This is a friendly environment for manufacturing," says Rogers. "This is probably one of the best places to manufacture in all of California. Our proximity to workforce, airports and ports, and the availability of affordable land and buildings all make San Bernardino County an attractive environment."

She adds that "airport access here in Ontario is certainly a plus for us. There is a lot of warehousing around here and a lot of access to trucking companies. This is a major transportation and logistics hub for the entire Southern California region. Since the bulk of our business is to the western half of the United States, this is a good shipping point for the western half of the country."

Larry Vaupel, economic development administrator for San Bernardino County, says that employers like Telexca and OW Lee are far from alone in the county. "If there is one word I would use to describe what's happening in our county today, it would be momentum," he says.

"There is almost $2 billion in infrastructure investment that is going on here right now. Companies see that and they are choosing to locate and expand here," says Vaupel. "If these companies already have a presence in California, they get it. The cost of doing business here is much lower than other parts of the state. The Inland Empire and Central Valley have a reputation as where you want to go to find hard workers. In a lot of ways, it has been a blue-collar economy here. That has been one of our strengths."

Larry Vaupel, economic development administrator, San Bernardino County

Vaupel says a competitive cost of living attracts employers to the county. "The affordability of San Bernardino County is a selling point," he notes. "Elsewhere in California, you need to make $96,000 a year to afford a nice house. It takes far less than that to afford a comfortable home in San Bernardino County." Vaupel added that a homebuyer in San Bernardino County would pay about $1,172 per month for housing costs, compared to $2,347 in Los Angeles County and $3,088 per month in Orange County, according to a 2014 Beacon Economics IE Economic Forecast.

URS Expands Big in Barstow

Employers are taking notice, he adds. "URS Corp. just landed out in Barstow. They are recruiting and hiring 485 mechanics. They service heavy equipment and body armor for military contracts. Those jobs pay $21 an hour."

URS, which just won a multi-million-dollar defense contract at the Marine Corps Logistics Base in Barstow, will also be hiring welders, auto body repair personnel, electronics technicians, automotive painters and material coordinators.

"We are delighted with the support we are receiving from the San Bernardino County Workforce Investment Board to help us find the qualified staff we need," said Toby Bristow of URS.

Vaupel adds that "our workforce is 900,000 people. There are states that don't have a workforce that size. Our big advantage, however, is that we help employers train their employees on the job. We see our role as partnering with those industries to make sure that they have the best and brightest workforce possible."

Retaining that workforce within the county has been the key, he notes. "Only 30 percent of our workers now commute to jobs outside the region, which means that about two-thirds of them now stay here for gainful employment," he says. "That has been huge for companies doing business here." ▼

This Investment Profile was prepared under the auspices of the San Bernardino County government. For more information, contact Larry Vaupel at 909-387-9801 or by email at Larry.Vaupel@eda.sbcounty.gov. On the Web, go to www.sbcountyadvantage.com.

by PATTY RASMUSSEN
patty.rasmussen@siteselection.com

Swing Wide the Gates

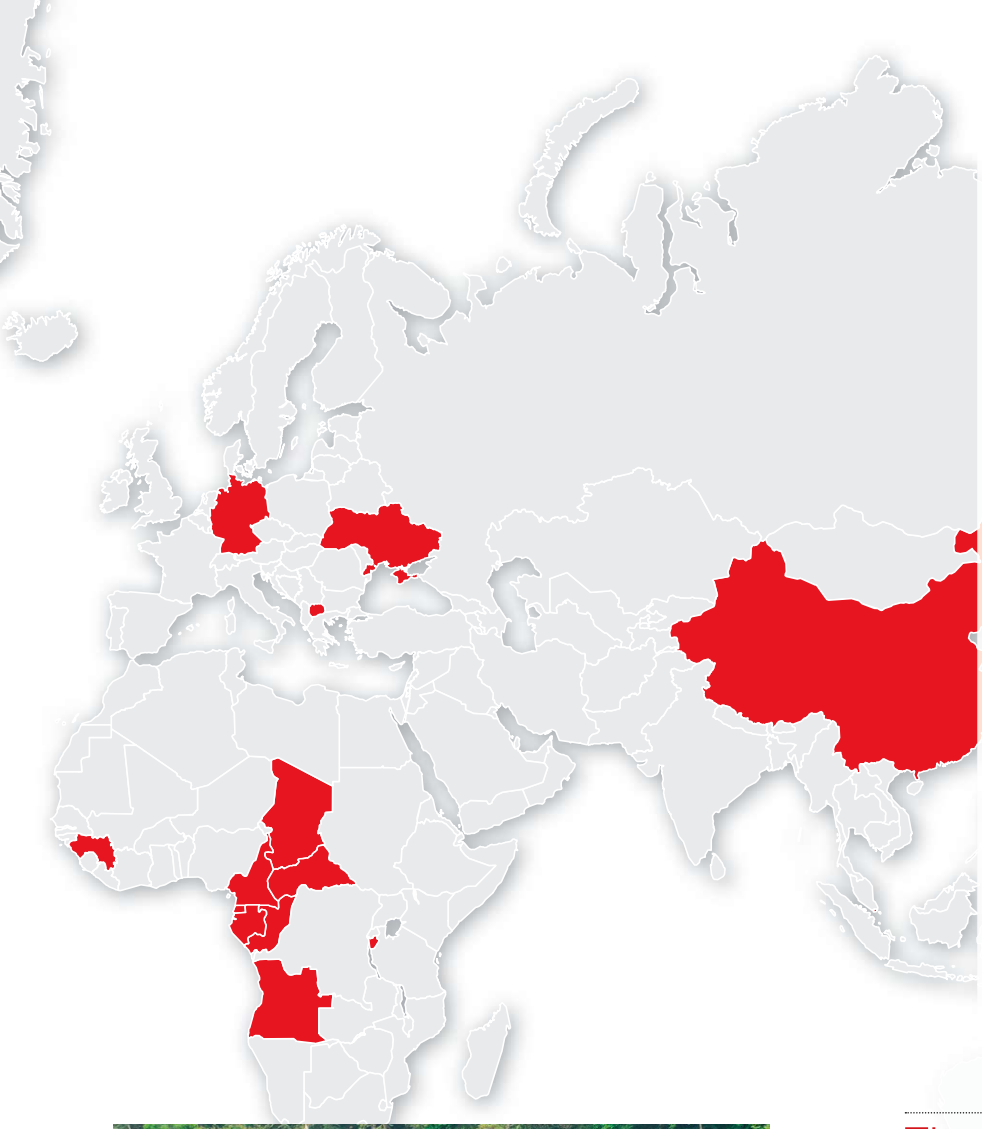
Installation of the first steel rolling gate on the Atlantic side of the Panama Canal marks a major milestone in the massive expansion project. "This year, the Expansion Program completed several milestones towards the completion of the project," said Panama Canal Administrator Jorge L. Quijano. "The Expansion will double our tonnage capacity and reinforces our continual commitment to provide greater service to our customers." The enormous steel structures weigh an average of 3,400 tons, though gates vary in size depending on their location, Pacific or Atlantic, and their position on the locks chambers. The tallest of the gates is the equivalent of an 11-story building. All gates should be installed by mid-2015.

Photo courtesy of Panama Canal Authority

Globant is the Latin American leader in the creation of innovative software products that appeal to global audiences.
Photo courtesy of Globant

A Latin American Leader

Technology services company **Globant** recently expanded into Peru, opening a development center in Lima. The new expansion allows the company to improve its customer portfolio and better serve customers in the region. "We chose Peru due to the outstanding growth it has shown during the past years," says Martín Umaran, Globant co-founder and chief of staff. "Lima has become a remarkable business center in the region. This center proves that world-class software products can be built by putting together global teams, and by understanding that geography today isn't the predominant factor to take into account." Globant also has 25 other offices in cities from Argentina, Uruguay, Brazil, Colombia, and the US. The company was one of three tech companies chosen to help develop Scholas.Social, a unique online education project promoted by Pope Francis when he was still the Archbishop of Buenos Aires.



Deutsche Post DHL is acquiring StreetScooter, a maker of electric vehicles. Photo courtesy of Deutsche Post DHL

Scooting Around

Deutsche Post DHL, the world's leading postal and logistics group, is acquiring **StreetScooter GmbH**, a former start-up developing affordable electric vehicles. Deutsche Post DHL also plans to acquire development and production rights to StreetScooter, which is a spin-off of RWTH Aachen University and a consortium of 80 industrial companies in the automotive industry and related sectors. The company makes its home at the former Talbot/Bombardier plant in Aachen and has 70 employees. Twenty electric vehicles have been part of a pilot project providing carbon dioxide-free deliveries in Bonn, Germany, corporate home to Deutsche Post DHL. The company intends to convert its entire Bonn operations, mail and parcel, to electric by 2016.

Banking on the Green Economy

The organizers of the Conference of Ministers of the Economic Community of Central African States have established the Fund for the Green Economy in Central Africa (FEVAC). The move is a significant step forward in restructuring the Central African economy based on natural resources with a particular emphasis on the timber industry.

A $3 million contribution from the Democratic Republic of Congo will seed the fund. "Today, for the first time, Central Africa has placed the environment within the core economic structure of the countries in the region," said Dr. Honoré Tabuna, Biodiversity Valuation and Environmental Economics expert and the conference coordinator. "We are finally reaching the final stages and practical implementation of a process that began in Rio in 1992. We must now talk about the economy in order to establish a new balance of sustainable development based on a green economy in Central Africa."

That's Cool ... or Warm

Gentherm, a global leader and developer of innovative thermal management technologies, is expanding its production capacity in Europe. The company is building a new manufacturing facility in the southwestern Macedonian city of Prilep. Gentherm develops and produces seat comfort technology for automotive companies. The first phase of the facility will be approximately 65,000 sq. ft. (6,038 sq. m.) and is tentatively scheduled to begin production in late 2015. The plant is expected to create 1,000 jobs when it's at full capacity.

Gentherm thermal storage (cool bin), part of the company's thermal convenience product line.
Photo courtesy of Gentherm

Gentherm has manufacturing facilities in Ukraine, Mexico, and Langfang and Shenzhen, China. The new plant will have room for expansion. "We have a very strong specialty cable business in Europe that continues to grow," said Daniel R. Coker, president and CEO of Gentherm. "We believe that the country of Macedonia provides us with a competitive environment to further pursue our ambitious growth plans in Europe, and elsewhere in the world."

Riding the Winds of Daejeon's Robust Business Climate

Advances of science and technology will turn the dynamic city into a hub for investment opportunities.

Northwest Asia has emerged as the center of business and technological research and Daejeon is Korea's new hub city. The city boasts its reputation as not only the mecca of science and technology but also the home to the largest research and development (R&D) center in Korea. Daejeon is gaining a global reputation for its business-friendly environment and strategic position.

Daejeon has been selected as a qualified city for investment by JCR international Credit Rating Evaluation for twelve consecutive times and has received an Aa3 from Moody's International Credit Evaluation. The city is the right place to invest with its highly-skilled workforce, special grants and recruitment support for new businesses and a cutting-edge distribution infrastructure.

Known as the Silicon Valley of Korea, Daejeon is where the Daedok Innopolis is situated. The Daedok Innopolis, the leading R&D cluster in Korea, was founded in 1974. It has 30 government-funded research institutions, 19 universities and about 400 corporate-affiliated research institutes. It accounts for 15 percent of Korea's total R&D investment. It also has R&D centers of Samsung Electronics, LG, the Electronics and Telecommunications Research Institute and the Korea Aerospace Research Institute.

Daejeon has a population of over 1.5 million and import and export volume of more than USD 7 million annually. The city is expanding at a rapid pace and its workforce is one of the strongest in Korea. Daejeon produces about 35,000 graduates annually, in which 12 percent of their research workforce has doctorates in natural science and engineering.

The researchers specialize in sectors including nanofabrication, biotechnology, nuclear fusion, telecommunications, mechanical engineering, fuel cells and robotics.

The relocation of ten major government ministries and agencies in 1998 also helped to simplify the investment processes. There are currently eleven national administrative agencies in Daejeon, the city of administration. The cluster of government agencies provides swift support for businesses. It offers one-stop services for various licensing of foreign-invested companies as the central administrative institutions can provide all kinds of business support.

Daejeon has excellent logistics and business infrastructure, which are proven by its competitive business environment and the number of venture companies. The city also supports startups and small and medium-sized companies with funds, purchase contracts and technology accreditation.

Daejeon attracts companies with its business-friendly tax system. The city provides tax deductions and exemptions for the first five years of business to high-tech companies, industrial support service providers and exclusively-owned foreign companies.

Cash grants support land and equipment purchases, construction, hiring and training employees and expenses for the installation of basic facilities. The city helps companies and individuals to thrive in the excellent business environment.

Daejeon residents have a high-quality of life with its multilingual medical services, attractions including the O-World Theme Park and outdoor activities, such as Yuseong Hot Springs, Daechung Lake and the Daejeon

International Science Business Belt to be established as the base of the Korea's creative economy by 2021. Heavy ion accelerator will be launched and a high-tech district will be established with a purpose of creating a high-quality living environment and a creative economy ecosystem of the Republic of Korea.

Bird's-eye-view of ISBB (International Science Business Belt) Core District / Silicon Valley of Korea

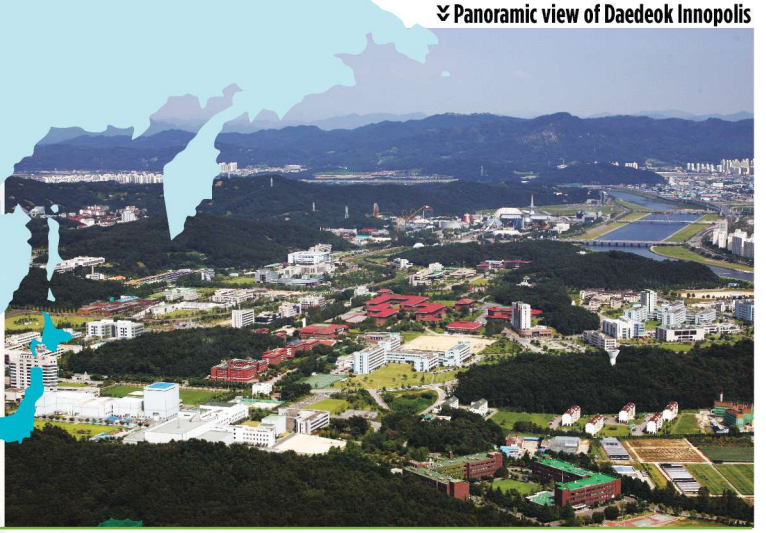
Arts Center. Daejeon is also the hub of transportation as it is located at the center of Korea and is at the crossroads of several major transportation routes.

Global technology companies are increasingly drawn to Korea. Microsoft, Google and Samsung Electronics have invested in cities near Daejeon as more businesses seek to take advantage of the city's abundant science and technology clusters and skilled workforce. It also offers employment support center management and a customized human resource program for high-school graduates.

Daejeon will lead the future of science and technology in Korea as it seeks to take an innovative approach for businesses, researches and technological advancements.

Attracting businesses with strong plans for the future, Daejeon will become a science and technology leader and a hub for investment opportunities.

Panoramic view of Daedeok Innopolis



DAEJEON METROPOLITAN CITY

LOCATION: DAEJEON IN NORTHWEST ASIA, KOREA

$3,341 mil
IMPORTS
EXPORTS
$4,030 mil

AREA:
540KM²

POPULATION
1.45mil

800,000
ECONOMICALLY ACTIVE POPULATION

DAEJEON
METROPOLITAN CITY

CONTACT:
+82 42) 270-1900
investdj@korea.kr

ILLINOIS ☆ INDIANA ☆ IOWA ☆ MICHIGAN ☆ MINNESOTA ☆ NEBRASKA ☆ NORTH DAKOTA ☆ OHIO ☆ SOUTH DAKOTA ☆ WISCONSIN

Congratulations to THE BEST OF THE MIDWEST

MIDAMERICA ECONOMIC DEVELOPMENT COUNCIL

2014 ANNUAL ECONOMIC DEVELOPMENT AWARD WINNERS

Large Division winners - marketing budgets over $100,000
Small Division winners - marketing budgets under $100,000

ANNUAL REPORT

Iowa Lakes Corridor Development Corp. - Iowa Lakes Corridor Annual Report 2013
Spencer, IA (Small Division)

Madison Region Economic Partnership - 2014 State of the Madison Region Report
Madison, WI (Large Division)

BUSINESS RETENTION & EXPANSION

Iowa City Area Development Group (ICAD) - Making Iowa City and Iowa's Creative Corridor a Hub for Workplace Culture – Iowa City, IA (Small Division)

Rockford Area Economic Development Council - 2013 Voice of the Customer Summary Report
Rockford, IL (Large Division)

MARKETING PROGRAM

APEX (Area Partnership for Economic Expansion) Data Center Attraction Strategy
Duluth, MN (Small Division)

Wisconsin Economic Development Corporation - Wisconsin Video Brochure
Madison, WI (Large Division)

WORKFORCE DEVELOPMENT

Iowa Lakes Corridor Development Corp. – Manufacturing Workforce Training
Spencer, IA (Small Division)

The Mid-America Economic Development Council is a multi-state association dedicated to being the leading resource for education, making connections, and sharing best practices for economic development professionals.

For more information about The Mid-America Economic Development Council, please visit midamericaedc.org

Follow us on Twitter! and Linkedin!

ASEAN's Optimal Principal Hub Location

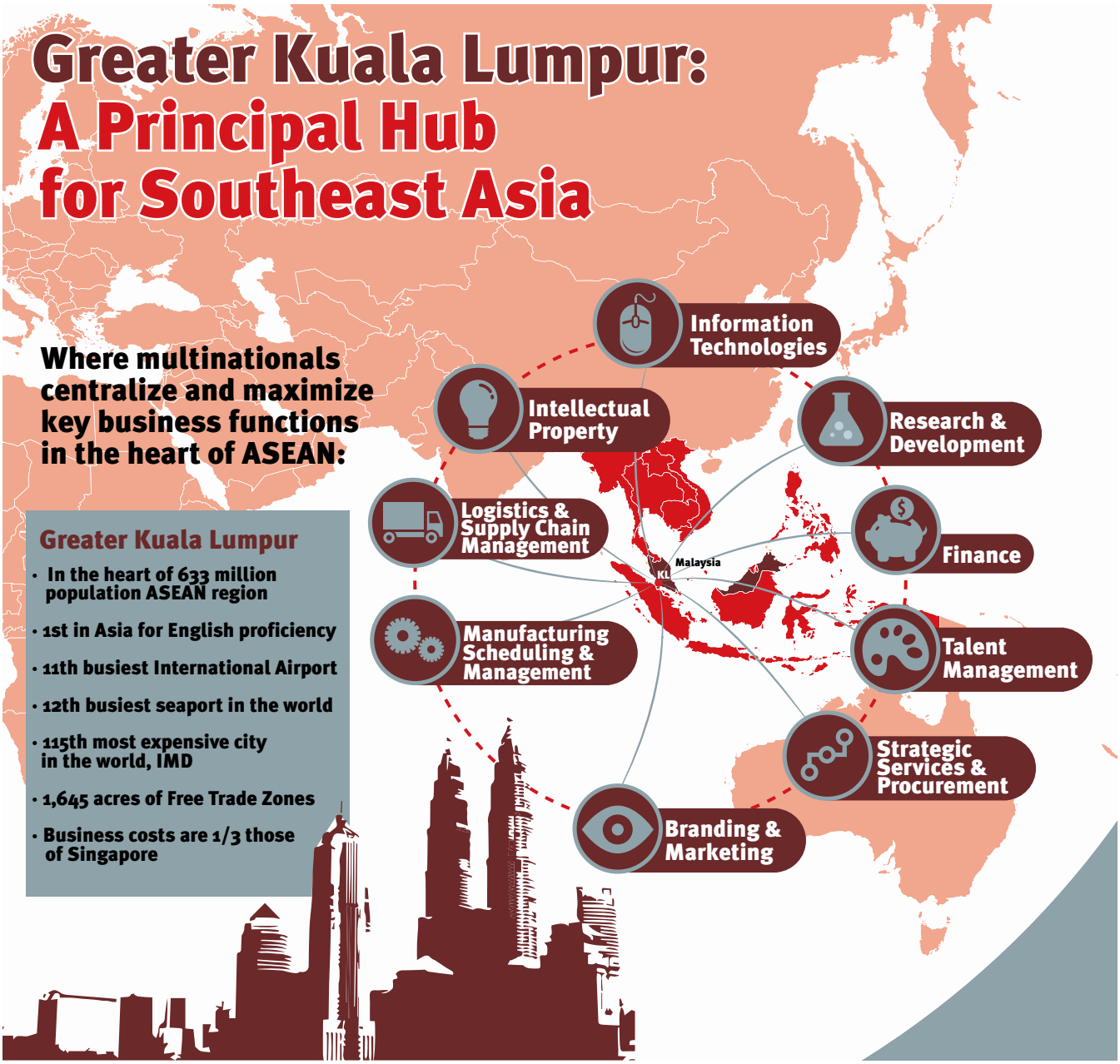
by MARK AREND
mark.arend@siteselection.com

Multinational companies (MNCs) look for several key factors when seeking the ideal location in which to establish a regional base of operations. Among these factors are access to market; global connectivity; talent availability for strategic industry sectors; cost competitiveness and an investor-friendly business climate.

Rarely can all these be found in one place. But when they can be found simultaneously, much more is possible

Greater Kuala Lumpur: A Principal Hub for Southeast Asia

Where multinationals centralize and maximize key business functions in the heart of ASEAN:



Greater Kuala Lumpur

- In the heart of 633 million population ASEAN region
- 1st in Asia for English proficiency
- 11th busiest International Airport
- 12th busiest seaport in the world
- 115th most expensive city in the world, IMD
- 1,645 acres of Free Trade Zones
- Business costs are 1/3 those of Singapore

than merely a regional operations center or headquarters. Greater Kuala Lumpur, Malaysia's capital, is a case in point for a competitive Principal Hub location.

Principal Hub is a centralized base for conducting regional and global businesses and operations. It manages, controls, and supports key functions including management of risks, decision making, strategic business activities, trading, finance, management and human resources.

MNCs establish Principal Hubs to minimize replicating models, and improve quality and speed at a lower cost. By centralizing strategic global/regional intangibles, functions, activities and risks, and their associated revenue streams, a Principal Hub provides better sharing of resources, services (such as management, R&D, payroll, accounting, logistics and quality control), technology and commercialization of products, as well as a platform for further centralization of activities by virtue of natural business evolution or acquisition.

"We see many companies in various sectors, from Consumer Goods to Oil and Gas, establishing Principal Hubs to improve their supply chain, their margins and their efficiency", says the CEO of InvestKL, Mr. Zainal Amanshah. "Companies from the US and Europe are looking to restructure, to take advantage of the many benefits a Principal Hub can deliver, including opportunities for consolidation, resource and services sharing, cost optimization and tax and financial advantages".

Greater Kuala Lumpur as a Principal Hub Location

Greater Kuala Lumpur is a unique National Key Economic Area (NKEA) in Malaysia's Economic

Transformation Programme (ETP) — a comprehensive effort that will transform Malaysia into a high-income nation by 2020, as it has a geographical focus rather than the industry focus of the other 11 NKEAs. Being the pillar and engine of the nation's economic growth, the capital city of 7 million population contributes RM190 billion (US$60 billion), 30 percent of Malaysia's gross national income (GNI).

Greater Kuala Lumpur's value proposition as a Principal Hub is clear: a strategic location at the heart of fast-growing ASEAN with access to 630 million population and a GDP growth rate of 5 percent to 7 percent; global connectivity facilitated by superior infrastructure such as the 12th busiest port in the world — Port Klang and 11th busiest airport in ASEAN by international passenger traffic — Kuala Lumpur International Airport (KLIA); a strong talent pool with high English proficiency; a competitive cost of doing business and inexpensive cost of living, providing an affordable quality lifestyle; and a competitive tax regime and ease of doing business supported by a pro-business government.

"A strong ecosystem and cost go hand in hand as a location of choice for a Principal Hub. If we have a very strong cost proposition but not a very good ecosystem, then it does not work. If we have a good ecosystem but it is not an affordable location, then it is still not a good solution. It is the combination of the two that will produce dynamic results," says Zainal.

To make the capital city more compelling as ASEAN's base of operations, a new customized Principal Hub incentive was recently announced in Malaysia's Budget 2015 to complement Greater Kuala Lumpur's strengths as the region's top investment destination.

"The new incentive was developed in recognition of changing regional headquarters trends, global supply chain models and also with the upcoming ASEAN Economic Community (AEC) in mind." Zainal believes the new Principal Hub incentive will attract more MNCs to Greater Kuala Lumpur, which will not only catalyze greater economic activity, but will also generate high-value employment for Malaysians with regional management responsibilities. Small- to medium-sized enterprises (SMEs) will also stand to benefit from the flow-over business opportunities

FIVE WAYS GREATER KUALA LUMPUR IS A PRINCIPAL HUB

ACCESS TO MARKET

- Greater Kuala Lumpur, Malaysia, is in the heart of the ASEAN region of 633 million people and is equidistant between China and India, making it an ideal entry point for companies doing business in Asia's two largest markets.
- ASEAN has a GDP of $2.3 trillion and is experiencing more than 5% economic growth.
- Malaysia, taking over the ASEAN chairmanship in 2015, is considered to be one of ASEAN's most politically and economically stable economies.

INFRASTRUCTURE AND CONNECTIVITY

- KLIA is the world's 11th busiest international airport, serving 35 million passengers per year
- Flights to 100 cities worldwide
- The world's 28th busiest airport by cargo traffic
- The Port Klang seaport, 12th busiest port in the world, is linked to 300 ports globally by 39 operators.
- Greater Kuala Lumpur has more than 1,600 acres of Free Trade Zones and 2.7 million s.f. of warehouse space.

TALENT AVAILABILITY

- Greater Kuala Lumpur produces 110,000 graduates annually from various disciplines, including engineering, finance and business administration.
- A third of Malaysia's new graduates move to Greater Kuala Lumpur upon graduation.
- Great Kuala Lumpur has 39 public and private universities.

COST COMPETITIVENESS

- Significantly lower office rental rates than Hong Kong and Singapore
- Talent can cost one third to one half what it would cost in comparably sized metros.
- Kuala Lumpur's cost of living is ranked 115th globally, making it an affordable location for expats and local employees.

COMPETITIVE TAX REGIME

- Malaysia offers a wide array of competitive tax incentives.
- Other markets have comparable or lower tax rates, but those are offset by higher business costs.
- 72 Double Tax Agreements to mitigate cross border taxation.

"Companies from the US and Europe are looking to restructure, to take advantage of the many benefits a principal hub location can deliver, including opportunities for consolidation, resource and services sharing, cost optimization and tax and financial advantages."

—**Zainal Amanshah**, *CEO, InvestKL*

Kuala Lumpur Metropolis will redefine the city's role as a nerve centre location for ASEAN.

and transfer of knowledge or technology via collaboration efforts with the MNCs.

Partner in Prosperity

MNCs will find a highly cooperative partner in InvestKL. InvestKL is a special purpose investment promotion agency mandated to attract top MNCs to locate their Principal Hubs or regional headquarters in Greater Kuala Lumpur. They adopt a consultative approach to provide end-to-end facilitation services to MNCs interested in using the capital city as their regional base of operations.

Since its inception in mid-2011, InvestKL has assisted 45 MNCs establish their regional operations in Greater Kuala Lumpur. These include AECOM, Cargill, Darden, International SOS, Linde, Saipem, Schlumberger, Worldline by Atos and Zurich Insurance.

"Today, we are targeting high-value investments focusing on value-added services, intellectual property and innovation, moving up the value chain from manufacturing to services," says Zainal. The MNCs that are in Greater Kuala Lumpur today, looked at the city's fluid business ecosystem and cost-competitive factor as advantages compared to other cities in the region.

Business consultancy Mercer ranks Kuala Lumpur 115th in its 2014 Cost of Living Survey, making that measure a clear differentiator from potentially competitive markets in the region, like Hong Kong, which Mercer ranks the 3rd most expensive, Singapore (4th) and Shanghai (10th).

Office rental rates are approximately a quarter those of Singapore and an eighth of Hong Kong's. Also, the talent cost remains competitive with 110,000 new graduates annually from 39 local universities in the city.

Greater Kuala Lumpur is providing a platform for MNCs in ASEAN and as the launch pad across the region and beyond, proving itself as a competitive Principal Hub and regional headquarters location. Much more is possible today in Greater Kuala Lumpur as a regional base of operations than ever before. ▼

This Investment Profile was prepared under the auspices of InvestKL Corporation. For more information, visit www.investkl.com or email info@investkl.gov.my.

TEJON RANCH
COMMERCE CENTER

THE CALIFORNIA THAT WORKS.

Kern County's Tejon Ranch Commerce Center

Industrial Sites from 1 to 280 Acres
For Sale - Lease - Build-to-Suit

Access to more than 39 million consumers for next day delivery service.

Fully-entitled for development up to 20 million sq. ft.

104,000 labor force within 30 minutes drive

Dual port access to LA/Long Beach and Oakland. Provides supply chain risk mitigation.

Suitable for successful E-commerce fulfillment facility

Lowest warehouse wage rates among Southern California regions.

Lowest shipping costs among Southern California regions to both the 5 and 11 western states.

FTZ Kern County's only active Foreign Trade Zone

Tejon Ranch Commerce Center
Tejon Ranch, California

Cory Restad
(661) 663-4249
crestad@tejonranch.com

TejonCommerce.com

Saxony-Anhalt – Fast Emerging Hotspot for International Investors

Saxony-Anhalt is Eastern Germany's leading investment location for FDI. This is the result of a recent study by Ernst&Young. Hartmut Möllring, Saxony-Anhalt's Minister of Science and Economic Affairs, states: "Saxony-Anhalt is still, and has been since many years, highly popular with foreign investors. One reason for this is the excellent transport infrastructure right in the middle of Europe; road, rail, water, air. Also the business related training in our universities is very sought after." Also the fact that Saxony-Anhalt offers one of the highest funding rates in Germany contributes to the state's success.

In December, the internationally acting Befesa group brought a new smelting work for the recycling of aluminium into operation. Befesa's investment in Bernburg was about US$ 37.7 million and is creating 60 new jobs. "The siting of Befesa as a result of the activities by the US-based company Novelis here in Saxony-Anhalt is an example of the region's development to a location where global companies form networks and expand value chains," explained Dr. Carlhans Uhle, Managing Director of IMG — the Investment and Marketing Corporation of Saxony-Anhalt, which had supported Befesa during the investment. "As the economic development agency for the region, we provide individually tailored consultancy for the siting of new businesses — from the project idea to the start of production," Uhle says.

Other major FDI of 2013/2014 include:

T-Systems, Deutsche Telekom's corporate customer arm, has opened the campus for the largest cloud data center in Germany in Biere near Magdeburg. It will also be one of the largest in Europe. The data center operates under the strictest security measures in response to an increasing demand for secure cloud services. In September, T-Systems and Cisco announced a strategic partnership agreement. T-Systems will market the European customer part of the global Intercloud platform for Cisco from Biere.

US company **Sitel**, a global provider of customer support services, opened a new branch in Magdeburg creating about 400 jobs and announcing further growth. "We have made good experiences here in the last years and cooperated excellently with politics and economy," said Christian Steinebach, managing director of Sitel in Germany, Eastern Europe and the Netherlands.

US **AGCO Hohenmölsen GmbH** expanded its production site investing US$ 19 million in the development of a center for manufacturing tractor components. 65 jobs were created.

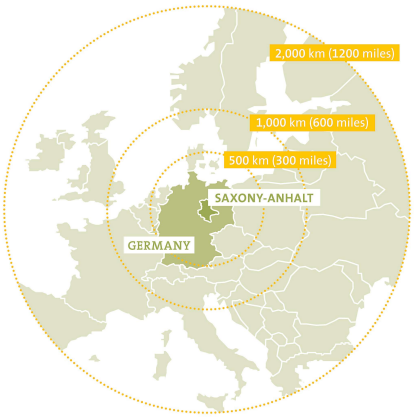
Iranian **Technoguss Tangerhütte** expanded its production site for raw castings for gear units and valves. The company invested about US$ 1 million into two new core shooter machines to increase the production from 10,000 to 15,000 tons per year.

T-Systems, Deutsche Telekom's corporate customer arm, has opened the campus for Germany's largest cloud data center near Saxony-Anhalt's state capital Magdeburg. ©T-Systems International / Bernd Liebl

Gummiwerk Schönebeck, which is part of the Russian Donobuv Group, expanded its capacity with the construction of a new production hall. About US$3 million will be invested in the new facility for the manufacture of rubber compounds for shoe production, creating additional jobs.

The Icelandic **Promens Packaging GmbH** opened a new factory in Theessen near Magdeburg for the production of plastic containers. Promens has benefited from the high technical standards of the industrial property, the modern infrastructure and the central location in Europe. "The new site in Theessen provides an entirely new dimension to our internal logistics," explained Dragan Stjepanovic, managing director of Promens Chemical Packaging.

Belgian **Solvay** has invested in a new plant for the production of speciality surfactans in Genthin. 30 jobs were created. "We appreciate the efficient work of the authorities as well as the industry-friendly environment", says Dr. Andreas Meier, Chairman of the Management Board of Solvay GmbH.



Saxony-Anhalt is one of the youngest federal states but looks back on a historically developed competence in leading markets. This made up the economic strength Saxony-Anhalt rebuilt in the last 25 years since the fall of the Berlin Wall. "At least, this wouldn't have been possible without the support of the US," adds Uhle. The United States is still the top foreign investor in Saxony-Anhalt. There are more than 50 US companies in the state. In the last 14 years, funded US companies have alone invested about US$ 600 million in Saxony-Anhalt, creating and saving more than 4100 jobs.

Since 1992, Saxony-Anhalt has supported about 360 investments of foreign companies, which have brought US $ 12 billion and more than 20,000 jobs.

Contact:
Investment and Marketing Corporation
The Economic Development Agency of the German Federal State of Saxony-Anhalt

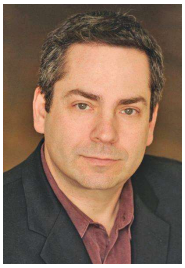
Kristin Gabor
Regional Mgr., North America
Tel.: +49 391 568 99 22
Mobile: +49 170 63 59 452
Email:
kristin.gabor@img-sachsen-anhalt.de

www.invest-in-saxony-anhalt.com

European Commission
European Regional Development Fund
INVESTING IN YOUR FUTURE

Weights and Measures

Respondents to Site Selection's seven questions reinforce some age-old truths: Unique circumstances drive site searches, and usually drive site solutions too.



Steve Weitzner is a principal at Silverlode Consulting, a site selection and economic development consulting firm based in Cleveland, Ohio. Prior to starting Silverlode with Dennis McAndrew, he was the founder and area director of business incentives services for the Lake Erie Area of Ernst & Young LLP, and also helped launch a national site selection and economic development consulting practice for Coopers & Lybrand LLP.

by STEVE WEITZNER
editor@siteselection.com

The results of this year's survey of site selection consultants are an interesting reflection of a complex and diverse industry, especially in the US. One might expect that in a survey of this nature comprising only seven questions, strong patterns and commonalities would emerge; however, this year's respondents seem ready to agree to disagree about almost everything.

The first question sought to gather information about whether consultants work the most with state, regional, county or local economic development officials throughout a project. While the most common answer was the regional level, this garnered less than 40 percent of the responses, with state level and local level being the next most common answers at around 28 percent and 26 percent, respectively.

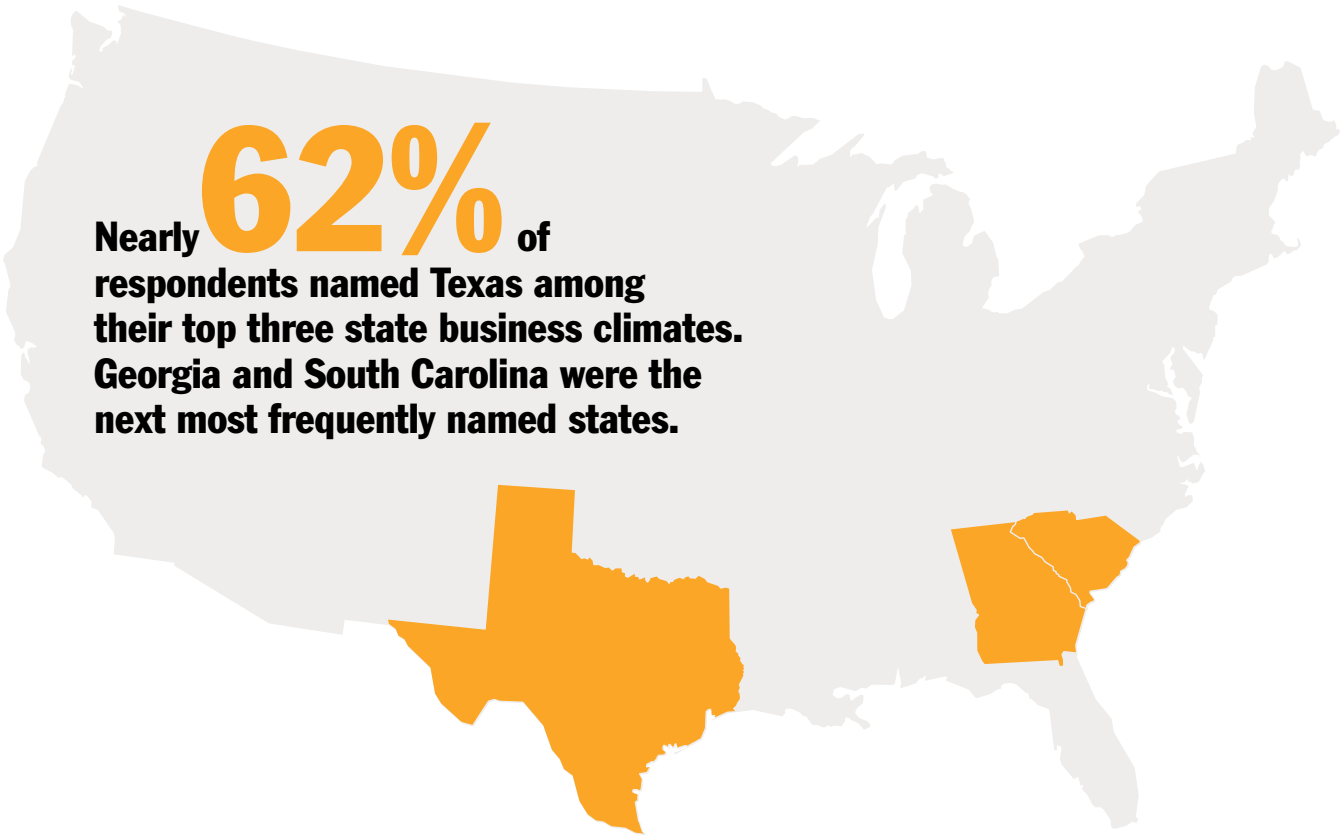
This distribution is not surprising considering the varied approaches to economic development throughout the country. Perhaps more importantly, based on our experience, a highly capable and motivated individual is often the determining factor in who we work with, as opposed to the organizational structure within a geography.

> **"In our experience, the quality of the people matters much more than the structure of the agency."**

The next question in the survey asked about the importance of a state's business climate early in the site selection process. This was the one question about which most of the respondents could agree, with more than 90 percent answering "Very Important" or "Somewhat Important." So we all basically agree that business climate is important — but our agreement ends there.

What is "business climate?" Of the hundreds of responses to this question, the things mentioned as the top two or three elements of business climate can be consolidated into no less than 26 different factors. The most common factors cited relate in some manner to taxes, at nearly 30 percent of the responses. This was followed by labor force, which was the only other factor to achieve double-digit popularity at just over 10 percent. Unions, regulatory environment, incentives, business support and education/workforce development were the next most frequently mentioned elements of business climate.

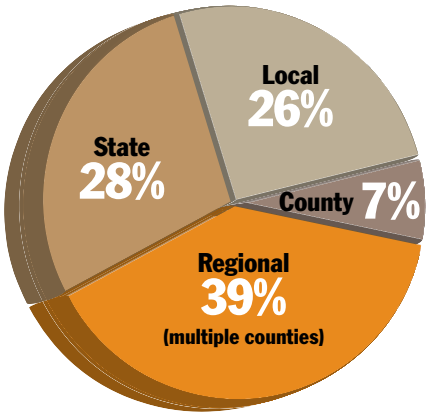
This variability in how professionals in the field define what is important to them when evaluating sites is critical information for economic developers, and demonstrates the main reason we and many other firms are cautious about relying on published rankings of business climates. The relative importance of various location factors can change dramatically from one project to another, and this can impact how consultants think about business climate. Economic developers should ideally get as much information as possible about each prospect, and tailor responses to highlight those



factors which are likely to be weighted the heaviest.

For example, a new manufacturing site project is likely to place more weight on business climate factors such as the labor force and regulatory environment, while headquarters projects generally focus more on elements such as taxes and incentives.

For a typical site selection project, with what level of contact person do you think site selectors usually work the most throughout the project?



Economic developers should not be shy about asking questions and seeking greater clarity on the specifics of a potential project. We are happy to be engaged with the public sector on our projects, as it almost always results in a more efficient and successful process.

Top States and Nations

Participants were asked to name the three states they believe have the best overall business climate. Perhaps no question better illustrates the lack of consensus within the industry, with 35 different states being named among the top three by participants. The state named most often was Texas, with nearly 62 percent of the respondents including it among their top three. South Carolina and Georgia took the next two spots to complete the top three, but several other states were also frequently mentioned, including North Carolina, Tennessee, Florida, Louisiana, and Indiana. Arizona and Virginia rounded out the top 10.

Among these top 10 states, there

Asked which countries abroad "offer the best opportunities for profitable business investments in 2015 and beyond," respondents named Mexico most often, followed by China and Canada.

is almost an even split between those states which have privatized their economic development functions and those which have maintained economic development as a government department. In our experience, the quality of the people matters much more than the structure of the agency. Perhaps not surprisingly, the South and Southeast continue to be perceived as regions with good business climates.

The survey's final question asked which countries abroad "offer the best opportunities for profitable business investments in 2015 and beyond." Consistent with the persistent inconsistency exhibited above, nearly 40 different countries were mentioned in responses to this question. Mexico was the most cited country, with one-third of respondents naming our neighbor to the south. China and Canada were also popular answers, with each being mentioned by approximately one-quarter of the participants. The rest of the top 10 included Brazil, Ireland, India, South Korea, Singapore, the UK and Malaysia.

The results of this year's survey demonstrate that site selection is both an art and a science. We tend to focus on the quantitative elements because they are easier to measure, but the site selection process is strongly influenced by our impressions and perceptions as well. The participants' varied experiences with different industries, types of facilities and geographies are reflected in the results of this survey.

ACCELERATE
YOUR SUCCESS
IN LICKING COUNTY, OHIO

LICKING COUNTY OFFERS THE MOST COMPREHENSIVE COLLECTION OF BUSINESS GROWTH RESOURCES FOR NEW AND DEVELOPING BUSINESSES IN THE MIDWEST.

GROW LICKING COUNTY

DAN EVERS
740.345.9757 EXT. 3
50 WEST LOCUST STREET
NEWARK, OHIO 43055

With a diverse workforce, accessible transportation, exciting financial incentives, an exceptional quality of life and pro-business attitude, it's easy to do business in Licking County, Ohio.

We take a truly collaborative approach to economic development, bringing multiple organizations and individuals together to accelerate your success. The Grow Licking County CIC provides a single, comprehensive resource to help businesses expand or relocate to our area. We are the front door of the community—welcoming development, connecting resources and increasing opportunities.

We invite you to learn more about our pro-business community, diverse inventory of available facilities and our attractive job- and shovel-ready sites.

GROWLICKINGCOUNTY.ORG

Platform for Performance

Already serving a growing range of commercial and industrial firms, FPL continues to help Florida uncover new opportunities.

FPL continues building a stronger more resilient system to ensure better than 99.98-percent reliability, affordable and clean power for its 4.7 million customers.

by ADAM BRUNS
adam.bruns@siteselection.com

Seeking the perfect location? Looking for buried treasure? A map can sometimes lead to both.

Study the map on the facing page and you'll get it. The economic development team at Florida Power & Light Co. in 2013 helped companies in its territory create 11,997 jobs with nearly $15 billion in project investments among 4.7 million customers in a 35-county area of Florida populated by 13.3 million people — more than half the state. They included the HQ move by Hertz to the Greater Fort Myers area; and Northrop Grumman bringing 1,000 jobs to Brevard and St. John's counties.

As of April 2014, 29 companies creating a total of 4,700 new jobs had qualified for FPL's economic development rider (EDR) rate, which requires 25 jobs per 350 kW of new demand.

"Florida has an attractive business climate, and FPL's low electric rates certainly are an important factor," said Bill Foley, president of food distributor Cheney Brothers Inc. as the company constructed a new $100-million distribution center in Charlotte County that will create 300 jobs. "The discount we get from Florida Power & Light is essential."

Companies also have a new FPL tool to employ: A new Commercial/Industrial Service Rate (CISR), designed to attract new, large power users to the state as part of a competitive location project, was authorized in early 2014 by the Florida Public Service Commission. Lynn Pitts, director of economic development for FPL, calls the CISR "the next level" for FPL economic development: "It will make us even more competitive," he says.

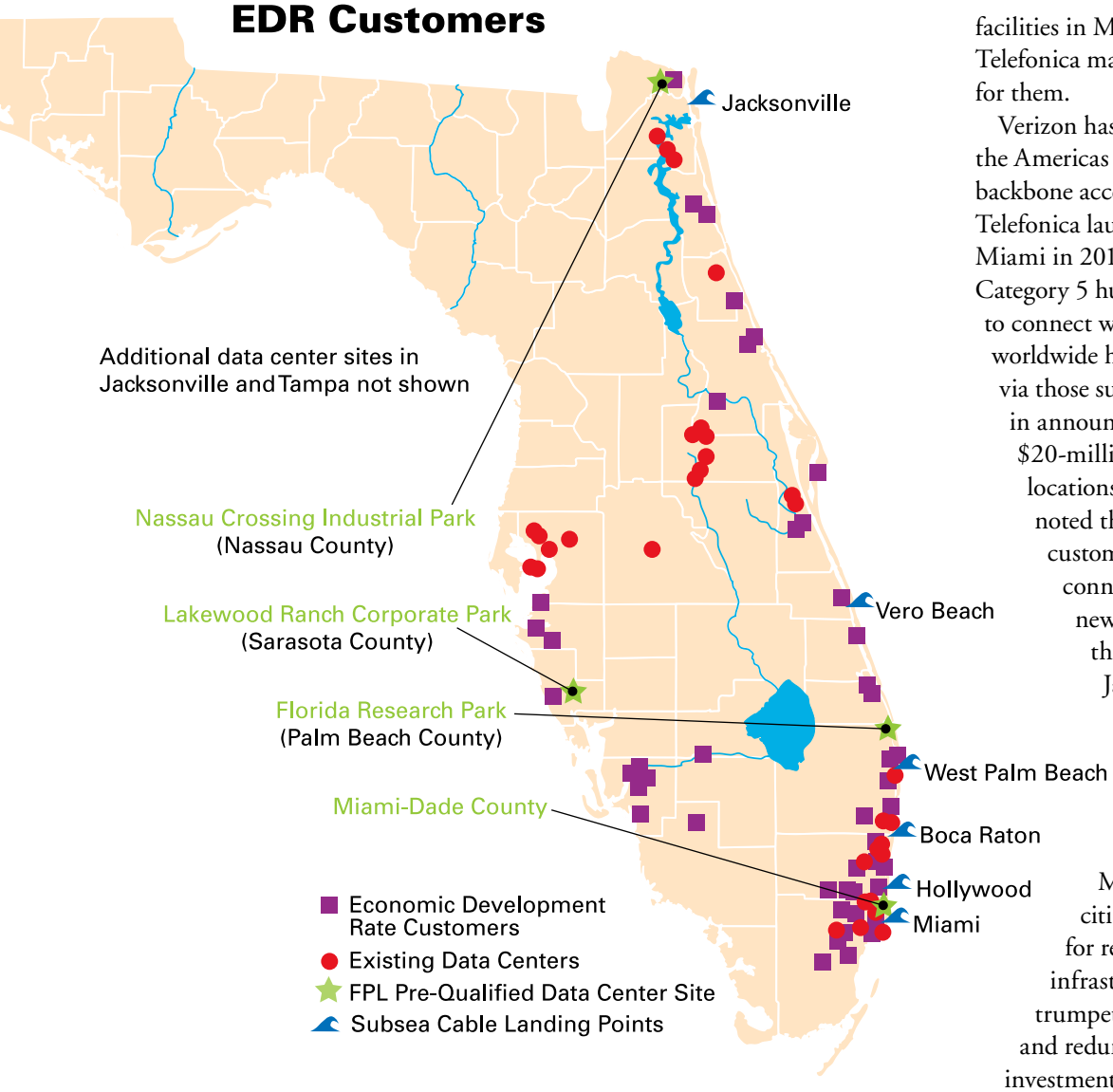
It will also help the state's largest utility attract more data center companies, who are always on the hunt for strong infrastructure, reliability and redundancy. A complementary feather in its cap came the utility's way in Nov. 2014 when PA Consulting Group, Inc. recognized FPL as the recipient of two 2014 ReliabilityOne™ Awards.

FPL is known for its reliability of 99.98 percent. But it isn't satisfied with that. Since 2006, FPL has invested more than $1.5 billion in electric grid improvements, including the strengthening of more than 500 main power lines serving key community facilities; and the installation of 4.6 million smart meters and 11,500 intelligent devices — to prevent and reduce power outages while providing customers with unprecedented levels of information.

Well Positioned

That sort of data is music to the

Data Centers and EDR Customers



FPL territory covers 35 counties that are home to more than 13 million people. While that alone serves as a draw for many firms, the undersea fiber cable landing points along Florida's eastern shore may offer access to a whole lot more.

ears of data center companies and any others who may benefit from the utility's EDR or CISR.

FPL is on the way toward pre-qualifying four data center sites (see starred locations on map).

"We will likely expand the program in 2015 to four more sites, for a total of eight, giving us greater geographic diversity for data centers with varying requirements," says Pitts. The menu of sites will offer close proximity to the state's East Coast undersea fiber cable landing points (see map), directly connecting the state to Latin America and Europe.

Florida can't exactly offer ambient-air cooling for the servers in those data centers. But it can offer something that might surprise: a risk rating of low to moderate for natural disasters, and even then (hurricanes), planning can prevent damages. "It's not that difficult to design for hurricane force winds or any other type of natural disaster," says John Reis, New York Critical Facilities Practice Area leader for Syska Hennessy Group, Inc.

Data center operators such as Equinix (which opened its MI3 facility in Boca Raton in 2012), Verizon's Terremark, Digital Realty Trust (two facilities in Miami-Dade) and Spain's Telefonica make FPL's business case for them.

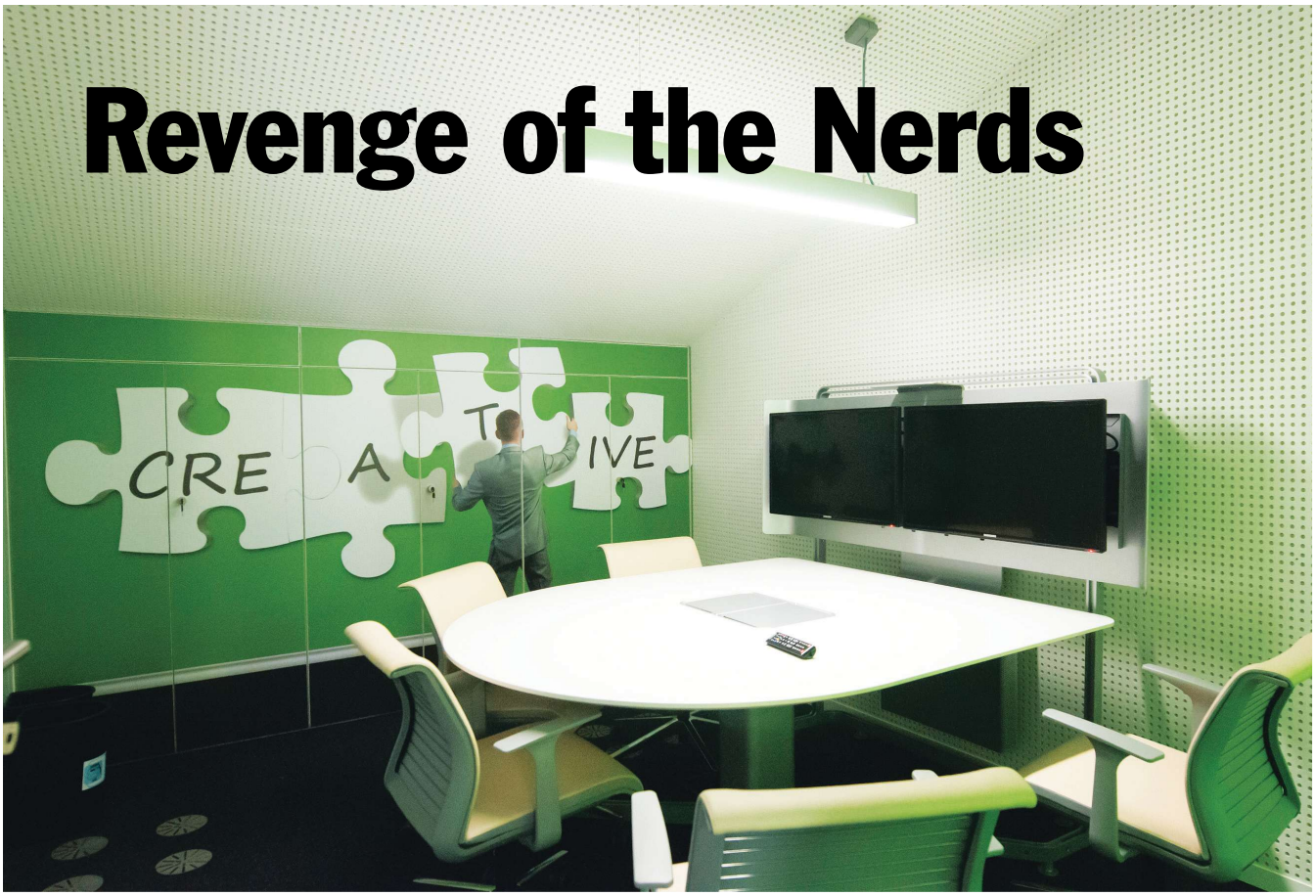
Verizon has its flagship NAP of the Americas in Miami, providing backbone access to 160 global carriers. Telefonica launched its KeyCenter in Miami in 2013, built to withstand Category 5 hurricanes, and positioned to connect with the company's worldwide high-bandwidth network via those submarine cables. And in announcing in Nov. 2014 a $20-million investment at two locations in Jacksonville, Cologix noted the interest among customers in "establishing connections with the two new subsea cable systems that are landing directly in Jacksonville from Central and South America."

Allied Fiber continues to grow its dark-fiber superstructure between Miami and Jacksonville, citing demand by businesses for reliable, high-speed infrastructure. Telefonica trumpeted the speed, reliability and redundancy its Florida investment offered.

It's no accident those companies are beginning to sound like utilities themselves. Fortunately for them and their customers, in FPL they are finding a partner as reliable in economic development as it is in providing affordable power. ▼

This Investment Profile was prepared under the auspices of Florida Power & Light Company. For more information, contact Lynn Pitts, director of economic development, at 561-694-4272 or by email at Lynn.Pitts@FPL.com, *or Crystal Stiles, economic development project manager, at 561-694-4112, or by email at* Crystal.Stiles@FPL.com. *On the Web, go to* www.PoweringFlorida.com.

Revenge of the Nerds



Talent is one reason Siemens has been in Portugal for 110 years, and has recently established Global Competence Centers there. The company provides services in the areas of energy, infrastructures, information technology, healthcare and shared services to 200 countries in five continents through 14 Global Operational Centers based in Lisbon.
Photo courtesy of Siemens Portugal

By PATTY RASMUSSEN
patty.rasmussen@siteselection.com

Location analysis in the creative and digital media sector becomes more accessible with the help of online tools.

Gaming companies are often associated with Silicon Valley in California or hipster-filled cities in the Pacific Northwest. But two of those companies moved east – deep southeast in fact – in 2014. **Curse Inc.**, a global gaming company with over 22 million customers, moved the company's headquarters and content team from San Francisco, Calif., to Huntsville, Ala., bringing 20 new jobs to the city. Curse previously housed its development offices in Huntsville, but decided to go all in.

"We were looking for a place that was friendly and beneficial to our employees and our company," said Curse CEO and founder Hubert Thieblot. "Huntsville provided that. In addition to being a friendly environment for our company, we have been really pleased with the amount of high-quality talent in the area."

Likewise, **qalytics**, a game testing company, is moving from Seattle, Wash., to Baton Rouge, La., where it will create 34 permanent jobs at its new home in the Louisiana Technology Park. Larry Kelly, managing partner of qalytics, said three factors led to the company's decision to move to Louisiana. "First, the digital interactive media tax credit will enable qalytics to be more competitive in the North American and European markets," said Kelly. "Second, a team of professionals from LED, the Louisiana Technology Park and the Baton Rouge Area Chamber worked together seamlessly to explain and deliver their programs in a simple, straightforward manner. Third, there's a wealth of talent in Baton Rouge and surrounding areas."

LIVE
WORK
PLAY
EXPLORE

LOCATE HERE.

KNOXVILLE
OAK RIDGE
INNOVATION VALLEY®

KNOXVILLEOAKRIDGE.COM

These two projects, and many more like them, underscore a definite trend — creative and digital media clusters are emerging nearly everywhere. There are common elements to these clusters — the presence of a college or university or a deliberate effort on the part of a community to grow such a cluster, as in the case of the Louisiana Technology Park or Iowa's Creative Corridor, a seven-county region centered in the Iowa City/Cedar Rapids metro area.

Who's Going Where?

Thanks to a new online tool, it's gotten much easier to identify clusters such as creative and digital media. The US Cluster Mapping portal, a project developed by the Harvard Business School's Institute for Strategy Competitiveness in partnership with the US Department of Commerce and the US Economic Development Administration, provides users with over 50 million open data records on industry clusters and regional business environments.

"It's another tool to show where particular industries fit in across the US, and where other areas with similar industrial environment/makeup are located doing similar things," says Sarah Jane Maxted, manager of the US Cluster Mapping portal. "We really emphasize the traded economy on the site, focusing more on the traded clusters than the local clusters, which are industries in every single city or town." Similarly, the European Commission offers the European Cluster Observatory and its own version of a cluster mapping portal, providing the number of enterprises in a region, employee numbers, and wages and salaries.

Bazinga!

Right now Maxted wants to get the word out about the benefits of the new website and tool. "We don't see many small to medium sized enterprises [SMEs] using the tool yet," she says. "We're trying to figure out, 'What's the play?' How do we help SMEs in the traded economy looking for tools and resources?" Currently, economic development practitioners, policy folks and especially international users make up most of the users of the cluster mapping tool.

"The portal is one of the few tools open and free for anyone," Maxted says. "From an international perspective, it offers a view that's very hard to get unless you pay someone multiple thousands of dollars to do this for you. It's a great foundation to see what's going on, where clusters are grouping in the US and where your industries might line up in the US."

GAME ON

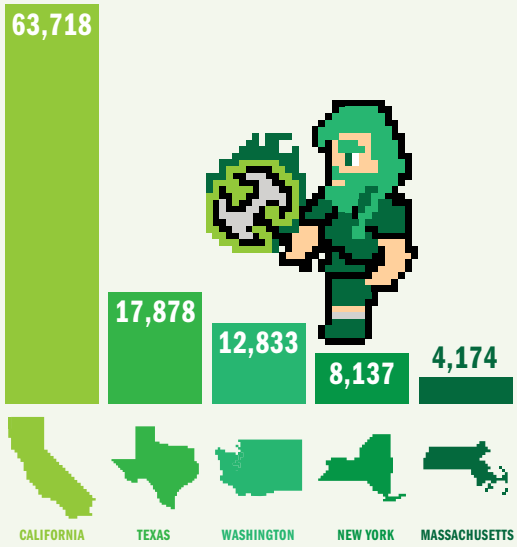
In a report commissioned by the Entertainment Software Association, "Video Games in the 21st Century: The 2014 Report," the US video game industry grew by more than 9 percent from 2009 to 2012. Other highlights include:

- In 2012, the entertainment software industry added over $6.2 billion to US Gross Domestic Product.
- The computer and video game industry directly and indirectly employs more than 146,000 people.
- The average salary for direct employees is $94,747, resulting in total national compensation of $4 billion.
- Direct employment for the industry grew at an annual rate more than 13 times the growth of the overall US labor market (9 percent vs. 0.72 percent) between 2009 and 2012.

According to the 2014 European Cluster Panorama report, the creative industries, made up of business services, design, video and music, is the largest of the emerging sectors in terms of employment. It also makes up the largest number of enterprises. The number of employees in 2011 is close to 40 percent higher than the 1996 level.

The report noted that the creative sector is strongest in capitals and large urban regions. Paris and London combine to employ more than 1 million workers in the industry. High employment numbers are also found in Eastern Europe where Bucharest, Bratislava and Budapest grew by 7.5 percent, 9 percent and 18 percent, respectively.

TOP 5 STATES IN THE VIDEO GAMING INDUSTRY BY EMPLOYEES (DIRECT & INDIRECT)



The digital industries sector, comprising computer hardware, software, telecommunications and other supporting activities, employed 8.7 million people in 2011, up 1.4 million from the 1996 employment figures. The top five cities in the digital industries cluster are Stockholm, Sweden; Cologne and Nuremburg, Germany; and Rotterdam and Amsterdam, Netherlands.

Place With A View

Companies come to Portugal with the future in mind.

by ADAM BRUNS
adam.bruns@siteselection.com

Luiz Fernando Fuchs, president of Embraer Aviation Europe, calls the company's manufacturing plants making composite and aluminum components in Évora (pictured) "unique within our global operations" due to their state-of-the-art technology and talent.
Photos courtesy of Embraer

Portuguese talent and sense of quality have been revered for centuries, from navigating the high seas to moving the ball around the *futbol* pitch. The quality and depth of Portugal's talent base figures to help the westernmost nation in Europe navigate the seas of the 21st century economy.

Two years ago, when Brazilian aerospace leader Embraer shipped its first composites empennage structure from newly expanded facilities in Évora, Portugal, Hélio Bambini, vice president, Embraer Industrial Operations, called it "a landmark in Embraer's globalization strategy."

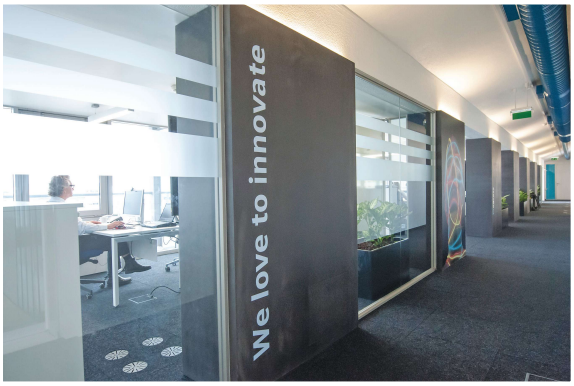
Today, Luiz Fernando Fuchs, president of Embraer Aviation Europe, says the two Embraer companies in Évora continue to make their mark, fueled by the performance of some 250 employees.

"We're concentrating key technologies there, in the two respective areas — parts and structures manufactured in composite materials, and parts and structures manufactured in aluminum," he says. "It is also part of our strategy to develop those technologies further, making sure the operations in Évora remain at the state-of-the-art in those two areas and unique within our global operations."

Embraer established a joint team with AICEP, the Portuguese Trade and Investment Agency, in 2006 to evaluate ideas and scenarios regarding possible investments in Portugal.

"We looked at different possible locations while, internally and at the same time, we then defined the business model and the technological content needed for the kind of companies that we wanted to establish," says Fuchs. "Taking into consideration such variables as infrastructure, logistics, incentives and potential to develop a local supply chain suiting our needs as well as the availability of talented workforce were certainly at the core of our decision-making process."

Embraer announced Évora as the chosen location for two facilities in 2008. The new €77-million Embraer Compósitos center was completed and inaugurated in September



Now present in Portugal for 110 years and employing 2,500 people in the country, Siemens in spring 2014 inaugurated a global IT center in Lisbon that is expected to employ as many as 300 when the second phase is completed.
Photos courtesy of Siemens Portugal

2012, together with a €100-million investment by Embraer Metálicas.

Among other factors, Fuchs says the transport infrastructure has turned out to be as advertised, calling it "certainly one of the strongest selling points for the country to attract basically any kind of investment."

Fuchs says AICEP and Portuguese authorities were "very helpful" in sharing plans for talent development initiatives, not just for Embraer but for the entire aerospace sector. At the same time, he says, "we have to mention as well the dedication and efforts led by the Institute for Employment and Professional Training (IEFP), involving their centers in Setúbal and Évora to train our future employees."

Strong Talent, Ready to Work

Asked to name the top things corporate executives don't know about Portugal, AICEP Chairman and CEO Miguel Frasquilho mentions the country's reliable infrastructure and multinationals' strong corporate presence, but No. 1 is "great talent, flexible and committed to work."

And there's no other way of saying it: That workforce is available. According to the National Statistics Institute (*www.ine.pt*), the unemployment rate has gradually been decreasing since 2013, but still hovered at 13.1 percent in the third quarter of 2014. Frasquilho says 688,900 people are looking for a job. Half of them are young people between 15 and 34 years old.

"Students enrolled in tertiary education have been increasing over time, and engineering and science areas already represent 43 percent," he says.

Job creation incentives in Portugal include internship support for up to 12 months, applied to unemployed people aged 18 to 30; the *estímulo* initiative providing grants supporting labor contracts with unemployed persons enrolled in the Employment Center for more than six months; temporary exemption of social security contributions for 36 months under certain age and unemployment conditions; an incentive of 1 percent of the gross monthly wage for each contract signed until September 30, 2015, or until the end of the contract, whichever comes first; and the *inov contacto* program, whereby an employer can apply to get interns abroad, aged up to 30, for a six-month period.

At the same time, the government has put in place measures to encourage foreign talent to work in Portugal: Qualified expatriates in high added-value activities, scientific, artistic or technical activities or upper management positions may apply for a flat income tax rate of 20 percent (+3.5 percent) for a maximum period of 10 years. Half a million foreigners live in Portugal, which means a wide native language pool is available.

Getting Better All the Time

More competitive tax rates are available too, since corporate income tax reform went into effect in Jan. 2014.

Frasquilho, who served from 2003-2014 as a member of Parliament in Portugal, was a member of the Corporate Income Tax Reform Commission.

"The CIT reform put forth a set of measures that aimed to raise the competitiveness of the Portuguese tax system, simplify the system and foster investment," he says. Among the highlights:

- The reduction of the nominal CIT rate to 21 percent in 2015 from 23 percent, aiming to achieve 17 percent in 2018 — one of the most competitive CIT rates in Europe;
- The extension of the tax losses carry-forward period from 5 to 12 years;
- The decrease in the net financial costs deductibility threshold.

"Our expanding Portuguese team has quickly gained a reputation for professional expertise, high energy, quick learning and cross-functional teamwork ... I now experience a pull from the business to bring more activities to Portugal, as well as to export our talents!"

— **Malcolm Grey,** *Finance Director EIMEA, H.B. Fuller Europe*

"This means more investment, more economic growth and more employment, which is what we need," says Frasquilho.

Portugal exited the bailout in May 2014. "The terms and conditions of the financial assistance were successfully implemented and an economic recovery is now on track," says Frasquilho, noting the country's positioning for a steady and strong return to the international financial markets.

GDP, expected to grow in the next few years based on more domestic demand and boosted exports, already has shown steady quarterly growth over the past year, aided by a set of important and structural measures being implemented to promote labor flexibility, wage stability, a business-friendly environment, tax reduction and employability incentives.

FDI IN THEIR SIGHTS

After seeing FDI climb each year for four years to a high of more than $47 billion in 2012, Portugal saw a drop in 2013 to a still-impressive $30.1 billion, with most FDI coming from the EU-28 countries. AICEP's strategic plan for 2014-2016 aims to both increase the internationalization of Portuguese firms and increase incoming FDI, in part by expanding its overseas network to a total of 65 markets. AICEP is also introducing a network of "FDI Scouts" in North America, Europe and Asia.

Avenues to the World

Many such projects are taking place in the ICT, digital/creative and shared service center/BPO sectors.

"These are indeed the most dynamic investment areas in Portugal," Frasquilho says. "The country has been witnessing a huge increase due mainly to multi-language skills available, competitive labor and structural costs, attractive quality of life, public transportation, well-designed office buildings and reliable telecom."

Shared services centers, BPO, contact center and IT centers that are creating new jobs can benefit from attractive job creation incentives that allow a cost savings of around 40 percent. A long list of multinationals keep expanding in the region, including BNP Paribas, Altran, Fujitsu, Nokia Solutions, Technip, Xerox, Accenture, CGI, Glint and H.B. Fuller.

Siemens Portugal in April 2014 inaugurated its new global IT operations center in Lisbon, planning to employ 150 by the end of 2014 and up to 300 eventually. As of 2015, Siemens will have been present for 110 years in Portugal, where the company employs 2,500 people.

Language proficiency is a competitive advantage. Forty-two percent of the Portuguese population can hold a conversation in at least one foreign language, and 23 percent can do so in at least two languages. The Portuguese language itself is spoken in countries srepresenting 250 million consumers. Portugal is one of the 30 leading countries for Siemens in part because the company's operations there help support business development in the Portuguese-speaking markets of Angola and Mozambique.

"If I had to select just one truly distinctive feature of the country, I would emphasize the quality of our human capital," says Joana Garoupa, head of communications for Siemens in Portugal, with recruitment efforts at universities supplemented by connections with AICEP and with the IEFP. "The talent of our people is, and has always been, the key to our success and is also one of the main reasons for Siemens' long history in Portugal."

She says that success has not gone unnoticed at the company's German headquarters. "In fact, it was one of the criteria that influenced the decision to locate Global Competence Centers in Portugal. Currently, we export services in the areas of energy, infrastructures, information technology, healthcare and shared services to 200 countries

A total of 32.6 million commercial passengers traveled through national airports in Portugal in 2013, up by 4.9 percent.

The Port of Sines in 2012 entered the Top 25 ports in Europe in terms of tonnage, and was Europe's No. 2 port in container handling growth at 24 percent. The movement of goods in national ports grew to 78.2 million tons in 2013, a 15.1-percent increase from the preceding year.

PORTUGAL AT A GLANCE

2013 Population: 10.46 million

2013 GDP: $220 billion

Capital: Lisbon (pop. 2.1 million)

World Bank Ease of Doing Business Rank 2015: No. 25 (out of 189 countries, ahead of France at No. 31 and Spain at No. 33)

ITIF Broadband Rankings: 7th in fastest broadband speed, 9th in low price

Time Zone: Western Europe (same as the UK and Ireland), three hours' difference from São Paulo and Moscow.

in five continents through 14 Global Operational Centers based in Lisbon."

Cisco Kids

Cisco Systems Portugal has its own story to tell. In 2007 Cisco invested in its first sales support center aiming to serve all European countries from its local subsidiary in Oeiras. Nuno Varandas, Cisco Systems' director of customer operations for the EMEAR region, says the decision was a result of thorough analysis of several countries' attractiveness factors such as infrastructure costs (real estate and IT), labor costs, talent availability and language skills. "Additionally, the country's economic situation, social-political stability and labor law were also key indicators that Cisco was evaluating," he says.

Varandas says Portugal was not even a candidate at the start of that process. So he had to sell it internally, based on the country's "foundational pillars built around a customer service mind-set, strong language skills and education levels. These were key success factors that made Portugal become the final choice. Intangible aspects such as hospitality, easy integration of foreigners and the image that Portugal has of being a safe country to live were also important."

He says AICEP was "a true facilitator" of the entire process by allowing Cisco decision-makers to meet and exchange ideas with other companies. "Also the ease of access to government officials was key, since it allowed Cisco to understand better the level of commitment that we have observed from the Portuguese Government and the local agency.

"The success of this first support center — with over 2,000 job applications for 50 positions — placed Portugal as one of the five official key locations around the globe for similar types of investments and operations," Varandas says. "Overall, what made Portugal attractive was the balance between quality and cost. Portugal was at the time and still is today a very compelling and competitive location since it blends nicely the existing labor market overall skills and some elements of cost attractiveness. It's not the largest labor market when compared to Western and more mature countries with a larger pool of skills and resources, but also not the cheapest when compared with other Eastern countries. The secret sauce is exactly that blended combination on the return of the investment you make when tapping into local talent at a competitive 'price.' "

Today the site's 200 employees average 34 years of age, with 90 percent carrying a university degree (from 16 different academic backgrounds). Sixty-six percent are female, and 25 different nationalities are represented. Varandas says the "diverse ecosystem of skills and nationalities speaks to the richness, diversity and overall attractiveness of the local site in Portugal."

Being named the Best Company to Work For in Portugal by the GPTW Institute for the fourth year in a row "proves that the decision we have made was the right one," he says. "We sell Cisco in Portugal but also continue to sell Portugal in Cisco. The future starts here!"

Such a statement might easily be applied to the sovereign nation of Portugal itself. ▼

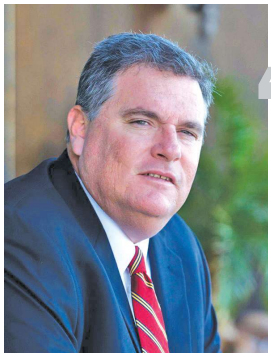
COMPETE
PROGRAMA OPERACIONAL FACTORES DE COMPETITIVIDADE
QREN QUADRO DE REFERÊNCIA ESTRATÉGICO NACIONAL PORTUGAL 2007.2013
UNIÃO EUROPEIA Fundo Europeu de Desenvolvimento Regional
aicep Portugal Global

This Investment Profile was prepared under the auspices of AICEP Portugal Global. For more information, visit *www.portugalglobal.pt*.

Farmers markets are a huge attraction in Imperial Valley, Calif., and a big reason why so many people flock to this fertile region near the Mexican border.
Photo courtesy of the Imperial Valley EDC

Dialing for Dollars

How companies are winning the battle for the best call center talent.



"The Blue Angels train here year round because of our weather, and crops are grown here 365 days a year."

— **Tim Kelley,** *president and CEO of the Imperial Valley Economic Development Corp.*

How important is a call center? Consider this: 43 days of your life, if you are a typical customer, will be spent on hold.

That research finding alone from Fonolo ought to be enough to convince anyone of the importance of finding the optimal locations and best available workers for call centers.

Often referred to as customer contact centers or linked with business process outsourcing (BPO), these facilities and their workforce form the backbone of the customer service industry. When executed properly, these operations help improve a company's bottom line. When they perform below expectations, CEOs and other corporate executives get fired.

Figuring out the best strategies for operating call centers often falls on the desks of IT directors and their service providers. Finding the best locations for call centers falls to corporate site selectors and other executives charged with real estate direction and optimization.

According to the Conway New Plant

by RON STARNER
ron.starner@siteselection.com

A traditional mariachi band performs before a large crowd in Imperial Valley, Calif. The region's large bilingual workforce is a big draw to call center operators.
Photo courtesy of the Imperial Valley EDC

Database, the Southern US garnered more large call center investments than any other region of the country last year. Florida, Georgia, Tennessee, North Carolina, South Carolina, Oklahoma and Kentucky all recorded multiple large-scale investments in this sector in 2014. In fact, of the 55 biggest labor investments in call centers, 43 of them landed in the South.

Chime Solutions Inc. in Morrow, Ga., recorded the year's biggest project: 1,120 new jobs in a $4.6-million investment in 65,000 sq. ft. (6,038 sq. m.). Two other projects — at 1,000 jobs each — tied for second: Conduit Global in Memphis, Tenn., and Serco in London, Ky. Rounding out the top five were APAC Customer Services in Charlotte and Greensboro, N.C. (850 jobs), and TPUSA in Louisville, Ky. (750 jobs).

Internationally, the big location winners were Canada, Australia, the United Kingdom and Latin America. TNT Express NV led the way by adding 1,200 jobs in Victoria, Australia, while IO Solutions created 1,000 new jobs in a call center investment in Prince Edward Island, Canada.

Ontario, Canada captured four of the world's 10 biggest non-US call center investments in 2014: Alliance iCommunications in London (1,000 jobs); Easy Home in Hamilton (400); S&P Data in Quinte West (300); and Atelka in Sarnia (250).

Utah, California Clean Up

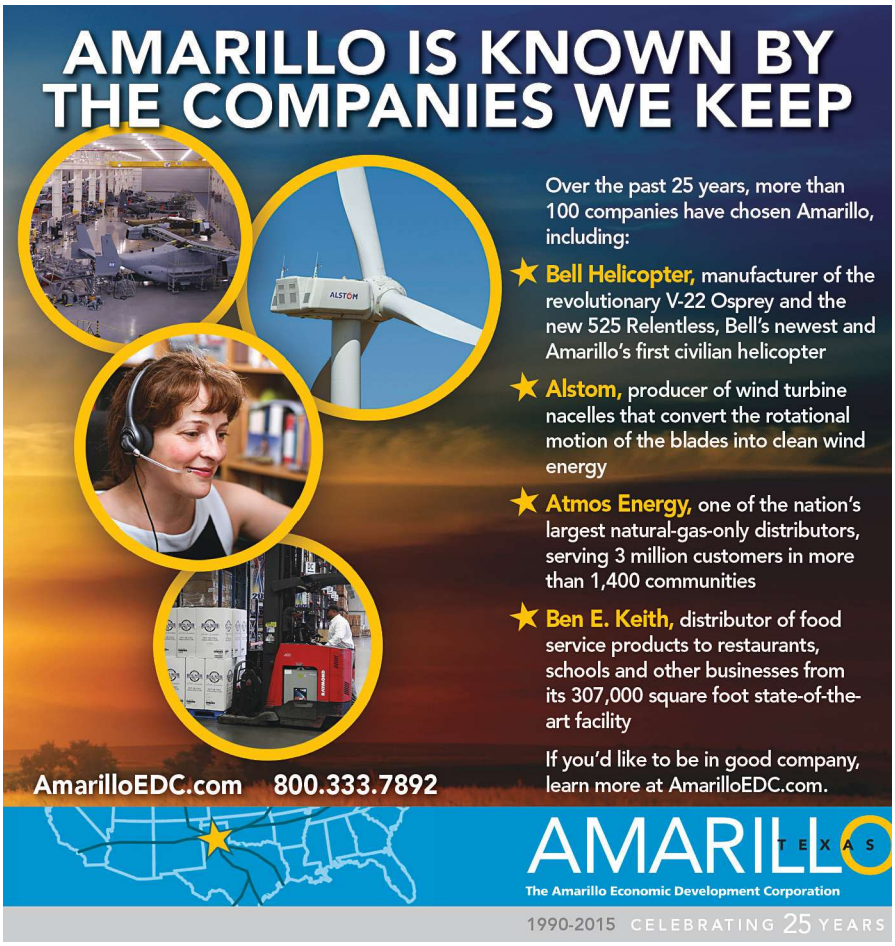
In the US, customer contact center end-users are increasingly turning to locations which have well-established, highly trained, multilingual workforces. Two cases in point are Utah and California.

On Dec. 11, AAA announced that it will create up to 580 jobs over 7 years in a new member support center in Salt Lake City. The project represents a capital investment of $20 million.

The projected new state wages over the life of the incentive agreement with AAA are nearly $113 million. The Utah Governor's Office pf Economic Development approved a tax credit of up to $862,645.

"Utah is on the rise and continues to attract outstanding companies like AAA," said Jeff Edwards, president and CEO of the Economic Development Corp. of Utah. "AAA is a globally recognized brand that will play a vital role in Utah's ability to grow its economy."

In California's Imperial County, adjacent to San Diego County and the Mexican border, the Imperial Irrigation District is growing its customer contact center operations rapidly due to the



area's talented workforce, according to Daniel Hurtado, supervisor of customer service for the IID.

"We are the third largest public power provider in the state of California, with 145,000 total power customers," says Hurtado. "We handle all incoming calls here and we are now processing over 600,000 inbound calls per year. Our call centers are located in La Quinta, Brawley, Imperial, El Centro and Calexico. The employee really makes the customer experience."

"Roughly 35 million people live within a 4-hour drive of our location," says Kelley. "Aerospace, IT operations and BPOs all have a significant presence here in the valley. Plus we have the added benefit of having some of the best weather found anywhere on the planet. The Blue Angels train here year round because of our weather, and crops are grown here 365 days a year."

Kelley says employers prefer the bilingual, bicultural workforce that is available in the area. "Employers experience a very high worker retention rate in the valley," he notes. "This is a business-friendly climate with proximity to San Diego, Palm Springs and Mexicali."

> **"This is a business-friendly climate. Plus we have the available office space."**
>
> — Tim Kelley, *president and CEO of the Imperial Valley Economic Development Corp.*

Hurtado says that IID selected these locations because they provide workers who are bilingual, multi-skilled, hard-working, service-oriented, loyal, dedicated and engaged. "They have in-depth problem-solving skills, and they have a quick-thinking thought process," he adds. "That is exactly what we need. We also handle all emails, faxes and written correspondence at these locations, and we are looking into adding a chat option for our customers. Every one of our employees goes through 120 hours of training, a 3-month evaluation, a 6-month evaluation and a 1-year evaluation – and they must follow no less than 20 standard operating procedures."

Hurtado adds that his call center workers must be adaptable, resourceful, analytical, knowledgeable and customer-focused. "As a result of our training, our call abandonment rate has dropped from 21 percent to just 6 percent, our average wait time went from 4 minutes to just 60 seconds, and our first-call resolution rate shot up to 87 percent," he notes.

Mexicali Region Lures Employers

Tim Kelley, president and CEO of the Imperial Valley Economic Development Corp., says the talented workforce in the region is the main reason Imperial County attracts such name-brand employers as Ormat, Helena, Tenaska Solar Ventures, EarthRise and Synthetic Genomics.

Keep Following The Leaders

Field intelligence sheds light on global location, cost and workforce issues.

by ADAM BRUNS
adam.bruns@siteselection.com

Shopping for the best logistics location? It might pay to follow the same logic you use when shopping for anything else: Start with Amazon.

Since January 2012, Site Selection has tracked more than 50 facility investments from Amazon. Some are at its growing micro-city in Seattle. Some are affiliated with its contact center and Web services divisions. But most — such as a $75-million, 1,000-job facility at a yet-to-be-chosen location in Illinois announced in October — are simply tentacles in its global distribution empire. Amazon recently announced it would hire 80,000 seasonal employees to fulfill customer orders during the 2014 holiday period, a 14-percent increase over last year. The company expects that thousands of those employees will stay on in regular, full-time roles.

Hillwood Properties knows Amazon. The property developer and proprietor of the AllianceTexas and AllianceCalifornia logistics mega-parks has done five deals with the e-commerce giant, in addition to projects with Walmart.com.

Like most who do business with Amazon.com, they can't talk about it. But Bill Burton, Hillwood's senior vice president, can talk about the model Hillwood's pursuing as it's stretched its own concerns into other locations domestically and abroad. He joined Hillwood in 1989 when AllianceTexas was just getting started, and has been one of the principal drivers behind that 18,000-acre (7,285-hectare), master-planned development that is home to more than 370 major companies with more than 40,000 employees.

"We love ports, and we love high-growth corridors," he says. And if the infrastructure isn't there, they look to make it appear. "We started in Alliance before there was an airport or intermodal — we built those," he says. "We continue to improve the machine, if you will," including the addition of heavy-load rail. "We put in place the key infrastructure to attract the users we have today." Those include two new hubs going in almost simultaneously from Fedex Ground and UPS Ground.

Having UPS and Fedex at Alliance,

Facing Page: Hillwood's 25-year-old AllianceTexas development isn't even halfway home, say company leaders. The area, located in one of the nation's fastest-growing large cities in Fort Worth, now boasts more than 370 major companies with more than 40,000 employees.
Photo courtesy of Hillwood

of course, is good for all concerned, as their dual presence means late cutoff times and competitive prices and service offerings. Burton says there's also an opportunity because of the tremendous number of empty containers.

"We consume a lot of product here in DFW, and the distribution network generally served out of North Texas is five to eight states," says Burton's colleague, Hillwood Vice President Steve Boecking. "Then we export a fair amount of stuff, but there still is an imbalance with the empties, and there lies an opportunity to really attract some exporters, or anybody shipping product back to the West Coast or to Asia."

The redevelopment of Norton Air Force Base in California, closed in 1994, became AllianceCalifornia, where Amazon occupies 1.5 million sq. ft. (139,350 sq. m.) of space in two adjacent buildings right on the San Bernardino International Airport runway. Burton says the Hillwood footprint is expanding to places such as Greater Memphis (Mississippi); Jacksonville, Fla.; eastern Pennsylvania; Chicago and Atlanta based on fundamentals of logistics and distribution strategy, which usually begins with population trends.

Qualified and Certified

Transportation costs and infrastructure still rule the roost as location criteria, says Burton, but the ability to recruit, train and keep labor is rising fast in importance. So AllianceTexas, in addition to operating its own fee-free clearinghouse for job openings at the development, has been the impetus behind Certified Logistics Associate and Certified Logistics Technician certifications, issued by the same organization that issues similar manufacturing certificates (Certified Production Technician), the Manufacturing Skill Standards Council (MSSC).

Quantifying certifications and

Entitlements...
not entanglements!

Hesperia is a pro-business community in Southern California eager to welcome prospective developers, industrialists, retailers and new business owners. Hesperia will assign a team of professionals as strategic partners, making your transition here expedient, affordable, productive and profitable. Count on Hesperia for…

- Research, analysis and market data
- A huge selection of prime sites
- A City Council committed to commerce
- A range of incentive/assistance tools
- A team of professionals that stay with you from start to finish

Quite simply, Hesperia works for business – let us work for you!

Sites in Hesperia within close proximity to or along I-15 or Highway 395 include:

- A planned development of 3.5M sf of industrial and office use
- Available 488K sf distribution/ manufacturing facility
- 80+ acres of prime rail accessible land ideal for logistics and manufacturing companies
- 17-miles of freeway frontage with a variety of retail and commercial entities with room for more

- Affordable land and labor
- Population: 105,671
- Average HH Income: $56,846

Call to learn more about how Hesperia can work for you.

City of Hesperia
Steven Lantsberger, CED/EDFP
econdev@cityofhesperia.us
www.cityofhesperia.us/econdev
760/947-1906

An Amazon employee picks items and a Kiva robot moves them in the company's newest, eighth-generation fulfillment center, 10 of which are now operating in the US. The location pictured to the left is in AllianceTexas in Fort Worth.

Photos courtesy of Business Wire and Hillwood

performance, Boecking says, has helped turnover of new workers plummet. For one customer who tracked the difference, "A non-certificate-holder cost them $65,000 over five years, tracking turnover, retraining and mistakes. The same employee with a certificate is going to cost them $1,500. It's hard to believe, but by the time these people show up on the job, they already know what they're getting into."

To date, MSSC has given over 68,279 assessments and issued over 53,443 credentials. Its vision is to assess 20 percent of the nation's front-line manufacturing production and material handling workers in 20 years — 3 million workers by 2030. "We have had interest from many international locations," says Rebekah Hutton, MSSC's vice president of strategic initiatives, including Mexico, Canada, China, India, Singapore, Pakistan and Afghanistan. But the

program has yet to officially expand to any of those countries.

Domestically, Indiana leads all states through Sept. 2014 in both CPT and CLT certificates issued, with 10,069. The top five states by number of CLTs alone are:

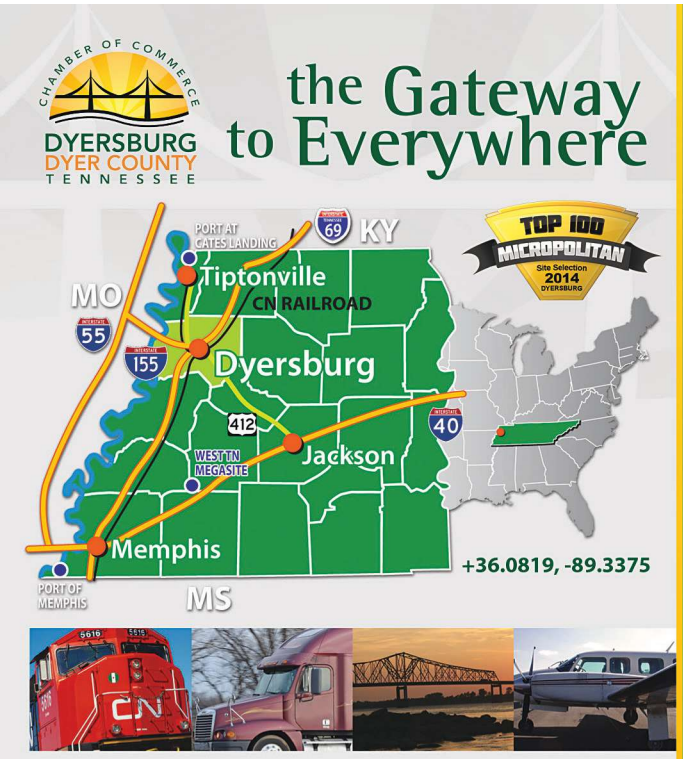
1. Texas (2,909)
2. California (1,776)
3. Ohio (1,044)
4. Indiana (899)
5. Washington (462)

GLP Misato III, a 1-million-sq.-ft. (95,000-sq.-m.) multi-tenant logistics facility in Greater Tokyo, was the first logistics facility in Japan to receive LEED-Platinum certification. Singapore-based GLP (Global Logistic Properties) in December partnered with a sovereign wealth fund in Singapore to pay $8.1 billion for a 117-million-sq.-ft. (11-million-sq.-m.) portfolio of properties in 36 US submarkets from Blackstone Group.

Going Global

Hillwood's strategy now is extending beyond US borders, as Hillwood takes positions in Calgary, Alberta, and establishes a presence in Central and Eastern Europe, beginning with Poland and Germany. In October, the firm announced that Hillwood Europe will make direct and indirect investments in logistics real estate across major markets in Central and Western Europe through acquisitions, developments and joint ventures with other developers. The partnership is expected to deploy more than €1 billion over the next three to four years.

Hillwood Investment Properties Executive Vice President John Thomas, interviewed as he boarded a plane in Warsaw, Poland, alongside his former Trammell Crow colleague and current Hillwood Investment Properties President Tal Hicks, says the emerging



2000 Commerce Avenue • Dyersburg, TN 38024
Phone: (731) 285-3433 • Fax: (731) 286-4926
ahester@dyerchamber.com • dyerchamber.com

Location, Logistics and Transportation:

- Northwest Tennessee is near the geographic center of the U.S. population.
- Dyersburg/Dyer County is well connected via Interstate highways 55 and 69, US 412 and US 51, with the only highway bridge across the Mississippi River between Memphis TN and Cairo IL.
- The main line of the Canadian National Railroad runs from Chicago to New Orleans right through Dyersburg/Dyer County's three industrial parks.
- The Port of Cates Landing intermodal barge terminal on the Mississippi River is located only 25 miles from Dyersburg.
- Dyersburg is less than 90 minutes from Memphis International Airport and the Superhub of FedEx.

Labor, Training and Workforce:

- Tennessee is a right to work state; Dyer County has NO manufacturing unions.
- Dyersburg State Community College, University of Tennessee Martin and Tennessee Technological Center provide custom job training.
- The ten-county labor draw area contains over 130,000 people.

Low Operating Costs:

- Tennessee has no state income tax.
- TVA-supplied electric power costs are low, with 99.999 percent reliability.
- Dyer County Industrial Board offers generous incentives for manufacturers.

markets of Poland and the Czech Republic are where Hillwood's interest is, with the initial focus on Poland. As it happens, Amazon.com is opening five facilities in those same two countries: One near Poznan (less than a day's drive to Europe's second-busiest port in Hamburg) and two near Wroclaw will be built by Panattoni. Its Czech facilities will rise near Brno and Prague.

"Poland has a great legal system, and is a very ethical country, with a different but understandable process," says Thomas, "so it's not hard to underwrite the business. "Poland is by far the number one market in central and eastern Europe, because of transparency and the legal system, and because it happens to border Germany, which is the engine of commerce in Europe."

It's as easy as looking at a map, he says. Then overlay that map with knowledge of work rules in places such as France and Germany. Those rules can boost labor costs to 3.5 times what they are in Poland.

Thomas says because it's so easy now to cross country borders in Europe, there is a regionalization opportunity. "If you have a DC in Frankfurt, you could drive to France, Poland, Denmark, Netherlands and Belgium without stopping. That is going to change the long-term distribution patterns here, and will change the sites that will be selected. It's in the second inning of a nine-inning game. It's still early."

Occupier Intelligence

DTZ Research's 2014 Global Occupancy Costs - Logistics report published in October 2014 presents the current costs of occupying prime logistics space across 89 markets.

"Occupiers in Europe will benefit from the lowest occupancy cost increases to 2018 [1.7 percent pa, or per annum]," said Richard Yorke, global head of occupier research for DTZ. "Milan and Dublin are exceptions as they are recovering from recent steep declines. Meanwhile, landlords in the US are starting to get the upper hand as demand for warehouse space grows. This will translate into cost increases [that] will surpass the US inflation level. Atlanta and Houston are forecast to be amongst the five centers due to see the fastest growth in costs globally. Asia Pacific will see the highest regional cost increase, in percentage as well as absolute terms. By 2018, the cost for one square meter of prime logistics space in Hong Kong and Singapore will have grown by nearly US$40 and US$50, respectively." ▼

Find out why Amazon, Walgreens, Eaton, Dollar Tree, Domino's, Westinghouse, FedEx, Pepsi, UPS and Tire Rack all chose to locate within central Connecticut's premier industrial market.

New England Tradeport
Windsor & East Granby, CT

Shovel Ready Sites & Class A Industrial Space

- Class A warehouse/flex availabilities ranging from 5,000-100,000 SF
- Shovel ready development sites accommodating buildings from 60,000-750,000 SF
- 26' - 30' clear heights, ESFR sprinklers and spacious truck courts
- Master planned industrial park with FTZ, Airport Development Zone, and other incentives
- Adjacent to Bradley International Airport

Griffin Land
www.grifland.com

Contact: *Tim Lescalleet*
(860) 286-7660
tlescalleet@grifland.com

Situation Critical

State officials tell us how they're addressing gaps in workforce development.

by PATTY RASMUSSEN
patty.rasmussen@siteselection.com

Ask any economic development professional what keeps them awake at night and the subject of workforce development is bound to be among the answers. We posed four questions about the topic to the state workforce development directors of 12 states in the Midwest region. Their answers form a snapshot of the challenges and some of the innovative ways states are addressing this crucial issue. We've excerpted their answers here. To read their responses in full, please visit *www.SiteSelection.com* and click on the links provided.

What is your state's biggest challenge in workforce development?

- "…Reducing the gap between the education level of workers and the skills needed for employers to fill critical job openings." *Therese McMahon, Deputy Director, Illinois Office of Employment & Training*

- "We have been faced with dwindling dedicated resources. This is coupled with the skills gap — an issue employers throughout the nation continue to face by not being able to connect with workers that possess the skill set companies need, which often are technical skills." *Julie Gibson, Director, Missouri Division of Workforce Development*
- "North Dakota's greatest challenge in workforce development is the lack of a workforce." *Wayde Sick, Director, North Dakota Workforce Development Division*
- "…Transforming our training and education programs and systems into a more employer-informed approach." *Steve Braun, Indiana Commissioner of Workforce Development*

- "One of the biggest challenges facing Minnesota's workforce development are employment barriers for people of color and people with disabilities. Although Minnesota has one of the highest labor force participation rates in the country, employment is much lower for these populations. In order for our economy to reach its fullest potential, we need to remove barriers to employment for these groups." *Jeremy Hanson Willis, Deputy Commissioner of Workforce Development, Minnesota Department of Employment and Economic Development*

How is your state working to overcome that challenge?

- "We are working to grow our population. One program we are focusing on is Home Base Iowa, a recruitment effort centered on transitioning military personnel. Home Base Iowa's first year achieved great results with 633 veterans hired by Iowa companies." *Debi Durham, Director, Iowa Economic Development Authority*

Henry County Shell Building

50,400 SF Expandable to 200,000 SF

Corey Murphy • cmurphy@nchcedc.org
765-521-7402 • www.readytogohenryco.com

New Castle - Henry County
Economic Development Corporation

- On 12.6 Acres; Additional Land Available
- 2 Miles from I-70
- TIF Available
- 32 FT Clear Ceiling Height
- Pad Ready
- All Utilities in Place

Take a Virtual Tour by Scanning this QR Code.

Charting the Course for Success

2014 Boar's Head New Castle, Henry County, IN Groundbreaking

FAIRWINDS ADVISORS ARE EXPERIENCED FACILITATORS IN SITE SELECTION, INCENTIVE NEGOTIATION AND COMPLIANCE.

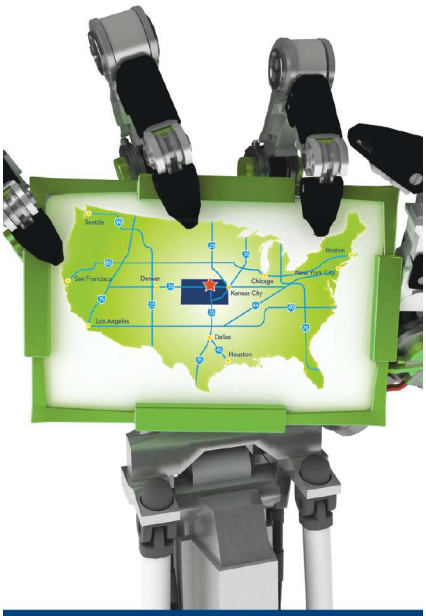
In 2014, FairWinds helped Boar's Head Brands, one of the country's largest providers of high quality delicatessen meats and cheeses, select a home in New Castle, Henry County, Indiana. FairWinds found Boar's Head the perfect site through comprehensive site selection services, which included:

- **Working together to define project and site parameters**
- **Personally visiting several sites in six Indiana and Ohio communities along the I-70 corridor**
- **Securing incentive packages that included state tax credits, training grants, tax increment financing, property tax abatement, infrastructure and discounted land**
- **Working successfully with the New Castle – Henry County Development Organization and the Indiana Economic Development Corporation**

FairWinds Advisors
Site Selection & Incentives Experts

Visit www.FairWinds-Advisors.com to learn how we can assist you as you grow your business.

NEXT DOOR TO EVERY WHERE.
TOPEKA, KANSAS
SHAWNEE COUNTY/USA



THE U.S. MARKET IN THE PALM OF YOUR HAND
Topeka, Kansas, is ideally situated at major crossroads. Shovel-ready sites are available with road, rail and air infrastructure ready to take your products to 90% of the U.S. population in 2 days or less. Call 785.234.2644 or visit GoTopeka.com to find out more.

GOTopeka
ECONOMIC PARTNERSHIP
Topeka, Kansas, USA
WE CAN DO THAT
GoTopeka.com

- "Kansas introduced a number of initiatives to help workers gain technical skills. A Career and Technical Education Initiative allows high school students to take post-secondary technical education classes at no cost." *Michael Copeland, Deputy Secretary of Workforce Services at the Kansas Department of Commerce*
- "Wisconsin Fast Forward-Blueprint for Prosperity targets additional funds to: address technical college student wait lists in high-demand fields; support innovative school-to-work collaborations to provide high school pupils with industry-recognized certifications in high-demand fields; and enhance employment opportunities for persons with disabilities through customized skills training with job placement commitments." *Reggie Newson, Secretary, Wisconsin Department of Workforce Development*
- "(In summer 2014), the Governor and the South Dakota Workforce Initiatives cabinet visited six communities and hosted day-long Workforce Summits. The purpose was to provide a forum to discuss current programs, learn about demographics and workforce trends, and determine what strategies to move forward. During Workforce Summit follow-up meetings, Governor Daugaard announced the opportunity for communities to apply for the Community Matching Incentive Program. This grant encourages cross-sector collaboration in developing workforce development plans." *Marcia Hultman, Cabinet Secretary, South Dakota Department of Labor and Regulation*

- "Ohio's In-Demand Occupations Reports — a dynamic database of the state's most urgent job needs — [was] developed using state labor statistics, online job posting trends, and direct employer feedback. This data is embedded into *OhioMeansJobs.com*, the state's one-stop career counseling and employer services center, helping to guide students and individuals along a career path toward promising occupations in Ohio." *Dawn Larzelere, Director, Ohio Governor's Office of Workforce Transformation*
- "Missouri has successfully implemented the ACT Certified Work Ready Communities (CWRC) initiative. CWRC is a voluntary initiative led by community leaders that links workforce development to education and aligns economic development needs of communities." *Julie Gibson, Director, Division of Workforce Development*

What is your state's ace in the hole, or most strategic advantage, with respect to workforce development?

- "Michigan's key workforce strategy is the operation of a Demand-Driven system, which has been unanimously adopted by the state and all 24 local service delivery areas — Michigan Works! Agencies. A truly demand-driven workforce development system." *Christine Quinn, Director, Michigan Workforce Development Agency*

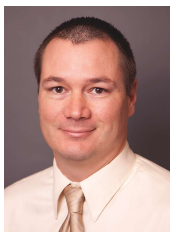
- "Wisconsin will launch a new labor market information system (in 2015) that will dramatically improve our ability to anticipate, identify and meet labor market needs in the 21st century economy." *Reggie Newson, Secretary, Wisconsin Department of Workforce Development*
- "A big part of this work is knowing what works, and what doesn't, and that evaluation of the state's workforce programs is taking place through the Workforce Success Measures project. Working with stakeholders and The Ohio State University, Ohio has committed to the creation of a common set of performance

metrics, allowing policy makers to continually monitor progress across multiple programs, creating better transparency and greater accountability." *Dawn Larzelere, Director, Ohio Governor's Office of Workforce Transformation*

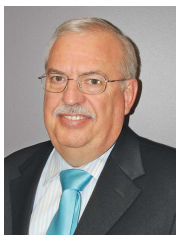
- "The state's newly revamped workforce training program — Missouri Works Training. Signed into law a year ago by Governor Jay Nixon, Missouri Works Training improves on the existing workforce programs by streamlining paperwork and combining resources to maximize impact." *Julie Gibson, Director, Missouri Division of Workforce Development*
- "The most strategic advantage the state has is our size. Since we are small, we are mobile and willing to work together to solve our challenges." *Wayde Sick, Director, North Dakota Workforce Development Division*

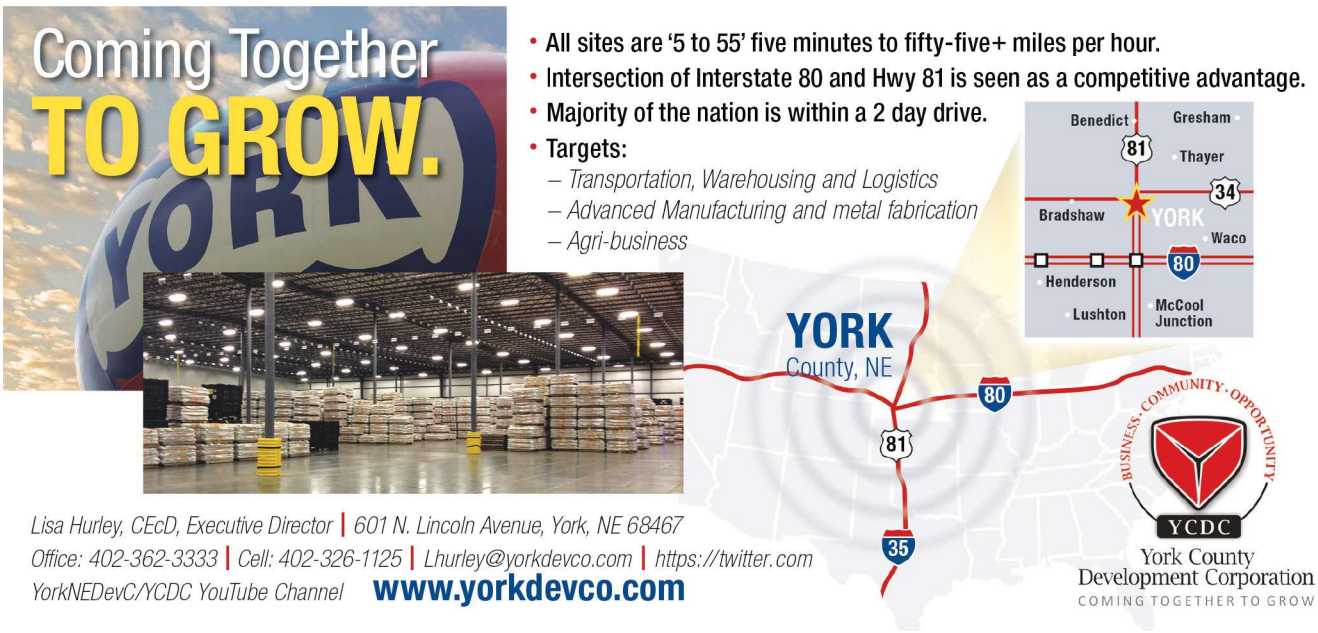
What plans are in place to improve your state's workforce/talent development resources in 2015?

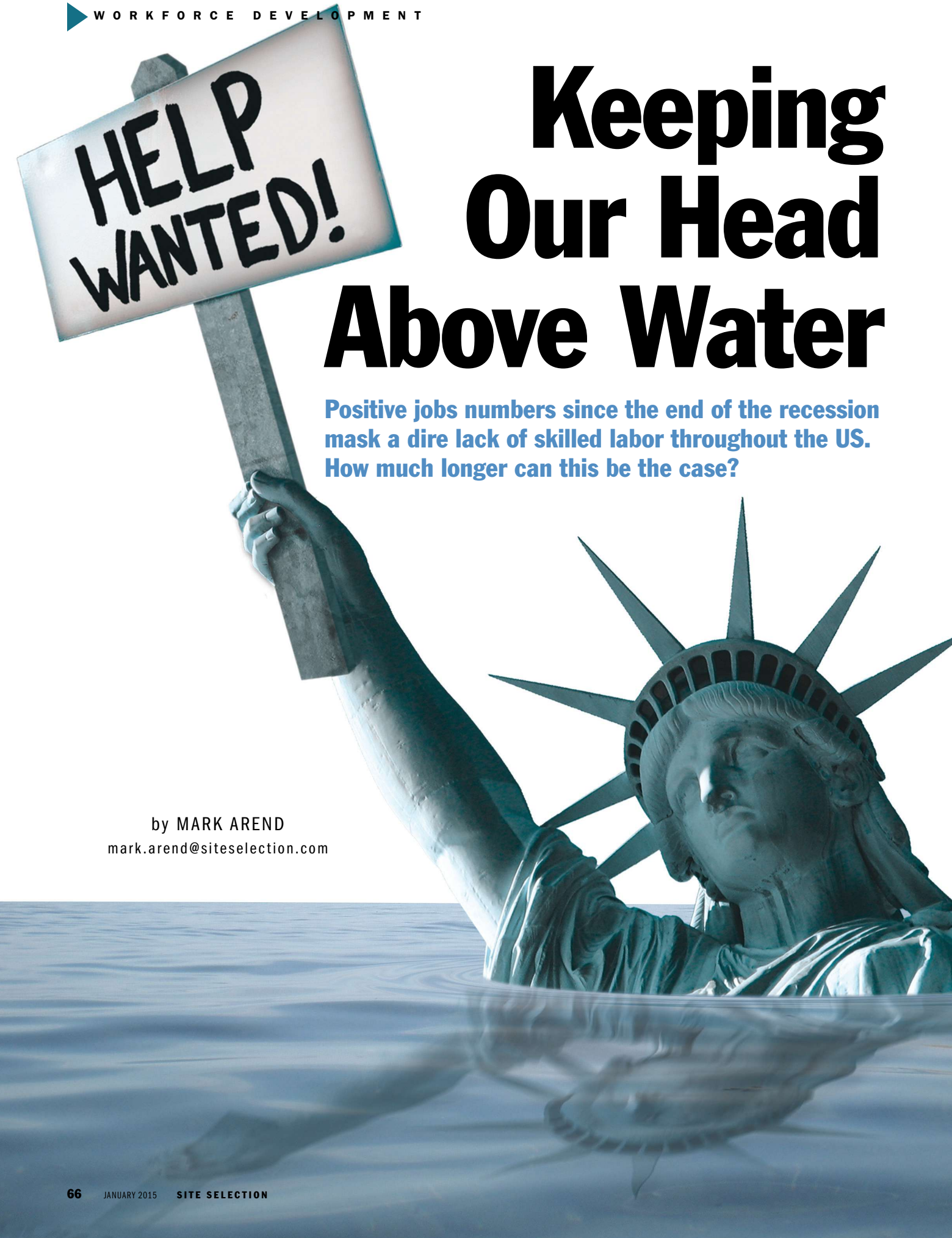
- "Illinois plans to implement the major strategies promoted by the US Chamber of Commerce Foundation's Talent Pipeline Management (TPM) initiative. These TPM strategies provide the next steps in linking economic and workforce development and building STEM-related talent pipelines through the Illinois Pathways initiative." *Therese McMahon, Deputy Director, Illinois Office of Employment & Training*
- "Michigan is seeking increased funding from the State Legislature for year three of the Skilled Trades Training Fund; we are cross-training state and local staff and supporting positions based on function, not programs, to mitigate funding influxes; as a system, we are moving towards a non-profit board structure in order to secure non-federal funds." *Christine Quinn, Director, Michigan Workforce Development Agency*
- "… Continuation of the Find the Good Life in North Dakota initiative, educator internships, student loan repayments and more options for distance and e-learning at our colleges." *Wayde Sick, Director, N.D. Workforce Development Division*



- "… Prioritize programs to equip Hoosier youth with the resources, motivation and mentoring they need to obtain their high school diploma or equivalency and transition into the labor force or a post-high school education setting." *Steve Braun, Indiana Commissioner of Workforce Development*
- "The advent of the Workforce Innovation and Opportunity Act will help to strengthen our current partnerships." *Marcia Hultman, Cabinet Secretary, South Dakota Department of Labor and Regulation*
- "Career Academies — strong partnerships between high schools and institutions offering post-secondary education emphasizing high-skill trades and business — are popping up statewide to address critical shortages in technical occupations. The Nebraska Departments of Economic Development and Labor also regularly consult with Industry Councils comprised of top-level industry executives who advise state officials on workforce and other industry-specific needs so that we can effectively and efficiently respond when such specific workforce challenges arise." *John Albin, Acting Commissioner of Labor, Nebraska Department of Economic Development*







Keeping Our Head Above Water

Positive jobs numbers since the end of the recession mask a dire lack of skilled labor throughout the US. How much longer can this be the case?

by MARK AREND
mark.arend@siteselection.com

"The wretched refuse of your teeming shore" still finds shelter on US shores. But it's workers who can make up US companies' skilled labor shortfalls that would really help get the economic recovery in gear. Which begs a chicken-and-egg question: Is an anemic economic recovery stunting job growth and leaving employment openings vacant? Or is a lack of skilled workers stunting corporate expansion plans, contributing to the anemic recovery? It's probably a bit of both, but suffice it to say the US needs workers. Smart workers.

The November 2014 jobs report from the Bureau of Labor Statistics showed an increase of 321,000 jobs — up 2 percent from the previous November — and an unchanged unemployment rate of 5.8 percent. Good news, to be sure, but in keeping with figures for the past year, during which job growth month to month averaged just 1.8 percent.

"Today's jobs report shows no more jobs created than what America needs to keep our head above water," noted Laura Kozelouzek, CEO of Quest Workspaces and a member of the Job Creators Network (JCN), a nonpartisan organization challenging government policies that stunt job creation. "After a recession, the economy is eventually supposed to kick into gear and roar ahead. But six years out from 2008, this recovery feels more like purgatory."

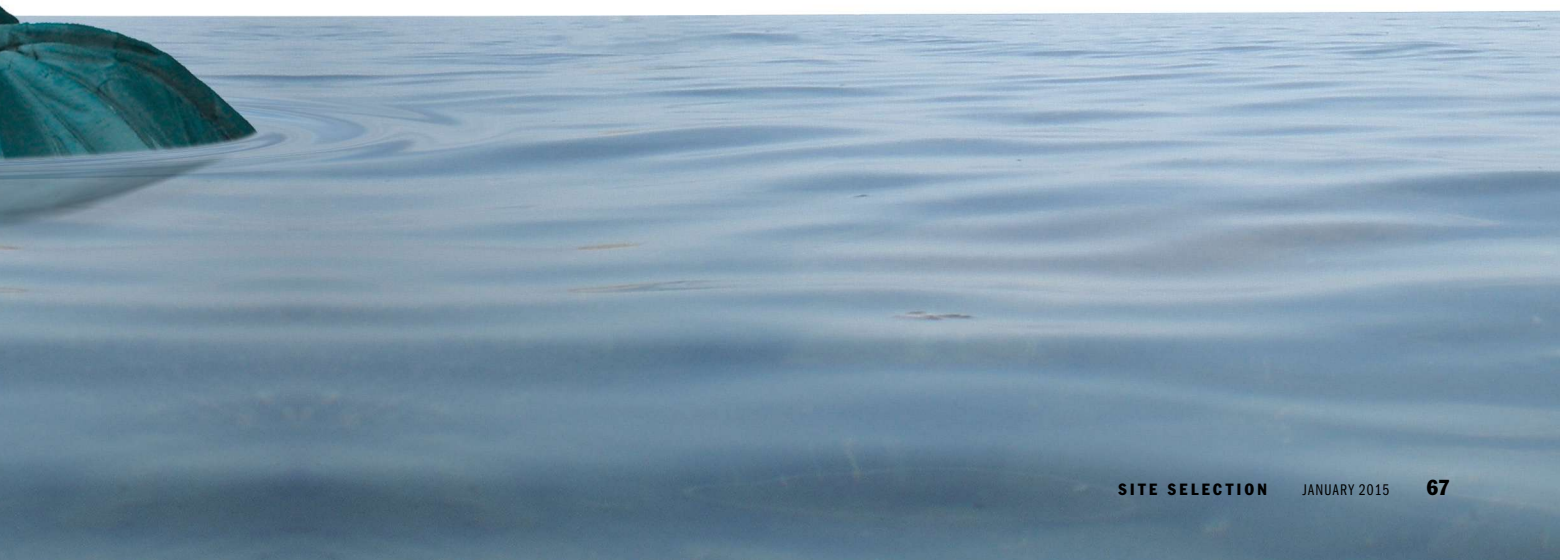
JCN places much of the blame for the weak economic recovery on America's corporate tax rate, which Kozelouzek notes is higher than that of all the country's major trading partners. "And our tax code is too complicated to understand without armies of lawyers and accountants. That's a big reason our economy isn't booming. Addressing this problem should be Job One in Washington."

The corporate tax rate — combining federal, state and local rates, is pushing 40 percent, higher than that of the rest of the industrialized world. Canada's is 26.1 percent. "If you have to pay the highest tax rate in the world to fill a factory with American workers, yet doing the same with Canadians will cost much less, then it's an obvious business decision," says Kozelouzek.

But can a Democratic president and a Republican Congress enact tax reform that would fix the disparity? Perhaps.

"NAFTA was one of the great tax cuts in American history, followed by one of our strongest economic booms," says Kozelouzek. "It lowered the cost of selling American goods to the world, and it happened because of the support of a Democratic president and the votes of Republicans in Congress."

Meanwhile, throughout 2014, companies struggled to fill key openings necessary for ramping up production to meet growing demand for equipment and the finished goods that equipment manufactures. According to a Charlotte (N.C.) Business Journal report published Nov. 21st, local, expanding companies are importing workers from elsewhere as the regional talent supply is found lacking. A Daimler



State Workforce Development Rankings

PACIFIC	
Ranking	**State**
1	**California**
2	Alaska
3	Oregon
4	Washington
5	Hawaii

NORTHEAST	
Ranking	**State**
1	**Vermont**
2	Connecticut
3	New Hampshire
4	New Jersey
5	Massachusetts
6	Maine
7	Pennsylvania
8	Rhode Island
9	New York

WEST NORTH CENTRAL	
Ranking	**State**
1	**Iowa**
2	Minnesota
3	Missouri
4	Kansas
5	North Dakota
6	South Dakota
7	Nebraska

EAST NORTH CENTRAL	
Ranking	**State**
1	**Wisconsin**
2	Michigan
3	Indiana
4	Illinois
5	Ohio

Trucks executive calls the company's recruitment effort to hire hundreds of new workers "challenging," requiring the company to provide relocation assistance to workers farther away. A personnel manager at another company reports hiring a dozen machinists in 2014 and would have hired a dozen more, "if we could find them."

> **"We're in the midst of a great phase of ingenuity and innovation, and companies are poised to do even more, but the shortage of skilled workers poses a serious threat to their ability to reach their goals."**
>
> — Steven Zylstra, *chairman, Technology Councils of North America and president and CEO of the Arizona Technology Council*

Laments another HR manager, "Finding technically skilled laborers, in particular CNC [computer numerical control] machinists, has been difficult for some time," as demand for the company's products increases. Perhaps the company's heightened support of STEM initiatives and technical education programs will do the trick in future hiring sessions.

Technology companies fear their plans to hire new staff in 2015 may be sidetracked by a continuing shortage of qualified tech talent, according to a new survey from the Technology Councils of North America (TECNA). Seventy-four percent of 1,561 C-suite-level technology executives participating in TECNA's third annual National Survey of Technology, Policy and Strategic Issues say there is a shortage, and a third of them call the shortage significant; 69 percent indicated a shortage in 2013, with 25 percent calling it significant.

"The skills shortage is one that affects technology companies from coast to coast and border to border," said Steven Zylstra, TECNA chairman and president and CEO of the Arizona Technology Council, on Dec. 8th, when the survey findings were released. "We're in the midst of a great phase of ingenuity and innovation, and companies are poised to do even more, but the shortage of skilled workers poses a serious threat to their ability to reach their goals."

Ranking Will Chart States' Workforce Development Progress

Perhaps states' efforts to make their workers more skilled, more trainable — more competitive — will pay off before it's too late, before the economy stalls again, reducing demand for skilled labor. Now is when the labor pool needs to be well stocked, a fact most states appreciate and have been addressing, to varying degrees, for some time. The Midwest Region report (page 61) and the Alabama Spotlight (page 71), by Senior Editor Patty Rasmussen, explain steps these states are taking to match the workers with the industries and businesses they seek to cultivate.

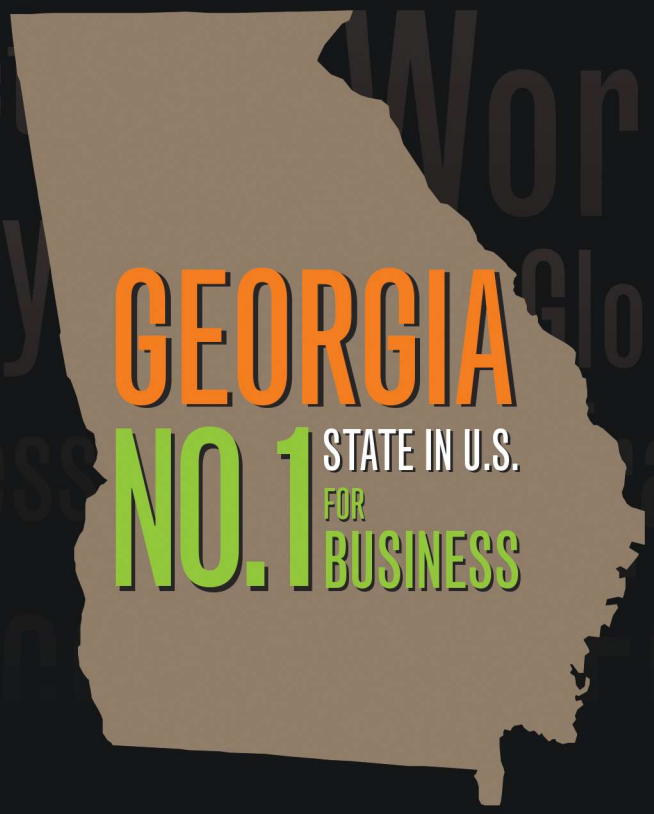
At the same time, Site Selection is developing a system for evaluating state workforce development efforts that encourages states to compete regionally for excellence in this important

MOUNTAIN	
Ranking	**State**
1	**Montana**
2	Wyoming
3	Utah
4	New Mexico
5	Nevada
6	Colorado
7	Arizona
8	Idaho

SOUTH CENTRAL	
Ranking	**State**
1	**Kentucky**
2	Oklahoma
3	Tennessee
4	Arkansas
5	Mississippi
6	Alabama
7	Louisiana
8	Texas

SOUTH ATLANTIC	
Ranking	**State**
1	**North Carolina**
2	Georgia
3	South Carolina
4	Virginia
5	Delaware
6	West Virginia
7	Florida
8	Maryland

Global Access Economy Infrastructure Workforce



Source: CNBC, Site Selection

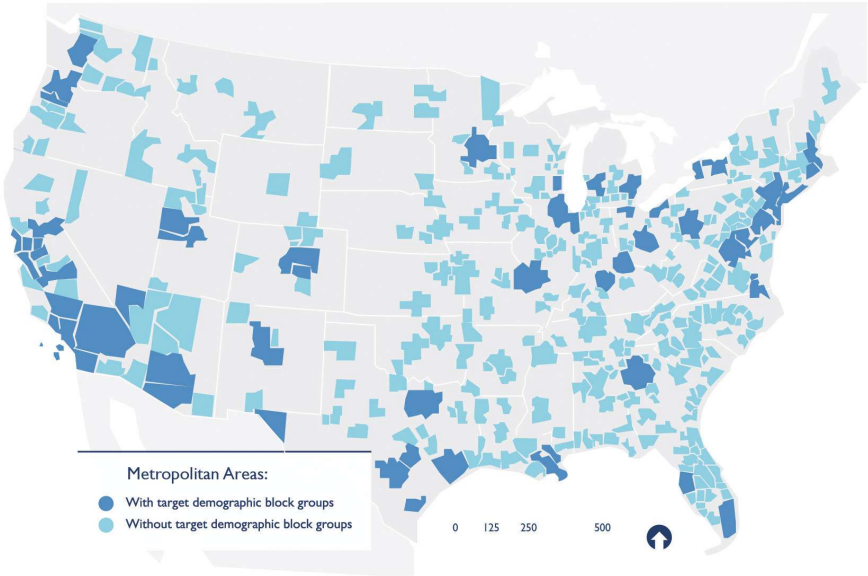
Georgia's low cost of doing business, availability of skilled labor and global supply chain are just a few of the reasons why more than 440 Fortune 500® companies thrive in Georgia. Combine this with the Georgia Department of Economic Development's recent "best in class" agency ranking by Development Counsellors International (DCI) - and you have a recipe for success. Visit Georgia.org to find out how you can become Georgia's next success story.

We SPEAK Business | Georgia® USA

Georgia Department of Economic Development

In December 2014, **Cushman & Wakefield** released a white paper, *Facing the Millenial Wave*, explaining how to attract and retain workers in this key demographic. One strategy is to use psychographic profiles, which help target cities and neighborhoods with talent pools of interest to potential employers. The one below shows where to find "Young Achievers" — a demographic category of interest to any growing enterprise.

PSYCHOGRAPHIC PROFILE: Young Achievers



When measuring the concentration of the Young Achiever group in established creative hotbeds like Brooklyn and Silicon Valley, C&W found populations of this group eight to 14 times the US average. Extending the analysis across all US cities, 55 metro areas had census blocks also containing very high concentrations of this Young Achiever psychographic group. Usual suspects dominant in the information industry like Boston and Seattle are represented, but so are newly recognized hotbeds in Columbus, New Orleans, Salt Lake City and Minneapolis. This level of dispersion has generated hip microcosms of start-ups and entertainment that have raised the profile of the entire metropolitan area. Economic developers now tout these areas and their companies alongside traditional stories of new manufacturing plants and highway interchanges. Savvy companies now know to look a little closer at typically overlooked metro areas when chasing the talent.

aspect of economic development. Corporate investors are encouraged to delve deeper into the state-specific values associated with the ranking components to better gauge states' offerings relative to companies' HR requirements.

The rankings are intended to provide a general sense of which states in a given region are devoting sufficient or superior resources to preparing their workforces for current and future employment. They do not factor in success rates of specific state worker training programs, incentives or other tools. Future iterations of these rankings may do so, and will incorporate input from corporate executives and others familiar with state workforce programs around the US.

Site Selection's inaugural workforce development rankings incorporate three measures that can be applied to all 50 states. Each measure is weighted one third:

- State funding expenditures for workforce preparation and development as a percentage of total economic development expenditures, fiscal year 2014, from the Center for Regional Economic Competitiveness (*www.creconline.org*);
- The Postsecondary and Workforce Readiness component of *Leaders & Laggards: A State-by-State Report Card on Educational Effectiveness* from the US Chamber of Commerce Foundation (*www.uschamberfoundation.org*); and
- Total ACT National Career Readiness Certificates per 18 to 65 population (*www.act.org*).

Look for more comprehensive versions of these rankings in the future, and become familiar with the contributing organizations and the work they do to meet the workforce development requirements of business and industry in the US. ▼

Exceeding Workforce Expectations

A greater emphasis on workforce development results in impressive job creation.

In October 2014, Alabama savored the enviable news that each of the state's 67 counties raised their employment numbers. "Yeah, we were pretty pumped about that," says Greg Canfield, Alabama's Secretary of Commerce. That statistic translated to close to 1.95 million employed Alabamians, the highest figure since December 2008. The manufacturing sector alone gained 7,900 jobs from September 2013 to September 2014, and construction added 3,200 jobs according to the Center for Business and Economic Research at the University of Alabama.

"We are blessed with a readily available workforce that either possesses the skills necessary for the industries we've attracted to the state or have become equipped with the necessary skills to meet the demand of industry," Canfield says. "But I think it says more to us that companies that already have a presence in Alabama, who are internally evaluating multiple projects and deciding where to spend capital, are choosing to spend it in Alabama. That tells us that those companies have continued to have great success that has exceeded their expectations and that as they view the workforce and the future required workforce, they feel comfortable with

by PATTY RASMUSSEN
patty.rasmussen@siteselection.com

The $73-million Robotics Technology Park in the Huntsville-Decatur area consists of three individual training facilities, each targeted to a specific industry need.
Photo courtesy of AIDT

"When we get students from the two-year-college system, they're trainable. You hear about middle skills — the two-year system is the middle skill educator."

— **Ed Castile,** *Director, AIDT*

what we have today and the direction we're going in tomorrow."

The Password Is "Alignment"

Building on the strong foundation of workforce education offered through Alabama Industrial Development Training (AIDT) programs, Governor Robert Bentley's inaugural Alabama Workforce Council officially formed in July 2014. The council was a recommendation of the Governor's 2013 Career and College Ready Task Force, and is made up of 28 leaders from every sector of business and industry.

"The governor recognized the importance of a sustainable, skilled and trained workforce," says the council's chairman, Zeke Smith, executive vice president for Alabama Power. "The needs of industry are changing. There are some tried and true skills that have remained the same but with the advance of technology we have to make sure that we take where we are today — which is very good — and move it even higher."

The council makes its first round of recommendations to the governor this month. Among the topics tackled is aligning industry and education. "We want to have a better understanding of what education can deliver," says Smith, "but perhaps more importantly, industry speaking back to education about skill gaps and what we need to do to develop the skilled workforce."

One action item under the education/industry alignment heading is connecting industry with the 10 regional workforce councils already established across the state. "You can't underestimate the importance of face-to-face communication," Smith says. "We have to get engaged in those councils to make sure we're communicating the gaps or needs associated with the jobs in those areas."

Another key issue is data collection and assimilation, and making sure everyone has access to it. "Data can be king if you know how to get it, tap into it and utilize it," Smith says. "We have to do a better job of bringing all the data that's out there into a one-stop shop or repository."

Smith says one of the council's subcommittees is looking at creating apprenticeships, mentorship programs and scholarships through public-private partnerships. Finally, the council wants to create a buzz around the skilled trades. "Many students, and parents, don't have knowledge of or understand the opportunities out there for someone who develops a skill," says Smith. "We created a subcommittee to look at that and ask how we can better promote and market these careers."

While the primary mission of the workforce council centers on the skilled trades and workforce development, Smith says they want to bring together all elements of the education system, from K-12 to the community college system to four-year institutions. "Everybody understands this is about the big picture, not

WE ARE WORKFORCE DEVELOPMENT

WE BUILD *the* WORKFORCE...

They build the products that build Alabama's economy:

Planes, ***Trains***, ***Automobiles***, and everything in between. No job is too big or too small for Alabama's workforce, **AIDT** makes sure of that. **AIDT** has over 40 years experience in workforce development and consistently ranks among the top workforce development agencies in the country, every year. We work with companies from all over the world, from **A**irbus to **Z**ilkha Biomass Energy, providing a workforce that is highly skilled and well-trained for any industry.

AIDT
ISO 9001: 2008

MADE IN ALABAMA

WE ARE WORKFORCE DEVELOPMENT
WWW.AIDT.EDU

taking anything away from any of our education communities," he says. "This is about creating a better workforce for the state of Alabama."

Even before making their recommendations, Canfield says the Alabama Workforce Council represents something substantial. "We view their work as being very important," he says. "It's another signpost of our commitment in Alabama to partner with the private sector and address the future workforce needs. The skill sets in demand today will change over time and maybe for the first time ever we're beginning to think more about what we need in the future, five and 10 years from now."

"The skill sets in demand today will change over time and maybe for the first time ever we're beginning to think more about what we need in the future, five and 10 years from now."

— **Greg Canfield**, *Alabama Secretary of Commerce*

Workforce Finishers

Alabama is well known for building cars and aircraft, but the state will soon add firearms to that list. In February 2014, North Carolina-based Remington Outdoor, the nation's oldest gun maker, announced it was building a $110-million manufacturing facility in Huntsville and would create 2,000 jobs. The AIDT handled recruiting for machine operators and maintenance and machine technicians.

Huntsville snagged another significant jobs creation project when Science and Engineering Services (SES) announced plans to add 450 jobs over the next five years as the company invests close to $70 million to expand manufacturing operations. SES is constructing new hangar bays, new office space, a parking lot, and parking spaces for aircraft. Ultimately, the SES facility will include a combined 1.3 million sq. ft. (120,770 sq. m.) of hangar, manufacturing and integration space throughout four facilities in Huntsville.

In March 2014, Honda, which has added 450 jobs in Alabama over the past three years, announced a $72-million expansion adding a modest 50 jobs. But one of the automaker's suppliers, International Automotive Components (IAC), doubled its Anniston manufacturing plant. The 126,000-sq.-ft. (11,700-sq.-m.) expansion will result in close to 350 new jobs created over the next two years. IAC makes molded plastic instrument and door panels, flooring and acoustic and interior trim systems for several car manufacturers in addition to Honda.

AIDT's Robotics Technology Park (RTP), a training center close to Huntsville that's been up and running for three years, has trained employees for many of the state's premier manufacturing facilities. "The RTP will soon become an American Welding Society [AWS] certified training facility for manual welding, certified welding inspector [CWI] and certified robotic arc welding [CRAW]," says Rick Maroney, project manager at the facility. "The RTP will be *the* facility to offer CRAW certification below the Mason-Dixon Line. These certifications are huge for the RTP and companies in the south."

In response to industry needs, AIDT created and operates other centers of excellence including those focused on shipbuilding and welding, aviation

ALABAMA RTP

ROBOTICS TECHNOLOGY PARK

ADVANCED ROBOTICS & AUTOMATION TRAINING

PHASE I

THE ROBOTICS MAINTENANCE TRAINING CENTER

The Robotic Maintenance Training Center is a 60,000 square foot facility where technicians are trained in the field of automation and robotics. The facility is staffed with trainers certified by OEM (Original Equipment Manufacturers) automation vendors and is also a south-eastern U.S.-based training facility for several robotics manufacturers.

PHASE II

THE ADVANCED TECHNOLOGY RESEARCH & DEVELOPMENT CENTER

The Advanced Technology Research and Development Center provides space on a cost recovery fee structure that promotes economic growth through research and development. The building is used by public and private entities that are engaged in research and development of robot/automation technologies.

PHASE III

THE INTEGRATION, ENTREPRENEURIAL & PAINT/ DISPENSE TRAINING CENTER

The Integration, Entrepreneurial and Paint/Dispense Training Center is currently in development and is scheduled to open in 2015. This center will allow companies to build and adapt automation for new and existing manufacturing process. It will also allow companies to train in manual paint spraying techniques and offer robotic dispense training.

ROBOTICS & AUTOMATION TRAINING

WWW.**ALABAMARTP**.ORG

RTP
ROBOTICS TECHNOLOGY PARK
| ALABAMA |

The RTP is a collaboration between the State of Alabama, Calhoun Community College, AIDT and robotics industry leaders across the nation.
Photo courtesy of AIDT

and woodworking, and the newly opened Alabama Workforce Training Center in Birmingham, which focuses on skills training in the construction trades. In addition to listening to industry partners, Ed Castile, director of AIDT, says his agency's relationship with the state education system, especially two-year colleges, is a vital piece of the workforce puzzle.

"At AIDT we're more like workforce finishers," he says. "We're not educators, we're training. Employees and job-seekers have to have education to be in a training program. They need math skills, they need the ability to read technical material and be able to apply it. When we get students from the two-year-college system, they're trainable. You hear about middle skills — the two-year system is the middle skills educator."

It's taken awhile, but the notion that a four-year degree is the ticket to attaining the American dream has fallen by the wayside. Bill Taylor serves as President of the Economic Development Partnership of Alabama (EDPA). He stresses the importance of employing workers from every educational stratum, and offers an automotive robotic cell as an example.

"To program them, you need a four-year degree," Taylor says. "To maintain them, a two-year degree, and to operate them, a high school diploma; they're all needed to make the future of advanced manufacturing work. When Mercedes Benz US International first came here in 1993, other than engineering and those types of disciplines, we looked for grade 12 grads. Now the industry looks for all three streams."

"The needs of industry are changing … With the advance of technology we have to make sure that we take where we are today — which is very good — and move it even higher."

— **Zeke Smith,** *executive vice president for Alabama Power and chairman of the Alabama Workforce Council*

WHERE IN THE WORLD IS ALABAMA?

EVERYWHERE.

Not everybody can find Alabama on a map, but smart companies all over the globe have made their way here. Airbus, Honda, Mercedes, Hyundai, Toyota, Austal and more have all chosen to locate major U.S. production facilities in Alabama. The favorable business climate, available skilled labor force and export-driven infrastructure are why corporations keep choosing Alabama. But the most surprising factor is discovering how many world-renowned companies are already thriving here.

MadeInAlabama.com

MADE IN ALABAMA

It Pays To Be Out in Front

This year's edition of State of the States, in addition to containing updated legislative, demographic and education data, includes the second installment of six Rankings That Matter: estimated 2013 GDP (BEA); the Tax Foundation's 2015 State Business Tax Climate Index (Oct. 2014); the Small Business & Entrepreneurship Council's Small Business Policy Index 2014 (Dec. 2014); total ACT National Career Readiness Certificates earned, as of Oct. 2014; Incentives Transparency Index 2014 rankings from Amsterdam-based Investment Consulting Associates (ICA); and four-year high school graduation rates.

Our new ranking from ICA comes from a proprietary database the firm maintains, and encompasses incentives deals between Jan. 2010 and Nov. 2014. Michigan is No. 1. For this time window, a total number of 8,750 incentives were awarded by all 50 US states, generating 1,126,479 new jobs and attracting $307.5 billion in capital investment.

"We're finding clawback provisions with a lot of teeth to them," says Martin Romittl, senior vice president at the Center for Regional Economic Competitiveness (CREC). That said, "It's also hard to structure a clawback that covers every eventuality," says Ellen Harpel, founder of Smart Incentives and president of Business Development Advisors. "We are seeing stronger rules, but the more effective ones are up front, rather than after the fact." That same approach applies to taxes. "Lawmakers create these deals under the banner of job creation and economic development," says the Tax Foundation, "but the truth is that if a state needs to offer such packages, it is most likely covering for a woeful business tax climate." — *Adam Bruns*

Data sources include: EASI Demographics; Tax Foundation; ACT Investment Consulting Associates; BLS; BEA; NBER; Census Bureau; Conway Data; state chambers of commerce, economic development agencies and associations; press reports; governors' press rooms; law firms; and legislative documents.

Gov. Robert Bentley (R)

"We presently have and will continue to have a very pro-business environment. We also have a cooperative spirit for economic recruitment in this state that you can see here today where state and local entities work closely together."
—Gov. Robert Bentley on February 18, 2014, at the Remington jobs announcement

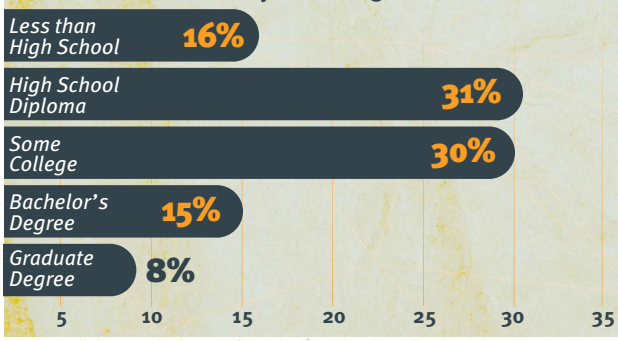
Alabama Dept. of Commerce
401 Adams Ave., 6th floor
Montgomery, AL 36130
Greg Canfield, Secretary of Commerce
334-242-0400

madeinalabama.com

Alabama

Pop. (2014): 4,852,988 **Pop. growth 2014—2019:** 2.21%
Median household income: $49,771 **Median age:** 37.9
Right-to-work state: Yes

Workforce Education by Percentage



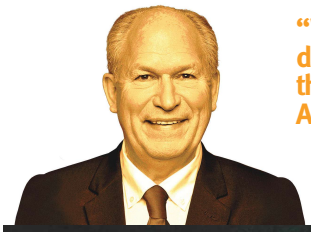
Rankings that Matter

GDP	29 ($180,727*)
Business Tax Climate	28
Small Business Policy	7
ACT Career Readiness Certificates	42 (493)
High School Graduation	43 (75%)
Incentives Transparency Index	22

*Real GDP in US millions

Legislative Update

- Under Executive Order 47, the governor created the Alabama Small Business Commission, which will promote policies to assist new business start-ups and the expansion of existing businesses.
- As part of the state's "Taypayer's Bill of Rights," the legislature approved creation of an independent tax tribunal making it easier for businesses to appeal tax assessments. Another law changed the rules for creating limited liability companies in the state.
- Alabama's first Workforce Development Council, made up of 28 industry leaders from across the state, convened in July 2014 and makes its first report to the governor in January.



"We don't have a resource problem in Alaska. We have a distribution problem. I am steadfastly committed to developing that distribution system, to bring Alaska's natural gas to Alaskans and to the lucrative world markets."

—Gov. Bill Walker at his Dec. 1, 2014, swearing-in ceremony

Alaska Dept. of Commerce
Community & Econ. Dev.
550 W 7th Ave., Ste 1770
Anchorage, AK 99501
Joe Jacobson, Director ED
907-269-8150

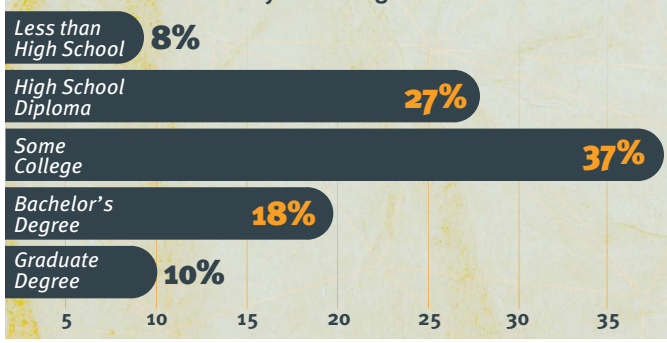
Gov. Bill Walker (I)

commerce.alaska.com

Alaska

Pop. (2014): 737,286 **Pop. growth 2014—2019:** 4.74%
Median household income: $76,422 **Median age:** 33.8
Right-to-work state: No

Workforce Education by Percentage



Rankings that Matter

GDP	43 ($51,542*)
Business Tax Climate	4
Small Business Policy	18
ACT Career Readiness Certificates	2 (37,447)
High School Graduation	30 (79%)
Incentives Transparency Index	40

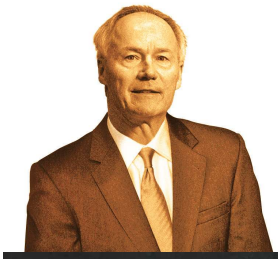
*Real GDP in US millions

Legislative Update

• Voters decided to raise the state's minimum wage to $9.75 an hour in the November 2014 election. More than 600,000 Alaskan workers will receive raises in 2016.

• The legal marijuana industry can now take root in Alaska. By a slim majority, the recreational use of marijuana was legalized in November. Marijuana growing and selling will be fully regulated and taxed beginning February 24, 2015.

• • • ★ • • •



"It's about a new day of growing the economy and creating jobs. It's about making sure that we can have a competitive tax rate. It is a new day in Arkansas that we can have computer science in every high school. It's a new day in Arkansas that we can reduce the burden of regulations, that we can implement the plan. That's why the people are excited about the future of this state."

—Gov.-elect Asa Hutchinson, during his November 4, 2014, victory speech

Arkansas ED Commission
900 West Capitol Ave., Ste. 400
Little Rock, AR 72201
Grant Tennille, Exec. Dir.
1-800-ARKANSAS

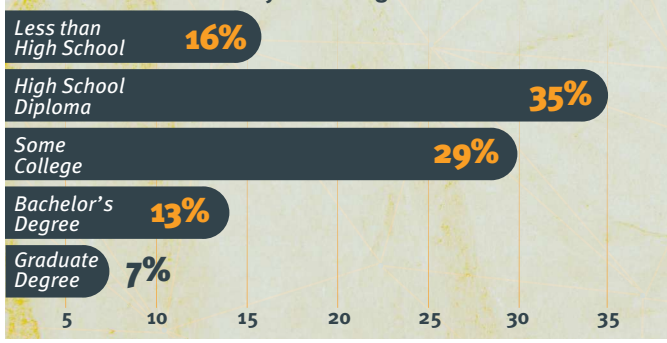
Gov. Asa Hutchinson (R)

arkansasedc.com

Arkansas

Pop. (2014): 2,970,536 **Pop. growth 2014—2019:** 2.47%
Median household income: $46,560 **Median age:** 37.4
Right-to-work state: Yes

Workforce Education by Percentage



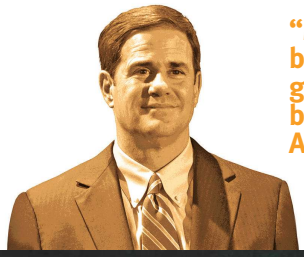
Rankings that Matter

GDP	35 ($115,745*)
Business Tax Climate	39
Small Business Policy	37
ACT Career Readiness Certificates	43 (574)
High School Graduation	34 (78%)
Incentives Transparency Index	39

*Real GDP in US millions

Legislative Update

• Arkansas voters overwhelmingly passed an initiative on the November ballot raising the minimum wage. The raise will be put into effect incrementally until 2017, with the first raise occurring on Jan. 1, 2015.
• Arkansas' Chamber of Commerce expects the 2015 legislative session to tackle tax issues such as targeted reductions in business taxes as well as workforce development, protecting workers' compensation and the unemployment insurance system.
• Funding for the private option, Arkansas's version of Medicaid expansion, will be a big battle again in 2015.



Gov. Doug Ducey (R)

"My goal is to speed economic growth, not impede it. We can best do that by limiting government spending and making government more efficient. We won't pay our bills with borrowed money. And if anyone needs to cut back, it won't be Arizona's hard-working taxpayers — it will be government."

—Gov.-elect Doug Ducey, in a post-election editorial in The Arizona Republic

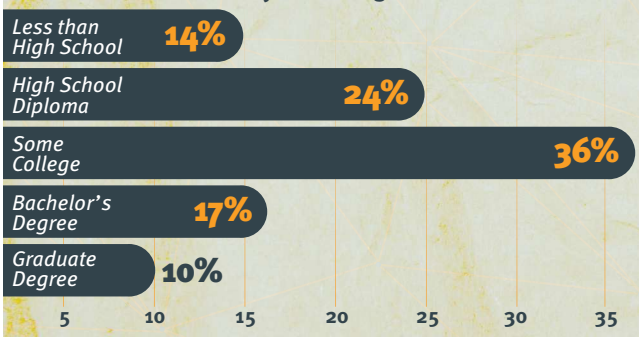
Arizona Commerce Authority
333N. Central Ave., Ste. 1900
Phoenix, AZ 85004
Sandra Watson, President/CEO
602-845-1200

azcommerce.com

Arizona

Pop. (2014): 6,662,927 **Pop. growth 2014—2019:** 4.17%
Median household income: $56,733 **Median age:** 36
Right-to-work state: Yes

Workforce Education by Percentage



Rankings that Matter

GDP	21 ($261,924*)
Business Tax Climate	23
Small Business Policy	12
ACT Career Readiness Certificates	26 (4,469)
High School Graduation	39 (77%)
Incentives Transparency Index	31

*Real GDP in US millions

Legislative Update

- Former Gov. Jan Brewer signed a new law in July 2014 creating a new tax credit for investment in renewable energy sources if the power will be used for manufacturing.
- Arizona is in the process of phasing down its corporate income tax (which currently stands at 6.5 percent) to 4.9 percent in stages between 2015 and 2018.
- A new law went into effect last July exempting manufacturers and smelters from having to pay state sales taxes on electricity and natural gas they purchase.

Ak-Chin Advantage #4 *Growth Corridor*

We put you in the best possible position to succeed

- Ak-Chin's industrial park, **Santa Cruz Commerce Center**, sits in the growth corridor between metro Phoenix and Tucson
- Nestled in the state's agricultural heartland with area agribusinesses including Hickman's Family Farms, Ak-Chin Farms, R & G Potato Co., Pinal Energy, and the University of Arizona's research farm at the Maricopa Agricultural Center
- Just 18 miles to Interstate 10 and the CanaMex trade corridor; 13.5 miles to Interstate 8
- Central to major centers of commerce and ports

How Can We Help You Grow?

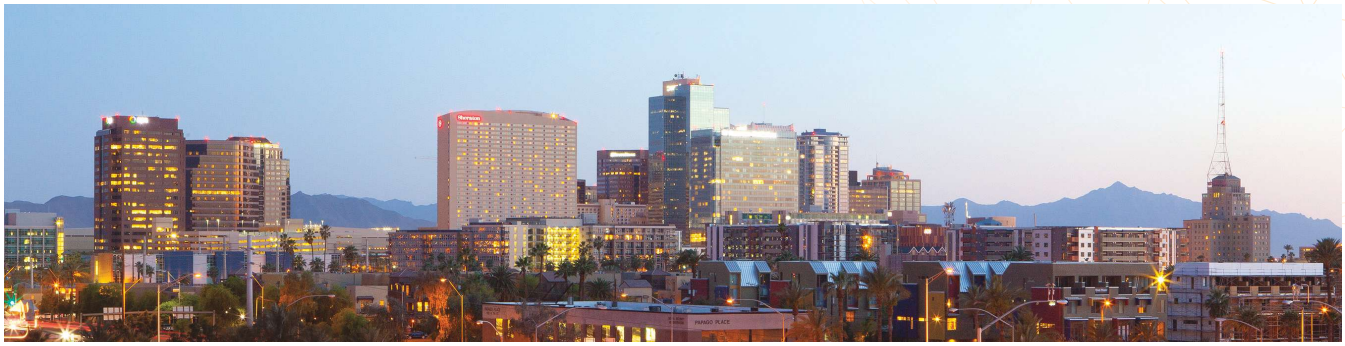
Santa Cruz
COMMERCE CENTER

custom leasing solutions in a native environment

Pinal County, Greater Phoenix, Arizona
For leasing info: 520-568-3246

A DEVELOPMENT OF THE AK-CHIN INDIAN COMMUNITY

www.leaseakchin.com



Phoenix skyline
Photo courtesy of Visit Phoenix

Did You Know?

The NCAA Final Four basketball tournament will be held in the University of Phoenix Stadium in Glendale in 2017. Studies of previous host communities show the city stands to see between $70 million and $200 million in economic impact.

The Center for Digital Government included two Arizona cities on their Top 10 Digital Cities list for 2014. Phoenix was ranked sixth, while Mesa came in 10th on the list, which tracks a city's innovative use of technology to serve its citizens.

Selected Corporate Facility Projects 2014

Company	City	County	Type	New/ Expansion	Product	Investment ($ millions)	Employment
Tractor Supply Co.	Casa Grande	Pinal	DW	N	Farm Equipment	$100	250
Labcorp	Phoenix	Maricopa	OF/RD	E	Medical Testing	65	210
ASARCO	Sahuarita	Pima	MF	E	Cooper	64	30
Sturm, Ruger & Co.	Prescott	Yavapai	MF	E	Firearms	50	390
Leclerc	Phoenix	Maricopa	MF	N	Cookies	50	100
Shutterfly	Tempe	Maricopa	MF	N	Photofinishing	42	183
Hexcel Corp.	Casa Grande	Pinal	MF	N	Plastics Resins	40	134
San Mar	Avondale	Maricopa	DW	N	Apparel	35	175
Inteplast Group	Phoenix	Maricopa	MF	N	Plastic Film	23	60
Knight Transportation	Phoenix	Maricopa	DW	N	Logistics	15	401
Av-Air Inc.	Chandler	Maricopa	HQ/MF/DW	N	Aircraft Parts	15	
Aetna	Phoenix	Maricopa	OF	N	Insurance	12	250
Infusionsoft	Chandler	Maricopa	OF/HQ	E	Computer Systems	9	450

MF = Manufacturing OF = Office HQ = Headquarters RD = Research & Development CC = Contact Center DW = Distribution/Warehouse

MORE AFFORDABLE ENERGY.
MORE WATER TO THRIVE. MORE GROWTH.

From some of the lowest electricity and labor costs in the Southwest to a young and qualified workforce, Greater Phoenix and SRP offer you the tools and incentives needed to make your move a success. With low taxes and a reliable water supply, Greater Phoenix is consistently named one of the top 10 places to locate businesses. Coupled with SRP's award-winning customer service and broad dark fiber network, you'll find what you need to build your business here.

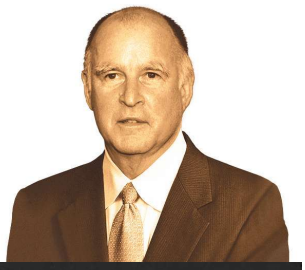
To learn what we can do for you, visit **PowerToGrowPHX.com**.

SRP
Delivering more than power.™

Governor's Office of Business & ED
1400 10th St, 2nd floor
Sacramento, CA 95814
Kish Rajan, Director
916-322-0694

"Today, we remind the world that the Golden State is the home of the silver screen. This bill helps thousands of Californians — from stage hands and set designers to electricians and delivery drivers."

—Gov. Jerry Brown, Jr., signing AB 1839 which increases the state's film and television tax credit to $330 million a year for five years beginning with fiscal year 2015-16



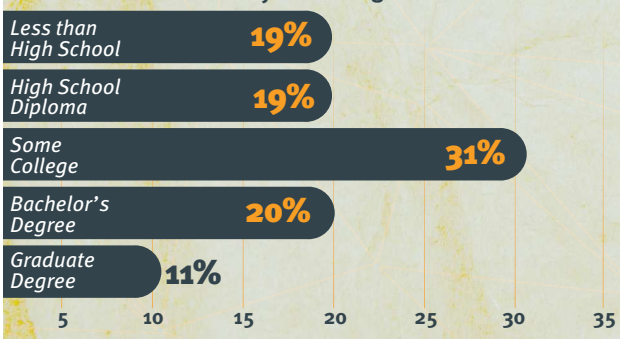
business.ca.gov

Gov. Jerry Brown (D)

California

Pop. (2014): 38,471,787 **Pop. growth 2014—2019:** 4.13%
Median household income: $69,154 **Median age:** 35.4
Right-to-work state: No

Workforce Education by Percentage



Rankings that Matter

GDP	1 ($2,050,693*)
Business Tax Climate	48
Small Business Policy	50
ACT Career Readiness Certificates	39(7,401)
High School Graduation	22 (82%)
Incentives Transparency Index	20

*Real GDP in US millions

Legislative Update

•California's Office of Business and Economic Development banned the payment of contingency fees (commission payments) to site selection consultants for obtaining the California Competes tax credit. The prohibition went into effect in August 2014 and is being challenged in court.

•Gov. Jerry Brown signed the nation's first statewide ban on single-use plastic bags in September 2014. The bags will be phased out over a two year period.

•The state's minimum wage goes up to $9 an hour, rising to $10 an hour by 2016.

• • • ★ • • •

"After years of complacency, Connecticut is playing an aggressive role partnering with employers to create jobs and grow our economy. Consider this: From 2002 through 2010, our Department of Economic and Community Development partnered with a total of 118 businesses. In the two years since we came together to pass an historic, bipartisan jobs bill, DECD's Small Business Express program has extended a helping hand to nearly one thousand small businesses around our state."

—Gov. Dannel Malloy in the Feb. 6, 2014, State of the State address

Connecticut Dept. of Economic & Community Development
505 Hudson St,
Hartford, CT 06106
Catherine Smith, Commissioner
860-270-8000

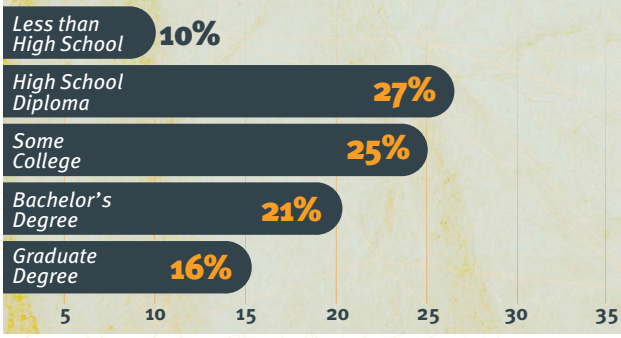
Gov. Dannel Malloy (D)

ct.gov/ecd

Connecticut

Pop. (2014): 3,603,503 **Pop. growth 2014—2019:** 2.45%
Median household income: $78,966 **Median age:** 39.8
Right-to-work state: No

Workforce Education by Percentage



Rankings that Matter

GDP	23 ($233,996*)
Business Tax Climate	42
Small Business Policy	41
ACT Career Readiness Certificates	32 (2,019)
High School Graduation	12 (86%)
Incentives Transparency Index	28

*Real GDP in US millions

Legislative Update

• Gov. Malloy announced a $3.5-million matching grant voucher program as part of the new Connecticut Manufacturing Innovation Fund (CMIF). The program offers matching grants of between $5,000 and $50,000 for manufacturers with up to 300 employees located in or moving operations to the state.

• The state offered a $400-million tax credit incentive to United Technologies Corp. (UTC) in return for $500 million in upgrades at Pratt & Whitney, Sikorsky and UTC Aerospace facilities, and a promise to keep Pratt & Whitney headquarters in Connecticut for 15 years.

• Connecticut's minimum wage rises to $10.10 per hour by Jan. 2017.

"Downtown Development Districts will spur private capital investment in commercial business districts, stimulate job growth, help build a stable community of long term residents by improving housing opportunities, and strengthen our neighborhoods. By spurring economic activity in our downtowns, Delaware will attract more talented people, innovative small businesses and residents from all walks of life."

—Gov. Markell in his weekly address, Aug. 8, 2014

Delaware Econ. Dev. Office
99 Kings Highway
Dover, DE 19901
Alan Levin, Cabinet Secretary
302-672-6808

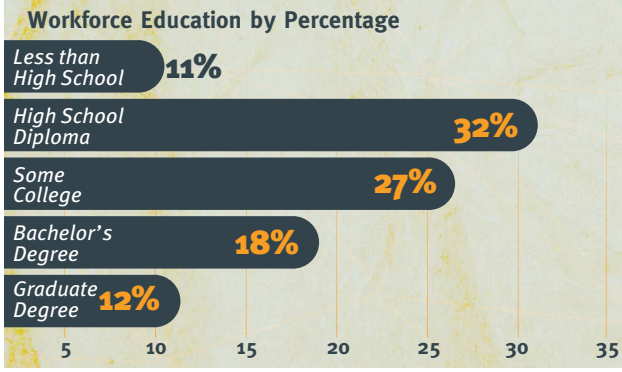
Gov. Jack Markell (D)

dedo.delaware.gov

Delaware

Pop. (2014): 929,978 **Pop. growth 2013—2018:** 3.72%
Median household income: $68,646 **Median age:** 38.7
Right-to-work state: No

Workforce Education by Percentage



Rankings that Matter

GDP	41 ($58,028*)
Business Tax Climate	14
Small Business Policy	32
ACT Career Readiness Certificates	40 (170)
High School Graduation	40 (77%)
Incentives Transparency Index	37

*Real GDP in US millions

Legislative Update

• The state launched the $3-million Delaware Cyber Initiative to develop partnerships between academia, workers and the private sector to develop a skilled and innovative cybersecurity workforce.
• The legislature approved $7 million to establish and fund Downtown Development Districts.
• The Accelerated Career Paths program creates a partnership between the Delaware Manufacturing Association, Delaware Technical and Community College and the Delaware Department of Education and allows high school juniors and seniors to earn professional manufacturing certificates at graduation.

• • • ★ • • •

"When our economy is truly healthy and everyone rises with the tide of prosperity, then issues such as the lack of affordable housing, homelessness and hunger are greatly diminished. Doing the hard work means collaborating with business, labor, community groups, our civil servants and all stakeholders. There should be no 'special' interest. The only interest that matters is the public's interest."

—Gov. David Ige, in his December 1, 2014, inaugural address

Hawaii Dept. of Business
Econ. Dev. & Tourism
No. 1 Capitol District Bldg.
250 S. Hotel St.
Honolulu, HI 96813
Richard Lim, Director
808-586-2355

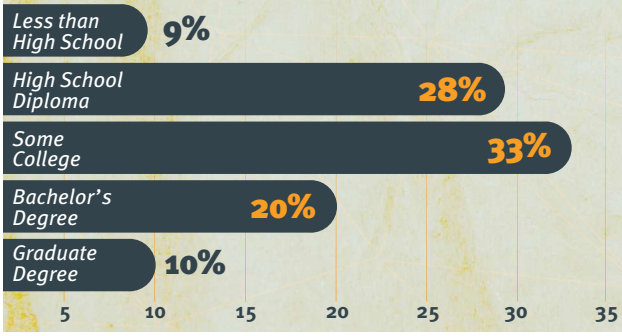
Gov. David Ige (D)

dbedt.hawaii.gov

Hawaii

Pop. (2014): 1,408,227 **Pop. growth 2014—2019:** 4.51%
Median household income: $76,179 **Median age:** 38.8
Right-to-work state: No

Workforce Education by Percentage



Rankings that Matter

GDP	38 ($70,110*)
Business Tax Climate	30
Small Business Policy	47
ACT Career Readiness Certificates	38 (327)
High School Graduation	35 (78%)
Incentives Transparency Index	50

*Real GDP in US millions

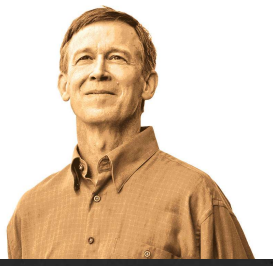
Legislative Update

• The State of Hawaii earned the 2014 Government Innovator of the Year award from the Government Technology Research Alliance (GTRA).
• According to the Department of Business Economic Development and Tourism (DBEDT) the value of building permits increased 15.9 percent during the first nine months of 2014. Major government projects such as the Honolulu rail, new sewage treatment facilities, private projects and other anticipated building projects, indicate an even busier year in 2015.
• The state was recognized for the third consecutive year as the nation's leader for per-capita investment in energy performance contracting (EPC) by the Energy Services Coalition.

Colorado Office of Econ. Dev. & Intl. Trade
1625 Broadway, #2700
Denver, CO 80202
Fiona Arnold, Exec. Director
303-892-3840

"Colorado has long been a vital contributor to the nation's defense industry. More recently, we have proven to be a hub for innovation with five of the top 25 metropolitan areas for startups in the country located here, and our advanced industries are thriving."

—Gov. John Hickenlooper, announcing that the state was awarded $6.6 million from the US Department of Defense to continue to create jobs and grow small and medium sized businesses in the advanced manufacturing sector



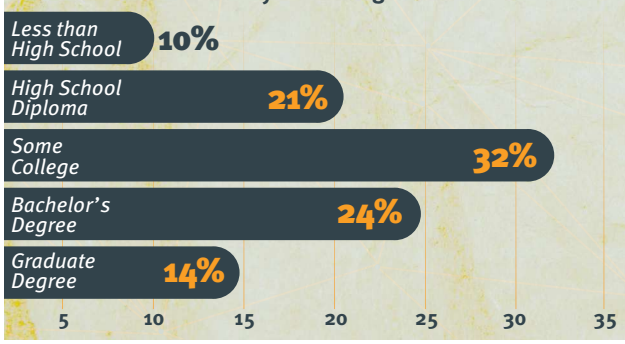
advancecolorado.com

Gov. John Hickenlooper (D)

Colorado

Pop. (2014): 5,296,229 **Pop. growth 2014—2019:** 4.64%
Median household income: $65,991 **Median age:** 36
Right-to-work state: No

Workforce Education by Percentage



Rankings that Matter

GDP	18 ($ 273,721*)
Business Tax Climate	20
Small Business Policy	9
ACT Career Readiness Certificates	44 (477)
High School Graduation	23 (82%)
Incentives Transparency Index	23

*Real GDP in US millions

Legislative Update

• The Colorado Office of Economic Development and International Trade (OEDIT) announced close to $2 million awarded for both Proof-of-Concept and Early Stage Capital and Retention Grants in the Advanced Industry Accelerator Grant Program.
• The $9-million Marijuana Research Grant program was signed into law in July 2014. According to the Marijuana Policy Project, total state tax revenue from medical and retail marijuana sales in fiscal year 2014 is projected to total about $100 million.
• The Colorado Helps Advanced Manufacturing Program (CHAMP) launched an interactive website: MfgWorksCO.com.

Did You Know?

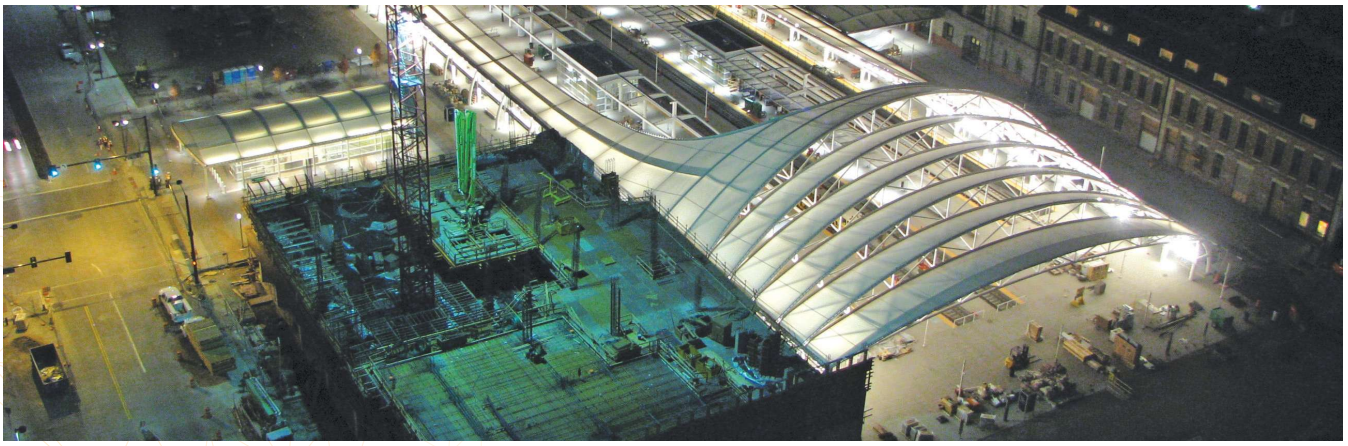
Four Colorado cities were listed in the top 20 of the nation's "best performing cities" for job quality, creation and retention as well as the strength of tech industries. Boulder lands at No. 9 on the list, Greeley is ranked 10th, Denver-Aurora-Broomfield is 15th and Fort Collins-Loveland is ranked 20th.

Colorado is the 8th healthiest state in the nation according to the American Health Rankings from the United Health Foundation.

Selected Corporate Facility Projects 2014

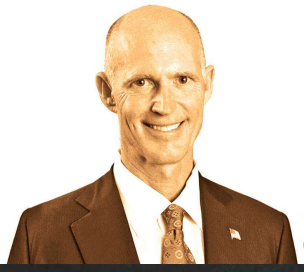
Company	City	County	Type	New/ Expansion	Product	Investment ($ millions)	Employment
Charles Schwab	Denver	Jefferson	OF	N	Financial Services	$230	
DigitalGlobe	Westminster	Adams	OF	N	Telecommunication	92	505
Charter Communications	Parker	Douglas	RD	N	Cable TV	26	55
FMC Technologies	Brighton	Adams	MF	N	Machinery	12	50
RavenBrick	Denver	Jefferson	MF	E	Windows	10	25
Cargill	Fort Collins	Larimer	RD	E	Testing Lab	10	
Noble Energy	Greeley	Weld	MF	E	Oil and Gas	9	260
Surefire Medical	Westminster	Adams	MF/HQ	E	Medical Equipment	4	39
Layer3 TV	Denver	Jefferson	HQ	N	Cable Provider	3	300
Meurer Research	Golden	Jefferson	MF	E	Machinery	1	95
SCL Health	Broomfield	Jefferson	HQ	N	Hospitals		150

MF = Manufacturing OF = Office HQ = Headquarters RD = Research & Development DW = Distribution/Warehouse



Denver Union Station Canopy
Photo credit Denver RTD

fast.
focused.
NO BULL.
IT'S ABOUT YOU!
No one can get your project out
of the chute faster than Pueblo
with millions in monetized incentives.
The Professional Bull Riders chose Pueblo, Colorado
as the site for their global headquarters.
To learn why go to PEDCO.ORG/NOBULL
*Actual bulls viewable at PBR events only.
The Pueblo Economic Development Corporation does not give away bulls as incentives.
PBR
PUEBLO
COLORADO
HOME OF THE PBR
PUEBLO ECONOMIC DEVELOPMENT CORP
719-544-2000 • PEDCO.ORG



Gov. Rick Scott (R)

"Today's announcement that Florida has added 32,000 private-sector jobs is great news as we continue our work to ensure that every Floridian who wants a job can get one. Since December 2010, Florida has added 679,000 private-sector jobs, and it is clear that we are succeeding in creating an opportunity economy that supports families."

—Gov. Rick Scott, announcing statewide employment figures on November 21, 2014

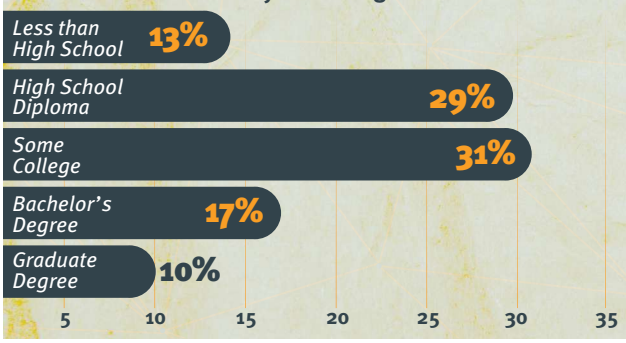
Enterprise Florida Inc.
800 N. Magnolia Ave., #1100
Orlando, FL 32803
Gray Swoope, Pres./CEO
407-956-5600

enterpriseflorida.com

Florida

Pop. (2014): 19,642,332 **Pop. growth 2014—2019:** 4.17%
Median household income: $54,499 **Median age:** 41
Right-to-work state: Yes

Workforce Education by Percentage



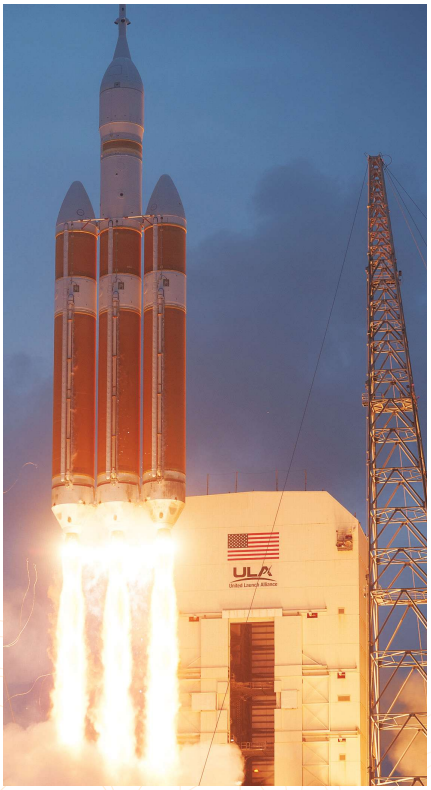
Rankings that Matter

GDP	4 ($750,511*)
Business Tax Climate	5
Small Business Policy	5
ACT Career Readiness Certificates	20 (113,741)
High School Graduation	44 (75%)
Incentives Transparency Index	9

*Real GDP in US millions

Legislative Update

- Florida's $77-million budget was the largest in state history.
- The $300-million "Florida GI Bill" offers university tuition waivers for veterans, pays for military and guard base improvements and hopes to increase employment opportunities for veterans.
- The state invested $71 million in Enterprise Florida's economic development incentives, expanded funding for the agency's small business trade program, and invested in the agency' China and Japan offices.
- A new measure increases the amount of tax credits available under the New Markets Development Program by $37.5 million.



A Delta IV Heavy rocket lifts off from Space Launch Complex 37 at Cape Canaveral Air Force Station in Florida in early December 2014 carrying NASA's Orion spacecraft on a successful unpiloted flight test to Earth orbit.
Photo courtesy of of NASA/ Sandy Joseph/Kevin O'Connell

Did You Know?

When the Fort Myers area landed the relocation of the global headquarters of Hertz from New Jersey last year, it marked the first time that a Fortune 500 company had moved from another state to Southwest Florida.

Since being appointed by Gov. Scott in 2011, Enterprise Florida President and CEO Gray Swoope has led the state to a 40 percent rise in competitive projects won, resulting in 73 percent more new jobs and 95 percent more new capital.

The University of South Florida in Tampa was the top Florida university with 79 patents awarded in 2012, good for 15th in the world

The Miami Dolphins and Tampa Bay Buccaneers, Miami Heat, Florida Marlins, Tampa Bay Lightning and Tampa Bay Rowdies have won major professional sports championships.

Cypress Gardens, opened in Winter Haven in 1936 as Florida's first themed amusement park, closed in 2009, and the site is now the home of Legoland Florida.

Selected Corporate Facility Projects 2014

Company	City	County	Type	New/ Expansion	Product	Investment ($ millions)
Fedex Ground	Marion Cnty.	Marion	DW	E	Package Delivery	$123
James Hardie	Plant City	Hillsborough	MF	E	Clay Building Products	80
American Strategic Insurance	St. Petersburg	Pinellas	OF	N	Insurance	58
GE Energy Mgmt./ GE Digital Energy	Clearwater	Pinellas	MF	N	Electronics	50
Deloitte & Touche LLP	Orange Cnty.	Orange	OF	N	Accountants	41
Raytheon Co.	Largo	Pinellas	MF	E	Defense	26
JetBlue Airways	Orlando	Orange	OF	N	Air Transportation	25
Gartner	Fort Myers	Lee	OF	E	Marketing Research	24
LAN CARGO/ LATAM Airlines Group	Miami	Dade	DW	E	Cargo	20
Boeing Space Operations Co.	Titusville	Brevard	MF	N	Engineering	20
Arthrex	Naples	Collier	MF	E	Medical Supplies	19
MC Assembly	Melbourne	Brevard	MF/HQ	E	Electronic Instruments	17

MF = Manufacturing OF = Office HQ = Headquarters DW = Distribution/Warehouse

"Relocate your board room to paradise..."

Martin County, Florida

Pictured: Scott Stier, Marty Stern & Eddie Kolos of H2Ocean; Stephanie Holloran of SEPCO; Jana Stolper of Seatorque Control Systems; Janie Vallery of Armstrong Nautical Products; Bill Greene of Level 3 Inspection

OPTIMAL LOCATION

- Located midway between Orlando and Miami
- Accessible by I95 & FL Turnpike
- Close proximity to major ports and international airports
- Exceptional quality of life

SKILLED WORKFORCE

- Robust and diverse talent pool
- Labor force: nearly one million within 45 miles

TOP TIER SCHOOL SYSTEM

- Ranked among the highest performing school districts in the state
- Named to Newsweek's America's Best High Schools

INFRASTRUCTURE/LOGISTICS

- Countywide high-speed broadband network
- CSX and Florida East Coast Railway
- Florida's only cross-state waterway

FIRST RATE HEALTHCARE

- Martin Health System - Top 10% of hospitals nationwide including clinical trials and cancer center

MAJOR INDUSTRIES

- Aviation/Aerospace
- Marine
- Manufacturing
- Life Science
- Agribusiness
- Headquarters
- Green Technologies
- Professional Services

Business Development Board of Martin County

772-221-1380 | info@bdbmc.org

www.yesmartinfl.com

Georgia Dept. of Econ. Dev.
75 Fifth Street NW, Ste 1200
Atlanta, GA 30308
Chris Carr, Commissioner
404-962-4000

"This report represents a long-term collaborative commitment to ensure that all Georgia companies have the support they need to be competitive in the global marketplace. I am confident that the expertise provided by education and private-sector industry leaders will boost our state's economy and maintain Georgia's status as the No. 1 place in the nation to do business."

—Gov. Nathan Deal on the release of the report from the High Demand Career Initiative on December 10, 2014

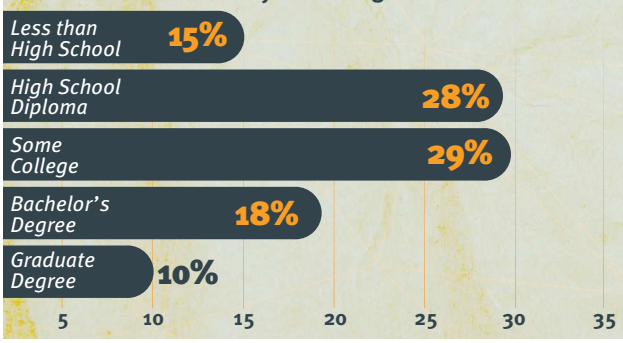
georgia.org

Gov. Nathan Deal (R)

Georgia

Pop. (2014): 10,034,488 **Pop. growth 2013—2018:** 3.93%
Median household income: $58,275 **Median age:** 35.3
Right-to-work state: Yes

Workforce Education by Percentage



Rankings that Matter

GDP.....11 ($424,606*)
Business Tax Climate.....36
Small Business Policy..... 19
ACT Career Readiness Certificates.....5 (325,958)
High School Graduation.....48 (70%)
Incentives Transparency Index.....26

*Real GDP in US millions

Legislative Update

- The High Demand Career Initiative focused on the future needs of strategic industries in Georgia, including agriculture, aerospace, automotive manufacturing, defense, film, television, interactive entertainment, healthcare, life sciences, information technology, logistics and manufacturing.
- House Bill 697 created the Zell Miller Grant scholar designation for technical college students who maintain a 3.5 grade-point average.
- Georgia voters passed a ballot measure in November 2014 which caps the state's income tax rate at 6 percent, which lawmakers say puts the state on equal footing with neighboring tax-friendly states.

Did You Know?

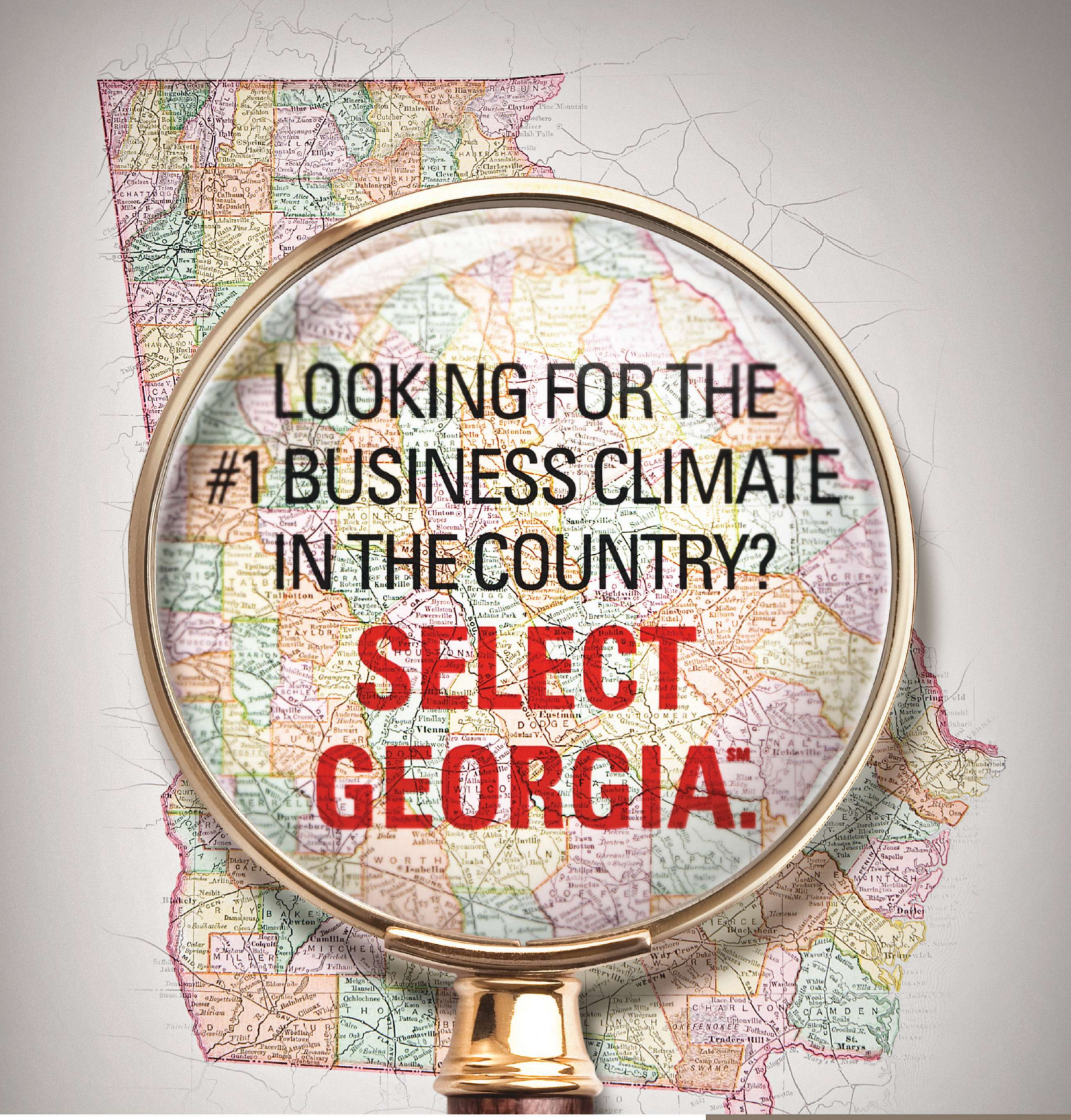
The small business team in the Georgia's Department of Economic Development's Global Commerce division served more than 1,300 startups and small businesses during 2014, a 150-percent increase since May 2013. International companies represented close to 6,000 new jobs and $2 billion in investment capital in Georgia in 2014. Much of Georgia's job creation, more than half the jobs created and more than three quarters of new investment, occurred outside metro Atlanta.

Selected Corporate Facility Projects 2014

Company	City	County	Type	New/ Expansion	Product	Investment ($ millions)	Employment
Keurig Green Mountain	Lithia Springs	Douglas	MF	N	Coffee	$337	550
Carbo Ceramics	Millen	Jenkins	MF	N	Ceramic Propant	255	50
Beaulieu International Group	Cartersville	Bartow	MF	N	Vinyl Flooring	200	350
Kroger Co.	Forest Park	Clayton	DW	N	Groceries	175	700
Huntsman Corp.	Augusta	Richmond	MF	N	Plastic Resins	115	
Toppan Printing	Griffin	Spalding	MF	N	Printing	100	80
Bainbridge Manunfacturing	Bainbridge	Decatur	MF	N	Auto Air Systems	100	240
IVC US	Dalton	Whitfield	MF	E	Vinyl Planks	80	200
Mannington Mills	Madison	Morgan	MF	E	Plastic Products	50	200

MF = Manufacturing OF = Office DW = Distribution/Warehouse HQ = Headquarters

After 15 years of studies, lawsuits and delays, the Port of Savannah will begin harbor expansion in 2015. The US Congress set aside $1.5 million in construction funding for the expansion. The port is making room for larger cargo ships that will begin arriving after the Panama Canal expansion is complete in 2016.
Photo courtesy of Georgia Ports Authority



NAMED TOP STATE FOR BUSINESS BY *AREA DEVELOPMENT, CNBC* AND *SITE SELECTION*.

These latest honors only confirmed what everyone at Georgia Power already knew: Our state is a great place for business. If you're considering relocating or expanding here, our Economic Development team will work closely with the Georgia Department of Economic Development to help you with labor analysis, market data, available properties – whatever you need – at no charge. **For a closer look at all Georgia has to offer, visit SelectGeorgia.com or contact Lisa Olens at lzolens@southernco.com.**

Georgia® USA

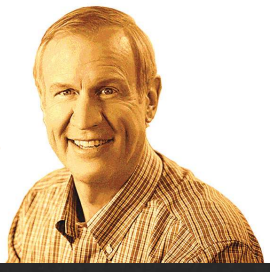
GEORGIA POWER
A SOUTHERN COMPANY

©2014 Georgia Power Company. All rights reserved.

Dept. of Commerce and Economic Opportunity
100 West Randolph, Ste. 3-400
Chicago, IL 60601
Adam Pollet, Director
312-814-7179

"Our state's tax and regulatory environment is so anticompetitive that our state government hands out millions of dollars per year just to keep employers in Illinois. We should be out recruiting new businesses and jobs to Illinois instead of spending our time and resources struggling to hang onto the jobs we have."

—Gov.-elect Bruce Rauner in his job creation position paper



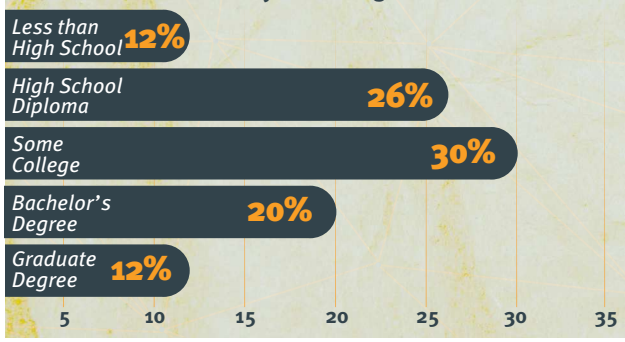
illinoisbiz.biz

Gov. Bruce Rauner (R)

Illinois

Pop. (2014): 12,915,494 **Pop. growth 2014—2019:** 2.47%
Median household income: $65,229 **Median age:** 36.6
Right-to-work state: No

Workforce Education by Percentage



Rankings that Matter

GDP	5 ($671,407*)
Business Tax Climate	31
Small Business Policy	35
ACT Career Readiness Certificates	16 (126,881)
High School Graduation	34 (82%)
Incentives Transparency Index	21

*Real GDP in US millions

Legislative Update

• UI LABS broke ground on the new Digital Manufacturing and Design Innovation Institute (DMDII) in October 2014, receiving an investment of $70 million from the U.S. Department of Defense and matching investment from industry, university and state and local government partners.

• After voters signaled their approval in a ballot question, the Illinois Senate Executive Committee passed a bill that would raise the minimum wage to $10 per hour in 2015, then to $10.50 per hour in 2016 and $11 per hour by 2017.

Did You Know?

Cronus Fertilizers is building a $1.4-billion fertilizer plant in Tuscola. The Illinois location was chosen out of 76 sites in nine states. The facility will create 2,000 construction jobs and 175 permanent jobs. The Cronus plant is one of the largest private investments in central Illinois since Mitsubishi Motors North American opened its plant in 1998.

1871, a tech incubator and co-working space located in Chicago's Merchandise Mart, was ranked 9th in the world in a survey of 800 business incubators in 60 countries by UBI Index.

GEN magazine ranked Chicago 10th in its top 10 list of US bio-pharma clusters. The publication pointed out that Chicago and the surrounding suburbs were 8th in number of patents granted and the region was 9th in venture capital funding, attracting close to $87 million, with $48.4 million in funding from the National Institutes of Health.

Selected Corporate Facility Projects 2014

Company	City	County	Type	New/ Expansion	Product	Investment ($ millions)	Employment
Cronus Chemicals LLC	Tuscola	Douglas	MF	N	Fertilizer	$1,400	175
Valence Health	Chicago	Cook	HQ	E	Consulting Services	500	125
Forsythe Technology Inc.	Elk Grove Village	Cook		N	Data Center	130	
Amazon.com	to be determined		DW	N	Retail Merchandise	75	1,000
Sprout Social Inc.	Chicago	Cook	HQ	N	Admin Services	64	200
William Wrigley Jr. Co.	Yorkville	Kendall	MF	E	Gum Confections Mfg.	50	75
AAR Corporation	Rockford	Winnebago	MF	N	Aircraft Parts	40	500
Cloverleaft Cold Storage Co.	Monmouth	Warren	DW	N	Cold Stroage	30	155
Joliet Cold Storage	Joliet	Will	DW	N	logistics provider	28	
Fresenius Kabi USA	Melrose Park	Cook	MF/DW	E	Pharmaceuticals	25	65
Neovia Logistics Services	Joliet	Will	DW	N	Logistics	25	130
eBay Inc.	Chicago	Cook	DW	N	Retail Merchandise		

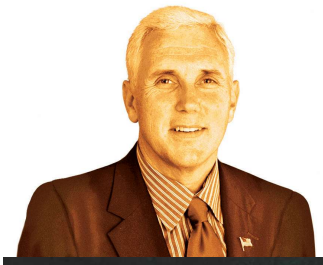
MF = Manufacturing HQ = Headquarters OF = Office DW = Distribution/Warehouse HQ = Headquarters

A riverboat cruise through the city and past Willis Tower
Photo courtesy of World Business Chicago

IL DCEO

NEW TECHNOLOGY
TOP UNIVERSITIES
STRONG INFRASTRUCTURE
BIG IDEAS
VIBRANT CULTURE
EXCEPTIONAL TALENT
BUSINESS SUPPORT

www.illinois.gov/dceo



"With this bill, we give counties the opportunity to incentivize additional investment in new technology and heavy equipment. We make it easier for companies to expand and create jobs here in Indiana."
—Gov. Mike Pence signing SB 1 on March 25, 2014

Indiana Econ. Dev. Corp.
One North Capitol, Ste. 700
Indianapolis, IN 46204
Eric Doden, President
317-232-8800

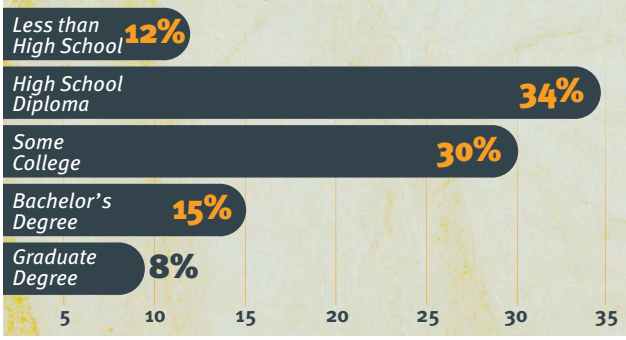
Gov. Mike Pence (R)

iedc.in.gov

Indiana

Pop. (2014): 6594026 **Pop. growth 2014—2019:** 2.71%
Median household income: $55,252 **Median age:** 36.8
Right-to-work state: Yes

Workforce Education by Percentage



Rankings that Matter

GDP	16 ($294,212*)
Business Tax Climate	8
Small Business Policy	8
ACT Career Readiness Certificates	10 (103,017)
High School Graduation	27 (80%)
Incentives Transparency Index	3

*Real GDP in US millions

Legislative Update

• SB 1 reduces corporate income tax to 4.9 percent from 6.5 percent by 2021. The legislation provides counties the flexibility to exclude the business personal property tax on new equipment and lets counties exempt small businesses with less than $20,000 worth of equipment from paying personal property taxes.

• Counties can also offer "super abatements" to select businesses on a case by case basis, offering property tax abatements extended from 10 years to 20 years.

• In 2014, Gov. Pence signed into law the state's first pre-K pilot program, serving 2,000 students in five counties.

Did You Know?

The Indiana Chamber of Commerce's legislative priorities for 2015 include eliminating small businesses filing personal property tax returns; using a greater portion of state sales tax to maintain roads; and creating a work sharing program allowing employers to maintain a skilled workforce during temporary downturns.

Indiana accounted for $34.2 billion in exports of goods and services in 2013. From 2011 to 2013, the state made 129 FDI announcements worth $5 billion and creating 13,700 jobs.

Indiana has a Triple A rating from all three major credit rating agencies (S&P, Fitch, and Moody's).

Selected Corporate Facility Projects 2014

Company	City	County	Type	New/ Expansion	Product	Investment ($ millions)	Employment
Walmart	Plainfield	Hendricks	DW	N	Retail Merchandise	$102	303
Alcoa/Howmet Castings & Services	La Porte	La Porte	MF	E	Jet Engine Parts	100	329
Toyota Motor Mfg.	Princeton	Gibson	MF	E	Automobiles	100	300
GE Aviation	Lafayette	Tippecanoe	MF	N	Aircraft Engines	100	200
MonoSol	Portage	Porter	MF	E	Plastic Film	95	150
Boar's Head	New Castle	Henry	MF	N	Meat Products	80	200
Maplehurst Bakeries	Lebanon	Boone	MF	N	Bakery	78	219
ConAgra Foods	Frankfort	Clinton	DW	E	Food	78	76
Valero Renewable Fuels Co.	Mt. Vernon	Posey	MF	N	Chemicals	77	61
Fukai Toyotetsu Indiana Corp.	Jamestown	Boone	MF	N	Auto Parts	73	195
TOA (USA)	Mooresville	Morgan	MF	E	Auto Parts	72	220
Beck's Superior Hybrids	Atlanta	Hamilton	MF	E	Corn	60	100

MF = Manufacturing DW = Distribution/Warehouse

Toyota Motor Manufacturing Indiana President Norm Bafunno announces in Aug. 2014 that the plant in Princeton will invest $100 million and add 300 jobs by summer 2016 to boost production of the popular Highlander midsize SUV.
Photo courtesy of Toyota

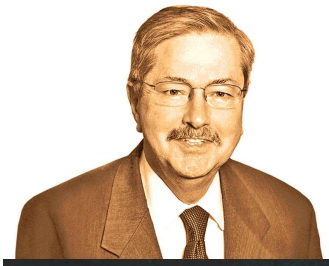
THINKING ABOUT RELOCATING

YOUR DISTRIBUTION OR LOGISTICS OPERATION?

If you're considering relocating or expanding your business then Hoosier Energy should be top of mind. Our searchable property data and shovel-ready sites reduce big decisions down to manageable choices that could fit on the head of a pin. You'll find the power of working with us is a lot more than the power we supply. Whether its existing facilities, a new site or community incentives, we have all the connections to positively impact your business.

HOOSIERENERGY
A Touchstone Energy® Cooperative

HOOSIERSITES.COM
812-876-0294



"Lt. Governor Reynolds and I know that in order for Iowa to remain competitive in developing and attracting high-quality, world-class careers, we must continue to provide effective education and job-training. We're pleased to receive this grant from the National Governors Association to continue advancing Iowa's skilled workforce and innovative education programs."
—Gov. Terry Branstad, Aug. 14, 2014

Iowa Econ. Dev.
200 E. Grand Ave.
Des Moines, IA
Debi Durham, Exec. Dir.
515-725-3022

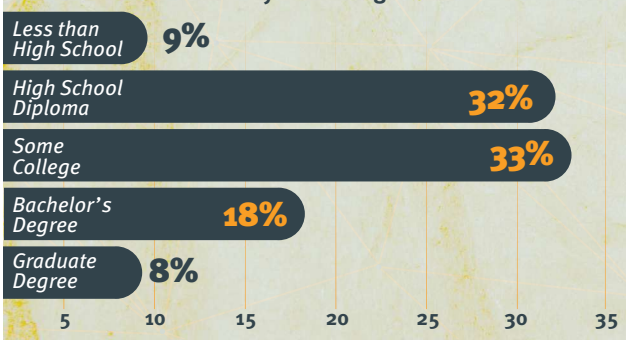
Gov. Terry Branstad (R)

iowaeconomicdevelopment.com

Iowa

Pop. (2014): 3,101,571 **Pop. growth 2014—2019:** 2.59%
Median household income: $58,150 **Median age:** 37.9
Right-to-work state: Yes

Workforce Education by Percentage



Rankings that Matter

GDP	33 ($150,512*)
Business Tax Climate	41
Small Business Policy	43
ACT Career Readiness Certificates	9 (52,881)
High School Graduation	5 (89%)
Incentives Transparency Index	15

*Real GDP in US millions

Legislative Update

• Senate Bill 2339 makes a number of administrative changes to the Brownfield/Grayfield Redevelopment Tax Credits Program in order to make it work in a "competitive" fashion and expand its scope.
• The Enterprise Zone and Workforce Housing Tax Credits Bill expands the High Quality Jobs program; repeals the Enterprise Zone Program; creates new Workforce Housing Tax Credits; and provides current Housing Tax Credit recipients an accelerated transferability schedule.
• The Iowa Apprenticeship Act (HF2460) creates an apprenticeship training fund with an annual standing appropriation of $3 million.

Did You Know?

Iowa's cattle industry contributes more than $5.5 billion to the state's economy. Cattle population as of January 2014: 3.7 million. Human population: 3.09 million.

Top exports: tractors, frozen swine meat, soybeans, corn, fresh swine meat, civilian aircraft, engines & parts.

Top Iowa employers: Genesis Medical Center, Davenport (9,000); Principal Financial Group, Des Moines (8,000); University of Iowa Health Care, Iowa City (7,135); Rockwell Collins, Cedar Rapids (7,000); Iowa State University, Ames (7,000).

According to www.elevateiowa.com:
• Manufacturing firms supply more than 208,858 jobs to Iowans representing more than 14 percent of the state's total employment.
• Iowa's factories have added 6,900 jobs since 2010, a gain of 3.4 percent.
• Manufacturing accounts for 87.9% of Iowa's exports.
• Thirty-two percent of Iowa's counties are classified as Manufacturing dependent.

Selected Corporate Facility Projects 2014

Company	City	County	Type	New/ Expansion	Product	Investment ($ millions)	Employment
Microsoft	West Des Moines	Polk	DT	N	Data Center	$1,100	84
Facebook	Altoona	Polk	OF	N	Data Center	300	20
POET-DSM Advanced Biofuels	Emmetsburg	Palo Alto	MF	N	Ethanol	275	50
Kum & Go LC	Des Moines	Polk	HQ	N	Convenience Stores	92	62
Iowa Premium Beef	Tama	Tama	MF	E	Meat Processing	48	120
General Mills	Cedar Rapids	Iowa	MF	E	Cereal	47	41
CRST International	Cedar Rapids	Linn	HQ	N	Logistics Firm	37	30
Owen Industries	Carter Lake	Pottawattamie	MF	N	Steel Processing	35	35
Shearer's Foods	Burlington	Des Moines	MF	E	Snack Food	33	83
Diamond V Mills	Cedar Rapids	Linn	MF	E	Animal Health Products	30	17
American Republic	Des Moines	Polk	OF	E	Insurance	29	179
John Deere	Cedar Falls	Black Hawk	MF/RD	E	Machinery	27	29

MF = Manufacturing OF = Office HQ = Headquarters RD = Research & Development DT = Data Center DW = Distribution/Warehouse

Photo by Antony Boshier

REASON #32

RED TAPE.

REPLACED BY GREEN LIGHTS.

Iowa is built to get things done. Our research institutions offer technology transfer programs for bioscience firms to speed breakthroughs to market. Our community colleges coordinate curriculum with the specialized needs of advanced manufacturers. Our innovative networks of creative support help startups flourish throughout Iowa. And we have the lowest insurance premium tax in the country at 1%. Find more reasons to make a move to Iowa at iowaeconomicdevelopment.com. And leave the red tape in your rear view mirror.

IOWA®
economic development

IOWA RANKS 9TH
most business friendly state.
– CNBC, 2014

iowaeconomicdevelopment.com

blog.iowaeconomicdevelopment.com iowaeconomicdevelopment businessiowa

"Across the nation, people are looking to Idaho as a state that's focused on meeting the needs of business. Accelerate Idaho is our strategy for ensuring that Idaho is the right place for employers looking to expand or relocate. The goal is more career opportunities for Idahoans."

—Gov. C.L. Otter, introducing his economic development initiative, Accelerate Idaho, on May 1, 2014

Idaho Dept. of Commerce
700 W. State St.
Boise, ID 83720
Jeffery Sayer, Director
208-781-5152

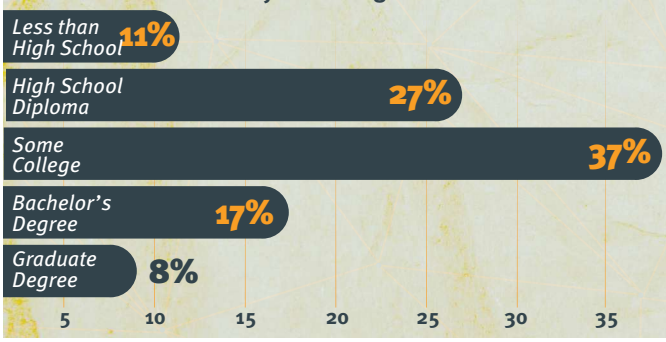
Gov. C.L. Otter (R)

commerce.idaho.gov

Idaho

Pop. (2014): 1,618,964 **Pop. growth 2014—2019:** 3.74%
Median household income: $52,696 **Median age:** 34.5
Right-to-work state: Yes

Workforce Education by Percentage



Rankings that Matter

GDP	42 ($57,029*)
Business Tax Climate	19
Small Business Policy	34
ACT Career Readiness Certificates	47 (78)
High School Graduation	16 (84%)
Incentives Transparency Index	42

*Real GDP in US millions

Legislative Update

• Accelerate Idaho, the state's new economic development initiative, includes several new tools, including a Rapid Response Team made up of nine state agencies directly involved in business expansion, and "bluebird," an application created to facilitate information sharing about incentives, grants, business analysis and more.

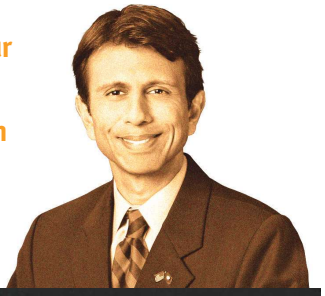
Accelerate Idaho is an outgrowth of successful completion of Project 60, a program established in 2009 to grow the state's annual gross domestic product from $51.5 billion to $60 billion. By the fourth quarter of 2013, Idaho's total economic activity met the $60 billion-a-year pace and is forecasted to reach $62 billion in 2014.

• • • ★ • • •

Louisiana Econ. Dev.
1051 N. 3rd St.
Baton Rouge, LA 70802
Stephen Moret, Secretary ED
225-342-5388

"Today's topping-off ceremony fulfills another milestone in our commitment to position Louisiana as a leader in the global technology sector. IBM's Baton Rouge technology center will propel Louisiana on the cutting-edge of innovation, with Baton Rouge serving as a thriving landmark for major businesses and technology projects."

—Gov. Bobby Jindal, Dec. 15, 2014, at the topping off ceremony for IBM's 800-job Technology Center under construction in Baton Rouge



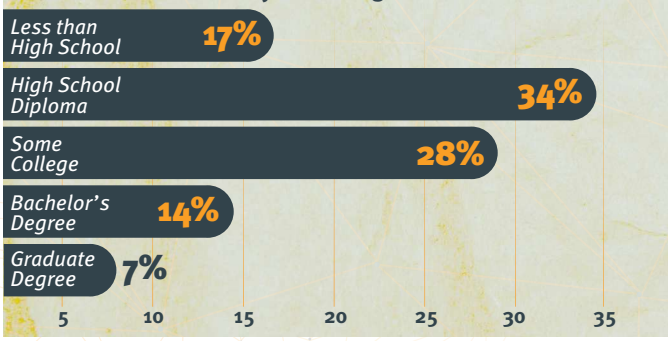
opportunitylouisiana.com

Gov. Bobby Jindal (R)

Louisiana

Pop. (2014): 4,642,426 **Pop. growth 2014—2019:** 3.02%
Median household income: $51,885 **Median age:** 35.8
Right-to-work state: Yes

Workforce Education by Percentage



Rankings that Matter

GDP	27 ($222,008*)
Business Tax Climate	35
Small Business Policy	20
ACT Career Readiness Certificates	17 (43,186)
High School Graduation	46 (72%)
Incentives Transparency Index	6

*Real GDP in US millions

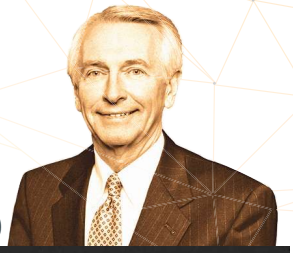
Legislative Update

• A new measure allocates $4 million to be shared by the eight regions of the state that comprise the Louisiana Regional Leadership Council for economic development and workforce development.
• A new law overhauls the state's career education system by aligning career and technical education in high schools with high-growth, high-wage jobs in a newly designed Jump Start program.
• The Workforce and Innovation for a Stronger Economy (WISE) Fund, a $40 million workforce incentive fund for higher education institutions to support degree and certificate production and research productivity in high-demand fields.

Kentucky Cabinet for Econ. Dev.
300 W. Broadway
Frankfort, KY 40601
Larry Hayes, Secretary
502-564-7670

"Kentucky is known for horses, bourbon and automobiles — and now we add houseboats to that distinguished list. The first houseboats originated in Kentucky more than a half century ago, and since then boating has been a staple of our economic and tourism efforts. I want to congratulate all those who contribute to the success of this global industry."

—Gov. Steve Beshear, Sept. 3, 2014, in Jamestown, Ky. The boating industry contributes more than $826 million a year to the commonwealth's economy.



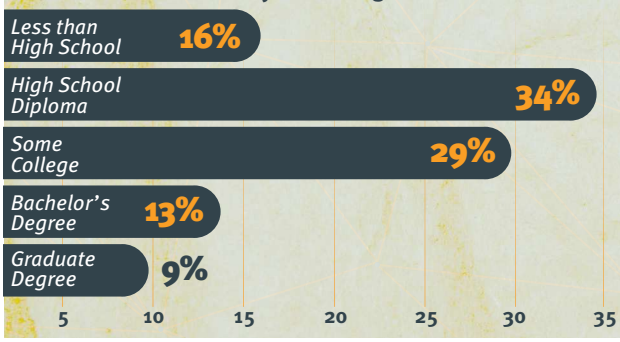
thinkkentucky.com

Gov. Steve Beshear (D)

Kentucky

Pop. (2014): 4,412,188 **Pop. growth 2014—2019:** 2.36%
Median household income: $48,471 **Median age:** 37.9
Right-to-work state: No

Workforce Education by Percentage



Rankings that Matter

GDP	31 ($170,667*)
Business Tax Climate	26
Small Business Policy	36
ACT Career Readiness Certificates	8 (90,609)
High School Graduation	35 (82%)
Incentives Transparency Index	5

*Real GDP in US millions

Legislative Update

• House Bill 301 makes it easier for any eligible small business to apply and qualify for the Kentucky Small Business Tax Credit.
• Other economic development legislation signed into law in 2014 resulted in $30 million in bonds to extend high-speed broadband access across the state via the Next Generation Information Highway, beginning in Eastern Kentucky; $24 million in bonds to build an advanced manufacturing training center in Georgetown; $200,000 each year to fund administrative costs of the "Shaping Our Appalachian Region" initiative; and $2 million each year for a new Regional Strategic Development Fund.

DISCOVER
why
Lexington is a great place for business.

No. 1
MID-SIZE COMMUNITY
–Fourth Economy, 2011

No. 12
MOST HIGHLY EDUCATED CITY IN THE US
Population 25 years or older, has at least a bachelor's degree
–US Census Bureau, 2011 ACS

No. 10
MOST EDUCATED CITY WITH AN ADVANCED DEGREE
–US Census Bureau, 2013 ACS

No. 24
WORLD'S SMARTEST CITIES
–National Geographic, 2014

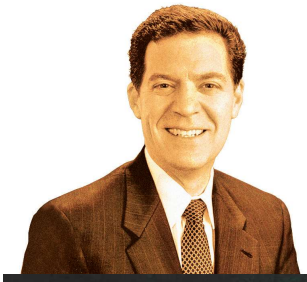
No. 7
BEST CITY IN TERMS OF BUSINESS COSTS
–KPMG Competitive Alternatives, 2014

No. 7
BEST MIDSIZE CITY FOR JOBS
–Forbes, 2013

Lexington, Kentucky welcomes visionaries, dreamers, mavericks – businessmen and women who want to prosper, innovate, create opportunities, change lives and build communities. For more reasons to locate your business in Lexington contact **Gina H. Greathouse** at ggreathouse@commercelexington.com or 800-341-1100.

330 E. Main St., Suite 205,
Lexington, KY 40507
LocateInLexington.com

Commerce Lexington
ECONOMIC DEVELOPMENT



Gov. Sam Brownback (R)

"One of my highest priorities as Governor is to help Kansans keep more of their hard-earned money so that they can spend it or reinvest in their businesses as they see fit. This legislation provides local authorities with the ability to lower mill levies and property taxes for their residents."

—Gov. Sam Brownback, July 29, 2014, discussing recently passed legislation that includes property tax relief with businessowners and residents of Olathe and Topeka

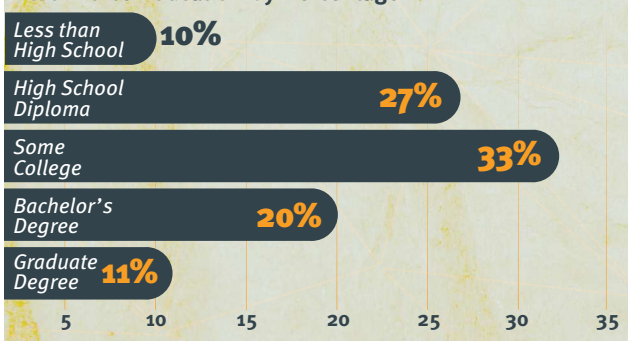
Kansas Dept. of Commerce
1000 SW Jackson St, Ste. 100
Topeka, KS 66612
Pat George, Secretary
785-296-2741

kansascommerce.com

Kansas

Pop. (2014): 2,902,162 **Pop. growth 2014—2019:** 3.16%
Median household income: $58,547 **Median age:** 35.9
Right-to-work state: Yes

Workforce Education by Percentage



Rankings that Matter

GDP	34 ($132,153*)
Business Tax Climate	22
Small Business Policy	22
ACT Career Readiness Certificates	34 (1,355)
High School Graduation	6 (89%)
Incentives Transparency Index	33

*Real GDP in US millions

Legislative Update

• Senate Bill 372 provides employers the flexibility to retain employees during fluctuations in demand for products or services.
• House Bill 2576 provides approximately 44,000 Kansas businesses with tax relief in the current tax year. It will provide an estimated $42 million in relief from unemployment insurance taxes in the tax year that began in January 2014.
• The Tax Foundation says Kansas is in the process of phasing out its income tax using a trigger mechanism that applies any additional general fund receipts over 2-percent growth from the previous year toward rate reduction.

DID YOU KNOW?

Three of the top five employers in Kansas are aerospace concerns. The top five are: SpiritAerosystems (13,000), Fort Riley (12,500), Sprint/Nextel (12,500), Cessna Aircraft (9,000) and Hawker/Beechcraft (6,700).

Kansas is is fast becoming a wind-energy powerhouse and, with one of the largest deposits in the world, it is among the nation's leading producers of natural gas. The state's more than 45,000 oil wells accounted for 39.6 million barrels of production in 2008.

Kansas inventors include Almon Stowger of El Dorado who invented the dial telephone in 1889; William Purvis and Charles Wilson of Goodland who invented the helicopter in 1909; and Omar Knedlik of Coffeyville who invented the first frozen carbonated drink machine in 1961.

Smith County is the geographical center of the 48 contiguous states.

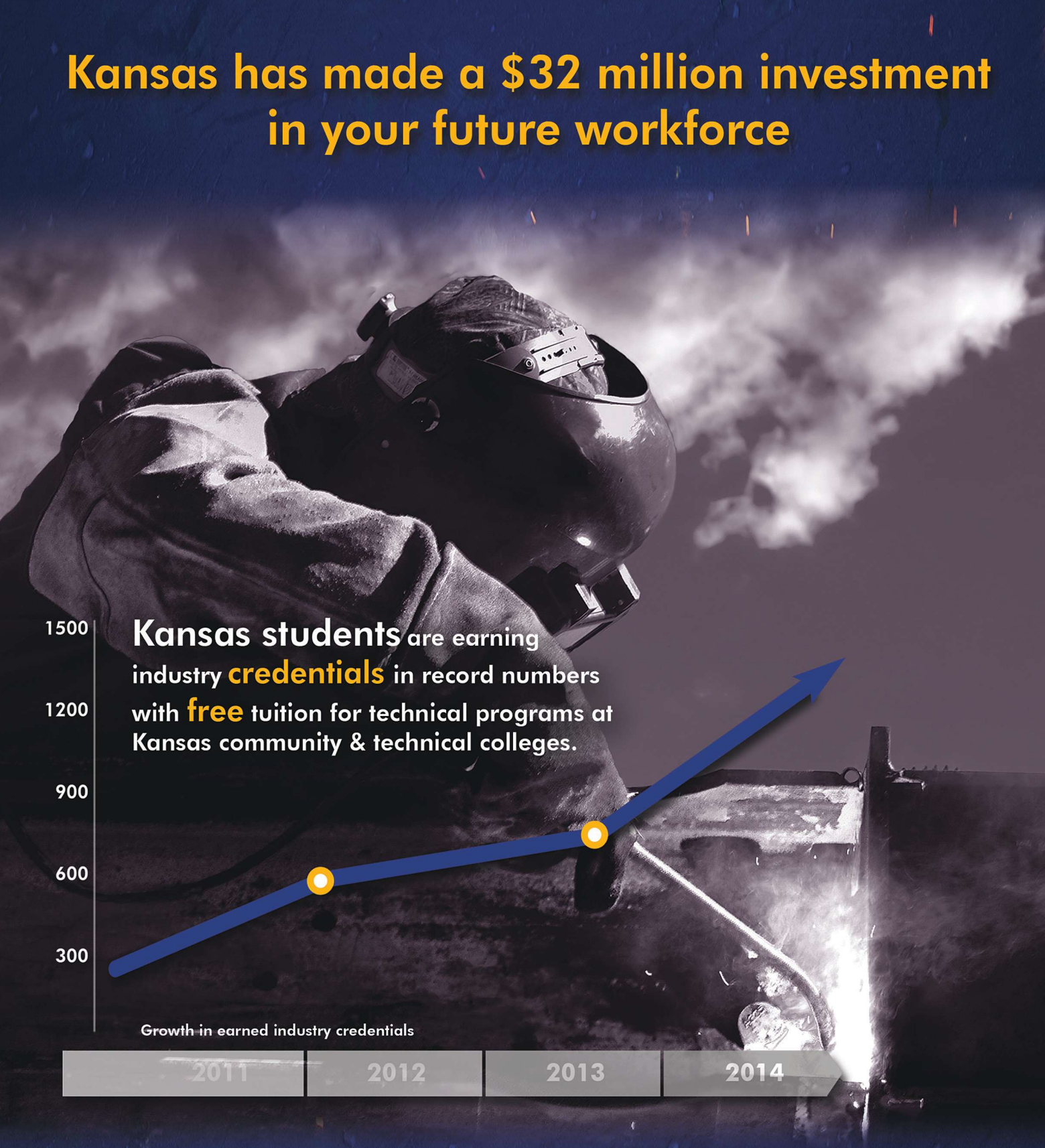
Selected Corporate Facility Projects 2014

Company	City	County	Type	New/ Expansion	Investment ($ millions)	Employment
Sunwind Energy Doyle North, LLC	Florence	Marion	MF	N	$319	12
Intouch Solutions	Overland Park		OF	E	22	350
KMT Waterjet Systems, Inc.	Baxter Springs	Cherokee	MF	N	21	177
BATS Global Markets Holdings, Inc.	Lenexa		OF	E	20	134
Menu Foods Midwest	Emporia	Lyon	MF	E	20	50
Alliance Data Services	Lenexa		OF	E	18	531
Novation iQ	Leawood		MF	E	15	45
Amazon	Lenexa		DW	N	13	100
Mortgage Lenders of America, LLC	Overland Park		OF	E	13	305
Takako America Company, Inc	Hutchinson	Reno	MF	E	11	30
CTP Transportation Products, LLC	Fort Scott	Bourbon	MF	N	10	290
Inergy Automotive Systems, LLC	Fairfax		MF	N	10	50

MF = Manufacturing OF = Office DW = Distribution/Warehouse

Photo courtesy BC Sustainable Energy Association

Kansas has made a $32 million investment in your future workforce



Kansas students are earning industry **credentials** in record numbers with **free** tuition for technical programs at Kansas community & technical colleges.

AD ASTRA PER ASPERA

Kansas

Department of Commerce

Growing a better workforce for you with Kansas' **one of a kind** career technical education initiative.

Visit more.kansascommerce.com/CTEInitiative to learn more.

Maine Dept. of Econ. & Community Dev.
59 State House Station
Augusta, ME 04333
George Gervais, Commissioner
207-624-9800

"The defeat of our Open for Business Zones is just the latest assault by job-killing liberal politicians on our efforts to improve our state's business climate and create careers for Mainers. The liberals have pursued their anti-business philosophy with a vengeance this session."
—Gov. Paul R. LePage, April 11, 2014

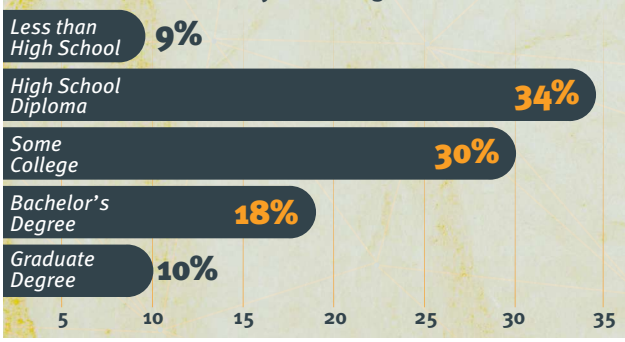
maine.gov

Gov. Paul R. LePage (R)

Maine

Pop. (2014): 1,333,138 **Pop. growth 2014—2019:** 1.28%
Median household income: $54,464 **Median age:** 42.9
Right-to-work state: No

Workforce Education by Percentage



Rankings that Matter

GDP	44 ($51,163*)
Business Tax Climate	33
Small Business Policy	42
ACT Career Readiness Certificates	50 (39)
High School Graduation	9 (87%)
Incentives Transparency Index	44

*Real GDP in US millions

Legislative Update

Gov. Paul R. LePage signed LD 1807, the bill he submitted to replenish the state's rainy day fund and restore fiscal responsibility to state operations. The bill was to release bonds to fund infrastructure projects, mostly for roads, highways and bridges, putting up to 25,000 Mainers to work.

In November, after winning re-election, the governor proposed eliminating Maine's individual income tax; revenue would be replaced by broadening the sales tax base.

• • • ★ • • •

Exec. Office of Housing and Econ. Dev.
One Ashburton Place, Rm 2101
Boston, MA 02116
Jay Ash, Exec. Dir.
617-788-3610

"He had some very encouraging things to say about making sure job training programs end with making sure people are getting employed. For me, this could be a very positive thing I wasn't expecting."
—Gov.-elect Charlie Baker, in the Boston Globe
Dec. 6, after meeting with Vice President Joe Biden

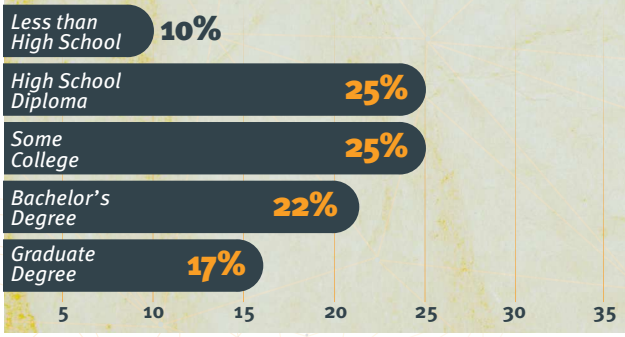
mass.gov/hed

Gov. Charlie Baker (R)

Massachusetts

Pop. (2014): 6,713,492 **Pop. growth 2014—2019:** 3.44%
Median household income: $75,004 **Median age:** 38.8
Right-to-work state: No

Workforce Education by Percentage



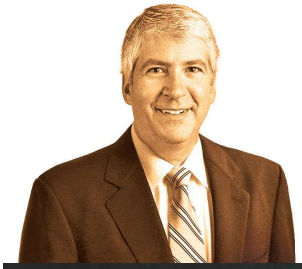
Rankings that Matter

GDP	12 ($420,748*)
Business Tax Climate	24
Small Business Policy	31
ACT Career Readiness Certificates	46 (399)
High School Graduation	13 (86%)
Incentives Transparency Index	19

*Real GDP in US millions

Legislative Update

• H.4377 expands on the Commonwealth's international tourism and marketing efforts; increases the total financing allowed under the Infrastructure Incentive (I-Cubed) program from $325 to $600 million, and raises the number of allowed I-Cubed projects within any community from three to eight; establishes a financial services advisory council; and creates a job creation incentive under the Economic Development Incentive Program (EDIP), allowing business to receive a tax credit up to $1,000 per job created, or up to $5,000 per job created in a Gateway City, so long as the total credit per project does not exceed $1 million.



"It's important to keep focusing on creating the environment for businesses to grow and thrive and to work with our educators at all levels to make sure students are graduating with in-demand skills to fill the jobs of today and tomorrow."

—Gov. Rick Snyder, on May 14, 2014, announcing a drop in Michigan's unemployment rate to 7.4 percent, the lowest rate at that time since April 2008

Michigan Econ. Dev. Corp.
300 N. Washington Sq., Victor Office Center, 4th Fl.
Michael Finney, President/CEO
517-241-1400

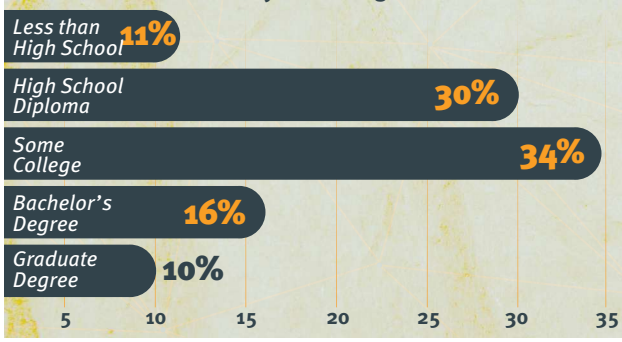
Gov. Rick Snyder (R)

michiganbusiness.org

Michigan

Pop. (2014): 9,923,264 **Pop. growth 2014—2019:** 2.04%
Median household income: $55,747 **Median age:** 38.7
Right-to-work state: Yes

Workforce Education by Percentage



Rankings that Matter

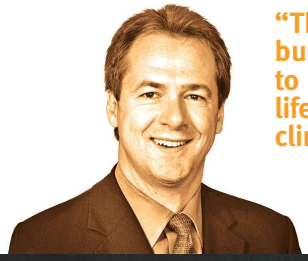
GDP	13($408,218*)
Business Tax Climate	13
Small Business Policy	14
ACT Career Readiness Certificates	1 (494,682)
High School Graduation	41 (77%)
Incentives Transparency Index	1

*Real GDP in US millions

Legislative Update

• Senate Bill 337 places limits on the personal liability of a business owner or manager for taxes the firm fails to pay to the state.
• SBs 826, 827 and 828 amend existing laws that create the manufacturing and small taxpayer PPT exemptions to ensure that if the new local reimbursement plan is presented to the voters and isn't approved, the exemptions would be repealed.
• SB 830 provides for the levy of an abated assessment on certain manufacturing personal property that receives an exemption from the state essential services assessment.
• HB 4958 exempts employers from paying unemployment taxes on those working under certain temporary visas and living in the US.

• • • ★ • • •



"This is yet another sign of all of the benefits of doing business in Montana. This report shows that in addition to the highly trained workforce, and unmatched quality of life, Montana also offers new and existing businesses a climate that will allow them to thrive."

—Gov. Steve Bullock, Oct. 28, 2014, commenting on Montana's sixth-place ranking in the Tax Foundation's State Business Tax Climate Index

Governor's Office of Econ. Dev.
State Capitol, Box 200801
Helena, MT 59620
John Rogers, Chief Business Dev.Officer
406-444-5634

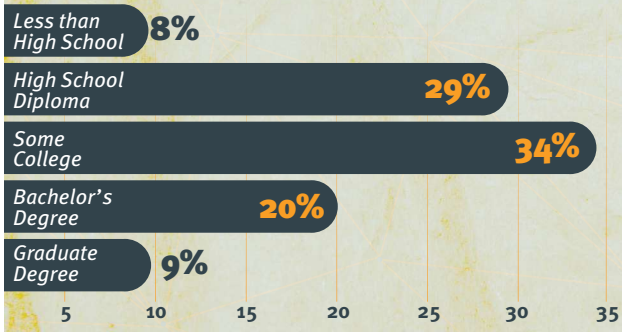
Gov. Steve Bullock (D)

business.mt.gov

Montana

Pop. (2014): 1,020,003 **Pop. growth 2014—2019:** 3.1%
Median household income: $50,819 **Median age:** 40
Right-to-work state: No

Workforce Education by Percentage



Rankings that Matter

GDP	48 ($39,846*)
Business Tax Climate	6
Small Business Policy	33
ACT Career Readiness Certificates	27 (1,283)
High School Graduation	15 (86%)
Incentives Transparency Index	46

*Real GDP in US millions

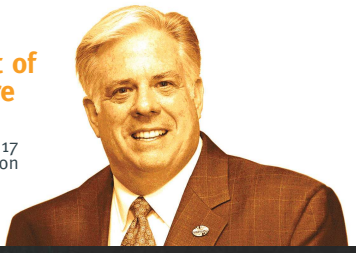
Legislative Update

• The Montana Legislature did not meet in 2014.
• On Nov. 17th, Gov. Steve Bullock released his budget proposal for the 2017 biennium. Key components include $300 million in grants and bonds for infrastructure, including $45 million in grants to Eastern Montana communities impacted by oil and gas development; and an apprenticeship tax credit for businesses that allow Montanans to earn while they learn valuable career skills.

Maryland Dept. of Business & Econ. Dev.
401 East Pratt St.
Baltimore, MD 21202
Dominick Murray, Secretary
410-767-6300

"Spending cuts have to come first. We still intend to rollback taxes. Obviously you can't put the cart in front of the horse and you can't cut too many taxes when you're digging out of a hole,"

—Gov.-elect Larry Hogan, speaking to reporters Dec. 17 about the state's deficit and upcoming legislative session



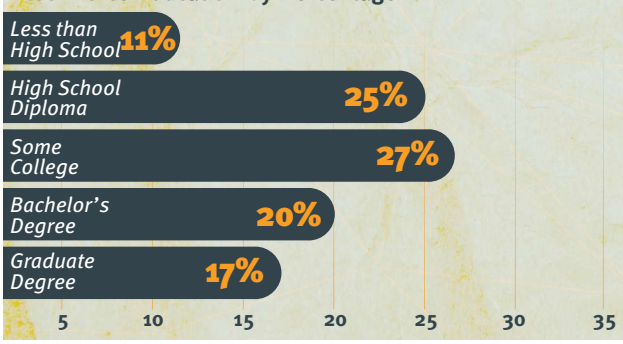
business.maryland.gov

Gov. Larry Hogan (R)

Maryland

Pop. (2014): 5,946,493 **Pop. growth 2014—2019:** 3.85%
Median household income: $84,609 **Median age:** 37.8
Right-to-work state: No

Workforce Education by Percentage



Rankings that Matter

GDP	15 ($322,234*)
Business Tax Climate	40
Small Business Policy	38
ACT Career Readiness Certificates	48 (266)
High School Graduation	17 (84%)
Incentives Transparency Index	30

*Real GDP in US millions

Legislative Update

• State legislators passed SB331 in April 2014, raising the minimum wage in Maryland to $10.10 per hour.
• Governor O'Malley signed Maryland's Open Data Law (SB 644) into law, requiring the state to make much of its public information machine-readable and searchable. Some of the specific goals include: designing and conducting a statewide data inventory; agreeing on minimum metadata standards and geo-aggregate standards; reviewing data mapping practices; establishing a statewide standard disclaimer and acknowledgement requirement.

Did You Know?

Maryland has the highest concentration of employed doctoral scientists and engineers. The state ranks first in employed PhD scientists and engineers per 100,000 employed workers (1,288), with a first place ranking for PhD scientists (1,031) and third for PhD engineers (178).

Top Maryland Employers, according to The Baltimore Sun: Giant Food Inc. (27,000); Johns Hopkins Medical Institutions, MedStar Health and Black & Decker Corp. (22,000); Johns Hopkins University (15,759); Verizon, Inc. (14,000); and Northrop Grumman (11,000).

Maryland ranks second among the states in the square footage of LEED-certified commercial and institutional green buildings per capita.

Baltimore ranks 10th among US metros in a Forbes ranking of cities creating the most technology jobs, based on the growth of tech industry employment and STEM occupation employment. Further, Baltimore/Washington, DC, ranks second among highest paying cities for tech jobs, also according to Forbes.

Selected Corporate Facility Projects 2014

Company	City	County	Type	New/ Expansion	Product	Investment ($ millions)	Employment
AstraZeneca	Frederick	Frederick	MF/RD	E	Pharmaceuticals	$200	300
Brace Pharmaceuticals	Rockville	Montgomery	HQ	E	Pharmaceuticals	200	
Frito Lay	Abderdeen	Harford	DW	E	Snack Foods	60	100
Coca-Cola	Hanover	Anne Arundel	DW	N	Soft Drinks	24	
Northrop Grumman	Baltimore	Baltimore	MF/RD	N	Aerospace Products	20	
Shekel Scales		Baltimore	OF	N	Measuring Instruments	5	30
Baltimore Mack	Baltimore	Baltimore	MF/DW	N	Automobiles	5	11
Minuteman Press	Owings Mills	Baltimore	MF/HQ	N	Commercial Printing	5	
Aphena Pharma Solutions	Easton	Talbot	MF	E	Packaging	3	100
Coastal Companies (The)	Laurel	Prince George's	MF/DW	N	Dairy	1	400
National Golden Tissue	Hagerstown	Washington	MF	E	Paper Products	1	100
Pandora Jewelry	Baltimore	Baltimore	HQ	N	Jewelry		600

MF = Manufacturing OF = Office HQ = Headquarters RD = Research & Development DW = Distribution/Warehouse

A Northrop Grumman X-47B landing.
Photo courtesy U.S. Navy Photographer MC3 Kevin J. Steinberg

ACCESS SUCCESS

Cecil County
MARYLAND
Office of Economic Development

In a world economy where access is everything, Cecil County has it all. Situated in northeast Maryland between two R & D hubs off I-95.

INTELLIGENT

Over 100,000 high-achieving residents

87.5% of residents are high school graduates

Median income: $66,689

INDUSTRIOUS

Workforce strengths in management, business, science, sales, construction, and manufacturing

Top employers include W.L. Gore, IKEA Maryland, ATK, Hollywood Casino, Terumo Medical, Terumo Cardiovascular, and Restoration Hardware

Diverse industries include medical technology, manufacturing, consumer goods, education, and gaming

INCENTIVE-DRIVEN

State-designated enterprise zone

Fast-track permitting, loans, and financial incentives

Tax-exempt financing

Revolving loan fund programs

CONVENIENT. CONNECTED. CENTERED ON SUCCESS.

Connect with the Cecil County Office of Economic Development at **410.996.6292** or **www.cecilbusiness.org**.

Mississippi Dev. Authority
501 N. West St.
Jackson, MS 39201
Brent Christensen, Exec. Dir.
601-359-3449

"Mississippi has some of the lowest union participation in the country, and these bills send a message that we will not tolerate efforts like intimidation. I believe that Mississippi's right-to-work status is a competitive benefit for the state, and I intend to keep it that way."

—Gov. Phil Bryant, April 16, 2014

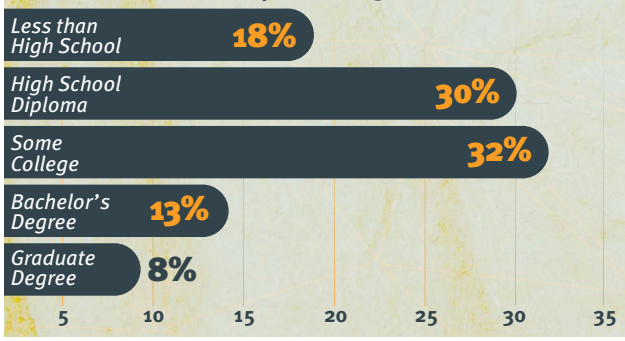
mississippi.org

Gov. Phil Bryant (R)

Mississippi

Pop. (2014): 3,001,249 **Pop. growth 2014—2019:** 2.31%
Median household income: $45,700 **Median age:** 36
Right-to-work state: Yes

Workforce Education by Percentage



Rankings that Matter

GDP	36 ($96,979*)
Business Tax Climate	18
Small Business Policy	16
ACT Career Readiness Certificates	41 (306)
High School Graduation	49 (68%)
Incentives Transparency Index	25

*Real GDP in US millions

Legislative Update

• House Bill 785 provides income tax credits to companies that transfer or relocate national or regional headquarters to Mississippi.
• SB 2473 prohibits organizations or individuals from damaging or threatening to damage property or products and protects employees from being harassed into surrendering their rights in the midst of a unionization drive. Another bill prevents organized picketing efforts from blocking building entrances and private residences during labor disputes. SB 2797 clarifies that local governments do not have the authority to force employers to use organized labor to reach peace agreements or collective bargaining agreements.

• • • ★ • • •

Nevada Governor's Office of Econ. Dev.
808 W. Nye Lane
Carson City, NV 89703
Steve Hill, Director
702-486-2700

"I want to thank the Nevada Legislature for its thorough and comprehensive review of this legislation. The Legislature has confirmed that this package is indeed in the best interest of our citizens and is good for Nevada."

—Gov. Brian Sandoval, Sept. 11, 2014, upon signing legislation facilitating Tesla Motors' Gigafactory investment project in Nevada.

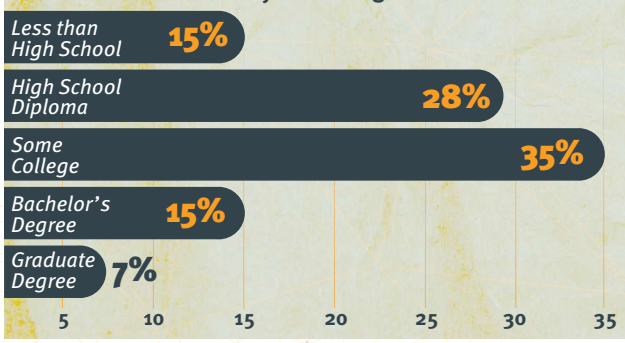
diversifynevada.com

Gov. Brian Sandoval (R)

Nevada

Pop. (2014): 2,803,771 **Pop. growth 2014—2019:** 4.53%
Median household income: $61,190 **Median age:** 36.1
Right-to-work state: Yes

Workforce Education by Percentage



Rankings that Matter

GDP	35 ($ 123,903*)
Business Tax Climate	3
Small Business Policy	2
ACT Career Readiness Certificates	30 (2,696)
High School Graduation	50 (60%)
Incentives Transparency Index	27

*Real GDP in US millions

Legislative Update

The Nevada Legislature did not meet in 2014. However, in September, Gov. Brian Sandoval signed Assembly Bills 1, 2 and 3 and Senate Bill 1, legislation from the 28th Special Session, enabling Tesla Motors to proceed with building its advanced battery Gigafactory in Nevada.

Minnesota Dept. of Employment & Econ. Dev.
1st National Bank Bldg.,
332 Minnesota St., Ste. #E200
Saint Paul, MN 55101
Katie Clark Sieben, Commissioner
651-259-7114

"I don't think that the founder could have imagined 100 years ago that Toro would grow to be a Fortune 1000 company, or that more importantly, you'd be a leading corporate citizen in Minnesota. Your contributions to this state have been enormous."

—Gov. Mark Dayton, July 10, 2014, at an event marking the Toro Company's 100th anniversary, in Bloomington, Minn.

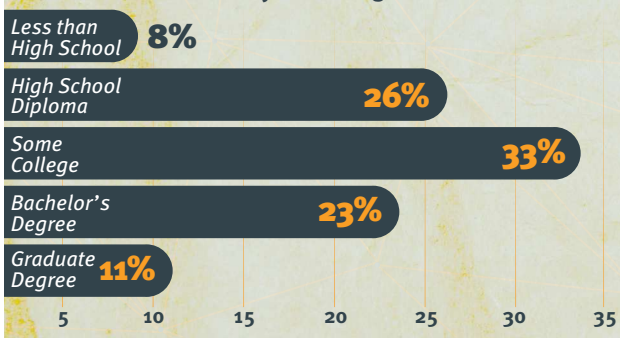
positivelyminnesota.com

Gov. Mark Dayton (D)

Minnesota

Pop. (2014): 5,437,540 **Pop. growth 2014—2019:** 3.44%
Median household income: $67,009 **Median age:** 37
Right-to-work state: No

Workforce Education by Percentage



Rankings that Matter

GDP	17 ($289,125*)
Business Tax Climate	47
Small Business Policy	46
ACT Career Readiness Certificates	21 (19,363)
High School Graduation	7 (88%)
Incentives Transparency Index	32

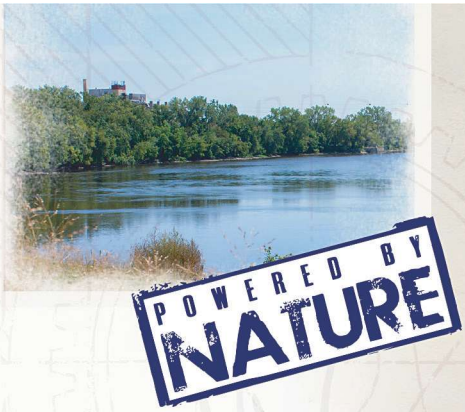
*Real GDP in US millions

Legislative Update

• Two pieces of legislation will create an estimated 33,000 new jobs and provide tax relief to nearly 1 million Minnesotans. The Minnesota Jobs Bill will invest $1.17 billion in critical infrastructure projects across Minnesota and create tens of thousands of new jobs. The second provides an additional $103 million in tax relief to middle class families, farmers, veterans, small businesses and nonprofits.

• Another measure aims to significantly reduce the time it takes state government agencies to process environmental permits for job-creating projects.

City of Elk River
Where Business Comes Naturally



- **RELIABLE.** An unmatched electrical reliability of 99.9999%.
- **ACCESSIBLE.** On US Highways 10, 169, and 101 and near MSP International Airport.
- **CAPABLE.** A skilled workforce of over 12,000, with another 400,000+ in a 30-minute drive time.
- **ECONOMICAL.** Financial incentives and energy costs 23% lower than the national average.
- **ABUNDANT.** Over 40 acres identified for data center, energy, manufacturing, and medical-device technology.

Business Just Comes Naturally to Elk River. Find Out for Yourself!

City of Elk River, *Minnesota*
Economic Development Department
763.635.1000 | www.ElkRiverMN.gov

DATA CENTER | ENERGY | MANUFACTURING | MEDICAL-DEVICE TECHNOLOGY

Missouri Dept. of Econ. Dev.
301 W. High St., Rm 720
Jefferson City, MO 65102
Mike Downing, Director
573-751-4962

"As a Certified Work Ready Community, Henry County is putting itself on the map as a place where businesses know they can hire skilled workers who are ready to compete and win in the global economy. As Missouri's economy continues to grow, we will continue to invest in our workforce so that communities across the state will see new jobs and new opportunities for local families."

—Gov. Jay Nixon, on Nov. 14, 2014, in Clinton, Mo., recognizing Henry County's recent designation as an ACT Certified Work Ready Community

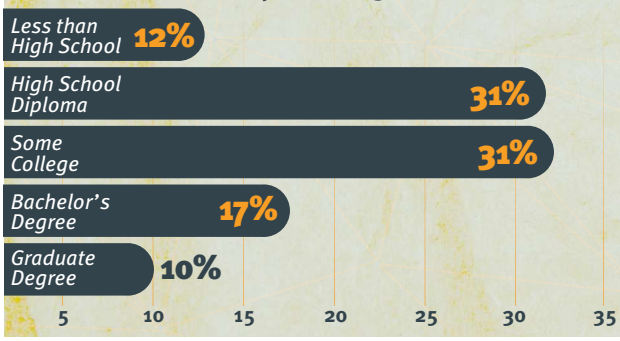
ded.mo.gov

Gov. Jay Nixon (D)

Missouri

Pop. (2014): 6,063,440 **Pop. growth 2014—2019:** 2.38%
Median household income: $54,417 **Median age:** 37.7
Right-to-work state: No

Workforce Education by Percentage



Rankings that Matter

GDP	22 ($258,135*)
Business Tax Climate	17
Small Business Policy	23
ACT Career Readiness Certificates	19 (50,122)
High School Graduation	14 (86%)
Incentives Transparency Index	12

*Real GDP in US millions

Legislative Update

• SB 635 codifies several elements of a proposal Gov. Nixon announced in 2013, in which Missouri and Kansas would commit to a moratorium on the use of incentives where jobs are merely being moved across the state line. Missouri will no longer provide certain economic development incentives for jobs relocated from counties in Kansas that are within the Kansas City metropolitan area.

• Missouri policymakers passed an income tax reduction that phases down the top rate from 6 percent to 5.5 percent by 0.1 percent each year starting in 2017, dependent on a revenue trigger, according to the Tax Foundation.

TANEY COUNTY
MISSOURI...The SMART place to be
TaneyCountyPartnership.com
Search: Taney County Partnership

SMART PEOPLE
SMART LOCATION
SMART CHOICE

Taney County, MO
@TaneyMo

Taney County Partnership

Centrally located in America's Heartland **within 600 miles of 50% of US households and 52% of US manufacturing establishments**.

A smart location between both coasts facilitates low-cost national distribution, so you get your **product to market cheaper and faster**.

Many national brands have made the **smart choice to plant their flag** in the **Southwest Missouri region** because of the long-term business benefits Missouri has to offer.

"While government is not business, you can absolutely apply the same best practices from business to run the organization better. I do think I bring that to the table."
—Gov.-elect Pete Ricketts, March 2014, Omaha World-Herald

Nebraska Dept. of Econ. Dev.
301 Centennial Mall South
Lincoln, NE 68509
Dacia Kruse, Dir.
402-471-3125

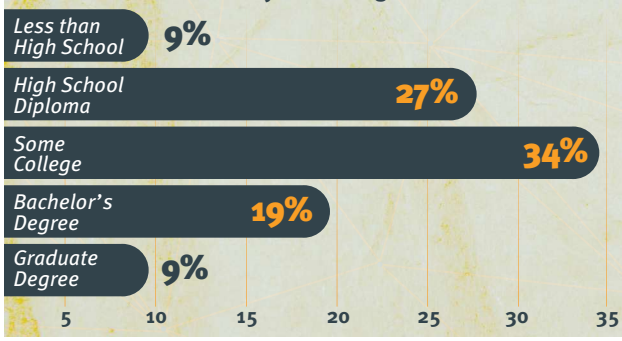
Gov. Pete Ricketts (R)

Neded.org

Nebraska

Pop. (2014): 1,875,673 **Pop. growth 2014—2019:** 3.59%
Median household income: $58,633 **Median age:** 36.1
Right-to-work state: Yes

Workforce Education by Percentage



Rankings that Matter

GDP	36 ($98,250*)
Business Tax Climate	29
Small Business Policy	39
ACT Career Readiness Certificates	35 (813)
High School Graduation	1 (93%)
Incentives Transparency Index	45

*Real GDP in US millions

Legislative Update

Gov. Dave Heineman signed legislation granting more than $400 million in tax relief for Nebraskans, including:

- LB 987 will index Nebraska's individual income tax brackets for inflation, and exempt portions of social security and veteran retirement.
- LB 96 eliminates sales tax on the sale, lease, rental or storage of repair or replacement parts for agricultural machinery and equipment that are used in commercial agriculture.
- LB 905 increases the Property Tax Credit Program by $25 million on an annual basis, in addition to $115 million in ongoing funding.

When it comes to successfully expanding or relocating your business,

HARNESS THE POWER OF NEBRASKA

Nebraska's low energy costs, central geographic location, and high-quality, low-cost workforce provide strategic advantages for your business. To find out how to harness Nebraska's power, contact the economic development professionals at Nebraska Public Power District.

econdev.nppd.com

800.282.6773, ext. 5534 econdev@nppd.com

Nebraska Public Power District
Always there when you need us

"Our low-tax environment, our small, responsive state government and our high quality of life make New Hampshire as attractive a state for business as any in the country. The Live Free and Start Advisory Council brings together accomplished business leaders and entrepreneurs from across the state to help us build on these advantages."

—Gov. Maggie Hassan, July 8, 2014, announcing the Live Free and Start Advisory Council

Gov. Maggie Hassan (D)

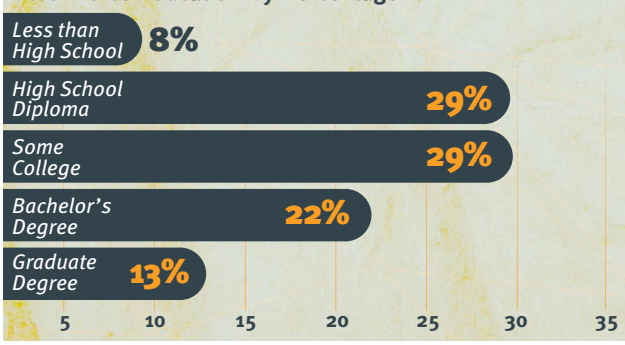
New Hampshire Div. of Econ. Dev.
172 Pembroke Rd.
Concord, NH 03302
Carmen Lorentz, Dir.
603-271-2341

nheconomy.com

New Hampshire

Pop. (2014): 1,327,463 **Pop. growth 2014—2019:** 2.03%
Median household income: $72,856 **Median age:** 41
Right-to-work state: No

Workforce Education by Percentage



Rankings that Matter

GDP	40 ($64,118*)
Business Tax Climate	7
Small Business Policy	27
ACT Career Readiness Certificates	23 (4,097)
High School Graduation	10 (87%)
Incentives Transparency Index	47

*Real GDP in US millions

Legislative Update

• Gov. Hassan signed bipartisan legislation that strengthens infrastructure investment, helping to finish the expansion of I-93 and advance critical road and bridge projects across the state.
• Launched in June, Live Free and Start is an initiative between the Governor's Office, the Business Finance Authority and the Dept. of Resources and Economic Development aimed at creating jobs in New Hampshire by making it easier for high-tech companies to start up. The advisory council will work with the initiative to develop proposals for either executive or legislative action in order to make changes to state laws and regulations.

• • • ★ • • •

New Jersey Econ. Dev. Auth.
36 W. State St.
Trenton, NJ 08625
Lt. Gov. Kim Guadagno, New Jersey Partnership for Action
609-858-6700

"By implementing these changes, we are ensuring the continued success of the GrowNJ and ERG programs to bolster New Jersey's economy, and at the same time, we are giving Atlantic City the strongest possible incentives to encourage non-gaming economic development and private sector growth."

—Gov. Chris Christie, Oct. 24, 2014, on signing The Economic Opportunity Act of 2014, Part 3, into law

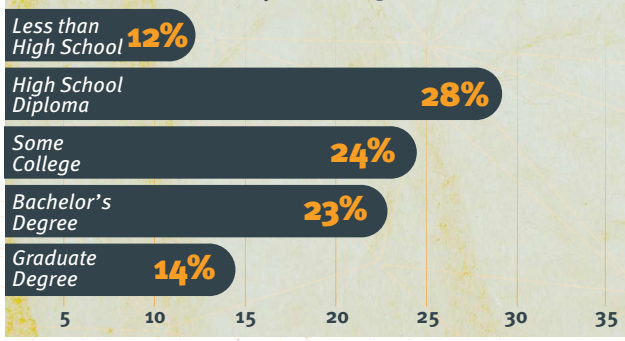
Gov. Chris Christie (R)

njeda.com

New Jersey

Pop. (2014): 8,916,034 **Pop. growth 2014—2019:** 3.3%
Median household income: $81,599 **Median age:** 38.9
Right-to-work state: No

Workforce Education by Percentage



Rankings that Matter

GDP	8 ($509,067*)
Business Tax Climate	50
Small Business Policy	49
ACT Career Readiness Certificates	49 (389)
High School Graduation	11 (87%)
Incentives Transparency Index	14

*Real GDP in US millions

Legislative Update

• Governor Chris Christie signed A-3213, "The Economic Opportunity Act of 2014, Part 3" into law on Oct. 24th, designating Atlantic City as the fifth Garden State Growth Zone. Qualifying projects are now eligible for maximum ERG (Economic Redevelopment and Growth) incentive amounts. The cities of Camden, Passaic, Paterson and Trenton currently have this status. The new law establishes a new tax credit program for redevelopers that donate substantial public infrastructure to governmental entities. It also makes changes to two existing incentive programs operated by the New Jersey EDA: the ERG program and the GROW NJ tax credit program.

"Making New Mexico competitive has proven to be an effective strategy in growing our aviation industry and helping attract new businesses to our state. By signing today's bill, we are able to level the playing field with other states so we can keep aviation business here."

—Gov. Susana Martinez, on March 6, 2014, after signing HB14, which eliminates the Gross Receipts Tax on maintenance services and parts on aircraft

Gov. Susanna Martinez (R)

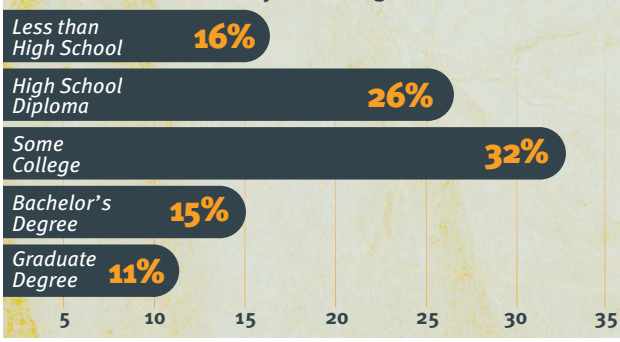
New Mexico Econ. Dev. Dept.
1100 S. St. Francis Dr. #1060
Santa Fe, NM 87505
Jon Barela, Secretary
505-827-0300

gonm.biz

New Mexico

Pop. (2014): 2,092,941 **Pop. growth 2014—2019:** 2.54%
Median household income: $49,142 **Median age:** 36.8
Right-to-work state: No

Workforce Education by Percentage



Rankings that Matter

GDP	37 ($84,310*)
Business Tax Climate	38
Small Business Policy	26
ACT Career Readiness Certificates	15 (19,981)
High School Graduation	45 (74%)
Incentives Transparency Index	35

*Real GDP in US millions

Legislative Update

• New Mexico's Fiscal Year 2015 State Budget invests in the Local Economic Development Act (LEDA), allocating $10 million toward job recruitment efforts (matched by another $5 million in the capital outlay legislation) and begins the process of making the Job Training Incentive Program (JTIP) permanent.

• In the tax arena, SB106 extends the time a business can carry over a net operating loss to 20 years; HB14 eliminates the Gross Receipts Tax on maintenance services and parts on aircraft; and the corporate income tax rate is in the process of phasing down to 5.9 percent by 2018 from 7.3 percent.

• • • ★ • • •

Empire State Development
633 Third Ave., 31st Fl
New York, NY 10017-8167
Kenneth Adams, President/CEO
212-803-3700

"This budget maintains the fiscal discipline that has characterized the last three years of progress by holding the growth in spending below two percent, while also making broad tax cuts that will help homeowners and businesses thrive."

—Gov. Andrew Cuomo, on March 31, 2014, after signing the 2014-15 New York Budget into law

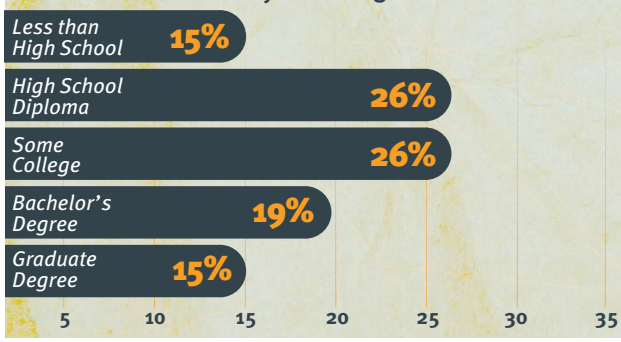
Gov. Andrew Cuomo (D)

esd.ny.gov

New York

Pop. (2014): 19,688,191 **Pop. growth 2014—2019:** 3.46%
Median household income: $66,402 **Median age:** 37.9
Right-to-work state: No

Workforce Education by Percentage



Rankings that Matter

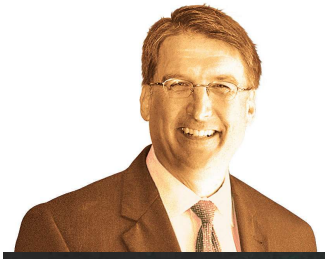
GDP	3 ($1,226,619*)
Business Tax Climate	49
Small Business Policy	48
ACT Career Readiness Certificates	45 (1,343)
High School Graduation	36 (78%)
Incentives Transparency Index	4

*Real GDP in US millions

Legislative Update

• New York's 2014-15 Budget establishes a 20-percent real property tax credit for manufacturers who own or lease property and lowers the tax rate on income for all manufacturers from the current 5.9 percent to zero in 2014 and thereafter. It also reduces the business tax rate from 7.1 percent to 6.5 percent, the lowest rate since 1968.

• Eliminate the Corporate Capital Base Calculation: The capital base taxes corporations on their assets owned in New York. The Budget will phase out this asset tax over six years beginning in 2016, "removing the disincentive for corporations to grow their businesses here."



Gov. Pat McCrory (R)

"I call it lowering the productivity tax. I want to reward those industries that make and build things and grow and innovate."

—Gov. Pat McCrory speaking on tax reform, Site Selection, Sept. 2014

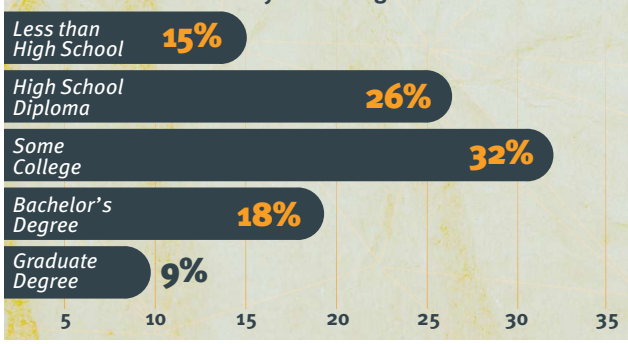
Economic Partnership of North Carolina
Dept. of Commerce
15000 Weston Pkwy.
Cary, NC 27513
Christophe Chung, CEO
919-447-7777

thrivenc.com

North Carolina

Pop. (2014): 9,896,260 **Pop. growth 2014—2019:** 3.7%
Median household income: $53,937 **Median age:** 37.4
Right-to-work state: Yes

Workforce Education by Percentage



Rankings that Matter

GDP.....9 ($439,672*)
Business Tax Climate.....16
Small Business Policy.....21
ACT Career Readiness Certificates.....7 (216,217)
High School Graduation.....31 (79%)
Incentives Transparency Index.....7

*Real GDP in US millions

Legislative Update

• The new nonprofit Economic Development Partnership of North Carolina (EDPNC) oversees business and job recruitment and retention, international trade, tourism, film and sports business development, and will be led as of Jan. 12, 2015 by CEO Chris Chung, former CEO of the Missouri Partnership. The bill creating the partnership also establishes eight new "Prosperity Zones" in the state to foster economic development collaboration.

• In the 2015 State Business Tax Climate Index from the Tax Foundation, North Carolina improved dramatically from 44th place last year to 16th place this year, the single largest rank jump in the history of the Index.

DID YOU KNOW?

The state is targeting the following clusters: manufacturing, research and educations, military, agriculture, biopharma, business services, tourism, IT, transportation and energy generation.

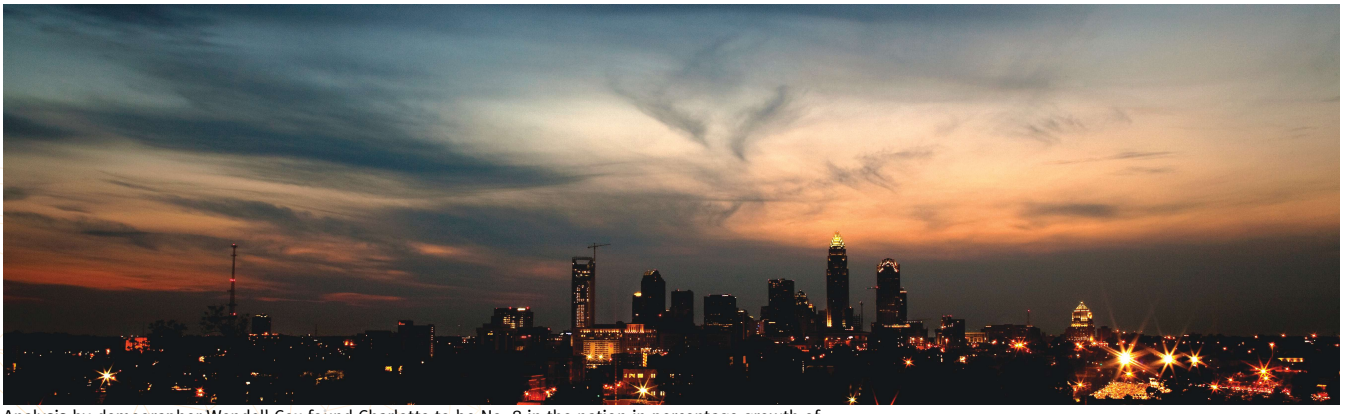
North Carolina private-sector employers have added 348,300 jobs (an increase of 11.2 percent) since February 2010.

Raleigh's annual Krispy Kreme Challenge requires participants to run 2.5 miles from the bell tower at North Carolina State University to the local Krispy Kreme, eat 12 doughnuts, and then run back.

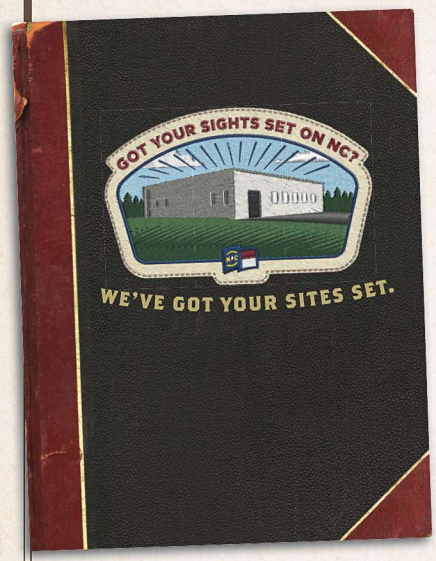
Selected Corporate Facility Projects 2014

Company	City	County	Type	New/ Expansion	Product	Investment ($ millions)	Employment
Grifols	Clayton	Johnston	MF	N	Biotechnology	$370	200
Blue Sphere USA	Charlotte	Mecklenburg	MF	N	Renewable Energy	245	52
Patheon	Greenville	Pitt	MF	E	Pharmaceuticals	159	488
GE Aviation	Asheville	Buncombe	MF	E	Aircraft Parts	125	340
GKN PLC	Maiden	Catawba	MF	E	Auto Parts	113	228
GKN Driveline	Newton	Catawba	MF	E	Fabricated Metal	100	200
GE Aviation	West Jefferson	Ashe	MF	E	Aircraft Parts	65	105
Cascades Tissue Group	Wagram	Scotland	MF	N	Paper Products	62	68
Sealed Air Corp.	Mecklenburg Cnty.	Mecklenburg	HQ	N	Paper Products	58	1,262
Argos Therapeutics	Durham	Durham	MF	E	Biopharmaceuticals	57	236
BorgWarner Turbo Systems		Buncombe	MF	E	Automotive Products	56	154
Fortron Industries		New Hanover	MF	E	Plastics	50	3

MF = Manufacturing HQ = Headquarters DT = Data Center



Analysis by demographer Wendell Cox found Charlotte to be No. 8 in the nation in percentage growth of millennials (ages 20-29) between 2010 and 2013, up 5.8 percent to 304,000.
Photo courtesy of CRVA/Visit Charlotte



ELECTRICITIES of NORTH CAROLINA, INC.

THERE'S NO DENYING IT: NORTH CAROLINA IS A GREAT PLACE TO DO BUSINESS.

In fact, *Site Selection* magazine ranked North Carolina 2nd in its annual Top Business Climate survey for 2013. The state also came in at #4 on *Forbes* Best States for Business 2013 rankings. Safe to say that when it comes to business, North Carolina is where it's at!

So if you're looking at NC (and you should be), let ElectriCities of North Carolina's Economic Development team illuminate the way. We represent more than 70 NC Public Power communities across the Tar Heel state. Plus, we're well-heeled with homegrown information, industry expertise and economic incentives to help you reach your goals.

Got your sights set on NC? We've not only got the vision—we've got the sites, too. See for yourself...

CONCORD

International Crossing Business Park
Location (Under Construction)
Building size: 277,253 s.f.
Build-to-suit office space
Ceiling height: 32' clear height
Sprinkler: ESFR Sprinkler System
Dock doors: 70 dock doors with 10 knock-outs
Trailer: Storage onsite
Depth: 240'
Column spacing: 45' typical
Doors: Two drive-in

KINSTON

Highway 70 West Industrial Park
Location: 2010 Smithfield Way, Kinston, NC 28504
Building size: 40,000 s.f. expandable to 160,000 s.f.
Year built: 2009
Acreage: 9 acres with additional 8 acres available
Ceiling height: 30 feet
Dock doors: 2 dock-high, 1 drive-in
Flooring: 10 mil vapor barrier

MONROE

Monroe Corporate Center
Location: 447 Goldmine Rd., Monroe, NC 28110
Building size: 102,000 s.f.
Year built: 2013
Ceiling height: 30 feet clear
Dock doors: 4 dock-high, 1 drive-in
Flooring: Stone

CONCORD

International Business Park
Location: 4541 Enterprise Dr., Concord, NC 28027
Building size: 88,527 s.f. expandable up to 141,000 s.f.
Year built: 2011
Acreage: 12.8 acres
Ceiling height: 28 feet
Dock doors: 4

We partner with our member cities to provide customized assistance with all aspects of economic development. Our comprehensive approach begins at project outset and continues through the site selection and building processes.

What can we do for you? From site selection to targeted recruiting to grant assistance and marketing, we've got all the tools and expertise you need to successfully develop your business. To help us serve you better, let us know more about your needs and areas of interest, or go to electricities.com/ecodev for more information.

CONCORD

Concord Airport Business Park
Location: 7055 Northwinds Dr., Concord, NC 28027
Building size: 150,000 s.f.
Year built: under construction
Ceiling height: 32 feet clear
Dock doors: 20-30 side loading
Flooring: 6 inch concrete
Adjacent to Concord Regional Airport

SHELBY

Foothills Commerce Center
Location: 1001 Partnership Drive Shelby NC 28152
Building size: 100,000 s.f. expandable to 200,000 s.f.
Year built: 2013
Ceiling height: 30 feet
Rail: .56 miles
Walls: Structural precast concrete
100% ESFR

BRENDA DANIELS

Manager, Economic Development
800.768.7697, ext. 6363
bdaniels@electricities.org

CONCORD

Concord Airport Business Park
Location: 7035 Northwinds Dr., Concord, NC 28027
Building size: 400,000 s.f.
Year built: under construction
Ceiling height: 36 feet
Dock doors: 40-80 side loading
Flooring: 6 inch concrete
Adjacent to Concord Regional Airport

ELECTRICITIES of NORTH CAROLINA, INC.

North Dakota
Dept. of Econ. Dev.
1600 E. Century Ave., #2
Bismarck, ND 58502
Paul Lucy, Dir. ED/Finance
701-328-5300

"We are making great advances in our energy industry by adding value to our resources right here in North Dakota."
—Gov. Jack Dalrymple, Oct. 2014

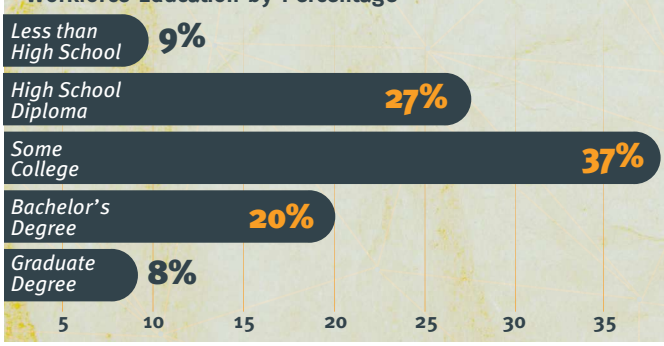
business.nd.gov

Gov. Jack Dalrymple (R)

North Dakota

Pop. (2014): 728,924 **Pop. growth 2014—2019:** 6.58%
Median household income: $58,254 **Median age:** 36.8
Right-to-work state: Yes

Workforce Education by Percentage



Rankings that Matter

GDP	46 ($49,772*)
Business Tax Climate	25
Small Business Policy	10
ACT Career Readiness Certificates	31 (446)
High School Graduation	4 (91%)
Incentives Transparency Index	49

*Real GDP in US millions

Legislative Update

• North Dakota improved from 27th to 25th overall in the Tax Foundation Business Tax Climate rankings due to a cut in the top individual income tax rate from 3.99 percent to 3.22 percent.
• Gov. Jack Dalrymple's 2015-2017 executive budget, proposed Dec. 3, includes continuing the property tax buydown; $3 billion in infrastructure investment; $26 million for workforce programs across several state agencies; a $100-million reduction in individual income tax; $25 million in corporate tax relief and changing the Homestead Tax Credit maximum income threshold from $42,000 to $50,000.

DID YOU KNOW?

Attempts to drop the word "North" and rename the state "Dakota" were defeated by the legislature in both 1947 and 1989.

A June 2014 report from state legislative staff projects total oil & gas gross production and extraction taxes of nearly $5.3 billion for 2013-2015. The report said annual personal income grew 106 percent over the past decade, from $39,038 in 2003-2005 to a projected $80,511 for 2013-2015.

Selected Corporate Facility Projects 2014

Company	City	County	Type	New/ Expansion	Product	Investment ($ millions)	Employment
Badlands NGL			MF	N	Chemicals	$4,000	500
Dakota Gasification Company	Beulah	Mercer	MF	E	Natural Gas	402	40
OneOK Partners LP	Watford City	McKenzie	MF	N	Natural Gas	355	50
Basin Electric Power Coop	Watford City	McKenzie	MF	E	Natural Gas	102	2
North Dakota Mill	Grand Forks	Grand Forks	MF	E	Grain	19	
Border States Electric	Fargo	Cass	DW/HQ	E	Electrical Products	18	117
Evolution 1	West Fargo	Cass	MF	E	Healthcare Software	8	200
Integreon Managed Solutions	Fargo	Cass	OF	N	Business Services	6	145

MF = Manufacturing OF = Office HQ = Headquarters DW = Distribution/Warehouse

Billion-dollar fertilizer projects in North Dakota are seeking to unite bountiful natural gas from the state's oil patch with the state's traditionally bountiful crops.
Photo courtesy of North Dakota Tourism

Your company move to Fargo will be easy.

Because we'll introduce you to all the right people.

Our staffing network and connection to an educated workforce is deep and wide in Fargo-Moorhead. With a wealth of experienced professionals, three colleges and universities and a proven work ethic, this community delivers on people who get the job done at the very highest levels. **So, if you're looking for the right people you're definitely moving to the right place.**

smart move FARGO MOORHEAD

www.smartmovefm.com

JobsOhio
41 S. High St., Ste. 1500
Columbus, OH 43215
John Minor, Pres.
& Chief Inv. Officer
614-224-6446

"There's certainly more work to do, but by tearing down barriers to job growth, our jobs-friendly policies are helping Ohioans unleash their natural energy, creativity and work ethic and they're lifting up our state."
—Gov. John Kasich, March 7, 2014

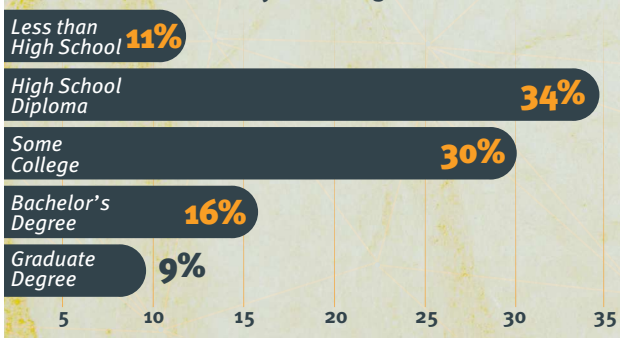
jobs-ohio.com

Gov. John Kasich (R)

Ohio

Pop. (2014): 11,608,391 **Pop. growth 2014—2019:** 1.85%
Median household income: $55,360 **Median age:** 38.6
Right-to-work state: No

Workforce Education by Percentage



Rankings that Matter

GDP	7 ($ 526,196*)
Business Tax Climate	44
Small Business Policy	11
ACT Career Readiness Certificates	14 (117,391)
High School Graduation	18 (84%)
Incentives Transparency Index	3

*Real GDP in US millions

Legislative Update

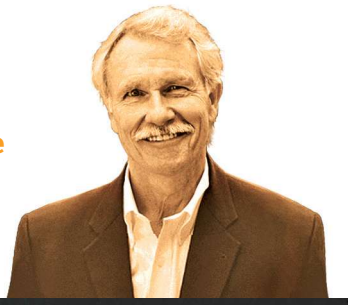
• Driven by what backers said was a "tax grab" mentality from some local governments, a new measure terminates the authority to create new alternative joint economic development zones (JEDZs) or substantially modify existing alternative JEDZs.

• A new law authorizes grants for businesses that employ high school students in career exploration internships, equal to 50 percent of the wages paid to the student intern and up to a $5,000 grant.

• • • ★ • • •

Business Oregon
775 Summer St., NE,
Ste. #200
Salem, OR 97301
Sean Robbins, Dir.
503-986-0110

"While Oregon's job market is growing at its highest rate in 20 years, we must ensure that this growth occurs in all corners of our state and reaches into communities that are still struggling to recover from the recession."
—Gov. John Kitzhaber, Nov. 2014



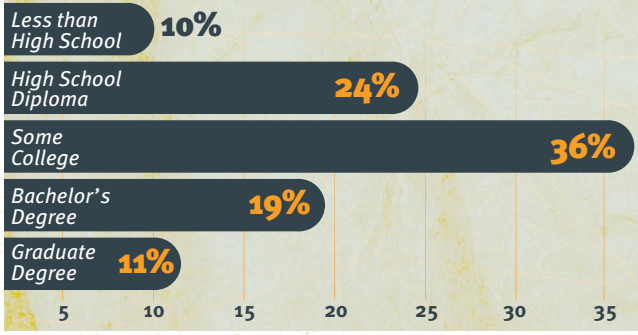
oregon4biz.com

Gov. John Kitzhaber (D)

Oregon

Pop. (2014): 3,948,114 **Pop. growth 2014—2019:** 3.17%
Median household income: $56,630 **Median age:** 38.4
Right-to-work state: No

Workforce Education by Percentage



Rankings that Matter

GDP	28 ($211,241*)
Business Tax Climate	12
Small Business Policy	44
ACT Career Readiness Certificates	18 (36,228)
High School Graduation	37 (78%)
Incentives Transparency Index	35

*Real GDP in US millions

Legislative Update

• Gov. Kitzhaber in February directed the state's Dept. of Environmental Quality to move forward with full implementation of Oregon's Clean Fuels Program. The program was passed by the legislature in 2009, but its carbon reduction measures had not yet been implemented.

• In May, Gov. Kitzhaber signed a Declaration of Cooperation with members of the Regional Accelerator & Innovation Network (RAIN): the University of Oregon and Oregon State University; the cities of Eugene, Corvallis, Springfield, and Albany; and regional businesses and agencies. The first phase of RAIN will establish venture accelerators in conjunction with the two universities.

Oklahoma Dept. of Commerce
900 N. Stiles Ave.
Oklahoma City, OK 73104
Don Hackler, Interim Exec. Dir.
800-879-6552

"When it comes to the growth potential for aerospace in Oklahoma, the sky is truly the limit."
—Gov. Mary Fallin

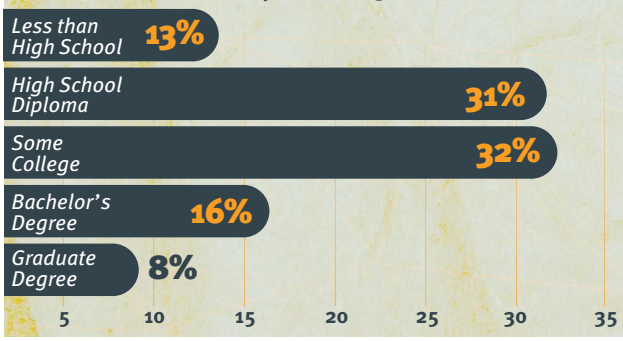
okcommerce.gov

Gov. Mary Fallin (R)

Oklahoma

Pop. (2014): 3,868,500 **Pop. growth 2014—2019:** 3.31%
Median household income: $49,747 **Median age:** 36.1
Right-to-work state: Yes

Workforce Education by Percentage



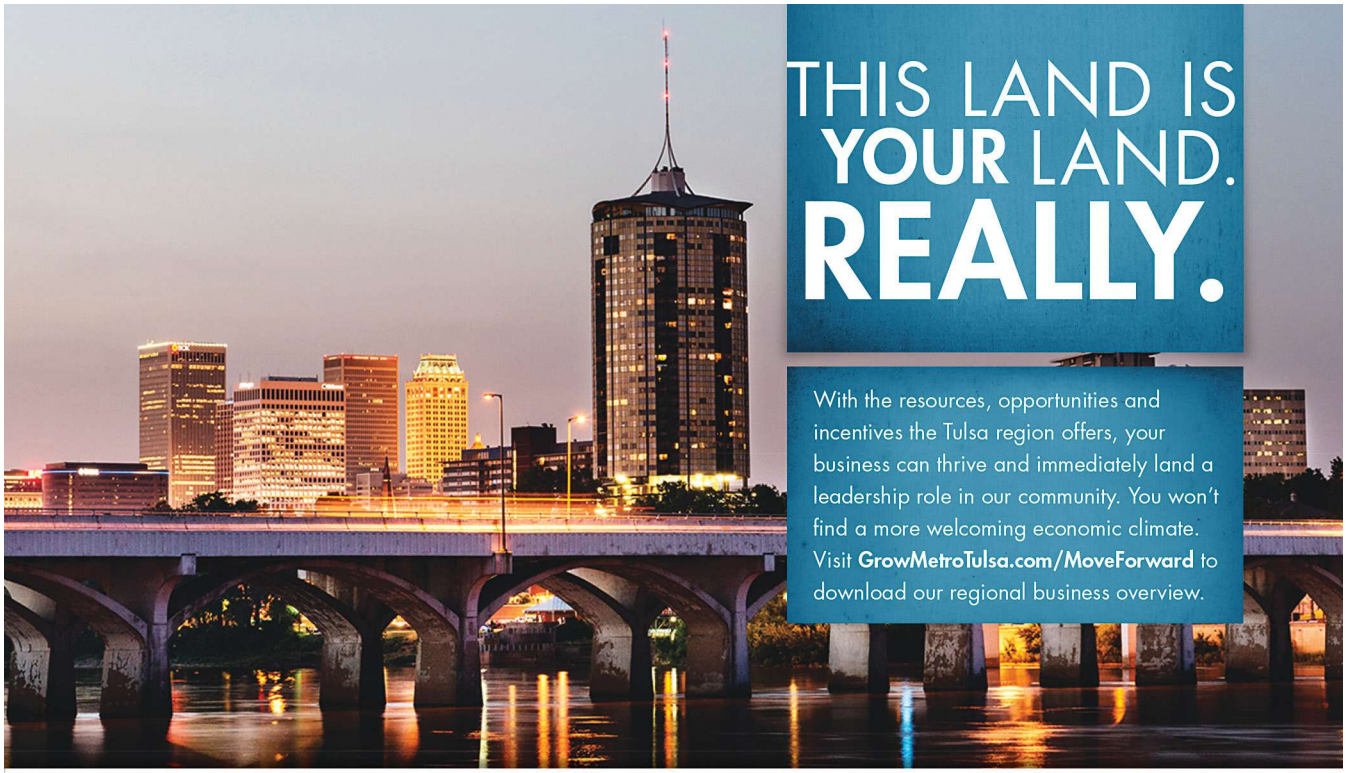
Rankings that Matter

GDP	32 ($164,303*)
Business Tax Climate	32
Small Business Policy	24
ACT Career Readiness Certificates	6 (91,816)
High School Graduation	32 (79%)
Incentives Transparency Index	24

*Real GDP in US millions

Legislative Update

• The state's successful aerospace engineer employee and employer tax credits were extended until 2018.
• An incentive program was modified to reduce costs further for oil and gas companies drilling new wells. Production from all new wells drilled after July 1, 2015, will be taxed at 2 percent for 36 months. After the first 36 months, a gross production tax rate of 7 percent applies.
• Public schools, colleges and universities have received record earnings of $519.9 million during the last four fiscal years from funds distributed by the Oklahoma Commissioners of the Land Office (CLO), which distributes money from oil and gas exploration and land leases.



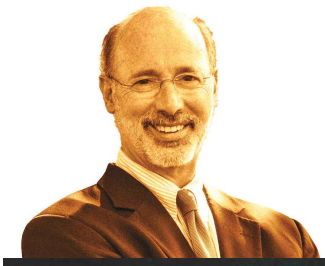
MidAmerica INDUSTRIAL PARK

INTERNATIONAL ECONOMIC DEVELOPMENT COUNCIL
AEDO
Accredited Economic Development Organization

Justin McLaughlin, CCE, CEcD | Senior Vice President | Economic Development
jmclaughlin@tulsachamber.com | 800.624.6822

TULSA
WHERE BUSINESS GROWS.

©2014 Tulsa Regional Chamber



"Too often policy making is about the next deal or reacting to the latest crisis. It's time we think ahead."
—Gov.-elect Tom Wolf, in his policy plan "A Fresh Start"

Pennsylvania Dept. of Community & Econ. Dev.
400 North St., 4th floor
Harrisburg, PA 17120
C. Alan Walker, Sec.
866-Go-NEWPA

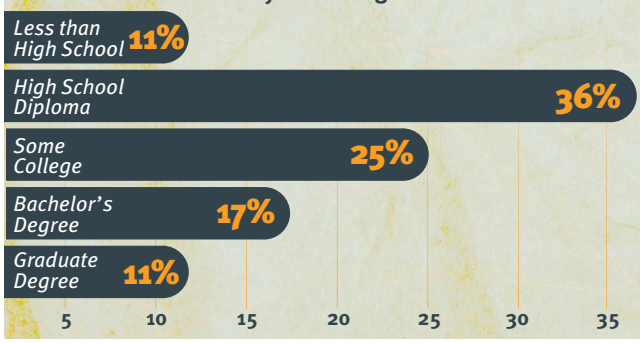
Gov. Tom Wolf (D)

newpa.com

Pennsylvania

Pop. (2014): 12,817,203 **Pop. growth 2014—2019:** 1.96%
Median household income: $59,810 **Median age:** 40.1
Right-to-work state: No

Workforce Education by Percentage



Rankings that Matter

GDP	6 ($603,872*)
Business Tax Climate	34
Small Business Policy	29
ACT Career Readiness Certificates	25 (22,016)
High School Graduation	8 (88%)
Incentives Transparency Index	11

*Real GDP in US millions

Legislative Update

• Gov.-elect Wolf inherits a budget deficit that the state's Independent Fiscal Office (IFO) projects at more than $1.5 billion and increasing over subsequent years. The same IFO showed year-over-year net job growth of 45,700 jobs in Oct. 2014, and an unemployment rate that had dropped to 5.4 percent in Oct. 2014 from 6.9 percent in Dec. 2013.

• Pennsylvania continues to phase out its capital stock tax, but while the tax was supposed to be eliminated in 2014, policymakers have extended the length of the phase-out until 2016.

• Outgoing Gov. Tom Corbett in Nov. announced updated guidelines for the City Revitalization and Improvement Zone (CRIZ) program.

• • • ★ • • •

"Manufacturing jobs are coming back from overseas for the first time in over a decade and I will work with the federal delegation to make sure we are getting our share of those jobs here in Rhode Island."
—Gov.-elect Gina Raimondo, Sept. 2014 campaign ad

Rhode Island Commerce Corp.
315 Iron Horse Way, Ste. 101
Providence, RI 02908
Stefan Pryor, Secretary
401-278-9100

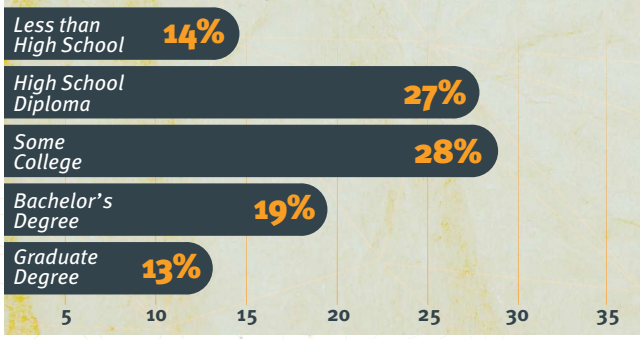
Gov. Gina Raimondo (D)

riedc.com

Rhode Island

Pop. (2014): 1,054,085 **Pop. growth 2014—2019:** 2.03%
Median household income: $64,206 **Median age:** 39.1
Right-to-work state: No

Workforce Education by Percentage



Rankings that Matter

GDP	45 ($49,962*)
Business Tax Climate	45
Small Business Policy	40
ACT Career Readiness Certificates	37 (405)
High School Graduation	42 (76%)
Incentives Transparency Index	44

*Real GDP in US millions

Legislative Update

• State policymakers approved a reduction in the state's corporate income tax rate from 9 percent to 7 percent, effective Jan. 1, 2015.

• Businessperson and venture capitalist Gina Raimondo became the first woman to win election as Rhode Island's governor. As state treasurer she led reform of the state's public-sector pension system.

• Nov. 2014 ballot measures to expand gambling at the Newport Grand casino; issue bonds worth $125 million for a new engineering complex at the University of Rhode Island; and issue bonds for $35 million to invest in mass transit hubs were approved.

South Carolina
Dept. of Commerce
1201 Main St., #1600
Columbia, SC 29201
Bobby Hitt III, Sec.
803-737-0400

"Making sure our students are prepared for the thousands of highly skilled jobs coming to our state is one of the most important issues we are facing and why efforts like the Center for Applied Innovation are critical to the future of South Carolina."

—Gov. Nikki Haley, Nov. 21, 2014, on the announcement of a new center of expertise at the University of South Carolina by IBM and Fluor

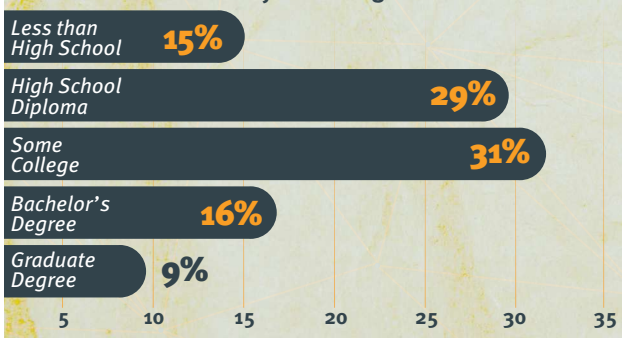
sccommerce.com

Gov. Nikki Haley (R)

South Carolina

Pop. (2014): 4,800,392 **Pop. growth 2014—2019:** 3.52%
Median household income: $52,004 **Median age:** 37.9
Right-to-work state: Yes

Workforce Education by Percentage



Rankings that Matter

GDP	30 ($172,176*)
Business Tax Climate	37
Small Business Policy	17
ACT Career Readiness Certificates	3 (230,228)
High School Graduation	47 (72%)
Incentives Transparency Index	17

*Real GDP in US millions

Legislative Update

• Income tax credits from the South Carolina Clean Energy Tax Incentive Program are now allowed for up to 60 months. The investment requirement has changed from $500 million to between $50 million and $200 million, depending on the tier of the county. Projects must create at least one full-time job for every $1 million of qualifying investment.

• South Carolina Senate Minority Leader Nikki Setzler said in Dec. 2014 he will pre-file legislation to establish an Interstate lane expansion fund in South Carolina during the 2015 legislative session.

• • • ★ • • •

South Dakota
Governor's Office
of Econ. Dev.
711 E. Wells Ave.
Pierre, SD 57501
Pat Costello, Commissioner
605-367-4518

"We have no corporate income tax, no personal income tax, no business inventory tax, no personal property tax and no inheritance tax. This creates a more favorable environment for growth by putting more money in the pockets of our businesses and workers."

—Gov. Dennis Daugaard's weekly column, Oct. 21, 2014

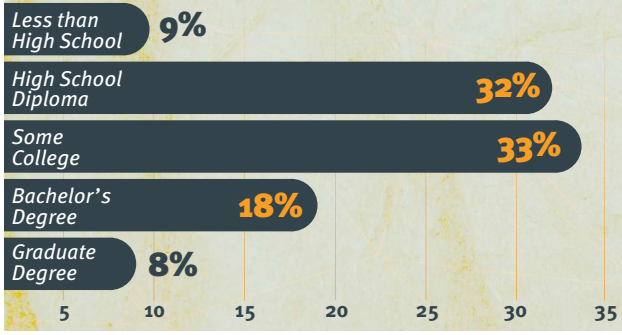
sdreadytowork.com

Gov. Dennis Daugaard (R)

South Dakota

Pop. (2014): 848,841 **Pop. growth 2014—2019:** 4.36%
Median household income: $55,015 **Median age:** 36.6
Right-to-work state: Yes

Workforce Education by Percentage



Rankings that Matter

GDP	47 ($41,142*)
Business Tax Climate	2
Small Business Policy	1
ACT Career Readiness Certificates	13 (8,637)
High School Graduation	20 (83%)
Incentives Transparency Index	38

*Real GDP in US millions

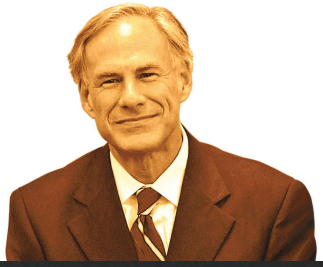
Legislative Update

• The unemployment insurance trust fund is reaching its target balance — a savings to business owners of $11 million in 2015.
• Three independent audits of the state's economic development office, along with the state's responses, are online at www.sdreadytowork.com/Financing-and-Incentives--Public-Records.aspx, where the state also regularly posts every grant made by every economic development program.
• The National Association of Development Organizations awarded the state's new County Site Analysis Program with its "Innovation Award" for its novel approach to rural economic development.

Texas Econ. Dev. Corp.
Box 12428
Austin, TX 78711
Romina Black, Exec. Dir.
512-936-0100

"Central to my plan are major fiscal reforms to control the growth of government: a tighter spending cap tied to inflation and population growth; expanded line-item veto authority so a governor can reduce spending; and, protection of our Rainy Day Fund, dedicating excess revenue to debt or tax relief. My plan also supports investments in our roads, water infrastructure and energy development."

— from Gov.-elect Greg Abbott's "Working Texans" plan



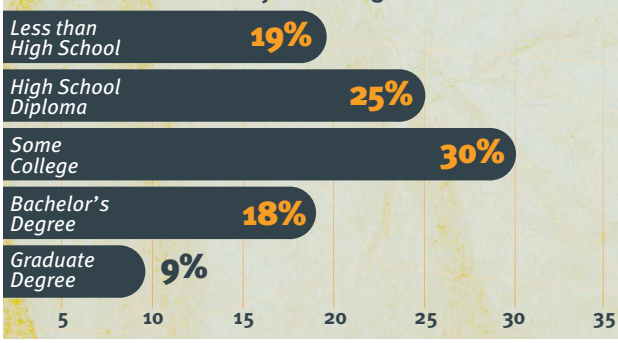
texaswideopenforbusiness.com

Gov. Greg Abbott (R)

Texas

Pop. (2014): 26,586,730 **Pop. growth 2014—2019:** 5.34%
Median household income: $59,315 **Median age:** 33.8
Right-to-work state: Yes

Workforce Education by Percentage



Rankings that Matter

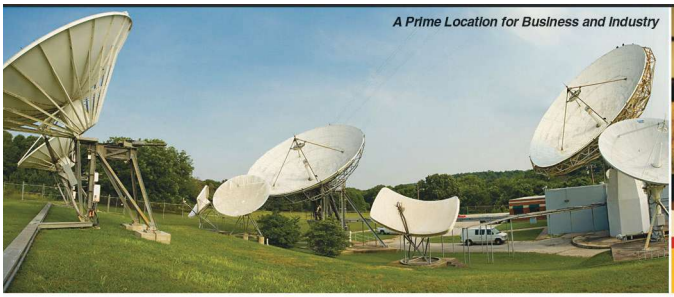
GDP	2 ($1,387,598*)
Business Tax Climate	10
Small Business Policy	3
ACT Career Readiness Certificates	33 (13,485)
High School Graduation	36 (82%)
Incentives Transparency Index	8

*Real GDP in US millions

Legislative Update

• The Texas Enterprise Fund (TEF), the largest deal-closing fund of its kind in the nation, was reauthorized for the 2014-15 biennium with an estimated $120 million available for qualifying projects. The Texas Emerging Technology Fund (TETF) received a $50-million appropriation.

• Tax measures from the 2014 session create an R&D tax credit with the option of choosing the franchise or sales tax; create a sales and use tax refund for data centers agreeing to invest $200 million over five years and create at least 20 qualifying jobs in the county; and allow regions to develop County Transportation Reinvestment Zones.



THIS IS CEDAR HILL

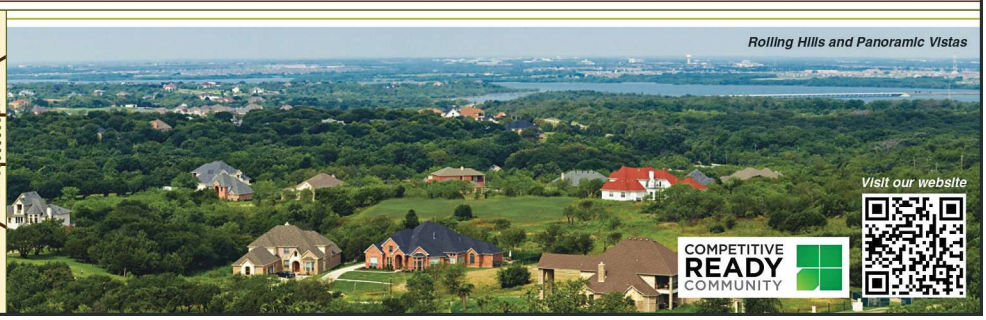
ALLISON J. H. THOMPSON, CECD, EDFP-DIRECTOR
ALLISON.THOMPSON@CEDARHILLTX.COM
972.291.5132 EXT.5 ◦ CEDARHILLEDC.COM

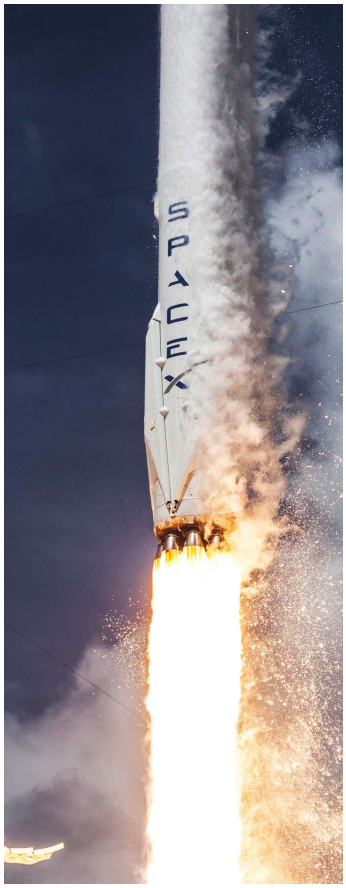
LAND OF OPPORTUNITIES

Cedar Hill's robust development has made it a prime location for industrial, residential, commercial, retail and recreational opportunities. Located in the beautiful hill country environment of Joe Pool Lake and the Cedar Hill State Park, Cedar Hill is the natural choice for those who want big-city amenities with a small-town ambience.

◦ 20 minutes from Downtown Dallas
◦ US 67/Rail-served Business Park
◦ Pro-business environment with a workforce of over 1 million within a 30-minute drive time
◦ Low taxes, low cost of living, quality education, over 3 million sf of retail, and Class A office space
◦ To facilitate and energize relocation and expansion, Cedar Hill offers aggressive economic development incentives

CEDAR HILL, TX
ECONOMIC DEVELOPMENT
WHERE OPPORTUNITIES GROW NATURALLY
285 UPTOWN BOULEVARD • BLDG 100 • CEDAR HILL, TEXAS 75104





SpaceX will locate its vertical rocket launch facility at Boca Chica Beach near Brownsville, Texas.
Photo courtesy of SpaceX

DID YOU KNOW?:

• Texas last year was ranked the No. 1 exporting state in the nation by the US Census Bureau for the 12th consecutive year. The state's export revenues in 2013 were up 5.4 percent from 2012, to nearly $297.7 billion.

• Now 25 years old and about half developed, the 17,000-acre AllianceTexas development in Fort Worth is home to 400 companies and a daily work force of 40,000.

• With 1,300 subsidiaries of foreign companies employing some 460,000 people in the state, Texas was the only state to send a governor (outgoing Gov. Rick Perry) to the 2014 World Economic Forum in Davos, Switzerland.

Selected Corporate Facility Projects 2014

Company	City	County	Type	New/ Expansion	Product	Investment ($ millions)	Employment
Oneok Hydrocarbon	Mont Belvieu	Chambers	MF	N	NGL Fractionator	$800	
Flint Hills Resources	Corpus Christi	Nueces	MF	E	West Refinery	600	
NRG Energy	Houston	Harris	MF	N	Carbon Capture	600	
Toyota Financial Services	Plano	Collin	HQ	N	Sales Financing	300	
BASF Corp.	Beaumont	Jefferson	MF	E	Herbicides	270	
Charles Schwab	Austin	Williamson	OF	E	Brokerage Services	210	823
Patronus Data Centers	Frisco	Collin	DT	N	Data Center	200	40
Apache Corp.	Houston	Harris	HQ	E	Oil & Gas	197	
State Farm	Richardson	Dallas	OF	N	Insurance	130	
American Airlines	Fort Worth	Tarrant	OF	N	Airlines	88	
SpaceX	Brownsville	Cameron	MF	N	Space Rockets	85	300
Microsoft	San Antonio	Comal	DT	E	Data Center	80	
Alamo Tube	Elmendorf	Bexar	MF	N	Metal Tubing	62	200

MF = Manufacturing OF = Office HQ = Headquarters DT = Data Center

Eco. Dev. Corp. of Utah
201 S. Main St., Ste. 2150
Salt Lake City, UT 84111
Jeff Edwards, President/CEO
801-328-8824

"Utah is united behind the goal that 66 percent of our working population will have a college degree or post-secondary certificate by the year 2020."
—Gov. Gary Herbert, June 2014

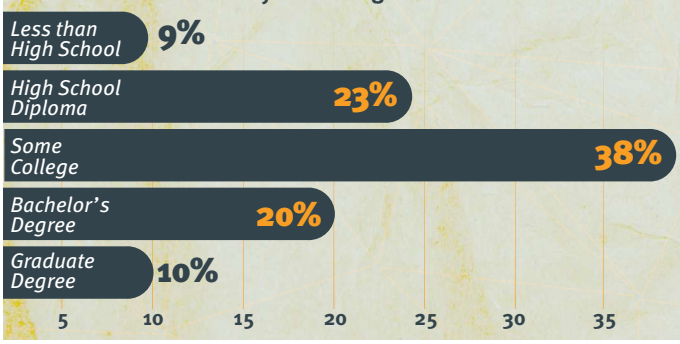
edcutah.org

Gov. Gary Herbert (R)

Utah

Pop. (2014): 2,913,134 **Pop. growth 2014—2019:** 5.88%
Median household income: $65,362 **Median age:** 29.3
Right-to-work state: Yes

Workforce Education by Percentage



Rankings that Matter

GDP	34 ($131,017*)
Business Tax Climate	9
Small Business Policy	13
ACT Career Readiness Certificates	29 (2,763)
High School Graduation	38 (78%)
Incentives Transparency Index	18

*Real GDP in US millions

Legislative Update

• Budget changes included $5 million ongoing and $15 million in one-time funds for science, technology, engineering and mathematics (STEM) amendments.
• The Statewide Unified Plan, created by stakeholders across Utah, has computed that the state faces an $11.3-billion shortfall for transportation infrastructure.
• The state is extending its incentive and business services programs into rural Utah communities through the Business Expansion and Retention (BEAR) Program in the Governor's Office of Economic Development (GOED) Rural Development Office.

DID YOU KNOW?:

The Utah Science Technology and Research Initiative (USTAR) has hired 50 all-star or "catalyst-type" researchers who have attracted $285 million in federal and industry-sponsored grant funding to the state.

Utah has a larger portion of its population in the 5-17 school age group (22 percent) than any other state.

Utah conducts more Mandarin immersion classes than anywhere else in the nation.

In April, for the seventh consecutive year, the state claimed the No. 1 ranking in the "Rich States, Poor States: ALEC-Laffer State Economic Competitiveness Index."

Selected Corporate Facility Projects 2014

Company	City	County	Type	New/ Expansion	Product	Investment ($ millions)
SyberJet	Cedar City	Iron	MF	N	Aircraft	$380
Houweling's Tomatoes	Mona	Juab	MF	N	Produce	79
Pactiv	Salt Lake Cnty.	Salt Lake	MF	E	Plastics	52
Cabela's	Tooele	Tooele	DW	N	Sporting Goods	50
FUELogistics	Duchesne	Duchesne	DW	E	Logistics	50
Varian	Salt Lake City	Salt Lake	MF	E	X-Ray Machines	40
Goldman Sachs	Salt Lake City	Salt Lake	OF	E	Financial Services	40
CSM Bakery	Pleasant View	Weber	MF	E	Bakery	30
Industrial Brush Corp.	St. George	Washington	MF	N	Brushes	11
Elbit Systems of America	Layton	Davis	MF	N	Aircraft	10
Airgas	Tooele	Tooele	MF	N	Chemicals	8
Oracle	Lehi	Utah	OF	N	IT Electronics and Telecom	6

MF = Manufacturing OF = Office DW = Distribution/Warehouse

Photo by Soo Jones-Kelley

NEED REASONS TO INVEST IN UTAH?

We've got 1.2 billion.

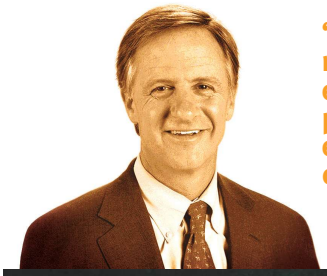
Utah is accessible, affordable, highly educated and ranked #1 for "Economic Outlook."*
No surprise companies like Adobe, IM Flash, Goldman Sachs, BioFire and others have invested a combined $1.2+ billion here recently. There are good reasons for you to invest too. Call **801.538.8879** or visit **business.utah.gov**.

*ALEC-Laffer State Economic Competitiveness, April 2014

UTAH
LIFE ELEVATED®

Utah Governor's Office *of* Economic Development
BUSINESS • TOURISM • FILM

60 E. South Temple St., Salt Lake City, UT 84111 | 801.538.8879 | business.utah.gov



"Through the Tennessee Promise, we are fighting the rising cost of higher education, and we are raising our expectations as a state ... This is a bold promise. It is a promise that speaks volumes to current and prospective employers, and it is a promise that will make a real difference for generations of Tennesseans."

—Gov. Bill Haslam, May 2014

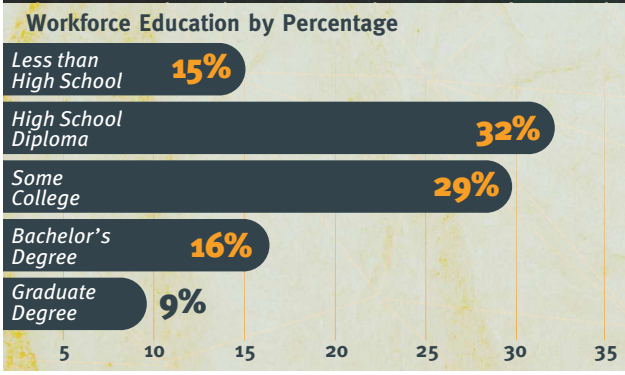
Tennessee Dept. of Econ. & Community Dev.
312 Rosa L. Parks Ave., 11th floor
Nashville, TN 37243
Randy Boyd, Commissioner
615-741-1888

Gov. Bill Haslam (R)

tn.gov/ecd

Tennessee

Pop. (2014): 6,526,257 **Pop. growth 2014—2019:** 3.12%
Median household income: $50,729 **Median age:** 38
Right-to-work state: Yes



Rankings that Matter

GDP	19 ($269,602*)
Business Tax Climate	15
Small Business Policy	25
ACT Career Readiness Certificates	11 (100,876)
High School Graduation	21 (83%)
Incentives Transparency Index	10

*Real GDP in US millions

Legislative Update

• The "Tennessee Promise" bill guarantees high school graduates two years at a community or technical college completely free of tuition and fees. It's part of Gov. Haslam's "Drive to 55" initiative aimed at increasing the number of Tennesseans with a certificate or degree beyond high school: "In 11 years, 55 percent of Tennesseans will need a certificate or degree to get a job," said the Haslam administration, "but today, only 32 percent of Tennesseans qualify."

• The Tennessee Chamber of Commerce & Industry applauded workers' compensation reform, unemployment insurance reform and charter school authorization, among other measures passed in 2014.

• • • ★ • • •

Agency of Commerce & Community Dev.
Dept. of Econ. Dev.
1 National Life Dr., 6th Fl
Montpelier, VT 05620
Lisa Gosselin, Commissioner
802-272-1720

"We created the Vermont Enterprise Incentive Fund so that we can act quickly to attract and retain jobs and compete with other states."

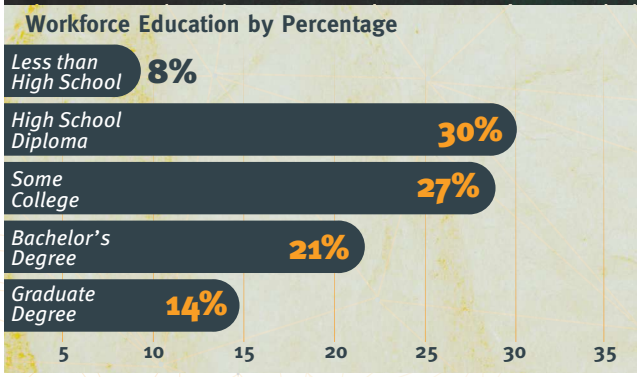
—Gov. Peter Shumlin, May 2014

accd.vermont.gov

Gov. Peter Shumlin (D)

Vermont

Pop. (2014): 628,674 **Pop. growth 2014—2019:** 1.52%
Median household income: $61,097 **Median age:** 41.6
Right-to-work state: No



Rankings that Matter

GDP	50 ($27,723*)
Business Tax Climate	46
Small Business Policy	45
ACT Career Readiness Certificates	22 (2,307)
High School Graduation	2 (93%)
Incentives Transparency Index	41

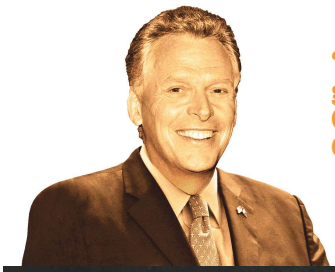
*Real GDP in US millions

Legislative Update

• A new law creates the Vermont Enterprise Incentive Fund to allow the governor to offer supplemental incentives in a total amount not to exceed $4.5 million to businesses with substantial statewide or regional employment impact.

• Under the Vermont Strong Scholars Program, students who go to college in Vermont and agree to work in the state after they graduate can now receive their final year of college for free.

• The new "Great Jobs in Vermont" campaign (www.greatjobsinvermont.com) connects job seekers in and out of state with available job openings in Vermont businesses.



"Take risks. Be bold. We cannot hope to accomplish great things if we are not willing to take chances. Our economy demands it, and the future of the Commonwealth depends on it."

—Gov. Terry McAuliffe, in announcing his New Virginia Economy plan Dec. 5, 2014

Virginia Econ. Dept. Partnership
901 E. Byrd St., 19th Fl
Richmond, VA 23218
Martin Briley, President/CEO
804-545-5600

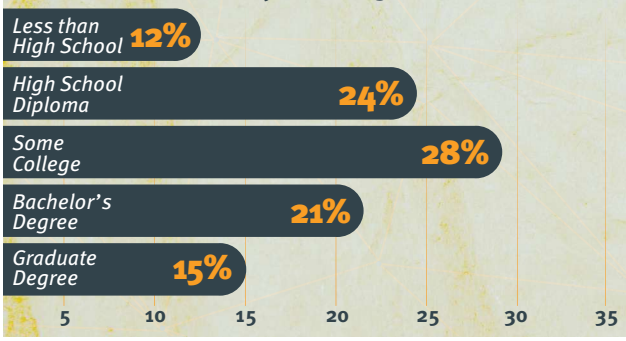
Gov. Terry McAuliffe (D)

yesvirginia.org

Virginia

Pop. (2014): 8,292,041 **Pop. growth 2014—2019:** 4.15%
Median household income: $73,477 **Median age:** 37.3
Right-to-work state: Yes

Workforce Education by Percentage



Rankings that Matter

GDP	10 ($426,423*)
Business Tax Climate	27
Small Business Policy	15
ACT Career Readiness Certificates	28 (9,768)
High School Graduation	19 (84%)
Incentives Transparency Index	13

*Real GDP in US millions

Legislative Update

• New legislation increases the state's cap on R&D tax credits. Another measure increases the cap on the state's motion picture production tax credit.

• Executive Order 23 establishes the New Virginia Economy Workforce Initiative with a goal of an additional 50,000 credentials, aligning the workforce supply with demand and giving experience credit to military veterans. Gov. McAuliffe announced a complete New Virginia Economy legislative agenda in Dec. 2015. McAuliffe on Dec. 4 also announced a Virginia Bioscience Initiative. Half of all research performed at Virginia universities is in the biosciences.

• • • ★ • • •

"We have extended our tax preferences for aerospace companies through the year 2040. Much has been made of the projected value of these benefits. Certainly, $8.7 billion is a big number. But an even bigger number is the $21 billion in economic activity that the same projections say the state will enjoy thanks to the 777X and the aerospace industry in Washington over that time."

—Gov. Jay Inslee, Oct. 2014

Washington State Dept. of Commerce
2001 Sixth Ave., Ste. 2600
Seattle, WA 98121
Alison Clark, Managing Dir.
206-256-6100

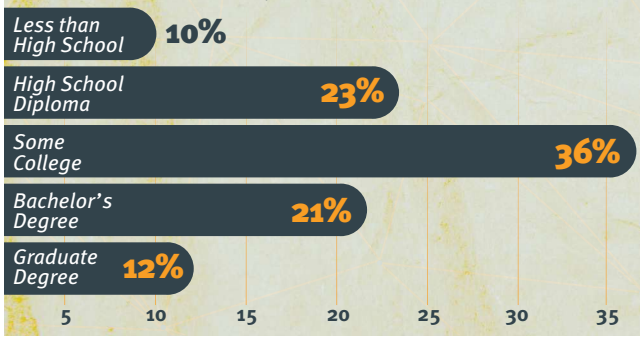
Gov. Jay Inslee (D)

choosewashington.com

Washington

Pop. (2014): 7,004,126 **Pop. growth 2014—2019:** 4.24%
Median household income: $67,076 **Median age:** 37.1
Right-to-work state: No

Workforce Education by Percentage



Rankings that Matter

GDP	14 ($381,017*)
Business Tax Climate	11
Small Business Policy	6
ACT Career Readiness Certificates	36 (3,040)
High School Graduation	33 (79%)
Incentives Transparency Index	29

*Real GDP in US millions

Legislative Update

A new law extends the expiration date of aerospace tax incentives to July 1, 2040, upon the siting of a significant commercial airplane manufacturing program in Washington; expands the availability of a sales and use tax exemption for the construction of facilities used to manufacture commercial airplanes; and terminates the preferential business and occupation (B&O) tax rate applicable to new versions or models of commercial airplanes if final assembly or wing assembly is sited outside the state.

• A new law approves a state comprehensive plan for workforce training, "High Skills, High Wages 2012-2022."

"Four years ago, when I was running for governor, a survey of employers found that just 10 percent thought we were headed in the right direction. At the beginning of 2014, the same survey said that 95 percent of our employers think we're heading in the right direction. I'd like to know what's up with the other 5 percent."

—Gov. Scott Walker, Site Selection, May 2014

Gov. Scott Walker (R)

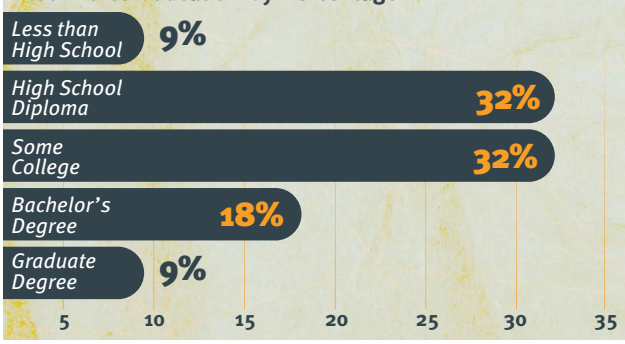
Wisconsin Econ. Dev. Corp.
201 W. Washington Ave., 6th Fl
Madison, WI 53701
Reed Hall, CEO
855-INWIBIZ

inwisconsin.com

Wisconsin

Pop. (2014): 5,762,381 **Pop. growth 2014—2019:** 2.34%
Median household income: $59,852 **Median age:** 38.2
Right-to-work state: No

Workforce Education by Percentage



Rankings that Matter

GDP	20 ($264,126*)
Business Tax Climate	43
Small Business Policy	30
ACT Career Readiness Certificates	24 (11,283)
High School Graduation	3 (92%)
Incentives Transparency Index	16

*Real GDP in US millions

Legislative Update

• On March 24th, Gov. Walker signed his Blueprint for Prosperity into law, directing the Dept. of Revenue to adjust withholding tables to reflect tax cuts and inflationary adjustments to the standard deductions and withholding brackets. It also provides $406 million in property tax relief and cuts income taxes by $98.6 million.

Another Blueprint component is a $35.4-million increase in funding for the Wisconsin Fast Forward program, which supports education and workforce-training initiatives. A total of $28 million in grants will help Wisconsin's 16 technical colleges train more than 4,900 workers for jobs employers need to fill.

DID YOU KNOW?

Wisconsin is the nation's leading producer of cranberries, harvesting more than 60 percent of the country's crop. Originally called "crane berry" because of its blossom's resemblance to the sandhill crane, the fruit was first harvested in Wisconsin around 1860. Today, more than 250 growers produce cranberries in the state.

In fall 2013, University of Wisconsin System institutions received the green light to deploy $22.5 million in one-time funding over two years to support increased economic growth, a stronger Wisconsin workforce and improved college affordability. Twelve incentives grant recipients were selected for projects, including UW-Madison's "Discovery-to-Product" initiative's Igniter project and the UW Extension/WEDC Capital Catalyst seed and early-stage funding program.

Sheboygan has 22 breaks on its five-mile Lake Michigan coastline. The "Malibu of the Midwest" is considered one of the top spots for freshwater surfing in the world.

Selected Corporate Facility Projects 2014

Company	City	County	Type	New/ Expansion	Product	Investment ($ millions)	Employment
Meijer	Pleasant Prairie	Kenosha	DW	E	Grocery Stores	$146	300
Nemak	Sheboygan	Sheboygan	MF	N	Aluminum Auto Parts	100	
Amazon.com	Kenosha	Kenosha	DW	E	Retail Merchandise	62	575
Agropur	Weyauwego		MF	E	Cheese	55	22
Cooper Power Systems/Eaton	Waukesha	Waukesha	MF	E	Transformers	54	200
InSinkErator	Racine	Racine	MF	N	Process Control Instruments	44	
Coca-Cola	Milwaukee	Milwaukee	MF	E	Soft Drinks	30	16
Georgia-Pacific	Madison	Dane	MF	E	Lumber	26	
Ball Corp.	De Forest	Dane	MF	E	Metal Cans	18	40
Thermal Spray Technologies	Sun Prairie	Dane	MF	E	Metal Coating	12	200
Medline Industries	Harland		MF	N	Medical Supplies	8	200

MF = Manufacturing OF = Office DW = Distribution/Warehouse

The Harley-Davidson Museum in Milwaukee offers a glimpse of American history and culture through the lens of an iconic American company. **Photo courtesy of Wisconsin Dept. of Tourism**

INDUSTRIAL SITES REVIEWED, APPROVED AND READY FOR YOU IN WISCONSIN.

Businesses that open their doors in Wisconsin know they are opening themselves up for unique advantages. Our state creates new opportunities for business growth by taking a bold approach to economic development, policies and initiatives.

One example of this forward thinking is found in our Certified In Wisconsin program. **It's designed to create and enact consistent standards for certification of development-ready sites across the state.** In simpler terms, we have in place all the key reviews, documents and assessments most commonly required for industrial use. This means a great reduction in time and risk for businesses eager to grow in Wisconsin.

Take the next step and discover how your business will succeed In Wisconsin®. Contact our **Business Attraction Account Manager, Wade Goodsell**, at **608.210.6813** or **wade.goodsell@wedc.org**. Learn more by visiting **Certified.InWisconsin.com**

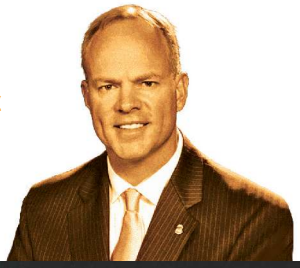
CERTIFIED in

Wisconsin Economic Development Corporation

In Wisconsin® is a registered trademark of Wisconsin Economic Development Corporation.

Wyoming Business Council
214 W. 15th St.
Cheyenne, WY 82002
Shawn Reese, CEO
307-777-2862

"Tax structure is just one piece of the economic development plan. Wyoming is also investing in transportation and Internet infrastructures that are just as important as a favorable tax climate to attract a diversity of businesses."
—Gov. Matt Mead, Nov. 2014



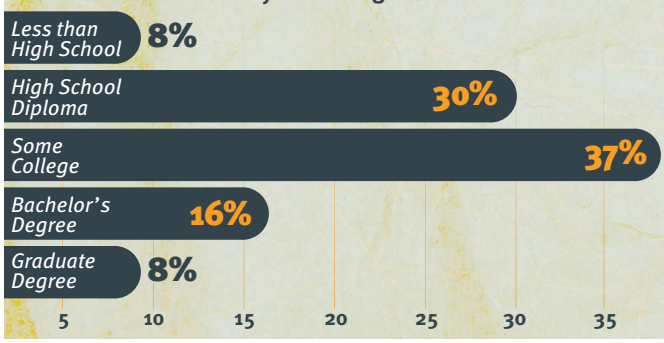
wyomingbusiness.org

Gov. Matt Mead (R)

Wyoming

Pop. (2014): 585,609 **Pop. growth 2014—2019:** 4.38%
Median household income: $64,198 **Median age:** 36.9
Right-to-work state: Yes

Workforce Education by Percentage



Rankings that Matter

GDP	49 ($39,538*)
Business Tax Climate	1
Small Business Policy	4
ACT Career Readiness Certificates	12 (7,101)
High School Graduation	29 (80%)
Incentives Transparency Index	48

*Real GDP in US millions

Legislative Update

• Gov. Mead in August appointed a Task Force on Science and Facilities focused on upgrading programs and laboratories at the University of Wyoming. Recommendations were due by late 2014.
• The Governor's Broadband Initiative has brought high-speed connectivity to communities all over Wyoming. More is expected with the creation of the Unified Network, which creates a 100-gigabit backbone of Internet connections across the state.
• A 2014 budget session appropriated a total of $102.2 million to Wyoming Business Council programs, including $74.1 million for its Invest Ready Communities program.

Thinking about relocating your business?

Take a look at Wyoming.

Two trans-continental interstates and two Class I railroads. No income taxes. Robust available properties and unmatched industry-specific incentives. Wyoming is the perfect place for your business.

Wyoming BUSINESS COUNCIL

WHYWYOMING.ORG · 307.777.2800 · 800.262.3425
facebook.com/wyobizcouncil #ThinkWYO

© 2014 Wyoming Business Council • 214 W. 15th Street • Cheyenne, WY 82002 • www.wyomingbusiness.org

"I signed this bill because I believe it is a positive step toward helping more than 100,000 hardworking West Virginians earn a fair wage — including mothers, fathers, working adults, as well as teens working their first jobs. In the last decade, the face of the minimum wage worker has changed while the minimum wage has stayed the same."

—Gov. Tomblin, April 1, 2014, on signing a law raising the minimum wage

Gov. Earl Tomblin (D)

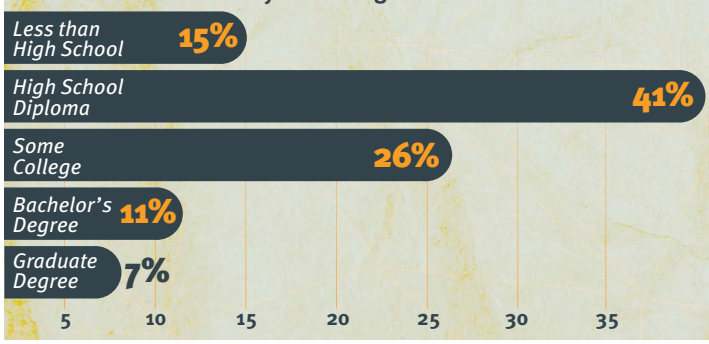
West Virginia Dev. Office
1900 Kanawha Blvd, East
Charleston, WV 25305
Keith Burdette, Exec. Dir.
304-558-2234

wvdo.org

West Virginia

Pop. (2014): 1,861,018 **Pop. growth 2014—2019:** 1.17%
Median household income: $45,502 **Median age:** 41.6
Right-to-work state: No

Workforce Education by Percentage



Rankings that Matter

GDP	39 ($68,541*)
Business Tax Climate	21
Small Business Policy	28
ACT Career Readiness Certificates	4 (62,020)
High School Graduation	28 (80%)
Incentives Transparency Index	36

*Real GDP in US millions

Legislative Update

• West Virginia's 0.1-percent business franchise tax (or capital stock tax) is expected to phase out fully in 2015. The corporate rate completed its phase-down schedule in 2014, having been reduced from 8.5 percent in 2011 to 6.5 percent.

• Gov. Tomblin in July announced West Virginia employers will see a projected $32 million in workers' compensation premium reductions in the coming year, and have seen a savings of more than $280 million since the program was privatized in 2005.

• The state's minimum wage went from $7.25 an hour to $8 on Jan. 1, 2015, and will go sto $8.75 the following year.

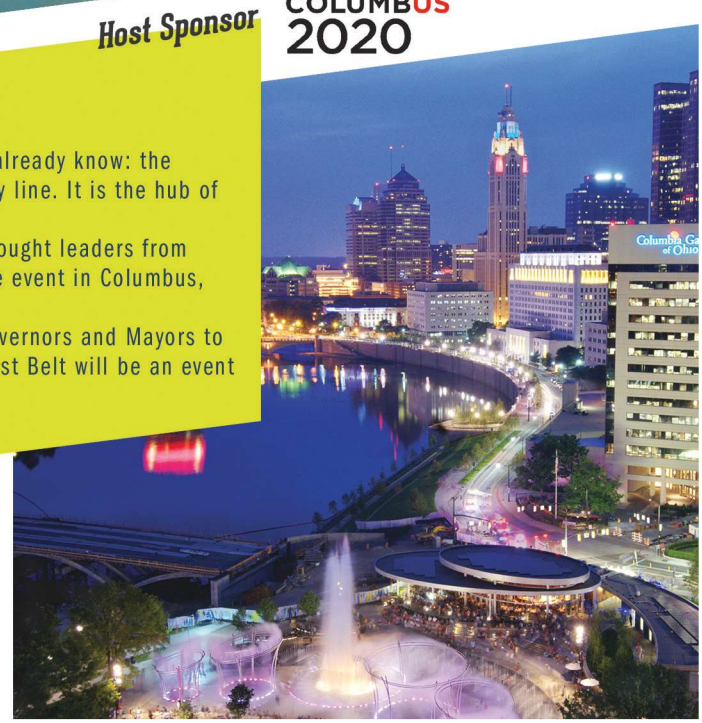
TRUSTBELT COLUMBUS 2015

Where America Builds its Future

Spring 2015
Columbus, Ohio

Host Sponsor COLUMBUS 2020

Find out what leading Fortune 500 manufacturers already know: the Midwest is not only the birthplace of the assembly line. It is the hub of American ingenuity.
From May 31 to June 3 of next year, about 500 thought leaders from across the country will gather for a transformative event in Columbus, Ohio: the first-ever Trust Belt Conference.
Featuring keynote addresses from trendsetting Governors and Mayors to high-performing CEOs and Venture Capitalists, Trust Belt will be an event like none other.



Sponsorships
Call Mike Glennon at 770.325.3493
or email him at mike.glennon@siteselection.com

Program Inquiries
Call Ron Starner at 770.325.3425
or email him at ron.starner@conway.com

The Beauty of Where We Are

Compete. Invest. Grow. Three objectives, one Turnaround Plan for Michigan.

by MARK AREND
mark.arend@siteselection.com

Crisp Point Lighthouse near Whitefish Point on Michigan's Upper Peninsula.
Photo by Jim Napolitan

The point of the Michigan Turnaround Plan, when it was launched in 2009 by the influential Business Leaders for Michigan — the state's business roundtable — was to position Michigan in the Top Ten states in measures of interest to capital investors. In broad terms, the business leaders want to see Michigan at or near the top where income growth, job creation and business climate factors are concerned. It's getting there.

A 2014 report card shows progress on several fronts. Michigan is a Top Ten state now in 14 output measures, including corporate tax climate and overall business tax climate, exports, university R&D expenditures and preschool enrollment and funding, among others. It was a Top Ten state in just eight measures in 2009.

But much remains to be done. Production of credentialed and degreed talent, infrastructure reinvestment and ability to attract venture capital and sustain entrepreneurial activity are three areas of concern as 2015 gets underway.

Progress to date and areas of focus going forward are detailed at *www.michiganturnaroundplan.com*. In December, Site Selection turned to executive committee members at

WHAT HAPPENS WHEN

WINGS meet flight

Business is reaching new heights in Michigan.

Welcome to one of the fastest-growing economies in the nation. Ranked #1 in new manufacturing jobs by CNBC and home to one of the world's largest concentrations of industrial R&D, Michigan's world-class research university system produces a growing pool of tech-skilled talent. In addition, Michigan offers a business tax reduction of over 80% and an unsurpassed quality of life. It's no wonder new businesses soar in Pure Michigan.

1.888.565.0052
michiganbusiness.org/SS

PURE MICHIGAN®

"We are very bullish on Michigan and optimistic about our future. But we don't have rose-colored glasses on, thinking everything is where it should be."

—Doug Rothwell, President and CEO, Business Leaders for Michigan

Business Leaders for Michigan for their take on the Plan's progress. Are they satisfied with implementation so far?

"Very satisfied," says Michael J. Jandernoa, who serves on the Board of Directors at Perrigo Co., an Irish life sciences multinational corporation with North American operations headquartered in Allegan, Mich. "Many steps of the Michigan Turnaround Plan have been implemented, and it shows. Michigan's business tax climate has clearly improved in our state. There are positive changes in the economy relating to jobs. And the efforts to revitalize our core cities, such as Detroit and Grand Rapids, have paid great dividends for our communities and visitors. Michigan has its momentum back, and it's evident everywhere."

The State To Watch

"In the last years, Michigan has made tremendous progress in turning the state around," adds Sandra E. Pierce, chairman and CEO of FirstMerit Michigan, a division of Akron, Ohio-based FirstMerit Corp., a diversified financial services company. "We at the Business Leaders for Michigan can chart this progress against the Michigan Turnaround Plan. Thanks to our governor and the Michigan Legislature, Michigan has become the state to watch. State government finances are more stable. Michigan has a competitive tax environment. Long-term debt has been reduced. Unnecessary regulations have been eliminated. Jobs, personal income and population are on the rise. As revenues have improved, we've started investing more in higher education. These are all signs of a state moving in the right direction."

Site Selection also visited in December with Doug Rothwell, president & CEO of Business Leaders for Michigan, and he, too, gives the state's new political leadership credit: "It helps when you have a governor and a legislature that understand how businesses think," he notes, "and that clearly is the case here in Michigan."

As for the Turnaround Plan, Rothwell says much has been accomplished in the past five years, especially with respect to "tackling some of the fundamental issues of having a healthy business climate. We've restructured our corporate taxes, we've dealt with some of the long-term debt that the state built up that was costing businesses money, like unemployment insurance costs. We've made sure we have a regulatory environment that was much more user-friendly."

Priorities for 2015

"At the same time," he adds, "we also recognize that we need to have talent at a level that we didn't before. We have a good technical talent base in Michigan, but our overall education attainment level is not where we'd like to see it. We also realize that while we have a great infrastructure legacy — a great highway network and

Discover Our Spectacular Business Assets!

26 Highway Interchanges

613K Workforce within 1 hour drive

Close to I-80/I-90

90 Interstate miles to Chicago
180 Interstate miles to Detroit

6% Corporate Income;
4.25% Individual Tax Rate

Search our Database for Spectacular Sites & Buildings

BUSINESS STARTS HERE
Cornerstone Alliance

"Michigan has demonstrated what is possible when people work together toward a common goal."

— Sandra Pierce, Chairman & CEO, FirstMerit Michigan

ports, for example — we need to reinvest in those now, because we didn't for a long time, when the recession was underway. We are very bullish on Michigan and optimistic about our future. But we don't have rose-colored glasses on, thinking everything is where it should be."

Rothwell hopes to see infrastructure- and education-related Turnaround Plan categories (career & college readiness, degrees conferred and critical skills degrees & certificates, for example) with Top Ten status in 2015, which will require funding that is hard to come by in the wake of the recent recession.

"Infrastructure is a nation-wide problem in that we've disinvested in infrastructure for a long time in America, and there is concern on the part of the public about spending money on anything," he points out. "There's anxiety in the mood of the public these days. But we believe we'll have to raise revenues to build out our infrastructure, and we're in the midst of that fight right now in Michigan.

"Secondly, we need to make education — particularly college — more affordable," says Rothwell. "Again, we cut back on funding for helping young people get a college degree in the 2000s. We've made progress on that in the last few years, but it's something we'll have to keep working on to get it back to where it should be. These are longer-term issues. And that's the beauty of where we are in Michigan right now. We've fixed a lot of the short-term issues. The issues we're working on now will lead to more long-term, sustainable growth."

Michael J. Jandernoa, Board of Directors, Perrigo Co.

Predictability in All Corners

Long-term, sustainable growth only is assured when business leaders can comfortably predict it, when the business climate is sound enough to deliver it over the long term — not when the future is fraught with uncertainty. Is that the case?

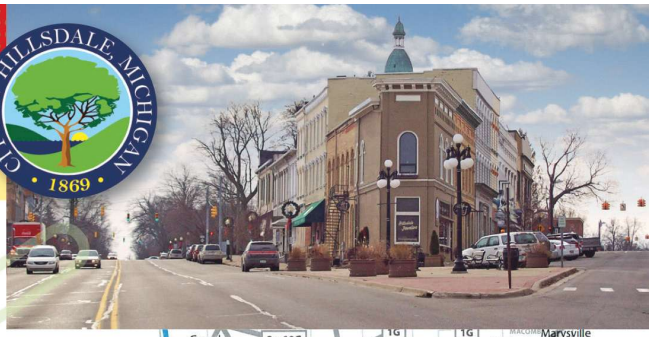
"I am very confident that we can continue to make significant progress if we continue to implement the Michigan Turnaround Plan and build on the momentum already underway in all corners of this state," says Jandernoa. "Michigan has everything it needs to be a Top Ten state — a competitive business environment, top talent, strong assets and unique strengths. We intend to stay focused on the things that we do well and investing in things that will help Michigan continue to grow."

"I am very optimistic about Michigan's future," adds Sandra Pierce. "We've made tremendous progress in such a short time. While we are not a Top Ten state, and clearly have more work ahead, Michigan has demonstrated what is possible when people work together toward a common goal. I am convinced that Michigan has a very bright future ahead." ▼

Hillsdale, Michigan

Home of Hillsdale College>>
Connected to the World

- Shovel-ready site, close to manufacturing, transportation avenues and automotive supply chain
- Competitive fiber infrastructure with 72-strand fiber and upload speeds of 40Gbps and 100Gbps
- 400-acre manufacturing & technology park
- A skilled and ready workforce
- Very low utility rates
- Local and State business incentives
- A desirable and affordable lifestyle in the heart of historic Michigan



517-437-6479 | www.cityofhillsdale.org

Awards Season

The latest round of regional project funding is among several ongoing programs aiming to seed prosperity across the state.

by ADAM BRUNS
adam.bruns@siteselection.com

Among the projects receiving REDC funding in Round IV is the $70-million Brooklyn Brewery project on Staten Island, expected to create at least 140 new jobs.
2009 photo of original Brooklyn site courtesy of Brooklyn Brewery

Honors and accolades are great. Cold hard cash is too. The cash soon will be flowing thanks to three award-driven processes now underway in New York, including new casinos going to the Catskills, Schenectady and the Finger Lakes.

Less of a gamble to many is the $709.2 million in economic and community development funding awarded by Gov. Andrew M. Cuomo in early December to 852 projects through Round IV of the Regional Economic Development Council (REDC) initiative he established in 2011. The first three rounds of the Regional Council process awarded more than $2 billion to more than 2,200 job creation and community development projects across the state, supporting the creation or retention of more than 130,000 jobs in the state's 10 defined regions.

Among the REDC Round IV funding highlights by region:

Mid-Hudson

$3.1 million to the **Merlin Entertainments Group** for a LEGOLAND resort in Haverstraw; $2.5 million to **Jawonio Inc.**, a provider of services for the disabled and people with special needs in the lower Hudson Valley, for the $24-million enhancement, consolidation, and 97,000-sq.-ft. expansion of its 16.8-acre main campus in New City, Rockland County; and $1.25 million to LED fixture manufacturer **USAI** to expand and modernize its facility in New Windsor.

Long Island

$4.7 million for the **Wyandanch Rising Station Drive Project**, a 95,000-sq.-ft. commercial building to be located immediately adjacent to the Long Island Rail Road Wyandanch Station building; $2.5 million to **Adelphi University** for the $15-million Nursing Innovation Lab and Training Center; $1.5 million to **Hofstra University's STEM Learning Center**, which will turn Gittleson Hall into a "collaboratorium."

Gov. Andrew M. Cuomo speaks in October at the Museum of American Finance in New York City, where he received an award from the Tax Foundation given to New York State for its commitment to expanding the corporate tax base and reducing the income tax rate to its lowest level since 1968. Photo courtesy of the Governor's Office

Southern Tier

$2.9 million for the Delaware County Broadband Initiative; $2 million to the Corning Hospital Redevelopment Project, which will transition the former hospital site to a shovel-ready site attractive for future mixed use redevelopment, after the hospital is relocated from the City of Corning to the Town of Corning.

Finger Lakes

$5 million to High Tech Rochester, Inc. to assist with the **Finger Lakes Business Accelerator Cooperative**, including a hub facility in Rochester; $3 million for the redevelopment of **Sibley Tower**, a huge historic department store in downtown Rochester, into a mixed-use development that will include Class A office space; $1.5 million for construction of **Rochester Institute of Technology's MAGIC Spell Studios**, to drive activity from RIT's academic programs to commercial viability in the areas of computer gaming, film and animation, illustration, graphic design and imaging science.

RIT is already a recognized leader in these fields. Among the graduates of its nationally ranked School of Film and Animation are several Academy Award winners, and its game design and development program is ranked among the top in the country. "With MAGIC Spell Studios, we can put Rochester on the map as a national contender, said RIT President Bill Destler when the REDC award was announced. "It's time to engage that talent and grow businesses right here."

Central New York

$3.6 million to transform and reopen the previously closed **Hotel Syracuse** as the Onondaga County Convention Center Headquarters Hotel; $1.8 million to the **Syracuse Smart Regrowth Sustainable Corners Project** to revitalize a Near Westside neighborhood to convert underutilized or vacant property into a mixed-use development.

North Country

$5 million to the **Development Authority of the North Country** for establishment of a redevelopment fund; $2 million for a manufacturing facility modernization by cheese maker **Agri-Mark**.

New York City

$2.5 million for the **National Urban League Redevelopment Project**, to turn its former HQ into a mixed-use development; $6 million for the $70-million **Brooklyn Brewery** expansion project on Staten Island, expected to create at least 140 new jobs.

Capital Region

$1.5 million for the **Troy Farmer's Market Project**, a mixed-use facility on the site of the former Troy City Hall; $1.2 million to the Schenectady Metroplex Authority for the **Robinson Block Transformation**, leveraging public and private investments of over $18 million to revitalize three blighted city blocks in downtown Schenectady within walking distance of Schenectady County Community College and Union College, the Downtown business district, and Amtrak and Capital District Transportation Authority access points; $1 million to **Finch Paper** for a $20-million modernization of its Glens Falls mill that will strengthen its competitive position and help sustain more than 600 existing jobs.

Mohawk Valley

$4 million to Northeast UAS Airspace Integration Research Alliance to install surveillance and radar at the FAA-designated Griffiss International Airport test range and to the north in the Lowville area, to give the FAA NY Unmanned Aerial Systems Test Site the potential to take on lead development of a Detect and Avoid system for safe UAS operations in national airspace; **$1 million to the Marcy Nano Center** at the SUNY Polytechnic Institute to support plans for an end-user for the project site to expand its investment in the G450 Consortia by developing the site to support full build-out for a three-fab campus that can support millions of square feet of advanced manufacturing facilities.

Western New York

$1.5 million to the **National Comedy Center** in Jamestown for the renovation of two buildings and construction of a new structure; $900,000 to People United for Sustainable Housing (PUSH) for the **Buffalo Sustainability Community Initiative**; $500,000 to Erie County for the **Bethlehem Steel Acquisition and Redevelopment** of 180 acres of brownfield into shovel-ready property. ▼

Photo courtesy of Nike

How To Perform

A game-changing trade case, a watershed agreement and promises kept all mean good things for Oregon.

by ADAM BRUNS
adam.bruns@siteselection.com

When SolarWorld AG leaders announced on Oct. 31, 2014, that the company was expanding both solar-panel and high-efficiency monocrystalline cell production at its plant in Hillsboro, Ore., they did so in the presence of US Senator Ron Wyden, chairman of the Senate Committee on Finance, who supports SolarWorld Industries America Inc.'s trade cases against dumping from Asia. Those cases took an important step forward in mid-December, when the US Dept. of Commerce announced it would impose anti-dumping duties higher than 50 percent on US imports of solar power products from China and about 20 percent from Taiwan.

"The US government is serious in taking action against illegal dumping from China," said Dr.-Ing. E. h. Frank Asbeck, CEO of SolarWorld AG, which employs 3,400 people worldwide. The Commerce decision is the second-to-last step to finalized duties in the US, on which the US International Trade Committee will decide at the end of January 2015.

In Hillsboro, SolarWorld operates the largest solar photovoltaics production facility in the United States, complementing production in Freiberg and Arnstadt, Germany. In the third quarter of 2014, the growing US solar market — where demand was anticipated to rise by 30 percent in 2014 and in 2015 — accounted for more than 40 percent of SolarWorld's sales. Thus the production expansion, which takes capacity from 380 to 530 megawatts (MW) with the option to expand up to 630 MW.

In early December, Ben Santarris strategic affairs director, responded to questions from Site Selection.

Site Selection: *When we reported on SolarWorld's initial investments in Oregon five years ago, your executives listed chief advantages as state incentives, a great facility (formerly owned by Komatsu), a workforce and vendor network in place from the semiconductor industry, and community college assistance with training. How, if at all, have these factors changed or evolved?*

Ben Santarris, SolarWorld: Especially amid our aggressive initial employment ramp after we opened our doors in Hillsboro in October 2008 — we hired nearly 1,000 workers in about two years — the semiconductor industry has done much to supply workers for our factories here. In particular, the chip industry helped seed our management ranks with top silicon-industry expertise that we needed to build our own silicon-based manufacturing operations in Hillsboro. Portland Community College was particularly responsive in this effort by supporting training among the ranks of our production operators and technicians.

Since then, trade aggression from the Chinese government and its state-sponsored solar industry has deeply and unfairly thinned the ranks of the US domestic solar-manufacturing industry up and down the value chain. While the region surrounding Portland remains as strong as ever as a world capital of silicon-industry innovation and manufacturing, thanks especially now to the continuing growth of industry giant Intel on several campuses, the solar industry and its supply chain in the region and country as a whole have considerably dwindled. For the past three and a half years, SolarWorld has led a trade battle on behalf of the domestic manufacturing industry to curb improper trade practices of the Chinese industry, and its success on that front recently has shown signs of reigniting growth in US solar manufacturing and its supply chain.

Ben Santarris, Strategic Affairs Director, SolarWorld Americas Inc.

State incentives helped at the margin to defray some of SolarWorld's initial investments, but the company has completed those programs, and it never received federal subsidies to support its investment of well over $600 million of its own money to build up its operations in Hillsboro.

SolarWorld's efforts at its Hillsboro complex and in world trade cases are paying off at the same time. Photo courtesy of SolarWorld

SS: *Describe how the company's facility investment and hiring goals have been affected by the ongoing trade cases.*

Santarris: After years of solar-industry bankruptcies, factory closures and downsizings in the wake of the Chinese trade aggression, SolarWorld stands as the only significant solar-industry manufacturer remaining in both the Americas and Europe — in fact, the only one outside of Asia. But its continued strength has not come without arduous trials, which have included a comprehensive corporate structuring, a factory shutdown in California, several rounds of layoffs in Hillsboro and a US corporate consolidation.

While SolarWorld operated on an austerity footing through the hardest times of the industry's crisis, it managed to make a well-calculated $27-million investment in advanced solar-cell production in 2012. This investment enabled the company to re-assert its technological leadership in producing high-efficiency solar cells and panels. Recently, the company announced it would invest more than an additional $10 million to expand that production as well as

BEYOND EXPECTATIONS

In October 2014, **Nike** certified to the state of Oregon that more than 2,000 new full-time equivalent employees had been hired since January 1, 2012, satisfying an agreement made with the state of Oregon to hire at least 500 FTEs by the end of 2016 as part of rules adopted in the 2012 Special Legislative Session to support Nike's headquarters expansion near Beaverton.

On Jan. 1, 2012, Nike had 6,625 FTEs at its Oregon World Headquarters facilities, excluding its in-house manufacturing, retail field, and temporary and seasonal employees. As of Sept. 30, 2014, Nike employed 8,709 FTEs at its Oregon World Headquarters facilities with the same exclusions.

"NIKE has gone above and beyond our expectations by expanding its workforce by far more than was asked of them," said Gov. John Kitzhaber. "NIKE's commitment to economic prosperity here in the state is made clear by the investment the company is making in both existing and new employees."

Nike's HQ is home to the Nike Explore Research Lab (pictured, facing page), which the lab's senior director Matthew Nurse calls "the global repository for the science of human performance and potential."

increase capacity of module production. Thanks to these successes, the company, which peaked at 1,355 workers in April 2011 before slumping amid the industry's collapse, expects pending production expansions to boost its payroll by about 200 workers to reach a total US head count of about 900 in mid-2015. So the company's strength and its hiring are both on the upswing.

SS: *How would expected favorable rulings influence further investment by SolarWorld, whether in Oregon, Germany or elsewhere?*

Santarris: Favorable preliminary rulings already have helped to turn the tide moving back toward fair competition within the US solar industry. This development has proved promising not only for SolarWorld in terms of sales, but also for a number of companies announcing or considering new manufacturing investment on US soil. At the time of this interview, however, we await final duty determinations and case decisions that we expect the US government to finalize in late January. SolarWorld already has announced 2015 expansions and signaled that it expects to make more announcements as the US solar market develops along the way.

We're proud for SolarWorld to call Hillsboro home.

In the heart of the Silicon Forest, Hillsboro is home to leaders in high-tech and clean-tech industries. Companies like **SolarWorld, Intel, FEI Company, Salesforce.com, Acumed, Epson Portland, Oracle America, Genentech** and dozens more are investing and growing right here in Hillsboro.

Find out why these companies choose to grow in Hillsboro!

Call Sarah Garrison
Economic Development Manager
503-681-5206

Hillsboro
Economic Development

www.hillsboro-oregon.gov

Historic Step

The semiconductor sector whose resources have been so favorable for SolarWorld in Oregon is doing its part to grow as well. In August 2014, Intel announced it will propose a $100-billion investment in Washington County through the state's Strategic Investment Program that would retain the company's 17,500 employees at the site.

Recent analysis by ECONorthwest revealed that each of Intel's jobs in Hillsboro and Washington County created an additional three non-Intel jobs throughout the state. In 2012, this added up to nearly 68,000 jobs — about 4 percent of the state's workforce.

The proposed agreement focuses on job retention and property tax abatements related to the company's cycle of equipment replacement. The statutorily required payments from Intel would come to an estimated $122 million in property taxes and fees over the 30-year life of the agreement. Additional fees would total to an estimated $228 million.

"In an increasingly competitive global business environment, we are pleased that Washington County, the City of Hillsboro, and the State of Oregon continue to provide the right place for Intel to invest," said Neil Tunmore, Intel vice president and director of corporate services.

If approved, the 2014 proposal would be the fifth Intel SIP agreement. In 2005, the county and the city negotiated an agreement with Intel that set the stage for up to $25 billion of investment beginning in 2010. In 1999, they negotiated an SIP agreement allowing investment of up to $12.5 billion beginning in 2000. Two Intel SIP agreements were put into effect in 1994 with a combined total of $3.4 billion of investment, the year after the SIP was authorized by the Legislature. ▼

Business Development on an Eastern Oregon Indian Reservation

Over the past fifteen years, the Coyote Business Park and Wanapa Industrial Site have been the focus of diversifying the Confederated Tribes of the Umatilla Indian Reservation's (CTUIR) economy. Much of the land is certified shovel-ready by the State of Oregon, with no system development charges. The sites provide federal and state tax incentives unique to tribal lands, and the CTUIR has a solid development team including experienced economic development staff and in-house planning and public works departments. Additionally, hundreds of adjacent tribal acres are available for expansion.

Business Development

After the dust has settled, CTUIR has worked with Fortune 500 and international companies to establish facilities and projects at tribal locations. Business development on the reservation, as a general rule, is not significantly different from running a business anywhere else. Businesses are subject to federal employment laws, pay state and federal taxes, and have access to state courts to resolve civil disputes. Many of our tenants have been build-to-suits with a few tribally-owned businesses as well.

In a deal with Accenture in 2006, Cayuse Technologies was established to provide software development and business process outsourcing operations to customers throughout the world. Cayuse Technologies currently employs approximately 325 people with capacity to expand. The tribal government, including its Wildhorse Resort & Casino also employs approximately 1600 employees.

In a rare move for a rural community, Coyote and the tribes helped to develop SiteLink, a site selector forum held in May bringing together a number of site selectors and 75 mostly rural communities.

Location and Industries

The sites are ideally located near the crossroads of Interstates 84 and 82 in eastern Oregon. The location is central to the Pacific Northwest, with short drives to Portland, Seattle, Spokane and Boise. A day's drive can get you to Vancouver, Salt Lake City, or California. It is also within the newly announced FAA Pan-Pacific Unmanned Aerial System Test Range Complex. The CTUIR would like to see manufacturing, distribution and logistics, food processing, power generation, and other industries at the Coyote Business Park and Wanapa Industrial Sites.

Below the Radar Screen No More

How the proliferation of industry clustering is moving the needle in Idaho.

by RON STARNER
ron.starner@siteselection.com

An Irish company with a long history of doing business in Idaho gave the state its biggest endorsement yet when Glanbia Foods announced $82 million in expansions at plants in Gooding and Twin Falls.

"The company considered various options and locations for these new activities but ultimately came to the conclusion that Idaho was the right location," said Daragh Maccabee, executive vice president and CFO of Glanbia Foods Inc., the world's largest American-style cheese manufacturer and one of the largest whey ingredient producers. "We have a long track record in Idaho, and the support of the state and local communities was instrumental in our choice of Idaho for renewed expansion."

The company, headquartered in Kilkenny, Ireland, has operated in Southern Idaho for 75 years and processes more than 12 million pounds of milk per

Idaho Milk Products annually processes 1.1 billion pounds of milk in Jerome, in Idaho's "Magic Valley" region, and in Oct. 2014 added a new technical center. Photo courtesy of Idaho Milk Products

day, one third of all milk in Idaho. The firm's total workforce in Idaho will exceed 800 by the end of 2015.

Southern Idaho, known as "America's Most Diverse Food Basket," recorded a banner year in 2014, welcoming Glanbia's $15-million regional headquarters and Cheese Innovation Center and Chobani's $450-million yogurt plant. Other food processors such as Clif Bar, Monsanto and Frulact Group have also expanded recently in the region.

Clustering has been the operative word in Idaho. From food firms in Southern Idaho, to boat builders and ammunition manufacturers in Lewis-Clark Valley, as well as technology firms in Boise, 2014 brought a bevy of new and expanded corporate facility projects to the Gem State.

"Idaho is one of those states that is below the radar screen but that is about to change," says Jeff Sayer, director of commerce for the state. "Idaho's business climate is very positive and the momentum is building very quickly. GoGo Squeez just took over an existing plant and is bringing over 200 jobs in food processing to the Boise area. SkyWest Airlines is setting up its newest maintenance facility next to the Boise Airport. And Amy's Kitchen — one of the leading producers of frozen organic meals — just took over an available plant and is planning to bring more than 1,000 jobs to Pocatello in Eastern Idaho."

Glanbia is investing $82 million in Idaho.
Photo courtesy of Glanbia

Sayer says there is a big reason why this is happening. "Idaho is being recognized as a safe haven for business," he says. "We run at the speed of business. We understand that this is real and we can move so quickly. Time is money. Industries are moving so rapidly that companies have to respond to markets very quickly. The flagship example that we still use is Chobani, which built 1 million square feet of production space in 326 days. The world's largest yogurt production plant was built in less than a year. We got Amy's Kitchen moving in less than three weeks. People are starting to recognize that."

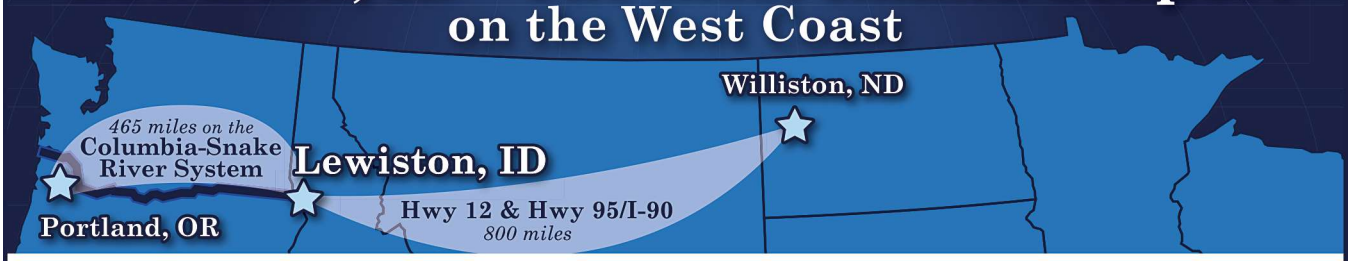
Idaho is putting into place the elements that are essential to a welcoming business environment, Sayer adds. "Our new tax reimbursement incentive was passed by our legislature last year. It is modeled after Utah's. It allows us to provide up to 30 percent credit on all sales, income taxes and payroll taxes paid to the state over 15 years. That is significant and lucrative. We are seeing Idaho now make the short list on more projects than ever before. We have the fifth highest economic growth rate in the nation."

Idaho is not done working on its business climate, notes Sayer. "We are constantly looking for ways to minimize the tax burden for business. We lowered our corporate income tax rate for business last year. Our two major priorities are workforce development and economic landing zones."

Glanbia's Maccabee has been paying attention to Idaho's progress. He says his company considered alternative locations in New Mexico, South Dakota, Wisconsin and California before selecting Idaho for the $82-million investment.

"Overall, we have a long record here," Maccabee says. "We have a lot of expertise here. Idaho is always going to have synergies with us. We have plants in various parts of the country, and some of those states were very generous in their offers of incentives to us, but Idaho is now closer to what the other states are offering. We have had good experience with the local workforce, and we are a well-known, reputable employer in this area. The business climate in Idaho, generally speaking, is reasonably positive. The dairy industry is doing well in Idaho, so this is quite a good place at the moment." ▼

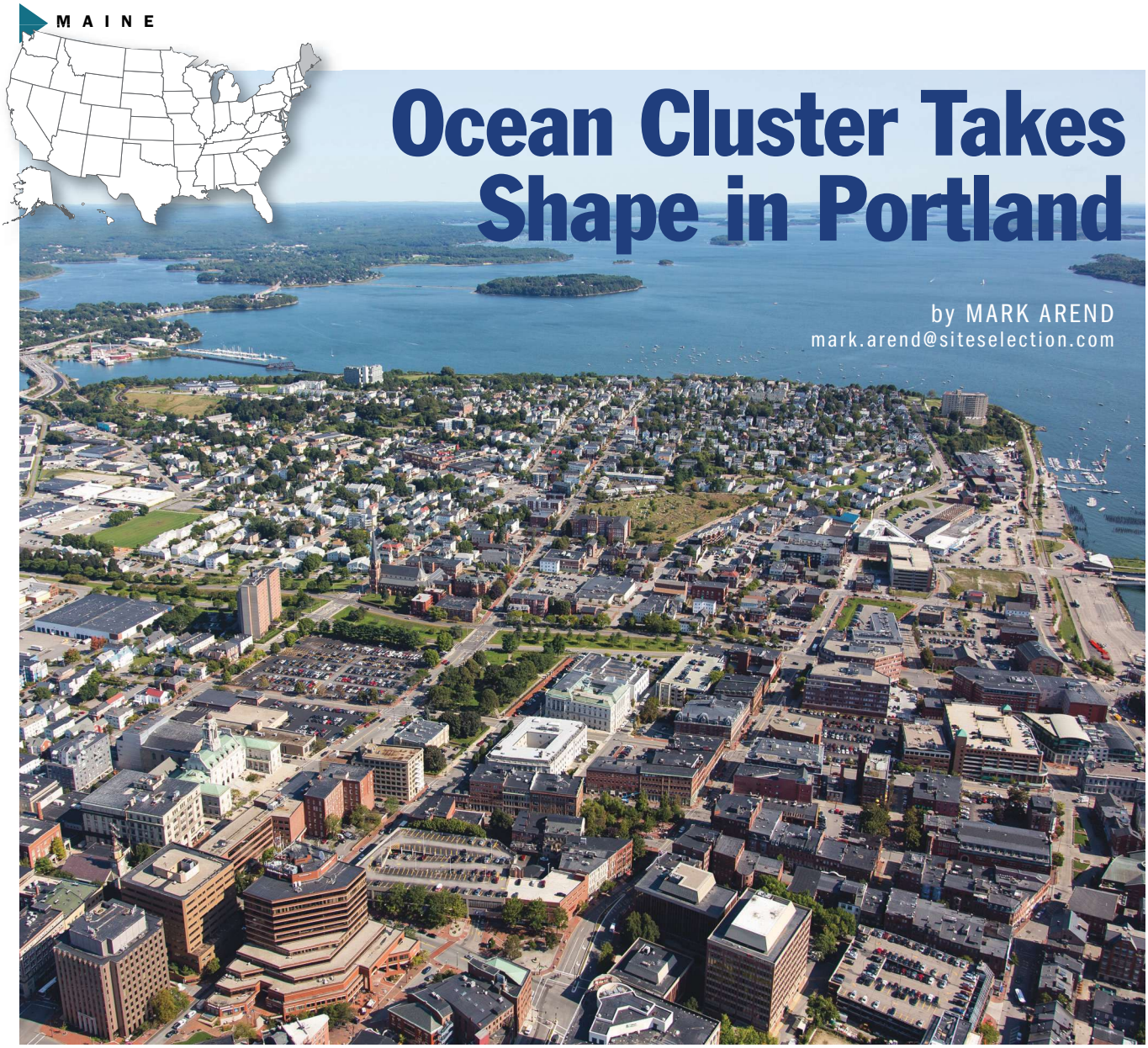
Lewiston, ID - The most Inland Seaport
on the West Coast



- Developed heavy & light industrial/business & technology parks
- Among lowest electric and natural gas rates nationwide
- Intermodal transportation options
- Strong manufacturing community (timber products, munitions, welding & machining)

Port of Lewiston
Idaho - USA
208.743.5531
PortOfLewiston.com
Lewiston, ID

valleyvision
Economic Development
Lewis-Clark Valley
208.799.9083
Lewis-ClarkValley.org
Lewiston, ID



Ocean Cluster Takes Shape in Portland

by MARK AREND
mark.arend@siteselection.com

Photo courtesy of The City of Portland

An Icelandic industry model migrates to the New World.

Governor Paul LePage announced on October 16th the successful establishment of the New England Ocean Cluster in Portland. The Iceland Ocean Cluster led by Thor Sigfusson, has partnered with North Atlantic Assets and Soli DG, Inc., of Maine to establish the New England Ocean Cluster and New England Ocean Cluster House. (This initiative was first noted in Site Selection's November 2014 North American Reports.)

"This past June, I led a trade mission to Iceland where our delegation witnessed first-hand the work of the Ocean Cluster House," said Governor LePage. "This model is an excellent example of how private-sector investment in innovation and cluster development can result in economic growth. I am proud of my administration's partnership with Iceland's Ocean Cluster and the new product development that will result from the establishment of a New England Ocean Cluster House in Portland."

This private-sector enterprise is focused on commercialization of new products related to the Ocean as a resource. The goal of the cluster is to create, encourage and spin off new companies and products with cluster members with the goal of utilizing 100

> **“The New England Ocean Cluster will bring international attention to Portland by stimulating private-sector innovation and creativity on our waterfront.”**
>
> — Michael Brennan, *mayor of Portland*

percent of materials being harvested from the ocean, while focusing on higher and higher margins.

“It is a spin-off factory,” said Thor Sigfusson. “We create an environment where collaboration amongst our members happens naturally, and we build upon new relationships with ideas, guidance, support, equity, whatever it takes to get moving.”

Sea of Opportunities

“Maine has always had hard-working people with great ideas. This is an opportunity to link up with and learn from some of the best talent overseas while creating new opportunities in Maine and New England,” noted Patrick Arnold of Soli DG, Inc., the US-based ownership of the New England Ocean Cluster. Companies engaged in the New England Ocean Cluster will be focused on a diverse array of industry opportunities such as food processing, boat building, energy production, fishing, aquaculture, biotech, biomedical, pharmaceuticals, advanced materials, retail products, health and wellness, marine technology, applied science and many others.

“The New England Ocean Cluster will bring international attention to Portland by stimulating private-sector innovation and creativity on our waterfront,” said Mayor Michael Brennan. “I’m excited that Thor Sigfusson of the Iceland Ocean Cluster and Patrick Arnold of Soli DG have selected Portland for this venture. We look forward to our continued efforts in seeing this project to fruition.”

The Maine North Atlantic Development Office (MENADO) has been working as part of the State’s efforts to develop new opportunities for Maine throughout the high north. “Having the New England Ocean Cluster House in Maine will position Maine as a leader in Ocean Cluster enterprise and commercialization in the Northeast,” said Dana Eidsness, director of MENADO. “It will give us a seat at the table with the North Atlantic Ocean Cluster Alliance, where we can innovate and share cluster formation and commercialization best practices with Ocean Clusters in Iceland, Denmark, Norway, Greenland, the Faroe Islands — and with our neighbors in Canada. We will instantly be plugged into a dynamic international network that drives economic development using local resources. Maine has just the right mix of entrepreneurs and ocean resource partners to make this a success in the US.” ▼

Looking out on the North Atlantic from Monhegan Island Photo by Adam Bruns

Planning an Innovation Ecosystem

**Integrated Photonics Institute for Manufacturing Innovation (location not yet determined)*

by MIKE MOLNAR
Director, Advanced Manufacturing National Program Office

While many say the "world is flat" when describing global supply chains, certain technologies and businesses have a surprisingly strong local dynamic. Things seem to gravitate to regional clusters of businesses or "hubs," as economists like to call them. These geographical concentrations of similar, related, or complementary businesses can be extremely important to economic development. Some, such as Silicon Valley, even become famous ecosystems unto themselves.

Hubs are especially important to advanced technology businesses – including manufacturers – and a key attractor is often a concentration of workers with certain skills or knowledge, as opposed to a supply of raw materials or a shipping port. These hubs generate many spillover benefits to a region, leading to additional jobs, income growth and new industries. Conversely, if a region or country lacks the critical mass of people skills, it is difficult to remain globally competitive in these technology areas. The supply base is simply elsewhere.

The federal government considers it an economic imperative to

Continued on page 144

Sometimes the address says it all.

Irvine was master planned to be an economic powerhouse. Strategic location. Strong Life Sciences, IT and Advanced Manufacturing industry clusters. High quality of life. Dynamic, educated workforce. Inspiring diversity. Business-oriented governance. 21st century university and college connections.

Irvine businesses are thriving. **Grow with us.**

irvine CHAMBER ECONOMIC DEVELOPMENT

2485 McCabe Way, Suite 150 • Irvine, CA 92614 • 949.660.9112

www.irvineecondev.com

Continued from page 142

identify and strengthen these hubs. With the guidance of the nation's top industry and university thinkers, the National Network for Manufacturing Innovation (NNMI) was born – with a very local, hub-driven emphasis. Understanding the dynamics of manufacturing hubs in general, and the NNMI in particular, can be crucial to the private sector in making site selections.

Manufacturing's Job Creation Effect

The conventional wisdom about US manufacturing is that it is in decline, replaced by service industries. US manufacturing has challenges, but remains robust, contributing 12.2 percent to the total US gross domestic product, or $1.8 trillion, each year. Although other countries have significantly strengthened their manufacturing bases, it is a surprise for many to hear the US is the world's largest manufacturer by output, and remains the leader in advanced technology products.

Continued on page 146

The first pilot manufacturing innovation institute is America Makes in Youngstown, Ohio.

For More Information

Regardless of the industry, an understanding of local and regional hub characteristics can be critically important to optimal site selections. And government resources really are here to help you. The US Department of Commerce offers information and programs highly useful to understanding hubs. These include:

Advanced Manufacturing National Program Office: This is the interagency team building the National Network for Manufacturing Innovation (NNMI). *www.manufacturing.gov*

Bureau of the Census: Census has created a toolset to provide information to assess regional strengths in manufacturing supply chains, workforce and infrastructure – these are termed "Location Quotients" or LQs. *www.census.gov/fastfacts/imcp/*

Bureau of Labor Statistics: BLS provides timely data on occupational classifications to calculate LQs, which may conform better to a region's hub characteristics than LQs based on NAICS manufacturing codes. *www.bls.gov/cew/cewlq.htm*

Economic Development Administration: EDA is the lead for the "Investing in Manufacturing Communities Program (IMCP), which seeks to strengthen industrial ecosystems. *www.eda.gov/challenges/imcp/.*

National Institute of Standards and Technology: NIST supports clusters through the Manufacturing Extension Partnership (MEP) network, which provides support for small and medium manufacturers in every state. NIST also is home to the interagency Advanced Manufacturing National Program Office (AMNPO). In December NIST awarded $2.5 million in grants to 10 Hollings Manufacturing Extension Partnership (MEP) centers across the nation to pilot online regional business-to-business network projects. *www.nist.gov*

Additional resources developed with Commerce or EDA funding:

StatsAmerica: This is a portal to provide actionable data for economic developers to use in site requests, developing metrics, grant writing and strategic planning. *www.statsamerica.org/*

US Cluster Mapping Project: This is an online tool operated by Harvard based on the Delgado, Porter and Stern study "Defining Clusters in Related Industries." (For more about this free-of-charge data tool, see the Creative & Digital Media article in this issue of Site Selection.) *www.clustermapping.us*

Quad Cities' Workforce Shaping the Manufacturing Revolution

Manufacturing in the Quad Cities has been changing the way the world does things for generations, and today the region's businesses and workforce are shaping the manufacturing revolution happening around the world. Global manufacturing firms like Alcoa, which just underwent a $300 million expansion in the Quad Cities, count on the region's workforce to be an innovative force in the industry.

"The Quad Cities Alcoa plant is at the hub of our $4 billion aerospace business. Our workforce is responsible for producing advanced aerospace alloys for aircraft and military armor used by millions of people around the world. For a responsibility this big, our workforce has to be the best and it is," said Rob Woodall, Manufacturing Director of Alcoa Davenport & Satellites.

Alcoa celebrates $300 million expansion in the Quad Cities.

Genesis Systems Group, one of North America's largest robotic integrators, is headquartered in the Quad Cities. The company's robotic systems are stationed in 15 countries and 42 states.

"The Quad Cities is a great place for business because of the people and their attention to detail, commitment to excellence, and exemplary attitude. The people here are innately acclimated to the work Genesis does. They have a balance of technical fearlessness and humility, and a deep regional association with manufacturing," said Joel Lorentzen, CEO of Genesis Systems Group.

Beyond workforce, businesses in the Quad Cities benefit from a robust supply chain and strong multimodal transportation infrastructure. Located along the eastern Iowa and western Illinois border where the Mississippi River and Interstate 80 intersect, the Quad Cities is within a short distance – by road, rail, river, or air – to major markets throughout the Midwest and the world. Over 400,000 people call the Quad Cities home, and more than 37 million people are located within a 300 mile radius of the bi-state region.

From John Deere World Headquarters to Alcoa and the Rock Island Arsenal the manufacturing strength of the Quad Cities is unsurpassed. For more than a century, manufacturing has been the cornerstone of the Quad Cities' economy. Today, manufacturing in the Quad Cities has been leading the revolution.

Continued from page 144

The idea of manufacturing or services is misplaced; a healthy economy needs a healthy manufacturing sector.

Additionally, manufacturing has a powerful, job-creating multiplier effect on the economy, more than any other sector. Recent research has found that for every 100 people employed directly by a manufacturer, an additional 33 jobs are created in the surrounding community – positions for suppliers of the firm as well as jobs created by the economic consumption (e.g., shopping) of these employees. These are conservative estimates. In high-tech manufacturing, the ratio often runs much higher –some say as much as 16 to 1.

Yet US manufacturing is at risk, and by extension, so is the competitiveness of our economy. By 2011, the majority of manufacturers, 11 out of 19, were producing less than they did a decade prior. Nearly one in six plants, more than 65,000, had ceased operation completely. And between 2000 and 2011, the US share of global exports of advanced technology products fell from 21 to 15 percent.

There are a number of reasons why we are seeing these indicators decline. One is innovation – a critical indicator of future job creation. Though the US remains a world leader in advanced technology products, Bloomberg Magazine's 2014 Innovation Index finds the US outpaced by South Korea and Sweden. And between 1990 and 2010, we went from a surplus of $34.1 billion in global advanced technology exports to a deficit of $81.8 billion.

Continued on page 148

ADVERTISEMENT

Forged on the Rock: Advanced Manufacturing in Rock County (Janesville-Beloit MSA), WI

Since 1836, a diverse blend of advanced manufacturing firms with industry and global recognition call Rock County, WI home. Many of the products generated represent critical manufactured components found in the following supply chains: aerospace, architectural, construction, defense, electronics, food processing, industrial, medical, packaging, power distribution and transportation.

A sampling of these leading companies include: Air Products, AMTEC, ANGI Energy Systems, Baker Manufacturing, Charter NEX Films, Cummins, DuPont, Edgerton Gear, Evonik, Fairbanks Morse, GOEX, Green-Tek, Helicopter Specialties, Linde, Prent, MPC, Performance Micro Tool, Morgan Corp., Regal, Tigre, United Alloy, Universal Acoustic & Emission Technologies, SSI Technologies and Stoughton Trailers.

An efficient transportation system that includes a toll-free highway network; three rail providers; and the Southern Wisconsin Regional Airport, catering to air cargo and corporate aviation, all complement Rock County's proximity to FTZ #41. This optimal speed-to-market location facilitates the ability to reach one-third of all U.S. manufacturing operations within a single day's commute. Plus, an integrated K-16 system, with advanced manufacturing and engineering programming from the Wisconsin Technical College and University Systems provides a direct workforce pipeline. Shovel-ready property priced around $1/SF, a retooled state business climate, easy-to-use online tools, and an experienced economic development team are just some of reasons why advanced manufacturers are choosing Rock County, WI.

Join the movement by connecting at *www.RockCountyReady.com.*

Rock County, WI: A Global Target for Advanced Manufacturing

WELCOME TO WISCONSIN
Rock County

Rock County Wisconsin
DEVELOPMENT ALLIANCE

90 43 39

For additional information:
Rock County Development Alliance
51 South Main St
Janesville, WI 53545
608.757.5598

Use our helpful online tools:
MARKET DATA · PROPERTY DATABASE · BUSINESS RESOURCES · COST CALCULATOR

www.RockCountyReady.com

Since 1836, a diverse blend of advanced manufacturing firms with industry and global recognition have made their home in Rock County.

The reasons are simple: SHOVEL-READY property, **AFFORDABLE** prices, a **RETOOLED** State of Wisconsin business climate, easy-to-use **ONLINE** tools, and an **EXPERIENCED** economic development team are just a few of the reasons. Plus, the area's efficient transportation system includes a **TOLL-FREE** highway network, three **RAIL** providers, and the Southern Wisconsin Regional Airport – catering to **AIR CARGO** and **CORPORATE AVIATION**. Rock County's optimal **SPEED-TO-MARKET** location, which is enhanced by the close proximity to **FTZ #41**, enhances supply chain **CONNECTIONS**. Additionally, an **INTEGRATED K-16 SYSTEM**, with **ADVANCED MANUFACTURING AND ENGINEERING** programming from the state's technical college and university systems, provides a direct **WORKFORCE** pipeline.

Join the MOVEMENT ... consider Rock County, WI.

Cape Coral: Expanding Market

This waterfront city in the Sunshine State is poised for robust growth, rich with business opportunities.

Exciting market conditions primed by growth make this the perfect time to consider relocating or expanding to Cape Coral, Florida.

With an average of 335 days of sunshine year-round, a low cost of living and no state income tax, the largest city in Southwest Florida is the only one that can boast that it still has vast land open for development. For corporations with a large employee base, the city offers a diverse range of housing – from high-end luxury to affordable single-family homes to condos – that can accommodate all lifestyles in this subtropical environment.

With more than 400 miles of canals, Cape Coral is a boater's paradise.

Here are some facts that executives and site selectors can't overlook when considering Cape Coral as your new business site:

- Ranked by Manpower as No. 1 metropolitan area in the nation for job growth in 2015
- A premier waterfront community featuring more than 400 miles of canals
- Cape Coral is more than 122 square miles – only 47 percent built out
- Diverse population of 165,000 projected to grow to more than 400,000
- Broad business opportunities for serving young families, retirees, overseas buyers and visitors
- Nationally applauded for its small business tax climate
- Ranks No. 5 among the top 100 cities to retire. (Top Retirements 2014)
- State-of-the-art water and utilities infrastructure, roads and bridges
- Consistently ranks as the safest city of its size in Florida, and as the Sunshine State's safest driving city

If you want to get down to business, the market conditions are right. Contact our Cape Coral Economic Development Office (EDO) for invaluable market demographics, resources and incentives. Why not get started with your new business destination today?

Cape Coral Economic Development Office
(239) 574-0444 or (866) 573-3089
www.bizcapecoral.com ecodev@capecoral.net

Continued from page 146

Planning a Manufacturing Renaissance

The NNMI is a federal initiative that seeks to drive investment in manufacturing innovation through public-private partnerships. It would serve as an extensive network of advanced manufacturing hubs around applied research centers or institutes. Their purpose is to operate in a previously barren space, that is, the space between basic research – aka invention – and implementation.

As of today, the NNMI includes five pilot institutes. They are:

- *America Makes: National Additive Manufacturing Innovation Institute (Youngstown, Ohio);*
- *Digital Manufacturing & Design Innovation Institute (Chicago);*
- *Lightweight & Modern Metals Manufacturing Innovation Institute (Detroit);*
- *Next Generation Power Electronics Manufacturing Innovation Institute (Raleigh, N.C.);*
- *Integrated Photonics Institute for Manufacturing Innovation (location not yet determined).*

Congress is considering legislation that would formalize and broaden the network.

The Institutes "de-risk" new technologies, essentially, to make them easier to adopt by working out the kinks. This, in turn, fuels pickup by US industry. The network would also address the factor limiting the workforce growth that accompanies new technologies and manufacturing job creation, namely, that potential workers often lack the necessary skills and sometimes even the interest in pursuing a manufacturing career.

A Shared Effort

America remains the world's most productive manufacturer, and market-disrupting US technologies have the potential to shift the balance back in our favor. Establishing regional ecosystems, or hubs, to

Continued on page 150

Model for Makers

As the National Network for Manufacturing Innovation has begun to come together, among the models for best practices suggested by stakeholder feedback was San Jose, Calif.–based TechShop, a membership-based workshop that provides access to high-tech machining, welding and additive manufacturing tools and instruction at eight locations across the country: San Jose, San Carlos and San Francisco, Calif.; Allen Park, Mich.; Round Rock, Texas; Pittsburgh, Pa.; Chandler, Ariz.; and Arlington, Va., which opened in June. Two more are in development in St. Louis and Los Angeles. "Our dream," says the company, "is to open locations in communities across the United States and around the world."

TechShop Pittsburgh (pictured above), across the street from a major Google operation, was visited by President Obama in June 2014, and five TechShop Pittsburgh startups took part in the first-ever White House Maker Faire that same week.

Among them was SolePower, whose co-founder Matt Stanton, a former Carnegie Mellon University mechanical engineering student, demonstrated the company's revolutionary energy-generating insoles to visitors in fall 2014 (right). Users are able to charge devices such as smartphones by harnessing their walking power. SolePower continues to use TechShop as a partner as it develops and refines its products.

"TechShop already serves more than 6,000 members nationwide," said Mark Hatch, CEO and co-founder of TechShop, at the White House event. "We aim to democratize access to tools and empower makers from all walks of life. From startups and students to grandmothers and veterans, we want to inspire everyone to invent, create jobs and launch successful and world-changing businesses." *– Adam Bruns*

DUKE ENERGY®

Smart energy ahead.

Duke Energy is the power behind one of the nation's fastest growing markets. But we offer more than electrons. Our rates are well below the national average, our reliability is well above, and our business customers rank us among the top companies in the nation for overall satisfaction.

You'll find that Duke Energy is more than a utility. We're your economic development business partner. We can help select just the right site for your business. Then we'll provide dependable and affordable energy to run it, and work with you to find smart new ways to operate efficiently. Find out more at www.duke-energy.com.

Photo courtesy of Ron Blunt Photography for Gensler

www.duke-energy.com

Continued from page 148

deliberately create innovation will help. They will drive a renaissance in US manufacturing, and they will build workforce skills and processing capabilities in both large and small manufacturing firms.

No single entity can do this alone. To build these hubs successfully requires partnerships of sufficient scale and scope – a critical mass that brings together companies of all sizes, universities and government agencies to co-invest in developing new technologies.

Innovation hubs are the wave of the future. They benefit an entire region's manufacturing base. The federal government is poised to help industry innovate, refine, and scale the new technologies that will help us lead in tomorrow's global marketplace.

Mike Molnar is director of the Advanced Manufacturing National Program Office, based at the National Institute of Standards and Technology, US Department of Commerce. AMNPO coordinates the national network of manufacturing innovation institutes. For more information, visit Manufacturing.gov.

Mike Molnar

ADVERTISEMENT

Wisconsin's Madison Region: Where Manufacturing Matters

The Madison Region in south-central Wisconsin claims historic strength in advanced manufacturing with continued leadership powered by technology, innovation, and world-class research capacity.

With 65,000 manufacturing employees and 1,400 manufacturing establishments across our eight counties, the Madison Region provides a density conducive for manufacturing companies to serve customers across the world. Our diverse portfolio comprises specialty strengths in dairy product manufacturing, food products machinery, tractors and trailers, household appliances, glass products, metals, and plastics.

The Madison Region grows first-class manufacturing talent, from our top-tier university to our integrated technical college system. Many of the University of Wisconsin - Madison's engineering programs boast Top 10 rankings in U.S. News & World Report. Two technical colleges – Madison College and Blackhawk Technical College – have upgraded their advanced manufacturing facilities into state-of-the-art centers that train students on everything from welding to hydraulics. These and other institutions in and adjacent to the region fuel our manufacturing workforce pipeline, with 4,884 industry-applicable degrees and certificates conferred in 2012-2013.

Far from a dying industry in the Madison Region, our manufacturing employment grew by 3.4% between 2009 and 2013, compared to 1.6% in the United States. This growth is buoyed by the state's Manufacturing and Agriculture Credit, which offers tax credits and exemptions on sales and property tax for qualifying businesses, virtually eliminating tax on income from manufacturing activity.

With a laser focus on efficiency and high-end production, the Madison Region is positioned to propel its manufacturing legacy into a technology-intensive industry of tomorrow.

Learn more at www.madisonregion.org.

WE ARE A REGION WHERE INDUSTRY IS FUELED BY TECHNOLOGY, MAKING BUSINESS THRIVE HERE.

From our leadership in advanced manufacturing to our discoveries in bioscience, the eight counties of the Madison Region are home to the latest technologies that impact global change. Be in the company of leaders as you expand or relocate your business. Call **608.443.1960** or visit **madisonregion.org**.

MADISON REGION ECONOMIC PARTNERSHIP

Symbiosis

How a community partnership with an Air Force base makes Dayton ripe for growth.

The Research & Development Gallery is one of many exhibits at the National Museum of the United States Air Force, located on Wright-Patterson Air Force Base. Air Force Museum Foundation photo by Dan Patterson

by CHRIS FORD
Vice President of Defense
Dayton Development Coalition

The United States Air Force and Dayton, Ohio, have a singularly distinctive bond that dates back to the invention of controlled, self-powered flight. Wilbur and Orville Wright's relentless pursuits ultimately led them to be the first to break Earth's bonds in December 1903. Dayton was also home to other inventors and innovators like John Patterson, Charles Kettering, Edward Deeds, and many more. In the early 1900s, Dayton became nationally recognized and known across the world as a hotbed for innovation, manufacturing and industry.

That backdrop made the Dayton region the obvious choice to fully explore the Wright Brothers' ideas, and over 40 years later those ideas gave birth to the United States Air Force and what is known today as Wright-Patterson Air Force Base, or Wright-Patt for short. For decades, the Dayton region and Wright-Patt have built on that foundation, and today, they're working together in partnership to rediscover the keys to that groundbreaking innovation, a partnership that makes the area a prime spot for industry growth.

As one of the largest and most organizationally complex air bases in the world, Wright-Patt is unlike any other. It is home to the Air Force Materiel Command Headquarters, the Air Force Life Cycle Management Center, the Air Force Research Laboratory, the National Air and Space Intelligence Center, the Air Force Institute of Technology and the National Museum of the United States Air Force. Because of the diversity of these multiple missions on base, Wright-Patt is responsible for leading the Air Force's research and development of warfighting capabilities, and then integrating those capabilities into design, procurement and delivery of weapon systems.

The base employs over 27,500 people directly and another 34,000 people indirectly, making it Ohio's largest single-site employer. Its economic impact to the Dayton region is approximately $4.4 billion, and that impact is ripe for growth as the base's partnership with the community grows stronger.

Simply put, Wright-Patterson Air Force Base is, and has long been, vitally important to Ohio and the Dayton region, and vice versa. Community stakeholders such as the Dayton Development Coalition are working with the base to find ways to work together to ensure the base has the talent it needs, and that the region and its investors can benefit from the cutting-edge research and technology development done at Wright-Patt. That synergistic partnership has created an incredibly diverse market for innovation and a target-rich environment for entrepreneurs, investors and growing businesses.

Creatively Combating Fiscal Challenges

As a result of federal budget cuts, the U.S. military and defense communities around the country are facing challenges never before experienced. Defense communities aren't able to rely on their status quo, and they must aggressively find ways to minimize negative impacts and maximize areas of mutual benefit. Rather than being subject to the whims of fiscal uncertainties in Washington, military installations and their surrounding communities must work together to ensure growth through partnerships and engagement in research and development,

commercialization and other business opportunities. The Dayton region and Wright-Patt are doing just that.

The two are working very closely together — looking past the obvious budget challenges to find meaningful opportunities that benefit the base and the regional economy. To foster effective communication, innovation, partnership and collaboration within a defense community, communication channels must be clearly defined and open both ways. Wright-Patterson Air Force Base and the surrounding communities that make up the Dayton region have been a model for that kind of open collaboration.

Wright-Patterson Air Force Base employs over 27,500 people directly and 34,000 indirectly, making itOhio's largest single-site employer.

A Win-Win-Win Proposition

As the Dayton region and Wright-Patterson Air Force Base navigate shrinking budgets, they're identifying mutual needs, and that's drawing collaborators even closer to find solutions that help the base, businesses in the region and the overall economy. Several mutual areas of interest are creating significant opportunities for entrepreneurship, small business development, and commercialization opportunities that benefit the needs of all parties and create a winning proposition for all stakeholders.

For example, the Air Force Life Cycle Management Center and the Air Force Research Laboratory have redoubled their efforts to forecast and advertise future needs for product development and research. Both of these centers want new ideas and solutions, and they're looking to entrepreneurs and small businesses for those solutions. Opportunities around health & human performance, advanced materials, sensors, autonomy, hypersonics and unmanned aircraft systems exist and are just a handful of ways to partner with these centers. Together, Dayton and Wright-Patt are examining one another's needs and interests and finding innovative solutions.

For insights into hiring military veterans, including a chart with links to programs run by every US state, read "The Time Is Now," published for Veterans Day 2014 at SiteSelection.com.

The Dayton region enjoys a powerful synergy of research, development, education, contractor and government organizations, and is fortunate to have so many community partners. Focusing these resources is the cornerstone of the Wright-Patt and Dayton Region relationship, and they have created an innovation-based ecosystem that's poised for growth in areas like aerospace and defense; advanced materials and manufacturing; information technology and advanced data management; biosciences; and logistics and supply chain management. Initiatives are under way to further enhance community partnering with the Air Force to generate a unified vision in the region's aerospace, defense and technology industries.

Wright-Patterson's relevance and economic weight in the Dayton region can't be overstated — they've long been an important regional partner that creates commercial opportunity, and that only continues. Because community groups have been so actively engaged with the base, they are collaborating to incubate and accelerate interesting ideas into entrepreneurial opportunities that are attractive to angel investors and venture capital.

For example, earlier this year, Wright-Patt started the Wright-Patterson Air Force Base Partnership Initiative and created the Partnership Office. The overall objective is to leverage military installation and local community capabilities, focusing on reducing operating and service costs for both the Air Force and its partners. Finding mutual benefit is obviously key, and both short- and long-term implementation must be considered. Four subgroups formed, consisting of education, research & development, infrastructure and medical.

2014 has already been a busy year for the Partnership Office. According to the Dayton Business Journal, ideas that were launched as a result of the office's creation have included "a number of workforce partnerships, including a regional workforce website and launching more training with local schools, such as a partnership with Sinclair Community College for training firefighters. Also under consideration are ideas to share base pools and agreements for salt purchases and storage with other communities, and a stronger relationship between the base and the Dayton VA Medical Center." Through this and other collaborations, Wright-Patterson Air Force Base and the Dayton region are breaking the mold and are actively seeking ways to integrate a cohesive community that shares resources and grows the economy for mutual benefit.

Challenging the Boundaries To Grow the Industrial Complex

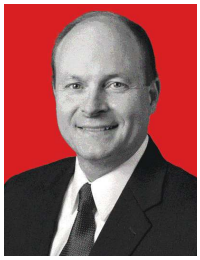
This partnership is literally challenging the boundaries of the base to find areas that industrial partners and Wright-Patt can share. Wright-Patt is considering several "non-excess" parcels of land around its perimeter for investment by potential collaborators. These private sector investment opportunities encourage innovative, market-based projects that support Wright-Patt and develop long-term relationships between the Air Force and private industry. This summer, Wright-Patt and the Air Force Civil Engineer Center published a request for information for the candidate Enhanced Use Lease parcels. (To find out more about this opportunity, visit the Federal Business Opportunities website at www.fbo.gov and search for solicitation number AFCEC-14-R-0006).

A Great Place To Work, Live & Play

Beyond the bottom line, the Dayton region and Wright-Patterson Air Force Base offer a high quality of life for airmen and business collaborators alike. The Air Force Times just rated 68 stateside air force bases and Wright-Patterson Air Force Base was tied for first place. The ranking pulled together data on multiple factors – from school quality to the local economy, crime rates to traffic, and climate to on-base amenities such as commissaries. Beyond the on-base amenities, those factors translate to the broader region, making it a great place to live, work and play across the board.

Wright-Patterson is a direct descendant of the Wright Brothers' legacy and the commitment to the Dayton Region's tenets of innovation – creativity, grit, and honest hard work. Today's tremendous relationship between the Dayton region and Wright-Patterson Air Force Base is built on that foundation, and has created a vibrant location for innovation and growth. The Dayton region is bubbling with exciting new innovations, and so is Wright-Patterson Air Force Base. Together, they're part of an exciting innovation ecosystem that's prime for new investment.

Chris Ford (retired, Air Force) is VP of Defense at the Dayton Development Coalition, a private non-profit working to grow the regional economy in Dayton, Ohio. To find out more about some of the initiatives between Wright-Patterson Air Force Base and surrounding communities, contact the DDC at 937-222-4422 or email ddcmedia@daytonregion.com.



Chris Ford

Junction City 1st
One Community, One Vision

Centrally located on the I-70 St. Louis to Denver corridor just two hours from Kansas City, in the heart of the scenic Flint Hills, Junction City, Kansas has been one of the fastest growing areas in the state. The area offers a diverse population with a rich historical and cultural background. From its ornate limestone downtown and old-west lore to abundant natural resources, Junction City is a great place to live and do business.

The town's history and diversity comes from its partnership with neighboring Fort Riley home of the Army's First Infantry Division, the Big Red One and the Combat Aviation Brigade, the most well equipped air combat force in the nation.

Junction City's MSA includes a workforce pool of 100,000. That figure does not consider the 55,000 military personnel, families and civilians at Fort Riley that have a nearly $2 billion annual impact on business in the area as well as being a source for recruiting disciplined and highly efficient employees.

Junction City is easily accessible for logistics, manufacturing and distribution operations with exits on 1-70 and U.S. highway 77. Manhattan Regional Airport with daily flights to Dallas and Chicago is a short 12 miles away. The area is rail served by the Union Pacific and BNSF. Junction City is a logical choice for ancillary businesses related to the National Bio-Agricultural Defense Facility, NBAF soon to be built in neighboring Manhattan.

For more information about relocating your business to *Junction City*, email susan.jagerson@junctioncitychamber.org or call 785-762-2632.

www.considerjunctioncity.com

Fast Friends

Facebook and Isothermal Community College spark workforce development in North Carolina.

by WALTER DALTON
President, Isothermal Community College, editor@conway.com

When the ribbon was cut on the Facebook data center in Forest City, N.C., a new day was born. Rutherford County, which had "clothed the world," had seen its textile mills closed and a way of life altered. Unemployment was rampant. Now, with Facebook's new facility, the county is a place "where the world connects." It is also a place where Facebook and Isothermal Community College have formed a strong partnership, which is fueled by mutual support and shared purpose.

Shortly after the groundbreaking in 2010, 700 construction workers took control of the site, previously the home of a large textile mill that had been razed. It is a safe bet that many of these workers had previously worked in the former mill or another like it in the county. A large portion of the workers – welders, pipefitters, construction workers and others – had been trained at Isothermal Community College.

As the facility has come online and continued to expand, the collaboration between Isothermal and Facebook has grown and deepened through the years, encompassing several initiatives that draw on the community's strengths.

Cultivating a 21st Century Workforce

Mutually realizing the need for workers with unique and technical skills to be available to work in the data center, Facebook and Isothermal forged a partnership. Isothermal, which has always been known for its workforce training, created its Data Center Institute with the help of Facebook.

Isothermal instructors worked closely with Facebook employees to develop a certification that prepares students to work in one of the area's most exciting industries. This 12-day workshop focuses on the technical knowledge required of an entry-level data center employee. It is a hands-on experience in an active-learning environment. Content is delivered in modular format focusing on technical concepts. This is followed by a two-day simulation and a certification exam.

Facebook has found a lot to like in Forest City, N.C.

To facilitate instruction, Facebook generously donated a rack of servers along with power equipment to the college to simulate actual data center operations. This was particularly important since the equipment, which is worth hundreds of thousands of dollars, could not be purchased on the open market – certainly not as a teaching aid for a community college. Quite simply, it gave Isothermal students the amazing opportunity to work closely with cutting-edge technology.

Walter Dalton (l.), president of Isothermal Community College, and Keven McCammon, site manager of Facebook's data center in Forest City, discuss the server rack that was donated to Isothermal's Data Center Institute by Facebook.

All photos by Mike Gavin courtest of Isothermal Community College

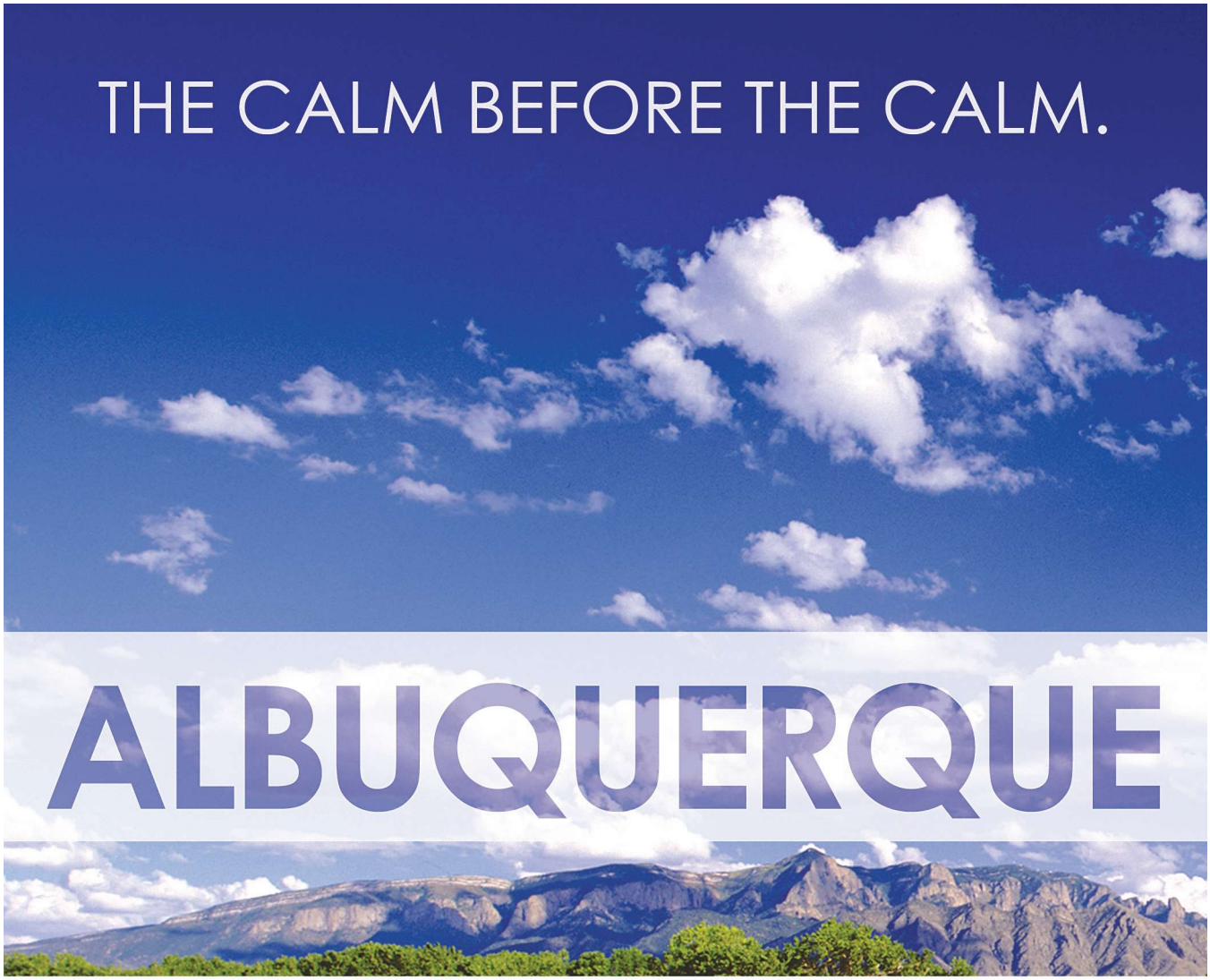
Since it was first launched, the program has graduated 68 students, nearly all of whom are now working in information technology. This institute earned Isothermal Community College the League of Innovation Award in 2012.

The results of the Isothermal Data Center Institute are impressive. Almost half of the students started work as interns at Facebook. Many obtained full-time jobs with the company through its HR service. Jobs that are touted in national and international media as among the most coveted in technology now belong to the citizens of our area. Several of the DCI graduates went to work for other data centers in the region and have credited the credentials earned at Isothermal as giving them an edge in the hiring process. In fact, a manager from a neighboring major data center took the class just to learn best practices and strategies.

Keven McCammon, site manager for Facebook's Forest City Data Center, said, "Recruiting and training the highly skilled workers we need is one of the most difficult parts of running a data center. Isothermal's Data Center Institute is producing homegrown, high-caliber talent, right here in Rutherford County."

Building an Advanced Industrial Corridor

In 2014, Isothermal and Facebook worked with others to seek grant funding from the U.S. Department of Labor to create the Global Advanced Industrial Technology Consortium (GAITC), a regional consortium of two- and four-year colleges and universities in three states and globally recognized companies,



If you're looking for a reliable location with minimal risk, choose Albuquerque, New Mexico. A city with mild weather and strong infrastructure, here you'll enjoy peace of mind and benefit from certainty of operations 24 hours a day, seven days a week.

ALBUQUERQUE ECONOMIC DEVELOPMENT

WWW.ABQ.ORG/MISSIONCRITICAL

Ron Walters, executive director of PANGAEA Internet, teaches a recent class at Isothermal Community College's Data Center Institute.

working to enhance and improve advanced industrial technology training and research. It partners rural and urban areas, ignores political boundaries and embraces economic opportunities. It is intended to improve learning, stimulate innovation and save money through economies of scale.

Although not successful in the first attempt, the consortium will continue to seek funding from DOL and other sources. If that funding is received, an advanced industrial corridor will be created running from Spartanburg, S.C./ Spindale, N.C. to Atlanta, Ga., with the aim of creating jobs through cutting-edge training and new product development and perfection. The GAITC partners include North Carolina State University, Spartanburg Community College, Chattahoochee Community College in Georgia, Tri-County Community College in North Carolina, and Western Carolina University, as well as other major companies.

Fostering Innovation in More Ways Than One

"Isothermal" literally means "equal temperature" — the name was given to the college because of Western North Carolina's Thermal Belt. So it was logical for the college to have a weather station. Facebook made it happen, and with prestigious partners: NOAA (the National Oceanic and Atmospheric Association) and the State Climate Office at North Carolina State University.

> "I'm proud of what we've been able to accomplish together in the last three years, and know that our partnership has become a model for other data centers across the nation."
>
> *— Keven McCammon, site manager for Facebook's Forest City Data Center*

The station, located on Isothermal's main campus in Spindale, provides real-time data for use by the scientific community and the public. A Facebook grant of $15,000 covered the major cost of equipment and installation. Most importantly, the data will be available for instruction in Isothermal's science classes and will also be available for specific study projects by public school students.

The station is a part of the NC ECONET (North Carolina Environment and Climate Observing Network), which collects data from sensors across the state into a comprehensive database for analytical purposes. "These are research-grade sensors that provide data used by growers emergency managers, and the National Weather Service to improve forecasts," said Ryan Boyles, director of the State Climate Office. "These sensors and the data they collect support decision-making, but are also available to help train the Isothermal community."

Rutherford County Public Schools made it a priority to ensure that its students have access to technology, and provided each middle school and high school student with a free laptop computer. The problem was,

however, that half of the students did not have Internet access at home.

Enter Facebook.

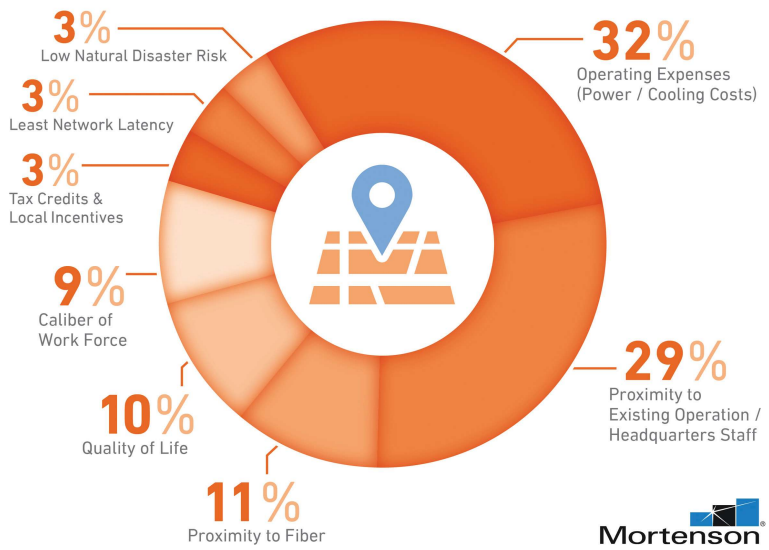
Together with Rutherford County Schools, Isothermal Community College, PANGAEA Internet, and the Town of Forest City, Facebook is working to provide free Wi-Fi to targeted neighborhoods. In Phase I of the project (launched in July 2014), students in 75 to 100 homes were given free Wi-Fi access. In addition to benefiting the local public schools, it will also benefit many Isothermal students who have faced the same access dilemma.

STEM-Related Opportunities

At Isothermal, we hope to build a culture focused on STEM (Science, Technology, Engineering and Math), or, as Sam Houston of the Science and Math Technology Center in Raleigh would say, "Strategies That Engage the Mind." Facebook has stepped up to the plate on both accounts by providing support

DESCRIBE THE **BIGGEST FACTORS THAT DRIVE** WHERE YOUR ORGANIZATION LOCATES **NEW DATA CENTER INVESTMENTS.**

(All respondents who own data centers)



Source: Nov. 2014 survey by Mortenson Construction of over 220 corporate data center executives, data center developers and operators, and IT providers

FOR LEASE

MEMPHIS, TN OFFICE SPACE

62,000 square feet of high-density office space with 10:1 parking and 750kw generator available now! Easy access to I-40, I-55 and the future I-69 and just minutes from Memphis International Airport.

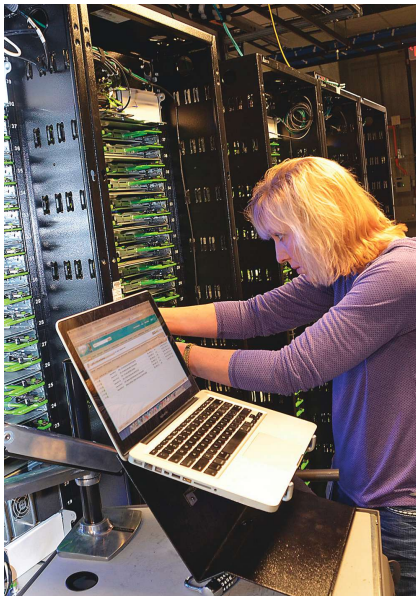
Contact Ron Kastner at +1 901 528 1000 to schedule a tour.

For more information, please call +1 901 528 1000 or visit www.cbrememphis.com.

CBRE|Memphis

Part of the CBRE affiliate network

Lisa Hamrick, a graduate of Isothermal Community College's Data Center Institute, is now employed at Facebook's data center, working for contractor Milestone Technologies.



(financial and otherwise) for Isothermal's Science and Tech Expo, which is part of the North Carolina Science Festival. The expo brings all of the sixth-graders in a two-county area to the main campus of Isothermal for an entire day to experience nearly 50 interactive exhibits.

These are just a few of the initiatives that have grown out of the partnership between Facebook and Isothermal Community College. Facebook's Keven McCammon said, "Isothermal Community College's innovation and commitment to workforce and economic development were large factors in Facebook's decision to locate its data center here. I'm proud of what we've been able to accomplish together in the last three years, and know that our partnership has become a model for other data centers across the nation."

This year Isothermal celebrates its 50th Anniversary. It is 50 years of providing an affordable, accessible and excellent education, and workforce training to our citizens. In addition, we celebrate and appreciate our partnership with Facebook, a relatively new – but powerful and caring – corporate citizen. In only a short time, Facebook has had a significant impact on our local culture and our local economy. While it has a global presence, it is having a tremendous local impact.

The Isothermal/Facebook partnership already has paid great dividends, and will continue to grow and thrive through a shared vision for a better future. At Isothermal and in our area, it is safe to say that we "like" Facebook.

Walter Dalton is the president of Isothermal Community College and was the 33rd Lieutenant Governor of North Carolina.

QUALIFIED DATA CENTER SITE

10-200 acres in the Roanoke County, Virginia Center for Research and Technology

- Technology zone incentives
- 138kV transmission service
- Dual circuit 138kV available
- Major fiber and transportation corridor on I-81
- Water: 3 mgpd for park
- Temperate climate
- Low chance of natural or man-made disaster
- Commercial airport
- 600 computer science graduates annually
- FIRE, healthcare and higher education hub

BIGGINS LACY SHAPIRO & COMPANY · QUALIFIED DATA CENTER SITE · SUGARLOAF ASSOCIATES

MULTIPLE FIBER PROVIDERS

- AT&T
- Verizon
- Citizen's Cooperative
- Cox
- Cogent
- Zayo
- Level 3
- Windstream

Roanoke County Department of Economic Development
Jill Loope, Director of Economic Development
jloope@roanokecountyva.gov • 540-772-2124 • www.yesroanoke.org

COUNTY OF ROANOKE VIRGINIA 1838

SITE SELECTION

Index to Advertisers — for LOCATION INFORMATION

or assistance in conducting a Confidential Site Search please email *karen.medernach@conway.com* or visit us at *www.siteselection.com.*

PAGE

AIM (Strategic Marketing & Exhibitions) .... IBC
www.aimcongress.com
Dart Development 12
www.dartdevelopment.com
Griffin Land 60
www.grifland.com
MAEDC 34
www.maedc.net
The Wounded Warrior Project 15
www.findwwp.org
Trust Belt 127
www.trustbelt.com

UNITED STATES

ALABAMA

AIDT I RTP 75
www.alabamartp.org
Alabama Department of Commerce 77
www.madeinalabama.com
Alabama Industrial Development Training 73
www.aidt.edu

ARIZONA

Ak-Chin Indian Community
Industrial Park Board 80
www.leaseakchin.com
SRP Electric-Salt River Project 81
www.PowerToGrowPHX.com

CALIFORNIA

City of Hesperia 57
www.cityofhesperia.us/econdev
Irvine Chamber of Commerce 143
www.irvineecondev.com
San Bernardino County
Economic Development Agency .....28 - 29
www.sbcountyadvantage.com
Tejon Ranch Commerce Center 39
www.tejoncommerce.com

COLORADO

Pueblo Economic Development Corporation .. 85
www.pedco.org/nobull

PAGE

CONNECTICUT

Griffin Land 60
www.grifland.com
River Bend Center .....IFC - 1
www.riverbend1.com

FLORIDA

Business Development
Board of Martin County 87
www.yesmartinfl.com
City of Cape Coral 147
www.bizcapecoral.com
Florida Power & Light .....44 - 45
www.poweringflorida.com
Greater Fort Lauderdale Alliance 5
www.lesstaxing.com

GEORGIA

Georgia Dept of Economic Development 69
www.georgia.org
Georgia Power 89
www.SelectGeorgia.com
Greene County Chamber of Commerce 19
www.greenecountyga.gov

IDAHO

Port of Lewiston 139
www.lewis-clarkvalley.org
Valley Vision , Inc. 139
www.lewis-clarkvalley.org

ILLINOIS

City of Peru 62
www.developperu.com
Illinois Department Commerce &
Economic Opportunity 91
www.illinois.gov/dceo
Quad City Chambers .....90 - 91, 145
www.quadcitiesfirst.com

INDIANA

FairWinds Advisors, LLC 63
www.FairWinds-Advisors.com
Hoosier Energy Rural Electric Cooperative ... 93
www.hoosiersites.com

PAGE

New Castle – Henry County
Economic Development Corp. 63
www.readytogohenryco.com

IOWA

Iowa Economic Development Authority 95
www.iowaeconomicdevelopment.com
Quad City Chambers .....90 - 91, 145
www.quadcitiesfirst.com

KANSAS

GoTopeka Economic Partnership 64
www.gotopeka.com
Junction City Area Chamber of Commerce .. 153
www.considerjunctioncity.com
Kansas Department of Commerce 99
http://more.KansasCommerce.Com/cteinitiative

KENTUCKY

Commerce Lexington, Inc. 97
www.locateinlexington.com

LOUISIANA

Southwest Louisiana
Economic Development Alliance 58
www.allianceswla.org

MARYLAND

Cecil County Office of
Economic Development 103
www.cecilbusiness.org

MICHIGAN

City of Hillsdale 131
www.cityofhillsdale.org
Cornerstone Alliance 130
www.gomichigan.com
Dart Development 12
www.dartdevelopment.com
Michigan Economic Development Corp. 129
www.michiganbusiness.org/SS

MINNESOTA

City of Elk River Economic Development 105
www.elkrivermn.gov

PAGE

MISSISSIPPI

Mississippi Development Authority ..... BC
www.mississippi.org/industries

MISSOURI

Ameren Missouri 9
www.ameren.com/ecdev
Taney County Partnership 106
www.taneycountypartnership.com

NEBRASKA

Nebraska Public Power District 107
http://econdev.nppd.com
York County Development Corp. 65
www.yorkdevco.com

NEW MEXICO

Albuquerque Economic Development 155
www.abq.org/missioncritical

NEW YORK

Empire State Development 25
www.startup.ny.gov
Genesee County Economic
Development Center 23
www.wnystamp.com

NORTH CAROLINA

Duke Energy 149
www.duke-energy.com
ElectriCities of North Carolina, Inc. 111
www.electricities.com

NORTH DAKOTA

Greater Fargo Moorhead
Economic Development Corp. 113
www.smartmovefm.com

OHIO

Columbus 2020 13
www.columbusregion.com
Community Improvement Corp. 22
www.whyvanwert.org
Fayette County Economic Development ... 20 - 21
www.M2C2.biz
Grow Licking County CIC 43
www.growlickingcounty.org
JobsOhio 7
http://jobs-ohio.com/gamechangers

PAGE

Van Wert Economic Development Group 22
www.whyvanwert.org

OKLAHOMA

Durant Industrial Authority 6
www.ok-durant.org
Tulsa Metro Chamber 115
www.growmetrotulsa.com/moveforward

OREGON

City of Hillsboro Economic Development 136
www.hillsboro-oregon.gov
Coyote Business Park 137
www.coyotebusinesspark.com

TENNESSEE

CBRE Memphis 157
www.cbrememphis.com
Dyersburg/Dyer County CC 59
www.dyerchamber.com
Knoxville / Oak Ridge - Innovation Valley 47
www.knoxvilleoakridge.com
Tennessee Department of
Economic and Community Development ... 24
www.tnecd.com/sites

TEXAS

Amarillo Economic Development Corp. 54
www.amarilloedc.com
Cedar Hill EDC 118
www.cedarhilledc.com
Fort Worth CC 11
www.fortworthchamber.com
Greenspoint District 55
www.greenspoint.org
Lubbock Economic Development Alliance ... 119
www.lubbockeda.org

UTAH

Utah – Governors Office of
Economic Development 121
http://business.utah.gov

VIRGINIA

Roanoke County Department of
Economic Development 158
www.yesroanoke.org

PAGE

WISCONSIN

Madison Region Economic Partnership. 150
www.madisonregion.org
Rock County Development Alliance 146
www.rockcountyready.com
Wisconsin Economic Development Corp. ... 125
http://certified.inwisconsin.com

WYOMING

Wyoming Business Council 126
www.wyomingbusiness.org

INTERNATIONAL

GERMANY

Saxony-Anhalt ED Corporation 40
www.invest-in-saxony-anhalt.com

MALAYSIA

InvestKL ..... 35 -38
www.investkl.com

PORTUGAL

AICEP – Portugal Global Business
Development Agency ..... 49 - 52
www.portugalglobal.pt

REPUBLIC OF KOREA

Daejeon Metropolitan City ..... 32 - 33
www.daejeon.go.kr/dre/index.do

تحت رعاية كريمة من
صاحب السمو الشيخ محمد بن راشد آل مكتوم
نائب رئيس الدولة رئيس مجلس الوزراء حاكم دبي

Under the Patronage of
H.H. Sheikh Mohammed Bin Rashid Al Maktoum
UAE Vice President, Prime Minister and Ruler of Dubai

الإمارات العربية المتحدة
وزارة الاقتصاد
UNITED ARAB EMIRATES
MINISTRY OF ECONOMY

ملتقى الاستثمار السنوي
ANNUAL INVESTMENT MEETING

Sustainable Development Through FDI Induced Innovation and Technology Transfer

30 March - 1 April 2015

Dubai, United Arab Emirates

AIM 2015 FEATURES :

- Capacity Building Workshop
- Thought Leadership Conference
- Annual FDI Report
- Ministerial Roundtable
- Country Presentations
- High-Level Strategic Networking Cocktail
- Connecting SMEs Globally
- Meet the FDI Experts
- Investment Awards
- Exhibition
- Bilateral Meetings: *G2G, G2B & B2B*
- Networking Functions: *Opening Ceremony* *Gala Dinner*
- Investors Zone
- Signing Ceremony
- Exhibition Tour

70+ Ministers & Vice Ministers

140 Countries

15,000 Businessmen & Investors

500+ Exhibitors

8,000 Square meters of Exhibition

www.aimcongress.com

5th Edition

mississippi development authority
MISSISSIPPI
mississippi.org/industries

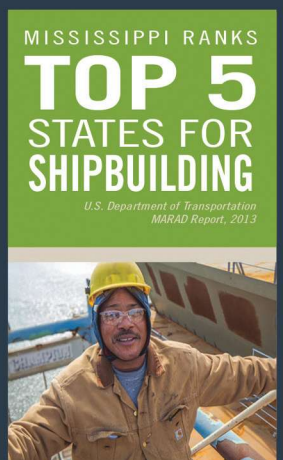
MADE IN THE USA
PERFECTED IN MISSISSIPPI

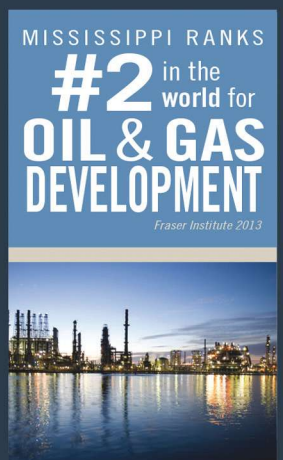
OPPORTUNITY IS ABUNDANT IN MISSISSIPPI

Raspet Flight Laboratory, Mississippi State University — Starkville, Mississippi

A growing list of global companies call **Mississippi** home. Centrally positioned in the country's fastest growing region, Mississippi provides industries with a strong competitive advantage, including a highly productive workforce, a welcoming business climate and a strong network of research university partnerships. The state's robust infrastructure and available site inventory make Mississippi a prime location for today's companies searching for tomorrow's business solutions.

Opportunities await. Find out more at **mississippi.org/industries.**





© Mississippi Development Authority 2014